
NORTH AYRSHIRE COUNCIL

23 March 2021

Cabinet

Title:	Regeneration Delivery Plan
Purpose:	To seek approval for the Regeneration Delivery Plan.
Recommendation:	That Cabinet approves the proposed Regeneration Delivery Plan detailed at Appendix One

1. Executive Summary

- 1.1 The Council has placed the regeneration of communities at the heart of its agenda. This focus is reflected within the priorities of the Council Plan and the Community Wealth Building Strategy. This identified the need to prepare a Regeneration Delivery Plan to articulate and prioritise activity aligned with available resource, for which this report seeks approval. This aims to address local priorities, support change within communities and ensure our places and economy are vibrant and inclusive.

2. Background

- 2.1 The Council Plan sets out the Council's ambitions for North Ayrshire. The Community Wealth Building (CWB) Strategy seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. The Land and Assets pillar of this recognises that the underutilisation of land and assets represents missed opportunities for towns and communities to achieve their full potential.
- 2.2 The Regeneration Delivery Plan sets out our priorities for delivering on these ambitions and to redevelop strategic regeneration sites and places, working in partnership with communities. It focuses on the delivery of physical regeneration across North Ayrshire in the period 2021 to 2026. It aims to be ambitious, innovative and to deliver an exemplar service in supporting communities and regeneration. This approach seeks to support local community enterprise and business activity and contribute to the objective of being net zero by 2030.
- 2.3 It seeks to bring together the hierarchy of policy aspirations and build on and maximise the impact of existing commitments, alongside securing private investment and external funding for the area. This includes the Ayrshire Growth Deal, Council's Capital Programme and the Strategic Housing Investment Programme. 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. The Plan has been informed by stakeholder consultation, reviewing existing community priorities and the output of previous community consultations.

- 2.4 The Delivery Plan focuses on actions which move strategy to delivery and aligns priorities with resource. It concentrates activity on areas where local issues, problems and challenges require intervention through physical regeneration. It provides a project-based rolling programme of ambitious and deliverable projects under four themes. This seeks to ensure that the list of projects never exceeds a realistic assessment of capacity, with projects being prioritised annually. This will allow future dashboard style summary reporting, with annual reports presented to the Cabinet.

3. Proposals

- 3.1 It is proposed that Cabinet approves the proposed Regeneration Delivery Plan detailed at Appendix One.

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 also 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.

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 PMI. 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 proposed 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 the Council's priorities to deliver on the Land and Assets pillar, objectives and associated actions of the Community Wealth Building Strategy. It will support equitable land development and the development of underutilised assets for community use. It will also deliver under the Procurement pillar 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 support delivery by smaller scale and local contractors where appropriate.

5. Consultation

- 5.1 The consultation on the Regeneration Delivery Plan has included 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 has also been informed by the Locality Partnerships priorities and previous public consultation exercises including Charettes.

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For further information please contact **Louise Kirk, Senior Manager Regeneration**, on **01294 324766**.

Background Papers

Appendix One: Regeneration Delivery Plan

**NORTH AYRSHIRE COUNCIL
REGENERATION DELIVERY PLAN
DRAFT – FEBRUARY 2020**

CONTENTS

Foreword

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FOREWORD (Councillor Joe Cullinane, North Ayrshire Council Leader)

Our ambitions for North Ayrshire are for a thriving place that is 'Fair for All'. Our Council Plan has fairness and equity at its heart and sets out our priorities for an inclusive economy and a vibrant, sustainable place.

This Regeneration Delivery Plan reflects these ambitions, being principally about the delivery of physical regeneration, setting out a plan to regenerate strategic regeneration sites and places by working together with our communities. It is a plan that supports change and ensures our places and economy are vibrant, inclusive and green, and together we help make North Ayrshire a great place to live, work, learn and visit.

North Ayrshire has launched Scotland's first Community Wealth Building Strategy, which sets out a bold new economic model to help create a fairer local economy. The regeneration of land and assets is one of five pillars within the new strategy and this delivery plan sets out our priorities for delivering on those ambitions. Prior to this the Council declared a Climate Emergency in June 2019, with a commitment to reduce emissions to net-zero by 2030. In March 2020 the Council committed to an £8.8m Investment Fund with a further commitment of an additional £1.4m announced in March 2021. This £10.2m investment fund has been created to support Community Wealth Building and Climate Change projects, which follows on from the investment committed through the Ayrshire Growth Deal. This Regeneration Delivery Plan builds on these investments, the Council's capital programme and external funding sources to present a strategic approach to place-based regeneration activity.

In these challenging times for so many within our community I strongly endorse the ambition of this strategy and its focus on action and delivery.

1.0 INTRODUCTION

The North Ayrshire economy has enormous potential and the Regeneration Delivery Plan aims to support delivery on that. There is an ambition to accelerate and support economic activity, helping support both the short-term recovery from the adverse impacts of Covid-19, and in the longer-term improvements to the appeal of our towns and places.

Despite sectoral strengths such as life sciences, tourism and manufacturing, the Ayrshire economy has struggled to adapt and recover from economic change. There are high levels of regional inequality in Scotland and this has widened in recent years, highlighting the need for enhanced investment in North Ayrshire and the wider Ayrshire region.

Regeneration is a process that seeks to reverse economic, social and physical decline. Physical regeneration activity will be focussed where local issues, problems and challenges require intervention to address an issue. This reflects a lack of private sector investment, while as a major landowner in the area the Council will take a direct role in the promotion and development of some key sites. The Regeneration Delivery Plan will be key to meeting our Community Wealth Building (CWB) objective of maximising our land and assets to support the wider regeneration of our communities.

Regeneration is about working together. It involves working in partnership to support more inclusive and sustainable communities. It looks to intervene by bringing forward projects that help

to re-build places where people feel more supported, more confident and want to live, work and invest.

The Regeneration programme will:

- Build on and maximise the impact of the Ayrshire Growth Deal, the Council's Capital Programme and Strategic Housing Investment Programme;
- Maximise the regeneration potential of our planned investment programme at our major regeneration sites such as i3 in Irvine, Ardrossan North Shore, Irvine Harbourside, Lochshore and Hunterston;
- Develop new opportunities to revitalise and support Community Wealth Building in our town centres;
- Facilitate collaborative approaches with a range of public sector agencies, partners and 'anchor institutions';
- Support local groups, community enterprise and business activity;
- Be ambitious for the area, challenge how we do things, and intervene where others will not or cannot; and
- Help meet our ambitions to be net zero by 2030.

This Regeneration Delivery Plan focuses on the delivery of physical regeneration across North Ayrshire for the period 2021-2026.

2.0 PURPOSE – DELIVERING KEY PRIORITIES & ACCELERATING DELIVERY

The Council Plan aims to achieve its vision of a North Ayrshire that is 'Fair for All' and its mission to work together to improve well-being, prosperity and equity through the following nine priorities:

Aspiring Communities

- ▶ Active and strong communities
- ▶ Children and young people experience the best start in life
- ▶ Inclusive, growing and enterprising local economy
- ▶ People enjoy good life-long health and well-being
- ▶ People and communities are safe

Inspiring Place

- ▶ Effective infrastructure and digital connectivity
- ▶ Affordable, modern and well-designed homes that meets residents' needs
- ▶ Vibrant, welcoming and attractive places.
- ▶ A sustainable environment

This Delivery Plan looks to help deliver these priorities and support our overall CWB 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.' It will focus activity around four key regeneration themes:

Strengthening Communities

- ▶ Maximising Land and Assets
- ▶ Housing / Town Centre Living

Inclusive and Green Economy

- ▶ Inward Investment
 - ▶ Development of Commercial Estate
-

-
- ▶ Community Investment & Enterprise
 - ▶ Partnership Activity
 - ▶ Municipalisation of Land
-

Placemaking

- ▶ Town & Local Centres
- ▶ Strategic Sites
- ▶ Growth Deal Plans
- ▶ Destinations / Visitor Hubs

Enabling Infrastructure

- ▶ Transport Infrastructure Projects
- ▶ External Grant Support
- ▶ Digital Infrastructure
- ▶ Low Carbon Economy

3.0 WIDER PROJECT & PROGRAMME CONNECTIONS

The Delivery Plan is complementary to several wider initiatives, programmes and area-based projects. The main linkages are summarised below:

Community Wealth Building

Our Community Wealth Building (CWB) mission is to enhance local wealth and create fair jobs, maximising the potential of all our places through working in partnership with our communities and businesses. This is underpinned by inclusive economy aspirations and the 'place principle'. North Ayrshire Council has become the first in Scotland to adopt a 'Community Wealth Building' approach to economic development.

The regeneration of our land and assets is one of five pillars within the new strategy and this Delivery Plan sets out our priorities for delivering on those ambitions. We recognise that the underutilisation of our assets represents missed opportunities for towns and communities to develop their full potential. By working with a range of 'anchor institutions', public sector agencies and wide range of partners we will maximise the opportunities afforded by a collaborative approach.

In March 2020 the Council committed an £8.8m Investment Fund with a further commitment of £1.4m in March 2021 to support Community Wealth Building, Infrastructure and Climate Change projects. The Council's Community Investment Fund (CIF) is also supporting communities in the development and delivery of projects such as Stevenston Beach Park, Millport Town Hall, Garnock Valley Men's Shed and McGavin Park, Kilwinning.

