

Plan For Neighbourhoods

10 Year Vision

Kilmarnock Autumn 2025



Welcome to the renewed strategy of the Kilmarnock Neighbourhood Board.

What began in 2024 as We Make Kilmarnock ignited extraordinary momentum across our town. While the formal awarding of the £20M UK Government funding has taken longer than first hoped, that time has only strengthened our resolve. Our community remains ready – with the same energy, vision, and determination – to build on the foundations already laid and to shape the brighter future that Kilmarnock deserves.

Over the past year, the six Alliances across Kilmarnock have driven forward their ideas. The first grants are turning hopes into action, and the second Kilmarnock Fair Festival in Howard Park brought people together to mark progress and confirm funding was moving. This renewed strategy builds on that platform. It sets out how we will deepen cross-sector collaboration—generating thousands of small, positive actions, building community capacity, increasing social capital, and shifting the long-standing narrative that has too often limited Kilmarnock’s potential.

This work will be strengthened by committed council officers and elected members aligning wider capital projects around the funding. By maximising resources across the town, we are creating a joined-up approach that multiplies opportunity and accelerates transformation. This is place-based leadership in action, where national investment, local authority vision, and community voice combine to deliver change greater than the sum of its parts.

Alongside this, the Neighbourhood Board plan will sit at the heart of a single, town-wide masterplan being shaped with residents, businesses, the Council, and partners across culture, transport, housing and health. Bringing these strands together creates a coherent route map for change and a clear delivery spine. It is, genuinely, a once-in-a-lifetime opportunity to transform Kilmarnock’s centre and its surrounding neighbourhoods.

Kilmarnock remains a town of villages, yet this investment is a chance to unite around a vision. Together we will reimagine the town centre, create pathways into careers for young people, reduce reliance on public services, and attract partners and investors that amplify our impact.

The Kilmarnock Neighbourhood Board presents this renewed strategy as the next stage of our journey. Our ambition is clear: to create the conditions where the next Johnnie Walker, Rose Reilly, or Alexander Fleming can emerge—and to ensure every child in Kilmarnock grows up safe, happy, and able to fulfil their potential.

We remain grateful for the trust placed in us. With this support, and collective commitment of community, council, and partners, we are determined to deliver change—for today’s community and for generations to come.

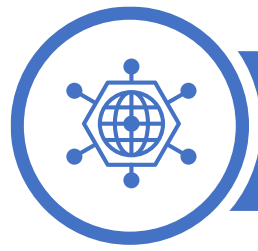
Kilmarnock Neighbourhood Board





10 year Vision

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Local Context

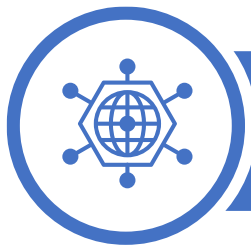
Kilmarnock, the largest town in East Ayrshire, has a rich and distinctive history that has shaped both its character and its contribution to Scotland. First recorded in the 12th century, the town grew from a small settlement beside the Kilmarnock Water into a bustling centre for trade and craftsmanship. It is famously associated with Scotland's national poet, Robert Burns, whose first book of poems was printed here in 1786, and with engineering and manufacturing innovation during the Industrial Revolution. Its historic heart, marked by notable architecture such as the Dick Institute and Laigh Kirk, remains a visible reminder of the town's proud past.

The people of Kilmarnock are known for their resilience, resourcefulness, and strong sense of community. Generations have built livelihoods here, fostering deep local ties and an enduring civic pride. Community organisations, voluntary groups, and grassroots initiatives continue to play an important role in addressing local challenges and creating opportunities, demonstrating the determination of residents to see the town thrive. The town has a diverse population, with traditions rooted in Ayrshire heritage but also shaped by inward migration over the years, bringing fresh perspectives and skills.

Kilmarnock has a proud history as a powerhouse of Scottish industry, home to world-renowned carpet manufacturing through BMK (Blackwood, Morton & Sons), locomotive engineering via Andrew Barclay Sons & Co., and whisky blending through Johnnie Walker, whose global brand was managed and bottled in the town for over a century. These industries not only shaped the local economy but also gave Kilmarnock a reputation for quality, innovation, and skilled craftsmanship.

The latter part of the 20th century and early 21st century brought major economic change, as these large employers declined and eventually closed. The loss of such significant industries affected both employment levels and the town's economic confidence, leaving behind underused industrial land and a pressing need to reimagine Kilmarnock's economic future.

In recent years, the town has taken steps to diversify and modernise its economic base. Retail and services remain key, with a mix of national chains and independent traders in the town centre, while health, education, and creative industries are beginning to grow. Strategic investment in infrastructure, redevelopment of key sites, and improvements to public spaces are helping to attract new business and visitors. With strong road and rail links to Glasgow and the wider Ayrshire region, Kilmarnock is well placed to build a more resilient, sustainable economy for the future.



Local Context

Kilmarnock's story is one of enduring innovation—an ability to create, adapt, and inspire across generations. Few towns of our size can claim such a remarkable record of global and cultural influence.

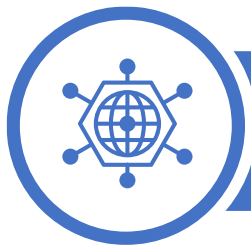
The Dick Institute, housing the first printed collection of Robert Burns' poems, stands as a symbol of creativity and expression rooted in local identity but celebrated worldwide. It demonstrates how Kilmarnock's innovation has long been intertwined with Scotland's cultural heritage, giving voice to ideas that transcend geography.

That same spirit of invention and excellence is reflected in the achievements of Kilmarnock Academy, the only school in the world to have produced two Nobel Laureates—Sir Alexander Fleming, discoverer of penicillin, and Lord John Boyd Orr, pioneer in nutrition and global food policy. Their legacies showcase the town's historic capacity to nurture world-changing talent.

Founded in 1869, Kilmarnock Football Club continues to unite generations through sporting innovation and community pride, while the Johnnie Walker whisky legacy remains a global symbol of craftsmanship, ambition, and brand excellence born in this town. At its peak, Kilmarnock supported fourteen theatres and music halls—an extraordinary concentration of cultural energy and entrepreneurship.

Today, the town's 167 listed buildings provide a tangible link to that creative past, offering a rich architectural canvas for new uses and future innovation. Collectively, these assets tell a powerful story: that Kilmarnock's future regeneration is not about rediscovering innovation—it is about reigniting the creative confidence that has always defined this remarkable town.





Local Context

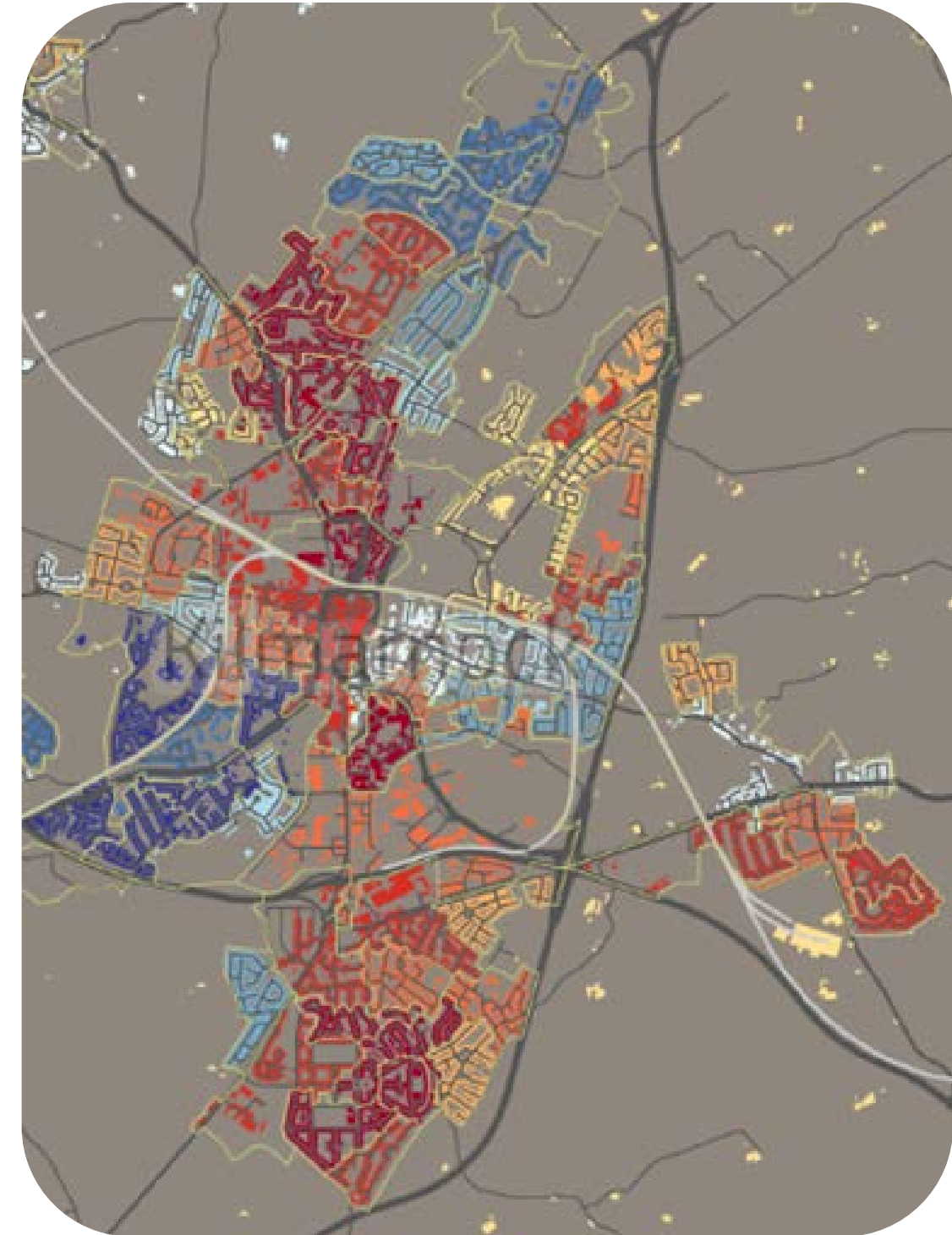
Kilmarnock is a town of beautiful buildings, parks and green spaces. With around 47,000 residents it has a series of communities all set within 2 miles of the town centre.

The town has over 20 play parks and 6 multi-use games areas, together with beautiful green spaces, such as Kay Park and Howard Park. In addition, recent public art projects and civic pride initiatives have added to the vibrancy and character of the town. A river (Kilmarnock Water) runs through the heart of the town centre, however, it is hidden from view by buildings.

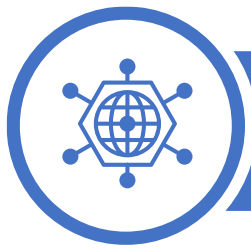
The town centre itself has undergone a series of changes over the past few decades, not all of which are for the better. With many retail units lying empty there is an obvious need to bring new life into the main shopping streets.

As can be seen from the image opposite Kilmarnock has a wide range of communities within it's boundary, including some of the most and least deprived areas in Scotland.

Kilmarnock faces a range of social and societal challenges, including pockets of persistent deprivation, higher-than-average levels of unemployment and health inequalities, and the ongoing impact of economic change on community wellbeing.



Extracted from Scottish Index of Multiple Deprivation 2020

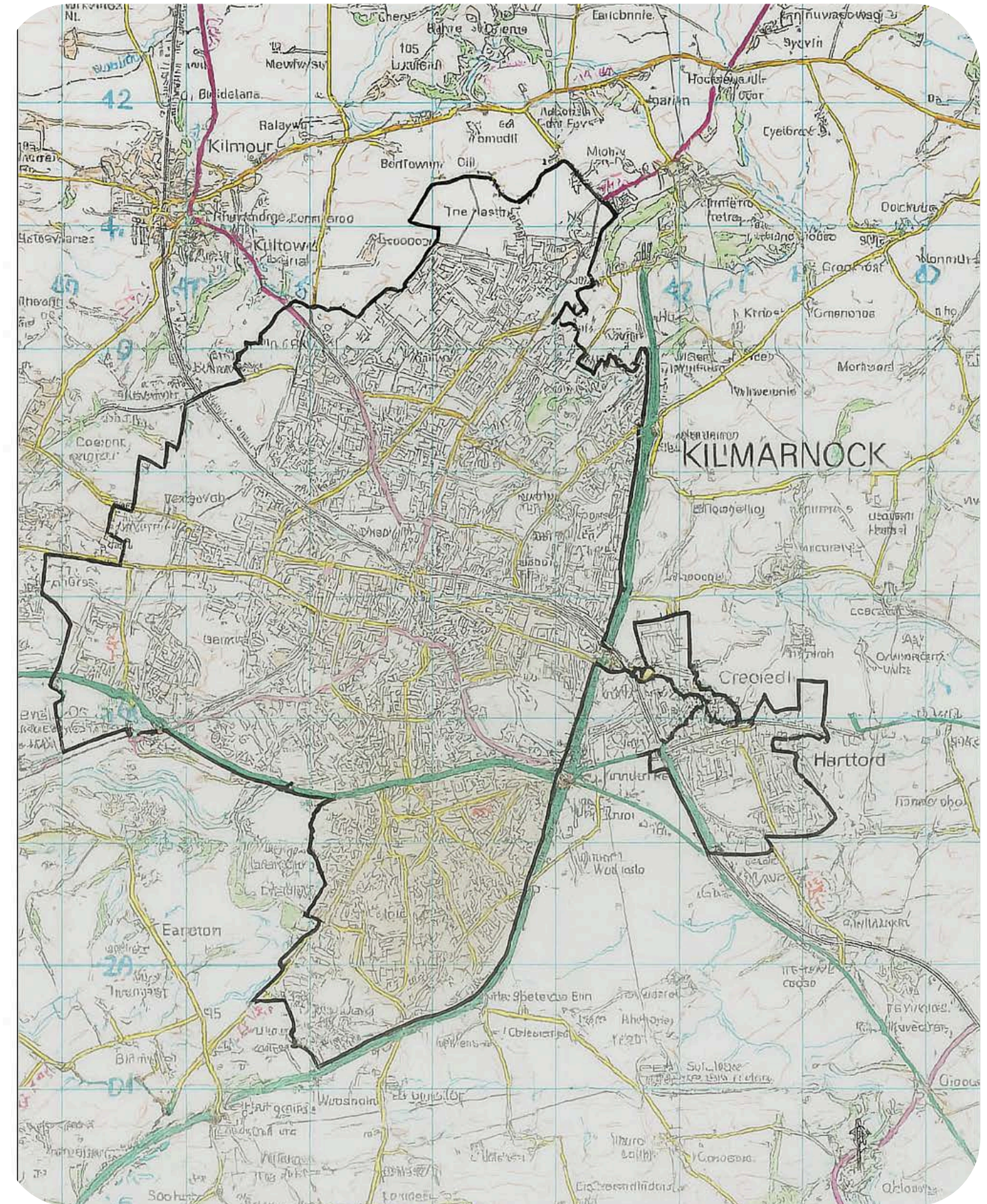


Spatial Targeting

As outlined in the attached boundary map, the geographic scope for this funding will be the town of Kilmarnock, encompassing the neighbouring communities of Hurlford and Crookedholm. This defined area reflects both the economic and social connections between these areas.

The primary focus, as identified through community engagement, will be on strengthening the town centre and improving public green spaces. These assets are central to the town's economic vitality, environmental quality, and social wellbeing, and investment here will help create a more vibrant, attractive, and sustainable environment for all who live, work, and spend time in the area.

Beyond the town centre, our network of local alliances will play a pivotal role in ensuring that investment reaches other priority areas. Through a combination of direct investment and allocations from the Neighbourhood Board Fund, these alliances will work to deliver targeted improvements, address local needs, and maximise the wider benefits of the funding across the full geographic area.





Vision for the Future

Kilmarnock is a beautiful town with a rich history of culture, enterprise, innovation and academic success. We are very proud of our town, proud of our heritage and ready to embrace proposals which will make our lives better, and move Kilmarnock on to a brighter future.

We share a vision for Kilmarnock which provides us with everything we need to flourish and thrive. We see Kilmarnock as the 'place to be', once again a centre of innovation which provides nurturing, safe and creative spaces for its citizens.

In recent times Kilmarnock has been hit by the withdrawal of key employers which has impacted on the local economy. Our town has suffered from a lack of confidence in itself, not helped by a television documentary which sought to highlight deprivation, but ended up creating a symbiosis between Kilmarnock and those issues which is neither accurate nor helpful.

We see a Kilmarnock that moves beyond these setbacks, one that is confident in itself, where people are proud to say they belong and proud to help build our community up. We have capable, enthusiastic community leaders in the town who know its strengths and are ready to celebrate them.

The Kilmarnock we see knows its purpose, knows its value, and is excited to create its own future.

Our vision for Kilmarnock centres around six themes:

Beautiful

We see local skills, creativity and energy being harnessed to lift our community spaces. For example, the Shop Front Pilot, Brighten Up, Street Furniture refresh and River Development will raise the quality of our gateways and public realm.

Enterprising

We see Kilmarnock as an entrepreneurial centre of equal opportunities, where barriers are broken down and potential is developed. For example, Shop Development Grants, the Retail Revival package, Foregate improvements and the Multi-Storey Site redevelopment will back traders, start-ups and growth firms.

Fun

We see a town where local people are engaged in creating a centre for events, with a strong night-time economy and vibrant community spaces. For example, a year-round Events programme, a refreshed Bandstand, and a Public Art trail will animate streets and parks.

Healthy

We see innovative and barrier-removing approaches being taken to connecting the people of Kilmarnock with what they need to live healthier lives. For example, Town Centre Living and the Parks Experiential Train project will encourage active, family-friendly lifestyles and reduce isolation.

Safe

We see a Kilmarnock where all agencies work closely together and people feel confident and safe in their communities. For example, Addressing Anti-Social Behaviour and a Parks Youth Hub will create safer streets and positive spaces for young people.

Creative

We see We Make Kilmarnock as working differently, creatively bringing the people of our town together to achieve our collective goals. For example, Public Art, Street Furniture design, and Bandstand programming will showcase local makers and performers and spark community pride.



Strategic Case for Change

Kilmarnock faces a combination of entrenched economic challenges, market weaknesses, and social inequalities that constrain its ability to fulfil its potential. While the area benefits from strong transport connectivity and valued green spaces, structural economic change over recent decades has left a legacy of underutilised assets, high vacancy rates, and pockets of acute deprivation. In 2020, over 30% of Kilmarnock's data zones were within the top 20% most deprived in Scotland for employment, crime, and income, with almost one in five in the top 10% most deprived for income, education, employment, and health. Child poverty rates stand at 20.5%, significantly above the national average. These indicators point to a persistent gap between local outcomes and the Scottish average, signalling the need for targeted intervention.

Market conditions in the town centre highlight clear signs of economic underperformance. The commercial vacancy rate is 16.4%, above the Scotland average of 11.4%, and footfall is 25% lower than comparable towns. Gross Value Added per job filled (£46,846) lags the Scottish average (£58,796), while the unemployment rate (5.2%) is higher and the job density (0.67) is below the national level, indicating insufficient local employment opportunities. Survey evidence shows that 66% of residents identify anti-social behaviour and 45% highlight the unattractiveness of the town centre as top priorities for improvement.

A lack of perceived influence over local decision-making (with 45% disagreeing they can influence change) and limited satisfaction with amenities (only 38% satisfied) point to low confidence in the area's regeneration trajectory.

This mix of economic fragility, market failure in the town centre, and social disadvantage has resulted in a place that many residents feel is being "left behind" compared to the rest of the country (61% nationally; 40% locally reporting this perception). Without coordinated investment, there is a risk of further decline in commercial viability, employment opportunities, and community cohesion. Strategic intervention through the Plan for Neighbourhoods programme will address these market and social failures by revitalising the town centre, enhancing public spaces, tackling anti-social behaviour, and directing resources to neighbourhoods with the highest levels of deprivation. This will not only improve economic performance but also restore civic pride, strengthen trust in local institutions, and create a more inclusive and resilient local economy.



Strategic Case for Change

Kilmarnock possesses a number of enduring strengths that provide a solid foundation for regeneration and long-term prosperity.

- The town has a proud industrial heritage, reflected in its architecture, civic identity, and enduring sense of local pride.
- That deep-rooted history sits alongside a strong and resilient community, where residents, businesses, and voluntary organisations work collaboratively to improve their place.
- The area's excellent strategic location—with direct rail connections to Glasgow and Ayrshire's transport corridors—makes it well placed for both economic growth and sustainable commuting.
- The Ayrshire Growth Deal (AGD) brings renewed ambition and investment, while the presence of Ayrshire College in the town centre supports skills development and lifelong learning.
- Importantly, Kilmarnock benefits from a proven track record of partnership working across public, private, and third sectors, demonstrated through past regeneration initiatives that have successfully restored key sites and civic spaces.

Together, these assets provide a strong platform on which to build a confident and modern town that combines its historical identity with future-facing ambition.

However, despite notable progress, Kilmarnock continues to face significant challenges that constrain its full potential.

- Parts of the town centre infrastructure show signs of ageing, with some areas struggling to attract sustained footfall or investment in the wake of national retail decline.
- The loss of major employers over past decades has left economic and social scars, reflected in reduced job density and fewer high-value employment opportunities.
- A limited evening economy restricts activity after working hours, weakening the perception of the town as a lively, safe, and attractive destination.
- Persistent issues of anti-social behaviour and public safety contribute to this image, while ongoing dependency on public funding can make it difficult to maintain momentum once project-based resources end.
- Furthermore, there remains a gap in long-term maintenance and stewardship of public spaces, meaning previous investments risk deteriorating without continued oversight.

Collectively, these weaknesses underline the need for a more sustainable approach to regeneration—one that moves beyond short-term fixes to embed economic resilience, social inclusion, and community confidence at the heart of Kilmarnock's next phase of development.



Strategic Case for Change

Kilmarnock stands on the brink of a new wave of opportunity that can reshape its economic and social landscape.

- The changing retail environment, while challenging, provides scope to reimagine vacant or underused spaces as homes, studios, or cultural venues—supporting a more diverse and sustainable town centre.
- The town’s creative and cultural heritage can be leveraged to establish a distinct identity around arts, music, and innovation, complemented by emerging opportunities in the digital and cyber economy. There are already excellent examples of this such as Centrestage, and the UK Government investment in the Palace Theatre and Grand Hall through LUF is an example of where we are developing this distinct identity.
- The Ayrshire Growth Deal offers major investment potential in sectors such as advanced manufacturing, low carbon, and digital infrastructure, creating pathways for inclusive growth.
- Community-led placemaking initiatives are already generating local pride and empowerment, giving residents a voice in shaping their environment. All communities in Kilmarnock are expected to have a community led action plan and Local Place Plan in place by March which will embody the communities’ ambitions for their ‘bits’ of Kilmarnock and provide a route map for the use of any local investment leveraged.
- In parallel, the shift toward sustainable and green initiatives opens prospects for climate-resilient design, renewable energy, and active travel improvements. Residential diversification—bringing more people to live in the town centre—can increase vitality and support local services.

Taken together, these opportunities offer Kilmarnock a credible route to reposition itself as a thriving, creative, and future-ready town at the heart of Ayrshire’s economic renewal.

However, a number of external pressures pose potential threats to Kilmarnock’s regeneration ambitions.

- Persistent economic challenges—including national inflationary pressures and the cost-of-living crisis—risk undermining local consumer confidence and business sustainability.
- Climate change presents an increasing threat, particularly in relation to the River Irvine and associated flood risks, which could jeopardise key infrastructure and limit future development.
- The town also faces strong competition from other regional centres with newer retail and leisure offerings, placing pressure on local traders and investment pipelines.
- Negative perceptions, both within and outside Kilmarnock, can further erode confidence, discouraging visitors and potential investors.
- Deep-rooted deprivation in some neighbourhoods continues to affect health, wellbeing, and educational outcomes, reinforcing cycles of inequality that hold back inclusive growth.

If left unchecked, these threats could slow progress and diminish the long-term benefits of recent regeneration efforts. However, with strong partnership governance, active risk management, and sustained commitment from local and regional partners, Kilmarnock can mitigate these pressures and continue to build a fairer, greener, and more resilient future for its residents.



Strategic Case for Change

JACKIE

Jackie has always been passionate about her town and community. She's been involved with We Make Kilmarnock since 2024 and helped to carry out the surveys which have been used to inform this plan as well as community action plans.



She said, "when times get tough the community always stand together" highlighting her positive viewpoint on Kilmarnock.

She spoke about the recent Kilmarnock Fair Festival that took place in Howard Park, believing that has shown people how much the town could benefit from an events arena. She touched upon the potential green space that will replace the multi storey and her fear of this becoming a wasted area.

Additionally, she spoke about the young people of the town and how they are getting a lot of bad press. She agrees there are issues that urgently need to be addressed. She believes that as a way of prevention, youths need something that will take them off the streets, deterring further disruptions. Jackie is keen to see a drop in hub specifically for the young people of the town as currently there are very few youth clubs available.

Youth related problems were a substantial number of the responses to the survey were around youth related problems and the need to address these.



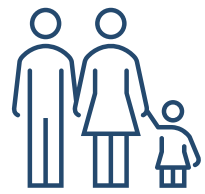


Strategic Case for Change

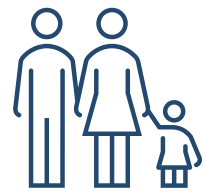
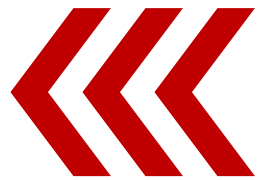
Population

Kilmarnock has a population of around 50,000, with demographic trends that reflect both opportunities and challenges for future growth. Between 2011 and 2022, the population grew by 2.0%, outperforming East Ayrshire’s overall decline but still trailing the Scottish average of 2.7%. The age profile is balanced, with 17.8% under 16 and 18.9% over 65, but the median age has increased by two years in the last decade, signalling an ageing trend that will shape service needs and economic participation. The area remains relatively homogenous in ethnic composition (97.2% White), with limited in-migration potentially constraining diversity of skills and perspectives.

