



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cabinet

A meeting of the **Cabinet** of North Ayrshire Council will be held remotely on **Tuesday, 22 February 2022 at 14:30** to consider the undernoted business.

Arrangements in Terms of COVID-19

In light of the current COVID-19 pandemic, this meeting will be held remotely 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>. In the event that live-streaming is not possible, a recording of the meeting will instead be available to view at this location.

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 **Minutes**

The accuracy of the minutes of meeting of the Cabinet held on 25 January 2022 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 ITEMS FOR DECISION

3 **Financial Inclusion in Schools**

Submit a report by the Interim Executive Director (Communities and Education) on the current and proposed approach to improving financial education and financial inclusion across all school establishments (copy enclosed).

- 4 Pupil Equity Funding in North Ayrshire – Progress Report**
Submit a report by the Interim Executive Director (Communities and Education) providing an update on (a) the use of Pupil Equity Funding (PEF) in North Ayrshire during session 2020-21; (b) year to date spend for 2020-21; and (c) assessment on the impact of Covid-19 on implementation and impact (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Interim Executive Director (Communities and Education)

- 5 Participation Strategy – Statement of Intent**
Submit a report by the Interim Executive Director (Communities and Education) seeking approval for a consultation based on the Statement of Intent, which aims to develop a Participation Strategy for Communities (copy enclosed).
- 6 North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2022-23 Budget**
Submit a report by the Interim Executive Director (Communities and Education) seeking approval for the North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2022-23 Budget (copy enclosed).

Reports by the Executive Director (Place)

- 7 Island Plans**
Submit a report by the Executive Director (Place) seeking approval for the proposed 10-year socio-economic Island Plans and associated 2022/23 Annual Action Plans for Cumbrae and Arran to support an inclusive and green economic recovery and renewal of North Ayrshire's Island communities in line with their unique circumstances and opportunities (copy enclosed).
- 8 Streetscene Environmental Skills & Training Academy – Intermediate Labour Market Initiative**
Submit a report by the Executive Director (Place) on the creation of a Streetscene Environmental Skills and Training Academy offering paid work placements for local residents to develop skills, work experience and qualifications to support their progression to future sustainable employment (copy enclosed).
- 9 Regeneration Delivery Plan Update**
Submit a report by the Executive Director (Place) on a mid-year update on the progress of the Regeneration Delivery Plan and seeking approval for the review of the action programme (copy enclosed).

- 10 i3 Strategic Investment Campus – Renewable Energy Proposals**
Submit a report by the Executive Director (Place) on the potential to install a solar photovoltaic (PV) farm and wind turbines at the i3 Strategic Investment Campus as part of the Council's environmental roadmap to achieve net-zero carbon by 2030 (copy enclosed).

Reports by the Director (Growth and Investment)

- 11 North Ayrshire Visitor Management Plan 2022**
Submit a report by the Director (Growth & Investment) on a Visitor Management Plan for 2022 to support a range of actions to manage the expected increase in domestic tourism (copy enclosed).
- 12 Ardrossan Marina - Operator Agreement**
Submit a report by the Director (Growth & Investment) on the Heads of Terms of an agreement between the Council and Clyde Marina Ltd., the proposed operator of an extension to Ardrossan Marina (copy enclosed).
- 13 Urgent Items**
Any other items which the Chair considers to be urgent.

Webcasting - Virtual Meeting

Please note: this meeting may be recorded/live-streamed to the Council's internet site, 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 recorded/live-streamed.

You should be aware that the Council is a Data Controller under the Data Protection Act 2018. Data collected during the webcast will be retained in accordance with the Council's published policy, including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

If you are participating in this meeting by invitation, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in the them live-streaming/recording or training purposes and for the purpose of keeping historical records and making those records available to the public. If you do not wish to participate in a recording, you should leave the 'virtual meeting'. This will constitute your revocation of consent.

If you have any queries regarding this, please contact dataprotectionofficer@north-ayrshire.gov.uk.

Cabinet Sederunt

Elected Members

Joe Cullinane (Chair)
John Bell (Vice-Chair)
Robert Foster
Alex Gallagher
Louise McPhater
Jim Montgomerie

Church Representatives

Mr Andrew Bruce
Mr Ian Haining
Ms Elizabeth Turbet

Teaching Representative

Ms Jackie MacKenzie

Youth Council Representatives

Chair:

Apologies:

Attending:

At a Meeting of the Cabinet of North Ayrshire Council at 2:30 p.m. involving participation by remote electronic means.

Present

John Bell, Robert Foster, Alex Gallagher and Jim Montgomerie.

In Attendance

R. McCutcheon, Executive Director, Y. Baulk, Head of Service (Physical Environment), J. Cameron, Senior Manager (Housing Strategy and Development), L. Cree, Senior Manager (Property Management and Investment) and L. Kirk, Senior Manager (Regeneration) (Place); C. Amos, Interim Executive Director and R. Arthur, Head of Service (Connected Communities) (Communities and Education); A. Sutherland, Head of Service (Children, Families and Justice Services) and P. Doak, Head of Service (Finance & Transformation) (Health and Social Care Partnership); K. Yeomans, Director (Growth and Investment); M. Boyd, Head of Service (Finance) and D. Forbes, Senior Manager (Finance Management) (Chief Executive's Service); A. Craig, Head of Service, I. Hardy, Corporate Policy & Performance Officer; M. Sugden, Communications Officer, C. Stewart and A. Little, Committee Services Officers (Democratic Services).

Apologies

Joe Cullinane.

Chair

John Bell in the Chair.

1. Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

2. Minutes

The Minutes of the Meeting of the Cabinet held on 30 November 2021 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Council Plan Mid-Year Progress Report 2021-22

Submitted a report by the Head of Service (Democratic Services) on progress of the Council Plan priorities. The Council Plan 2019-24 Progress Update (Mid-Year 2021-22) was attached at Appendix 1 to the report.

The Cabinet agreed to (a) approve the report as set out at Appendix 1 to the report; (b) refer the report to the Audit and Scrutiny Committee for further consideration; and (c) note, with satisfaction, the status of the Council's performance indicators and actions at Appendices 2 and 3 to the report.

4. Revenue Budget 2021/22: Financial Performance to 30 November 2021

Submitted a report by the Head of Service (Finance) on the financial performance for the Council at 30 November 2021. 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 2021/22 were provided in Appendices 1-5 of the report. Information in respect of the Housing Revenue Account (HRA) was set out in Appendices 6 and 6a. Information on Virement/Budget Adjustment Requests was provided in Appendix 7 to the report and information on the HSCP financial performance report as at the end of October 2021 was set out in Appendix 8 to the report.

Members asked questions and were provided with further information on the position in relation to Council Tax collection and recovery costs.

The Cabinet agreed (a) to 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 at section 2.6 of the report and (iii) the current projected deficit position of KA Leisure; and (b) to approve (i) the earmarking of £1.055m identified at section 2.5 of the report to meet future year commitments and (ii) the virements detailed in Appendix 7 to the report.

5. Capital Programme Performance to 31 March 2022

Submitted a report by the Head of Service (Finance) on progress in delivering the Capital Investment Programme for 2021/22. Information on the progress of General Services and Housing Revenue Account (HRA) projects was set out at Appendices 1 and 2, respectively, to the report.

Members asked questions and were provided with further information on supply issues affecting Capital Programme projects, including increased prices in material and construction costs.

The Cabinet agreed to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 30 November 2021 and (ii) the forecast expenditure to 31 March 2022.

6. Proposals for Community Investment Fund (CIF) Expenditure

Submitted a report by the Interim Executive Director (Communities and Education) on applications by Locality Partnerships to allocate CIF funding to proposed projects. Applications were submitted from the Kilwinning Locality Partnership (Appendix 1 to the report), the Three Towns Locality Partnership (Appendices 2, 3 and 4 to the report) and the North Coast and Cumbrae Locality Partnership (Appendix 5 to the report).

The Cabinet agreed to (a) review the applications from the Kilwinning Locality Partnership, the Three Towns Locality Partnership and the North Coast and Cumbrae Locality Partnership in line with CIF criteria; (b) approve the CIF funding applications in respect of (i) Corsehill Primary Parent Council in the amount of £50,000 as detailed at Appendix 1 to the report, (ii) the Saltcoats Active Lifestyle Team in the amount of £48,288 as detailed at Appendix 2 to the report, (iii) the Ardrossan Community Development Trust in the amount of £53,100 as detailed at Appendix 3 to the report; (c) approve the request to increase the previously agreed CIF award in relation to a multi-purpose hub – Raise Your Voice with Ardeer in the amount of £130,000 for the reasons stated in the report and as detailed at Appendix 4; and (d) approve the request to release the final £25,000 of previously agreed CIF funding in relation to the Millport Town Hall project as detailed at Appendix 5 to the report.

7. Energy Efficiency Standard for Social Housing 2 (EESH2)

Submitted a report by the Executive Director (Place) on a summary of progress to date against EESH standards, and a plan to achieve EESH2 compliance in the Council's housing stock, where possible, by the 2032 deadline.

The Cabinet agreed to (a) note the progress to date against EESH standards; and (b) approve the proposed plan to achieve EESH2 within the Council's housing stock, or make properties as energy efficient as practically possible, by the 2032 deadline.

8. Electrical Safety Testing/Smoke Detection Compliance (Housing)

Submitted a report by the Executive Director (Place) on the current position regarding statutory electrical testing and smoke detection compliance in our housing property portfolio.

The Cabinet agreed to (a) note the progress to date; and (b) approve the proposal to progress with extending the existing Access and Refusal policy to include electrical testing and smoke detection installations.

9. Levelling Up Fund - B714 Upgrade

Submitted a report by the Executive Director (Place) on the award of funding under the Levelling Up Fund and seeking approval for the delivery of the B714 Upgrade.

The Cabinet agreed to (a) note and approve the acceptance of the grant award of £23.7m for the B714 Upgrade under the Levelling Up Fund; (b) approve the delivery of the B714 Upgrade, subject to securing the necessary consents and permissions; and (c) note the progress made to date.

10. Supporting Unaccompanied Asylum-Seeking Children in North Ayrshire

Submitted a report by the Executive Director (Place) on the local and national position regarding unaccompanied asylum-seeking children (UASC) and seeking approval for the support arrangements proposed within North Ayrshire for accommodating UASC as part of the national humanitarian response. A number of accommodation and support models which could be offered to assist in the UASC crisis was attached at Appendix 1 to the report.

Members asked questions and were provided with further information on the potential support models in relation to supporting UASC in North Ayrshire, dependent on the specific needs of each individual.

The Cabinet agreed to (a) note and endorse the significant work undertaken in recent years to support a number of UASC and families resettling in North Ayrshire, and the escalating humanitarian crisis in Kent; (b) note and endorse the accommodation of one UASC in January 2022 placed with a supported carer and approve the accommodating of a further UASC when an appropriate supported carer became available; (c) note and approve participation in the recently announced mandated rota set by the UK Government as part of the revised National Transfer Scheme (NTS), which would potentially see up to a further 6 UASC being accommodated within North Ayrshire in the first year; (d) note the support models which would be considered by the established officer task group to identify the most appropriate support for each individual UASC within North Ayrshire based on their specific needs; (e) note the funding outlined within paragraph 4.1 of the report which would be received to assist the delivery of appropriate UASC support; and (f) receive further updates as the humanitarian response continued.

11. North Ayrshire Blue Economy

Submitted a report by the Director (Growth & Investment) on progress in developing a strategic proposition for North Ayrshire's Blue Economy, encompassing Ayrshire Growth Deal Investment at Hunterston and Ardrossan (International Marine Science and Environment Centre).

Members asked questions and were provided with further information on how this strategic proposition would interface and complement other strategic projects in North Ayrshire, such as Hunterston.

The Cabinet agreed to approve (i) the strategic direction of development for the blue economy, (ii) the establishment of a Memorandum of Understanding (MOU) between the Council and University of Stirling to develop related project activity and (iii) the expansion of the existing Hunterston MOU between the Council, Peel Ports and Scottish Enterprise to also include Crown Estate Scotland.

The meeting ended at 3.35 p.m.

NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title: Financial Inclusion in Schools

Purpose: To provide Cabinet with information on the current and proposed approach to improving financial education and financial inclusion across all school establishments

Recommendation: That Cabinet:

- a) Notes our current and proposed approach to improving financial education and financial inclusion across all school establishments
- b) Agrees to receive annual updates

1. Executive Summary

- 1.1 Schools in North Ayrshire are continuing to support the financial inclusion agenda, including initiatives to support families with the cost of the school day, working with children and families to have improved access to appropriate financial advice and products and empowering young people by delivery of financial education as part of the curriculum.

2. Background

- 2.1 In North Ayrshire's Children Services Plan 2020/2023, it states that according to data published in May 2021, 'it is estimated that over 6200 (27.9%) aged 0-16 could be living in poverty in North Ayrshire (national estimate 24%).
- 2.2 The Resolution Foundation describes financial exclusion as being most closely associated with poverty and low income with disproportionate numbers of financially excluded people living in areas of deprivation. Given the SIMD profile of the North Ayrshire Council area, it is therefore an imperative that we prioritise work to promote financial inclusion across our schools and establishments.
- 2.3 The Council has already made a significant commitment to mitigate the cost of the school day for families so it is important that this financial commitment is supported by work to empower children and families to understand the range of financial and budgeting supports that are available and how to access them.

- 2.4 A post of a full time Welfare Rights Officer has been funded for 23 months from August 2021 to work across Greenwood Academy, Irvine Royal Academy, Kilwinning Academy, Garnock Community Campus (Secondary), St Matthew's Academy, Largs Academy and Arran High School. Activities include:-
- Engaging with parents and carers and supporting them to access all benefits;
 - Providing financial management workshops;
 - Liaising with the Family Learning Team, Head Teachers and pastoral teams to identify families who may wish support
 - Attending breakfast blethers, parents' information evenings and other education events
 - Providing training to key education staff on Money Matters activities
- 2.5 The Ardrossan and Auchenharvie clusters are piloting a project in partnership with Community Housing Advocacy Project (CHAP). This promotes the building of financial resilience, minimising financial crisis situations and tackling child poverty. The approach focuses on maximising income and reducing outgoings, combined with budgeting, money, housing and debt advice.
- 2.6 Our Attainment Challenge funded Family Learning Team offer a range of activities including targeted approaches for those affected by poverty. These include support in signposting to other council services such as Money Matters, Skills for Life, Better Off North Ayrshire as well as providing access to digital devices and no cost education programmes. Parents, through the Family Learning Team have benefitted from achieving accreditation and qualifications through a programme offered in partnership with Ayrshire College, enhancing their employment prospects.
- 2.7 In our secondary schools, the Personal and Social Education programmes incorporate lessons that support youngsters to better understand the financial implications of lifestyle choices. CHAP provides a series of lessons on homelessness prevention and advice on decisions about housing. Resources from the Gambling Education Hub are used to provide information on the potential harm caused by gambling. Financial budgeting is a key focus in resources such as those provided by the Barclays Lifeskills programme.
- 2.8 The curriculum offers a range of age and stage appropriate financial education experiences. For example, in the numeracy and maths curriculum, at first level an outcome is 'I can use money to pay for items and can work out how much change I should receive' progressing at third level to 'I can budget effectively making use of technology and other methods to manage money and plan for future expenses.' Schools will deliver these outcomes in a variety of ways taking into account their local context, but will be taught to all as part of the core curriculum.
- 2.9 Over the past two years, our ability to have external visitors into schools has been curtailed, but with the support of DYW Ayrshire/Chamber of Commerce, a range of digital inputs have been offered. Examples of this include a programme from Money Advice Scotland that incorporates lessons on Financial Independence and Wellbeing, and Social Enterprise Scotland on ethical business set-up. A number of financial institutions have offered virtual work experience opportunities for senior pupils.

- 2.10 Again, although it has not been possible over the past two years, many of our primary schools have enhanced their financial education curriculum by running 'Money Weeks'. This includes having a series of focussed lessons, together with input from credit unions and banks to promote early saving activity. A range of visitors provide an insight to the pupils and their parents on a variety of financial topics.
- 2.11 Our Head Teachers, Head of Centres and pastoral teams in secondary schools know their families well. Discreet supports are offered to families to ensure that youngsters are not excluded. The work on mitigating the cost of the school day is now embedded and is being enhanced by activities such as school uniform exchanges/swap shops.
- 2.12 The Education Service intends to carry out a full audit and evaluation of financial education and financial inclusion within our schools to improve consistency of provision across all establishments. This will result in a high-level action plan and will be included in the Education Service Plan for 2022-23. As part of our overall approach and when Covid restrictions are lifted, we will strengthen the links between our schools and local credit unions to ensure that our pupils and the wider school community have full access to their services.

3. Proposals

- 3.1 Notes our current and proposed approach to improving financial education and financial inclusion across all establishments
- 3.2 Agrees to receive annual updates

4. Implications/Socio-economic Duty

Financial

- 4.1 The cost of the two initiatives is met from different funding sources. Presently, the initiative described in 2.4 is funded by HSCP and the initiative described in 2.5 is part-funded through the Children and Young People's Community Mental Health Supports and Services Grant. Funding to ensure the ongoing development of financial inclusion will be sourced through existing investments related to the alleviation of poverty.

Human Resources

- 4.2 The impact of the seconded Welfare Rights Officer will require to be re-evaluated at the end of the pilot.

Legal

- 4.3 None.

Equality/Socio-economic

- 4.4 The continuation of the work on financial inclusion in our schools will impact positively on socio-economic health of North Ayrshire. Further as children and families are empowered financially then inequalities and inequities will decrease.

Environmental and Sustainability

- 4.5 None.

Key Priorities

- 4.6 This work clearly links to the council's vision of a 'North Ayrshire that is fair for all'. It directly impacts on priority outcomes 'Our children and young people have the best start in life', 'North Ayrshire has an inclusive, growing and enterprising economy' and 'North Ayrshire's residents and communities enjoy good life-long health and wellbeing'.

Community Wealth Building

- 4.7 Although there are no immediate direct impacts, the building of a financially inclusive and empowered community is integral to the aims of a Community Wealth Building approach to the local economy.

5. Consultation

- 5.1 None.

Caroline Amos
Interim Executive Director (Communities and Education)

For further information please contact **Laura Cook, Quality Improvement Officer**, on **01294 324454**.

Background Papers

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NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title:	Pupil Equity Funding in North Ayrshire – Progress Report
Purpose:	<p>To provide an update on:</p> <ul style="list-style-type: none"> • The use of Pupil Equity Funding (PEF) in North Ayrshire during session 2020-21 • Year to date spend for 2021-22; and • Assessment of the impact of Covid-19 on implementation and impact
Recommendation:	<p>It is recommended that Cabinet notes:</p> <ul style="list-style-type: none"> (a) the use of PEF investment to date; (b) the positive impact PEF is having within school communities; and (c) the impact covid-19 has had on PEF in the 2020-21 academic year.

1. Executive Summary

- 1.1 North Ayrshire Council schools have received Pupil Equity Funding (PEF) over the last five years to reduce poverty related attainment gaps in literacy, numeracy and health and wellbeing. In the first four years of funding schools received in the region of £4.4m each year, which increased to £5.1m in 2021-22 due to a 15% uplift provided in response to the Covid-19 pandemic.
- 1.2 Plans are created by every school to outline how PEF will be spent and analysis shows almost all interventions focus on: improving literacy; numeracy; and health and wellbeing. In 2020-21 financial year, 79% of overall spend was on staff costs, while 21% was used for purchasing additional resources.
- 1.3 Good practice is shared through a variety of approaches including: networking between schools within school clusters; engagement in the South West Education Improvement Collaborative (SWEIC) events; and case studies created to share what is working well.
- 1.4 Whilst the local authority continues to make good progressing in implementing PEF plans to improve outcomes for children and young people, recent data indicates the Covid-19 pandemic has resulted in a widening of local attainment gaps. North Ayrshire's data reflects national reporting that attainment gaps have widened. Head Teachers continue to respond to the needs of their school communities and through a range of

assessment practices put in place supports using PEF that will have the greatest impact on improving outcomes for learners.

- 1.5 Scottish Government is currently refreshing the policy framework surrounding the Attainment Scotland Fund including PEF and it is anticipated further guidance will be issued in Spring 2022 to outline expectations on the spend and reporting on this funding. As a result, work is underway in the Education Service to enhance approaches used to capture, share, and report impact associated with PEF interventions.

2. Background

- 2.1 In February 2015, the First Minister launched the Scottish Attainment Challenge and the £750m Attainment Scotland Fund. This initiative aims to provide targeted support to increase the educational attainment and outcomes of children in Scotland's highest concentrated areas of deprivation. An allocation of around £130m is provided directly to schools in the form of the Pupil Equity Fund to provide additional resource to reduce poverty-related attainment gaps.
- 2.2 All local authorities benefit from Pupil Equity Funding and 95% of schools in Scotland have been allocated funding for pupils in P1-S3 known to be eligible for free school meals. For every child that is registered, the school receives £1,200 in addition to their normal budget through PEF.
- 2.3 North Ayrshire Council has received Pupil Equity Funding for five years, details of which are outlined in the table below. The PEF Funding relating to each individual school can be found at appendix 1.

Year	PEF Funding
2017-18	£4.39m
2018-19	£4.41m
2019-20	£4.46m
2020-21	£4.30m
2021-22	£5.15m

- 2.4 Pupil Equity Funding must provide targeted support for children and young people affected by poverty to achieve their full potential. Although the funding is allocated on the basis of free school meal eligibility, Head Teachers can use their professional judgement to determine which pupils receive targeted interventions.
- 2.5 All schools work with their school community to decide how to invest PEF and are encouraged to use participatory budgeting approaches to inform decision making.

2.6 Monitoring and tracking of PEF financial performance

- 2.6.1 Financial governance of PEF is monitored by the Education Service's Attainment Challenge Programme Board via regular updates on the spend profile throughout each year. In addition, financial reports are provided to all schools monthly to track spend. This enables school leadership teams to effectively plan and utilise the funding to deliver intended outcomes.

- 2.6.2 The table below outlines £3.9m was spent in total at the end of 2020-21 financial year, with 79% of funding utilised for staffing and 21% spent on resources and materials. The year to date spend, as at December 2021, for the 2021-22 financial year is also provided in the table. This shows how much of the £5.15m available has been spent so far and has been separated into staff and resources. Details of individual schools spend is available upon request.

Description	PEF spend profile 2020-21	PEF spend profile 2021-22 (as at Dec 21)
Teaching Staff	£1.6m	£1.3m
Support Staff	£1.5m	£1.1m
Resources & Materials	£0.8m	£0.6m
Totals	£3.9m	£3.0m

- 2.6.3 Unspent Pupil Equity Funding can be carried forward from one financial year to the next, useful when there are challenges in the recruitment of staff or availability of higher value purchases. Carry forward has reduced significantly since PEF was introduced in 2017-18 from £2m (46%) to £0.7m (16.6%) in 2020-21. Carry forward increased slightly in 2020-21, from the previous financial year, due to difficulties recruiting and purchasing resources during the pandemic.

2.7 Measuring impact of PEF

- 2.7.1 Scottish Government's Pupil Equity Funding: national operational guidance 2021 stipulates that funding should be used to reduce the poverty related attainment gap through targeted support for children, young people and their families which will lead to improvements in literacy, numeracy, and health and wellbeing.
- 2.7.2 Head teachers are provided with full autonomy to allocate PEF to address poverty related attainment gaps in their school. Schools are also responsible for measuring and evaluating the impact of PEF interventions. Approaches vary on a school-to-school basis but in most circumstances measurement of PEF impact focuses on the pupils who benefit from the intervention at school level through qualitative and quantitative data.
- 2.7.3 Schools are requested to provide an overview of planned PEF activity for the academic year as part of their annual school improvement plan as well as a summary of impact at the end of the academic year. Education Senior Managers provide support to establishments throughout the academic year and carry out quality improvement visits/virtual meetings to assess progress as part of the Education Service's Quality Improvement Framework. An annual professional discussion on school attainment and achievement also occurs between Head Teachers, Senior Managers and Heads of Service to evaluate performance.
- 2.7.4 Pupil Equity Funding and 'Challenge Authority' funding, which is received by the local authority's Education Service, are primary drivers in reducing the poverty-related attainment gap across North Ayrshire schools. At a service level, a set of overarching attainment gap measures are well-established to measure progress that can be partly assigned to impact of PEF and Challenge Authority interventions. These measures

are also used as the basis of reporting performance to Scottish Government through the National Improvement Framework. Interventions implemented through Challenge Authority funding, which is directed by the Education Service centrally, and Pupil Equity Funding, as directed by head teachers, are both accessed by learners to reduce attainment gaps. Consequently, no intervention or funding stream is viewed in isolation or assessed as making the most difference in reducing the poverty related attainment gap.

- 2.7.5 There is broad alignment between areas of focus for interventions funded through PEF and those coordinated centrally through Challenge Authority funding. The Education Service's senior leadership team works with schools to ensure that PEF and SAC activities are complementary, and duplication is minimised.
- 2.8 Pupil Equity Fund impact on closing attainment gaps and school communities (These highlights are supported by data provided in appendix 2 and PEF summary impact reports in appendix 3)
 - 2.8.1 In 2016, the Scottish Government began to collect statistics on the Curriculum for Excellence (CfE) level achieved in Literacy (Listening and Talking, Reading, Writing) and Numeracy by pupils in the Broad General Education stages P1, P4, P7 and S3. This is based on teacher judgement about each pupil's achievement of a level made at the end of June each session. This is used as a primary measure to identify attainment gaps between pupils living in SIMD 1-2 areas versus 3-10 areas.
 - 2.8.2 As evidenced in appendix 1, the literacy attainment gap between pupils living in SIMD 1-2 areas and pupils living in SIMD 3-10 areas has increased at all stages of primary school (P1, P4, P7). The attainment gap in numeracy attainment has also increased at most stages of primary school (P1, P4) with a slight narrowing of the gap in P7. The widening of literacy and numeracy attainment gaps in primary schools is not specific to North Ayrshire as nationally reported data shows several other local authorities have reported similar data. The reason for the widening of attainment gaps is due to the negative impact of the covid-19 pandemic, which has disrupted learning environments and the provision of in-school learning. It is anticipated that work across the Service, as part of Covid-19 recovery, will result in attainment gaps reducing again in future years.
 - 2.8.3 Curriculum for Excellence (CfE) levels in literacy and numeracy were not recorded in secondary schools at S3 in the 2019-20 or 2020-21 academic year as shown in appendix 1. This was due to the covid-19 pandemic impacting on the recording of CfE levels at school level. While data is not available locally, feedback from schools as well as corresponding national data indicates these attainment gaps are likely to have widened and work is underway across the service to support learners. Data will be collected in the 2021-22 academic year which will provide further information.
 - 2.8.4 Measurement of progress made in reducing attainment gaps in health and wellbeing continues to present a challenge for the local authority due to the lack of a suitable tool to measure progress. The Covid-19 pandemic and work on-going to finalise Scottish Government's Health and Wellbeing Census, which will be issued to all schools, has also led to delays in measuring progress in this area.

- 2.8.5 While Attainment Scotland Funding is primarily focused on supporting children and young people participating in the Broad General Education curriculum in P1-S3, the Education Service recognises that early intervention is critical and provides a range of supports pre-school through the Early Years Service to raise attainment and reduce attainment gaps. The Education Service has developed its own early years milestones assessment to assess development in literacy, numeracy and health and wellbeing in the year before a child starts P1. Data provided in appendix 2 shows that the attainment gap, between pupils living in SIMD 1 and 2 areas versus pupils living in SIMD 3-10 areas, has widened in early years in both literacy and numeracy. This mirrors primary literacy and numeracy attainment gaps. The disruption caused by the covid-19 pandemic is responsible for the widening of these attainment gaps. The Early Years Service continues to monitor this gap and put in place appropriate targeted supports throughout the Service's recovery phase to address need.
- 2.8.6 As highlighted in section 2.7.3, schools are required to produce a summary of PEF impact at the end of the academic year. A selection of summary reports across a range of schools is provided at appendix 3. Senior manager quality improvement conversations during the 2020-21 academic year and a central review of the PEF summary reports highlights schools are utilising PEF in a variety of ways that are impactful in meeting the needs of their school community and addressing the poverty related attainment gap.

3. Proposals

- 3.1 It is proposed that Cabinet notes:
- (a) the use of PEF investment to date;
 - (b) the positive impact PEF is having within school communities;
 - (c) the impact Covid-19 has had on PEF in the 2020-21 academic year.

4. Implications/Socio-economic Duty

Financial

- 4.1 Pupil Equity Funding is external funding, provided annually by the Scottish Government as a grant. There are no financial implications to be considered in relation to this funding at present.

Human Resources

- 4.2 All staff funded through the Scottish Government's Attainment Scotland Fund are employed on fixed-term contracts. A workforce planning group is established to assess and manage the workforce implications associated with this funding situation.

Legal

- 4.3 None.

Equality/Socio-economic

- 4.4 PEF is utilised to reduce the poverty related attainment gap through providing targeted support to children, young people, and their families by improving literacy, numeracy and health and wellbeing. Improving the attainment and achievement of learners positively impacts the number of school leavers who engage in further education or employment.

Environmental and Sustainability

- 4.5 None.

Key Priorities

- 4.6 Council Plan Priorities: Aspiring Communities -
- Children and young people experience the best start in life.
 - Active and strong communities.

Community Wealth Building

- 4.7 Pupil Equity Funding improves the attainment and achievement of learners which positively impacts on the number of school leavers engaging in further education or employment locally. A reduction in the poverty related attainment gap ensures wider access to local economic and employment opportunities for all North Ayrshire residents. Pupil Equity Funding also provides considerable opportunities to invest in the local community through providing employment and also has the potential to lead to procurement of resources from local suppliers within North Ayrshire.

5. Consultation

- 5.1 At school level, regular consultation and evaluation from parents/carers, partners and staff is collected and evaluated on an on-going basis to support future programme improvements and development.

Caroline Amos
Executive Director (Interim) (Communities and Education Directorate)

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

Background Papers

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APPENDIX 1 - school PEF allocations 2017-22

Local Authority	Seed Code	School	Stage	2017/18 Allocation	2018/19 Allocation	2019/20 Allocation	2020/21 Allocation	Revised 2021/22 Allocation	Total PEF allocation 2017-22
North Ayrshire	8212627	Abbey Primary School	Primary	£ 84,000	£ 87,600	£ 82,800	£ 88,110	£ 105,674	£ 448,184
North Ayrshire	8218323	Annick Primary School	Primary	£ 63,600	£ 73,200	£ 76,800	£ 75,187	£ 90,175	£ 378,962
North Ayrshire	8214123	Ardeer Primary School	Primary	£ 98,400	£ 88,560	£ 79,200	£ 75,187	£ 90,175	£ 431,522
North Ayrshire	8210829	Beith Primary School	Primary	£ 105,600	£ 104,400	£ 93,960	£ 81,414	£ 97,642	£ 483,016
North Ayrshire	8212724	Blacklands Primary School	Primary	£ 48,000	£ 44,400	£ 57,600	£ 64,614	£ 77,494	£ 292,108
North Ayrshire	8218129	Brisbane Primary School (Closed 17/18)	Primary	£ 33,600	£ -	£ -	£ -	£ -	£ 33,600
North Ayrshire	8200122	Brodick Primary School	Primary	£ 7,200	£ 6,480	£ 6,000	£ 5,287	£ 6,340	£ 31,307
North Ayrshire	8218625	Caledonia Primary School	Primary	£ 104,400	£ 93,960	£ 99,600	£ 87,758	£ 105,251	£ 490,969
North Ayrshire	8211825	Castlepark Primary School	Primary	£ 217,200	£ 229,200	£ 242,400	£ 231,435	£ 277,569	£ 1,197,804
North Ayrshire	8200327	Corrie Primary School	Primary	£ 1,200	£ 1,200	£ 1,200	£ 1,175	£ 1,409	£ 6,184
North Ayrshire	8212821	Corsehill Primary School	Primary	£ 68,400	£ 66,000	£ 79,200	£ 75,187	£ 90,175	£ 378,962
North Ayrshire	8218226	Cumbræ Primary School	Primary	£ 8,400	£ 7,560	£ 9,600	£ 10,573	£ 12,681	£ 48,814
North Ayrshire	8210926	Dalry Primary School	Primary	£ 121,200	£ 118,800	£ 117,600	£ 103,617	£ 124,272	£ 585,489
North Ayrshire	8211124	Dreghorn Primary School	Primary	£ 74,400	£ 78,000	£ 82,800	£ 75,187	£ 90,175	£ 400,562
North Ayrshire	8213429	Dykesmains Primary School	Primary	£ 81,600	£ 94,800	£ 85,320	£ 79,886	£ 95,811	£ 437,417
North Ayrshire	1003127	Elderbank Primary School	Primary	£ 193,200	£ 198,000	£ 204,000	£ 179,744	£ 215,574	£ 990,518
North Ayrshire	8211221	Fairlie Primary School	Primary	£ 7,200	£ 8,400	£ 10,800	£ 9,516	£ 11,413	£ 47,329
North Ayrshire	8215634	Garnock Community Campus (Opened 18/19)	Primary	£ 38,400	£ 43,200	£ 38,880	£ 37,594	£ 45,087	£ 203,161
North Ayrshire	8211329	Gateside Primary School	Primary	£ 7,200	£ 6,480	£ 4,320	£ 5,874	£ 7,045	£ 30,919
North Ayrshire	8211922	Glebe Primary School	Primary	£ 84,000	£ 82,800	£ 96,000	£ 86,935	£ 104,265	£ 454,000
North Ayrshire	8214328	Glencairn Primary School	Primary	£ 79,200	£ 79,200	£ 86,400	£ 90,460	£ 108,491	£ 443,751
North Ayrshire	8214220	Hayocks Primary School	Primary	£ 160,800	£ 148,800	£ 150,000	£ 132,164	£ 158,510	£ 750,274
North Ayrshire	8216223	Kelburn Primary School (Closed 17/18)	Primary	£ 70,800	£ -	£ -	£ -	£ -	£ 70,800
North Ayrshire	8200424	Kilmory Primary School	Primary	£ 1,200	£ 2,400	£ 2,400	£ 2,350	£ 2,818	£ 11,168
North Ayrshire	8218420	Lamlash Primary School	Primary	£ 9,600	£ 8,640	£ 12,000	£ 10,573	£ 12,681	£ 53,494
North Ayrshire		Largs Primary School (Opened 18/19)	Primary	£ -	£ 98,400	£ 90,000	£ 79,299	£ 95,106	£ 362,805
North Ayrshire	8218722	Lawthorn Primary School	Primary	£ 51,600	£ 51,600	£ 46,800	£ 52,866	£ 63,404	£ 266,270

North Ayrshire	8212120	Loudoun-Montgomery Primary School	Primary	£ 69,600	£ 78,000	£ 70,200	£ 75,187	£ 90,175	£ 383,162
North Ayrshire	8213623	Mayfield Primary School	Primary	£ 79,200	£ 80,400	£ 72,360	£ 83,411	£ 100,038	£ 415,409
North Ayrshire	8211523	Moorpark Primary School	Primary	£ 82,800	£ 74,520	£ 66,000	£ 58,740	£ 70,449	£ 352,509
North Ayrshire	8212929	Pennyburn Primary School	Primary	£ 112,800	£ 110,400	£ 103,200	£ 91,634	£ 109,900	£ 527,934
North Ayrshire	8200521	Pirnmill Primary School	Primary	£ 1,200	£ -	£ -	£ -	£ -	£ 1,200
North Ayrshire	8200629	Shiskine Primary School	Primary	£ 1,200	£ 3,240	£ -	£ -	£ -	£ 4,440
North Ayrshire	8213925	Skelmorlie Primary School	Primary	£ 6,000	£ 5,400	£ 6,000	£ 5,874	£ 7,045	£ 30,319
North Ayrshire	8214026	Springside Primary School	Primary	£ 39,600	£ 46,800	£ 42,120	£ 48,167	£ 57,768	£ 234,455
North Ayrshire	8213720	St Anthony's Primary School	Primary	£ 70,800	£ 63,720	£ 57,600	£ 65,789	£ 78,903	£ 336,812
North Ayrshire	8211620	St Bridget's Primary School	Primary	£ 66,000	£ 79,200	£ 84,000	£ 78,712	£ 94,402	£ 402,314
North Ayrshire	8218528	St John Ogilvie Primary School	Primary	£ 63,600	£ 63,600	£ 79,200	£ 69,783	£ 83,693	£ 359,876
North Ayrshire	8214425	St John's Primary School	Primary	£ 48,000	£ 55,200	£ 49,680	£ 39,121	£ 46,919	£ 238,920
North Ayrshire	8217025	St Luke's Primary School	Primary	£ 40,800	£ 43,200	£ 50,400	£ 45,817	£ 54,950	£ 235,167
North Ayrshire	8217521	St Mark's Primary School	Primary	£ 109,200	£ 117,600	£ 109,200	£ 105,732	£ 126,808	£ 568,540
North Ayrshire	8213224	St Mary's Primary School	Primary	£ 15,600	£ 15,600	£ 18,000	£ 15,860	£ 19,021	£ 84,081
North Ayrshire	8211027	St Palladius' Primary School	Primary	£ 21,600	£ 22,800	£ 24,000	£ 21,146	£ 25,362	£ 114,908
North Ayrshire	8210721	St Peter's Primary School	Primary	£ 63,600	£ 57,240	£ 50,400	£ 44,642	£ 53,541	£ 269,423
North Ayrshire	8213127	St Winning's Primary School	Primary	£ 39,600	£ 43,200	£ 48,000	£ 49,342	£ 59,177	£ 239,319
North Ayrshire	8210527	Stanley Primary School	Primary	£ 182,400	£ 175,200	£ 178,800	£ 157,540	£ 188,944	£ 882,884
North Ayrshire	8214522	West Kilbride Primary School	Primary	£ 46,800	£ 49,200	£ 51,600	£ 45,817	£ 54,950	£ 248,367
North Ayrshire	8216924	Whitehirst Park Primary	Primary	£ 31,200	£ 28,080	£ 27,600	£ 25,846	£ 30,998	£ 143,724
North Ayrshire	8200726	Whiting Bay Primary School	Primary	£ 6,000	£ 7,200	£ 6,480	£ 4,699	£ 5,636	£ 30,015
North Ayrshire	8210624	Winton Primary School	Primary	£ 73,200	£ 79,200	£ 74,400	£ 66,964	£ 80,312	£ 374,076
North Ayrshire	8212422	Woodlands Primary School	Primary	£ 182,400	£ 194,400	£ 175,200	£ 154,369	£ 185,140	£ 891,509
North Ayrshire	8214638	Ardrossan Academy	Secondary	£ 124,800	£ 129,600	£ 126,000	£ 123,354	£ 147,943	£ 651,697
North Ayrshire	8200831	Arran High School	Secondary	£ 14,400	£ 12,960	£ 9,720	£ 8,459	£ 10,145	£ 55,684
North Ayrshire	8216134	Auchenharvie Academy	Secondary	£ 127,200	£ 121,200	£ 132,000	£ 144,500	£ 173,305	£ 698,205
North Ayrshire	8215634	Garnock Community Campus (Opened 18/19)	Secondary	£ 114,000	£ 106,800	£ 115,200	£ 132,752	£ 159,215	£ 627,967
North Ayrshire	8215030	Greenwood Academy	Secondary	£ 178,800	£ 166,800	£ 178,800	£ 172,696	£ 207,120	£ 904,216
North Ayrshire	8215138	Irvine Royal Academy	Secondary	£ 133,200	£ 133,200	£ 138,000	£ 153,899	£ 184,576	£ 742,875
North Ayrshire	8217831	Kilwinning Academy	Secondary	£ 108,000	£ 116,400	£ 122,400	£ 117,480	£ 140,898	£ 605,178
North Ayrshire	8215839	Largs Academy	Secondary	£ 64,800	£ 58,320	£ 61,200	£ 64,614	£ 77,494	£ 326,428
North Ayrshire	8210039	St Matthew's Academy	Secondary	£ 181,200	£ 177,600	£ 174,000	£ 178,570	£ 214,165	£ 925,535
North Ayrshire	8217742	Haysholm School	Special	£ 22,800	£ 26,400	£ 28,800	£ 30,545	£ 36,633	£ 145,178
North Ayrshire	8217440	James McFarlane School	Special	£ 6,000	£ 8,400	£ 32,400	£ 28,548	£ 34,238	£ 109,586
North Ayrshire	8216541	James Reid School	Special	£ 26,400	£ 27,600	£ 32,400	£ 28,548	£ 34,238	£ 149,186
North Ayrshire	8217149	Stanecastle School	Special	£ 14,400	£ 13,200	£ 13,200	£ 17,622	£ 21,135	£ 79,557

		Total	£ 4,389,600	£ 4,413,960	£ 4,464,240	£ 4,297,771	£ 5,154,472	£ 22,720,043
School type	2017/18 PEF Allocation	2018/19 PEF Allocation	2019/20 PEF Allocation	2020/21 PEF Allocation	Revised 2021/22 PEF Allocation	Total PEF allocation 2017-22		
Primary	3273600	£ 3,315,480	£ 3,300,120	£ 3,096,184	£ 3,713,367	£16,698,751		
Secondary	1046400	£ 1,022,880	£ 1,057,320	£ 1,096,324	£ 1,314,860	£ 5,537,784		
Special	69600	£ 75,600	£ 106,800	£ 105,263	£ 126,245	£ 483,508		

Appendix 2 – Attainment Gaps in Achievement of Curriculum for Excellence Levels in literacy and numeracy at P1, P4, P7 and Early Years Development Milestones

Literacy

AOF	Learner group	Performance Measure	2015-16	2016-17	2017-18	2018-2019	2019-20	2020-21	Trend across all years
Literacy (Strategic PIs)	PRIMARY (P1, P4, P7)	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-12.1	-13.3	-11.8	-12.1	*	-18.4	↓
	SECONDARY (S3)	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-21.6	-7.5	-1.8	-5.9	*	*	↑
	P1	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-9.9	-12.3	-10.8	-13.2	*	-21.7	↓
	P4	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-12.4	-18.6	-11.1	-9.9	*	-16.6	↑
	P7	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-15.3	-9.9	-13.5	-13.7	*	-17.2	↓
	S3 - level 3 or above	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-21.6	-7.5	-1.8	-5.9	*	*	↑
	S3 - level 4 or above	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in literacy	-24.4	-17.9	-14.5	-4.9	*	*	↑
	N5 (see note)	Gap between SIMD 1&2 and SIMD 3-10 in proportion of pupils achieving their EY developmental milestones before P1 (Literacy Component)	N/A	-3.5	-10.6	-5.6	*	-17.6	↓

*data was not captured due to covid-19

Numeracy

AOF	Learner group	Performance Measure	2015-16	2016-17	2017-18	2018-2019	2019-20	2020-21	Trend across all years
Numeracy (Strategic PIs)	PRIMARY (P1, P4, P7)	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-11.4	-9.4	-9.0	-10.0	*	-17.4	↓
	SECONDARY (S3)	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-18.2	-12.2	-0.5	-6.0	*	*	↑
	P1	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-8.6	-7.6	-6.2	-8.6	*	-17.6	↓
	P4	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-10.5	-14.9	-11.3	-8.0	*	-21.1	↓
	P7	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-16.5	-6.8	-9.4	-13.8	*	-13.5	↑
	S3 - level 3 or above	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-18.2	-12.2	-0.5	-6.0	*	*	↑
	S3 - level 4 or above	Gap between SIMD 1&2 and SIMD 3-10 in % achieving expected CfE level in numeracy	-27.7	-16.4	-15.4	-15.6	*	*	↑

	N5 (see note)	Gap between SIMD 1&2 and SIMD 3-10 in proportion of pupils achieving their EY developmental milestones before P1 (Numeracy Component)	N/A	-2.9	-9.0	-5.9	*	-20.4	↓
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*data was not captured due to covid-19

Appendix 3 – Sample of School Impact Summary Reports

Glencairn Primary School



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

PUPIL EQUITY FUNDING IMPACT SUMMARY 2020-2021

How has the Pupil Equity Fund improved the experiences and outcomes of our learners in 2020-21? It is acknowledged that the COVID-19 pandemic and periods of closure will have impacted upon the planned outcomes.

Key Area - Nurture

Teacher - £11,088, Practitioner - £3523

Intended Impact

To support identified pupils & reduce the barriers to learning.

Nurture groups assess learning and social and emotional needs and give help that is needed to remove the barriers to learning. The relationship between the two nurture staff is always nurturing and supportive, providing a role model for children

What has improved/changed for the target group? What difference did PEF make?

Needs of individual pupils were assessed & targets identified. Staff were focussed on nurture for specific pupils. Unfortunately, due to a period of remote learning, Covid restrictions upon return and our 0.6 nurture practitioner being absent since October we have been unable to run our nurture room as normal. The nurture staff have continued to work with the pupils in small groups to develop their skills and work towards achieving their targets.

How do you know this? What does the evidence show?

How did you evaluate the intervention?

In what ways is this supporting you to reduce the poverty-related attainment gap?

Boxall profiles have shown some progress however this has been limited.

What now? Continue? Embed? Amend? Stop?

Nurture will continue in Glencairn. Our Nurture Teacher will change this year however, the new member of staff has had previous experience of nurture and has been a highly skilled infant teacher for many years. Children in nursery have been identified and Boxalls and pen portraits will be completed in August.

Key Area – Reading Recovery

Teacher - £20,529

Intended Impact

To enable children within the lowest achieving 20% in literacy to reach, or in some cases, exceed, age-expected levels in reading. Ability and stamina in writing is also expected to increase.

What has improved/changed for the target group? What difference did PEF make?

All of the children involved in Reading Recovery have made gains in literacy. Two are now reading at the age-expected level for Primary 2, while the other two children are beyond expectations. All are now more confident, independent writers, with one of the children making accelerated progress.

PEF provided the funding for this intervention to take place. It is not only the target group of children who have benefited from Reading Recovery. The Reading Recovery teacher has provided staff training, with the aim of embedding the strategies across the school. She has also worked with small groups across the school to help raise attainment.

How do you know this? What does the evidence show?

An Observation Survey of Early Literacy Achievement (OSELA) is carried out at the beginning and end of the intervention.

<p>This evidence shows that all children have made improvements in their reading and writing behaviours e.g. ability to read and write a high volume of high frequency words; concepts about print; hearing and recording sounds in words; ability to read unseen texts at easy/instructional level etc.</p> <p>Staff regularly use Running Records to assess pupils' progress and use Fluency Rubrics to further inform the next steps needed to help progress children towards being a balanced reader.</p> <p>How did you evaluate the intervention?</p> <p>In what ways is this supporting you to reduce the poverty-related attainment gap?</p> <p>The intervention was evaluated using the OSELA assessment as detailed above. Further assessments are carried out 3 and 6 months after the end of the intervention.</p> <p>The Reading Recovery teacher has worked with groups in the upper and lower stages of the school, applying the strategies and methodologies learned throughout her training/practice. These short interventions have helped to raise attainment across other stages within the school, in turn supporting us to reduce the poverty-related attainment gap.</p> <p>Raising Attainment paperwork is completed at the beginning and end of the intervention to identify SMART targets and track progress.</p>
<p>What now? Continue? Embed? Amend? Stop?</p> <p>Our Support for Learning Teacher will be trained in Reading Recovery next session. This will give us additional expertise within our staffing. Pupils in P2 will be identified and targeted for intervention.</p> <p>Our current Reading Recovery teacher, will continue to provide support to pupils using the invaluable knowledge she has gained during her 2 years PLA involvement with Reading Recovery. She will also continue to attend training/meetings. Groups and individual children will be identified and targeted support provide. She will also provide support to SfL teacher during her period of training.</p>

<p>Key Area – Principal Teacher</p> <p>£1963</p>
<p>Intended Impact</p> <p>To support current management team in taking key areas of School Improvement Plan forward eg. RRS. Also providing class teachers with support and guidance from vast experience.</p> <p>PT has also been part of the Raising Attainment team, working with small groups of children for focussed intervention. Further areas of responsibility were identified and taken forward for this role.</p>
<p>What has improved/changed for the target group? What difference did PEF make?</p> <p>Focus on RRS – recently gained Silver award due to the incredible amount of work carried out by PT. Pupils, staff & parents were led through articles ensuring all were included.</p>
<p>How do you know this? What does the evidence show?</p> <p>How did you evaluate the intervention?</p> <p>In what ways is this supporting you to reduce the poverty-related attainment gap?</p> <p>Silver Award achieved.</p> <p>Raising Attainment groups will continue next year.</p>
<p>What now? Continue? Embed? Amend? Stop?</p> <p>We will continue to pay enhanced rate for PT. PT remits will be revisited & agreed.</p>

<p>Key Area – Raising Attainment Teacher</p> <p>£3836</p>
<p>Intended Impact</p> <p>To support identified pupils through tracking for intensive literacy & numeracy support. Support is focussed with clear objectives set out by DHT.</p>
<p>What has improved/changed for the target group? What difference did PEF make?</p> <p>Pupils in P4, P2, P6, P7 have been targeted for Reading and Spelling interventions. Groups were identified through tracking meetings & assessment data. Targets were identified and Pupils have made gains & the</p>

tracking clearly shows that targeted groups have made progress. This has allowed us to partially make gains during our recovery phase on our return to school.
How do you know this? What does the evidence show? How did you evaluate the intervention? In what ways is this supporting you to reduce the poverty-related attainment gap? Pre & post assessment provide data to demonstrate that pupils have made progress.
What now? Continue? Embed? Amend? Stop? North Ayrshire have provided Glencairn with an additional 1.0FTE teacher. This member of staff will backfill our experienced class teachers who will deliver the Raising Attainment focus. Once again, groups of pupils will be identified for short term intervention.