Climate Change

The Council declared a Climate Change Emergency in 2019 and subsequently set out ambitions to achieve net zero carbon emissions by 2030. This will require investment in renewable energy, electric vehicle charging, carbon absorption measures such as tree planting and more sustainable developments and designs. It is currently finalising its third Environmental Sustainability and Climate Change Strategy 2021-2023 and preparing an Electric Vehicle Strategy 2021-2025 having recently adopted Tree Planting and Food Growing Strategies. These aim to accelerate the activities required to achieve our net zero targets.

Achieving net-zero carbon emissions by 2030 requires a balance between emissions released and emissions absorbed from the environment. The Council aims to lead the way in reducing emissions from buildings (domestic and non-domestic), transport, waste, investing in renewable energy, and implementing methods to remove carbon dioxide from the atmosphere such as tree planting. Partnership arrangements have been established with the University of Strathclyde via Scotland's Energy Technology Partnership (ETP) through which we will investigate creative and ambitious projects to inspire innovation in our Climate Change journey.

The Regeneration Delivery Plan will seek to make more of existing assets such as property within town centres or derelict land, as well as facilitating the Council's planting proposals and incorporating sustainable energy provision within major development projects. This will include delivery through the Investment Fund and securing external resources. Active proposals include the development of a Low Carbon Hub in Ardrossan through the ERDF Low Carbon Travel and Transport Challenge Fund.

Ayrshire Growth Deal

The Ayrshire Growth Deal provides a new investment fund in excess of £250 million and is set to bring jobs and opportunity to the Ayrshire region for years to come. Of this, £92M has been allocated to North Ayrshire and major investments are proposed for Irvine, Ardrossan, Hunterston, and across our coastal communities. Supporting investment triggered through the Growth Deal will secure or leverage significant further investment. In addition, there are three regional programmes that will benefit North Ayrshire focused on: Digital, Community Wealth Building, and Regional Skills and Inclusion.

Place based regeneration will seek to extend the benefits of this, lever further investment and help to deliver complementary developments to support the Growth Deal. This includes mixed-use development, housing, community enterprise and new investment opportunities linked to the Growth Deal investment.

North Ayrshire's Economic Recovery and Renewal

We are clear that as we emerge from the COVID-19 health and economic crisis, we cannot return to business as usual. That is particularly the case with our economy where we must build back better, fairer and greener. The Council's Economic Recovery and Renewal Approach approved in September 2020 sets out a Green New Deal for North Ayrshire with proposals for an inclusive and green economic recovery. The twin priorities of a North Ayrshire Green New Deal to build back better, fairer and greener are to:

- Ensure an inclusive economic recovery by delivering our Community Wealth Building mission; and
- 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.

At the heart of the approach to economic recovery and renewal is the £10.2m Investment Fund which will be utilised to tackle climate change, deliver sustainable infrastructure investment and Community Wealth Building. The development of our Regeneration Delivery Plan plays a key role

setting out our strategic approach to prioritising and progressing place-based regeneration activity as part of our economic recovery and renewal.

The Council's capital investment will be used to accelerate our recovery and wider regeneration of our area, at the same time tackling climate change. It will support our existing businesses and social enterprises to rebuild, diversify and become more resilient, green and inclusive including through the £500,000 Green Jobs Fund agreed by the North Ayrshire Cabinet in February 2021. It will also support our communities who have lost their jobs or are in insecure work and encourage community entrepreneurship. The Keep it Local campaign launched by the Council also aims to support local spend and encourage the use of local businesses and suppliers and a focus on town centres.

Community Empowerment and Regeneration

North Ayrshire Council is proud of its history of working closely with its communities and of how it has 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. We have developed a Locality Partnership approach that encourages planning with our communities and partners, that is co-defined, co-designed and co-delivered by all who can be involved in empowering communities. Locality Partnerships are key community partners in placemaking and regeneration, using the Community Investment Fund to develop larger projects such as Millport Town Hall.

Community asset transfer provides an opportunity for community organisations to be involved in developing and providing opportunities or services for their local communities. Community-led ownership may also allow additional opportunities for groups to secure extra funding or resources inaccessible to the Local Authority or their Community Planning Partners. North Ayrshire Council had an Asset Transfer Policy prior to the enactment of the legislation and have been actively supporting our communities to develop their social capital and organisational capacity through Community Learning and Development. There are many successful models of the management of community facilities and this links naturally with Community Wealth Building, placemaking and regeneration.

Local Development Plan

North Ayrshire's Local Development Plan (LDP2) sets out how the Council aims to guide development and investment in the area over a 20-year period and is a critical tool in our aim of achieving inclusive growth. LDP2 sets out the principles for directing the right development to the right place and ensuring proposals give due weight to net economic benefit, economic issues, challenges and opportunities; the key criteria that will allow us to deliver successful places; and strategic development areas and the key factors to be considered in developing and regenerating these major areas of change. LDP2 was adopted in November 2019 and a new local development plan will be prepared over the period of the RDP.

Housing – A Great Place to Live

North Ayrshire has an ambitious Local Housing Strategy and Strategic Housing Investment Plan (SHIP), including proposals to deliver 1,900 new housing units in the period 2021-26. It recognises

that good quality housing has a key role to play in building stronger communities and delivering the ambitions of the Council Plan.

Housing has a vital role in the re-investment in communities to ensure a range of homes, tenures that offer quality, affordability and choice. It also has an essential role in regeneration contributing to community health, wealth and well-being. It supports both a stable and settled local workforce, provides a base to attract people to the area, strengthen populations and support town centre living and place-making.

The Council's SHIP supports our regeneration ambitions by investing in problem sites and being a partner to place based regeneration initiatives which can kick start other investment commitments. Housing is a key component of major regeneration sites such as Irvine Harbourside. The importance of the delivery of private housing stock and an appropriate housing mix on these sites is recognised.

Municipalisation

Municipalisation is a key strand of our Community Wealth Building approach. Municipalisation aims to safeguard and enhance public services for residents through new, innovative approaches. It has best value and financial sustainability at its heart, and we will use this as a tool to grow local wealth.

In the case of physical regeneration, the Council as the owner of land and commercial property will identify economic opportunities that could be generated from underutilised assets. We will seek to put in place delivery mechanisms for the development of our assets through an options appraisal. Through this we will ensure that our land and assets are used positively for social, economic and environmental benefit and that our property portfolio is appropriately sized and fit for purpose.

Placemaking

The Regeneration Delivery Plan has a key role in placemaking and our approach to regeneration will recognise that every place is a different blend of physical, social and economic characteristics and understanding these factors will be the starting point to informing our regeneration approach. Enhancing the quality of place whether through new build, public realm investment, repurposing and refurbishing vacant property, or addressing blight and vacant and derelict land are key areas that support regeneration.

Our Community Wealth Building Strategy has been recognised nationally as a place-based approach. The development of Local Development Plan 3 (LDP3) and the implementation of the Regeneration Delivery Plan will maximise the opportunities for a joint working and collaborative approach that takes account of the unique blend of characteristics that exist in every place to identify and maximise the positive impact achieved.

National policies such as the 20 minute neighbourhoods and Place Principle aim to promote a shared understanding of place and encourage a collaborative approach to achieve better outcomes for people and communities. Following the national guidance and using the Place Principle we will plan together with local communities, agencies and organisation to improve the lives of people, support inclusive growth and create more successful places.

Town Centres

Town centres are facing challenges of changing and evolving retail patterns. We want our towns and town centres to be vibrant, creative, enterprising and accessible. The Town Centre First principle puts the health of town centres at the heart of decision making. This seeks to deliver the best local outcomes, align policies and target available resources to prioritise town centre sites, encouraging vibrancy, equality and diversity. Town centre audits have been prepared which provide an information base to inform interventions and future monitoring.

The Regeneration Delivery Plan reflects the need to respond to the period of major change that town centres are undergoing and help create successful places. It has been informed by the findings of the recent A New Future for Scotland's Town Centres report. It will support and invest in town and neighbourhood centres so that they can become more diverse, sustainable and thriving places for communities to live, work and enjoy. Key actions include the development of a programme of place frameworks and a review of town centre living.

Tourism Destinations

The Council has a range of plans supporting Town Centres, Tourism and Area Initiatives that look to placemaking and the development of visitor destinations that create benefits for local communities and residents. Wider societal change in consumer trends, visitor need's and leisure time mean that place appeal and the quality of user experiences in our towns, and visitor destinations is of increasing importance.

Vacant and Derelict Land

North Ayrshire contains a significant legacy of vacant and derelict land due to the closure of former industries within the area. The sites which housed ICI, Volvo, Ayrshire Metal Products and Shell are examples. The area currently benefits from the Scottish Government administered Vacant and Derelict Land Fund (VDLF) which aims to tackle long term vacant and derelict land by providing funding to authorities where the issue and its impact on communities is greatest. The Regeneration Delivery Plan will inform the review of our Vacant and Derelict Land Strategy and direct expenditure of the fund going forward. This will take cognisance of the recommendations of the Vacant and Derelict Land Task Force.

The development of the Regeneration Delivery Plan has identified several sites which are not in positive use and are viewed as a blight on our communities. In several cases, the sites require regular input from the Council and other Community Planning Partners to tackle issues such as vandalism and anti-social use. It is recognised that landowners are not always in a position to address the site and the Regeneration Delivery Plan seeks to work with landowners and communities to tackle these. The actions within the Plan will provide clarity on priorities for intervention and/or investment from the highlighted sites and will identify potential uses and delivery mechanisms.