Despite these stable population figures, underlying deprivation is acute and unevenly distributed. In 2020, over 30% of Kilmarnock’s data zones ranked among the 20% most deprived in Scotland for employment, crime, and income. Child poverty is significantly above the national average, with 20.5% of under-16s living in relative low-income families. Without targeted place-based investment, these structural inequalities risk becoming further entrenched, limiting the potential of younger generations and contributing to a cycle of disadvantage.



c 19,000 residents of Kilmarnock live in communities among the 20% most deprived in Scotland



c 9,500 residents of Kilmarnock live in communities among the 20% least deprived in Scotland

Economy

Kilmarnock’s economy continues to feel the effects of industrial restructuring, with legacy job losses from traditional manufacturing not yet replaced by equivalent quality or volume of employment. Gross Value Added per job filled (£46,846) is well below the Scottish average (£58,796), signalling a lower productivity base. The unemployment rate stands at 5.2% and job density is just 0.67, indicating insufficient local job opportunities to meet the working-age population’s needs. Skills gaps remain a challenge, with only 45.7% of residents holding a Level 3+ qualification compared to 50.1% nationally, and 13.2% having no qualifications at all.

	Kilmarnock	Scotland
Unemployment Rate - 16-24 years old	10.00	6.90
Unemployment Rate - 25-49 years old	8.40	6.00
Unemployment Rate – 50-64 years old	1.80	1.50
% of Economically Active Adults	74.7	77.1

The town centre shows signs of market failure, with a 13.1% commercial vacancy rate — higher than the national average — and footfall 25% lower than comparable towns. Survey data shows residents are concerned about the lack of job opportunities (47% of those not proud of the area cite this as a reason). Without strategic intervention to stimulate private sector confidence, diversify the economy, and address skills and productivity gaps, Kilmarnock risks further economic stagnation.



Strategic Case for Change



BETH

Kilmarnock holds many great opportunities for young people.

Beth has lived in Kilmarnock her whole life and has been provided many opportunities. The town has a unique link to Robert Burns due to his first book being published in Kilmarnock which is recognised by The Burns Monument in the Kay Park. Because of this, primary schools in Kilmarnock heavily incorporate Burns Poetry into their curriculum which has left Beth with many fond memories.

Recounting upon her primary school years, Beth said:

“Each year Gargieston Primary gave every class a different poem to learn and 3 pupils were nominated to represent their class in the Burns themed assembly. It was a great way for students to recognise the work of Burns and learn about Kilmarnock’s history in an engaging manner”.

Beth has also been involved in CentreStage. Her CentreStage journey started when she first joined musical theatre classes. In 2023, she became a CentreStage employee and to this day continues to work in Centrestage’s café bar alongside her studies at university. CentreStage is a charity that aims to include everyone despite their background through the arts. It is a fantastic organisation which is based in the former Kilmarnock Academy building at Elmbank Drive.

The town has many great opportunities for young people however, one change that would positively impact the town would be an increase in the chances for young people to develop employability skills such as work experience or apprenticeship opportunities.



FRANK

Frank Beattie joined the Kilmarnock Standard in 1972 as a reporter and remained in the role for forty years. Throughout his career he was always passionate about local history and this interest still follows him now. Every Wednesday he holds a historical talk in CentreStage, Kilmarnock called ‘Kilmarnock Natter.’

It’s a place for local people to meet and discuss the history of the town and each week there is a new theme so often people will bring in artefacts which relate to the topic of the week. He has written local history books and recently has started writing fictional novels.

When talking about his views on the town currently, he highlighted the number of shops that were now closed but the buildings remain abandoned and run down. He suggested that a way to brighten the place up would be to add displays and murals to the windows which may attract people into the town. Additionally, he spoke about introducing festivals/ fairs such as an Ayrshire food and drink festival that could involve all the local cafes and restaurants or a local film festival that would allow local filmmakers to show their work.

His suggestion for the ground of the old Multi-storey car park was to turn it into a Burns memorial park. A place where people can go in memory of burns and remember his work. Furthermore, he added the idea of planting apple trees and in the summer months anyone is welcome to go and pick apples from the tree.



Strategic Case for Change

Health and Wellbeing

Healthy life expectancy in East Ayrshire is significantly below the national average — 59.9 years for females and 56.8 years for males, compared to 61.1 and 60.4 years respectively across Scotland. This is also reflected in Average Life Expectancy. High deprivation levels in the Health Domain reflect persistent inequalities in health outcomes, access to services, and lifestyle determinants. Residents also report environmental factors that undermine wellbeing, with 54% citing litter, rubbish, or dog mess as a major problem and 49% highlighting drugs or evidence of drug use as pressing concerns.

Average Life Expectancy		
Kilmarnock	74.6	79.1
Scotland	76.8	81.0

Public green spaces are valued — 45% of residents who are proud of their area cite them as a key reason — but access and quality can vary, and public realm improvements are needed to maximise health benefits. Addressing health inequalities will require a combined approach tackling both clinical and social determinants, including improving the quality of local environments, reducing crime and anti-social behaviour, and supporting active lifestyles.

Safety and Security

Kilmarnock experiences a recorded crime rate of 35.2 per 1,000 population, above both the East Ayrshire (28.1) and Scotland (28.8) averages. Specific categories of concern include crimes against society and damage/reckless behaviour, both of which exceed national levels. Survey data reinforces these findings, with 66% of residents identifying anti-social behaviour and 41% citing crime as top priorities for improvement.

Perceptions of safety and trust also present challenges. Only 21% of residents believe many people in their area can be trusted, and concerns about young people’s vulnerability to crime or gang involvement are higher than average for comparable towns. Tackling these issues will require coordinated investment in policing, youth engagement, environmental design, and community-based prevention.

	Men	Women	Older	Younger
% of adults who feel safe walking alone after dark	96%	87%	77%	96%



Strategic Case for Change

Transport and Connectivity

Rail connectivity to Glasgow and other key centres is a strength, and public transport accessibility is relatively good during peak hours. However, reliance on private vehicles remains high, and active travel infrastructure could be improved to promote sustainable mobility.

While transport links are a local asset, survey findings show that physical accessibility is not enough to drive town centre vitality on its own. With footfall significantly below the national index, there is a need to better connect residential areas, employment zones, and leisure destinations through both physical infrastructure and place-based strategies. Investment in transport must therefore be integrated with regeneration and economic activity to maximise benefits.

Kilmarnock benefits from strong digital infrastructure, with 94% of premises having access to gigabit-capable broadband — well above the Scotland average of 76%.

High Streets, Heritage and Regeneration

Kilmarnock’s historic built environment and green spaces are key strengths, but underinvestment has weakened their economic and social value. Commercial vacancy rates and low footfall indicate that the town centre is underperforming, with survey respondents highlighting a need for more shops (32%), cleaner streets (31%), and a more attractive town centre (31%). These findings align with physical evidence of decline, including vacant heritage assets and dated public realm.

	Kilmarnock	Scotland
Commercial Vacancy Rates	16.4*	11.9
Footfall Index	84.5	100

The town’s strong cultural identity, history of manufacturing excellence, and valued green spaces present significant regeneration opportunities. With targeted investment, Kilmarnock could leverage these assets to strengthen its visitor economy, attract new businesses, and enhance civic pride. The Plan for Neighbourhoods funding offers a unique opportunity to align heritage-led regeneration with wider goals on economic growth, social inclusion, and environmental improvement.

*Locally sourced figure, all others are as per Local Data Profile provided by UK Gov



Strategic Case for Change

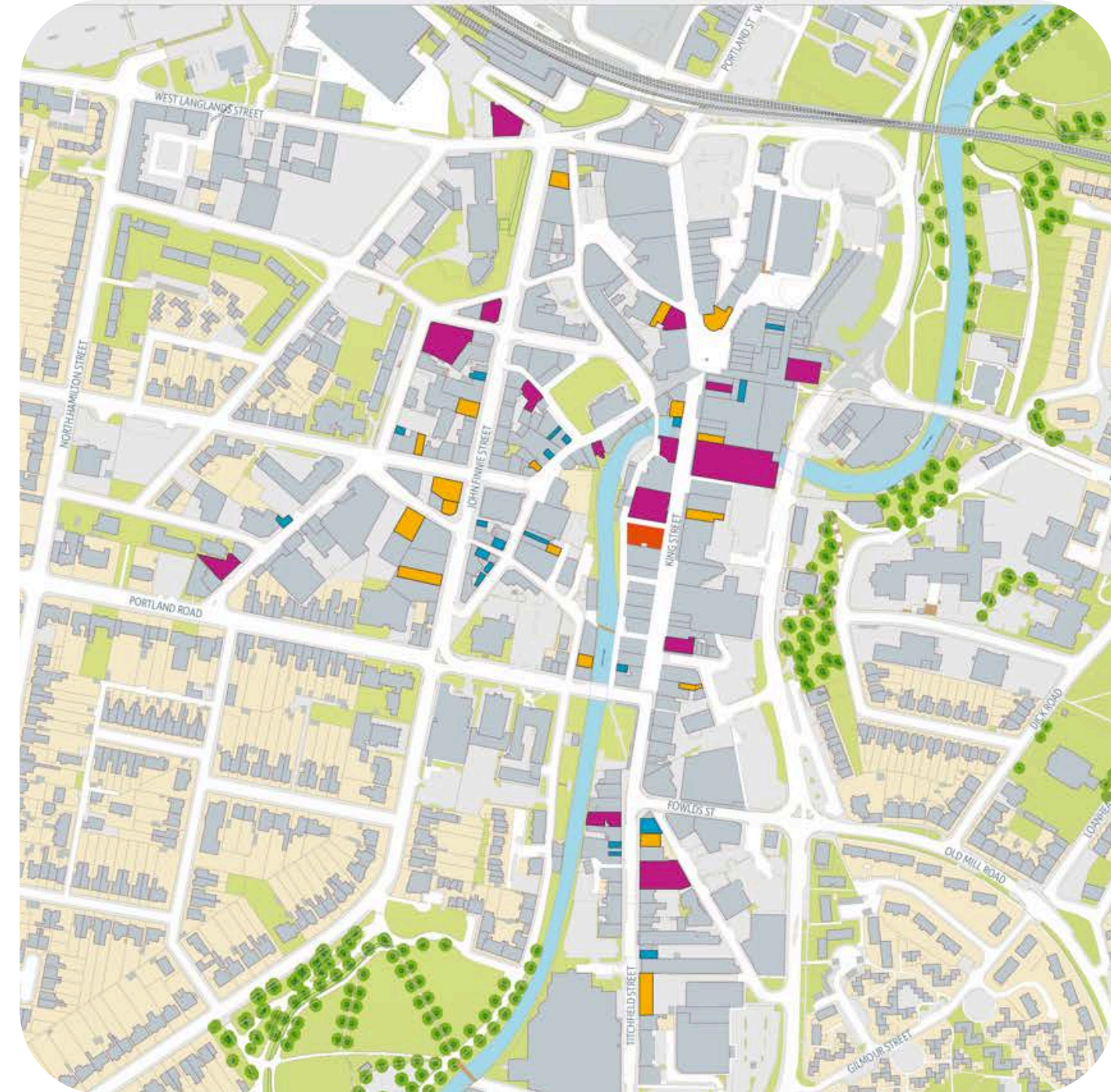
High Streets, Heritage and Regeneration

One of the most pressing challenges facing the Kilmarnock Town Plan is the high number of vacant units within the town centre—a visible reminder of the profound structural shifts reshaping town economies across the UK. Like many places, Kilmarnock has experienced the steady retreat of traditional retail from high streets, driven by changing consumer behaviour, the rise of online shopping, and the growth of out-of-town retail parks. What was once a thriving retail core now faces a mismatch between supply and demand, with many units either too large for today’s independent traders or too small for modern service and leisure uses.

Affordability compounds this challenge. Business rates and maintenance costs remain prohibitive for many smaller enterprises, particularly those seeking to test new ideas or trade seasonally. The result is a cycle of vacancy and underuse that affects both town centre vitality and public confidence.

Addressing this requires more than simply filling empty shops—it demands a rethinking of what a successful town centre looks like. The Kilmarnock Town Plan recognises the need to diversify uses, promoting a mix of residential, cultural, social, and digital activity alongside retail. By exploring flexible leases, adaptive reuse, and targeted investment to bring spaces back into productive use, the town can reposition its centre as a place of experience, enterprise, and everyday life. The challenge is significant, but it also represents an opportunity to redefine Kilmarnock’s heart for a new era—dynamic, inclusive, and resilient to change.

Vacant Retail Units in Kilmarnock Town Centre



Up to 100sq.m 100 to 200sq.m Over 200sq.m



Strategic Case for Change

Kayden

Kayden (12) is a member of East Ayrshire’s Children and Young People’s Cabinet as well as being a part of the East Ayrshire’s Youth Alliance. He has also been helping with the evolution team for about a year.



This all started after the We Make Kilmarnock consultation results came back showing that a place for young people to go and providing young people with the opportunity of leadership roles was needed. It’s essentially a youth hub that’s run by young people for young people. It’s a safe space for them to come along, relax, help out and get involved in various activities.

When talking about East Ayrshire Youth Alliance he said:

“I’m really passionate about all the alliances”.

When speaking about Kilmarnock he highlighted the small things that need to be addressed such as the current state of the roads due to potholes and dog fouling which isn’t being picked up or fixed. He also addressed his ideas of a bandstand area that would allow anyone to get up and perform whenever they like. It could just be a space for friends to go up, perform and have a laugh without the worry of exceptional talent. He suggested that this could be situated in the old multi -storey car park area.

JOHN AND KEVIN DONALDSON

The Donaldson family business, Kevs Kards, began in 1986. In August 1995 they moved from their original shop, into their current location in the Foregate and are now the longest running card shop in Kilmarnock, having been there for thirty years.



When talking about their visions for the future of Kilmarnock, Kevin and John said:

“Now that the multi-storey is down, the foregate is looking at a brighter future.”

It has been suggested that the area will be grassed over in the near future. When discussing this with John and Kevin, they pointed out that this area will be the perfect sun trap and therefore would be the perfect location for an events area with outdoor seats dotted about. Additionally, they suggested that each chair might have its own plaque which would act as a memorial highlighting certain aspects of Kilmarnock’s history.

They also spoke about the benefits that could come with a short stay drop off point. They suggested a zone where the maximum length of stay would be around half an hour, free of charge in hope of bringing more shoppers into the town. Currently, local businesses are experiencing a drop in customer footfall due to the lack of car parking spaces available. Kevin and John said they noticed a huge decline in business after the multi story closed. Even when people are finding spaces to park, the cost of parking deters shoppers as it adds an additional expense on to the trip.



Strategic Case for Change

Priorities Identified

Through our community consultation exercise discussed elsewhere in this paper we identified almost 30 priority groupings for consideration. Among those the top three groupings are:

1/ **Shops** - variety of shops, quality of shops unsightly units, empty units, need for more independent shops.

2/ **The need to 'brighten up' Kilmarnock** - litter, graffiti, quality of bins and need to repaint generally

3/ **Green Space** - Better utilisation of parks in the town, town centre green space, better care of parks

We have also identified a broader priority of empowering local groups to make a difference in their communities and wherever possible supporting local changemakers with the priorities they have identified.

These priorities are consistent with many surveys and consultation exercises carried out in Kilmarnock over the past 10-20 years.

Fit with Neighbourhood Board Objectives - Thriving Places

The initiatives planned for Kilmarnock represent a bold programme of renewal designed to restore pride, unlock opportunity, and ensure that the town centre and neighbourhoods evolve to meet the needs of today's residents. A suite of interventions focused on the heart of the town – including the Shop Front Pilot, Shop Development Grants, Brighten Up schemes, Street Furniture renewal, Foregate improvements, and the redevelopment of the former multi-storey site – will visibly transform the environment. Collectively, these investments will create a cleaner, safer, and more attractive centre that encourages footfall, stimulates local trade, and provides a focal point for community life.

Complementing this, programmes such as Town Centre Living and River Development will reshape Kilmarnock's offer for the long term, creating new homes and making better use of natural assets to provide high-quality amenities and lifestyle opportunities.

Equally important are investments in parks and green spaces – from restoring historic buildings and the bandstand, to creating an experiential train for those living with dementia and developing a youth hub. These projects place health, wellbeing, and inclusion at the core of regeneration, directly addressing the disparities in outcomes that disadvantaged communities face. By strengthening access to preventative and community-based provision, these initiatives will reduce reliance on acute services and demonstrate how public service design can be tailored locally to better meet need.



Strategic Case for Change

Fit with Neighbourhood Board Objectives - Stronger Communities

The programme is not solely about physical regeneration; it is about people. Initiatives such as the PR campaign, local events, and public art will help restore civic pride, celebrate identity, and foster a renewed sense of belonging. Visible improvements to the public realm will reduce the conditions in which anti-social behaviour thrives, while investment in community spaces will provide positive alternatives for young people and families.

Funding mechanisms – through the Neighbourhood Board Fund and Alliance Funding – are explicitly designed to empower residents and local organisations. They will give communities real influence over priorities and decision-making, ensuring that investment flows to projects that matter most to those who live there. This will build trust, strengthen networks, and create a virtuous circle in which communities feel listened to, valued, and safe.

Each Neighbourhood Alliance is now finalising an action plan that sets out locally agreed priorities. The Neighbourhood Board Fund and Alliance Funding will provide the seed-and-match finance to turn these plans into delivery, using light-touch approvals and practical support so community groups, local suppliers and volunteers can get started quickly.

The effect of these combined actions will be to rebuild resilience in areas where it has been eroded, reducing the risk of disengagement and division. As research shows, stronger social capital drives educational attainment, improves safety, and underpins economic growth. Kilmarnock's programme seeks to demonstrate this in practice by creating the conditions in which people know their neighbours, care for their places, and believe in a shared future.

Fit with Neighbourhood Board Objectives - Taking Back Control

At the heart of this approach is empowerment. Residents are not passive beneficiaries but active shapers of their community's future. Through the Neighbourhood Board, citizens will help direct funds and influence priorities; through Alliance Funding, local organisations will be resourced to deliver; and through projects such as the Youth Hub, young people will see tangible investment in their aspirations.

These initiatives directly tackle inequality of opportunity. By revitalising the town centre, creating spaces for enterprise, and supporting community-led innovation, the programme opens new pathways for employment, skills, and entrepreneurship. In a town with a proud industrial heritage, this is about ensuring that the next generation has the confidence and opportunity to thrive in new sectors, through laying the foundations for change.

Crucially, this programme embodies the principle that talent is spread equally, but opportunity is not. By investing in Kilmarnock, the UK Government can help demonstrate how levelling up is made real: empowering people to live healthier lives, take pride in their place, and shape the services and opportunities around them.



Strategic Case for Change

Use of Powers

The Kilmarnock Plan for Neighbourhoods will make active use of a number of statutory powers and policy tools available in Scotland to ensure regeneration is both effective and sustainable. Given the focus of our plan on revitalising the town centre, tackling vacant and derelict land, and empowering local communities, certain powers stand out as particularly relevant.

First, the Town Centre First Principle and the Town Centre Action Plan will underpin our decision-making, ensuring that investment and resources are directed to the heart of Kilmarnock. These frameworks will guide improvements to shopfronts, street furniture, and public spaces while encouraging mixed-use development. Closely linked, the Scottish Vacant and Derelict Land Survey (SVDLS) will be a key tool in identifying underutilised sites and bringing them back into productive use, while Amenity Notices may be used where neglected land or buildings detract from the wider regeneration effort. The development of a Masterplan Consent Area in the town centre will streamline consent for change and the Council are engaging with the ongoing Scottish Government consultation on Compulsory Purchase Order which seeks views on Compulsory Sales Orders and Compulsory Lease Orders.

Second, the plan will benefit from the Use Classes Order and associated permitted development rights. These provide flexibility for repurposing empty retail and service premises into cafés, offices, or light industrial use without the need for lengthy planning processes. This flexibility is vital in adapting the high street to new patterns of demand and creating a diverse local economy. Alongside this, design codes and the six qualities of successful places will help ensure that any redevelopment enhances the town's identity, character and attractiveness.

Third, the plan will actively use the Community Empowerment (Scotland) Act 2015, particularly through Community Asset Transfers, Local Place Plans, and participatory budgeting. These powers will ensure residents and community groups have direct influence over regeneration, helping to secure buy-in and lasting change. The Place Principle will act as the overarching framework, aligning investment and decision-making around a shared vision for Kilmarnock.

Finally, complementary tools such as Business Improvement Districts (BIDs), Community Wealth Building, and Local Employability Partnerships will provide levers for business-led growth, local employment, and investment in people as well as place. These powers and partnerships will help stimulate local enterprise, strengthen the role of business in regeneration, and ensure that economic benefits are widely shared.

In combination, these powers provide a strong platform to deliver the ambitions of the Neighbourhood Plan—reviving Kilmarnock's town centre, enhancing public spaces, and building stronger community ownership of the area's future.



Alignment with other programmes and investments

The proposed activity under the Kilmarnock Plan for Neighbourhoods will complement and build on existing strategic priorities across local, regional, and national levels.

Excitingly, we are co-developing a major regeneration initiative in Kilmarnock alongside East Ayrshire Council and East Ayrshire Leisure Trust to transform our town, and the Plan for Neighbourhoods will play an integral role in the delivery of this, alongside the leverage of other investment, including the levelling up monies awarded to the Palace Theatre and Grand Hall in Kilmarnock Town Centre. leveraging the £20 million Plan for Neighbourhoods funding alongside other UK and Scottish Government streams, the programme will ensure coordinated delivery, avoid duplication, and maximise impact for our town.

In the past 5 years, investment has gone into specific projects such as the Bus Station (£4m), the Plan for Neighbourhoods funding allows us to move from a piecemeal approach and gives us the opportunity to create linkages and achieve better value through a strategic lens to the coming decade. Wider work, that the Plan for Neighbourhoods feeds into through a series of interventions, is gathering pace around 4 key themes:

- Connectivity
- Vacant buildings, retail and development sites
- Town centre living
- Heritage, leisure and green networks

The Regeneration Plan does not cover all of the wider interventions in Kilmarnock, but below are set out some of the aspirations of the wider work it feeds into.

Connectivity

Wider regeneration initiatives address the severance of the town as a result of the one-way system and the lack of east-west connections across the town centre. Regeneration initiatives will be inclusive and accessible for all, reconnect fragmented areas and restore walkable links and encourage movement across key destinations. High quality gateway points will create a positive first impression – a sense of arrival and belonging. A clear traffic strategy will address traffic flow and parking will be better managed making it easier to navigate the town.

Improved public transport and active travel options with an enhanced public realm will help link places of interest, communities, and parks to our town centre.

Vacant buildings, retail and development sites

Through peer learning and working with owners, we will look at vacant units with a focus on those with large floorspaces which have been persistently vacant. We will consider initiatives around consolidation of different functions into different areas of the town centre, a rates review and the potential for retrofit and pop up uses, as well as maximising our offering for students at Ayrshire College.

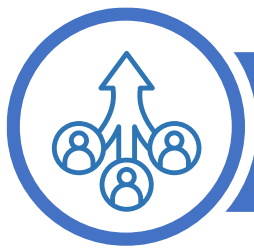
Town centre living

The area in and around the town centre is one of high demand for properties in terms of the Council's Housing needs and demand assessment, and is an area historically which was densely populated. Opportunities for town centre living have been limited in the recent past but with £15 million allocated through the Council's Strategic Housing Investment Plan for housing in Kilmarnock Town Centre, we can start to bring back a higher population into the town centre.

Heritage, leisure and green networks

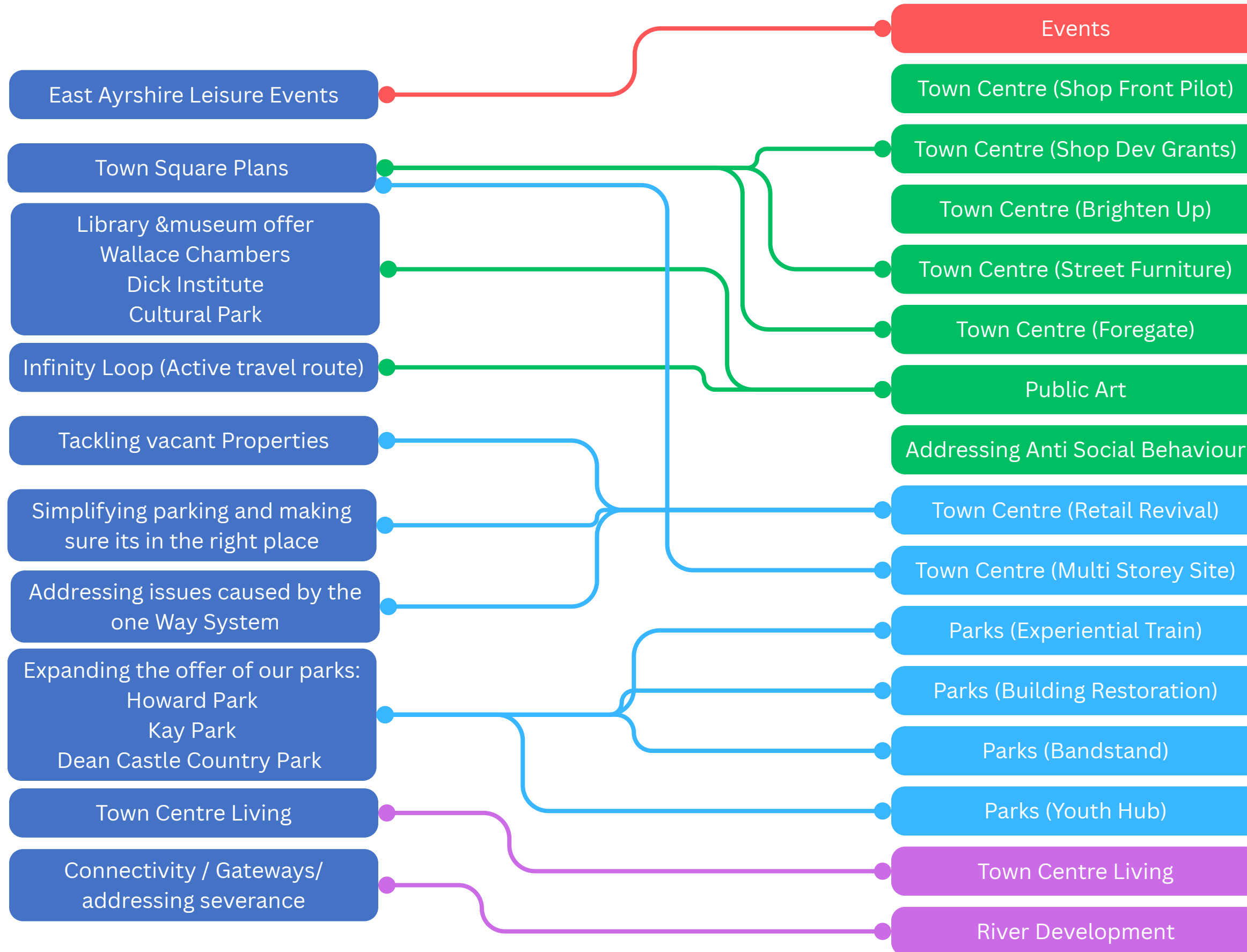
Kilmarnock has a rich heritage, flourishing cultural sector and our parks and green spaces are a huge asset. We want to expand our offering in our parks and green spaces – providing more opportunities for sports and outdoor fitness, reintroducing 'parkies' to welcome and engage with the communities, refurbish the beautiful old and unused buildings in our parks and create a rolling programme of events. We want to expand our museum space to show all of our incredible collections rather than leave them in storage and we want to move the library to the heart of the town.