Key Area – Family Support Worker £31,231
Intended Impact To support pupils and families.
What has improved/changed for the target group? What difference did PEF make? The family support worker supports pupils in school with varying issues. Often pupils require support with emotional issues deriving from home, friendships, etc. These include our families with a wide variety of issues including school attendance, routines, finances, family dynamics, domestic abuse, etc. These lists are not exhaustive. She also supports the whole school community, helping us to build trust and good relationships between home and school.
How do you know this? What does the evidence show? How did you evaluate the intervention? In what ways is this supporting you to reduce the poverty-related attainment gap? Wellbeing Scale is used to gather data pre and post intervention. Stakeholder feedback also identifies the high regard that pupils, parents and staff have for this role.
What now? Continue? Embed? Amend? Stop? Shona will continue to work in Glencairn. She is contracted for 35 hours per week.
Key Area – School Counsellor £14,592
Intended Impact To provide one to one support for identified pupils & families.
What has improved/changed for the target group? What difference did PEF make? Pupils and parents have been supported to explore their thoughts and feelings. Outside counselling can be provided but this is usually for an identified period of time. Often, the needs of the children and parents require a longer period of time and having our own counsellor allows this to occur if necessary.
How do you know this? What does the evidence show? How did you evaluate the intervention? In what ways is this supporting you to reduce the poverty-related attainment gap? Children & parents have benefitted from sessions with counsellor. This is clear through post & pre intervention conversations/data. Pupils are more able to settle to learning and parents are providing a higher level of care for their children.
What now? Continue? Embed? Amend? Stop? School counsellor will continue next session. Some pupils and parents will continue on from this session. New referrals will be screened by SMT. Some pupils and parents will continue on from this session. New referrals will be screened by SMT.

Key Area – Digital Learning

ipads - £1918.00

Intended Impact

Staff have identified a shortage in digital technology in school/classes. ipads were bought to support increasing need to develop digital learning throughout school. Devices are required to support lessons for pupils.

What has improved/changed for the target group? What difference did PEF make?

ipads have not yet arrived. Issue with supplier.

How do you know this? What does the evidence show?

How did you evaluate the intervention?

In what ways is this supporting you to reduce the poverty-related attainment gap?

N/A

What now? Continue? Embed? Amend? Stop?

Digital learning has been included within our School Improvement Plan. Staff have identified a pathway to promote knowledge, skills and use of these as we progress into next session.



Auchenharvie Academy

PUPIL EQUITY FUNDING IMPACT SUMMARY 2020-21

How has the Pupil Equity Fund improved the experiences and outcomes of our learners in 2020-21?

PEF Intervention: PT Family Learning

Aims:

- To contribute towards the whole school agenda of closing the poverty related attainment gap through effective collaboration with families and colleagues.
- The early identification of pupils in P6/7 and S1/2 who would benefit from enhanced parent/carer literacy/numeracy/wellbeing and/or family based education interventions (as outlined in HGios 4 Q1 2.5) to support their child's learning at home.
- To work in collaboration with the NAC family learning team to provide bespoke programmes of support for targeted parents/carers. This will be in co-construction with parents/carers.
- To work with research based methods of improvement in parental engagement.
- To improve the confidence of targeted parents/carers in engaging positively with staff at Auchenharvie in all matters relating to their child's education.
- To develop a programme of attainment/achievement for parents/carers participating in the 'Parents in Partnership' programme.

Approach and Intended Impact

Family Learning and Engagement Background

Family Learning has continued to be a major aspect of our work in relation to PEF. In session 2020-2021, we have continued to focus on two main strands of Family Learning. Our targeted 'Parents in Partnership' Programme (PIP) engaging with a further 4 families to add to our original cohort and a Universal programme of events offering support to all families within our community. There has clearly been a huge barrier this year in the form of COVID-19 which has meant we have had to adapt to the new norm, often creating new approaches to ensure we are engaging with as many of our families as possible.

The aim of the Parents in Partnership Programme was focused on developing parents/carers confidence and comfort levels in approach and engaging with the school and empowering them to support their child(ren) at home with their learning. We never envisaged the role that parents/carers would be playing in home learning this year and the initiatives and relationships we have already built and put in place really stood us in good stead throughout both lockdowns.

Evaluation and Evidence

Throughout this session we have been taking the lead from the families in our community and basing the work we do and what they need most from us. Throughout term one and two we focused on targeting new families and engaging with our primary families. We also moved to a virtual platform for our embedded Parents in Partnership initiative as we weren't able to have parents into the school building. The school community came together to create hampers for families who needed us most through the pandemic. These families had been

impacted greatly by COVID. The work being done was highlighted at a national level through CELCIS who shared our work as best practice.

Throughout the pandemic we have also built up strong relationships with local businesses and the North Ayrshire Foodbank. I have now been invited to distribute food bank vouchers directly to pupils and their families so that they have a link to the food bank within the school. This is a huge step towards helping to address some of the issues with poverty in our school community and make the process a lot more straight forward for those in the most need.

We have managed to secure various funding through Locality budgeting to target inclusion for those most in need and also funding from local supermarkets to help support food projects for families. On top of all of this, the families we already engage with are continuing to flourish and work with us in partnership. We have been continuing to engage with them all virtually with them always initiating the 'get togethers' with minimal input from the school. The mental health workshops we have had for them have been really useful along with the wellbeing check-ins which have been happening weekly.

We have been working closely with our primary colleagues to identify the families we will be working with in the next few years and have already started to contact them about future interventions relating to family learning and transitions.

2020/2021 Activities

<i>August '20</i>	Identifying parents/carers – new S1 Continually linking with our original PIP group and supporting them as best we can.	
<i>September '20</i>	Mental Health Improvement Course with NHS Public Health	2 parents signed up
<i>October '20</i>	Transition Cupcake Challenge – p7s Cost of the School Day	All schools participated in this with some engagement from all. Invited to the North Ayrshire working group for COSD – to be part of writing the policy for this.
<i>November '20</i>	Virtual PIP How to Videos Cost of the School Day	Videos uploaded for parents/carers in school community introducing our school and faculties Science department pilot our first 'how to' videos including pupils delivering how to complete certain aspects of work to help learning at home. Ongoing work.
<i>December '20</i>	Virtual PIP Christmas Food Hampers Food Bank Collection Asda Funding Cost of the School Day	Videos uploaded for parents/carers in school community introducing our school and faculties 58 families identified (non SW involvement) and hampers delivered across the community. 1000 items collected by our staff for the local food bank Successful in a £600 bid to help families – should receive cheque in January. Ongoing work.
<i>January '21</i>	Stationary Drive for families Remote learning parental check in	£80 worth of stationary from ASDA with faculties also providing items. Glow form to all with an opt in and 28 families asking for supplies to collect. Parents/carers invited to drop in sessions to hear their feedback on remote learning so far – highly positive. You said – we did report written up.
<i>February '21</i>	Toiletries Drive for families	Link with a local businessman who provided £400 worth of toiletries for families in need. Glow form issued and 28 families engaged with this. Toiletries provided to these families for every person in their house.

	Remote learning parental check in	Parents/carers invited to drop in sessions to hear their feedback on remote learning so far – highly positive . You said – we did report written up.
March /April '21	Food Bank drop offs	Have established links with NA food bank who delivered enough food for 58 families . A group of staff delivered these to houses who had opted into the initiative.
	PB Inclusion clothing funding	£1200 for PB funding secured for a year which is aimed at clothing items for including all pupils i.e if a pupils needs a sports kit we can buy it etc.
	World Book day collaboration	Link with FH English to hang bags of books to our school gates for families of S1/S2 pupils to collect. Over 100 bags were collected on world book day.
	Transition parental Zoom	Linking with Transition team to meet our new p7 families and discuss what we can offer in term 4. 20 families engaged.

Next Steps (including potential funding)

The Principal Teacher of Family Learning continues to have a very clear idea of how to develop the work of the Parents in Partnership Programme and also to develop of universal programme of events tailored to meet to needs of our families. These two programmes are embedded into the life and workings of our school and are recognised at a local authority level.

In line with the school's priorities to continue to develop Home Learning, the Principal Teacher of Family Learning is looking to continue to develop the use of departmental lesson tutorials which are available on the school website for families to access from home.

In session 2021/2022, the Family Learning team will be working really closely with the PT of Raising Attainment and the PT of Transitions ad Interventions to ensure we are targeting the correct families and using the correct methods of intervention. After 4 years of working we are now adapting our own database to measure the impact of the intervention of pupils and their families in line with literacy, numeracy, health and wellbeing, family learning, partner agencies etc. This will allow us to track each individual as they progress through their school career. We have come to this method through rigorous and robust self-evaluation processes to ensure we have meticulous ways of measuring the data we are gathering from our young people and their families. It could be argued that Family Learning has an even more important role to play in the coming months and years, so we will continue to work with families in a friendly and compassionate way, being as flexible and understanding to their needs as we can with the impact on the young people being at the heart of all that we do.

PUPIL EQUITY FUNDING IMPACT SUMMARY 2020-21

How has the Pupil Equity Fund improved the experiences and outcomes of our learners in 2020-21?

PEF Intervention: Learning and Teaching

Aims:

- To contribute towards the whole school agenda of closing the poverty related attainment gap through effective collaboration with colleagues.
- To lead on the development of a strong shared understanding of effective learning and teaching across the school.
- To support the building of learning environments that are nurturing and lead to high quality learning outcomes.
- To work with research based methods of improvement in teaching methodologies.

- To lead on the delivery of high quality L&T interventions in conjunction with relevant teachers/principal teachers.
- Identification of whole school L&T strengths and developmental areas from observations/QA and feedback mechanisms.
- Co-ordination with the PT Attainment and Achievement in the gathering of data on pupil level/progress to identify areas of L&T interventions.
- To provide CLPL for staff supporting the delivery of excellent learning and teaching across the school.
- To lead and support staff in the effective use of differentiation, HOTS, AifL, active learning, digital technology, pupils leading learning, feedback and questioning for pupils working across the BGE/Senior Phase.

Approach and Intended Impact

Auchenharvie Academy is committed to excellence and equity through the provision of the highest quality of experiences for all our pupils. Learning and teaching is at the centre of this aim, and our teachers are crucial to helping our pupils reach their goals.

Aims

- To maintain a positive learning environment in which all pupils have the opportunity to achieve their potential in a wide range of learning activities.
- To support the development of excellent learning and teaching in a range of contexts in which the contributions of all staff and pupils are valued.
- To set out practice that promotes self-evaluation from staff and pupils in order to promote dialogue in order to reflect upon, improve and share best practice.

Under the Curriculum for Excellence, it is the responsibility of teachers to develop pupils' literacy, numeracy and health and wellbeing. Young people should be supported in their learning style and education should provide learners with a range of skills, techniques and strategies to be life-long learners. Pupils should be able to take responsibility for their own learning and be able to work individually or as part of a group. Learners who have confidence in their ability to be leaders of their own learning will be motivated to succeed, and this will contribute to focussed, on task learning. In essence young people should develop positive attitudes to work, acquire knowledge and understanding and develop the key skills that will help them succeed in life.

Evaluation and Evidence

Looking Inward

Collaboration with Faculty Leaders and Principal Teachers at the beginning of my post to gain a wider understanding of the learning and teaching strategies being utilised across the school.

The school newsletter 'The Harvie Herald', provides an overview of some of the work taking place across the school as well as providing recommended reading and strategies for effective learning and teaching. This has begun to improve staff ethos to want to share best practice but done in a manner where staff are encouraged and supported to see the benefits of CLPL and sharing the best practice using the models given. The themes of the newsletter are centred on the HGIOS4 Quality Indicators and all staff are invited to contribute on a monthly basis.

During remote learning, pupil questionnaires were issued and feedback shared with staff, pupils and parents.

The questions explored the remote learning pupil entitlements according to Education Scotland. Pupils were questioned on the ease of accessing online learning, staff checking if pupils were coping with the work, pupils feeling safe and cared for online, pupils being encouraged to do the best they can, staff checking for pupil understanding of content and instructions for tasks the volume of work and challenge within online lessons, opportunities for pupils to interact with each other and to rate their overall experience of online learning within each faculty.

Mapping Your School Journey was created as a visual representation of the opportunities and experiences our young people have during their time at Auchenharvie Academy. This has been shared with pupils, parents, staff and partners within the school and online.

Looking Outward

A review of several secondary school inspection reports with a learning, teaching and assessment grade of 4 and 5 supported reflection upon our current practice and consideration of ideas for future development such as the use of a virtual learning environment, outdoor learning and interdisciplinary learning opportunities.

‘What Scotland Learned – 100 Stories of Lockdown’ was published by Education Scotland as a result of the remote learning period. In light of this, ‘What Auchenharvie Learned’ was devised, based upon pupil, parent and staff feedback during remote learning. Staff have also been encouraged to share good practice, both remotely and within the classroom, encompassing the themes of the Circle of Teaching.

Continuation of established links with the North Ayrshire Council Professional Learning Academy by sharing best practice with other practitioners within the authority.

Library resources for learning and teaching have been collated on a spreadsheet for staff to access based on their development needs. Information regarding inspirational educational podcasts are shared with all staff via the monthly newsletter to enhance the high quality learning and teaching experiences of our young people.

Looking Forward

The Learning and Teaching policy has been amended in light of the difficult and challenging circumstances our pupils are facing as a result of the ongoing COVID-19 pandemic. The policy now incorporates recommended remote learning strategies as well as SWAN, which is a useful acronym to remember how to support everyone’s health and wellbeing. After consultation with Faculty Heads, Auchenharvie collated a list of recommended and not recommended routines, tasks and activities to promote a safer learning environment for all.

Learning and teaching go-staff were identified to be centred on the themes of the Circle of Teaching. This has promoted a relaxed environment where staff are able to seek support to improve and share good practice.

A staff INSET programme was tailored to meet staff learning and teaching needs, with a focus on the Circle of Teaching model as per the whole school learning and teaching policy.

A group of pupils across S1-6 lead the roles of HARVIE Ambassadors for learning and teaching and provide pupil feedback to be shared with staff during INSET sessions to improve the consistency of learning and teaching across the school.

The focus of the learning and teaching working group this session is aligned with the School Improvement Plan on implementing revised arrangements for the current use of registration to incorporate greater pupil engagement in personal learning via Personal Support. The Learning and Teaching working group collaborated to develop engaging and relevant activities to be completed each morning during the existing registration time, incorporating the themes within the pupil version of HGIOS4.

Based on pupil feedback from their remote learning experience, suggestions for improvement of live lessons, setting tasks and styles of tasks provided were shared with staff to improve the remote learning experience of our young people.

I have the responsibility of School Regent to support students and newly qualified teachers. I devised professional development programmes for both students and the NQT involving internal and external agencies to provide them with experience across whole school issues such as nurture, family learning, support for learning, area inclusion, MCR pathways, school counselling, pastoral, health and safety, SQA coordination, Duke of Edinburgh, outreach service and the role of the campus police officer. A further professional development programme was devised, centred around the Circle of Teaching themes as per the whole school Learning and Teaching policy. I created a handbook specifically for students and NQT's, highlighting important school information and policies to be implemented in their everyday learning and teaching practice. I engaged in formal lesson observations of the NQT, while providing supportive and constructive feedback via coaching models. I communicated with the NQT, his supporter as well as NAC PT Professional Learning and Leadership Development regarding GTCS profile submissions and ensured deadlines were met. In preparation for writing applications and upcoming interviews, I held weekly regent meetings and communicated remotely to provide feedback and support.

Next Steps (including potential funding)

Subject-specific professional development opportunities to be embedded into INSET and collegiate sessions, exploring the themes within the Circle of Teaching model.

Implementation of lesson study model and peer learning walks across the school as a means of sharing best practice.

Continue to develop links with North Ayrshire Council Professional Learning Academy by encouraging colleagues to attend twilight sessions and professional reading.

A tracking and monitoring spreadsheet template has been devised for staff to consider at classroom level in order for staff to drill down on the key components of their course where pupils are attaining, require interventions and further consolidation.

A pupil evaluation template for staff has been devised in order to encourage learners' self-reflection and thinking time via coaching techniques. It is anticipated to be used as a tool to facilitate quality learning conversations by questioning, listening, to provoke thinking and set targets for improvement.

Pupil feedback from remote learning suggested pupils would prefer a single online platform as a means of communication between staff and pupils. As a result, Auchenharvie Academy will be using the whole-school approach of utilising Microsoft Teams as part of our Learning and Teaching. This platform has multiple capabilities to enable staff to share resources for consolidation, upload homework tasks and assignments while offering quality feedback to our young people. Time will be given during the in-service day in August where staff will provide support, share the features of Microsoft Teams with staff and time will be allocated for staff to create their class teams in preparation for the new session. Information sessions will also be provided for pupils and parents in the new session.

One of the themes within the Circle of Teaching model is 'Expectations' which encompasses the school values, positive relationships and nurture. A new whole-school initiative will be launched in August 2021 in line with the School Improvement Plan called 'Harvie Heroes', with the aim of promoting positive relationships and the school ethos while celebrating an additional form of success amongst our young people. 'Harvie Heroes' incorporates the school values as well as the four capacities, which reflect and recognise the lifelong nature of education and learning. The four capacities are aimed at helping our young people to become successful learners, confident individuals, responsible citizens and effective contributors. Each month will have a different skill focus, to be shared and reinforced within our everyday practice. At the end of the month, pupils and class teachers will have the opportunity to reflect on who they believe have successfully demonstrated the monthly focus. The Harvie Heroes will be issued with certificates, have the opportunity for their names displayed in corridors, shared on school Twitter pages and earn House points.

Explore outdoor learning opportunities with award accreditation, involvement of family learning and interdisciplinary learning.

Department approach to supporting parents to access subject-specific resources. Narrated guides to support pupils and parents in accessing subject-specific resources and study techniques. This could be accessed multiple times rather than a stand-alone information session.

Continue to implement and develop the Personal Support programme to promote greater pupil engagement in personal learning via Personal Support.

PUPIL EQUITY FUNDING IMPACT SUMMARY 2020-21

How has the Pupil Equity Fund improved the experiences and outcomes of our learners in 2019-20?

PEF Intervention: Support learners into positive pathways and destinations by supporting DYW Initiatives

Aims: To implement the career education standard throughout the curriculum, provide all pupils with a meaningful work experience where appropriate, work collaboratively with partners to provide pupils with opportunities that will enhance their skills and prepare them for the world of work.

Approach and Intended Impact

This year we worked with a range of key partners, namely Ayrshire College, The Princes' Trust and DYW Ayrshire to support and expand our DYW initiatives that offer opportunities for our young people to develop skills that are relevant to the local labour market, further education courses and beyond.

We also liaised closely with the Chamber of Commerce to provide the majority of pupils with a virtual work placement as well as meaningful information about jobs, apprenticeships and destination opportunities. Furthermore, we aimed to encourage all departments to establish relationships with at least one employer in order to imbed business resources into the curriculum. This in turn aimed to provide all pupils with the opportunity to interact with employers and partners in order to connect the learning in class with the world of work.

Finally, we linked with SDS to better inform our pupils with regard to the world of work, career options and to support pupils leaving school into a positive, sustained destination and also to establish staff CLPL DYW opportunities.

Evaluation and Evidence

DYW Update

This year we faced a significant barrier, COVID 19 in which we have had to adapt to a new norm and establish virtual ways to connect pupils, partners and employers together.

- We continued to develop our DYW streams, by introducing two new innovative skills projects; *Construction Operatives and Smoothie Bar*. Due to delays caused by COVID19 the construction course start date has been scheduled for August 2021. This session Smoothie Bar was embedded successfully within our Barista cohort.
- This year we ran in total six ISPs plus an Employability course, all in partnership with Ayrshire College. A large portion of the year has been dedicated to home and virtual learning, however despite circumstances, fifty one pupils are participating in at least one of our ISPs and are estimated to achieve at least one level 4 qualification.

- In addition of the pupils who have participated in these streams, attendance has increased as well as pupil engagement and confidence.

ISP Name	No. Of Pupils
Barista & Smoothie Bar	12
Cycle Maintenance	10
Early Education & Childcare	13
Nail Bar	6
Cyber Security	5
Employability	48

- These courses support learners into a viable post-school destination either following the courses to further education level or in other positive destinations after they leave the school, contributing to the year on year positive post-school destinations statistics for Auchenhavie Academy.

Work Placement Update

- Due to COVID19 all work placement opportunities this session were virtual. We worked with the Chamber of Commerce to establish employer links and offer opportunities to pupils. All S4-6 pupils were contacted and relevant information placed on the Auchenhavie DYW Twitter. A Google Classroom was also created in order to relay opportunities and promote communication with pupils. This has been a success and currently there are 120 pupils accessing the platform.
- Three virtual work placements ran over the course of a day- a week this year.

Work Placement	No. Of Pupils	Impact
British Army	4	Pupils noted increased knowledge of jobs and roles within the British Army. Two pupils completed British Army applications. In addition two pupils have applied for Uniformed Services at the Ayrshire College.
Construction (Morrison's Construction)	9	Pupils all gained experience in different job roles within the construction industry. They gained the chance to speak to several employees in Morrison's Construction. They also had the opportunity to create a CV and participate in a mock interview. All pupils successfully completed the week and achieved a City & Guilds Virtual Certificate. Increased home learning attendance from some pupils was noted.
Business Branding (Large Printing Company)	2	Pupils gained DYW certificates of achievement for their excellent contribution to the branding and logo design of our two new ISPs.

- In addition all S4 & S5 pupils are on track to complete the steps to work award during June 2021 as well as experiencing a virtual work placement when they are scheduled to be in the Social Subjects department.
- The English, Science (Chemistry) and Social Subjects departments have engaged with the Chamber of Commerce and in turn have created partnerships with employers allowing them to embed virtual resources and webinars into the curriculum allowing pupils to see the pathways from curriculum to career.
- Development of learning and teaching resources has begun to include 'career connections' into all lessons and PowerPoints. Pupils will be able to see specific careers or sectors that each topic or lesson relates to, as well as the skills used in each lesson.

- SDS have created online CLPL resources which embed all DYW and career education resources and training for staff. Original plan was to embed these into the whole school CLPL programme this session, however due to COVID19 this has been delayed until session 2021/22.
- Staff communication has been sent out monthly via GLOW and HARVIE HERALD to access and support any virtual CLPL sessions and inform them of resources related to DYW and the Career Education Standard.

Next Steps (including potential funding)

- To continue development and expansion of our ISP's by introducing Fashion as a senior elective as well as Construction. (Funding will be sought via DYW Ayrshire)
- To continue to develop partnerships between employers and departments through our Chamber of Commerce in order to further enhance the career education standard in our curriculum.
- To develop work placement programme in order to allow as many pupils as possible to receive at least one work placement either practically or virtually.
- Continue to work with the Chamber of Commerce to introduce additional enterprise competitions during the academic year.
- Continue to work with the Prince's Trust to implement the achieve award into the curriculum, initially in the BGE curriculum.

PUPIL EQUITY FUNDING IMPACT SUMMARY 2020-21

How has the Pupil Equity Fund improved the experiences and outcomes of our learners in 2020-21?

PEF Intervention: PT Transition and Interventions

Aims:

- **Improve the effectiveness of literacy and numeracy interventions through robust tracking and monitoring and data analysis.**
- **Create Literacy and Numeracy Intervention groups to raise learners' attainment and to work towards closing any poverty-related attainment gaps supported by enhanced staffs understanding of literacy and numeracy difficulties.**
- **Partnership working with associated primaries to identify earlier children who are underperforming.**
- **Enhance the Primary to Secondary transition programme.**

Approach and Intended Impact

- **Primary to Secondary Transition Programme**

Further strengthen and develop the transition programme between Auchenhavrie Academy and the 5 associated Primary school through collaborative working and sharing of ideas.

- **Catch Up Maths Training**

The teacher will complete catch up maths intervention training to target pupils who have significant difficulties in numeracy.

- **Targeted groups in S1 and S2 English**

In S1 and S2 small targeted groups will be selected to work with the teacher on specific areas where they have gaps. The focus will be either reading or writing. Data from the Primary schools, New Star reader as well as staffs professional judgement will be used to decide upon the groupings of children.

- **Enhanced Transition**

Through weekly visits to the cluster Primary Schools, the teacher in collaboration with the transition team, P7 teachers and head teachers at our associated Primary schools will identify a group of P7 pupils who would benefit from taking part in an enhanced transition programme. This will provide us with a better understanding of some of our targeted S1 pupils who might benefit from input in nurture input when they begin with us in August 2021.

Evaluation and Evidence

Primary to Secondary Transition Programme

Due to COVID 19 and restrictions that were in place the transition programme had to be completely revamped to incorporate online transition activities.

- Weekly class visits by the Teacher on a rota basis for each Primary school.
- S1 Ambassadors selected and used to enhance the transition programme by planning the virtual challenge day and taking part in virtual question and answers sessions with P7 pupils.
- 6 Virtual meetings were held on a regular basis with both P7 parents throughout the 4 terms to keep them updated on the transition programme, future plans and to provide the opportunity for questions to be answered. Parents were also kept up to date using the school's website, twitter and through letters to Primary schools. Positive feedback has been received from P7 parents via a glow form.
- Virtual meeting with P7 pupils during lockdown as well as when they were back in school to answer any questions and give an update on the transition programme. All pupils benefited from getting to meet various staff members and have any questions they had answered. P7 teacher's feedback that these sessions helped to ease some pupils' anxieties.
- Due to COVID restrictions the normal challenge day couldn't go ahead as planned. 2 virtual challenge days were held. One in November incorporating drama, technical and science and a further one in May with maths. Feedback from all schools was extremely positive and is something that both P7 teachers and pupils think would be hugely beneficial to become a permanent feature in the transition programme.
- The transition programme will be further developed in session 21/22 to include 6 week maths and English weekly sessions in each Primary school from a subject specialist as well as subject of the month spotlight.
- Staff and the Family Learning team to run a parent/carer and child after school club to help support for the pupil and parent with the transition from Primary to Secondary.
- Staff assigned to the project are joining the core transition team next session.

Catch Up Maths Training

The teacher completed Catch up Maths training in December 2020. Due to going into lockdown and school closures she was unable to begin implementing the intervention until April 2021 when all pupils were back at school full time. 3 pupils from S1 have been selected, these pupils are engaging well with the programme and talk very positively about the sessions.

Targeted groups in S1 and S2 English

Unfortunately, due to the period of home schooling the new S1 data wasn't up to date as it was based on where the pupils were in February, many of the pupils hadn't engaged in online learning. To allow the pupils a period to

settle into secondary and their new class and surrounding in term 1 the teacher provided support one period a week with 4 groups of children during their S1 English reading period. The focus of this was morphological awareness to help boost the pupil's vocabulary and familiarisation with words. In S2, the teacher provide support to 4 S2 classes during their reading period. The class were spilt into smaller groups to take part in literacy circles. The pupil's confidence grew considerably throughout the course of the term. Many of the activities were based on the SHORS approach. In term 2, the teacher had a targeted group of S1 pupils who had identified gaps in both their mechanical reading and their understanding of what they were reading. The SHORS intervention approach was used with these children. Post intervention results in their New Star reader shows a marked increase in their reading age. Unfortunately, due to COVID and school closures term 3's intervention couldn't be carried out as planned, very few children in both S1 and S2 carried out any of the planned activities throughout the period of home learning. S2 focus in term 2 was writing. Pre and post intervention assessments show a dramatic improvement in some of the pupils writing, participation, engagement and their overall confidence in their writing ability.

Enhanced Transition

Unfortunately, due to the various restrictions and updated Authority guidance the enhanced transition programme wasn't able to go ahead as planned. Adaptions had to be made and the programme had to be altered children from different schools were unable to mix. Due to this each Primary school was offered a one 2 hour session for the identified pupils. During the enhanced transition visit each group of pupils got to meet members of the extended support team who will be there to support them on their secondary education journey.

Next Steps (including potential funding)

- **S1-S3 spreadsheet to track pupils gaps in English and Maths**
- **Maths teachers to link with each cluster Primary school and deliver a 6 week block of maths lessons in both P7 and P6 allowing for earlier identification of pupils will difficulties in maths. 0.2 funding for a Secondary Maths teacher to allow for this**
- **Employ another teacher to assist with English and Maths interventions**
- **Further develop the transition programme, subject spotlights of the month, monthly challenges and videos from subjects**
- **P7 parent/ carer Transition after school club**
- **Parent/carers homework club focusing on S1-S3 Maths and English**
- **Reintroduce "Boosted Reading" to S1 – S3 pupils**
- **Further collaboration with Primary colleagues, the teacher to begin working with children in P6**
- **BGE novel project**
- **Targeted literacy and numeracy lunchtime clubs**
- **Tracking of P7 parental and pupil engagement in transition events**

NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title: Participation Strategy – Statement of Intent

Purpose: To seek Cabinet’s approval for a consultation based on the Statement of Intent, which aims to develop a Participation Strategy for Communities.

Recommendation: That Cabinet:

- a) Notes the Statement of Intent;
- b) Notes officers will continue to develop and deliver a community consultation; and
- c) Agrees to receive further updates.

1. Executive Summary

- 1.1 Open, transparent and participatory government is fundamental to democracy. Thriving democracies depend on citizens taking part, whether through casting votes in elections, standing for election to the local community council or running a local building. Participation and volunteering is inspired by what individuals and communities care about, a shared vision for community, a desire to address inequalities and a sense of responsibility. Volunteering generates significant value for groups, organisations and communities, and for those volunteering. There are lots of different ways that people in North Ayrshire can currently participate in local democracy including contributing to surveys or consultations; taking part in voting, Parent Councils, Participatory Budgeting, sharing in decisions made at Community Councils, Locality Partnerships etc.; and community ownership of local facilities and leadership.
- 1.2 The Statement of Intent summarises the current, main ways in which citizens can take part in local governance. A community consultation will follow to co-design, co-develop and co-produce a Strategy to widen democratic participation, seeking to reach new ways of connecting with citizens. It builds on the Community Empowerment (Scotland) Act 2015, Scottish Government and COSLA joint Review of Local Governance and the learning from the joint working during the coronavirus pandemic conversations, which informed the Social Renewal Advisory Board.

2. Background

- 2.1 Open, transparent and participatory government is fundamental to democracy. Over the past decade North Ayrshire Council has been building its approach to community empowerment, strengthening communities and supporting community organisations. The strategic direction is set out in the Community Empowerment (Scotland) Act 2015.
- 2.2 In December 2017 the Scottish Government and COSLA jointly launched a Review of Local Governance, to review how powers, responsibilities and resources are shared across national and local spheres of government, and with communities. Democracy Matters is a Scotland-wide conversation set up as part of the Local Governance Review and North Ayrshire feedback overwhelmingly agreed that people should have a more active role in decision-making in their local communities. The Social Renewal Advisory Board included in its 'If not now, when?' report in 2021 a focus on giving more power to people and communities and developing new arrangements for local governance.
- 2.3 There are lots of different ways that people in North Ayrshire can currently participate in local democracy including having your say in surveys or consultations; taking part in voting, Parent Councils, Participatory Budgeting, sharing in decisions made at Community Councils, Locality Partnerships etc.; and community ownership of local facilities and leadership.
- 2.4 The 2020 Best Value Audit Report praised the Council for its work, noting the council proactively engages with communities, including hard-to-reach groups and its most vulnerable communities.
- 2.5 The Youth Participation and Citizenship Strategy 2021-2025 sets out the framework for democratic participation by, with and for young people in North Ayrshire. It lays out exactly how and in which groups young people are involved in planning and decision-making so that no decision about them is made without them, including Pupil Councils, Youth Forums, Youth Council, Executive Youth Council and Joint Cabinet. The need to strengthen the democratic framework for older people is included in the priorities for the next 3 years set out in North Ayrshire Council's Strategic CLD Plan 2021-2024. However, there is no single document or strategy which describes adult participation and strategy.
- 2.6 This Statement of Intent summarises the existing participatory approaches. The next step will be community engagement and consultation so that the public co-develop the Participation Strategy. The consultation will be developed and designed with communities to:
 - Improve reach to those seldom heard & marginalised,
 - Help individuals and communities to feel that participation makes a difference,
 - Increase democratic participation, and
 - Help individuals and communities to feel a greater sense of ownership and control.
- 2.7 The current opportunities for participation are set out in the Statement of Intent, with an aim to reflect on what more can be done, especially to maximise the use of digital technologies and to reach deeper into communities. Through the consultation we will co-design, co-develop and co-produce a draft Strategy with communities.

- 2.8 This Statement of Intent sets out ways in which citizens can become involved in co-designing and delivering decisions that affect them: Making voices heard; Taking part; Sharing decisions; and Community leadership and ownership. These are some of the key ways which citizens can get involved in ensuring voices are heard to effect change. The groups and opportunities that are already in place provides a platform for citizens to actively participate and exercise their rights to express views on matters that affect them.
- 2.9 If democracy provides the environment to protect human rights and freedom of expression, then continuing to find new ways of encouraging local people to get involved in debate and deliberation, decision making, and accountability is fundamental to community empowerment and building a fairer society.

3. Proposals

- 3.1 It is proposed that Cabinet:
- a) Notes the Statement of Intent;
 - b) Notes officers will continue to develop and deliver a community consultation; and
 - c) Agrees to receive further updates.

4. Implications/Socio-economic Duty

Financial

- 4.1 The financial implications of consultation will be met from existing resources.

Human Resources

- 4.2 There are no additional human resource implications.

Legal

- 4.3 None.

Equality/Socio-economic

- 4.4 The purpose of the Statement of Intent, prior to the development of a Participation Strategy, is to reduce inequalities, widen democratic participation and advance community empowerment. North Ayrshire strives to engage well with all parts of the community and partners to address poverty and inequalities, in order to learn from the voices of lived experience, as set out in paragraph 2.6.

Environmental and Sustainability

- 4.5 None.

Key Priorities

4.6 The proposal contained within the report supports the North Ayrshire Council Plan priorities:

- Active and strong communities; and
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 The proposal contained within the report encourages increased democratic participation and greater awareness of community ownership of land and assets and plural ownership of the local economy through inclusive ownership models like cooperatives.

5. Consultation

5.1 Consultation with communities will take place based on the Statement of Intent, using a range of methodologies and a mix of digital and face-to-face engagements.

Caroline Amos
Interim Executive Director Communities and Education

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

Background Papers

Appendix 1: Participation Strategy – Statement of Intent

Participation Strategy – Statement of Intent

1. Introduction

- 1.1 This is a Statement of Intent to develop a strategy about powers, rights and existing opportunities to take part in local community life and democratic structures in order to open a conversation about developing new ways of making views known. The community discussions will start with the existing participation structures within the Council and through structures, such as Locality Partnerships, will broaden to include the Community Planning Partnership and partners. The intention is to develop a strategy for North Ayrshire to encourage greater participation in local democracy and to provide a progression route for young people from the [Youth Participation and Citizenship Strategy 2021-2025](#).
- 1.2 Over recent years the Council, CPP and partners has reached out to ask people for their views and worked alongside their groups. Support has been given to assist communities to take control of local land and assets. In North Ayrshire we have developed a model that is based on working with our communities and partners to address poverty and inequalities, that is co-defined, co-designed and co-delivered by all who can be involved in empowering communities.
- 1.3 There are lots of different ways that people in North Ayrshire can currently participate in local democracy including having your say in surveys or consultations; taking part in voting, Parent Councils, Participatory Budgeting, sharing in decisions made at Community Councils, Locality Partnerships etc.; and community ownership of local facilities and leadership.
- 1.4 We want to pull together all these approaches and consider what more we can do. We want our Statement of Intent to shape a new strategy to show how together we can:
- Improve reach to seldom heard & marginalised,
 - Help you to feel your participation makes a difference,
 - Increase democratic participation, and
 - Help you to feel a greater sense of ownership and control.
- 1.5 We want to find out more from our communities about how you'd like to be included in decision-making and taking part in local community organisations. People's engagement is crucial to the success of democracy, so we are grateful for the responses, participation, and volunteering of our citizens.

2. National Context

- 2.1 Open, transparent and participatory government is fundamental to democracy. **Community Empowerment (Scotland) Act 2015** provided new rights for community bodies and encourages communities to do things for themselves. It sets out ways in which communities can make their voices heard in the planning and delivery of services.

“The voices of communities themselves, especially those experiencing socio-economic disadvantage, are integral to successful community planning.

Their needs and aspirations, and their own capacity to make change happen (with support where needed), are reflected in the local priorities the CPP sets, in how community planning partners shape services and direct resources.”

- 2.2 In December 2017 the Scottish Government and COSLA jointly launched a **Review of Local Governance**. The Review is considering how powers, responsibilities and resources are shared across national and local spheres of government, and with communities. It is important to recognise that the Review is not simply about local government, as ‘Local Governance’ is much wider. Democracy Matters is a Scotland-wide conversation set up as part of the Local Governance Review. More than 4000 participants, including participants in meetings held in North Ayrshire, in the first phase of Democracy Matters conversations overwhelmingly agreed that people should have a more active role in decision-making in their local communities. Many councils and wider public sector partners shared their proposals for change. North Ayrshire Council submitted a response to the [Review of Open Government](#) stating that *participatory democracy needs to be widened out from just participatory budgeting to participatory approaches to deliver open government. We have to find ways to engage and involve citizens in service design and delivery in meaningful ways, respecting professional expertise but also allowing community based solutions to have parity of esteem with public sector where relevant.*
- 2.3 The coronavirus pandemic has hampered further Democracy Matters conversations, however the Social Renewal Advisory Board, set up to look at transformational ideas on how to deliver real change, continues the participatory democracy evolution. Four Calls to Action are included in its [‘If not now, when?’](#) report in 2021 which focus on giving more power to people and communities, empowering frontline teams, and building new ways of working, based on what has worked well during the pandemic and developing new arrangements for local governance.
- 2.4 **Call to Action 16** is for the public sector to give more control to people and communities over the decisions that affect their lives. It is a central recommendation. The **Social Renewal Advisory Board** identifies the need for increased participation, with decision-making as close to communities as possible, taking full account of equality and human rights and enabling involvement of lived experience experts in policy making, and an extension of participatory budgeting, so that communities of place and identity have more say on how public money is spent. They note that more funding and support is needed to help communities buy land or buildings and run them for the benefit of the community so that they become self-sustaining. Further to this there is also an identified need to publicly and properly value the contributions of volunteers and take a range of steps to make volunteering easier and more accessible.
- 2.5 Other Calls for Action include enabling local teams to improve local service delivery to build on new ways of working, based on what has worked well during the pandemic, and to develop new arrangements for local governance, best suited to the communities they serve. The Social Renewal Advisory Board recognises the need to improve the current model of how people are governed locally and for greater collaboration, including on the key issues of public health and health inequalities.

3. Local context

- 3.1 Over the past decade North Ayrshire Council has been building its nationally recognised approach to its delivery of the Community Empowerment (Scotland) Act 2015, strengthening communities and supporting community organisations. The strategic direction is set out in the Community Empowerment (Scotland) Act 2015. The intended participation strategy, together

with the [Youth Participation and Citizenship Strategy 2021-2025](#), sets out the framework for democratic participation in North Ayrshire.

- 3.2 North Ayrshire Council is committed to involving local people and communities in taking decisions which affect their lives. In North Ayrshire, community engagement and community empowerment are part of a continuum which includes our approach to engagement, consultation, co-production and co-delivery.
- 3.3 Building trust with communities is underpinned by accountability, openness and transparency. Widening democratic participation and enabling people to take part requires new approaches. The Council has made significant supports available to encourage democratic participation, including the Consultation and Engagement Hub, training through the Leadership Collective, specialist toolkits and help with accessing funding to deliver their ambitions for communities.
- 3.4 North Ayrshire Council and the Carnegie Trust worked in partnership to explore how the practical application on [kindness](#) could support the Council's existing work on tackling poverty and inequality. This was to help with the Council's objective to reframe its relationship with communities and how it could do things differently to improve outcomes. The Council saw it as an investment in the staff to achieve that vision and how using kindness as a value could reset the relationship between citizen and state, to drive forward community wellbeing. This had led to increased empowerment of frontline staff and greater use of whole systems approaches, with staff looking at situations from multiple perspectives and building connections which recognise local relationships.
- 3.5 The Statement of Intent sets out the variety of ways in which local people can currently have their say and influence decisions which affect their lives. The local feedback from the Democracy Matters consultation, Fair For All Commission, programme of Community Listening Events which supported the Social Renewal Advisory Board and consultation which took place in early 2022 has emphasised the need for further change to widen the numbers and communities taking part. North Ayrshire Council's ground-breaking Community Wealth Building Strategy is a step-change in providing the right framework for economic recovery based on fairness and equity. It encourages increased community ownership of land and assets and plural ownership of the local economy through inclusive ownership models like cooperatives.
- 3.6 The Statement of Intent sets out four different aspects of current participation and areas for further exploration:- Making your voice heard; Taking part; Sharing decisions; and Community leadership and ownership.
- 3.7 In practice it is only the democratic structures which are solid and have linear relationships. Participative democracy is complex and fluid and takes considerable care and staff resource to support. If democracy provides the environment to protect human rights and freedom of expression, then continuing to find new ways of encouraging local people to get involved in debate and deliberation, decision making, and accountability is fundamental to community empowerment and building a fairer society.

4. Making your voice heard: current NAC practice and areas for further exploration

- 4.1 This Statement of Intent sets out ways in which citizens can become involved in co-designing and delivering decisions that affect them. These are some of the ways which you can get involved in ensuring your voice is heard to effect change. The groups and opportunities that

are already in place provides a platform for you to actively participate and exercise their right to express your views on matters that affect you.

- 4.2 Local people know their communities better than anyone. Working in partnership with local people allows them to control their own decisions and shape their future. **Engagement, consultation and working with communities** to deliver successful outcomes are at the core of the Council's daily work. Consultation is the way public organisations get feedback from people about the work that they are doing. Consultation is carried out in many ways- for example it can be done online, by telephone or face to face. They can be carried out on any topic or subject. They can be national and be about, for example, influencing major policies, or they can be carried out locally to help take difficult decisions or find out what people think about local issues. Good consultations make sure that local people and communities are involved in the decisions that affect their lives from day to day.
- 4.3 The [Consultation and Engagement Hub](#) is a resource which is shared across CPP and community partners. It includes a bank of trained staff as well as this online engagement hub, which includes information on how to plan and submit a consultation and an online list of current and past consultations.
- 4.4 As well as this, you can use the above link to access our Community Choices website, which provides the opportunity to engage on key topics and take part in conversations about the things that affect you.
- 4.5 The Council worked with the Consultation Institute to develop its approach to public consultation and engagement and that has enabled co-design and co-delivery with communities, including Locality Partnerships. The Council's 2020 Best Value Audit Report notes: The council is committed to community empowerment and its work to mainstream community input into day-to-day decision making is recognised nationally. Despite challenges, the council has worked to engage with hard-to-reach groups.
- 4.6 The Council's Community Consultation Process have been designed meet the Consultation Institute's Charter Principles;
- Integrity – There must be an honest intent to consult;
 - Visibility – Communication with all must create a high level of awareness on how to participate;
 - Accessibility – It must be easy for those who wish to be involved, to become involved
 - Confidentiality and Transparency – The Freedom of Information Act makes it almost impossible to keep things confidential between public bodies, but all parties need to be aware of the public interest test and of the principles of openness and transparency;
 - Disclosure – Both the consultors and consultees need to be totally open with each other and not conceal or withhold information which might prevent dialogue;
 - Fair interpretation – There is a strict burden upon consultors to analyse and interpret consultation data objectively and present it in the same way; and
 - Publication – It is critical that everyone who took part in the consultation gets to see what happened as a result. Ideally the consultees will recognise that their input is reflected in any publication and resultant outcome.
- 4.7 [Shaping North Ayrshire](#): one of the earliest pilots for the Consul platform with COSLA. Consul is designed to be a tool used by government bodies to engage with citizens, it allows for citizens to propose ideas that can be reviewed and voted on by others. Consul is used in 35

countries, by 135 institutions and has approximately 90 million users. A key digital tool for participation, it has been used in North Ayrshire to engage in consultations and debates such as the future of halls, centres and libraries, how we spend the council budget and climate change.

- 4.8 **Surveys and focused thematic events, like workshops and charrettes** are often the starting points to making your voice heard and starting to influence change locally. The North Ayrshire Community Planning Partnership and Council webpages and social media are key access points to surveys.
- 4.9 As well as the thematic surveys, the Council has a **North Ayrshire People's Panel Survey**. This is a survey of 2000 local residents who have agreed to answer questions and provide their views on the areas in which they live. We then hold focus groups for 8-12 people in each locality to find out a bit more about their views.
- 4.10 The People's Panel Survey was originally carried out annually but is now every two years. The Partnership uses this information to decide what action to take on the issues that local residents share what needs to be improved.
- 4.11 **Charrettes** are public workshops, usually taking place over a couple of days or longer where local people can come and share their views. In recent years there have been a number of charrettes in North Ayrshire focused on town centre improvements and their outcomes have contributed to the work of the Locality Partnerships.
- 4.12 **Chit Chats** are informal local community engagement approaches. These started out based in community centres but during the pandemic moved online. Locality based, these take discussions to a local neighbourhood, even street level to ascertain and take into account the views of local people.
- 4.13 Key Council meetings are already streamed live and available for 'watch again' and The Council shares information via its website, Facebook, LinkedIn, Twitter and YouTube. The next stage of involvement is attending meetings held by the democratic tiers. Community Council, Locality Partnership and Council meetings all allow public observers to attend. The public are welcome to attend Community Council and Locality Partnership meetings. These are advertised well in advance on local websites and social media. When meetings are held online it may be necessary to register in advance so that links can be emailed.
- 4.14 The public have a right under the Local Government (Scotland) Act 1973 to attend Council and Committee meetings, along with the press. On occasion, there are items on the agenda during which the public are excluded. This is because it includes discussion of a private matter where the Council has an obligation of confidentiality, such as a commercial transaction. The Council live-streams its meetings and provides 'watch-again' access.

Areas for further exploration

- Developing the use of **Discussion Forums** including the local, face-to-face or online ChitChats in local community spaces. Throughout the pandemic **Teams and Zoom** have been used. There is potential to reach a wider cross-section of communities by linking into other regular meetings like Breakfast Clubs, to hear people's views.

- Improving the engagement with citizens using digital channels.
- Introducing Citizen engagement reference groups in an ongoing way to keep local people engaged as the initiatives develop and throughout delivery. Stakeholder reference groups are currently set up to develop the methodology and focus for engagements and consultation.
- Engaging more widely using **Shaping North Ayrshire – Consul** to make sure everyone is able to take part. This is a digital tool for debating and voting, currently used for consultations and debates.
- Moving public engagement in policy development forward into early stages so that communities have increased influence.
- Improving public feedback mechanisms, format and channels.

5. **Taking part: current NAC practice and areas for further exploration**

- 5.1 Some opportunities to take part will need you to develop skills or knowledge you may not already have. Community Learning and Development (CLD) is a field of professional practice that enables people to identify their own individual and collective goals, to engage in learning and take action to bring about change for themselves and their communities. CLD uses a range of formal and informal methods of learning and social development with individuals and groups in their communities. These include Community Associations and Community Councils, Participatory budgeting, Food systems: Pantries, Larders and Community Fridge's, Food with Dignity, Community Asset Transfer, Participation Requests, Support to Allotments and Community Gardens, Leadership Collective and Grant Support. CLD programmes and activities are developed in dialogue with communities and participants. The priorities for the next 3 years are set out in [North Ayrshire Council's Strategic CLD Plan 2021-2024](#).
- 5.2 **Voting in an election**, or in a ballot or referendum is a more formal way of having your say. Voting can be on a single issue, like a referendum, or it can be to decide who represents your views. Although the age at which you can vote can vary in elections, you can register to vote in Scotland from age 16 and is open to British citizens, EU or Irish citizens living in UK, Commonwealth citizen who has permission to enter or stay in the UK- or who does not need permission-, or a citizen of another country living in Scotland or Wales who has permission to enter or stay in the UK, or who does not need permission. You normally need to register to vote only once (not every time) but remember to update your details. You can do this online. Votes in the UK are cast in secret, with the papers being marked with a 'X' or ranked in order of choice, and the papers put sealed ballot box. Your right to vote gives you the power to choose a candidate to represent your views and influence policies in national and local government as well as in more local governance contexts like community councils.
- 5.3 A **Parent Council** is a group of parents selected by all parents in the school to represent their views. Parent Councils have an important role to play in school improvement by ensuring that the parental perspective is represented and taken into account. They are partners with the school who work on behalf of all parents to discuss educational matters that are of importance to all, but are not involved in the direct management of the school.

- 5.4 Tenants' Associations, Residents' Associations and Tenants' Panel** provide ways of tenant participation; getting involved and influencing decisions about homes, housing and community. Working together with the Housing Team, tenants can help to influence the services they receive, shape the housing policy for the future and ensure good communication about the housing issues which affect residents' lives. [Customer Connections](#), North Ayrshire Housing Services' Tenant Participation Strategy 2017-22 sets out the different ways in which customers can be consulted and involved.
- 5.5 Participatory budgeting** is a democratic way for people to have a quick and easy say on how public money is spent. A PB process gives people the opportunity to identify and discuss what matters to them in their communities and to vote on their priorities. In North Ayrshire the processes are agreed with local stakeholder groups, organisations send in their project ideas and the public then vote online or in person. Community and Youth work grants are awarded through PB and several thematic PB events have taken place including community food projects and mental health projects.
- 5.6 Volunteering is critical to the** hundreds of community groups and organisations across North Ayrshire. These add immeasurable community, cultural, sporting, health, environmental and heritage value; all being driven by local people who volunteer to help. Organisations range from advice and advocacy agencies, targeted support groups, therapy and wellness organisations, agencies providing public services such as caring for the elderly, to children's groups, clubs for enthusiasts and hobbyists such as cooking, reading and chess, knitting bees, historical societies and walking clubs. There are many different volunteering opportunities in North Ayrshire and these are well-supported by The Ayrshire Community Development Trust and Arran Community and Voluntary Service (these are North Ayrshire's two third sector interfaces). More information about volunteering can be found on the [Community Planning Partnership](#) website. Sometimes volunteering leads into greater degrees of participation and the Council works with the third sector interfaces to support volunteers as they start to develop a new group.
- 5.7 Climate Change and the Environment – Clean-Up Crews, Tree Planting, Gardens and Growing**
There are a number of community groups and projects in North Ayrshire actively engaged in carrying out a range of innovative and valuable environmental and growing initiatives. They take part by literally 'getting their hands dirty'. Keeping beaches and the countryside free of litter has motivated many to come out for community clean-ups and this has greatly enhanced the local environment. Streetscene have a Volunteer Strategy and the Council sincerely values the efforts of the volunteers to keep seas, beaches and countryside plastic and litter-free. The Council works in partnership with local, self-managed community allotment organisations through the Council's Locality Co-ordinators and Officers. Communities have been empowered through Community Asset Transfers and the Community Investment Fund and this has enabled allotments to flourish. Work continues to strengthen links between growers and community food providers. In June 2019 the Council declared a Climate Emergency setting a target to reduce and remove emissions for North Ayrshire to achieve net-zero carbon status by 2030. The [Environmental Sustainability and Climate Change Strategy](#) sets out actions, including a pledge of £500,000 to plant trees and an opportunity for partnership with community groups to get involved.
- 5.8** One of the key purposes for Community Planning in North Ayrshire is to promote equality across our residents. In June 2019, the **Fair For All Commission** met for the first time, which saw people with lived experience of poverty ('experts by experience') and people in positions of organisational leadership and influence ('civic and business leaders') come together for the

first time to hear the Community Commissioners stories of poverty. The stories shared intend to deepen understanding of the emotive and difficult sides of poverty and hopefully improve perceptions, challenge stereotyping and reduce the stigma of poverty, leading to more informed decision-making by the leaders across business, public and voluntary sectors in addition to Scottish Government. The Commission's findings informed the Child Poverty Action Plan and the pandemic response, especially the need for tackling food insecurity. Work continues to empower staff to consider the problems residents face in the context of poverty. The work of the Commission is taking part a whole new level and fundamental to changing systems and society.

