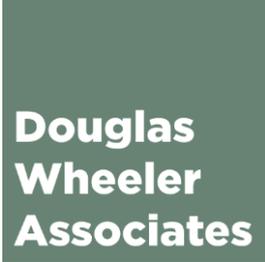


# MILLPORT & CUMBRAE ECONOMIC PLAN 2015

**DRAFT FINAL REPORT**

to

**North Ayrshire Council**

The logo for Douglas Wheeler Associates is a dark green square with the company name in white, bold, sans-serif font. The text is arranged in three lines: "Douglas", "Wheeler", and "Associates".

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**30 September 2015**

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## FOREWORD

I am delighted to present the Cumbrae Economic Plan 2015. The Plan has been based on an intensive process of **consultation and involvement**, facilitated by Douglas Wheeler Associates Ltd, with a wide range of businesses, community and third sector organisations and the public sector, over the last few months. This included two well attended workshops held at the DA Hall and the Field Studies Council Centre (FSC).

Therefore the Plan is based on a clear firmly evidenced based sustainable economic development agenda for Cumbrae that has emerge from the research, analysis, consultations and workshops.

In the last nine months a **number of significant investments in Cumbrae** have been completed or committed and these include: FSC with a £4m phased development, £2.3m affordable housing investment and the Millport Conservation Area Regeneration Scheme project with £1.5m committed in the period for the period 2016-2021.

The Cumbrae Economic Plan 2015 will **build on this recent investment** and the confidence that it has started to generate. The Plan includes programmes and priority projects that will grow the local economy, fuel job creation and increase Cumbrae's long-term prosperity. The focus is on the drivers of enterprise, business growth and job creation based on innovation and investment in the built and natural heritage, infrastructure and skills and above all respect for the natural environment.

The Cumbrae Economic Plan 2015 is ambitions and challenging with a **ten year vision** to ensure:

*'Cumbrae is Scotland's greenest island' and so 'deliver sustainable wealth and well-being for all its residents and admired for its flourishing business, enterprise and ambition of residents, the quality of environment and its low carbon economy.'* The Plan includes priority projects under the four themes of:

- 1: Economic Infrastructure
- 2: Visitor Economy
- 3: C.A.R.S
- 4: Community Enterprise/Third Sector

The Plan will be used as a strategic framework to **coordinate project delivery**, highlight how key initiatives can be integrated and delivered to maximise value for money, to lobby for public, private and third sector intervention and to serve as a reference document to support bids for external funding.

Finally this is an Economic Plan for Cumbrae and all public, private and third sector stakeholders and not just the public sector. Delivering the Economic Plan needs a strong **local commitment in Cumbrae, transparent approach that continues to build trust, with a real focus on delivering agreed priority projects**. Effective leadership and a tangible commitment to delivering sustainable local economic development will be essential.

*Signature XY*

September 2015

## 1. INTRODUCTION

North Ayrshire Council (NAC) commissioned Douglas Wheeler Associates Ltd (DWA) in March 2015, to assist in researching, facilitating and drafting an Economic Plan for Millport. The Plan aims to build on NAC's recent regeneration activity that has supported new investment at the FSC Millport Field Centre, sheltered housing and a successful bid to Historic Scotland to allow the implementation of Conservation Area Regeneration Scheme (CARS) improvements.

As part of the process of preparing the Economic Plan interested parties were brought together to discuss a ten year economic vision to maximise the contribution of local businesses and community groups, help prioritise projects and direct the activity of the public sector. An initial Scoping Workshop was held in Millport on 30 March to discuss the emerging economic plan and a follow up Delivery Workshop was held on 31 August. (See Chapter 4) Overall the aim was to build on rather than revisit the Cumbrae Community Development Plan that was prepared in 2010.

### Role of Action Plan

In discussion with NAC it was agreed that the main objectives of the Millport & Cumbrae Economic Plan were now to provide:

- An evidence based business case to build consensus and support action to assist the Cumbrae economy and maximise on the economic development potential of the latest investment and recent commitments;
- An economic focus with a strong fit with Scottish Government, Highland and Islands Enterprise (HIE) and NAC strategic priorities;
- A series of clear and authoritative evidence based tactical economic interventions;
- Support for funding bids and to explore alternative funding sources e.g. HLF/BIG;
- The case for joined up/linked projects that maximise benefits from emerging opportunities;
- Clear actions and priority projects capable of delivery in the short, medium and longer term.

### DWA: APPROACH

The Douglas Wheeler Associates Ltd (DWA) approach was based on seven tasks and undertaken over an eight lapsed week programme that is summarised and in the chart below.

Task
1. Inception Meeting & Walkabout
2. Establishing Existing Regeneration Policy Context
3. Economic Baseline Review
4. Workshop: Action Plan & Project Priorities
5. Draft Millport Economic Regeneration Action Plan
6. Presentation of Draft Millport Economic Regeneration Action Plan
7. Final Report

### MILLPORT & CUMBRAE ECONOMIC PLAN 2015: STRUCTURE

The Millport & Cumbrae Economic Plan 2015 is presented in the following five chapters:

- Economic Regeneration Policy Context
- Cumbrae Socio-economic Baseline & Challenges
- Millport & Cumbrae: 2015 Economic Vision
- Economic Regeneration Action Plan 2015: Programmes & Project Priorities
- Delivering The Action Plan: Partnership: Conclusions Recommendations & Next Steps

## 2. ECONOMIC REGENERATION POLICY CONTEXT

This Chapter summarises the economic regeneration policy context at the Scottish, North Ayrshire and Cumbrae/Millport levels.

### SCOTTISH GOVERNMENT

#### 1. Scotland's Economic Strategy (2015)

The new Economic Strategy aims for more than a simple return to pre-recession levels of economic performance. The objective is to tackle the underlying challenges in the economy and labour market by focussing on the twin pillars of increasing the **competitiveness and sustainability** of the Scottish economy and **reduce inequality**. The Strategy aims to ensure that there are sufficiently skilled and well paid job opportunities available, support the move to the low carbon age, take advantage of the opportunities presented by globalisation and technological change and ensure that the benefits of economic success are shared by everyone.

Therefore, Scotland's Economic Strategy sets out an overarching framework to achieve a **more productive, cohesive and fairer** Scotland. It forms the strategic plan for existing and all future Scottish Government policy. It prioritises boosting **investment** and **innovation**, supporting **inclusive growth** and maintaining the focus on increasing **internationalisation**.

There is growing international evidence that promoting competitiveness and addressing inequality are important interdependent ambitions. Creating greater prosperity and fairness is seen a shared national endeavour. Working in partnership with the wider public sector in Scotland, the third sector, trade unions, businesses and communities, is seen as fundamental to create a society where the benefits of economic growth are shared more equally and where future economic growth is stronger and more sustainable. In summary the approach to delivering sustainable economic growth is characterised by four key priorities:

- An economy where growth is underpinned by long-term **sustainable investment in people, infrastructure and assets**;
- An economy where growth is based on **innovation, change and openness** to new ways of doing things;
- A society that promotes **inclusive growth** and creates opportunity through a fair and inclusive jobs market and regional cohesion to provide economic opportunities across all of Scotland; and
- A country with an **international outlook and focus**, open to trade, migration and new ideas.

#### 2. National Review of Town Centres: SG Action Plan (2013)

##### One Year On (2014) & Town Centre Toolkit (2015)

The main focus of the 2013 review was on **Community and Enterprise** and the main themes highlighted were:

- Town centre living;
- Vibrant local economies;
- Enterprising communities;
- Accessible public services;
- Digital towns;
- Proactive planning.

The **Action Plan** includes 44 Actions and sets an up to date context for Millport. The Town Centre Action Plan - One Year On (2104) report is a snapshot of the progress made by the Scottish Government and its partners in the twelve months following publication of the Town Centre Action Plan. The **Town Centre Toolkit** (2015) has been developed as one of the key actions from the Town Centre Action Plan. The Toolkit uses case studies for inspiration, is designed to 'give

everyone the opportunity to be involved in making improvements to their local area' and offers guidance on how to make best use of the assets already in place.

### **3. Marine Tourism Strategy (2015) & Tourism Scotland 2020**

The aim of the Strategy is for Scotland to be recognised as a **marine tourism destination** of first choice for high quality, value for money and memorable customer experience delivered by skilled and passionate people. Scotland's marine environment is one of its crown jewels and encompasses some of the world's most beautiful and varied boating waters. Whether visitors seek adventure, wildlife, family boating experiences, day or extended visits, coastal, offshore or inland waters, Scotland's marine offer is complete, varied and of the highest standard.

Marine tourism is also one of Scottish tourism's sleeping giants with sailing and boating already generating over £101m of expenditure and directly supporting the employment of almost 2,730 jobs. With coordination and effort at every level the sector can be transformed 'into the giant it can be'.

**Vision:** *"By 2020 Scotland is a marine tourism destination of first choice for a high quality, value for money and memorable customer experience delivered by skilled and passionate people"*

This vision is deliberately adapted from the national tourism strategy: **Tourism Scotland 2020 (TS2020)**. The adoption of the vision and the strategic framework approach ensures that the Marine Tourism Strategy aligns and complements the national approach, Scotland's overall tourism product and in particular the Destination Management Organisations who play a crucial role in the development of the marine tourism offering. In contributing to this vision the aim is: To develop and lead the growth of marine tourism in Scotland from £101m of visitor expenditure to £145m by 2020. This aligns with the national tourism vision and targets but specifically recognises and accepts the challenge in realising the marine tourism opportunity

**Key Themes:** Taken from TS2020, the three key themes are:

#### **1. Providing Authentic Experiences**

- Events & Festivals - Building on and coordinating international, national and regional events
- Cruising Routes & Themed Journeys - Linking high quality terrestrial and marine experiences to showcase the best Scotland has to offer

#### **2. Improving the Customer Journey**

- Planning and Booking - Presenting a first class initial contact with the Scottish offer.
- Marine Host - Equipping businesses to welcome and cater for marine tourists
- Digital Landscape - Exploiting technology to keep the customer informed and in touch whilst on the move

#### **3. Building Capabilities**

- Facilities and Stepping Stones - Targeting investment at all levels to develop a high quality, proportional and sustainable set of stepping stone facilities that link and support marine tourism
- Skills - Developing a coordinated approach to skills development across the sector to address the current and emerging needs
- Leadership & Collaboration - Providing clear direction and purpose to the sector whilst drawing leadership at all levels closer together to harness the combined talents
- Marketing - Collaborative and targeted marketing initiatives at business, regional and national level
- Sustainability - Integrating economic, environmental and social aspects into decision making to assure long term success
- Data - Developing a long term set of robust and relevant data to support decision making and to evidence change.

#### **4. HIE**

HIE has four priorities to deliver sustainable economic growth across the Highland and Islands. The four priorities are:

- Supporting businesses and social enterprises to shape and realise their growth aspirations;
- Strengthening communities and fragile areas;
- Developing growth sectors, particularly distinctive regional opportunities;
- Creating the conditions for a competitive and low-carbon region.

HIE has identified seven growth sectors and the relevant sectors for Cumbrae include:

- Tourism;
- Food & drink;
- Creative industries;
- Business services.

## NORTH AYRSHIRE

### 5. North Ayrshire Economic Development and Regeneration Strategy (2012)

The North Ayrshire Economic Development and Regeneration Strategy covers the period 2010 to 2020 and highlights that the North Ayrshire economic position was deteriorating relative to both the Scottish and West of Scotland economies. In particular, if the North Ayrshire economy had the:

- National job density, then it would have an additional 23,000 jobs;
- National business density, it would have 900 additional enterprise;
- National business start-up level, it would have an additional 120 new businesses starts per year, and
- National employment rate, an additional 6,500 North Ayrshire residents would be in work.

The strategy points out that the key statistic is the requirement to find an **additional 23,000 jobs** which would make a substantial difference to unemployment, the regeneration of town centres and the most deprived communities.