By leveraging the £20 million Plan for Neighbourhoods funding alongside other UK and Scottish Government streams, the programme will ensure coordinated delivery, avoid duplication, and maximise impact for our town.

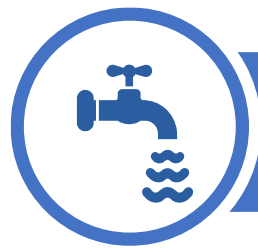


Alignment with other programmes and investments

There are a series of initiatives already planned or emerging for Kilmarnock over the coming decade, and in tandem with the Regeneration Plan initiatives, the interventions comprise a wider masterplan for the town, supported by a range of funding and partners.



Our planned interventions form an integral part of the wider masterplan and we will continue to work with partners locally as plans develop and are delivered.



Match Funding and Leveraged Investment

We Make Kilmarnock recognises that the award of UK Government funding is a transformational opportunity for the town, but also that the scale of ambition requires us to go further. To achieve the level of impact we aspire to, we will generate additional funding to supplement and match the UK Government contribution. This blended approach will allow us to deliver more projects, reach more people, and maximise value for money.

Funding we secure will flow in two ways. In some cases, it will be channelled directly to initiatives, enabling delivery partners to take forward specific projects without delay. In other cases, particularly where funder conditions require charitable governance, contributions will be directed through the Neighbourhood Board Fund. This dual approach ensures flexibility while giving funders confidence that their resources are managed responsibly and in line with their requirements. By positioning ourselves as both a direct delivery partner and a fund holder, we can ensure that every pound of investment is maximised for the benefit of Kilmarnock.

Building a Diverse Funding Portfolio

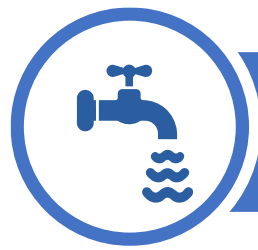
To realise this ambition, we have embarked on a systematic process of mapping external funding opportunities. Already, we have identified nearly 60 potential sources, spanning charitable trusts, lottery distributors, foundations, government programmes, and corporate funds. This broad base reflects our belief that transformation will not be achieved through a single funder, but through a portfolio approach that brings together multiple partners behind a common vision.

These sources range in scale from small but targeted grants to multi-million-pound programmes. Each has been assessed against the initiatives we are developing, allowing us to build a clear picture of where the best fit lies and how applications can be sequenced to deliver maximum impact. Importantly, this work demonstrates that we are not relying on UK Government investment alone; instead, we are leveraging that funding to attract further contributions, multiplying its impact.

For example, in the area of heritage and building restoration, we have identified opportunities through the Pilgrim Trust, the Architectural Heritage Fund, and the National Lottery Heritage Fund. These sources align directly with initiatives around the restoration of key assets in our parks and built environment. Similarly, the Scottish Land Fund offers a route to support projects that place land and property into community ownership, giving residents a tangible stake in regeneration.

In the sphere of community facilities and physical improvements, opportunities exist through bodies such as the Screwfix Foundation, which funds essential repairs and upgrades to community buildings, or the National Lottery Awards for All, which supports small-scale but high-impact projects. These align closely with our Early Impact Projects, where visible improvements to spaces and facilities will help build momentum and confidence in the programme.

For arts, culture, and creativity, funders such as Wasps Studios and Creative Scotland provide strong opportunities. These could underpin initiatives under our Creative and Fun themes, ensuring that cultural regeneration goes hand in hand with physical and economic renewal. Equally, funding through sport and wellbeing bodies, including Sportscotland, can contribute to our Healthy theme, supporting active lifestyles and community participation.



Match Funding and Leveraged Investment

We also recognise the potential of enterprise and skills development funds, such as those offered by Scottish Enterprise. These can help fuel initiatives under our Enterprising theme, supporting business start-ups, innovation, and workforce development. By aligning with economic development priorities, we ensure that regeneration strengthens not only place but also prosperity.

Matching Funders to Initiatives

Our analysis has shown that each initiative we have identified can be mapped to one or more external funders. For example:

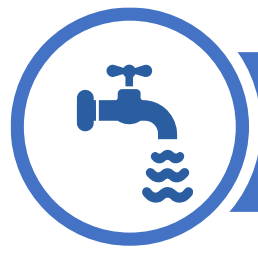
- Parks and Building Restoration: Supported by Pilgrim Trust, Architectural Heritage Fund, and National Lottery Heritage Fund.
- Community Buildings and Facilities: Supported by Screwfix Foundation and National Lottery Awards for All.
- Creative Industries and Cultural Spaces: Supported by Wasps Studios and Creative Scotland.
- Health and Wellbeing Interventions: Supported by Sportscotland and health-related charities.
- Enterprise and Skills Development: Supported by Scottish Enterprise and related economic funds.
- Community Ownership of Assets: Supported by the Scottish Land Fund.

By deliberately aligning our pipeline of projects with funder priorities, we are building a programme that is both fundable and sustainable. This mapping also enables us to stagger applications, ensuring that we are not over-reliant on any one source, and that delivery capacity is matched with funding availability.

Next Steps

Over the coming months, we will refine our prospectus for funders, presenting a clear case for support rooted in community priorities and demonstrating the leverage of UK Government funding. Each funder will be approached with a tailored proposition, linking their objectives directly to the initiatives they can help deliver.

This approach will give confidence that We Make Kilmarnock is not only ambitious but also credible, strategic, and financially sustainable. By securing nearly 60 sources of potential funding, we have already shown the scale of opportunity. The next stage is to translate this into secured commitments that will allow us to deliver transformation at pace and scale.



Match Funding and Leveraged Investment

Over our ten-year vision, we will connect with wider development projects, aligning investment, unlocking opportunities, and ensuring coordinated regeneration across our town.

Examples of planned developments include:

- Ayrshire Regional Sports Park
- Bowie Park and Rugby Park Community Pitches
- Centre Stage Phase II
- Regeneration of the River Corridor
- Expansion of Dean Castle Country Park
- Kilmarnock Green Infinity Loop
- Annanhill Golfing Masterplan
- Development of Ayrshire College Sports Hub
- Development of fringe sports and activities
- Collaboration in the development of a rolling programme of community and hallmark competitions, event and festivals

Our plan is aligned with a potential £137m of funding being deployed in Kilmarnock over the coming decade which includes:

- UK Government Local Regeneration Fund (Palace Theatre) £20m (confirmed)
- EAC Capital Programme £28m (confirmed)
- UK Government Neighbourhood Board £20m (confirmed)
- EAC Housing Improvements £15m (confirmed)

- Scottish Government Town Deal £20m
- Transport Scotland £20m
- National Heritage Lottery Fund £10m
- Sport Scotland/Museum Galleries Scotland £2m
- RCGF/Vacant Land Fund £2m



Community and Stakeholder Engagement

The Neighbourhood Board has been established to ensure that the Regeneration Plan is rooted in local priorities, reflects the diversity of voices across Kilmarnock, and is delivered in a way that is transparent, collaborative, and accountable. From its inception, the Board has been designed as a partnership body, drawing together representatives not only from the public sector but also from the private sector and third sector. This mix of perspectives strengthens the Board's ability to balance economic opportunity, community need, and service delivery. In the near future, the Board will also include a nominated representative from the Community Alliances, ensuring that the voices of local neighbourhood groups have a direct and ongoing influence on strategic decision-making.

The Board's governance arrangements have been carefully developed to safeguard its independence. East Ayrshire Council provides secretariat support and contributes expertise through elected members and the participation of the Council's Chief Executive. However, the majority of Board members are from outside the local authority, and the Board operates independently of Council decision-making structures. This distinction is important: while the Council is a key partner, the Regeneration Plan must be shaped by a wider set of voices and must carry legitimacy that extends beyond local government. The Board's independence helps to build trust with the community, while the Council's involvement ensures alignment with statutory responsibilities and strategic planning.

Engagement with the community is central to the ongoing development of the Plan. The Board recognises that regeneration cannot be imposed from above; it must be co-created with the people who live, work, and invest in Kilmarnock. A dedicated Communications Plan underpins this work, using a distinct We Make Kilmarnock brand—separate from the Council—to build trust and make roles clear. A specialist communications partner is in place, developing the strategy to keep the Neighbourhood Plan clearly distinct from Council communications. It sets out tone of voice, key messages, and a channel mix (website, social media, newsletters, stakeholder briefings, press), with accessible formats and a regular update cycle. We will continue to use existing events such as the Fair Festival, alongside dedicated consultation sessions, to keep people informed and invite ideas. The online survey—badged under the We Make Kilmarnock brand—will remain a simple, accessible way for residents to share views, with regular analysis to track shifts in priorities and ensure interventions stay relevant.

Beyond broad engagement, the Board will also build relationships with specific groups that play a vital role in Kilmarnock's civic and economic life. We are committed to working closely with organisations such as the Kilmarnock Business Association to secure private-sector buy-in. The Communications Plan includes a partner toolkit (brand guidelines, templates and shareable content) and a sponsorship prospectus to support fundraising through the Board's Fund, offering clear opportunities for local businesses to contribute to projects via sponsorship or partnership. This approach not only generates additional resources but also embeds the private sector as a long-term partner in regeneration—under a We Make Kilmarnock identity that is collaborative, transparent and distinct from the Council.



Civil society is central. The third sector brings local insight and trusted networks, reaching people who might otherwise be unheard. The Board reflects this and will continue to work with voluntary groups, community organisations and local activists. Rooted in Community Wealth Building, we will prioritise local and social suppliers through proportionate, transparent procurement, and openly advertise work and commissioning opportunities.

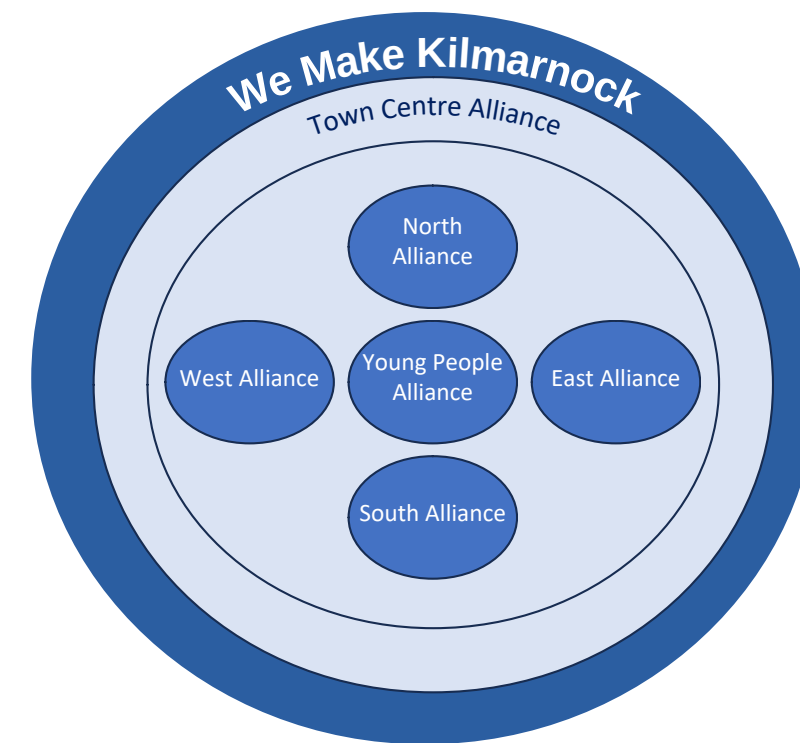
Public involvement will shape delivery at every stage. Projects will create volunteering roles so residents can improve their own places. For specific proposals—public realm, facilities or new programmes—we will consult to ensure design and delivery meet local expectations. Procurement will enable SMEs and third-sector bidders, keeping spend local and building skills. This fosters ownership and pride and helps investments endure.

Across the 10-year programme, the Neighbourhood Board will remain open, independent and inclusive. Through diverse membership, engagement with business and civil society, and sustained community consultation and volunteering, regeneration will empower people as well as places. By advertising opportunities and focusing procurement locally where appropriate, more value stays in the town—keeping the Plan alive, responsive and connected to those it serves.

The Local Alliances

The planning and delivery of the strategic plan for Kilmarnock is supported by six alliance partners from across the town. These are areas where communities have come together to create community-led action plans which identify priorities for local residents and communities, in turn informing locality planning.

Each of the alliances brings local leadership as well as insight into communities and what matters to the people there. We are already seeing this in action and from the initial capacity funding £9000 was allocated to each alliance to allow them to undertake initiatives important to their area linked to their community action plans (which also serve as Local Place Plans).

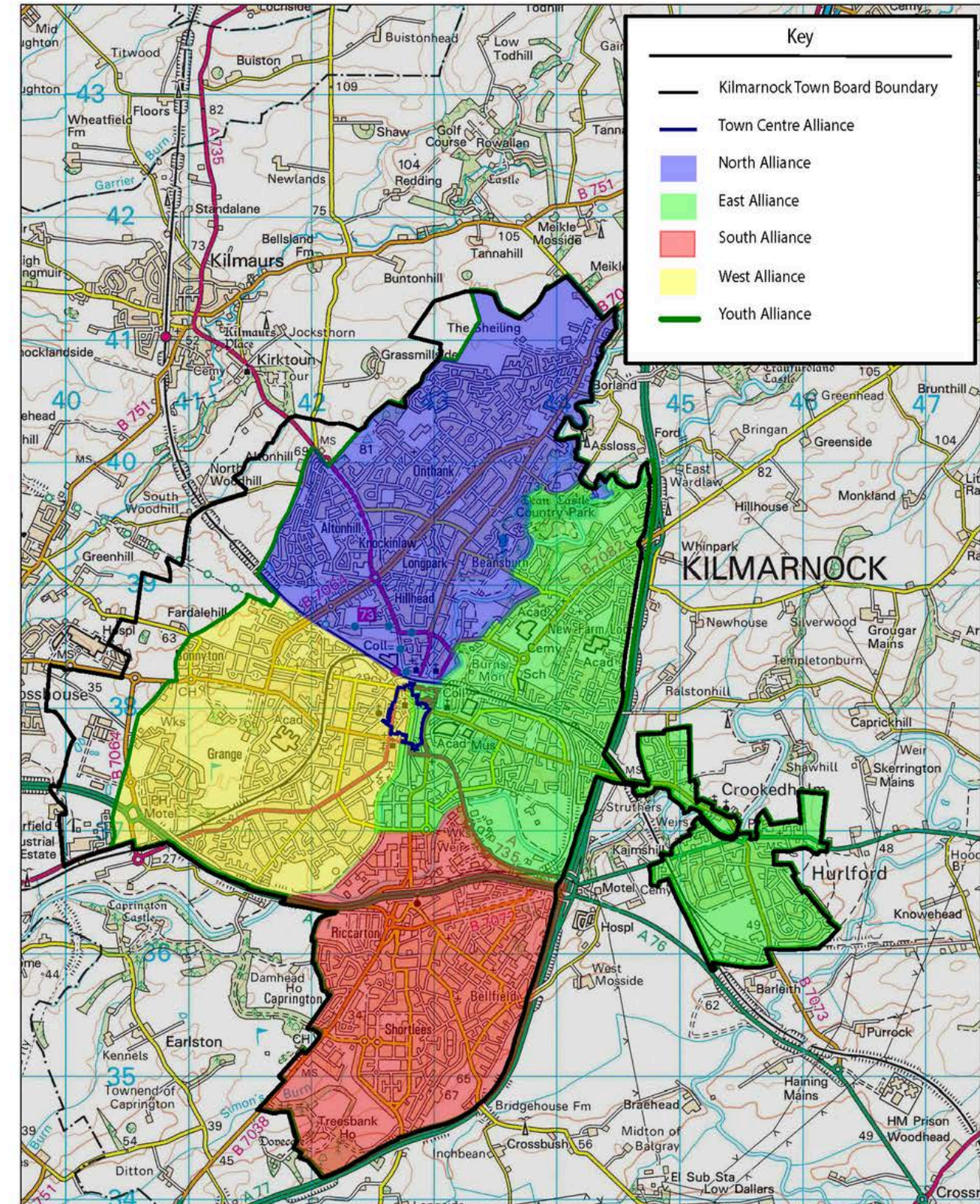




Community and Stakeholder Engagement

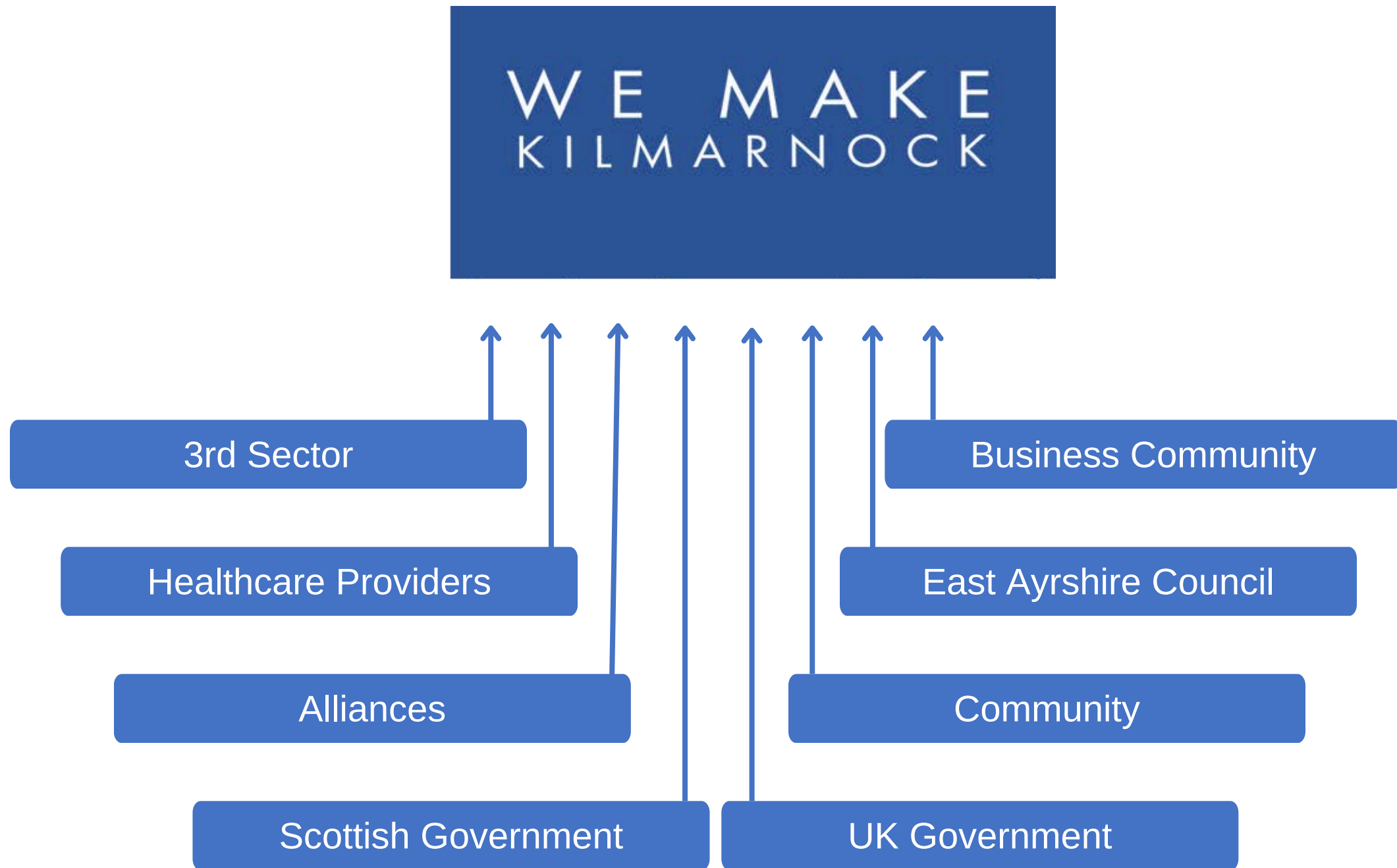
The six alliances are:

- 1/ North (Onthank, Longpark)
- 2/ South (Shortlees, Caprington, Bellfield)
- 3/ East (New Farm Loch)
- 4/ West (Bonnyton, Grange)
- 5/ Town Centre
- 6/ Young People (across Kilmarnock)





Community and Stakeholder Engagement



- We Make Kilmarnock brings together different, often disparate, parts of our community to focus on a common goal.
- The opportunities, as well as the challenges, Kilmarnock has are often difficult for any one group to take on.
- Sometimes a lack of a vision, or even anticipation of the problems to be tackled, can put potential changemakers off.
- We Make Kilmarnock will provide the vision, help to secure resources, and assist in breaking down barriers to progress.



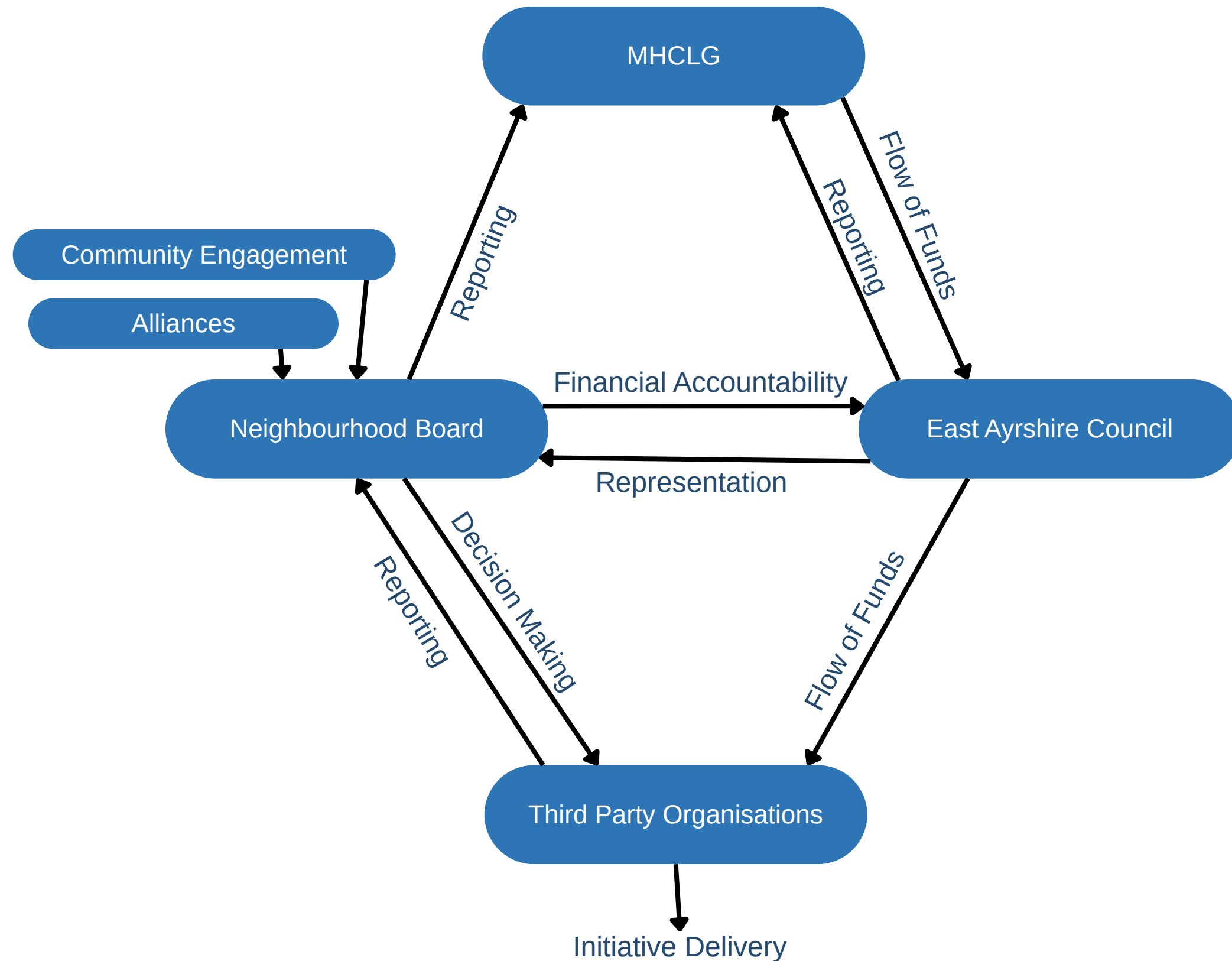
Governance

This governance structure sets out how responsibilities, accountability, and funding flows operate within the Plan for Neighbourhoods programme. At the centre is the Neighbourhood Board, which represents the community, including through alliances and direct engagement activity. The Board's role is to co-produce and oversee the local regeneration plan, ensuring decision-making reflects community priorities and that initiatives are delivered in partnership.

The local authority – East Ayrshire Council – acts as the accountable body, holding financial responsibility for funds, ensuring compliance with subsidy control and procurement regulations, and providing secretariat support. While the Council ensures funds are distributed appropriately, decision-making authority rests with the Neighbourhood Board. There is also representation between the Council and the Board to maintain a collaborative partnership.

Funding will move from MHCLG to East Ayrshire Council as the accountable body. The Council then allocates funds onward, including to third-party organisations that are responsible for delivering initiatives. Clear reporting lines run from local delivery partners back to the Neighbourhood Board, the Council, and then to MHCLG, ensuring transparency.