NAC Capital Programme

The Council has a current capital programme of £373.292M over the period 2021/22 to 2030/31 representing investments including in schools, housing, roads, infrastructure and flood protection.

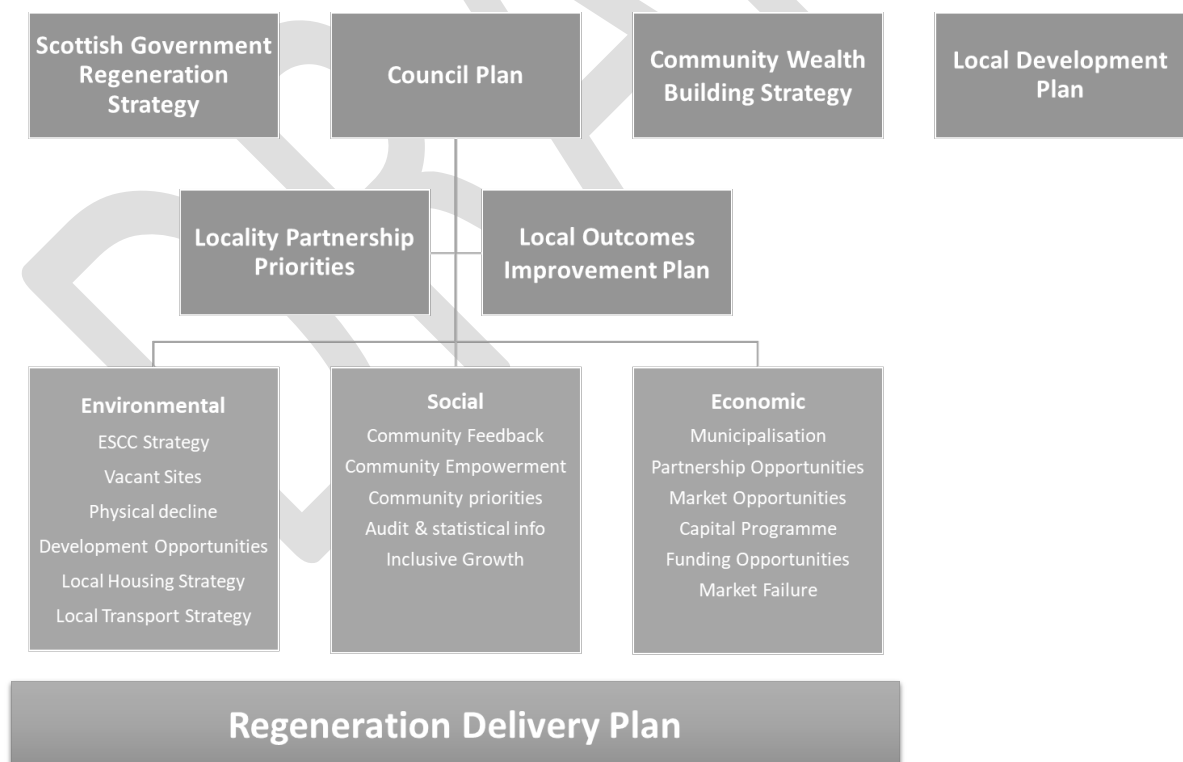
Community Wealth Building underpins the approach to deploying this investment across NA to ensure that we maximise the local opportunities and benefits that this spend can generate for people and businesses.

The Regeneration Delivery Plan seeks to connect and add value to these plans and ensure that a Place making approach is taken with new developments and the Regeneration Team will seek to partner across both Council services and external partners in all areas of delivery. This will include the development of proposals for the £10.2m Investment Fund.

What has informed the Regeneration Delivery Plan?

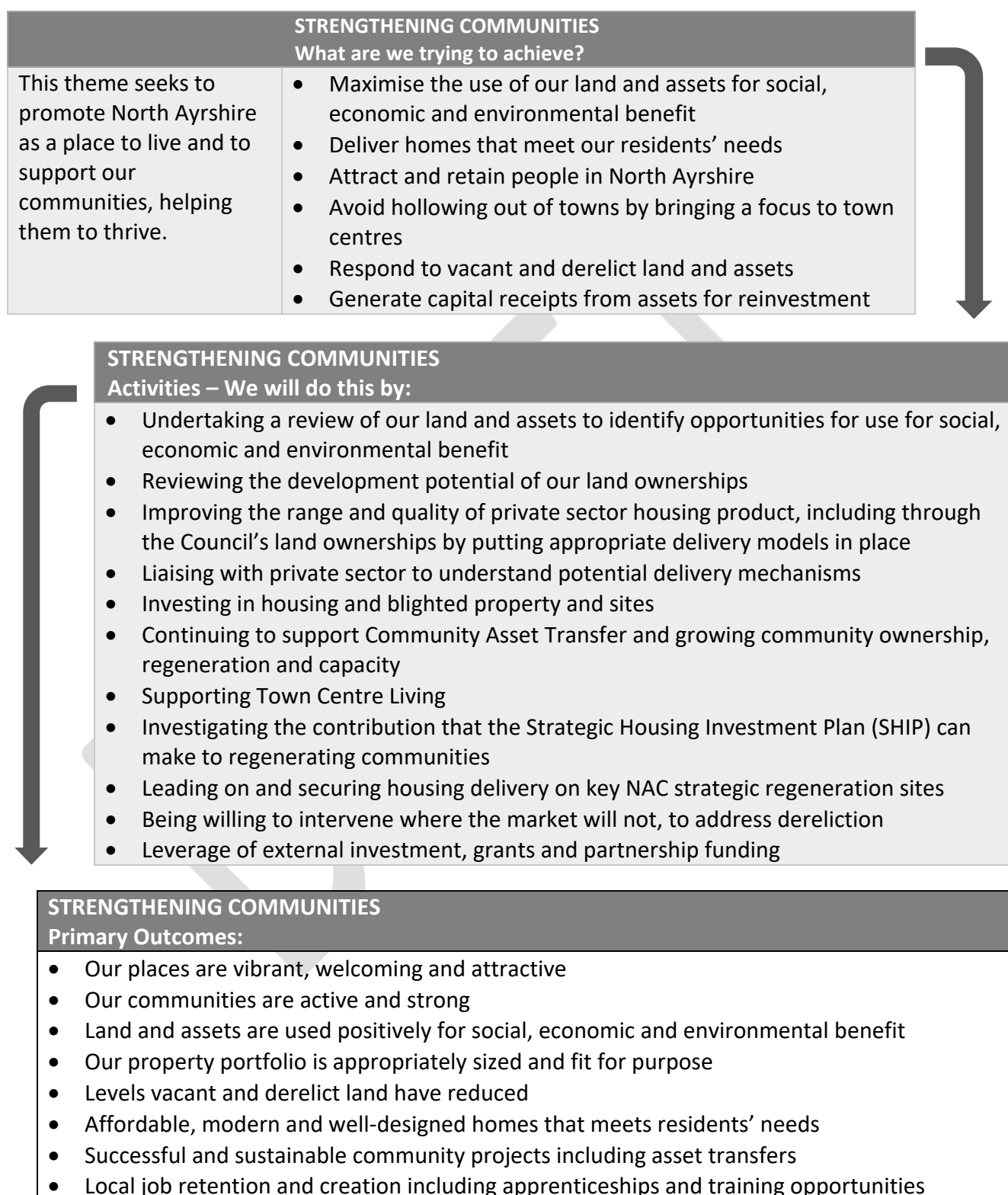
The diagram below summarises some of the key policy aspirations or plans that have informed the development of the Regeneration Delivery Plan. Appendix 2 lists the Council strategies that have informed this document in full.

The Regeneration Delivery Plan has been informed by workshops with Elected Members and a range of Council Services and partners and public consultation through the Consul platform. Whilst it is not practical to list each of the suggestions received through this process, the Plan aims to reflect the wider aspirations and support delivery. Where the feedback obtained was outside the remit of the Regeneration Delivery Plan, this has been raised with the relevant Council Services or organisations.



4.0 KEY THEMES & TARGET OUTCOMES

The Regeneration Delivery Plan has four themes. This section sets out the objectives and priorities within each. Our objectives are broad and connect with wider Council goals, but ultimately seek to support and deliver the Council Plan.



Case study – Montgomerie Park, Irvine

The Council owned Montgomerie Park site extends to 200 acres, with approximately 950 homes planned. To date, 481 homes have been built by national house builders and Irvine Housing Association. The sale of an additional development site is currently being progressed. It is envisaged that this will see the development of around 170 units from mid-2021.

Scotland's first Simplified Planning Zone (SPZ) has been development for the site. The SPZ provides a framework which guides development and place standards through a concept masterplan and development conditions to deliver a high quality place. If developers comply with the parameters and conditions of the SPZ Scheme they do not need to apply for planning permission.

A Recent investment of £1.2M saw the provision of a new site access roundabout on Long Drive and additional site drainage provision. A new Primary School is planned within the masterplan area, scheduled to start construction in 2022.

This approach has allowed the reinvestment of capital receipts from land sale for the benefit of local places. There may be other sites that the council on which a similar approach can be adopted, providing the potential for further receipts.