The vision that guides the North Ayrshire Economic Development and Regeneration Strategy is that by 2020 North Ayrshire will be:

- **Vibrant:** More businesses and jobs located in the area and revitalised town centres.
- **Diverse:** There will be a diverse range of businesses and industries in North Ayrshire, attracting a wide range of people to live and work in the area.
- **Connected:** North Ayrshire will be well-connected to ensure individuals and businesses can take advantage of opportunities outside the area. North Ayrshire will have a clear role in the wider Glasgow City Region.
- **Ambitious:** Individuals and businesses will be ambitious, making the most of what North Ayrshire has to offer and taking advantage of the connections to elsewhere. The public sector will be ambitious for North Ayrshire as a whole and ensure the support is in place to help individuals and businesses to realise their ambitions.
- **Visible:** Individuals, businesses, policymakers and funders will have a clear sense of what North Ayrshire can offer them. Combined, these characteristics will revitalise North Ayrshire's economy and communities, making them more resilient.

The Strategy includes eight strategic objectives including:

**SO1:** To increase the number of jobs through a co-ordinated approach that encourages start-up, supports existing business to grow and attracts businesses.

**SO2:** To encourage the current business base to move up the value chain and to attract high value-added activities and jobs.

**SO5:** To transform deprived areas in North Ayrshire into strong, resilient and sustainable places by developing a customised approach for each area.

**SO6:** To support the creation of distinctive, vibrant town centres and establish mechanisms to encourage spend

**SO8:** To develop clear statements of North Ayrshire's offer and to ensure the area is promoted effectively to individuals, businesses and Government.

## **6. North Ayrshire Modified Local Development Plan (November 2012)**

North Ayrshire Council adopted its first ever Local Development Plan (LDP) on 20 May 2014. The LDP is the replacement for the two Local Plans and the Structure Plan that North Ayrshire Council previously had in place. The LDP now encompasses mainland North Ayrshire, the Cumbraes and the Isle of Arran. The LDP is an important, land-use document that indicates where certain types of development should and should not happen. It sets out a positive, long term vision for growth across North Ayrshire, identifying land and infrastructure to deliver some 7,500 new homes and for businesses to locate and expand.

Growth is guided by the policies and proposals of the LDP, which take a pro-active approach to enabling quality development as well as protecting North Ayrshire's outstanding environment. It also provides the policy framework for determining planning applications. The current LDP covers a 10 year period, up to 2025, and requires to be replaced every 5 years. The LDP also recognises that retailing is the main function which affects the vitality and viability of town centres. Accordingly the LDP seeks to give a measure of protection to existing shops in retail areas by agreeing changes of use only if it can be demonstrated that the property is no longer a viable retail unit.

The LDP designates a 'town centre area' in Millport, where Policies TC4 and TC5 of the LDP are applicable. Policy TC4 indicates that proposals for new retail or commercial leisure development on sites located out with the town centres boundaries identified on LDP maps 'shall not accord with the LDP unless the development comprises local shops permitted in terms of Policy TC5'. Policy TC5 contains three criteria which must be met to justify new local shops outwith town centres.

**Millport town centre was designated as a conservation area** in January 1971. It has approximately 39 listed buildings across a range of ownerships and many of the unlisted buildings are valuable to the overall streetscape and historic feel of the town. A Conservation Area Regeneration Scheme (CARS) with a total of around £1.5m funding was approved in early 2015.

## **7. North Ayrshire Community Planning Partnership (CPP): Single Outcome Agreement: 2013-17**

The three priorities in the SOA are:

- A Working North Ayrshire;
- A Healthy and Active North Ayrshire;
- A Safe and Secure North Ayrshire.

The overarching themes are:

- Reducing local inequalities;
- Building community capacity;
- Prevention and early intervention.

The three CPP priority areas do not operate in isolation. As a result the Single Outcome Agreement (SOA) highlights that there are many interrelationships between the priorities and their combined contribution.

## **8. Ayrshire & Arran Tourism Strategy 2012-2017**

Marine tourism, sailing and water-sports including adventure sports & marine/coastal activities is one of three priorities in the Strategy. Sailing and water-sports already attract high spending and international visitors to North Ayrshire. They are a significant and well recognised tourism product that can compete in a regional or even international marketplace, already demonstrate a good

return on investment and crucially have the capacity for additional development and growth. The five year tourism objectives include:

- Increase annual number of visitors coming to Ayrshire and Arran by 10%, from 3.50 million to 3.85 million.
- Increase annual spend by visitors by 20% from £348 million to £418 million.
- Increase employment supported by the sector by 10% from 8,915 jobs to 9,807 jobs.
- Enhance and conserve the region's natural, heritage and cultural assets

## **ISLE OF CUMBRAE**

### **9. Cumbrae Community Development Plan 2010**

The Action Plan Vision 2020 includes making Great Cumbrae:

- Green, competitive & sustainable;
- Healthy well serviced & accessible;
- Welcoming, vibrant & confident;
- Inclusive fair & caring.

The Cumbrae Community Development Plan: Objectives are:

#### **i. Community Resources:**

- Improve & enhance existing community facilities, amenities & infrastructure:
- Meet the needs residents

#### **ii. Community Engagement:**

- Encourage greater community involvement & engagement
- Co-operation at all levels

#### **iii. Business:**

- Support existing businesses & encourage expansion
- Development of new sustainable enterprises
- Create employment opportunities for young people

#### **iv. Tourism:**

- Develop existing tourist base
- Increase dwell time
- Encourage repeat visits & overnight stays

The Plan includes around 58 Actions as a result the consultations highlighted the need for more focus on fewer priorities that then have a wider ownership across the public, private and third sectors.

## **10. CCDC & IoCICC**

Cumbrae Community Development Company (CCDC) was established in 2002. The aims of the Board of CCDC aims are to.

- Restore, as far as possible, the Garrison House to the better state than when destroyed by fire, ensure it is weatherproof; and enjoyed by the community as the epicentre of Millport.
- Provide a welcoming, enjoyable and learning experience for an increasingly diverse range and number of visitors; commensurate with that aim, develop first class visitor facilities and access within and around the Garrison House.
- Develop, implement and maintain a business and funding model that ensures a sustainable future for operations as well as immediate and further capital needs.
- In conjunction with partners, continue to develop the Island of Great Cumbrae, to the benefit of all our community.

## **IoCICC**

Isle of Cumbrae Initiative Community Company was established in 2008 and has delivered around fifteen projects with grant aid and support from various sources including NAC. Projects that have been delivered include: community marquee, upgrading of footpaths and signage, installing picnic tables and benches, upgrading paths and setting up and managing a community garden. The company has also undertaken community woodland and wind turbine feasibility studies.

## **CONCLUSIONS & RECENT INVESTMENT & COMMITMENTS**

The summary review of more than ten economic regeneration policy documents and CCDC/IoCICC highlighted a consistent commitment to a positive, long term vision for sustainable economic growth, strengthening communities, growing the visitor economy and enabling quality development as well as protecting Cumbrae's outstanding natural and built environment. In the last six months a number of significant investments in Cumbrae have been committed and these include:

- Field Studies Council Centre: £4m phased
- Affordable housing: £2.3m
- CARS project:£1.5m
- Millport Pier: £0.5m
- Community development investment: community garden

### 3. MILLPORT & CUMBRAE: SOCIO ECONOMIC PROFILE & ECONOMIC CHALLENGES

#### INTRODUCTION

This chapter presents a socio-economic profile of Millport/Cumbrae from two key sources: firstly the 2011 Census provides data for the town of Millport (population 1,275) and secondly, profiles for the two Cumbrae data zones<sup>1</sup> with data for the whole of the island of Greater Cumbrae (population 1,396<sup>2</sup>). Datazone S01004503 covers the central and western parts of Millport and Datazone S01004508 covers the eastern part of the town together with the remainder of the island. To highlight relevant similarities and contrasts comparisons are made with Scotland as a whole.

Selected data relating to the following topics has been analysed:

- i. Population/Demography
- ii. Households
- iii. Ethnicity, Identity, Language and Religion
- iv. Education, Skills and Training
- v. Economic Activity, Labour Market and Benefits
- vi. Housing
- vii. Health
- viii. Deprivation Statistics

#### i. Population/Demographics

The population of the Isle of Cumbrae has been gradually falling for a number of years, and in 2013 was 1,362. Around 90% of the population live in Millport. Table 3.1 shows the population changes of the two datazones from 2007-2013, highlighting a fall of 5.4%. In comparison, the population of Scotland as a whole rose by 3% between 2007 and 2013.

Table 3.1: Population Change 2007-2013

2011	2007	2009	2011	2013
Scotland	5,170,000	5,231,900	5,299,900	5,327,700
S01004503 (Millport: Central & West)	713	690	689	649
S01004508 (Millport East & remainder of Cumbrae)	727	722	707	713
Cumbrae Total	1,440	1,412	1,396	1,362

In Millport, there are almost three times as many residents over 65 years old compared to those under 16, highlighting an ageing population. In comparison to Scotland as a whole Millport has almost double the % of residents over 65 years old. (See Table 3.2) The average age of the population of Millport is 50.9 years, higher than the national average of 40.3 years.

Table 3.2: Age Breakdown (%) 2011

2011	Millport	Scotland
% Under 16 years old	11.2	17.3
% 16-64 years old	56.4	65.9
% 65 years old and over	32.4	16.8

#### ii. Households

There are 711 households in Millport (2011) and of those almost half (49.5%) are one person households. (See Table 3.3) This compares to 34.7% in Scotland as a whole. In Millport there is almost double the % of single person households (25.2%) with the resident aged over 65 compared to 13.1% in Scotland as a whole. Overall the average number of persons per household is 1.8, lower than the Scottish average of 2.2. The % of 2 people households (with residents) in Millport (35.4%) is

<sup>1</sup> Source: Scottish Neighbourhood Statistics (SNS) - Various dates: 2011, 2012, 2013

<sup>2</sup> 2011

similar to the Scottish average (34%), however the % of households with 3, 4, 5 or 6 residents or more in Millport are all significantly lower than in Scotland as a whole.

Table 3.3: Household Size (%) 2011

2011	Millport	Scotland
% 1 people	49.5	34.7
% 2 people	35.4	34.0
% 3 people	7.7	15.1
% 4 people	5.3	11.5
% 5 people	1.7	3.7
% 6 or more people	0.3	1.1

In terms of the average number of cars or vans per household, (See Table 3.4) there are 1.8 per household in Millport which is higher than average of 1.0 across Scotland as a whole. Over a third of households in Millport have no car or van (35.6%), and only 15.5% have 2 or more cars or vans, significantly lower than the Scottish average.

Table 3.4: Car or Van Availability (%) 2011

2011	Millport	Scotland
Average number of cars or vans per household	1.8	1.0
% no car or van	35.6	30.5
% 1 car or van	48.9	42.2
% 2 or more cars or vans	15.5	27.2

### iii. Ethnicity, Identity, Language and Religion

Of the resident population in Millport, 91.7 are 'White Scottish', and a further 5.6% 'White Other British', accounting for 97.3%. This compares with 84% 'White Scottish' across Scotland as a whole. Only 2.3% are 'White Irish, Polish or Other' (compared to the Scottish average of 4.2%), and only 0.4% are 'Asian, Asian Scottish or Asian British' or from 'Other' ethnic groups compared to the average of 4.0 in Scotland as a whole. Just under 90% of Millport residents were born in Scotland, followed by almost 7% in England.

In terms of religion, in the 2011 Census, 65% of Millport residents stated they had a religion, higher than the 56% across Scotland as a whole. Almost half of the population are Church of Scotland (48.9%), compared to 32.4 across Scotland as a whole, and there is a smaller % of Roman Catholics in Millport (11.6%) in comparison to the Scottish average of 15.9%.

