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EAST AYRSHIRE COMMUNITY PLAN

DELIVERING COMMUNITY REGENERATION

ACTION PLAN 2011 - 2015

14 March 2011

INTRODUCTION

Community Planning is about working in partnership and sharing resources to deliver quality services which improve the quality of life of and make a difference to individuals and communities in East Ayrshire. The Community Plan is the overarching strategic planning document for the delivery of public services in East Ayrshire over the 12 years from 2003 to 2015 and sets out the overall vision for the local area, as follows:

'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'.

Community Planning partners work in partnership with the community, the voluntary sector and all relevant partners to plan and deliver local services and the Community Plan Guiding Principles, reviewed and amended as part of the Four-yearly Review 2010/11, underpin all of our activity and ensure that we work in a way which:

- promotes equality of opportunity, social justice and social inclusion;
- ensures effective community engagement in the planning and development of local services;
- ensures quality and accessibility;
- builds sustainability into what we do;
- delivers continuous improvement and best value while improving efficiency and productivity; and
- promotes early intervention in the delivery of services.

The key focus of the Community Plan is on the delivery of tangible actions, which make a difference in the communities across East Ayrshire. Action is delivered through the four Community Plan Action Plans and the service/implementation plans of all the Partner agencies. The Community 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 2011-2015, which acts as the driver for sustainable economic growth and community regeneration in East Ayrshire.

DELIVERING COMMUNITY REGENERATION ACTION PLAN

The development of the Action Plans for the period 2011-2015 has seen a move to outcome based planning and we have been ambitious in developing the key actions to achieve our identified Local Outcomes. However, the current financial climate and the one-year budget settlement (2011/12) make robust forward planning difficult. Consequently, although the Action Plan has projected outputs for the four year period from 2011-2015, it will be a flexible and dynamic document which will evolve and grow, reflecting the reality of our local circumstances as we go forward.

Strategy / Policy Context

The Local Government in Scotland Act 2003 continues to provide a strong and supportive legislative framework for Community Planning and necessitates an ongoing commitment from Partners to meet its statutory requirements in terms of effective partnership working, community engagement and continuous improvement. In addition, there are key national and local drivers, which continue to inform the activity within the Action Plan, including those detailed below.

Local / Regional Drivers	National Drivers
<ul style="list-style-type: none">• 'Make It Kilmarnock' Plan• Ayrshire Economic Partnership Action Plans• Ayrshire Economic Partnership Tourism Strategy and Action Plan• Integrated Urban Development Plan• Cumnock Town Centre Regeneration Masterplan• East Ayrshire Local Development Plan• Skills Development Scotland Local Service Delivery Agreement• East Ayrshire Tourism Strategy• East Ayrshire Culture and Leisure Strategy• East Ayrshire Council Sustainability Development Strategy• East Ayrshire Local Transport Strategy 2009-14• East Ayrshire Council Local Housing Strategy• East Ayrshire Council Open Space Strategy• Regional Transport Strategy	<ul style="list-style-type: none">• The Government Economic Strategy (2007)• The Scottish Economic Recovery Plan: Accelerating Recovery (2010)• Achieving Our Potential: A Framework to tackle poverty and income inequality in Scotland (2008)• Scottish Enterprise Business Plan 2010-13• A Curriculum for Excellence (Scottish Government) 2004• More Choices, More Chances (a Scottish Government Strategy to reduce the proportion of young people not in education, employment or training in Scotland)• Scottish Government Zero Waste Plan 2010

STRATEGIC PRIORITIES, LOCAL OUTCOMES AND ACTIONS

The Local Outcomes and Actions contained in the Action Plan have been informed by wide ranging consultation and engagement with communities, partners and key stakeholders, undertaken during the Four-yearly Review in 2010/11.

STRATEGIC PRIORITIES

- Increasing the capacity of the local workforce and ensuring our young people are properly prepared for the world of work
- Promoting economic and community regeneration, and protecting and sustaining our environment.

LOCAL OUTCOMES

- Our town centres and villages sustainably regenerated
- Local economy improved
- Skills development and employability improved
- Leisure, culture and tourism potential promoted and developed
- Connectivity and local transport solutions improved
- Sustainable and affordable housing solutions delivered
- The natural environment protected, conserved and enhanced, and the negative effects of climate change mitigated.

PERFORMANCE MONITORING

Community Planning Partners will continue to review and report on performance on an annual basis. We have set challenging Local Outcomes against which to measure progress. There are robust systems in place through the Single Outcome Agreement to allow us to measure our performance towards achieving them and, most importantly, to let the people of East Ayrshire judge how well we are doing, both year on year and over the life of the Community Plan.

LOCAL OUTCOME 1

OUR TOWN CENTRES AND VILLAGES ARE SUSTAINABLY REGENERATED

Links to SOA

- National outcome 1
- National outcome 10

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

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

Indicator/s (Frequency/Type/Source)		Baseline at 2006/07	Baseline at 2009/10	'Progress' Target/s to 2013/14	'End' Target/s Direction of travel
1.	Percentage vacant and derelict urban land Annual/East Ayrshire Council	7.2% ha (2006)	8.09% ha	Maintain levels at 8%	Reduction to 7.5% by 2015
2.	Number of vacant and derelict town centre buildings Annual/East Ayrshire Council	210 (November 2006)	66 (September 2010) Revised baseline at September 2010 to reflect the boundaries of town centres within the Local Development Plan.	Reduction by 3% in vacant and derelict town centre buildings by 2014	Reduction by 6% in vacant and derelict town centre buildings by 2015
3.	Cleanliness of local authority streets and other relevant land – index recorded by the Local Environmental Audit and Management System (LEAMS) Annual/Keep Scotland Beautiful and Accounts Commission/East Ayrshire Council	LEAMS index: 70	LEAMS index: 73	Maintain index level at 72	Maintain index level at 72