Areas for further exploration

- Sharing the experience of community leadership to help community organisations access or develop the skills and support needed to achieve their ambitions for community.
- Progressing with the development of **Participatory budgeting** which has been successfully established in North Ayrshire.
- Involving more people in **Volunteering**, especially about climate change, which offers so many local opportunities for action
- Addressing the power, knowledge, skills and resources needed to co-create, co-develop and co-deliver services as local government increasingly sees itself as a partner and enabler working alongside community.
- Acting collectively to reduce wellbeing and mental health pressures and developing the role of local community organisations in shaping places we all want to live in.

6. Sharing decisions: current NAC practice and areas for further exploration

- 6.1 North Ayrshire Council is proud of its history of working closely with its communities and of how it has subsequently embraced the principles of **the Community Empowerment Act**. An empowered community is one where individuals and communities have the confidence, skills and ability to influence decisions, take action and make change happen in their lives and communities. This includes communities of place, interest and identity. You can read more about the way North Ayrshire has implemented the Community Empowerment Act in this [report](#). Community empowerment involves sharing decision-making, co-defining and co-designing the actions which work best in our local communities. The 'keystones' of the Community Empowerment Act include participatory budgeting, participation requests and community asset transfer. The **Leadership Collective** brings together community leaders, the CLD training and development programme and the third sector interfaces to enable community participants to have the skills, knowledge and support to make the most of opportunities.
- 6.2 Increasingly complex issues will not be solved by the Council, agencies or communities working alone or in silos. There is a need to work together in ways that leverage the talents, insights and contributions of as many members of the community as possible, whether that be communities of place or interest. There are six **Locality Partnerships** in North Ayrshire which

cover the whole local authority. The Locality Partnerships focus on a partnership approach to tackling local issues and inequalities. They are the means by which we fulfil duties under the Community Empowerment Act (Scotland) 2015 to have locality arrangements. The overall aim of locality planning is to harness the power of Community Planning Partners and communities to work together towards shared, data led, priorities. Their membership comprises: Elected Members, Community representatives, Community Council Chairs and Community Planning partners. Following consultation, use of the Place Standard and consideration of local statistical profiles the LPs have agreed local priorities and plans. The Health and Social Care Partnership (HSCP) Locality Planning Forums have also decided on local issues to be addressed. The HSCP uses the same geographies as the CP LPs, and links between the two structures are in place. The membership of each partnership along with their remit is available in the terms of reference on the [Community Planning Partnership](#) website along with the Impact reports on the difference Locality Planning is making.

- 6.3 There are multiple opportunities to put yourself forward for election to a position in a community organisation or democratic structure. These include **standing for election** to the Council itself, Locality Partnerships, Community Councils, Parent Councils, Community Associations, Tenants' Associations and a huge number of community groups. The Council's Locality Teams and the third sector interfaces support a range of these to make sure they have the skills and knowledge they need to form committees and govern themselves well. There is training available to help people becoming a Chair, Treasurer, Secretary or Trustee of local bodies, some of which are also charities. The [North Ayrshire Virtual Community Facebook](#) groups have over 5000 members and provide news on local training opportunities and funding.
- 6.4 Local **Community Associations** promote the charitable aims of education, recreation and social welfare for the wider benefit of their community and they undertake to manage their local community centre to achieve those aims. In a unique partnership arrangement Community Associations jointly wrote, negotiated and co-produced a "Community Contract" with the Council. It defines the contribution of the Council alongside the expectation of the Association to deliver its key aims. Learning, through courses and classes, youth work, elderly and early years' activities, is offered, and the Community Associations to keep two thirds of the letting income raised, to be used for community benefit mainly through subsidising activities for local residents and groups. Community Associations take responsibility for activities in the centres and are trained in 'keyholding' enabling them to operate the buildings independently. They help to build a sense of power and control in communities but also require the Council to provide a range of capacity building activities that encourage everyone to exercise meaningful control in their lives and the locality in which they live. The North Ayrshire Federation of Community Organisations ([NAFCO](#)) represent Community Associations and other community organisations and continue to work with Council Officers in their members' interests.
- 6.5 **Community Councils** are provided for in statute by the Local Government (Scotland) Act 1973 and the Local Government etc. (Scotland) Act 1994. Community Councils are entirely independent from the local authority and they act as a voice for their local area. Their specific role can vary according to their local area's needs. Community Councils have a statutory right to be consulted on applications for planning permission and to be included in statutory consultations. This is where they differ from Locality Partnerships whose role is focused on addressing poverty and inequalities and do not have the same statutory consultation entitlements. Community Councils meet regularly in local venues and generally their meetings will be open to the public. You can read more about Community Councils on the [Council website](#). Community Council as supported by North Ayrshire Council's Democratic Services and Connected Communities who provide support, coordinate elections and run training. There are

currently 12 Community Councils operating in North Ayrshire and work continues to help those areas who do not have an active one.

- 6.6 The [Youth Participation and Citizenship Strategy 2021-2025](#), sets out the framework for democratic participation by, with and for young people in North Ayrshire. It lays out exactly how and in which groups young people are involved in planning and decision-making so that no decision about them is made without them, including Pupil Councils, Youth Forums, Youth Council and Executive Youth Council. Twice a year, the Joint Cabinet brings together representatives from secondary schools, youth bodies, senior politicians and officers. An elected member is the Young People's Champion to highlight and bring forward matters of concern.
- 6.7 Included in the priorities for the next 3 years set out in [North Ayrshire Council's Strategic CLD Plan 2021-2024](#) is the need to strengthen the democratic framework for our **older people**. Currently there is a network of elderly and older people's groups, however the pandemic has proved very challenging for sustaining these. An elected member is the Older People's Champion to highlight and bring forward matters of concern. The Chief Executive convenes meetings with older people's representatives twice a year. The CLD Team will be prioritising the co-development and co-design of a framework for older people's participation so that elderly and older people's groups are helped to re-establish and ensure a wider representation.
- 6.8 North Ayrshire Council is the only local authority to meet the Scottish Government's target of spending 1% of its mainstream budget with direct public influence. Mainstream **Participatory budgeting** can play a central role in collectively defining services, post pandemic, which meet the changed (and changing) needs of communities. Good examples are the involvement of local people in decisions about the grounds maintenance budget and the **Community Investment Fund (CIF)**. North Ayrshire Council has provided a total of £6m funding allocation to enable communities to address the priorities they have identified through Locality Partnerships. The CIF supports the North Ayrshire Community Planning Partnership's Local Outcomes Improvement Plan, Fair for All and Community Wealth Building Strategy. This fund is innovative and enables communities to bring forward ideas to develop local services and places. The Locality Partnership's role is to develop and coproduce the proposal, building connections with partners or funders for local people. The CIF has had some remarkable projects already, especially when partnering with the Scottish Government's Regeneration Capital Grants Fund. You can read more about the project in the [annual update](#) (item 7).
- 6.9 There is also a formal **Participation request** process which is part of the Community Empowerment (Scotland) Act 2015. Participation requests are designed to complement and improve our range of involvement of local communities. The process provides a way in which a local group can make a formal request to be included in future development which affects them. This could include suggesting how service providers could better meet the needs of users, offering volunteers to support a service or even proposing the community body could take over the delivery of the service themselves.

Areas for further exploration

- Reflecting on the Power of Wellbeing, part of the Community Empowerment (Scotland) Act 2015 and working with communities so that it is used to benefit them in policy and practice.

- Developing more effective and engaging use of social media channels, following the successful **Facebook Live** events which have been held to discuss the Covid -19 Pandemic, the Council Budget and the launch of the Community Wealth Building Strategy.
- Reviewing the **Locality Partnerships**, which, have been in place for 6 years, for efficacy. Arran Locality Partnership has piloted a joint approach with Health and Social Care's Locality Forum, providing valuable learning.
- Extending the partnership working with communities in the Locality Hubs, which were set up in the pandemic and now have a mix of staff and community coalescing around them.
- Considering the role of **Community Associations** and their capacity to support the community needs revealed by the pandemic, like local food larders.
- Strengthening **Community Councils**, which provide an independent voice and have rights to be asked for their view during planning and statutory consultations. Not all areas are represented by Community Councils and they are an important part of local democracy.
- Exploring the role of **Citizens' Assemblies and Citizens' Panels/Juries**, which are groups of people who are brought together to discuss a specific issue or issues in depth and reach a conclusion about what they think should happen.
- Responding to national discussion about moving beyond **mainstreaming participatory budgeting** and **participation requests** to co-production of commissioned services and considering what that means for CPP and Council services.
- Strengthening local voices in Planning, Housing, Economic Growth and Town Centre policy - twenty-minute neighbourhoods have featured prominently in recent place-making policy discussion. Since 2020, many have worked from home and related differently to their home town as it has become the centrepiece of identity and belonging.

7. **Community leadership and ownership: current NAC practice and areas for further exploration**

- 7.1 North Ayrshire Council has a commitment to subsidiarity, or making decisions as close to the communities they affect as possible, and local democracy. This is to strengthen local and community decision-making and democratic governance in ways that improve outcomes in local communities, grow Scotland's economy for everyone's benefit, support communities to focus on their priorities, and help new ideas to flourish. This approach accepts variation in decision-making arrangements across the country: the experience of what is right for one place will not necessarily be right for another. Our communities have played an increasing, empowered role in tackling inequalities and driving inclusive growth through community wealth building. This includes taking a leading role in delivering services, managing and owning community facilities and planning for the future with local people and the Community Planning Partners. Community ownership or control of assets can empower individuals and communities, helping them respond to local challenges by taking greater control of the land and buildings where they live. People can feel a sense of ownership and pride when they control their own assets and often the experience of doing so is inclusive, inspirational and rewarding. It may also allow groups to develop commercial proposals which will support

community benefit. Asset transfer also may mean that public assets get used more frequently and more effectively. Community-led ownership may also allow additional opportunities for groups to secure extra funding or resources. A wide range of skills are required to support and sustain successful community ownership projects and the Council provides guidance to develop new skills, secure funding and create peer-led community leadership. This investment in community leadership is central to the rebalancing of “service provision”, the long term financial sustainability of the public sector, and community cohesion and volunteering.

- 7.2 North Ayrshire Council launched its **Community Wealth Building (CWB) Strategy** in May 2020, along with a five-year action plan to become a Community Wealth Building Council. Community Wealth Building uses the economic levers available to Anchor Institutions to develop resilient, inclusive local economies, with more local employment and a more diverse business base, ensuring that wealth is locally owned and benefits local people. Anchor Institutions are organisations which are rooted within local economies and bring wealth to the area in the form of jobs and supply chains. One of the 5 main strands is the development of under-utilised land and assets for community use. This links with the Council’s Community Asset Transfer Policy and there are a number of recent examples in the [Annual Report](#).
- 7.3 North Ayrshire Council had a **Community Asset Transfer** Policy prior to the enactment of the legislation and has been actively supporting our communities to develop their social capital and organisational capacity, including to undertake the management of community facilities for many years. The Community Empowerment (Scotland) Act 2015 and its subsequent guidance, provides for us an endorsement of our policy of individual and community capacity building, leading to more active, resilient and responsible communities where people provide a wide range of services to meet peoples’ expressed need. Community Asset Transfer involves the transfer of responsibility for an asset from the council to any suitably qualified community, voluntary or social enterprise group. Some assets must stay under council ownership to support the delivery of essential services or economic activity in an area. The [Council website](#) hosts information about the rigorous process which safeguards both the applicant group and the public interest, as well as holding a register of the Council’s assets. North Ayrshire has multiple, remarkable examples of Community Asset Transfer, including buildings for use as community and youth hubs, sports facilities and land for community use as allotments.
- 7.4 Communities are at the heart of the new local placemaking approaches where there are new opportunities for participation through combining community and spatial planning. **Local Place Plans** form part of the Planning (Scotland) Act 2019. They offer the opportunity for a community led, but collaborative, approach to creating attractive local places. They provide the local voice in planning and designing communities. The introduction of Local Place Plans and Local Action Plans for Islands adds another layer to the complex community and spatial planning. North Ayrshire Council has been working with communities to try to align these emerging priorities and actions with Locality Partnerships, the Council, the HSCP and other partners. Local Place Plans are locally led and owned and fit within the context of the Local Development Plan and the Strategic Housing Investment Plan.
- 7.5 Community organisations have worked closely with the Council throughout the pandemic to address food poverty and to coordinate a network of fourteen larders across the local authority. Community **Food Pantries and Larders** are move towards a dignified provision of food for the community. The council provides practical support through a handbook co-created with community organisations which contains practical information, such as operational management and volunteer recruitment. Financial support to set up the infrastructure required, such as fridges and shelving has also been provided. This work offers a

different type of participation and is supported at a high level within the local authority, as well through the council's Community Wealth Building Strategy, which focuses on Fair Food for All.

Areas for further exploration

- Developing the role of 'macro' community organisations and third sector organisations within the co-production of **Community Wealth Building**, which is changing participation in the North Ayrshire economy.
- Linking together the synergies of working with communities to deliver **Local Place Plans** and very local actions, like improving town centres and parks, with the development of skills, jobs and diverse business in our **Community Wealth Building**.
- Sharing control of local spend with communities to support the changes identified in **Local Place Plans, which** need to have fiscal control to make change happen.
- Ensuring that local spend is evidence-led and needs based. Vast amounts of data are held by public agencies. The Council's open data portal already provide access, however, public engagement with open data is unclear.
- Improving performance reporting at community level so that communities can engage with it easily.
- Developing and diversifying the community leadership, which quickly responded to the opportunity to set up **food pantries and larders**. The food network needs to be attract more volunteers and be sustained if it is to continue its community support.

8. What more can we do?

- 8.1 Now that we have set out what is currently in place through the Statement of Intent, we want to reflect now on what more we can do through, especially to maximise the use of digital technologies and to reach deeper into communities.
- 8.2 We will look forward to opening the conversation about some new ways of making your views known and hearing from our communities.

NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title: North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2022-23 Budget.

Purpose: To seek Cabinet's approval for the North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2022-23 Budget.

Recommendation: That Cabinet:

- a) Notes the North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2022-23 Budget;
- b) Notes the projected deficit position in 2021/22; and
- c) Authorise officers to continue to monitor and support the recovery.

1. Executive Summary

1.1 North Ayrshire Leisure Limited (KA Leisure) aims to improve health and wellbeing through physical activity. The work of the leisure trust includes:

- Supporting physical activity
- Improving health and wellbeing;
- Providing quality experiences
- Supporting and developing community sport
- Enhancing skills through training; and
- Creating pathways to employment.

1.2 Prior to the Covid-19 pandemic, KA Leisure consistently recorded significant increases in participation across programmes and facilities. Equity of opportunity is at the heart of the approach. The impact of the pandemic and resultant restrictions has had a severe impact on the business through temporary closures during 'lockdowns' and adaptations to buildings to accommodate new guidance. This has been partially mitigated by the furlough scheme, a phased return and greatly accelerated digital programmes.

1.3 The Cabinet approved the North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan in February 2021 and a progress report was presented in September

2021. The Performance and Impact Report (appendix 1) provides a further update on the implementation of the Plan.

- 1.4 In 21/22, the Covid-19 pandemic has continued to provide challenges, with the Scottish Government's restrictions impacting normal operations. In the financial year 2020/21 KA Leisure incurred a trading deficit of £1,248,549 after allowing for the core contribution from North Ayrshire Council and after incorporating income recovered via the UK Government Job Retention Scheme. The Council's Financial Recovery Plan for 2020/21 was presented to Cabinet on 8 September 2020 and included approval of additional cashflow management support to KA Leisure of up to £2.743m to ensure they continued to operate as a going concern and met their cash liabilities.
- 1.5 There is a consequential financial impact for KA Leisure, due to the pressures arising from the pandemic and this continues to present challenges through 2021/2022. The Council and KA Leisure continue to work closely on operational and financial planning and importantly, in addressing the financial pressures and further developing Recovery and Renewal activities. It is recognised, however, that to ensure KA Leisure continues to operate as a going concern, additional financial support from the Council will be required through 2021/2022. This will be considered within the context of the Council's current level of earmarked reserves and will continue to be incorporated in the Council's financial monitoring arrangements through this current financial year 2021/2022. Based on current financial projections a trading deficit of up to £908,780 for financial year 2021/2022 is anticipated, however, again it is recognised that this position may be subject to change through the remainder of the year. The KA Leisure Recovery and Renewal Interim Update Report provides detail of progress to date. (Appendix 1).

2. Background

- 2.1 North Ayrshire Leisure Limited trades as KA Leisure. They are a Company limited by guarantee and a registered Scottish Charity and are also a not-for-profit organisation and any surpluses generated are reinvested across the Company. They are governed by their Articles of Association which includes their charitable objectives.
- 2.2 KA Leisure aims to improve health and wellbeing through physical activity, regardless of age or background and, to fulfil these goals, will continue to encourage participation, operate facilities, and create innovative opportunities to help the inactive become active. The Recovery and Renewal Plan balances the focus on those who participate in physical activity and sport and, in line with the North Ayrshire Active Communities strategy, those who are not active because inactivity carries significant health, social and economic risks. Working with partners in North Ayrshire and beyond, KA Leisure continues to develop innovative programmes and to participate in the North Ayrshire Active Communities Strategy and the DrEAM (Drop Everything and Move) events. The Recovery and Renewal Plan set out three key areas to focus on to gain the greatest impact: Venue Portfolio; Reinvent and Reimagine; and People and Partnerships.
- 2.3 The Scottish Government's Covid restrictions have continued to affect attendances, membership income and the range of activities which could be offered. KA Leisure continued to use support from the Government's Job Retention Scheme until restrictions eased in the summer of 2021. The financial implications for KA Leisure and the Council continue to be considerable and regular planning, support and

finance meetings have taken place to ensure there is integration with the Council's ongoing financial planning to address the impact of COVID-19.

- 2.4 An Interim Chief Executive was appointed, to provide leadership and support for the implementation of the Recovery and Renewal Plan. A new Customer Relations Management (CRM) System has been implemented, which increases the effectiveness of membership administration. New programmes have been developed and a sales team is working effectively to promote these to members and potential members. Social media promotion has been prolific, and this has seen a rapid increase in membership in January 2021 of 927 members. Additional HR support has been provided by the Council. A review of the Risk Register was completed.
- 2.5 Throughout the year the business has responded to the restrictions increasing and easing. There are considerable challenges with staffing and recruitment. During the pandemic the training and certification of instructors by sports bodies was disrupted or suspended.
- 2.6 Performance has been greatly affected by the pandemic and the restrictions; however it is picking up at the start of 2022. Overall customer visits in the first 3 Quarters of 2021/22 totalled 520,573 in comparison to 2019/20 pre-pandemic which totalled 2,056,214. Membership currently stands at 6,746.
- 2.7 The next stage of development is exploring refocusing the business on community health and wellbeing. KA Leisure has a national reputation for its excellent community health, wellbeing and recovery programmes and these were highlighted at Cabinet in September 2021 in the Health and Wellbeing Service Performance and Impact Report. The experience of the pandemic has increased awareness of the potential for KA Leisure to align itself more closely with the Local Outcomes Improvement Plan (LOIP) and address health-related inequalities and mental wellbeing as well as core leisure activities. In the coming year, the Board will be exploring KA Leisure's role in offering healthy leisure, social prescriptions and community wellbeing programmes. The pilot centres at the Walker Hall and Bridgegate Irvine are already in operation and providing the evidence of the impact on individuals and the long-term cost-avoidance of engagement with physical activity and wellbeing programmes to partners like the Health and Social Care Partnership and NHS.
- 2.8 KA Leisure continues to adopt a phased approach to re-opening venues and restarting activities in line with Scottish Government guidelines and restrictions. Whilst it is encouraging that restrictions have moved beyond level 0, several remain in place impacting available capacity and therefore attendances recorded. Overall customer visits in Quarter 1 2021/22 totalled 107,655, in comparison to 2019/20 pre-pandemic which totalled 660,936. KA Leisure's customer visits to fitness activities usually accounts for over 50% of customer visits and over £2million annual income. During the pandemic KA Leisure experienced a loss of over 50% of fitness memberships.

Venue Portfolio

- 2.9 In April 2021, a new Fitness pop-up gym opened at the Walker Hall, Kilbirnie to increase fitness capacity and opportunities in the Garnock Valley. The new pop-up venue provides a fitness suite with over 30 exercise stations including a variety of cardiovascular, resistance and free weight equipment.

Reinvent and Reimagine

2.10 KA Leisure's current programme continues to adapt, innovate and expand current service provision to meet the requirements of a new operating environment.

- Fitness

New health and fitness products and membership categories have been introduced. Revised products include the Outdoor Elevate Fitness series which has been piloted at the Portal. Increased use of urban and green space environments to expand group health walks and community garden initiatives has helped to maintain fitness levels when indoor spaces were unavailable.

- Digital

A new comprehensive customer relations management system, customer App (with over 4200 downloads), new class streaming service and on-line joining capability has been introduced. The newly created digital capacity has already enhanced KAL's ability to connect with customers on a personal level. Social media has also rapidly increased.

- Health & Wellbeing Service

KA Leisure's Health & Wellbeing Service continues to expand to deliver innovative programmes including Bridgegate Active Zone and Health and Wellbeing Hub. One to one support in the form of Doorstep Visits was introduced for frail and vulnerable people who are at high risk of experiencing a fall and losing confidence in functional capacity and one to one Buddy Walks were introduced to support participants with mental health issues such as depression and social anxiety.

- Community Sport

There are 8 community sport hubs, with 73 registered clubs and over 600 volunteers. KA Leisure has launched new membership, Inspire, for children and young people to experience sporting activities, arts, drama, dance and music. Champions for Change is run in partnership with the Alcohol and Drugs Partnership and North Ayrshire Active Schools to encourage healthy lifestyles and provide education about the dangers of alcohol, drugs and tobacco.

People and Partnerships

2.11 KA Leisure is investing in employee wellbeing to increase resilience, strengthen employee engagement, reduce sickness absence and improve performance and productivity. A strategic Employee Wellbeing Programme was launched in December 2021 to ensure wellbeing priorities are integrated throughout the organisation.

Financial Implications

2.12 Financial planning for 2022/23 was undertaken using a scenario planning model based on live current performance data to develop three indicative budgets. Scenario 1 is based on actual performance at period 8 of financial year 2021/22. Scenario 2 reflects a modest increase of 1000 members which has largely been achieved in January 2022. Scenario 3 represents an increase of an additional 1000 members to 8,000, still short of the previous total of 9,600. Financial projections have been updated based on current information. Whilst several restrictions have eased there are still some restrictions in relation to ventilation and capacity levels that prevent activities operating at full capacity. This has projected revised trading of between a £699,030 deficit and £35,424 surplus.

2.13 Understanding the level of financial impact to KA Leisure through 2022/23 is very difficult at this current time. There continues to be a great deal of uncertainty because of the unpredictability of the pandemic-related restrictions and the degree to which the customer base and memberships can recover, which makes financial planning difficult. It is also important to recognise the importance of progressing the KA Leisure Recovery and Renewal Plan as this activity will contribute towards achieving financial sustainability in the short, medium and long term.

3. Proposals

3.1 It is proposed that Cabinet:

- a) Notes the North Ayrshire Leisure Limited (NALL) Performance and impact Report incorporating the 2022-23 Budget;
- b) Notes the projected deficit position in 2021/22; and
- c) Authorise officers to continue to monitor and support the recovery.

4. Implications/Socio-economic Duty

Financial

4.1 Financial implications arising from this report were previously outlined in three scenarios ranging from a deficit of £699,030 to a surplus of £35,424 depending on the continuing impact of the pandemic on operations and membership. The position continues to be closely monitored by North Ayrshire Council and the KA Leisure Board. The Council and KA Leisure continue to work together on medium term financial planning. Financial implications arising from this report indicate a potential trading deficit of up to £699,030 in 2022/23. This position will be considered within the context of the Council's current level of earmarked reserves and will be incorporated in the Council's financial monitoring arrangements throughout 2022/23.

It is also recognised that progressing the KA Leisure Recovery and Renewal Plan is vital in addressing the short, medium and long term financial pressures facing KA Leisure.

Human Resources

4.2 The Council and KA Leisure will work together to align workforce planning and the KA Leisure Recovery and Renewal Plan.

Legal

4.3 At this stage there are no legal implications.

Equality/Socio-economic

4.4 As set out in the report KA Leisure continues to focus much of their activity on individuals and groups requiring specialist support and activity, thus closing the inequalities gap across a number of themes. The Health and Wellbeing Service and

Community Sport continue to address health inequalities and this provide the starting point for the refocusing as a community health and wellbeing company.

Environmental and Sustainability

- 4.5 Energy efficiencies continue to be sought through improvements in venues, such as the replacement of boilers at Auchenhavrie.

Key Priorities

- 4.6 The proposal contained within the report supports the North Ayrshire Council Plan priorities:

- Active and strong communities;
- Children and young people experience the best start in life; and
- People enjoy good life-long health and wellbeing.

Community Wealth Building

- 4.7 The proposal contained within the report maintains employment opportunities and volunteering and skills development opportunities.

5. Consultation

- 5.1 Consultations take place with KA Leisure on an ongoing basis and partners. Customers and prospective customers are the focus of regular engagement by KA Leisure and North Ayrshire Council. There may be a need for specific consultations, as the Recovery and Renewal Plan progresses.

Caroline Amos
Interim Executive Director Communities and Education

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

Background Papers

Appendix 1: KA Leisure Performance and Impact Report incorporating the 2022/23 Budget



| leisure

PERFORMANCE & **IMPACT** REPORT



Incorporating
2022/23 Budget

CONTENTS

Page 4 Welcome (Interim) CEO Malcolm Mcphail

Page 6 KA Leisure at a Glance

Page 8 Introduction

Page 10 Performance

Page 12 Venue Portfolio

Page 14 Health & Wellbeing

Page 16 The Difference We Make...Together

Page 18 Active Communities

Page 22 Community Sport

Page 26 Digital Transformation

Page 27 People & Partnerships

Page 28 2022/23 Budget

Page 30 Looking Ahead

WELCOME

(Interim) CEO Malcolm McPhail



A Year of Connection, Action and Impact

Welcome to our 2022/23 Performance and Impact Report. This provides a fantastic opportunity to look across the past nine months, stepping back from the inevitable focus since March 2020 on mitigating the local impacts of COVID-19 on all aspects of the KA Leisure business. Despite what are arguably the most uncertain times for many decades, we continue to make good progress in executing our Recovery and Renewal Strategy and delivering against the milestones endorsed by our Board and North Ayrshire Council.

It was such a privilege to join KA Leisure as (Interim) CEO in July 2021. I was struck immediately by the breadth of the organisation's work, and how it has succeeded in rapidly changing and adapting many of its services in response to the pandemic. This, I'm sure, has helped us to better weather these unpredictable times and remain focused on our collective goals.

I'm proud of the resilience and adaptability that our organisation has shown during this difficult period. The unrelenting focus on supporting our customers, communities and each other has been incredible. I can't emphasise enough how hard our staff, volunteers and the entire KA community have worked to support each other.

Our values are people-first, innovative, driven and uniting. You'll find no better reflection of these than in the way our organisation took on the challenges of the past year. We developed numerous new ways to deliver and engage. It has demonstrated what can be achieved at speed and scale with partners who share the same outcomes. It's not been easy, ours is a business that relies on connections, on working closely with our customers, key partners, like minded organisations and with each other. When that was disrupted, we had to change in fundamental ways.

Looking ahead to 2022, our plans remain ambitious, forging a path forward requires focused leadership. We understand and embrace the responsibility to lead by example, to drive change through our collective efforts and to innovate and overcome challenges.

We have risen to the challenge; however, we recognise COVID-19 has exacerbated the already



unacceptable levels of inactivity and inequality that persist among our communities. Therefore, our ambition remains as strong as ever, and that is to encourage as many people as possible to get active and gain the benefits from an active life.

I am proud to say that we are the leading leisure provider in North Ayrshire. We are already demonstrating an encouraging start to 2022 as we are tracking towards 1,000 new members in the month of January. This is crucial for financial sustainability and provides us with a strong base moving forward for the rest of the year.

In addition, due to our relentless approach to continuous improvement, we are currently exploring options to shape the organisation into the best possible health and wellbeing service that the people of North Ayrshire deserve and expect.

On behalf of the Board and the entire organisation, I would like to take this opportunity to thank North Ayrshire Council for their commitment and continued support.

Malcolm McPhail

Malcolm McPhail
(Interim) CEO



KA LEISURE AT A GLANCE

Established in 2000, KA Leisure is a Company limited by guarantee and a registered Scottish charity, committed to creating opportunities, inspiring people and changing lives through sport and physical activity.

KA Leisure manages sport and physical activity services on behalf of North Ayrshire Council and all financial surplus generated is reinvested back into the communities of North Ayrshire.

With over 300 employees, 16 venues and a range of outdoor sports facilities, KA Leisure provides a range of high quality programmes, activities and facilities delivering opportunities for over 2 million customers to participate in physical activity and improve their health and wellbeing each year.

Trustee Directors

- Gary Higgon (Chair)
- Ashley Pringle (Vice Chair)
- Timothy Billings
- Helen Campbell
- Shaun MacAuley
- Jean McClung
- John Sweeney
- Anne Todd
- Lorraine Tulloch

Senior Management Team

- Malcolm McPhail – Interim CEO
- Laura Barrie – Head of Active Communities
- Colin Glencorse – Head of Operations and Customer Service



We are governed by our Articles of Association which includes our charitable objectives.

Objects of the Organisation:

- 1 to advance public participation in sport;
- 2 to provide or assist in the provision of facilities for, or activities relating to, recreation or other leisure time occupation;
- 3 to advance the arts, heritage, culture or science; and
- 4 to enhance lifelong learning opportunities for individuals and community groups

In each case such services being provided in the interests of improving social welfare and community wellbeing for the benefit of, and in relation to the general public in, the North Ayrshire area (including the communities of the North Ayrshire area and visitors to that area) save that special facilities may be provided for persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances have need of special facilities, and in each case through any appropriate means, and to do all such other things as may seem incidental or conducive to the pursuit of the foregoing objects and the exercise of the powers of the organisation (whenever express or implied).

** extract from Articles of Association*

INTRODUCTION

The COVID-19 pandemic continues to disrupt society. It has significantly impacted the leisure industry and as a result we have experienced significant challenges both operationally and financially.

Our Performance and Impact Report (2022/23) builds upon and accelerates many of the strategic themes already incorporated within our Recovery and Renewal Strategy (2021/22) and highlights our:

- **Key Achievements & Interventions**
- **Current Performance**
- **Developments**
- **Case Studies**
- **Future Opportunities**



In addition, it incorporates the 2022/23 budget, which has been developed in partnership with North Ayrshire Council.

Our innovative COVID-19 response activities were delivered in addition to our planned operational priorities. The performance data contained in this report reflects the direct impact of the pandemic on operational activity and changed customer behaviour during the period. A number of activity areas have been more directly impacted due to restrictions, therefore, patterns of demand have shifted significantly during the reporting period.

Despite the significant challenges of the COVID-19 pandemic we have adapted, innovated and responded to ensure that we can still support our most vulnerable communities in North Ayrshire. The lifting of restrictions has given us hope that we can overcome the challenges of the pandemic as we make great progress to regain pre-pandemic attendance levels.

As you can see our organisation's work plays an enormous part helping people make genuine change in their lives for the better. Our report features some of our incredible participants whose determination and courage have inspired others in their active journey and highlights the impact of our collaborative

work with partners.

Our ambition remains as strong as ever and our enthusiasm and passion for improving the health and wellbeing of North Ayrshire remains at the heart of all of that we do.

NORTH AYRSHIRE MORE ACTIVE MORE OFTEN

Underpinned by our priorities:

Expanding our reach to maximise the impact on the health and wellbeing of North Ayrshire.

Balancing inclusiveness, accessibility and affordability with charitable sustainability.

PERFORMANCE

Despite what has been and continues to be arguably the most uncertain of times in living memory, we continued to make good progress in executing our Recovery and Renewal Strategy and delivering against the milestones endorsed by our Board and North Ayrshire Council.

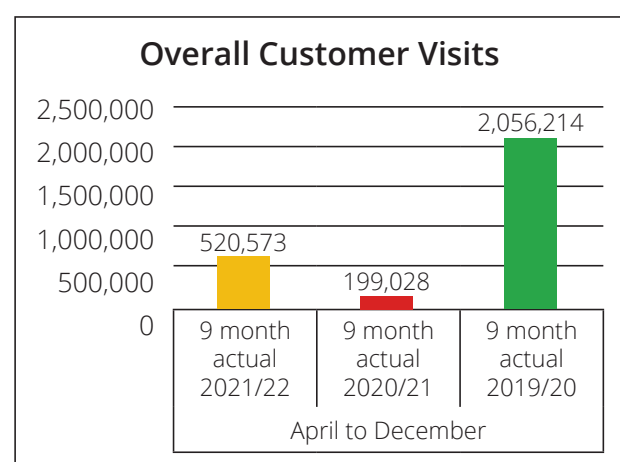
The performance data contained in this report reflects the direct impact of the pandemic on operational activity and changing customer demand and behaviour. Additionally, a challenging recruitment landscape and accommodating isolation guidelines impacting staff availability across the organisation, has occasionally limited services provision.

However, we are already demonstrating an encouraging start to 2022. Across core delivery areas we are observing positive increases in attendances and within fitness we are tracking towards 1,000 new members in the month of January alone. This is crucial for financial sustainability and provides us with a strong base moving forward.

Customer Visits

The following graph provides a comparison of overall customer visits for the first 9 months of the current financial year 2021/2022 to the corresponding periods of 2020/2021, and additionally 2019/2020, our last year of uninterrupted operation.

A combination of the easing of restrictions, developing programmes and the introduction of revised operations has led to improved performance during quarter 3.

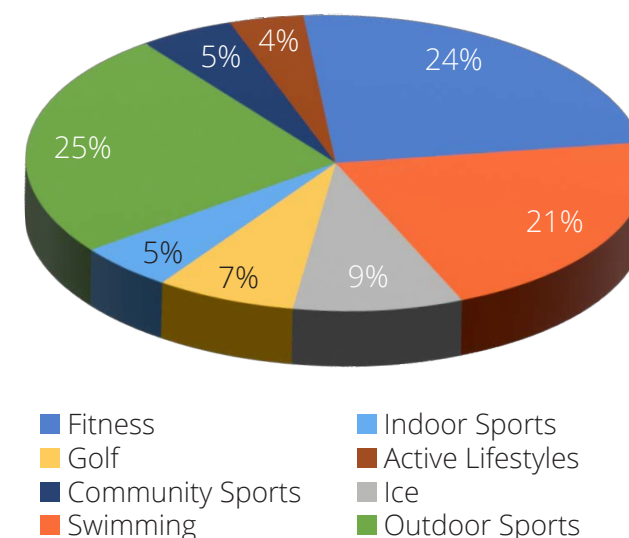


A number of activity areas have been more directly impacted due to restrictions, therefore, patterns of demand have shifted significantly during the reporting period. This is particularly true of fitness activity. Prior to the pandemic fitness accounted for over 1.5 million visits per annum and 55% of overall customer visits. However, fitness visits have reduced significantly during the last 18-months and the chart opposite demonstrates the reduced overall contribution to customer visits (24%).

However, the introduction of a sales team and the development of new products and services aligned to a revised communication and marketing strategy, has led to a significant increase in membership sales at the start of 2022.

Despite the significant challenges of the COVID-19 pandemic we have adapted, innovated and responded and the lifting of restrictions has given us confidence that we can overcome the challenges of the pandemic as we make great progress to regain pre-pandemic attendance levels. This has led to

Percentage Breakdown per Activity Area



several activities now achieving pre-pandemic performance levels. These include golf, ice, and sports pitches.

Financial Performance

The probable outturn exercise carried out in January 2022 anticipates a deficit of £908,780. The North Ayrshire Council Financial Recovery Plan included approval of additional cashflow management to support this additional financial pressure in the current financial year. Furthermore, North Ayrshire Council has supported the organisation through funding the appointment of an Interim Chief Executive Officer and Sales Team, providing HR support, and

supporting a number of projects to assist the transitioning of KA Leisure to a more sustainable financial position. This further support represents a financial investment of £292,636, increasing North Ayrshire Council's additional financial support to £1,201,416. The table below shows the current overall financial position:

Predicted Financial Performance 2021/2022

	Probable Outturn (£)
Expenditure	£7,608,128
North Ayrshire Council Expenditure	£292,636
Total Expenditure	£7,900,764
Trading Income	£3,133,841
North Ayrshire Council Contribution	£3,565,507
North Ayrshire Council Additional Financial Support	£1,201,416
Total Income	£7,900,764
Surplus/Deficit	£0

The additional support and guidance provided by North Ayrshire Council continues to be invaluable and is greatly appreciated as we reshape our services to ensure a sustainable balance of income generation with wider social objectives to reduce inequalities.



VENUE PORTFOLIO

Community Venues

Our portfolio of venues continues to play a pivotal role supporting positive health and wellbeing and contributing to the reduction of health inequalities across our communities.

The operation of KA Leisure venues has continued to be impacted by COVID-19, placing us in a challenging position due to a combination of restrictions throughout the current financial year and resultant changing customer behaviour.

However, the initial work undertaken across the organisation during the first 9-months of the year has provided a strong foundation for recovery and renewal. The introduction of a sales team and the development of new products and services aligned to a revised communication and marketing strategy, is already demonstrating a positive start to 2022. Across core delivery areas we are observing positive increases in attendance and new member sales during the month of January.



In April 2021, we launched our new Fitness pop-up gym at the Walker Hall, Kilbirnie to increase fitness capacity and opportunities in the Garnock Valley. The new pop-up venue provides a fitness suite with over 30 exercise stations including a variety of cardiovascular, resistance and free weight equipment.

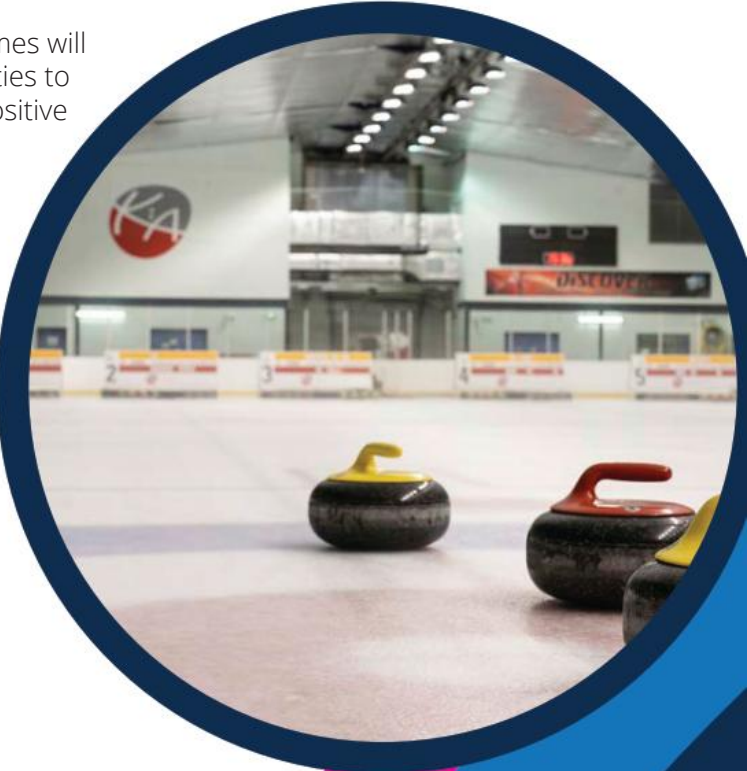
The initial stage of our renewal programme has led to the introduction of phase 1 of our outdoor group fitness concept at the Portal and future phases will provide further opportunities and innovative ways to expand our outdoor provision.

Our expanded digital capabilities allow customers to experience an on-site fitness class, while other customers experience the same class simultaneously on-line, or alternatively on-demand provision at a convenient time for them ensuring vital customer engagement and interaction is retained.



During the early part of 2022 a range of lifestyle programmes will be launched across our venues to provide new opportunities to support both existing, and new customers to engage in positive health and wellbeing experiences.

Looking ahead to 2022 and beyond, our plans remain ambitious, with a desire to shift from 'sport and fitness' to 'wellness', with a long-term aim to support a transition from traditional leisure facilities to community focussed wellbeing destinations. Using local knowledge, and relationships to strengthen connections within communities, playing a direct and enabling role in helping people to find their best ways to be active.



HEALTH & WELLBEING



Encouraging and keeping people active remains our primary goal, however, the pandemic has presented new challenges in how that is achieved. In

addition, it has brought into stark focus the importance of using physical activity as an intervention to support public health, address underlying health conditions and engage with communities.

Our Health & Wellbeing Service is one of the key ways we'll support people in North Ayrshire to move forward from the pandemic. It's a critical part of delivering our Recovery and Renewal programme and will help respond to the collective challenges we face as a Community Planning Partnership in 2022.

- 4 Core Delivery Areas:**
- 1. Active North Ayrshire – Physical Activity Referral Programme
 - 2. Community Outreach Programme
 - 3. ACTIVATOR
 - 4. Bridgeline Active Zone and Health & Wellbeing Hub

We continually strive to deliver innovative programmes through collaboration with key partners who share the same outcomes which:

- Engage with priority groups including those who are vulnerable, isolated and at greatest risk of inactivity.
- Support early intervention and prevention. Offering the right support at the right time in the local community.
- Target specific health issues including long term conditions and mental health and wellbeing.

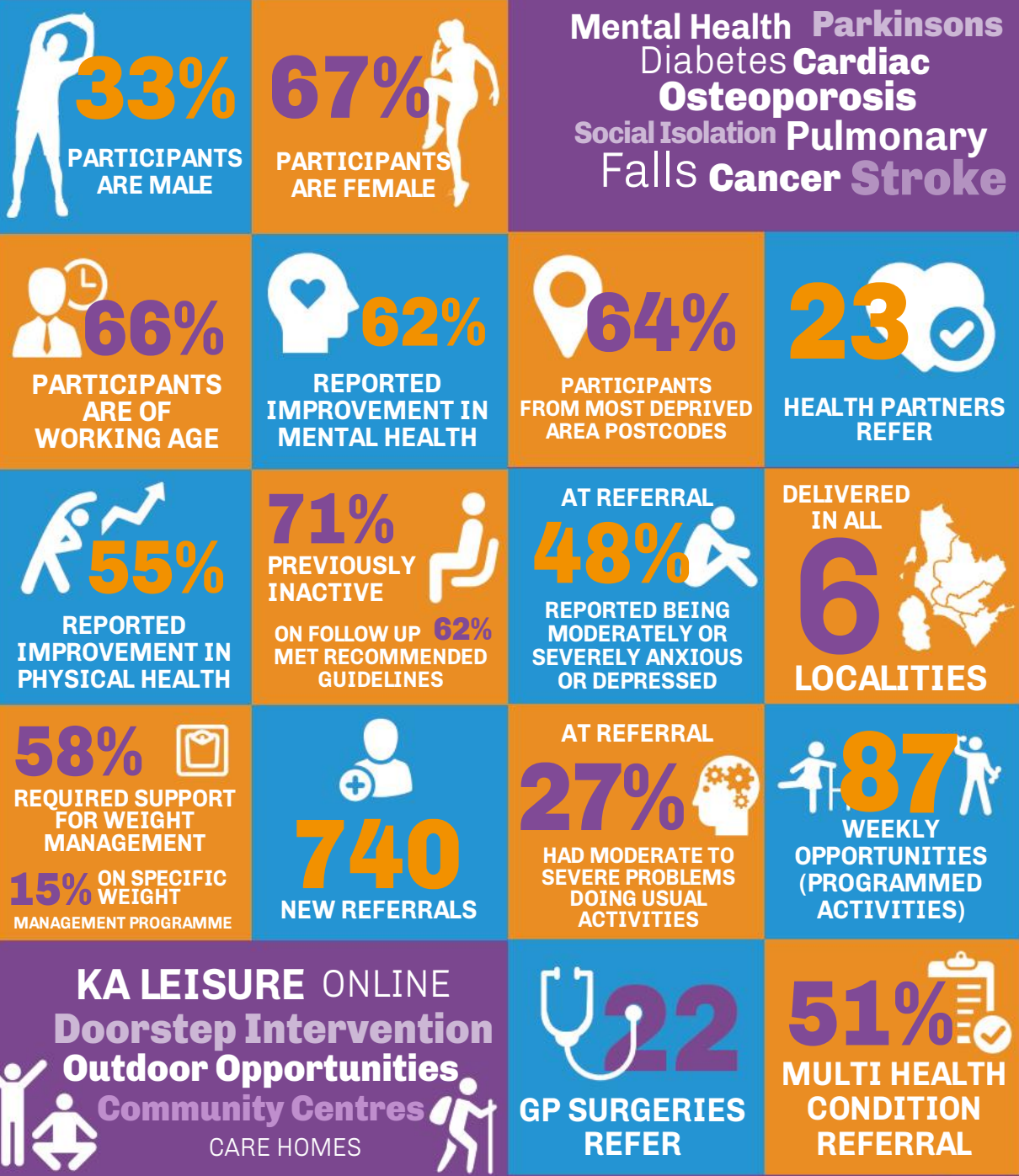
Delivery Area	Pre- pandemic 2019/20	During Pandemic 2020/21	1 st April 2021 – 31 st Dec 2021
ANA			
Annual Attendances	62,530	17,820	23,660
Monthly Attendances	5,170	1,451	2,540
Monthly Referrals	140	12	90
Weekly Classes	70	0	45
Weekly Online Classes	0	15	11
COMMUNITY PROGRAMME			
Monthly Attendances	1546	219	555
Annual Attendances	12,249		4,995
No of weekly classes	32	5	14
ACTIVATOR			
Annual Attendances	20,169	Garaged 2020/21	968
Annual Community Visits	114		3
Monthly Health Checks	160		34
Weekly Community Stops	69		0

Active North Ayrshire (ANA) Physical Activity Referral Programme

ANA delivers innovative programmes through collaboration with key partners who engage with priority groups, including those who are vulnerable, isolated and at greatest risk of inactivity.



ACTIVE NORTH AYRSHIRE APRIL 2021 – DEC 31ST 2021



THE HEALTH & WELLBEING SERVICE HAS RECEIVED **£578,765** IN EXTERNAL FUNDING IN 2020/21

THE DIFFERENCE WE MAKE...TOGETHER

1. WE'VE BEEN THERE FOR OUR COMMUNITY!

- Health & Wellbeing Service
- Community Sport Programme

We are passionate about supporting the communities of North Ayrshire to move more and engage in physical activity and sport, to maximise the contribution we make to the health and wellbeing of North Ayrshire.

It's been a year of **Connection, Action, and Impact** and here are some highlights we are particularly proud of

2. ACHIEVING MORE TOGETHER!

3. KEEPING NORTH AYRSHIRE ACTIVE

- Essential customer interaction
- Leisure venues re-opened as soon as restrictions allowed, safely and securely
- Health & Safety 7th Consecutive ROSPA Gold Award
- Health & Safety 3rd Consecutive ROSPA Gold Leisure Award



ESSENTIAL CUSTOMER INTERACTION



4. INNOVATE TO OVERCOME CHALLENGE!

- Introduced Sales Development Programme for improved sales culture and membership sales success
- Launched two new fantastic venues - Bridgegate Active Zone & Health & Wellbeing Hub and Walker Hall



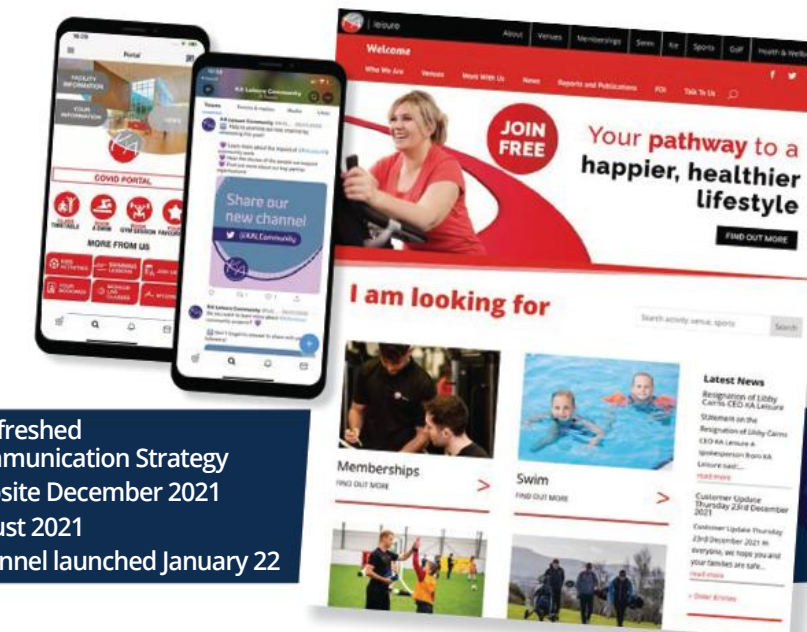
5. DEDICATED COMMITTED FANTASTIC WORKFORCE!

- Entrepreneurial Leadership
- Workplace Wellbeing Programme
- Employee Engagement Programme
- KA Leisure Health & Safety Coordinator Awarded ROSPA Influencer of the Year Award



6. KEEPING NORTH AYRSHIRE CONNECTED!

- Introduction of a refreshed Marketing and Communication Strategy
- Launched new Website December 2021
- Launched App August 2021
- KA Community Channel launched January 22



ACTIVE COMMUNITIES

Outdoor Opportunities

We are fortunate to have some of the best outdoor spaces, beautiful beaches and countryside in North Ayrshire. Our Walking Programme was developed during the pandemic to encourage use of our fantastic green spaces and to support people to remain active.