### iv. Education, Skills and Training

On the Isle of Cumbrae in 2013 there were 76 primary school pupils and 52 secondary school pupils. The 2011 Census states that in Millport a high proportion of 16 to 17 year olds were in education (89.5%) compared to 79.8% across Scotland as a whole. The 2011 Census stated there were 21 full-time students.

In terms of qualifications, over a third of Millport residents have no qualifications (35.6%) compared to around a quarter (26.8%) across Scotland as a whole. Table 3.5 shows the breakdown of the highest qualifications attained. Fewer Millport residents have a degree/higher degree in comparison to Scotland, however slightly more have a level 3 qualification, ie an HNC, HND or SQ4.

Table 3.5: Highest Qualifications (%) 2011

2011	Millport	Scotland
% with no qualifications	35.6	26.8
% Level 1: Standard Grade or equivalent	20.2	23.1
% Level 2: Higher Grade or equivalent	12.5	14.3

2011	Millport	Scotland
% Level 3: HNC, HND, SQ4 <sup>3</sup>	10.5	9.7
% Level 4 and above: Degree or higher degree	21.1	26.1

**v. Economic Activity, Labour Market and Benefits**

Table 3.6 shows the breakdown of economic activity in 2011, in rank order.

Table 3.6: Economic Activity (%) 2011: All Persons 16-74

2011	Millport	Scotland
% Economically active	53.7	69.0
% Economically inactive	46.3	31.0
% Retired	30.3	14.9
% Employees full-time	25.6	39.6
% Employees part-time	12.9	13.3
% Self-employed	9.6	7.5
% Long-term sick or disabled	9.6	5.1
% Unemployed	4.4	4.8
% Student	2.8	5.5
% Looking after home or family	2.6	3.6
% Other	2.3	5.6

Millport has a lower economically active % and higher economically inactive % of residents compared to Scotland as a whole, explained primarily by the 15% higher rate of retirees in the town in comparison to the Scottish average. There is a significantly less % of full-time employees - 25.6% in comparison to Scotland at 39.6%. Although the % of part-time employees is only slightly less (12.9%) than Scotland at 13.3%, the % of self-employed is higher, at 9.6% compared to 7.5% across the country.

The unemployment rate in Millport (4.4%) is slightly less than the Scottish average (4.8%) however the % long-term sick or disabled (9.6%) is almost twice the Scottish average of 5.1%, in part explained by the ageing population. The % of students (2.8%) is understandably lower in an island community, compared to the Scottish average (5.5%), however 16.6% of students study mainly at or from home. The Field Studies Council Centre and the National Sailing Centre/SportScotland attracts young people to Cumbrae.

In 2011, the percentage of households in Millport with at least one person aged 16 to 74 who is unemployed or long-term sick or disabled (14.5%) is almost exactly the same as in Scotland as a whole (14.6%), however the average age of an unemployed person in Millport is higher at 36.9 years old compared to 33 across the country.

Table 3.7 shows the principal industrial sectors Millport residents are employed within, in rank order.

Table 3.7: Industrial Sectors Employment (%) 2011

2011	Millport	Scotland
% Human health and social work activities	24.8	15.0
% Wholesale and retail trade; repair of motor vehicles and motorcycles	12.9	15.0
% Accommodation and food service activities	10.7	6.3
% Education	10.2	8.4
% Administrative (including public and defence), support service	7.9	11.3

<sup>3</sup> Higher National Certificate, Higher National Diploma, Scottish Qualification 4

2011	Millport	Scotland
activities & social security		
% Construction	7.8	8.0
% Transport and storage	5.2	5.0
% Manufacturing	4.8	8.0

Almost a quarter of working people in Millport are employed in the sectors of human health or social work, almost 10% higher than across Scotland as a whole. This is followed by almost 13% employed in the wholesale and retail trade, or the repair of motors, 10.7% in accommodation and food service activities and 10.2% in education. Other significant sectors include administration (7.9%) construction (7.8%), transport and storage (5.2%) and manufacturing (4.8%).

### Businesses

There were 80 business located in the local area (town/wards) in 2007 (recent statistics requested) which was 3% higher than in 2004. However, when compared with the national average, Millport had a higher business density rate. In 2008, there were five businesses per 100 of the population in Millport. This was above the Scottish average of four (Source Town Centre Regeneration Fund Case Study, 2011)

Table 3.8 shows the principal types of occupations, in rank order.

Table 3.8: Occupations (%) 2001

2011	Millport	Scotland
% Caring, leisure and other service occupations	16.8	9.7
% Skilled trades occupations	15.7	12.5
% Elementary occupations	15.0	11.6
% Professional occupations	13.5	16.8
% Managers, directors and senior officials	11.5	8.4
% Administrative and secretarial occupations	10.0	11.4
% Associate professional and technical occupations	9.4	12.6

The caring, leisure and other service occupations account for 16.8% of employment in Millport, somewhat high than the national average. This is followed by 15.7% employed in skilled trades (3.2% above the Scottish average), 15% in elementary occupations (3.4% above the Scottish average), 13.5% employed in a profession (3.3% below the Scottish average), 11.5% as managers, directors and senior officials (3.1% above the Scottish average), 10% in administrative and secretarial occupations and a further 9.4% in associate professional and technical occupations.

Just over 50% of employed people travel to work by car, followed by 21.2% on foot. A further 16.8% work mainly at or from home. Only 6% travel by public transport.

In 2013 29.4% of 16 to 24 year olds in datazone 4508 (where the majority of Cumbrae residents live) were claiming key benefits compared to 12.7% in Scotland as a whole. For those aged 25 to 29 and aged 50 to 64 the figures for datazone 4508 are both 5% higher than the Scottish average.

### vi. Housing

Over two thirds of households (with residents) reside in an owned property (68.6%) which is higher than the Scottish average of 62%. (See Table 3.9) In contrast, only 4.1% of residences are rented from North Ayrshire Council. 27.3% of households live in other social or private rented accommodation, slightly higher than in Scotland as a whole (24.8%).

Table 3.9: Tenure (%) 2011

2011	Millport	Scotland
% owned	68.6	62.0
% private rented/living rent free	16.9	13.7
% other social rented	10.4	11.1
% rented from Council	4.1	13.2

The majority of households in Millport live in a flat, maisonette or apartment (57.7%), significantly higher than across Scotland as a whole (36.4%). (See table 3.10) The % of semi-detached properties is similar to the Scottish average, however there is a significantly less % of detached (12.5%) and terraced (8.2%) properties in Millport compared to Scotland overall (21.9% & 18.6% respectively).

Table 3.10: Accommodation Type (%) 2011

2011	Millport	Scotland
% flat, maisonette or apartment	57.7	36.4
% semi-detached	21.5	22.8
% detached	12.5	21.9
% terraced	8.2	18.6

Table 3.11 shows that the majority of properties in Cumbrae fall within Council Tax Bands A-C (between 77 & 89%), higher than the Scottish average of 61%. The proportion of Band A properties is high and Band F-H properties particularly low. The mean house sales price of housing in Scotland 2013 was just over £162,000. In the predominantly rural datazone of 4508 it was just over £170,000, in strong contrast to datazone 4503, which includes most of Millport, at only £80,000.

Table 3.11: Council Tax Bands (Datazones): 2013

2013	S01004503 (Millport: Central & West)	S01004508 (Millport East & remainder of Cumbrae)	Scotland
% Dwellings Council Tax Band A <sup>4</sup>	64	42	22
% Dwellings Council Tax Bands A - C	89	77	61
% Dwellings Council Tax Bands F - H	<1	4	13

The majority of households in Millport have electric central heating (62%), followed by oil central heating, (just under 20%) Only 5% of households have gas central heating and almost 10% of households have no central heating at all.

#### vii. Health

In 2011 only 37.4% of Millport residents considered their health to be very good, compared to 52.5% of the Scottish population as a whole. Those considering their health to be fair, bad or very bad were 28.2%, compared to the Scottish average of 17.8%. A fifth (20.7%) of Millport residents are disabled, higher than the Scottish average of 16.6%. Of those with a long-term health problem or disability 32.2% of Millport residents are limited a lot or a little in their movement, compared to the Scottish average of 19.7%.

There are 140 carers in Millport. Of those, almost two thirds (63.6%) are female, and over a third (38.6%) are aged 65 and over. In 2013 the rate of emergency hospital admissions (per 100,000 population) in Scotland was 29,326. In datazone 4503, containing the majority of the Cumbrae population this was significantly higher at 36,214.

<sup>4</sup> Band A = Cheapest; Band H = Most Expensive

### viii. Deprivation Statistics

All datazones in Scotland are ordered from the most deprived to least deprived on each of the seven types of deprivation and then assigned a rank. The most deprived datazone is ranked 1, and as there are 6,505 wards, the least deprived ward has a rank of 6,505. Table 3.12 shows the overall rankings of both Cumbrae datazones from 2006 to 2012. During this period Millport Central and West (4503) shows a higher level of deprivation than datazone 4508. Both datazones have improved since 2009 with datazone 4503 up 320 places and datazone 4508 up 188 places. Neither is in the 20% most deprived in Scotland.

Table 3.12: Datazone Deprivation Rankings 2006-2012

2013	2006	2009	2012
S01004503 (Millport: Central & West)	1,294	1,275	1,595
S01004508 (Millport East & remainder of Cumbrae)	3,042	2,918	3,106

Table 3.13 shows the deprivation rankings for the seven measures of deprivation, together with their decile rankings. In datazone 4503 housing deprivation is ranked in the 10% most deprived, and in the 15% most deprived for employment. Datazone 4508 is in the 15% most deprived for geographical access to services and in the 20% least deprived for crime.

Table 3.13: SIMD<sup>5</sup> Datazone Domain Ranks & Deciles

2012	S01004503 (Millport: Central & West)	S01004503 SIMD Decile	S01004508 (Millport East & remainder of Cumbrae)	S01004508 SIMD Decile
<b>Overall</b>		<b>3</b>		<b>5</b>
Income	1,951	3	3,592	6
Employment	901	2	3,170	5
Health	1,526	3	2,734	5
Education, Skills & Training	3,073	5	3,317	6
Geographical Access to Services	3,165	5	820	2
Housing	469	1	2,880	5
Crime	3,387	6	5,750	9

## SOCIO ECONOMIC PROFILE: CONCLUSIONS & ECONOMIC CHALLENGES

The review of the seven data sets for Cumbrae/Millport highlighted:

- An ageing population: average age of the population of Millport is 50.9 years, higher than the national average of 40.3 years
- In Millport there is almost double the % of single person households (25.2%) with the resident aged over 65 compared to 13.1% in Scotland as a whole.
- over a third of Millport residents have no qualifications (35.6%) compared to (26.8%) across Scotland
- Millport has a lower economically active % and higher economically inactive % of residents compared to Scotland average
- % of self-employed in Millport is higher, at 9.6% compared to 7.5% across Scotland.
- Almost a quarter of working people in Millport are employed in the sectors of human health or social work, almost 10% higher than across Scotland
- There are 140 carers in Millport, almost two thirds (63.6%) are female and over a third (38.6%) are aged 65 and over
- Just over 50% of employed people travel to work by car, followed by 21.2% on foot. A further 16.8% work mainly at or from home.

<sup>5</sup> Scottish Index of Multiple Deprivation (SIMD)

#### 4. MILLPORT & CUMBRAE: 2025 ECONOMIC VISION

This Chapter summarises the outcomes of the two workshops that were held in March and August and outlines the resulting 2025 economic vision for Millport and Cumbrae based on the discussions at the workshops.

##### ECONOMIC PLAN SCOPING WORKSHOP

Around thirty people attended the Workshop held in the DA Hall on Monday 30 March 2015. This included representatives from the public sector (e.g. North Ayrshire councillors & officers, HIE, SportScotland) private sector (e.g. bike hire, gift shop, tea shop, accommodation providers) and third sector (e.g. CCDC, IoCICC, FSC, Elderly Forum). After the welcome and a presentation to set the policy and socio economic context, a facilitated plenary discussion was held that focussed on three questions. The questions considered and the main responses are summarised in the table below.