WORKSTREAM 1.1

Regenerate our towns and villages.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Market and promote East Ayrshire	<ul style="list-style-type: none"> • Marketing and promotion strategy with a detailed action plan implemented for East Ayrshire, with a particular emphasis on Kilmarnock and Cumnock 	2011-15	EAC - F&CS EAC - NS

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> Strategy promoted to business, trade and tourist organisations, key national and local government agencies, local business and community groups each year 		
b.	Further develop and improve Kilmarnock as the prime location for business, commerce, retail, learning and employment within East Ayrshire	<ul style="list-style-type: none"> Implementation of 2005 Kilmarnock Town Centre Strategy completed and comprehensively reviewed Revised and updated Vision for the regeneration of Kilmarnock agreed with key stakeholders Integrated Urban Development Plan incorporated into the East Ayrshire Local Development Plan Kilmarnock College relocated as Phase 1 of the development of Hill Street Phase 2 of the Hill Street site cleared and plans approved for its redevelopment Industrial/business land at Meiklewood/Mossie serviced Retail offer enhanced Opera House development (29,385 ft²) completed and occupied 3 environmental improvement/Central Scotland Green Network projects implemented Public realm priorities in John Finnie Street completed Regeneration of north end of John Finnie Street/Dunlop Street/Strand completed 	<p>2011-15</p> <p>2011-15</p> <p>2012/13</p> <p>2011-15</p> <p>2011-15</p> <p>2011-15</p> <p>2011-15</p> <p>2011-15</p> <p>2011-15</p> <p>2011-15</p> <p>2011-15</p>	<p>EAC – NS; MIK; North Federation Community Councils</p> <p>EAC – NS</p> <p>K/K College; EAC; MIK</p> <p>EAC – NS</p> <p>MIK</p> <p>EAC – F&CS</p> <p>EAC – NS</p> <p>EAC – NS</p> <p>EAC – F&CS</p>

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> Approved Kilmarnock CARS/THI programme completed with the implementation of 8 priority projects Annual plan of events developed and implemented with the emphasis on Kilmarnock Town Centre Co-ordination of Council and infrastructural services strengthened and improved making Kilmarnock town centre cleaner, more attractive and safer in partnership with local businesses and retailers (Reported annually) 	2013/14	EAC – NS
			2011-15	EAC – NS
			2011-15	EAC –NS
c.	Further develop and improve Cumnock as the second main town in East Ayrshire	<ul style="list-style-type: none"> Implementation of Cumnock Town Centre Regeneration Project completed New 32,000 sq. ft office development completed at Greenholm Road, Cumnock Planning consent granted for 105,000 sq ft retail development to replace Glaisnock Centre Retail development completed and scope for Business Improvement District covering new retail development and adjacent areas considered Approved Cumnock CARS programme completed with the implementation of 8 priority projects Annual plan of events with emphasis on ‘Shop Local’ developed and implemented for Cumnock Town Centre Co-ordination of Council and infrastructural services 	2014/15	EAC – NS
			2011/12	EAC - F&CS & Cumnock Regeneration (Office) Ltd
			2011/12	EAC – NS
			2014/15	EAC – NS
			2013/14	EAC – NS
			2011-15	EAC – NS
			2014/15	EAC – NS

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<p>strengthened and improved making Cumnock town centre cleaner, more attractive and safer in partnership with local businesses and retailers</p> <ul style="list-style-type: none"> • Knockroon established as a centre for Traditional and Rural Crafts and as a business location for renewable/green energy companies <ul style="list-style-type: none"> - 12 Business units (totalling 1,000 m2) completed 	2014/15	<p>PFBE</p> <p>PFBE & EAC - NS</p>
d.	Undertake key regeneration projects arising from the 4 Towns Enquiry by Design report	<ul style="list-style-type: none"> • Funding and delivery mechanisms for each project identified and assembled • Minimum of 1 project completed in each community (Mauchline, Auchinleck, Cumnock and New Cumnock) 	<p>2013/14</p> <p>2014/15</p>	EAC – NS with local community organisations
e.	Regenerate Galston as the service centre for the Irvine Valley	<ul style="list-style-type: none"> • Phase 2 of Galston regeneration programme completed <ul style="list-style-type: none"> - Portland Arms refurbished for new uses - 2 additional buildings within the town centre refurbished or re-developed 	<p>2013/14</p> <p>2014/15</p>	EAC - NS
f.	Undertake exemplar community scale renewable energy projects	<ul style="list-style-type: none"> • Catrine established as an “eco lifestyle village” following implementation of community energy projects • Catrine Environmental Heritage Project implemented • Conservation of weir completed <ul style="list-style-type: none"> - Hydro electric system re-instated • Business plan completed for Cairnhill project, New Cumnock • Knockroon established as exemplar community under 	<p>2014/15</p> <p>2014/15</p> <p>2014/15</p> <p>2012/13</p> <p>2014/15</p>	<p>Catrine Community Trust</p> <p>Catrine Community Trust</p> <p>Catrine Community Trust</p> <p>NCCC & EAC – NS</p> <p>PFBE & EAC – NS</p>

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<p>the Scottish Sustainable Communities Initiative</p> <ul style="list-style-type: none"> 8 community projects completed utilising funding from the East Ayrshire Renewable Energy Fund (REF) 	2011-15	EAC – NS with local community organisations

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LOCAL OUTCOME 2	LOCAL ECONOMY IMPROVED
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Links to SOA	<ul style="list-style-type: none"> • National Outcome 1 We live in a Scotland that is the most attractive place for doing business in Europe. • National Outcome 2 We realise our full economic potential with more and better employment opportunities for our people. • National Outcome 13 We take pride in a strong, fair and inclusive national identity.
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Indicator/s (Frequency/Type/Source)		Baseline at 2006/07	Baseline at 2009/10	'Progress' Target/s to 2013/14	'End' Target/s Direction of travel
1.	Business start-up rate Annual/Scottish Government Business start-up is the number of new VAT/PAYE registrations per 1,000 adult population.	2.5 per 1,000 adults (2005)	2.5 per 1,000 adults (2008)	Increase in business start up by 2014	Increase in business start up
2.	Net number of active enterprises Annual/Office for National Statistics (ONS) Business Demography	2,600 VAT registered companies (2006)	2,705 Active enterprises (2009)	Increase in the net number of active enterprises by 2014	Increase in the net number of active enterprises
3.	Business survival rate (3 years after start up) Annual/Office for National Statistics (ONS) Business Demography	New indicator for 2011/12	65.5% (2009)	Maintain/Increase business survival rate	Maintain/Increase business survival rate

