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# NORTH AYRSHIRE COUNCIL

12 January 2021

## Audit and Scrutiny Committee

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**Title:** Public Performance Reporting 2019-20

**Purpose:** To advise the Audit and Scrutiny Committee on 2019-20 public performance reporting and the draft Annual Public Performance Report 2019-2020.

**Recommendation:** That the Audit and Scrutiny Committee agrees to a) note the status of the Council's performance indicators at Appendices 1 and 2; and b) note the draft Annual Public Performance Report 2019-20 set out at Appendix 3.

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### 1. Executive Summary

- 1.1 This report details the Council's performance against a range of performance indicators (PIs) during 2019-20. The report also presents the Council's Annual Public Performance Report for 2019-2020 which will be published on our website. This is the first Annual Public Performance Report produced for our new Council Plan 2019-24 'A Council that is Fair for All' and covers the 2019-20 financial year. A separate report on our response to the Covid-19 pandemic will be produced as part of our six-monthly Council Plan progress reporting.
- 1.2 This report enables scrutiny of how we meet our statutory reporting obligations, summarises our six-monthly performance reporting and demonstrates how we work with our partners to progress our priorities outlined in the Council Plan 2019-24. Our priorities are Aspiring Communities, Inspiring Place and a Council for the Future.

### 2. Background

- 2.1 The Accounts Commission Direction 2018 on Public Performance Reporting sets out categories of performance information. This Direction gives us flexibility in determining which PIs meet the requirements of the Direction in order to demonstrate Best Value. The Accounts Commission expects us to ensure balanced reporting in terms of improvements in performance and areas of focus as timeously as is practical. The Direction is outlined in Table 1 below:





Table 1	
Part 1: Improving local services and local outcomes	Part 2: Demonstrating Best Value
<p><b>Statutory Performance Indicator 1</b></p> <ul style="list-style-type: none"> <li>• Performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities.</li> <li>• Progress against the desired outcomes agreed with its partners and communities.</li> </ul> <p>The Commission requires the council to report such information to allow comparison (i) over time and (ii) with other similar bodies. The Commission requires the Council to report on information drawn from the Local Government Benchmarking Framework in particular and from other benchmarking activities.</p>	<p><b>Statutory Performance Indicator 2</b></p> <ul style="list-style-type: none"> <li>• The Council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.</li> <li>• Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments.</li> <li>• In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.</li> </ul>

- 2.2 Following a review of our performance indicators (PIs) as part of the development of our Council Plan 2019-20 we identified 34 indicators that provide a balanced overview of our performance and address Part 1 of the Accounts Commission Direction.
- 2.3 We compare our performance to other similar bodies through 80 Local Government Benchmarking Framework (LGBF) indicators which are reported separately to Cabinet and published on our website ([www.north-ayrshire.gov.uk/performance](http://www.north-ayrshire.gov.uk/performance)) with links to the national "My Local Council" comparison tool.
- 2.4 Detailed information on our Council Plan PIs included within the Annual Performance Report are available online through our North Ayrshire Performs portal on our website. Following recommendations from our Best Value Audit earlier this year, we are developing a more modern and user-friendly interface which will be live on our website in early 2021.
- 2.5 We recognise the impact of our work cannot be demonstrated or effectively scrutinised using only quantitative (PI) data. As a result, the Annual Performance Report provides an update on how we are progressing to achieve desired outcomes for our partners and communities.
- 2.6 The Annual Performance Report forms part of a suite of public reporting which includes:
- The Community Planning Partnership Annual Report
  - Council Plan progress reports
  - Local Government Benchmarking Framework
  - Education Insight
  - Education Authority Annual Plan
  - North Ayrshire Performs portal
  - HSCP Annual Performance Report

## 2.7 Performance Indicator Summary

Appendix 1 details the full set of performance indicators, showing (where available) three years of performance data and a **Red**, **Amber**, **Green** “RAG” status. The **Green** status means performance is on target, **Amber** is slightly adrift of target and **Red** is significantly adrift of target.





2.8 Analysis of the indicators with the latest available targets is outlined in Table 2. 77.8% of indicators with 2019-20 data are on or slightly adrift of target. This is comparable with 2018-19 when 81.3% were in this category. (The total number of indicators reported decreased from 66 last year to 34 this year following the introduction of the new Council Plan 2019-24.)

Table 2: Annual Status Comparison		
Key	Number of Indicators (2018-19)	Number of Indicators (2019-20)
 on target	37 (77.1%)	19 (70.4%)
 slightly adrift	2 (4.2%)	2 (7.4%)
 significantly adrift	9 (18.7%)	6 (22.2%)
 data only/unavailable*	18	7

\*Data for seven indicators is pending, including four education indicators where data will not be available until February 2021.




2.9 Appendix 2 lists underperforming indicators (red and amber) with further details on the reasons for underperformance and actions being taken to address these. One significantly adrift of target (red) indicator “Number of attendances at indoor sports and leisure facilities (excluding pools)” has been directly impacted by the pandemic during February and March due to sports governing bodies postponing activities and the resulting decline in customer confidence.

2.10 Table 3 shows a status comparison between mid-year and year end.

Table 3: Six Month Status Comparison			
Key	Number of Indicators (2019-20 Mid-Year)**	Number of Indicators (2019-20 Year End)	Movement Includes:
 on target	20 (83.3%)	19 (70.4%)	Formerly 14 green PIs, 1 amber and 4 data only (targets are now set)
 slightly adrift	4 (16.7%)	2 (7.4%)	Formerly 1 green PI and 1 amber.
 significantly adrift	0	6 (22.2%)	Formerly 2 green PIs, 2 amber and 2 data only (targets are now set).
 data only/unavailable	10	7	Formerly 1 green PI, 1 amber, 2 red and 3 data only.

\*\*Where no quarterly data is available the most recent annual status is used. Approximately two thirds of our Council Plan PIs are recorded annually, the most recent status better reflects performance.

- 2.11 Comparison of 2019-20 performance with 2018-19 performance (short term trend) and 2016-17 performance (long term trend) is noted in Table 4. Performance improved in 63% of available indicators since last year and 91.7% over the three-year period.

<b>Table 4: 2019-20 Summary of short term/long term trends*</b>		
<b>Key</b>	<b>Short Term (Since 2018-19)</b>	<b>Long Term (Since 2016-17)</b>
 Improved	17 (63%)	22 (91.7%)
 Declined	8 (29.6%)	2 (8.3%)
 No Change	2 (7.4%)	0

*\*Data for seven indicators is pending, including four education indicators where data will not be available until February 2021. In addition, three indicators were introduced in 2018-19 and so have no 2016-17 (long term) comparison available. One indicator was not recorded for 2016-17 so 2017-18 data has been used to calculate long term trend.*

## 2.12 **Annual Public Performance Report**

The draft Annual Public Performance Report 2019-20 is attached in Appendix 3. The report provides a summary of how we, in partnership with our communities have worked to deliver our Council Plan priorities.

- 2.13 As our Community Planning Partnership Board is chaired by the Leader of North Ayrshire Council and administered by the Council, this year we have included a brief summary of our CPP performance within our Annual Performance Report. Full details of CPP performance are published in The Community Planning Partnership Annual Report.

## 2.14 **Key highlights** from 2019-20 include:

### **Priority-Wide**

- Our Community Wealth Building Strategy was approved by the Community Wealth Building Commission.

### **Aspiring Communities**

- An analysis of the Community Investment Fund showed a wide range of approved initiatives would address key local issues such as isolation and mental health.
- A North Ayrshire Summit on Drug Related Deaths was held in January, following a drugs emergency motion being passed in September.
- Our Executive Youth Council, in partnership with the Carer's Trust consulted with young carers on barriers to participation and will be taking the report to the Scottish Youth Parliament.

### **Inspiring Place**

- We declared a state of Climate Emergency with our key ambition to be net-zero carbon, achieving a balance between carbon emissions and carbon removal.
- Following extensive collaboration with the HSCP and NHS Ayrshire and Arran, we have opened our Trindlemoss Day Opportunities facility, a multi-purpose facility providing day care, residential accommodation and a range of support services.
- We have completed 31 new houses at Montgomerie View, Seamill.



