

EAST AYRSHIRE
the **community** plan

delivering **community** regeneration

action plan 2009 - 2011

planning together

working together

achieving together



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At the time of production, our Core Community Planning Partners are:



STRATHCLYDE
POLICE



Introduction

Community Planning is about a range of partners in the public and voluntary sectors working together to better plan, resource and deliver quality services that meet the needs of people who live and work in East Ayrshire. The Vision articulated in the Community Plan is:

'East Ayrshire will be a place with strong, vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs.'

To ensure that the community planning process is consistent and meets the needs of everyone who lives in East Ayrshire, we are committed to working in a way which ensures that we:

- *promote social justice and social inclusion;*
- *ensure effective community engagement in the planning and development of local services;*
- *succeed in joint working and engaging people;*
- *ensure quality and accessibility;*
- *build sustainability into what we do; and*
- *deliver continuous improvement and best value.*

The Plan identifies a number of challenges facing East Ayrshire that Partners have agreed to address via the four priority themes of:

- *Promoting Lifelong Learning*
- *Delivering Community Regeneration*
- *Improving Community Safety*
- *Improving Health and Wellbeing.*

This document is the Delivering Community Regeneration Action Plan 2009-2011, which has been jointly agreed by the Delivering Community Regeneration Action Plan Working Group.

Delivering Community Regeneration

As a local economy, East Ayrshire has changed significantly over the years, moving away from traditional industries, such as coal mining and textiles, to one that has a broader business base embracing the opportunities presented in the growth of the service sector. This change has presented a challenge at the local level, as many communities, particularly in the southern part of the area, have suffered as these traditional industries have declined. More recently, the impact of the global economic crisis has brought new challenges and there has never been a more important time to focus on the sustainable regeneration of our communities.

Delivering Community Regeneration is a process involving a complex and integrated relationship between physical, social and economic factors. We have concentrated on definable actions, which are real and can be measured and will make a difference to the people in and the place of East Ayrshire. Social regeneration is a crosscutting issue and actions in this regard can be found in all thematic Action Plans, for example, actions to address financial inclusion are taken forward through the Improving Health and Wellbeing Action Plan, in recognition of the impact of debt and low income on physical and mental health.

Thematic Issues and Key Changes

The Delivering Community Regeneration Action Plan sits within the Community Planning framework and links to the Community Planning Partnership Single Outcome Agreement, contributing through agreed Local Outcomes to the achievement of relevant National Outcomes. Other local strategies which drive the process include:

- *Council Wide Regeneration Strategy and Priorities;*
- *East Ayrshire Local Plan;*
- *East Ayrshire Local Housing Strategy;*
- *East Ayrshire Transport Strategy; and*
- *Integrated Children's Service Plan.*

In addition, the approach taken to addressing the key issues in East Ayrshire is consistent with the Scottish Government's recently published document 'Achieving Our Potential: A Framework to tackle poverty and income inequality in Scotland', in respect of making work pay by providing people with the skills and training they need to progress in or into work and realise their potential; supporting economic development and the creation of better employment opportunities; maximising the potential for people to work by ensuring the provision of more accessible and affordable childcare; addressing the lack of good quality, accessible and affordable housing; and regenerating disadvantaged communities for the benefit of the people

who live in them and to create the right environment for private and public investment.

There are significant challenges, some very recent and some which are a legacy from our industrial heritage that was concentrated on heavy industries such as manufacturing, engineering and coal mining. There is a falling population base and a recent and growing trend in rising unemployment, which is adversely affecting the environment and town centres in particular.

Much has been done already with the upgrading of the M77 and work is underway on the Kilmarnock Glasgow rail service, which will improve our opportunity to connect with the metropolitan Region and Scotland as a whole. The outputs of the Kilmarnock and Cumnock Town Centre Strategies are beginning to be seen on the ground. There are excellent links to Kilmarnock and Ayr Colleges and additional service enhancements to give a priority to getting people back to work are in place. We have a rich tourism base to work from and this will be promoted and marketed under the recently approved strategy "Tourism the Way Ahead".

The main challenges are to:

- *improve the appearance of our towns and town centres and deal with dereliction;*
- *sustain and support the development of existing businesses;*
- *support the development of new businesses in the area, either as "start-up" or by business location into the area;*
- *understand employment needs and the local skills base and tailor our employability programmes to them;*
- *develop sustainable housing solutions;*
- *promote tourism and culture and leisure offerings;*
- *promote transport solutions to all parts of the council area;*
- *support early education and childcare linking this to employment and training opportunities as a key part of the economic infrastructure;*
- *break intergenerational cycles of poverty and inequality in early years; and*
- *continue to protect our environment and respond to climate change.*

Aspiration

The overarching Aspiration for the Delivering Community Regeneration Action Plan 2009-2011 is as follows:

'To realise the full economic, physical and social potential of East Ayrshire's communities by sustainable regeneration to create well designed and sustainable places in which to live, work and enjoy.'

Aims

Through the activity in the Action Plan, we will aim to:

- *regenerate our town centres and villages, and deal with run down areas;*
- *grow and support new and existing businesses, including the social economy;*
- *develop employability initiatives, including within the social economy;*
- *grow tourism and increase visits and participation in cultural and leisure activities;*
- *promote transport solutions for East Ayrshire, particularly the rural areas, ensuring good quality affordable choices are available;*
- *support the provision of sustainable housing solutions;*
- *protect, conserve and enhance the natural environment;*
- *mitigate against and adapt to the negative effects of climate change; and*
- *support parents and carers, communities, service providers and agencies to break intergenerational cycles of poverty and inequality and poor outcomes in and through the early years.*

Aim 1

To regenerate our town centres and villages, and deal with rundown areas.