WORKSTREAM 2.1	Positive Intervention by the Public Sector to sustain and promote Economic Growth of Businesses.
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Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Nurture and grow existing businesses	<ul style="list-style-type: none"> • Range of support to business reviewed (Informed by the findings of a survey of existing businesses) • Annual consultation undertaken with businesses <ul style="list-style-type: none"> - 1 survey per year - 4 focus groups per year 	2011/12 2011-15	EAC - P&ED SDI; SE

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> • Business support (advice, loan and grant funding) provided tailored to meet the specific needs of 300 existing businesses with growth potential • Opportunities identified to support businesses to address development issue, through contacts with Regulatory Services • Revised system of business support implemented tailored to the development needs of new and existing social enterprises • Lead role assumed, supported by other partners in Ayrshire Economic Partnership (AEP), to develop Food and Drink industry in Ayrshire and Arran • Other partners in AEP supported in their lead roles to develop Engineering, Renewables and Marine and Coastal sectors in economy of Ayrshire and Arran 	<p>2011-15</p> <p>2011-15</p> <p>2011-15</p> <p>2011-15</p> <p>2011-15</p>	<p>EAC; BG; SE</p> <p>EAC – NS; BG</p> <p>EAC – P&ED; CVO</p> <p>EAC; NAC; SAC; SE; Industry</p> <p>AEP Partners</p>
b.	Further promote the development of the local food and drink sector	<ul style="list-style-type: none"> • Annual industry focus group undertaken annually to identify opportunities for industry collaboration in areas such as training, local supply chain, quality accreditation and marketing • New collaborative pan-Ayrshire initiative developed annually to implement opportunities identified in focus groups 	<p>2011-15</p> <p>2011-15</p>	<p>EAC with AEP Partners</p> <p>EAC with AEP Partners</p>
c.	Promote self-reliance and growth in the local business base	<ul style="list-style-type: none"> • 4 quarterly “business breakfast” meetings on selected topics organised per year (Topics identified from common issues and concerns through business survey and focus groups) 	<p>2011-15</p>	<p>EAC; BG</p>

WORKSTREAM 2.2
Growing our business base by new investment.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Grow our business base and increase the number of new jobs by encouraging and supporting inward investment through a one door approach to Economic Development	<ul style="list-style-type: none"> • Support provided to establish 250 new businesses • Survival and development of recently established SME's with growth potential supported – target 100 new people per year • Integrated support provided with Scottish Development International (SDI) and Scottish Enterprise (SE) to bid for a minimum of 5 new inward investments per year • Inward investment and growth of indigenous businesses targeted to ensure the completion of <ul style="list-style-type: none"> - Phase 1 of Moorfield - Rowallan Business Park • European Regional Development Funding secured to support provision 20,000sq. ft. of business space at Moorfield North Industrial Park 	<p>2011-15</p> <p>2011-15</p> <p>2011-15</p> <p>2011-13</p> <p>2011/12</p>	<p>EAC – P&ED; BG; SE</p> <p>BG; EAC</p> <p>EAC – PED; SDI; SE</p> <p>EAC – P&ED; SDI</p> <p>EAC – P&ED</p>
b.	Develop a one door approach to economic development activity	<ul style="list-style-type: none"> • Mechanisms for provision of business support services reviewed and developed in context of end of existing Business Gateway contract in September 2012 	2011/12	EAC with North and South Ayrshire Councils
c.	Promote entrepreneurship	<ul style="list-style-type: none"> • Local businesses supported to engage with existing support programmes and new programmes developed to promote the development of new business ventures amongst young people and adults 	2011-15	EAC with ACCI and FSB

LOCAL OUTCOME 3

SKILLS DEVELOPMENT AND EMPLOYABILITY IMPROVED

Links to SOA

- National Outcome 1
- National Outcome 2
- National Outcome 3
- National Outcome 4
- National Outcome 8

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

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

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

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

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

Indicator/s (Frequency/Type/Source)		Baseline at 2006/07	Baseline at 2009/10	'Progress' Target/s to 2013/14	'End' Target/s Direction of travel
1.	Claimant count unemployment Monthly/Nomis	3.9% (April 2007)	6.1% (March 2010)	Reduction in claimant count unemployment by 2014	Reduction in claimant count unemployment
2.	Employment rate Annual/SLIMS	71%	71.4%	Increase in employment rate by 2014	Increase in employment rate
3.	Median weekly earnings for full time employees Annual/Annual Survey of Hours and Earnings/Scottish Neighbourhood Statistics	£444 EA residents £432 Sco residents £439 EA workplace £428 Sco workplace (2006)	£481 EA residents £472 Sco residents £440 EA workplace £473 Sco workplace (2009)	East Ayrshire to maintain level with or above the national median weekly residents earnings and reduce the gap in weekly workplace earnings by 2014	East Ayrshire to maintain level with or above the national median weekly residents earnings and reduce that gap with Scotland in weekly workplace earnings
4.	Number of Skills Development and Employability Service (SDES) participants entering employment Quarterly/East Ayrshire Council	New indicator for 2011/12	0 New programme at 1 July 2011	Increase – 2,000 SDES participants entering employment by 30 June 2013	Increase – 2,000 SDES participants entering employment by 30 June 2013

Indicator/s (Frequency/Type/Source)		Baseline at 2006/07	Baseline at 2009/10	'Progress' Target/s to 2013/14	'End' Target/s Direction of travel
5.	Number of SDES participants entering education or training Quarterly/East Ayrshire Council	New indicator for 2011/12	0 New programme at 1 July 2011	Increase – 2,400 SDES participants entering education or training by 30 June 2013	Increase – 2,400 SDES participants entering education or training by 30 June 2013

