

## Impact Report : Appendices

North Carrick Community Benefit Company

May 2025



**community**  
enterprise



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## 1. Appendix 1 : Statistics

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Analysis took place of all the grants that have been given since 2015. A summary across the years can be found in the table below.

### Main Grants

Across the main grants over that period a total of 110 separate organisations were funded<sup>1</sup>. Some organisations applied once while others were serial applicants.

- One organisation applied 9 times
- One organisation applied 7 times
- Three organisations applied 6 times
- Six organisations applied 5 times
- Three organisations applied 4 times
- Five organisations applied 3 times
- Fourteen organisations applied twice
- Fifty five organisations applied once

The vast majority (78%) applied once or twice only and it was only small numbers who were regular investees. Those who applied multiple times were not of a consistent type – they ranged from a bowling club to a regeneration initiative.

Full figures can be seen summarised in the table below. Since 2015, a total of £1,453,844 worth of grant applications have been received. £912,914 has been given out resulting in an 81% success rate.

The total project costs across those projects amounted to £1747,448 (though this was skewed by the large Maybole Regeneration Project which brought in £5,880,636 in match funding). That investment of £912,914 levered in match funding of £7,945,418.

The return on investment (ROI) for each £1 of funding is £8.71. Even removing the Maybole heritage funding, there is still an external investment into the area of £2,064,783 and an ROI of £1 securing benefit of £2.65. The need for match funding is controversial and smaller organisations find it stressful and challenging but these figures show the strength of NCCBC in drawing in investment to North Carrick.

The average grant is £12.032 (dropping to £11,336 without the MHP grant) and the average match funding is £72,231.

### Community Projects

In addition NCCBC used a concept of community project funding where grants were issued to local representative boards which invested in small local projects which may or may not have been an organisation.

Over 4 programmes investment was made in the following seven areas

- Straiton Community Projects Fund
- Kirkmichael Community Projects Fund
- Maybole Community Projects Fund
- Dunure Community Projects Fund
- Crosshill Community Projects Fund
- Minishant Community Projects Fund
- Kirkoswald, Maidens and Turnberry Community Projects Fund

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<sup>1</sup> It should be noted that some applicants names were not identical and some applied on behalf of others so there is a small variable in this number. There were 110 successful bids up to January 2025

Projects here included a significant range of grassroots needs such as new audio visual equipment for a community facility, broadband, benches, support with bid writing, sculptures to improve an eco-walk and environmental projects. This allowed for genuine community control in the spirit of participatory budgeting and delegated power to a local level.

A total of £184,950 has been invested in this way which generated £23,530, though in this fund of smaller investments there was no requirement for match funding

### Post Covid Funding

In 2022, a decision was made to invest in covid recover in the area following the pandemic lockdowns. This is a good example of the freedom of NCCBC to be nimble and to responds to changing needs in the community. £178,000 was invested in 25 projects.

### NCCBC Strategic Investment

In addition to grant funding, NCCBC has invested itself in strategic projects. This has ranged from Place2Be funding to community action plans, the purchase of the charity shop and the Foundations for Recover programme.

In total £1,802,000 has been invested which has secured match funding of £1,315,500

### The Numbers : Grant funding

NCCBC Statistics Across the Programme from the start to January 2025							
Year	Total Project Cost	Total Amount requested	Amount Awarded - see comments for payment schedule	Number of successful bids	Average request	Total Match funding	Average Match funding
2015	£86,978	£52,911	£48,202	15		£34,067	
2016	£129,156	£76,711	£33,771	10		£19,483	
	£143,650	£49,826	£38,694	12		£85,659	
	£63,191	£42,550	£20,835	6		£15,817	
	£874,242	£126,021	£113,473	10		£742,011	
2017	£15,327	£11,400	£7,500	2		£3,927	
	£277,920	£67,425	£61,385	4		£200,607	
	£27,883	£26,893	£26,893	4		£990	
2018	£303,580	£64,700	£55,500	2		£238,880	
	£353,642	£114,615	£18,345	2		£18,345	
	£6,021,635	£139,000	£135,000	3		£5,880,635	
	£170,572	£61,782	£31,214	5		£1,790	
2019	£276,763	£75,473	£60,473	2		£201,289	
	£22,333	£8,991	£11,661	3		£10,342	
	£53,791	£23,854	£16,201	2		£28,983	
	£27,573	£19,006	£16,506	4		£8,567	
2020	£187,589	£94,492	£0	0		£0	
	£102,653	£26,099	£18,089	3		£54,789	
2021	£32,076	£16,037	£0	0		£0	
	£12,170	£6,433	£6,433	2		£5,737	
	£160,201	£75,669	£54,561	2		£81,991	
2022	£2,107	£2,107	£0	0		£0	
	£38,100	£19,050	£19,050	1		£19,050	
	£385,722	£33,854	£2,496	2		£1,946	
2023	£246,849	£65,894	£60,482	3		£175,482	
	£101,750	£51,980	£4,645	2		£1,865	
	£9,382	£7,697	£2,465	1		£1,232	
	£44,201	£3,988	£3,000	1		£33,585	
2024	£28,121	£15,038	£15,038	3		£13,083	
	£120,147	£51,691	£8,345	3		£42,609	
	£45,315	£22,657	£22,657	1		£22,657	
<b>Total</b>	<b>£10,364,619</b>	<b>£1,453,844</b>	<b>£912,914</b>	<b>110</b>		<b>£7,945,418</b>	
Post Covid Funding 2022	£178,000	£178,000	£178,000	25		£0	
Community Projects Fund 1-3	£144,829	£124,950	£124,950	9		£20,530	
Community Projects Fund 4	£60,000	£60,000	£60,000	7		£0	
<b>Total</b>	<b>£382,829</b>	<b>£362,950</b>	<b>£362,950</b>	<b>41</b>		<b>£20,530</b>	
<b>Sub-total</b>	<b>£10,747,448</b>	<b>£1,816,794</b>	<b>£1,275,864</b>	<b>151</b>		<b>£7,965,948</b>	<b>£52,754.62</b>
Rejected bids total				36			
<b>Success rate</b>				<b>80.75%</b>			

## The Numbers : Strategic Investment

NCCBC In-house Projects				
	Project	Timescale	Direct Funding	Match Funding
<b>To April 2024</b>				
1	Covid Resilience	2020-21	£70,000.00	£15,000.00
	Foundations for Recovery	2022	£50,000.00	£515,000.00
2	Joint Funding Playparks & Environmental Improvements	2019-2024	£150,000.00	£150,000.00
4	Covid Recovery/Facilities	2021-2022	£96,000.00	£2,500.00
5	Cost of Living	2023	£36,000.00	£15,000.00
	Shop Purchase	2021	£35,000.00	£25,000.00
6	Shop	2022-2024	£100,000.00	£400,000.00
7	CPF	2020 - 2024	£240,000.00	£0.00
8	Place2Be	2020 - 2025	£100,000.00	£60,000.00
9	Action Plans	2019	£30,000.00	£0.00
10	HQ	2024	£20,000.00	£3,000.00
11	Magazine	2015 - 2024	£160,000.00	£0.00
	Photo competition	2019 + 2023	£5,000.00	£0.00
	Main Contractor fees	2019-2024	£306,000.00	£0.00
		<b>Totals</b>	<b>£1,398,000.00</b>	<b>£1,185,500.00</b>
<b>April 2024 onwards</b>				
12	Flat	2024	£190,000.00	£0.00
13	Bruce 750	2024	£35,000.00	£0.00
14	Arts and AR Trail	2024 - 2025	£35,000.00	£50,000.00
15	Heritage Enterprise Village	2024 onwards	£0.00	£80,000.00
16	CPF	2024	£100,000.00	£0.00
17	Main Contractor fees	2024	£44,000.00	£0.00
18				
		<b>Totals</b>	<b>£404,000.00</b>	<b>£130,000.00</b>
	<b>Total</b>		<b>£1,802,000.00</b>	<b>£1,315,500.00</b>

## 2. Appendix 2 : Analysis of Evaluation Forms

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The database of documents has monitoring forms for projects. These ranged in quality from some detailed responses setting out the impact of the grant to some that were more of a summary of work undertaken with proof of project payment and delivery.

In some instances, some organisations were able to supply impact data but not all took the time to do that in a lot of detail. One project received this quote from a beneficiary for example and forwarded it on. This has huge value and a way should be found to capture that in future monitoring without it feeling too onerous.

“I wanted to write and thank you so much for the help you gave us ...in Maybole. I am a senior citizen living alone and the bowling is a lifeline. It is a great way to keep fit and healthy, physically and mentally, and a great way to socialise and meet people.”

A beneficiary of an e-bike hire project stated;

“The ebike hire experience has been everything I hoped it would be. It helped improve my health and fitness, reduced my carbon footprint significantly and also significantly reduced fuel costs in a period of high prices for petrol and diesel. I would (and have) recommended it to everyone.”

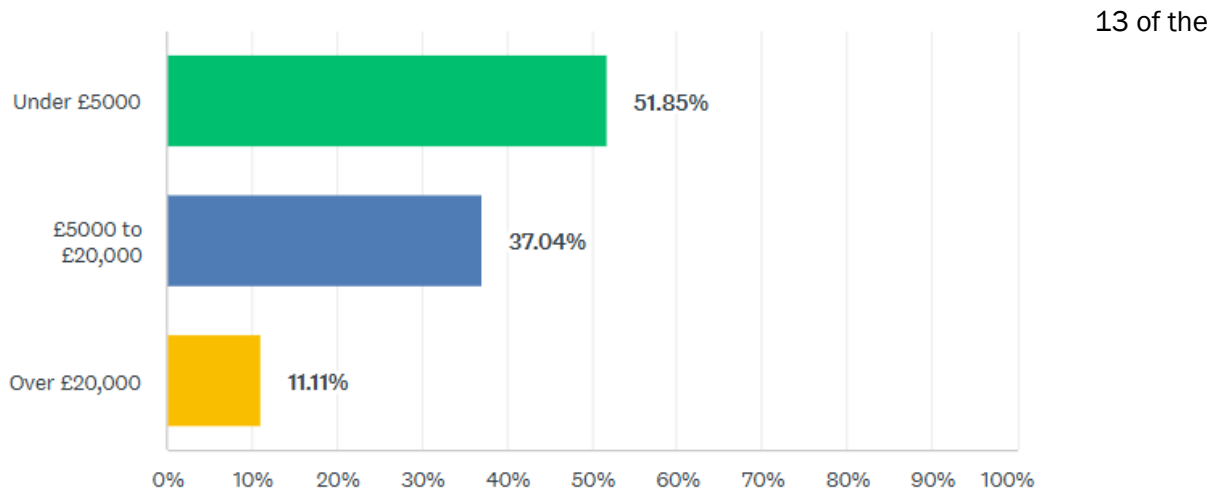
It would have been useful to set out beneficiary numbers across the grant recipient’s work but not all organisations completed these that a realistic number could not be estimated. They ranged from 25 for a specific project to over 300 for a community hall project.

### 3. Appendix 3 : Applicant and Grant Recipient Survey

The survey was sent out by NCCBC to all the grant recipients and this was issued a few times. The survey was promoted locally and 29 organisations completed it. A small number more opened the survey but did not respond or submit.