A new Tiered Model of Intervention has been developed to demonstrate the ability levels of the walks and provide a template for our health partners to access.

"As a Community Link Worker based within a Primary Care setting it is essential for me to understand the services and supports available. KA Leisure's tiered model is simple and effective and allows me to work with my patients to make a joint decision on what level meets their current needs. This approach helps people set realistic personal goals, which can boost confidence and improve mood."

Leeanne Killin,
Community Link Worker



Meet the Wednesday Circuit Walking for Health Group!

Walkers Feedback!

"The Walk Gives Me Company & Exercise Helps My Sleep Pattern"

"We Get Together For Exercise, Talk About Our Worries & Put The World To Rights"

"The Walking Programme Is An Excellent Service Provided By KA Leisure"

To support the development of walking opportunities and our volunteer network, we deliver Walk Leader training in collaboration with Paths for All.



Ronnie Graham is one of our new volunteer walk leaders. Ronnie started his KA Leisure journey after being referred to Mind and Be Active.

"I have volunteered in my church for many years, although, it's only in the last 15 months that due to my recovery journey that things have improved and I have really started to enjoy volunteering."

I joined the health walks during lockdown and most recently trained as a walk volunteer.

Why do I volunteer? I believe that it's part of my core to help others and it gives me such joy!"



Bridgegate Active Zone and Health and Wellbeing Hub

Parent & Baby Fitness Boogie Books

Paediatric &
Child First Aid
Workshops

Pre-5's Buggy Fitness

"The classes are going really well. The new mums were anxious at first bringing the children to something new since the lockdown restrictions eased. The mums feel really comfortable in the class now. The parents love how babies can join in or sleep in the pram. No pressure!"

**Alison Murdoch, Project
Co-ordinator KA Leisure
Active Lifestyles Team**

The Bridgegate Active Zone and Health & Wellbeing Hub is being used as a venue to host a range of health & wellbeing events and can be used by our partners as a venue to deliver health & wellbeing activities. We're delighted to be working in partnership with:

North Ayrshire Recovery College | Parenting Scotland
In Care Survivors | North Ayrshire Community Link Worker Service
Home Energy Scotland | Irvine Youth Forum | North Ayrshire Carers

"I was a very nervous mum. I worried about where I was taking Brodie due to his fragile health. I was very happy with the space and the safety measures in place. I thought the class was great as it catered for all abilities and I could go at my own pace."

**Leona Welsh & Son
Brodie 8 Months**



"The staff were very helpful and accommodating. The space is flexible and central, so it is very accessible. It is an ordinary building so there is no stigma at coming to a course for mental health and wellbeing."

**Jeanette Allan Recovery
College Co-ordinator**

ACTIVE COMMUNITIES

Community Doorstep Programme

The North Ayrshire Community Doorstep Programme was introduced during the COVID-19 pandemic. Established to provide a targeted intervention to improve the health and wellbeing of our more vulnerable participants to address:

- Social Isolation
- Decline In Functional Capacity and Increased Risk Of Falls
- Poor Mental Health

The Doorstep Programme includes:

- Pre and Post Programme Consultation
- Weekly Telephone Support
- Falls Screening Assessment
- Person Centred Home Exercise Programme
- Doorstep Walks
- Access to Online Class Programme
- 1-2-1 Support for Transition to Group Activities
- Longer Term Support if Required
- Established Referral Route for Health Professionals

Funding from the Scottish Government, Communities Mental Health & Wellbeing Fund has been awarded which will allow us to continue this service throughout 2022/23.



Loretta Case Study

Loretta Thomson self referred to our service in 2016 after seeing a leaflet in her GP surgery. She came regularly to the osteoporosis, falls classes and gym referral classes and then received telephone support and attended the online classes during lockdown.

Loretta started the Irvine health walk in August but had to give up due to issues with her hip. During lockdown she felt her mobility and confidence had decreased and she missed the social interaction. After having a fall she was referred to the Doorstep programme, and on completion has progressed as such that she is able to attend the Falls Prevention class at the Portal.

Loretta lives on her own and said that the classes have kept her going both physically and mentally since her husband passed away. She really appreciates all the support the team have provided in getting her active and being able to socialise again.

Improving Mental Health

Our innovative mental health and wellbeing programme for adults, 'Mind and Be Active', is being developed to accommodate children and young people.

We launched 'Confident Kids Can' in April 2021. It's a 12 week Pan-Ayrshire project delivered in partnership with the Child and Adolescent Mental Health Service (CAMHS) to support neuro divergent children and their families who are experiencing emotional, behavioural, and mental health difficulties.



Participant Impact!

- Mental Wellbeing Scale Improved
- General Wellbeing Scale Improved
- Reported Feeling More Confident

Participant Feedback!

- "The Coaches Have Inspired Me To Be More Active"
- "I Have Enjoyed Making New Friends"
- "The Group Makes Me Happy"
- "I'm Not Nervous Coming Along Anymore"

"My son has built up confidence and expanded his horizons to look at new clubs, sports, and activities. It's fantastic to see."

"I have made friends too which I will value, as there is mutual understanding when your child is struggling to interact with others due to social issues or anxiety."

"This group has given me huge comfort knowing that I'm not alone. There are other parents on the same journey as you."

Scavenger Hunts
Beach Volleyball
Go-Karting
Athletics Golf



New for 2022!

At the end of the 12 week project all participants can remain active and participate in social opportunities with their peers within the new weekly class.

Fit for the Future...

Partnership working is embedded in our approach. We will continue to strengthen relationships with North Ayrshire Council, North Ayrshire Health and Social Care Partnership and NHS Ayrshire and Arran. This will allow us to focus more on meaningful outcomes which will create more opportunity for co-production to ensure that as a partnership, we can continue to target the most vulnerable and isolated within our communities and in doing so tackle the inequalities that have been exacerbated by the pandemic.

COMMUNITY SPORT

Our dynamic Community Sport programme is committed to supporting individuals, clubs, partners and volunteers to find their place in sport. We harness its unique power to ensure our activities are:

Welcoming, Inclusive & Fun

These principles have shaped our delivery as we emerge from the pandemic and provide support and encouragement to people of all ages, abilities and backgrounds to get involved in sport.



Young people are at the heart of our new **INSPIRE** programmes:

LAUNCHED NOVEMBER 2021

<p>MEMBERSHIPS AGED 3-13 YEARS</p>	<p>84 CLASSES PER WEEK</p>
<p>21 TYPES OF CLASSES</p>	<p>FOOTBALL, BASKETBALL, GYMNASTICS, DANCE, NETBALL, SWIMMING, ICE SKATING, GOLF, ATHLETICS, ARTS, DRAMA, SINGING AND MORE</p>
<p>PARTNERS NORTH Ayrshire COUNCIL, ACTIVE SCHOOLS</p>	<p>£ OFF</p> <p>HOLIDAY PROGRAMME & BIRTHDAY PARTIES</p>

“ I love to play like my favourite team and score goals like their players. ”

Jamie Berrie (Inspire, Mini Kickers)



“ Just wanted to say thanks for tonight, class was fabulous. ”

I went back to work this week after 13 month of maternity leave and I was really sad to be missing out on taking the boys to classes so having a class at this time of night is amazing.

Jen, Parent (Inspire, Mini Explorers)



Adult Learning Disability Group

Working in partnership with North Ayrshire Integrated Community Learning Disability Team we have introduced a weekly class at the Circuit for adults living with learning disabilities. The programme is co-designed with the participants and includes: football, badminton, soft archery, basketball, tennis and more.

Tom Strawhorn, Nursing Support Worker at Irvine Central “Staff and service users from the North Ayrshire Learning Disability service based at Ayrshire Central have been using and enjoying the facilities provided by Paul and his colleagues at The Circuit. For some service users this may be the only opportunity they have to meet up regularly given the restrictions which have been in place over the last two years. The group allows them to do that in a safe environment and the variety of activities provided have been enjoyed by staff and service users alike.”



COMMUNITY SPORT



Our Community Sport Hub network is formed with clubs and local organisations who have a common interest to develop sport and make a difference across their local community. COVID -19 has had a significant impact on delivery, membership and local opportunities. The support provided by the network has been invaluable in supporting clubs return to sport as they emerge following the pandemic.



“ It was vital that we maintained communication throughout the pandemic, I've worked closely with volunteers within clubs to help them create plans to ensure a safe return to their sport. We kept them up to date with the ever-changing restrictions and additional training was provided for volunteers to ensure their clubs were COVID-19 compliant. We also assisted with the renewal of practical courses such as Children's Wellbeing, First Aid and Safeguarding in Sport.

As we manoeuvre our way through the pandemic the needs of clubs continue to change. We implemented a North Ayrshire Club Sport Survey during August and September to ascertain a greater understanding of the club landscape in North Ayrshire, their needs and the support required to return to pre-pandemic Levels.

Over the last six months, our priority has been to assist their continued recovery and provide support around the increased health and wellbeing of their members.

Scott Robertson
Community Sport Officer (Hubs)

”

“ The support provided by Scott and KA Leisure ensured our club were prepared for our restart from the pandemic. The guidance offered meant that our parents were confident to send their kids back to our sessions. Scott also worked with our coaches to ensure our relevant qualifications were updated and they were ready to get back on the pitch.

Stuart McCall, Dalry Rovers

”



Champions for Change is delivered in partnership with North Ayrshire Alcohol and Drug Partnership and North Ayrshire Active Schools. The project uses sport and physical activity to tackle local issues around substance misuse.



Key Programme Outcomes:

- Sport and physical activity delivery within schools
- Educational messages around the dangers of alcohol, drugs and tobacco
- Benefits of living a healthy lifestyle
- Early intervention and addressing issues around stigma

New for 2022!...We are working with partners to develop a gym referral pathway which supports individuals from several local recovery programmes to access our facilities and classes. The referral pathway will also signpost to group activity opportunities including, walking, jogging and football. The aim is to improve health and wellbeing and support the participant's through their recovery journey.

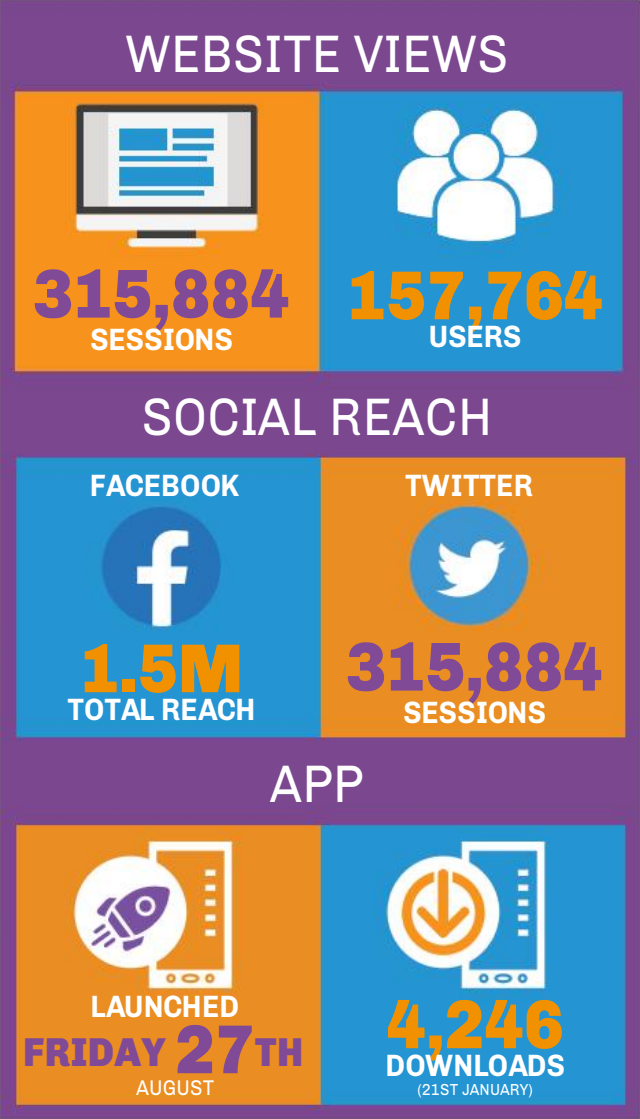


*June 2021

DIGITAL TRANSFORMATION

The pandemic has emphasised the need to develop our digital transformation approach across the organisation and expand our digital capabilities to meet changing needs for both our staff and customers, accelerating digital transformation processes for long-term growth and financial sustainability.

The goal of creating a digital platform with a seamless user experience for both our staff and customers has commenced with the introduction of a new comprehensive customer relations management system, customer App, new class streaming service and on-line joining capability. The newly created digital capacity has already enhanced our ability to connect with customers on a personal level.



Furthermore, a future audit of established processes and systems will help identify digital opportunities to better use existing resources to develop a more connected and integrated approach to achieving strategic outcomes ensuring the ability to develop meaningful data to accurately measure our social value and return on investment.

PEOPLE & PARTNERSHIPS

Delivering an agile and resilient structure, that provides a solid foundation for creating an innovative, engaging and collaborative workforce with the right skills will be key to our success.

Successfully implementing organisational transformation depends on our ability to continue to adapt and adjust to new ways of working. Its crucial that leadership continues to provide strategic overview and implementation of the Recovery and Renewal Strategy across all areas of the organisation.

To remain successful, thriving and sustainable we need to maintain high levels of creativity and innovation with greater emphasis placed on:

- Consultation, engagement and co-designing of services
- Building capacity
- Continual reflective learning
- Data, evidence and insights
- Training, skills, tools and resources
- Awareness and understanding of health inequalities and social prescribing
- Communication and collaboration

As we evolve from ‘fitness’ to ‘wellness’ a whole organisation approach requires to be adopted, this will ensure an agile and resilient workforce to deliver financial sustainability. Providing us with



the necessary foundation to become the best Health and Wellbeing Service and extend the role and integration of health and wellbeing into the core delivery of the organisation.

We recognise that investing in employee wellbeing can lead to increased resilience, better employee engagement, reduced sickness absence and higher performance and productivity. We are committed to supporting the health and wellbeing of our staff and specifically providing support around mental health. To achieve this we need to ascertain an understanding of the current position and gain insight into how our organisation compares with similar organisations. Our strategic Employee Wellbeing Programme, launched in December 2021 will be developed to ensure wellbeing priorities are integrated throughout the organisation.

As a committed member of the North Ayrshire Community Planning Partnership, we are passionate about working collaboratively with our partners and like-minded organisations to increase activity levels, reduce inequalities and improve the health and wellbeing of our communities across North Ayrshire.

We have demonstrated that as an organisation we have the capacity to work in partnership to respond dynamically and work towards sustainable recovery and renewal. Nurturing existing, and developing new partnerships are crucial to ensure we can fulfil and achieve our future goals.



KA Community

Celebrating KA Leisure's impact in communities across North Ayrshire. Highlighting stories from the people we support, and our powerful partnerships.



2022/23 BUDGET

Financial Information 2022/23

Moving into the new financial year, the ongoing impact of COVID-19 continues to provide challenging operational and financial conditions, however, regaining and improving upon our pre-pandemic financial performance remains our goal. We recognise this will be challenging in the short term and that we will continue to require support and are addressing our sustainability through a strategic programme of targeted interventions with individual performance indicators to maximise income generation from existing and new sources.

However, the initial work undertaken across the organisation during the first 9-months of the year has provided a strong foundation for recovery and renewal. The introduction of a sales team and the development of new products and services aligned to a revised communication and marketing strategy, has led to an increase in memberships. When we closed our doors in March 2020, we had over 9,600 KA Leisure members. Following the last lockdown in early 2021 this reduced to 4,268, however during the third, and into the fourth quarter of the current financial year this has increased to 6,746 members, and with our approach now showing a positive direction of travel we anticipate member numbers continuing to increase.

Furthermore, several activities are now achieving pre-pandemic performance levels. These included golf, ice, and sports pitches.

Financial monitoring continues to be undertaken in partnership with North Ayrshire Council and three financial scenario projections have been prepared utilising live, up to date operational financial performance data. Our financial planning for 2022/2023 aims to balance our ambitions with a realistic approach.

The three scenarios are detailed in the following table:

Financial Information 2022/23

	2022/23 Scenario 1	2022/23 Scenario 2	2022/23 Scenario 3
Expenditure	£		
Employee Costs	5,420,270	5,420,270	5,420,270
Property Costs	1,482,531	1,482,531	1,482,531
Supplies & Services	444,800	444,800	444,800
Transport & Plant	31,000	31,000	31,000
Administration Costs	359,900	359,900	359,900
Payments to Other Bodies	155,232	155,232	155,232
Finance/Other Expenditure	441,365	450,830	458,842
Total Expenditure	8,335,098	8,344,563	8,352,575
Income			
North Ayrshire Council	3,565,507	3,565,507	3,565,507
Trading Income	4,070,561	4,461,086	4,822,491
Total Income	7,636,068	8,026,593	8,387,998
Surplus/(Deficit)	(699,030)	(317,969)	35,424

In each of the scenario's expenditure is similar due to several fixed costs. The variations within Finance/Other Expenditure are due to changes within irrecoverable VAT linked to levels of income. In scenario 1 income has been forecast based on 2021/2022 period 8 income levels being projected over a full 12-month period, without any further growth or development.

The forecast for scenario 2 is based on a cautious level of growth predominantly within memberships, aquatics and community sport. Scenario 3 is based on an increased level of growth and development across the business. However, the forecast remains below that of pre-pandemic levels, as industry insight would suggest that full recovery may take a longer period.

LOOKING AHEAD

We recognise the need to remain focused on two key aims concurrently:

- To be financially sustainable through the pandemic and beyond.
- To optimise our future contribution to the health and wellbeing of North Ayrshire Communities as we seek to build back better.

There is a compelling need for a radical shift in emphasis from 'fitness' to 'wellbeing', with a long-term aim to support a transition from traditional leisure services to community focused health and wellbeing services. Community focussed health and wellbeing services represent a future iteration and vision of how leisure services can engage meaningfully and develop relationships and networks with a range of audiences to support health and wellbeing.

A future vision for leisure to provide a health and wellbeing service that supports people to move more and engage in physical activity and sport, and to maximise the contribution KA Leisure provides to health improvement across North Ayrshire.

This involves building upon our well-established, sector leading, Health and Wellbeing Service, and moving towards an even more responsive, needs based, service led model which delivers structured interventions to focus on the management of long-term health conditions. This will include comprehensive prehab and rehab services through a social prescribing approach, underpinned by an emphasis on addressing health inequalities through prevention and early intervention.

A social prescribing approach will continue to strengthen our existing non-medical referral pathway and enable us to link people with a broader range of community support for a variety of social, emotional, and practical needs to improve health and wellbeing.

The service would build upon existing partnerships as part of a whole system approach supporting locality delivery priorities and achieving local strategic outcomes. This will enable co-designed place-based opportunities for communities to engage in health and wellbeing activity.

We recognise the requirement to flex and adapt our resources to meet the requirements of new delivery methods, developing an agile and resilient structure with the right skills is key to our success. We will build upon the work already completed to realign the workforce to meet the change from 'fitness' to 'wellbeing' to ensure we remain innovative, engaging and successful.

A critical element of the transition will be to improve the rigour and effectiveness of data collation across the organisation, ensuring there is consistent reporting and alignment with partners to accurately measure the social impact and return on investment.

We would like to take the opportunity to thank our customers for their continued support and commitment. Our achievements to date would also not be possible without the dedicated support and hard work of our staff, Board of Directors and partners.

Finally, we would like to express our sincere thanks and gratitude for the continued support and guidance received from North Ayrshire Council.





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NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title:	Island Plans
Purpose:	To seek approval for the proposed 10-year socio-economic Island Plans and associated 2022/23 Annual Action Plans for Cumbrae and Arran to support an inclusive and green economic recovery and renewal of North Ayrshire's Island communities in line with their unique circumstances and opportunities.
Recommendation:	That Cabinet: <ul style="list-style-type: none"> a) Approves the proposed 10-year socio-economic Island Plans for Arran and Cumbrae (Appendix 1); b) Approves the proposed 2022/23 Annual Action Plans for Arran and Cumbrae (Appendix 2); and c) Notes the proposed next steps.

1. Executive Summary

- 1.1 In October 2020, Cabinet approved the Council's participation in the Island Recovery and Renewal Pilot, jointly funded by the Council, Scottish Government (SG) and Highlands and Islands Enterprise (HIE). A key priority for the Pilot is to develop ten-year socio-economic Island Plans for both Arran and Cumbrae.
- 1.2 The proposed plans have been in development during the last nine months, ensuring that island communities, stakeholders and partners are fully engaged and involved in the draft development phase.
- 1.3 The final draft plans have been presented to the North Coast and Arran Locality Partnerships in December 2021 for consideration and open for public comment from 29th November 2021 to 4th January 2022. The plans are now finalised and are attached for Cabinet's consideration and approval. Endorsement and support for the Plans will also be sought from Scottish Government and Highlands and Islands Enterprise.

2. Background

- 2.1 Aligned to the National Islands Plan, the Council is participating in an ambitious three-year Islands Recovery and Renewal Pilot in partnership with Scottish Government and Highlands and Islands Enterprise to support an inclusive and green

economic recovery and renewal of North Ayrshire's Island communities in line with their unique needs. A key part of the recovery and renewal is the development of ten-year socio-economic Island Plans for both Arran and Cumbrae.

- 2.2 To support the development of each Island Plan, the Council commissioned and published research from the Fraser of Allander Institute on the disproportionate economic impact of Covid-19 on the Arran economy in September 2020. In addition to this, the Council has recently undertaken an economic profiling exercise for the Cumbrae economy and both community and Elected Member engagement took place during the preparation of the profile. Both reports provide an outline socio-economic baseline for Arran and Cumbrae that will be updated and monitored moving forward to inform an evidence-based approach to policy development.
- 2.3 The socio-economic baseline for Arran and Cumbrae has been prepared reviewing the available economic data to inform the development of the Local Island Plans. There are challenges around obtaining accurate data for Cumbrae due to the relatively small size of the community which has not been separated from the mainland in statistics and the relatively complex makeup of its population (for example, second homeowners and or remote workers who do not currently feature in the statistics).
- 2.4 Both Arran and Cumbrae island stakeholders have expressed the importance to them in continuing to build on good quality data for each island, ensuring an accurate evidence base for future decision-making and the prioritisation of resources including financial investment. It is intended that the information contained within the Isle of Cumbrae Economic Baseline Report will be reviewed and developed as one of the first priorities in the 2022/23 Cumbrae Annual Action Plan.
- 2.5 The pilot has facilitated the development of the first Local Island Plans for Arran and Cumbrae which are aligned to the delivery of the National Islands Plan and Community Wealth Building principles to maximise the potential of North Ayrshire's islands. North Ayrshire Council, Highlands and Islands Enterprise and Scottish Government will continue to support and work with the island communities and stakeholders as the plan is implemented, contributing to, or delivering actions that result in improved outcomes for the community, economy, and environmental wellbeing of Arran and Cumbrae.

Local Island Plans and 2022/23 Annual Action Plans

- 2.6 Appendix 1 to this report contains the proposed 10-year socio-economic Island Plans for Arran and Cumbrae. These Island Plans will be used to help drive the socio-economic development of Cumbrae and Arran between 2022 and 2032.
- 2.7 Appendix 2 to this report contains proposed 2022/23 Annual Action Plans for Arran and Cumbrae. These Annual Action Plans set out the steps and action to be progressed to deliver the vision for the future of each island. The Annual Action Plan will be a live document that will be monitored, reviewed, and updated as required.
- 2.8 Following a broad range of input and feedback from the communities on Arran and Cumbrae, Elected Members representing the Islands, Locality Planning Partners, island-based businesses and groups and island stakeholders, each Island Plan follows a similar structure with content specifically tailored to each of the islands:
 - Introduction
 - Profile of the Island
 - Strategic context of the Plan - national, regional, local and island

- Engagement and participation in developing the Plans
- Key findings from the engagement exercises
- Details of priorities and actions
- Vision for Island and Key Themes
 - Given the inclusive/wellbeing economy, Community Wealth Building, and net zero focus, the themes are focused on community, economic and environmental wellbeing
 - Examples of on-island projects
- Implementing the Plans - Empowered Island Communities & Strong Local Partnerships
- Appendix - 2022/23 Annual Action Plans for Arran and Cumbrae

- 2.9 The Annual Action Plan structure includes alignment to each island's key themes and priorities, who will deliver the actions, timescales, alignment to the National Islands Plan, Community Wealth Building, and net zero. This includes actions already being delivered or planned by community organisations, the Council and or island stakeholders e.g., Scottish Government, Highlands, and Islands Enterprise.
- 2.10 Each action within the Annual Action Plan has been assigned a period of short term (1 to 3 years), medium term (4 to 5 years) or long term (5 years plus). Indicators to measure progress and success will be developed in year one of the Action Plan, with further actions developed or revised for each plan theme where necessary. Further, methods of measurement will be refined over the duration of the Plan to identify key data sources.
- 2.11 Success will depend on a broad participation of stakeholders from each of the islands who will be the driver of delivering and monitoring progress of the Plan, ensuring there is an all-inclusive opportunity for everyone to be involved.
- 2.12 A key area of focus for the Island Recovery and Renewal Pilot is to contribute to closer and more coordinated working between the island communities, partners and national and local government and agencies to ensure stronger island-focused partnership and to work collaboratively to unlock the knowledge, resources and support necessary to bring the Local Island Plans to life.
- 2.13 Participation in the development and influencing of the Plan is not, and will not, be limited to the early stages of the process. Participation will be necessary and widely encouraged throughout the delivery phase. Whilst it is important that governance of the Island Plan aligns to the Locality Partnership structure, there is also a need for thematic expertise and wider islander input. A draft governance model for further consideration and exploration is included within each Plan, with an appointment process to be established to ensure appropriate and inclusive representation.
- 2.14 The Local Island Plan Delivery Groups will be the central partnership driving delivery for the Island Plans. These groups should comprise public, private, third sector and community representation to bring knowledge and understanding of the priorities and to reflect the range of stakeholders with an interest in the islands. They will take primary responsibility for monitoring and reviewing the agreed actions throughout the life of the Plan, with the purpose of improving the outcomes for Cumbrae and Arran, with responsibility to include:
- Take lead responsibility for delivering specific identified actions;
 - Provide expertise to inform how action can be delivered to maximise impact;

- Ensure the wide communication of actions and progress;
- Communicate with island stakeholders to ensure input to actions on an ongoing basis;
- Act as ambassadors and champion a place-based approach to delivering action for the benefit of the islands;
- Influence and inform the updating of annual action plans for each island;
- Monitor, review and report progress against the Local Island Plan and Action Plan to the Arran Locality Partnership and North Coast & Cumbraes Locality Partnership.

2.15 The engagement activity that took place through August-December 2021 identified many inspiring and innovative island projects which are being undertaken by the community as well as the third, private and public sector and examples of these are provided within the Plans. As part of the first year action plan, case studies will be produced to capture details of work going on and examples of best practice that support the island's community, economic and environmental wellbeing.

Next Steps

2.16 The timeline below outlines key next steps in progressing the Island Plans:

- Launch of Plans– 3 March 2022 (TBC)
- Support the creation and inception of Local Island Plan Delivery Groups – March 2022 – ongoing
- Regular update reports to North Coast and Arran Locality Partnerships
- Support the development and delivery of actions illustrated in Appendix 2 – March 2022 - ongoing
- Report to Cabinet on first year progress – March 2023

3. Proposals

3.1 That Cabinet:

- a) Approves the proposed 10-year socio-economic Island Plans for Arran and Cumbrae (Appendix 1);
- b) Approves the proposed 2022/23 Annual Action Plans for Arran and Cumbrae (Appendix 2) and;
- c) Notes the proposed next steps.

4. Implications/Socio-economic Duty

Financial

4.1 Whilst there are no direct financial implications associated with this report, the implementation of the plans will see the re-direction and amalgamation of existing resources, which will be supplemented by external funding bids, as appropriate.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 The proposed actions illustrated in the Annual Action Plans will assist in meeting the socio-economic duty as set out in the Fairer Scotland Duty by reducing economic, social, and physical decline and reducing socio-economic disadvantage in the identified areas. The actions will increase community cohesion and advance community empowerment in the identified areas.

Environmental and Sustainability

4.5 The proposed plans align with the Environmental Sustainability and Climate Change Strategy and Regeneration Delivery Plan and will deliver positive environmental and sustainability benefits through the environmental wellbeing actions included in the Island Plans.

Key Priorities

4.6 The Island Plans will contribute to achieving a wide range of the Council Plan outcomes. They will contribute to the ambitions of an inclusive, growing and enterprising economy; and active and strong communities; In particular, the proposals will: build stronger relationships between the council, communities, and partners; enable us to support our communities to maximise the use of community assets; we will support our local businesses to become more innovative and competitive and we will support communities to achieve what is important to them through strong local networks.

Community Wealth Building

4.7 Many of the proposed actions, as indicated in the table of actions in Appendix 2, will contribute to the delivery of one or more of the six Community Wealth Building pillars, objectives, and associated actions of the Community Wealth Building Strategy. The Island Annual Action Plans in forthcoming years will provide demonstrable outcomes and island case studies that explain these contributions.

5. Consultation

5.1 The Cabinet Member for Post-Covid Renewal and the Islands, Elected Members representing the Islands, officers from across the Council and Health and Social Care Partnership, Scottish Government, Highlands and Islands Enterprise, island communities and island stakeholders have been engaged throughout in developing the proposed Island Plans and 2022/23 Annual Action Plans.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact Sarah Baird, Senior Officer - Islands, on 07919 162039.

Background Papers

None

Attachments:

Appendix 1 - Proposed 10-year socio-economic Island Plans for Arran and Cumbrae

Appendix 2 - Proposed 2022/23 Annual Action Plans for Arran and Cumbrae

ISLE OF ARRAN

LOCAL ISLAND PLAN

ECONOMY | COMMUNITY | ENVIRONMENT

A ten-year plan with a long-term strategic focus
developed with and for the community.



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



The Scottish
Government



North Ayrshire Council
Comhairle Siorrachd Air a Tuath

INTRODUCTION

The Isle of Arran is a valuable and unique part of North Ayrshire. North Ayrshire Council and partners are dedicated to working together with island communities and businesses to support Arran and acknowledge the importance of providing specific and tailored focus and support for the island community, its vital economy, and its outstanding environment.



ECONOMY



COMMUNITY



ENVIRONMENT

THE ARRAN LOCAL ISLAND PLAN IS A TEN-YEAR PLAN WITH A LONG-TERM STRATEGIC FOCUS DEVELOPED WITH AND FOR THE COMMUNITY.

Recognising these differences, the Council identified an opportunity to work in an exciting new partnership with island communities, businesses, and wider stakeholders to develop and facilitate the creation of Local Island Plans to assist in maximising the potential of North Ayrshire's islands.

North Ayrshire Council are participating in an ambitious three-year 'Islands Recovery and Renewal' Pilot in partnership with the Scottish Government and Highlands and Islands Enterprise to support an inclusive and green economic recovery and renewal of North Ayrshire's islands of Arran and Cumbrae in line with their unique needs. This pilot is aligned to the delivery of the strategic objectives of the National Islands Plan and Community Wealth Building (CWB) principles.

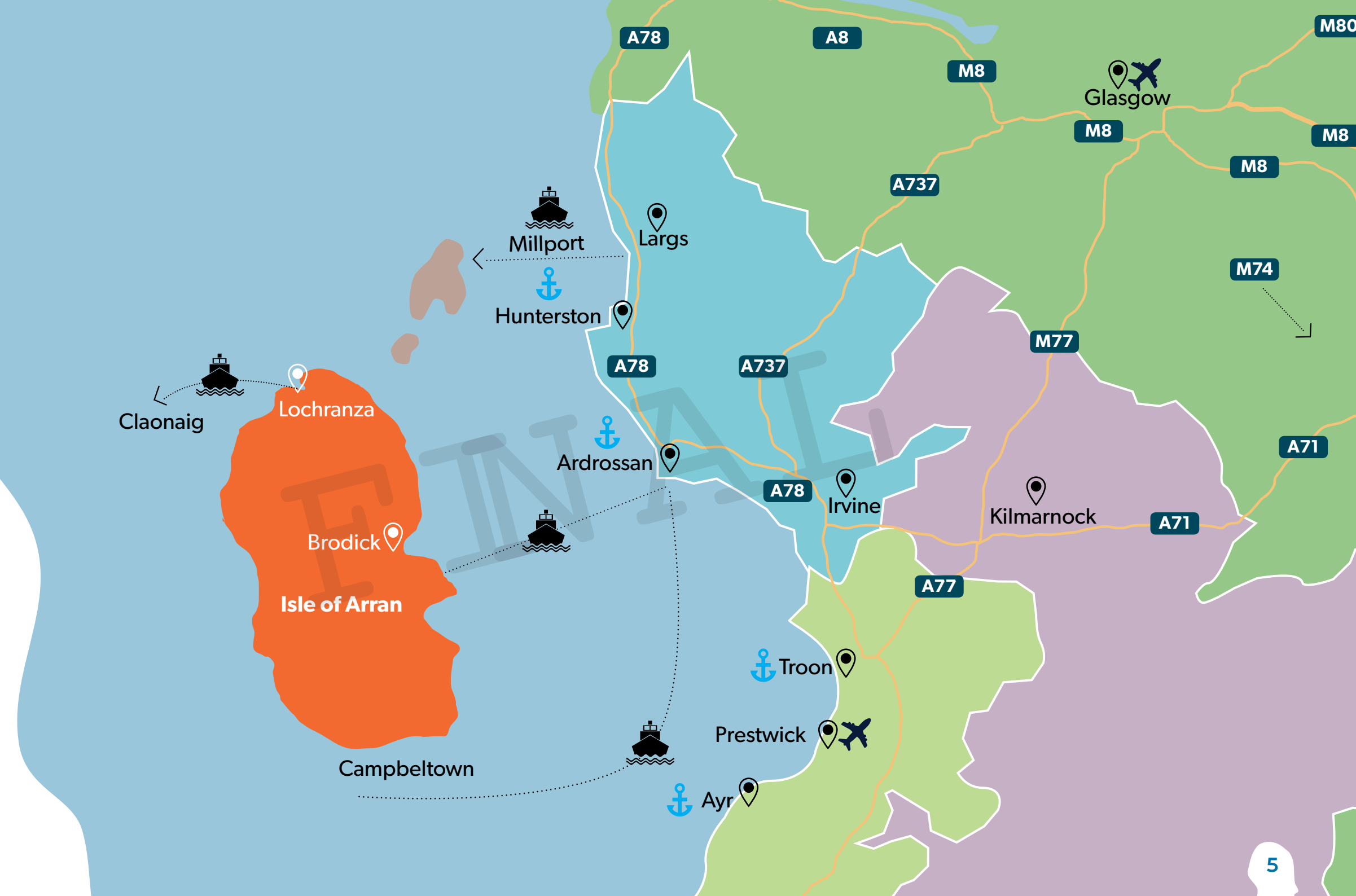
The pilot has facilitated the development of this first Arran Local Island Plan (LIP) and the partners will continue to support and work with the community and stakeholders as the plan is implemented, delivering actions and improving outcomes for the economic, community and environmental wellbeing of Arran.

The Arran Local Island Plan is a ten-year plan with a long-term strategic focus developed with and for the community, and whilst the aims and objectives of the Plan may remain for the duration of the plan, the associated actions will be reviewed annually and updated as required.

THE PROFILE OF ARRAN

The Isle of Arran is the seventh largest Scottish island with around 4537 residents and is the largest island in the Firth of Clyde with an area of 432 square kilometers, Arran is 19 miles long by 10 miles wide. It is the most southerly populated of the Scottish islands with Brodick, Lamlash and Whiting Bay on the east coast of the island being the main settlements.

Nestled between the Ayrshire coast and the Mull of Kintyre, Arran and is around an hour's ferry ride from mainland Scotland and is served by a ferry service between Ardrossan and Brodick, as well as from Lochranza on the north of the island to Claonaig in Argyll and Bute.






There is a wonderful array of successful food producers and award-winning produce to indulge in, from cheeses, chocolates, oatcakes and chutneys to delightful breweries, botanicals and distilleries producing beers and ales, gins and cassis and whisky galore, using the very best locally sourced ingredients and due to the incredible quality and popularity of the produce, Arran companies export widely to the Scottish mainland, nationally and internationally.

In 2020 the Council commissioned and published research from the Fraser of Allander Institute (FAI) on the disproportionate economic impact of Covid-19 on the Arran economy. The work also provided an outline socio-economic baseline for Arran to support the evidence of need to help understand the long-term challenges the island economy faces and provide tailored support to the island.





Arran is an exceptional island and owing to its industrial mix has made it particularly exposed to the Covid-19 pandemic. Many businesses on Arran depend upon so-called 'social spending' and its tourism industry along with tourism-facing industries have been disproportionately impacted by lockdown measures and subsequent capacity constraints in restaurants, bars and cafes.

Arran is reliant upon its ferry services to transport residents and visitors to and from the island and to access medical and social services, to visit family and friends and for leisure purposes. The Fraser of Allander Institute report 'The Impact of Covid 19 on the Arran Economy' estimated that, on average, each day, the ferries contribute just under £170,000 to the island's economy. With passenger numbers almost falling to zero, during lockdown restrictions, the impact of Covid-19 on the local island economy has been severe. This also demonstrates the social and economic lifeline that the ferry provides to the island communities and businesses.

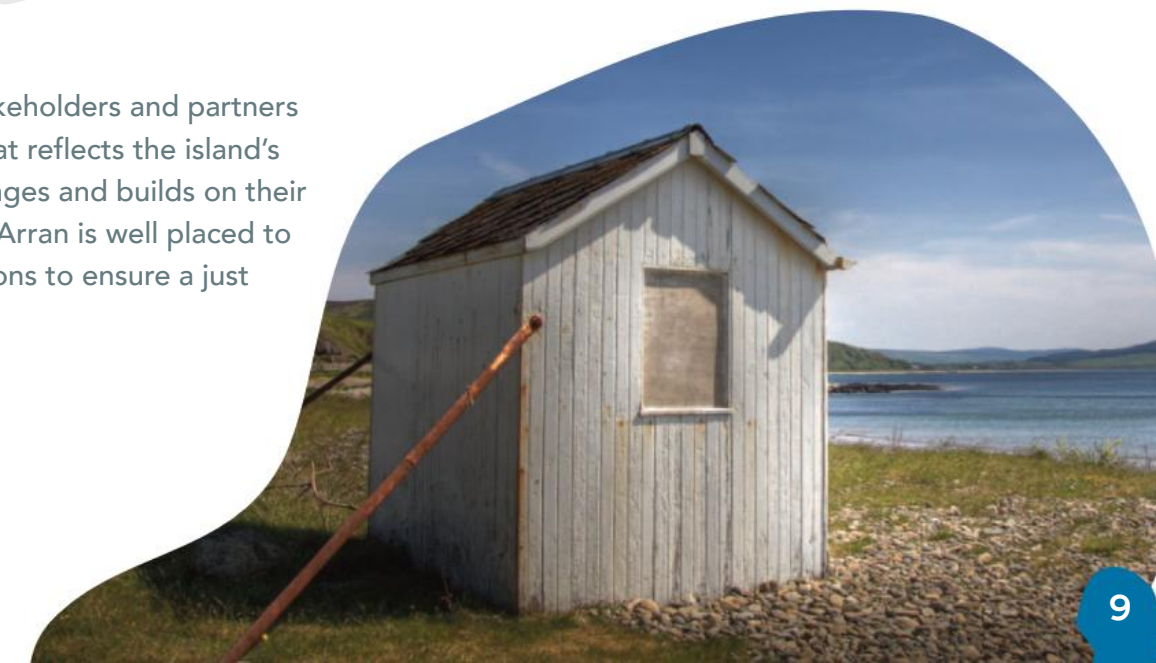
**EACH DAY, THE
FERRIES CONTRIBUTE
JUST UNDER £170,000
TO THE ISLAND'S
ECONOMY**

As we emerge from the Covid-19 pandemic, the true impact on the economy, community and environment is becoming clear and the issues and priorities prior to COVID have become more urgent or magnified as a result.

No places are unaffected by the impact of climate change and in 2019 North Ayrshire Council declared a climate emergency. Small low-lying islands such as Arran are under threat from climate change and predicted sea-level rises and are therefore at risk of facing some of the most severe effects of climate change including increased instances of flooding and coastal erosion.

A joint approach with stakeholders and partners to local climate action, that reflects the island's circumstances and challenges and builds on their natural capital, will mean Arran is well placed to develop innovative solutions to ensure a just transition to net zero.

It is vital that stakeholders continue to build on good quality data for Arran that can provide an accurate evidence base for future decision-making and prioritisation of resources including financial investment. It is intended that the information contained within this plan will be monitored and updated throughout the life of the plan.



KEY FINDINGS

THE KEY FINDINGS OF THE FRASER OF ALLANDER REPORT ARE:

- 1 The current outlook for economic growth in Arran is dominated by the immediate impact of the Covid-19 pandemic and whilst many of these economic shocks may be temporary, there is a risk that these shocks have longer-term implications
- 2 In 2018, the estimated GVA of Arran was £77.1million
- 3 Arran, like most island economies, is limited by its infrastructure and rurality and is highly dependent on its ferry service
- 4 The FAI report estimates that, on average, each day of ferry operation contributes just under £170,000 to the Arran economy
- 5 Due to its prevalent tourism industry, Arran has been disproportionality impacted by lockdown restrictions. The capacity constraints in bars, cafes and restaurants meant that whilst lockdown restrictions eased, businesses in the tourism industry are still reliant on government support

ECONOMIC INDICATORS OF ARRAN - DEMOGRAPHICS

- 1 In 2019, the total population of Arran was 4,537, this represents a 10% decline in the total population of Arran since 2001
- 2 55% (2,499) of the population is of working age, a 4-percentage point decline since 2001
- 3 8% of the population is aged 16-24 (a 1-percentage point increase since 2001), 47% are aged 24-64 (down 5-percentage points since 2001), and 33% is aged 65 and over (a 9-percentage points increase since 2001)
- 4 Improvement Service forecasting, using 2018 National Records of Scotland data, estimates that Arran's population will decrease by a further 2% between 2018 and 2030

SCOTTISH INDEX OF MULTIPLE DEPRIVATION (SIMD)

- 1 All but one of Arran's data zones¹ rank above the median (average) for the overall domain² ranking.
- 2 The access to services domain has some of the lowest domain ranks for Arran's data zones, with five out of seven data zones ranking below the median, and two of those among the bottom 10%
- 3 The housing domain also highlights some key challenges on Arran, with six out of the seven data zones ranking below the median

LABOUR MARKET

- 1 In 2019 the total employment count on Arran was approximately 2,070
- 2 Tourism related employment³ accounted for over one in three jobs in Arran, in 2019
- 3 Key employing sectors on Arran are: 'accommodation and food service activities' (645 employments; 31%), 'wholesale and retail trade; repair of motor vehicles and motorcycles' (275 employments; 13%), and 'transportation and storage' (180 employments; 9%)
- 4 Public sector employment accounts for approximately 440 employments and human health and social work activities account for approximately 150 employments
- 5 As of July 2021, Arran's claimant count (estimate of people claiming unemployment related benefits) as a proportion of the working age is 3.2%, up 1.8-percentage points since February 2020⁴

ESTIMATES OF ECONOMIC OUTPUT (GVA) BY SECTOR

- 1 In 2018, the estimated GVA⁵ of Arran was £77.1million⁶
- 2 The top three performing sectors regarding economic output on Arran are: 'manufacturing' (£18.5 million; 24%⁷), 'wholesale and retail trade; repair of motor vehicles and motorcycles' (£9.4 million; 12%), and 'accommodation and food service activities' (£8.1 million; 11%)

¹ Data zones are the key geography for the distribution of small area statistics in Scotland and are widely used across the public and private sector. Data zones are large enough that statistics can be presented accurately without fear of disclosure and yet small enough that they can be used to represent communities.

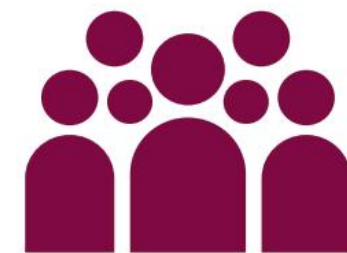
² SIMD looks at the extent to which an area is deprived across seven domains: income, employment, education, health, access to services, crime and housing.

³ Employment in 'accommodation and food service activities' and 'arts, entertainment and recreation'.

⁴ February 2020 is used as the pre-COVID-19 benchmark as it was the last full month before the effects of the lockdown were felt.

⁵ Fraser of Allander Institute (2020) | ⁶ 2016 prices. | ⁷ Percentage of Total GVA

TOURISM RELATED
EMPLOYMENT
ACCOUNTED FOR
OVER ONE IN
THREE JOBS IN
ARRAN, IN 2019



Population of Arran (2019):

4,537



Total Economic Output of Arran (2018):

£77.1m



Claimant Count Rate of Arran (July 2021):

3.2%

EXAMPLE EMPLOYING SECTORS ON ARRAN



Total Employment on Arran (2019):

2,070



ACCOMODATION AND
FOOD SERVICE ACTIVITIES

31%



WHOLESALE &
RETAIL TRADE

13%



TRANSPORTATION
& STORAGE

9%

SETTING THE SCENE

At a national level, the Arran Local Island Plan (LIP) is set within the context of The Islands (Scotland) Act 2018 and the corresponding National Islands Plan.

At a local level, the LIP takes account of the Arran Locality Partnership priorities and details from the Arran Recovery Group final recovery plan, it is further supported through the work of the Island Recovery and Renewal Pilot, North Ayrshire Council's Economic Recovery and Renewal approach, Community Wealth Building Strategy and the island engagement activity.

Further details of the inter-dependencies of the LIP with existing policies, plans and strategies can be found on pages 24 and 25.



THE ISLANDS (SCOTLAND) ACT 2018

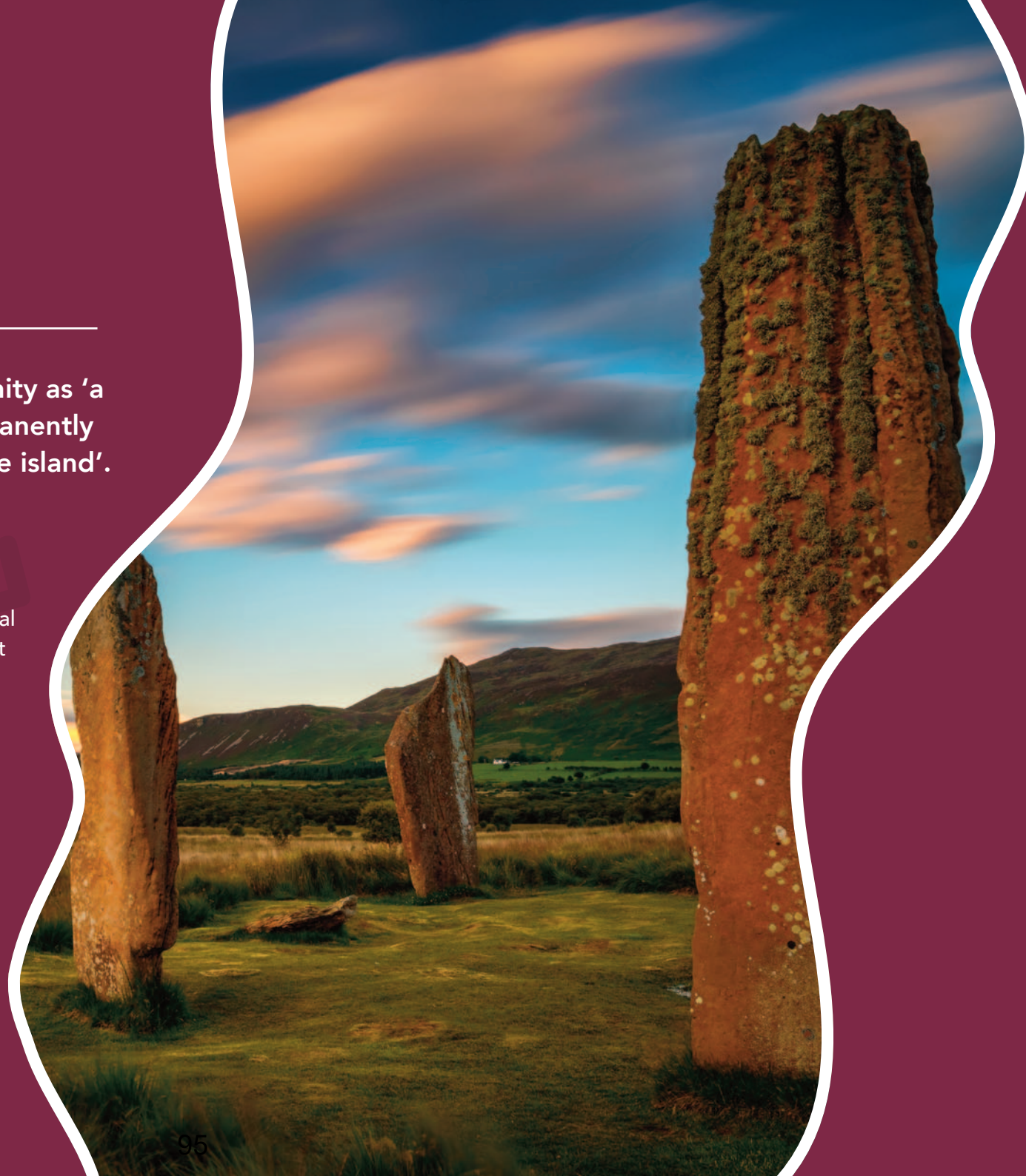
The Islands (Scotland) Act 2018 defines an island community as ‘a community of two or more people, all of whom live permanently on the island with a common interest in the identity of the island’.

The Act was granted Royal Assent in July 2018 and introduces a range of measures to support and help meet the unique needs of Scotland's islands now and in the future. It will also seek to help create the right environment for sustainable economic development and empowered communities.

A provision within the Act requires the Scottish Ministers to develop a National Islands Plan (NIP). According to the Act, the purpose of the Plan is ‘to set out the main objectives and strategy of the Scottish Ministers in relation to improving outcomes for island communities that result from or are contributed to by the carrying out of functions of a public nature’.