WORKSTREAM 3.1

Skills Development.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Improve achievement and progression rates within the National Training Programmes	<ul style="list-style-type: none"> Progressions to employment, further education or mainstream training from the Get Ready for Work, Training for Work and Lifeskills programmes increased : <ul style="list-style-type: none"> – Get Ready for Work/ Lifeskills from 36.8% to 45% – Training for Work from 49.2% to 55% Percentage of successfully completed Modern Apprenticeships increased: <ul style="list-style-type: none"> – aged 16 to 19 year olds Level 3 increased from 73.3% to 80% – aged 20 + year olds increased from 81% to 86% 	2012/13 2012/13	SDS; Training Providers; Employability Partners
b.	Link Social Enterprise/Third Sector organisations with employability measures through the Community Planning Partnership European Social Fund Priority 5 bid	<ul style="list-style-type: none"> Number of unemployed people in volunteering increased by 5% year on year (Baseline - 299 in 2009/10 through East Ayrshire Volunteer Centre) Jobseekers supported to return to work via 5 third sector/social enterprise organisations 	2011-14 2011-13	CVO; Volunteer Centre EAC - Skills Development & Employability Service; CLD; Employability

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
				Forum Partners; CPP Priority 5 Social Enterprise partners
c.	Develop a Single Employer Engagement Strategy	<ul style="list-style-type: none"> • Single Employer Engagement strategy developed and implemented, including a simplified offer of support to employers covering: <ul style="list-style-type: none"> - Schools Link - Signposting - Recruitment - Work Experience - Financial Support 	2011-15	Employability Forum
d.	Establish the Integrated Employment and Skills joint Skills Development Scotland (SDS) and Jobcentre Plus (JCP) Initiative	<ul style="list-style-type: none"> • Average of 8 Job Seekers Allowance claimants per week accessed career management support from Skills Development Scotland 	2011-15	SDS; JCP
e.	Develop a Centre of Excellence for traditional and rural skills (for example, stonemasonry, plastering, roofing, coppicing, hedge laying) in association with the Princes Foundation for the Built Environment; Princes Scottish Youth Business Trust and Princes Trust	<ul style="list-style-type: none"> • Centre established and operational providing vocational qualifications, skills training and work experience opportunities for unemployed people • Employee skills developed within local businesses to enhance employment and business sustainability 	2013/14	EAC - Skills Development & Employability Service; PFBE; PSYBT; Princes Trust

WORKSTREAM 3.2
Employability.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Increase employment opportunities for young people in the More Choices More Chances (MCMC) cohort, including Looked After and Accommodated Children (LAAC)	<ul style="list-style-type: none"> Numbers of young people accessing Modern Apprenticeships and other training programmes and initiatives increased. Guaranteed places in training programmes for LAAC 	<p>2011-15</p> <p>2011-15</p>	EAC - Skills Development & Employability Service; Colleges; SDS; Employability Forum Partners
b.	Deliver the Jobcentre Plus “Work for You project” in North West Kilmarnock and roll out as appropriate where funding permits	<ul style="list-style-type: none"> Support provided with progression opportunities for members of unemployed households <ul style="list-style-type: none"> 500 per year engaged 160 per year progressed to employment 80% sustained employment at 13 weeks Model rolled out to other identified priority areas – subject to availability of funding 	<p>2011-13</p> <p>2011-15</p>	JCP EAC - Skills Development & Employability Service; employability partners
c.	Prioritise Financial Inclusion support for unemployed people	<ul style="list-style-type: none"> Integrated financial support and awareness implemented within the employability framework “Better Off calculations” provided to enhance personal money management for unemployed people 	<p>2011-15</p> <p>2011-15</p>	CAB; EAC - Skills Development and Employability Service; JCP
d.	Secure European Social Fund (ESF) Priority 5 funding for the delivery of Strategic Skills Pipeline activities across East Ayrshire	<ul style="list-style-type: none"> 1,500 participants supported (1,200 experiencing multiple deprivation) <ul style="list-style-type: none"> 500 More Choices More Chances participants supported 30 participants with disabilities/health issues 500 participants into employment 750 participants into education/training 	<p>2011-14</p> <p>2011-13</p>	EAC - Skills Development & Employability Service

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> - 650 participants gained a full or partial qualification - 350 participants sustained employment after 6 months 		
e.	Secure European Regional Development Fund Priority 3 funding for the delivery of a Job Brokerage programme to support and complement the ESF Priority 5 Strategic Skills Pipeline	<ul style="list-style-type: none"> • 2 Job Brokerage initiatives supported • 3 ICT Learning facilities supported • 100 individuals supported into employment • 50 individuals supported into employment through ICT and e-learning facilities • 50 enterprises supported 	<p>2011-14</p> <p>2011-13</p> <p>2011-13</p> <p>2011-13</p> <p>2011-13</p>	EAC - Skills Development & Employability Service
f.	Raise the employability awareness of frontline staff, including health, social care, leisure services, criminal justice, housing and community learning	<ul style="list-style-type: none"> • Frontline services staff trained to signpost people to employability opportunities within East Ayrshire 	2011/12	Employability Forum
g.	Improve access to and awareness of training support, skills development and employment opportunities in East Ayrshire	<ul style="list-style-type: none"> • "East Ayrshire Works" web site promoting employability services developed and implemented. 	2011/12	EAC- Skills Development & Employability Service; Employability Forum
h.	Increase opportunities to employment for people with disabilities/mental health issues through the national Supported Employment Framework	<ul style="list-style-type: none"> • 10% increase in the number of employers engaged specifically to support people with disabilities/mental health issues • 12 new jobs each year through funding directed for ILM support for people with disabilities/mental health issues 	<p>2011-15</p> <p>2011-15</p>	EAC; JCP; Employability Forum