This model balances local community leadership with statutory accountability, creating a framework in which neighbourhood priorities drive investment, but within robust governance safeguards.





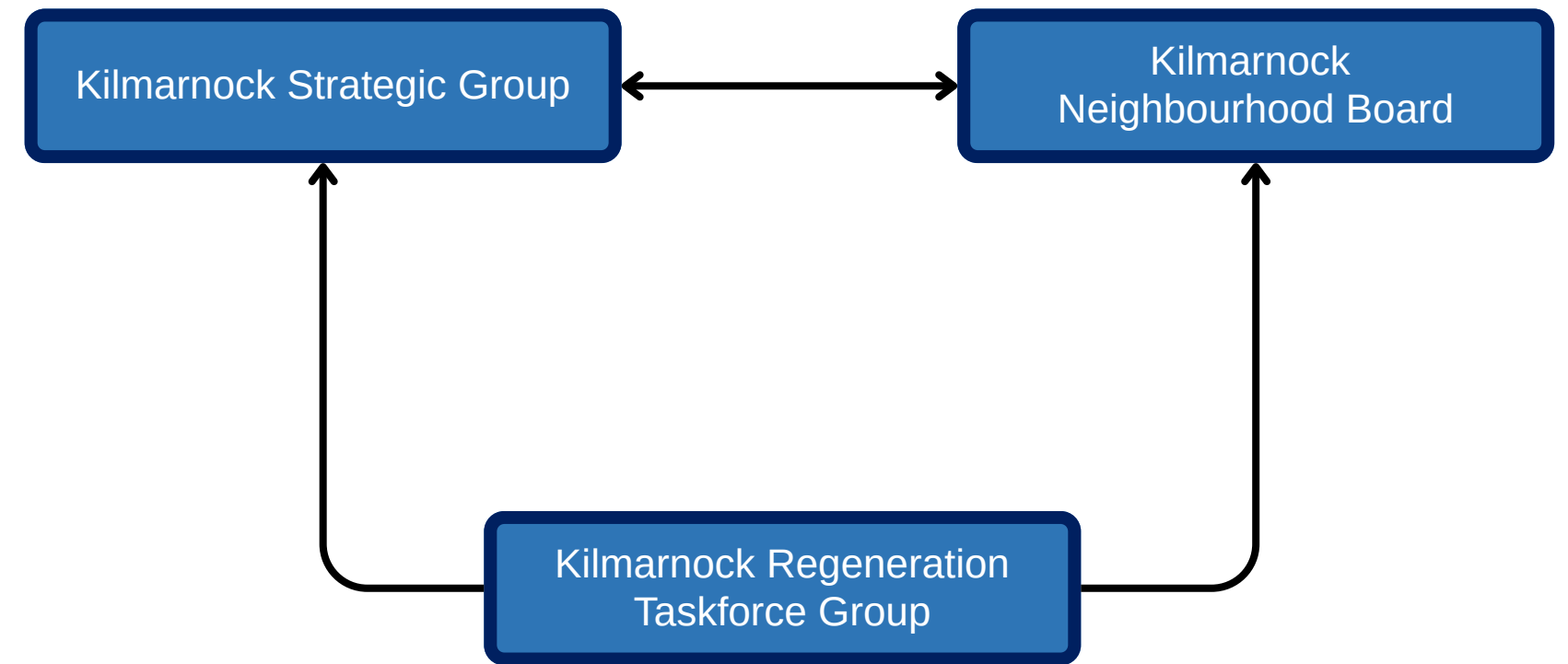
Governance

In addition to the Neighbourhood Board there are two further groups in Kilmarnock with similar objectives:

The Kilmarnock Regeneration Taskforce Group brings together East Ayrshire Council, community, business, and third-sector partners to coordinate strategic regeneration across the town. It oversees delivery of key projects, aligns public and private investment, and ensures that local priorities and community voice drive long-term economic, environmental, and social transformation in Kilmarnock.

The Kilmarnock Strategic Group provides high-level leadership and coordination for regeneration and investment across the town. Elected Members and Officers from East Ayrshire Council sit on the group which ensures alignment between local priorities, strategic funding, and policy objectives to deliver sustainable, inclusive growth and a thriving town centre.

The Kilmarnock Strategic Group, Regeneration Taskforce Group, and Neighbourhood Board will work in partnership through a clear governance framework that avoids duplication and ensures transparency. Each group will focus on distinct but connected responsibilities, maintaining a clear line of sight between strategy, delivery, and community priorities, so all partners contribute effectively to their part of the wider regeneration programme for Kilmarnock.





Governance

The Kilmarnock Neighbourhood Board has been established to steer the long term vision for the town hand-in-hand with local people. The board will drive the prioritisation of investments in consultation with the community.

Specifically, Kilmarnock Neighbourhood Board is responsible for:

- Identifying the issues and priorities to focus on within the Long-Term Plan, including supporting a process of ongoing community engagement.
- Working with the local authority to develop the Long-Term Plan for Kilmarnock, setting out how local partners use their knowledge, powers, assets and new funding to deliver for our community.
- Overseeing delivery of projects set out in the Long-Term Plan.
- Overseeing the Neighbourhood Board Fund which will disburse funding with the town boundary as well as fundraising in its own right.
- Identifying opportunities for Board Members to utilise specific powers such as neighbourhood planning, to drive forward the Long-Term Plan.
- Identifying opportunities to bring in additional philanthropic or private investment to support the Long-Term Plan for Kilmarnock.

The board comprises the following representatives from local organisations:

Fiona McKenzie (Chair)	Founder and CEO. Centrestage
Billy Bowie	Managing Director of Billy Bowie Special Projects Ltd Majority Shareholder of Kilmarnock Football Club, Owner, The Park Hotel Ayrshire
David Cameron	Convenor of the Church of Scotland Assembly Trustees
Angela Cox	Principal & Chief Executive of Ayrshire College
Councillor Barry Douglas	Kilmarnock East and Hurlford
Eddie Fraser	Chief Executive, East Ayrshire Council
Chief Superintendent Suzanne Chow	Police Scotland, Divisional Commander, Ayrshire Division
Craig Hume	Managing Director, Utopia Computers
Lilian Jones MP	Kilmarnock and Loudoun
Lynne McNiven	Director Of Public Health
Councillor Douglas Reid	Kilmarnock West and Crosshouse
Chris McMail	Managing Director, Microtech Group



Governance

The Neighbourhood Board will ensure that governance and transparency requirements are met by embedding clear structures, processes, and expectations from the outset. The Board will operate openly, publishing its membership, terms of reference, and decision-making processes on the lead council's website. This will include advance publication of meeting agendas and papers, timely minutes, and a transparent record of funding allocations and decisions. All members will be required to declare interests, both financial and non-financial, with a clear process for managing conflicts to maintain public trust. These arrangements will guarantee that local residents and stakeholders are able to scrutinise decisions and hold the Board accountable.

The Board will adopt the Nolan Principles of Public Life—selflessness, integrity, objectivity, accountability, openness, honesty, and leadership—as the foundation of its culture and conduct. Every member will be expected to sign up to a code of conduct based on these principles, with training and guidance available to ensure compliance. This commitment will foster a culture of ethical leadership, impartiality, and community-first decision-making, ensuring that the voices of local residents are heard and respected throughout the programme.

In managing public funds, the Board will ensure adherence to the standards set out in Managing Public Money. All projects and proposals will be assessed against the core tests of regularity, propriety, value for money, and feasibility. Regularity will be achieved by ensuring every financial decision complies with relevant legislation, funding conditions, and statutory guidance. Propriety will be maintained through processes that uphold integrity, fairness, and accountability, including independent oversight from the accountable body, East Ayrshire Council. Value for money will be embedded in procurement, commissioning, and project assessment, with decisions designed to maximise community benefit and minimise unnecessary cost. Feasibility will be ensured through robust appraisal, business case development, and realistic planning for delivery.

To reinforce assurance, the programme will adopt a three lines of defence model. The Neighbourhood Board, supported by East Ayrshire Council as accountable body, will manage the first line of defence through operational checks and controls. The second line will come through oversight and monitoring arrangements agreed with MHCLG. Finally, independent audit and evaluation will provide a third line of assurance, offering objective review of governance and compliance.

Through these measures, the Neighbourhood Board will create a governance framework that is transparent, principled, and rigorous—ensuring that investment is managed responsibly and that local communities can have confidence in both the process and the outcomes.



Governance

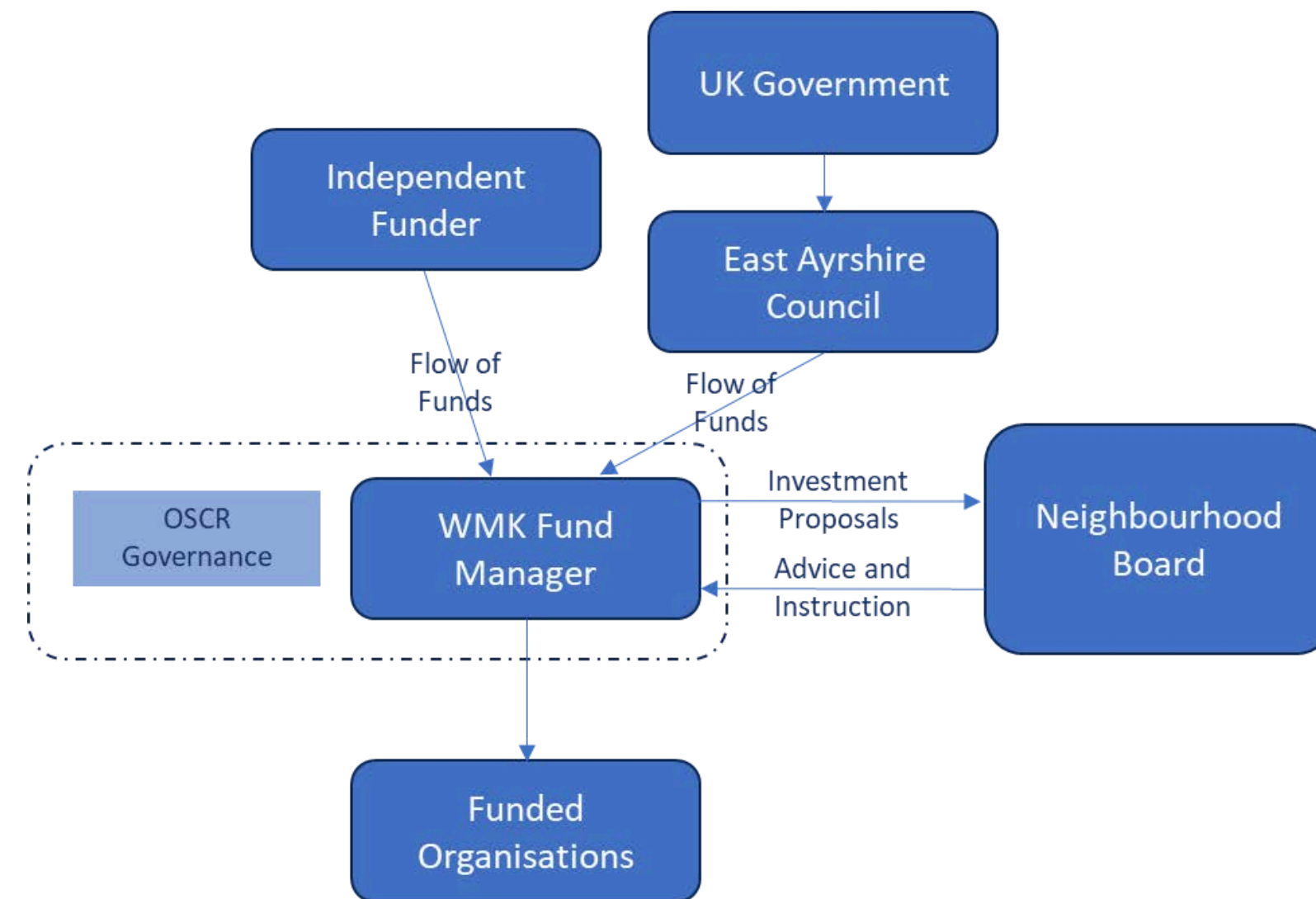
The establishment of the Neighbourhood Board Fund marks an important step in ensuring regeneration in Kilmarnock is rooted in local priorities while attracting wider investment from charitable and private sources. Initially, the Fund will focus on smaller applications from local organisations, with a starting capacity of around £140,000 in total, enabling us to support grassroots activity at an early stage. Over time, as further funding is secured, the scale of investment will increase, allowing the Fund to grow into a more substantial driver of community transformation.

Organisations and individuals will be invited to submit proposals that meet clear criteria, setting out the benefits, outcomes, and their capacity to deliver. This process will be transparent and accountable, ensuring resources are targeted effectively and provide demonstrable value for money.

Day-to-day operation will be managed by a professional Fund Manager, appointed by We Make Kilmarnock. The Fund Manager will oversee grant assessment, monitoring, and reporting, operating under the regulatory framework of the Office of the Scottish Charity Regulator (OSCR). This guarantees compliance, strong governance, and effective oversight.

The Neighbourhood Board will retain a central role in setting funding priorities, making final allocation decisions, and providing strategic direction for the Fund. This community-led model ensures decisions are informed by local voices, while maintaining accountability and transparency in line with UK Government expectations.

By starting small and scaling as co-funding is attracted, the Fund provides a robust, sustainable mechanism to leverage the MHCLG award, maximising long-term impact and value for money.

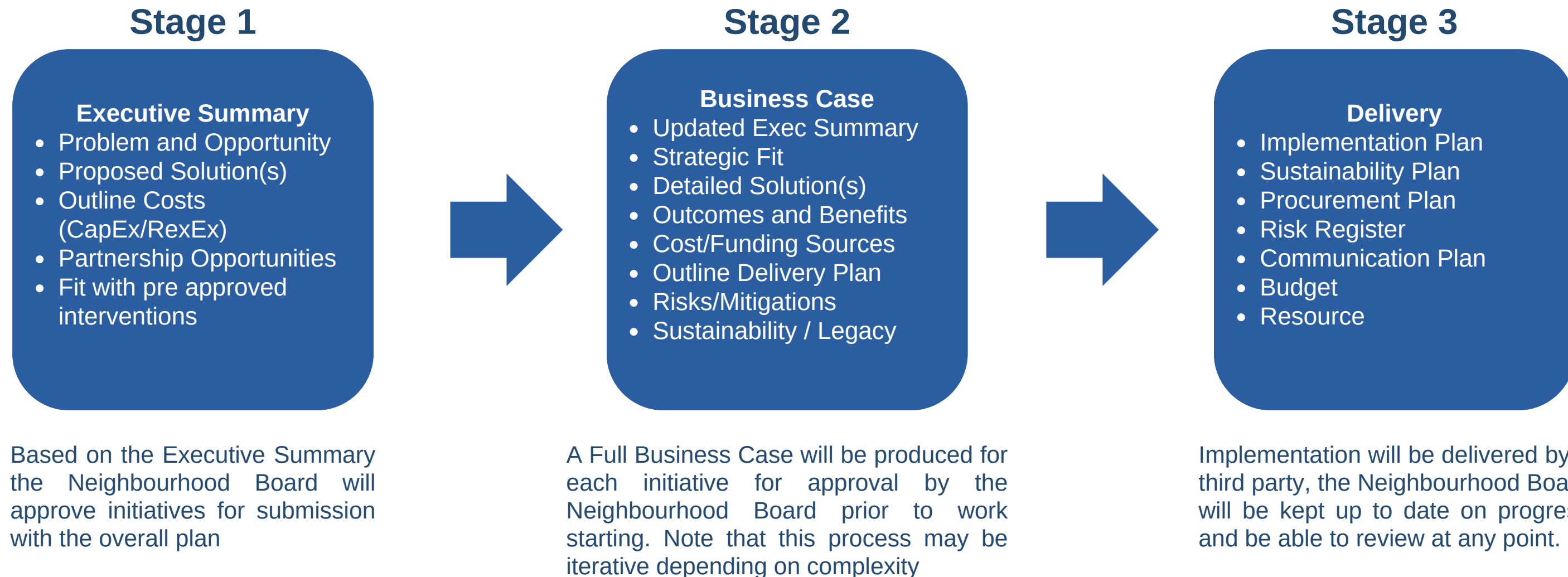




Governance

Our route to market for this funding will follow two clear pathways. Firstly, initiatives identified and approved directly by the Neighbourhood Board via the process below will proceed through the established local authority procurement process. This ensures that projects are commissioned in line with statutory requirements, provide value for money, and meet the highest standards of governance and accountability. By working through the council's procurement framework, the Board can be confident that funded initiatives are delivered by capable providers and remain compliant with public sector regulations.

Secondly, funding will also be distributed through the Neighbourhood Board Fund, which will issue calls for proposals from local organisations. Applicants will be required to demonstrate how their projects align with community priorities, the outcomes they will achieve, and their ability to deliver effectively. This approach creates opportunities for grassroots organisations to access funding, fosters innovation, and ensures local voices help shape regeneration.





Assurance

Financial Governance

Finance Regulations and Financial Policy Bulletins will apply where appropriate. Financial bulletins APB27A and APB27B will apply when funds are being allocated to projects or groups such as Urban Alliances. Within the Council, a separate coding structure will be set up within both Capital and Revenue. Individual projects will be allocated a cost centre to allow monitoring and reporting on progress. As a minimum financial monitoring will take place quarterly in line with East Ayrshire Performs reporting periods (East Ayrshire performs is a summary report which provides up-to date information on how we are managing our finances).

Subsidy Control

The Council will use the Scottish Government subsidy control checklist to ensure the requirements of the Subsidy Control Act 2022 are met. Before releasing any payment, we will require written confirmation that receipt of the payment will not exceed minimum financial assistance (MFA) threshold of £315,000 cumulated over the financial year of payment and the previous two financial years, as specified in section 36(1) of the Subsidy Control Act (2022). In line with management of other funding streams East Ayrshire Council will issue a letter setting out terms of grant with an MFA declaration to be attached for return. A cumulative subsidy control check between East Ayrshire Council funding awards and We Make Kilmarnock will also be conducted.

Risk Model

Our assurance model for the Neighbourhood Plan is built on three clear lines of defence, ensuring accountability, transparency, and confidence in delivery.

First line: Responsibility sits with operational management within the Neighbourhood Plan, who own and manage day-to-day risks. They are accountable for embedding effective controls and ensuring activities align with agreed objectives.

Second line: Oversight is provided by senior management within the local authority and Neighbourhood Board, operating independently of delivery teams. Their role is to monitor, challenge, and confirm that risk management systems and processes are properly designed, implemented, and functioning effectively.

Third line: Independent assurance is provided through audit or other impartial mechanisms. This offers the Neighbourhood Board and local authority objective assurance on the robustness of governance, risk management, and internal controls, as well as the effectiveness of both the first and second lines of defence.



Assurance

Risk Register

An outline project risk register has been prepared (Appendix 2), identifying the likelihood and impact of each risk in addition to actions to mitigate these risks. Risks are to be managed through regular reviews of the risk register and identification of potential risks to the project. The plan will implement a hierarchy of risk management that aims to eliminate risks where possible, then mitigate any impacts of foreseeable risks. This will be done formally Project Board meetings. Each project will require to be risk assessed as it is developed.

Environmental Impact

Initial screening and scoping of the Plan has been undertaken but further work will be required as project details are further refined (appended to 4 year plan.)

Public Sector Equality Duty

An EQIA has been completed for the Long -Term Plan (appended to 4 year plan). The current projects have no direct equality impact implications but the detailed design of projects will require to be assessed as the project progresses.

Procurement

We Make Kilmarnock procurement will be managed through the council's procurement framework. The Council is committed to working collaboratively and developing links between local authorities and other public, private, voluntary and third sectors as a way of providing more flexible and cost-effective services. Work will be tendered via Public Contracts Scotland with a minimum of 5 providers contacted and 3 quotes received. Consideration will be given to ring fencing procurement within Kilmarnock / East Ayrshire to maximise the potential for community wealth building.

Plan For Neighbourhoods

4 Year Investment Plan

WE MAKE
KILMARNOCK

Kilmarnock Autumn 2025





4 Year Investment Plan

Community Engagement 4

Prioritised Interventions 9

Outcomes 33

Roadmap to 2030 34

Financial Planning 35

Route to Market 39

Measuring Impact 40

Appendices



Our Consultation Approach

We Make Kilmarnock is driven by what matters to people in the town, and we believe the best ideas come from the residents themselves, people who understand the problems they want solved, and have considered the options, often for some time.

To allow us to understand fully what was important to people, and what their ideas might be, we embarked on an engagement exercise which has now seen us gather feedback from over 1500 people in Kilmarnock.

We conducted the exercise in three ways:

- Surveys circulated at events, via groups, and in the town centre
- Facilitated workshops attended by people from across the community
- Conversations held with members of the public at events across Kilmarnock

The engagement activity took place on weekdays, evening and at the weekend to ensure as many people as possible had the chance to contribute.

Working to our themes of Beautiful, Creative, Enterprising, Fun, Healthy and Safe we were able to gather thoughts on what people liked about their area, what could improve and what priorities we should focus on.

The facilitated workshops were attended by people from:

- Local businesses
- Members of the public
- Young people (including Youth Cabinet)
- Those in recovery from addiction issues
- People suffering from homelessness
- Ex offenders
- Young carers
- Families
- Adults with additional needs
- People with visual impairments
- The Alliances (see next page)
- CentreStage groups
- Adult Carers

It is worth noting that a number of those groups felt valued and listened to as they do not normally get to share their voice, ideas or thoughts within a consultation.



Our Consultation Approach

Our commitment to community voice does not end with the initial consultation. We recognise that priorities evolve, and that meaningful participation requires an ongoing conversation with residents. To that end, we will continue to use our established survey as a regular tool for gathering feedback. This survey will remain open throughout the lifetime of the programme, promoted both online and in-person, so that people can return to it whenever they have new ideas or concerns. Responses will be analysed regularly to track shifts in priorities and to identify new opportunities as they emerge.

We will also build on the success of events-based engagement. High-profile community occasions, such as the Fair Festival, provide an ideal platform to reach large, diverse audiences. We will use these events to showcase progress, share information, and invite feedback. Importantly, as plans become more detailed and we have tangible proposals to present, we will organise targeted sessions where residents can respond to specific interventions. This approach allows the community to influence not only broad priorities, but also the design and delivery of individual projects. By combining continuous survey input, large-scale engagement at public events, and focused consultations, we will ensure that the people of Kilmarnock remain central to decision-making.

It is worth noting that the priorities of the residents of Kilmarnock have changed little in the past decade and a half, including the past year, with each new survey and consultation highlighting the same desire to see investment go to improving the town centre, green space and general appearance, including cleanliness.





Our Community Consultation

The work to gather input from people across Kilmarnock has already been outlined in this paper. This engagement was built on three principles: a determination to work in a solution-focused way, an open approach with no preconceived ideas, and a conversational style that encouraged honesty and trust. By meeting people where they are and listening without judgement, we created a process that genuinely valued local voices.

The outputs from these exercises will directly inform the prioritisation decisions of the Kilmarnock Town Board. Crucially, we will not treat this as a one-off exercise. Our learning will be refreshed regularly by rerunning engagement sessions and surveys, ensuring that our priorities remain aligned with what matters most to people as circumstances evolve. The “acid test” for every proposed solution will be a clear line of sight from community feedback through to implementation. If we cannot demonstrate that link, the solution will not pass.

Equally important is showing participants what has happened as a result of their involvement. Too often, people have shared views only to feel that nothing changed. A strong theme in our engagement was the desire to see outcomes: “We want to know what’s happened as a result of these discussions.” We are committed to updating every group that contributed, ensuring they see their voice reflected in the final plan and in the projects that follow. This transparency is central to building confidence and tackling the widespread apathy expressed during workshops. Many participants were frank about past frustrations: “Nothing will change, as nothing ever has.”

Our challenge is to overturn this narrative. We have worked hard to demonstrate that this programme is different – an innovative project that builds on Kilmarnock’s strengths while learning from bold ideas elsewhere. Participants have seen that the Town Board is willing to embrace new ways of working and not shy away from challenges. This openness is beginning to shift perceptions, but we must continue to prove it through action.

By doing so, we can counter outdated assumptions: that “the Council will decide, not the people,” that “politics will get in the way,” or that “nothing new will be allowed because it’s been tried before.” We Make Kilmarnock exists to show the opposite – that with the community in the lead, real change is not only possible, but already underway.



Our Community Consultation

The themes and ideas which emerged from the community consultation exercise are set out in the appendices to this paper.

Rank	Theme	Surveys	Workshops
1	Shops	218	101
2	Brighten Up Kilmarnock	167	28
3	Green Space	107	73
4	Safety	107	52
5	Roads	107	13
6	Play	105	38
7	Youth Provision	97	57
8	Events	90	63
9	Things for Children to do	84	28
10	Sports/Leisure	70	84
11	Community	67	91
12	Parking	58	29
13	Restaurants/Bars/Cafes	44	26
14	Things for Families to do	42	10
15	Housing	36	16

Our challenge now is to take this input and build on the ideas and challenges as we develop our 4 and 10 year plans.