### **A Council For The Future**

- We engaged with communities, giving our residents a Fair Say on our Council budget and an opportunity to suggest new approaches to delivery.
- We paid our employees the new Real Living Wage five months early resulting in a rise of 30p per hour from November rather than April.
- We have improved the processing times for Housing Benefit and Council Tax Reduction. New claims timescales reduced by 9.5% since 2018-19 and change of circumstances timescales reduced by 24.8%.

2.15 **Key areas of focus** over the next six months include:

### **Responding to the Covid-19 Pandemic**

- Working alongside our partners to continue to support our residents and businesses during the Covid-19 pandemic will be our **key priority** for the next six months.

### **Priority-wide**

- Launch and implement our Community Wealth Building Strategy 2020-25. A first for Scotland, it will become our strategic approach to economic recovery and renewal. We will work alongside key partners to ensure a wellbeing economy with social and environmental stability for our communities.
- Develop our Economic Recovery and Renewal Approach built on our Community Wealth Building objectives and outline the actions we will take to recover and renew from the economic impact of the Covid-19 pandemic. The Approach will set out how we will build back better, fairer and greener through a local Green New Deal for North Ayrshire. At the heart of this will be an £8.8 million Investment Fund to support an inclusive and green economic recovery and in addition we will use our capital investment to support recovery and wider regeneration.

### **Aspiring Communities**

- Implement the priorities of the Mental Health Strategy for North Ayrshire to support our young people and empower our employees and partners to promote positive mental health and wellbeing without stigma.
- Conclude funding commitments for the Ayrshire Growth Deal.

### **Inspiring Place**

- Progress the proposals for the new Ardrossan Campus to provide a state of the art educational and community facility.
- Continue to develop Millport and Upper Garnock Flood Protection Schemes.
- Support regeneration by maximising our assets through alternative community and business use.

### **A Council For The Future**

- Action any areas for improvement highlighted during our Audit Scotland Best Value review.
- Continue to engage with our communities on our transformation themes and development of locality community charters.
- Capture experiences and learning from our response to the Covid-19 pandemic.

2.16 The report will be made available through our website and shared via our various social media channels. Hard copies will be provided on request.

### **3. Proposals**

- 3.1 It is proposed that the Audit and Scrutiny Committee agrees to a) note the status of the Council's performance indicators at Appendices 1 and 2; and b) note the draft Annual Public Performance Report 2019-20 set out at Appendix 3.

### **4. Implications/Socio-economic Duty**

#### **Financial**

- 4.1 There are no financial implications.

#### **Human Resources**

- 4.2 There are no human resource implications.

#### **Legal**

- 4.3 This report confirms the arrangements for the Council's compliance with its duties under the Local Government Act 1992 and the Local Government in Scotland Act 2003 and commitment to improving public performance reporting.

#### **Equality/Socio-economic**

- 4.4 There are no equality/socio-economic implications.

#### **Environmental and Sustainability**

- 4.5 There are no environmental and sustainability implications.

#### **Key Priorities**

- 4.6 This report helps to demonstrate the Council's delivery of its strategic priorities.

#### **Community Wealth Building**

- 4.7 There are no community wealth building implications.

### **5. Consultation**

- 5.1 Feedback from the Executive Leadership Team (ELT) informed the content of this report. The Cabinet at its meeting on 8 December 2020 also considered the report and appendices and agreed that these should be submitted to the Audit and Scrutiny Committee for consideration.






Andrew Fraser  
Head of Democratic Services




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**Background Papers**  
Council Plan 2019-24

## Appendix 1: Council Plan Performance Indicators (PIs) – Summary










### KEY




























Performance Indicator Status	
	<b>Significantly Adrift of Target</b>
	<b>Slightly Adrift of Target</b>
	<b>On Target</b>
	<b>Data Not Available</b>
	<b>Data Only</b>




























Short Term Trends	
	Improving
	No Change
	Getting Worse

Long Term Trends	
	Improving
	No Change
	Getting Worse









































### Council Plan Priority 1: Aspiring Communities


























Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
<b>CP_01</b> Percentage of population who are involved in local decision making	New measure and baseline established for 2018-19		51%		45.53%	60%			New measure in 2018/19. No 2016/17 comparison available.
<b>CP_02</b> Percentage of Council budget directed via participatory methods	New measure and baseline established for 2018-19		0.62%		1.11%	0.89%			New measure in 2018/19. No 2016/17 comparison available.
<b>CP_03</b> Percentage of residents who agree they have access to opportunities to participate in their local community	New measure and baseline established for 2018-19		47%		47%	47%			New measure in 2018/19. No 2016/17 comparison available.

Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
<b>CP_04</b> Percentage of children achieving their developmental milestones at the time the child starts primary school	77.2%		78%		Data not currently available	79%	-	Data not currently available	Data not currently available
<b>CP_05</b> Average total tariff score of pupils living in SIMD 30% most deprived areas	709.8		638.1		Data not currently available	718	-	Data not currently available	Data not currently available
<b>CP_06</b> Average tariff score: All Leavers	880.2		780.7		Data not currently available	895	-	Data not currently available	Data not currently available
<b>CP_07</b> Percentage of school leavers entering positive destinations	95.6%		94%		Data not currently available	96%	-	Data not currently available	Data not currently available
<b>CP_08</b> Percentage of children living in poverty (after housing costs)	29.26%		26.59%		Data not currently available	26.5%	-	Data not currently available	Data not currently available
<b>CP_09</b> Percentage of working age population in employment	68.2%		69.7%		70.2%	70%			
<b>CP_10</b> Percentage of procurement spent on local enterprises	19.75%		17.43%		19.94%	23%			
<b>CP_11</b> Percentage of people earning less than the living wage	24.3%		24.3%		Data not currently available	24%	-	Data not currently available	Data not currently available
<b>CP_12</b> Percentage of learning disability service users accessing employment support activities	24.25%		23.88%		23.84%	30%			

Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
<b>CP_13</b> Percentage of children with BMI centile >91 at 27 month review	12.65%		9.98%		13.19%	10.5%			
<b>CP_14</b> Percentage of households in fuel poverty	30%		26%		28%	25.5%			 Based on 2017/18 not 2016/17 as PI introduced that year. (Two year rather than three year trend)
<b>CP_15</b> Number of attendances at indoor sports & leisure facilities (excluding pools)	1,848,777		1,886,930		1,859,843	1,964,100			
<b>CP_16</b> Percentage of people aged 65 and over with long-term care needs receiving personal care at home	65.8%		66.68%		Data available February 2021	66%	-	Data available February 2021	Data available February 2021
<b>CP_17</b> Number of Emergency Admissions	20,724		20,933		17,816	20,257			
<b>CP_18</b> Percentage of new tenancies to applicants who were assessed as homeless sustained for more than a year	78.28%		81.48%		84.07%	82%			

## Council Plan Priority 2: Inspiring Place
















Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
<b>CP_19</b> Proportion of operational buildings that are suitable for their current use	89.91%		91.01%		90.91%	93%			
<b>CP_20</b> Overall percentage of road network that should be considered for maintenance treatment	39.1%		38.1%		37.3%	38.1%			
<b>CP_21</b> Proportion of properties receiving superfast broadband	92.35%		93.7%		96.8%	97%			
<b>CP_22</b> Number of electric vehicle charging points publicly available	25		25		36	30			
<b>CP_23</b> Number of new build Council housing units reaching completion (cumulative)	232		296		381	351			
<b>CP_24</b> Number of empty homes brought back into use*	57		295		594	500			
<b>CP_25</b> Percentage of Council dwellings that meet the Scottish Housing Quality Standard	99.14%		99.19%		99.18%	99.4%			
<b>CP_26</b> Tourism Visitor Numbers	1,506,210		1,519,260		1,599,400	1,534,968			

Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
<b>CP_27</b> Street Cleanliness Index - Percentage Clean	92.2		94.5		94.6	94			
<b>CP_28</b> Hectares of vacant and derelict land in North Ayrshire	1,294		1,279		1,180	1,244			
<b>CP_29</b> Overall carbon emissions (tonnes)	43,756		40,666		37,508	39,320			
<b>CP_30</b> Total installed capacity of low carbon heat and electricity generation across the Council's estate (kW)	9,029		9,682		9,700	9,700			
<b>CP_31</b> Percentage of total household waste that is recycled (calendar year as per SEPA)	55.8%		54.6%		56.3%	59%			

**“CP\_24 Number of empty homes brought back into use** - We have now developed a more robust reporting process for empty homes. Historically reported figures have been changed to cumulative and some minor errors corrected. We are confident we will exceed the target of 600 empty homes brought back into use by 2024.



