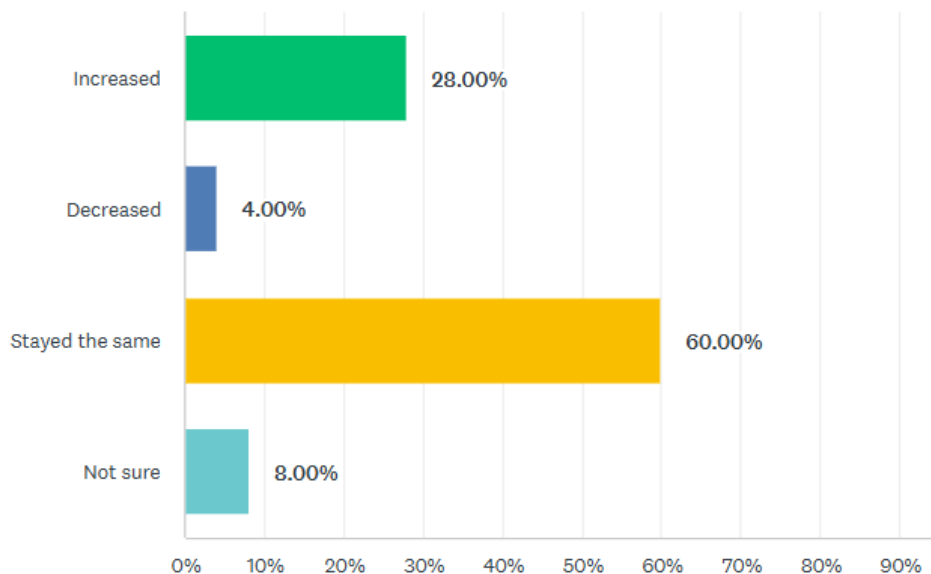
#### Grant type

62% had received the main grant, whereas 27% had received a covid recovery or community-led grant and some will have received more than one grant over different elements. The biggest proportion of people who responded has received a smaller grant with 37% receiving a grant up to £20,000. Again some may have ticked more than one box.



respondents gave their names while the others preferred to remain anonymous.

#### Organisational Impact



Since the organisation received the grant, the biggest proportion (60%) retained the same turnover and only 4% reduced their turnover. A significant 28% increased their turnover.

## Open Comments

*We piloted a new project which now has funding*

*Too early to say*

*Greater efficiency*

*Our volunteers tend to have a similar amount of spare time to devote to path projects each year, and so the level of funding we apply for tends to be similar year on year.*

*Our organisation is a provider of funds to others, money in = money out*

*Park takings are weather dependant better weather brings more visitors*

*New members and therefore added rowers in all age groups plus wider community involvement including Maidens Harbour and the Villagers and The Bistro.*

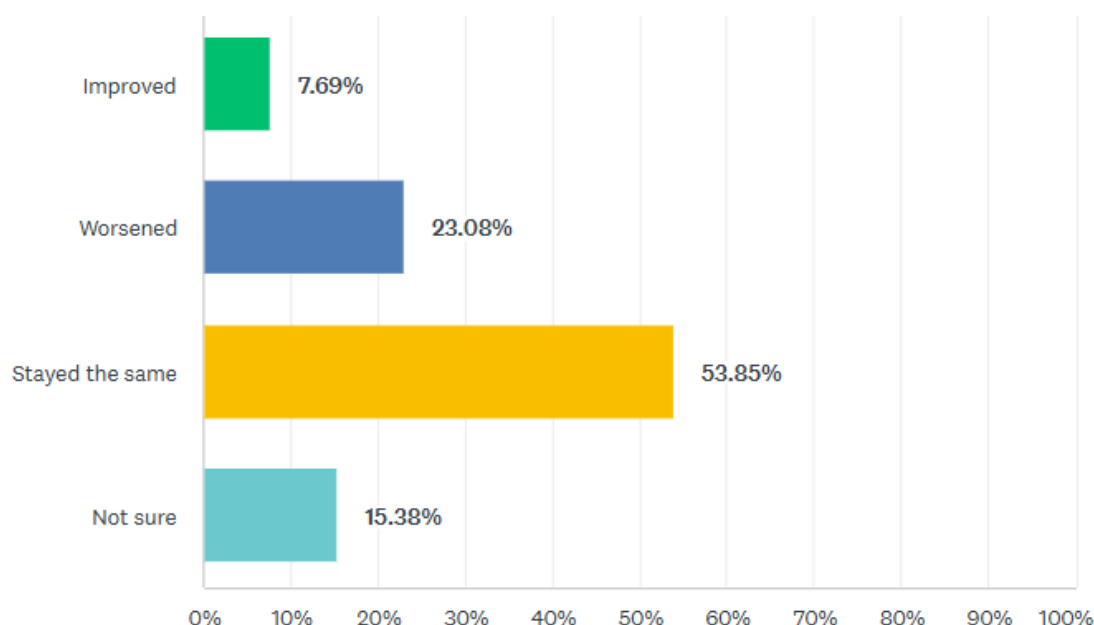
*At the time of applying for the funding our project was requiring a significant injection of funding to keep going. We organised a large funding drive and targeted as many funding organisations as we could reasonably manage. Since the funding from NCCBC was secured we have been awarded more funding from other funding bodies and collectively we are now in a position to continue into the next stage of our project.*

*increase due to better servicing of our facilities, community shop, Cafe and community events*

*We have a slight increase in turnover over the past financial year due to external commissioned projects rather than grant funding*

*Turnover increased for 18months but unfortunately Covid did irreparable damage to our organisation . That said we were able to hand over a building in super condition to another entity .*

Though the turnover increased for some organisations, surpluses only increased for 8% of respondents, with 23% becoming worse (reflecting the national situation set out for example in SCVO's Third Sector Tracker). However 54% were able to retain their levels of surpluses.





## Open comments

*Being more visible helped us get more donations*

*We used the funding to purchase Brush-cutting equipment for path maintenance. Therefore the grant was spent immediately with no overall change to bank balance.*

*The fund was used to offset additional covid costs*

*A very slight upward move that is partially offset by added material and consumer costs.*

*Deficit in revenue continues*

*We had to cease trading in 2022.*

For most (59%), their unrestricted reserves have been protected with only 7% having reduced their reserves. Compared to the Third Sector Tracker, this is more successful than the national average.

## Open Comments

*More resilient*

*We received funding from people's Postcode Lottery which is unrestricted funding and that has made a tremendous difference.*

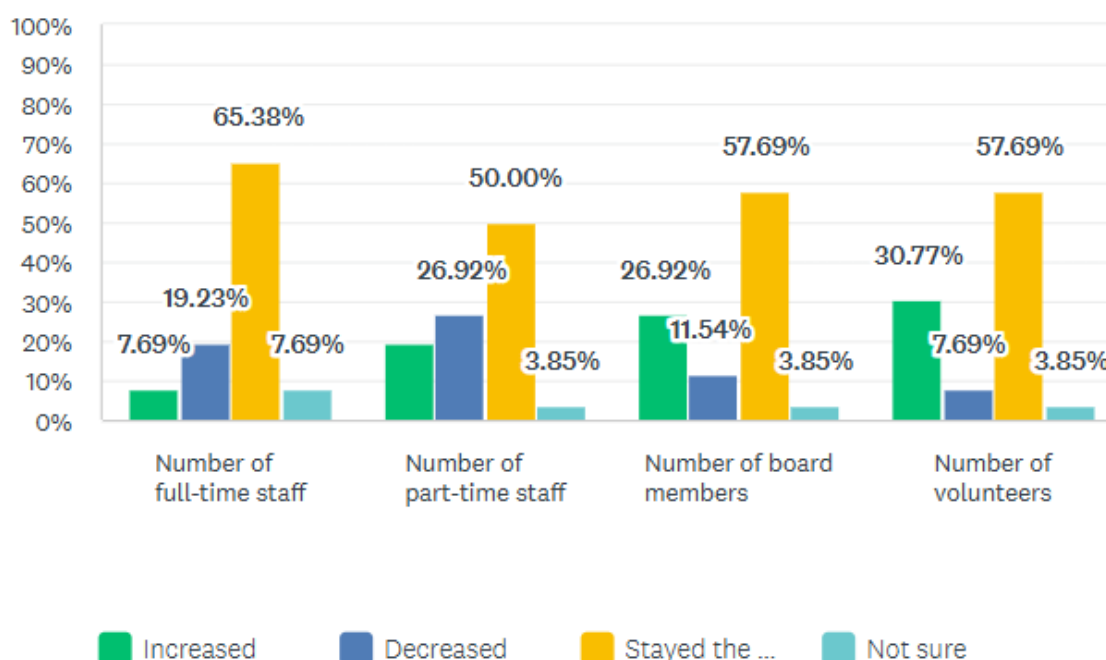
*Finances are just kept at a positive level by organising fund raising events and receiving grants from other sources. However some form of revenue funding would reduce the pressure on Volunteers*

*It increased and then took a bad turn after covid*

## Organisational Capacity

Across the recipient responses, the majority of groups had stayed the same. However 31% had increased volunteers, 27% had increased board members and 19% had increased part time staff.

Due to financial issues in the sector, 19% had decreased full time staff and 26% had decreased part time staff.



## Open Comments

*New staffing has helped to stabilise what we do*

*A full change of Club Membership to our management committee has occurred with no other changes.*

*We have increased our trustees by three more people. Volunteers has grown too. We think that is due to the success of the project and the impact its making on community and people are more inclined to join us.*

*The increase in turnover requires additional staff. However the increase in income doesn't quite cover the increase in costs.*

*We were able to engage more sessional staff to run our project and we attracted more volunteers and board members due to these projects taking place*

## Outcomes

It should be noted that most respondents were able to choose more than one outcome for their project(s).

More organisations stated that they achieved these outcomes “to a modest extent”, but the following were felt to have achieved these to “a great or very great extent”;

- 53% have contributed to regenerating the area
- 27% increased environmental protection
- 43% improved open spaces
- 20% achieved greater energy efficiency
- 46% improved learning and education
- 23% had better access to heritage
- 9% supported the relief of poverty
- 46% contributed to the reduction of disadvantage and poverty
- 50% achieved better life chances for young people
- 66% improved citizenship and volunteering
- 36% supported arts and creativity

## Open Comments

*The post covid funding helped with activities restarting.*

*We received the equipment and training courses relatively late in the season, and therefore we will be able to accomplish more next year.*

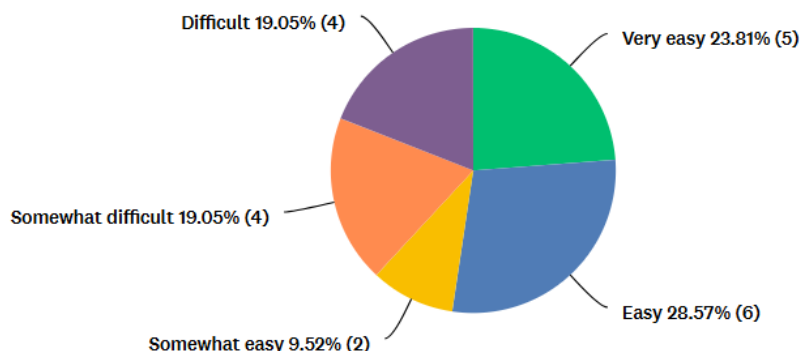
*Our project has many successful outcomes. The children involved in the project with NCCBC have learned about fascinating local history and how to do visual storytelling and expressive arts. They had a lot of fun and some of the comments have been about increasing confidence, learning new skills and improving their health and wellbeing by doing these activities.*

*The project created local jobs with 4 people from Ayrshire gaining work. Opportunities for all members of the community to access arts and cultural experiences, opportunities to become involved as a volunteers creating improved community cohesions and pride*

On a sliding scale from 1 (no impact) to 100 (extremely high impact), respondents were asked to articulate how high the level of impact was. Across the board, the level of impact was 77.