1. What is Millport's role in Cumbrae/North Ayrshire/Scotland?	2. Where is the Cumbrae/Millport economy going?  What could the Millport economy be like in 2025?
<ul style="list-style-type: none"> <li>- Main town providing retail, services &amp; community facilities</li> <li>- Visitor economy is crucial: facilities need to continue to be improved</li> <li>- FSC (with new investment), National Sailing Centre, Garrison House &amp; Cathedral of the Isles are 'centres of excellence' with significant visitor potential</li> <li>- Current focus is seasonal day trip market</li> <li>- Role in marine tourism/sailing/water sports could be strengthened: more moorings &amp; 'step ashore' facilities</li> <li>- Base for environmental/wildlife focused breaks: (coastal &amp; marine, flora/fauna)</li> <li>- Location for small businesses</li> <li>- Address ageing island population: good community facilities in 'fit for purpose buildings'</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthened visitor economy: opportunity to increase economic value &amp; impact</li> <li>- Need more small businesses/start ups</li> <li>- More visitor spending but ensuring supply chain spending is retained locally: local food suppliers opportunity</li> <li>- Exploited FS, National Sailing Centre, Cathedral of the Isles Garrison House as national &amp; international (?) 'centres of excellence'</li> <li>- Targeted higher spending visitors/ staying longer as well as day trippers: niche markets &amp; taster packages</li> <li>- Requires improved accommodation: more choice (hotel, self-catering, bunk house, camping/glamping)</li> <li>- Attractive programme of events and festivals are a key component of the visitor economy</li> <li>- Retained &amp; encouraged younger people/families to return</li> <li>- Benefitted from the Conservation Area Regeneration Scheme funding</li> <li>- Effectively marketed as a destination with one coordinated accessible web portal</li> <li>- Cumbrae 'brand' launched</li> <li>- Housing choice has improved: attractive for families</li> </ul>
3. What the challenges / threats looking to 2025?	
<ul style="list-style-type: none"> <li>- Public sector budget cuts: NAC priorities change</li> <li>- Private &amp; third sectors don't rise to challenges</li> <li>- Building a consensus on &amp; then delivering agreed priorities: action not words!</li> <li>- Coordinating the third sector response involving CCDC &amp; IoCICC working together</li> <li>- Investment in improved visitor facilities does not materialise</li> <li>- Other west coast 'cold Island' destinations like Arran become even more popular at the expense of Millport</li> </ul>	

After the plenary sessions the attendees went into four smaller groups to discuss the Millport and Cumbrae: 2025 Economic Vision under the following topic groups:

- 1: Economic Infrastructure
- 2: Visitor Economy
- 3: C.A.R.S
- 4: Community Enterprise/Third Sector

The main conclusions from the group discussions are reflected in the Action Plan programmes that were presented at a follow up Delivery Workshop and summarised in Chapter 6.

### DELIVERY WORKSHOP

The Delivery Workshop was held at the new FSC Scotland facility on 31 August 2015 and attended by around forty five people and nearly half had attended the first workshop. Again there was a good representation of private, third and public sector representatives. After the welcome there was a presentation on the conclusions from the first workshop, the emerging vision, the four action plan programmes and their constituent projects. The presentation included contributions from the floor from:

- Frank Corcoran: Chairman Isle of Cumbrae Initiative Community Company
- Rob Lucas: CEO Field Studies Council
- Michael Bertram CEO Cumbrae Community Development Company
- Michael Gallacher: Chairman Millport Holiday Village/Complete Solutions(FM) Ltd

After the presentation the attendees went into four smaller groups to discuss the visions and four programmes (above).

<p><b>Delivery Workshop: General Issues Raised</b></p> <ul style="list-style-type: none"> <li>- Vision looks comprehensive</li> <li>- Strong support for a more sustainable/low carbon Island</li> <li>- Vital that people and organisations on Cumbrae work more closely together to agree and deliver on priorities</li> <li>- Organisations need to be more transparent</li> <li>- Delivering projects was crucial and an overall ‘coordinating vehicle’ was essential</li> </ul>
<p><b>1. Economic Infrastructure</b></p> <ul style="list-style-type: none"> <li>- Visitor moorings &amp; marine leisure facilities were a high priority</li> <li>- Increasing the occupancy of West Lodge Business centre is important. Complete Solutions (FM) has leased some space</li> <li>- Ladder of space for creatives would be beneficial</li> <li>- Affordable housing for young families is crucial</li> </ul> <p>One Project To Make Most Difference: <b>Cycle hub &amp; increase/improve routes</b></p>
<p><b>2: Visitor Economy</b></p> <ul style="list-style-type: none"> <li>- Moorings &amp; marina type facilities were seen as a priority</li> <li>- Important that projects were delivered: need to see tangible progress</li> <li>- More planned events/festivals &amp; wet weather opportunities</li> <li>- High priority projects: moorings/marina, cycle hub, holiday village, festivals</li> <li>- Tourism BID could promote marketing/branding</li> </ul> <p>One Project To Make Most Difference: <b>moorings/marina</b></p>
<p><b>3: C.A.R.S</b></p> <ul style="list-style-type: none"> <li>- Town Hall is a priority but need to ensure that the building is very actively used in the future</li> <li>- What happens to the DA Hall?</li> <li>- Comprehensive shop front improvements could be a ‘quick win’</li> </ul> <p>One Project To Make Most Difference: <b>Town Hall</b></p>

#### 4: Community Enterprise/Third Sector

- Garrison House Development Framework/Masterplan is a high priority and being actively progressed by CCDC

- Reducing carbon footprint & focussing on renewables is a high priority

- Self-build family housing was seen as a lower priority

One Project To Make Most Difference: **Garrison House Development Framework/Masterplan**

The outcomes of the Delivery Workshop have been reflected in the prioritisation of projects in Chapter 5.

#### THE CUMBRAE/MILLPORT ECONOMY: FUTURE PROSPECTS

The UK economic recovery now remains on track and the IMF is projecting 2.7% real GDP growth in 2015. The EY Scottish Item Club (June 2015) maintains that the Scottish economy will continue to grow this year but it is no longer keeping pace with the UK as a whole. EY is predicting growth of 2.2% in Scotland this year, undershooting UK growth by about 0.5% in 2015. The recovery is being driven primarily by the services sector, but there has also been positive news over the past year from the construction and manufacturing sectors. The acceleration in GDP growth has been driven primarily by consumer spending as employment and confidence have risen. Fixed investment has also picked up from a low base over the past year, as both business investment and housebuilding have risen.

Looking to the next ten years the decline in the population of Cumbrae/Millport (1,376/1,275) needs to be arrested and efforts to retain and attract younger people and families will be essential. Part of the answer is ensuring that the relatively small, fragile but contained local economy responds to the challenges and opportunities identified above. The global economy is also continuing to evolve and the pace of technological change is creating new opportunities including for the visitor economy, while making older business practices obsolete and the competition for the brightest people is intensifying. Long-term economic competitiveness demands competitive businesses that innovate and create high quality jobs. The Millport economy of 2025 cannot isolate itself from these trends and will also need to take account of these promising and slightly bleaker longer term trends like smart cars, more flexible working patterns with more working from home using superfast fibre optic broadband and more pressure to move to a lower carbon economy and become CO2 neutral as a consequence of climate change.

Part of the challenge here to recognise the fundamental economic role and emerging importance of enterprise, business start-up, wildlife tourism, culture/arts and creative industries can play in enhancing Millport as a small but **forward looking visitor destination**. Crucially Cumbrae will need some more strong new businesses and the overall infrastructure to support them, the two are mutually dependant. Therefore there will also be a continuing need to promote appropriate development and deliver the essential economic infrastructure including a serviced employment site and 'fit for purpose' buildings. Attracting and retaining families and working age talent will also be essential. As a result of these kinds of interventions the wider Cumbrae/Millport economy in 2025 will have become even more resilient to recessionary shocks.

Cumbrae's natural, built and cultural assets are also what make the island distinct and special, with four emerging 'centres of excellence' namely:

- the Field Studies Council facility that will have had around £4m invested;
- National Sailing Centre;
- Garrison House &
- Cathedral of the Isles.

Increasingly these assets are likely to become the cornerstones of the visitor economy and making Cumbrae a very attractive place to visit. The attractive natural environment and wildlife tourism offer could underpin Cumbrae's improving food and drink offer and emerging creative industries sector. Working with the natural and built environment is a key component of sustainable economic development. Cumbrae's high quality natural environment needs to be viewed as an economic asset, not an obstacle to securing sustainable economic growth.

## MILLPORT & CUMBRAE 2025 VISION

In ten years the Isle of Cumbrae and Millport is:

*'An accessible, welcoming, economically dynamic and culturally vibrant island, with strong new and established businesses in growing sectors and competitive infrastructure to support them. The businesses provide quality jobs and higher value employment opportunities. Millport itself is a very contemporary thriving small town and hub for the island with an intriguing focus on independent businesses, built heritage, cycling, community facilities, sports, arts and the creative industries.*

*Cumbrae is now appreciated as island with distinctive centres of excellence in field studies, sailing/water sports, community activities and music and a magnificent range of habitats and species with an exceptional wildlife tourism offer. The island is admired for its flourishing business, enterprise and ambition of residents, the quality of environment and its low carbon economy.'*



The values that underpin the vision are worth stating, namely to recognise the importance of:

- The distinctive setting, built and natural environment of Cumbrae, the high quality of life that the island offers and the opportunity to move to a low carbon economy;
- Creativity, innovation and celebrating enterprise;
- Attract higher value-added activities and jobs underpinning long term economic success;
- Economic growth from within Cumbrae as a means to create wealth and well-being for existing and new residents and businesses.

Four themes have been identified and refined based on the economic development policy review, socio economic baseline research, consultations and workshops. The themes have helped drive and shape the Millport & Cumbrae Economic Plan 2015 and help move to the 2025 vision. The four interrelated themes are:

- 1: Economic Infrastructure
- 2: Visitor Economy
- 3: C.A.R.S
- 4: Community Enterprise/Third Sector

The four programmes and twenty two projects were reviewed at the Delivery Workshop and are described in the next chapter.

## 5. MILLPORT & CUMBRAE: ECONOMIC PLAN 2015

## PROGRAMMES PROJECTS & PRIORITIES

This chapter summarises the four programmes and twenty two projects with priorities indicated that comprise Millport & Cumbrae Economic Plan 2015.

### PROGRAMME 1: DELIVERING ECONOMIC INFRASTRUCTURE

*To facilitate economic growth, investment in infrastructure for the visitor economy, service business and in placemaking in Millport and Cumbrae.*

Cumbrae is identified by HIE as a ‘fragile’ area. Fragile areas are characterised by weakening of communities through population loss, low incomes, limited employment opportunities, poor infrastructure and remoteness. A **stronger entrepreneurial business base in Millport**, promoting new uses in vacant and underused sites and buildings and a much more active town centre are essential components in tackling this fragility and sustaining economic growth in Cumbrae. Investment in economic infrastructure including the delivery of **high speed broadband** will be crucial for Cumbrae.

Millport needs to evolve as a more distinctive and compelling destination where enterprise, commercial, retail, public, arts/cultural and social functions overlap with a diverse range of uses. A more diverse range of uses is fundamental to appeal to local residents, young people, professionals, families and visitors. In this context projects that diversify uses in Cumbrae and Millport town centre and promote enterprise, business /start up/incubation/acceleration, creativity, culture, arts/music and appeal to young people will be crucial. A ladder of accommodation for start-ups and growing local businesses and targeted particularly at the creative industries will be required. The new ‘**Team North Ayrshire**’ approach can be delivered in Millport so that all partners are working together to ensure local businesses, including new start-ups, have access to the wealth of expertise and financial support available.