## Council Plan Priority 3: A Council for the Future









Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
<b>CP_32</b> Percentage of Customers delighted with overall customer service	84%		81%		81%	77%			
<b>CP_33</b> Percentage of self-service transactions	36.7%		40.09%		41.26%	40%			
<b>CP_34</b> Employee Engagement Level - Council wide	71.2%		71.2%		70.67%	70%			

## Appendix 2: Council Plan Performance Indicators (PIs) - Exception Report









### Council Plan Priority 1: Aspiring Communities

Code and Short Name	2018/19			2019/20			Short Term Trend	Long Term Trend	Note
	Value	Target	Status	Value	Target	Status			
<b>CP_01</b> Percentage of population who are involved in local decision making	51%			45.53%	60%				<p>For purposes of creating as much rigour as possible, we specifically count the opportunities where democratic participation is directly with or through the Council. This does not therefore include the situations where the Council provides support to local organisations to engage with individuals and communities e.g. Ardrossan Development Trust, Stevenston Development Trust, Beith Development Trust, Cumbrae Development Trust, Community Council engagements and a variety of interest group engagements e.g. community associations, heritage and sports groups.</p> <p>Where a group meets more than once during a year only one occurrence is counted. This is to minimise double counting where possible. This also means, towards the end of the year many regular events will have already been included in the figure earlier in the year. It should not be concluded that during quarter 4 fewer events took place.</p> <p>Due to the nature of this indicator it is not possible to record unique individuals, but it does give an indication of the involvement of our community in local decisions</p>

Code and Short Name	2018/19			2019/20			Short Term Trend	Long Term Trend	Note
	Value	Target	Status	Value	Target	Status			
<b>CP_10</b> Percentage of procurement spent on local enterprises	17.43%			19.94%	23%				The information has been taken from Spikes Cavell utilising the proximity and supplier size fields. The 2019/20 percentage spend with local (SME) is 19.94% which is a 2.51% improvement on the 2018/19 figure of 17.43%.
<b>CP_12</b> Percentage of learning disability service users accessing employment support activities	23.88%	30%		23.84%	30%				<p>The Learning Disability Job Coaches are a crucial resource with regard to employability that has, along with the rest of day services, been experiencing a period of considerable flux and development over the past year. This is in part due to preparing for the closure of existing services and the move to a combined new site at Trindlemoss, in Irvine.</p> <p>Recent work has focused on exploring the existing role of job coaches working within learning disability day services, with a view to ensuring that their activity reflects and benefits from the broader community change agenda being promoted in association with the development of Trindlemoss Day Opportunities Centre. Collaboration with a broad range of community partners is a key aspiration for Trindlemoss, and it is anticipated that the Job Coaches, as core practitioners within Trindlemoss, will play a role in creating new collaborations which will in turn will improve performance in this area.</p>
<b>CP_13</b> Percentage of children with BMI centile >91 at 27 month review	9.98%	10.5%		13.19%	10.5%				Our Universal Early Years team continues to provide support ensuring the health of young children. Health Visitors also carry out reviews of all children in North Ayrshire at 27 - 30 months, to make sure they are healthy and thriving.

Code and Short Name	2018/19			2019/20			Short Term Trend	Long Term Trend	Note
	Value	Target	Status	Value	Target	Status			
<b>CP_14</b> Percentage of households in fuel poverty	26%	26%		28%	25.5%			 *	<p>The Scottish House Condition Survey (SHCS) provides estimated annual fuel poverty figures. In July 2019 the fuel poverty definition changed with the introduction of the Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act. SHCS reporting for this year incorporates some of the changes to the new fuel poverty definition resulting in more homes being identified as being in fuel poverty. This is a best estimate of fuel poverty under the new definition and cannot be compared to previous local authority analysis figures. We continue to focus efforts towards reducing fuel poverty through the development of our Local Heat and Energy Efficiency Strategy, the delivery of home insulation and solar PV installation programmes, and the referral mechanisms established through the Local Energy Advice Forum to maximise income and support residents with utility bill enquiries and switching suppliers.</p> <p>*Long term trend based on 2017/18 not 2016/17 as PI introduced that year. (Two year rather than three year trend)</p>
<b>CP_15</b> Number of attendances at indoor sports & leisure facilities (excluding pools)	1,886,930			1,859,843	1,964,100				<p>Although facilities and activities only closed from 23 March 2020 attendances were negatively impacted by the Covid 19 pandemic during the latter part of February and all of March. Despite introducing a customer awareness campaign and additional cleaning processes customer confidence reduced due to the pandemic. Meanwhile a number of sports governing bodies made decisions to stop all activity leading to a reduction in attendances across all activities.</p>

## Priority 2. Inspiring Place

Code and Short Name	2018/19			2019/20			Short Term Trend	Long Term Trend	Note
	Value	Target	Status	Value	Target	Status			
<b>CP_19</b> Proportion of operational buildings that are suitable for their current use	91.01%	92%		90.91%	93%				2019/20 result was 90.91% against a target of 93%. The Scottish Average for 2018/19 was 82.14% with the Council ranked 9 out of 32 Scottish Local Authorities and remains in the 2nd quartile. Rationalisation of the Additional Support Needs school estate and integration of Health and Social Care Partnership locality teams within secondary schools will improve performance.
<b>CP_31</b> Percentage of total household waste that is recycled (calendar year as per SEPA)	54.6%	54.5%		56.3%	59%				The estimated Scottish Environment Protection Agency (SEPA) Household Waste Recycling performance for 2019 (calendar year) is 56.3% against a target of 59%, showing an increase of 1.7% compared to 2018 (54.6%). This is mainly attributable to the Council introducing Purple Bin collections on the mainland in April 2019 for glass, cans and plastics with the existing Blue Bin being used for paper and card. The figure is still subject to checking and final verification by SEPA.

# Annual Public Performance Report

2019/20




North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath





# Contents



<b>Welcome</b>	<b>1</b>
A Year of Key Events	3
About Us	5
Overall Performance	6
The National Picture	6
Our Priorities	7
What Has Been Achieved So Far	7
Aspiring Communities	7
Aspiring Communities: At a Glance	13
Case Studies	14
Inspiring Place	16
Inspiring Place: At a Glance	20
Case Studies	21
A Council for the Future	23
A Council for the Future: At a Glance	26
Case Study	27
Financial Overview	28
Partnership Working	29



# Welcome

Our vision of “A North Ayrshire that is Fair For All” is the key focus of everything we do. It runs throughout our new Council Plan 2019-24 which sets out our priorities for the next four years. We both really enjoyed discussing these priorities with many of you in person during our “Fair Say” sessions in November last year and we are always keen to hear your thoughts.

This is our first Annual Performance report on our new Council Plan and we aim to give you a clear insight into where we have performed well over the past twelve months as well as where we can improve.

Our strong culture of continuous improvement was recognised through our recent Best Value Assurance audit with significant improvement noted during the past decade. This audit is our official “report card” produced by Audit Scotland on behalf of the Accounts Commission and examines all elements of our work to ensure we are delivering our statutory duty of Best Value.

During 2019/20 we developed our Community Wealth Building Strategy. This strategy will support an inclusive economy so that everyone benefits from a stronger local economy, enhanced community empowerment and an increase in fair employment.

Following the success of our Employability programmes, we have seen 435 unemployed residents secure employment this year. We also launched “EQUAL” our Supported Employment Service to assist our residents with a disability to find long term fulfilling employment. In addition, our Community Benefit Clauses within our procurement contracts have provided 1,301 weeks of employment for our residents.

We were one of the first Scottish councils to launch our whole systems approach to understanding issues around the public health priority of diet and healthy weight. This will see partners working together to fully understand the complexity of our residents’ issues and experiences before addressing them.

In yet another first, to coincide with Challenge Poverty Week and Scottish Climate Week we launched an enhanced Real Nappy Incentive Scheme – becoming the first council in the UK to provide free “birth to potty” real nappy packs.

We declared a Climate Emergency with our key ambition to be net-zero carbon by 2030 and introduced our enhanced household waste and recycling service.

We completed 105 new houses, providing high quality, sustainable homes for our residents. This includes 20 supported accommodation units as part of a refurbishment programme at Trindlemoss, Irvine.