Links to SOA

- National Outcome 10
- Local Outcome(s)
- National Outcome 12
- Local Outcome(s)

We live in well-designed, sustainable places where we are able to access the amenities and services we need
Attractiveness of communities improved

We value and enjoy our built and natural environment and protect it and enhance it for future generations
Number of empty and run down properties, through regeneration of town centres and villages reduced

	Outcome Indicator (How will we measure whether the aim has been met?)	Baseline (including source) at April 2007	Target (Anticipated change in baseline position by 2011)	
	Number of vacant and derelict town centre buildings reduced	210 (EAC, November 2006)	160	
	Percentage vacant and derelict urban land reduced	7.2% (EAC, 2007)	6.5%	
Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
1.1 Review Kilmarnock Town Centre Strategy and wider Regeneration Strategy and implement high priority projects <ul style="list-style-type: none"> - Redevelop key sites at Fowlds Street, Titchfield Street and Mill Street - Relocate Kilmarnock College - Promote and develop new/refurbished residential units - Improve and maintain the physical environment of the town centre <p>Implement Conservation Area Regeneration Scheme (CARS) and Townscape Heritage Initiative (THI)</p>	<ul style="list-style-type: none"> • 80,000 square feet of new retail floor space • 75,000 square feet of new/refurbished office space • 20 new/refurbished residential units in/immediately adjacent to the town centre • 2 environmental improvement projects (1 per year) • 1 site (out with Townscape Heritage Initiative boundary) redeveloped • Conservation Area Regeneration Scheme <ul style="list-style-type: none"> - 4 buildings repaired - 4 new/repared traditional shop fronts • Townscape Heritage Initiative <ul style="list-style-type: none"> - 2 buildings fully refurbished - 5 buildings repaired 	2009-11	East Ayrshire Council (EAC) Scottish Enterprise (SE) Historic Scotland (HS) Heritage Lottery Fund (HLF) Kilmarnock College Private sector Scottish Government (SG)	Improving Community Safety
1.2 Undertake annual floor space survey for Kilmarnock and Cumnock Town Centres	<ul style="list-style-type: none"> • Floorspace and vacancy rates produced annually 	2009-11	EAC	
1.3 Implement Cumnock Town Centre Regeneration Project	<ul style="list-style-type: none"> • 30,000 square feet of new offices developed • Public realm improvements, such as footpaths, roadways and open spaces, implemented 	2009-11	EAC Private sector	Improving Community Safety

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
1.4 Implement Cumnock Town Centre Conservation Area Regeneration Scheme (CARS)	<ul style="list-style-type: none"> 1 priority building improved Public realm improvements implemented 2 shop fronts improved 	2009-11 (programme will extend beyond 2011 if submission successful)	EAC HS Private sector	Promoting Lifelong Learning
1.5 Submit Heritage Lottery grant application for Catrine Environmental Heritage Project	<ul style="list-style-type: none"> Repair of Scheduled Ancient Monument (in part) and fish ladder commenced Trout Hatchery and Educational Centre completed Interpretation boards erected 	2010/11 (programme will extend beyond 2011 if submission successful)	EAC Private Sector HS HLF	Promoting Lifelong Learning
1.6 Establish a listed building preservation programme with Building Preservation Trusts	<ul style="list-style-type: none"> 1 listed building repaired and brought into use 	2009-11	Strathclyde Building Preservation Trust (SBPT)/ Ayrshire Architectural Heritage Trust (AAHT) EAC HS HLF	Improving Community Safety
1.7 Establish cross departmental team to tackle vacant and derelict buildings	<ul style="list-style-type: none"> Improvements to 20 buildings completed – 10 per year 	2009-11	EAC	Improving Community Safety
1.8 In association with Prince's Foundation for the Built Environment (PFBE), undertake 4 Towns Enquiry by Design events and prepare regeneration master plans for - New Cumnock - Cumnock - Auchinleck - Mauchline Prepare costed Implementation Action Plan for each Town and establish a programme for project delivery	<ul style="list-style-type: none"> Strategic master plans for New Cumnock, Cumnock, Auchinleck and Mauchline completed Implement key projects in Implementation Action Plan to 2011 	2009-11 (programme will extend beyond 2011)	EAC PBFE Coalfields Regeneration Trust Minerals Trust National Lottery Funding Agencies HS SG	Promoting Lifelong Learning Improving Community Safety Improving Health and Wellbeing
1.9 Prepare regeneration masterplan for Galston with emphasis on the town centre Prepare costed Implementation Action Plan and establish a programme for project delivery	<ul style="list-style-type: none"> Redevelopment of Cross Street/Bridge Street site (refurbished offices and new community facilities) commenced Public realm improvements implemented 	2009-11 (Programme will extend beyond 2011)	EAC HS HLF	Promoting Lifelong Learning Improving Community Safety
1.10 Prepare, update and implement environmental improvement and regeneration projects from Community Environmental Improvement Action Plans (CEIAPs) through the Restoring Communities Programme	<ul style="list-style-type: none"> 4 Community Environmental Improvement Action Plans completed/updated – 2 per year 6 environmental improvement projects (3 per year) 	2009-11	EAC East Ayrshire Woodlands (EAW) Community Councils Community Associations	Improving Community Safety

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
1.11 Develop and support local community groups which aim to regenerate, protect and improve the natural and built environment through sustainable development	<ul style="list-style-type: none"> • 3 local community groups supported per year 	2009-11	EAC EAW	Promoting Lifelong Learning
1.12 Prepare Conservation Area Appraisals for <ul style="list-style-type: none"> - Cumnock - Galston - Darvel - Mauchline - Catrine - Newmilns 	<ul style="list-style-type: none"> • Conservation Area Appraisals for Cumnock and Galston completed (1 per year) 	2009-11	EAC	
1.13 Prepare and promote redevelopment plans for Darvel Co-op site	<ul style="list-style-type: none"> • Redevelopment proposals prepared 	2009/10	EAC Private sector	
1.14 Implement Kilmarnock Town Centre Living Initiative	<ul style="list-style-type: none"> • 10 new conversions to residential units 	2009-11	EAC SG	
1.15 Carry out a visual survey of all high rise buildings to assess risk of falling masonry	<ul style="list-style-type: none"> • 50 properties assessed following definition by 2011 	2009-11	EAC Private sector	Improving Community Safety
1.16 Demolish identified derelict properties under Revolving Demolition Scheme	<ul style="list-style-type: none"> • 1 derelict property demolished per year 	2009-11	EAC	Improving Community Safety
1.17 Establish Business Improvement Districts (BIDs)	<ul style="list-style-type: none"> • 1 Business Improvement District launched and operational 	2010/11	EAC Private sector	
1.18 Implement co-location policy in partnership with stakeholders for the benefit of local communities	<ul style="list-style-type: none"> • Crosshouse Resource Centre completed • Opportunities for co-location with key partners investigated and implemented where appropriate 	2010/11 2009-11	Community Planning Partners	

Aim 2

To grow and support new and existing businesses, including the social economy.