Millport town centre also needs to evolve to meet the broader needs of the island communities that it will serve for the next 50 years and visitors, with something for everybody: young, families, older people and with a focus on people and how they interact with and use places in Millport. This could mean a smaller retail core, supplemented by the introduction of a wider range of uses, as well as a greater number of small business and improved community and visitor facilities at the refurbished Town Hall and at Garrison House. Town centres of the future need to move beyond retail and be proactive centres for enterprise, living, culture, entertainment, leisure, shopping, business and civic activity.

The Scottish Government’s ‘Town Centre Empty Homes Fund’ aims to **regenerate empty commercial spaces** and convert them into affordable residential accommodation either for rent or sale. The fund is a mix of £2m grant and a £2m no interest loan and targets ‘problem’ empty commercial spaces. Initial eligible criteria stated are: town centre commercial properties must have been vacant for six months or more be in a state of repair not suitable for letting, with an expectation that the space would remain empty long-term if support not available. North Ayrshire Council should explore this new funding opportunity in Millport together with the CARS funding (Programme 3).

**Improving and better managing car parking** in Millport on popular visitor ‘fair weather’ or events days will be essential. The reduced cost of the ferry as a result of implementing Road Equivalent Tariff (RET) will also increase pressure to tackle the challenges for visitors, coach parties and residents. CalMac Ferries are also introducing a smart card travel pilot. Promoting sustainable transport particularly more walking and cycling on Cumbrae will be fundamental. (Programme 2 includes improvements to the cycle network). People should be given a ‘real choice about how they travel’, new development should facilitate the use of sustainable transport modes and ‘work from home’ developments should be promoted to minimise unnecessary journeys. Cumbrae also needs to offer more affordable housing to attract and retain young people and families and give people a wider choice of quality homes and opportunities for home ownership and renting. Housing developments need to be to a higher greener standard, in accessible locations and designed to encourage sustainable, inclusive and mixed communities.

**Marine tourism** is a priority sector at both the Scottish and North Ayrshire levels and one of Scottish tourism's sleeping giants. Sailing and boating already generating over £101m of expenditure and directly support the employment of almost 2,730 jobs. With coordination and effort at the Cumbrae level there are significant opportunities to further strengthen the sector.

Recent structural surveys of **Millport Pier** have identified that, in the medium term, investment works will be required to resolve coastal flooding issues and accommodate tourism uses. As a result NAC then commissioned an economic analysis of options from Optimal Economics & Wallace Stone and the preferred design option to emerge is to replace the wooden pier with a rock breakwater of 60 metres. This option produces the greatest net benefit to Cumbrae because facilities for visiting yachts and leisure boats would be enhanced however it would result in an end to visits by the Waverley. The option has been approved by the Cabinet of North Ayrshire Council with a capital cost is £1.97m. Identifying sources of external funding to further develop this option will be required.

**Figure 5.1: Deliver Economic Infrastructure: Priority Projects**

Project	Actions	Lead Agency/ Key Partners	Timescale / Priority Impact	Next Steps
<b>1.1 Provide Additional Visitor Moorings/ Marine Leisure Facilities: Proactively Managed By CCDC</b>	In the short term the opportunity to provide additional moorings to encourage sailors to spend time/money in Millport and generate some revenue should also be explored. CCDC have established a Moorings Association to manage moorings through a CCF funded project. This includes the rental/ownership of the small weigh station building on the Pier currently owned by NAC as a base.	CCDC  North Ayrshire Council	Short High	CCDC & NAC to finalise principles
<b>1.2. Millport Pier: Capital Investment /Marine Leisure Facilities</b>	NAC has allocated £0.5m within the capital programme and implementation of preferred option requires additional funding to be secured (e.g. SG: coastal protection & flood defence, CCF & HIE) and implications for and synergy with the George Hotel project (see Project 3.1) to be assessed	North Ayrshire Council Regeneration  HIE CCF SG	Medium High	Further design work to wait until additional capital cost funding commitments are in place.
<b>1.3 West Lodge Business Centre: Target Marketing</b>	The business space at West Lodge house is currently partly occupied. The space is 'turnkey ready' with office furniture and contact centre telephone equipment. A proactive and effective short term marketing initiative is required to identify other potential occupiers. Target markets could include:  - Outsourcing contact centre operators like Webhelp ( <a href="http://www.webhelp.com/uk/">http://www.webhelp.com/uk/</a> ) & Teleperformance who could be offered incentives including early recruitment training of loyal local staff - Third sector social innovation operator like The Melting Pot	CCDC  Team North Ayrshire Business Gateway	Short Medium /High	CCDC to undertake intensive marketing

	<p><a href="http://www.themeltingpotedinburgh.org.uk/">http://www.themeltingpotedinburgh.org.uk /</a></p> <ul style="list-style-type: none"> <li>- Intensive marketing of the space for Cumbrae based start-up/small businesses: offer opportunities to a 3/4 service businesses for up to a twelve-month period for start-up businesses to test-trade their business idea in the supportive environment of a 'young enterprise incubator' with strong support from Team North Ayrshire.</li> </ul>			
<b>1.4 'Ladder' of Creative Workspace</b>	<p>Workspace targeted at the creative industries to include low rentals, broadband/WiFi, flexible rental terms, supportive shared services, rooms with good natural light in existing vacant space in Millport. Examples of potential target properties include the DA Hall and the other huts on the Garrison Estate linked to the investment in the Town Hall (Project 3.2), and focussing on arts/craft/'makers'.</p> <p>WASPS (Workshop and Artists' Studio Provision Scotland Ltd) is charity that provides affordable studios to support artists and arts organisations. WASPS currently house 800 artists and 23 arts organisations at 17 buildings across Scotland.</p> <p><a href="http://www.waspsstudios.org.uk/about-us">http://www.waspsstudios.org.uk/about-us</a></p>	<p>CCDC &amp; WASPS to explore the possibilities of a partnership to deliver a network &amp; ladder of affordable space to support artists in Millport &amp; Cumbrae.</p> <p>Private owners</p> <p>HIE</p>	<p>Short Medium</p>	<p>Identify &amp; audit of suitable space</p> <p>Contact owners</p> <p>Negotiate e principle with WASPS</p>
<b>1.5 Proactive Planning Initiative</b>	<p>In Cumbrae/Millport this could involve:</p> <ul style="list-style-type: none"> <li>- Contacting landowners and encouraging them to bring their property back into use</li> <li>- Helping them to source grants/loans and to navigate through the consents that they need, particularly for historic buildings.</li> <li>- If landlords and leaseholders do not behave responsibly, using statutory powers such as Planning Section 179 notices, the Power to Advance Well-Being, repairs notices and Compulsory Purchase Orders.</li> <li>- An 'enforcement action list' of high priority owners should be drawn up.</li> <li>- North Ayrshire Council can also submit planning applications for key sites to gain planning consents for speculative proposals which can then be used to market sites.</li> <li>- Review of the Local Development Plan to actively identify additional areas/land for housing development and start negotiations with land owners to release sites.</li> </ul>	<p>North Ayrshire Council</p> <p>Private Owners</p>	<p>Short Medium</p>	<p>Agree principles</p>
<b>1.6. Respond To Working Age</b>	<ul style="list-style-type: none"> <li>- Respond to working age peoples housing needs, attract and retain more young</li> </ul>	<p>North Ayrshire Council</p>	<p>Medium/ Long</p>	<p>Identify sites</p>

<b>People's Housing Needs</b>	people to Cumbrae by increasing the supply of affordable housing stock  - Focus on existing brownfield sites & vacant property in Millport to identify two demonstration projects  - Work with Registered Social Landlords to increase the local supply of affordable social rent accommodation  - Actively promote building homes to a higher greener standard	Town Centre Empty Homes Fund  Property Owners  RSL's  Local Housebuilders	term:  High	Agree partnership principles
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## PROGRAMME 2: DEVELOPING THE VISITOR ECONOMY

*To proactively develop the existing Cumbrae visitor economy and target higher spending visitors to stay longer on the island.*

There is an opportunity in Cumbrae to work even more closely with the existing tourist businesses, and encourage more collaboration between business to help themselves and to drive the visitor economy even more effectively. The aim is to build on Cumbrae's long established reputation for 'daytrip visitors' and sailing/watersports and growing reputation in **wildlife tourism**, events, festivals. The FSC with the new investment, National Sailing Centre, Garrison House and Cathedral of the Isles are tangible 'centres of excellence' with significant visitor potential. The four centres need to collaborate, continue to be actively promote and explore opportunities for joint initiatives.

Overall the number of people visiting the UK's coastline is down by about a third in 10 years (*Source: National Trust/YouGov Research: August 2015*). The recent report highlights the decline in visitor numbers between 2005-15 - from 62% to 42% of respondents and this equates to a third or 20 percentage points. It seems those aged 18-24 are far less connected to visit the coast than those aged 55 and over. In Cumbrae there is a real opportunity to radically change this trend and look to appeal to younger people and across generations.

Improvements and expansion of George Hotel as part of a 'joined up project' with improvements to the Pier (Project 3.1) could be a significant investment. Major investment in the form of the Millport Holiday Village at West Bay, west of Millport was announced by Complete Solutions (FM) Ltd in August. The proposals include a hotel and spa, retirement housing, indoor swimming pool, cinema and function hall and 5MW solar farm. Detailed feasibility and financial appraisal work is now being undertaken, so as to obtain the necessary planning and other statutory consents. If secured the project will a major boost for the Cumbrae visitor economy and cater for the growing 'staycations' market.

**Marine tourism** is a priority sector (See Programme 1) and *The National Strategy: Tourism 2020* (June 2012) was developed to target those visitor markets that offer the greatest growth potential, to collaborate within and across Scotland's tourism destinations. The Strategy aims to develop the authentic memorable experiences that today's visitors seek and delivered to the consistently high quality they expect. '**Nature, Heritage & Activities**' and '**Destination Towns and Cities**' are confirmed as two of four specific market opportunities. The *Ayrshire & Arran Tourism Strategy 2012-2017* also highlights **sailing and water-sports** including adventure sports & marine/coastal activities is one of three priorities in the Strategy. Cumbrae also already hosts a series of **events and festivals** including September Weekend, Millport County & Western Weekend, Scooter Rally, Sail and Oar Festival and the Cumbrae Queen Gala Day.

In this context Cumbrae can be promoted as a destination with a network of local attractions that encourages visitors to stay longer and spend more. The National Strategy defines a destination as 'where the visitor eats, sleeps, discovers and explores'. Cumbrae needs to invest in the appropriate infrastructure, quality offer, facilities and programme of events. Local accommodation, food and drink, events, independent retail and transport sectors need to work even more closely together and to actively develop and promote the visitor economy in Cumbrae. The objective has to be to increase income generation and improve the resilience of the tourism

businesses. Therefore there is also an opportunity to explore establishing a **Tourism Business Improvement District (BID)** in Cumbrae to ensure local tourism business work even more closely together to develop Cumbrae as a destination through a series of agreed additional marketing activities, initiatives and services. The BID would provide a sustainable financial model to deliver the agreed key Action Plan programmes and priority projects.

The 'Ayrshire Smiles' training initiative was developed by Ayrshire & Arran Tourism Team with a wide variety of industry partners and supports the aims and ambitions of the Ayrshire & Arran Tourism Strategy 2012-2017. The Strategy recognises the importance that the people of Ayrshire and the service they deliver make to the overall visitor experience. Ayrshire Smiles promotes a free of charge online course that mixes customer service training with destination knowledge and is designed to inspire people involved in tourism and hospitality to share their passion for the area and give a genuine warm welcome to visitors. It presents an excellent vehicle for creating a consistent and quality foundation to customer service.

Cumbrae is already a 'paradise for cyclists' with visitors bringing their own bikes across on the ferry or hiring them from one of the three bike hire shops. The Great Cumbrae Island Loop is promoted on the Sustrans web site and the possibility for the route to be part of the National Cycle Network is already being explored with Sustrans and further investigated through the Cumbrae Community Links project in 2015/16. The funding secured for this project also aims to implement the next phase of the Cumbrae Coastal Path and investigate the feasibility of a route between Millport and the Ferry Terminal.

It has also been recognised in different locations of the UK that **cycling hubs** are a good idea and cycling is growing exponentially in popularity using this principle. The potential for promoting cycle tourism hub on Cumbrae as a focal concept for integrating local cycle routes with national routes needs to be tested. The Cumbrae 'cycling hub' could be promoted as part of a wider cycling holiday product that could be developed in ways that would appeal particularly to those interested in centre-based breaks/longer holidays and day rides. These are markets which may not be widely catered for on Cumbrae but which hold significant potential for growth for visitors AND residents.

Funding for cycle hubs in Scotland has tended to concentrate on active travel and promoting modal shift rather than recreational activity. It would therefore be beneficial for any cycle hub proposal to include promoting cycling within the community for everyday journeys in preference to the private car. Issues such as cycle parking provision at local facilities and attractions which may also currently act as a barrier to active travel within the community will also need to be considered. At present the main focus for cyclists is cycling around the island itself. Consideration of the potential to increase the offer for cyclists for example through the **construction or promotion of new routes** would be essential to build on the offer available. This would require further investigation with landowners to establish if there is an appetite/willingness for the construction of new routes and/or the promotion of off-road cycling. Land owners agreements would therefore be critical to the success of the delivery of the project.

Cycle hire is a key business activity on the island therefore it is essential that any cycle hub proposal be complementary to the existing business offer on the Island. A new social enterprise project is developing at Kilwinning which aims to recycle bikes and a Service Level Agreement is being prepared between the project and NAC regarding the recycling of bikes taken to the Civic Amenity Sites and Landfill. There may be potential to link any cycle hub project to this project if it goes ahead.

Cycling hubs are 'centres' therefore have something special to offer **all types of on and off-road cyclists** (where possible), whether they be touring, centre-based, or just out for the day. This includes a variety of high quality routes accessible from the hub, together with ample cyclist-friendly facilities, services and information. The hybrid hub concept for Cumbrae would need to have popular local support and endorsement from North Ayrshire Council, Cumbrae businesses, Sustrans and residents and other bodies. In the medium term, appropriate marketing of the hub and mechanisms for developing and maintaining a choice of cycle routes and facilities would need to be in place. It may be beneficial for the proposed cycle hub on Cumbrae to be a hybrid so as to cover

both the community and visitors' needs. Cycling hub status could bring wider significant benefits including:

- Building an even stronger reputation for Cumbrae as an outdoors-orientated destination;
- Generating regular income for the local economy;
- Helping to ensure that ALL cycle routes and facilities are well maintained;
- Encouraging local people, as well as visitors, to cycle more and
- Contribute to local tourism plans and regeneration strategies.

Figure 5.2: Developing The Visitor Economy: Priority Projects

Project	Actions	Lead Agency/ Key Partners	Timescale/ Priority Impact	Next Steps
<b>2.1. Investing Collectively: Developing &amp; Delivering A Cumbrae Tourism Business Improvement District</b>	<p>The Tourism BID would deliver:</p> <ul style="list-style-type: none"> <li>-Increase visitor numbers</li> <li>-Increase length of stay</li> <li>-Increase visitor spend</li> <li>-Help sustainability of tourism businesses</li> <li>-Create jobs</li> <li>- Improve the visitor experience</li> </ul> <p>Tourism BID would be coordinated, developed and managed by businesses to provide additional services activities and projects to make Cumbrae and the surrounding area more of year round destination and to benefit the local economy.</p> <p>Projects could include destination development, marketing, branding and promotion would be partly funded through a compulsory levy. Levy calculated on non-domestic rates or agreed fee</p> <p>Good practice example: <b>Uniquens:</b> Inverness and Loch Ness Tourism Business Improvement District</p>	<p>Establish BID Steering Group</p> <p>BIDS Scotland</p> <p>Businesses</p> <p>Four Centres of Excellence</p> <p>North Ayrshire Council</p> <p>HIE</p> <p>VisitScotland</p>	<p>Medium term</p> <p>High</p>	<p>Businesses would vote to invest collectively in local improvement.</p> <p>BID voting governed by legislation: can go ahead:</p> <ul style="list-style-type: none"> <li>- if minimum turnout of 25% of eligible voters</li> <li>-more than 50% of businesses vote in favour</li> <li>-must represent more than 50% of the rateable value of businesses that vote.</li> </ul>
<b>2.2 Millport Holiday Village at West Bay</b>	<p>Proposals include a hotel and spa, retirement housing, indoor swimming pool, cinema and function hall and 5MW solar farm</p>	<p>Complete Solutions (FM)</p>	<p>Medium High</p>	<p>Detailed feasibility and financial appraisal work</p>
<b>2.3. Invest in Skills &amp; WorldHost™ Programme: Businesses in retail, hospitality, leisure and</b>	<p>This initiative would build on the online Ayrshire Smiles training module. Aim is to help businesses gain an even more competitive edge: Skills Development Scotland/Visit Scotland are working in close partnership with People 1st to</p>	<p>Business Gateway</p> <p>Ayrshire Smiles</p> <p>Skills Development Scotland</p>	<p>Medium term</p> <p>Moderate</p>	<p>Initiate discussions</p>

transport	<p>provide WorldHost customer service training in Scotland.</p> <p>Funding is available to individual businesses/employees from Flexible Training Opportunities and ILA Scotland. Aim for Cumbrae businesses to be WorldHost™ accredited.</p> <p>WorldHost™ recognised business status is awarded to businesses which have trained 50% or more of their front-line staff using any of the WorldHost training programmes and signed a commitment to delivering excellent customer service.</p>	<p>VisitScotland</p> <p>HIE</p>		
<b>2.4 Millport Festivals: Strategic Development Coordinator</b>	<p>Work to unlock support to establish a stronger festivals co-ordinating ‘organisation’ to lead on joint strategic development, unlock longer term corporate sponsorship and maintain the festivals/events competitive edge. Key objectives would include to:</p> <ul style="list-style-type: none"> <li>- Act on behalf of and represent the collective strengths of the different events/festivals</li> <li>- Explore the possibilities for longer term corporate sponsorship and more secure funding</li> <li>- Develop and deliver collaborative projects and initiatives which support creative industries growth, evening economy, product development, leadership and audiences</li> <li>- Help sustain events/festivals in Cumbrae and its role as an ‘events’ destination.</li> </ul>	<p>CCDC</p> <p>BID Steering Group</p> <p>VisitScotland</p>	<p>Short term</p> <p>High</p>	<p>Agree principles</p>
<b>2.5 Improving Choice of Visitor Accommodation &amp; High Value Visitor Packages: International Markets</b>	<p>Opportunity to review the existing provision of visitor accommodation on Cumbrae to ensure sufficient choice of accommodation (e.g. ‘bolt hole’, bunk house, camping/glamping) of the right quality appropriate for today’s markets. Depending on the outcome of the review actively promote Millport and other specific opportunities. (Link to Project 4.2. Garrison House:</p>	<p>CCDC</p> <p>North Ayrshire Council</p> <p>VisitScotland</p> <p>HIE</p> <p>Accommodation providers, restaurants &amp; key local venues.</p>	<p>Short/ Medium term</p> <p>High</p>	<p>Agree principles</p>

	<p>Estates Development Framework Plan.)</p> <p>Work with tourism &amp; cultural organisations, local accommodation providers, restaurants and key local venues to develop co-ordinated, high value visitor packages and to increase the value of tourism and culture to the Cumbrae economy. E.g. targeting the growth markets identified in <i>Tourism Scotland 2020</i> namely 'home turf, near neighbours, distant cousins &amp; emerging markets'.</p>			
<b>2.6 Cycling Hub</b>	<p>Explore the possibilities of establishing a cycling hub on Cumbrae possibly located in an existing building. The hub could include:</p> <ul style="list-style-type: none"> <li>- active travel and promoting modal shift</li> <li>- focus for maintaining a choice of cycle routes and facilities</li> <li>- establishing a link into the Sustrans' NationalCycle Network</li> <li>- Sustrans &amp; locals volunteer base</li> <li>- refurbishing bikes project.</li> </ul>	<p>Businesses</p> <p>CCDC</p> <p>IoCICC</p> <p>Sustrans</p> <p>Third Sector</p>	<p>Long term</p> <p>High</p>	<p>Agree principles: physical/ virtual or both</p> <p>Establish private sector interest.</p> <p>Formal agreement with Sustrans</p> <p>Confirmation of preferred site/building</p>
<b>2.7 Improve Marketing Branding &amp; Promotion</b>	<p>Improve the marketing and promotion of Cumbrae includes identifying and promoting an improved brand. To include quality visitor offer, marketing/availability of accommodation and, things to do, etc</p>	<p>CCDC</p> <p>Private sector</p> <p>Visit Ayrshire</p> <p>VisitScotland</p> <p>HIE</p>	<p>Short term</p> <p>High</p>	<p>Draft brief &amp; ITT for appropriate design agencies.</p> <p>Appointed agency to produce brand manual for Cumbrae. include brand identity and how visuals will be used in communication materials, apps, signs, web site etc</p>

### PROGRAMME 3: DELIVERING THE CONSERVATION AREA REGENERATION SCHEME (CARS)

*To actively promote and deliver the Conservation Area Regeneration Scheme to ensure that the built heritage, economic and community benefits are maximised.*

Millport has been allocated £750k in Round 6 (2015 - 2020) of the Historic Scotland Conservation Area Regeneration Scheme with match funding from North Ayrshire Council and the overall five year budget will be £1.25m. The scheme will provide financial assistance, over the period, for Conservation Area based regeneration and conservation initiatives. The Scheme can fund:

- Repairs programme for priority projects: that could include the George Hotel & The Town Hall;
- Small grants scheme (to homeowners and retailers in Main Street);
- Community engagement through providing training opportunities in traditional skills and through education programmes;
- Training opportunities for traditional craftsmen;
- Public realm conservation and restoration (e.g. Quayhead) and
- Administration costs including the appointment of a dedicated part time project officer.

A priority project in Millport will be to target shop front improvements and the precise scope and geographical coverage will need to be confirmed. Shop fronts are often the most clearly visible part of a building's façade and they can make a significant impact on the appearance of Millport's conservation area. They contribute to people's first impression of town and their condition can affect a town's image, either positively or negatively. There are also likely to be opportunities to provide business development, 'shop doctor' and marketing/social media support in tandem with the physical improvements.

External repairs and improvement to the Town Hall is a priority for the CARS project and highlights the need for the community to take longer term decisions on the provision of community facilities in Millport. Currently neither the Town Hall nor the DA Hall is particularly well used and both will need investment to ensure they are fit for purpose and energy efficient in the future. Therefore a sustainable long term solution is required that could focus on one modern, energy efficient DDA compliant building in Millport providing a range of community and wet weather visitor facilities for the 21st century.

Other specific emerging projects are highlighted below and could include the redesign of the public space at the Quayhead to improve access for public transport, deliver a welcoming gateway for visitors and the opportunity for some events space as well as outdoor seating for businesses.

**Figure 5.3: Conservation Area Regeneration Scheme: Priority Projects**

Project	Actions	Lead Agency/ Key Partners	Timescale Priority Impact	Next Steps
<b>3.1. George Hotel</b>	Promote a 'joined up project' with improvements to the Pier (Project 1.1), unlock private investment and maximise the leverage of CARS investment.	Private owner  North Ayrshire Council Regeneration & Estates  CARS	Short term High	Discussion with owner and NAC Estates to facilitate expansion on NAC land including relationship with Pier project. CARS project & to unlock consents etc.