Photographs of Housing and site at Montgomerie Park

Case Study – Community Asset Transfer

Community Asset Transfer involves the transfer of responsibility for an asset from the council to a suitably experienced community, voluntary or social enterprise group. Assets may include public halls, community centres, public conveniences or parks and play areas. The transfer of surplus assets can deliver several benefits including the development of community capacity, community cohesion, the availability of external funding and realising community priorities.



Photograph of Almswall Park – CAT to Kilwinning Community Football Academy

Case Study – Watt Court, Dalry

The former Watt Court has been demolished and replaced by a modern, accessible sheltered housing complex which includes a 22 unit sheltered housing complex, 8 amenity bungalows, a community hub, visiting services room and scooter store.

The site provides amenity bungalows, a new housing office and will allow the Health and Social Care Partnership to provide supported accommodation to residents in their own homes with a 24 hour, on site, staff base.



The project was developed through the Strategic Housing Investment Plan. This has resulted in the development of a vacant site on the edge of Dalry town centre – supporting the town centre, developing a vacant site and providing modern accessible homes.



Photographs of completed Watt Court development

DRAFT

Placemaking

PLACEMAKING What are we trying to achieve?	
This theme seeks to promote the importance of place, reposition our town centres, support town centre living, and lead on a response to derelict sites.	<ul style="list-style-type: none">• Create attractive and successful places• A new future and strengthened position for our town centres• Town Centre living that meet our residents' needs• Development on strategic regeneration sites for direct economic benefit and to signal positive change• Respond to derelict land and property in town centres• Articulate and develop the Town Centre First approach, Place Principle and 20 minute Neighbourhood concept

PLACEMAKING

Activities – We will do this by:

- Developing Place Frameworks for key town centres and strategic regeneration projects
- Supporting the community to develop Local Place Plans
- Allocating Community Wealth Building funding and other sources of funding in support of town centres
- Developing our strategic regeneration sites (please also refer to section 5)
- Undertaking a review of vacant and derelict town centre land and property, identifying means of and priorities for intervention
- Undertaking a review of town centre living
- Using Council and other anchor assets to develop a 'deep town' regeneration approach within a locality, tackling under-utilised and derelict land and buildings
- Developing bids for national programmes to support delivery including the Scottish Government's Regeneration Capital Grant Fund and Place Based Investment Programme funding
- Developing a pilot mechanism for small place investments that address blight
- Leverage of external investment, grants and partnership funding

PLACEMAKING

Primary Outcomes:

- Our places are vibrant, welcoming, sustainable and attractive
- Communities are actively engaged in the regeneration of their towns
- Empty town centre properties are brought back into positive use
- Flourishing and vibrant town centres that are accessible and inclusive
- Reduction in town centre vacancy rates

Case Study – 36 Bank Street, Irvine

The ongoing shift from physical retail space and different forms of workspace can lead to many properties, particularly within town centres, becoming difficult to let or sell or obsolete. Too many properties within our town centres have become derelict.

A pilot project will be developed using a Council asset on Bank Street, Irvine to show the potential of properties for town centre living. An architect has been appointed to consider its potential for residential conversion to flats or townhouses. We see this as a model for other council assets, but also to encourage other private sector developers to intervene.

We will also consider what blockages there are to similar conversions - including the town centre environment in terms of parking (limited resident parking), noise, traffic (lowering speeds), waste management, etc and the extent to which other financial mechanisms need to be considered in support of town centre living.



Photograph of 36 Bank Street Irvine

Case Study – Place Frameworks

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. It aims to create areas that promote successful places and people's health, happiness, and well-being.

Place frameworks will be developed for some of our town centres, as well as strategic regeneration areas such as Ardrossan to reflect the scale of investment proposed in the town.

These will be informed by existing information such as town centre audits, and the priorities identified by Locality Partnerships. They will be live documents that capture the key interventions that the Council make within a town including housing development, road improvements, investment in education or health infrastructure and so on. In addition, officers will work with locality partnerships to identify key regeneration priorities.

Place Standard – How good is Our Place?

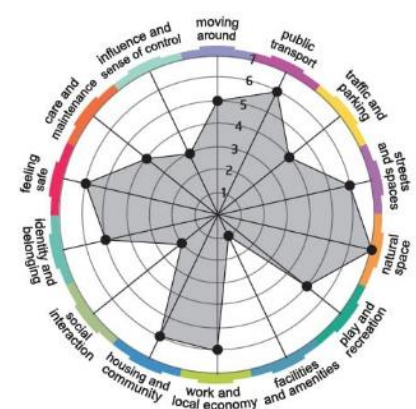


Image of Place Standard Tool

Case Study – Irvine High Street

Upgrade of Irvine High Street and Bank Street to create a more pedestrian-friendly environment by improving circulation, introducing traffic calming measures, widening footways, reducing street clutter and upgrading lighting to facilitate safer access through the town centre. The project celebrates Irvine's heritage and references its close connection to the sea and river. The main streets seek to create a cohesive public realm, connecting recent developments at Bridgegate and the Town House whilst maintaining access to the public transport network.



Photograph of completed works

Inclusive and Green Economy

INCLUSIVE AND GREEN ECONOMY What are we trying to achieve?	
This theme aims to assist the development of a more inclusive and green economy by creating new workspaces and attracting and enabling investment.	<ul style="list-style-type: none">• Attract and support inward investment that aligns with Community Wealth Building and net zero priorities and Fair Work• Local business growth and expansion in a fair and sustainable manner• Development is driven by the sustainable and efficient use of the local environment• Support green jobs and greener businesses• Reposition and raise the profile of i3 as an investment location, focusing on the proposed digital hub, process engineering, and digital and energy opportunities• Local businesses can benefit from the Ayrshire Growth Deal

INCLUSIVE AND GREEN ECONOMY

Activities – We will do this by:

- Reviewing our commercial estate and the provision of appropriate local employment and business opportunities utilising identified infrastructure funding
- Identifying and supporting inward investment opportunities
- Identifying and supporting supply chain investment opportunities across public and private sectors
- Promoting i3 as our premier inward investment location alongside other key sites at Hunterston and Ardeer
- Securing a major partnership including business, academia and public sector partners in the development of a new Digital Hub within i3
- Delivering the Green Jobs Fund
- Implementing a development programme for new commercial space within i3
- Seeking to secure leverage of Ayrshire Growth Deal and North Ayrshire Council funding through partnerships and community benefit arrangements
- Developing external partnerships with key partners such as Strathclyde University, Peel Ports, Peel Land and Property, NPL Estates and Crown Estate Scotland
- Continuing our business incubation approach at The Circuit facility at Quarry Road, Irvine, supporting local small businesses and considering opportunities for similar facilities

INCLUSIVE GROWTH

Key Outcomes:

- Our economy is inclusive, growing, sustainable and enterprising
- Inward investment and fair work are supported across North Ayrshire
- Our commercial estate supports local business growth and entrepreneurial activity
- Businesses and community organisations deliver green jobs and adopt green practices
- i3 is recognised as a premier inward investment location
- Community benefits, additional leverage and opportunities for local businesses are realised through the Ayrshire Growth Deal investment

Case Study – This is North Ayrshire

The Council's business team launched a new website and promotional film at an event for local businesses in February 2020. Branded 'This is North Ayrshire', the website and promotional film are part of a suite of marketing materials aimed at promoting the area for business and investment. This supports business interests and inward investment enquiries. <https://www.thisisnorthayrshire.co.uk/>



Image of This is North Ayrshire Website

Case Study – Review of Commercial Estate

The Council allocated an Investment Fund of £8.8m in March 2020, towards community wealth building, climate change and improvements to our commercial estate.

A review of the estate will be undertaken to identify how investment can best be made to support businesses through analysis of:

- Where there is demand for space for small businesses and a lack of supply
- The format of space required
- The need for any reconfiguration of units within our estate in terms of their specification and size, security and other requirements.



Photograph of Moorpark Place, Stevenston

Case Study – Green Jobs Fund

An innovative £500,000 fund, as part of the Investment Fund, set up to support economic recovery and tackle climate change as part of the Council's Green New Deal. The fund will support the creation of local fair and green jobs whilst supporting businesses to becoming 'greener' through reducing carbon emissions and developing new innovative processes and technologies. This will support businesses and community organisations to adopt new innovative practices and models including circular economy approaches and renewable energy, reduce business energy costs, upskill and reskill business and their employees, as well as securing further investment into the area.