## Fund administration

- 52% found the process easy or very easy.
- 19% found it difficult



## Open Comments

*Generally the process is difficult and complex*

*Match funding needed, lots of questions and also evaluation process submitting form , statement and receipts*

*Form could be simplified*

*The application process for NCCBC is relatively easy, however the requirement to have match-funding (in this case from Paths for All) makes it quite difficult to co-ordinate and report on.*

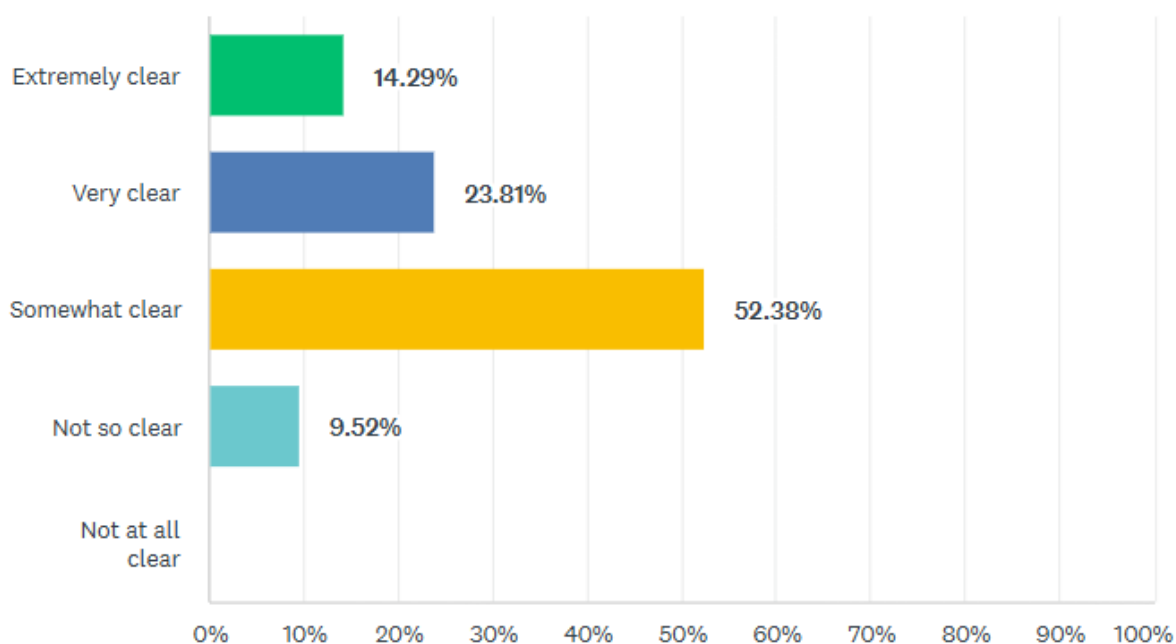
*Overly lengthy application process*

*It was one of the most time consuming forms I have completed. The form itself was not difficult, but the amount of evidence and supporting documents I required took time to organise.*

*Form could be simplified and made more accessible. Criteria for applications could be broader and matched funding conditions reconsidered*

*Form follows a straight forward format.*

Though 38% felt the guidance and information was clear or very clear a significant proportion were less positive.



## Open Comments

*I would appreciate things like videos because I am not a great reader*

*Yes extremely clear and helpful both in writing and with meetings with staff. It helped to manage my expectations.*

65% felt that the communication was good throughout the process and only 4% felt it was not clear.

## Open Comments

*Great personal service. Made a huge difference*

*Really good and helpful which made a massive difference to us understand what needed to be sent*

*Our local NCCBC director kept us informed*

Though 45% of people found the monitoring process “very helpful”, 18% found it more challenging and a further 32% were neutral about it. Comments throughout indicate an opportunity to improve the monitoring.

## Open Comments about the Process

*"Simplify the forms, reduce levels of match funding and only ask for quotes when essential. All of the above prevent small, inexperienced groups like ours trying to get funds."*

*I think there is a need to make more contact with NCCBC staff and other grant holders to feel part of a supportive community in North Carrick*

*Would be good to be able to submit a video or some stories rather than forms*

*Consider some form of limited revenue funding*

*"For an organisation like ours, with very little revenue funding (only from volunteers own donations), the requirement for match-funding makes the NCCBC process quite challenging as in addition to in-kind contribution we often have to find another source of cash grant funding to make up the difference. If NCCBC were able to fully-fund small projects for community organisations like ours (where our volunteers supply the labour), the process would be so much easier.*

*The process, as it is, takes up an inordinate amount of volunteer time completing the application form, particularly when relatively small amounts are being requested.*

*We are however of course extremely grateful for the support, no matter how long it takes!"*

*Local Community Projects MUST BE SIMPLE GRANTS WITHOUT THE NEED FOR MATCH FUNDING.*

*My project deadline has been extended and therefore I have still to send in our evaluation report.*

*Simpler form. Wider scope for grant applications eg revenue funding. More help with establishing match funding sources*

*Compared to many funders this was an easy process from start to finish.*

## Good Practice

- 24% felt that they had improved fair work and good working practices by a large amount and 52% by a small amount.
- 14% felt that they had improved their equality and diversity by a large amount and 52% by a small amount
- 10% felt they have improved their journey to net zero by a large amount and 57% by a small amount.

## Open comments about NCCBC embedding these kind of outcomes in future funding awards

*These should only be desirable, embedding them will completely stop many groups attempting to get any help from our Community*

*This is really important - I would like to see some across the board themes that everyone has to meet. That should drive real change in the area. And NCCBC can be more of an investor in the sector than just a one off funder. Maybe not just these three. What about volunteering.*

*Definitely should be overall bids*

*For the types of grant funding we are likely to be requesting in future, inclusion of these criteria will probably only make the application process more challenging, as we are only unpaid volunteers, with no employees, and no premises.*

*no need to over complicate matters*

*These are all important working practices that organisations should be considering so embedding these into the outcomes is understandable. However for organisations like ours that are run by volunteers it would be a concern to make the application process even more involved and time consuming.*

*Seems reasonable*

### **Any Other Comments**

*Post covid recovery funding helped get us back up and running, the difficult application process means we have not applied since.*

*Development of our project has helped us start to generate an income*

*The Trust they put in us raised our confidence*

*It has helped increase our confidence to work with others*

*We are much more confident and felt more able to access other funds.*

*The funding has improved our ability to travel as a band, in turn our ability to represent Maybole, North Carrick and South Ayrshire home and abroad.*

*This funding has increased our options regarding the future of the building.*

*NCCBC funding has over the years allowed us to devote our volunteers energy to physical work of path creation and maintenance. You provide the funds to buy the tools, signs and way markers which help us to help North Carrick's walkers enjoy the countryside, benefitting their (and our) health and wellbeing.*

*It has made the overall working environment a little less drab*

*We have been able to offer support to a number of smaller local groups which play a vital role in reducing social isolation contributing to the sustainability of local groups*

*The funding allowed the hall to be open. Usable and safe for people to use and no additional costs were passed to the organisations*

*It saw us through the most difficult stage of the clubs existence that without we would have had to look at closure and surrender of the premises*

*The funding we received has made a huge difference to our organisation. It provided a much welcomed funding boost enabling us to proceed with our project and offer mural art workshops to hundreds of people in Ayrshire. It enabled us to offer an exciting educational opportunity to Minishant and Crosshill primary Schools helping the pupils to learn about film making and how to tell stories visually, learning new creative skills, learning how to work collaboratively and taking part in a mural project which will become the largest in Scotland. The children also were able to connect with other P7s in their area, allowing them to make new friends which will be good for them transitioning to Carrick Academy and already know a few people.*

*Hugely increased the potential benefits provided by the Community Shop Cafe and Hall. Made the running of the shop and Cafe much easier Encouraged more community involvement*

*The funding from NCCBC enabled us to engage an extra freelance artists to work on our project which gave us the capacity to work with primary schools and groups in North Carrick giving more people the opportunity to participate in our lantern workshops, be creative, learn new skills and meet new people.*

*Enabled us to build partnership working with various community groups throughout the North Carrick Area.*

*The funding saved a key building in the area and created an amazing community space . Sadly the economic crisis killed what we were doing .*

## 4. Appendix 4 : Stakeholder Contribution

### South Ayrshire Council

The council indicated that they have an excellent relationship with NCCBC and a good understanding of their funding and its purpose. The respondent stated that they were only “Somewhat clear” about their vision as an organisation so this is something that requires some work to clarify and communicate.

The respondent felt that NCCBC delivers funding, regeneration initiatives and asset ownership very well.

The top three impacts that have been delivered well were identified as;

- Regeneration of the area
- Better access to heritage
- Improved citizenship, volunteering and community involvement

There were few low priorities but the respondent helped to prioritise the importance of the various outcomes that were preferred going forward. It was felt that open spaces and heritage had a lower priority but regeneration, learning, reducing disadvantage, youth and volunteering should be top priorities.

The Council felt that NCCBC collaborate well. They indicated that the information about the fund was very clear.

“NCCBC is an asset to North Carrick. I think it's fair to say they've moved through the organisation's 'bedding-in' phase and have achieved a lot. It is a good time to reassess priorities and plan for the next phase.”

Regeneration of the area	Top priority
Increased environmental protection	Medium Priority
Improved open spaces	Low priority
Greater energy efficiency	Medium Priority
Improved learning and education	Top priority
Improved recreational facilities	Medium Priority
Better access to heritage	Low priority
Relief of poverty	Medium Priority
Increased employability and jobs	Medium Priority
Improved health and wellbeing	Medium Priority
Reduced disadvantage and increased equality	Top priority
Better life chances for young people	Top priority
Improved citizenship, volunteering and community involvement	Top priority
Support to arts and creativity	Medium Priority

## ScottishPower Renewables

Clearly SPR is very aware of the work of NCCBC and is clear about its purpose and vision, and that it delivers its funding, regeneration initiatives and asset development outcomes “a great deal”.

SPR felt that the following were the three most well delivered outcomes so far;

- Regeneration of the area
- Increased employability and jobs
- Support to arts and creativity

For the future, no low proprieties were identified, and there were quite a number of top priorities from regeneration to greater energy efficiency, youth to reducing disadvantage.

Regeneration of the area	Top priority
Increased environmental protection	Medium Priority
Improved open spaces	Medium Priority
Greater energy efficiency	Top priority
Improved learning and education	Top priority
Improved recreational facilities	Medium Priority
Better access to heritage	Medium Priority
Relief of poverty	Top priority
Increased employability and jobs	Top priority
Improved health and wellbeing	Top priority
Reduced disadvantage and increased equality	Top priority
Better life chances for young people	Top priority
Improved citizenship, volunteering and community involvement	Medium Priority
Support to arts and creativity	Medium Priority

APR feel that NCCBC is highly collaborative and has excellent and clear information.

“NCCBC is a valuable asset within North Carrick. The work they do using SPR funds has resulted in innovative projects that have increased social mobility, access to positive spaces, and they have created employment opportunities. They are an example of how community benefit derived from renewables can work well. Credit must also go to their chair, Mark. His positive communication style, engagement, passion and drive is the backbone of NCCBC.”