<b>3.2. Town Hall</b>	<p>Existing CARS financial allocation will only cover external works. Consideration to be given to the appropriate mechanism to deliver coordinated investment to include internal improvements. There is potential for CCDC to manage the facility and to secure additional funding from other sources for the required interior improvements.</p> <p>Implications for DA Hall and other facilities of investing in the Town Hall need to be explored. DA Hall could be potentially surplus (for NAC) so an asset transfer to CCDC could be considered for the building to be available for enterprise/creative industries uses (Project 1.4) , or demolition in context of the Garrison estate development framework plan</p>	<p>North Ayrshire Council Regeneration Community &amp; Culture &amp; Estates CCDC CARS</p>	<p>Medium term High</p>	<p>Research, assess models and identify a preferred ownership, governance and management option</p> <p>Need for agreement with Historic Scotland on scope of project and timing of investment.</p>
<b>3.3 Garrison Stables</b>	<p>The derelict buildings are privately owned and the owner has not shown a willingness to bring the properties back into a viable use. Properties to be the subject of a 'proactive planning' approach (See Project 1.4). Consideration of potential for CPO procedures to be utilised. Includes agreement on the need for an audit trail to build a case.</p>	<p>CCDC 'Taste of Cumbrae'  The Isle of Cumbrae Brewing Company Ltd  North Ayrshire Council Regeneration  HIE</p>	<p>Medium term Moderate</p>	<p>- Title search through NAC legal - Evidence of communication from interested party(ies) such as letters approaching the owner for discussions. If none exist encourage parties to formally write to owner.</p>
<b>3.4 Shop Front Improvement Scheme &amp;</b>	<p>The extent of the CARS small grants scheme needs to be confirmed to include contribution to shop front improvements in Millport. High quality shop fronts that are in keeping with the townscape of the conservation area could make Millport feel more welcoming to locals and visitors improve its image, contribute towards a stronger sense of identity.</p> <p>Consultation with shop owners</p>	<p>North Ayrshire Council Regeneration  CARS</p>	<p>Short term High</p>	<p>Confirmation of scope of scheme during late 2015 based on lessons learned in Irvine and Saltcoats.</p> <p>Launch late 2015 with decisions in early 2016.</p>

	to determine scope of scheme (design aspirations, processes for procurement, etc)			
<b>3.5 Business Masterclass &amp; 1-1 Visits</b>	<p>NAC Business Development to also offer as part of integrated package, advice to shop owners in terms of business planning, marketing, etc. Could take the form of retail masterclass workshops targeted at businesses interested in the shop front improvement scheme. Issues to be covered in the master class could include:</p> <ul style="list-style-type: none"> <li>- raising awareness of the need for continuous improvement and overcome apathy and complacency</li> <li>- making the most of good customer service</li> <li>- using social media to market more effectively: Promote Internet/ &amp; Facebook / Social Media Marketing</li> <li>- Increasing customer spend;</li> <li>- Maximising display space and layout.</li> </ul>	<p>North Ayrshire Council Regeneration</p> <p>Business Development</p>	Short term High	Confirmation of scope of scheme during 2015

#### **PROGRAMME 4: PROMOTING COMMUNITY ENTERPRISE: THIRD SECTOR**

*To strengthen community enterprise on Cumbrae and actively develop third sector organisations to exploit particular economic regeneration opportunities.*

Isle of Cumbrae Initiative Community Company (IoCICC) has actively progressed a number of community and environmental projects including procuring a community marquee, upgrading/signage of footpath, organising picnic tables/hanging baskets and most recently has developed a community garden as part Garrison House estate. The garden enables people of all ages and abilities to come together to grow herbs, fruit, salads and vegetables.

The Cumbrae Community Development Company (CCDC) at the end of 2014 refocused and agreed a refreshed vision and strategy. The vision states: 'In 2020 the visitor economy will be the number one driver of social, cultural and economic life of Great Cumbrae, with substantially increased economic benefits for residents and business. This will be achieved by further developing and promoting the Great Cumbrae product offer for leisure and business visitors, as a year round vibrant and stimulating cultural destination'. The vision will be delivered through focussing on five particular objectives.

CCDC and IoCICC have already agreed to partner on projects and agreed in principle to work more closely together. The CCDC vision is broadly reflected in the Millport & Cumbrae Economic Plan. Other specific opportunities where the Third Sector could have a role in Cumbrae's economic future, during a period of reduced public funding should be identified

CCDC main priorities, as highlighted in their end of 2014 updated strategy and key objectives are to deliver a first-class visitor experience to the full range of audiences visiting Garrison House and a phased master plan for the conservation and restoration of Garrison House and its grounds. In line with these objectives and looking to the immediate future CCDC need to focus on delivering a number of priority projects including: securing more occupation of West Lodge to generate rental income, Moorings Association, Garrison Estate Development Framework Plan, Town Hall/DA Hall and Stables.

CCDC are already progressing the Estate Development Framework Plan for the 4.5 acre Garrison House (Grade B) estate. Potentially the separate Cathedral of The Isles (Grade A) estate should be also considered in a coordinated comprehensive way to avoid fragmented piecemeal investment decisions. This would include researching historic landscape plans and assessing the options for restoration of particular features, identifying 'soft' opportunity sites and buildings where new uses could be accommodated (e.g. stables, serviced camp site,) as well as assessing the scope to promote the sites/centres of excellence as part of longer proposed 'Pilgrims Trail' with links across Europe & in Ireland. Therefore the brief for the Development Framework would include:

- Research the historic landscape plans and assess the options for restoration of particular features;
- Identify technical constraints & fixes: drainage/services/ground conditions;
- Identify 'soft' opportunity sites where land uses could change to accommodate new uses (Stables, serviced camp site);
- Confirm demand side and market interest;
- Prepare options for particular sites;
- Assess scope to promote the sites/centres of excellence' as part of longer 'Pilgrims Trail' with links across Europe & in Ireland;
- Move to a clear vision and preferred restoration/development option for the joint estates;
- Identify next steps.

In this context the Community Empowerment (Scotland) Act that was passed in June 2015 is designed to: strengthen community participation, unlock enterprising community development and renew communities, including the opportunity to buy abandoned or neglected land. In North Ayrshire there is already a commitment to devolution of delivery to communities, and third sector organisations. The current public sector financial constraints place significant responsibility on local authorities to find new, more innovative ways of working; to be clear about what they can and cannot do; and to develop strong partnerships with communities, and third sector organisations, so that effective local interventions are made by the right organisations. There are more than 20 community and sports groups on Cumbrae. Therefore Cumbrae's extensive social capital means that third sector organisations on the island could be well placed to develop innovative approaches to providing local services and facilities. This will require a focus on empowering and building further capacity within communities on Cumbrae to enable them to do more themselves and by working in partnership with each other.

This new context raises a number of opportunities for third sector organisations in Millport to actively contribute to the local economy and unlock funding from sources like the Big Lottery (Investing in Ideas/Awards for All) and Heritage Lottery Fund (Heritage Enterprise).

North Ayrshire Council should also look to continue to introduce a sustainable procurement duty that consider how the procurement process can facilitate the involvement of third-sector bodies and supported businesses with the aim of making it easier for them to tender for public contracts. The potential for a community fuel facility on Cumbrae has already been assessed and a public consultation event took place in March 2014. CCDC's board decided against progressing the proposal and took the view that the project was unlikely to financially 'break even' and rather decided to explore 'renewables' and increasing the use of electric vehicles.

The Promoting Community Enterprise: Third Sector programme is also based on the concept of hospitality - that Cumbrae welcomes those from outside who may be visitors/tourists or new businesses. The barriers to engagement need to be tackled, by other interventions. Engaging local children and young people in participative arts and sports activity on Cumbrae will be essential.

Figure 5.4: Community Enterprise & Third Sector: Priority Projects

Project	Actions	Lead Agency/ Key Partners	Timescale/ Priority Impact	Next Steps
<b>4.1. Strengthening Third Sector Organisations &amp; Unlocking Opportunities</b>	<p>CCDC and IoCICC need to work even more closely together for the wider economic benefit of Cumbrae. Capacity building to further strengthen collaboration and the opportunities to deliver specific projects should be explored. Other opportunities include:</p> <ul style="list-style-type: none"> <li>- Promote more volunteering on Cumbrae to include an initial audit/database of skills in the local community.</li> <li>- Focus on improving the capability &amp; sustainability of other third sector organisations &amp; widening membership among young people.</li> <li>- Look to increase the level of social entrepreneurship in Cumbrae and support individuals to adopt an enterprising approach to social opportunities.</li> </ul> <p>E.g. local guides /tackling fuel poverty.</p> <ul style="list-style-type: none"> <li>- Activities events &amp; festivals(see Project 2.3);</li> </ul>	<p>HIE/capacity building</p> <p>TSI North Ayrshire</p> <p>Voluntary sector</p> <p>Community Organisations</p> <p>SG Strengthening Communities Programme</p> <p>BLF Investing in Communities</p> <p>Just Enterprise</p> <p>BLF Awards for All/Investing In Ideas</p>	<p>Short 1-3 years</p> <p>High</p>	<p>Agree principles</p> <p>Make business case for funding</p> <p>Identify specific opportunities</p> <p>Provide start-up and business support advice through the SG Just Enterprise initiative with potential to access Enterprise Growth Fund</p> <p>Aim to retain income and spending in the very local economy</p>
<b>4.2. Garrison House: Estate Development Framework Plan</b>	<p>The 4.5 acre Garrison House (Grade B) and potentially the separate Cathedral of The Isles (Grade A) estates should be considered in a coordinated comprehensive way to avoid fragmented piecemeal investment decisions.</p> <p>A Development Framework Plan should be prepared to assess the options for landscape restoration and</p>	<p>CCDC</p> <p>IoCCIC</p> <p>Historic Scotland</p> <p>North Ayrshire Council</p>	<p>Medium</p> <p>High</p>	<p>Establish principles.</p> <p>Commission Estates Development Framework Plan &amp; outline business case.</p>

	<p>future regeneration and investment opportunities such as reuse of accommodation, (eg for creative workspace : Project 1.4) improved landscape/gardens, craft space, etc. This would include exploring partnership funding opportunities for: e.g. Europe/LEADER, Historic Scotland, Heritage Enterprise/HLF.</p>			
<p><b>4.3. Self-Build/Self-Design &amp; Build: Family Housing</b></p>	<p>To raise the awareness and promote self-build and the custom build sector as a means of delivering an alternative approach to housing provision on Cumbrae.</p> <p>Self-build projects are where someone directly organises with a group of likeminded individuals the design and construction of their new home.</p> <p>Custom build homes tend to be those where the individual works with a specialist developer to help deliver a specific type and specification of home. Projects links to proactive planning intervention (Project 1.4) Local Development Plan review and unlocking land ownership constraints</p>	<p>CCDC/loCICC</p> <p>Owners Housing Association</p> <p>North Ayrshire Council</p> <p>Private Sector</p>	High	<p>CCDC to assess the local interest by test marketing.</p> <p>Actively target particular sites.</p>
<p><b>4.4 Promoting A Low Carbon Economy: Biomass Heating, Electric Vehicles &amp; Renewables</b></p>	<p>The aim is to promote Cumbrae as a low carbon economy encouraging the use of biomass heating, electric vehicles &amp; renewables. FSC have already installed and CCDC are looking to install a biomass boiler. Work with Energy Scotland on a range of renewable projects including: potential for an anabolic digestion plant, how to encourage better uptake of electric vehicles and provide more electric</p>	CCDC	Medium Moderate	CCDC to agree priorities and work up the business case and funding applications

	charge points.			
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## 6. DELIVERING THE ACTION PLAN: CONCLUSIONS RECOMMENDATION & NEXT STEPS

### ACTION PLAN: OVERALL CONCLUSIONS

Chapter 2 reviewed ten economic regeneration policy documents and local community development initiatives that are relevant to Cumbrae. The review highlighted a consistent commitment to a positive, long term vision for sustainable economic growth, strengthening communities, growing the visitor economy and enabling quality development as well as protecting Cumbrae’s outstanding natural and built environment.

