



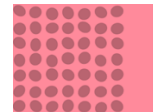
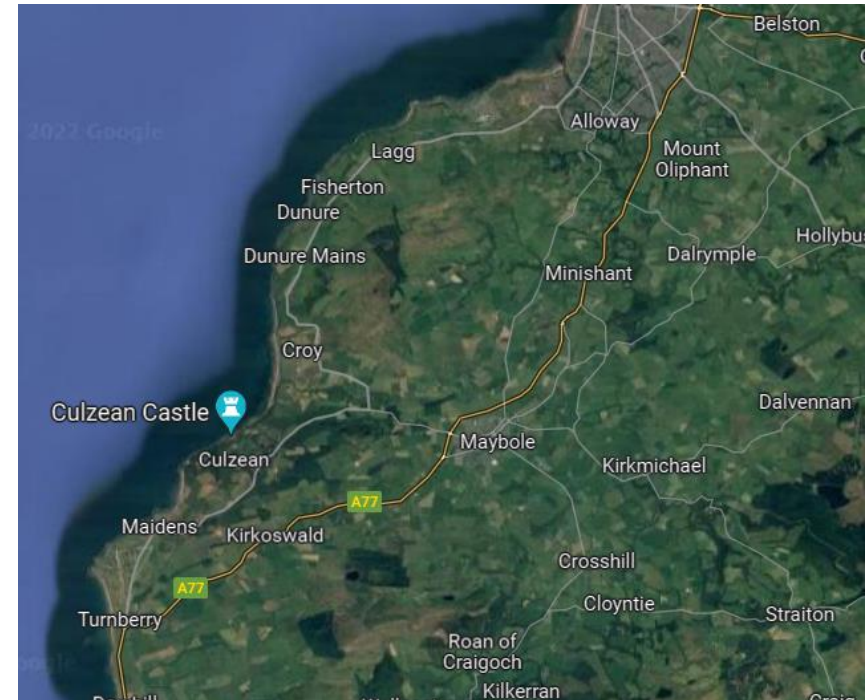
Foundations for Recovery : Strategy Report

For North Carrick Community Benefit Company

September 2022 v9

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Summary : The North Carrick Model

In Scotland, the UK and most western democracies, planning periods can link to annual budgets, five years election cycles or three years planning periods, or in very rare cases, such as Scotland's Social Enterprise Strategy, ten years. It is well documented now that community change takes time but it also takes a holistic approach.

Foundations for Recovery is an innovative and exciting programme of activity that does just that, looks to the long term and sees a vision for a place where people live, play, visit and work that is based on wellbeing, a just transition to net zero, happiness and community wealth building.

Across Scotland there are many excellent regeneration projects. However, many of these are either very local, often focused on a building or street, or regional, based on local authority budgets. The "North Carrick Model" (as the external impact measurement consultants called it) is a new and innovative approach to community building in a sub-region.

The initiatives that are part of Foundations for Recovery will require substantial investment over time but have the unique merger of the following elements:

1. **Capital assets** focusing on a network of various buildings across the community, some sports, some heritage all of interest to local people and to visitors.
2. **A series of projects** leading to business plans and funding proposals, many relating to tourism, culture and heritage.
3. **Cross community infrastructure** from e-charging points to pathways, toilets to active transport.
4. **Capacity building and training** that builds the skills of the whole local community to ensure that any change to this community is

delivered by local people. Learning by doing not by attending training sessions.

No other community in Scotland is working in this ambitious way and the "North Carrick Model" will start to be replicated in similar semi-rural areas in the future.

The programme embedded grass roots action led (i.e., into all the work that was done while it was done) skills development for the 9 months of the delivery period, ensuring people were impacted immediately. This short-term impact is complemented by medium-term and long-term impact that will change North Carrick into a truly wellbeing and local economy where people will want to live, work bring up their families, grow old and come for a break.

A network of fantastic facilities linked with excellent community owned and managed infrastructure, operated by skilled and confident local people of all ages will achieve massive outcomes of wellbeing, community resilience and net zero. Building the capacity of the community and changing the lives of individuals will be achieved by investing in assets and developing skills during the development of ideas.

We will invest in the area which will move people forward from apathy to involvement ultimately leading to stronger communities as indicated in the diagram above..



1. About North Carrick Community Benefit Company

North Carrick Community Benefit Company (NCCBC) was formed as a company limited by guarantee in June 2014 and registered as a Charity in August of 2015. The company is set up to distribute and invest Community Benefit funding from renewable energy sources and other sources that fit with the company and its charitable status. Funding is designated for the North Carrick area of South Ayrshire that includes 5 community council areas, made up of the communities of Crosshill, Straiton, Kirkmichael, Kirkoswald, Maidens, Turnberry, Dunure, Minishant and Maybole.

2. The Nature of the Area

The Foundations for Recovery (FfR) Programme was developed to allow NCCBC to support community initiatives and small businesses in the area. The total population is around 9,000 with 4,800 of those living in Maybole. Just over 6,000 of the population live in deciles ranked between 2 and 5 in the Scottish Index of Multiple Deprivation rankings. In common with many rural areas, North Carrick has an aging demographic.