## 5. Appendix 5 : Case Study Learning

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The full four case studies can be seen below. The following summarises the learning.

### Learning from Case Studies

#### Benefits

- Flexibility and responsiveness to new opportunities. This include the agreement to shift Goudies to becoming a youth hub which was not ever envisages but is now providing good impact.
- Being the catalyst. In particular the ability to make things happen with small investments such as the Maybole Heritage Project. Similarly it was noted that the Dunure Boat Store project may not have happened without the NCCBC investment
- Increased capacity meant that even though Goudies did not work out as planned, the volunteers and staff went on to other jobs in the community that would likely not have happened without this experience. This has built the capacity of the community to be more resilient and skilled.
- Partly due to the investment a range of organisations such as Dynamic Dunure and Kirkmichael Village Renaissance are emerging and key place based anchor organisations that have the flexibility to impact on specific areas if given the security of some core funding.
- The work on Foundations for Recovery was viewed as positive in relation to investing in change. Post covid investment was noted as helping groups consider change rather than just addressing crisis.

#### Direct Impact

- The creating of 7 jobs at Goudies which will have had significant economic impact.
- Youth inclusion in the new space. The fund created the space that can now be flexibly used over generations.
- Enhanced skills and increased confidence in the applicant body because of the process (though some smaller groups felt the opposite)
- One case study noted the investment as “hugely impactful”.
- Direct impact was noted on the mental and physical health of local people.
- The creation of community cohesion and building relationships – initiatives such as the screen programme in Kirkmichael has brought the community together.
- The impact on young people, following the open focus on that, has been noted.
- Skills development (eg in paths maintenance) has built both confidence and employability skills in young people.

#### Experience of NCCBC

- Generally positive
- Being locally managed was highly supported
- Flexibility through investing in relation to local needs as they change
- The process is viewed by some as rigorous and others as overly bureaucratic.
- Though onerous for some, the timeframe for decisions is viewed as relatively fast
- Transparency (i.e. being seen to make good decision based on local knowledge) is important.
- It was noted that conversely this can be challenging making decisions for groups that are known and where decision makers can be faced with the impact of their decisions.



- There was some note of a challenge between what the community wants and what NCCBC wants to fund at times.
- The funding process itself, from application to outcome, was thought to be relatively straightforward with clear timeframes and feedback
- One applicant called the process “thorough and user friendly”. However there is a consistent view that the supporting documentation is too onerous for the size of the grant.
- It was noted (and this is a national issue) that securing three quotes is reasonable but in reality can be hugely onerous and time-consuming and there should be some flexibility in this.
- Some found the application process did not meet their work well and found the form hard to complete as it was geared up for activity such as village halls.

### **Suggestions for the Future**

- NCCBC can use initiative such as Foundations for Recovery to be more strategic in its outlook – responding to national and regional issues
- The bulk of investment (beyond a smaller element of local funding) should be focussed on increasing the capacity of North Carrick to make the community more resilient. Fewer larger strategic investments.
- Investments and commitments over time may give the recipients the space to be innovative and embed change.
- There is a need to shift the local mindset towards financial sustainability, though this is not palatable at a community level.
- Some organisations who are more embedded in the area understand the aims and outcomes of the fund. Some feel that smaller organisations are more distant from this and can feel isolated. The stronger connections were with known and experienced applicants.
- As well as the thoughts about catalyst investments, it was noted that small funds can make a difference. There was some concern that if NCCBC took on properties there would be less investment for the community .
- Continuous light touch community engagement by NCCBC was seen as vital to keep them rooted in a knowledge of local need.
- Some felt that the profile and presence of NCCBC was important, perhaps through a short term additional staff member.
- Revenue investment should be for longer term to allow innovation and a route to long term sustainability.
- A focus on more investment in what could be termed anchor organisations, including allowing organisation to have more than one active project at a time..
- Some suggested more of a focus on inclusion.
- It was felt that there was a need to consider match funding. Though the need was understood, it was viewed by some as a major barrier. Potentially the value of in-kind match funding could be allowed for example.

## The Case Studies

Four detailed case studies were undertaken into specific organisational interventions to understand a more qualitative perspective on NCCBC and the impact of the grant.

**Group/Organisation:** Carrick Community Leisure Group

**Project (if applicable):** Regeneration of Goodies as a community space

**Geographic area:** Maybole, South Ayrshire

**Relationship to NCCBC:**

Recipient of funding (Board members also had roles within other local groups including NCCBC)

### Overview / background:

In 2014, Carrick Community Leisure Group (CCLG) took over the running of a building in Maybole, the former social club, Speakers. Renamed Goudies to reflect the shoemaking heritage of Maybole, the organisation operated this community space to provide social activities for the residents of the local area. Well used by community groups and individuals, there was need for the building to be extensively renovated to improve the functionality of the space, improve accessibility, and provide the community with a fit-for-purpose building.

This refurbishment formed a key part of a wider £7 million programme of regeneration for Maybole. The re-development of Goudies was enabled through a range of funders including HES/HLF, Regeneration Funds, and LEADER. North Carrick Community Benefit Fund contributed £64k to the overall cost (around 6.3% of total cost), however, this fund filled the final fundraising gap needed for the project to proceed. The role of NCCBC in helping support groups to consider and source other funds was noted with the role of NCCBC seen as bridging the gap in funding rather than being the first, or only, funder.

The project was severely impacted by Covid-19, initially by delays in the refurbishment which caused a 9-month delay in completion of the work. Ongoing challenges related to recovery from Covid-19 impacted the project, from reluctance to socialise indoors to volunteer fatigue and disengagement. Despite these challenges, the first year of activities for Goudies and the CCLG were successful with the creation of 4 full time and 3 part time jobs.

In what was described as a “*perfect storm*”, Goudies faced increasing challenges in 2022. A mix of increasing costs and rising cost-of-living meant that the organisation had to consider the ongoing sustainability of the space. After attempting to scale down their operations, reduce reliance on paid staff, and cut venue costs where possible, CCLG took the difficult decision to wind down the organisation and sought a transfer of ownership to another community-based organisation locally. Funders were supportive of this change in ownership if the overall charitable aims were compatible. In 2023 the Carrick Centre successfully took on the space to operate KA19 Youth Hub in the Maybole town centre.

### Experience of NCCBC as a funder:

The groups experience of NCCBC as a funder was positive. Although a minor funder when considering the total project costs (NCCBC represent around 6.3% of total funds), the position of the fund as one who came in to “*fill the gap*” necessary to proceed with the project was invaluable.

The nature of the fund, being locally managed, also felt to facilitate greater flexibility. The process itself, whilst rigorous, was transparent and the timeframe from application to review to outcome notification was felt to be relatively quick. There was also awareness by NCCBC of the time-pressures placed by other funds secured by the group / wider regeneration project. The approach to funding by NCCBC is collaborative in nature, positioning themselves as a source of support “*rather than the first*

port of call” for funding needs.

Transparency was felt to be critical for NCCBC going forward, especially in a small, rural community. The visibility of NCCBC helps enable funding decisions to be embedded with local knowledge and insight. This was noted as something that can cause challenges but also facilitates greater flexibility and local decision-making.

#### **Impact of funding:**

The impact of the funding was felt to be substantial. Despite the challenges faced by CCLG, the first year of activities for Goudies was successful with the creation of 4 full time and 3 part time jobs. It also enabled a range of skills development, increased confidence and capacity building, and valuable experience for the Board and volunteers. Many of whom went on to work in other local projects. The staff employed at Goudies all went on to secure other work and were supported to do this through CCLG. One of whom is now contracted by NCCBC.

Beyond the impact on CCLG staff and Board, the project itself was pivotal in helping to initiate the wider £7 million Townscape Heritage Initiative regeneration project in Maybole. They were the only project ready for development when the funders were seeking to start the project (or risk losing out on the allocated funding). NCCBC coming in as a minor funding at last stage of fundraising meant that the project could proceed in the timescale needed.

The refurbishment of Goudies also created a good, high spec community space for area. It saved a key building locally, *“the funding investment was not in the group, it was in the building”*. Ultimately, this enabled a community space that can be used by the community for years to come.

*“It was a long shot to save the building...nobody would have taken it on in its state of disrepair, it’s now an asset to the area, and any community organisation that owns it. It wasn’t wasted, a good investment of money.”*

The design of the building itself was important. The flexible design enabled multi-space use of the building e.g. as a function venue, for meetings etc. This also meant that it was flexible enough for the Carrick Centre to come in and take over with minimal changes needed. Succession planning for the building and future-proofing the design was felt to have helped with the legacy of the project.

#### **Future recommendations and focus for NCCBC:**

A need to implement broader lessons into future plans for the area was highlighted, including embedding the lessons and plans from the Foundations for Recovery. This document looked beyond NCCBC and considered issues that underpin common challenges across the wider region e.g. tourism, community empowerment.

**Group/Organisation:** Dynamic Dunure

**Project (if applicable):** The Boat Store at Dunure Harbour and business planning for future Heritage Centre

**Geographic area:** Dunure, South Ayrshire

**Relationship to NCCBC:**

Recipient of funding (Board members also had roles within other local groups including NCCBC)

**Overview / background:**

Dynamic Dunure was set up in 2021 and has four key aims<sup>2</sup>:

1. To foster civic pride for locals living and working in the village.
2. Preserving the built heritage such as the Castle, Kennedy Park, and the harbour area so it brings to life the village's unique history.
3. Offering better sporting facilities and recreational facilities for both residents and visitors.
4. To preserve the coastline with lower carbon emissions and prudent use of resources.

It acts as an “umbrella organisation for the community, supporting the groups and organisation with things like planning and accessing funding from NCCBC.” Dynamic Dunure gets an annual grant from NCCBC for local priorities and projects. In addition to this, Dynamic Dunure has successfully applied for grants from NCCBC for match funding of key projects such as the boat store at Dunure Harbour (£50k match funding) and funding to support the development of a local Heritage Centre (£10k).

**Experience of NCCBC as a funder:**

The funding received from NCCBC into the local area was noted as hugely impactful. Projects like the Boat Store would have been significantly delayed, or wouldn't have happened at all, without the £50,000 match funding from NCCBC.

Their work with Foundations for Recovery was also viewed as extremely important for the area, and the work and wider planning associated with this post-Covid has helped consider the strategic needs of the region.

However, the experience of NCCBC as a funder has had its challenges as well. Working with the Local Development Officer has not always been an easy relationship and there has been tension between the community plans and the recommendations of NCCBC. These challenges were recognised by NCCBC and over time this relationship was felt to have improved. Instead of being a challenge specifically with the fund itself, these were felt to reflect more universal tensions that exist within local politics and the challenges of power-sharing with local communities.

The funding process itself, from application to outcome, was thought to be relatively straightforward with clear timeframes and feedback. NCCBC funding was felt to be easier to access and be successful than other, national funds.

*“It's local, of course there are criteria and outcomes etc but it feels more achievable.”*

There was a strong connection between the group and NCCBC through their Board also felt they had a good working knowledge of the aims and outcomes of the fund. Whether the wider community shared this knowledge was unclear but noted the routes of dissemination NCCBC utilised including info sessions, flyers, community newsletter etc.

<sup>2</sup> SCOTO Community Tourism Case Study 2024: <https://www.scoto.co.uk/media/bkefigyi/dynamic-dunure-reduced-file-size-case-studies-2024-aria.pdf>

In terms of meeting these outcomes, there was agreement that “everybody is working towards these goals” and highlighted wellbeing, health, community facilities, and becoming more eco-friendly as key aspects of the collaborative, joined-up approach they were taking to local development.