LOCAL OUTCOME 4	LEISURE, CULTURE AND TOURISM POTENTIAL PROMOTED AND DEVELOPED
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Links to SOA	<ul style="list-style-type: none"> • National Outcome 1 • National Outcome 2 • National Outcome 13 	<p>We live in a Scotland that is the most attractive place for doing business in Europe.</p> <p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>We take pride in a strong, fair and inclusive national identity.</p>
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Indicator/s (Frequency/Type/Source)		Baseline at 2006/07	Baseline at 2009/10	'Progress' Target/s to 2013/14	'End' Target/s Direction of travel
1.	Growth in tourism revenue Annual/East Ayrshire STEAM (Scottish Tourism Economic Assessment Model) Report	£55.75m (2006)	£62.9m (2009)	Increase by 8% (from the 2006 baseline) by 2014	Increase by 10% (from the 2006 baseline) by 2015
2.	Annual number of visitors to the area Annual/East Ayrshire STEAM (Scottish Tourism Economic Assessment Model) Report	858,800 (2008)	884,070	901,740 visitors by 2012/13	944,680 visitors by 2014/15
3.	Employment supported by tourism activity Annual/East Ayrshire STEAM (Scottish Tourism Economic Assessment Model) Report	1,425 jobs (2008)	1,488 jobs	1,496 jobs by 2012/13	1,568 jobs by 2014/15

WORKSTREAM 4.1	Increasing economic benefit from tourism in Ayrshire.
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Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Develop a pan-Ayrshire approach to the development and promotion of tourism	<ul style="list-style-type: none"> • Integrated pan-Ayrshire tourism strategy developed to improve cohesion between public and private sector stakeholders • 2 key projects jointly delivered per year • Pan-Ayrshire marketing activity agreed and delivered annually to increase visitor numbers and make Ayrshire an even more attractive destination 	<p>2011/12</p> <p>2012-15</p> <p>2011-15</p>	<p>3 Ayrshire Councils; Visit Scotland</p> <p>3 Ayrshire Councils</p> <p>3 Ayrshire Councils</p>

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> Pan-Ayrshire promotion at VisitScotland Expo delivered annually to improve the perception of Ayrshire amongst travel trade and stakeholders at a national and international level 	2011-15	3 Ayrshire Councils
		<ul style="list-style-type: none"> Pan-Ayrshire event strategy developed to support increased visitor numbers 	2011/12	3 Ayrshire Councils

WORKSTREAM 4.2

Increasing economic impact of leisure, culture and tourism.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Develop East Ayrshire as an established destination for outdoor activities and nature tourism	<ul style="list-style-type: none"> Forestry Commission Visitor Centre established in the Doon Valley as the northern gateway to the Galloway Forest Park Observatory Facility established at Craigengillan Estate by Scottish Dark Sky Observatory Group to capitalise on Dark Sky Park status Designation of a Biosphere Reserve incorporating the southern area of East Ayrshire established 2 nature based tourism initiatives created that create tangible linkages to local businesses each year Heritage trail and interpretive signage in Mauchline developed by Mauchline Burns Club to create a co-ordinated visitor experience linking Robert Burns assets 	2014/15	EAC - P&ED (Tourism)
			2013/14	Private Sector
			2014/15	EAC - Leisure Services
			2011-15	EAC - Leisure Services
			2012/13	Private Sector; EAC - Leisure Services

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> Sustainable future use of the National Burns Memorial investigated Sustainability of all East Ayrshire Council attractions improved through participation in the Green Tourism Business Scheme (GTBS) 	2011/12 2011/12	EAC - P&ED (Tourism); Mauchline Burns Club EAC - Leisure Services
b.	Improve existing accommodation in East Ayrshire through increased quality and standards	<ul style="list-style-type: none"> Grant support delivered through Business Grants Budget to 20 tourist accommodation businesses and further two each year thereafter Accommodation businesses participating in Visit Scotland Quality Assurance (QA) schemes increased from 26 to 50 	2011-15 2014/15	EAC – P&ED (Tourism) EAC – P&ED (Tourism)
c.	Increase visitor numbers and economic impact from tour operators	<ul style="list-style-type: none"> East Ayrshire Council attractions included in the itineraries/packages of 2 additional tour operators each year. 	2012-15	EAC - P&ED (Tourism) with support from Leisure Services
d.	Sustain existing and create new jobs in the leisure, culture and tourism sector	<ul style="list-style-type: none"> Grant support delivered through Business Grants Budget to 5 tourism, hospitality and leisure businesses per year to support growth potential 	2011 -15	EAC - P&ED (Tourism)

WORKSTREAM 4.3
Increasing visitor numbers to each of our key attractions and area.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Develop exhibition and event packages that support programme development and enhance visitor experience across all our venues	• 6 exhibitions developed and delivered per year across our museum and gallery venues	2011-15	EAC - Leisure Services
		• 90 events developed and delivered per year at the Palace and Grand Hall Complex	2011-15	EAC - Leisure Services
		• £10,000 raised per year to support the exhibition/event programme	2011-15	EAC - Leisure Services
		• Seasonal countryside event programme developed and delivered – one per year	2011-15	EAC - Leisure Services
		• Burns Monument event programme developed and delivered – one per year	2011-15	EAC - Leisure Services
b.	Market East Ayrshire tourism product(s) to attract greater visitor numbers and improve the perception of the area as an attractive place to visit	<ul style="list-style-type: none"> • Annual marketing plan produced focused on promoting seasonal highlights programme • £10,000 raised per year to support the marketing plan 	2011-15	EAC – P&ED (Tourism)
c.	Improve destination signage and interpretation across our key towns	• Signage strategy developed for Kilmarnock, Mauchline and Cumnock	2011/12	EAC- P&ED (Tourism); Roads & Transportation.
		• Signage strategy implemented	2012/13	
d.	Sustain existing and develop new web based information solutions that drive audiences to visitor attractions	• Unique visits to www.futuremuseum.co.uk increased by 2% every two years from 2011	2011-15	EAC - Leisure Services
		• www.enjoyeastayrshire.com launched and maintained achieving 50,000 unique visits in first year (2011) and 10% increase every two years	2011-15	EAC - Leisure Services