In the last nine months a number of significant investments in Cumbrae have been completed or committed and these include:

- Field Studies Council Centre: £4m phased
- Affordable housing: £2.3m
- CARS project:£1.5m
- Millport Pier: £0.5m
- Community development investment: community garden

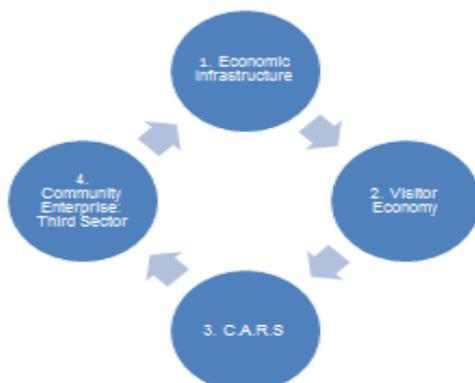
Chapter 3 reviewed seven socio economic data sets for Cumbrae/Millport and in particular highlighted:

- an ageing population: average age of the population of Millport is 50.9 years, higher than the national average of 40.3 years
- in Millport there is almost double the % of single person households (25.2%) with the resident aged over 65 compared to 13.1% in Scotland as a whole.
- over a third of Millport residents have no qualifications (35.6%) compared to (26.8%) across Scotland
- Millport has a lower economically active % and higher economically inactive % of residents compared to Scotland average
- % of self-employed in Millport is higher, at 9.6% compared to 7.5% across Scotland.
- % long-term sick or disabled (9.6%) is almost twice the Scottish average of 5.1%, part explained by the ageing population
- almost a quarter of working people in Millport are employed in the sectors of human health or social work, almost 10% higher than across Scotland
- just over 50% of employed people travel to work by car, followed by 21.2% on foot. A further 16.8% work mainly at or from home.

Chapter 4 summarised the outcomes from the two workshops that were held in March and August and outlined the Millport & Cumbrae: 2025 Economic Vision. The vision is based on a clear and up to date evidence based economic development agenda for the Island and shaped by the research, analysis, consultations and the workshops. Chapter 5 summarised the Millport & Cumbrae Economic Action Plan 2015 including twenty two projects and priorities under the four connected themes of:

- 1: Economic Infrastructure
- 2: Visitor Economy
- 3: C.A.R.S
- 4: Community Enterprise/Third Sector

## Action Plan: Four Themes: Programmes



The Millport Economic Regeneration Action Plan 2015 includes programmes and projects that will grow the local economy, fuel job creation and increase Cumbrae's long-term prosperity with a focus on the drivers of enterprise, business growth and job creation based on innovation and investment in built and natural heritage, infrastructure and skills and above all respect for the natural environment.

The Action Plan can be used as a strategic framework to coordinate project delivery, to lobby for public, private and third sector intervention and to serve as a reference document to support bids for external funding. The Action Plan themes also allow for some flexibility in assessing projects opportunities that might arise in the future.

### FUNDING OPPORTUNITIES

The External Funding Officer at North Ayrshire Council can assist voluntary groups with funding from a variety of sources, including European Structural Funds, Lottery distributors and Trusts. Table 6.1 below summarises possible sources of funding for the Millport & Cumbrae Economic Plan priority projects.

**Table 6.1: Millport & Cumbrae Economic Plan: Potential Funding Sources**

Funding Source	Specific Funding Opportunities	Project Examples
<b>PUBLIC</b>		
<b>1.Scottish Government</b>	i. Regeneration Capital Grant Fund - deprivation & disadvantage -transformational change -private sector investment  ii. Town Centre Action Plan e.g. Digital Towns, simplified planning  iii. Town Centre Empty Homes Fund  iv. People & Communities Fund: Strengthening Communities	Millport Pier  Ladder of Creative Workspace  Tourism BID

	v. Business Improvement District vi. Coastal Protection & Flood Defence	
<b>2. Historic Scotland Heritage Lottery Fund</b>	CARS Heritage Enterprise Parks for People	CARS Garrison Stables
<b>3.HLF, BLF, Nesta</b>	Investing In Ideas Awards for All Rethinking Parks Coastal Communities Fund	Garrison Estate Development Framework
<b>4.Community Empowerment &amp; Sustainable Development</b>	Community Capacity Building/HIE Awards for All Scottish Land Fund/HIE Investing in Communities: Growing Community Assets Energy Scotland	CCDC/loCICC  Town Hall  Strengthening Third Sector Organisations
<b>5. Next European Funding Programme (2014 - 2020)</b>  <b>LEADER 2015-2020</b>	European Structural & Investment Funds (ESIF) Themes: -Competiveness Innovation Jobs -Environment Resource Efficiency Low Carbon -Social Inclusion Local Development  The new 2015-2020 LEADER programme will be delivered by the Local Action Group (LAG) who will develop & implement the Community-led Local Development Strategy (CLLDS)	Garrison Estate Development Framework
<b>6. Creative Scotland:</b>	Cultural Economy Programme Public Art Sited & Youth Arts Hub Creative Place Awards	Ladder of Creative Workspace
<b>7. Sportscotland</b>	Facilities Fund	Millport Holiday Village at West Bay Garrison Estate Development Framework
<b>PRIVATE</b>		
<b>1. Local business &amp; investors: owners</b>	- Local business investing in opportunities -North Ayrshire Council to be proactive: de-risking & packaging discrete market ready opportunities includes using 'ghost planning applications'. See project 1.5: Proactive Planning	George Hotel  Millport Holiday Village at West Bay  Cycling Hub  CARS
<b>2. Development Agreements: Property Leases</b>	- Development agreements are a simple approach where the private sector builds on public sector land. - Property leases as a security for investors may suit specific uses	As and when
<b>4. Local Benefactors &amp; Opportunistic Sources</b>	Approach local benefactors on particular projects	Town Hall  Garrison Estate Development Framework
<b>COMMUNITY &amp; LOCAL SOURCES</b>		
<b>1. Self-build</b>	Establish sites & interest database	CCDC/IOCCC

2. Custom build	Establish sites & interest database	CCDC/IOCCIC
3. Community ownership of 'community' assets	CCDC & IoCICC already established and looking to work more closely	CCDC/IOCCIC
4. Tridos Bank	Offer loans to organisations working to bring positive & lasting change.	CCDC/IOCCIC
5. Robertson/Gannochy Trusts	Focus on innovative approach to arts/sport provision particularly targeting young people	CCDC/IOCCIC
6. Opportunistic	E.g. crowd sourcing	CCDC/IOCCIC

## DELIVERING THE MILLPORT & CUMBRAE ECONOMIC PLAN 2015

### Delivery Context

Overall this is an Economic Plan for Cumbrae and all public, private and third sector stakeholders and not just the public sector. Clearly these are very challenging times. North Ayrshire Council, along with the rest of the public sector in Scotland, is facing up to a **very tough financial climate**. North Ayrshire Council budgets are likely to reduce over next three years. Costs are rising while funding is reducing, making it harder to balance Council budgets and protect services.

Cumbrae is also one very small part of much larger local, regional, national and international economy. It is simply not big enough to think of economic development purely in local terms. Cumbrae's businesses rely on visitors; its residents need access to a greater range of job opportunities. The economic development landscape however, is a crowded one and there are a range of different local partnerships and other agencies like FSC and the National Sailing Centre with an interest in Cumbrae. In addition there are developers and commercial agents, housing associations, voluntary/third sector organisations like CCDC/IoCICC and government agencies like HIE, that all have roles in supporting the development and growth of the Cumbrae economy.

Therefore, there are risks of duplication, lack of transparency and trust and wasted resources if relationships are not carefully managed. Investing in developing strong links within and beyond Cumbrae is well worthwhile as does pooling resources when it makes sense to do so. To effectively address the issues identified in the Millport & Cumbrae Economic Plan a strong **local commitment in Cumbrae, a transparent approach that builds trust, with a real focus on delivering agreed priority projects** will all be essential. In the light of the experience of Cumbrae Community Development Plan 2010 and the limited success in delivering actual projects, the recent and committed investment (e.g. FSC and CARS) there is now a clear requirement **for action based on strong leadership and on a consensus on priorities**.

Millport and Cumbrae are also fortunate in that there are already two existing **local delivery structures in place** or committed namely: CCDC/IoCICC and CARS Project Officer post that has been committed within NAC. The CARS Project Officer will be full time appointed to progress the CARS project and this officer may be best placed to assist in taking forward other projects (Pier, George Hotel expansion, Garrison House Estate development framework, etc.)

### Cumbrae EAP: Delivery Proposals

As a consequence the following two part delivery arrangement for the Millport & Cumbrae Economic Plan 2015 is suggested. Experience elsewhere has shown the importance of a respected 'neutral forum' to discuss emerging economic development opportunities, challenge the status quo, provide leadership and act as a proactive partnership vehicle to co-ordinate economic investment. The two delivery components are:

#### i. Millport & Cumbrae Economic Plan 2015: 'Short Life' Delivery Group

North Ayrshire Council has to move quickly and decisively so as to keep up the momentum that has been built up over the last few months, particularly with recent investment at FSC, CARS commitment and the consultation on the Economic Plan. Effective leadership and a tangible commitment to delivering sustainable local economic development will be essential. In the short term a focussed group, with a clear commitment to delivery of the Millport & Cumbrae Economic Plan, should be established. The Group would include local business representatives, CCDC/IoCICC, the four centres of excellence, HIE and cross departmental representation from North Ayrshire Council. The group would have an independent chair (CEP Project Champion) and monitor progress

on delivering Action Plan projects and continue to build consensus around strategic programmes and projects. The principle of establishing a short life Delivery Group was discussed at the Workshop on 31 August.

The short life Delivery Group is the most appropriate agent to lead delivery of the Action Plan. The Group need to be committed to ensuring that the roles and responsibilities of different agencies and groups involved in supporting the economic development in Cumbrae are clear, to use existing structures and agencies to deliver priority projects where it can and focus on accountability for delivering projects. The Delivery Group cannot grow the local economy alone, but in leading the delivery of the Millport & Cumbrae Economic Plan and working with private, public and third sector partners, it can help support Cumbrae towards a more resilient and therefore sustainable economic future. The Delivery Group would meet on say four occasions in the first year and then review progress and agree whether to continue.

#### **ii. Millport & Cumbrae Economic Plan : Project Champion**

A Project Champion who is well known and respected should also be identified to lobby, influence and inspire. The Project Champion's primary role will be to as an independent advocate and to promote the wider benefits of the **Millport & Cumbrae Economic Plan 2015** and continue to build support among private, public and third sector partners.

### **RECOMMENDATION**

North Ayrshire Council and CCDC/loCICC is invited to approve the Millport & Cumbrae Economic Plan 2015: vision, strategic themes and priority projects as the basis for future investment decisions in Cumbrae over the next ten years.

### **NEXT STEPS**

The immediate next steps are as follows:

- North Ayrshire Council to make the draft Cumbrae Economic Plan available on the NAC web site/elsewhere for a limited period for any final comments. *Early October 2015*
- North Ayrshire Council committees and CCDC/loCCI to formally approve the Millport & Cumbrae Economic Plan 2015: vision, strategic themes, priority projects and delivery group as the basis for future investment decisions in Cumbrae over the next ten years. *October/November 2015*
- Millport & Cumbrae Economic Plan 2015: 'Short Life' Delivery Group to be established with a first meeting. *November 2015*
- North Ayrshire Council to acknowledge the 'fit' between the Millport & Cumbrae Economic Plan and the North Ayrshire Local Development Plan that is likely adopted in late 2015 and to identify sites in Millport and Cumbrae for Supplementary Planning Guidance: *October/November 2015*
- North Ayrshire Council to publish an online illustrated executive summary/promotional brochure based on the Action Plan. *October/November 2015*
- Progress towards delivering the Millport & Cumbrae Economic Plan 2015 to be reviewed at an annual event to encourage public, private and third sector partners to discuss the state of the Cumbrae economy and suggest new ways of responding to emerging challenges and opportunities. *October/November 2016*