#### **Impact of funding:**

*“The impact was massive, the £50,000 provided additional opportunities for watersports but also improved mental health through these activities locally. It was match-funded by SAC as well but without NCCBC it wouldn’t have happened.”*

Both projects funded through the NCCBC funds were noted as having a large impact locally. The boat store was highlighted as enabling health and wellbeing in the local area – both for physical health and mental health. The group also highlighted the impact of the work done by consultants for the heritage project was very important – they also credited staff at NCCBC with recommending these consultants, who were focused, engaged, and enthusiastic about the project.

#### **Future recommendations and focus for NCCBC:**

There were some concerns about the future of the funds and whether NCCBC would be diversifying into owning properties etc. There was some fear over the future of this fund and whether this path would reduce available funding for local communities. Even small pots of funding can be very impactful, coming in a key point to get projects started, avoid delays, and make them viable.

**Group/Organisation:** Kirkmichael Village Renaissance

**Project (if applicable):** Kirkmichael Stage and Screen

**Geographic area:** Kirkmichael Village, Ayrshire

**Relationship to NCCBC:** Recipient of funding

#### **Overview / background:**

Kirkmichael Stage and Screen has been running for 2 years and comes under the umbrella of Kirkmichael Village Renaissance (KVR) who submitted the grant application on their behalf. KVR is a charitable Company founded in April 2010. It is run by a Board of 8 Directors, 5 paid staff and approximately 40 volunteers. Their main activity is running the Community Shop and Cafe along with the McCosh Village Hall. The village is described as rural, with a mix of residents, including retirees, families, and working-age individuals.

Kirkmichael Stage and Screen is a community initiative run by volunteers. The £3,000 funding from NCCBC (along with match funding from Awards for All) enabled the purchase of a large screen TV, enhancing the local cinema experience and attracting 30-35 attendees monthly. They show a mix of up-to-date and classic films, including a sing-along version of "The Sound of Music" for Christmas. The screenings are a social event, with the village shop opening for drinks and snacks, and attendees enjoying a themed evening with a free drink on arrival. The project has been running for two years and has become a significant community activity, especially for older residents.

#### **Experience of NCCBC as a funder:**

The application process was described as thorough and user-friendly. The amount of supporting information needed for a relatively small amount funding however was felt to be disproportionate. Staff at NCCBC provided helpful guidance during the application process and their help was acknowledged and appreciated. The process also required three quotes for purchase and installation of the

equipment. The group highlighted this as time-consuming and a particularly challenging part of the application process, especially for organisations serving rural communities.

Overall, there was a good understanding of the outcomes NCCBC are seeking to achieve. However, a lack of clarity over some funding decisions was highlighted. It was felt it wasn't always clear why some applications have been successful while others have been declined even though they seemed to fit with the overall aims and funding outcomes of NCCBC.

### **Impact of funding:**

The funding has allowed the project to purchase a large screen TV, which has been well-received by the community. The TV is used for various events, including films, meetings, and sports events, and has increased the usage of the village hall which has in turn helped to increase income from organisations wanting to run online or hybrid events.

The project has become a social hub, bringing people together and providing a local activity that is well-attended and well-received. It has also helped to integrate new residents into the community and provided a valuable service for the village.

*"They don't feel bad if they have to come on their own, nobody feels left out. There's someone to talk to and have a drink with or whatever and then watch the film and chat afterwards. Even from the very beginning, I remember quite a few people would come on their own and just join in at a table. I've got one person I know in particular who came in on her own, and now she's very much part of the village."*

### **Future recommendations and focus for NCCBC:**

Community engagement was felt to be critical to identifying local funding priorities. Ensuring that these are based on local priorities co-created with local communities was felt to be essential going forward.

A range of other considerations were also noted for the future of NCCBC:

- Increasing the profile and presence of NCCBC, possibly through having a community worker who connected in with relevant organisations and took a proactive approach to identifying community priorities and supporting local organisations.
- Revenue funding available for more than 1 year - this would help to increase capacity and provide breathing space for organisations to help build sustainability.
- Allow organisations that provide an 'umbrella' for smaller community organisations to submit more than one application in each round of funding.
- More flexibility in the application process, possibly reducing the amount of supporting information needed, to make it more accessible to volunteer-led organisations.



**Group/Organisation:** South Ayrshire Paths Initiative (SAPI)

**Project (if applicable):** New equipment

**Geographic area:** South Ayrshire

**Relationship to NCCBC:**

Recipient of grant

#### **Overview / background:**

South Ayrshire Paths Initiative is a volunteer led community group (with 10-12 active members) dedicated to the development and promotion of a network of safe and attractive walking and cycling paths and routes in South Ayrshire. An important element of their work is identifying and working towards eliminating the barriers and safety issues that can have an impact on the accessibility of the existing network of paths. They also assist projects managed by other organisations in South Ayrshire.

Volunteers work together to, clear paths on hills and the coast, install way markers and lobby the local council and government to improve paths and create new ones. The South Ayrshire Paths [website](https://www.southayrshirepaths.org/home) hosts a range of useful information about the cycling and walking networks across South Ayrshire.<sup>3</sup>

#### **Experience of NCCBC as a funder:**

They have welcomed the information and advice provided by NCCBC on how to apply for funding as well as the fairly quick decision around whether funding would be awarded. However, they found the application process complicated and challenging, in particular explaining the benefits of their work to the community. In this way, the application form may be more suited to projects with clearer, tangible outcomes e.g. setting up a club in the village rather than their own work of marking hill paths etc. They also identified the challenge of meeting funding criteria when in reality some of the hill paths they work on can't be made accessible to everyone, in particular those with a significant physical disability.

They have been involved in several projects where funding was applied for from the NCCBC and believed they had a fairly clear picture of the outcomes NCCBC are trying to achieve. The focus on supporting young people and others on the margins of the community was noted as having resulted in a range of positive outcomes for the area.

#### **Impact of funding:**

The £2,000 received, along with match funding, enabled them to purchase new equipment and undertake training. The new equipment was purchased fairly late in the season and will be more extensively used in the coming year. The funding will help to make the pathways accessible for longer periods of time than would be possible without this equipment. It may also lead to an increase in volunteer hours.

The potential benefits to volunteers carrying out the work was also highlighted as an impact from the NCCBC funding. These included increased confidence and skills from learning to use new equipment, improved wellbeing from spending time outdoors working with others, and the sense of achievement from the visible difference their work has made.

#### **Future recommendations and focus for NCCBC:**

They would like to see a focus on inclusivity and accessibility for people with a range of abilities but are aware that this could increase the challenges they face in meeting fund criteria.

They would like to see the need for match funding to be reconsidered especially when applying for

<sup>3</sup> <https://www.southayrshirepaths.org/home>

relatively small amounts of funding. The amount of work needed to achieve this, especially for volunteer led organisations, is challenging, involving multiple forms, conversations and reports. They would also like to see in-kind support considered as match funding.

*“Generally speaking, I would say, of all the dozens of organisations I've applied to for money, NCCBC has typically been one of the most complicated processes....also having to have matched funding means two conversations and two sets of reporting more than doubles the time ...to do whatever it is they want to do.”*

The need to secure 3 quotes could be reconsidered, especially for relatively low cost items when it would make more sense to use a preferred provider. Whilst this may not be possible for everything, some of their equipment could be made locally – which they would like to see as the preferred route. There was a local company with the relevant skills and capacity who would be a clear first choice for them. The importance of supporting local businesses should be a key consideration for NCCBC, especially when the funding comes from the local wind farm.

A simplification of the application and reporting process was also recommended - this is something that also creates added pressure on a small volunteer led organisation. The group suggested a review of the Postcode Lottery's simplified fundraising process as an example for NCCBC to consider.



## 6. Appendix 6 : Strategic Programmes

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### Foundations for Recovery

#### The Programme

In 2021, NCCBC was successful in securing over £500k in funding for a post-Covid 'Foundations for Recovery' (FfR) Programme, from the UK Government Community Renewal Fund. The FfR Programme was based on a 'multi-place' approach and focused on the following areas of activity:

Heritage & Culture (including tourism); Community Assets; and Workforce Development.

Whilst the focus was on the four distinct strands of activity or 'lots' – FfR was also designed to ensure that the 26 identified projects would be developed across as many local communities in the wider North Carrick area as possible.

NCCBC commissioned local businesses to 'lead' on the four strands.

- Lot 1 - Heritage and Cultural Tourism: led by Hall Aitken.
- Lot 2 - Asset Development: led by ARPL Architects.
- Lot 3 - Workforce and Sector Development and Jobs: led by CEIS Ayrshire.
- Lot 4 - Programme Management, Branding and Impact Measurement: led by Community Enterprise

The multi-place approach was not only chosen to ensure an equal spread of resources across North Carrick – but also as a means of building better connections and greater collaboration between respective communities in the area. An added dimension to this was that it is predicated on local decision-making, thereby contributing to community wealth building, and encouraging greater engagement in the local democratic process.

#### Observations:

- Whilst still early days – the programme is well supported across the communities of North Carrick and the multi-place approach has been strongly welcomed.
- There is recognition of the key role of NCCBC in leading on the programme. This has raised NCCBC's credibility with the local authority.
- Expectations have also been raised within the local communities – it is important to be able to build on the current momentum.
- Significant strides have been taken in getting local people and communities to identify as being part of the 'North Carrick community'.

#### Impact Snapshot

- Majority of respondents felt that better cycling and walking (78%), enhanced coastal tourism like better walking routes (73%), and improving Maybole Castle (67%) were a priority, whether or not they would benefit directly.
- An overwhelming majority of respondents felt that better public toilets (90%) and improved community buildings for everyone (81%) are a priority, whether or not they would benefit directly.

- A significant number of respondents feel that getting more local people involved in their communities was a priority and that they would benefit (59%). A total of 88% feel it is a priority, whether or not they benefit.
- Majority of respondents felt that getting young people involved (86%) and rural skills development (65%) are a priority, whether or not they benefit.
- The projects were projected to have an estimated £13.3m economic impact in one year.

## Place 2 Be

Place2Be is a UK-based charity dedicated to improving children's mental health and emotional well-being. Established in 1994, it provides mental health support directly within schools, making it accessible for children and young people. Place2Be's work focuses on four main areas:

1. High-quality mental health services in schools: They create safe spaces for children to discuss their worries, helping them manage challenges and prevent more serious issues later in life.
2. Building confidence and knowledge: They work with schools and families to promote a better understanding of mental health.
3. Developing the mental health workforce : They train professionals to support children and young people effectively.
4. Raising awareness: They advocate for children's mental health at all levels, from government to the general public

In February 2019 it was agreed to establish a Place 2 Be presence in North Carrick Schools by committing £60,000 for next 3 years. This levered in a further £216,237 to make the project happen.

In the year 2020-21, the programme achieved the following results;

- 590 1:1 counselling sessions with 49 pupils
- 294 drop in sessions reaching 107 pupils
- 30 sessions in class
- 151 sessions for teachers
- 118 sessions for parents.

27% of the people they reached had additional support needs and 16% were in receipt of school meals. In that year;

- 69% of pupils who had severe difficulties improved their mental health according to teachers and 84% according to parents
- 74% had fewer fixed term exclusions while they were in counselling
- 75% said they found it easier to keep friends.

A Place 2 Be representative was interviewed as part of this research.

The initial funding was part of a “social bridging finance” model. The William Grant Foundation, the Robertson Trust and the Paul Hamlyn Foundation matched with South Ayrshire council funding. The NCCBC funding was the catalyst to make the project happen. This allowed a mental health service to be established in Carrick Academy and Girvan Academy. The service was based in schools but also had a community practitioner post for those not attending school.

Being based in the community was a real new piece of work a new model to test for Place 2 Be. Funding from NCCBC specially allowed them to do the community based work.

Sadly, South Ayrshire Council withdrew their funding, leaving only WGF and NCCBC who were more emotionally invested in the project.

Councillors were embedded in the schools and the first year was used for set up and establishing the programme. It continued with the same two financial supporters, but due to the geography, NCCBC was restricted to funding only Carrick Academy.

NCCBC has now stopped their funding because they were clear that their funding was not to be long term but was to stimulate the mainstreaming of the service. Due to funding constraints the schools programme is no longer in operation and only the community part is running.

However there has been a legacy. 2 counsellors are staying in the school who are employed by schools but are not Place 2 Be posts but direct 1:1 counselling. This is a strong legacy to NCCBC's funding.

The Social Bridging finance model required a statutory partner to take the project on if it was successful. Despite success, the statutory partners here fell away because their budgets have changed. Support for parents has also had to stop due to lack of funding.

The interviewee indicated that, as well as the impact on young people, this had a direct benefit on Place 2 Be by allowing them to try new things. Long term funding also makes it easy to find match funding.

Legacy to the organisation has been their learning about the importance of community based work. This is now part of their model. All over the UK schools have no budgets. They are therefore looking at community work via NHS budgets etc and can point to a project that has worked. This has helped to roll out the community element of their work nationally.

It became clear that the real need was children struggling to attend school due to mental health. Meeting in the community was vital to addressing this. This has brought young people back into class.

This is a clear therapeutic need for young people who are not attending. Wider practical support is needed which is not P2B's job. So this has helped develop partnership with others for example a project in Dundee and similar projects in Devon and in London.

It was important that funding was based on an impact report rather than an application itself. Reporting worked well and this included joint meetings with funders and counsellors.

## 7. Appendix 7 : What Other Funders Do

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The following is included to assist NCCBC in its planned review of its funding processes.

### More than a Funder

The concept of "Funder Plus" (also known as "Funding Plus" or "Grants Plus") refers to the additional support provided by funders beyond the financial grant itself. This approach aims to enhance the capacity, sustainability, and impact of grantee organisations by offering various forms of non-financial assistance and become less of a funder and more of a partner in achieving outcomes. This support can include organisational development, operational advice, networking opportunities, leadership training, and other resources designed to help grantees achieve their goals more effectively and sustainably.

#### *Key Elements of Funder Plus*

1. **Capacity Building:** Funder Plus initiatives often focus on strengthening the internal capabilities of grantee organisations of building the capacity of a place. This can involve providing training in areas such as financial management, governance, strategic planning, and programme evaluation. The goal is to equip organisations and communities (of place of thematically) with the skills and knowledge they need to operate more efficiently and effectively. In North Carrick this can be for example promoting community led tourism and then investing in tourism groups.
2. **Leadership Development:** Investing in the leadership of grantee organisations is a crucial aspect of Funder Plus. This can include mentoring, coaching, and peer-to-peer learning opportunities. By enhancing the skills and confidence of leaders, funders aim to foster stronger, more resilient organisations.
3. **Networking and Collaboration:** Funder Plus programs often facilitate connections between grantees and other stakeholders, including other nonprofits, businesses, and government agencies or South Ayrshire Council. These networks can provide valuable opportunities for collaboration, knowledge sharing, and resource mobilization.
4. **Income Diversification:** Helping organisations diversify their income streams is another common focus of Funder Plus support. This can involve training in fundraising, social enterprise development, and other strategies to reduce reliance on grant funding and enhance financial sustainability.

The Funder Plus approach represents a shift in traditional grant-making relationship, moving from funder to recipient to equal investor in change. By providing additional resources and support, funders can help local organisations build their capacity, enhance their sustainability, and ultimately achieve greater social impact. Scottish examples like Inspiring Scotland, The Robertson Trust, and Corra Foundation illustrate the potential.

### Long term / strategic / unrestricted.

The shift towards long-term and unrestricted funding by philanthropic and grant-making organisations has been a significant development in the funding landscape over recent decades. This approach, often referred to as flexible or trust-based philanthropy, allows non-profit organizations to allocate funds according to their needs, rather than adhering to strict, project-specific guidelines.

Traditionally, funders provided restricted grants, which specified how the funds should be used. This model ensured accountability but often limited the ability of organisations to respond to emerging needs or invest in their infrastructure. Over time, the limitations of this approach became apparent, particularly in terms of sustainability and innovation.

Several factors have driven the move towards more flexible funding:

1. **Recognition of Community Group Needs:** Funders began to understand that charities and community groups, especially anchor organisations require stable, predictable funding to cover core operational costs, invest in capacity building, and innovate. Restricted funding often left organizations struggling to cover essential expenses<sup>4</sup>.
2. **Impact of Crises:** The COVID-19 pandemic was a significant catalyst. During the crisis, many funders relaxed restrictions to allow grantees to respond more effectively. This demonstrated the benefits of flexible funding and prompted a broader reconsideration of funding practices.

#### Benefits of Long-Term and Unrestricted Funding

- **Financial Stability:** Organisations can plan for the long term, invest in their infrastructure, and reduce the time spent on fundraising.
- **Flexibility and Responsiveness:** Groups can respond quickly to changing circumstances and emerging needs.
- **Innovation and Risk-Taking:** With fewer restrictions, organisations can experiment and innovate more freely.
- **Equity and Trust:** This approach fosters more equitable relationships between funders and grantees, based on trust and mutual respect.

#### Scottish Examples

1. **Inspiring Scotland:** One notable example of Funder Plus in Scotland is Inspiring Scotland, a venture philanthropy organization that provides intensive capacity-building support alongside funding. This model relies on significant investment in both financial and non-financial resources to help high-impact charities achieve their goals. Inspiring Scotland offers tailored support in areas such as leadership development, strategic planning, and operational efficiency. They do this largely by co-ordinating a pool of specialists consultants offering pro bono support, often from the private sector<sup>5</sup>. This has a staffing cost to the organisation.
2. **The Robertson Trust:** The Robertson Trust, one of Scotland's largest independent funders, has also embraced the Funder Plus approach. They offer a range of additional supports to their grantees, including capacity-building workshops, networking events, and one-on-one mentoring. This holistic approach aims to strengthen the overall effectiveness and sustainability of the organisations they support. They issue contracts to small providers of support to do this.
3. **William Grant Foundation :** The William Grant Foundation is a philanthropic grant making trust that has a focus on unrestricted funding<sup>6</sup>. Along with other investments, it gets to know organisations in thematic and geographical areas it wants to support and, when reassured about their vision, systems and processes, offers unrestricted funding. They believe that this offers organisational security which leads to innovation and better service provision.
4. **Corra Foundation :** Corra was originally a traditional grant funder but they made the move to being a regeneration agency. For example they decided that they had an interest in place and used a significant proportion of their funding not to give out grants but to create a place making team – this team influences policy and provides information and guidance to the sector on place as a concept.

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<sup>4</sup> <https://philea.eu/opinions/why-funders-engage-with-unrestricted-funding-and-cost-recovery-and-why-they-dont/>

<sup>5</sup> <https://inspiringscotland.org.uk/what-we-do/specialist-volunteer-network/>

<sup>6</sup> <https://www.williamgrantfoundation.org.uk/unrestricted-funding/>

5. **Coalfield Regeneration Trust** : Though they still have small grants, CRT were a major funder but have had their grants reduced by Scottish Government. Rather than wind up as a funder, they have morphed into a regeneration agency offering training, running employability programmes and leading on the delivery of local place plans. Their role now is to raise awareness about the needs of Coalfields and to initiate programmes that will impact on those issues.
6. **Regenerative Futures Fund<sup>7</sup>** : The Regenerative Futures Fund is a ten-year community fund for Edinburgh, Scotland, launching in 2025. It empowers marginalized communities by giving them decision-making power and supports grassroots organizations addressing poverty, racism, and environmental sustainability. The fund aims to foster a just green transition and long-term societal transformation by providing up to £100,000 annually to 10-15 community organizations. The funding for the 10-year fund will be from a mix of philanthropic foundations, local authority, individual philanthropists and through building partnerships with the private sector.

### **Wind Farm Distribution Example : 9CC Group**

The 9CC Group, or Nine Community Council Group, is a collaborative initiative in Ayrshire, comprising nine community councils from the Cumnock and Doon Valley area. This group was established to manage and distribute community benefit funds generated from local wind farm developments, ensuring that these funds are used to enhance the lives of local residents and improve community infrastructure.

#### *Formation and Structure*

The 9CC Group includes the communities of Auchinleck, Cumnock, Netherthird, Lugar, Logan and Cronberry, New Cumnock, Dalmellington, Patna, Drongan, Rankinston, and Stair, as well as Ochiltree and Skares. The group operates as a single trust, which allows for a more streamlined and equitable distribution of funds across these communities. This structure also promotes increased participation, active citizenship, and cross-membership with other local groups.

#### *Funding and Projects*

The primary source of funding for the 9CC Group comes from community benefit payments made by wind farm developers. These payments are part of agreements with developers to support local communities impacted by the presence of wind farms. The funds are allocated to various projects and initiatives that align with the needs and priorities of the local communities.

The group's strategic plan, developed in collaboration with community members, focuses on five key themes:

1. **Active Community**: Creating outdoor activity attractions to benefit both locals and visitors.
2. **Entrepreneurial Community**: Generating jobs, particularly green jobs, and opportunities for young people, and creating centres that celebrate local heritage.
3. **Connected Community**: Improving transport links, as well as phone and internet connectivity.
4. **Net-Zero Community**: Embedding renewable energy in homes and community assets.
5. **Children and Young People**: Setting up facilities, projects, and services for young people to enjoy recreational activities, develop skills, and become entrepreneurs.

#### *Achievements and Impact*

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<sup>7</sup> <https://regenerativefuturesfund.org.uk/the-fund>

The 9CC Group has successfully funded numerous projects that have had a significant impact on the local communities. However at the moment only a small amount of money has been released. What is interesting is how they will manage perhaps upwards of £100m over the term of the wind farms.

One of the most notable achievements of the 9CC Group is their involvement in the North Kyle wind farm project. This project, which is set to be the UK's largest onshore wind farm, will generate substantial community benefit funds over its 40-year lifespan<sup>8</sup>. The 9CC Group has been instrumental in ensuring that these funds are managed and distributed effectively to support local communities.

### *Collaborative Approach*

The success of the 9CC Group can be attributed to its collaborative approach. By working closely with wind farm developers, local authorities, and community members, the group ensures that the funds are used in ways that truly benefit the community. This approach has been praised by local MPs and other stakeholders as a model for how community benefit funds should be managed.

### *Investment*

Crucially there is a matrix that helps distribute funding both strategically across the region and locally by local community councils. This has been challenging because individual communities have had to give up potential local funding, but it has been pulled to allow for a strategic fund that can investment in long term change.

### *Future Goals*

Looking ahead, the 9CC Group has commissioned a deep dive into the needs of the community and the more specific nature of what a large strategic investment could look like.

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<sup>8</sup> Conservative estimates in the public domain put this at £65m though it could be higher.

## 8. Appendix 8 : Economic Impact Assessment

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# North Carrick Community Benefit Company (NCCBC)

## Economic impact



**May 2025**

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# Executive summary

## North Carrick Community Benefit Company (NCCBC)

The North Carrick Community Benefit Company (NCCBC) was formed in 2014 to administer grant funding from renewable energy sources. It received its first funding (£207,000) from ScottishPower Renewables Dersalloch Windfarm, in September 2015.

NCCBC was also established to manage funds from other sources that fits with the company and its charitable status. NCCBC has on average around £300,000 available to spend each year on improvements across North Carrick.

## Community projects and funding themes

Over last ten years NCCBC have invested £3 million into community projects across North Carrick. NCCBC supports tourism development by supporting to development of community tourism attractions and infrastructure.

A programme of Bruce-750 activities were supported including the Bruce Festival, the website [www.northcarrick.com](http://www.northcarrick.com) was developed to promote North Carrick.

NCCBC has also supported projects to improve and maintain community assets. The latest annual report highlights work with South Ayrshire Council to improve playparks across the region and establishing The Gatherings community shop in Maybole.

## North Carrick economy

**Since NCCBC was established the economy of North Carrick grew more than three times as quickly as the whole of South Ayrshire.** The local economy has expanded by 51.6% (in nominal terms) from 2015 onwards compared 16.4% across South Ayrshire.

Some of the recent uplift in economic growth across North Carrick may be attributed to the opening of the Maybole bypass (January 2022). Although only recently opened, some stakeholders will have taken decisions to (re)locate or invest in advance of the bypass opening.

The number of **jobs in North Carrick has increased by just over 9% since 2015 while the number of jobs across South Ayrshire remained unchanged** over the same period.

**Productivity gains in North Carrick since 2015 have outpaced the rest of South Ayrshire.** This suggests that alongside job creation and economic growth, communities are more likely to benefit from rising (real terms) wages from higher value activities.

**Tourism accounted for an increasing share of jobs in North Carrick.** The share of local jobs in the tourism sector rose to 14.2% by 2022.

**Tourism in North Carrick now accounts for a similar share of jobs Scotland's leading tourism areas including Argyll & Bute (15%).** Growth may reflect a greater post-pandemic appetite for more rural and outdoors tourism.

## Economic and social impacts

NCCBC have invested on average around £300,000 each year **with £3 million into community projects and an additional £8.3 million of match funding.** The match funding was skewed by the large Maybole regeneration project with a project cost of over £6 million.

**Cumulative turnover over the last ten years rose by £1.4 million across the supported organisations.**

**The North Carrick economy was £88 million bigger compared to 2014.** The annual output of the economy (in terms of Gross Value Added) is now £88 million since NCCBC was established. Additional economic growth since the establishment of NCCBC meant that to the North Carrick economy was £40 million larger after accounting for inflation and adjusting for the new Maybole bypass.

A conservative estimate was made based on the profile of NCCBC's funding profile across North Carrick's sectors and activities. Most of this was focused on tourism.

Including the additional GVA sustained through third sector organisations (set out earlier), **the additional cumulative GVA sustained over the last decade by NCCBC amounts to £43.4 million.**

Including the £8.3 million of leveraged match funding, the total investment supported by NCCBC was £11.3 million. **This suggests a Benefit to Cost Ratio (BCR) of 3.8. The BCR based on NCCBC's investment alone (£3 million) is 14.5.**

## Social impacts

Scotland's National Strategy for Economic Transformation ([NSET](#)) states an ambition for Scotland to be *“a country where economic power and opportunity are distributed fairly across our regions, cities and towns, rural and island communities”*.

The application of a distributional weight should take into account the distributional effects of the programme impacts and further adjust these impacts to take into account the utility enjoyed by deprived communities from gaining skills, finding work and leaving poverty.

As set out earlier, funding was skewed by the large Maybole regeneration project. Based on information related to income deprivation (Maybole), a basic distributional weight **would raise the benefits to £78.1 million and the overall Benefit to Cost Ratio (BCR) to 6.9.**

These figures are provided to illustrate the importance of considering distributional impacts. The focus of job creation in a community facing significant deprivation represents an excellent opportunity to address inclusion, child poverty, inequality and the distribution of economic opportunity.

# 1 Introduction

## North Carrick Community Benefit Company

The North Carrick Community Benefit Company ([NCCBC](#)) was formed in 2014 and registered as a charity the following year (2015). NCCBC was established to administer grant funding from renewable energy sources. It received its first funding (£207,000) from ScottishPower Renewables [Dersalloch Windfarm](#), in September 2015.

NCCBC was also established to manage funds from other sources that fits with the company and its charitable status. NCCBC is a membership organisation (registered charity SC045947) and has on average around £300,000 available to spend each year on improvements across North Carrick.

The Office of the Scottish Charity Regulator (OSCR) shows the latest [annual report](#) for NCCBC. The latest [published accounts](#) are available from Companies House (company number SC480121)) which sets out the following objectives

- To promote, for the public benefit, rural regeneration within the community for the benefit of the general public.
- To advance environmental protection and/or improvement within the community and with particular reference to public open space, efficient uses of world resources, renewables and global warming.
- To advance education among residents of the community.
- To provide and/or arrange recreational facilities for the public at large
- To advance heritage through preserving and enhancing existing historic built form.
- To prevent or relieve poverty among the residents of the communities.
- To relieve unemployment and provide training opportunities.

- To advance health among communities
- To assist those in need through ill health, disability or other disadvantages.
- To advance citizenship and/or community development through assisting young people, encouraging volunteering, operating community transport systems and developing community information networks.
- To advance the art, heritage and culture within the community.
- To promote, operate and support other similar projects in the communities through raising funds and providing support without any discrimination to groups in the communities.

The geographical boundary of NCCBC includes areas from Maybole to Straiton, Minishant to Turnberry, and Dunure. Previously, these were all in Ward 7 of South Ayrshire Council. Changes in ward boundaries moved Kirkoswald, Maidens and Turnberry into Ward 8, but they were kept as part of NCCBC's remit (see South Ayrshire Council's [open map data](#)).

## Delivering economic and social impacts

NCCBC was established over a decade ago and is taking the opportunity to review and assess its economic and social impact. A review of NCCBC's activities has been undertaken by [Community Enterprise](#); this assessment measuring the economic and social impact of those activities forms part of the broader review.

The principal funders of NCCBC (ScottishPower Renewables, [SPR](#)), is considered a good example of a community organisation delivering local projects with a clear audit process. However, the economic and social impacts of NCCBC have not yet been fully measured or articulated. This report measures NCCBC's economic and social impacts.

## 2. Community benefits

### Scottish Power Renewables SPR

ScottishPower Renewables ([SPR](#)) creates and supports community benefit funds to empower communities with over £67.6 million contributed to communities in total, by the end of 2024. A wide range of activities are described through case-studies.

The [SPR Community Benefit Report 2024](#) includes a case study on the *McCandlish Hall Timber Window Replacement*. The project was supported through match funding of £20,000 contributed by NCCBC. The case-study highlighted improvements to the building's usability and energy efficiency with the construction project completed by a local joinery company.

The SPR [Power Communities 2023](#) report included a case-study of NCCBC providing £14,500 of funding to provide 12 professionally maintained e-bikes for rent across North Carrick. Money generated by the bikes will be reinvested within the local area, supporting other community initiatives.

HM Treasury's [Green Book](#), sets out a clear path for assessing impacts. This is based on a logic model (or theory of change) showing project inputs, activities, outputs, outcomes and impacts. The annual reports from SPR and NCCBC provide a thorough and clear analysis of the funding provided by NCCBC and others (inputs), the projects supported (activities) and the outputs from the projects.

The SPR and NCCBC reports do not seek to measure the outcome and impacts from the funded projects, although the outcomes for some projects are described. The broader review undertaken by Community Enterprise explores outcomes. This supporting report builds on the data provided by Community Enterprise to estimate economic and social impacts given the context of the North Carrick economy and communities.



## Community projects and funding themes

Over last ten years NCCBC have invested **£3 million into community projects** across North Carrick.

The UK Government provided £515,000 through the [UK Community Renewal Fund](#) to develop proposals for capital projects. The **Foundations for Recovery programme** developed proposals for capital projects.

The Foundations for Recovery Programme provided consultancy support to develop community projects covering tourism, community assets, and workforce development. Projects were identified with budget requirements of around £15 million.

NCCBC has also supported **training and employability initiatives**. This includes supporting those learning to drive to help improve access to employment opportunities.

NCCBC supports **tourism development** by supporting to development of community tourism attractions and infrastructure. A programme of [Bruce-750](#) activities were supported including the Bruce Festival, the website [www.northcarrick.com](http://www.northcarrick.com) was developed to promote North Carrick.

NCCBC has also supported projects to **improve and maintain community assets**. The latest annual report highlights work with South Ayrshire Council to improve playparks across the region and establishing [The Gatherings](#) community shop in Maybole.

NCCBC developed five **Community Action Plans** based on the communities in which they operate. The plans were produced to help focus and plan community investment.

## 3. Context

### Poverty and deprivation

The Scottish Index of Multiple Deprivation ([SIMD](#)), published by the Scottish Government, identifies communities experiencing multiple aspects of disadvantage. The latest figures show deprivation in terms of income, employment, health, education, access to services, crime and housing.

The SIMD allows areas (data zones) to be ranked from the most to least deprived. Nearly one in five areas within South Ayrshire (18.3%) are among Scotland's 20% most deprived areas.

The 2024 [Locality Plan](#) shows in North Carrick only 5.9% of people live in the least deprived SIMD quintile. The town of Maybole is the only community where part of the resident population is classified as among Scotland's most deprived.

The SIMD data shows that Maybole performs well in terms of geographic access and does not suffer deprivation in terms of housing. The town suffers from deprivation in terms of health outcomes and employment opportunities.

**Figure 3.1: Share of Scotland's most deprived areas (SIMD2020)**

Most deprived			Least deprived		
Rank	Area	Share	Rank	Area	Share
1	Glasgow City	45.4%	17	Argyll & Bute	10.4%
2	Inverclyde	44.7%	18	Aberdeen City	10.2%
3	North Ayrshire	39.8%	19	Highland	9.6%
4	West Dunbartonshire	39.7%	20	Dumfries & Galloway	9.5%
5	Dundee City	37.2%	21	Midlothian	8.7%
6	North Lanarkshire	34.2%	22	Angus	7.7%
7	East Ayrshire	31.3%	23	Scottish Borders	6.3%
8	Clackmannanshire	25.0%	24	East Lothian	6.1%
9	Renfrewshire	24.9%	25	Perth and Kinross	5.9%
10	South Lanarkshire	20.4%	26	East Renfrewshire	5.7%
11	Fife	19.6%	27	East Dunbartonshire	3.8%
<b>12</b>	<b>South Ayrshire</b>	<b>18.3%</b>	28	Moray	3.2%
13	Falkirk	16.4%	29	Aberdeenshire	2.6%
14	West Lothian	14.6%	30	Na h-Eileanan an Iar	0.0%
15	Stirling	12.4%	31	Orkney Islands	0.0%
16	City of Edinburgh	11.9%	32	Shetland Islands	0.0%

Source: Scottish Index of Multiple Deprivation 2020 (Scottish Government)

## North Carrick economy

The economy of North Carrick and Maybole was measured using Office for National Statistics (ONS) statistics of Gross Value Added ([GVA](#)). Figures for the economy of North Carrick and Maybole were produced by combining [datazones](#) within the intermediate zones of North Carrick (5 datazones) and Maybole (7 datazones).