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
e.	Support and develop key festivals in the region	<ul style="list-style-type: none"> • Programme developed and supported each year for local festivals 	2011-15	EAC - Leisure Services; P&ED (Tourism)
f.	Maximise links and benefits from Glasgow 2014 Commonwealth Games	<ul style="list-style-type: none"> • Design and build a state of the art Athletics Facility in Kilmarnock • Attract a pre-games commonwealth training camp to the authority • Deliver 3 Olympic/Commonwealth Legacy campaigns per year to improve uptake of activity and boost profile 	2011-14	EAC - Leisure Services; Asset Management

LOCAL OUTCOME 5	CONNECTIVITY AND LOCAL TRANSPORT SOLUTIONS IMPROVED
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Links to SOA	<ul style="list-style-type: none"> • National Outcome 1 • National Outcome 10 • National Outcome 13 	<p>We live in a Scotland that is the most attractive place for doing business in Europe.</p> <p>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p> <p>We take pride in a strong, fair and inclusive national identity.</p>
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Indicator/s (Frequency/Type/Source)		Baseline at 2006/07	Baseline at 2009/10	‘Progress’ Target/s to 2013/14	‘End’ Target/s Direction of travel
1.	Proportion of pupils walking or cycling to school <small>Annual/Sustrans Hands Up Survey / East Ayrshire Council</small>	43.0%	44.9%	Increase to 47% the number of pupils walking or cycling to school	Increase in the number of pupils walking or cycling to school
2.	Percentage of the road network considered for maintenance treatment <small>Annual/Road Condition Survey/East Ayrshire Council</small>	43.5% (2007/08)	40.1%	Reduction of 5% (from the 2007/08 baseline position) in the proportion of the road network that should be considered for maintenance treatment by 2014	Reduction of 10% (from the 2007/08 baseline position) in the proportion of the road network that should be considered for maintenance treatment by 2019

WORKSTREAM 5.1	Public Transport Solutions To Promote Economic Growth.
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Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Promote accessibility to employment, education and service opportunities, particularly for rural communities	<ul style="list-style-type: none"> • Public transport connections assessed for all larger developments • Financial support provided by SPT for subsidised bus services to meet a social/rural need (which are not provided commercially) 	2011-14 2011-15	SPT SPT

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> Demand responsive bus services provided 	2011-15	SPT
b.	Implement an Ayrshire Integrated Transport Study	<ul style="list-style-type: none"> Pilot schemes provided for Kilmarnock and Cumnock 	2011-12	EAC – Roads & Transportation
c.	Enhance physical integration for bus services	<ul style="list-style-type: none"> Improved travel information: real-time passenger information introduced on 4 service routes (Services 1, 2, 4 & 11 as part of the wider Ayrshire real-time passenger information project) Upgraded interchange facilities: 3 raised kerbs and 3 new shelters installed Driver training enhanced to enable drivers to stop buses close to raised kerbs and stances providing easier access for older and disabled passengers 	2011-12 2011-12 2011-14	Ayrshire Councils; SPT Ayrshire Councils; SPT SPT; Coalfield Community Transport (CCT)
d.	Develop Park and Ride facilities	<ul style="list-style-type: none"> New Park and Ride car park constructed at Stewarton rail station Extension to Park and Ride car park at Kilmaurs rail station designed Extension to Park and Ride for Kilmarnock rail station designed Study of bus-based Park and Ride in Kilmarnock completed Pedestrian and cycle signage to 6 rail stations in East Ayrshire introduced 	2011/12 2012/13 2012/13 2011/12 2014/15	EAC – Roads & Transportation EAC – Roads & Transportation; SPT EAC – Roads & Transportation; SPT EAC – Roads & Transportation; SPT SPT
e.	Develop community transport	<ul style="list-style-type: none"> Community transport operations in the north of East Ayrshire expanded 	2011-15	CCT

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> Coalfield Community Transport supported, including Cumnock Connector Service 	2011/12	SPT
		<ul style="list-style-type: none"> West of Scotland Community Transport Forum established 	2011/12	SPT; EAC; other SPT constituent Councils

WORKSTREAM 5.2
Sustainable Transport Solutions To Improve The Environment.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Develop and promote cycling in East Ayrshire	<ul style="list-style-type: none"> Approved strategic cycle network completed 	2014/15	EAC – Roads & Transportation; SPT
		<ul style="list-style-type: none"> Proportion of pupils walking or cycling to school increased 	2013/14	EAC – Roads & Transportation
		<ul style="list-style-type: none"> Proportion of adults who make cycle trips for transport and leisure purposes increased 	2014/15	EAC – Roads & Transportation
		<ul style="list-style-type: none"> Cycling website developed 	2012/13	EAC – Roads & Transportation; SPT
b.	Develop Sustainable Travel Plans	<ul style="list-style-type: none"> Travel plans completed for 53 primary and secondary schools in East Ayrshire 	2011/12	EAC – Roads & Transportation
		<ul style="list-style-type: none"> Travel plans prepared for all larger development proposals 	2011-14	EAC – Roads & Transportation
		<ul style="list-style-type: none"> Travel Plan prepared for East Ayrshire Council 	2013/14	EAC – Roads & Transportation

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Seek enhancements to the A76 trunk route from the Bellfield Interchange to boundary with Dumfries and Galloway with developer contributions and funding from Transport Scotland	<ul style="list-style-type: none"> Funding package in place to begin implementing the A76 Five Point Action for economic growth, comprising: <ul style="list-style-type: none"> Completion of previously identified improvement schemes at Brackenhill and Polquhirter Upgrade to substandard carriageway at Crosshands and Skerrington Mauchline Bypass Improvements to Bellfield Interchange Further road safety improvements on the route 	2014/15	EAC – Roads & Transportation; Transport Scotland; SPT; Developers
b.	Develop road improvement schemes on the A70 and A71 routes with developer contributions and other external funding	<ul style="list-style-type: none"> A70 Wee Torhill realignment, east of Muirkirk completed A70 Glenbuck realignment completed Funding package in place to begin implementing high priority strategic road improvements on the A71 for economic growth 	2011/12 2011-14 2014/15	SPT; EAC – Roads & Transportation; Developers
c.	Develop road improvement schemes on the B778 with developer contributions	<ul style="list-style-type: none"> Funding package in place to begin providing improved connections for economic growth between strategic housing areas in Stewarton and the M77 	2014/15	EAC – Roads & Transportation; Developers
d.	Require developers of major developments to provide pedestrian links to bus stops and public transport interchanges	<ul style="list-style-type: none"> Connections to public transport improved 	2011-14	EAC – Roads & Transportation; Developers
e.	Require major developers to provide links to East Ayrshire paths network	<ul style="list-style-type: none"> Cycling and walking connections improved 	2011-14	EAC – Roads & Transportation; Developers

WORKSTREAM 5.4**Network and Infrastructure Management.**

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Undertake a prioritised programme for structural maintenance of carriageways	<ul style="list-style-type: none"> 70 kms of carriageway resurfaced to achieve improvement in road condition 	2014/15	EAC – Roads & Transportation
b.	Implement a bridge strengthening and replacement programme	<ul style="list-style-type: none"> 34 bridges and culverts strengthened to reduce the percentage of bridges failing EU standard Number of bridges with weight limits reduced by 6 	2014/15	EAC – Roads & Transportation

WORKSTREAM 5.5**Parking.**

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Implement a range of actions to improve parking across East Ayrshire	<ul style="list-style-type: none"> Disabled persons' parking places order implemented Residents parking permit scheme developed for Kilmarnock and Traffic Order made Traffic Order made and Decriminalised Parking Enforcement introduced Parking strategies for Cumnock and Stewarton prepared and Traffic Order made 	2011/12 2012/13 2012/13 2012/13	EAC – Roads & Transportation EAC – Roads & Transportation EAC – Roads & Transportation EAC – Roads & Transportation

LOCAL OUTCOME 6	SUSTAINABLE AND AFFORDABLE HOUSING SOLUTIONS DELIVERED
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Links to SOA	<ul style="list-style-type: none"> National Outcome 10: We live in well-designed, sustainable places where we are able to access the amenities and services we need.
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Indicator/s (Frequency/Type/Source)		Baseline at 2006/07	Baseline at 2009/10	'Progress' Target/s to 2013/14	'End' Target/s Direction of travel
1.	Number and percentage of repeat homelessness within one year Annual/East Ayrshire Council	99 (11.6%)	58 (8.7%)	Reduction to 6.5% of repeat homelessness by 2014	Reduction in repeat homelessness
2.	Number and percentage of Council houses meeting the Scottish Housing Quality Standard Annual/East Ayrshire Council	7,205 (55.1%) (April 2009)	7,585 (58.4%) (March 2010)	Increase in the total number of Council houses meeting the Scottish Housing Quality Standard	All Council houses to meet the Scottish Housing Quality Standard by 2015

WORKSTREAM 6.1	Matching Housing Demand and Supply.
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Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Continue to ensure an understanding of current levels of local housing need and development site availability	<ul style="list-style-type: none"> Affordable Housing need quantified Suitable sites for affordable housing development identified 	2011/12 2011-15	EAC – Housing Services
b.	Provide affordable and accessible housing	<ul style="list-style-type: none"> Affordable Housing Policy developed and adopted based on evidence from Housing Needs Demand Analysis New Council housing built <ul style="list-style-type: none"> - 40 additional units provided 	2014/15 2011/12	EAC – Housing Services

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> • Appropriate mixed economy options identified <ul style="list-style-type: none"> - Work undertaken with private sector to refurbish uneconomic social housing for the private market - Shared Equity option introduced in suitable developments • Common Housing Register and Common Allocation Policy introduced <ul style="list-style-type: none"> - Single application for social housing to be utilised by the Council and 4 Registered Social Landlords 	<p>2011-14</p> <p>2011-15</p> <p>2011/12</p>	<p>EAC – Housing Services; Developers</p> <p>EAC – Housing Services; RSL Partners</p>
c.	Continue to ensure that housing supply matches needs	<ul style="list-style-type: none"> • Family accommodation better utilised <ul style="list-style-type: none"> - Incentives provided for those under-occupying to release larger accommodation - Letting Plans developed to free up larger accommodation • Arrangements for provision of aids and adaptations reviewed • In-house medical assessment delivered focused on mobility issues <ul style="list-style-type: none"> - New housing medical assessment process introduced • Bespoke design for special needs delivered via Affordable Housing Investment Programme <ul style="list-style-type: none"> - Replacement homeless hostel delivered in the south division of the authority - Facility delivered to provide accommodation to support care leavers and other young single homeless people 	<p>2012-13</p> <p>2012/13</p> <p>2011/12</p> <p>2011-15</p>	<p>EAC – Housing Services</p> <p>EAC – Housing & Social Services</p> <p>EAC – Housing Services</p> <p>EAC – Housing Services; RSL Partners</p>
d.	Prevent and tackle homelessness	<ul style="list-style-type: none"> • Housing Options system introduced to deal with applicants in housing crisis 	2011-13	EAC – Housing Services

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
		<ul style="list-style-type: none"> - Early intervention processes developed to deal with those at risk of homelessness, utilising a personal housing plan approach 		

WORKSTREAM 6.2

Improving the Quality of Local Housing.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Achieve the Scottish Housing Quality Standard	<ul style="list-style-type: none"> • Investment in efficient heating systems and insulation products increased <ul style="list-style-type: none"> - Single glazed windows with double glazing in Council stock replaced • Rent structures reviewed to incorporate energy efficiency considerations • Awareness of Section 72 Scheme of Assistance promoted to Homeowners to improve uptake • Landlord Accreditation Scheme developed 	<p>2011-15</p> <p>2011/12</p> <p>2011-15</p> <p>2012/13</p>	<p>EAC – Housing Services</p> <p>EAC – Housing Services</p> <p>EAC – Housing Services</p> <p>EAC – Housing Services</p>
b.	Ensure accommodation is suitable for changing needs	<ul style="list-style-type: none"> • Housing for Varying Needs Standards promoted for all new build social housing • Use of Telecare in housing expanded to reduce hospital admissions and extend care at home 	<p>2011-15</p> <p>2011-15</p>	<p>EAC – Housing Services; RSL Partners; Developers</p> <p>EAC – Housing Services; NHS Ayrshire & Arran</p>