Rank	Theme	Surveys	Workshops
16	Support for Businesses	35	16
17	Pop Up Markets	33	28
18	Investment in Town Centre	32	46
19	Transport	28	36
20	Murals	18	36
21	Education	16	12
22	Preserve Older Buildings	14	5
23	Wellbeing	12	3
24	Recovery	11	9
25	Employment Opportunities	10	3
26	Entertainment	9	23
27	Older People	7	0
28	Public Toilets	5	5



Our Community Consultation

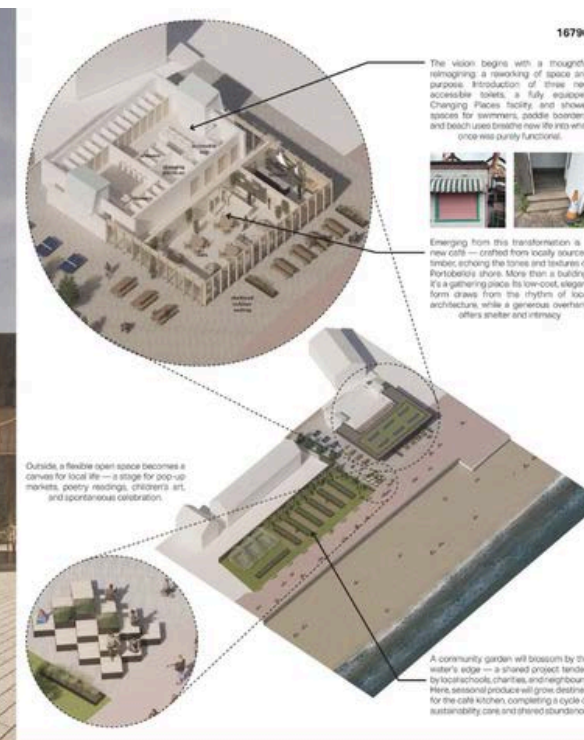
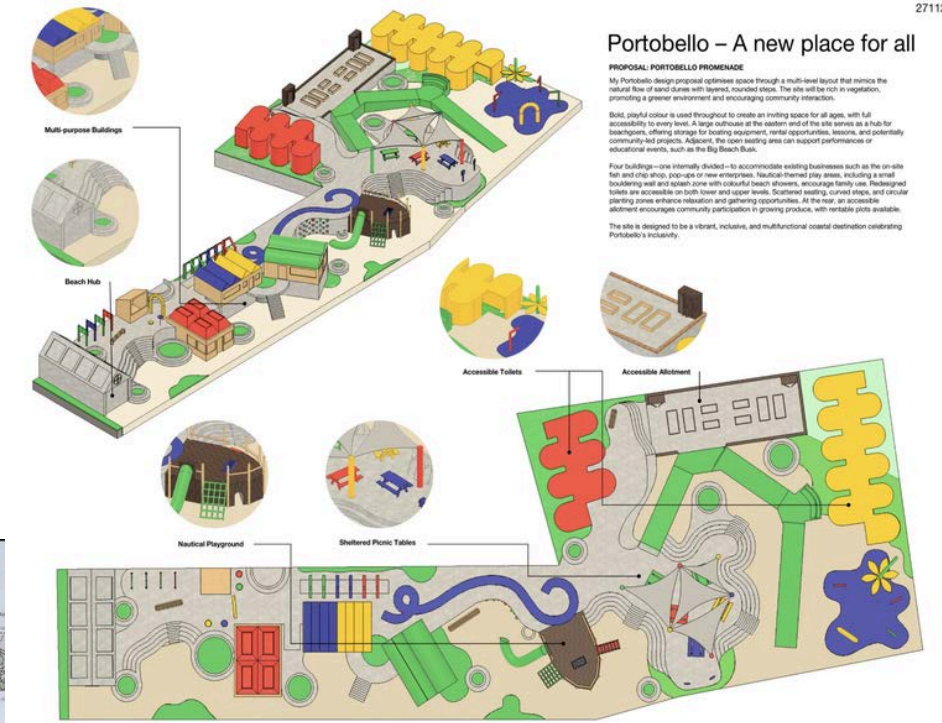
Kilmarnock will launch a community-led design competition inviting ideas for reimagining parts of its parks—such as creating a modern, flexible events space or repurposing derelict park buildings—as inclusive civic assets for the future.

Drawing on successful design-led regeneration initiatives seen in other Scottish towns and cities, the project will combine heritage awareness with contemporary thinking, ensuring that new designs not only celebrate Kilmarnock’s cultural and social traditions but also provide adaptable spaces that support everyday community life.

The initiative will be framed as a concept ideas competition, inviting architects, designers, artists, and local residents to submit creative proposals for two linked projects—low-cost, low-carbon designs that promote wellbeing, sustainability, and civic pride. The brief will encourage proposals that integrate performance and activity space, seating, lighting, and landscaping—creating vibrant settings for concerts, community events, markets, and informal gatherings throughout the year.

This will be a citizen-shaped process, run in partnership between East Ayrshire Council, the We Make Kilmarnock programme, local schools, cultural organisations, and community groups. Proposals will be judged on strength of vision, community potential, and inclusivity, with feedback offered to all entrants to support ongoing learning and engagement.

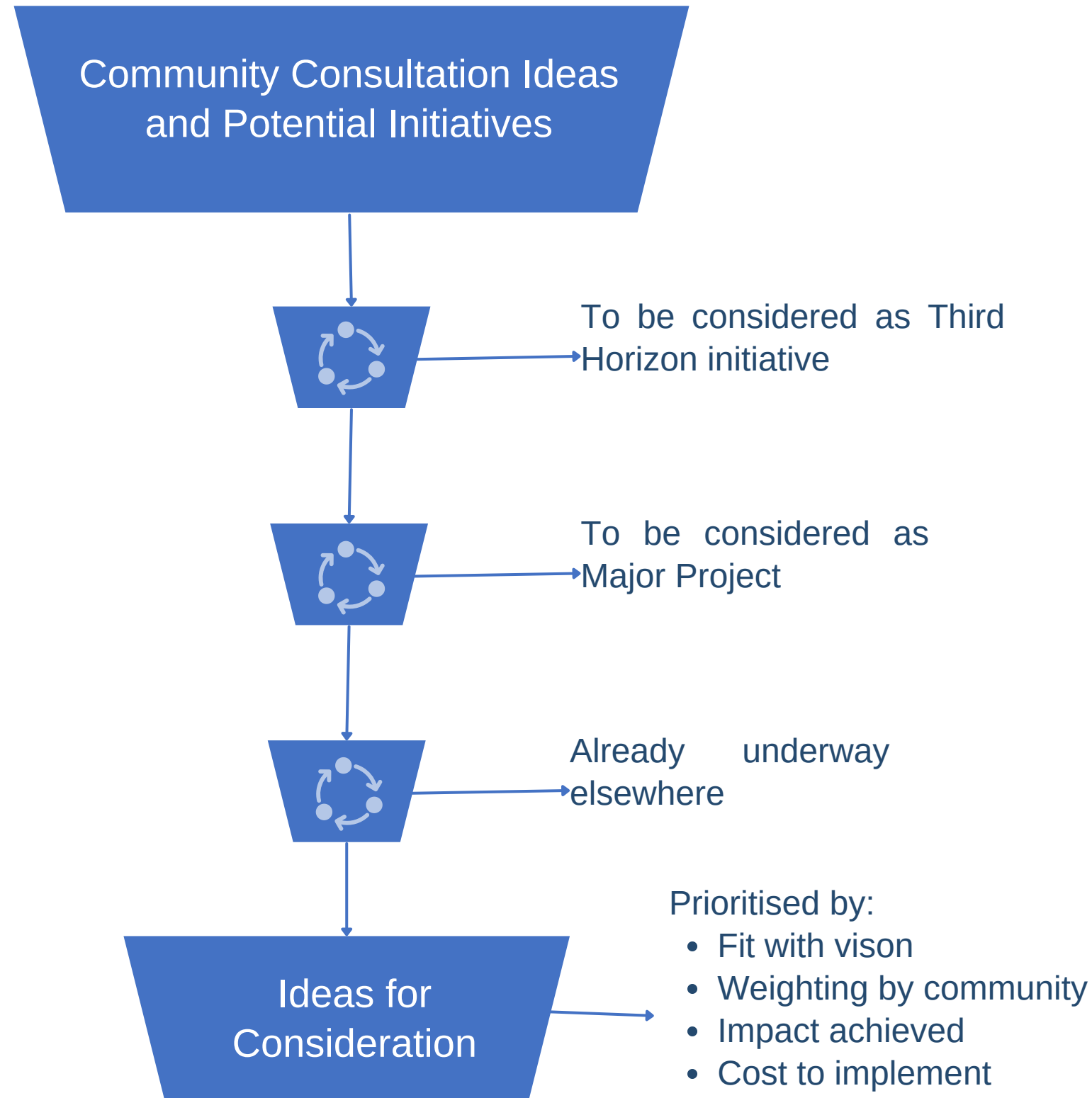
The ambition is to deliver durable, joyful, and sustainable landmarks—spaces that reconnect people with Kilmarnock’s green assets, celebrate local creativity and craftsmanship, and demonstrate how imaginative, community-led design can breathe new life into shared public places for future generations.



*Images from Portobello Promenade Competition, run by communitycompetitions.org



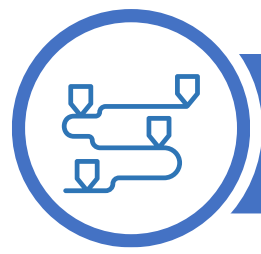
Our Community Consultation



As part of our engagement process, all ideas and suggestions emerging from the community consultation have been assessed and allocated into clear categories to guide the next stage of development. This ensures that every contribution has been valued, while also providing a transparent framework for how initiatives will be taken forward.

Some proposals have been identified as Platform Projects, providing the essential foundations upon which future activity can build. Others fall within the category of Early Impact Projects, designed to deliver visible results quickly and build community confidence in the programme. Larger and more complex interventions with potential to reshape the town are identified as Major Projects, while ideas with longer-term potential are captured as Third Horizon initiatives, ensuring they remain part of our forward planning. In addition, certain suggestions reflect activity that is already underway elsewhere, and these have been acknowledged to avoid duplication and ensure effective use of resources.

The following pages set out the specific initiatives that will be taken forward to Stage 2 development under each of these categories. This structured approach ensures clarity, avoids wasted effort, and provides confidence that investment will be targeted where it can achieve the greatest and most sustainable impact.



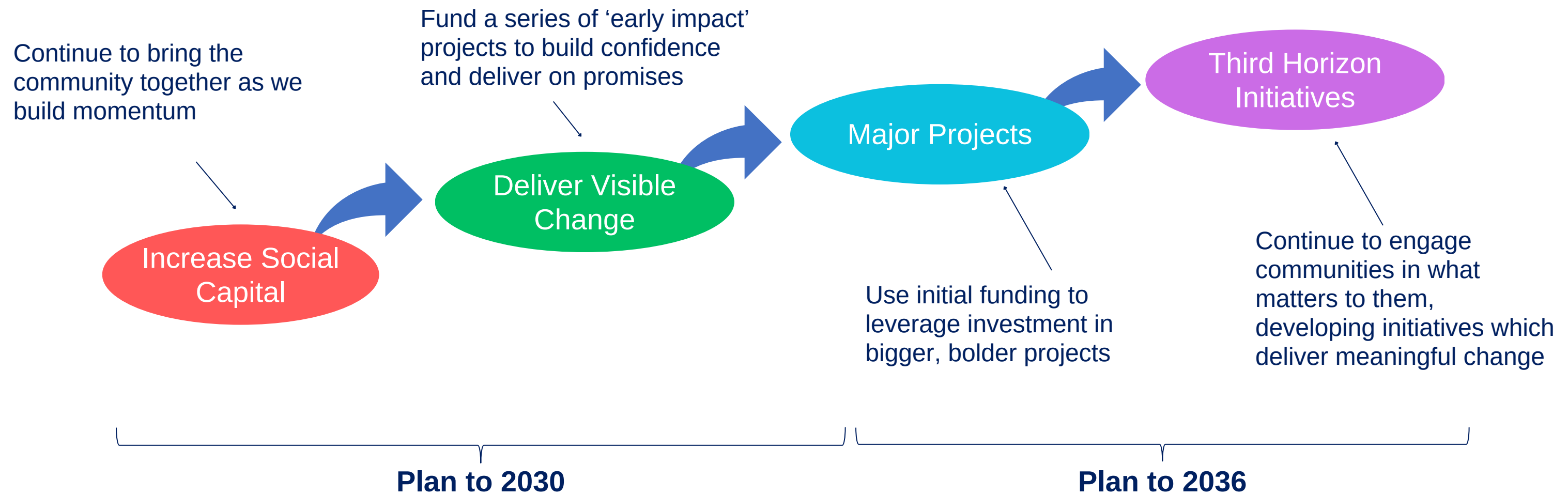
Our Plan

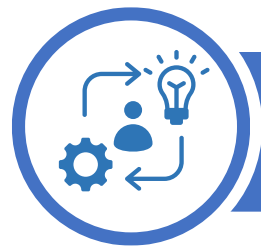
We Make Kilmarnock has already made a start in bringing together the community, funding what matters to local people, and delivering events enjoyed by thousands across Kilmarnock.

This work has been crucial in demonstrating what can be achieved, starting to form the structures which will deliver real change, and establishing a new way of working together.

Our plan to 2030 is to continue in this way, but do much more of it and in bigger and better ways. Alongside these quick wins we will create the entity which will take us forward, we will begin to engage with those who may want to invest in our work and start to formulate our plans for major projects over the coming years.

As the diagram below shows the first years of We Make Kilmarnock will be about laying the foundations for what is to come.





Our Initiatives

Platform Projects

Scaffold projects which set us up for a successful decade of transformation in Kilmarnock

Communications Strategy

Events

Neighbourhood Board Fund

Alliance Funding

Early Impact Initiatives

High visibility, high impact initiatives which will be delivered within the first investment period

Town Centre (Shop Front Pilot)

Town Centre (Shop Dev Grants)

Town Centre (Brighten Up)

Town Centre (Street Furniture)

Town Centre (Foregate)

Public Art

Addressing Anti Social Behaviour

Major Projects

Third Horizon Initiatives



Problem / Opportunity

Kilmarnock is a beautiful town with a rich history of culture, enterprise, innovation and academic success. It boasts a rich heritage with buildings of architectural and historical significance. And with a legacy of entrepreneurial spirit and diverse local heroes ranging from Johnnie Walker to Alexander Fleming and Biffy Clyro, it's never been a place that's been shy of influence. To this day Kilmarnock continues to have a strong sense of community and vibrant cultural scene.

But like many towns, Kilmarnock has faced real challenges and hardships in recent years. Economically, there have been struggles with the departure of key employers, fuelling a sense of pessimism about the local economy. The town centre has changed for the worse in many ways, with much of it now vacant and in desperate need of new life. Socially, the outlook for residents can be challenging. With an ageing population and almost a quarter of all children living in poverty, local residents can be caught in cycles of disadvantage and potential can feel limited. There is an evident feeling from the residents of Kilmarnock that they lack confidence in their town, and they struggle to believe that things can be, or indeed are, better than they appear right now.

There is an opportunity to change perceptions of their town for those living there, to allow them to see their town as others see it and to build belief that the future can be, and is, bright.

Proposed Solution

The services of PR experts will be engaged to run a series of campaigns and initiatives which will:

- Change local opinion about Kilmarnock among those living and working here, fostering a sense of pride, positivity and optimism about the town and its future (80%)
- Inspire and engage local residents about the impact the We Make Kilmarnock has and will continue to have on Kilmarnock (20%)

This work will provide a platform for We Make Kilmarnock to build on, paving the way for local people to get involved and feel inspired about what can be achieved.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	35	20	0	0	55
RevEx	0	30	30	30	110
CapEx	0	0	0	0	0
Total	35	50	30	30	145

Partnership Opportunities

No specific opportunities for this work, although all aspects of the plan will engage with the PR Campaign.

Fit with Pre Approved Interventions

This work sits within the capacity creation budget

Fit with consultation findings

This intervention addresses the issues that people have raised over trust and instilling confidence that this programme of interventions will be different , and keeping our communities up to date about what is happening.



Problem / Opportunity

We have seen in Kilmarnock that with few events to bring people together, a sense of isolation and disconnection can begin to take root. People fall out of love with their town. Without opportunities to meet informally or celebrate together, relationships between neighbours may weaken, and feelings of mistrust or indifference can grow. This can lead to reduced participation, lower community morale, and a lack of collective identity, something we know is a problem for our town. Where left unaddressed, the absence of shared experiences can contribute to loneliness, especially for vulnerable groups, and may make it harder to mobilise support or cooperation when challenges arise.

Community events like the Kilmarnock Fair Festival and Christmas lights switch-on celebrations are powerful ways to bring people together, creating a shared sense of belonging and pride. They offer opportunities for people of all ages and backgrounds to connect, build relationships, and celebrate Kilmarnock's rich identity and culture. These events support local businesses, provide a platform for local talent, and wherever possible raise funds for good causes. Just as importantly, they create joyful memories, lift spirits, and help build a more cohesive and resilient community.

Proposed Solution

Building on the successful Kilmarnock Fair Festival organised and funded by WMK in 2024 and 2025, we will work with partners to deliver and promote similar community events in future years.

These will be closely connected to the ongoing regeneration of the town's parks—using these green spaces as active venues for music, culture, and wellbeing-focused activities that strengthen local pride and participation. Each event will follow a clear sustainability model, growing in scale and consistency year on year so that by 2036 they are volunteer-led, community-owned, and supported through diverse, sustainable funding streams.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	80	50	0	0	130
RevEx	0	150	150	105	405
CapEx	0	0	0	0	0
Total	80	200	150	105	535

Partnership Opportunities

We Make Kilmarnock will work closely with local community organisations, East Ayrshire Leisure Trust and East Ayrshire Council to develop and grow these events.

Alternative sources of funding including independent funders and commercial opportunities will be sought.

Fit with Pre Approved Interventions

For 25/6 and 26/27 this will be resourced via capacity funding as we will continue to use these events to promote the work of WMK and extend our community consultation.

Thereafter the RexEx funding will be used under the pre approved intervention:

Cohesion - Measures to improve community cohesion

Fit with consultation findings

Top 10 themes - greenspace, things for children to do, play, events

Top 11-20 themes - things for families to do

Top 21-30 themes - entertainment



Problem / Opportunity

The Kilmarnock Neighbourhood Board has begun setting priorities based on extensive community consultation. A key insight from this work is the recognition that people living in Kilmarnock have a deep understanding of local challenges and are often best placed to propose effective solutions. We know that there are individuals and community groups in Kilmarnock with great ideas as well as a desire to make their communities better. While enthusiastic and resilient, they often come across barriers and need help, and resources, to allow them to realise the vision they have for their initiative. All too often their energy is diverted elsewhere or dissipates due to lack of support, particularly now that many traditional funding streams have dried up and there are fewer places to go for help.

To realise this potential, there is a need to create accessible routes for a wider range of actors—particularly community groups and third sector organisations—to contribute to local change, especially where they may require additional support to engage with traditional funding channels. We are also aware that there is an opportunity to attract new funding to Kilmarnock, from sources which would not normally attach themselves to public money, and who may be resistant to providing funding to local authority or national government solutions.

Proposed Solution

The Board proposes setting up a dedicated fund, with an initial allocation of approximately £200k per year, as a distinct strand within the wider £20 million investment.

This fund will act as a testbed for a more open, community-led model of delivery—providing a pathway for groups with promising ideas but limited capacity to step forward. A professional Fund Manager will be appointed to administer this process, ensuring it is transparent, accessible, and aligned with the Board’s strategic aims.

By trialling this alternative approach, the fund will not only help surface grassroots innovation but also support the development of local delivery capacity, helping to diversify who gets to shape and deliver change in Kilmarnock.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	10	40	0	0	50
RevEx	0	100	150	150	400
CapEx	0	0	0	0	0
Total	10	140	150	150	450

Partnership Opportunities

The dedicated fund will open up opportunities for local businesses, and others in the private sector, to contribute directly to WMK and provide assurance that their support goes directly to local initiatives.

The fund will also provide a vehicle for additional funding to be brought in from Grants, Trusts and Foundations where their strategic objectives align with our own.

Fit with Pre Approved Interventions

Although this initiative does not fit with any particular pre approved interventions, it has now been approved by MHCLG.

Fit with consultation fundings

Potentially all but particularly:

Top 10 themes - greenspace, play

Top 11-20 themes - community, support for businesses

Top 21-30 ideas - preserve older buildings



Problem / Opportunity

Kilmarnock is a town of villages, each with a strong local identity and a vibrant network of community groups and volunteers working tirelessly to meet local needs. Over the past 18 months, these groups have co-developed local place plans rooted in the priorities and aspirations of their communities.

However, while these plans represent powerful, community-driven blueprints for change, they are often delivered on a shoestring – relying heavily on volunteer time and goodwill. Without meaningful and sustained funding, initial momentum fades, and transformative potential is left unrealised. There is now a critical opportunity to back these grassroots efforts with the support they need to thrive.

Kilmarnock has 6 Alliances:

- North
- South
- East
- West
- Town Centre
- Youth Alliance

Proposed Solution

To unlock the potential of each Alliance, we will seed an initial investment evenly across all six. This will give each area the opportunity to take immediate action on locally-driven priorities, reinforcing the message that all communities matter equally and their efforts are being backed with real resource. The funding will support early projects identified in each area’s plan—projects that reflect what residents genuinely care about and want to see happen on their doorstep, while also building the skills and capacity of Alliances to deliver.

As the initial investments begin to bear fruit, our Neighbourhood Board Fund will be ready to back those projects that prove especially impactful or scalable. This approach ensures We Make Kilmarnock can respond to momentum and amplify what works best, while steadily strengthening Alliances so they have the confidence, experience, and resilience to sustain activity well into the future. Note that initiatives funded will align with pre approved interventions.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	50	0	0	50
RevEx	0	100	150	150	400
CapEx	0	0	0	0	0
Total	0	150	150	150	450

Partnership Opportunities

This work presents many opportunities to work with local organisations and volunteers.

By using the Neighbourhood Board Fund we can match funding with contributions from local businesses who are keen to support.

Fit with Pre Approved Interventions

Under Cohesion this initiative fits well with:

Funding for impactful volunteering and social action projects to develop social and human capital in local place

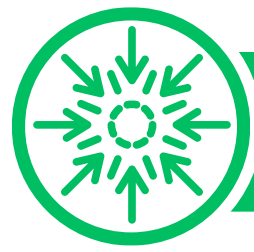
Fit with consultation fundings

Potentially all but particularly:

Top 10 themes - greenspace, play parks

Top 11-20 themes - community, support for businesses

Top 21-30 themes - preserve older buildings



Early Impact Project

Shop Front Pilot

Problem / Opportunity

Kilmarnock has a range of big brand chains and independent shops in the town centre. There is a mix of well maintained and carefully branded shops and those which require an upgrade to make them more aesthetically pleasing. There are also numerous unused units in the town, contributing to an overall image that is well below what we would want for our town.

Any High Street lined with run-down shops and unattractive facades sends a strong signal of decline, deterring both residents and visitors from spending time or money in the area. When shopfronts appear neglected or shuttered, it erodes confidence in the local economy and creates a sense of emptiness and disconnection. This visual deterioration undermines community pride and leads to reduced footfall, as fewer people are drawn to an environment that feels uninviting, uninspiring, or unsafe.

This drop in footfall creates a vicious cycle: with fewer people visiting the High Street, existing businesses struggle to stay afloat and new ones are reluctant to invest.

Proposed Solution

Our Shop Front Pilot will provide the platform for one of our Major Projects: to redevelop Shop Fronts in our town.

The pilot will work closely with Planning at East Ayrshire Council to come up with a scheme which can be piloted in the Foregate and St Marnock Square areas of the town, commented on by residents and feedback gathered.

Unlike previous small-scale or piecemeal improvements, this new approach will focus on transforming whole blocks of neighbouring shops at a time, creating consistent visual character and shared impact across each frontage. By encouraging uniform design elements—such as coordinated signage, colour schemes, and traditional façades—the initiative will mark the first steps towards enhancing the overall aesthetic of the area, creating a more inviting and professional environment for shoppers and visitors. This coordinated, block-by-block renewal will not only boost local pride but also increase footfall, support small businesses, and help attract new investment into the town centre.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	300	0	0	300
Total	0	300	0	0	300

Partnership Opportunities

Kilmarnock’s Shop Front Improvement Scheme offers partnership opportunities for local architects, designers, and tradespeople. By collaborating with shop owners, these professionals can showcase their expertise, support town regeneration, and strengthen local networks. The scheme promotes local talent, boosts the economy, and creates a more attractive, unified town centre.

Fit with Pre Approved Interventions

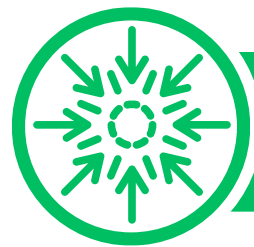
- Regeneration, high streets and heritage

Fit with consultation fundings

Top 10 themes - shops, brighten up Kilmarnock.

Top 11-20 themes - Restaurants, bars, cafes, support for businesses, invest in town centre

Top 21-30 themes - preserve older buildings



Early Impact Project

Shop Development Grant

Problem / Opportunity

Kilmarnock’s town centre hosts a mix of national chains and independent retailers, with some shops well-presented and others needing significant improvement both inside and out. Many units are also sitting empty or underused, which adds to the sense of decline and creates gaps along the High Street. Outdated interiors, poorly maintained exteriors, and shuttered premises combine to give an impression of neglect that falls well short of the town’s ambition.

A High Street lined with tired shops, vacant units, or uninviting interiors sends a strong signal of weakness, discouraging residents and visitors from spending time or money locally. Neglected shopfronts, poorly lit or unused interiors, and long-term vacancies undermine confidence in the retail offer, while the overall sense of emptiness diminishes civic pride. These factors reduce footfall and make the town centre feel disconnected and less appealing as a place to shop, work, or socialise.

Falling footfall then creates a damaging cycle: with fewer people visiting, existing businesses find it harder to thrive, empty units remain vacant, and potential new traders are hesitant to invest. Without action, the town centre risks further decline, but with targeted support for both the outward appearance and the internal standards of retail units, our town centre can once again become a vibrant, attractive destination.

Proposed Solution

Our Property Development Grant Scheme will support owners and landlords to improve the external appearance and internal condition of retail and non-retail town centre units, including vacant properties. Upgrading façades, signage, lighting, and interiors will make premises more attractive, flexible, and viable for a wider mix of uses such as services, creative businesses, and community activities.