This data is shown in Figure 3.2 (below) with more detailed figures appended. All figures are shown in nominal terms without accounting for changes in prices with the latest data available up to 2022.

The year before NCCBC was established the North Carrick and Maybole economy was worth around £171 million (GVA), representing around 7.8% of the South Ayrshire economy which stood at nearly £2.2 billion.

In the five years before NCCBC was established (change from 2009-2014) the economy of North Carrick and Maybole shrank (in nominal terms) by 2.8% compared to growth of 7.6% across the whole of South Ayrshire. North Carrick and Maybole's share of the South Ayrshire economy shrank from 8.6% to 7.8%.

**Figure 3.2: North Carrick economy, Gross Value Added (GVA) £m**

Year	South Ayrshire	North Carrick & Maybole	NC&M share
2009	£2,039	£175	8.6%
2014	£2,193	£171	7.8%
2022	£2,552	£259	10.1%
Change 2009-14	+7.6%	-2.8%	-0.8%
Change 2014-22	+16.4%	+51.6%	+2.3%

Source: Small Area Gross Value Added estimates (ONS), adapted by 4-consulting

Since NCCBC was established (change from 2014-2022) the economy of North Carrick and Maybole grew (in nominal terms) by 51.6% compared to growth of 16.4% across the whole of South Ayrshire. North Carrick and Maybole's share of the South Ayrshire economy rose from 7.8% to 10.1%.

HM Treasury's [GVA deflators](#) were used to adjust the GVA data show the real economic growth rate, taking into account price changes. The real economic growth rate since NCCBC was established (growth from 2015 onwards) has averaged 3.3% each year across North Carrick and Maybole.

Some of the recent uplift in economic growth across North Carrick may be attributed to the opening of the Maybole bypass ([January 2022](#)). Although only recently opened, some stakeholders will have taken decisions to (re)locate or invest in advance of the bypass opening.

Some of additional growth will also reflect local contractors supporting delivery of the new Maybole bypass. These effects were partly addressed by examining the local areas within North Carrick and Maybole.

GVA growth in the datazone area hosting the new Maybole bypass was particularly strong. However, even removing this effect the economy of North Carrick and Maybole grew by 50.6% (in nominal terms) from 2014 to 2022 compared to 51.6% without adjustment (Figure 3.2). The more detailed data suggests economic growth was also particularly strong in and around Dunure.

The number of jobs in North Carrick and Maybole has increased by just over 9% since 2015 (Figure 3.3). The number of jobs across South Ayrshire remained unchanged over the same period. North Carrick and Maybole now accounts for 12.5% of jobs in South Ayrshire, up from 11.5% in 2015.

**Figure 3.3: Employment in North Carrick**

Year	South Ayrshire	North Carrick & Maybole	NC&M share
2015	48,000	5,500	11.5%
2016	49,000	5,400	11.0%
2017	48,000	5,800	12.1%
2018	49,000	5,400	11.0%
2019	48,000	5,400	11.3%
2020	46,000	5,400	11.7%
2021	48,000	5,900	12.3%
2022	48,000	6,000	12.5%
2023	48,000	-	-
Change 2015-22	0.0%	+9.1%	+1.0%

Source: Business Register and Employment Survey (ONS)

The number of jobs in North Carrick and Maybole has increased by just over 9% since 2015 (Figure 3.3). The number of jobs across South Ayrshire remained unchanged over the same period. North Carrick and Maybole now account for 12.5% of jobs in South Ayrshire, up from 11.5% in 2015.

The North Carrick and Maybole economy grew by nearly 18% in real terms (taking inflation into account) from 2015 to 2022. With employment expanding by 9.1% (Figure 3.3) productivity (GVA per job) also rose by nearly 8% .

Productivity gains in North Carrick and Maybole since 2015 (+8%) have outpaced the rest of South Ayrshire. This suggests that alongside job creation and economic growth, communities are more likely to benefit from rising (real terms) wages from higher value activities.

## Tourism

The [BRES](#) data is available to show employment by industry, the Scottish Government's definition of tourism was used (available [online](#)). This definition covers a diverse range of activities including hotels, camping sites, restaurants, bars, travel agents, museums and other recreational and cultural activities.

The latest Scottish Government [industry statistics](#) show tourism accounted for 9% of employment in Scotland in 2023. Drawing on datazone statistics for North Carrick and Maybole, Figure 3.4 shows the proportion of employment accounted for by tourism.

Tourism accounted for an increasing share of jobs in North Carrick and Maybole's rising from 12.3% in 2015 to 13.8% by 2019 and falling back to 11.7% in 2020 as public health restrictions were put in place in response to the pandemic. More recently the share of local jobs in the tourism sector rose to 14.2% by 2022.

**Figure 3.4: Share of North Carrick & Maybole employment in tourism**

Year	Tourism share of employment
2015	12.3%
2016	10.6%
2017	9.5%
2018	11.9%
2019	13.8%
2020	11.7%
2021	16.1%
2022	14.2%
2023	-
Change 2015-22	+1.0%

*Source: Business Register and Employment Survey (ONS)*

In Scotland the local authority with the highest share of employment accounted for by tourism is Argyll and Bute (15%). Other local authorities with shares above the Scottish average include Stirling (14%), Perth and Kinross (14%), Highland (14%), South Ayrshire (13%) and Edinburgh (11%).

Figure 3.4 shows that only Argyll & Bute have a higher share of local jobs in the tourism sector when comparing Scotland's local authority areas to North Carrick & Maybole. This may reflect a greater post-pandemic appetite for more rural and outdoors tourism.

## 4. Economic and social impacts

### Summary of NCCBC activities and outcomes

As set out earlier, over last ten years NCCBC have invested on average around £300,000 each year with £3 million into community projects across North Carrick. Community Enterprise reviewed NCCBC's funded projects and just over £900,000 of funding identified an additional £8.3 million of match funding. The match funding was skewed by the large Maybole regeneration project with a project cost of over £6 million.

Most organisations in receipt of funding from NCCBC maintained the same level of turnover (60%), 28% increased their turnover and 4% of funding recipients saw their turnover fall. The review also found that only 8% of organisations in receipt of funding saw their operating surplus increase, 23% saw a fall their operating surplus with 54% reporting no change.

The more challenging story around the operating surplus of beneficiaries likely reflects the cost of living challenges and funding pressures on Scotland's third sector. However the review also identified an increase in the number of volunteers, trustees and job creation. As set out earlier in this report tourism has been key theme for NCCBC.

### Economic impacts

NCCBC has supported a range of third sector organisation. A list of the successful applicants and funding allocated was provided by NCCBC. The [third sector tracker](#) published by the Scottish Council for Voluntary Organisations ([SCVO](#)) provides an estimate of turnover and employment.

The review identified 88 successful applicants. The latest tracker data is available for December 2024 and was applied to the NCCBC applicant cohort to provide an estimate of turnover.



The Community Enterprise review suggests that around one in four (24%) applicants saw their turnover increase (28% experienced a rise while 4% experienced a fall in turnover). This suggests around 20 applicants experienced a rise in turnover and this increase was estimated to be around 10% and was assumed to persist for five years.

This suggests cumulative turnover over the last ten years rose by £1.4 million across the supported organisations. There was limited evidence of a significant increase in operating surpluses, a key component of Gross Value Added (GVA).

However, GVA would have risen through increases in payments to those working for the organisations. The Scottish Government's latest version of the macroeconomic impact model ([December 2024](#)) suggests around 40% of the turnover of membership organisations is accounted for by employee costs (including wages). This suggests the additional turnover generated cumulatively sustained £0.5 million of GVA.

The North Carrick and Maybole economy was £88 million (£GVA) bigger in 2022 compared to 2014 (Figure 3.2), growing by 51.6% since NCCBC was established. The annual output of the economy (in terms of Gross Value Added) is now £88 million since NCCBC was established. If the economy had expanded at the same pace as the whole of South Ayrshire then the increase in GVA across North Carrick and Maybole would have been £28 million (GVA).

This suggests that economic growth above that of South Ayrshire (as a whole) added an £60 million to North Carrick and Maybole's economy by 2022. This figure was further adjusted to account for inflation and remove growth in the datazone hosting the new Maybole bypass.

This suggests that additional economic growth since the establishment of NCCBC meant that the North Carrick and Maybole economy was £40 million (GVA) larger by 2022 after accounting for inflation and adjusting for the new Maybole bypass.

The additional £40 million (GVA) in 2022 represents the additional GVA generated in that year. The cumulative additional GVA over ten years from 2015 onwards was £300 million (GVA), assuming the North Carrick and Maybole economy remains in a steady state in 2023 and 2024.

The additional £300 million (GVA) is likely to represent the impact of all investment across North Carrick's communities including NCCBC funding (and leveraged investment through match funding) and other investment by South Ayrshire Council and other stakeholders. This may be particularly significant in the light of new investment opportunities created by the bypass.

A conservative estimate was made based on the profile of NCCBC's funding profile across North Carrick's sectors and activities. Most of this was focused on tourism with 14% of the additional growth driven by NCCBC's programme of investments. Including the additional GVA sustained through third sector organisations (set out earlier), **the additional cumulative GVA sustained over the last decade by NCCBC amounts to £43.4 million.**

Including the £8.3 million of leveraged match funding, the total investment supported by NCCBC was £11.3 million. **This suggests a Benefit to Cost Ratio (BCR) of 3.8. The BCR based on NCCBC's investment alone (£3 million) is 14.5.**

## Social impacts

The HM Treasury's Green Book invites the use of distributional weights to increase the value of benefits to lower income individuals or households. This is based on the principle that the value of income may be higher for low-income recipients.

Scotland's National Strategy for Economic Transformation ([NSET](#)) states an ambition for Scotland to be "*a country where economic power and opportunity are distributed fairly across our regions, cities and towns, rural and island communities*".

The application of a distributional weight should take into account the distributional effects of the programme impacts and further adjust these impacts to take into account the utility enjoyed by deprived communities from gaining skills, finding work and leaving poverty.

As set out earlier, funding was skewed by the large Maybole regeneration project. Based on information related to income deprivation (Maybole), a basic distributional weight (without adjusting for utility) would suggest benefits should be allocated weights of between 1.5 and 1.8. Applying an upper-end distributional weight would raise the benefits to £78.1 million and the overall Benefit to Cost Ratio (BCR) to 6.9.

These figures are provided to illustrate the importance of considering distributional impacts. The focus of job creation in a community facing significant deprivation represents an excellent opportunity to address inclusion, child poverty, inequality and the distribution of economic opportunity.

# Appendix

## Data

### Gross Value Added (GVA) £m

Year	South Ayrshire	North Carrick & Maybole	NC&M share
2009	£2,039	£175	8.6%
2010	£2,062	£180	8.7%
2011	£2,102	£183	8.7%
2012	£2,085	£177	8.5%
2013	£2,089	£172	8.2%
2014	£2,193	£171	7.8%
2015	£2,226	£184	8.3%
2016	£2,249	£193	8.6%
2017	£2,361	£217	9.2%
2018	£2,424	£220	9.1%
2019	£2,446	£219	8.9%
2020	£2,168	£213	9.8%
2021	£2,263	£262	11.6%
2022	£2,552	£259	10.1%

Source: Small Area Gross Value Added estimates (ONS)