Links to SOA

- National Outcome 1
- Local Outcome(s)
- National Outcome 2
- Local Outcome(s)

We live in a Scotland that is the most attractive place for doing business in Europe

Growth in East Ayrshire's business base

We realise our full economic potential with more and better employment opportunities for our people

Good quality job opportunities are available which are accessible to local people in East Ayrshire

Outcome Indicator (How will we measure whether the aim has been met?)	Baseline (including source) at April 2007	Target (Anticipated change in baseline position by 2011)		
Net number of VAT registered companies increased	26 per 1,000 adult residents (SLIMS: East Ayrshire Labour Market Statement, 2006)	30 per 1,000 adult residents at 2011		
Claimant count unemployment rate reduced to West of Scotland average	3.9% (SLIMS – April 2007)	Close the gap between East Ayrshire and the national average by 2011		
Business start-up rate increased	1.9 per 1,000 adults (SLIMS/DTI Small Business Service, 2006)	Close the gap with Scotland average of 2.8 per 1,000 adults by 2011		
Business survival rates increased	63% of companies registering in East Ayrshire in 2002 survived for more than 3 years	Close the gap with Scotland average of 70% by 2011		
Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
2.1 Ensure the Business Gateway contributes to new business and business development	<ul style="list-style-type: none"> • High quality business advice available and delivered to new and existing East Ayrshire businesses each year – 1,100 per year • 200 business start-ups per year • 10 companies into Growth Pipeline to Scottish Enterprise 	2009-11	North Ayrshire Council (NAC) East Ayrshire Council (EAC) (in association with South Ayrshire Council)	Improving Health and Wellbeing
2.2 Provide loan funding to support the sustainability and growth of businesses through the West of Scotland Loan Fund	<ul style="list-style-type: none"> • 12 loans approved and issued per year 	2009/10	EAC Client businesses Banks	
2.3 Provide direct grant funding to support the sustainability and growth of businesses	<ul style="list-style-type: none"> • 70 grants approved and issued per year 	2009/10	EAC Client Businesses	

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
2.4 Provision of business development support to maximise the potential growth of businesses through: <ul style="list-style-type: none"> • Strategy development • Business efficiency • Organisational development • Internationalisation 	<ul style="list-style-type: none"> • 40 businesses supported per year 	2009/10	SE Client businesses	
2.5 Monitor business development support awarded to identify impacts and future business development needs, with referrals as required to other potential sources of support	<ul style="list-style-type: none"> • Monitoring visits implemented on a six monthly rolling programme 	2009/10	EAC Client businesses	
2.6 Promotion of range of business development support available from East Ayrshire Council, including: <ul style="list-style-type: none"> • Business Health Check • Business Development funding • Effective Finance • Effective Marketing • Supplier Development • Environmental Impact Improvements 	<ul style="list-style-type: none"> • Major revamping of Business Development pages on East Ayrshire Council Website completed and launched • Web-based East Ayrshire Business Directory completed and launched • Monthly business "E-news letter" launched • Council's Business Development Services promoted – at an estimated 6 events per year 	2009/10 2009/10 2009/10 2009-11	EAC EAC EAC EAC Business Gateway SE	
2.7 Establish Employment Task Force (Initiated in East Ayrshire and extended to include North Ayrshire Council and South Ayrshire Council and other relevant partners)	<ul style="list-style-type: none"> • Information shared about companies which are experiencing particular trading difficulties • As a result, effective, co-ordinated support made available, both to the businesses and to employees facing redundancy 	2009/10	EAC South Ayrshire Council (SAC) NAC Jobcentre Plus SE Business Gateway Kilmarnock College Ayrshire Chamber Federation of Small Businesses	Improving Health and Wellbeing
2.8 Promote strategic business locations for new and growing businesses	<ul style="list-style-type: none"> • Rowallan Business Park and Moorfield North Industrial Park marketed and promoted for business relocation and expansion 	2009-11	EAC SE Business Gateway Private Sector	

Aim 3

To develop employability initiatives, including within the social economy.

Links to SOA

- National Outcome 1
- Local Outcome(s)
- National Outcome 2
- Local Outcome(s)
- National Outcome 3
- Local Outcome(s)
- National Outcome 4
- Local Outcome(s)
- National Outcome 8
- Local Outcome(s)

We live in a Scotland that is the most attractive place for doing business in Europe

Skills capacity of the local workforce increased

We realise our full economic potential with more and better employment opportunities for our people

Our young people are properly prepared to enter the world of work

Good quality job opportunities are available which are accessible to local people in East Ayrshire

We are better educated, more skilled and more successful, renowned for our research and innovation

Educational attainment for adults across all adult age groups increased

Access to learning opportunities to improve quality of life and well being increased

Our young people are successful learners, confident individuals, effective contributors and responsible citizens

Educational wider achievements (non-academic achievements) and skills for work/vocational programmes increased as defined by the four capacities of the Curriculum for Excellence (CfE)

Participation by young people in community based learning and active citizenship increased

We have improved the life chances for children, young people and families at risk

Educational achievement of children and young people at risk increased

Outcome Indicator

(How will we measure whether the aim has been met?)

Employment rate increased to meet the national target by accessing employment opportunities and preparing young people and adults for entry to the world of work

Identification and development of appropriate training provision to increase educational and vocational achievement creating a more skilled and more successful community

The number of the working age population receiving welfare benefits including those on Incapacity Benefit, reduced

Baseline

(including source) at April 2007

75.4% East Ayrshire (NOMIS, June 2008)

21% - East Ayrshire
13.5% - Scotland
No qualifications
(NOMIS, June 2008)

19.4% - East Ayrshire
16.1% - Scotland
Total Claimants
(NOMIS, June 2008)

Target

(Anticipated change in baseline position by 2011)

Increase the employment rate of the working age population to 77%
(National Target of 80% by 2016)

Reduce the number of people with no qualifications to 18%

Reduce the number of the working age population receiving welfare benefits to 18%

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
3.1 Sustain employment by providing in-work support towards qualifications	<ul style="list-style-type: none"> Support and training to businesses and to individual employees provided by Business Development on an identified needs basis 275 individuals supported by Workers Educational Association (WEA) per year 300 businesses supported by partners 	2009-11	EAC Jobcentre Plus NHS Ayrshire and Arran (AEA) Kilmarnock College Ayr College Careers Scotland WEA Business Gateway SE Skills Development Scotland (SDS)	Promoting Lifelong Learning

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
3.2 Develop training provision to address skills shortages and economic opportunities	<ul style="list-style-type: none"> • Skills audit of local economy implemented • Individuals afforded the opportunity to have the skills to benefit from employment opportunities. Priority groups: <ul style="list-style-type: none"> - economically inactive - young people - residents of Scottish Index of Multiple Deprivation (SIMD) 0-15% data zones (Measures to be developed) • Skillsseekers <ul style="list-style-type: none"> - 200 young people (aged 16-19) assisted to work towards Level 2 Vocational Qualification (VQ) attainment in the workplace (2009/10) • Modern Apprenticeships <ul style="list-style-type: none"> - 330 young people (aged 16-24) assisted to work towards Level 3 Vocational Qualification attainment in the workplace (2009/10) • Link established with colleges to develop increased access to and range of customised programmes • Workforce development implemented by 10 companies • Unemployed customers supported through a range of programmes including: <ul style="list-style-type: none"> - New Deal 18-24/25+/50+ - Lone parents - Disabled people - Partners of the unemployed - Programme centres (to aid Jobsearch) - Get Ready for Work (target of 250 young people supported towards work/training or education outcomes) - Training for Work (target of 140 people assisted towards employment goal) - Flexible New Deal (from October 2009) • People with disabilities supported through: <ul style="list-style-type: none"> - Access to Work - Work preparation - Workstep - Customer Options (for people on Incapacity Benefit) - Pathways to Work - Make links with colleges' employability facilities • East Ayrshire Workforce Plus Partnership : <ul style="list-style-type: none"> - Engaged in service – 3,000 by 2011 - Individuals into employment – 1,500 by 2011 	2009-11 (Provision reviewed on an annual basis)	SDS Kilmarnock College Ayr College Jobcentre Plus	Promoting Lifelong Learning Improving Health and Wellbeing

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
<p>3.3 Support and develop new and existing social businesses in East Ayrshire</p>	<ul style="list-style-type: none"> Audit of the area implemented to ascertain current employment level (2009/10) Market opportunities investigated and strategy produced (2009/10) Strategy implemented Development assistance and support provided to increase social enterprise activities 	<p>2009-11</p>	<p>EAC Business Gateway WEA</p>	<p>Promoting Lifelong Learning</p>
<p>3.4 Develop employability programmes for workless people, including innovative, progressive, partnership approaches that address the needs of the individual and the labour market</p>	<ul style="list-style-type: none"> CONDUIT: 60 individuals per year East Ayrshire Woodlands: 24 individuals per year Potential for additional partnership funding applications including from European Structural Funds explored Awareness of volunteering opportunities to contribute to increasing employability raised 	<p>2009-11</p>	<p>EAC IMAC SAC Jobcentre Plus NHS A&A MCMC Strategy Group SDS WEA Adult Literacy and Numeracy Team Careers Scotland Volunteer Centre</p>	<p>Promoting Lifelong Learning Improving Health and Wellbeing</p>
<p>3.5 Improve childcare provision and employment opportunities within the childcare sector</p>	<ul style="list-style-type: none"> Affordable and flexible childcare solutions developed 	<p>2009-11 (Contributing to the Eradication of Child Poverty by 2020)</p>	<p>EAC EA Childcare Partnership</p>	<p>Improving Health and Wellbeing</p>
<p>3.6 Improve employment opportunities for young people</p>	<ul style="list-style-type: none"> Jobcentre Plus works with employers to promote job vacancies to all age groups as per the latest Age Legislation Use of New Deal and Jobcentre Plus Advisory Service to prepare young people for employment Link to More Chances More Chances action plans and develop college and other training options for young people supporting the 16+ Learning Choices programme 	<p>2009-11</p>	<p>Jobcentre Plus EAC Kilmarnock College Ayr College MCMC Strategy Group</p>	<p>Promoting Lifelong Learning Improving Health and Wellbeing</p>

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
3.7 Develop a range of employment initiatives to support the employment of a diverse workforce Increase the knowledge and understanding of Partners and Employers of the benefits of employing a diverse workforce	<ul style="list-style-type: none"> Plan produced to address employment issues for vulnerable adults Awareness raising sessions delivered in respect of the diversity agenda 	2009-11	EAC Kilmarnock College Ayr College	Promoting Lifelong Learning Improving Health and Wellbeing
3.8 Provide careers advice and guidance to develop skills and to increase employability	<ul style="list-style-type: none"> Accessible and inclusive guidance services developed operating across East Ayrshire with effective referral systems to ensure individuals can access the most appropriate intervention 	2009-11	EAC SDS Careers Service Jobcentre Plus	Promoting Lifelong Learning Improving Health and Wellbeing

Aim 4

To grow tourism and increase visits and participation in cultural and leisure activities.

Links to SOA

- National Outcome 13
- Local Outcome(s)

We take pride in a strong, fair and inclusive national identity

Economic, tourism, culture and leisure, housing and rural diversification opportunities promoted

Outcome Indicator

(How will we measure whether the aim has been met?)

Baseline

(including source) at April 2007

Target

(Anticipated change in baseline position by 2011)

Tourism revenue increased

£55.75m - East Ayrshire (2006)

Increase by 5% by 2011 and 10% by 2015

Audiences across Arts and Museums increased

Increase to:
 - 270,000
 - 8,000
 - 5,000
 - 170,000
 - 30,000
 - 7,500

Palace Theatre and Grand Hall - 197,204
 Burns House Museum - 4,828
 Doon Valley Museum - 3,814
 Dick Institute - 99,952
 Dean Castle - 9,562
 Baird Institute - 2,674 (EAC, 2005/06)

Unique Visits to futuremuseum.co.uk increased

28,529 (EAC 2005/06)

90,000

Visits/usage of Visitor centre at Dean Castle Country Park increased

79,141 (EAC, December 2005)

95,000

Visits/usage of River Ayr Way increased

44,630 (EAC, December 2005)

100,000

The number of visits to / usages of Council funded or part funded museums per 1,000 population increased

2,060 (Audit Scotland, 2006/07)

Increase by 25%

The number of visits to Council funded or part funded museums that were in person per 1,000 population increased

1,676 (Audit Scotland, 2006/07)

Increase by 25%

Number of attendances per 1,000 population for other indoor sports and leisure facilities increased

4,869 (Audit Scotland, 2006/07)

Increase by 5 - 10%

Number of visits to libraries per 1,000 population increased

4,550 (Audit Scotland, 2006/07)

Maintain current level

Borrowers of books as a % of the resident population increased

17.9% (Audit Scotland, 2006/07)

Maintain current level

Visits/usage of Burns Monument Centre increased

Open 2009 new facility

Increase visits by 10% each year from baseline 2009

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
4.1 Develop and market a range of tourism, leisure and cultural opportunities	<ul style="list-style-type: none"> Audiences increased by 10% each year across our Arts and Museums venues from baseline Visitor figures to future museum.co.uk increased by 20% per year from baseline Current VisitScotland star ratings improved/maintained whenever possible: <ul style="list-style-type: none"> Burns House Museum - maintain 4 star Dean Castle - maintain 4 star Dick Institute - 3 star to 4 star Doon Valley Museum - 2 star to 4 star Baird Institute - no star to 3 star Palace and Grand Hall - no star to 4 star Maintain accreditation for the museum service Attendances at sport and leisure facilities increased by 5-10% each year from baseline Visits to Burns Monument Centre through genealogy increased by 10% each year from 2009 baseline Visits to visitor centre and River Ayr Way increased by 10% each year from baseline 	2009-11	<p>EAC VisitScotland HLF SAC</p> <p>EAC Scottish Museums Council (SMC) SG</p> <p>EAC VisitScotland</p> <p>EAC SMC</p> <p>EAC SportScotland</p> <p>EAC VisitScotland</p> <p>EAC Scottish Natural Heritage (SNH)</p>	Promoting Lifelong Learning

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
4.2 Work to increase the interaction of the community with culture and leisure programmes and collections	<ul style="list-style-type: none"> Usage/participation levels across all cultural and leisure facilities increased by 10% from baseline each year by programming a range of exhibitions/events that attract participation Four festivals per year across culture and leisure that increases usage of facilities by 10% each year programmed and developed Integrated approach to improving skills in the tourism sector through linking with employers developed by Kilmarnock College (Measures to be developed) 	2009-11	EAC SportScotland SNH SAC HLF Sponsors EventsScotland Kilmarnock College	Promoting Lifelong Learning
4.3 Implement Leisure and Cultural Strategy into core activities	<ul style="list-style-type: none"> Strategy published and distributed 	2009/10	EAC	Promoting Lifelong Learning Improving Community Safety Improving Health and Wellbeing
4.4 Launch and implement East Ayrshire Tourism Strategy: "Tourism – The Way Ahead"	<ul style="list-style-type: none"> Tourism revenue monitored annually and increased by 10% in real terms by 2015 Actions within the planning period reported when finalised 	2009-11	EAC	Improving Health and Wellbeing
4.5 Promote the development of the forest industry for tourism	<ul style="list-style-type: none"> Potential assessed for the extension of the Galloway Forest into East Ayrshire, as a tourist destination Forest recreation opportunities promoted as part of Whitelees Forest Visitor Centre 	2009-11	EAC Forestry Commission Scotland (FCS) EAC FCS Wind Farm Developers	Improving Health and Wellbeing

Aim 5

To promote transport solutions, particularly for rural areas, ensuring that good quality affordable choices are available.

Links to SOA

- National Outcome 1
- Local Outcome(s)
- National Outcome 10
- Local Outcome(s)
- National Outcome 13
- Local Outcome(s)

We live in a Scotland that is the most attractive place for doing business in Europe

Attractiveness, reliability and integration of the transport network enhanced

We live in well-designed, sustainable places where we are able to access the amenities and services we need

Transport solutions improved, particularly in the rural areas, ensuring that good quality affordable choices are available

We take pride in a strong, fair and inclusive national identity

Access to opportunities outside the local area improved

Outcome Indicator

(How will we measure whether the aim has been met?)

Baseline

(including source) at April 2007

Target

(Anticipated change in baseline position by 2011)

Proportion of residents finding public transport as very or fairly convenient improved

Improve by 2%

Proportion of the population travelling to work and education by train, bus, cycle or on foot increased

Improve by 2%

Actions (What needs to be done?)

Projected Outputs (What do we propose to do?)

Timescale (When will the action be completed?)

Action relevant to other themes

5.1 Improve the condition of the road network

- Reduce % of the road network considered for maintenance treatment by 2% (43.5% in 2007/08)

2009-11

EAC

5.2 Improve transport links to town centres from poorly connected areas

- Demand for enhanced bus services, park and ride facilities and walking and cycle routes investigated

2009-11

EAC

Improving the Environment

Improving Health and Wellbeing

5.3 Sustain and develop community transport solutions across East Ayrshire

- 2 new transport services introduced by 2011
- Passenger numbers increased by 5% per year from 2008/09 baseline

2009-11

Coalfield Community Transport (CCT)
EAC
SPT

Improving the Environment

Improving Health and Wellbeing

5.4 Support enhancement of rail services in East Ayrshire

- Platforms lengthened and other works implemented between Kilmarnock and Barrhead to accommodate longer trains commencing 2009
- Dynamic loop constructed at Lugton to accommodate a more frequent service between Kilmarnock and Glasgow

2009-11

EAC
Network Rail
SPT
Transport Scotland
First ScotRail

Improving the Environment

Improving Health and Wellbeing

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
5.5 Identify preferred routes to M74	<ul style="list-style-type: none"> Appraisal of the "Access to Ayrshire" links between M74 and Ayrshire completed Joint working with neighbouring local authorities to achieve consistent standards, improve safety and enhance the reliability of journey times on cross boundary routes 	2009-11	EAC SPT EAC SAC INAC South Lanarkshire SPT	Improving the Environment Improving Health and Wellbeing
5.6 Develop and implement a Green Network Action Plan	<ul style="list-style-type: none"> Lottery funding obtained and staff to implement Green Network Action Plan appointed 2 local green networks centred on settlements defined, established and promoted 	2009-11	EAW EAC SNH Greenspace Scotland	Improving Health and Wellbeing Improving Community Safety
5.7 Continue to implement the agreed Easy Ayrshire integrated cycling strategy	<ul style="list-style-type: none"> Renewal of Daldorch Bridge to accommodate cyclists and pedestrians River Ayr walkway upgraded between Sorn and Catrine to accommodate cyclists New major developments connected to the East Ayrshire cycle network 	2009-11	EAC SPT SUSTRANS Private developers	
5.8 Carlisle to Kilmarnock rail study	<ul style="list-style-type: none"> Timetable recast south of Kilmarnock, creating capacity for added rail freight and more reliable passenger services Double track working between Annan and Gretna and additional signal capacity between Kilmarnock and Annan introduced to provide planning headway of 15 minutes Other measures identified in Network Rail's Route Utilisation Strategy Implemented 	2009-11	Network Rail EAC SPT Transport Scotland First ScotRail	
5.9 Provide pedestrian links to major developments	<ul style="list-style-type: none"> Continuous footway connections to all major developments provided 	2009-11	EAC SUSTRANS Private developers	

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
5.10 Implement the SPT 'Park and Ride' strategy	<ul style="list-style-type: none"> Feasibility study progressed for strategic bus-based park and ride adjacent to the A77 corridor near the Bellfield or Melkiewood Interchanges Extension to the park and ride car park at Stewarton Station constructed Feasibility study progressed to establish the parking demand at Kilmarnock, Kilmours and Dunlop stations and identify capacity enhancement as needed Studies of bus and rail interchanges at other key locations in East Ayrshire progressed 	2009-11	EAC SPT Network Rail Bus operators First ScotRail	
5.11 Develop a preferred bus service network	<ul style="list-style-type: none"> Demand for enhanced bus services to link development areas with town centres and the main public transport interchanges investigated Provision of service enhancements encouraged, where necessary Opportunities for statutory and informal Quality Partnerships with bus operators investigated 	2009-11	EAC SPT Bus operators Private sector	
5.12 Implement mandatory and advisory 20 mph limits where needed to protect environmentally sensitive areas	<ul style="list-style-type: none"> 12 mandatory 20 mph zones implemented in residential areas, near schools, and in other sensitive areas 10 advisory 20 mph limits (20s Plenty) implemented in residential areas 	2009-11	EAC Strathclyde Police	
5.13 Develop a transportation modelling capability to assess the environmental and transport impacts of future development proposals	<ul style="list-style-type: none"> Detailed transport models prepared for significant development areas in East Ayrshire Strategic transport modelling capability in Ayrshire prepared in partnership with Strathclyde Partnership for Transport (SPT), the Ayrshire Local Authorities and other Community Planning Partners 	2009-11	EAC SPT SAC INAC	
5.14 Provide enhanced public transport information	<ul style="list-style-type: none"> Quality of information at bus stops throughout East Ayrshire and in the main bus stations improved Real-time information provided on Service 1 and 11 routes 	2009-11	EAC SPT INAC Bus operators	

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
5.15 Develop Green Transport Plans to minimise car use and maximise walking, cycling and use of public transport	<ul style="list-style-type: none"> Green Transport Plans prepared by all Community Planning Partners and key actions implemented Green Transport Plans prepared for all schools across East Ayrshire 	2009-11	EAC SPT NHS A&A Strathclyde Fire and Rescue SE Strathclyde Police	
5.16 To provide a Mauchline bypass and rail halt	<ul style="list-style-type: none"> Draft heads of agreement agreed with developers for the provision of a bypass and rail halt to facilitate future development in the A76 corridor 	2010/11	EAC SPT Transport Scotland Network Rail Private developers	

Aim 6

To support the provision of sustainable housing solutions.

Links to SOA

- National Outcome 10
- Local Outcome(s)

We live in well-designed, sustainable places where we are able to access the amenities and services we need
Attractiveness of communities improved

Outcome Indicator

(How will we measure whether the aim has been met?)

Baseline

(including source) at April 2007

Target

(Anticipated change in baseline position by 2011)

Total number of Council Houses meeting the Scottish Housing Quality Standard increased

This is a new indicator for 2008/09. Baseline to be set at April 2009.

Increase in the total number of Council houses meeting the Scottish Housing Quality Standard.

Resident satisfaction with housing (Council and Housing Association) increased

51%
(East Ayrshire Community Planning Residents' Survey December 2005)

71%

Actions

(What needs to be done?)

Projected Outputs

(What do we propose to do?)

Timescale (When will the action be completed?)

Partners (Which organisations are involved?)