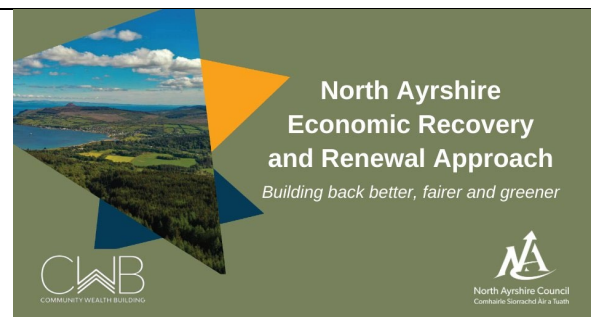
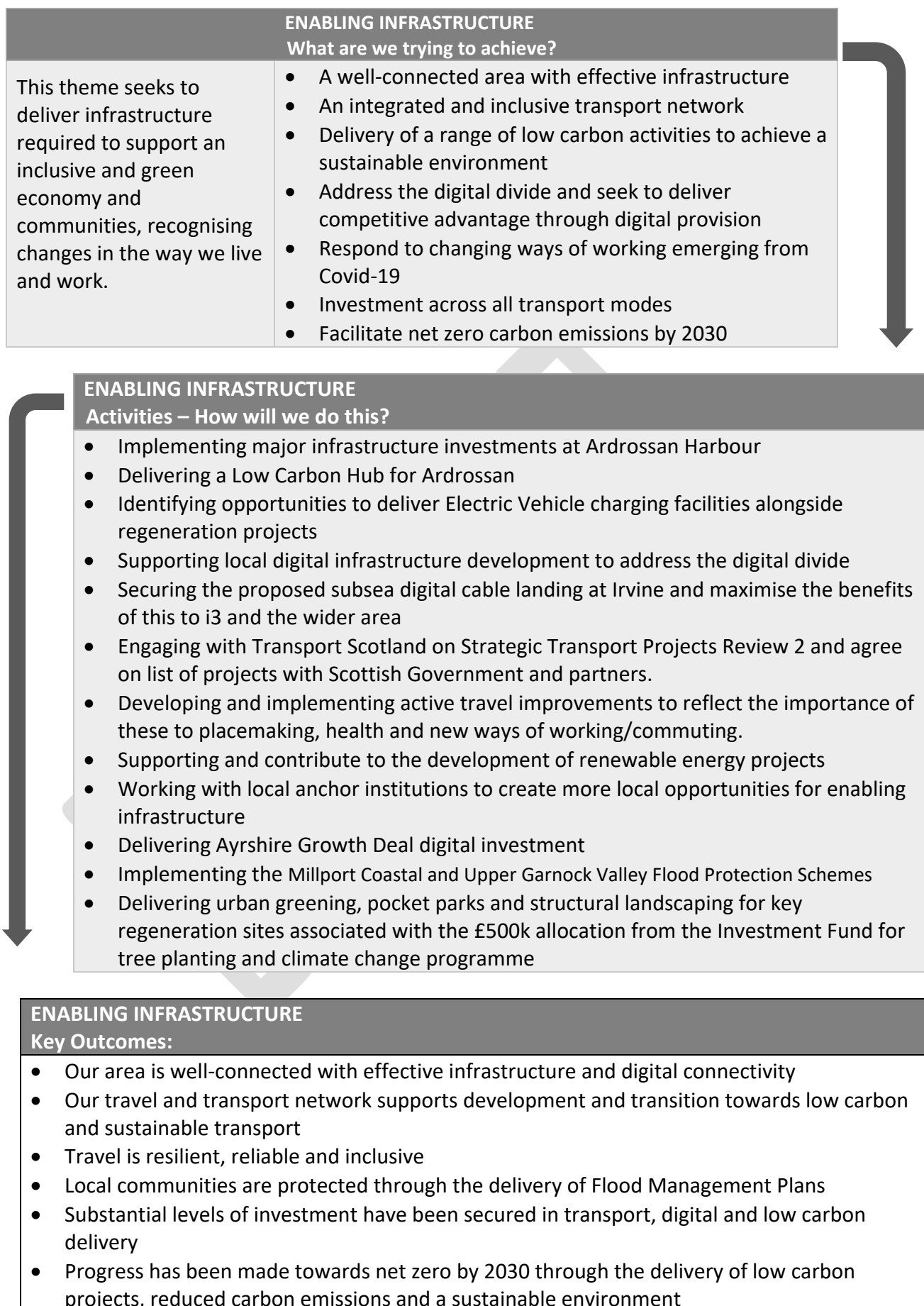


Image of Economic Recovery and Renewal Approach

Enabling Infrastructure



Case Study – Millport Coastal Flood Protection Scheme
 The Millport Coastal Flood Protection Scheme will protect the environment and fabric of Millport against flooding in the long term.

The Scheme has been notified to the Scottish Government, to enable Millport residents, local businesses, landowners and statutory organisations to comment on the scheme design. Construction is due to commence in 2021.



Illustration of Millport Coastal Flood Protection Scheme

Case Study – Subsea Digital Cable
 The Ayrshire Growth Deal includes funding provision of £11 million for a subsea fibre optic cable, which would have its landing point in Irvine.

This would provide a significant competitive advantage for businesses in the area and analysis is ongoing on the delivery of the project and how the benefits of this can be maximised.

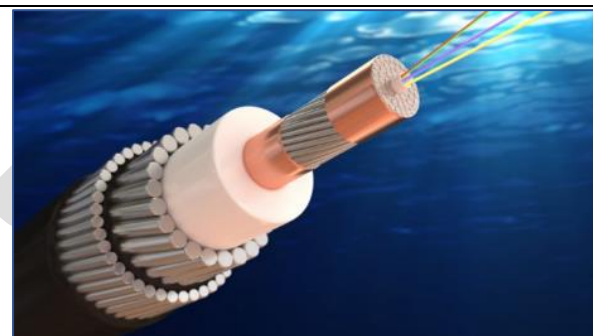


Illustration of digital cable

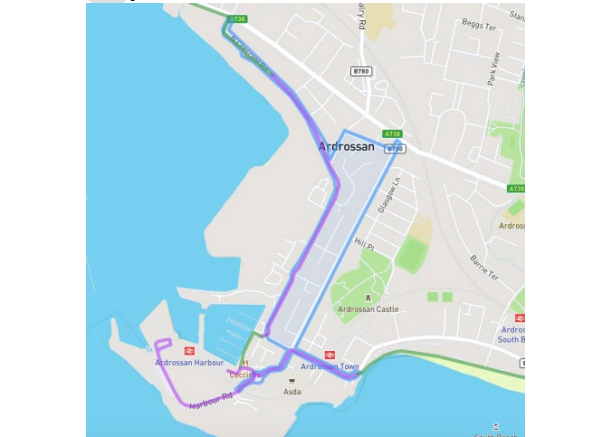
Case Study – Ardrossan Connections
 We are working in partnership with Sustrans Scotland to deliver a street design project in Ardrossan which will design and implement high-quality public space in the town centre and upgrade the National Cycle Network (NCN). This will focus on Glasgow Street, Princes Street and Montgomerie Street and aims to:

- Provide safe, accessible and attractive walking, wheeling and cycling route for residents and visitors and improve the attractiveness of the NCN between the Three Towns;
- Create a sense of place in Ardrossan that celebrates heritage and encourages more visits;
- Improve awareness of the NCN and the benefits of active and sustainable travel; and,
- Alleviate transport poverty and allow more people to experience the health and wellbeing benefits of travelling actively and sustainably.

The project will be delivered over three years, with construction planned in 2022/23.



Illustration from Ardrossan Connections consultation



Map of Ardrossan Connections study area

Case Study – Ardrossan Low Carbon Hub
 A £1.96M project, part funded with £1.372M from ERDF Low Carbon Travel and Transport Challenge Fund, to create a low carbon hub for Ardrossan across two locations: Harbour and North Shore. This includes: a coastal path at North Shore, active travel connection between town and harbour, Electric Vehicle and e-bike charging facilities and active travel infrastructure. The ERDF element of the project will require to be delivered by September 2022.



Photographs of e-bike and electric vehicle charging

5.0 STRATEGIC REGENERATION SITES

The Delivery Plan includes proposals for five strategic sites – i3 Irvine Enterprise Area, Ardrossan North Shore, Irvine Harbourside, Hunterston and Lochshore. The successful development of these will make a significant impact, addressing many of the strategic aims of the plan including the development of derelict land, the provision of new employment space, the municipalisation of our assets, the provision of new housing product, active travel improvements, and support for town centres.

The strategic nature of the sites has been recognised within Local Development Plan 2, which recognises the sites among eight Strategic Development Areas – major areas of change in North Ayrshire. Additional strategic regeneration sites may be added to the Regeneration Delivery Plan in time, as proposals for example for Ardeer are developed. Each of the sites has already seen a significant level of project development work **and are in a position to see delivery where previous proposals have failed to do this**. An outline of the vision for each of the sites and how their development will be taken forward is provided below:

Strategic Site 1 – Ardrossan North Shore & Marina

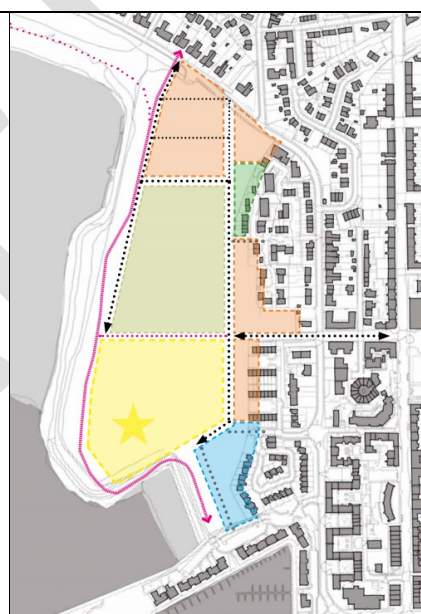
Ardrossan is set to benefit from a national scale investment in regeneration of over £150M over a 5 to 10 year period, incorporating the £35M redevelopment of Ardrossan Harbour (commencing in 2021), the development of the north shore site and other developments. This will include:

- A new £70M community campus including a relocated Ardrossan Academy, Winton Primary and swimming pool, commencing in 2022;
- A marine sciences education centre;
- Circa 150 houses
- Commercial development;
- A coastal path;
- Investment will create an extended Ardrossan Marina as part of the Ayrshire Growth Deal, bringing further tourism, activity and spend for the local area.

Advanced construction works for site infrastructure will start in 2021 with the campus following from 2022-24.

A development framework for the site is currently being developed alongside the Ardrossan Plan for central Ardrossan. The development framework will set the context for development on the site over the long term and will be the subject of public consultation before it is considered by the Council's Planning Committee.

The development framework will consider how the best layout can be achieved on the site considering issues such as access, enabling housing and commercial development, ground conditions, tourism activity around the marina and coastal path and site infrastructure costs.



Illustrations of Development Framework and example layout from consultation



Strategic Site 2 – i3, Irvine Enterprise Area

i3 is North Ayrshire's premier business and inward investment location. It is already home to around 40 companies including GSK, Vogel, Booth Welsh, and around 1,200 employees. The Council have recently

developed new commercial space through the development of a 30,000 sq ft industrial unit on Riverside Way, and two office pavilions at Annickbank.

There is interest from potential tenants in both.

Going forward, proposed investments include:

- 2021 on an additional office pavilion at Annickbank
- 2022 on a new headquarter facility for a local company,
- 2024 on a Digital Hub, a £6m Ayrshire Growth Deal investment which will provide an academic presence alongside facilities for businesses to become more digitally enables and efficient
- 2024 on additional commercial Space for further company expansion or inward investment

This investment will significantly raise the profile of i3 by providing a national facility for digital automation and an academic presence. It will also focus development within a central area, provide new commercial stock and central facilities for businesses. This will also look at how competitive advantage can be achieved through digital and energy investments.



Photographs of Gateway Building and i3 signage

Strategic Site 3 – Irvine Harbourside ‘Great Harbour’

£14m of funding has been allocated through the Ayrshire Growth Deal for investment in Irvine Harbourside and a development agreement has been signed by major landowner NPL Estates. The initial proposals which will be further developed through a development framework and include:

- Creating a ‘Maritime Mile’, from Irvine Harbourside to the beach. This will involve creating three new hubs, including:
 - The National Maritime Museum @ The Great Harbour
 - Development of a heritage harbour partnered with the National Maritime Museum that involves the comprehensive re-development of the Puffer Café area;
 - Development of the area around the River Irvine Pontoons, Ship Inn, Harbourside Arts Centre to create a multi-use leisure, watersport and arts and culture activity zone; and
 - Development to enhance the Beach Park with enhancement of the Beach Park around the Pilot House and stronger, safer connections for walking, cycling and play.
- North Ayrshire Council will also work in partnership with NPL Estates Scotland to consider further commercial opportunities within the wider Great Harbour Area.



Photograph of Irvine Harbourside

It is envisaged that the plan will bring in tens of thousands of extra visitors each year to North Ayrshire, making it a destination of choice for leisure activities, businesses and families to live to work.

Strategic Site 4 – Lochshore

The Lochshore masterplan seeks to deliver a tourism and leisure destination which will attract visitors to the Garnock Valley. It includes provision for leisure uses, active travel routes and play facilities, while creating the conditions for future housing development.

The masterplan includes a visitor and community hub building on NAC land to the south of Lochshore. The Scottish Government's Regeneration Capital Grant Fund has awarded £1.55m for construction of this facility, and the Nuclear Decommissioning Agency a further £0.5m towards a total project cost of £3.6m. Wider investment including a contribution of over £0.4m from Sustrans will see total almost £5m. Further consultation on the vision for the site will be undertaken.

The funding awards in 2020 areas key to the delivery of the hub which represents a first phase of investment which will kickstart a wider regeneration and placemaking project for the Garnock Valley.

NAC are currently considering the transfer of land from SE to facilitate further phases after the development of the community hub building starting in spring 2021.



Illustration of Lochshore Community Hub

Strategic Site 5 – Hunterston

The Hunterston Strategic Development Area (HSDA) comprises a number of sites including the Hunterston B nuclear power station and adjacent Hunterston PARC. Hunterston PARC is one of Scotland's largest brownfield sites (320 acres), with a deep water port and direct rail and grid connections. The HSDA is one of Scotland's most important strategic locations as identified in the National Planning Framework.

The UK Government has also recognised the strategic importance of Hunterston and Hunterston PARC is a key location within the Ayrshire Growth Deal, seeking to develop centres of excellence in key areas of innovation, advanced technologies and applied research with a particular focus on the blue and green economies including: low carbon energy /circular economy/aquaculture/advanced manufacture and the servicing of assets for the offshore wind and renewable energy sector.

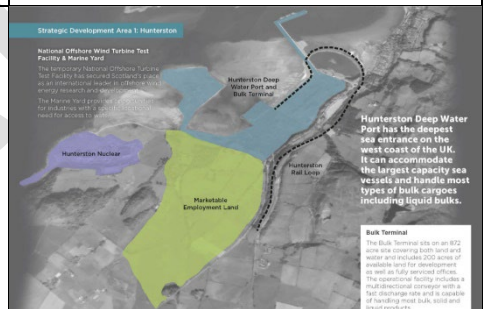


Illustration of Hunterston site from Local Development Plan 2



Photograph of Hunterston site

6.0 A DELIVERY PLAN FOR REGENERATION

The Regeneration Delivery plan is a mechanism for focussing activity and defining the scope and priorities for regeneration over the period 2021-2026. We are seeking to be ambitious, innovative and deliver a service that is an exemplar in supporting communities and regeneration.

Strengthening Communities

- ▶ Maximising Land and Assets
- ▶ Housing / Town Centre Living
- ▶ Community Investment & Enterprise
- ▶ Municipalisation of Land

An Inclusive & Green Economy

- ▶ Inward Investment
- ▶ Development of Commercial Estate
- ▶ Partnership Activity

Placemaking

- ▶ Town & Local Centres
- ▶ Strategic Sites Delivery
- ▶ Growth Deal Plans
- ▶ Destinations / Visitor Hubs

Enabling Infrastructure

- ▶ Transport Infrastructure Projects
- ▶ External Grant Support
- ▶ Digital Infrastructure
- ▶ Low Carbon Economy

Delivering the stated outcomes and securing sustainable benefits requires us to deliver projects on the ground. We will look to deliver a pipeline of projects, selecting those that demonstrate value for money, offer clear benefits to communities and are deliverable.

A Delivery Plan has been developed for each of the four themes. This seeks to:

- Promote and deliver projects across North Ayrshire
- Limit projects under consideration to reflect the financial and officer capacity available
- Regularly review and report on projects and to Advance, Discard or Deliver as appropriate
- Engage and consult on project priorities and coordinate activity with internal teams
- Provide a format to allow future detailed 'Dashboard' Reporting of each project status
- Link delivery with key measures within our Council Plan and other appropriate strategies including Community Wealth Building, Economic Recovery and Renewal Approach and the refresh of the Environmental Sustainability and Climate Change Strategy

Active projects are set out in the schedules and we will look to lead these project elements whilst coordinating activity with wider services. Annual updates will be provided to the Council's Cabinet. Key Council Plan measures that projects will link with include amongst others:

- Hectares of vacant and derelict land in North Ayrshire
- Leverage of external funding
- Percentage of children living in poverty
- Percentage of working age population in employment
- Percentage of procurement spent on local enterprises
- Percentage of those earning less than the Living Wage
- Proportion of Council operational buildings that are suitable for their current use

In implementing the Delivery Plan, we will consider how the procurement and delivery can contribute to the Procurement pillar and objective of Community Wealth Building. This approach aims to use spend to actively encourage and support a growing, diverse and resilient local business base, and to support our net zero carbon ambitions. We will do this by:

- Adopting a proactive approach to procurement of projects;
- Supporting benefit to local companies through appropriate community benefit or local supplier clauses; and
- Considering phasing and programming to enable delivery by smaller scale and local contractors.

We will also consider how the Delivery Plan can support the objective of the Fair Employment pillar to encourage the creation of fair and meaningful jobs with progression opportunities to unlock the potential of our residents.

The Delivery Plan's actions will be reviewed and updated on an annual basis. This will be informed by an assessment of the:

- Progress on and outcomes of actions in the previous year(s);
- Local priorities;
- Deliverability of identified projects;
- Available resources and funding opportunities; and
- New, evolving or updated strategies and policies.

The updated Regeneration Delivery Plan will be reported annually.

An explanation of the terms used in the Delivery Plan is included at Appendix 1.