The Islands (Scotland) Act 2018 and the Community Empowerment (Scotland) Act 2015 empowers communities to shape their individual and collective futures and to make it easier for islanders to develop their own economies, wellbeing and environments.

It also places duties on local public services to work together with communities to improve outcomes on themes that are priorities for the islanders.



THE NATIONAL ISLANDS PLAN

In December 2019, Scottish Ministers published the first ever National Islands Plan, which was created with the input from many islanders, including those on Arran. The Plan sets out 13 Strategic Objectives which are practical yet critical to improving the quality of life for island communities.

The 13 strategic objectives (SOs) set out in the National Islands Plan are as follows.

To address population decline and ensure a healthy, balanced population profile

To improve and promote sustainable economic development

To improve transport services

To improve housing

To reduce levels of fuel poverty

To improve digital connectivity

To improve and promote health, social care and wellbeing

To improve and promote environmental wellbeing and deal with biosecurity

To contribute to climate change mitigation and adaptation and promote clean, affordable and secure energy

To empower diverse communities and different places

To support arts, culture and language

To promote and improve education for all throughout life

To support effective implementation of the National Islands Plan

ARRAN LOCALITY PARTNERSHIP

Locality planning was introduced in the Community Empowerment (Scotland) Act 2015, under Part 2: Community Planning and is about reducing inequalities and enabling communities to participate in decision making at a local level.

It is one of the ways local communities work together with public and third sector organisations to improve residents' lives and localities. In North Ayrshire, Locality Partnerships are how the Community Planning Partnership fulfill its duties under the Community Empowerment Act to have locality arrangements.

There are six Locality Partnerships in North Ayrshire which cover the whole local authority and Arran Locality Partnership is the partnership that covers the whole of the island of Arran. It is therefore important that the development of the Arran Island Plan aligns to the Arran Locality Partnership and the important and valued work the partnership undertakes.

Arran has a unique joint Locality Partnership approach, bringing together the Community Planning and Health and Social Care Partnership, which is the first such arrangement in Scotland and provides support for the island to help them do what is needed to tackle the issues that they have identified as priorities for their local area. It is important to note that the Arran Locality Partnership, at time of writing, is undertaking stakeholder engagement to refresh their local priorities.

Local priorities have been decided by each locality, based on national data, local statistics and the views of local people gathered through the North Ayrshire People's Panel survey, wider consultation and the Place Standard tool.

ARRAN RECOVERY GROUP (ARG)

Arran Recovery Group is a short-term voluntary local response group focused on tackling the impact of the Covid-19 pandemic on Arran and undertook work to establish a final recovery plan for the island including surveys and engagement.

The final plan of their work, titled 'Island in Balance', aims to balance three strands of island life: Community, Environment and Economy. The aim of the final recovery plan is not to give priority to specific agendas, but to better understand how they all connect and complement each other. Members of the Arran Recovery Group are individuals representing the following organisations: Health and Social Care Partnership, Arran Community Council, VisitArran, Auchrannie Hotel, A Taste of Arran, Arran EcoSavvy, Arran Development Trust, Arran High School, Arran Community and Voluntary Service, Arran Ferry Committee, Highlands and Islands Enterprise, and Arran Economic Group members.



COMMUNITY WEALTH BUILDING

North Ayrshire Council has shown economic leadership with the launch of Scotland's first Community Wealth Building strategy in May 2020 which sets out a bold new economic model focused on wellbeing and inclusion.

This strategy sets out how the Council will deliver this by focusing on their Community Wealth Building mission of 'Enhancing local wealth and the creation of fair jobs and maximising the potential of all our places through working in partnership with our communities and businesses'.

North Ayrshire Council has set out six objectives to deliver Community Wealth Building:



PROCUREMENT

Progressive procurement develops dense local supply chains of local enterprises, small and medium sized enterprises, employee-owned businesses, social enterprises, cooperatives and other forms of community owned enterprise.



FAIR EMPLOYMENT

Recruitment from lower income areas, commitment to paying the living wage and building progression routes for workers are all examples of the actions to stimulate the local economy and bring social improvements to local communities.



LAND AND ASSETS

Anchors are often major land holders and can support equitable land development and the development of under-utilised assets for community use.



FINANCIAL POWER

Community Wealth Building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally.



PLURAL OWNERSHIP OF THE ECONOMY

Democratic Ownership of the Local Economy - Cooperatives, mutually owned businesses, small and medium sized enterprises, social and community enterprises and municipally owned companies enable the wealth generated in a community to stay in that local area.



ECONOMIC RECOVERY AND RENEWAL APPROACH (GREEN NEW DEAL)

In response to the widespread economic and social impacts of the Covid-19 pandemic, in September 2020 the Council launched its Economic Recovery and Renewal Approach (Green New Deal) to build back better, fairer and greener. The approach is based on the foundation of Community Wealth Building and sets out a Local Green New Deal for North Ayrshire.

The twin priorities of a North Ayrshire Green New Deal are:

1

To ensure an inclusive economic recovery by delivering our Community Wealth Building mission; and

2

To ensure a green economic recovery focused on achieving our net zero carbon ambitions through the creation of sustainable infrastructure and regeneration projects and creating fair jobs.

North Ayrshire Council's refreshed Environmental Sustainability and Climate Change strategy (2021-2023) sets out seven workstreams for how the Council will achieve net zero carbon emissions by 2030. These workstreams are intrinsically linked to economic recovery through their alignment to the Community Wealth Building approach and Green New Deal aspirations.

ISLAND RECOVERY & RENEWAL PILOT

The development of the Arran Local Island Plan complements the idea of testing new ways of working across local government, Scottish Government, Highlands & Islands Enterprise, Community Planning Partners, island communities and businesses to deliver the ambitious objectives outlined in the National Islands Plan, as well as sharing this learning with other island areas.

As part of the three-year Island Recovery and Renewal Pilot, a new post of Senior Officer (Islands) has been created within North Ayrshire Council to contribute to the ongoing development and delivery of islands' policy, working in a more coordinated way across the public sector with island communities, businesses and with a range of external stakeholders to tackle long-standing place-based issues relating to island communities ensuring the understanding and representation of the unique needs of islands' communities in local and national policy development.

Further, the pilot will support the recovery and renewal of the islands from the social and economic impact of the Covid-19 pandemic including the development of 'Island Plans' for Arran and Cumbrae aligned to the strategic objectives of the National Islands Plan and the principles of Community Wealth Building.

The Arran Local Island Plan sits within the broad context of local, regional and national setting and has a clear link with a range of local, regional and national plans, strategies and frameworks with further examples shown in illustration 4 on page 24.

ISLAND SPECIFIC

Arran Locality Partnership Priorities
Arran Community Council
Island in Balance – draft recovery plan
Arran’s Food Journey
ARRAN LOCAL ISLAND PLAN
Arran Community and
Voluntary Service (ACVS)

LOCAL

North Ayrshire Council Plan 2019-24
Economic Recovery & Renewal Approach
Community Wealth Building Strategy 2020-25
Environmental Sustainability & Climate Change Strategy 2021-23
Local Outcomes Improvement Plan
(LOIP) 2017-22 - New plan forthcoming
Strategic Plan for Community Learning & Development 2021-24
Let’s Deliver Care Together:
North Ayrshire Health & Social Care Strategic Plan 2018-21
Youth Participation & Citizenship Strategy
Youth Employment Strategy
Local Child Poverty Action Plan
MAKING Waves in North Ayrshire Tourism Action Plan
Ayrshire Shoreline Management Plan
Vacant and Derelict Land Strategy
Regeneration Plan
Local Development Plan 2
Local Housing Strategy
Local Transport Strategy
Visitor Management Strategy and Action Plan - forthcoming

REGIONAL

Ayrshire Growth Deal
Highlands & Islands Enterprise Strategy & Operating Plan
Regional Spatial Strategy - forthcoming
Regional Economic Strategy - forthcoming
Ayrshire Regional skills investment plan - forthcoming
Regional Visitor Economy Strategy - forthcoming

NATIONAL

National Performance Framework
National Island Plan
National Strategy for Economic
Transformation - forthcoming
Climate Change Plan 2018-32
Marine Tourism: Giant Strides 2025
Scotland Outlook 2030
Food Tourism Action Plan 2030
Programme for Government
Early Learning Provision
UN Sustainable Development Goals

LOCAL ISLAND PLAN ENGAGEMENT AND PARTICIPATION

ISLAND ENGAGEMENT IN THE PLAN

In August 2021, SKS Scotland CIC were commissioned by North Ayrshire Council to conduct a short, focused exercise engaging with Arran to assess perceptions of how, and if, COVID-19 had changed the priorities for the island.

The exercise was to understand how things may have changed because of COVID-19 and what that could mean for Arran's priorities, building on the substantial evidence and insight from other evidence sources including those detailed in illustrations 3 and 5 and earlier engagement exercises including:

From April to July 2019, Scottish Government embarked on a participative and inclusive consultation to capture the dreams, aspirations and concerns of those who live on and those who have an interest in islands and their communities, as well as an on-line survey, an event was held in Arran following which a local event report was produced summarising the main points raised by participants.

North Ayrshire Council submitted a response to the Scottish Government's consultation on the National Islands Plan and Island Communities Impact in June 2019. The response was compiled with contributions from Council and community partners, including participation in the Scottish Government's community engagement events referred to above.

The 'National Islands Plan (NIP) through a Covid Lens Survey' was undertaken between 18 June and 10 July 2020 in recognition of the impact of COVID-19.

North Ayrshire Council and the other five main local authorities (LAs) with islands, provided responses to consider the impact of the (COVID-19) pandemic on the delivery of National Island Plan commitments and how these should be prioritised going forward.





The National Islands Plan Implementation Route Map has been created following Scottish Government consultation with island communities and local authority partners and was published in March 2021, marking a key milestone in the implementation of the National Islands Plan.

It provides a Route Map of how Scottish Government aim to deliver their priorities over the lifetime of the National Islands Plan and identifies the methods they will use to monitor progress towards achieving outcomes, setting out how they will deliver their work over the short, medium and long-term.

Further, the aim of the engagement was to allow communities to test, build on and develop existing issues, aspirations, actions in the current context.

From late August until mid-September the following activities took place:

1 Desk-based analysis and summary of previous island engagement and consultation

2 Launch of short-life engagement website

3 Contact with community organisations, business networks and other stakeholders to arrange discussions

4 Open short-term survey to allow people to have their say (with paper copies made available on key island locations)

5 One public online community conversation for Arran

6 A final public online discussion - where islanders came together to discuss the short, medium and longer-term priorities that will inform Arran's 10-year Island Plan



The engagement process was supported by the Island Plan Short Life Working Group with representation from each island (membership includes representatives from North Ayrshire Council, Arran Locality Partnership, Cumbrae Community Council and the Arran Recovery Group).

The role of the group during the engagement process included: clarifying expectations of the engagement process and outputs; providing relevant knowledge, contacts and share any local sensitivities; monitoring and agreeing any amendments to the approved work programme; approving content for all project related communications and sharing communications with relevant networks.

The range of activities undertaken during a short period of time was well received and illustration 6 provides details of the responses received.

Illustration 6



551
reponses to the survey



471
unique website visits
(across both islands)



22
attended the first
online discussion

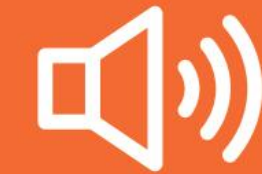
31



organisations invited
to contribute input



Island Elected Member
input sessions held



Verbal update on island
plan engagement
provided to Arran
Locality Partnership



30
attended final
online discussion

9

further individuals
directly contacted
SKS to input

KEY MESSAGES AND FEEDBACK FROM THE ENGAGEMENT EXERCISE

The messages that participants provided demonstrate that priorities for Arran have not changed because of the Covid-19 pandemic but have been magnified, intensified and made more obvious and critical. In fact, it was common for participants to make no reference to the Covid-19 pandemic but simply to describe what they consider to be the priorities for Arran.

**“IT’S NOT SO
MUCH THAT THE
ISSUES HAVE
CHANGED. THE
ISSUES WERE
THERE BEFORE
COVID BUT HAVE
BEEN AMPLIFIED,
EXACERBATED
AND MADE MORE
VISIBLE AND
URGENT.”**

ARRAN ENGAGEMENT EXERCISE



WHAT CHANGED THROUGH THE COVID-19 PANDEMIC?

The overall experience of COVID-19 has highlighted both the resilience and the challenges Arran has overcome during the pandemic and whilst island life has survived the challenges, the pandemic has exposed its fragility and tested the limits of the island through a combination of related factors including affordable housing, transport both on and off the island, labour shortages and risk to business, demographic changes and erosion of public and private sector services.

AFFORDABLE HOUSING

During the engagement exercise, the responses received from participants indicated that national housing market conditions were resulting in a perceived high proportion of island housing being purchased as second homes or for holiday let and that house prices are being pushed up beyond the means of most working islanders, or of people who may wish to move to the island for employment.

Existing data reveals that the second home rates on Arran are 25% (Source: Council Tax Reg/HNDA20) and 65% of Arran houses are sold to people from off-island (source: LHS Data Pack from SG/HNDA20).

“Housing of working aged people. Covid has made a difficult situation worse as house prices are further inflated due to people fleeing urban areas.

There is a lack of reasonably priced houses for people looking to get on the property ladder. Financial incentives should be offered for local builders to build simple, smaller or apartment style homes. Alternatively, land could be designated for residential mobile homes/tiny houses with electricity hook ups etc.”

ARRAN ENGAGEMENT EXERCISE

The private sector housing to let is in short supply as owners may generate a greater income from holiday lets and as a result rent in the private sector properties are being pushed higher through the effects of high demand and low supply.

“Cost of housing is impossible due to demand and closing dates. No private lets available as they're all holiday lets. I want to fight for rights of next generation on island for affordable housing and employment on island.”

ARRAN ENGAGEMENT EXERCISE





An undersupply of affordable housing means that it is difficult to attract people of working age to live or remain on the island as they are unable to obtain housing at an affordable cost, resulting in the island demographic having proportionately more older people and fewer people of working age.

People of working age are more likely to have children and families and therefore there are proportionately fewer families on Arran. Fewer families on the island results in the demand for public sector services, particularly schools and childcare may be lower, with a consequent perceived risk that these services will be withdrawn.

The Arran demographic means that there is likely to be a greater demand from older people for health and social care services while at the same time, there is a lower supply of younger people to meet this demand and may result in older people being unable to access care at home, or even care on the island, therefore having to move off-island to obtain health and social care, with a consequent further impact on island population.

Unreliable ferry transport to and from the mainland has a further impact on the quality of life for islanders, and the potential of the island to attract new residents.

An absence of professionals and tradespeople to live on the island means that these services must be imported from the mainland resulting in higher costs for goods and services i.e. island premium costs.

COVID-19 and the restrictions on travel highlighted the vulnerability of the island to the undersupply of essential goods which influences the capacity of local business to deliver services.

Throughout the COVID-19 period, there have been examples of businesses being forced to close or reduce working hours due to staff shortages and reduction in access to businesses and services/goods have an impact on the quality of life for residents and on the experience of visitors.

Higher costs of living on the island means that income is not as valuable as on the mainland, further reducing the attractiveness, particularly for people in lower income jobs.

Prior to COVID-19, each of these factors existed in an unstable state of balance and the stress placed on each factor exposed the dependencies and weaknesses in the 'system'.

“

We are in crisis. Things were always a challenge, but we managed it and even made progress.

COVID set us back. It exposed just how delicate the island economic ecosystem is, and if things were to get much worse... if, for example a key business were to choose to close, then the whole thing could collapse. Even if that doesn't happen, you need a certain density of population to make the island work. The demographic is a timebomb... We need more working families.”

ARRAN ENGAGEMENT EXERCISE

MOBILITY

During periods when there were legal restrictions on the movement of people, getting on or off the island was monitored by CalMac and the ferry operator either did not sail, or required evidence that a journey was essential prior to allowing people to board. This experience is regarded as different to that of people on the mainland, who were subject to the same legal restrictions, but these restrictions were not as effectively enforced by a public transport provider with a control over an essential route.

TOURISM

During the lock-down period when there were more severe restrictions on the movement of people, the number of recreational visitors to the island reduced to an effective nil. This had a significant impact on the income of local business.

Many local businesses were able to access relief programmes and funding provided by government or government agencies to support them during the pandemic.

During the period when restrictions on travel within the UK were relaxed, but restrictions on travel outside the UK were retained, there was an increase in visitor numbers, in some cases beyond the capacity of the island infrastructure or the hospitality sector on the island, and consequently there was an increase in anti-social or disruptive behaviour.

DEMOGRAPHIC CHANGE

A number of young people who had been living, studying or working off-island returned to the family home on Arran. The trend in provision of online further and higher education tuition across the globe may make it more feasible and more attractive for young people to stay at home whilst studying in future.

LABOUR MARKET

Multiple effects of the COVID-19 pandemic have exacerbated existing challenges associated with attracting adequate numbers of people to fill vacant posts on the island particularly in the hospitality and care sectors.

THE CONSEQUENCE OF THESE UNFILLED VACANCIES INCLUDES LIMITATIONS TO OPENING HOURS OF RESTAURANTS AND BUSINESSES RESTRICTING ACCESS TO FACILITIES FOR THEIR OWN GUESTS, AFFECTING BUSINESS INCOME, VISITOR EXPERIENCE AND ON QUALITY OF LIFE FOR ISLANDERS



HEALTH AND SOCIAL CARE

An exacerbated undersupply of care staff has reportedly led to an increased burden on family and other kinship carers, and a consequent impact on the economic activity and quality of life of those providing unpaid care.

The restrictions associated with COVID-19 led to an increase in the provision of online GP and other medical consultations. These are not universally regarded as being of a similar level of efficacy as face-to-face consultations and there is concern that, as the restrictions associated with COVID-19 are relaxed, there will not be a correlative return to face-to-face consultation. There is further concern that the greater availability of technology which more easily facilitates online consultation will contribute to a business case which mitigates against the location of health and social care services on the island.

Where people had medical appointments on the mainland, the increased unreliability and inaccessibility of the ferry service during COVID-19 regularly prevented people from attending these appointments. This was often at short notice, producing challenges for the patient in rescheduling the appointment and, presumably, for health providers in relation to the number of appointments which could not be re-allocated.

ISLAND BRAND

A combination of factors including the reliability of the ferry service and hospitality sector capacity limits may lead to a risk of a longer-term damage to the island brand, resulting on the impact on visitor numbers.

ISOLATION

The COVID-19 pandemic required people to isolate and limit movement which created a greater quality of life impact for islanders than on comparable areas of the mainland. This was partly related to the challenges of public transport on the island which limited the ability to visit people who were isolated in more remote locations.

At the time of the engagement exercise, there was, a high level of fear and susceptibility to rumour in relation to COVID-19 risk levels and as older people are more likely to isolate and to have fears about COVID-19 risk, one consequence of this is that there may be resistance to having visitors to the island as they are perceived as a risk.

TRANSPORT

The ferry service has been regarded as problematic prior to the COVID-19 pandemic. During the period in which COVID-19 restrictions were in force there were greater challenges and an increase in islander dissatisfaction with the service, including:

- Sailings being cancelled through ferry staff exposure to COVID-19
- Ferry capacity being reduced to accommodate social distancing restrictions
- Places being booked in advance by island visitors, preventing residents from travelling when ferries are at capacity
- Occasional staff shortages causing ferries to run in cargo mode, i.e. without passengers
- Perceived unreliability of older vessel
- Concern about drift of timescales for delivery of planned new infrastructure¹



Before COVID we had resilience issues with the ferry system. Through covid we struggled. As we leave COVID it seems like we are going back to old ways."

ARRAN ENGAGEMENT EXERCISE



THE FOLLOWING LIST IS NOT INTENDED TO BE COMPREHENSIVE BUT TO GIVE AN INSIGHT INTO THE SCALE AND VARIETY OF THE IMPACT OF AN UNRELIABLE FERRY SERVICE.

FERRY SERVICE IMPACT

- People choose not to move to the island, including hospitality staff and professionals in essential healthcare and education services. This means that staff either live off island, with the consequent risk to service delivery on-island, and there are fewer people of working age living on the island.
- People are unable to confidently plan for trips on and off island
- People are unable to make journeys at short notice
- Visitors may find themselves stranded at either terminal. This is exacerbated by the limited capacity in accommodation available on the island, meaning that people may be stranded overnight with nowhere to stay
- Suppliers of goods to the island apply an additional premium to compensate for the unreliability of the supply chain. This cost is passed on to the consumer, creating a higher cost of living on the island
- Producers and suppliers of goods from the island have to increase costs to compensate for the risk of additional cost if drivers / vehicles / goods have a longer than planned waiting time. This could place them at a competitive disadvantage to producers on the mainland

TENSION BETWEEN ISLAND INTERESTS

The economy of Arran relies, to a great extent, on tourism and the hospitality industry designed to serve those visitors and the Fraser of Allander Institute report provides greater detail on the place of tourism and hospitality in the economy of Arran.

However, there is a perception among some islanders that the place of tourism and the hospitality industry receives a disproportionate level of priority from the public sector and from community organisations to the detriment of the availability of resources for other services.

Tourists can create challenges to the capacity of infrastructure and services on the island and some residents feel that they can be inconvenienced and occasionally displaced by tourists. This creates some potential tension between sections of the community who have differing views on the importance of investment in tourism and the hospitality sector.

“

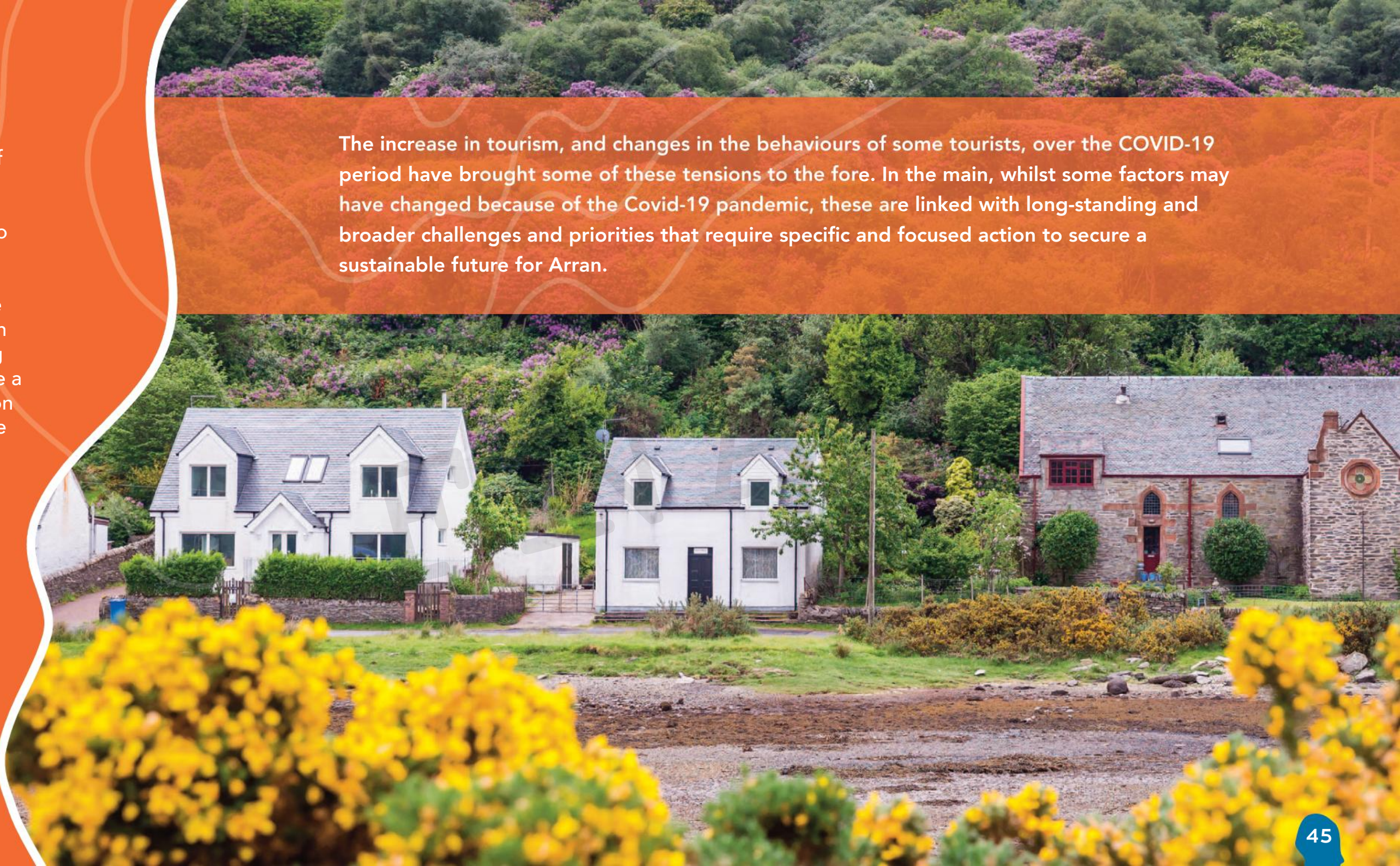
“The most difficult is the getting rid of the hundreds and hundreds of holiday lets, that are driving up house prices, causing houses that could be homes to sit empty.

Whilst absentee owners make massive profits, paying nothing to the Island. In turn causing homelessness and driving locals off the Island. There needs to be a changing of the 'we need an infestation of tourists to survive' mindset, that the 'haves' are driving, whilst ignoring the needs of the 'have nots'.

In truth, holiday lets, and hordes of tourists, are killing our communities, decimating our villages and widening the gap between the have and have nots. It is time for change.”

ARRAN ENGAGEMENT EXERCISE

The increase in tourism, and changes in the behaviours of some tourists, over the COVID-19 period have brought some of these tensions to the fore. In the main, whilst some factors may have changed because of the Covid-19 pandemic, these are linked with long-standing and broader challenges and priorities that require specific and focused action to secure a sustainable future for Arran.



SURVEY PRIORITIES

The engagement survey asked people to rank a set of themes of concern which were identified from summaries of earlier work on the themes of concern for island life. The ranking below is drawn solely from the survey question on this topic and not assessed against the available evidence. Therefore, the ranking below should not be regarded as a final judgment on a hierarchy of importance.

Themes of Importance

Housing	Energy and energy costs
Education and skills and retention of young people	Community capacity and empowerment
Transport	Meeting the needs of older people
Health and social care	Island premium costs
Economic growth, investment and sustainability	Connectivity/digital
Protection of natural environment	Resilience
Recruitment and retention of employees	Preservation of heritage and cultural identity
Reliance on seasonal tourism and the need for diversification	Marine planning
Population and depopulation	Planning policy

ACTIONS

The engagement survey asked people to rank a set of actions which were identified from earlier reports from community engagement and planning exercises on Arran. The ranking below is drawn solely from the survey question on this topic and again not assessed against the available evidence. Therefore, the ranking below should not be regarded as a final judgment on a hierarchy of importance.

Alternative fleets that respond better to island community needs, for example smaller, faster ferries	Increase in availability of care options particularly home care
Create affordable housing to buy and rent	Ensure capacity in mental health services on the island
Improved roads and cycling infrastructure	Reduce island waste through recycling and repair
More joined up public transport	Greater choice of retail options, particularly in relation to food and other essentials
Action to address skills shortages in education, health, hospitality and social care	More environmentally friendly transport options (car share, bike hire, Electric Vehicle charging points, etc.)
Increase fuel economy of homes on the island to address fuel poverty	Establish an early years centre
Develop a housing policy that responds to the needs of the ageing population	Undertake carbon audit to set baseline for action to reduce carbon emissions
Increase availability of locally produced food	Create mobile home parking areas
Island uplift to salaries / wages to attract more people to work and relocate on the island	Programme of arts and cultural activities including festivals
Improved mobile internet and broadband availability across the island	Establish a dedicated arts hub / exhibition space

RESPONSES TO OPEN SURVEY QUESTIONS

Our survey also asked people to offer a narrative on what they thought were the most urgent, most effective and most difficult things that should be done to ensure Arran has a strong recovery from COVID-19.

MOST URGENT:

- Ferries
- Affordable housing
- Early years provision
- Health and social care
- Attracting labour and economic diversification

MOST EFFECTIVE:

- Ferries
- Affordable housing
- Access to labour
- Health & social care
- Public transport
- Climate action & sustainability

MOST DIFFICULT:

- Ferries
- Affordable housing
- Cycle paths
- Attracting labour
- Tourism management
- Depopulation

PRIORITIES INTO ACTION

There is a general consensus across all feedback that the recovery of Arran and the longer-term sustainability of island life is dependent on 5 key themes.

None of the 5 key themes should or can be considered in isolation as any action or inaction to address one or more of these issues will have an impact on the others. Further it is important that there should be no 'hierarchy' of importance due to the co-dependency of the issues.

To address the challenges and priorities identified through the engagement process, a vision, mission, key themes and Action Plan have been developed to support the recovery and renewal of Arran.





2032 VISION OF ARRAN & KEY THEMES

VISION

It is 2032, Arran has responded to the diverse and unique challenges faced over the last decade, demonstrating resilience, passion and innovation in achieving a successful island in balance of economic, community and environmental wellbeing.

MISSION

Arran will be an inclusive and green island economy with a vibrant, engaged, ambitious and resourceful island community who are pioneering in the transition of Arran to net zero by 2030.

KEY PLAN THEMES

To realise Arran’s vision of becoming an island in balance, three key plan themes determine the Island Plan with a set of key priorities and related actions that build on the existing strengths of the island and minimize risk and further fragility to the economy, community and environmental wellbeing.



ECONOMY

a model of an inclusive and green island economy



COMMUNITY

a vibrant, engaged, ambitious and resourceful island community



ENVIRONMENT

pioneering in the transition of Arran to net zero by 2030

The Arran Island Plan 2022/23 Annual Action Plan is included in Appendix 1 to accompany the 10 year Island Plan. For each priority theme there are key actions, potential teams, groups, businesses, agencies or partners who may work together to ensure effective delivery, the required timescales, fit with National Islands Plan, how actions contribute to Community Wealth Building and Net Zero.

As the Annual Action Plan progresses, further actions will be developed or revised for each key theme. Methods of measurement will be refined over the duration of the Plan to identify key data sources.



ECONOMY

ECONOMY

ARRAN IS A MODEL OF AN INCLUSIVE AND GREEN ISLAND ECONOMY

- KEY PRIORITIES -

- BUSINESS RESILIENCE
- DIGITAL AND GREEN INNOVATION
- LOCAL SUPPLY CHAINS
- CIRCULAR ECONOMY
- SKILLS DEVELOPMENT
- RETENTION AND ATTRACTION OF WORKING AGE POPULATION
- DIGITAL CONNECTIVITY
- MARINE INFRASTRUCTURE
- ARRAN AS A DESTINATION
- TOURISM MANAGEMENT



COMMUNITY

COMMUNITY

ARRAN IS A VIBRANT, ENGAGED AND RESOURCEFUL ISLAND COMMUNITY

- KEY PRIORITIES -

- FERRY PROVISION AND INFRASTRUCTURE
- AFFORDABLE HOUSING TO BUY & RENT
- TRANSPORT CONNECTIVITY
- HEALTH AND WELLBEING
- COMMUNITY CAPACITY, EMPOWERMENT AND GOVERNANCE
- MAXIMISING LAND AND ASSETS
- COMMUNITY FACILITIES



ENVIRONMENT

ENVIRONMENT

ARRAN IS PIONEERING IN THE TRANSITION OF THE ISLAND TO NET ZERO BY 2030

- KEY PRIORITIES -

- CLIMATE ACTION & SUSTAINABILITY
- NATURAL CAPITAL
- ENERGY PROVISION AND ENERGY COSTS
- MARINE PLANNING & PLANNING POLICY
- ACTIVE TRAVEL

DURING THE ENGAGEMENT ACTIVITY WE HEARD OF MANY INSPIRING AND INNOVATIVE PROJECTS AND INITIATIVES THAT ARE BEING UNDERTAKEN ON ARRAN BY THE COMMUNITY AND THE THIRD, PRIVATE AND PUBLIC SECTOR.

HERE ARE SOME EXAMPLES OF JUST A FEW FANTASTIC ACTIVITIES HAPPENING ON THE ISLAND AND THE DIFFERENCE THEY ARE MAKING.

THE ARRAN PIONEER PROJECT HAS BEEN WORKING TO SUPPORT COMMUNITY GROWING INITIATIVES IN SEVERAL LOCATIONS ACROSS THE ISLAND. THIS MAY HELP TO ADDRESS THE RISK OF VULNERABILITY TO SHORTAGES OF FOOD ITEMS.

THE HEALTH AND SOCIAL CARE PARTNERSHIP IS ENGAGED IN A REVIEW AND REDESIGN OF HEALTH AND SOCIAL CARE PROVISION WHICH INCLUDES PROPOSALS FOR A CO-LOCATION OF SERVICES IN A SINGLE BUILDING, RESULTING IN STAFF EFFICIENCIES AND INCREASED AVAILABILITY OF CARE. IT ALSO INCLUDES A PROPOSAL FOR AN ISLAND COST OF LIVING PREMIUM TO OFFSET THE HIGHER COST OF LIVING ON THE ISLAND.

THE ARRAN DEVELOPMENT TRUST IS WORKING ON THE DEVELOPMENT OF AFFORDABLE HOUSING INITIATIVES. IMPLEMENTATION IS DESIGNED IN PHASES AND DEPENDENT ON SUCCESSFULLY ATTRACTING CAPITAL FUNDING.

IN ADDITION TO ONGOING BUSINESS SUPPORT TO BUSINESSES VIA COMMUNITY WEALTH BUILDING, DIGITAL BOOST, BUSINESS GATEWAY FUNDING AND THE NEW GREEN JOBS FUND, NORTH AYRSHIRE COUNCIL IS ALSO WORKING WITH PROCUREMENT ON AN AWARENESS RAISING EVENT FOR A FORTHCOMING PMI ARRAN ALL TRADES TENDER.

ARRAN ECOSAVVY HAVE CONTRIBUTED TO A FUNDING APPLICATION TO SUPPORT THE COSTS OF A 'GREEN AUDIT' WHICH WILL PROVIDE A BASELINE FOR THE CARBON EMISSIONS OF THE ISLAND. THIS CAN THEN INFORM THE DESIGN OF A PLAN FOR THE ISLAND TO CONTRIBUTE TO THE ACHIEVEMENT OF NET ZERO CARBON EMISSIONS TARGETS.

1 CASE STUDY

Arran Mountain Bike Club

Active Schools support **Arran Mountain Bike Club** providing training, volunteers and funding to make sure the club goes from strength to strength.

Having supported the club with funding applications to wider organisations it has resulted in the club being recognised on a national platform.

The partnership has developed and has resulted in Scottish Cycling choosing the Arran Mountain Bike Club to be a national priority and will be used to highlight cycling across Scotland.

2 CASE STUDY

Arran Eco Savvy

Arran Eco Savvy have been Food Share partners with the Co-op for some time. The Food Share ran as a collect and distribute model from 2018-March 2020. Initially it was held in 2 locations on Arran twice a week.

Over time the volunteer network expanded to over 50 volunteers covering collections every day which were distributed in 7 island villages. Orange-label, short life food which would otherwise be binned was collected by the network of volunteers who then took it back to their villages and ran Food Share events, primarily in community halls, where the food would be distributed.

The scheme has multiple environmental benefits as when food is thrown away it is not only the food itself that is wasted but also all the resources that went into growing, processing, transporting, storing, packaging and displaying it. By keeping food from landfill methane emissions that are caused by decomposition are avoided.

As well as this the Food Share became a social event within the community. From March last year this scheme had to be adapted in line with COVID restrictions and the Food Share moved in-store to the Lamlash and Brodick Co-ops where the food is now put into Food Share fridges to be collected by the community from 8.15pm daily in both stores.

Arran Eco Savvy donated a freezer to the Brodick Co-op so that any food which wasn't collected and could be frozen can be accessed whenever the shop is open from the freezer. To date the Food Share has diverted 38 tons of food with a value of over £219,000 from landfill!

3 CASE STUDY

VisitArran

VisitScotland have been delighted to support the work of VisitArran through the pandemic.

They have provided Scottish Government funding, specialist digital marketing consultation and support to Arran's new See, Feel, Be Arran marketing campaign with a strategic focus to ensure that Arran is promoted in autumn and winter to spread visits across the year beyond core summer months.

Further, VisitScotland are partnering with industry and public partners in the delivery of a new visitor economy strategy for Ayrshire & Arran.

4 CASE STUDY

Arran Farmers Market

Arran Eco Savvy work with Bellevue Farm and Arrans Food Journey to revive the Arran Farmers market.

The first was held on September 2021 and the second on December 2021 with the intention to run them quarterly on an ongoing basis. There were over 900 visitors at the late summer market and more than 600 at the December one.

The market has obvious economic benefits to local producers as they attract visitors and locals alike. There are also environmental benefits associated by shortening supply chains and spending on locally produced products.

Post market surveys with attendees have indicated that they are more likely to support local producers having attended the markets. There are plans to run further markets on a quarterly basis during 2022.



5 CASE STUDY

Arran Community and Voluntary Service (ACVS)

Arran Community and Voluntary Service (ACVS) have been involved in ongoing conversations about social isolation and access to services and activities. To date actions have been around innovative solutions to improve outcomes for people affected by social isolation.

As social wellbeing has now become a focus for more community groups locally, the need to address that gap has lessened for the organisation allowing focus on planning and introduction of a Community Transport pilot. Its aim is to transport people affected by the barriers identified above to island medical appointments. Particularly those affected by a lack of viable public transport or the timing of that transport in more rural parts of the island.

The pilot will be running in partnership with Arran Medical Group and Arran War Memorial Hospital to identify those most in need of the service. Initially it will be rolled out to relevant identified partners for medical related transport and inclusion of socially isolated residents to appropriate events.

It is envisaged that this will positively impact on the quality of life and lead to increased social activity over time. Volunteer drivers currently use their own car for which they are reimbursed for mileage. Full health and safety training is given, PVG process and risk assessments carried out and PPE are supplied.

Ongoing recruitment of volunteer drivers will ensure availability of transport to fulfil island residents needs as well as succession planning as part of the process. Mapping and identifying which areas volunteers are needed or lacking in villages is vital to the success of the pilot.

Working with the Community Transport Association to exchange best practice with experienced community transport providers as well as other Scottish Island community transport schemes is ongoing. Understanding what is planned nationally and locally helps to measure the progress and success of the pilot.



DELIVERING THE PLAN

THE MAIN AIMS OF THE ARRAN LOCAL ISLAND PLAN:

- That islanders are at the heart of the plan
- Delivered across island communities, island businesses, third and public sector partners
- Inclusive and participatory
- Feasible and realistic
- Flexible and responsive
- Action focused
- Supports the delivery of the National Islands Plan
- Supports the principles of Community Wealth Building
- Supports the transition to Net Zero

The success of the Plan will depend on a broad participation of stakeholders from Arran who will be the driver of delivering and monitoring progress of the Plan, ensuring there is an all-inclusive opportunity for people to be involved in the ongoing review and successful implementation of the Plan.

A key area of focus for the Island Recovery and Renewal Pilot is to contribute to closer and more coordinated working between the island communities, partners and national and local government and agencies to ensure stronger island-focused partnership working and will work collaboratively to unlock the knowledge, resources and support necessary to bring the Arran Local Island Plan to life. What will be key to the implementation stage of the Arran Local Island Plan will be the governance model that will have responsibility either collectively or individually for the delivery of the actions

outlined in Appendix 1. Participation in the development and influencing of the Island Plan has not, and will not, be limited to the early stages of the process. Participation will be necessary and widely encouraged throughout the delivery phase.

Whilst it is important that governance of the Island Plan aligns to the Arran Locality Partnership structure, there is also a need for thematic expertise and wider islander input. A final governance model for further consideration and exploration is included within the Plan, with an appointment process to be established to ensure appropriate and inclusive representation.

This 'delivery group' approach has recently been taken by Scottish Government for the delivery of the National Islands Plan.

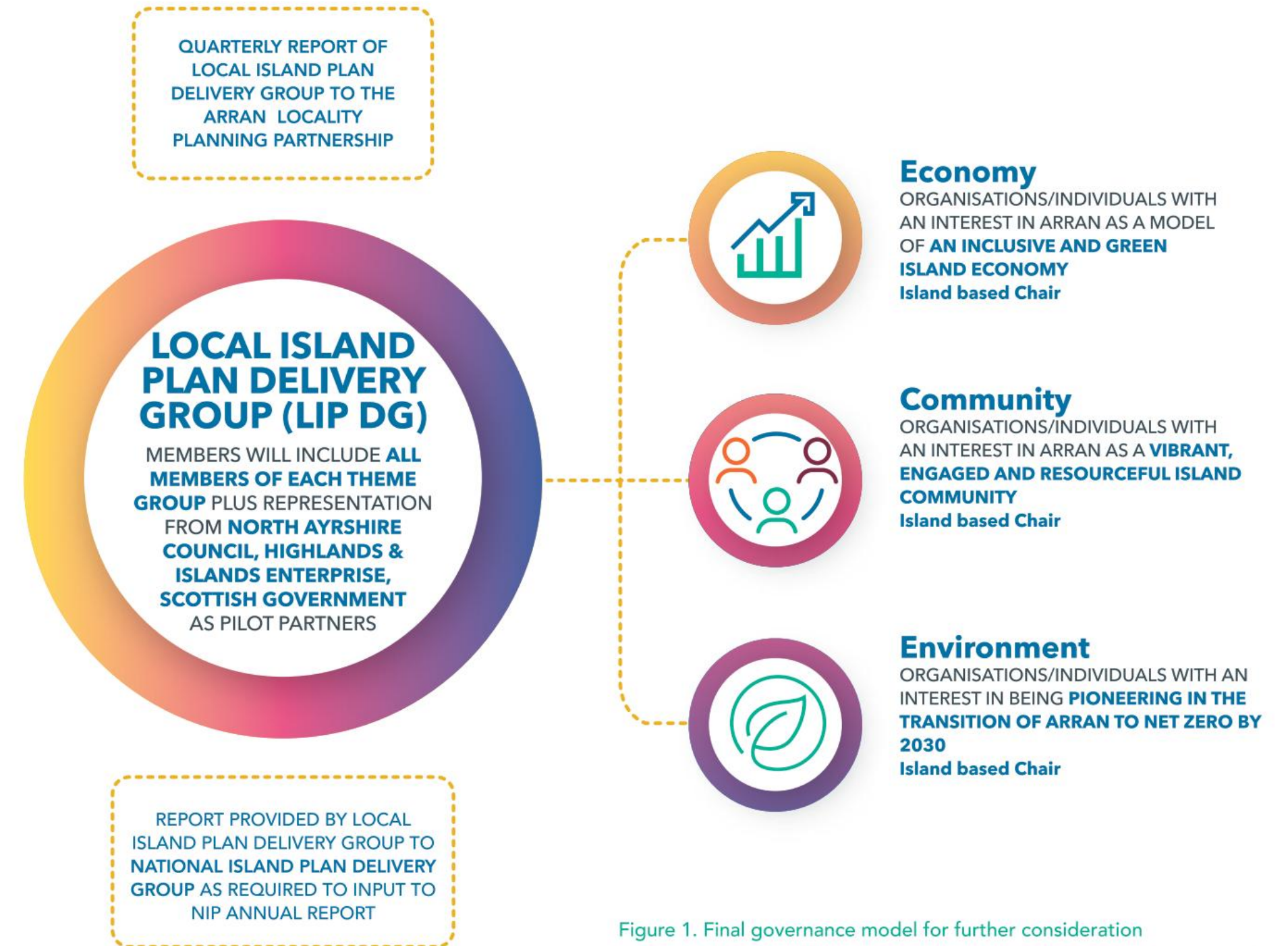


Figure 1. Final governance model for further consideration

The Local Island Plan Delivery Group would be the central partnership driving delivery for this Island Plan which is firmly grounded on the needs of the island community and address key economic, community and environmental wellbeing priorities.

The group should comprise public, private, third sector and community representation appointed to bring the knowledge and understanding of the priorities and to reflect the range of stakeholders with an interest in Arran.

They would take primary responsibility for monitoring and reviewing the agreed actions throughout the life of the Plan, with the purpose of improving the outcomes for Arran, with responsibility to include:

- Take lead responsibility for delivering specific identified actions
- Provide expertise to inform how action can be delivered to maximise impact
- Ensure the wide communication of actions and progress
- Communicating with Arran stakeholders to ensure input to actions on an ongoing basis
- Act as ambassadors for their thematic group and champion a place-based approach to delivering action for the benefit of Arran
- Monitor, review and report progress against the LIP and Action Plan to the Arran Locality Partnership

An open and transparent appointment process will be explored to ensure appropriate and inclusive representation is sought for the LIP Delivery group and thematic groups.

The LIP and Action Plan will be overseen by the Delivery Group and will, for the first two years be coordinated, monitored and supported by the Senior Officer (Islands) as part of the ongoing Island Recovery and Renewal Pilot.

It is anticipated that the vision, mission and key themes of the plan should remain for the life of the plan and to ensure the collective vision of the island remains an accurate reflection and takes account of any key changes locally, regionally, nationally, or internationally and the action plan will be reviewed annually as part of the process in preparing the annual report.

The Action Plan includes:

- Actions already being delivered or planned by island communities
- Actions already being delivered or planned by the Council
- Actions already being delivered or planned by partners for example Scottish Government and Highlands and Islands Enterprise etc.

The Island Plan Delivery Group will measure progress and success towards delivering the actions identified.

IT WILL BE IMPORTANT TO LEARN FROM AND COOPERATE WITH OTHER ISLANDS BEYOND NORTH AYRSHIRE INCLUDING EXPLORING OPPORTUNITIES OF A SHARED 'CLYDE ISLANDS' APPROACH IN IMPLEMENTING RELEVANT ACTIONS, TRIALLING NEW IDEAS, AREA-BASED STRATEGIC INTERVENTIONS AND NATIONAL POLICY RESPONSES.



**WE HOPE THAT YOU RECOGNISE
AND SHARE THE VISION,
PRIORITIES AND AMBITIONS IN
THE ARRAN ISLAND PLAN AND
2022/23 ANNUAL ACTION PLAN
THAT HAVE BEEN PREPARED
WITH ISLAND STAKEHOLDERS.**

We would like to thank everyone who has provided input and comments in the preparation of this document and to ensure that the community of Arran will be at the heart of delivering this plan.

To find out more about how the plan is progressing please visit:

www.north-ayrshire.gov.uk/islands

Photography used in this publication by:
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FINAL

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Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



The Scottish
Government



North Ayrshire Council
Comhairle Siorrachd Air a Tuath

ISLE OF CUMBRAE

LOCAL ISLAND PLAN

COMMUNITY | ECONOMY | ENVIRONMENT

A ten-year plan with a long-term strategic focus
developed with and for the community.



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



The Scottish
Government



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



WHAT IS THE CUMBRAE ISLAND PLAN?

The Cumbrae Island Plan is a ten-year strategic plan developed with and for the community by North Ayrshire Council.

It articulates the community’s vision for the future of Cumbrae, identifying key issues and themes for development.

The Plan connects into local, regional and national policy that has been created to support closer and more coordinated working between island communities, partners, local and national government and agencies.

The Plan also compliments the three-year ‘Islands Recovery and Renewal’ Pilot, a partnership between North Ayrshire Council, the Scottish Government and Highlands and Islands Enterprise, intended to support the inclusive and green economic recovery and renewal of Cumbrae and Arran following the COVID-19 pandemic.

WHAT WILL IT BE USED FOR?

The Island Plan will be used to help drive the development of Cumbrae between 2022 and 2032.

An Annual Action Plan will be progressed based on the Island Plan that will set out the steps that need to be taken to deliver the vision for the future of the island. The Action Plan will be a live document that will be monitored, reviewed and updated as required.

WHAT ARE THE FINDINGS OF THE PLAN?

The Plan began with an engagement exercise.

Feedback from the community was combined with desk based research. This information was analysed and a set of findings identified.

The Plan sets out a vision for 2032:

Cumbrae is a more sustainable and accessible island with improved infrastructure, transport and housing provision. The island is attracting a more balanced population who enjoy a wider range of employment opportunities and activities.

The Plan goes on to identify three key themes for development. Within each theme a number of priorities are



COMMUNITY

CUMBRAE IS A RESILIENT AND INNOVATIVE ISLAND COMMUNITY

- KEY PRIORITIES -

RELIABLE FERRY PROVISION
AFFORDABLE AND SOCIAL HOUSING
POPULATION - ATTRACT WORKING AGE FAMILIES
PUBLIC TRANSPORT AND INFRASTRUCTURE
ACCESS TO HEALTH & SOCIAL SERVICES
EFFECTIVE COMMUNITY GOVERNANCE
COMMUNITY FACILITIES



ECONOMY

CUMBRAE IS AN ACCESSIBLE, INCLUSIVE AND GREEN ISLAND ECONOMY

- KEY PRIORITIES -

IMPROVING RESILIENCE OF ISLAND BUSINESS BASE
DIVERSIFICATION OF ECONOMY & RELIANCE ON SEASONAL TOURISM
IMPROVED TOURISM & RETAIL OFFER
EDUCATION AND SKILLS AND RETENTION OF YOUNG PEOPLE
RECRUITMENT AND RETENTION OF EMPLOYEES
EMPLOYMENT OPPORTUNITIES



ENVIRONMENT

CUMBRAE IS SUPPORTING A JUST TRANSITION TO NET ZERO

- KEY PRIORITIES -

ADDRESS ENERGY COSTS
CLIMATE ACTION & SUSTAINABILITY
PROTECTION OF NATURAL ENVIRONMENT
BUILT & NATURAL ENVIRONMENT
TOURISM MANAGEMENT
PUBLIC TRANSPORT AND INFRASTRUCTURE
FLOOD PROTECTION
MARINE/PIER INFRASTRUCTURE

INTRODUCTION

The Isle of Cumbrae is a valuable and unique part of North Ayrshire. North Ayrshire Council and partners are dedicated to working in partnership with island communities and businesses to support Cumbrae and acknowledge the importance of providing specific and tailored focus and support for the island community, its vital economy and its outstanding environment.



**THE CUMBRAE
LOCAL ISLAND PLAN
IS A TEN-YEAR PLAN
WITH A LONG-TERM
STRATEGIC FOCUS
DEVELOPED WITH
AND FOR THE
COMMUNITY.**

North Ayrshire Council identified an opportunity to work in an exciting new partnership with island communities, businesses, and wider stakeholders to develop and facilitate the creation of Local Island Plans to assist in maximising the potential of North Ayrshire's islands.

North Ayrshire Council is participating in an ambitious three-year 'Islands Recovery and Renewal' Pilot in partnership with the Scottish Government and Highlands and Islands Enterprise to support an inclusive and green economic recovery and renewal of North Ayrshire's islands of Cumbrae and Arran, in line with their unique needs. This pilot is aligned to the delivery of the strategic objectives of the National Islands Plan and Community Wealth Building (CWB) principles.

The pilot has facilitated the development of this first Cumbrae Local Island Plan and the partners will continue to support and work with the community and stakeholders as the plan is implemented, delivering actions and improving outcomes for the community, economy and environmental wellbeing of Cumbrae.

The Cumbrae Local Island Plan is a ten-year plan with a long-term strategic focus developed with and for the community, and while the overall vision and themes are expected to remain in place until 2032, the associated actions will be reviewed annually and updated as required.

ABOUT CUMBRAE

The Isle of Cumbrae, also known as Great Cumbrae, lies on the Ayrshire coast and is approximately four miles long and two miles wide.

An eight-minute ferry trip from Largs, Cumbrae is Scotland's most accessible populated island and as such the island represents an important and unique island economy in North Ayrshire.





Millport is the only settlement on Cumbrae, a picturesque seaside town with a Victorian promenade, curving around an attractive hilly bay on the south coast. Millport is home to Britain's smallest cathedral; the Cathedral of the Isles, and Garrison House, home to the Museum of the Cumbraes.

The island has an active and engaged community with a wide range of interest groups represented in the many clubs and associations on the island.





The island offers many leisure opportunities, including walking, wild swimming, golf, bowls and watersports. Nature-lovers and wildlife watchers enjoy the island's stunning land and coastline which is home to over 125 species of birds, seal colonies, porpoises, and basking sharks. Cumbrae also benefits from a range of food and drink venues, scenic gardens, geological sites of interest, safe beaches, and children's play areas.

CUMBRAE IS HOME TO OVER 125 SPECIES OF BIRDS, SEAL COLONIES, PORPOISES, AND BASKING SHARKS.

The island has a reputation as an attractive visitor destination and is famously popular among cyclists of all ages thanks to a safe 10-mile, mostly flat, circular loop around the island.

As we emerge from the pandemic, the true impact of the COVID-19 pandemic on the economy, island society and environment are becoming clear, and the issues and priorities which were evident prior to the pandemic have become more urgent or magnified as a result.

In mid-2021, North Ayrshire Council prepared an economic baseline report reviewing the available economic data for the Isle of Cumbrae to inform the development of a Cumbrae Local Island Plan. There were a number of challenges around obtaining accurate data for Cumbrae due to the relatively small size of the community which has not been separated from the mainland in statistics and the relatively complex makeup of its population (second homeowners and or remote workers who do not currently register in the statistics etc).

The Council and island stakeholders agree that it is vital to continue to build on good quality data for Cumbrae. This will provide an accurate evidence base for future decision-making and the prioritisation of resources including financial investment. It is anticipated that the information contained within the Isle of Cumbrae Economic Baseline Report will be developed as one of the first priorities in the annual Action Plan set for 2022.

KEY FINDINGS

THE 2021 CUMBRAE ECONOMIC BASELINE REPORT IS PROVIDED AS APPENDIX 2.
SOME OF THE KEY FINDINGS ARE:

- It is estimated that the 2018 economic output¹ of the Isle of Cumbrae was £10.2 million, of which 30% came from the health sector.
- Total employment² on the Isle of Cumbrae is estimated at 400, of which a third work in the health sector and a quarter work in tourism related sectors.
- The experimental claimant count (estimate of people claiming unemployment related benefits) as a proportion of the working age population for the Isle of Cumbrae increased by 1.5-percentage points to 6.6% between February 2020 and 2021.
- Due to its economic make-up, the Isle of Cumbrae is estimated to be acutely impacted by the pandemic. The effects of the pandemic and the lockdowns will have had a profound negative economic impact upon the Isle of Cumbrae's tourism-related sectors.

- The economic impact of the COVID-19 pandemic worsened the already difficult position regarding the level of income deprivation on the Isle of Cumbrae, the incidence of which is 29% higher than the Scottish average level.
- Despite its unique strengths, the Isle of Cumbrae faces significant demographic challenges. Between 2001 and 2019, the total population of the Isle of Cumbrae contracted by 10% – from 1,431 to 1,295.
- The percentage share of the total population of working age is 11-percentage points lower than the Scottish level (53% compared to 64%), and the percentage of the population that is aged 65 and over is double the Scottish rate (38% compared to 19%).

1. 2016 prices | 2. 2019 data



Population of Cumbrae (2019):

1295



Total Economic Output of Cumbrae (2018):

£10.2m



Claimant Count Rate of Cumbrae (May 2021):

6.6%



Total Employment on the Isle of Cumbrae (2019):

400



HEALTH

33%



EDUCATION

10%



TOURISM RELATED ACTIVITIES

25%

TOP EMPLOYING SECTORS ON CUMBRAE

Note: Data is sourced from the Office for National Statistics' 'The Business Register and Employment Survey' (BRES). The estimates provided only account for employment estimates by industry and does not look at full time versus part time. Employment estimates are based on the location of the enterprise.

illustration 5.

ISLAND SPECIFIC

North Coast & Cumbraes Locality
Partnership Priorities
Cumbrae Community Council
CUMBRAE LOCAL ISLAND PLAN

LOCAL

North Ayrshire Council Plan 2019-24
Economic Recovery & Renewal Approach
Community Wealth Building Strategy 2020-25
Environmental Sustainability & Climate Change Strategy 2021-23
Local Outcomes Improvement Plan (LOIP)
2017-22 - New plan forthcoming
Strategic Plan for Community Learning and Development 2021-24
Let's Deliver Care Together: North Ayrshire Health and Social Care
Strategic Plan 2018-21
Youth Participation and Citizenship Strategy
Local Child Poverty Action Plan
MAKINGWaves in North Ayrshire Tourism Action Plan
Ayrshire Shoreline Management Plan
Vacant and Derelict Land Strategy
Regeneration Plan
Local Development Plan 2
Local Housing Strategy
Local Transport Strategy
Visitor Management Strategy and Action Plan - forthcoming

REGIONAL

Ayrshire Growth Deal
Highlands & Islands Enterprise Strategy & Operating Plan
Regional Spatial Strategy - forthcoming
Regional Economic Strategy - forthcoming
Ayrshire Regional skills investment plan - forthcoming
Regional Visitor Economy Strategy - forthcoming

NATIONAL

National Performance Framework
National Island Plan
National Strategy for Economic
Transformation - forthcoming
Climate Change Plan 2018-32
Marine Tourism: Giant Strides 2025
Scotland Outlook 2030
Food Tourism Action Plan 2030
Programme for Government and
Early Learning Provision
UN Sustainable Development Goals

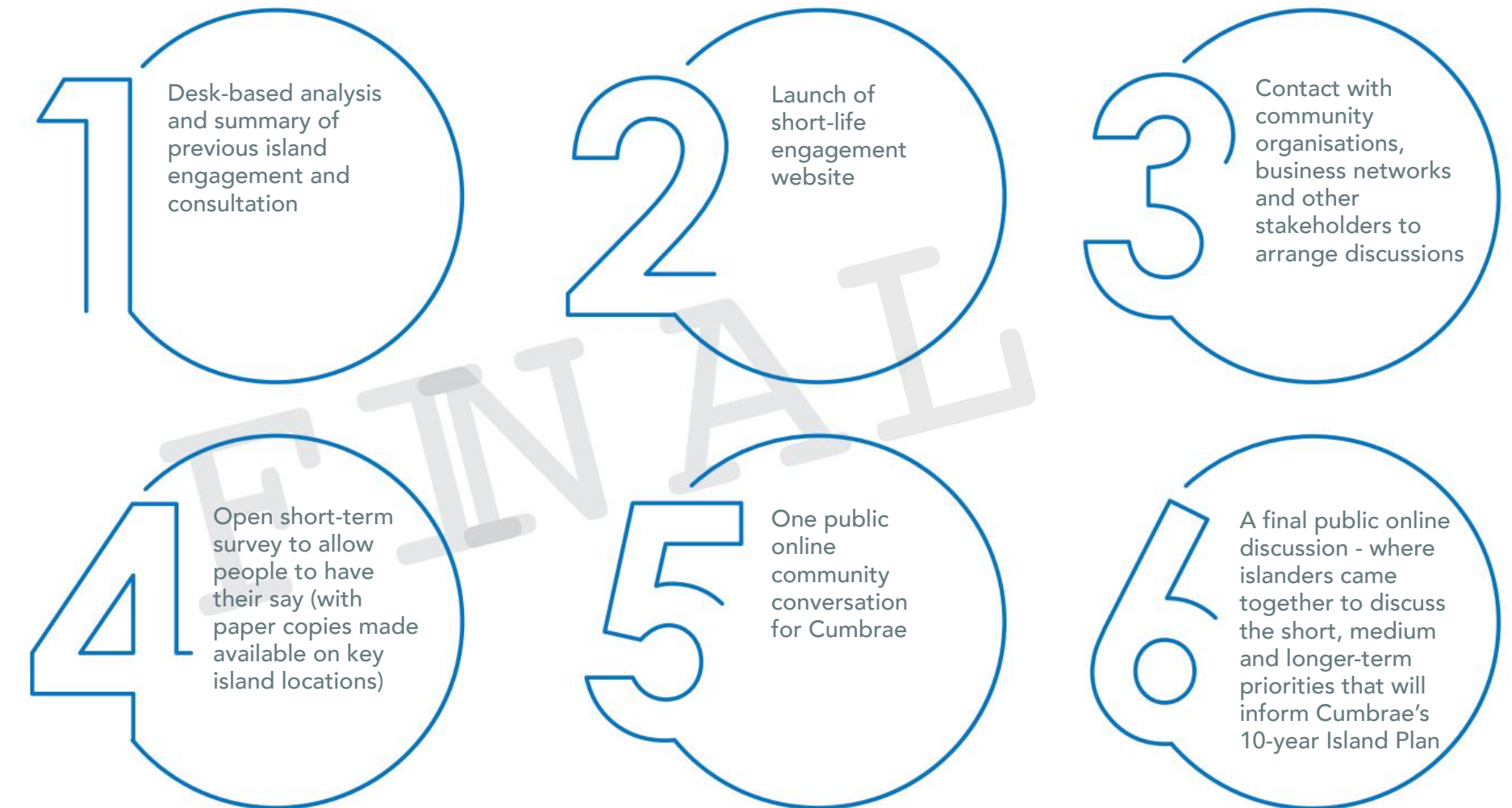
WHAT THE COMMUNITY SAID

ISLAND ENGAGEMENT IN THE PLAN

In August 2021, North Ayrshire Council commissioned a short, focused exercise engaging with the community on Cumbrae to assess perceptions of how, and if, COVID-19 had changed the priorities for the island.

The exercise was to understand how things may have changed because of COVID-19 and what that could mean for Cumbrae's priorities, building on the substantial evidence and insight from earlier engagement exercises and from other evidence sources.

From late August until mid-September, the consultant SKS Scotland CIC, undertook the following activities:





The engagement process was supported by the Island Plan Short Life Working Group, with representation from each island (membership included representatives from Connected Communities, Communications, Cumbrae Community Council, North Coast and Cumbraes Locality Partnership and the Arran Recovery Group).

The role of the group during the engagement process included: clarifying expectations of the engagement process and outputs; providing relevant knowledge, contacts and to share any local sensitivities; monitoring and agreeing any amendments to the approved work programme; approving content for all project related communications and sharing communications with relevant networks.

The range of activities undertaken during a short period of time was well received and illustration 6 provides details of the responses received.

illustration 6



325
responses to the survey



471
unique website visits
(across both islands)



12
attended the first
online discussion

24

organisations invited
to contribute input



Island Elected Member
input sessions held



further individuals
directly contacted
SKS to input
(across both islands)



Verbal update on island
plan engagement provided
to North Coast & Cumbrae
Locality Partnership



24
attended final
online discussion

KEY FEEDBACK FROM THE ENGAGEMENT EXERCISE

THE IMPACT OF THE COVID-19 PANDEMIC ON CUMBRAE

The impact of the pandemic was not always immediately apparent in the engagement feedback, and it was common for respondents, particularly in the survey, to make no explicit mention of the effect of the pandemic, but to simply describe their view of the priorities for Cumbrae.

There was also some rejection of the idea that there had been a real and substantial impact from COVID-19.

Although some factors may have changed, these are mostly inextricably linked with broader, and longer standing action required for sustainability of island life on Cumbrae. Many priorities and actions pre-date the pandemic and are still at least as great, if not, a greater priority.

However, there is evidence of how some things changed because of the pandemic, and that the experience, real and perceived, has created a new sense of community strength and urgency for action on Cumbrae.

“ You saw people more often and had more time to stop and talk to them. And people helped each other. A lot of that was through organised groups, but a lot of it was just people helping each other. I felt more like the island was a community than before.”

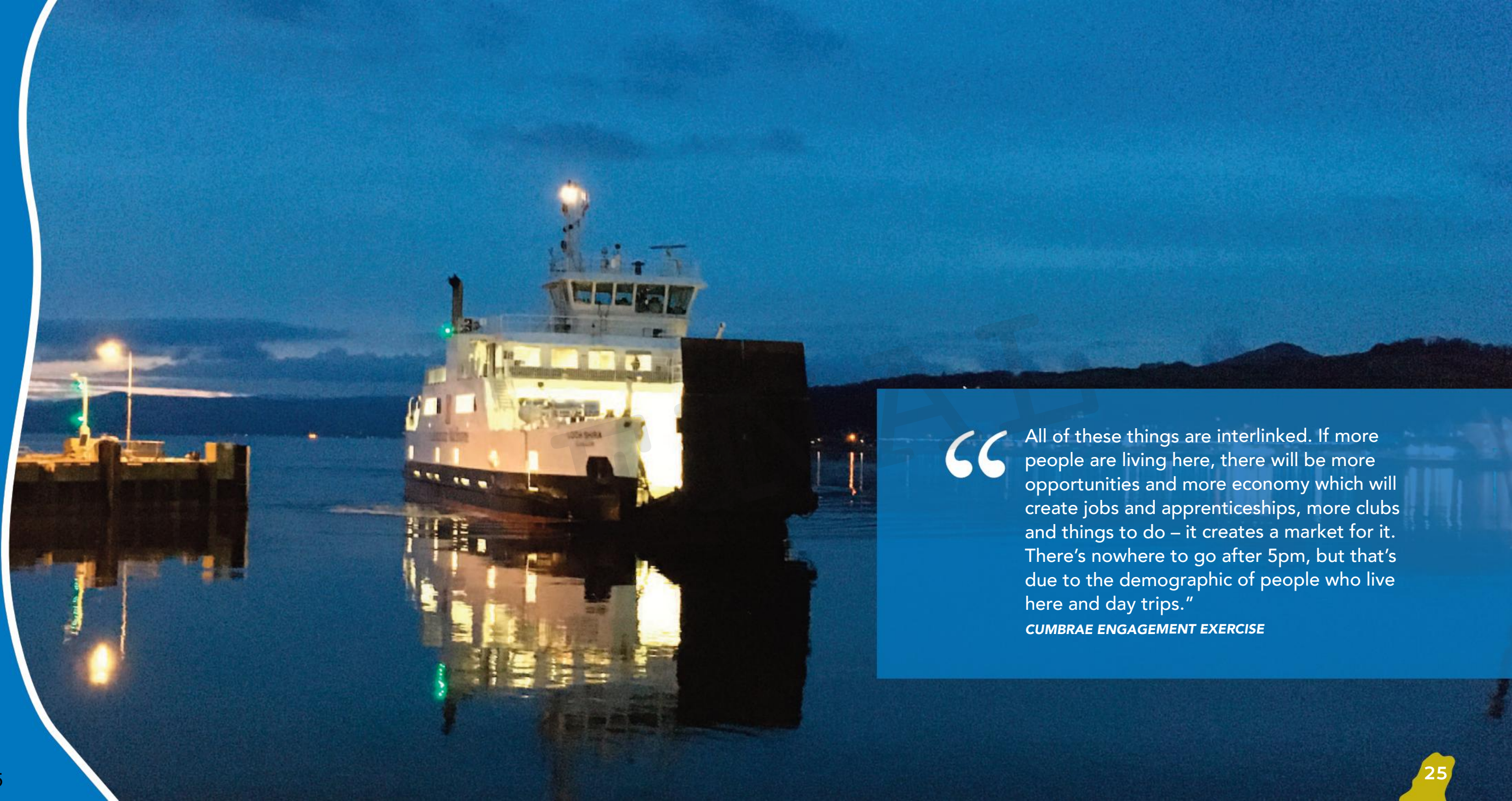
CUMBRAE ENGAGEMENT EXERCISE



WHAT CHANGED THROUGH THE COVID-19 PANDEMIC?

The overall experience of COVID-19 has highlighted both the resilience and the challenges Cumbrae has overcome during the pandemic and while island life has survived the challenges, the pandemic has exposed its fragility and tested the limits of the island through a combination of related factors including island accessibility, tourism tension, population profile, community resources and economic diversification.

None of these factors should or can be considered in isolation as any action or inaction to address one or more of these issues will have an impact on the others. Further it is important that there should be no 'hierarchy' of importance due to the co-dependency of the issues.



“

All of these things are interlinked. If more people are living here, there will be more opportunities and more economy which will create jobs and apprenticeships, more clubs and things to do – it creates a market for it. There's nowhere to go after 5pm, but that's due to the demographic of people who live here and day trips.”

CUMBRAE ENGAGEMENT EXERCISE

ISLAND ACCESSIBILITY

The ferry service has been regarded as problematic before the pandemic, however it has exacerbated the challenges for islanders through

- Sailings being cancelled through ferry staff exposure to COVID-19.
- Ferry capacity being reduced to accommodate social distancing restrictions.
- Journey times, waiting times and frequency of ferries being reduced to accommodate a cleaning regime.



THERE ARE MULTIPLE IMPACTS OF THE UNRELIABILITY AND CAPACITY OF THE FERRY SERVICE

- Residents who use this mode of transport as a life line service are unable to confidently plan for trips on and off Cumbrae.
- Potential future residents may choose not to move to the island, including working age families and professionals in essential health, care and education services. This means that the population profile is skewed towards older people. It also means that essential services staff tend to live off island, with the consequent risk to service delivery on-island, and there are fewer people of working age living on the island.
- Suppliers of goods to the island may apply an additional premium to compensate for the unreliability of the ferries. This cost is passed on to the consumer, creating a higher cost of living on the island.
- Residents are unable to make journeys at short notice.
- All users spend excessive amounts of time in queues at Largs or Cumbrae.
- Residents may find themselves stranded on the mainland.

The above list is not intended to be comprehensive but to give an insight into the scale and variety of the impact of an unreliable ferry service.

TOURISM TENSION

A tension between the economic benefits of visitors to the island and the impact of those visitors on the quality of life of residents was a long-standing feature of Cumbrae life before the pandemic

“Also, with the rise in staycations, tourist business has possibly never been so good. It’s been limited mainly by ferry capacity. That may not last though.”

CUMBRAE ENGAGEMENT EXERCISE

During COVID-19, the contrast between the reduction in visitor numbers seen during the earlier lockdown when travel within the UK was restricted, and the increase in visitor numbers seen when the restrictions on UK travel were lifted but travel outside the UK was still regulated, highlighted for many residents, the inconveniences and impacts of high visitor numbers.

There was a sharp increase in visitor numbers to Cumbrae, in a number of instances beyond the capacity of the island infrastructure or the hospitality venues on the island. On a number of occasions CalMac refused to carry more day trippers across to Cumbrae due to the volume of visitors on the island who would need to return.

There was an increase in the number of visitors who engaged in anti-social behaviour or failed to observe VisitScotland’s #RespectProtectEnjoy guidance or the Scottish Outdoor Access Code.

There was an increase in the number of visitors using mobile home vehicles, and problems caused by inconsiderate parking. There was concern that visitors using mobile home vehicles may contribute less to the local economy and create more inconvenience to local people as well as environmental damage. The new motorhome facilities at Garrison House may resolve the motorhome problem to some extent.

During the pandemic there was an increase in the frequency of wild camping and of spoiling of locations with waste, fires, damage to the environment etc.

The impact of spikes in visitor numbers on the local infrastructure and on transport provision and hospitality sector capacity, on occasion, may have led to both residents and visitors potentially having a poorer quality experience on Cumbrae.

There is a reputational risk that this will cause long-term damage to the island brand, with a consequent impact on the island’s reputation as a desirable place to live as well as on visitor numbers.

“Wild camping. This privilege is being abused by many visitors.

Despite the introduction of the motorhome site on the grounds of the Garrison many motorhome owners are still parking on the town streets, outside people's homes or blocking access points for the public to the beaches on the west side of the island.

A motorhome parking on the street is NOT wild camping.”

CUMBRAE ENGAGEMENT EXERCISE

POPULATION PROFILE

The fact that Cumbrae has an older population profile has meant that, in relation to the pandemic, the impact of isolation and limited access to on-island health and care service was a greater concern than in pre-pandemic times.

“We are serving the needs of a largely retired community needing pastoral care. Most of the islands calls for progress largely forgets this”

CUMBRAE ENGAGEMENT EXERCISE

Where people had medical appointments on the mainland, the increased unreliability and inaccessibility of the ferry service during the pandemic regularly prevented people from attending these appointments. This was often at short notice, producing challenges for the patient in rescheduling the appointment and, presumably, for health providers in relation to the number of appointments which could not be re-allocated.

“The crisis also introduced new and potentially beneficial ways of working in particular the delivery of medical services, with virtual consultations by GPs and consultants. The Health Board is already starting to implement telephone or video consultations in patient’s homes.

A private space in the Town Hall could be set up for those with no digital facilities at home, with technical support as necessary. Community members would benefit by avoiding long journeys from the island for what are often very short face-to-face professional consultations and the NHS would save on the expensive Patient Transport Service.”

CUMBRAE ENGAGEMENT EXERCISE



COMMUNITY RESOURCES

There is strong demand on the island for an increase in the quality and variety of community facilities, resources and services. The experience of being effectively island-bound during periods of restriction on movement highlighted, for many islanders, the value of the available resources and the absence of those that are unavailable or in short supply.

“Availability of private sector services (retail, hospitality) is poor. Nowhere to go after 4pm. Shops close at 6pm / 8pm.

Not possible to maintain a household's grocery needs from local shop offer. Local shops geared to tourists.”

CUMBRAE ENGAGEMENT EXERCISE

The move to online health service consultations is regarded as a risk to the availability of health services and health professionals located on the island.

Islanders fear that the online consultations introduced during the pandemic will be part of the 'new normal' and there will be no return to earlier models of face-to-face health provision.

“Care for elderly at end of life... heartbreaking to see people who have lived here all their lives have to leave at the end of their lives. We have a hospital here, seems unused... could put 4 beds in it...”

CUMBRAE ENGAGEMENT EXERCISE

In addition to community resources, there is a demand for more, and more varied, facilities for tourists and an improvement to the tourism offer. Better and more public toilets is a common demand, but there is also a desire for more recreational facilities and entertainment to attract and retain tourists, particularly overnight provision.

There are calls for the establishment of a passenger ferry facility between the town of Millport and the mainland.

There is substantial interest in the establishment of a marina and other waterfront infrastructure. This is seen as improving the tourist offer at the same time as contributing to new employment and enterprise on the island.



ECONOMIC DIVERSIFICATION

The experience of the pandemic and the effects of restrictions and of the relaxation of restrictions, increased islanders' awareness of the dependence of the island economy on tourism, and the risk that an economy with this level of dependence presents to the sustainability of island life.

“Employment is really difficult, if someone has COVID, then there is a very limited pool of alternate / emergency cover. Sometime none, leading to business closure.”

CUMBRAE ENGAGEMENT EXERCISE

There is a recognition that many of the private sector businesses which islanders need may only be financially viable with the additional income from tourists. Equally however, there is a perception that, because of the restrictions on movement and a local desire to support local business, some retailers may have enjoyed a greater than usual level of trade.

Nonetheless, a key COVID-related insight for many residents has been the overall dependence on tourism, and the need to create a more diverse economic base for the island.

COMMUNITY RESOURCES

With an eight-minute ferry journey to the mainland, Cumbrae is unique in its proximity to major Scottish conurbations. This closeness shapes the island’s resilience as well as causing its fragility, and further data needs to be sought to better understand the impacts and consequences of location on the effective functioning of Cumbrae.

The overall experience of COVID-19 has highlighted both the resilience of Cumbrae in that island life has survived the challenges, and the fragility of the island in exposing and testing the limits of island resilience which are threatened by a combination of interrelated issues.

Dependence on a limited number of industries to support both employment and the availability of services for islanders, with limited employment opportunities for islanders and for people of working age to consider moving to the island, and a mismatch between the current ferry service and the needs of islanders.

As a result, the population profile has more older people and fewer younger people, meaning there is a greater demand for care services from older people, but a lower supply of people to provide these services, and challenges in attracting skilled care staff to the island. Older people may be unable to access care at home, or even care on the island and may have to move off-island to obtain health and social care, with a consequent further impact on island population.

There are fewer business start-ups, fewer opportunities for start-ups to contribute to diversifying the economy and fewer and less diverse employment opportunities for islanders which leads to young people leaving the island to seek employment elsewhere, further exaggerating the population profile imbalance.

An undersupply of good quality housing, high numbers of second and holiday homes and demand for more social housing also affects the ability of Cumbrae to attract people of working age. Combined with the limited options for energy supply results in a higher proportion of household income being spent on fuel, again with an impact on the disposable income of existing residents and their ability to spend in local businesses, further increasing local business reliance on the tourist trade.

“Something needs to be done about the energy costs in the island. With no access to gas, our electricity prices are astronomical compared to the mainland. As a family with young kids this is something that would make us leave the island. I have already contacted MSPs to take this forward and not got any further.”

CUMBRAE ENGAGEMENT EXERCISE

Fewer people of working age results in fewer families with children, resulting in less demand or need for education and children’s services, therefore a risk that there is insufficient demand to support private sector suppliers, and a perceived risk to the business case for public sector provision. Erosion of private and public sector services and resources makes the island even less attractive as a location for people of working age, particularly those with families.

The additional costs of haulage for goods to the island creates higher prices for everyday groceries than on the mainland, further aggravating the imbalance between low income and high cost of living further reduces the attractiveness of the island, particularly for people in lower income jobs.

Prior to the pandemic, each of these factors existed in an unstable state of balance, with COVID exposing the dependencies and weaknesses in the system.

Despite all these factors, Cumbrae persevered through the pandemic, local people formed groups, delivered services, checked in on and helped neighbours and made things work. There is evidence that the capacity created and networks strengthened through this period will remain in place and will help ensure that Cumbrae has the resilience to navigate to recovery.

SURVEY PRIORITIES

The engagement survey asked people to rank a set of themes of concern which were identified from summaries of earlier work on the themes of concern for island life.

Economic growth, investment and sustainability	Community capacity and empowerment
Education and skills and retention of young people	Preservation of heritage and cultural identity
Health and social care	Housing
Transport	Marine planning
Reliance on seasonal tourism and the need for diversification	Island premium costs
Protection of natural environment	Population and depopulation
Recruitment and retention of employees	Resilience
Meeting the needs of older people	Planning policy
Energy and energy costs	Connectivity/digital

ACTIONS

The engagement survey asked people to rank a set of actions which were identified from earlier reports from community engagement and planning.

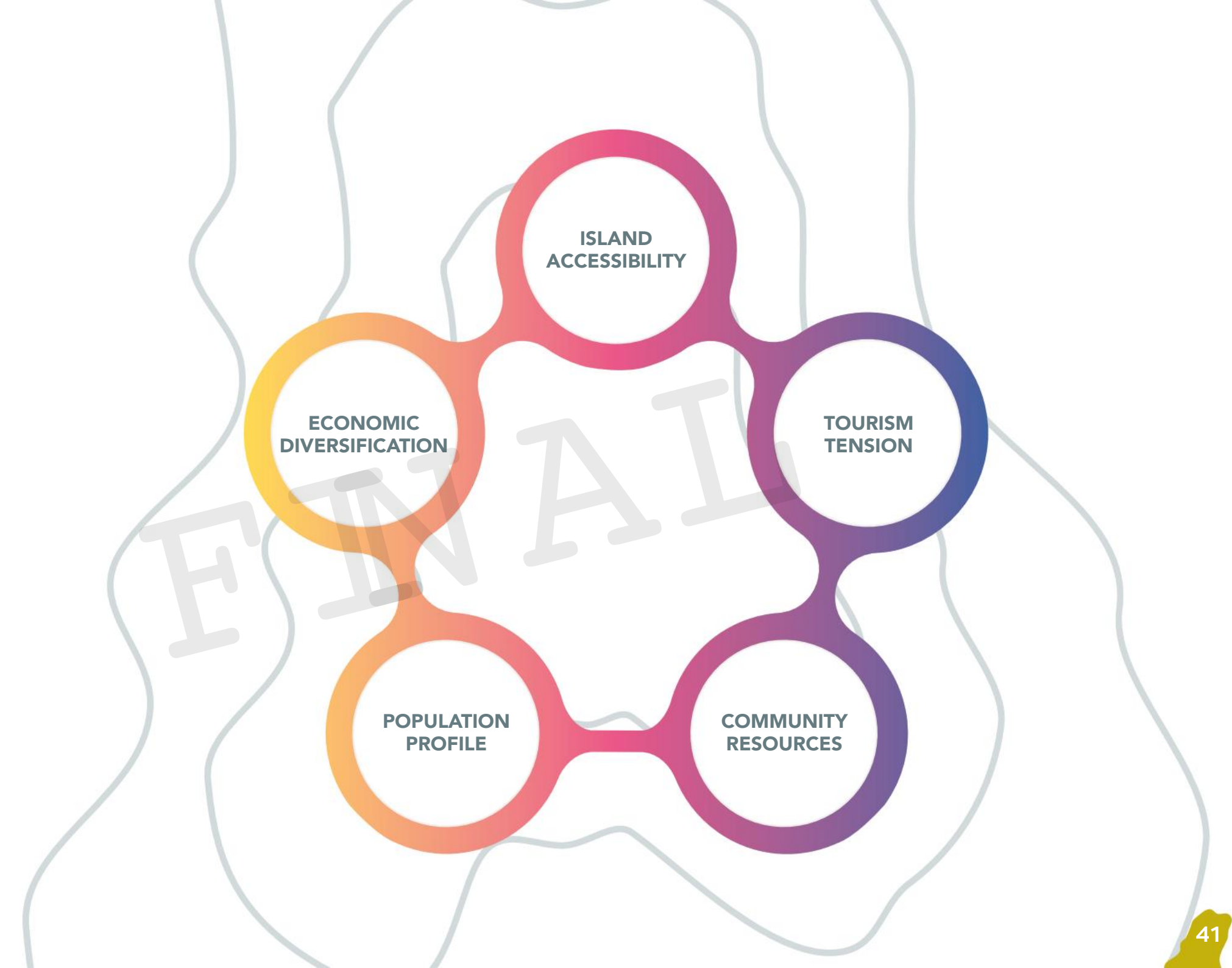
Pier Modifications / Pier Upgrading / Old Pier Upgrading	Safe cycle / active travel routes
On-island waste / recycling facilities	Improved play and recreation facilities
Upgrade / maintenance of road surfaces and pavements	Investment in public realm (benches, bandstands, etc)
Improving visitor facilities (including toilets)	More appropriate housing options
Managing visitor car numbers	Other marine hospitality and leisure
Millport marina development with shoreside facilities	Business park / units / support for new local enterprise
Car parking at rear of town	Improved on-Island public transport
Waverley / passenger ferry services into Millport	Festivals
Good community facilities in 'fit for purpose buildings'	Built and natural heritage interpretation features
Supporting Millport as a location for small business	Public wireless internet connectivity (Wi-Fi)

PRIORITIES INTO ACTION

There is a general consensus across all feedback that the recovery of Cumbrae and the longer-term sustainability of island life is dependent on 5 key strands.

None of the key strands should or can be considered in isolation as any action or inaction to address one or more of these issues will have an impact on the others. Further it is important that there should be no 'hierarchy' of importance due to the co-dependency of the issues.

To address the challenges and priorities identified through the engagement process, a vision, key themes and action plan have been developed to support the recovery and renewal of Cumbrae.



THE ENGAGEMENT ACTIVITY
IDENTIFIED MANY INSPIRING AND
INNOVATIVE CUMBRAE PROJECTS
WHICH ARE BEING UNDERTAKEN BY
THE COMMUNITY AS WELL AS THE
THIRD, PRIVATE AND PUBLIC SECTOR.

MILLPORT COASTAL
FLOOD PROTECTION SCHEME

ONGOING BUSINESS SUPPORT TO
BUSINESSES VIA COMMUNITY WEALTH
BUILDING, DIGITAL BOOST, BUSINESS
GATEWAY FUNDING AND THE NEW GREEN
JOBS FUND

DEVELOPMENT OF A MARINA /
MARINE FACILITIES AT MILLPORT

REFURBISHMENT OF THE
MASONRY PIER AT MILLPORT
HARBOUR IN 2019

CUMBRAE COMMUNITY
DEVELOPMENT COMPANY (CCDC)
HAVE CREATED A NEW
MOTORHOME PARK WITHIN THE
GROUNDS OF GARRISON HOUSE

1

CASE STUDY

The Millport Support Group

During COVID, the main community groups on Cumbrae worked together to ensure the response on the island was well-co-ordinated. **The Millport Support Group (MSG)** was formed at the start of the pandemic, bringing together volunteers from the main island community groups to organise local support.



Representatives from **Churches Together**, the **Boy's Brigade**, **Cumbrae Community Council**, the **Cumbrae Forum**, **North Ayrshire Locality Partnership** and **local businesses** co-ordinated a fantastic team of over 40 local volunteers who did everything from manning a helpline, to delivering and exchanging books from the Forum shop, to supplying needles and wool for knitting lockdown rainbow blankets and running 'Zoom' coffee afternoons.

Volunteers helped with shelf-stacking and grocery deliveries during the first lockdown as local retailers stepped up to cater for the sudden massive increase in demand while the 'stay at home' advice was in place. They delivered 'helping hand' food parcels as **Cumbrae Parish Church** became a distribution centre for donations from **Morrisons** and the **Cumbrae Food Bank** and the Group successfully appealed to **North Ayrshire Council** to give funding rather than supplies for support including school meals, so that it would be spent locally in island businesses.

The Group applied for, distributed and set up digital devices so that more vulnerable community members could stay in touch with family and local groups as well as making sure a local diabetic dog got her insulin supplies from the vet in Largs.

A community newsletter, the **CROC** (Covid Response on Cumbrae) Talk, was started up with funding from **Highlands & Islands Enterprise** and delivered by volunteers to every household on the island to keep everyone up to date on the support available to them. Two years on, the helpline remains open, Millport Support Group now co-ordinates community resilience and continues to publish and deliver the **Croc Talk** as a community newsletter.

The 3 island churches – **The Cathedral of the Isles**, **The Parish Church** and **Our Lady of the Isles** provided a network of pastoral care and provided knowledge of the elderly and infirm in their congregations in order to identify needing special or urgent needs in the initial stages of the pandemic whilst the Millport Support Group was setting up and this specialist knowledge of local residents was invaluable in getting relevant support to where it was needed.

2 CASE STUDY

Plant to Plate Garden

The **Plant to Plate Garden** is a project set up by **Cumbræ Primary School**, **Cumbræ Parish Church** and **Cumbræ Community Garden** to engage local children in growing and using vegetables.

The garden is in the grounds of Cumbræ Parish Church and has a seating area open to the community to enjoy. Another community group, the Cumbræ Forum, recently secured grant funding from **Foundation Scotland** to install an irrigation system at the garden, making life easier for the group of volunteers who maintain the garden during the school holidays.

The whole project is a great example of island community groups working together and will continue to progress new projects that further develop and enhance this wonderful initiative through securing **Healthy Islands** funding through **Scottish Government's Islands Programme**.

3 CASE STUDY

The Millport Support Group Resilience Team

Millport Support Group Resilience Team is a group of volunteers, drawn from all sections of the local community and members have a wide range of backgrounds and skill sets but each team member shares a common purpose - to assist the community if called upon in times of need.

Community Resilience is a measure of the ability of Cumbræ to use its available resources, local knowledge and assets to respond to, withstand, and recover from adverse situations, whatever they may be. Their main role is to support the Local Authority & Emergency Services in their response to emergencies and major incidents.

In a serious situation they may be asked to do just about anything, from helping to open a rest centre for vulnerable residents, providing welfare facilities for emergency service personnel in the event of a serious incident on the island, right through to helping the local police and Coastguard to search for a missing or vulnerable person.

Community is a big part of what the team do and can be asked to get involved in other beneficial projects such as cleaning up after floods, heavy snowfall, storms or attending community events, etc in an emergency such as a fire, flood, storm or snow and they work with other local groups and North Ayrshire Council services to identify people who may become vulnerable during such events and put systems in place to help those in the Cumbræ community who are most in need.

4 CASE STUDY

Millport Town Hall

Millport Town Hall is a historic building on the At Risk register within a Conservation Area. Dating from 1878, it is a key building for the community and has played an important part in the history of the island and its residents over the past 140 years.

Moves are afoot by the community to preserve this building and bring it back into sustainable use for many years to come.

Working with individuals, groups, North Ayrshire Council and many other organisations to make sure that the building offers what the community would like and need and with the project having faced increasing challenges in 2021 due to the complexity of funding, the pandemic and the resultant increase in material prices, they are demonstrating true resilience, passion and placing the heart of the community in what they are accomplishing on a week by week basis.

5 CASE STUDY

Active Schools

After consulting with young people and their families on Cumbrae, Active Schools delivered a summer programme of activities on dates, times and venues that they identified.

Sessions were full and meant young people did not need to leave the island to take part in sport and physical activity opportunities over the summer period resulting in saving time and money and ensuring access to local opportunities.





WHAT NEEDS TO BE DONE...

VISION FOR 2032

Cumbrae is a more sustainable and accessible island with improved infrastructure, transport and housing provision. The island is attracting a more balanced population who enjoy a wider range of employment opportunities and activities.

KEY THEMES

To realise Cumbrae’s vision of becoming a sustainable and accessible island, three plan themes determine the Island Plan with a set of key priorities and related actions that build on the existing strengths of the island and minimize risk and further fragility to the community, economy and environmental wellbeing of Cumbrae.



COMMUNITY

A thriving community where people’s needs are understood and supported.

An Annual Action Plan 2022/23 is included in Appendix 1 to accompany the Local Island Plan. For each priority theme there are key actions, potential teams, groups, businesses, agencies or partners who may work together to ensure effective delivery, the required timescales, fit with National Islands Plan, how actions contribute to Community Wealth Building and Net Zero and indicators to measure progress.

As the Annual Action Plan progresses, further actions will be developed or revised for each key theme. Methods of measurement will also be refined over the duration of the Plan to identify key data sources.



ECONOMY

A resilient economy which meets the aspirations of residents, businesses



ENVIRONMENT

A sustainable infrastructure which protects the Victorian heritage and unique environment.



COMMUNITY

CUMBRAE IS A IS A RESILIENT AND INNOVATIVE ISLAND COMMUNITY

- KEY PRIORITIES -
- RELIABLE FERRY PROVISION
- AFFORDABLE AND SOCIAL HOUSING
- POPULATION - ATTRACT WORKING AGE FAMILIES
- PUBLIC TRANSPORT AND INFRASTRUCTURE
- ACCESS TO HEALTH & SOCIAL SERVICES
- EFFECTIVE COMMUNITY GOVERNANCE
- COMMUNITY FACILITIES



ECONOMY

CUMBRAE IS AN ACCESSIBLE, INCLUSIVE AND GREEN ISLAND ECONOMY

- KEY PRIORITIES -
- IMPROVING RESILIENCE OF ISLAND BUSINESS BASE
- DIVERSIFICATION OF ECONOMY & RELIANCE ON SEASONAL TOURISM
- IMPROVED TOURISM & RETAIL OFFER
- EDUCATION AND SKILLS AND RETENTION OF YOUNG PEOPLE
- RECRUITMENT AND RETENTION OF EMPLOYEES
- EMPLOYMENT OPPORTUNITIES



ENVIRONMENT

CUMBRAE IS SUPPORTING A JUST TRANSITION TO NET ZERO

- KEY PRIORITIES -
- ADDRESS ENERGY COSTS
- CLIMATE ACTION & SUSTAINABILITY
- PROTECTION OF NATURAL ENVIRONMENT
- BUILT & NATURAL ENVIRONMENT
- TOURISM MANAGEMENT
- PUBLIC TRANSPORT AND INFRASTRUCTURE
- FLOOD PROTECTION
- MARINE/PIER INFRASTRUCTURE



HOW THE ACTION PLAN WILL BE DELIVERED

SUCCESSFUL DELIVERY OF THE CUMBRAE LOCAL ISLAND PLAN REQUIRES IT TO BE:

- Developed by and with the Cumbrae community
- Adopted and delivered by the community, island businesses, and third and public sector partners
- Inclusive and participatory
- Feasible and realistic
- Flexible and responsive
- Action focused
- In line with the delivery of the National Islands Plan
- In line with the principles of Community Wealth Building
- In line with the transition to Net Zero

Success will depend on a broad participation of stakeholders from Cumbrae who will be the driver of delivering and monitoring progress of the Plan, ensuring there is an all-inclusive opportunity for everyone to be involved.

A key area of focus for the Island Recovery and Renewal Pilot is to contribute to closer and more coordinated working between the island communities, partners and national and local government and agencies to ensure stronger island-focused partnership and to work collaboratively to unlock the knowledge, resources and support necessary to bring the Cumbrae Local Island Plan to life.

Key to the implementation stage of the Plan will be the governance model with responsibility either collectively or individually for the delivery of the actions outlined in Appendix 1.

Participation in the development and influencing of the Plan has not, and will not, be limited to the early stages of the process. Participation will be necessary and widely encouraged throughout the delivery phase.

Whilst it is important that governance of the Island Plan aligns to the North Coast & Cumbraes Locality Partnership structure, there is also a need for thematic expertise and wider islander input.



Figure 1. Final governance model for further consideration

The Local Island Plan Delivery Group could be the central partnership driving delivery for this Island Plan.

The group may comprise public, private, third sector and community representation to bring knowledge and understanding of the priorities and to reflect the range of stakeholders with an interest in Cumbrae.

They may take primary responsibility for monitoring and reviewing the agreed actions throughout the life of the Plan, with the purpose of improving the outcomes for Cumbrae, with responsibility to include:

- Take lead responsibility for delivering specific identified actions
- Provide expertise to inform how action can be delivered to maximise impact
- Ensure the wide communication of actions and progress
- Communicate with Cumbrae stakeholders to ensure input to actions on an ongoing basis
- Act as ambassadors and champion a place-based approach to delivering action for the benefit of Cumbrae
- Monitor, review and report progress against the Local Island Plan and Action Plan to the North Coast & Cumbraes Locality Partnership



HOW THE LOCAL ISLAND PLAN FITS INTO LOCAL, REGIONAL AND NATIONAL POLICY

At a national level the Cumbrae Local Island Plan is set within the context of The Islands (Scotland) Act 2018 and the corresponding National Islands Plan. At a local level, the Local Island Plan takes account of the North Coast & Cumbraes Locality Partnership priorities and is further supported through the work of the Island Recovery and Renewal Pilot, North Ayrshire Council's Economic Recovery and Renewal approach, Community Wealth Building Strategy and the island engagement activity.



THE ISLANDS (SCOTLAND) ACT 2018

The Islands (Scotland) Act 2018 defines an island community as ‘a community of two or more people, all of whom live permanently on the island with a common interest in the identity of the island’.

The Act was granted Royal Assent in July 2018 and introduces a range of measures to support and help meet the unique needs of Scotland's islands now and in the future. It will also seek to help create the right environment for sustainable growth and empowered communities.

A provision within the Act requires the Scottish Ministers to develop a National Islands Plan (NIP). According to the Act, the purpose of the Plan is ‘to set out the main objectives and strategy of the Scottish Ministers in relation to improving outcomes for island communities that result from or are contributed to by the carrying out of functions of a public nature’.

The Islands (Scotland) Act 2018 and the Community Empowerment (Scotland) Act 2015 empowers communities to shape their individual and collective futures and to make it easier for islanders to develop their own economies, wellbeing and environments.

It also places duties on local public services to work together with communities to improve outcomes on themes that are priorities for the islanders.



THE NATIONAL ISLANDS PLAN

In December 2019, Scottish Ministers published the first ever National Islands Plan, which was created with the input from many islanders, including those on Cumbrae. The Plan sets out 13 Strategic Objectives which are practical yet critical to improving the quality of life for island communities.

The 13 strategic objectives (SOs) set out in the National Islands Plan are as follows.

To address population decline and ensure a healthy, balanced population profile

To improve and promote sustainable economic development

To improve transport services

To improve housing

To reduce levels of fuel poverty

To improve digital connectivity

To improve and promote health, social care and wellbeing

To improve and promote environmental wellbeing and deal with biosecurity

To contribute to climate change mitigation and adaptation and promote clean, affordable and secure energy

To empower diverse communities and different places

To support arts, culture and language

To promote and improve education for all throughout life

To support effective implementation of the National Islands Plan

NORTH COAST & CUMBRAES LOCALITY PARTNERSHIP

Locality planning was introduced in the Community Empowerment (Scotland) Act 2015, under Part 2: Community Planning and is about reducing inequalities and enabling communities to participate in decision making at a local level.

It is one of the ways local communities work together with public and third sector organisations to improve residents' lives and localities. In North Ayrshire, Locality Partnerships are how the Community Planning Partnership fulfill its duties under the Community Empowerment Act to have locality arrangements. There are six Locality Partnerships in North Ayrshire which cover the whole local authority and North Coast & Cumbraes Locality Partnership is the partnership that covers the island of Cumbrae.

It is desirable that the development of the Cumbrae Island Plan aligns to the North Coast & Cumbraes Locality Partnership and the important and valued work the partnership undertakes.

Local priorities have been decided by each locality, based on national data, local statistics and the views of local people gathered through the North Ayrshire People's Panel survey and the Place Standard tool.

The North Coast & Cumbraes Partnership priorities currently are:

-  Improving access to financial services
-  Increasing social inclusion
-  Improving mental wellbeing
-  Supporting skills and work opportunities



CUMBRAE GROUPS

The island has a broad range of active and engaged community groups including Cumbrae Community Council, Cumbrae Community Development Company and Millport Town Hall who worked collaboratively with the Council during the preparation of the Cumbrae Economic Baseline report and supporting sharing of information during the development of the Cumbrae Local Island Plan to improve outcomes for Cumbrae over the next ten years.

ECONOMIC RECOVERY AND RENEWAL APPROACH (GREEN NEW DEAL)

In response to the widespread economic and social impacts of the Covid-19 pandemic, in September 2020 the Council launched its Economic Recovery and Renewal Approach (Green New Deal) to build back better, fairer and greener. The approach is based on the foundation of Community Wealth Building and sets out a Local Green New Deal for North Ayrshire.

The twin priorities of a North Ayrshire Green New Deal are:

1

To ensure an inclusive economic recovery by delivering our Community Wealth Building mission; and

2

To ensure a green economic recovery focused on achieving our net zero carbon ambitions through the creation of sustainable infrastructure and regeneration projects and creating fair jobs.

North Ayrshire Council's refreshed Environmental Sustainability and Climate Change strategy (2021-2023) sets out seven workstreams for how the Council will achieve net zero carbon emissions by 2030. These workstreams are intrinsically linked to economic recovery through their alignment to the Community Wealth Building approach and Green New Deal aspirations.

ISLAND RECOVERY & RENEWAL PILOT

The development of the Cumbrae Local Island Plan complements the idea of testing new ways of working across local government, Scottish Government, Highlands & Islands Enterprise, Community Planning Partners, island communities and businesses to deliver the ambitious objectives outlined in the National Islands Plan, as well as sharing this learning with other island areas.

As part of the three-year Island Recovery and Renewal Pilot, a new post of Senior Officer (Islands) has been created within North Ayrshire Council to contribute to the ongoing development and delivery of islands' policy, working in a more coordinated way across the public sector with island communities, businesses and with a range of external stakeholders to tackle long-standing place-based issues relating to island communities ensuring the understanding and representation of the unique needs of islands' communities in local and national policy development.

Further, the pilot will support the recovery and renewal of the islands from the social and economic impact of the Covid-19 pandemic including the development of 'Island Plans' for Cumbrae and Arran aligned to the strategic objectives of the National Islands Plan and the principles of Community Wealth Building.

The Cumbrae Local Island Plan sits within the broad context of local, regional and national setting and has a clear link with a range of local, regional and national plans, strategies and frameworks with further examples shown in illustration 5.

COMMUNITY WEALTH BUILDING

North Ayrshire Council has shown economic leadership with the launch of Scotland's first Community Wealth Building strategy in May 2020 which sets out a bold new economic model focused on wellbeing and inclusion.

This strategy sets out how the Council will deliver this by focusing on their Community Wealth Building mission of 'Enhancing local wealth and the creation of fair jobs and maximising the potential of all our places through working in partnership with our communities and businesses'.

North Ayrshire Council has set out six objectives to deliver Community Wealth Building:



PROCUREMENT

Progressive procurement develops dense local supply chains of local enterprises, small and medium sized enterprises, employee-owned businesses, social enterprises, cooperatives and other forms of community owned enterprise.



FAIR EMPLOYMENT

Recruitment from lower income areas, commitment to paying the living wage and building progression routes for workers are all examples of the actions to stimulate the local economy and bring social improvements to local communities.



LAND AND ASSETS

Anchors are often major land holders and can support equitable land development and the development of under-utilised assets for community use.



FINANCIAL POWER

Community Wealth Building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally.



PLURAL OWNERSHIP OF THE ECONOMY

Democratic Ownership of the Local Economy - Cooperatives, mutually owned businesses, small and medium sized enterprises, social and community enterprises and municipally owned companies enable the wealth generated in a community to stay in that local area.