Finally, the information in this report demonstrates a full year of our performance as at the end of March 2020. Our response to the Covid-19 pandemic will be detailed in a separate report later this year. However, **we want to acknowledge the incredible instant collaborative response that was mobilised with our communities, key workers and the private sector. We want to thank everyone who has stayed at home or helped deliver services at this time.**



**Councillor Joe Cullinane**  
Leader of the Council



**Craig Hatton**  
Chief Executive

**How well do you feel we have performed?**  
**We would welcome your thoughts.**

**You can contact us via:**

email at [NorthAyrshirePerforms@north-ayrshire.gov.uk](mailto:NorthAyrshirePerforms@north-ayrshire.gov.uk)

use the hashtag **#NorthAyrshirePerforms** on social media

call **01294 324648**

or write to us at:

**Performance Feedback**  
**The Corporate Policy, Performance and Elections Team**  
**North Ayrshire Council**  
**1st Floor East**  
**Cunninghame House**  
**Friars Croft**  
**Irvine**  
**KA12 8EE**

# A Year of Key Events

## April 2019

- ▶ Irvine Harbourside and Ardeer - The Great Harbour, plans revealed, with £14 million earmarked through the Ayrshire Growth Deal.
- ▶ Opening of Kyleshill Court, Saltcoats – 36 high quality affordable homes for older residents.

## May 2019

- ▶ £3.43 million construction on 31 new Council houses at Ardrossan Road, Seamill.
- ▶ We successfully delivered the European Parliamentary Elections



## June 2019

- ▶ Wrap, Run and Fun was launched, allowing our children and young people to enjoy a nutritious lunch and take part in free activities.
- ▶ We declared a Climate Emergency
- ▶ Active Travel Hub launched, with the aim to encourage us all to walk and cycle in North Ayrshire.

## July 2019

- ▶ We launched our HOME (Home Ownership Made Easy) scheme making it easier for people to get on the property ladder.



## August 2019

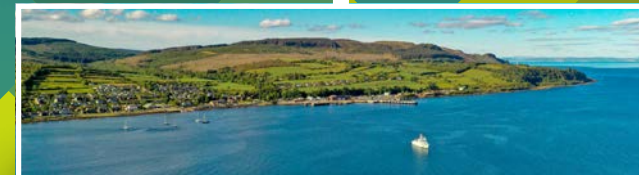
- ▶ Work commenced on £27.7 million Additional Support Needs Campus, with Respite and Residential accommodation in Stevenston.
- ▶ Kilwinning Early Years Centre received a £670k upgrade as we roll out our Early Years Expansion Programme.

## September 2019

- ▶ First meeting of the Community Wealth Building Commission.
- ▶ The Circuit, Irvine a £5.4 million sport facility opened its doors for the first time.

## October 2019

- ▶ "Whole systems approach" to diet and healthy weight launched – ensuring partners work together to fully understand our residents' issues and experiences before addressing them.
- ▶ Work commenced in Millport on a £1.5 million regeneration of its historic town centre. This will focus on the conservation area by repairing buildings, improving shop fronts and public spaces.



## November 2019

- ▶ We supported the Arran Development Trust to receive a grant of £3.612 million to help build affordable homes. This grant was part of an £8.5 million financial package.
- ▶ Our Youth Participatory Budgeting event saw 5,583 young people aged between 8 and 25 years decide how £60,000 of funding would be allocated.
- ▶ We launched the COIG.com website and mobile application showcasing "Five routes. One great adventure." We are expecting to attract 100,000 visitors annually to North Ayrshire.

## December 2019

- ▶ We successfully delivered the UK Parliamentary Elections.

## January 2020

- ▶ Trindlemoss Day Opportunities opened, providing a modern facility for residents with learning disabilities and the community as a whole.
- ▶ Our innovative Energy from Waste contract went live, with grey bin waste now converted to renewable energy rather than landfill. This is a joint project with four other councils.
- ▶ We confirmed that we will have net-zero carbon emissions by 2030.

## February 2020

- ▶ We have agreed a £25 million housing project which will provide 122 new Council houses at Flatt Road, Largs.
- ▶ North Ayrshire had its Fairtrade Zone status renewed for another two years.



## March 2020

- ▶ Community groups across North Ayrshire were awarded £100k from the North Ayrshire Community Investment Fund (CIF) for local projects.
- ▶ We worked alongside our communities, partners and the private sector, together we mobilised an instant response to the Covid-19 pandemic.



# About Us

## Elected Members

Labour **11**  
Conservative **7**  
SNP **11**  
Independent **4**



## Population breakdown

Female **52.4%**  
Male **47.6%**  
Population **134,740**



## Staff Breakdown

Male **27%**  
Female **73%**  
**6,956**



## Life expectancy (years)

Female **79.9**  
Male **76.3**



## Economy

Adults in employment **70.2%**  
SIMD living amongst 15% most deprived areas in Scotland **28.0%**  
Children living in poverty **23.4%**  
Businesses operating across North Ayrshire **3,260**

## Infrastructure

Early Years Centres **5**  
Primary Schools **49**  
Secondary Schools **9**  
Additional Support Needs Schools **4**  
Council Houses **12,931**  
Km of roads **1,039**

## Overall Performance

Following the introduction of our new Council Plan 2019-24, we undertook a thorough review of our performance indicators. This review included introducing new performance indicators to quantify our impact in areas previously unmeasured such as democracy

and participation as well as setting ambitious targets.

More detailed information on our performance indicators can be accessed at our website, [www.north-ayrshire.gov.uk/performance](http://www.north-ayrshire.gov.uk/performance)

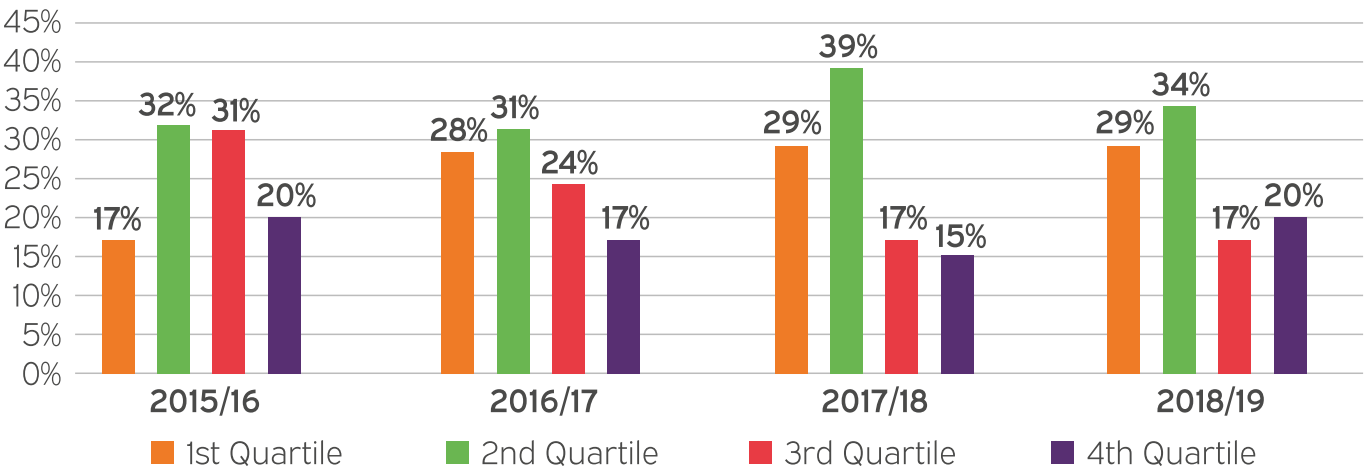
In 2019/20 **78%** of indicators with data available were **on or only slightly adrift of target**

## The National Picture

The Local Government Benchmarking Framework (LGBF) is a national tool designed to enable us to compare our performance with other local authorities across Scotland, identify best practice and improve our services.