LOCAL OUTCOME 7

THE NATURAL ENVIRONMENT PROTECTED, CONSERVED AND ENHANCED, AND THE NEGATIVE EFFECTS OF CLIMATE CHANGE MITIGATED

Links to SOA

- National Outcome 10
- National Outcome 12
- National Outcome 14

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

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

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

Indicator/s (Frequency/Type/Source)		Baseline at 2006/07	Baseline at 2009/10	'Progress' Target/s to 2013/14	'End' Target/s Direction of travel
1.	Proportion of municipal waste recycled Annual/East Ayrshire Council	36.6%	43%	Increase in recycling rates to 50% by 2013; and 51.4% by 2014	Increase in recycling rates to 52.8% by 2015 and 60% by 2020
2.	Tonnage of biodegradable municipal waste land filled Annual/East Ayrshire Council	29,920 tonnes	25,602 tonnes	Reduction to 19,451 tonnes by 2013; and 18,630 tonnes by 2014	Reduction to 17,809 tonnes by 2015 and 13,704 tonnes by 2020
3.	Total of new woodland created each year in hectares (ha) Annual/Forestry Commission	715 ha	424 ha woodland created in 2009/10 20/21% woodland cover	Increase by 310 ha per year - 22.5% woodland cover by 2014	Increase woodland cover by 25% by 2050 (Scottish Government national target)

WORKSTREAM 7.1**Reduce our carbon emissions to minimise our contribution to climate change.**

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Lower the energy consumption and carbon emissions arising from the Council's activities	<ul style="list-style-type: none"> Carbon Management Programme (CMP) implemented to reduce the Council's energy consumption by fleet, street lighting, waste and property Energy Audits of Council properties undertaken to identify energy usage patterns, best practice and energy efficiency measures successful in reducing consumption Data associated with the highest 25 energy consuming Council sites analysed and reported to provide more accurate base-line data Municipal waste from landfill maximised in line with the national Zero Waste Plan through the introduction of a food and plastics kerbside collection service 	2011/12 2012/13 2013/14 2012/13	EAC - F&CS (IT & AM) EAC - F&CS (IT & AM) EAC - F&CS (IT & AM) EAC - F&CS (IT & AM)
b.	Lower energy consumption and carbon emissions throughout the East Ayrshire community	<ul style="list-style-type: none"> Energy consumption lowered throughout the authority by sharing expertise on energy consumption with householders and local businesses <ul style="list-style-type: none"> - 12 workshop sessions conducted per year 	2011-15	EAC - F&CS (IT & AM)

WORKSTREAM 7.2**Develop a response to manage the environmental consequences of our changing climate.**

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Predict the potential effects of the changing climate on communities in East Ayrshire	<ul style="list-style-type: none"> Map prepared detailing areas of risk from extreme weather events 	2012/13	EAC – NS (Directorate)

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
b.	Develop a Climate Change Adaptation Response to ensure preparedness for the effects of climate change impacts across Council services	<ul style="list-style-type: none"> Response Plan to mitigate the effects on vulnerable sections of the East Ayrshire community from the consequences of a changing climate developed encompassing responses to issues such as flooding and potentially excessive summer temperatures 	2013/14	EAC – NS (Directorate)

WORKSTREAM 7.3

Ensure the development and promotion of our green networks to ensure habitats are protected to continue the benefits for health and wellbeing.

Actions		Projected Outputs (Linked to Local Outcome)	Timescale	Action Owner
a.	Increase the biodiversity value of our green networks and key habitats	<ul style="list-style-type: none"> 2 areas under active management for biodiversity enhancement as an Ayrshire Biodiversity Action Plan key habitat Area of woodland habitat, as a priority habitat, increased by 310 hectares East Ayrshire lowland raised bog conserved in line with the priorities of the Ayrshire Biodiversity Action Plan Detailed survey of 2 lowland raised bog habitat exemplar sites completed 	2013/14 2011-15 2013/14 2012/13	NS – Leisure Services

Delivering Community Regeneration 2011-2015

Glossary of Terms

ACCI	Ayrshire Chamber of Commerce and Industry	F&CS	Finance and Corporate Support
AEP	Ayrshire Economic Partnership	FSB	Federation of Small Businesses
BG	Business Gateway	GTBS	Green Tourism Business Scheme
CAB	Citizens Advice Bureau	ICT	Information and Communications Technology
CARS	Conservation Area Regeneration Scheme	ILM	Intermediate Labour Market
CCT	Coalfield Community Transport	IT & AM	Information Technology and Asset Management
CMP	Carbon Management Programme	JCP	Jobcentre Plus
CPP	Community Planning Partnership	K/K College	Kilmarnock College
CVO	Council of Voluntary Organisations	LAAC	Looked After and Accommodated Children
EAC	East Ayrshire Council	MCMC	More Choices More Chance
ESF	European Social Fund	MIK	Make it Kilmarnock

NAC	North Ayrshire Council	RSL	Registered Social Landlords
NCCC	New Cumnock Community Council	SAC	South Ayrshire Council
NS	Neighbourhood Services	SDI	Scottish Development Initiative
P&ED	Planning and Economic Development	SE	Scottish Enterprise
PFBE	Prince's Foundation for the Built Environment	SPT	Strathclyde Partnership for Transport
PSYBT	Prince's Scottish Youth Business Trust	THI	Townscape Heritage Initiative
QA	Quality Assurance		
REF	Renewable Energy Fund		

DRAFT

For more information on community Planning in East Ayrshire, log on to

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