Strengthening Communities			
Strengthening Communities	2021 Actions	2026 Outcome	Lead Service
Maximising Land and Assets			
Review of land and assets	Review priority vacant and derelict sites and buildings with Locality Partnerships to assess the potential for development, redevelopment or promotion through planning	Clarity on the priority sites for intervention and/or investment including sites identified through RDP development	Economic Development & Regeneration / Physical Environment
Development potential of land and assets	Review the development potential of Council landholdings to inform review of Local Development Plan 2 (LDP2) and the potential for additional receipts for investment in communities	Clarity on the priority sites for intervention and/or investment	Economic Development & Regeneration / Physical Environment
Investment in land and assets	Identify opportunities and priorities for future investment through a rolling investment programme including the Vacant and Derelict Land Fund	A social housing and commercial portfolio that supports the needs of communities and the growth of local businesses and entrepreneurial activity	Economic Development & Regeneration / Physical Environment
Housing / Town Centre Living			
Strategic Housing Investment Programme (SHIP)	Commence construction of new social housing sites including Afton Court, Stevenston; Caley Court, Stevenston; St Colm's Place, Largs; Green Street, Saltcoats; and West Byrehill, Kilwinning	Delivery of 1,900 unit SHIP programme to 2026	Physical Environment
	Review of SHIP contribution to community regeneration	Identification of priority sites and process for selection of opportunities	Physical Environment / Economic Development & Regeneration

Housing Delivery	Preparation of Supplementary Guidance for Development Frameworks	Approval by Planning Committee; Implementation of Guidance	Economic Development & Regeneration
	Preparation and approval of development frameworks for strategic sites	Approval by Planning Committee; Implementation of development frameworks; Completion of developments	Growth & Investment / Economic Development & Regeneration
	Analysis of the most suitable delivery mechanism for housing on strategic sites	Delivery of appropriate development on NAC owned strategic sites in line with CWB strategy and LHS	Growth & Investment / Economic Development & Regeneration
	Montgomerie Park delivery including land sale and site start	Completion of new housing development, funding a new primary school, marketing of further phase(s)	Economic Development & Regeneration
	Review of development potential of NAC landholdings to inform review of LDP2 and the potential for additional receipts for investment in communities	Identification of any additional landholdings for development and promotion through LDP3	Economic Development & Regeneration
Town Centre Living	Review of environment for town centre living given decline in retail activity	New residential development in town centres	Economic Development & Regeneration
	Completion of designs for redevelopment of Kings Arms, Irvine	Completion of development	Physical Environment
Community Investment and Enterprise			
Community Project Development	Support new community project development, physical regeneration projects, funding applications and asset transfer processes and delivery including Millport Town Hall and Stevenston Beach Hub	Identification and delivery of community development projects	Connected Communities / Economic Development & Regeneration

Locality Partnerships	Coordinate the operation of Locality Partnerships	Identification and delivery of community development projects	Connected Communities
Participatory approaches	Extend and mainstream a participatory approach to offer communities, including young people, more opportunities to lead in local decision-making	Increased community involvement in decision-making	Connected Communities
Community Asset Transfer	Support Community Asset Transfer and Participation Requests	Increased community ownership of land and property	Connected Communities
Community Investment Fund	Co-design, co-production and co-delivery of projects	Identification and delivery of community development projects	Locality Partnerships / Connected Communities
Municipalisation / Commercialisation of Land			
Third Party Assets Review	Review the identified sites including the case for the purchase of third-party land to address a recognised problem or facilitate positive development – including sites identified through the RDP	A property portfolio that supports communities, improved public amenity and the growth of local businesses and entrepreneurial activity	Economic Development & Regeneration
Municipalisation Model	Develop a model for the development and sale of vacant land/property and reinvestment in further programme	Confirmation and implementation of model	Economic Development & Regeneration

Placemaking			
Placemaking	2021 Actions	2026 Outcome	Lead Service
Town and Local Centres			
Place Framework Development	Commence a programme of place-based frameworks to direct future investment through the Investment Fund and external funding	Use of Place Framework to facilitate community consultation, and to direct and implement projects	Economic Development & Regeneration / Connected Communities
Place Plan Development	Support local communities to develop Local Place Plans under the Planning Act	Community development of Local Place Plans	Economic Development & Regeneration / Connected Communities
Town Centre Improvements	Completion of SG funded Town Centre Fund projects including improvements in Dalry, Stevenston and West Kilbride.	Implementation of projects	Economic Development & Regeneration
	Completion of Phase 2 of Quarry Road project including active travel links	Implementation of project	Economic Development & Regeneration
	Review approach to town centre footfall monitoring	Effective monitoring of town centre activity	Economic Development & Regeneration
	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.	Implementation of projects	Economic Development & Regeneration
	Review of requirements for and existing supported or flexible office space in town centres	A network of town centre working opportunities	Economic Development & Regeneration

Town Centre land assembly	Undertake a review of priority vacant/derelict sites and buildings within town centres with Locality Partnerships to guide future investment through a rolling investment programme	Clarity on the priority sites for intervention and/or investment	Economic Development & Regeneration / Physical Environment
	Analysis of development potential of former Ayrshire Metal Products site informed by flooding constraint assessment	Facilitate appropriate development of site by private or public sector	Economic Development & Regeneration
Conservation Projects	Continued implementation of Millport Conservation Area Regeneration Scheme until 2022	Completion of project	Economic Development & Regeneration
	Identification of potential conservation projects through the development of place frameworks and Local Place Plans	Development and implementation of conservation projects	Economic Development & Regeneration
Strategic Sites			
Ardrossan North Shore & Marina	Development of the Ardrossan Plan and approval of Development Framework to inform advance works package and Marina expansion	Implementation of appropriate infrastructure investment to facilitate phased development of site	Growth & Investment
	Develop a major Branding exercise to reflect £150M+ national scale regeneration opportunity including North Shore, Harbour and town centre	Secure appropriate press coverage and community understanding of investment in town, changing perceptions	Growth & Investment / Economic Development & Regeneration
i3 Enterprise Area	Approval of i3 Masterplan for i3; Commence phase 1 flexible space programme; and Signing of partnership agreement for Digital Hub facility	Completion of £15M flexible space programme to allow business growth	Growth & Investment
Irvine Harbourside, 'Great Harbour'	Commence preparation of Development Framework for Irvine Harbourside to	Delivery of AGD investment and leverage of private investment	Growth & Investment

	accommodate the Great Harbour, Maritime Mile and housing proposal		
Lochshore	Formation of Lochshore Development Board; Secure land transfer from Scottish Enterprise; Approval of development framework; Commence construction of new community and leisure hub and placemaking investment;	Approval of Development Framework and delivery of Community Hub	Economic Development & Regeneration
Hunterston	Development and approval of Partnership with Peel Ports Group	Implementation of AGD funding to support new investment to site	Growth & Investment
Growth Deal Plans			
Growth Deal Delivery	Delivery of £251m Growth Deal programme including: i3 Enterprise Area, International Marine Science and Environmental centre; Subsea Fibre optic cable; and a Centre for Research into Low Carbon Energy and Circular Economy at the Hunterston.	Delivery of Growth Deal investment and leverage of partnership and private sector funding	Growth & Investment
Leverage of AGD funding	Securing additional leverage including private sector investment and external funding utilising AGD funding including a strategic Partnership with Crown Estates Scotland	Additional funding and profile to enhance the outcomes achieved through the AGD	Growth & Investment / Economic Development & Regeneration
Destinations / Visitor Hubs			
Commercial/leisure investment in Ardrossan	Review of market potential for commercial opportunities within Ardrossan and North Shore including potential Hotel	Delivery of new commercial uses alongside public investment	Growth & Investment

Inclusive and Green Economy			
Inclusive Economy	2021 Actions	2026 Outcome	Lead Service
Inward Investment			
Supporting inward investment	Engage with existing and new businesses to support inward investment including the co-ordination and review of enquiries and assessment of contribution to net zero, CWB and socio-economic impact	Inward investment is secured across North Ayrshire	Economic Development & Regeneration
Supporting inward investment	Review land and assets' potential to deliver on inward investment enquiries	Inward investment is secured across North Ayrshire	Economic Development & Regeneration
Development of Commercial Estate			
Commercial estate improvements	Commence review of commercial estate to identify opportunities to improve or redevelop of council assets to encourage local business growth utilising Investment Fund	Improvement of commercial estate to allow business growth	Economic Development & Regeneration
Commercial estate development	Completion and occupation of new industrial unit at Kyle Road, Irvine and design of additional office pavilion at Annickbank for construction in 21/22	Completion and long-term lease of space, securing local employment	Economic Development & Regeneration
Commercial estate development	Review of third-party assets for acquisition to support commercial estate delivery	Improvement of commercial estate to allow business growth	Economic Development & Regeneration
Harbourmasters House, Irvine	Improvement of derelict Council property and development of proposals for market opportunity	Delivery of new commercial uses alongside public investment at Great Harbour	Growth & Investment

Partnership Activity			
Islands Recovery and Renewal Pilot	Development of ten year Island Plans for Arran and Cumbrae working in partnership with local island communities and stakeholders, Highlands and Islands Enterprise and the Scottish Government	Agreement and implementation of two Islands Plans including development of strategic projects and leveraged external funding	Economic Development & Regeneration
Partnership Opportunities	Identify partnership opportunities for regeneration delivery with private sector and third sector	Partnership opportunities for delivery and maximisation of funding and resources	Economic Development & Regeneration / Growth & Investment
Ardeer	Explore site within wider Harbourside masterplan in Partnership with NPL Estates	Confirmation of role of Ardeer in supporting Great Harbour investment	Growth & Investment
Commercial/leisure investment in Ardrossan	Review of market potential for commercial leisure uses within North Shore and Ardrossan including hotel investment	Delivery of new commercial uses alongside public investment	Growth & Investment