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THAT HAVE BEEN PREPARED
WITH ISLAND STAKEHOLDERS.**

We would like to thank everyone who has provided input and comments in the preparation of this document and to ensure that the community of Cumbrae will be at the heart of delivering this plan.

To find out more about how the plan is progressing please visit:

www.north-ayrshire.gov.uk/islands

Photography used in this publication by:
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ISLE OF ARRAN

ARRAN 2022/23 ANNUAL ACTION PLAN

ECONOMY | COMMUNITY | ENVIRONMENT



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For each theme there are key actions, who needs to be involved and collaborate to ensure effective delivery, timescales, fit with National Islands Plan and how actions may contribute to Community Wealth Building and Net Zero.

Indicators to measure progress and success will be developed in Year 1 of the Action Plan and further actions will be developed or revised for each plan theme. Methods of measurement will be refined over the duration of the Plan to identify key data sources.



ECONOMY WELLBEING

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Business Resilience Improve the Tourism and Retail Offer Support Recruitment & Retention of Employees Improve Employment Opportunities Skills Development Local supply chains Circular economy	Deliver a unique Island Business Support Fund to build resilience of new and existing Arran businesses through targeted support from Locality Business Advisers and partners	Local businesses, social enterprises, North Ayrshire Council, UK Government Community Renewal Fund (CRF), Highlands & Islands Enterprise	Short	Sustainable Economic Development Digital Connectivity	Y	Y
Business Resilience	Support island applications to the Repurposing Property Grant Fund	North Ayrshire Council, landowners and community organisations, Arran Community and Voluntary Service	Short	Sustainable Economic Development Environmental Wellbeing and Biosecurity	Y	Y

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Digital And Green Innovation Skills Development Local Supply Chains Circular Economy Business Resilience	Promote digital and green opportunities to Arran businesses to help facilitate diversification	Local businesses, North Ayrshire Council, Highlands & Islands Enterprise and Scottish Government	Short	Sustainable Economic Development Digital Connectivity	Y	Y
Business Resilience Improve Employment Opportunities	Building resilience within Arran businesses through the targeted support from Locality Business Advisers and partners Development of proposals that will enhance the current tools available and take advantage of the UK Shared Prosperity Fund when launched	Local businesses, North Ayrshire Council, Highlands & Islands Enterprise National Support Partners	Medium	Sustainable Economic Development	Y	Y

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Business Resilience Improve the Tourism and Retail Offer Improve Employment Opportunities	Continue to develop the Arran Ayrshire Growth Deal Marine tourism infrastructure projects, including community engagement to explore community operated models	North Ayrshire Council, local communities	Medium	Sustainable Economic Development Transport Empowered Island Communities & Strong Local Partnerships	Y	Y
Improve the Tourism and Retail Offer	Implement a coordinated visitor management approach to increased domestic tourism to maximise visitor experience and minimise place and infrastructure impact of visitors	North Ayrshire Council, industry, VisitScotland, VisitArran	Short	Sustainable Economic Development Transport Environmental Wellbeing & Biosecurity Education	Y	Y



COMMUNITY
WELLBEING

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Community Facilities	Develop a programme of place-based frameworks to direct future investment through the Investment Fund and external funding	North Ayrshire Council, Scottish Government, communities, businesses, agencies, locality partnerships, Arran Community and Voluntary Service, island groups and voluntary organisations	Short	Empowered Island Communities & Strong Local Partnership	Y	Y
Transport Connectivity	Develop and deliver proposals under the Scottish Government's Islands Infrastructure Fund as identified by the Islands Connectivity Project and Local Transport Strategy	North Ayrshire Council, Scottish Government and local stakeholders	Short	Transport	Y	Y
Ferry Provision and Infrastructure Transport Connectivity	Confirm details of two boat service all year on Ardrossan route and timescales – Following introduction of MV Glen Sannox and return to Ardrossan	Transport Scotland, CalMac, CMAL, North Ayrshire Council, Arran Ferry Committee	Medium	Transport Sustainable Economic Development	Y	N/A

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Community Facilities	Identify and implement potential projects under the Scottish Government’s Place Based Investment Programme (PBIP) and other national programmes working collaboratively with local communities, business, third and public sectors	North Ayrshire Council, communities, businesses, locality partnerships, Arran Community & Voluntary Service, island groups and voluntary organisations	Short	Empowered Island Communities & Strong Local Partnership	Y	Y
Ferry Provision and infrastructure Transport Connectivity	Contribute to the development of Transport Scotland's Islands Connectivity Plan as a replacement for the Ferries Plan and Vessel Replacement and Deployment Plan- including the long-term programme of investment in vessels and ports	Transport Scotland, CalMac, CMAL, North Ayrshire Council, Arran Ferry Committee	Long	Transport Sustainable Economic Development	N/A	N/A
Health & Wellbeing Community Facilities	Enhance all sporting opportunities on the island ensuring an inclusive approach and strengthen working partnerships with community clubs, supporting training needs and continued focus on extra-curricular, events, volunteers and clubs for the island	Active Schools North Ayrshire Council, local schools, local clubs and volunteers, young people, parents/carers, Youth Services, Arran Youth Foundation, KA Leisure, Arran Mountain biking club	Short	Health & Social Care & Wellbeing Education	N/A	N/A

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Health And Wellbeing Community Facilities Community Capacity, Empowerment & governance	Create an Integrated Hub – all services co-located: involving citizens, community and staff in planning and delivering care in the most appropriate setting	North Ayrshire Health & Social Care Partnership, North Ayrshire Council, NHS Ayrshire and Arran, Arran Community	Medium	Health & Social Care & Wellbeing Population Levels	Y	N/A
All	Inception of Island Plan Delivery Group	Island Plan Delivery Group	Short	Empowered Island Communities & Strong Local Partnership	N/A	N/A
Transport Connectivity Health & Wellbeing Community Facilities	Community Link Worker aligned to GP practice and working across the Community to promote wellbeing and signpost to services, CLWs are non-clinical social practitioners who provide support for issues that go beyond medical treatment, they support individuals with a range of issues that affect health and wellbeing - including money worries, debt, unemployment, social isolation, bereavement supports, alcohol and drug use, managing stress and living a healthier lifestyle	North Ayrshire Council, Transport Scotland, island community	Short	Transport Population levels Climate Change & Energy	Y	Y

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Health & Wellbeing Community Facilities	Build on the existing creativity and energy of Arran Develop a shared vision for arts and culture across the two islands of Arran and Cumbrae Work with local groups and encourage participation in a wide range of art forms, working towards recovery from the impact of the pandemic Ensure community partners are engaged with the development of new projects and initiatives and that creative activity prioritises community engagement and development Identify professional development opportunities within the creative community and develop initiatives to deliver them Develop creative projects that maximise opportunities for local residents	Library Service North Ayrshire Council, Creative Scotland, Arran Theatre and Arts Trust & Millport Town Hall, Cumbrae Development Company, Millport Support Group	Short	Arts. Culture & Language Health & Social Care & Wellbeing	Y	N/A
Transport connectivity Health & Wellbeing Community Facilities	Progress a flexible transport service delivered by volunteer drivers	Arran Community and Voluntary Service, North Ayrshire Health and Social Care Partnership	Medium	Health & Social Care & Wellbeing Transport	Y	N/A

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Transport Connectivity	Investigate potential to expand “school bus” discounted travel to include all transport modes Please note all under 22s receive free bus travel already under the new 2022 scheme	Transport Scotland, CalMac, North Ayrshire Council, Arran Ferry Committee	Medium	Transport	N/A	N/A
Transport Connectivity Business Resilience	Investigate the potential to improve public transport connectivity beyond current timetables to reduce residential and visitor dependence on private cars	North Ayrshire Council, Transport Scotland, island community, service operators, Strathclyde Partnership for Transport	Medium	Transport Population Levels Climate Change & Energy	Y	Y
Transport Connectivity Health & wellbeing Community Facilities	Identify potential opportunities for public transport methods recognising the changes in demographics e.g. community transport or demand responsive transport	North Ayrshire Council, Transport Scotland, island community	Short	Transport Population Levels Climate Change & Energy	Y	Y
All	Review of 2022/23 Action Plan to review and deploy measures to achieve priorities and improve outcomes for the island. Following which the 2023/24 Plan will be prepared in conjunction with islanders through ongoing dialogue and intelligence gathering	Local Island Plan Delivery Group	Short	Empowered Island Communities & Strong Local Partnership	Y	Y

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Transport connectivity Health & wellbeing Community Facilities	Improved on-island transport including timetabling to access amenities and electric buses, mini buses	Strathclyde Partnership for Transport, Arran Community Council, Arran Community and Voluntary Service, VisitArran, Strathclyde Partnership for Transport, Arran Community Council, Arran Eco Savvy	Medium	Transport Climate Change & Energy	Y	Y
Health & Wellbeing Community Facilities Maximising Land and Assets	Development of 7 existing community gardens including infrastructure that provide people with the opportunity to be active and planting of fruit trees and bushes	The Arran Pioneer Project Community Interest Company	Short	Environmental Wellbeing & Biosecurity Health & Social Care & Wellbeing	Y	Y
Health & Wellbeing	Social Isolation was identified by the Health and Social Care Locality Planning group as one of its three priorities. The Befriending service on Arran was established by ACVS to offer support to those on Arran who are socially isolated	Arran Community and Voluntary Service	Short	Health & Social Care & Wellbeing Population Levels	Y	N/A

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
All	Engage with Arran and wider island stakeholders in the preparation of Local Development Plan 3	North Ayrshire Council Planning Service, Local Island Plan Delivery Group, Island Community Bodies, other stakeholders and island residents	Medium	Empowered Island Communities & Strong Local Partnership Population Sustainable Economic Development	N/A	N/A
All	Potential for Local Place Plans - The Planning (Scotland) Act 2019 introduces a new right for communities to produce Local Place Plans (LPPs). The aim of Local Place Plans is to enhance engagement in development planning by empowering community bodies to play a proactive role in defining the future of their places by setting out their proposals for the use and development of land. Should there be interest in preparing a Local Place Plan for Arran, the Plan should seek to align with the Local Island Plan	Island community, Planning Service North Ayrshire Council	Long	Empowered Island Communities & Strong Local Partnership Population Sustainable Economic Development	Y	Y

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Health & Wellbeing Community Facilities	Homefirst approach - promoting prevention; early intervention and supported selfcare. Supported by fully integrated multi-disciplinary teams and digital solutions where appropriate for all citizens on Arran. Including enhancing community supports to support individuals to remain at home and on island for care and support	North Ayrshire Health and Social Care Partnership, Arran Community	Medium	Health & Social Care & Wellbeing Population levels	Y	N/A
Health & Wellbeing	Transforming model of health and social care provision for urgent and complex care, including Single Point of contact for all health and social care provision	North Ayrshire Health and Social Care Partnership, NHS Ayrshire and Arran, Arran Community	Medium	Health & Social Care & Wellbeing	Y	N/A
Health & Wellbeing Community Facilities Maximising Land and Assets	Integrated Hub – all services co-located: involving citizens, community and staff in planning and delivering care in the most appropriate setting. Creating a sustainable fully integrated health and social care model fit for the future	North Ayrshire Health and Social Care Partnership, North Ayrshire Council, NHS Ayrshire and Arran, Arran Community	Medium	Health & Social Care & Wellbeing Population Levels	Y	N/A



ENVIRONMENT
WELLBEING

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Climate Action & Sustainability	Implementation of a marine research and education vessel in 2022	Community of Arran Seabed Trust (COAST), Island Communities Fund	Short	Environmental Wellbeing & Biosecurity	N/A	Y
Natural Capital Marine Planning & Planning Policy	Continue with Marine Recovery associated with the islander-driven Marine Protected Area (MPA)	Community of Arran Seabed Trust (COAST), Island Communities	Long	Environmental Wellbeing & Biosecurity Climate Change & Energy	N	Y
Community Facilities Maximising Land & Assets Community Capacity, Empowerment &Governance	Redevelopment of COAST facilities in Lamlash to improve site and increase local employment opportunities	Community of Arran Seabed Trust (COAST), Arran Outdoor Education Centre, local community, external funders	Medium	Environmental Wellbeing & Biosecurity Climate Change & Energy Empowered Island Communities & Strong Local Partnerships	Y	Y

ARRAN THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Climate Action & Sustainability	Development of a community composting facility for garden waste on Arran, through a ‘pilot’ Public Social Partnership (PSP) social enterprise model with the third sector	Island communities, relevant partners, and North Ayrshire Council	Short	Environmental Wellbeing & Biosecurity Climate Change & Energy Empowered Island Communities & Strong Local Partnerships	Y	Y
Active Travel Climate Action & Sustainability	Identify priorities for and implement new and improved active travel route infrastructure from updated Local Transport Strategy across the islands	North Ayrshire Council, communities, businesses, agencies, transport providers, Strathclyde Partnership for Transport, locality partnerships, The Ayrshire Community Trust, island groups and voluntary organisations	Short	Transport	Y	Y
Active travel Climate Action & Sustainability	Develop and deliver the UK Government Community Renewal Fund (CRF) funded Islands Connectivity Programme	North Ayrshire Council, communities, businesses, agencies, transport providers, Strathclyde Partnership for Transport, locality partnerships, The Ayrshire Community Trust, island groups and voluntary organisations	Short	Transport	Y	Y

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We would like to thank everyone who has provided input and comments in the preparation of this document and to ensure that the community of Arran will be at the heart of delivering this plan. The actions within this plan will be reviewed annually and updated as required.

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ISLE OF CUMBRAE

2022/23 ANNUAL ACTION PLAN

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COMMUNITY
WELLBEING

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
All	Consideration and agreement of Island Plan delivery approach	Island community with support from North Ayrshire Council and relevant partners	Medium	Empowered Island Communities & Strong Local Partnerships	N/A	N/A
All	Review and develop the information contained within the Isle of Cumbrae Economic Baseline report and identify ways to obtain accurate data to provide an accurate evidence base for future action	Island community with support from North Ayrshire Council and relevant partners	Short	Empowered Island Communities & Strong Local Partnership	N/A	N/A
All	Review of 2022/23 Action Plan to review and deploy measures to achieve priorities and improve outcomes for the island. Following which the 2023/24 Plan will be prepared in conjunction with islanders through ongoing dialogue and intelligence gathering	Island community with support from North Ayrshire Council and relevant partners	Short	Empowered Island Communities & Strong Local Partnership	Y	Y
All	Engage with Cumbrae and wider island stakeholders in the preparation of Local Development Plan 3	North Ayrshire Council Planning Service, Local Island Plan Delivery Group, Island Community Bodies, other stakeholders and island residents	Medium	Empowered Island Communities & Strong Local Partnership Population Sustainable Economic Development	N/A	N/A

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
All	Potential for Local Place Plans - The Planning (Scotland) Act 2019 introduces a new right for communities to produce Local Place Plans (LPPs). The aim of Local Place Plans is to enhance engagement in development planning by empowering community bodies to play a proactive role in defining the future of their places by setting out their proposals for the use and development of land. Should there be interest in preparing a Local Place Plan for Cumbrae, the Plan should seek to align with the Local Island Plan	Island community, Planning Service North Ayrshire Council	Long	Empowered Island Communities & Strong Local Partnership Population Sustainable Economic Development	Y	Y
Diversify The Economy To Address Reliance On Seasonal Tourism and Retail Offer	Development of the Cumbrae WAVE project	Community Development Team, Cumbrae WAVE Group, local elected members	medium	Sustainable Economic Development Empowered Island Communities & Strong Local Partnership	Y	Y

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Improve Resilience Of The Island Business Base	Build on the existing creativity and energy of Cumbrae	Cumbrae Development Company, Millport Support Group, Cumbrae Forum, Library Service North Ayrshire Council, Creative Scotland, Arran Theatre and Arts Trust & Millport Town Hall	Medium	Arts, Culture & Language	Y	N/A
ImproveTthe Tourism And Retail Offer	Develop a shared vision for arts and culture across the two islands of Cumbrae and Arran			Education		
Improve Education And Skills And The Retention Of Young People	Work with local groups and encourage participation in a wide range of art forms, working towards recovery from the impact of the pandemic					
	Ensure community partners are engaged with the development of new projects and initiatives and that creative activity prioritises community engagement and development					
	Identify professional development opportunities within the creative community and develop initiatives to deliver them					
	Develop creative projects that maximise opportunities for local residents					
Improve Access To Health And Social Services	Continue to provide Gold standard Food For Life school meals at school in Cumbrae, serving freshly prepared food, following good animal practices, and use locally sourced food as much as possible	Local community and North Ayrshire Council	Medium	Health, Social Care and Well-Being	Y	Y
Improve Resilience Of The Island Business Base				Sustainable Economic Development		

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Protect Natural And Built Environment	Explore opportunities derived from the findings of the town centre health check of Millport and the Open Space Audit	Planning North Ayrshire Council, local community	Medium	Environmental Wellbeing And Biosecurity	Y	Y
Protect Natural And Built Environment	Millport Coastal Flood Protection Scheme	North Ayrshire CouncilRoads Service, community groups	Short	Environmental Wellbeing and Biosecurity	Y	N/A
Protect Natural And Built Environment	Mill Burn Flood Protection Scheme	North Ayrshire Council Roads Service, community	Short	Environmental Wellbeing and Biosecurity	Y	N/A
Enhanced Community Facilities	Cumbrae Primary School will undertake Plant to Plate Growing Hub to include outdoor shelter, all-year round community cooking facilities and opportunities for training and accreditation	Cumbrae Primary School, Healthy Islands Fund	Short	Environmental Wellbeing And Biosecurity	N/A	Y
Improve Education & Skills And The Retention Of Young People				Climate Change And Energy		
Support Climate Action And Sustainability				Education		
Community Facilities						
Community Facilities	Support the delivery of the regeneration of Millport Town Hall	Millport Town Hall Trust, North Ayrshire Council, Scottish Government, Crown Estates and communities	Short	Empowered Island Communities & Strong Local Partnership	Y	Y
				Sustainable Economic Development		

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Enhance Community Facilities	Continue to work in partnership with Connected Communities to support new community project development, physical regeneration projects, funding applications and asset transfer processes on the islands	North Ayrshire Council, communities, Locality Partnerships, The Ayrshire Community Trust, island groups and voluntary organisations	Short	Empowered Island Communities & Strong Local Partnership Sustainable Economic Development	Y	Y
Enhance Community Facilities	Develop a Programme of place-based frameworks to direct future investment through the Investment Fund and external funding	North Ayrshire Council, Scottish Government, communities, businesses, agencies, locality partnerships, The Ayrshire Community Trust, island groups and voluntary organisations	Short	Empowered Island Communities & Strong Local Partnership	Y	Y
Enhance Community Facilities	Identify and implement potential projects under the Scottish Government's Place Based Investment Programme (PBIP) and other national programmes working collaboratively with local communities, business, third and public sectors	North Ayrshire Council, communities, businesses, Locality Partnerships, The Ayrshire Community Trust, island groups and voluntary organisations	Short	Empowered Island Communities & Strong Local Partnership	Y	Y

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Public Transport & Infrastructure	Develop the Local Transport Strategy for 2021-26 including identification of and implementation of island specific actions	North Ayrshire Council, communities, businesses, agencies, transport providers, Strathclyde Partnership for Transport, locality partnerships, The Ayrshire Community Trust, island groups and voluntary organisations	Short	Transport	N/A	Y
Public Transport & Infrastructure	Develop and deliver proposals under the Scottish Government's Islands Infrastructure Fund as identified by the Islands Connectivity Project and Local Transport Strategy	North Ayrshire Council, Scottish Government and local stakeholders	Short	Sustainable Economic Development Digital Connectivity	Y	Y
Public Transport & Infrastructure	Implement the Largs and Cumbrae Ferry queuing and marshalling improvements	North Ayrshire Council, Strathclyde Partnership for Transport, CMAL and CalMac	Short	Transport	N/A	Y



ECONOMY

WELLBEING

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Business Resilience Improve The Tourism And Retail Offer Support Recruitment & Retention Of Employees Improve Employment Opportunities	Deliver a unique Island Business Support Fund to build resilience of new and existing Cumbrae businesses through targeted support from Locality Business Advisers and partners	Local businesses, social enterprises, North Ayrshire Council, UK Government Community Renewal Fund (CRF)	Short	Sustainable Economic Development Digital Connectivity	Y	Y
Diversify The Economy To Address Reliance On Seasonal Tourism Improve The Tourism And Retail Offer Improve Employment Opportunities	Promote digital and green opportunities to Cumbrae businesses to help facilitate diversification	Local businesses, North Ayrshire Council, Business Gateway and Scottish Government	Short	Sustainable Economic Development Digital Connectivity	Y	Y

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Business Resilience Improve Employment Opportunities	Building resilience within Cumbrae businesses through the targeted support from Locality Business Advisers and partners Development of proposals that will enhance the current tools available and take advantage of the UK Shared Prosperity Fund when launched	Local businesses, North Ayrshire Council, Highlands & Islands Enterpsise National Support Partners	Medium	Sustainable Economic Development	N/A	Y
Improve The Tourism And Retail Offer	Continued implementation of Millport Conservation Area Regeneration Scheme until 2022 funded by Historic Environment Scotland and North Ayrshire Council	North Ayrshire Council, Historic Environment Scotland, businesses and communities	Short	Sustainable Economic Development	Y	Y
Business Resilience Improve The Tourism And Retail Offer	Support island applications to the Repurposing Property Grant Fund	North Ayrshire Council, landowners and community organisations, and The Ayrshire Community Trust	Short	Sustainable Economic Development Environmental Wellbeing and Biosecurity	Y	Y

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Business Resilience Improve The Tourism And Retail Offer Improve Employment Opportunities	Continue to develop the Cumbrae Ayrshire Growth Deal Marine tourism infrastructure projects, including community engagement to explore community operated models	North Ayrshire Council, local communities	Medium	Sustainable Economic Development Transport	Y	Y
Improve The Tourism And Retail Offer	Implement a coordinated visitor management approach to increased domestic tourism to maximise visitor experience and minimise place and infrastructure impact of visitors	North Ayrshire Council, industry, VisitScotland	Short	Sustainable Economic Development Transport Environmental Wellbeing & Biosecurity Education Empowered Island Communities & Strong Local Partnerships	Y	Y



ENVIRONMENT

WELLBEING

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Support Climate Action & Sustainability	Accelerate the path to net zero through carbon audit and mapping of Cumbrae to set first emissions baseline for the island	Island communities, relevant partners and North Ayrshire Council	Short	Climate change & energy Environmental wellbeing and biosecurity Empowered Island Communities & Strong Local Partnership	Y	Y
Built and natural environment	Investigate the feasibility of a public realm project for Millport	North Ayrshire Council, communities, businesses, agencies, transport providers, Scottish Passenger Transport, locality partnerships, The Ayrshire Community Trust, island groups and voluntary organisations	Short	Sustainable Economic Development Environmental wellbeing and biosecurity	Y	Y

CUMBRAE THEMATIC PRIORITY	ACTION	WHO NEEDS TO BE INVOLVED	TIMESCALE SHORT – 1-3 YRS MEDIUM – 4-5 YRS LONG - 5 YRS+	CONTRIBUTION TO NATIONAL ISLAND PLAN STRATEGIC OBJECTIVE	CONTRIBUTION TO COMMUNITY WEALTH BUILDING	TRANSITION TO NET ZERO
Public transport and infrastructure Climate action & sustainability	Identify priorities for and implement new and improved active travel route infrastructure from updated Local Transport Strategy across the islands	North Ayrshire Council, communities, businesses, agencies, transport providers, Strathclyde Partnership for Transport, locality partnerships, The Ayrshire Community Trust, island groups and voluntary organisations	Short	Transport	Y	Y
Public transport and infrastructure Climate action & sustainability	Develop and deliver the UK Government Community Renewal Fund (CRF) funded Islands Connectivity Programme	North Ayrshire Council, communities, businesses, agencies, transport providers, Strathclyde Partnership for Transport, locality partnerships, The Ayrshire Community Trust, island groups and voluntary organisations island groups and voluntary organisations	Short	Transport	Y	Y

**WE HOPE THAT YOU RECOGNISE
AND SHARE THE VISION,
PRIORITIES AND AMBITIONS IN
THE CUMBRAE ISLAND PLAN AND
2022/23 ANNUAL ACTION PLAN
THAT HAVE BEEN PREPARED
WITH ISLAND STAKEHOLDERS.**

We would like to thank everyone who has provided input and comments in the preparation of this document and to ensure that the community of Cumbrae will be at the heart of delivering this plan. The actions within this plan will be reviewed annually and updated as required.

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Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



The Scottish
Government



North Ayrshire Council
Comhairle Siorrachd Air a Tuath

NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title: **Streetscene Environmental Skills & Training Academy – Intermediate Labour Market Initiative**

Purpose: To seek Cabinet support for the creation of a Streetscene Environmental Skills and Training Academy offering paid work placements for local residents to develop skills, work experience and qualifications to support their progression to future sustainable employment.

Recommendation: That Cabinet:

- a) Notes the proposed approach to the development of a Streetscene Environmental Skills and Training Academy ILM;
- b) Supports the proposal to develop an Intermediate Labour Market initiative within Streetscene providing paid work placements and a programme of additional environmental works.

1. Executive Summary

- 1.1 Cabinet approved the allocation of £0.330m funding in June 2021 to support the development of an Intermediate Labour Market (ILM) initiative under the Recovery and Renewal Funding and Investment Proposals. This report seeks approval to create a Streetscene Environmental Skills and Training Academy, delivered in partnership with Streetscene and Economic Development and Regeneration Services.
- 1.2 The proposed approach is to create an environmental skills and training academy with a focus on creating paid work placements and training for unemployed residents. This model has been developed to align with the Recovery and Renewal Strategy and reflect the Council's values as a Community Wealth Building Council. It will contribute to Fair Employment through the creation of high quality, paid (Living Wage), vocational placements and the ambitions of the Land and Assets pillar by delivering environmental improvements to sites across North Ayrshire.

2. Background

- 2.1 Cabinet approved the Recovery and Renewal Funding and Investment Proposals on 15 June 2021. This investment was set within the Context of the Council Plan priorities and the Community Wealth Building Strategy. It aligns with the Recovery and Renewal Strategy and aims to maximise funding opportunities to support activity across the 5 strategic themes of:
- Economic Recovery.
 - Environmental Initiatives to support a green economic recovery;
 - Vulnerable families, citizens and communities;
 - Sustainable investment in physical infrastructure and open spaces; and
 - Mental health and well-being initiatives.
- 2.2 Streetscene currently host small groups of Modern Apprentices on an annual basis. Many of these Apprentices have performed well and went on to secure a longer-term career within the Service or the private sector. Through the Council's employability programmes Streetscene has been identified as an attractive work experience or placement host and that opportunities to undertake outdoor work and qualifications are popular with unemployed residents.
- 2.3 Streetscene endeavours to support and develop staff from within current resources and balance supporting these opportunities with the pressure on services to deliver as efficiently as possible. The Streetscene Academy approach has been designed to consider the important role that the Service can play outwith its core service objectives to provide a structure which takes an ambitious and co-ordinated approach to economic and social inclusion.
- 2.4 The proposed Streetscene Academy is based on a rolling programme of 26-week placements over the next three years. These placements will pay participants the Local Government Living Wage and offer a minimum of 30 hours employment per week. The main objectives of the approach are to:
- Create high quality vocational placements that will support long term unemployed participants progress into sustainable employment either with Streetscene or other employers;
 - Provide participants with accredited qualifications to support progression into employment;
 - Create a flexible and skilled team to deliver environmental improvements including new initiatives such as tree planting across North Ayrshire;
 - Provide and improve access to the local environment and greenspace which will support delivery of health, social, environmental and economic priorities;
 - Create a succession pathway of skilled people as part of Streetscene's future workforce development; and
 - Reflect our values as a Community Wealth Building Council and support a nurturing culture within Streetscene to support an inclusive economy, skills development and talent development.
- 2.5 The Academy will work with partner organisations to deliver pre-employment support for potential participants. This will address barriers to sustaining employment and provide pre-vocational training to support the transition from unemployment to employment. Wraparound employability support will be provided throughout the

programme to offer additional support as required. Support for participants to obtain long term employment will be also provided.

2.6 On completion of the placement, participants will have enhanced qualifications and experience and be well placed to secure employment with the Council or private contractors. It is recognised that Streetscene has an ageing workforce and that seasonal vacancies are recruited on an ongoing basis.

2.7 Further information on Academy approach is detailed in Appendix 1 to the report.

Next Steps

2.8 There is an implementation plan in place to implement this effectively with the recruitment planned to start the first cohort in Spring 2022 and a development plan to recruit a further 5 cohorts and deliver the Streetscene Environmental Skills and Training Academy over the next 3 years until Spring 2025.

3. Proposals

3.1 That Cabinet:

- a) Notes the proposed approach to the development of a Streetscene Environmental Skills and Training Academy ILM;
- b) Supports the proposal to develop an Intermediate Labour Market initiative within Streetscene providing paid work placements and a programme of environmental works.

4. Implications/Socio-economic Duty

Financial

4.1 The Academy will be funded from the £0.330m allocation from the Recovery and Renewal Fund allocation, employability funding and external sources of funding. The estimated financial breakdown is detailed at Appendix 1.

Human Resources

4.2 People and ICT have been consulted on the proposal. Engagement with Streetscene Trade Union officials has also been carried out in advance of this proposal being considered by Cabinet. Recruitment will be undertaken as required to implement the approach.

Trainees will be eligible to access redeployment and seasonal vacancies and will be supported by the Employability & Skills team to secure further employment, utilising the new skills, work experience, and qualifications gained.

Legal

- 4.3 There will be grant conditions associated with any external funding awards for the trainee and project costs. These will require to be reviewed with input from Legal Services prior to acceptance to inform delivery and to be managed appropriately.

Equality/Socio-economic

- 4.4 The project will assist in meeting our socio-economic duty as set out in the Fairer Scotland Duty. It seeks to reverse economic, social and physical decline and reduce socio-economic disadvantage. It aims to build community wealth and tackle local deprivation by providing employment opportunities, paid at the Living Wage rate, which will contribute to the regeneration of our local communities.

Environmental and Sustainability

- 4.5 The approach aligns with the Environmental Sustainability and Climate Challenge Strategy and will deliver environmental and sustainability benefits through the positive improvement of local sites including vacant and derelict land. It will contribute to the delivery of the Tree Planting Strategy.

Key Priorities

- 4.6 The approach will contribute to achieving a wide range of the Council Plan outcomes and ambitions: of an inclusive, growing and enterprising economy; for children and young people to have the best start in life; residents and communities enjoy good life-long health and well-being; and for a sustainable, vibrant, welcoming and attractive environment.

Community Wealth Building

- 4.7 The project will contribute to Community Wealth Building and have a significant positive impact on Council's ambitions under the following pillars:

Fair Employment: The Streetscene Academy approach will create employment placements and training opportunities within the environmental and grounds maintenance sector. This approach focusses on those who have the most barriers to securing Fair Employment.

Land and Assets: The Academy's work programme will support equitable land development and the improvement of underutilised assets for community use and benefit.

Financial Power: The Academy's work programme will invest in localities through the delivery of projects on the ground and leverage funding into North Ayrshire.

5. Consultation

- 5.1 The proposed approach has been developed by Commercial Services and Economic Development and Regeneration. This has been informed by the Council Plan priorities, Community Wealth Building Strategy, Recovery and Renewal Strategy and Regeneration Delivery Plan (RDP). People and ICT have been consulted on the proposal. Engagement with Streetscene Trade Union officials has also taken place.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **Louise Kirk, Senior Manager Regeneration**, on **01294 324766**.

Background Papers

Cabinet Report – Recovery and Renewal Funding and Investment, 15 June 2021

Appendix 1: Streetscene Skills and Training Academy; Approach and Work Programme

Appendix 1: Streetscene Skills and Training Academy; Approach and Work Programme

The supervisory structure proposed to support the programme will enable the Streetscene Service to develop existing workers skills at a supervisory level allowing for succession planning through the grades. Role Profiles will be prepared for all three roles and job evaluation undertaken as required for these posts.

The Programme will be managed by 1 x Grade 7 Foreman responsible for managing the programme.

The trainees will be line managed on a day-to-day basis by 3 x Grade 5 Chargehands, offered to existing Streetscene Grade 4 postholders, assisting with succession planning within the Service and the substantive salary would be met by Streetscene. The uplift between a Grade 4 and Grade 5 would be met from the allocation £5k per chargehand.

Development Timeline:

Jan - Mar 22	Apr 22	May 22	June 22	July 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 23	Jan 23	Feb 23
Feb 22: Appoint supervisory positions						Sept 22: Start 12 x all age Trainees offering a 26 week waged job placement, funded by Employability and/or project funding					
Mar/Apr 22: Recruit for 12 x 25+ age Trainees offering a 26 week waged job placement, funded by SG Employability Funding						Jan 23: Advertise 3 rd Cohort of Trainees					
July 22: Advertise 2 nd Cohort of Trainees											
Mar 23	Apr 23	May 23	June 23	July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24
Mar 23: Start 12 x all age Trainees offering a 26 week waged job placement, funded by Employability and/or project funding						Sept 23: Start 12 x all age Trainees offering a 26 week waged job placement, funded by Employability and/or project funding					
July 23: Advertise 4 th Cohort of Trainees						Jan 24: Advertise 5 th Cohort of Trainees					
Mar 24	Apr 24	May 24	June 24	July 24	Aug 24	Sept 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25
Mar 24: Start 12 x all age Trainees offering a 26 week waged job placement, funded by Employability and/or project funding						Sept 24: Start 12 x all age Trainees offering a 26 week waged job placement, funded by Employability and/or project funding					
July 24: Advertise 6 th Cohort of Trainees											
In addition, 4 x Modern Apprentices will be recruited to start in August of each year											

Costs

The estimated costs are:

Supervisory Staff costs	2022/23	2023/24	2024/25
G7	36,000	36,000	36,000
3 x G5 uplift	15,000	15,000	15,000
Total	51,000	51,000	51,000
Delivery Costs			
Machinery	12,000	0	12,000
Tools – excluding contribution from projects	3,000	0	3,000
Materials* – remaining costs to be met by projects	25,000	25,000	25,000
Vehicles	12,000	12,000	12,000
Fuel/oil	3,000	3,000	3,000
Insurance – to be met by Streetscene	0	0	0
PPE	3,000	3,000	3,000
Training	3,000	3,000	3,000
Contingency^	3,000	3,000	3,000
Total	64,000	49,000	64,000
Total Costs	115,000	100,000	115,000
Placement Costs			
24 Trainees per year (based on £10,000 per person)	240,000	240,000	240,000
Overall Project Costs	355,000	340,000	355,000
TOTAL	£1,050,000		

Funding

Economic Development & Regeneration receive funding from the Scottish Government to deliver an employability service to support and prepare North Ayrshire citizens to progress to sustainable employment. This funding is currently awarded on an annual basis and will contribute to funding this Academy, in addition to other sources of funding:

Fund	Value of Award	Duration	Purpose of Fund	ILM Allocation
Recovery and Renewal Funding and Investment Proposals	£330,000	Duration of ILM	Create an environmental skills and training academy model initially within Streetscene with a focus on recruiting, training and creating paid work placements for unemployed residents	£330,000 (confirmed)
No One Left Behind: Long Term Unemployed Programme	£650,000	22/23	To create new and addition waged job placements for people who are 25+ years of age and have been	£120,000 (confirmed)

			unemployed for more than 12 months	
Young Person's Guarantee	£1,281,000	22/23	To deliver a guarantee of a job, education, training or volunteering for all unemployed young people, aged 16-24 years of age	£120,000 (confirmed)
Young Person's Guarantee	TBC	23/24 & 24/25	To deliver a guarantee of a job, education, training or volunteering for all unemployed young people, aged 16-24 years of age	£240,000 (unconfirmed)
No One Left Behind	TBC	23/24 & 24/25	To deliver employability services which are person centred, tackle inequalities, are flexible and responsive to the changing labour market	£120,000 (unconfirmed)
External Funding	TBC	23/23, 24/25 & beyond	There are a range of sources of funding which could be explored	£120,000 (unconfirmed)
TOTAL				£1,050,000

External funding sources will be investigated to support the Trainee costs and secure funding for project delivery.

Programme of work

A series of indicative locations have been identified for the initial recruitment intake to tackle. These areas are not exhaustive or prescriptive and the intention is trainees will be responsive to local, environmental needs and demands. The work will involve general maintenance tasks, including grass cutting, strimming, weed removal, general clearance, pruning, thinning, and light arboriculture work depending on training and equipment availability. The trainees will also require to undertake some litter picking duties in association with any clearance and improvement work. A rolling work programme will be prepared for the Academy informed by input from a range of Council Services including Streetscene, Economic Development and Regeneration and Connected Communities.

Location	Summary
Across North Ayrshire	<ul style="list-style-type: none"> Identified paths: General verge maintenance, weed control, vegetation control and litter removal. Rights of Way: management and reactive maintenance requirements Active travel routes: Vegetation management and site preparation for active travel improvements Local environmental enhancements work as identified through Place Framework development and community engagement activities Community Priorities: identified for example through the Community Benefit Wish List
Garnock Valley	<ul style="list-style-type: none"> Lochshore Masterplan: Support the delivery of the masterplan Ladeside, Kilbirnie Lynn Glen: Works in support of Lynn Glen project

North Coast	<ul style="list-style-type: none"> • NCN Hunterston / Clydeport: General maintenance • Fairlie Peninsula path maintenance • Fairlie Coastal Path maintenance • Ayrshire Coastal Path maintenance • Kirkton Hall Glen, West Kilbride
Three Towns	<ul style="list-style-type: none"> • Portland Place • Townhead at rear of bus stop • Old Caley walkway • Laird Weir (Galloway Burn) • Plantation, Ardrossan • Cannon Hill, Ardrossan including castle grounds
Irvine	<ul style="list-style-type: none"> • i3: support the delivery of the i3 masterplan • Montgomerie Park: support the delivery of the masterplan • Irvine Cycle Friendly Town delivery • Bourtreehill Park environmental improvements • Former Tileworks, Springside: environmental works • National Cycle Network environmental works and improvements
Arran	<ul style="list-style-type: none"> • Support the management and maintenance of path networks across Arran
Kilwinning	<ul style="list-style-type: none"> • Dirrans footpath improvements • Bridgend area environmental improvements • McLuckie Drive environmental improvements • Eglinton Country Park courtyard, woodland planting and maintenance
Tree Planting	<ul style="list-style-type: none"> • Support the delivery of the Tree Planting strategy including site identification site preparation, tree planting, maintenance and management works

NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title: **Regeneration Delivery Plan Update**

Purpose: To provide a mid-year update on the progress of the Regeneration Delivery Plan and seek approval to the review of the action programme.

Recommendation: That Cabinet:

- a) Notes the progress made on the Regeneration Delivery Plan;
- b) Approves the approach to the review of the action programme as detailed in Appendix Two; and
- c) Agrees to the submission of the updated Regeneration Delivery Programme to a future Cabinet.

1. Executive Summary

- 1.1 The Regeneration Delivery Plan was adopted by Cabinet in March 2021. This sets out our priorities for delivering on the regeneration ambitions of the Council Plan and Community Wealth Building Strategy, working in partnership with communities. It focusses on the delivery of physical regeneration across North Ayrshire through an ambitious project based rolling action programme.
- 1.2 This report provides a mid-term update on progress and seeks approval for the approach to the preparation of the Year 2 Action Programme.

2. Background

- 2.1 The Council has placed the regeneration of communities at the heart of its agenda. The Regeneration Delivery Plan sets out our priorities for delivering on these ambitions and was approved by Cabinet on 15 March 2021. It aims to address local priorities, support change within communities and ensure our places and economy are vibrant and inclusive.
- 2.2 The Plan was informed by stakeholder consultation, reviewing existing community priorities and the output of previous community consultations. It focuses on the delivery of physical regeneration across North Ayrshire in the period 2021 to 2026. It aims to support the wider regeneration of our communities by maximising the potential of our land and assets and those of anchor institutions including through alternative uses for community benefit.

- 2.3 This is being delivered through an ambitious project based rolling action programme. The action programme seeks to ensure that the list of projects never exceeds a realistic assessment of capacity, with projects being prioritised annually. This is to support future dashboard style summary reporting, with annual reports being presented to the Cabinet. The actions are identified across the four key regeneration themes of:
- Strengthening Communities;
 - Inclusive and Green Economy;
 - Placemaking; and
 - Enabling Infrastructure.
- 2.4 Significant progress has been achieved across the programme. Action has substantially focussed on maximising the impact and leverage of investment including securing sources of external funding to support and accelerate delivery. A mid-year update on the key successes to date is provided at Appendix One. This includes securing significant levels of funding from the UK Government's Levelling Up and Community Renewal Funds and the Scottish Government's Regeneration Capital Grant Fund and Place Based Investment Programme.
- 2.5 The annual review of the action programme will identify priorities for Year 2 of the Plan. This approach aims to align priorities with resource and will be informed by an assessment of the:
- Progress on and outcome of actions in the previous year;
 - Local priorities;
 - Deliverability of identified projects;
 - Available resources and funding opportunities; and
 - New, evolving or updated strategies and policies.
- 2.6 The proposed approach to the review of the action programme and update of the Regeneration Delivery Plan is detailed at Appendix Two. This will ensure that the review is informed by extensive community and stakeholder consultation and engagement. This has been informed by the timescales for the decision-making process on key external funding sources and the associated funding requirements.

3. Proposals

3.1 That Cabinet:

- (a) Notes the progress made on the Regeneration Delivery Plan;
- (b) Approves the approach to the review of the action programme as detailed in Appendix Two; and
- (c) Agrees to the submission of the updated Regeneration Delivery Plan to a future Cabinet.

4. Implications/Socio-economic Duty

Financial

- 4.1 The Regeneration Delivery Plan aims to build on and maximise the impact of the investment being made through the Ayrshire Growth Deal, Council's Capital Programme and the Strategic Housing Investment Programme (SHIP). It will inform the development of Business Cases to the Council's approved Investment Fund and Community Wealth Building projects and will seek to lever private funding and investment into North Ayrshire.

It will inform our priorities for securing and delivering against external funding sources including Vacant and Derelict Land Funding (VDLF) and the Scottish Government's Regeneration Capital Grant Funds (RCGF) and Place Based Investment Programme. The Regeneration team has extensive experience and success in securing external funding for project development and delivery. Funding applications will therefore be submitted to a range of partners to maximise the potential of the available resource.

Human Resources

- 4.2 The Regeneration Delivery Plan will be delivered through the existing Regeneration Team resource. Opportunities to secure funding for additional staff resource to support delivery will be investigated on a project by project basis as required.

Legal

- 4.3 The legal implications of all Regeneration Delivery Plan projects will be considered through their development. Legal agreements will be developed on a project by project basis as required with support from Legal Services. Negotiation will be required in relation to land and building acquisitions with support from the Council's Legal Services and Property Management and Investment Service. Mechanisms such as Compulsory Purchase Orders will be considered on a case by case basis, where considered appropriate.

Equality/Socio-economic

- 4.4 The Regeneration Delivery Plan assists in meeting our socio-economic duty as set out in the Fairer Scotland Duty. It seeks to reverse economic, social and physical decline and reduce socio-economic disadvantage. It will tackle long-term vacant and derelict land and buildings thereby reducing their levels 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 and those of anchor institutions.

Environmental and Sustainability

- 4.5 The Regeneration Delivery Plan aligns with the Environmental Sustainability and Climate Change Strategy workstreams of: Green Economy; Transport and Travel; Natural Environment; Sustainable Operations; and Carbon Absorption. Furthermore, it aligns with the commitment to reduce carbon emissions through declaration of a Climate Emergency and will contribute to the ambition to achieve net zero by 2030.

Key Priorities

- 4.6 The Regeneration Delivery Plan has been informed by the priorities identified within the Local Outcomes Improvements Plan and Locality Partnership priorities. The

implementation of the Plan will contribute to achieving the Council Plan priority outcomes and will contribute to the ambitions for: an inclusive, growing and enterprising economy; North Ayrshire to be well-connected with effective infrastructure; and for a sustainable, vibrant, welcoming and attractive environment.

Community Wealth Building

4.7 The Regeneration Delivery Plan sets out our priorities for delivering on the ambitions on the Community Wealth Building Strategy Land and Assets pillar. Its delivery will have a significant positive impact on the Council's ambitions across the pillars of:

- Land and Assets: by supporting equitable land development and the development of underutilised assets for community use.
- Procurement: by contributing to the development of the procurement wave plan; through the inclusion of appropriate community benefit of local supplier clauses within projects; and by considering phasing and programming of projects to create local supply chain opportunities and support delivery by smaller scale and local contractors where appropriate
- Fair Employment: by supporting the creation of employment opportunities particularly within the construction sector. Where North Ayrshire is the contractor for services, through our enhanced Community Benefits approach we will seek to ensure the creation of local training and work experience opportunities.
- Financial Power: by investing in localities and leveraging external national investment into North Ayrshire.

5. Consultation

- 5.1 The RDP was the subject of extensive consultation including workshops with Council Officers; workshops with Elected Members; reports to and feedback from North Ayrshire Ventures Trust and the Community Wealth Building Expert Panel; and public engagement via Consul. It was also informed by the Locality Partnerships' priorities and previous public consultation exercises including Charettes.
- 5.2 Further consultation and engagement will be undertaken with local communities, stakeholders and Elected Members on the development of the Year 2 Action Programme as detailed in Appendix One.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **Louise Kirk, Senior Manager Regeneration**, on **01294 324766**.

Background Papers

Cabinet Report – Regeneration Deliver Plan, 23 March 2021
Cabinet Report – Levelling Up Fund, 15 June 2021
Cabinet Report – Place Based Investment Programme, 15 June 2021
Cabinet Report – Regeneration Capital Grant Fund, 15 June 2021
Cabinet Report – Vacant and Derelict Land Fund, 15 June 2021
Cabinet Report – Levelling Up Fund, 15 June 2021
Cabinet Report – Levelling Up Fund – Round 2, 2 November 2021

Appendix One:**Regeneration Delivery Plan Mid-Term Update**

The following table provides a mid-year update on the key successes under each of the Regeneration Delivery Plan themes:

Regeneration Delivery Plan Theme	Mid-year Key Successes
Strengthening Communities	<ul style="list-style-type: none">- Approval of the local delivery plan for the £1.32m allocation from the Scottish Government's Vacant and Derelict Land Fund. This includes the review of the Vacant and Derelict Land Strategy and further delivery on key regeneration sites at Lochshore and North Shore, Ardrossan.- Completion of the new car park and access road at the former Gas Works, Dalry funded by the Vacant and Derelict Land Fund.- Launch of new Repurposing Property Grant Fund to support landowners and communities to bring vacant and derelict land and properties into positive management. This is funded by, the Place Based Investment Programme, Vacant and Derelict Land Fund and North Ayrshire Ventures Trust. Circa 45 applications received, first awards due by March 2022.- Submission of three applications to the Scottish Government's Vacant and Derelict Land Investment Programme. Two applications have progressed to round 2 for submission in February 2022. These are the regeneration of the King's Arms, Irvine and to support the construction of an additional Office pavilion at Annickbank, Irvine.- Development of a £0.83m project to support the potential for town centre living at 36 Bank Street, Irvine and Howgate, Kilwinning under the Place Based Investment Programme. The programme aims for completion of the concept design, design development and planning stages by March 2022.- Conclusion of the sale of Sites A and B at Montgomerie Park, Irvine to enable the delivery of the Simplified Planning Zone.
Placemaking	<ul style="list-style-type: none">- Approval of the delivery plan for the £1.26m allocation from the Scottish Government's Place Based Investment Programme. This includes the development of a Communities Project Fund, development of a Place Framework for Kilwinning and delivery of Phase 2 of the West Kilbride Shopfronts Scheme. Delivery has commenced with completion planned by June 22.- Submission of an application to the UK Government's Levelling Up Fund for the Gateway to the West Coast and Clyde Islands project to advance the delivery of the North Shore and Lochshore regeneration projects. Bid was unsuccessful but following encouraging feedback will be redeveloped and resubmitted Spring 22.- Securing £0.199m from the UK Government's Community Renewal Fund for the development of a Place Framework Pilot in Largs and Saltcoats. This project will be delivered by June 22.

	<ul style="list-style-type: none"> - Work commenced on the construction of the Garnock Visitor and Community Hub at Lochshore and the regeneration of Millport Town Hall. - Working in partnership with Ardrossan Community Development Trust to successfully secure £0.749m from the Regeneration Capital Grant Fund for Ardrossan Promenade. This project will be delivered in 2022/23. - Completion of the public realm works at: Garnock Street; Kilbirnie; Main Street, Beith; and Mill Dam and New Street, Stevenston. - Completion of Phase 1 of the West Kilbride Shopfronts Scheme. - Refurbishment of the Dalry Public Park Pavilion.
Inclusive and Green Economy	<ul style="list-style-type: none"> - Completion and occupation by local business of a new industrial unit at Kyle Road, Irvine funded by the Vacant and Derelict Land Fund. - Securing £0.25m from North Ayrshire Ventures Trust towards the construction of an additional Office pavilion at Annickbank, Irvine. - Contribution to the development of 10 year Island Plans for Arran and Cumbrae - Securing £0.456m from the UK Government's Community Renewal Fund for the Green Islands Programme incorporating the Islands Connectivity Study.
Enabling Infrastructure	<ul style="list-style-type: none"> - Submission of a successful application to the UK Government's Community Renewal Fund securing £23.7m towards the B714 Upgrade project between Saltcoats and Dalry. Project to be delivered by March 2025. - Securing £1.31m from SPT's Capital Programme for the delivery of a range of active travel and transport projects across North Ayrshire - Securing £0.18m from Transport Scotland's Bus Partnership Fund for the extension of the Bus Routes Congestion Measures project to the Three Towns and to investigate the potential to extend the Stevenston Bus Lane at Pennyburn Roundabout. - Construction of active travel routes including the Bay Street to Ferry Row section of the Fairlie Coastal Path, i3 Active Travel link in Irvine, Kilwinning Short Links and Circuit active travel links in Irvine. - Securing £0.210m from the Scottish Timber Transport Fund for upgrades to the Ross Road on the Isle of Arran. - Securing £0.124m from the Smarter Choices Smarter Places for the continued delivery of the Travel Smart programme. - Development of a delivery programme for the £0.259m allocation under the Scottish Government's Islands Infrastructure Fund to upgrade the - Development of a £0.590m programme of active travel works under the Scottish Government's Cycling, Walking and Safer Routes programme. - Commencement of the review of the Local Transport Strategy incorporating the Active Travel Strategy.