Action relevant to other themes

6.1 Adopt and implement an affordable housing policy within the Local Plan and the Local Housing Strategy

- 300 affordable units committed/constructed

2009-11

EAC
Private developers
RSLs
SG

Improving Health and Wellbeing

6.2 Re-use brownfield sites in EAC ownership for affordable housing

- 7 housing developments
- 7 housing developments

2009/10
2010/11

EAC
SG
RSL
Partners
Private Developers

Improving Health and Wellbeing

6.3 Prepare framework plans for greenfield land release in accordance with the Local Plan

- 8 plans completed

2009/10

EAC

6.4 Develop a revised Local Housing Strategy to cover the period 2009- 2015

- Housing Needs and Demand Assessment undertaken
- Updated Local Housing Strategy produced

2009/10
2009-11

EAC
Housing Market Partnership
SG
Tenants and Residents
RSLs

Improving Health and Wellbeing

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
6.5 Ensure planned provision of sustainable housing across East Ayrshire	<ul style="list-style-type: none"> Annual Strategic Housing Investment Plan prepared 	2009-11	EAC Housing Market Partnership SG Tenants and Residents RSLs	Improving Health and Wellbeing
6.6 Promote resident satisfaction with communities in which they live	<ul style="list-style-type: none"> Estate Management Plans developed 	2009/10	EAC Tenants and Residents	Improving Health and Wellbeing
6.7 Ensure all housing stock meets the Scottish Housing Quality Standard for existing houses and Housing for Varying Needs for new build housing	<ul style="list-style-type: none"> Standard Delivery Plan implemented Apply Energy Efficiency/ Housing for Varying Needs criteria 	2009-11 2009-11	EAC SG RSLs	Improving Health and Wellbeing
6.8 Encourage Tenants and Residents to become involved in local neighbourhood management of their estates	<ul style="list-style-type: none"> Updated Tenant Participation Strategy implemented Number of Registered Tenant Organisations increased and organisations supported 	2009-11 2009-11	EAC Tenants' Information Service (TIS) Tenants and Residents RSLs	Promoting Lifelong Learning Improving Health and Wellbeing
6.9 Promote physical housing support needs of residents	<ul style="list-style-type: none"> Scheme of Assistance implemented as part of the Housing (Scotland) Act 2006 Tender awarded for updated Care and Repair project 	2009/10 2009/10	EAC Care and Repair Provider	

Aim 7

To protect, conserve and enhance the natural environment.

Links to SOA

- National Outcome 12
- Local Outcome(s)

We value and enjoy our built and natural environment and protect it and enhance it for future generations

The natural and built environment through sustainable development improved

Outcome Indicator

(How will we measure whether the aim has been met?)

Baseline

(including source) at April 2007

Target

(Anticipated change in baseline position by 2011)

Percentage vacant and derelict urban land reduced

7.2% (EAC, 2007)

6.5%

Total amount of new woodland created each year in hectares (ha) increased

715 ha (2006/07)

310 ha per year

Cleanliness of local authority streets and other relevant land improved – index recorded by the Local Environmental Audit and Management System (LEAMS)

LEAMS rating 70

LEAMS rating 72

Amount in ha of maintained public open space increased

922 ha (EAC, 2006)

932 ha

Resident satisfaction with parks, playparks and public open space increased

34% (East Ayrshire Community Planning Residents' Survey December 2005)

40%

Actions

(What needs to be done?)

Projected Outputs

(What do we propose to do?)

Timescale (When will the action be completed?)

Partners (Which organisations are involved?)

Action relevant to other themes

7.1 Implement high priority projects as identified within the Local Biodiversity Action Plan

- 5 hectares of priority habitat under agreed long-term management plans
- 1 priority species action plan agreed and projects to 2010 implemented

2009/10

EAC
NAC
SAC
SNH
Scottish Wildlife Trust (SWT)
RSPB
EAW

7.2 Establish Woodland 'in and around Towns' programme and action plan in association with East Ayrshire Woodlands

- 1 project per year completed

2009-11

EAC
EAW

7.3 Prepare detailed supplementary planning guidance to regulate wind farm development

- Guidance produced

2009/10

EAC
Ayrshire Joint Planning Unit

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
7.4 Develop a programme for sustainable economic development in rural areas	<ul style="list-style-type: none"> Identify suitable channels through which to support the programme 	2010/11	SNH Ayrshire Joint Planning Unit Forest Enterprise SE Dumfries and Galloway Council EAC SAC	
7.5 Prepare strategic and annual implementation plan to maximise benefits of the LEADER programme	<ul style="list-style-type: none"> 2 projects implemented per year 	2009-11 (Programme period is to 2013)	EAC NAC SAC SNH Royal Society for the Protection of Birds (RSPB) FCS	
7.6 Prepare strategic and annual implementation plan for East Ayrshire Council to maximise benefits of Scottish Rural Development Plan	<ul style="list-style-type: none"> 1 project implemented per year 	2009-11	EAC Scottish Government SNH SEPA Farming and Wildlife Advisory Group (FWAG) Coalfield Environmental Group (CEI) FCS	
7.7 Undertake an open space/park improvement programme as part of the agreed Open Space Strategy	<ul style="list-style-type: none"> 2 Woodland 'in and around Towns' projects completed 2 Breathing Spaces projects completed 4 play area improvement projects completed (2 per year) 	2009-11	EAW SNH EAC	Improving Health and Wellbeing

Aim 8

To mitigate against and adapt to the negative effects of climate change.

Links to SOA

- National Outcome 12
- Local Outcome(s)
- National Outcome 14
- Local Outcome(s)

We value and enjoy our built and natural environment and protect it and enhance it for future generations

Littering, graffiti and vandalism reduced

We reduce the local and global environmental impact of our consumption and production

Amount of waste recycled and re-used increased

Environmental effect of transport improved by developing a transport system that meets national, regional and local needs

Outcome Indicator

(How will we measure whether the aim has been met?)

Baseline

(including source) at April 2007

Target

(Anticipated change in baseline position by 2011)

Landfill tonnage for biodegradable municipal waste reduced

29,920 tonnes (EAC, 2006)

25,935 tonnes

Energy performance of Council Housing Stock improved (measured by percentage of stock meeting the Reduced Standards Assessment Procedure)

70.6% (EAC, January 2009)

72%

Proportion of EAC properties powered from independent renewable resources increased

0% (EAC, 2007)

10%

Actions

(What needs to be done?)

Projected Outputs

(What do we propose to do?)

Timescale (When will the action be completed?)

Partners (Which organisations are involved?)

Action relevant to other themes

8.1 Optimise and extend kerbside recycling and 'bring site' recycling to further increase waste diversion from landfill, including the removal of biodegradable wastes from residual waste stream

- Biodegradable waste entering landfill sites reduced to 25,935 tonnes per year at 2011

2009-11

EAC
SAC
NAC

8.2 Review and update the Waste Prevention Action Plan in line with newly adopted Government legislation and guidance

- SMARTer Waste Prevention Action Plan produced to further waste minimisation and recycling of wastes arising from Council premises and operations

2009-11

EAC

8.3 Continue the joint working arrangements between North and South Ayrshire Councils in order to identify and implement the best long term waste treatment solution for Ayrshire

- Action Plan implemented and outputs reported
- Waste treatment solution and designated site identified

2009-11

EAC
SAC
NAC

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
8.4 Improve the thermal efficiency of the Council's housing stock by 2015 in line with the Scottish Housing Quality Standard (NHER5/SAP50)	<ul style="list-style-type: none"> 330 properties per year (average) brought up to appropriate Scottish Housing Quality Standard via thermal efficiency improvement works 	2009-11	EAC	
8.5 Provide advice to private households on how to improve thermal efficiency and access grants for same	<ul style="list-style-type: none"> 1,500 private households per year given advice 	2009-11	EAC SG	
8.6 Establish a Sustainable Development Working Group as the key delivery agent of the Sustainable Development Strategy	<ul style="list-style-type: none"> Working Group established and Action Plan developed 	2009/10	EAC	
8.7 Promotion and installation of green technologies as part of the Council's Capital Plan for the development of new and major refurbished non domestic buildings	<ul style="list-style-type: none"> Option appraisal undertaken at the design stage to introduce green technologies 	2009-11	EAC	
8.8 Develop and implement an energy conservation strategy for all non domestic Council buildings	<ul style="list-style-type: none"> Action Plan implemented to reduce energy emissions by 8% in non domestic buildings by 2010 	2009/10	EAC	
8.9 Promote Low and Zero Carbon Technology (LZCT) within new private domestic housing	<ul style="list-style-type: none"> Guidance leaflets on Low and Zero Carbon Technology developed for developers of new private housing 	2010/11	EAC SG	

Aim 9

To support parents and carers, communities, service providers and agencies to break intergenerational cycles of poverty and inequality and poor outcomes in and through the early years.

Links to SOA

- National Outcome 5
- Local Outcome(s)

Our children have the best start in life and are ready to succeed

Development of early education and childcare services to support children and families promoted

Outcome Indicator (How will we measure whether the aim has been met?)	Baseline (including source) at April 2007	Target (Anticipated change in baseline position by 2011)		
Percentage of early education and childcare services managers with qualifications at degree level or working towards this	48% qualified Early Education and Childcare Qualifications audit 2008	52% of all managers qualified to degree level		
Number of parents and carers accessing family support information on the Childcare and Recreation Information Service (C.A.R.I.S.) increased	41,48 pan Ayrshire hits Jan- Dec '08 on Parent Support Information CARIS monitoring report January 2009	5,000 pan Ayrshire hits per year on Parent Support Information by 2011		
Number of parents unable to access suitable childcare to support their employment, training or education reduced	7% of respondents to the East Ayrshire Community Planning Partnership Residents' Survey December 2008	5% of resident survey respondents		
Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
9.1 Improving the quality of services by having every early years and childcare centre led at graduate level or manager working towards this	<ul style="list-style-type: none"> • Audits of Early Education and Childcare Staff qualifications undertaken annually • Work in partnership with higher education providers to develop Continuous Professional Development opportunities to support managers to access Scottish Credit and Qualifications Frameworks (SCQF) Level 9 qualifications • Independent sector services supported to identify sources of funding to support staff qualifications 	2009-11 2009/10	EAC Independent sector services	Promoting Lifelong Learning
9.2 Provide a single gateway to a range of advice and information for children and families	<ul style="list-style-type: none"> • Family support information section and relevant signposting on the Childcare and Recreation Information Service (C.A.R.I.S.) website further developed • Childcare and Recreation Information Service proactively marketed to families and practitioners 	2009 – 11	EAC NAC SAC	Improving Health and Wellbeing

Actions (What needs to be done?)	Projected Outputs (What do we propose to do?)	Timescale (When will the action be completed?)	Partners (Which organisations are involved?)	Action relevant to other themes
<p>9.3 Parents are supported to access employment and training to help reduce the risk of child poverty, including through the provision of flexible, accessible and affordable childcare</p>	<ul style="list-style-type: none"> • Audits of need and demand for childcare across East Ayrshire undertaken • Development, business and sustainability support provided to existing and prospective childcare providers 	<p>2009-11</p>	<p>EAC Independent sector providers</p>	

GLOSSARY OF TERMS

AAHT	Ayrshire Architectural Heritage Trust			Registered Social Landlord
BID	Business Improvement District		RSL	Royal Society for the Protection of Birds
CARS	Conservation Area Regeneration Scheme		RSPB	South Ayrshire Council
CEI	Coalfield Environmental Group		SAC	Standard Assessment Procedure
CEIAP	Community Environmental Improvement Action Plan		SAP	Strathclyde Building Preservation Trust
CCT	Coalfield Community Transport		SBPT	Skills Development Scotland
DTI	Department of Trade and Industry		SE	Scottish Enterprise
EAC	East Ayrshire Council		SEPA	Scottish Environment Protection Agency
EAW	East Ayrshire Woodlands		SG	Scottish Government
FCS	Forestry Commission Scotland		SIMD	Scottish Index of Multiple Deprivation
FWAG	Farming and Wildlife Advisory Group		SLIMS	Consultancy services specialising in economic & labour market analysis and related policy development
HLF	Heritage Lottery Fund		SMC	Scottish Museums Council
HS	Historic Scotland		SNH	Scottish Natural Heritage
LEAMS	Local Environmental Audit and Management System		SPT	Strathclyde Partnership for Transport
LZCT	Low and Zero Carbon Technology		SUSTRANS	UK's leading sustainable transport charity
MCMC	More Choices, More Chances		SWT	Scottish Wildlife Trust
NAC	North Ayrshire Council		TIS	Tenants' Information Service
NHERS	National Home Energy Rating Scheme		THI	Townscape Heritage Initiative
NHS A&A	National Health Service Ayrshire and Arran		VO	Vocational Qualification
NOMIS	Official labour market statistics provided by the Office for National Statistics		WEA	Workers Educational Association
PFBE	Prince's Foundation for the Built Environment			

Notes

Notes