Enabling Infrastructure			
Enabling Infrastructure	2021 Actions	2026 Outcome	Lead Service
Transport Infrastructure			
Ardrossan Harbour	Finalise exemplar design and associated partner agreements; and Publication of tender package and award of contract for marine and landside works to enable construction	Completion of £35m harbour improvements	Growth & Investment
Transport Policy	Development of Local Transport Strategy for 2021-26	Confirmation of local transport priorities and actions for implementation	Economic Development & Regeneration
Transport Policy	Promotion of North Ayrshire transport priorities for inclusion within national and regional transport policy including the second Strategic Transport Project Review (STPR2) and Regional Transport Strategy (RTS)	Funding and delivery of local and regional transport priorities	Economic Development & Regeneration
Transport Policy	Contribute to the development of the Regional Transport Appraisal (RTA) for Ayrshire as part of the Ayrshire Growth Deal and SPTR2	Delivery of transport priorities to maximise the potential of the Ayrshire Growth Deal investment	Economic Development & Regeneration / Growth & Investment
Active Travel	Identify priorities for and implement new and improved active travel route infrastructure across North Ayrshire	Securing external funding and implementation of projects	Economic Development & Regeneration
Active Travel	Develop Year One of the Ardrossan Connections Street Design Project focused on Glasgow Street, Princes Street and Montgomerie Street with Sustrans	Implementation of improvements to encourage active travel, improve residential environment and link major development projects	Economic Development & Regeneration / Growth & Investment

Public Transport	Investment in public transport improvements and infrastructure including the Bus Routes Congestion project	Improvement of the public transport network for everyday journeys	Economic Development & Regeneration
External Grant Support			
External Funding	Work with partners to identify funding opportunities and submit funding applications to maximise the potential of regeneration resources and funding	Submission of successful funding applications on an annual basis to enable project implementation	Economic Development & Regeneration
Community Funding	Support communities to identify funding opportunities and submit funding applications to implement community regeneration priorities	Submission of successful funding applications on an annual basis to enable project implementation	Connected Communities / Economic Development & Regeneration
Digital Infrastructure			
Broadband	Support the roll out of R100 Broadband to achieve 100% coverage by 2022	Appropriate broadband coverage across area	Economic Development & Regeneration
Strategic Connectivity	Review of digital investment through AGD to maximise the benefits of the proposed subsea cable to provide a competitive business advantage	Delivery of landing point for digital cable to secure competitive advantage for North Ayrshire and support business growth	Growth & Investment
Low Carbon Economy			
Review of land and assets for low carbon delivery	Review of potential for land assets to support low carbon project delivery and contribute to net zero targets including: new tree planting; renewable energy; food growing; and electric vehicle projects	Maximisation of land and assets to deliver low carbon projects. Contribution to net zero ambitions	Economic Development & Regeneration / Commercial Services / Physical Environment
Delivery of low carbon projects	Identify opportunities for innovative delivery of low carbon projects including tree planting; renewable energy; food growing; and electric vehicle projects	Delivery of low carbon projects and contribution to net zero ambitions	Physical Environment / Commercial Services / Economic Development & Regeneration /

Flood Protection Schemes	Implementation of Upper Garnock and Millport Coastal Flood Protection Schemes and development of River Irvine Scheme	Implementation of flood protection schemes	Commercial Services
Active Travel Hub	Deliver the Trinity Active Travel Hub and Travel Smart programme to support active and sustainable travel	Modal shift to active and sustainable travel / contribution to net zero ambitions	Economic Development & Regeneration
Low Carbon Hub	Deliver Year 1 of £1.96m ERDF Low Carbon Travel and Transport funded Ardrossan Low Carbon Hub including coastal path, e-bike and EV infrastructure design.	Delivery and implementation of the project	Economic Development & Regeneration / Growth & Investment
Nethermain Solar Photovoltaic Farm	Detailed development of Solar PV Farm at Nethermain, Irvine including: procurement, planning, grid connections and design	Completion of Solar PV farm by 2023; regeneration of the former Nethermain Landfill Site; and contribution towards net zero ambitions	Physical Environment

7.0 PROPOSALS BY LOCALITY

The following diagram outlines the proposals at a North Ayrshire wide and locality level on a Locality Partnership basis.



8.0 EVALUATION & MONITORING

The Delivery Plan sets out a 'project based rolling programme' of ambitious and deliverable projects under the four themes. The Delivery Plan seeks to ensure that this long-list of projects never exceeds a realistic assessment of capacity, with projects prioritised annually. The Delivery Plan will allow future dashboard style summary reporting, with annual reports presented to the Cabinet of North Ayrshire Council. This will contribute to the Land and Assets pillar as part of the annual reporting on the Community Wealth Building Strategy.

Monitoring, evaluation and re-prioritising of our activity based on a realistic assessment of delivery is an important element of the plan as it is used going forward. Regeneration delivery involves a wide range of parties working together. Projects start and sometimes stall, or partner circumstances and interests change. The Delivery Plan will be reviewed annually to reflect this and will be informed by progress on and the outcomes of actions in the previous years as outlined in Section 6.0.

DRAFT

APPENDIX 1 – Terms used within Delivery Plan

Term or Acronym	Definition
AC	Ayrshire College
AGD	Ayrshire Growth Deal
CES	Crown Estate Scotland
CIF	Community Investment Fund
CPP	Community Planning Partnership
CWB	Community Wealth Building
Design	Funding commitments in place and detailed design process
Feasibility	Early stage analysis of a project and its scope/deliverability
ERDF	European Regional Development Fund
ESCCS	Energy Sustainability and Climate Change Strategy
ETP	Energy Technology Partnership
HES	Historic Environment Scotland
LDP	Local Development Plan
LHS	Local Housing Strategy
LP	Locality Partnership
LTS	Local Transport Strategy
NAC	North Ayrshire Council
NPL	NPL Estates
PBIP	Place Based Investment Programme (Scottish Government)
PPG	Peel Ports Group
PV	Photovoltaic
RCGF	Regeneration Capital Grant Fund (Scottish Government)
RTA	Regional Transport Appraisal
RTS	Regional Transport Strategy
SE	Scottish Enterprise
SFT	Scottish Futures Trust
SG	Scottish Government
SHIP	Strategic Housing Investment Plan
SPT	Strathclyde Partnership for Transport
SPZ	Simplified Planning Zone
STPR2	Strategic Transport Project Review 2
SU	Strathclyde University
TS	Transport Scotland
VDLF	Vacant and Derelict Land Fund

APPENDIX 2 – List of Strategies that inform the Delivery Plan

Type	Name	Status
Plan	North Ayrshire Council Plan	Active
Plan	Local Outcome Improvement Plan (LOIP) and	Active
Plan	Locality Plans (<i>under review</i>)	Active
Strategy	Community Wealth Building (CWB) Strategy	Active
Strategy	Ayrshire Economic Strategy (<i>under development</i>)	Planned
Strategy	Economic Development & Regeneration Strategy	Expired
Strategy	Economic Recovery and Renewal Approach	Active
Strategy	Local Housing Strategy	Active
Strategy	Local Development Plan 2 (LDP2)	Active
Strategy	Local Transport Strategy (<i>under review</i>)	Planned
Strategy	Ayrshire Spatial Strategy (<i>under development</i>)	Planned
Strategy	Town Centre Parking Strategy	Active
Strategy	Ayrshire and Arran Woodland and Forestry Strategy	Active
Strategy	Renewable Energy Strategy	Planned
Strategy	Youth Citizenship and Participation Strategy	Active
Strategy	Core Paths Plan	Active
Delivery/Action	Environmental Sustainability & Climate Change Strategy (ESCCS)	Active
Delivery/Action	Child Poverty Action Plan	Active
Delivery/Action	Waste Management Strategy	Active
Delivery/Action	Strategic Housing Investment Programme (SHIP)	Active
Delivery/Action	Financial Inclusion Strategy	Active
Delivery/Action	Youth Employment Strategy	Active
Delivery/Action	Social Enterprise Strategy	Expired
Delivery/Action	Asset Management Strategy	Active
Delivery/Action	Making Waves Action Plan	Active
Delivery/Action	Active Communities Strategy	Active
Delivery/Action	Social Housing Developments	Active
Delivery/Action	LDP2 Statutory Action Programme	Active
Delivery/Action	Local Place Plans	Planned
Delivery/Action	Road Asset Management Plan	Active
Delivery/Action	Ayrshire Flood Risk Management Plan	Active
Delivery/Action	Plastic Free Council Plan	Active
Delivery/Action	Food Growing Strategy (<i>under development</i>)	Planned

Delivery/Action	Fuel Poverty Action Plan	Active
Delivery/Action	Digital Strategy	Planned
Delivery/Action	Energy Efficiency Action Plan	Active
Delivery/Action	Vacant & Derelict Land Strategy (<i>under review</i>)	Active
Delivery/Action	Empty Homes Strategy	Active
Delivery/Action	Open Space Strategy (<i>in development</i>)	Planned
Delivery/Action	Local Biodiversity Action Plan	Active
Delivery/Action	Electric Vehicle Strategy (<i>in development</i>)	Planned
Delivery/Action	Outdoor Access & Active Travel Strategy	Active
Delivery/Action	Road Safety Plan	Active
Delivery/Action	Town Centre Parking Strategy	Active
Delivery/Action	Tree Planting Strategy	Active
Delivery/Action	Open Space Asset Management Plan	Active
Delivery/Action	Local Flood Risk Management Action Plan	Active
Delivery/Action	Local Biodiversity Action Plan	Active