Appendix Two: Action Programme Review

The following summarises the proposed approach to the review of the action programme to update the Regeneration Delivery Plan for Year 2. The timescale for the review has required to be extended due to the review of associated strategies and the delays in the receipt of decisions on funding from the UK Government's Community Renewal Fund for two key projects. These are the Place Frameworks Pilot and Islands Connectivity Study. Decisions were initially anticipated in July 2021 with projects being complete by the end of March 2022. Decisions were received in November 2021 with projects being complete by the end of June 2022.

Focus	Activities
Existing action review	Review progress and outcome of existing actions in 2021/22 with Lead Services and update for inclusion in Year 2 action programme as appropriate.
New action identification	Identify potential actions or updates to existing actions informed by engagement with Lead Services and consideration of: <ul style="list-style-type: none"> - Local priorities; - Deliverability of identified projects; - Available resources and funding opportunities; and - New, evolving or updated strategies and policies.
Vacant and Derelict Land Strategy actions	Identify 2022/23 actions from the review of the Vacant and Derelict Land Strategy including priorities for the expenditure of the estimated £1.32m* Vacant and Derelict Land Fund.
Local Transport Strategy actions	Identify 2022/23 actions from the review of the Local Transport Strategy including priorities for the expenditure of the estimated £0.588m* Cycling, Walking and Safer Streets allocation and the outcome of submissions to the 2022/23 Strathclyde Partnership for Transport Capital Programme.
Place Framework Pilot Project Actions	Identify 2022/23 actions from the Saltcoats, Largs and Kilwinning Place Framework pilot projects and in relation to the roll out of the project to other settlements.
Place Based Investment Programme Actions	Identify additional priorities for any further Scottish Government Place Based Investment Programme allocation and to inform priorities for applications to the Regeneration Capital Grant Fund and Vacant and Derelict Land Investment Programme.

Islands Infrastructure Actions	Identify 2022/23 priorities from the Island Connectivity Study and for applications to the Islands Infrastructure Fund.
Community Priority Actions	Review the success and outcome of Round 1 of the Communities Project Fund, Place Framework Pilot Fund and Property Repurposing Grant Fund to identify priorities and inform the continuation of the schemes
Funding outcomes	Review outcomes of applications to the Vacant and Derelict Land Investment Programme and Round 2 of the Levelling Up Fund to inform 2022/23 actions
Funding Review	Review external funding opportunities to maximise investment and inform action programme development
UK Government Funding	Review the potential for further applications to and identify priorities for the UK Government's Levelling Up Fund and Shared Prosperity Fund
Action Review	Overall review of the actions identified for inclusion in the Year 2 action programme informed by: <ul style="list-style-type: none"> - Local priorities; - Deliverability of identified projects; - Available resources and funding opportunities; - New, evolving or updated strategies and policies; and - Equality Impact Assessment
Action Programme Review	Review of the draft action programme with the Community Wealth Building Expert Panel, Locality Partnerships and North Ayrshire Ventures Trust.
Cabinet Report	Submission of a Cabinet Report seeking approval for the draft action programme to Cabinet after Spring 2022.

*Estimate from Local Government Finance Circular 9/2021: settlement for 2022-2023

NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title:	i3 Strategic Investment Campus- Renewable Energy Proposals
Purpose:	To inform Cabinet of the potential to install a solar photovoltaic (PV) farm and wind turbines at the i3 Strategic Investment Campus as part of our environmental roadmap to achieve net-zero carbon by 2030.
Recommendation:	<p>That Cabinet:</p> <ul style="list-style-type: none"> a) notes the recommendations provided through our partnership with University of Strathclyde for renewable energy systems at i3; and b) agrees to the development of a business case proposal on solar and wind generation at i3, based on the outcome of current feasibility studies, which will also consider potential funding requirements and their impact on project viability.

1. Executive Summary

- 1.1 In June 2019, the Council declared a Climate Emergency, committing to achieve net-zero carbon emissions by 2030. In May 2021, Cabinet approved the third Environmental Sustainability & Climate Change Strategy (ESCCS 3). The Strategy takes account of emerging intelligence and new technology opportunities and provides a roadmap of actions to achieve net-zero carbon status across North Ayrshire by 2030. One of the aims to achieve this is to maximise access to affordable renewable energy technologies.
- 1.2 In parallel, the Council's objective is to have a sustainable, secure, cost-effective and low carbon energy supply.
- 1.3 Following the Cabinet decision in June 2021 to allocate funding towards a feasibility study into renewable energy at the i3 Enterprise Area, this report provides an update on the evaluation of renewable energy generation potential at the site. This has been explored as part of wider work with the Growth and Investment Service to attract investment to the area.
- 1.4 The proposed solar photovoltaic (PV) farm and wind turbine projects would:

- provide a substantial amount of clean, renewable energy to supply the new infrastructure on the Ayrshire Growth Deal site, as well as potentially to local industry and the electricity grid;
- assist in attracting strategic inward investment at the site as part of our aspirations for a clean, green, economic recovery;
- contribute to the North Ayrshire Council Climate Emergency declaration commitment to be carbon neutral by 2030; and
- make a positive contribution to national carbon reduction targets and decarbonisation of the National Grid.

1.5 Over the coming years North Ayrshire Council's energy demand will be affected by several factors including:

- property rationalisation, property closures and community asset transfers;
- estate-based energy efficient projects; and
- addition of new build properties.

Taking into account the above factors it has been estimated that the Council's future energy demand would be approx. **21,000 MWh**. With this figure it is possible to assess the impact of the various renewable projects, including the i3 Strategic Investment Campus, on the Council's energy demand.

1.6 Feasibility studies for renewable energy generation investment at i3 Strategic Investment Campus are ongoing, and it is proposed that the detailed proposals arising from the studies are the subject of a future report to Cabinet.

2. Background

2.1 i3 Ayrshire Growth Deal

i3 Irvine Enterprise Area is one of North Ayrshire's key strategic sites where £21m investment is being targeted as part of the Ayrshire Growth Deal. Two major projects are being developed on this site to create employment and attract new inward investment:

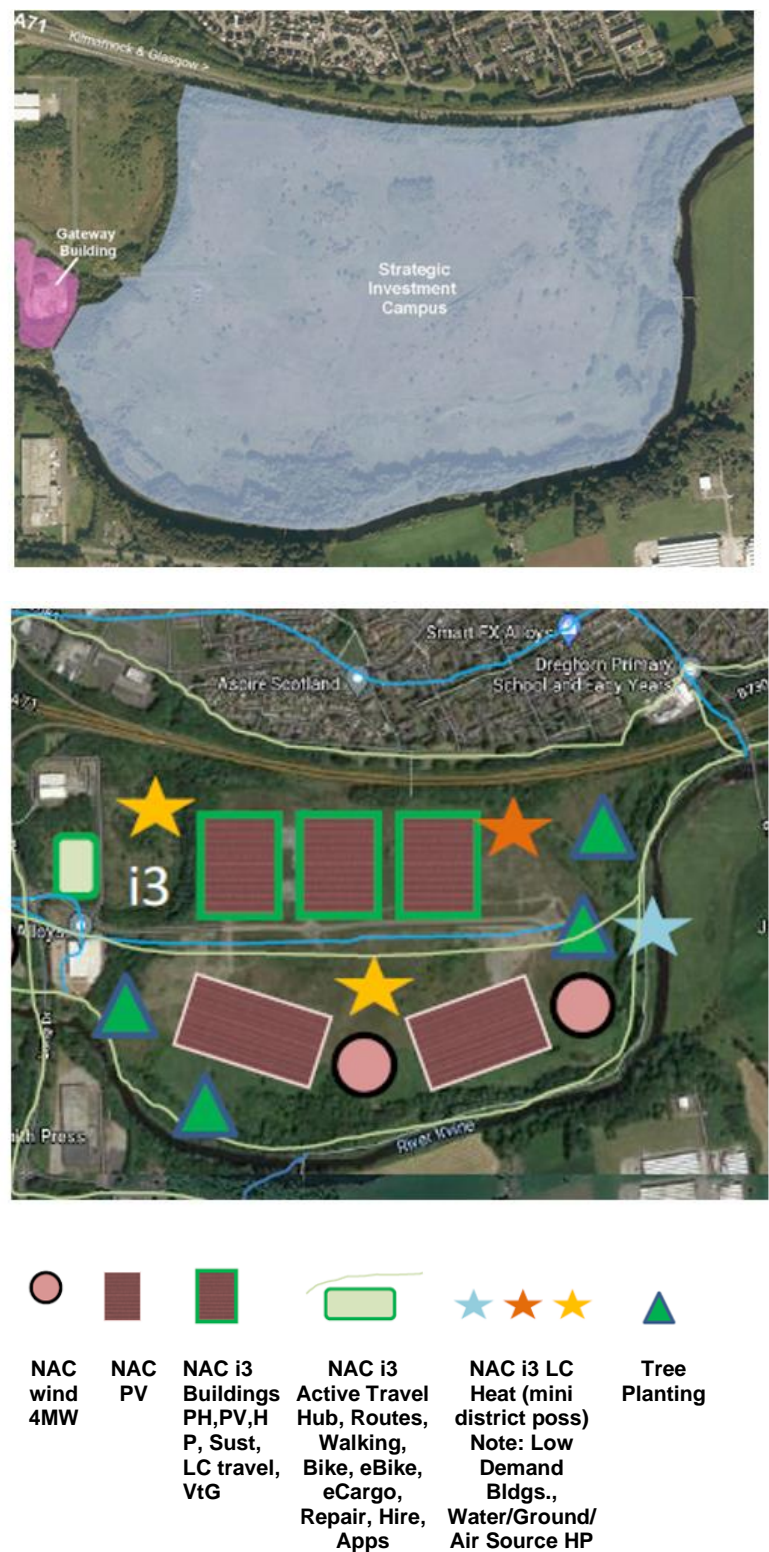
- construction of new advanced manufacturing business space (or flexible space)
- development of a Digital Processing Manufacturing Centre (DPMC)

2.2 It was identified that the area of i3 known as the Strategic Investment Campus could have significant renewable energy generation potential, to not only supply the energy requirements of the Enterprise area, but perhaps also supply the energy needs of existing local industry and balancing of the local electricity network.

2.3 We are working with the University of Strathclyde, through an Energy Technology Partnership (ETP), to inspire innovation in our climate change action. The University's Engineering Faculty have assisted in the review of the wider i3 area and have developed an Energy Masterplan for the area. Figure 1 below highlights the i3 Strategic Investment Campus area, and details part of the overall masterplan specific to the Strategic Investment Campus. It is important to note that the areas highlighted in the images below are indicative locations only for potential solar and wind infrastructure. Feasibility studies will identify more precise locations and maximum capacities of renewable energy technologies suitable for the site.

The proposed location and size of the renewable energy technology will be designed to ensure that proposals are complementary to the wider Ayrshire Growth Deal investment proposals.

Figure 1: Strategic Investment Campus and High-Level Masterplan



Legend:

PH-Passivhaus, Sust-Sustainable, LC-Low Carbon, VtG-Vehicle to Grid, Bldgs-Buildings, HP-Heat Pump

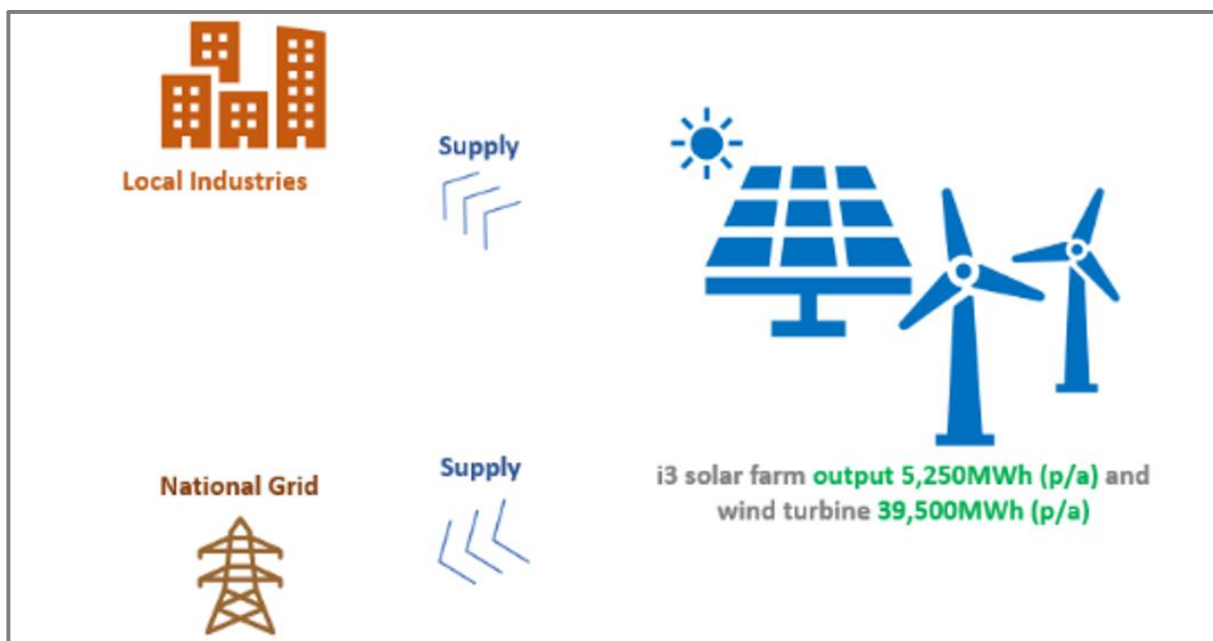
- 2.4 As part of their review of the Strategic Investment Campus, the University has identified the potential to install a 5MW solar PV farm and 12MW of wind generation. Figure 1 above shows two wind turbines on the Strategic Investment Campus site; however, a third turbine could be incorporated on the site. An analysis of the location has been undertaken and high-level forecasts for the energy generation of the solar PV farm and wind generation proposal at the i3 Strategic Investment Campus are detailed in table below. The table reflects wind generation capacity based on three turbines.

RENEWABLE ENERGY GENERATION AT I3 STRATEGIC INVESTMENT CAMPUS		
TECHNOLOGY	PROJECT CAPACITY	ANNUAL GENERATION
Solar PV Farm	5MWp	5,250 MWh
Wind Generation	12MWp	39,500 MWh

Table: Renewable Energy Generation at i3 Strategic Investment Campus

The diagram below provides an illustration of the potential renewable energy generation from solar and wind at i3 Strategic Investment Campus and how this renewable energy could be sold and distributed to supply the new infrastructure on the Ayrshire Growth Deal site, local industry and electricity grid:

Diagram: Distribution of Renewable Energy Generation at i3 Strategic Investment Campus



2.5 The vehicle for the sale of the energy will be investigated as part of a separate exercise to identify the most viable option. There are several options available, and the export solution may be one or a mix of the following:

- Sell the energy direct, via a Private Wire Purchase Power Agreement, to buildings on the i3 site and possibly existing local industry through a direct cabled supply; and/or
- Sell the energy to the electricity grid via the wholesale electricity market; and/or
- Enter into a sleeving agreement with a provider as part of the Council's energy consumption requirements; and/or
- Consider a virtual Power Purchase Agreement with a strategic partner(s)

A study of export options for our current and anticipated pipeline of renewable energy projects is currently being commissioned, which will inform analysis of the preferred export strategy for the i3 site should a viable project be identified.

2.6 It is important to note that the Council is progressing with two solar PV farms at Nethermaines and Shewalton. Considering the potential amount of energy generated from the above two projects and additional i3 project it is estimated that these proposals would generate **57,913MWh** of renewable energy **per annum**.

The table below summarises the annual energy generation from the Council's renewable energy generation proposals in comparison with the Council's future energy demand.

NAC RENEWABLE ENERGY GENERATION PROJECT	ANNUAL ENERGY GENERATION (MWh/Annum)	PERCENTAGE OF EXISTING ENERGY DEMAND	PERCENTAGE OF FUTURE ENERGY DEMAND
NETHERMAINS SOLAR PV FARM	7,681	34%	36%
SHEWALTON SOLAR PV FARM	5,482	24%	26%
i3 SOLAR PV FARM AND WIND TURBINE	44,750	200%	214%
TOTAL	57,913	259%	277%

Table: Annual Generation Potential from Council Owned Renewable Proposals

2.7 In order to fully understand the energy generation potential identified within the Energy Masterplan for i3 Irvine Enterprise area, solar and wind feasibility studies will be completed. These will be funded by the £0.060m allocation made by Cabinet in June 2021 for this purpose. The studies will be informed by liaison with Scottish Power Energy Networks (SPEN) to ensure that grid capacity and constraints for the wider i3 area are properly understood.

- 2.8 Cabinet will be presented with a business case based on the outcome of i3 solar and wind energy generation feasibility studies. It is expected the feasibility studies will be concluded by Spring 2022, with a business case being developed thereafter and presented to Cabinet after the summer recess.

3. Proposals

3.1 It is proposed that Cabinet:

- a) notes the recommendations provided through our partnership with University of Strathclyde for renewable energy systems at i3; and
- b) agrees to the development of a business case proposal on solar and wind generation at i3, based on the outcome of current feasibility studies, which will also consider potential funding requirements and their impact on project viability.

4. Implications/Socio-economic Duty

Financial

- 4.1 The i3 solar and wind feasibility studies will provide details of anticipated capital costs, annual operation and maintenance costs, and potential income. A business case for the i3 renewable energy proposal will be presented to Cabinet later in 2022 with full financial details.

Human Resources

- 4.2 There are no Human Resources implications arising from the report.

Legal

- 4.3 The Council has power to sell electricity, including solar generated power, under the Sale of Electricity by Local Authorities (Scotland) Regulations 2010 (2010 No.1908).

Equality/Socio-economic

- 4.4 Achieving a net profit from the solar PV farm and wind turbines would provide the Council with opportunities to reinvest that income to support wider socio-economic priorities, including supporting the creation of green jobs as part of economic recovery.

Environmental and Sustainability

4.5 The solar PV farm and wind turbines proposal aims to:

- make a positive contribution to national carbon reduction targets;
- contribute to the North Ayrshire Council Climate Emergency declaration commitment to be carbon neutral by 2030;
- encourage business and inward investment to North Ayrshire by promoting a low carbon i3 Irvine Enterprise Area; and
- contribute to the decarbonisation of the National Grid.

The proposals would also contribute to the delivery of the North Ayrshire Environmental Sustainability & Climate Change Strategy (ESCCS) by reducing carbon emissions, increasing energy security and increasing renewable electricity generation.

Key Priorities

- 4.6 The i3 solar PV farm and wind turbines proposal supports the North Ayrshire Council Plan priorities of:
- Active and strong communities;
 - Inclusive, growing and enterprising local economy;
 - Vibrant and welcoming places;
 - A sustainable environment; and
 - An efficient Council that maximises resources and provides value for money.

Community Wealth Building

- 4.7 The i3 solar PV farm and wind turbines proposal supports the following pillars of community wealth building:
- Procurement: creation of green employment opportunities.
 - Land and Assets: exploring alternative use of our land and assets that currently are not productive and re-purposes those assets.
 - Financial Power: commits capital investment to support actions to reduce carbon emissions across North Ayrshire and to help achieve carbon neutrality by 2030.

5. Consultation

- 5.1 Discussions have taken place between Corporate Sustainability and Growth & Investment teams to explore the potential for and maximise large scale renewable energy technologies at i3 Strategic Investment Campus.
- 5.2 The wider i3 area renewable energy potential was assessed by Strathclyde University colleagues who have delivered a presentation to North Ayrshire Council. Further consultation will be undertaken once the solar PV farm and wind turbines feasibility studies have been fully developed.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **David Hammond, Head of Sustainability, Corporate Property & Transport** on Tel. No. 07391 324570

Background Papers

The University of Strathclyde 'High Level Future Vision Masterplan' for the wider i3 area.

NORTH AYRSHIRE COUNCIL

22 February 2022

Cabinet

Title:	North Ayrshire Visitor Management Plan 2022
Purpose:	This report proposes approval of a Visitor Management Plan for 2022 to support a range of actions to manage the expected increase in domestic tourism.
Recommendation:	It is recommended that Cabinet approves the draft North Ayrshire Visitor Management Plan for 2022 (attached as Appendix 1)

1. Executive Summary

- 1.1 This report seeks approval of the draft North Ayrshire Visitor Management Plan for 2022 (Appendix 1). The Plan sets out a strategic approach to managing the impact of tourism within North Ayrshire in 2022, based on identifying key issues that arose during the 2021 peak season for domestic tourism, key challenges in managing the impact of visitors to North Ayrshire and establishing priorities and actions for managing the impact of visitors during 2022.

2. Background

- 2.1 The visitor economy is an important sector of North Ayrshire's economy. In 2019, there were 3.2m visitor days with an economic impact of £211.8m, supporting 3,770 full time jobs. The impact of tourism is not only economic, however, and there are a range of impacts on our communities and our environment and place and infrastructure assets. Optimising North Ayrshire's visitor experience whilst minimising adverse impacts of increased visitor flows will assist to support the economic impact of tourism and maximises the environmental and social benefits visitors can bring.
- 2.2 It is important to note that the Covid-19 pandemic has had a big impact on the numbers and types of visitors coming to North Ayrshire, and consequently on our communities and facilities. It is predicted that the short-term increase in domestic tourism arising from the pandemic will remain throughout 2022. This context presents an opportunity to review the provision of visitor services to respond to these new demands in a way that will bring lasting economic benefits through a visitor management plan and manages the impact on communities.
- 2.3 Appendix 1 to this report presents the first Visitor Management Plan for North Ayrshire. The Plan outlines priorities and proposals to facilitate and support an expected increased level of tourism and visitors to North Ayrshire, relative to pre-pandemic levels.

- 2.4 The process of preparing the plan included evidence gathering, stakeholder engagement, best practice benchmarking, identifying actions already implemented as well as future actions, developing Visitor Management Plan priorities – and assessing proposed actions against the known issues and priorities. The process has been overseen by a member/officer forum to guide development.
- 2.5 Research and engagement throughout the development process has confirmed anecdotal evidence of the impact of the increase in domestic tourism over 2021. This has been particularly notable at prominent destinations (Largs, Irvine, Arran and Cumbrae). Key impacts identified relate to litter, parking, impact of motorhome visitors and public toilet provision. Some prominent issues arose were particularly related to ‘hotspots’ – such as ferry queuing at Largs.
- 2.6 As a result of the process undertaken the Visitor Management Plan identifies the following priorities for 2022: -
- Improve the visitor experience that North Ayrshire provides, whilst mitigating adverse impacts on communities through identified and coordinated strategic set of actions
 - Development and implementation of a Visitor Management Plan
 - Prioritise actions in relation to:
 - Public realm services
 - Transport infrastructure
 - Communication and promotion of responsible tourism
 - Create a framework to build on this plan for future action
 - Establish monitoring and feedback to evaluate success and identify need for future action
- 2.7 The Visitor Management Plan sets out a comprehensive list of actions for 2022. This has been assessed against the priorities set out above. Overall, the proposed actions for 2022 are comprehensive and cover the key priority areas identified in the evidence gathering supported by committed budgets. Subject to approval of the Plan, it is intended to work to present the impact of the Plan at a localities level.
- 2.8 Notwithstanding the actions proposed, it should be noted that some key areas identified require longer term solutions for a range of reasons, including to reflect emerging strategic priorities locally and regionally and related partner responsibilities; and that some actions areas require more comprehensive analysis to identify the best value interventions. As such, it is envisaged that through monitoring and development of an annual update to the Visitor Management Plan, appropriate action can be delivered beyond 2022, including working proactively to identify a range of additional funding sources to deliver appropriate interventions.
- 2.9 It is recommended that the Visitor Management Plan for 2022 is approved to support coordinated action to support the increase in visitor numbers to North Ayrshire, while managing the impact on communities and place-based infrastructure. The plan has been developed with reference to national best practice standards and proposes a package of action that exceeds £1.5m in financial resource.

3. Proposals

- 3.1 It is recommended that Cabinet approves the draft North Ayrshire Visitor Management Plan for 2022 (attached as Appendix 1)

4. Implications/Socio-economic Duty

Financial

- 4.1 The financial impact of the proposals is met from a range of existing service budgets and external funding. No additional budget pressures have been created from the Visitor Management Plan. It should be noted that although not all measures can be fully attributed a cost, it should be noted that the range of actions included in the Visitor Management Plan exceed £1.5m; and this represents significant resource deployment to positively managing the impact of visitors.

Human Resources

- 4.2 No direct implication.

Legal

- 4.3 No direct implication.

Equality/Socio-economic

- 4.4 It is predicted that the impact of the Plan will have generally positive equality and social impacts.

Environmental and Sustainability

- 4.5 The proposals will have a positive impact on environmental resources.

Key Priorities

- 4.6 The proposals support the delivery of Council Plan priorities – in particular, “North Ayrshire has an inclusive, growing and enterprising economy” and “North Ayrshire is a vibrant, welcoming and attractive environment”.

Community Wealth Building

- 4.7 The proposals in the Visitor Management Plan support the delivery of the Council’s Community Wealth Building strategy.

5. Consultation

- 5.1 The content of the report has been developed and informed by engagement with members, officers and businesses.

KAREN YEOMANS
Director (Growth & Investment)

For further information please contact **Neale McIlvanney** on nealemcilvanney@north-ayrshire.gov.uk.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Visitor Management Plan 2022

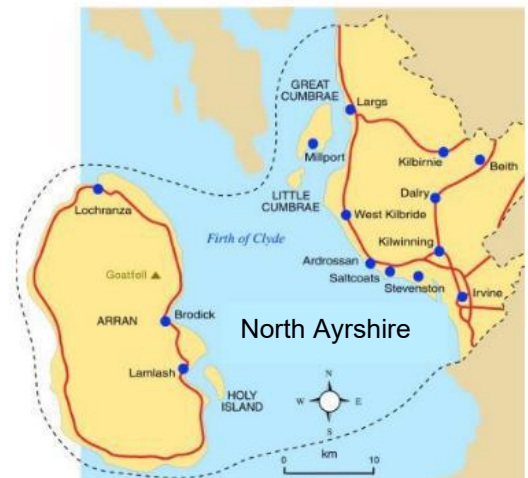


1. Introduction

Visitors are an important part of North Ayrshire's economy. In 2019, there were 3.2m visitor days with an economic impact of £211.8m, supporting 3,770 full time jobs.

The Covid-19 pandemic has had a big impact on the numbers and types of visitors coming to North Ayrshire, and consequently on our communities and facilities. This is an opportunity to review the provision of visitor services to respond to these new demands in a way that will bring lasting economic benefits.

This plan sets out our objectives, the challenges we are responding to, actions taken in the earlier stages of the pandemic and our priorities and proposed actions for 2022. These actions are focused on what can be developed and/or delivered during 2022 with an immediate impact, whilst acknowledging our longer-term ambitions for the area which will require longer term planning, development and investment. Priorities were identified by interviewing local councillors, businesses, trade organisations and Council officers.



2. Purpose of the Visitor Management Plan

To work across the Council to identify actions and interventions which enhance the experience of our visitors, which in turn support our tourism businesses and the jobs they sustain for the 2022 peak visitor economy season. To develop plans which are respectful of our communities and the environment and deliver lasting economic benefits to North Ayrshire.

In recognising the issues, priorities and actions that will assist to support the visitor economy over 2022, the evidence-gathering and exploration of potential interventions has also highlighted that there are strategic issues that will require a longer-term lens to identify all appropriate interventions. In part, these will be informed by strategy development at regional and local level, the recovery and renewal of the visitor economy following the pandemic and options analysis of potential longer-term interventions. This plan will therefore provide a platform for action in future years, particularly where monitoring of interventions can be captured to inform future action.

3. Objectives

Our objectives are to optimise our infrastructure and service delivery to ensure these are managed as we work to:

- Promote North Ayrshire as a great place to live, work, visit and invest.

- Promote our key assets
- Minimise any negative impacts visitors have on communities and the environment
- Encourage sustainable visitor patterns by promoting our tourism assets and potential across all of North Ayrshire, including our inland localities – Garnock Valley and Kilwinning
- Communicate with our visitors while they are in North Ayrshire
- Encourage responsible behaviour
- Identify interventions for seasonal and temporary challenges
- Create outdoor opportunities
- Support eco-tourism and sustainable tourism
- Disperse visitors throughout the area
- Use events to show off our assets

4. Challenges of 2020/21 and Impacts of Covid-19

There has been an overall change in behaviour due to the pandemic. Outdoor activities and the space we have to offer have a renewed appeal to visitors and residents. Popular destinations have seen an increased demand for parking, motorhome accommodation, public conveniences, an increase in littering, waste and antisocial behaviour and queuing for ferries at peak times.

Visitors

Following release from lockdown periods, we saw a huge increase in the volume of visitors, as pent-up demand and the lack of international travel led to more day trips and more UK residents looking to holiday in Ayrshire, while there was a dramatic reduction in overseas visitors. In 2022, there is likely to be some continued lack of confidence around foreign travel so demand for daytrips and staycations will remain high and we expect return visits from visitors who have already discovered what North Ayrshire has to offer.

Communities/Residents

Geographic pandemic restrictions which forced residents to remain in their local authority areas led to many North Ayrshire residents discovering the assets on their own doorsteps and taking to our outdoor spaces, parks, beaches and attractions. This change in behaviour has continued in spite of restrictions easing, which is a positive outcome for wellbeing and mental health, though has also led to an increase in demand on our visitor infrastructure and services and, in some areas, has caused resentment towards visitors.

Businesses

Our businesses have had to cope with frequently changing restrictions, periods of closure or restricted opening, the challenges of social distancing reducing capacity, and staff shortages due to illness, isolating and many staff changing careers. Our island businesses have also struggled with the availability of staff accommodation.

This has made it very difficult to meet the demand posed by the high volumes of additional visitors at peak times and will continue into 2022.

North Ayrshire Council

The increase in use of our spaces by both residents and visitors in 2020 and 2021 put an additional burden on Council services, while social distancing also impacted how some services could be delivered. Services responded to unprecedented demand with additional infrastructure and flexibility of work patterns where possible, and learnings from that experience have informed this visitor management plan for 2022.

5. Actions taken in 2021

Throughout 2021, as a result of the challenges faced, we required new ways of working and service delivery. Some of the key actions undertaken throughout 2021 to respond to the increase in visitor numbers are set out below:

- Streetscene operatives working twilight shifts, additional staff, flexible shift patterns. Streetscene service operating for an extra 4 hours per day during peak times.
- Installation of 40 new larger capacity vermin-proof bins funded via Better Places (BP)
- Provision of 200 volunteer litter picking kits funded via BP
- Additional Caretakers and Seasonal rangers at Eglinton Park funded via BP
- New car park, barbecue points, signage, upgraded path network at Eglinton Park
- Review of North Ayrshire playparks and design of upgrade programme
- Review of street furniture and assets, benches, bins and picnic tables
- Participation in My Beach, Your Beach campaign – education and patrols
- Supported multi-agency Safer Shores campaign to tackle antisocial behaviour
- Stakeholder and public consultations on Largs ferry queuing and marshalling
- Social media campaigns promoting responsible access, Covid guidance for ferry travel, Keep North Ayrshire Tidy, Coastal Safety and #lovenorthayrshire
- New speed limits, parking restrictions and signage at key car parks in Largs and Dalry
- Identification of bus stop infrastructure improvements, implementation of phase one Route 11 bus priority system and investigation of the feasibility of bus lane extension at Pennyburn Roundabout
- Supported new motor home parking facility on Cumbrae
- Supported the extension of the Fisherman's Walk at Brodick
- Pan-Ayrshire 'Make it Yours' campaign delivered via VisitScotland
- Secured funding from the UK Government Community Renewal Fund for the Island Connectivity Study, assessing Electric Vehicle and e-bike infrastructure, low carbon hubs and a potential Mobility as a Service app and website, to support delivery of the Islands Infrastructure Fund and associated funding applications
- Development of the Ardrossan Low Carbon Hub funded by the ERDF Low Carbon Travel and Transport Challenge Fund

6. Priorities for 2022

It is important to recognise that priorities are not guided simply by the negative impacts of visitors, but set out how we optimise the visitor experience and wider economic benefit of tourism, recognising the benefit it can bring to businesses and communities, whilst balancing how to address some of the key challenges that have emerged since the pandemic.

Through research and stakeholder engagement amongst local councillors, businesses, trade organisations and Council officers, we identified some of the key issues and this has enabled identification of priorities for 2022.

- Creation of Visitor Management Plan to coordinate visitor management activities across the Council and communicate these
- Improve the visitor experience that North Ayrshire provides, whilst mitigating adverse impacts on communities through identified and coordinated strategic set of actions
- Prioritise actions in relation to:
 - Optimising the provision of litter management, particularly at destinations in North Ayrshire which experienced exceptionally high visitor numbers
 - Improving public toilet provision
 - Management of Ferry queues at Largs and the impact this has on the town centre
 - Upgrading end-of-life street furniture and play equipment
 - Communication with visitors while they are in North Ayrshire to promote responsible tourism
 - Promoting responsible access to Motorhome drivers and developing a proactive response to managing motorhomes
- Create a framework to build on this plan with longer-term ambitions
- Monitor progress of the Visitor Management Plan
- Set up system for feedback from visitors, industry and our communities

As outlined in Section 2, ongoing work to develop regional visitor economy strategic priorities, Ayrshire Growth Deal projects and other local policies and strategies should inform future visitor management plans and interventions beyond 2022. It is anticipated that the priority actions identified above relating to waste management, toilets, transport and other place infrastructure will inevitably require ongoing actions to continue to reflect the dynamic nature of a market that is changing, post pandemic. Indeed, some of the key areas of focus will require a more informed assessment of impact to determine the full range of interventions that could be delivered over time. The emergence of a regional strategy and a range of local priorities will shape how we approach these aspects in future, and how we can identify funding sources and partners to collaborate with to deliver our ambitions.

7. Proposed Actions for 2022

A detailed list of interventions to support management of the impact of an increased domestic tourism market over 2022 has been developed to ensure that our priorities and objectives for 2022 are achieved. The list of interventions developed includes revised operational priorities for services to reflect increased demand and provide additional resilience. Additionally, scoping of interventions that can be implemented in future years is included in the list of interventions, recognising that the collation of a comprehensive cross-service activity schedule is being established for the first time. While this is beneficial, it should be repeated on an annual basis and some of the scoping of future interventions will assist the Council in taking advantage of external funding and capability of partners to deliver services to improve the visitor experience, to leverage a greater impact in future years and develop a longer-term strategy.

While not all interventions have been able to be broken down to a quantum of spend, of the interventions planned, this delivers over £1.5m of action to visitor and place management actions in 2022 – not including development of capital projects under Ayrshire Growth Deal.

Actions	
Litter Management (Streetscene)	
Training and additional resources	
Streetscene Training Scheme	Training scheme to create three additional squads to undertake grounds maintenance work and provide additional operational flex during periods of high demand. Scottish Government Funding.
Operational Flexibility	
Twilight Shifts	Extend operating times to meet demand.
Operational Flex	Adjust operations as in 2021.
Infrastructure	
New Bins	Installation of 51 upgraded, vermin-proof bins.
Other Activities	
Volunteer Support	Provide equipment and support to community litter picking groups.
Adopt a Spot initiative	Support volunteers to commit to litter picking in their adopted spots, under the new Streetscene Volunteering Strategy.
Public Transport, Roads and Parking	
Ferries	Work with partners to confirm programme for Cumbrae ferry slip improvements, produce detailed design and tenders and implement improvements to Largs queuing and marshalling. Funding outcome anticipated March 2022 – note funder has supported previous phases. Ongoing collaboration with service provider.
Buses	Liaison and engagement with partners and identification of external funding to improve bus stop infrastructure, bus route extension and

	bus lane congestion measures. Funding outcome anticipated March 2022 – note funder has supported previous phases.
Largs Town Centre Ambassadors	Extended car park marshal role to more of a town centre ambassador - create 3 seasonal part time weekend posts partly funded by the car park and partly funded by sponsorship.
Improved Parking and Layby provision	Identifying priorities and implementation, including upgrade of car park at the Mountain Rescue Centre in Brodick; upgrade series of lay-bys at strategic locations on the Isle of Cumbrae, funded by Islands Infrastructure Fund.
Local Transport and Active Travel Strategy Review	Review strategy to identify opportunities for 2022-27.
Active Travel	Submit funding applications, secure funding and implement identified active travel and outdoor access improvements and projects across North Ayrshire.
Transport Implementation	Submit funding applications, secure funding and implement identified public transport and transport improvements and projects across North Ayrshire.
Islands Connectivity Development	Develop the UK Government Community Renewal Fund funded Islands Connectivity Project to identify priorities for electric vehicle and bike infrastructure, a low carbon hub and Mobility as a Service (MaaS) feasibility.
Islands Connectivity Implementation	Secure and align funding to implement the recommendations of the Islands Connectivity Project including: Cycling, Walking and Safer Routes, Islands Infrastructure Fund and Place Based Investment Programme allocations – quantum of funding to be confirmed.
Ayrshire Coastal Path development	Feasibility and design of improvements to the Largs Promenade and Coastal Path between Bowencraigs and Aubrey Park to support future applications for implementation. Work with Sustrans to implement further phases of the Fairlie Coastal Path.
Ardrossan Low Carbon Hub implementation / Ayrshire Coastal Path Development	Delivery of the Ardrossan Low Carbon Hub funded by the ERDF Low Carbon Travel and Transport Challenge Fund including: North Shore Coastal Path; Ardrossan Harbour active travel link; and electric vehicle and e-bike charging hubs at both locations.
Promoting Responsible Motorhome visitations	Promote material developed to guide motorhomes within North Ayrshire and encourage responsible access. Undertake analysis of where additional infrastructure should be provided to support and direct motorhomes to the most appropriate locations, in conjunction with analysing the capacity and locations where motorhome services are provided by our businesses. In tandem with this we will explore funding opportunities to support delivery of infrastructure.
Public Toilets	
Existing facilities	

Reinstatement	Reinstatement/replacement of the Melbourne Park public toilets in Saltcoats which were fire-damaged in late 2021.
Refurbishment	Refurbishment of the Promenade Toilets in Largs, financed by the Largs Car Park Fund.
Review of operational arrangements	Facilities Management are undertaking a review of cleansing programmes and facilities for retained public toilet facilities
Comfort Schemes	Engage with businesses to explore comfort scheme provision.
Playparks, and public areas	
Upgrade and renew playparks	
Playparks	Replacement and upgrade of playpark equipment across North Ayrshire. Procurement underway.
Renew benches and picnic tables and upgrade bins	
Benches	Installation of 115 benches.
Picnic tables	Installation of 41 picnic tables.
Bins	Installation of 51 upgraded, vermin-proof bins (ref above).
Additional visitor and cultural interventions	
Heritage Trails	Further develop and enhance Heritage Trails.
STEM Trail	Create new STEM trail for Eglinton Park and Cumbrae.
Eglinton Park	Enhanced walking routes with additional benches, BBQ disposal units and outdoor classroom, upgraded all-ability play area.
Interpretation	Interpretation panels at Ardrossan Castle and St Bride's Chapel, Lamlash.
Lighting and interpretation	Upgrading at Kilwinning Abbey Tower.
Marine Tourism	
Moorings, transit marinas and step-ashore facilities	
Moorings	New payment system being developed for North Ayrshire Council's 67 visitor moorings around Arran and Cumbrae.
Marinas	Programme of consultation and development work via AGD to add marina expansion at Ardrossan and step-ashore facilities at Arran, Cumbrae and Irvine.
Communication, Education and Engagement	
Communication, campaigns and enforcement activities	
Targeted Campaigns	Targeted info to visitors through print, PR and web using social media, Instagram campaigns (e.g. Keep North Ayrshire Tidy; @LoveNorth Ayrshire).
My Beach Your Beach	Participation in educational campaign.
Safer Shores	Participation in education and enforcement activities.
Multi-Agency co-operation	Multi-agency co-operation to gather intelligence on unofficial events (e.g. beach parties, car cruises), with interventions to mitigate effects from litter, noise and anti-social behaviour.
Ayrshire Smiles	Ongoing promotion of 'Ayrshire Smiles' customer-service training website in conjunction with South and East Ayrshire Councils.
Events and Festivals	
Events and Festivals, cultural activities	
Making Waves Festival	New family-friendly festival at Irvine's Beach Park and Harbourside in July 2022 promoting wellness and community.

Community Event Support	Provision of event equipment for community events to reduce costs and improve event sustainability.
Queen's Platinum Jubilee	Support a range of community-based commemorative / celebratory events and activities.
Scotland's Year of Stories 2022	Development and delivery of local programme of events and activities.
Events and Activities	Delivery of new events and activities at Harbour Arts Centre, North Ayrshire Heritage Centre, Museum of the Cumbraes, Irvine Townhouse.
Partner Engagement/Activities	
Marketing Campaigns	AADA, Visit Arran and Ayrshire Food and Drink marketing campaigns to promote the regional offer.
Regional Partnership	Implementation of new Regional Visitor Economy Strategy developed in conjunction with Ayrshire Visitor Economy Strategic Group, including regional priority projects currently being established to support visitor management.

NOTE: it is intended to develop an accompanying representation of this Plan showing the impact across our localities.

8. Visitor Management Plan Ambitions

This plan focuses on identifying early interventions and highlighting developments which are underway. Larger investments and longer-term projects require appropriate planning, consultation, review and implementation and by necessity must form part of a longer-term strategy.

This plan should be a working document, reviewed periodically. It is anticipated that the actions contained within this Plan will form the basis of a monitoring Plan throughout 2022, with services across North Ayrshire contributing to the ongoing monitoring of delivery.

As outlined within the 2022 Plan, there are a number of strategic themes that will require ongoing review and action and to be informed by infrastructure capacity assessment. In addition to the delivery of the actions in the Plan, throughout 2022, and in developing a Plan for 2023, the following priority areas will be reflected on – both in terms of identifying issues, potential action and resourcing implications: -

- Reflecting on strategic priorities identified through the Ayrshire Regional Economic Partnership
- Reflecting on local strategic priorities, including those informed by the Ayrshire Growth Deal and the Council's marine tourism programme
- Working with communities and businesses in considering public toilet provision to support visitors
- Implementation of identified solutions to support motorhomes.
- Reviewing arrangements for supporting stranded passengers on islands where ferry services are disrupted and continuing to work with partner organisations and communities to ensure our ferry services are resilient and supporting the needs of our communities
- Review information related to local beauty spots in terms, with a view to identifying immediate solutions and future action

- Proactively identify potential funding sources from external funders to support future activities.

NORTH AYRSHIRE COUNCIL

22nd February 2022

Cabinet

Title: **Ardrossan Marina – Operator Agreement**

Purpose: To seek approval for the Heads of Terms of an agreement between The Council and Clyde Marina Ltd, the proposed operator of an extension to Ardrossan Marina.

Recommendation: That Cabinet agree to the Heads of Terms of an agreement for the operation of Ardrossan Marina with Clyde Marina Ltd.

1. Executive Summary

- 1.1 Exciting proposals have been developed for a 150-berth extension of Clyde Marina in Ardrossan. An expanded marina would bring tourism activity, jobs and spend to central Ardrossan, and would be a catalyst for commercial and residential development on land beside the community campus on the north shore site. The marina extension will be part of a wider programme of capital investment in central Ardrossan which will transform the town over a 5-10 year period.
- 1.2 Funding for the investment in the marina has been secured from the Ayrshire Growth Deal (AGD, subject to the approval of a Full Business Case) and North Ayrshire Ventures Trust, with an application to Crown Estate Scotland approved at the first stage. It is therefore envisaged that the marina will be delivered with the majority of funding provided by project partners, with the Council's contribution through borrowing against the income that the project will generate.
- 1.3 The paper seeks approval for the principles or Heads of Terms of an agreement with Clyde Marina Ltd who will fit-out and operate the marina, with the agreement covering the financial and investment relationship between the parties.
- 1.4 The project will help to grow marine tourism on the Clyde and West Coast of Scotland and aligns with a number of the ambitions of the Scottish Marine Tourism Strategy.

2. Background

- 2.1 The existing marina at Ardrossan was developed within the Eglinton basin at Ardrossan Harbour in 1996 by Clyde Marina Ltd, who have operated it since that time. It currently provides 280 marina berths and 300 boatyard spaces. The marina development was an important part of a series of investments made in the late 1990's and early 2000's and was a catalyst which helped to deliver investment in residential, retail and restaurant uses within the town centre.

- 2.2 An expanded marina will build on this success. Proposals for an extension of the marina have been an aspiration for some time, with the project a priority of the Irvine Bay Regeneration Company.
- 2.3 An expanded marina will be an important part of the wider regeneration and placemaking proposals in central Ardrossan. The Ardrossan Strategic Regeneration Programme is an ambitious initiative which it is anticipated will deliver investment of c.£170m over the next 10 years and will lead to a major transformation of the local area. This nationally significant regeneration programme will establish Ardrossan as a major centre for lifelong learning and academic achievement, a tourism destination of choice, a multi-modal transport hub, the gateway to Arran and the Clyde Islands and recognition as an exemplar in marine innovation and the blue economy.
- 2.4 The Council have in recent years taken full ownership of the land at Ardrossan North Shore after acquiring the interests of the Irvine Bay Regeneration Company and Peel Land and Property. Ambitious proposals for the site have been developed which include a community campus, commercial and residential use. Advance infrastructure works are due to start on site in early summer and a planning application for the campus will also be submitted, allowing the community to see the positive momentum of investment in the town starting to take place.
- 2.5 The marina would provide additional tourism and visitor activity, and additional jobs and spend in local services. It will be an important placemaking improvement, helping to deliver commercial and residential development on land adjacent to the proposed new community campus.
- 2.6 Additional marina capacity in Ardrossan will help to increase sailing activity on the Clyde Coast. As well as the benefit to central Ardrossan in terms of jobs and tourism spend, it will help to support marine tourism investments in Arran and Cumbrae.
- 2.7 An outline design has been developed and this suggests that a marina with the capacity for around 150 berths can be delivered within current cost and budget expectations. Projected costs will be confirmed through an ongoing design process, with the appointment of a design team to develop a detailed design and undertake site investigations envisaged in March 2022. This will then allow appropriate planning and marine consents to be pursued.
- 2.8 It is envisaged that, subject to confirmation of all assumptions on cost and budget availability, the marina will commence development in Autumn 2023 - continuing the positive regeneration programme which will commence this year on the north shore site.

3. Heads of Terms

- 3.1 Proceeding to the detailed design stage and the cost associated with site investigations requires confirmation of an operator commitment. Clyde Marina Ltd have had a long standing aspiration to extend their facility in Ardrossan with strong interest from the market in additional capacity on the Clyde Coast. The existing marina is currently operating at maximum capacity with its best ever occupancy figures in 2021.
- 3.2 The case for entering into an agreement with Clyde Marina Ltd is based on their existing operation including significant boatyard, office, services and boat lifting facilities in the town. A new operator of a stand-alone marina at Montgomerie Pier

would not be able to deliver the boatyard and boat lifting facilities required given the lack of capacity on adjacent land.

3.3 The main terms of the agreement proposed include:

Subject	Proposed Terms
Lease Subjects	Marina basin and onshore services/facilities
Lease Term	70 years
Lease Value	12% of gross income to be paid to NAC, with a guaranteed minimum of £63,000 by year 5 of operation
Investment obligations of Council and partners	Provision of breakwaters, services to site, landside parking
Investment obligations of Clyde Marina	Provision of pontoons, access to berths and a marina services building
Provision for termination	Reflects that implementation is subject to the approval of a Full Business Case for the AGD funding

3.4 The lease terms have been developed with independent advice from a leisure agent and comparison with other marina developments.

4. Proposals

4.1 It is proposed that Cabinet agree to the Heads of Terms of an agreement for the operation of Ardrossan marina with Clyde Marina Ltd.

5. Implications/Socio-economic Duty

Financial

5.1 The cost of the Council led investment in the project is estimated to be £8.25M, which will allow investment in two breakwaters to form the marina basin, dredging of the basin and agreement to the use of Montgomerie Pier. Funding for the project would be provided by a combination of:

- £5.5M from Scottish Government through the Ayrshire Growth Deal, subject to the submission and approval of a Full Business Case
- £0.8M from North Ayrshire Ventures Trust (approved by the NAVT Board)
- £0.75M from the Crown Estate Boat Based Tourism Fund, with the project successful at stage 1 of a 3 stage application process
- £1.2M from North Ayrshire Council through prudential borrowing

In addition to the commitments from partners outlined above, additional external funding will continue to be sought.

The cost of prudential borrowing for the Council's investment will be met from income from the marina facility, with income assumptions also allowing for maintenance costs and a seabed rental charge. Therefore no additional net borrowing cost to the council.

The revised level of investment will be included as part of the review of the Council's Capital Programme.

Human Resources

5.2 None

Legal

5.3 Advice has been taken on the proposed Heads of Terms, including the principle of the agreement with Clyde Marina Ltd and compliance with UK Government State Subsidy regulations.

Implementation of the project and entering into a lease agreement are subject to the approval of a Full Business Case for funding by the Scottish Government.

Equality/Socio-economic

5.5 The proposals will help to facilitate investment by the private sector with associated job creation and tourism spend, in line with the aims of the Ayrshire Growth Deal.

Environmental & Sustainability

5.6 The proposals will help to facilitate the development of the adjacent Ardrossan north shore brownfield site through commercial and residential development.

Key Priorities

5.7 The proposal responds to the key Council Priorities of:

- Inclusive, growing and enterprising local economy;
- Vibrant, welcoming and attractive places; and,
- A sustainable environment.

Community Wealth Building

5.8 The proposals will contribute to the Council's Community Wealth Building strategy through the best use of land and assets, the growth of a local business and the creation of local employment.

6. Consultations

6.1 Consultation has been undertaken with partners including Peel Ports, Peel Land and Property, Crown Estate Scotland and the proposed operator Clyde Marina Ltd. Consultation on the aspiration for a marina alongside the proposals for development at Ardrossan north shore was most recently undertaken in Spring 2021 through public consultation on the development framework for North Shore. Additional consultation will take place as plans are developed further.

Karen Yeomans
Director, Growth & Investment

For further information please contact **Alasdair Laurenson, Senior Manager for Growth & Investment**, on **01294 324030**.

Background Papers

None.