During 2018/19 (most recent data available) 63% of our indicators, were performing above the Scottish average, either in the top quartile or second quartile. This has decreased by five percentage points since 2017/18 following

three years of increase. Nationally the Improvement Service has identified a trend of improvement either slowing or declining across key service areas throughout Scottish councils and we are monitoring this closely. You can explore our performance and how we compare with other local authorities in Scotland in more detail using the My Local Council tool. (<https://www.improvementservice.org.uk/benchmarking/explore-the-data>)



**Our Vision** “A North Ayrshire that is Fair For All”.

**Our Mission** “Working together to improve well-being, prosperity and equity in North Ayrshire”.

**Our three priorities are:** Aspiring Communities, Inspiring Place and A Council for the Future.

## Key Priority: **Aspiring Communities** What Has Been Achieved So Far

### Active and Strong Communities

- ▶ In October an analysis of the use of the Community Investment Fund (CIF) against key themes showed a wide range of initiatives have been approved to address key local issues such as isolation and mental health. To date £1,034,045 of Council expenditure has been agreed and £932,404 of external funding has been secured by CIF projects.
- ▶ We completed an extensive community engagement process to explore our network of community centres and libraries, in the context of the significant challenges in our medium-term financial plan. The two programmes consisted of 28 meetings and attracted 1,601 responses, including 212 via our online engagement platform, Consul.
- ▶ Following a drugs emergency motion being passed by Council in September, a North Ayrshire Summit on Drug Related Deaths was held in January. Our Alcohol and Drug Partnership (ADP) Participatory Budgeting event was announced at the summit with a focus on prevention and community engagement to address drug deaths. It was due to take place in April and is now moving online enabling community groups and organisations to bid for grants between £8k and £10k from a total fund of £60k.

### ▶ **Aspiring Communities**

- ▶ We held the first Joint Community Planning Partnership (CPP) Locality Partnership and Health and Social Care Partnership (HSCP) Locality Planning Forum on Arran, a pilot which is the first of its kind in Scotland which will further develop a place-based approach to designing and delivering local services.
- ▶ Extensive consultation with young people and partners to refresh our award-winning Young People's Citizenship and Participation Strategy is ensuring our young people continue to have a voice in local and national decisions that affect them.

## Children and young people experience the best start in life

- ▶ Our Executive Youth Council worked in partnership with Carers Trust to consult with young carers on the barriers to participation experienced by many. Their report will be taken to the Scottish Youth Parliament.
- ▶ Kilwinning and Largs Academies established wellbeing hubs which provide support and resources to pupils. This includes peer to peer support from pupils trained in Scottish Mental Health First Aid as well as targeted programmes to combat low self-esteem and other aspects of mental health. The Wellbeing Model will be rolled out to all localities.
- ▶ Since April 2019, there have been 143 referrals to the secondary school counselling service. Of these, 36 young people have finished their counselling sessions with over 90% of pupils reporting improvement following this support. Counselling is one of a range of mental health supports available across North Ayrshire.
- ▶ Implementation of the “Devolved School Management Scheme” in North Ayrshire has given authority to our Head Teachers to allocate parts of their budget totalling £75.7 million. Decision making is now led by school leadership teams in consultation with key partners in order to better support the learning and teaching of over 18,000 children and young people across North Ayrshire.
- ▶ We have provided free period products to over 4,000 pupils in all North Ayrshire secondary schools in addition to community provision.
- ▶ Construction began on the modern, fully accessible Additional Support Needs Campus and Respite and Residential accommodation in Stevenston. This will replace four existing Additional Support Needs schools.





## Inclusive, growing and enterprising economy

- Our Community Wealth Building Strategy was approved by the Community Wealth Building Commission in March. Community Wealth Building is a transformational approach to economic development to ensure fair and resilient local and regional economies. There is significant interest in the strategy from regional, national and international partners.
- We are advancing the joint development of a National Centre for Digital Process Industries at i3, Irvine. It is being facilitated through the Ayrshire Growth Deal, in partnership with the National Manufacturing Institute for Scotland (NMIS).
- Following the establishment of the Ayrshire Regional Economic Partnership in April 2019, the Regional Economic Strategy is being developed and will be referred to the Regional Partnership Board and Committee for consideration in June 2020. We have secured in principle commitment from partner agencies to support its delivery.
- We have grown the number of businesses operating out of The Circuit (social enterprise/business incubation facility) which is now fully occupied with 12 new businesses based there who can access the on-hand support available.
- We officially launched our new Supported Employment Service "EQUAL" this year. This service supports North Ayrshire residents aged 16 or over with a disability to find long term, fulfilling employment and to provide all the support required for them and their future employers. So far, we have registered and supported 109 residents with a disability, with 18 clients being supported in employment.
- We had a successful jobs fair that attracted 150 unemployed residents at the re-launch of the Kilwinning Employability Hub at Kilwinning Library.



## Residents and communities, enjoy good, life-long health and wellbeing

- In the last six months, as part of our resettlement programme, we have supported seven Syrian families to settle into our local communities. Since the start of the programme we are proud to have welcomed 41 Syrian families to North Ayrshire.
- Our community-based rehabilitation unit at Warrix Avenue, Irvine, supports individuals with severe, enduring mental health needs in an environment that is close to independent living. Since opening we have received 15 referrals, supported eight admissions, transferred three individuals back to acute in-patient service and discharged one person back to the community.
- We commissioned North Ayrshire PEAR – Prevention, Early intervention And Recovery service in September through third sector partners Turning Point. Working closely with our Drug and Alcohol Recovery Service, it is aimed at individuals not engaging with other services and supports self as well as agency referrals.
- Our Care at Home and Community Alert services retained their 'Very Good' grade for Care and Support as well as achieving an 'Excellent' grading for Management and Leadership following our annual inspection by The Care Inspectorate. This is the first time that any service as large as our own has been awarded such a grade. Health and Social Care performance can be viewed in more detail at [nahsc.org/performance](http://nahsc.org/performance).
- Our school holiday meals initiative was relaunched as Wrap, Run and Fun to have a more inclusive approach encouraging further uptake of a free nutritious lunch and activities. This was delivered in partnership with KA Leisure.





## Residents and communities are safe



- We have implemented the new Environmental Health food law inspection regime and it is facilitating future inspection programming, using the new 'Food Law Rating System'. This combines the food safety and food standards programmes into one 'Food Law Inspection Programme' and will keep our residents safe through a more efficient process for our businesses.
- The Police Triage Pathway within the Crisis Resolution Team is now fully rolled out and demand is regularly monitored. This mental health service provides support to our police colleagues who are involved in assisting individuals who are experiencing mental health distress. It provides police officers with direct access to Community Psychiatric Nurses in the Crisis Team who can assist with risk assessment, general advice and if necessary, admission to hospital.
- A successful joint initiative with UK Border Force, Police Scotland, Housing Services and the Licensing Team was brought together by our Trading Standards and the Corporate Fraud Team to tackle human trafficking and houses in multiple occupation on a number of premises.

## Aspiring Communities: Areas of Focus

Over the next six months we will:

- Progress our Community Wealth Building Strategy including developing a new Community Wealth Building food system with partners to offer a variety of community-led food provision with a range of ownership and participation models.
- Implement the priorities of the Mental Health Strategy for North Ayrshire: work to develop confidence in our staff to support positive mental health and wellbeing; develop organisations that support positive mental health and wellbeing without stigma and discrimination; encourage confidence and resilience in our children and young people; and help parents and carers to support their children's positive mental health.
- Develop new ways of working through multi-agency locality hubs and a network of partners to better support our communities.
- Finalise our Children's Services Plan and Child Poverty Action Plan and submit them to the Scottish Government.
- Progress the extensive property and facilities management support required to deliver the 1,140 hours of Early Learning and Childcare Expansion.
- Progress our new sector-leading Additional Support Needs (ASN) Campus which will provide a high-quality learning environment for over 200 ASN pupils who currently attend our four ASN schools.
- Support all school leavers to secure a positive post-school destination by working with a range of partners to promote the training, further education and employment opportunities available within a challenging economic climate.
- Conclude funding commitments for Ayrshire Growth Deal (AGD) and progress our suite of AGD projects to deliver inclusive growth, innovation and support place-based regeneration activity.





## Aspiring Communities: At A Glance

**£932,404**

external funding, secured by Community Investment Fund projects



**492** jobs,  
created through  
supported local  
businesses



### Ardrossan Campus

proposals for state-of-the-art education  
and community facility approved



We've supported  
**291**  
new businesses



**435**  
unemployed  
people, back  
into work

**Two thirds**  
of people aged 65 or over  
with long term care needs  
supported to stay at home



Number of children  
living in poverty  
has reduced by  
**2.67%**



**£60,000** of Youth  
Participatory Budgeting allocated by  
**5,583** young people  
aged between 8 and 25 years



## Case study: **Wrap, Run and Fun**

Our holiday meals initiative has grown from strength to strength, providing a healthy Gold standard 'Food for Life' lunch for North Ayrshire primary school pupils at no charge.