Launching modestly in 2026/27 and 2027/28, the scheme will prioritise non-retail outlets to encourage early diversification and allow the wider town-centre plan to progress before larger retail interventions. It will align with the Shop Front Pilot and Retail Revival Major Project to ensure a consistent, fair, and lasting approach across the town centre

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	350	0	0	350
Total	0	350	0	0	350

Partnership Opportunities

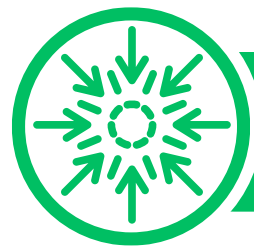
This project will provide an opportunity for local signage suppliers as well as other trades to benefit from this funding. WMK will also be investigating other sources of funding which may be brought alongside this to match fund and increase the impact of the project

Fit with Pre Approved Interventions

Regeneration, high streets and heritage

Fit with consultation fundings

- Top 10 themes - shops, brighten up Kilmarnock.
- Top 11-20 themes - Restaurants, bars, cafes, support for businesses, invest in town centre, pop up markets
- Top 21-30 themes - preserve older buildings, employment opportunities



Early Impact Project

Brighten Up / Tidy Up

Problem / Opportunity

Kilmarnock’s town centre includes streets and buildings that are rich in history and full of potential. Some of these buildings are increasingly being let down by general neglect—rubbish gathering in corners, graffiti scarring walls, and dirty pavements creating an unwelcoming atmosphere. What should be a vibrant civic space feels tired and unloved, contributing to a wider sense of decline and a lack of pride. This visible deterioration not only affects how residents and visitors experience the town, but also risks undermining investment, footfall, and community confidence.

There is a clear opportunity to restore pride in Kilmarnock by carrying out simple, visible improvements that show care and attention. By tackling litter, graffiti, and grime, we can bring new life to streets that deserve to be celebrated, not overlooked. Small-scale action—well-coordinated and sustained—can send a powerful message that the town centre matters and is worth looking after. A cleaner, more welcoming environment would lift the appearance of the area, encourage footfall, and help unlock the potential of key streets to become vibrant community and commercial spaces once again.

Proposed Solution

We Make Kilmarnock proposes a collaborative clean-up initiative that brings together community organisations, local volunteers, and professional contractors to restore pride in the town centre. This effort will not replace the work the Council already carries out, nor absolve it of its responsibilities, but will complement those services by focusing particularly on privately owned assets and problem areas the Council cannot address directly. Local people will help identify and tackle issues such as litter, dirty pavements, and graffiti, while contractors provide the specialist equipment and expertise needed for a deeper, more sustained impact. By working in tandem with Council activity, the community can take ownership of spaces otherwise neglected, demonstrate visible care and pride, and help transform Kilmarnock’s iconic streets into places people want to visit, invest in, and enjoy.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	160	0	0	160
CapEx	0	0	0	0	0
Total	0	160	0	0	160

Partnership Opportunities

This scheme offers strong partnership opportunities for local businesses, community groups, and public sector organisations.

Community volunteers and local schools may also contribute to planting and upkeep, fostering civic pride and engagement.

Fit with Pre Approved Interventions

Regeneration, high streets and heritage

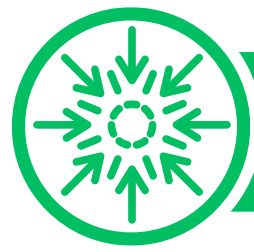
Specifically: Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs

Fit with consultation fundings

Top 10 themes - brighten up Kilmarnock.

Top 11-20 themes - invest in town centre

Top 21-30 themes - preserve older buildings



Early Impact Project

Street Furniture

Problem / Opportunity

Much of the street furniture in Kilmarnock town centre—benches, bins, railings, lampposts—is tired, outdated, and poorly maintained. Instead of complementing the town’s historic character and encouraging people to linger, these features contribute to an overall sense of neglect and disrepair.

This appearance wears down community pride and sends the wrong signal to visitors and investors. Yet Kilmarnock’s streets have real charm and potential. By refreshing and reimagining the look and feel of public spaces, there’s a significant opportunity to lift the town’s image, improve the everyday experience for residents, and help the town centre feel more cared for and inviting.

Proposed Solution

We Make Kilmarnock will lead a programme to upgrade the town’s street furniture, combining fresh investment with creative community involvement and linking closely to our wider public art project.

This will include purchasing smart, modern items where required, repainting lampposts and railings to freshen their appearance, and installing high-quality planters that add colour and vibrancy. Artistic elements—such as painted motifs, decorative panels, or creative planter designs—will be developed through the public art project, ensuring the improvements carry a distinctive Kilmarnock identity. Community groups and volunteers will be invited to help with planting, painting, and design, working alongside contractors to deliver a visible transformation.

The result will be a smarter, more welcoming town centre that combines practical upgrades with unique cultural touches, reflecting local pride and setting a positive tone for everyone who lives, works, or visits.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	175	0	0	175
Total	0	175	0	0	175

Partnership Opportunities

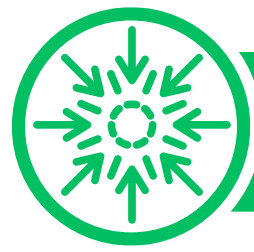
This project offers partnership opportunities for local fabricators, designers, contractors, and suppliers. By sourcing materials and labour locally, the project can support the local economy while fostering community pride. Collaboration with public sector bodies, community organisations, and accessibility groups will ensure the new furniture meets diverse needs.

Fit with Pre Approved Interventions

Regeneration, high streets and heritage
Specifically: Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs

Fit with consultation fundings

Top 10 themes - brighten up Kilmarnock
Top 11-20 themes - invest in town centre



Early Impact Project

Foregate (Short Term)

Problem / Opportunity

For many years the Foregate area of Kilmarnock town centre has been hidden from view behind the multi storey car park and now, more recently, also behind hoardings protecting the buildings during demolition works.

The area currently houses a mix of retail, service and food businesses as well as several empty units. On completion of the multi storey demolition works Foregate will be the first area to greet visitors to the town who arriving by bus or car given its proximity to both the bus station and several car parks.

In current condition this ‘first impression’ will be a poor one, and not the image of Kilmarnock we would wish for. The area has great potential in the heart of the town and close to transport links and there is an opportunity to work towards something that transforms this part of the town, appeals to visitors and gives our residents something to be proud of.

Proposed Solution

There is already a broad understanding of the problem and opportunity within the Foregate area of Kilmarnock. We will link in with work being done at Council level including the Kilmarnock Strategic Group and the Parking Strategy to ensure we make the best possible impact with our funding.

It is expected that this will include, but not be limited to, improved conditions for retailers in the area, improving the appeal of Foregate as an area to visit and spend time shopping or eating & drinking. We anticipate that retailers will be able to tap into targeted grants to upgrade their shopfronts, while wider capital improvements will lift the entire area, boosting footfall and business confidence.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	200	0	0	200
Total	0	200	0	0	200

Partnership Opportunities

This work offers partnership opportunities for local architects, designers, and tradespeople.

The scheme promotes local talent, boosts the economy, and creates a more attractive, unified town centre.

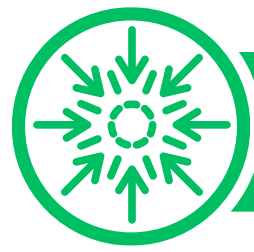
Fit with Pre Approved Interventions

Regeneration, high streets and heritage

Fit with consultation fundings

Top 10 themes - shops, brighten up Kilmarnock.

Top 11-20 themes - Restaurants, bars, cafes, support for businesses, invest in town centre



Early Impact Project

Public Art

Problem / Opportunity

We have seen in Kilmarnock how investing in public art presents a powerful opportunity to celebrate local stories, and spark civic pride. Murals of Robert Burns and Countess Marnock have transformed everyday spaces into vibrant landmarks, inviting curiosity and conversation. This type of public art can help revitalise tired areas, make routes more attractive, and support local artists while drawing people back into the town centre. Done well, it helps foster a stronger sense of community ownership and can be a key element in place-making—turning spaces people pass through into places they remember.

An absence of public art can also mean missed opportunities to engage residents emotionally with their surroundings and to give visitors a reason to linger, explore, or photograph the area—limiting both community pride and footfall.

Proposed Solution

To address the lack of public art and breathe new life into some of Kilmarnock’s public spaces, We Make Kilmarnock will commission a series of large-scale murals across a minimum of six prominent sites— including one in each of the Alliance areas. These artworks will be created by local and regional artists, with the themes to be decided by the community.

In addition to these initial murals, there is also scope to incorporate further public art installations along the proposed Kilmarnock Infinity Loop—a circular route linking key points of the town through walking and cycling paths. These strategically placed works will help guide people through the town, connecting different neighbourhoods and adding moments of beauty, reflection, or inspiration along the way. This investment in local creativity not only supports artists and the cultural economy, but also helps shape a more welcoming, imaginative, and connected Kilmarnock for residents and visitors.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	150	150	0	300
Total	0	150	150	0	300

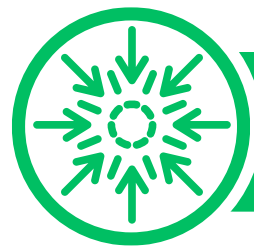
Partnership Opportunities

There is scope to work with East Ayrshire Leisure Trust on public art as part of the Infinity Loop. The pooling of resources will create a greater impact.

Fit with Pre Approved Interventions

Regeneration, high streets and heritage
- Funding for improvements to town centres, neighbourhoods, and high streets including capital spend and running costs

Fit with consultation fundings
Top 10 themes - , brighten up Kilmarnock, play, things for children to do
Top 11-20 themes - things for families to do, murals



Early Impact Project

Addressing Anti Social Behaviour

Problem / Opportunity

Kilmarnock, like many towns, is grappling with persistent youth anti-social behaviour, particularly concentrated around the newly renovated bus station in the town centre. For some residents – especially older people – the area has become a no-go zone, undermining efforts to make the town more accessible, welcoming, and safe. Despite its high-quality refurbishment, the bus station is now overshadowed by the repeated actions of a small group of around 20 to 30 young people whose behaviour is having a disproportionate impact on the wider community.

Public concern reached a peak following a recent major incident – a fire on King Street that destroyed a listed building housing several local businesses. This event has become a symbol of the growing urgency to act. While previous attempts to tackle anti-social behaviour have been well-intentioned, they’ve failed to produce lasting change, leaving residents frustrated and local services overstretched. The problem is no longer seen as isolated; it is widely acknowledged as a major barrier to town centre regeneration.

Yet this challenge is not insurmountable. The issue is concentrated and identifiable, which creates a clear opportunity to intervene meaningfully. By working with local stakeholders – including youth services, police, businesses, with young people themselves at the heart – we have a chance to design a joined-up, community-led strategy that tackles root causes, restores confidence in the town centre, and ensures spaces like the bus station feel safe and accessible for everyone.

Proposed Solution

We know there’s no quick fix to anti-social behaviour in the town centre, and that previous efforts haven’t had the desired impact. That’s why we’re taking a different approach – working with businesses and the young people involved to understand the root causes and co-develop solutions that can actually make a difference. We’ve already begun practical steps, including the rollout of Town Centre Radios to improve safety and communication among retailers and licensed premises.

Over the next few years, we’ll back this work with funding focused on prevention. That might include youth programmes, mentoring, community-led safety initiatives, or reimagining how key spaces are used – all shaped by local input. Our aim is to create a safer, more welcoming town centre for everyone, and to invest in long-term change, not just short-term fixes.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	80	60	60	200
CapEx	0	0	0	0	0
Total	0	80	60	60	200

Partnership Opportunities

We have already engaged, and will continue to work with, a number of partners including Police Scotland, Stagecoach, local retailers, social work and youth workers to discuss the way forward.

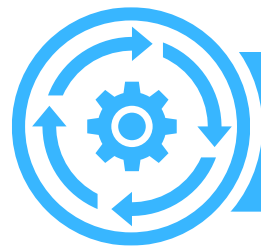
Fit with Pre Approved Interventions

Safety and Security

- Interventions to tackle anti-social behaviour.

Fit with consultation fundings

Top 10 themes - safety, youth provision, things for children to do
 Top 11-20 themes - wellbeing, recovery
 Top 21-30 themes - education



Major Project

Town Centre (Retail Revival)

Problem / Opportunity

The imminent closure of Marks & Spencer on King Street highlights the growing challenge of too many large shop units lying empty in Kilmarnock’s town centre. Vacancies of this scale raise real doubts about whether such premises can ever be reoccupied, while derelict or half-used buildings interrupt activity, lower footfall, and weaken the sense of a thriving destination. The dominance of these oversized and outdated spaces undermines small business confidence and gives visitors a poor impression of the town’s vitality.

For residents, each new closure chips away at civic pride and belief in recovery. The presence of long-term empties signals to investors that the traditional retail model has reached its limits, making piecemeal refurbishment alone insufficient. Yet within this challenge lies opportunity: to reimagine what the town centre is for—embracing housing, enterprise, learning, culture, and community activity alongside retail. A coordinated approach, guided by East Ayrshire Council’s emerging masterplan, can transform perception and purpose, turning decline into renewal.

Proposed Solution

We Make Kilmarnock, working closely with East Ayrshire Council, will lead a coordinated programme to reimagine and reshape the town centre in line with the new masterplan. This will move beyond cosmetic improvements to address the underlying structure of the town—where some large, outdated units may be best demolished or redeveloped to create new spaces for mixed use, housing, enterprise, or civic activity.

Shop front upgrades will still play a part, supported by clear design guidance and targeted grants, but within a broader regeneration framework that tackles vacancy, size, and suitability. Temporary or flexible “meanwhile” uses will keep active frontages alive, while targeted Rates Relief will support independent traders in viable spaces. By blending re-use, redevelopment, and selective removal, the programme will bring coherence and confidence back to the town centre—restoring its role as a living, working heart for Kilmarnock’s future.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	1,800	3,300	2,170	7,270
Total	0	1,800	3,300	2,170	7,270

Partnership Opportunities

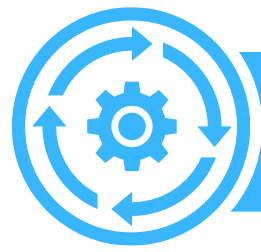
EAC re Place Based Investment funding
EAC Kilmarnock Town Centre Task Force
Kilmarnock Business Association

Fit with Pre Approved Interventions

Regeneration, high streets and heritage
- Funding for improvements to town centres, neighbourhoods, and high streets including capital spend and running costs

Fit with consultation fundings

Top 10 themes - shops
Top 11-20 themes - support for businesses, pop up markets
Top 21-30 themes - preserve older buildings, employment opportunities



Major Project

Town Centre (Multi Storey Site)

Problem / Opportunity

The Foregate area of Kilmarnock has in a poor state of repair for some time, with tired public realm, underused spaces, and declining footfall. The recent demolition of the multi-storey car park, while disruptive in the short term, has significantly opened up the landscape and revealed the area’s untapped potential. However, the loss of the car park has also impacted surrounding retailers, who have faced reduced trade and uncertainty during the transition. It is vital that we now act decisively to reinvigorate the area—not just to repair the damage but to reimagine the Foregate as a vibrant and welcoming entrance to the town centre.

With the car park gone, we have a rare opportunity to reshape one of Kilmarnock’s key gateways into something far more attractive and functional. This is the first impression many visitors get when arriving by bus or car, and it should reflect the pride and ambition of the town. Investment in high-quality public realm, better signage, lighting, green space, and active frontages can all contribute to a more positive and inviting environment. The cleared space gives us a blank canvas to create something that supports local business, improves accessibility, and re-establishes the Foregate as a vital, thriving part of Kilmarnock’s future.

Proposed Solution

There is already a broad understanding of the problem and opportunity within the Foregate area of Kilmarnock. We will link in with work being done at Council level including the Kilmarnock Strategic Group and the Parking Strategy to ensure we make the best possible impact with our funding.

It is expected that this will include, but not be limited to, improved conditions for retailers in the area, improving the appeal of Foregate as an area to visit and spend time shopping or eating & drinking. We anticipate that retailers will be able to tap into targeted grants to upgrade their shopfronts, while wider capital improvements will lift the entire area, boosting footfall and business confidence.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	1500	0	0	1500
Total	0	1500	0	0	1500

Partnership Opportunities

Local landscape designers, architects, landscaping companies and EAC planning department. Sponsorship opportunities for seating, planters and other street furniture.

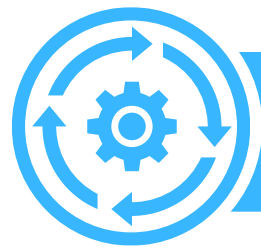
Fit with Pre Approved Interventions

Regeneration, high streets and heritage

Fit with consultation fundings

Top 10 themes - shops, green space

Top 11-20 themes - support for businesses, restaurants / bars / cafes



Major Project

Parks (Experiential Train)

Problem / Opportunity

Dementia and Alzheimer’s disease can be profoundly disorienting, making even familiar places confusing and daily tasks overwhelming. In Kilmarnock, although community compassion is strong, there is a lack of dedicated, therapeutic spaces to ease the symptoms of these conditions. As diagnoses increase, so does the need for creative, non-clinical forms of support that provide relief, connection, and a sense of calm in a safe and stimulating environment.

To help address this, Brodies Engineering has generously offered We Make Kilmarnock an out-of-service Caledonian Sleeper restaurant carriage to convert into a dementia-friendly experiential train. Equipped with video screens and AI technology, the carriage would simulate a moving journey –recreating the sights, sounds, and rhythm of train travel. These immersive experiences, reflecting familiar or meaningful landscapes, can reduce anxiety, spark memories, and foster conversation. AI prompts can further tailor each journey to the individual, promoting comfort, engagement, and a sense of connection.

Proposed Solution

The carriage could be permanently located at an accessible site within one of our parks with ramps, soft seating, and support from trained facilitators. Sessions would be scheduled for carers, community groups, and dementia specialists, offering a safe and calming space for meaningful engagement. For people living with dementia, the experience could bring joy, comfort, and connection, tapping into long-held memories through the familiar setting of a train. It also offers valuable respite for carers and aligns with proven approaches that support mood and cognitive function, positioning Kilmarnock as a leader in innovative dementia care. Once established, the carriage could also be used for other imaginative and inclusive experiences—such as themed journeys for children, birthday parties, or magical Christmas "trips to the North Pole"—broadening its appeal and deepening its community impact.

To progress, a feasibility study will be required to confirm the suitability of the site. The carriage, at 30 metres long and weighing 30 tonnes, demands specific ground conditions to support its weight safely. Preparatory works may be necessary to ensure the site can accommodate the structure before relocation takes place.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	60	0	0	60
Total	0	60	0	0	60

Partnership Opportunities

There are partnership opportunities with Scotrail, Ayrshire College, QTS, Network Rail, Dementia Charities.

Local firm Brodies are supplying the carriage and local firm Microtech have offered to supply the technology required for the sound and visual experience on the carriage.

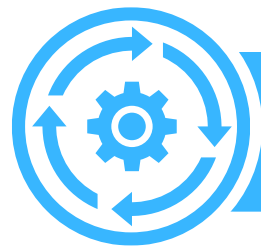
Fit with Pre Approved Interventions

Supporting community-level health provision

- Social prescribing provision

Fit with consultation fundings

Top 10 themes - green space, things for children to do
 Top 11-20 themes - community, things for families to do
 Top 21-30 themes - wellbeing, older people



Major Project

Parks (Building Restoration)

Problem / Opportunity

The Old Man’s Cabin and the Bowling Green Clubhouse in Howard Park are two underused buildings that symbolise both the challenge and the opportunity facing Kilmarnock. Left idle, they contribute to a sense of neglect, discourage visitors, and limit the park’s potential as a vibrant community space. These empty buildings can also attract vandalism and anti-social behaviour, undermining the safety and appeal of the area.

However, with vision and investment, these spaces, along with others, could be brought back to life. Restoring and repurposing the Cabin and Clubhouse would not only enhance the park visually, but also provide valuable facilities for local groups, events, and social enterprise activity. Their renewal would demonstrate a clear commitment to regeneration and community wellbeing—turning symbols of decline into assets for Kilmarnock’s future.

Proposed Solution

Restoring the Old Man’s Cabin and the Bowling Green Clubhouse in Howard Park presents a practical and symbolic opportunity to breathe new life into two neglected community assets. The Bowling Green Clubhouse, due to its central location and existing structure, is ideally placed to support multiple activities—servicing the proposed experiential train for people living with dementia, as well as providing facilities for the adjacent tennis and padel courts. With modest investment, the building could also accommodate a small café, creating a welcoming social space for park users and generating revenue to support ongoing maintenance. To ensure sustainability and maximise community benefit, a local social enterprise may be best placed to operate and manage the facility, providing training, employment, and volunteering opportunities.

Meanwhile, the Old Man’s Cabin offers huge potential as a dedicated Youth Hub—providing a safe, accessible and flexible space for young people to gather, take part in activities, and access support. Its reuse would directly address the current lack of youth-focused facilities in the town centre and demonstrate a visible commitment to the next generation. Together, the restoration of these two buildings would signal a strong investment in Howard Park as a thriving, inclusive space—reconnecting people with place and unlocking social, economic, and community value.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	500	270	250	1020
Total	0	500	270	250	1020

Partnership Opportunities

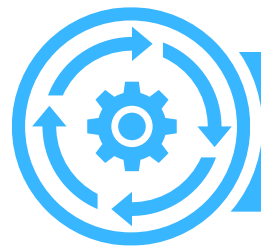
There is an opportunity to work with a large range of partners on building restoration projects including local architects, designers, trades, developers, council planning department.

Fit with Pre Approved Interventions

Regeneration, high streets and heritage

Fit with consultation fundings

- Top 10 themes - green space, play, youth provision, events, things for children to do, sports/leisure
- Top 11-20 themes - community, things for families to do
- Top 21-30 themes - preserve older buildings, entertainment



Major Project

Parks (Bandstand)

Problem / Opportunity

The absence of a bandstand in any of our parks represents a missed opportunity to unlock significant economic, social, and cultural benefits for the town. Without a central space for performances, live music, and community events, the park lacks a focal point that could regularly draw residents and visitors, limiting its potential as a vibrant community destination.

Nearby businesses—such as cafés, shops, and restaurants—miss out on increased footfall and associated spending that regular events would bring. The local economy loses opportunities tied to event delivery, including catering, equipment hire, and performance fees for local artists and musicians.

A bandstand would also act as a much-needed platform for community engagement and creative expression. Without it, opportunities for collaboration between local schools, cultural groups, and performers are reduced, and the town’s cultural offer remains underdeveloped.

Proposed Solution

To address the absence of a bandstand in Kilmarnock, a community-led project will design and build a versatile, accessible structure that doubles as key events infrastructure within the wider regeneration plan. Funding will be sourced through public-private partnerships, local fundraising, and cultural or regeneration grants, while involving local architects, artists, and schools in the design will ensure community ownership and reflect Kilmarnock’s identity.

Once complete, a calendar of concerts, performances, and community gatherings will be developed with local groups to activate the park, support businesses, and establish it as a cultural hub for the town.

Restored buildings such as the Bowling Green Clubhouse will provide vital support facilities—storage, changing rooms, event coordination space, and potentially café services—helping the bandstand function as part of an integrated events offer. Linking the bandstand to wider park improvements will increase footfall, deliver a joined-up vision, and position our parks as vibrant, welcoming, and well-equipped community spaces.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	0	0	1100	1100
Total	0	0	0	1100	1100

Partnership Opportunities

When planning and constructing the band stand there are partnership opportunities with local designers, architects and trades.

Once built, there are a huge range of potential partners including local music groups, theatre companies as well as more wide scale events and organisations.

Fit with Pre Approved Interventions

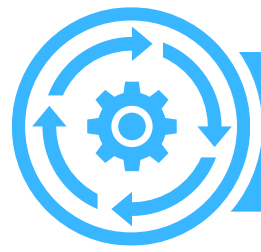
Regeneration, high streets and heritage

Fit with consultation fundings

Top 10 themes - green space, events, things for children to do

Top 11-20 themes - community, things for families to do

Top 21-30 themes - entertainment



Major Project

Parks (Youth Hub)

Problem / Opportunity

Kilmarnock currently lacks a dedicated hub for young people—a gap that contributes to a range of social challenges. Without a safe, welcoming space to gather, socialise, and take part in positive activities, many young people feel unsupported, particularly outside school hours. This absence is felt more acutely amid recent rises in anti-social behaviour across the town, especially around the bus station. When there are limited alternatives, young people are more likely to drift into risky or disruptive behaviours out of boredom or frustration.

While organisations like YMCA and CentreStage do excellent work supporting young people in Kilmarnock, they can't reach everyone. Without a central facility, it's harder to coordinate mentoring, creative programmes, or early intervention services that build confidence, mental wellbeing, and life skills. A youth hub would provide that essential base—helping young people feel valued, connected, and included in shaping the future of their town.

Proposed Solution

A practical solution is to establish a dedicated, centrally located youth hub in Kilmarnock, developed in partnership with local authorities, schools, charities, and youth organisations. The hub would offer a safe, welcoming space for young people to socialise, access support services, and engage in activities such as mentoring, skills development, arts, and sports. Funding could be sourced through public grants, private sponsorships, and community fundraising. Involving young people in the hub's design and operation ensures it meets their needs and encourages ownership.

The restoration of the Old Man's Cabin in Howard Park presents a promising opportunity to house such a facility. Centrally situated and already earmarked for potential community use, the building could be transformed into a vibrant, flexible space tailored to youth needs. However, capital investment alone will not be enough—ongoing funding will also be required to cover staff time, programme delivery, and operational costs, with sustainability planning essential to secure support beyond 2036.

This investment would help to reduce anti-social behaviour, improve wellbeing, and strengthen youth engagement in the wider community and local decision-making.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	50	150	150	350
CapEx	0	0	0	0	0
Total	0	50	150	150	350

Partnership Opportunities

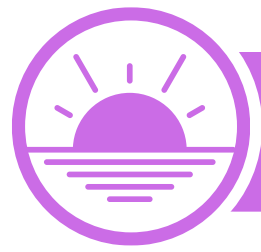
Partnership opportunities exist with local schools, Colleges, existing youth groups, sports clubs and community groups. There are other youth hubs already up and running in Ayrshire which can be used as blueprints for setting up a successful hub.

Fit with Pre Approved Interventions

Interventions to tackle anti-social behaviour, crime and minimise reoffending.

Fit with consultation fundings

- Top 10 themes - green space, youth provision, things for children to do
- Top 11-20 themes - community, sports / leisure
- Top 21-30 themes - education



Third Horizon Initiative

Town Centre Living

Problem / Opportunity

In recent years, Kilmarnock’s town centre has experienced a noticeable decline in activity, driven not only by the relocation of many local offices and workplaces, but also by the fact that very few people actually live in the town centre. With neither a strong daytime working population nor a resident community to sustain footfall, the area has become increasingly quiet and underused. This has contributed to rising retail vacancies and a less vibrant atmosphere overall. In the evenings, the absence of residents is even more apparent, leaving the town centre largely empty, which can heighten feelings of insecurity and further discourage people from spending time there after hours.