Maybole contains both the most deprived and the least deprived data zone in North Carrick. For most of North Carrick the key factor is “Rurality.” Except for Maybole, all North Carrick’s data zones are in the 10% most deprived in Scotland (i.e., “Decile“ 1) for Geographic Access. More 16–17-year-olds are not in education, employment or training, (10% have no qualifications and only 40% have level HNC/D and above), there is a higher rate of child poverty, and a higher proportion earn below the real living wage in comparison to the UK averages. (Deprivation in Maybole itself relates to indicators such as Health, Income and Employment. 90% of the people live in areas that are amongst the 50% most deprived in Scotland including 28% in the most deprived quintile in Scotland.)

There are innumerable community groups helping to meet a wide range of challenges and supporting dozens of activities for local people. These communities know how they want to improve their areas. All have Community Action Plans for the period to 2024 and four have more detailed Development Programmes. Some large projects have been in development for a long time, hampered by the lack of funding for the detailed development work and business planning that is required to support funding applications.

North Carrick’s key strengths include a rich culture and heritage with the birthplace of Robert the Bruce, close associations with Robert Burns, one of the most visited National Trust for Scotland sites at Culzean Castle, Maybole Castle, Turnberry Golf Course and beautiful coast and countryside. As a result, it has untapped potential as a Tourism destination with rich farmland, coastal and inland walking routes and interesting biodiversity.

3. Foundations for Recovery

In 2021, NCCBC was successful in securing over £500k in funding from the UK Government’s Community Renewal Fund for its ‘Foundations for Recovery’ (FfR) Programme - to develop a range of projects in North Carrick to a stage ready for implementation.

The funds, supplemented by £50k from NCCBC itself, were used for an intensive six-month programme to convert community and business aspirations, ideas, and proposals into investment-ready projects. The programme has chosen to focus on three specific areas of activity: heritage and culture (with an emphasis on tourism); community assets; and workforce development.

Although not restricted exclusively to tourism, the FfR programme will develop opportunities for increased income from visitors looking for experiences in the Heritage and Culture sector, adventure tourism, agritourism.

4. External Influences

The following elements, positive and negative, must be taken into account in the development of the Foundations for Recovery programme to establish a process that will consolidate and grow investment and projects into the North Carrick area to re-balance the economy and increase opportunities for all.

- Sources of funding are in a state of flux.
- Democracy Matters – putting democracy back into community development.
- Covid influence – move to digital learning, communications and connectivity alongside the need for economic recovery.
- Relationship between Scotland and Europe – sense of identity. Changing the way Scotland sees itself in the world.
- Well-being economy - different model to economic growth.
- Spatial Place planning – secondary planning legislation.
- Programme for Government – green economy / digital inclusion / jobs.
- Comm Empowerment Act and land reform putting power over assets into the hands of communities.
- Proposal for a Rural Economic Action Plan with focus on rural regeneration.
- Local Social Enterprise – cross government importance.
- Health and Social Care – community led work by Health Improvement Scotland.
- Youth – Kickstart and Youth Guarantee. Link to employability and skills.
- Social Enterprise Action Plan. Change towards self-sustainability in the community sector.
- Climate Emergency and the Just Transition to Net Zero.
- Tourism – Community Led Tourism / Local Solutions as well as Scotland 2030 Strategy.
- Community Wealth Building – rolling out across the regions and will be legislated during this parliament. Link to Well-being economy
- Town Centre Strategy – link to the place-based funding.
- South Ayrshire Council Regeneration Strategy.
- South Ayrshire Tourism Strategy,
- Challenges for young people, especially post covid – jobs etc. Need to support young people to co-design new services.
- The Developing and Managing Tourism in Coastal North Carrick Report dated March 2021. The report establishes some important building blocks for wider North Carrick product and brand development.
- The Scotland Outlook 2030 strategy published in 2020 outlines an ambition “...to enrich the lives of those who live here and visit us; it will protect and preserve our places, with Scotland’s tourism industry acting as pioneers for delivering responsible tourism.”

Its emphasis is firmly on addressing current imperatives: climate change and its effect on travel patterns; responsible tourism that gives back more to communities than it takes out; and higher business costs from higher-waged and better qualified staff. Scotland Outlook also predicts little change in our core markets. Scotland has a ‘green’ image in many European markets that can be capitalised on as it transitions to a net-zero economy.

5. Learning

The following is a summary of learning from the external evaluation of the programme, which also forms an important back drop to future plans.

Overarching Themes

In carrying out the impact evaluation, some overarching themes and observations emerged. These have included:

- A realisation that it is still early days – but the ambitious and multi-place approach has been strongly welcomed.
- A recognition of the key role of NCCBC in leading on the Programme – particularly with the difficulties faced with both the pandemic and also delays in being able to access funding. The FfR Programme has raised NCCBC's credibility both within the local communities and also with the local authority. It will be important to build on this positive outcome from the Programme.
- Questions remain about ongoing funding. Expectations have been raised – and it would be a setback not to be able to build on the current momentum. Also, if limited funding is secured - which projects will get priority?
- If and when funding to implement the respective projects is secured, more formal and better resourced project management will have to be adopted – with a greater focus on milestones, risk management and progress reporting.
- Significant strides have been taken in getting local people and communities to identify as being part of the 'North Carrick community' However, this will be an ongoing process and adequate time and resources will be required to be allocated for this.

Recommendations for Foundations for Recovery :

Moving forward with a view to securing/accessing the funding to begin implementing both the specific projects as well as the cross-cutting initiatives, the Impact Report makes recommends the following series of actions:

- Preparation of a 'blueprint' that will reflect a clear strategy and business plan for the implementation of the FfR Programme across North Carrick. [this document].
- The distinct approach of the FfR Programme should be promoted as an exemplar of genuine collaboration between the community, public and private sectors, much like the Community Wealth Building model, emphasising the bottom-up approach via community leadership and ownership. In effect, a distinct 'North Carrick Model' to the way community activity takes place and is managed and funded.
- Funding should be sought to increase the capacity of NCCBC in terms of resources and support so that it can build on the progress it has achieved to date. The establishment of a youth-inclusive North Carrick Development Trust is being pursued.
- Additional resources should also include a dedicated amount to manage an ongoing programme of community engagement. Such a programme would not only build on what has been achieved so far, but also continue to help build links between the respective communities – and shared connections within North Carrick community.
- The development of an ongoing progress and impact evaluation methodology to ensure the long-term objectives remain on track.
- The approach adopted by North Carrick's Foundations for Recovery Programme should be viewed as potentially transferable to other communities, both in Ayrshire and other parts of Scotland.

6. Vision

Strapline

People | Place | Progress – we will have a focus on developing the skills and opportunities for local people in an enhanced place while attracting visitors to the area

Foundations for Recovery Vision and Mission

VISION

North Carrick will be a thriving, resilient place where communities work together to stimulate rich social connections, create local wealth and have opportunities for everyone to flourish

MISSION

To lead on collaborative development of projects across North Carrick

Values

1. **Collaboration** – We will stimulate ideas but will develop projects in collaboration with local communities and groups].
2. **Empowerment** – Where needed we will help develop new local bodies to lead on projects in their own communities.
3. **Cross-fertilisation** – This is a North Carrick Vision. While individual projects should have local impact, they should link to all projects across the region.
4. **For everyone** – Involvement and benefit should reach across North Carrick and impact positively on everyone, regardless of age and circumstances.
5. **Involvement** – We will include everyone in decision making.

Things Which Are Important to Us

We will prioritise projects that:

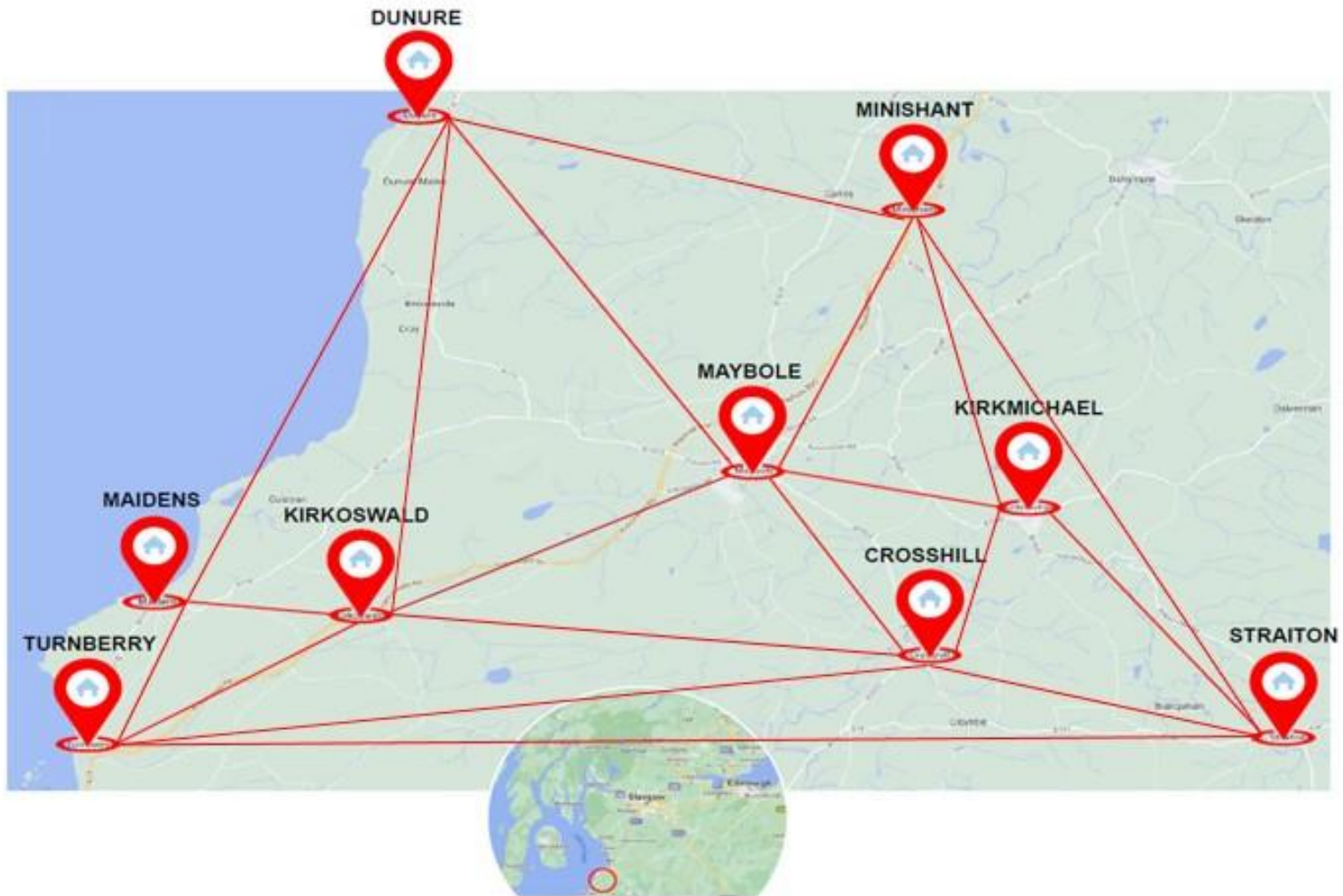
- Make a real difference to people
- Invest in change
- Create learning
- Celebrate the place by attracting visitors
- Value the marginalised

We will monitor and evaluate this new approach to our work, and we will reflect on our vision as it develops in reality.

Developmental Priorities

- To create a separate North Carrick brand within a clear brand architecture for the area and the evolved Foundation for Recovery programme.
- To develop strong narratives supporting the area's history and heritage including Burns Country, Robert the Bruce, maritime and farming heritage, and Clan Kennedy. This is based on the concept of the web, referencing the story of Robert the Bruce and the spider's web.
- To develop a portfolio of community-owned and managed assets across the area that work with each other.
- To establish infrastructure and connectivity from pathways and signage to toilets and cafes, rooted in the concept of Bruce's web.
- To embed skills and employability within all projects as they develop.
- To attract external tourism investment and develop other business sectors to create a local wellbeing economy.

7. The Bruce's Web Concept



8. The Difference We Will Make

Working with public, private and third sector agencies, the new Development Trust will drive progress on a set of ambitious targets:

Create jobs, reducing unemployment figures to half of the national average

Move 100 people in 5 years from insecure jobs to challenging careers in the heritage and tourism sectors

500 people who are economically inactive due to caring responsibilities, health issues or retirement, will report improvements in wellbeing and will be more involved in community action

50 people per year will increase their skills and confidence through attending both vocational and informal training and capacity building workshops

25 voluntary organisations will demonstrate being more resilient with better sustainability, greater reserves and higher capacity.

50 existing businesses will report being more able to survive challenging economic circumstances and 25 new businesses will be established over 5 years

Percentage of Ayrshire and Arran tourism spend (as evidenced in Visit Scotland Insight Reports) will increasingly be diverted to North Carrick.

9. The Projects

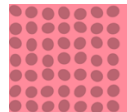
The FfR Programme involves a 'multi-place' approach. Whilst the focus was on three distinct strands of activity or 'lots' – the programme was also designed to ensure that projects would be taking place in as many local communities in the wider North Carrick area as possible. The agreed Programme saw feasibility studies of 26 projects taking place – 12 in specific communities/villages – and the others involving all communities. As a result, most benefit should be North Carrick wide but some will have local impact. The following table shows the intended outcomes, which outcomes each project addresses and a Red/Amber/Green assessment of its priority (because doing all at the same time will be onerous)

Practical Project	Tourism	Wealth Creation	Local Community Benefit / community cohesion	Skills and Employability	Comments	Priority (RAG Red – longer term Amber – medium Green early action)
Tourism strategy with associated lead officer and marketing budget to promote North Carrick as a destination. Will support the Bruce theme too.					This will in time create wealth and employability but at this stage is the foundation project. This will bring capacity to flesh out the Celebrating Bruce theme.	
Celebrating Bruce Event celebrating the 750 anniversary of Bruce's Birth in 1274.					Immediate priority with a view to starting to plan the event.	
The Lion of Carrick Statue.			Local pride in place but across all areas.		Though not directly wealth creating, it is one of the draws that will bring	

Practical Project	Tourism	Wealth Creation	Local Community Benefit / community cohesion	Skills and Employability	Comments	Priority (RAG Red – longer term Amber – medium Green early action)
					tourism wealth to the area.	
Village Art Competition.					Creating a creative economy.	
Heritage Centre at Kennedy Park (See work on Castle and Masterplan).					Significant positive momentum.	
Augmented Reality Tours.		? Need discussion whether this generates income or not – most likely to be free to the users	Yes, likely to be free to user but is part of the aim to develop packages of activities to convert day trippers into overnight visitors			Key attraction.
Maybole Castle as creativity centre and heritage Hub.						
Active Transport.						New pathways and linkages.
On farm visitor activities.						Will take time to engage with farmers.

Practical Project	Tourism	Wealth Creation	Local Community Benefit / community cohesion	Skills and Employability	Comments	Priority (RAG Red – longer term Amber – medium Green early action)
E-charging points.						Now is the time when investment is most important to get ahead of the curve – reason for coming to the area.
Dunure Harbour and Light tower.						Light Tower needs urgent action
Community Sport.						Local solutions may be easiest to implement.
Maidens Bowling Club.						
Maidens Harbour.						
Public Toilets.		Not direct impact generating but will draw tourists.	Good for NC too but not only local impact.			Infrastructure needed.
Community Assets improvement.						Phased.
Heritage Enterprise Village.						Could be a higher priority if site agreed.
Consolidated training offering (on						

Practical Project	Tourism	Wealth Creation	Local Community Benefit / community cohesion	Skills and Employability	Comments	Priority (RAG Red – longer term Amber – medium Green early action)
and off line, rural, skills and third sector).						
Youth structure for future involvement						



10. Governance Plan

A clear recommendation from Foundations for Recovery is that a new organisation should be formed to drive progress on project implementation.

Legal structure

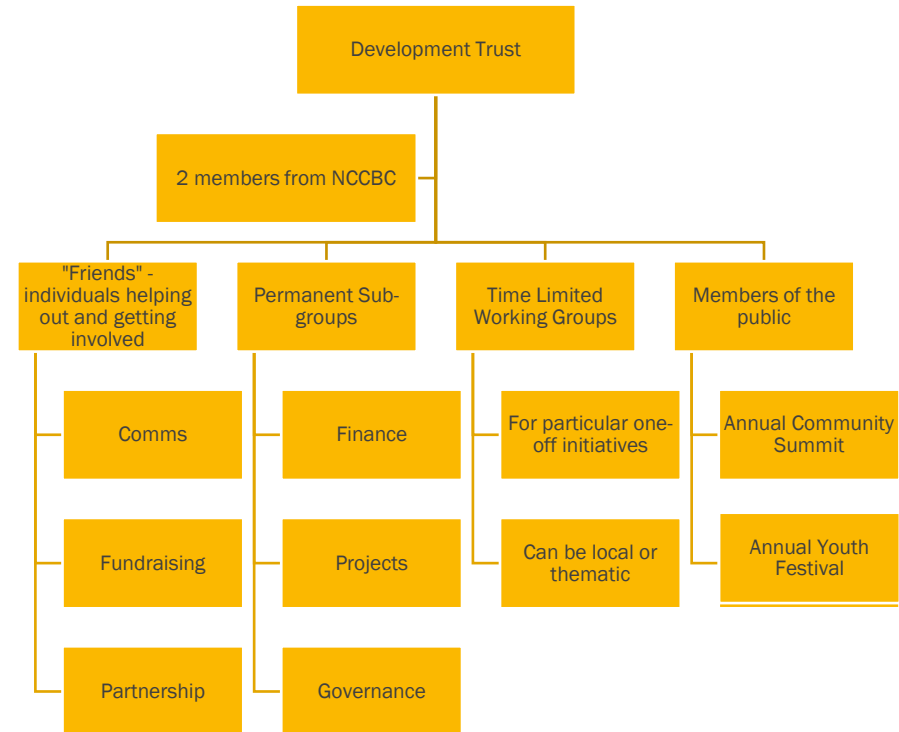
Following an options appraisal, the likely legal structure is to be a SCIO structured as a Development Trust and a member of the Development Trust Association Scotland.

However, the organisational structure needs to accommodate a wider demographic and to involve those beyond the immediate board and those from NCCBC with a particular emphasis on involving younger people.

So, in summary the organisation needs:



To deliver this the governance will include many beyond the core trustees of the new Development Trust. A more engaging structure is suggested below.



11. Brand Architecture

A new brand architecture is evolving across the whole organisation and linked to the tourism offering, youth and all other activity, telling the story and driving interest and business.

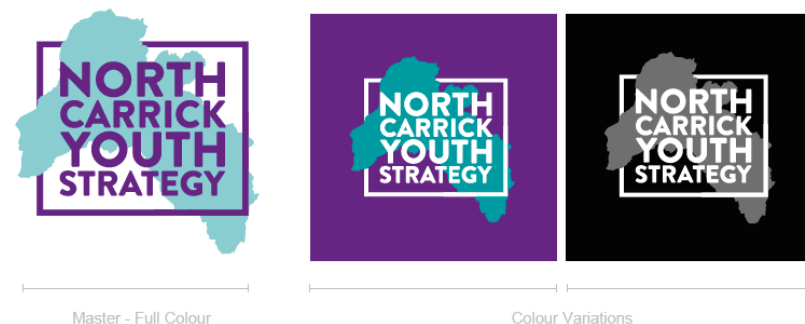
1. Youth Strategy branding. Driven by consultation with young people to encapsulate the youth strategy work that has been done over recent years.
2. Overarching brand architecture. This helps to show how the relationships work between North Carrick the place, NCCBC, North Carrick Development Trust (name TBC), Youth Strategy, northcarrick.com and various other distinct strands of activity (tourism, environmental, communities etc.) and business.
3. Proposed Brand System. It was felt that the design part of the branding should bear a family relationship. On that basis Bold created a proposed brand and colour system that would work across the breadth of the brand. It would retain the type and box system developed for the Youth Strategy which would help to tie all the parts together and give the possibility for future expansion within the brand.
4. e-Bikes. These are already designed and have been brought into the brand style as part of the holistic architecture.

Examples of Branding

E-bike Branding



Youth Strategy Branding



12. Aims

Short Term Benefits

An exciting programme of works branded and well-publicised will enhance community pride in place. A focus on important assets from Maidens Harbour to Maybole Castle will improve community self-esteem and a sense of pride and aspiration that will be the springboard to future growth. Focusing on creativity will create quick wins in relation to the 'Lion of Carrick visitor attraction, and the villages' public art competition. Increasing numbers will volunteer and get more actively involved in their community.

Long Term Benefits

Changes that improve North Carrick's attractiveness as a place to live and to do business will, over a longer period of time, reduce vacancy rates and unemployment and increase community wealth. This is related directly to increased GDP and the turnover in a number of local businesses (particularly social enterprises and ethical businesses) and to the well-being economy.

The asset development strand will map the assets (with a view to future development) and focus on vital community assets such as harbours, community sport and heritage. Improving a network and campus of spaces across the area will have the following benefits: 25% more local people will become more active, improving their mental and physical health; improving heritage assets and infrastructure will increase visitor numbers year on year, which in turn, will increase jobs and community wealth. Together, these measures will reduce outward migration of families and young people and will attract new working age people to the community.

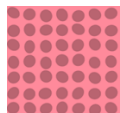
Workforce development will improve the skills and abilities of local people, with a particular focus on the third sector. This will equip the

local area to be resilient, while having the vocational and practical skills to deal with economic, environmental, and local changes.

Evolving the youth strategy will put young people at the heart of the community and economy, investing in young talent which will stimulate innovation and change. The respective 'Lots' concentrate on heritage and culture, buildings and assets and learning and jobs and, if funding is secured in the longer term, are all designed to help make North Carrick a better place to live, work, visit and play. The intention is to improve local facilities for locals and visitors alike – and, at the same time, provide greater employment opportunities in the area.

The multi-place approach has been chosen not only to ensure an equal spread of resources across the North Carrick area (rather than focussing on a small number of stand-alone projects), but also to contribute to building better connections and greater collaboration between respective communities in the area.

An added dimension to this approach is that it is predicated on local decision-making, thereby encouraging greater engagement in the local democratic process.



13. Broad Projected Impact

Foundations for Recovery : Long Term Impacts										
Introduction										
26 detailed projects were tested for their viability in relation to technical deliverability, financial viability, strategic and community demand										
Over the next few years, these will form the basis of an implementation plan to transform the community of North Carrick into a vibrant living community which has great careers, fantastic infrastructure, a sustainable wellbeing economy and happy and healthy residents.										
The following are projected benefits that could happen if these projects are implemented. It is likely that not all will be.										
Finally this should be read alongside the strategy report which shows how these apparently individual projects are in fact part of a holistic approach to community building and work together to achieve outcomes that are greater than the sum of the parts.										
A Development Trust will be established to lead on the next steps.										
Any financial projection are estimates which will be reviewed during the business planning stage										
Current population = 9000										
Impacts										
Project that will emerge from FFR	Comments on Project	New jobs for those who were unemployed	Enhanced jobs for those who are employed / underemployed	Improving the lives of those who are economically inactive	Numbers attending training and learning	Numbers reporting improved wellbeing	More sustainable voluntary organisations	More sustainable businesses in stronger supply chains	Target for annual turnover (those in bold are from research reports, others are estimates)	Comments
Holistic tourism Strategy and better marketing	This links to most of the projects and will drive visitors to the area	25	100	250	50	100	10	30	£6,040,000	Development of infrastructure, hospitality, attractions, accommodation and catering. NB : The pre-pandemic economic impact of the Wigtown Book Festival was £4.3m across the whole region. Ayrshire and Arran visitor spend in 2019 was £604m. This is likely to be more focussed on the islands and more obvious tourist spots. However, with a very significant new offering, if this area attracted 1% of this, we can see the impact there.
Celebration of Bruce Event and Lion of Carrick	Creates a draw which will attract visitors while driving pride in place for local people	2	5	25	10	50	5	25	£588,958	
Heritage Centre at Kennedy Park	Multi-purpose heritage attraction	3	5	20	10	50	5	15	£242,600	
Villages Public Art Competition	Strengthens local pride in place	0	0	30	50	100	2	5	£39,291	
Augmented Reality Tours	Innovative approach to services	10	5	10	20	0	0	3	£58,125	
Maybole Castle	Creative and heritage hub	2	5	10	20	50	10	15	£75,038	
Active Transport scheme	Better infrastructure to attract visitors	5	5	25	50	200	5	10	£205,100	
On-farm visitor activities	New visitor attractions	10	20	25	50	200	10	25	£250,000	Expansion of new business activity
E-charging points	Better infrastructure to attract visitors	1	1	0	10	0	0	10	£0	
Dunure Harbour and Light Tower	New heritage attraction	5	10	20	50	100	10	15	£100,000	Visitor attraction
Community sport co-ordination	Improving information and access	2	3	50	200	500	25	10	£500,000	Increased use of facilities
Maidens Bowling Club	New community facility	0	2	25	20	100	5	5	£100,000	New community facility
Maidens Harbour	New visitor attractions	0	0	10	20	100	5	2	£0	
Public toilets	Better infrastructure to attract visitors		1	15	20	0	1	1	£24,350	
Rural Retail Park	Better commercial centre and hub	25	25	10	100	25	5	25	£5,000,000	Very broad estimate of total turnover. Target is House of Bruar which had a £29m turnover
Third Sector Training Academy		0	0	50	500	250	25	25	£25,000	Potential for some paid for courses
Rural skills academy	Increases capacity in the area to serve the	0	0	25	500	250	30	50	£50,000	Potential for some paid for courses
Digital skills infrastructure	new attractions and infrastructure	0	0	50	500	250	30	50	£25,000	Potential for some paid for courses
Youth Strategy Evolution	Improves youth involvement	0	0	75	200	150	5	0	£0	
Totals		90	187	725	2380	2475	188	321	£13,323,462	Annually
NB : This projection has not been undertaken by a qualified economist so should be taken in the spirit of an early estimate of what could be seen. This will be more robustly tested at a future date.										
Year 1		90	187	725	2380	2475	188	321	£13,323,462	
Year 2		92	191	740	2428	2525	192	327	£13,589,931	2% growth
Year 3		94	195	754	2476	2575	196	334	£13,861,730	
Year 4		96	198	769	2526	2626	200	341	£14,138,964	
Year 5		97	202	785	2576	2679	203	347	£14,421,744	
Year 6		99	206	800	2628	2733	208	354	£14,710,179	
Year 7		101	211	816	2680	2787	212	361	£15,004,382	
Year 8		103	215	833	2734	2843	216	369	£15,304,470	
Year 9		105	219	849	2789	2900	220	376	£15,610,559	
Year 10		108	223	866	2844	2958	225	384	£15,922,770	
10 year total		985	2048	7939	26060	27101	2059	3515	£145,888,192	

14. Risk and Mitigation

Risk	Impact	Probability	Current Actions	Action Required	Lead Responsibility
Inability to recruit board members to the new development trust.	Medium	Medium	Openness to known individuals But many are already busy.	Board recruitment programme.	NCCBC
Challenging to secure grant funds for programmes.	Medium to high	Low in relation to individual projects but high in relation to funding the whole programme	Detailed research. Funding strategies in various reports. Funding templates produced. Meeting with SA Council.	Meeting with Council regarding statutory controlled funding (e.g., Shared Prosperity). Approach funders.	NCCBC or possible future DT development officer. NCCBC contractors.
Loss of key personnel.	High	Low to Medium	Plan to grow the directors. Plan to build a new board with a recruitment plan as part of this funded work.	Recruit new directors carefully.	Directors
Local groups only buying into local projects and not the wider vision.	High	Low	New vision for the future.	Regular meeting with local groups. Build local into the regional in relation to control. Annual summit to push the vision. Regular newsletters on the progress of the programme.	NCCBC directors NCCBC contractors

Risk	Impact	Probability	Current Actions	Action Required	Lead Responsibility
Low youth involvement.	High	Low	New structure suggested – possibly linked to new Development Trust.	New structure in place.	All board
Lack of leadership by being too collaborative and consensual.	High	Low	Communicate openly. Distribute tasks. NCCBC Manager as “soft” leader.	Confirm a light touch lead to be the face of the new Trust.	All
Poor engagement from key partners such as sac.	Low to Medium	Low Medium	Positive initial meeting.	Regular involvement. Creation of a cross sector working group.	Contractors
Burn out of core staff.	High	Low to Medium	Unknown.	Good terms and conditions for staff.	Board

16. Project Development and Funding

NB : These figures include any funds that NCCBC can provide

Capital Project Costs

No.	Project	Description	QS Cost (£m) Inc Fees & VAT	Coastal Communities (£25,000 currently closed)	Levelling Up (second round to be confirmed)	Shared Prosperity (funding via SAC – amount to be discussed)	NLFH and HES – Place based fund (up to £5m)	Sports Scotland Facilities Fund (£100,000)	CARES (retrofit of community buildings – up to 380,000)	Ayrshire Growth Deal	Sustrans Places for Everyone Fund (Large sums for infrastructure)	Place Based Investment Fund (via SAC)	Regeneration Capital Grants Fund (average £.1m per project)	Community Shares and public subscription	Tourism Infrastructure Fund (Visit Scotland)	Scottish Landfill Communities Fund	Charitable Trusts (Wolfson, Clothmakers, Garfield Weston etc)
C.1	Dunure Harbour	<ul style="list-style-type: none"> Conservation of the principal architectural composition of the harbour structure, breakwaters, lighthouse, and tidal basin with safe moorings for boats Repair of the harbour walls where rock has eroded or fallen away and repair of the access steps to the water. Repair / reinstatement / consolidation of the 	1.202														

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		<p>West breakwater and west quay</p> <ul style="list-style-type: none"> Restoration of the sandstone lighthouse as a sound structure Contemporary design of new elements are planned such as a new boat store and a solid construction walkway with wave barrier on the west wall. Improvements to the harbour master office and facilities Increase areas for storage of boats out of the water for the winter season, including consolidation of the North Dyke, with safe vehicle and trailer access 															

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		<ul style="list-style-type: none"> Re-surfacing of the harbour access areas with creation of safe visitor areas for picnic tables and attractive landscape furniture Refresh the signage and heritage interpretation information boards 															
C.2	Dunure Community Heritage Centre	<p>Creating a new heritage, visitor and community centre which offers flexibility in use to ensure it can house different activities across the whole year.</p> <ul style="list-style-type: none"> Allowing for increased use by visitors during summer but more intense community use in the winter/ autumn periods. 	3.097														

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		<ul style="list-style-type: none"> The proposed accommodation reflects this flexibility: <ul style="list-style-type: none"> - central three-part cafe/exhibition/meeting rooms - permanent exhibition space to explain the heritage of Dunure - multipurpose hall for community and social events - shop serving both local and visitor needs - kitchen, toilets, & storage 																
C.3	Dunure Kennedy Park and	Alterations and improvements to the park and creating a fully disabled accessible route	1.297															

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	Links to Harbour	<p>from the harbour up past the lime kiln, the doocot and the castle to visitor centre.</p> <ul style="list-style-type: none"> • an enlarged and improved car parking area in conjunction with the visitor centre • upgraded pathways through the park • a new feature bridge over the stream with seating areas facing the sea • upgrades to the roadway through the village with ramped access at the steep sections • improved road surfacing • improved pedestrian spaces around the harbour 																

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C.4	Dunure Kennedy Hall Conversion	<p>The new heritage and community centre will make the Kennedy Hall surplus to requirements. Options considered for its future use are:</p> <ul style="list-style-type: none"> conversion of the hall into short term holiday accommodation to create two x 2-bedroom holiday cottages with living room and kitchen; or creating three x small-scale craft and workspaces where individual crafts people or artists can have a base from which they can make and sell produce to visitors and residents alike, and can provide products 	<p>Accom: 0.279 <u>OR</u> W/shops: 0.303 (TOTAL DUNURE: c£5.9m)</p>															

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		via other outlets in the village and more widely															
C.5	Maidens Community Hub	<p>Creating a new build 2 storey centre on the site of the current bowling club house. Combining the bowling club with community uses offers the chance to create a more flexible and functional series of spaces which can serve both groups. The proposed accommodation is:</p> <ul style="list-style-type: none"> • Ground floor: main bowling function room; bowling club locker room; bar; toilets • First floor: community hall; meeting room; kitchen; public toilets; plant and maintenance spaces 	2.928														

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C.6	Maidens Harbour and Coastal Rowing Club	Improving the harbour for visitor and locals and upgrading facilities for the rowing club	c0.500														
C.7	Maybole Outdoor Activity Park	<p>The existing swimming pool will become redundant on the opening of the Carrick Campus and the existing golf course is underutilised. The proposal is to develop these assets to give them a long-term future and bring new facilities to Maybole for both locals and visitors alike</p> <ul style="list-style-type: none"> The pool building will become a support facility for cycling and golf with the Golf Clubhouse, bicycle workshop, shop, bike and e-bike rental and e-bike and EV charging 	<p>Building conversion: 1.715 Land based: 1.718 (TOTAL: 3.433)</p>														

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		<p>services, gym, changing rooms.</p> <ul style="list-style-type: none"> The golf course will be improved with 9 greens and 18 tees. BMX TRACK, cycling, mountain biking and walking areas, zip lines will be added 															
C.8	Kirkoswald Readers Club	<p>The existing 2-room cottage with outdoor toilet is dilapidated and not fit for purpose. The availability of the Church Hall in the village suggests that the building is not needed as meeting space for the community, but it does have a potential use as an income generator for the community. Options considered for the Club building's future use are:</p>	0.212														

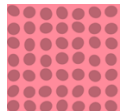
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		<ul style="list-style-type: none"> • Conversion into a 2-bedroom holiday let; or • Conversion into a 12-person bunkhouse-style accommodation with shower room and communal cooking/dining area (suited to e.g. walkers and cyclists) 															
C.9	Straiton McCandlish Hall	Improvements to make the building more accessible, functional, and environmentally and financially sustainable. (The suggested community buy-out of the local hotel was stalled but may become a large-scale capital project in future.)	0.140														
C.10	Kirkmichael McCosh Hall	Improvements to make the building more accessible, functional, and	0.202														

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		environmentally and financially sustainable. (A proposal to free up space in the Hall by building a new community shop is still being explored.)															
C.11	North Carrick Public Toilets	The ambitions for North Carrick as a destination require the area to offer visitors a positive experience with access to attractions and activities for all ages and interests. It also needs to ensure that it provides the backup facilities which go along with this. The aim is for North Carrick to have an exemplary provision of public toilets supporting local tourism and leisure industries. The strategy	0.585														

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		involves minimising running costs through energy efficient design, etc, and shared maintenance and management arrangements. Requires new toilet buildings in Kirkoswald, Maidens, Turnberry, Crosshill, and upgrades in Straiton and Kirkmichael															
C.12	North Carrick Lion of Carrick	Proposal is the install a 4m high statue as a tourist attraction	c0.600														
Total for Capital Projects			£14.778														
NOTE: There will be additional capital projects such as possible overflow car parks or active travel mobility hubs in some villages that will require further development.																	

Revenue and Core Grants

REVENUE PROJECTS				Funding														
No.	Project	Description	(£m) Inc VAT	National Lottery Community Fund	Garfield Weston Foundation	Henry Smith Charitable Trust	Shared Prosperity Fund	Creative Scotland	Corporate Sponsorship	Loans	NLHF and HES	Young Start	Community Bonds or Shares	Robertson Trust (focus no poverty and trauma)	Destination South Ayrshire	MacRoberts	Investing in Communities	
R.1	North Carrick Development Trust	3-year project to cover core costs, project development, asset-based community development, and poverty reduction work. The youth-led Development Trust will support local communities an organisation and drive the implementation of projects	0.532															
R.2	North Carrick Arts and Augmented Reality Trail	Art installations in nine communities supported by augmented reality experiences, a walking trail app and booklet, and 'rewards' for local people	0.075															



		and tourists who visit all nine sites															
R.3	Retail Development	Project to develop proposals for establishing and operating a Heritage Enterprise Village in North Carrick that is focused on 'market-making' for heritage enterprises and their customers. A phased development approach of a flagship site in a town or edge-of-town (Maybole) location, and subsidiary sites and a network of heritage enterprises across North Carrick	0.118														
R.4	Maybole Castle	3-year project to establish Castle as a heritage hub and enterprise centre	0.350														
R.5	Youth Initiative	Pump-priming over 3 years for revenue and capital projects to engage young people in Foundations for Recovery and respond to the North Carrick Youth Action Plan	0.135														
Total for Revenue Projects			1.210														
TOTAL FOR ALL PROJECTS			£15.988														