**WRAP Run & Fun**  
Your healthy, active holiday club!

**Happening here this school holiday!**

Come along for a tasty, healthy lunch and fun activities. Free for all North Ayrshire primary school pupils.

Find out more at  
[www.north-ayrshire.gov.uk/holidayschoolmeals](http://www.north-ayrshire.gov.uk/holidayschoolmeals)

Supported by  
KA Leisure | North Ayrshire Council  
Comhairle Siorrachd Air a Tuath

We successfully rebranded our holiday meals programme as Wrap, Run and Fun with a strong partnership with KA Leisure to deliver activities for children and young people. This relaunch sought to remove the stigma associated with free meals and introduce the initiative as a community activity club for North Ayrshire children and young people, where food is available.

To continually improve, an ongoing review of the activities on offer has resulted in a wider partnership with KA Leisure and other community partners at various venues. The attendance over the summer period resulted in an additional 721 meals being served, which equates to

a 5% increase compared to summer 2018. The Facilities Management team continue to develop the school holiday meals provision to maximise the number of children benefiting from this service. The ongoing review will include building on existing community partnerships and working with other stakeholders to widen the service into the community to reach those who need it most.

The rebranded Wrap, Run and Fun programme is crucial in ensuring that all children and young people in North Ayrshire have the opportunity to receive a healthy meal.



## Case study: **Birth to Potty Scheme**

We launched our Birth to Potty Scheme in October 2019 to coincide with Challenge Poverty Week and Scottish Climate Week. This offered parents and carers an enhanced Real Nappy Incentive Scheme – becoming the first council in the UK to provide free “birth to potty” real nappy packs.

The new enhanced nappy scheme can save families up to £1,300 per child on the cost of disposable nappies, whilst reducing the environmental impact of nappies by 40%.

We already offered a Real Nappy Incentive Scheme which provides a free trial pack, giving new parents the chance to see what suits their baby best. This trial pack consists of three free reusable nappies in various styles, two waterproof wraps, biodegradable liners and a handy laundry bag.

Parents or carers who use the trial pack are now able to request the full new ‘birth

to potty’ pack, containing 20 birth to potty nappies, biodegradable liners and a laundry bag. This comprehensive kit is provided free of charge. Parents or carers who were already comfortable with the idea of using reusable nappies can also request this option without the need for a trial kit first.

Making the switch to reusable nappies can save a significant amount of money in the longer term – however the initial outlay can be costly. Our ‘birth to potty’ scheme removes this cost and removes the impact of managing disposable nappy waste.



## Key Priority: **Inspiring Place**



### Well connected with effective infrastructure

- Trindlemoss Day Opportunities opened in January 2020 following extensive collaboration with the Health and Social Care Partnership and NHS Ayrshire and Arran. It provides a modern facility where residents with learning disabilities and the community as a whole can access opportunities to maximise health and wellbeing.

- We approved a new Road Asset Safety Inspection Policy which is designed to bring a further shift from reactive to planned maintenance to improve the condition of our network. We saw our Roads Condition Index improve from 38.1% to 37.3% this year which validates our prioritised approach to maintenance investment, and we expect to build on these improvements in the coming year.

- Our Ardrossan Campus proposals for a state of the art educational and community facility were approved and will provide modern, fit for purpose surroundings to give young people the best start in life. It will see the co-location of Ardrossan Academy, Winton Primary School and Early Years Centre, Ardrossan Library and swimming/leisure facilities as well as provide

access for the Health and Social Care Partnership (HSCP) Children and Families Locality Team.

- The Scottish Government awarded £1.417 million Town Centre Funding in 2019/20. We agreed to focus £1 million investment on Stevenston and Dalry with the balance being available to support proposals from other towns. Proposals include shop front, streetscape and buildings improvements amongst other projects nominated locally. Delivery of these projects will continue into this year.

- Flood Protection Schemes – the £17.5 million Upper Garnock Scheme is now at contract award stage with a site start anticipated during summer 2020, and for the £27.5 million Millport Flood Protection Scheme the statutory consultation has been completed following notification of the scheme in March 2020.





## Homes that meet residents' needs



- We have completed 31 new build affordable homes at Montgomerie View, Seamill. The homes were constructed off-site in a factory, a first for the Council. This method reduced construction time and waste whilst retaining a high level of quality.
- We have agreed a £25 million housing project which will provide 122 new council houses at Flatt Road, Largs and are exploring the opportunity to provide 29 extra care sheltered residences at St Colm's Place.
- We have completed our Meadowcroft facility providing support for looked-after and former looked-after children and young adults.

## Vibrant, welcoming and attractive environment

- We worked with a local community group, FRIENDS, in Stevenston, to plant 2,000 new trees at Ardeer Quarry. These trees will help absorb carbon from the atmosphere, provide a valuable habitat for animals and plants, and create an attractive environment for physical activity, health and wellbeing benefits. The 3.3-hectare area will also reduce our grounds maintenance costs by replacing a grassed area with natural woodland.
- Working in partnership with the local community in Castlepark, Irvine, a campaign was launched to highlight littering and other environmental crime to discourage those responsible. This four-week initiative involved increasing our enforcement patrols and saw a number of offenders issued with Fixed Penalty Notices for fly tipping and dog fouling. This model is being rolled out to hotspots in other communities across North Ayrshire.

## A sustainable environment



- We have declared a state of Climate Emergency and our key ambition is to be net-zero carbon, achieving a balance between carbon emissions and carbon removal. Our household waste recycling performance was 56.3% for the 2019 calendar year, a rise of almost 2% from previous year. Our new household bin collection service involves recovering energy from our residual waste in partnership with four other councils and Clyde Valley Residual Waste.
- The success of our carpool scheme continues, with a 33% increase in pool car mileage- over 275,000 miles travelled during 2019/20. This performance was facilitated by a further recruitment drive
- providing a 20% increase in membership taking us to 1,100 drivers reducing their grey fleet mileage, where staff use their own vehicles. We also added a further three electric vehicles to the scheme taking the total to six fully electric vehicles which is reducing our carbon emissions further.
- As part of our Dickson Drive, Irvine, development, we completed two sustainable demonstrator homes in March 2020. They showcase renewable energy system including water heat pumps, solar roof panels, upgraded insulation and thermal stores providing heating, hot water and electricity generation.



# Inspiring Place: Areas of Focus

Over the next six months we will:

- ▶ Progress the proposals for the new Ardrossan Campus to provide a state of the art educational and community facility.
- ▶ Implement our £5.9 million roads, street lighting and structures maintenance investment plan for 2020/21.
- ▶ Implement our investment plans at i3, Irvine as a premier business location with first class accommodation and sites on offer.
- ▶ Continue to deliver our housebuilding programme to build 1,575 new council homes.
- ▶ Deliver major housing planning applications in Irvine, Three Towns, West Kilbride and Kilwinning to help tackle the decline in population forecasts and support community growth making housing more affordable to working age families.
- ▶ Support the wider regeneration of our communities by maximising all of our land and assets including through alternative uses for community and business benefit.
- ▶ Finalise design proposals for stage two of the Maritime Mile at Irvine Harbourside, commence community and partner consultation and conclude proof of commercial concept for Great Harbour proposals.
- ▶ Prepare for the start of construction of the Millport Coastal Flood Protection Scheme that is scheduled for August 2021, following the scheme being formally notified in March 2020.
- ▶ Commence work on the Upper Garnock Flood Protection Scheme in summer 2020.
- ▶ Prepare proposals for planting over 100,000 trees in North Ayrshire as part of our £500k commitment to planting trees as part of our net-zero emission ambitions.