A thriving town centre benefits from a strong residential base that supports shops, services, and hospitality venues throughout the day and into the evening. Good town centre living means having a mix of housing options close to essential amenities like shops, cafes, healthcare, and transport links. When people live where they shop, eat, and socialise, it creates a self-sustaining local economy and a safer, livelier environment. In this kind of setting, local businesses flourish, public spaces are well-used and maintained, and a genuine sense of community can take root—transforming the town centre into a vibrant and attractive place to live and visit.

Proposed Solution

We will work closely with East Ayrshire Council to identify opportunities for increasing town centre living in Kilmarnock, including new housing and the reuse of vacant buildings. Although this is a long-term solution, we will undertake early feasibility exercises to test options, identify viable sites, and shape investment priorities. This will be supported by improvements to local infrastructure and services to create a more balanced, vibrant, and safer town centre with activity throughout the day and evening.

At the same time, we will engage with the community to shape a long-term approach that reflects local needs and aspirations. By involving residents, businesses, and community groups in the design process, we aim to deliver a town centre that is welcoming, sustainable, and truly works for the people of Kilmarnock.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	100	1100	0	1200
Total	0	100	1100	0	1200

Partnership Opportunities

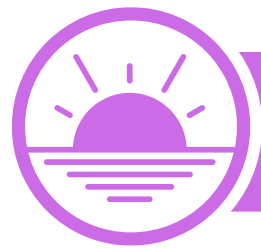
We see our part in this initiative as providing seed funding for proposals brought by those with greater resources. We will work closely with East Ayrshire Council as well as private sector and any other funders to bring community voice to the process.

Fit with Pre Approved Interventions

Regeneration, high streets and heritage
Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs

Fit with consultation fundings

- Top 11-20 themes - community, housing
- Top 21-30 themes - preserve older buildings



Third Horizon Initiative

River Development

Problem / Opportunity

The Kilmarnock Water flows through the heart of the town centre, yet much of its potential is hidden from view. For long stretches, the river runs beneath streets and buildings, out of sight and disconnected from everyday life. Where it is visible, its banks are often blighted by Japanese knotweed and other invasive species, making access and enjoyment difficult. Despite these challenges, the river remains ecologically active, with fresh fish still making their way upstream. However, the surrounding built environment turns its back on the water, with no shops or cafes facing onto it, meaning this natural asset is largely overlooked and underused as part of the town’s identity and economy.

This presents a major opportunity to reimagine the role of the Kilmarnock Water in the life of the town. By restoring its banks, tackling invasive species, and creating spaces that open up views and access to the water, the river could become a focal point for visitors and residents alike. There is a rich history to uncover—from the industries and bridges that once lined its course to the stories of the people who lived and worked by it—which could be celebrated through heritage trails, public art, and events. With careful planning, the Kilmarnock Water could support new waterfront businesses, enhance biodiversity, and help shape a more distinctive, attractive, and welcoming town centre.

Proposed Solution

We Make Kilmarnock will lead a wide-ranging public consultation to gather ideas and priorities from residents, businesses, and community groups on how best to open up the Kilmarnock Water and make it a defining feature of the town centre. Working closely with East Ayrshire Council and other partners, we will feed this input into an overall plan that improves access and visibility and creates spaces for businesses—such as cafes, shops, and leisure providers—to make active use of the riverbanks. By combining environmental restoration with economic and cultural opportunities, this plan will ensure the Kilmarnock Water becomes a vibrant, well-loved attraction that draws people into the town and enhances its identity.

Outline Costs

	25/26 (£000)	26/27 to 29/30 (£000)	30/31 to 32/33 (£000)	33/34 to 35/36 (£000)	Totals
Capacity RevEx	0	0	0	0	0
RevEx	0	0	0	0	0
CapEx	0	0	0	1,300	1300
Total	0	0	0	1300	1300

Partnership Opportunities

We see our part in this initiative as providing seed funding for proposals brought by those with greater resources. We will work closely with East Ayrshire Council as well as private sector and any other funders to bring community voice to the process.

Fit with Pre Approved Interventions

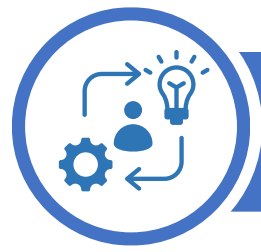
Regeneration, high streets and heritage

- Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs
- Creating and improving green spaces, community gardens, watercourses and embankments in the local area, along with incorporating natural features into wider spaces

Fit with consultation fundings

Top 10 themes - shops, brighten up, sports/leisure

Top 11-20 themes - restaurants/bars/cafes, investment in town centre



Our Initiatives

Platform Projects

Scaffold projects which set us up for a successful decade of transformation in Kilmarnock

Communications Strategy

Events

Neighbourhood Board Fund

Alliance Funding

Early Impact Initiatives

High visibility, high impact initiatives which will be delivered within the first investment period

Town Centre (Shop Front Pilot)

Town Centre (Brighten Up)

Addressing Anti Social Behaviour

Larger, capital heavy initiatives which will be delivered later in investment period 1 and primarily in periods 2 and 3

Town Centre (Retail Revival)

Town Centre (Multi Storey Site)

Parks (Experiential Train)

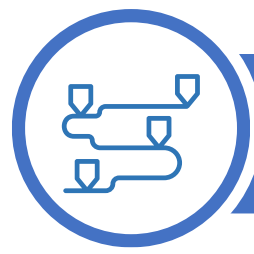
Parks (Building Restoration)

Parks (Bandstand)

Parks (Youth Hub)

Third Horizon Initiatives

River Development



Linkages & Timing

TP 1 2 3
 Communications Strategy

SC F C 1 2 3
 Events

TBC 1 2 3
 Neighbourhood Board Fund

1 2 3
 Alliance Funding

TP B E 1
 Town Centre (Shop Front Pilot)

TP E 1
 Town Centre (Shop Dev Grants)

B 1
 Town Centre (Brighten Up)

B C 1
 Town Centre (Street Furniture)

E 1
 Town Centre (Foregate)

SC B F 1 2
 Public Art

SC TBC S 1 2 3

E 1 2 3
 Town Centre (Retail Revival)

TP E 1 2
 Town Centre (Multi Storey Site)

TBC H 1
 Parks (Experiential Train)

TP B 1 2 3
 Parks (Building Restoration)

SC C 2 3
 Parks (Bandstand)

SC S 1 2 3
 Parks (Youth Hub)

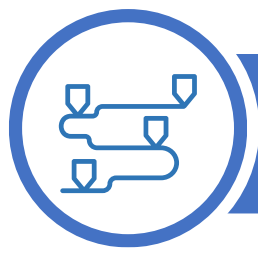
TP H 3
 Town Centre Living

TP B 3
 River Development

TP Thriving Places
 SC Stronger Communities
 TBC Taking Back Control

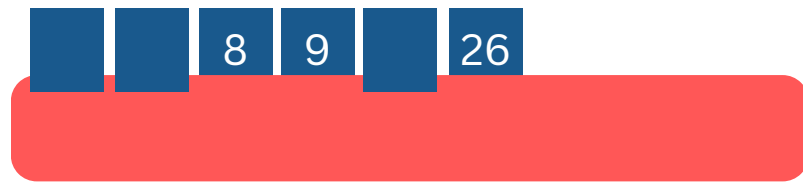
B Beautiful
 E Enterprising
 F Fun
 H Healthy
 S Safe
 C Creative

1 First Investment Period (26 - 30)
 2 Second Investment Period (30 - 33)
 3 Second Investment Period (33 - 36)



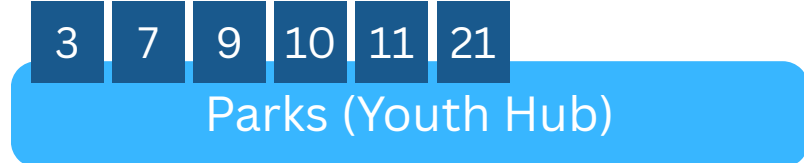
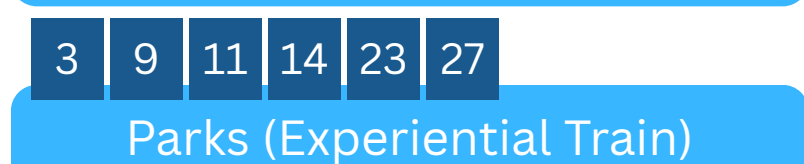
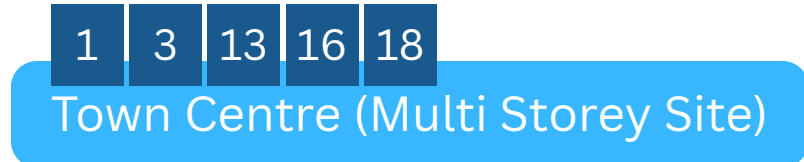
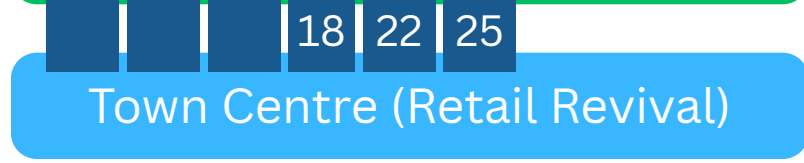
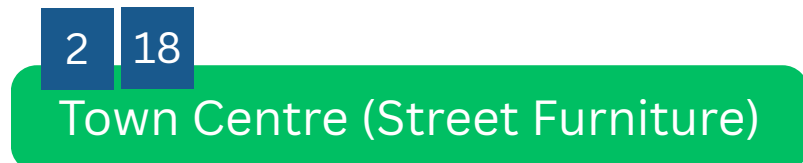
Consultation Theme Linkages

Communications Strategy



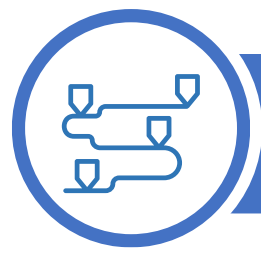
Potential for ALL
Neighbourhood Board Fund

Potential for ALL
Alliance Funding



1	Shops
2	Brighten up Kilmarnock
3	Green space
4	Safety
5	Roads
6	Play
7	Youth Provision
8	Events
9	Things for children to do
10	Sports/Leisure
11	Community
12	Parking
13	Restaurants / bars / cafes
14	Things for families to do

15	Housing
16	Support for businesses
17	Pop up markets
18	Investment in town centre
19	Transport
20	Murals
21	Education
22	Preserve Older Buildings
23	Wellbeing
24	Recovery
25	Employment Opportunities
26	Entertainment
27	Older People
28	Public Toilets



Outcomes

Outcome (Impact)	Outputs (What are our key activities for an early impact)	Short Term Objectives (What are the initial signs of success)	Longer Term Objectives (How will we know our plan has been effective)
Beautiful: We will improve our already fantastic parks, streets, spaces and buildings	<ul style="list-style-type: none"> Public Art projects / murals. Well maintained public spaces. Investment in shop fronts and vacant units. Funding for local alliance priorities 	<ul style="list-style-type: none"> Successful implementation of civic pride initiatives. Arrangements in place for alliances. Increase in local engagement. 	<ul style="list-style-type: none"> Improved aesthetics. Enhanced community wellbeing and pride. Increased economic activity. Greater social cohesion.
Fun: We will make our town one that buzzes with excitement and activity	<ul style="list-style-type: none"> Regularly scheduled events including festivals, concerts and markets. New Bandstand. Youth Spaces. Campaigns promoting local events. 	<ul style="list-style-type: none"> Successful organisation of events. Active community groups and partnerships for events planning. Increase in attendance at local events. 	<ul style="list-style-type: none"> Enhanced quality of life and community satisfaction. Increased tourism. Economic growth. High levels of participation.
Enterprising: More Kilmarnock businesses will be created, grow, thrive and renowned, driven by a skilled, home-grown workforce and entrepreneurial mindset	<ul style="list-style-type: none"> Business rates incentive. Training and educational opportunities. Partnerships among businesses, education and public sector. Enhanced communications 	<ul style="list-style-type: none"> New business start-ups. Initial increase in job opportunities. Initial increase in training opportunities. 	<ul style="list-style-type: none"> Increase economic growth and diversification. Higher employment rates. Improved job quality. Growth in number of businesses. Improved workforce skills. Increased investment.
Healthy: the town will help people to be fit, active and live healthy lives	<ul style="list-style-type: none"> Experiential Train. Regular events and activities. Development and maintenance of parks and green spaces. Promotion of healthy activities. 	<ul style="list-style-type: none"> Increased opportunities to be active. Initial increase in activity. 	<ul style="list-style-type: none"> Better physical and mental health among residents. Increased life expectancy. Better quality of life. People are more active. Improved access to healthy affordable food.
Safe: people will feel at ease in the town and will be keen to use its spaces, services and assets.	<ul style="list-style-type: none"> Improved lighting and CCTV in public spaces. Partnerships between communities and council / Police. Action to address issues of antisocial behaviour - youth spaces. 	<ul style="list-style-type: none"> Successful implementation of safety initiatives. Increased public safety. Enhanced structure including CCTV and lighting. 	<ul style="list-style-type: none"> Increased use of public spaces, including the town centre. Enhanced community trust and people feel safer. Reduced crime rates. Overall better quality of life. Strong relations between community.



Our Plan 2026 / 2030

2026		2027		2028		2029		2030
H1	H2	H1	H2	H1	H2	H1	H2	H1

◆ ← Quarterly Town Board Meetings





Financial Planning

Our Financial Plan to 2036 centres around the funding provided by MHCLG. While we will be working to match fund and bring in new investment during that period this funding brings the certainty to allow us to start.

Our investment in that period can be split across 5 areas, the four project groupings set out in the previous pages, plus central costs:

	Total Spend (£000)	% Split
Platform Projects	1,580	8%
Early Impact	1,655	9%
Major Projects	11,230	58%
Third Horizon Initiatives	2,500	13%
Central Costs	2,295	12%
Total	19,260	

Across the decade to 2036 almost three quarters of the funding will go into initiatives most closely aligned to 'Thriving Places'. This reflects the community view that of most importance is revitalising our Town Centre into an attractive place which is welcoming and has a thriving retail environment as well as doing more with our green spaces.

	Total Spend (£000)	% Split
Thriving Places	13,260	71%
Stronger Communities	2,385	12%
Taking Back Control	960	5%
Central Costs	2,295	12%
Total	19,260	



Spend Profile - Overall Spend

	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	Totals
		Investment Period 1			Investment Period 2			Investment Period 3				
Platform Projects												
Capacity Funding	125,000	160,000	0	0	0	0	0	0	0	0	0	285,000
RevEx	0	0	60,000	160,000	160,000	160,000	160,000	160,000	150,000	150,000	135,000	1,295,000
CapEx	0	0	0	0	0	0	0	0	0	0	0	0
Total	125,000	160,000	60,000	160,000	160,000	160,000	160,000	160,000	150,000	150,000	135,000	1,580,000
Early Impact												
Capacity Funding	0	0	0	0	0	0	0	0	0	0	0	0
RevEx	0	0	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	170,000
CapEx	0	310,000	525,000	225,000	275,000	50,000	50,000	50,000	0	0	0	1,485,000
Total	0	310,000	535,000	245,000	295,000	70,000	70,000	70,000	20,000	20,000	20,000	1,655,000
Major Projects												
Capacity Funding	0	0	0	0	0	0	0	0	0	0	0	0
RevEx	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000	40,000	280,000
CapEx	0	0	10,000	1,050,000	2,800,000	1,000,000	1,000,000	1,570,000	1,050,000	1,500,000	970,000	10,950,000
Total	0	0	10,000	1,050,000	2,840,000	1,040,000	1,040,000	1,610,000	1,090,000	1,540,000	1,010,000	11,230,000
Third Horizon Initiatives												
Capacity Funding	0	0	0	0	0	0	0	0	0	0	0	0
RevEx	0	0	0	0	0	0	0	0	0	0	0	0
CapEx	0	0	0	50,000	50,000	550,000	550,000	0	0	650,000	650,000	2,500,000
Total	0	0	0	50,000	50,000	550,000	550,000	0	0	650,000	650,000	2,500,000
Total Cost of Initiatives												
Capacity Funding	125,000	160,000	0	0	0	0	0	0	0	0	0	285,000
RevEx	0	0	70,000	180,000	220,000	220,000	220,000	220,000	210,000	210,000	195,000	1,745,000
CapEx	0	310,000	535,000	1,325,000	3,125,000	1,600,000	1,600,000	1,620,000	1,050,000	2,150,000	1,620,000	14,935,000
Total	125,000	470,000	605,000	1,505,000	3,345,000	1,820,000	1,820,000	1,840,000	1,260,000	2,360,000	1,815,000	16,965,000
Central Costs												
Capacity Funding	95,000	0	0	0	0	0	0	0	0	0	0	95,000
RevEx	0	210,000	207,000	210,000	214,000	217,000	221,000	225,000	228,000	232,000	236,000	2,200,000
CapEx	0	0	0	0	0	0	0	0	0	0	0	0
Total	95,000	210,000	207,000	210,000	214,000	217,000	221,000	225,000	228,000	232,000	236,000	2,295,000
Total Spend												
Capacity Funding	220,000	160,000	0	0	0	0	0	0	0	0	0	380,000
RevEx	0	210,000	277,000	390,000	434,000	437,000	441,000	445,000	438,000	442,000	431,000	3,945,000
CapEx	0	310,000	535,000	1,325,000	3,125,000	1,600,000	1,600,000	1,620,000	1,050,000	2,150,000	1,620,000	14,935,000
Total	220,000	680,000	812,000	1,715,000	3,559,000	2,037,000	2,041,000	2,065,000	1,488,000	2,592,000	2,051,000	19,260,000



Spend Profile of CapEx/RevEx within Investment Periods

	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	Totals
		Investment Period 1			Investment Period 2			Investment Period 3				
Total Spend												
Capacity Funding	220,000	160,000	0	0	0	0	0	0	0	0	0	380,000
RevEx	0	210,000	277,000	390,000	434,000	437,000	441,000	445,000	438,000	442,000	431,000	3,945,000
CapEx	0	310,000	535,000	1,325,000	3,125,000	1,600,000	1,600,000	1,620,000	1,050,000	2,150,000	1,620,000	14,935,000
Total	220,000	680,000	812,000	1,715,000	3,559,000	2,037,000	2,041,000	2,065,000	1,488,000	2,592,000	2,051,000	19,260,000
Funding												
Capacity Funding	230,000	150,000	0	0	0	0	0	0	0	0	0	380,000
RevEx	0	232,000	256,000	432,000	432,000	432,000	432,000	437,000	450,000	450,000	450,000	4,003,000
CapEx	0	360,000	1,736,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	14,936,000
Total	230,000	742,000	1,992,000	2,037,000	2,037,000	2,037,000	2,037,000	2,042,000	2,055,000	2,055,000	2,055,000	19,319,000
Carry Forward from Year (Funding - Spend)												
Capacity Funding	10,000	-10,000	0	0	0	0	0	0	0	0	0	
RevEx	0	22,000	-21,000	42,000	-2,000	-5,000	-9,000	-8,000	12,000	8,000	19,000	
CapEx	0	50,000	1,201,000	280,000	-1,520,000	5,000	5,000	-15,000	555,000	-545,000	-15,000	
Total	10,000	62,000	1,180,000	322,000	-1,522,000	0	-4,000	-23,000	567,000	-537,000	4,000	
Reserve (Cumulative Carry Forward+Funding- Spend)												
Capacity Funding	10,000	0	0	0	0	0	0	0	0	0	0	
RevEx	0	22,000	1,000	43,000	41,000	36,000	27,000	19,000	31,000	39,000	58,000	
CapEx	0	50,000	1,251,000	1,531,000	11,000	16,000	21,000	6,000	561,000	16,000	1,000	
Total	10,000	72,000	1,252,000	1,574,000	52,000	52,000	48,000	25,000	592,000	55,000	59,000	



Spend Profile - Central Costs

Central Costs	Investment Period 1					Investment Period 2			Investment Period 3			Totals
	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	
WMK Manager	15,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286	702,833
Lead Consultant	37,500	24,000	18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	244,364
Project Coordinator	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143	40,317	384,234
East Ayrshire Council Recharge	0	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	850,000
Office Space Hire	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
Website and non PR Comms Costs	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
Advertising and Marketing	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,000
	92,500	209,900	206,627	209,976	213,425	216,978	220,637	224,406	228,288	232,287	236,406	2,291,431
Capacity Funding	95,000	0										95,000
RevEx		210,000	207,000	210,000	214,000	217,000	221,000	225,000	228,000	232,000	236,000	2,200,000
CapEx												0
Total	95,000	210,000	207,000	210,000	214,000	217,000	221,000	225,000	228,000	232,000	236,000	2,295,000



Route to Market

The delivery of Neighbourhood Plan initiatives will follow a clear and transparent route to market, ensuring that projects move efficiently from approval to implementation while meeting statutory requirements and maximising community benefit. A dual approach will be adopted, balancing the need to comply with East Ayrshire Council's established procurement procedures with the flexibility offered by community-led funding streams such as the Alliances and the Neighbourhood Fund.

For initiatives that fall under the Council's remit or require significant public contracts, delivery will be managed through the Council's procurement framework. This will ensure compliance with legal obligations, financial accountability, and value for money. It also provides assurance to funders and the public that projects are being commissioned fairly and transparently.

However, within this process we will encourage opportunities for local suppliers and contractors to compete, promoting community wealth building by keeping as much of the investment as possible within the local economy. Where appropriate, procurement specifications will emphasise social value, encouraging bidders to demonstrate their contribution to local employment, skills development, and community benefit.

Alongside this formal route, a portion of funding will flow directly to the six local Alliances and through the Neighbourhood Fund. These mechanisms will not be constrained by the same procurement rules, enabling quicker, more flexible responses to community priorities. This route allows smaller-scale initiatives—such as improvements to community facilities, local events, or grassroots projects—to move forward without the delays often associated with larger-scale procurement. Importantly, it also empowers Alliances to build capacity and leadership, giving them a direct role in commissioning and delivering change in their own areas.

In practice, this means that some projects will be commissioned via formal tenders or contracts overseen by the Council, while others will be led directly by community groups, charities, or local suppliers supported by grant-style funding. Both pathways will be overseen by the Neighbourhood Board to ensure coherence with the wider Plan and to monitor impact and value for money.

By combining the strengths of Council procurement with flexible community-led investment, the route to market will ensure that initiatives are delivered both responsibly and responsively. It will also maximise the involvement of local businesses, voluntary organisations, and community groups, embedding long-term sustainability and pride in the delivery of the Neighbourhood Plan.



Measuring Impact

Part of our Neighbourhood Plan will be the creation of a system for measuring impact. Over the coming months, We Make Kilmarnock will develop a strategy to evaluate what we are achieving, where improvements are needed, and how the investments made are changing lives in our town. This system will allow us not only to provide transparent reporting to our funders but also to ensure that our local community sees and feels the benefits of the work being undertaken.

The approach will be rooted in three purposes. First, it will give us the ability to analyse progress, identifying where interventions have worked well and drawing out lessons from areas that require further attention. Second, it will enable us to demonstrate a clear link between the activities we deliver and the outcomes experienced by local people. Third, it will allow us to build a compelling case for future investment by evidencing the real-world impact of our work.

Our impact measurement strategy will pay particular attention to the difference we are making for people. We want to understand not only how many individuals are supported but also how their lives are improved in meaningful ways. We will also examine how our work strengthens capacity within communities, develops preventative approaches that reduce the need for costly crisis interventions, and contributes to easing the pressures on public sector services.

The framework will combine qualitative feedback with quantitative data, striking a balance between numbers and stories. This is likely to involve tracking specific outcome-related indicators—such as improved employment, wellbeing, or participation—while also capturing case studies, testimonials, and lived experiences that reveal the human side of impact. Importantly, this framework will not be designed in isolation. In line with the participatory ethos that has guided our work so far, the system will be co-produced with stakeholders, partners, and local people.

We Make Kilmarnock will adopt a continuous improvement approach, recognising that learning is an ongoing process. Each year we will reflect on what has been achieved, adjust our methods, and strive to deliver more. To support this, we will consider the appointment of a learning partner to work alongside us, ensuring the insights gathered are robust, relevant, and actionable.

Ultimately, this work will help us answer the key questions that matter: what enables better cross-organisational working, what transforms people's experience of place, what supports residents to achieve outcomes, and how interventions can be sustained over the long term. In doing so, we will build an evidence base that strengthens our plan and maximises its impact.



What comes Next?

Leading up to April 2026 we will look to build on the work undertaken already which includes an extensive public consultation exercise and two fair festivals as well as other information events. Our Platform Project around communications is already underway and will ramp up on approval of this plan.

Immediate activity will include:

- Appointment of a Fund Manager and development of the fund strategy alongside a call for proposals.
- Immediate work to bring Early Impact Initiative business cases to the Neighbourhood Board
- Working with EAC to plot out the approach to our Major Projects, leveraging on other initiatives.
- Working with the Alliances which have now been established. Keeping them informed of progress, inviting them to make use of the Neighbourhood Fund and maintaining the momentum built up to date.
- Continuing our analysis of the community consultation exercise and evaluating what further initiatives may be possible as further investment opportunities emerge.





1 Community Consultation Ideas

Shops	<p>Have more variety of shops. Have branded name shops. Have boutique shops. Independent shops. Get rid of abandoned shops. Make shutters look nice. Lower Business rates.</p>	Tidy Up Kilmarnock	<p>Litter picks More bins/removal of bins Dog poo bins Get rid of graffiti Repaint town Do something about fly tipping</p>	Roads	<p>Fix pot holes. Lower Curbs for better accessibility (prams/wheelchairs). Do something about the 1 way system. Make paths better.</p>
Safety	<p>More police presence. Have community police within communities on foot. Community Wardens. Reduce Anti Social behaviour (including bus station). Better lighting. More CCTV.</p>	Green Space	<p>Utilise Dean Park More. Gardens. Grass cutting. Wildflowers. Benches to sit on. Tidy up the 3x parks. Utilise the 3x parks. Green space in Town Centre.</p>	Events	<p>Park events. Family events. Outdoor Cinema. Christmas event. Halloween event. Community event. Youth Event. Food festival. Recovery event. Mud Runs/Colour Run events. Fun Days.</p>
Youth Provision	<p>Youth hub. More activities for young people. Café for young people. Volunteer opportunities for young people.</p>	Play Parks	<p>Invest in play parks. Swing parks. Water parks. All weather surfaces in play parks. Disabled access/pram access. More play parks. Wider variety of things in play parks</p>		

1 Community Consultation Ideas

Things for Children/Kids to do	Free things Clubs to join. More things to do. Inclusive activities.	Community	Community hubs Community activities. Things for 21-25yr olds. Improve community spirit. Safe space for all.	Things for Families to do	Activities to do. Areas to go to as a family. Reduce cost. Free. Soft Play.
Sports/Leisure	Skate Park Football pitches Electric bikes Roller Skating Foot golf Crazy golf Bowling outdoor (Adult with additional needs). More Swimming – Friday fun night.	Parking	More parking Free Parking	Housing	Improve Housing More affordable housing. Compulsory purchase of shops made into accommodation.
Pop up markets	Sheltered area for pop up businesses. Markets. Artists encouraged to come. Food. Use old BHS building for mini markets.	Restaurants/Bars/Cafes	Street food area. More Cafes More Bars More Restaurants	Support for Businesses	To encourage more business growth. To get start-ups established.
Investment in Town Centre	Make it look better. More Business. Make it practical to use.	Transport	Improve bus service. More buses. Buses running later in the evening. Park & Ride.	Education	More Nursery places Better Education
		Murals	Pictures Quotes Aspirational	Preserve older buildings	Preserve buildings of significance in Town Centre. Old buildings are what will draw people to Kilmarnock.

2

Risk Register

- A number of risks arise from the Long Term Plan for Kilmarnock and the interventions contained in its Investment Plan 2024-27. These have been identified, assessed and mitigated within the Risk Register and will be managed on an ongoing basis by the Kilmarnock Town Board (KTB).
- Risks are categorised as People; Economic; Environmental; Operational; Governance/ Legal / Compliance; Financial; and Reputational

Risk Category	Risk	Impact	Likelihood	Score	Mitigation Action
People	Failure to appoint, develop and sustain suitable people to comprise the We Make Kilmarnock team, in support of the Long Term Plan.	3	2	6	<ul style="list-style-type: none"> · KTB partner organisations providing support in kind to develop LTP and transition to We Make Kilmarnock entity; · High degree of direction from KTB members as to level and quality of resource required to deliver programme successfully; · We Make Kilmarnock OD plan to be developed.
	Failure to develop a culture of collaboration, asset contribution and common strategic direction setting within the Kilmarnock Town Board.	4	1	4	<ul style="list-style-type: none"> · Collaborative action/decision- making already underway through LTP engagement projects: e.g. Kilmarnock Fair Festival · Kilmarnock Town Board development plan to be established.
	Failure to deliver LTP functions and priorities due to a lack of suitably qualified or experienced employees.	4	3	12	<ul style="list-style-type: none"> · Robust hiring practices · Succession planning · Utilisation of and training of in-house staff.
Economic	Inflation due to world events and supply chain volatility adverse impact on funding across all interventions.	3	3	9	<ul style="list-style-type: none"> · All projects/interventions will be developed in full detail prior to implementation and subject to established monitoring and reporting through the KTB.
	Failure to achieve a change in consumer/visitor habits in support of high street regeneration and the We Make Kilmarnock agenda.	3	2	6	<ul style="list-style-type: none"> · Recent experience – Kilmarnock Christmas Festival, Kilmarnock Fair Festival gives early indication that agenda will be supported · Communications strategy to be developed · Ongoing engagement and participation programme will support community-drive behaviour change.
	Failure to attract businesses to Kilmarnock in support of high street regeneration and the We Make Kilmarnock agenda	3	2	6	<ul style="list-style-type: none"> · KTB member roles, relationships and networks · Communications strategy to be developed · Ongoing engagement and participation programme will support business community-drive behaviour change.
Environmental	Failure to bring vacant/derelict land back into use due to flood risk and other external factors.	4	3	12	<ul style="list-style-type: none"> · Work underway locally with Key Agencies Group, · Relationship with SEPA/ KTB roles, relationships & networks

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Risk Register

Risk Category	Risk	Impact	Likelihood	Score	Mitigation Action
Operational	Failure to demonstrate contribution to Long Term Plan for Towns Programme objectives through Investment Plan interventions.	5	1	5	· Frameworks & processes in development to capture data, learning and evidence of contribution, aligned to guidance.
Governance /Legal / Compliance	Failure to achieve requirements of Long Term Plan for Towns programme.	5	1	5	· Significant previous experience across KTB partner organisations of delivering comparable programmes · Mechanisms in development to ensure requirements achieved.
	Failure to fulfil statutory duties in relation to the Equality Act 2010.	3	2	6	· Utilisation of the Council's existing EQIA tool for each project.
Financial	Failure to obtain approval of Long Term Plan / delays in approval/release of funding.	3	3	9	· Town Board Chairs network · Project leads will work closely with policy leads within UKG to support Long Term Plan approval.
	Construction costs in particular costs of materials significantly increased	3	4	12	· Established processes to mitigate capital project risks · Contingency allocation vires by KTB to mitigate.
	Failure to attract wider investment through Long Term Plan investment	1	3	3	· Does not jeopardise programme delivery · KTB Members roles, relationships & networks
Reputational	Delay or failure to deliver investment plan	3	3	9	· Ongoing engagement in waiting period to communicate work undertaken/LTP submission · Continuation of work utilising £200k RDEL · Communications strategy to be developed.
	Negative Publicity	4	2	8	· Initial Communications plan in place, strategy to be developed · KTB Chairs network/links with UKG.
	Failure to meet community-based needs due to a change in priorities	3	3	9	· Coordination of communication initiatives · Establishment of multiple inclusive channels for sustained dialogue.
	Failure to achieve civic participation of underrepresented groups	4	2	8	· Increasing access and participation via digital engagement opportunities · Data collection and analysis.



Screening Report

Responsible Authority:	Kilmarnock Neighbourhood Board (We Make Kilmarnock) / East Ayrshire Council
Title of the plan:	Kilmarnock Neighbourhood Plan
What prompted the plan: (e.g. a legislative, regulatory or administrative provision)	The Plan is part of the UK Government’s levelling up agenda and its purpose is to regenerate towns across England, Scotland and Wales over the next decade. Local Authorities were preselected via a methodology prepared by UK Government and £20 million was announced for Kilmarnock in December 2023. A requirement of the funding is to prepare and submit a long-term plan comprising a 10-year vision and a 4-year investment plan.
Plan subject: (e.g. transport)	Regeneration.
Screening is required by the Environmental Assessment (Scotland) Act 2005. Based on Boxes 3 and 4, our view is that:	<input checked="" type="checkbox"/> An SEA is required, as the environmental effects are likely to be significant: Please indicate below what Section of the 2005 Act this plan falls within <input type="checkbox"/> Section 5(3) <input checked="" type="checkbox"/> Section 5(4) <input type="checkbox"/> An SEA is <u>not</u> required, as the environmental effects are unlikely to be significant: Please indicate below what Section of the 2005 Act this plan falls within <input type="checkbox"/> Section 5(3) <input type="checkbox"/> Section 5(4)
Contact details:	Karen Purves Karen.purves@east-ayrshire.gov.uk Development Planning and Regeneration Economic Growth East Ayrshire Council The Opera House 8 John Finnie Street Kilmarnock KA1 1DD
Date:	18/09/2025



Screening Report

Context of the Plan:	<p>The Long-term Plan for Kilmarnock meets the provisions of the levelling up funding to prepare and submit a long-term plan comprising a 10-year vision and a 4-year investment plan in accordance with the UK Government guidance.</p>
Description of the Plan:	<p>The Long-Term Plan comprises a 10-year vision and a 4-year investment plan. The 10-year vision is a long-term, strategic document backed by insights gained through engagement with local people, to create buy-in with the public it includes:</p> <ul style="list-style-type: none">· A strategic vision, including short, medium and long-term objectives which take account of the place's wider context and ambitions· Clear evidence of the needs, challenges, strengths and weaknesses of the area· A plan for investment which has a clear strategic fit with the objectives of the Plan for Neighbourhoods UK Govt programme. <p>The 4-year investment plan will outline how we will use the first four years of programme funding underpinned by evidence of consultation with the local community.</p> <p>The Plan must include:</p> <ul style="list-style-type: none">· The outcomes to be targeted based on local context· The interventions to be prioritised· Where it is intended to spend funding· The proposed route to market and management arrangements for the funding.



Screening Report

<p>What are the key components of the plan?</p>	<p>The key components of the plan known at present are a range of interventions set out in the 4-year investment plan:</p> <ul style="list-style-type: none">· PR campaign· Events· Neighbourhood Board Fund· Alliance Funding· Town centre (Shopfront Pilot)· Town centre (Shop Development Grants)· Town Centre (Brighten Up)· Town Centre (Street Furniture)· Town Centre (Foregate)· Public Art· Addressing Anti-social behaviour <p>Preliminary work on later interventions including:</p> <ul style="list-style-type: none">· Town Centre (Retail Revival)· Town Centre (Multi Storey site)· Parks (Experiential Train)· Parks (Building Restoration)· Parks (Bandstand)· Parks (Youth Hub)· Town Centre Living· River Development)
<p>Have any of the components of the plan been considered in previous SEA work?</p>	<p>Possibly but not in terms of this piece of work.</p>
<p>In terms of your response to Boxes 7 and 8 above, set out those components of the plan that are likely to require screening:</p>	<p>All interventions except the PR campaign, alliance funding and neighbourhood board fund at this stage.</p>

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OVERVIEW DETAILS

Name of Service	Kilmarnock Neighbourhood Board
Person responsible for policy, function or service review	Karen Purves on behalf of Kilmarnock Neighbourhood Board
EIA Group Members	<p>Kilmarnock Neighbourhood Board:</p> <ul style="list-style-type: none"> • Dr Fiona McKenzie OBE, Founder of Centrestage Communities Ltd (Chair) • Lillian Jones, Member of Parliament (MP) for Kilmarnock and Loudoun constituency • Willie Coffey, Member of the Scottish Parliament (MSP) for Kilmarnock and Irvine Valley • Rev David Cameron, Minister, New Laigh Kirk, Kilmarnock and Convener, Assembly Trustees of the Church of Scotland • Billy Bowie, Managing Director, Billy Bowie Special Projects Ltd • Councillor Douglas Reid, East Ayrshire Council • Councillor Barry Douglas, East Ayrshire Council • Suzanne Chow, Divisional Commander, Chief Superintendent, Ayrshire Division • Eddie Fraser, Chief Executive, East Ayrshire Council • Angela Cox, Principal and Chief Executive Officer, Ayrshire College • Chris McMail, Managing Director at Microtech Group • Lynne McNiven, Director of Public Health at NHSAA • Craig Hume, Director at Utopia Computers
Name of policy/function/service budget number/review area	Plan for Neighbourhoods - Kilmarnock

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ABOUT POLICY/FUNCTION/REVIEW AREA

(a) What are the aims, objectives and intended outcomes of the policy, function or service review? Specify any equality outcomes which are intended.

The Plan for Neighbourhoods is a core part of the UK Government’s Pride in Place programme. The plan invests £20 million in Kilmarnock over 10 years. The purpose of the fund is to regenerate towns across England, Scotland and Wales over the next decade.

The broad objectives of the Plan for Neighbourhoods are to build stronger communities, create thriving places and empower people to take back control

This will be delivered through 3 investment themes:

- Thriving places
- Stronger communities
- Taking back control

We share a vision for Kilmarnock which provides its people with everything they need to flourish and thrive through 5 themes:

- We see local skills, creativity and energy being harnessed to lift our community spaces
- We see a Kilmarnock as an entrepreneurial centre of equal opportunities, where barriers are broken down and potential is developed.
- We see a town where local people are engaged in creating a centre for events, with a strong night time economy and vibrant community spaces
- We see innovative and barrier-removing approaches being taken to connecting the people of Kilmarnock with what they need to live healthier lives
- We see a Kilmarnock where all agencies work closely together and people feel confident and safe in their communities
- We see We Make Kilmarnock as working differently, creatively bringing the people of our town together to achieve our collective goals.

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<p>(b) Under which Community Planning theme(s) does this policy or function or review sit?</p>	<p>While the local authority remains the accountable body for funding and executing plans, Neighbourhood Boards are responsible for developing the Long-Term Plan, working closely with local people.</p> <p>Notwithstanding, the community plan identifies the following themes:</p> <ul style="list-style-type: none"> • Economy and <u>Skills</u>; • Safer Communities, and • Wellbeing. <p>The Regeneration Plan for Kilmarnock straddles all three themes.</p>
<p>(c) Describe the current or intended client group(s) specifying any equality groups which are intended to benefit directly from the policy, function or review. You should consider employees, clients/customers and service users.</p>	<p>The Regeneration Plan for Kilmarnock will impact on all people in Kilmarnock to varying degrees, including people who live in, work in and visit the town. The Plan aims to positively impact the lives of those with a protected characteristic and those without by providing further access to opportunities to employment, support and services.</p> <p>As an example of how this may be achieved:</p> <p>Pre-approved intervention: Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs.</p> <p>Example interventions include:</p> <ul style="list-style-type: none"> • public realm improvements, for example, pavement repairs, repainting of public spaces, street cleaning, street furniture, production and enforcement of a shop-front style guide, provision of public toilets or other improvements • regenerating a town square or high street • the delivery of outreach, engagement, or participatory programmes for community spaces, including youth centres and public libraries

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- improvements could include better accessibility for disabled people

Intervention: **Measures to improve community cohesion**

Example interventions include:

- co-creating cohesion action plans by local authorities, agencies and partners, including the voluntary and community sector, businesses and communities, which diagnose local cohesion challenges and ensure tangible, measurable actions are put in place to address them
- projects that bring people together from different groups, including different faiths, for various objectives, including social mixing, intercommunity conversations, volunteering, and conflict resolution
- projects which celebrate and explore different cultures and lives, such as neighbourhood festivals and cultural exchange opportunities
- projects which build relationships within and between communities, such as mentoring and buddying schemes, town-hall discussions on local issues, and other means of creating productive dialogue
- projects which build capacity, capability and awareness in communities, such as English for speakers of other languages (ESOL) provision, hate crime awareness, tackling local misinformation and disinformation which impacts local cohesion, public education and communication campaigns, community ambassadors, and preparing communities to accept and support new arrivals and resettled cohorts

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ASSESSING IMPACT

AGE		
Evidence:	Impact:	Mitigating Factors:
<p>Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal <u>Participatory Appraisal sessions</u> / surveys at schools – Willowbank, St Andrews, <u>whatriggs</u>, Hillhead Engagement with youth cabinet Engagement with veterans Engagement with other groups Engagement with young carers Engagement at Ucan (training for young adults who have special training or education needs) Engagement at 4ward 2gether conference.</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons status with regard to age</u>.</p> <p>Our Youth Hub project will involve the design and operation of a youth space to provide location and relation-based practice opportunities for local young people and for them to hang out & be creative with their peers.</p>	<p>N/A</p>

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DISABILITY		
<p>Evidence:</p> <p>Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal</p> <p>Adults with additional needs</p> <p>Visually impaired group</p> <p>Engagement at Ucan (training for young adults who have special training or education needs)</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to</u> disability.</p> <p>For example, the Parks experiential train project will involve the fit out of ex-rolling stock to offer simulation experiences, journeys and activities. The project has been conceived partly around assisting those with dementia.</p>	<p>Mitigating Factors:</p> <p>N/A</p>
GENDER REASSIGNMENT		
<p>Evidence:</p> <p>Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to</u> gender reassignment.</p>	<p>Mitigating Factors:</p> <p>N/A</p>

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	The capacity building interventions aim to be relentlessly inclusive.	
RACE		
Evidence: Data in strategic case. Engagement through surveys and participatory appraisal Engagement with Powerful African women group Engagement with Chinese community	Impact: The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to race</u> . The capacity building interventions aim to be relentlessly inclusive.	Mitigating Factors: N/A
RELIGION OR BELIEF		
Evidence: Data in strategic case. Engagement through surveys and participatory appraisal Engagement through	Impact: The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to race</u> .	Mitigating Factors: N/A

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<p>East Ayrshire Churches Homelessness Action (EACHa)</p>	<p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding and neighbourhood board fund will invest in building social capacity for change, building connections between alliance areas and the town centre.</p>	
<p>MARRIAGE AND CIVIL PARTNERSHIP</p>		
<p>Evidence: Engagement through surveys and participatory appraisal</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to race</u>.</p> <p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity</p>	<p>Mitigating Factors N/A</p>

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	for change, building connections between alliance areas and the town centre.	
PREGNANCY AND MATERNITY		
<p>Evidence: Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal Engagement at mum and <u>tots</u> group</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to race</u>.</p> <p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the town centre.</p>	<p>Mitigating Factors: N/A</p>
SEX		
Evidence:	Impact:	Mitigating Factors:

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<p>Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal</p>	<p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to race</u>.</p> <p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the town centre.</p>	<p>N/A</p>
<p>SEXUAL ORIENTATION</p>		
<p>Evidence: Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to race</u>.</p> <p>The capacity building</p>	<p>Mitigating Factors: N/A</p>

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	<p>through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the town centre.</p>	
CROSSCUTTING		
<p>Evidence: Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to race</u>.</p> <p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity for change, building</p>	<p>Mitigating Factors: N/A</p>

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	connections between alliance areas and the town centre.	
HEALTH AND WELLBEING		
<p>Evidence: Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a <u>persons</u> status <u>with regard to</u> health and wellbeing.</p> <p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the town centre.</p> <p>Projects such as the experiential train aim to target health and wellbeing.</p>	<p>Mitigating Factors: N/A</p>

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CHILD POVERTY		
<p>Evidence: Data in strategic case.</p> <p>Engagement through surveys and participatory appraisal</p>	<p>Impact:</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of a child’s status in respect of poverty.</p> <p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the town centre.</p> <p>The youth alliance is one of the alliances thus ensuring spend which young people have control of.</p> <p>The Youth Hub project will provide space and support for young people.</p>	<p>Mitigating Factors: N/A</p>

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FAIRER SCOTLAND DUTY

Do you consider this to be a SIGNIFICANT strategic programme/proposal/decision under the Fairer Scotland Duty?

Significant strategic proposals are defined as being the key, high-level decisions that the public sector takes that affect how the public body fulfils its intended purpose, over a significant period of time. Examples include strategy documents, priority-setting decisions, commissioning services and major procurement exercises.

YES	<input checked="" type="checkbox"/>
NO	<input type="checkbox"/>

<p>Low and No Wealth Enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.</p>		
Evidence	Impact	Mitigating Factor
<p>Data in strategic case.</p> <p>Engagement with recovery, homeless and ex-offender groups.</p>	<p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of wealth.</p> <p>The capacity building through interventions H7 and H9 aims to be relentlessly inclusive.</p> <p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p>	

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	<p>The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the town centre.</p> <p>The youth provision and events will be free at the point of use.</p>	
<p>Material Deprivation Being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies</p>		
<p>Evidence Data in strategic case.</p> <p>Engagement with recovery, homeless and ex-offender groups.</p>	<p>Impact</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of material deprivation.</p> <p>The capacity building through interventions <u>aim</u> to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the</p>	<p>Mitigating Factor</p>

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	town centre. The youth provision and events will be free at the point of use.	
Area of Deprivation Where you live (rural areas), where you work (accessibility of transport)		
Evidence Data in strategic case.	Impact The Plan is being put forwards in a manner that is applicable to everyone, irrespective of deprivation. The funding has been awarded <u>on the basis of deprivation indices</u> and the interventions are designed to address deprivation. The capacity building through interventions aims to be relentlessly inclusive. The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the town centre.	Mitigating Factor

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Equality Impact Assessment – Form B

	<p>The youth provision and events will be free at the point of use.</p> <p>Later in the plan period, connectivity of outlying areas to the centre will be addressed.</p>	
<p>Socio-economic Background social class i.e. parents' education, employment and income</p>		
<p>Evidence</p> <p>Data in strategic case.</p>	<p>Impact</p> <p>The Plan is being put forwards in a manner that is applicable to everyone, irrespective of socio-economic background.</p> <p>The capacity building through interventions aims to be relentlessly inclusive.</p> <p>The alliance funding project will invest in building social capacity for change, building connections between alliance areas and the town centre.</p> <p>The youth provision and</p>	<p>Mitigating Factor</p>

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	events will be free at the point of use.	
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GATHER AND ANALYSE DATA AND INFORMATION

- a) What information or other evidence has been used in the development of the policy, function or service review?
- (b) What does research, consultation and other data or information tell you about the impact of the policy, function or service review? (Describe the information and the conclusions, and state where the information can be found. (i)Quantitative and (ii)Qualitative
- (c) Describe any gaps in the available information, any action you are taking about this (e.g. new research, further analysis) and when this is planned.

Add files to support evidence:

A wide range of evidence has been collected to produce a strategic case for change. This includes a local data profile produced by MHCLG in collaboration with ONS. It primarily uses metrics and indicators across the three policy investment themes as detailed further in the guidance for local authorities and Neighbourhood Boards. Data presented is at town level, where possible, but other geographies are used where sufficiently granular data is not yet available.

In addition a range of locally gathered quantitative data which the council and other partners have gathered has been used.

This is supplemented by primary data that has been gathered through engagement. Kilmarnock Neighbourhood Board undertook a period of focused, meaningful engagement from 3 June to 16 July 2024. The themes/ideas were generated by three methods:

- Participatory appraisal
- Surveys
- Conversations

Surveys have continued and results are captured through to end September 2025.

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Is the policy intended to increase equality of opportunity by permitting positive action or action to redress disadvantage?

YES	x
NO	

Is this policy intended to reduce inequality of outcomes associated with the Fairer Scotland Duty?

YES	x
NO	

Is the policy directly or indirectly discriminatory?

YES	
NO	x

If the policy is not directly or indirectly discriminatory, does it still have an adverse impact?

YES	
NO	x

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CONSIDER ALTERNATIVES

Please detail below the following points

How could you modify the policy, strategy or service review to eliminate discrimination, reduce inequalities of outcome or to reduce any identified negative impacts?

If necessary, consider other ways in which you could you meet the aims and objectives.

How could you modify the policy or function or service review to create or maximise the positive aspects of the proposals and to increase equality?

Describe any modifications which you can make without further delay (for example, easy, few resource implications).

If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.

Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

How can you modify your policy to eliminate inequality?

How could you modify the policy, function, or review to maximise tackling inequality?

Alternatives will be considered which are:
EQIA process.

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INVOLVEMENT OF EQUALITY GROUPS AND THE WIDER COMMUNITY

1) State which equality groups are involved in this process and describe their involvement.

A large number of groups were engaged:

- Willow Bank school – Sch fair
- Hillhead Primary – HUG days
- St Andrew’s Primary School – Sch fair
- Wattriggs PTA fair – Sch Fair
- Shortless community centre – car boot/different groups
- Kilmarnock Fire Station summer event
- 4ward 2gether conference for young people
- Dean thistle FC fun day
- Eacha – Recovery, Homeless, low income, mental health
- Recovery Matters Hub – Recovery, ex offenders, mental health
- St Joseph’s Academy – Young people
- EAC Youth Cabinet
- The Howard Centre – Recovery, homeless, mental health, adults with additional needs.
- Kilmarnock Unstoppables – Adults with additional needs
- Young Carers
- Adult Carers
- Visually Impaired
- UCAN – Adults with additional needs
- Kilmarnock Community Action Plan Alliances –Community groups/organisations
- Kilmarnock Businesses
- Kilmarnock Community members including families
- CentreStage groups – Parents of adults with additional needs & Singing group
- Chinese Community
- Powerful African Women of Ayrshire
- Burns Mall – pop up sessions 4x
- Community alliances

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In addition to this general engagement sessions were held for businesses and anyone who wanted to attend.

Events were organised to allow people to tell us what they wanted to see happening in Kilmarnock. We engaged hundreds of people.

Engagement within Kilmarnock was undertaken from the 3rd June 2024 to 16th July 2024. The engagement has been a combination of surveys, group sessions and 1to1 conversations. Engagements took place during week days, evenings and weekends to make sure as many people have been consulted in this process.

The group sessions were undertaken via a process called participatory appraisal; a community-based approach to research that values people as experts in their own lives, builds community knowledge and encourages grassroots action. Facilitators listened and learned, with public engagement being carried out where people already spend their time in their local area.

The approach:

- was accessible to people of all ages;
- mixed group work and individual input, reducing barriers to involvement;
- gave transparency both of the process and ideas
- valued local knowledge and information and places local people as experts, empowering them to be catalysts in the community.

Participants were invited to 2 hour sessions held at a range of times, dates, days and locations. At these sessions, participants were guided by facilitators through a 3 stage process:

Free thinking – an exercise where all ideas could be noted and nothing was off the table

Scoring system – each participant picked their top 3 ideas from the wider pool of ideas

Impact / implementation- all the ideas scored 1-3 by participants were assessed by looking at their likely impact vs how easy it will be to make happen.

A survey has also been available online and at the Kilmarnock Town Fair 2024 and 2025 and various other locations.

2) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.



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3) Give details of any existing local or national evidence which has been used to inform the development of your policy.

Please detail below

DLUHC Data Pack for Kilmarnock, February 2024
MHCLG local data profile, June 2025
Local authority primary data e.g. town centre health checks
Community action plans and associated evidence bases
SIMD data

What methods of involvement were used? (These should take account of the attributes of the individuals or groups being consulted.)

Surveys
Participatory appraisal session
Social media

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What methods were considered to ensure full information and participation? Please describe.

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Scoring system – each participant picked their top 3 ideas from the wider pool of ideas

Impact / implementation- all the ideas scored 1-3 by participants were assessed by looking at their likely impact vs how easy it will be to make happen.

Describe the results of the involvement and how you have taken these into account.

Having assessed the ideas and potential initiatives which emerged from our programme of engagement and strategic case for change, we have been able to categorise some as being either part of future discussions on larger projects, or already being implemented through another initiative.

This leaves us with a set of ideas which we have prioritised for investment and implementation in the first four years which fit within the spend profile available.

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The results have been taken into account in the selection of the interventions from the menu of policy interventions. These are policy interventions that have been tested by MHCLG. Suggestions from the community engagement have been matched against the interventions and where there is a match these interventions have been selected.