# Inspiring Place: At a Glance

38.1%

Road Condition Index

This is an improvement as we move to planned rather than reactive maintenance

2,000

trees planted

at Ardeer, Stevenston to help absorb carbon from the atmosphere

£1.417 million

Town Centre Funding secured

94.6

Street cleanliness score

this has increased every year for the past four years

180 (65%)

of tenants

have been rehoused after the decision to demolish our High Flats in Irvine

36

public electric vehicle charging points available

an increase of 44% from the previous year

£2.056 million

secured to improve the accessibility of our town centres and public places for active travel and transport

56.3%

an increase of 1.7% since last year

Our total household waste that is recycled continues to be among the best in Scotland at

Over 1,200

residents

influenced grounds maintenance in their locality through participatory budgeting



## Case study: **Zero Waste Strategy**

Our Zero Waste Strategy 2018 – 2022 outlines a clear commitment to prevent, minimise, reuse and recycle waste that is produced both externally and internally within the Council. A wide range of actions have been progressed to move North Ayrshire towards being a Zero Waste Council, this includes:

- Implementation of an enhanced waste and recycling service, including successful delivery of around 61,000 new purple bins to households for the recycling of glass, cans and plastics;
- Engaging with young people and supporting residents in waste education and awareness, through school initiatives and promotion of the 'Right Stuff Right Bin' campaign.
- Being the first UK council to offer a free 'birth to potty' reusable nappy scheme to reduce waste from the reliance on disposable nappies;
- During the 2019 calendar year our performance improved by 1.7% on the previous year, with 56.3% of household waste now recycled.
- Implementation of a Plastic Waste Prevention Plan to support the council's ambition to become 'Plastic Free Council' by 2022;
- Working in partnership with third sector organisations, including supporting the 'Think About Plastic - Arran' initiative to gain accreditation as Scotland's first plastic-free community;
- Delivering a residual waste treatment solution through the Clyde Valley partnership to recycle and recover energy from our grey bin waste; and



## Case study: **Castlepark Spring Clean**

Our Streetscene Team worked in partnership with residents in Castlepark to tackle concerns relating to environmental crime in their community. A tailored public campaign was launched to highlight littering and other environmental crime in the area. This four-week initiative saw the Streetscene Environmental Enforcement Team increasing patrols and issuing a number of offenders with Fixed Penalty Notices for fly tipping and dog fouling offences.

During that time our Enforcement Team identified:

- 18 incidents of fly tipping – with 12 fixed penalty notices of £200 each issued as a result of subsequent investigations.
- Six offenders who were instructed to pay for the removal of some fly tipped waste due to the nature of the contents.
- Two owners failing to clean up after their dog who were issued with fixed penalty notices of £80 each.

Free dog fouling bags were provided to residents who requested them and areas of litter resulting from the recent storms were identified and cleared.

The 'Castlepark Spring Clean' was a huge success, improving the appearance of the area, increasing civic pride, and stimulating environmental volunteering opportunities. Officers are working on the roll-out of this model to other hotspots across North Ayrshire.





## Key Priority: A Council For The Future



## An accessible Council that puts residents and communities at the heart of what we do

- ▶ Our Council Leader and Chief Executive hosted a series of budget engagement sessions during November, giving communities a Fair Say on our Council budget as well as an opportunity to generate ideas to ensure priority services are delivered as efficiently as possible.
- ▶ We were the first Council in Scotland to launch an on-line search facility for families to check the location and view an image of headstones in burial grounds.
- ▶ Our Digital Team alongside our Library Service hosted a free drop in event at the Trinity Church Active Travel Hub, Irvine, to help our residents get online safely and securely, save money through using online services and connect with friends. The Digidabble equipment and a gaming area were also available, giving many residents access to technology that would otherwise be out of reach while providing the basic digital skills necessary for our residents to be confident and safe online.

## ▶ A Council For the Future

## An efficient Council that maximises resources and provides value for money

- ▶ Preparations for our Best Value Audit by Audit Scotland were completed. The Audit confirmed that we are performing well across all themes and had very few recommendations for improvement.
- ▶ As part of our ongoing commitment to cyber security, we have again been certified by the UK government as compliant with their security standards. Beyond this, we have commissioned a programme of work which will ensure we remain secure from both known and emerging threats.
- ▶ We have improved the processing times for Housing Benefit and Council Tax Reduction. New claims reduced by 9.5% since 2018/19 and change of circumstances reducing by 24.8%.
- ▶ We are the first council in Scotland to develop an on-line resource modelling schedule for grounds maintenance work, enabling teams to do their job more effectively while providing a better service to our communities.

## A valued workforce that delivers high quality services

- ▶ We continued to focus on customer satisfaction with 81% of customers being delighted with the service they have received. This is better than our target of 77% and is consistent with our satisfaction rate for the previous year.
- ▶ We have put in place new initiatives through our Healthy Working Lives programme to support the health and wellbeing of our workforce – over 75% of our employees live within North Ayrshire.
- ▶ We paid our employees the new Real Living Wage five months early. The new rate of £9.30 per hour was announced in November 2019, a rise of 30p per hour for our employees. The new Living Wage rate was not due to be adopted by businesses and organisations until April 2020.





## A powerful and respected voice

- Our Interim Report on the Feasibility of Citizen's Basic Income Pilots in Scotland was submitted to the Scottish Government in October. Findings were shared with national stakeholders and Scottish Ministers at a meeting with the Cabinet Secretary for Communities and Local Government. The report was promoted during Challenge Poverty Week then launched in November.
- In partnership with the Health and Social Care Partnership, we were identified by the Scottish Government as one of three national test sites for 'co-creating libraries for wellbeing'. This has led to the creation of a wellbeing hub in Kilwinning Library co-designed with our Mental Health Youth Ambassadors from Kilwinning Academy.



## Areas of Focus

Over the next six months we will:

- Continue to engage with our communities on our transformation themes and development of locality community charters.
- Action the few areas of improvement highlighted during our Audit Scotland Best Value review.
- Capture experiences and learning from our response to the Covid-19 pandemic.
- Explore additional external funding to support key priorities.

## A Council for the Future: At A Glance

**22,000**

bin calendar reminders downloaded



**Over 316,163**

public WiFi sessions at

**22 venues**

including libraries and the Harbour Arts Centre



**Over 40%**

of our self-service transactions are carried out online



Achieved the  
**Gold**  
Healthy  
Working  
Lives  
Award



Customer satisfaction is

**81%**

This is much higher than our target of 77%



Mobilisation of Grounds Maintenance teams saves up to

**42,000 litres**

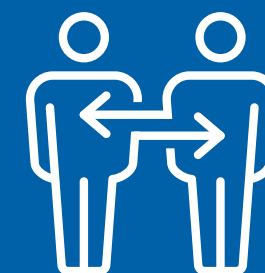
of water per year due to the reduction in paper used



Employee Engagement level is

**70.7%,**  
an increase of

**15.7%**  
since our first survey in 2012



# Case study: **Grounds Maintenance Mobilisation**

Our Streetscene Service is responsible for maintaining 2,410 hectares of public open space across North Ayrshire. This includes parks, pitches, schools, cemeteries, beaches and woodland.

In the spirit of continuous improvement, opportunities to embrace the digital agenda to improve performance were explored. Building on earlier work to make play park and memorial inspection paperwork electronic, a decision was made to digitise grounds maintenance activities and issue grounds maintenance colleagues with tablet devices.

## The benefits are:

- Accurate daily data enabling better allocation of resources
- A flexible workforce ready to meet changing demands quickly
- Teams can prioritise outstanding tasks based on their local knowledge.
- A better overview of grounds being maintained
- An almost paper free system, equivalent to saving up to 42,000 litres of water a year

## Next Steps:

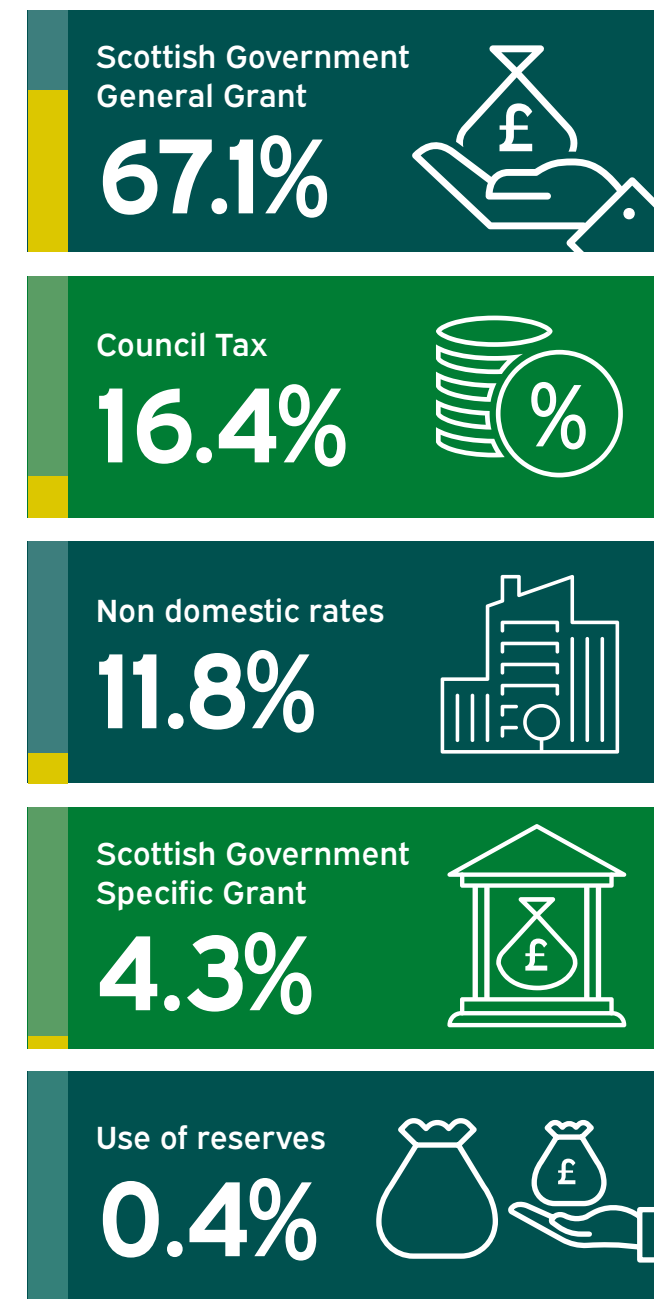
- Data will be analysed to inform next year's workforce planning
- Customer enquiries will be passed to teams remotely
- The technology can be used by other services to make improvements and efficiencies

The process involves the analysis of working practices to fully understand the current resources and demands. This was used to identify areas for improvement. A bespoke online system was created to schedule grounds maintenance work. Following a pilot, it was extended across the service.

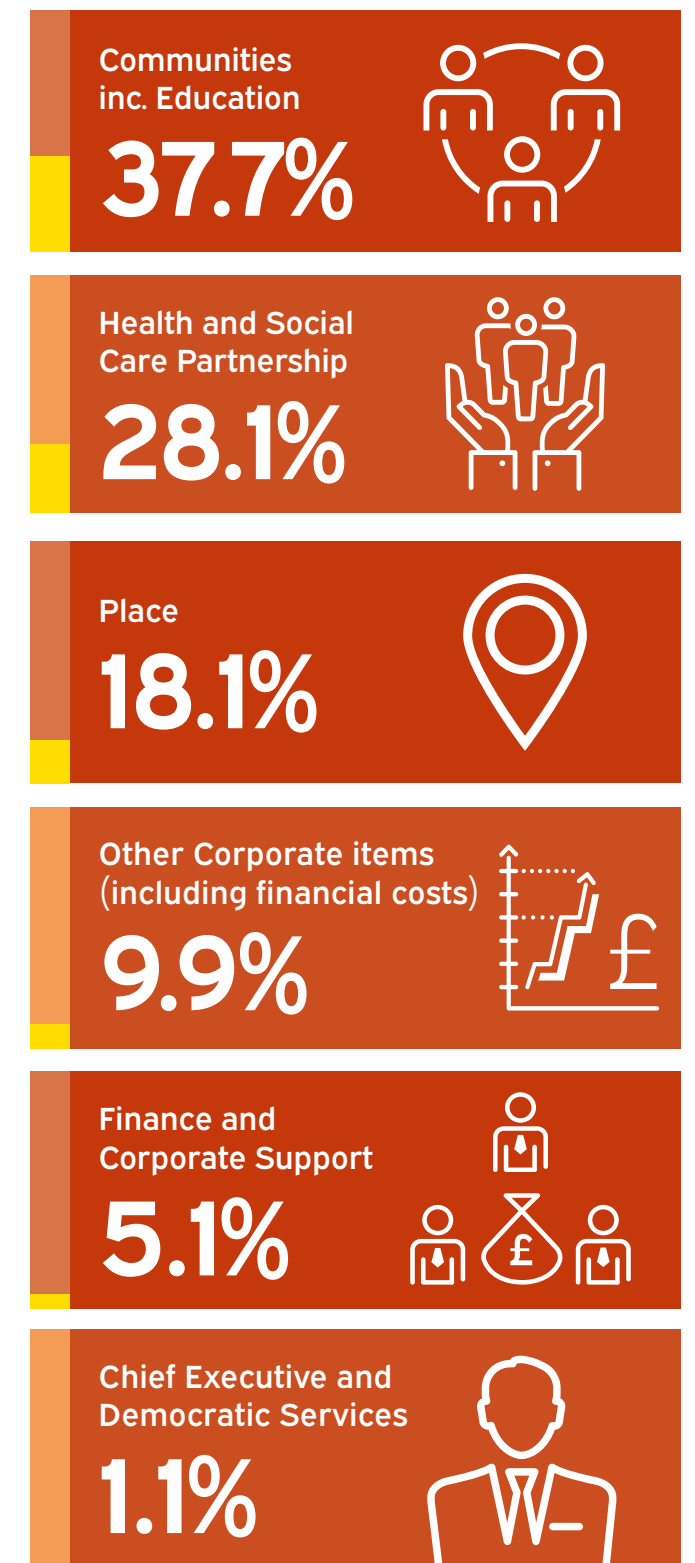


# Financial Overview

## Where we get funding



## Allocation





# Partnership Working

## North Ayrshire Community Planning Partnership

Our Community Planning Partnership (CPP) consists of public, private and voluntary organisations and groups working together with communities through our six Locality Partnerships to make North Ayrshire a better place to live. There are 32 CPPs across Scotland, one for each council area.

Our CPP partner organisations include:



Our CPP Board is chaired by the Leader of North Ayrshire Council and administered by the Council.

Our **Fair For All Strategy** and **Local Outcomes Improvement Plan (LOIP)** form the focus of the work of our CPP. As a result, our Council Plan and our cross-partner strategies directly align to them.

The following data gives an indication of our partnership's performance during 2019/20. We are aware our impact on communities cannot be demonstrated through figures alone, therefore the full CPP Annual Report will be made available on the [northayrshire.community](http://northayrshire.community) website.



Our **Fair For All Strategy** has five pledges:

### Economic Growth

To be the most improved local economy in Scotland, with all sections of our communities benefitting from this growth.

**Performance Status**

1 Data Only (no target)

2 Green

1 Amber

### Children

We will support, nurture and encourage all our children to reach their full potential.

**Performance Status**

8 Data Only (no target)

1 Amber

1 Red

### Food

To enhance the well-being of individuals and communities through access to good food.

**Performance Status**

5 Green

### Health (Physical and Mental Health and Wellbeing in Children, Young People and Adults)

North Ayrshire residents will have improved health outcomes across their life course.

**Performance Status**

1 Data Only(no target)

1 Green

3 Red

### Environment

All North Ayrshire residents have access to and enjoy a safe, quality environment, and are given the opportunity to be included in the key decisions made about their community.

**Performance Status**

3 Data Only (no target)

3 Green

2 Amber

Our CPP's **Local Outcomes Improvement Plan 2017-2022 (LOIP)** has four key priorities:

A Healthier North Ayrshire	A Safer North Ayrshire	A Working North Ayrshire	A Thriving North Ayrshire (Children and Young People)
<p><b>Performance Status</b></p> <p>4 Green</p> <p>2 Red</p>	<p><b>Performance Status</b></p> <p>10 Data Only (no target)</p> <p>1 Green</p>	<p><b>Performance Status</b></p> <p>4 Data Only (no target)</p> <p>2 Green</p> <p>1 Amber</p>	<p><b>Performance Status</b></p> <p>1 Data Only (no target)</p> <p>2 Green</p> <p>1 Amber</p>

**Key:**

**Data Only –** No target set

**Green –** On target

**Amber –** Slightly adrift of target

**Red –** Significantly adrift of target



[www.north-ayrshire.gov.uk](http://www.north-ayrshire.gov.uk)



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath