
NORTH AYRSHIRE COUNCIL

21 June 2023

North Ayrshire Council

Title: North Ayrshire Council Plan 2023-28

Purpose: To consider and agree the Council Plan 2023 - 2028.

Recommendation: Council agrees: (i) to approve the Council Plan 2023-28 attached at Appendix 1; (ii) that the Performance Management frameworks including delivery plans will be approved by Cabinet and thereafter considered by the Audit and Scrutiny Committee; and (iii) that progress reports on the delivery of the Council Plan are submitted twice per year to Cabinet and thereafter considered by the Audit and Scrutiny Committee.

1. Executive Summary

- 1.1. The Council Plan is the overarching strategy of the Council. It details the Council's strategic priorities. The current Council Plan, 2019-24, is nearing the end of its life cycle and Council requires to review and set its priorities for the next five years. The draft Council Plan for 2023-28 is attached at Appendix 1 and was prepared through working closely with our communities across North Ayrshire.
- 1.2. This report asks Council to consider and approve the draft Council Plan 2023-28.

2. Background

- 2.1. The Council Plan is the Council's most important strategic document setting out our vision for North Ayrshire and key priorities to support achievement. In turn these priorities inform how we allocate and target resources. The current Council Plan 2019 – 2024 was approved in March 2019 and set out the Council's Mission, Vision and Strategic Priorities. As it is nearing the end of its life cycle, the Council's priorities for the next five years now require to be determined.
- 2.2. Many of the challenges North Ayrshire experiences are complex and longer-term solutions are required to address them sustainably. As a result, each Council Plan is designed to build on the progress of the previous plan and a degree of continuity can be identified in each.

2.3. As a result, our aim remains to achieve 'A North Ayrshire that is fair for all'.

2.4. Consultation and Data Analysis

2.4.1. A collaborative approach has been taken to develop the new Council Plan. Internal consultation has included Chief Officer Development Workshops, the wider staff Leadership Conference, and the Executive Leadership Team.

2.4.2. In January 2023 the Leader of the Council, the Chief Executive and Chief Officers held in-depth discussions with community group representatives across all six localities to ensure our Council Plan reflected the priorities of local residents. We also invited views through a survey, attracting 1,400 responses. We worked with the Customer Contact Centre, the Community Learning and Development Team, the Education Service, Library Service and specialist Engagement Officers within the Council to ensure as many of our residents as possible had the opportunity to have their say. We offered British Sign Language interpreters on request at events, induction hearing loops and information in alternative languages.

2.4.3. Since October 2022 we have held a series of mini-enquiries directed by our Child Poverty and Cost of Living Board to discuss and inform our approach to addressing Child Poverty. These events have included public, private and third sector partners, alongside representatives from our communities, enabling honest conversations about challenges and how they could be addressed. These have directly informed both our recent Child Poverty Action Plan and the draft Council Plan, particularly within the Wellbeing and Communities and Local Democracy priorities. At time of writing this has included the following themes:

- No Wrong Door
- Employability
- Food
- Islands – Arran
- Islands – Cumbrae
- Childcare

2.4.4. Formulation of the draft Plan has been informed by use of data including that relating to population decrease and demographic change, child poverty, the Scottish Index of Multiple Deprivation as well as data on climate change. The financial sustainability of the Council is essential to the future delivery of services and due regard is therefore paid to that as a priority in the draft Plan so that we can continue to work in partnership to meet the needs of our communities.

2.4.5. Details of our engagement/consultation approach and responses to engagement, are included at Appendix 2 along with the key outcomes of the engagement. This engagement was added to earlier consultations that took place for the Community Plan (Local Outcomes Improvement Plan), Health and Social Care Partnership Strategic Plan, Locality Partnership Plans and Island Plans. It was considered alongside the Strategic Needs Assessment undertaken

for the Health and Social Care Partnership Strategic Plan and the People's Panel Survey 2022. This ensured we gathered as wide a range of views as possible while minimising duplication.

- 2.4.6. The views from the consultation exercises were used to shape our draft priorities which were thereafter shared with our Modern Apprentices (aged 16 to 24 years) in April 2023 for their comments. They confirmed that the draft priorities are “the most important and crucial” to them and were satisfied that the language and layout of the plan is clear, straightforward and easy to read. They provided very helpful guidance on providing effective and relevant feedback on progress and we will continue to work with them.

2.5. The Council Plan 2023-2028

- 2.5.1. The draft Council Plan is attached at Appendix 1 and details the proposed strategic priorities and aims along with the key activities we will undertake to achieve those. The Council's Vision and Mission, as proposed in Plan are:

- **Vision** – A North Ayrshire that is 'Fair For All'.
- **Mission** – Working together to improve the lives of our people in North Ayrshire.

- 2.5.2. The draft Plan is constructed around four strategic priorities and aims:

- **Wellbeing** – To transition to a wellbeing economy, delivering prosperity, wellbeing and resilience for local people.
- **Communities and Local Democracy** – We will have active and inclusive communities
- **Climate Change** – To achieve net-zero by 2030
- **A Sustainable Council** – A Community Wealth Building Council that is efficient and accessible, maximising investment and focusing resources towards our priorities.

- 2.5.3. Our four priorities are interlinked and interdependent as the progress of each priority directly impacts the other three areas. This encourages a joined-up approach to policy and delivery within the Council and alongside our partners.

- 2.5.4. Wellbeing, Communities and Local Democracy and Climate Change focus on frontline delivery of our services. The fourth priority A Sustainable Council enables effective delivery through effective governance and management of resources. In addition, some key activities are so large in scale that they are woven throughout all four of our priorities such as Community Wealth Building, as detailed in the Council Plan.

2.6. Policy Landscape

2.6.1. The draft Plan has been prepared taking cognisance of the wider national and local policy landscape including:

- The Best Value Assurance Audit and continuous improvement
- National Performance Framework (NPF)
- Human Rights Based Approach
- United Nations Convention on the Rights of the Child (UNCRC)
- Scottish Government Programme for Government
- Accounts Commission Strategy 2021-26
- COSLA Plan 2022-27
- Scottish Government Community Wealth Building Consultation
- Wellbeing Economy Toolkit

2.6.2. The policy landscape is summarised below:

National Themes / Policies	Local Strategies
<ul style="list-style-type: none">• Best Value and continuous improvement• Community Empowerment (Scotland) Act 2015• Best Start Bright Futures Tackling Child Poverty Plan 2022-26• The United Nations Convention on the Rights of the Child (UNCRC)• The Promise• Getting it Right for Every Child (GIRFEC)• Islands (Scotland) Act 2018• Human Rights Based Approach• Fairer Scotland Duty• Equality Act 2010• Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 – Net Zero Scotland by 2045• Placemaking Approach• National Strategy for Economic Transformation (NSET)• Green recovery and renewal	<ul style="list-style-type: none">• Community Wealth Building Strategy• The Regional Economic Strategy• Community Plan (LOIP)• Health and Social Care Partnership Strategic Plan• Education Service Improvement Plan• Child Poverty Action Plan• Children's Services Plan• Children's Rights Report• Youth Participation and Citizenship Strategy• Island Plans• Regeneration Delivery Plan• Local Housing Strategy• Strategic Housing Investment Plan (SHIP)• Local Development Plan• Environmental Sustainability and Climate Change Strategy• KA Leisure (North Ayrshire Leisure Limited) Business Plan

2.7. The Performance Framework

2.7.1. Actively managing performance through the collection of accurate and relevant information and setting informed targets is crucial to the successful delivery of our Council Plan and demonstrating Best Value. The Direction 2021 states local authorities must publish information that compares with previous years as well as with other local authorities in order to demonstrate Best Value. Information must be presented in an accessible style for all of our citizens and communities.

- 2.7.2. The Performance Management Framework aligned to the Local Government Benchmarking Framework and other local performance indicators to support delivery, implementation and performance measurement of the Council Plan will be presented to Cabinet for approval. Performance will thereafter be measured through regular reporting to Cabinet and the Audit and Scrutiny Committee. In setting the indicators and in measuring our performance, we recognise that for some outcomes, the input of government and other agencies will be required. This will be recognised in the performance measures set which will assess our contribution to those wider priorities and outcomes.
- 2.7.3. The key principles underlying the framework which will be presented to Cabinet to deliver and report on the Council Plan are as follows:
- A clear golden thread of policy cognisant of the National Performance Framework and Community Plan (LOIP) leading through to the Council Plan, its Delivery Strategies and Action Plans and performance management;
 - It must monitor performance against the Council Plan priorities and use that information to drive improvement;
 - A transparent framework to ensure that Members retain control of the strategic direction of Council and have adequate information to scrutinise performance against agreed priorities.
- 2.7.4. We will continue to prepare an annual Delivery Plan approved by Cabinet setting out how the priorities of the Council Plan will be delivered. Once approved this will be remitted to the Audit and Scrutiny Committee for further scrutiny. It is proposed to report on the Delivery Plan every six months to Cabinet, and thereafter to the Audit and Scrutiny Committee for further scrutiny. As an integral part of that reporting process, our residents and communities will be actively encouraged to scrutinise our performance through our six monthly 'magazine style' accessible reports which will be published on our website.
- 2.7.5. Once the Council Plan has been approved, Delivery Strategies and Action Plans will be prepared to ensure cross Council delivery of the strategic aims and outcomes. This approach will support a cross-council working and therefore maximise best outcomes for communities. Performance will be reported to the Executive Leadership Team (ELT) on a quarterly basis using a traffic light system.
- 2.7.6. We will review our Performance Framework regularly to ensure the information continues to be relevant and takes account of external changes. Our Performance Framework is not developed in isolation. Every plan, strategy and policy within our Council aligns with our Council Plan and is listed on our website.
- 2.7.7. Our Performance Strategy will be updated following the publication of our Council Plan 2023-28 and published on our website.

- 2.7.8. Cabinet and Audit and Scrutiny Committee will continue to receive other performance information in the wider performance landscape. As at present, reports will continue to be submitted on national benchmarking information relating to key performance indicators, the Local Government Benchmarking Framework, the Scottish Index of Multiple Deprivation (SIMD) and Education data. Audit and Scrutiny Committee also retain the ability to review and investigate in depth any aspect of the Council's performance.
- 2.7.9. In considering the Council's overall performance framework, the role of internal and external audit and of statutory regulators will also form an integral part of the delivery process.
- 2.7.10. In summary, the aim has been to produce a Council Plan which is strategic, is clear and accessible to employees and communities alike, and which has buy-in from communities evidenced by consultation responses.

3. Proposals

- 3.1. It is recommended that Council agrees: (i) to approve the Council Plan 2023-28 attached at Appendix 1; (ii) that the Performance Management Framework including delivery plans will be approved by Cabinet and thereafter considered by the Audit and Scrutiny Committee; and (iii) that progress reports on the delivery of the Council Plan will be submitted twice per year to Cabinet and thereafter considered by the Audit and Scrutiny Committee.

4. Implications/Socio-economic Duty

Financial

- 4.1. The Council Plan will set the priorities for investment and allocation of resources for the next five years.

Human Resources

- 4.2. The Council Plan recognises the importance of effective workforce planning to support delivery of our priorities.

Legal

- 4.3. There are no legal implications arising from this report.

Equality/Socio-economic

- 4.4. The Council Plan 2023-2028 has been subject to an equalities impact assessment which includes a Children's Rights Impact Assessment, an assessment against the socio-economic or Fairer Scotland Duty and an Islands' Communities Assessment in relation to the Islands' Duty. On the basis that the priorities in turn inform how we allocate and target resources, the Plan is expected to have positive impacts for both those with protected characteristics

and in terms of the socio-economic and islands' duties. As Children and Young People are a key focus within the Plan, there should be overall benefits for children and young people. The Council Plan's impact on islands and the extent to which any of its priorities has a disproportionate impact on Arran or the Cumbraes, either positive or negative has also been assessed and no concerns have been identified. Islands impacts will continue to be considered in the development of specific actions, Delivery and Action Plans. All plans that are developed to sit underneath the Council Plan will undertake appropriate equalities impact assessments to ensure that no adverse impacts are identified. The assessments undertaken can be viewed via the link below:

<https://www.north-ayrshire.gov.uk/council/strategies-plans-and-policies/equality-policy-and-performance.aspx>

Climate Change and Carbon

- 4.4. The Council Plan priorities include 'Climate Change' and will directly focus resources to mitigating the impact of climate change on our residents and reduce our emissions.

Key Priorities

- 4.5. The Council Plan sets our strategic priorities for the next five years.

Community Wealth Building

- 4.6. Community Wealth Building is central to the successful delivery of our Council Plan and is specifically outlined within the Council Plan 2023-28.

Consultation

- 4.7. Consultation was undertaken Chief Officers, Council staff, and communities. Our communities helped design our priorities. This was in addition to previous consultation undertaken for other Council and HSCP strategies which link into the new Council Plan.

Craig Hatton
Chief Executive of North Ayrshire Council

For further information please contact **Isla Hardy, Team Manager (Policy and Performance)**, on 01294 324035 or email IslaHardy@north-ayrshire.gov.uk.



Our Council Plan **2023-28**



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

About us



Population:
134,220
(2021)

33 
ELECTED MEMBERS

12 Scottish National Party (SNP)

10 Scottish Conservative and Unionist

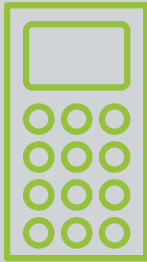
6 Scottish Labour Party

3 Labour and Co-operative Party

2 Independent



OUR BUDGET 2023-24



Revenue Budget: **£406.064m**

General Fund Capital Budget: **£115.931m**

Housing Revenue Account (HRA) Revenue Budget: **£57.967m**

Housing Revenue Account (HRA) Capital Budget: **£172.316m**

Estimated Budget Gaps:

2024/25: **£16.773m**

2025/26: **£10.382m**

(£27.155m cumulative)

29%

of children in North Ayrshire live in poverty (after housing costs)



19,669

children and young people attend our schools and early years centres (including partner early years centres)



40.9%

of our residents live in the most deprived Scottish Index of Multiple Deprivation areas



22.7%

of children are looked after by our Council (14% at Scotland level)



71.2%

of residents are in employment



Our schools:

- 42 Local Authority Early Years Provisions
- 14 Partner Early Years Provisions
- 48 Primary Schools
- 8 Secondary Schools
- 1 Additional Support Needs School
- 1 Through School (Early Learning Centre, Primary & Secondary School combined)



13,135 Council Homes

1,044km carriageways

1,020km footpaths

23,735 streetlights

16 beaches (including 3 Sites of Special Scientific Interest (SSSI))

275 Hectares of woodland

11,680kW Total installed capacity of low carbon heat and electricity generation across our Council's estate

28% of households are in fuel poverty

5.43 tonnes of CO2 emissions area wide per head of population (4.62 at Scotland level)

- ✓ Pioneers of Community Wealth Building
- ✓ 10 Year Island Plans established
- ✓ We have Scotland's first Young People's Commission

- ✓ Language Café for people where English is not their first language
- ✓ Over 100,000 trees to be planted to achieve net zero

Welcome to our Council Plan

We have developed our Council Plan 2023-28 together. This plan is not simply a document, it is our living contract with our communities in North Ayrshire. It is the most important plan for our Council as it contains the priorities of our residents, it is our joint plan, “our Council Plan”.

Our Council Plan explains how we will meet our communities’ needs and expectations over the next five years. It helps steer resources to the areas that can make the greatest difference to the lives of our people in North Ayrshire both now and in the future.



Craig Hatton
Chief Executive,
North Ayrshire
Council



Marie Burns
Leader,
North Ayrshire
Council

We are aware that many of the issues we face in North Ayrshire are extremely complex and will take longer than a five-year Council Plan to fully resolve.

With this in mind, each Council Plan should be viewed as a substantial step towards addressing significant challenges such as child poverty in our communities and the impact of climate change.

By building on each plan, we can drive immediate and longer-term sustainable improvements to the lives of our residents.

Our communities are at the heart of everything we do and as we move to deliver our Council Plan we would like you to hold us to account.

Are we delivering well? Could we improve and how? We publish Council Plan Progress Reports on our website every six months and always welcome your thoughts and any feedback you may have.

We strive to make our Council as accessible as possible and appreciate opportunities to discuss how this can be achieved. Together we will build a North Ayrshire that is fair for all.



Our Vision

A North Ayrshire that is fair for all

Our Mission

Working together to improve the lives of our people in North Ayrshire

Our Priorities in More Detail

Our four priorities are interlinked and interdependent - they do not sit in isolation as the progress of each priority directly impacts the other three areas.

This is intentional as it encourages a joined-up approach to policy and delivery within our Council and alongside our partners. Wellbeing, Communities and Local Democracy and Climate Change focus on our frontline delivery of our services.

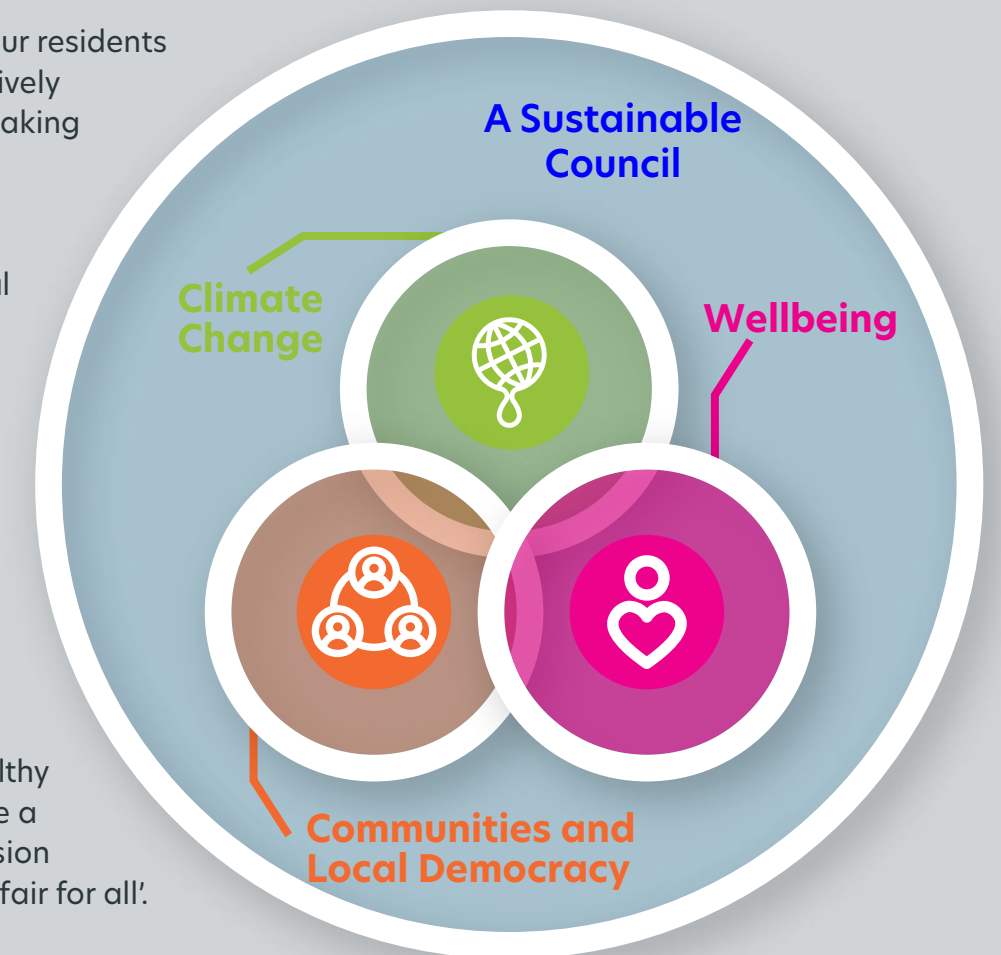
The fourth priority A Sustainable Council enables effective delivery through effective governance and management of resources. In addition, some key activities are so large in scale that they are woven throughout all four of our priorities. For example, we are pioneers in Scotland for Community Wealth Building.

Community Wealth Building aims to increase wealth within our area and create a healthier and more resilient North Ayrshire. This is achieved by encouraging organisations to use their economic power, to work closely with communities and invest within North, South and East Ayrshire.

It also encourages better use of land and assets to bring more social and economic benefits for our residents, while supporting and promoting fair employment throughout the region.

As well as organisations, our residents have key roles through actively participating in decision making (such as participatory budgeting), ensuring skills meet the needs of existing and new good quality local jobs, volunteering within our community and spending locally where possible.

All these areas are key to supporting what is known as a 'wellbeing economy' - an economy that delivers fair distribution of wealth and opportunities within a healthy environment. It is therefore a direct contributor to our vision of 'A North Ayrshire that is fair for all'.





Wellbeing

Key Activities

Ensuring that wellbeing is at the heart of local life and opportunities, with a focus on tackling inequalities.

Developing a Community Wealth Building approach to a wellbeing economy:

- Ensuring the best possible labour market outcomes for residents.
- Support pathways to employment for residents.
- Promoting a Fair Work economy.
- Developing appropriate skills for the local and regional economy.
- Supporting local businesses and economic opportunities.
- Using our assets to support wellbeing in local communities.

Improving educational attainment and achievement and closing the attainment gap.

Improving outcomes for care-experienced young people including implementation of The Promise.

Developing the Young Workforce and ensuring positive destinations for school leavers.

Providing lifelong learning opportunities for individuals and organisations, including digital literacy.

Maximising access to and uptake of benefits, entitlements and financial advice.

Wellbeing

Key Activities Continued

Ensuring that supports are available in communities to alleviate cost-of-living pressures through community hubs and networks.

Through our housebuilding programme and wider Housing Investment provide homes for life that meet the needs of our residents.

Increase the number of homes in the area through a mix of private and social developments and bringing empty buildings back in to use.

Exploration of models and the development of pilot schemes to increase access to and use of public/community transport.

Ensure our places and spaces where we live, work and visit are well maintained and accessible.

Developing infrastructure to support business growth.

Support KA Leisure's leadership of North Ayrshire's Health and Wellbeing Alliance.

Through the Health and Social Care Partnership Strategic Plan we will protect and provide care and support for those in need.



We will know we're making progress when:

There is a sustained decrease in the percentage of children living in poverty.

More of our residents actively participate in a wide range of opportunities such as education, social and democratic participation, mental health supports and physical activity.

Community Wealth Building is embedded as an approach and is contributing to the delivery of a wellbeing economy.

The specific needs of our island communities continue to be addressed.

Attainment and achievement continue to improve. More of our young people enter sustained positive destinations such as further study or employment after leaving school.

Good quality affordable 'homes for life' are developed and available to rent in North Ayrshire.

More people are employed in good quality jobs, through having the necessary skills and qualifications.

We have a growing and sustainable business base.

Places and public spaces across North Ayrshire are well maintained and accessible.





Communities and Local Democracy

Key Activities

Developing strong relationships with communities and partners based on trust and shared aspirations using their experiences to inform service provision.

Providing support for community organisations in achieving their goals, including as Community Wealth Building anchor organisations.

Creating a participation and engagement framework which ensures opportunities and support for all residents to take part in influencing local democracy and Council and partner strategies.

Supporting participatory budgeting.

STRATEGIC AIM -
We will have active,
inclusive and resilient
communities.



Communities and Local Democracy

Key Activities Continued

Supporting community asset transfer and community owned and operated/managed assets.

Supporting the Community Planning Partnership and the Community Plan (LOIP).

Developing partnerships with the third and voluntary sector.

Placemaking, including creation of locality action plans based on the Community Plan (LOIP) priorities and support the delivery of Islands Plans.

Ensuring an inclusive, fair, rights-based and asset-based approach in our work.

Accessible public services, both digitally and locally, ensuring a 'No Wrong Door' approach.

We will know we're making progress when:

More residents are actively involved in their communities. Strong, relevant social support networks are established that value diversity.

Communities are directly managing and operating more assets and are allocating community funding to initiatives that are local priorities.

Our residents, including our children and young people, are confident in exercising their rights and actively do so.

Our places encourage strong inclusive communities and respect the local environment and cultural heritage.

Our approach to Community Wealth Building is further embedded across partners.



STRATEGIC AIM -
To achieve net-zero
by 2030.

Climate Change

Key Activities

Embedding our net-zero ambition in all democratic decision-making.

Reducing the carbon footprint of our estate through rationalisation utilising a locality-based approach, and taking a fabric first and low carbon energy generation approach to homes and buildings.

Improving resilience and reducing carbon by developing and supporting supply chains where materials and goods are sourced locally.

Promoting new woodland creation and protecting our green spaces to provide a natural resource for carbon sequestration.

Supporting local businesses as they meet their climate change obligations.

Promoting a circular economy in North Ayrshire to reduce consumption of raw materials and promote reuse, repair and recycling, and generating energy from residual waste.

Developing local Low Carbon energy generation schemes and networks.



Climate Change

Key Activities Continued

Unlocking the potential of community owned energy generation to bring new income streams into communities and help them take direct action to combat climate change.

Learning for Sustainability, and work with communities to adopt low carbon behaviour change and encourage climate-based volunteering activities.

Improving communities' preparedness to deal with the impacts of climate change already locked-in.

Working with communities to adopt low carbon behaviour change and encourage climate-based volunteering activities.

Taking a nature-based approach to protect our habitats and species.

Developing and promoting active travel infrastructure.

Transitioning to low and zero carbon travel.

We will know we're making progress when:

Carbon emissions are reducing with a clear pathway to net zero

We are generating, clean, renewable municipal and community-owned electricity.

Our local businesses and communities recognise how they can mitigate the impacts of climate change and adopt changes to help reduce their carbon footprint.

Our homes and buildings are well-insulated and energy efficient, making them cheaper to heat and reducing their emissions.

The amount of waste generated is reducing, whilst levels of reuse and recycling increase.

Our transport infrastructure enables people to make active travel choices and switch to low and zero carbon vehicles.

The carbon emissions within our supply chain are reduced and community benefits contribute to the mitigation of climate change where possible.

Our woodlands and green spaces are expanding and are providing a natural resource for carbon sequestration.

Our natural resources are flourishing, with improvements to the extent and quality of our habitats.





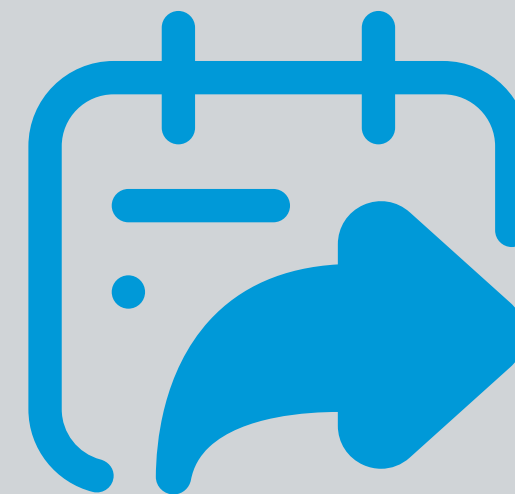
A Sustainable Council

Key Activities

Ensuring robust governance arrangements are in place to fulfil the Council's statutory duties, manage risk and support delivery of key priorities.

Using dynamic data and lived experiences to inform decision-making.

Working with partners nationally, regionally and locally to secure investment and target resources towards our priorities.



**STRATEGIC AIM –
A Community Wealth
Building Council that is
efficient and accessible,
maximising investment and
focusing resources towards
our priorities.**

A Sustainable Council

Key Activities Continued

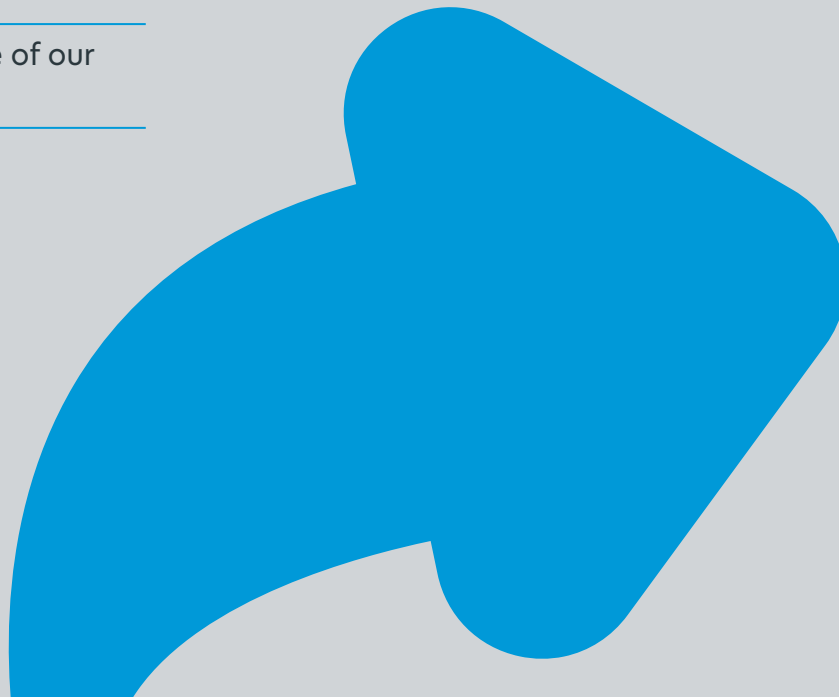
Driving change and transformation, using technology where appropriate, to deliver efficient and effective services and support delivery of priorities.

Maximising financial flexibilities to help support delivery of priorities.

Maximising value from the use of our assets.

Focusing our investment on priorities.

Effective workforce planning ensuring that we have the right skills/resources to deliver priorities.



We will know we're making progress when:

Lived experience is central in our approach to improving services and developing policy.

We use the data we hold to target resources effectively in line with Data Protection legislation.

We welcome innovation that improves the lives of our residents either directly, or indirectly through more efficient working, while ensuring none of our residents are digitally excluded.

The shape of our workforce is planned and resourced to deliver our priorities, ensuring our employees are supported to develop, perform and thrive.

Effective financial plans are in place to support priorities.





How we will know we're making progress

Our Council Plan 2023-28 is a new contract with our communities that we need to deliver on. We have a legal duty to demonstrate “Best Value”, this has continuous improvement for the benefit of our residents at its core.

Actively managing performance through the collection of accurate and relevant information and setting informed targets is crucial to the successful delivery of our Council Plan and demonstrating Best Value. This is achieved through our Performance Framework – a list of indicators (numerical data) and activities (detailed above) that reflect our work.

We combine these with information on the wider impact we are having in six monthly ‘magazine style’ reports to our North Ayrshire Council Cabinet. They are then published on our website www.north-ayrshire.gov.uk/performance and scrutinised at our Audit and Scrutiny Committee.

We identify measures from the Local Government Benchmarking Framework (LGBF) that align to our priorities to compare our performance with other local authorities Scotland-wide, so we

can learn from each other and improve. These are embedded directly within our Performance Framework.

Additionally, we utilise the North Ayrshire Inclusive Economy Dashboard which provides comparisons between local and national trends in areas relating to achieving a wellbeing economy. This provides important context on the environment in which we are operating.

We review our Performance Framework regularly to ensure the information we are managing continues to be relevant to our delivery and takes account of any external changes.

This keeps our performance management “fit for purpose”, enables our Council to be as agile as possible to embrace opportunities and makes sure we are basing decisions on the most up to date and useful information possible.

Our Performance Framework is not developed in isolation. Every plan, strategy and policy within our Council aligns with our Council Plan 2023-28 and is listed on our website. As a result, the performance of areas across our Council feeds into our Council Plan progress reporting and management.

Our Performance Strategy will be updated following the publication of our Council Plan 2023-28 and published on our website.

We create our progress reports for our residents and actively encourage our communities to scrutinise our performance. We are always keen to hear the best ways to support this – we were pleased when positive feedback on our reporting was received as part of our Council Plan engagement meetings with community representatives.



Our Strategic Environment - 'The Golden Thread'

Our Council Plan operates in an environment of national and local policies as well as linking to the HSCP Strategic Plan and KA Leisure (North Ayrshire Leisure Limited). This is shown in the diagram opposite:



How we link to the National Outcomes

As a local authority, we contribute to the delivery of Scotland's 11 National Outcomes under the Community Empowerment (Scotland) Act 2015. These are published within the National Performance Framework which aims to create a more successful country with more opportunities and better wellbeing for the people of Scotland.

It looks to create sustainable and inclusive growth and reduce inequalities by giving equal importance to economic, environmental and social progress and aligns to the United Nations' Sustainable Development Goals.

The National Performance Framework and the National Outcomes within it, were fully considered during the development of our Council Plan. This ensures that our priorities are in line with Scotland-wide priorities, yet fundamentally our priorities are formed on the needs of our residents and have our communities at their heart.

The National Performance Framework is currently under review (as at June 2023). Should any changes be made to the framework, we will publish a revised list of links to the National Outcomes within our six-monthly performance reporting.



Our Community Plan (Local Outcome Improvement Plan)

Our Community Plan is administered by the North Ayrshire Community Planning Partnership which is Chaired by the Leader of North Ayrshire Council. The North Ayrshire Community Planning Partnership consists of public, private and third sector organisations, working together to deliver better outcomes for our residents.

Our Council Plan priorities and outcomes align to the three priorities within the LOIP. These are:

- **Wellbeing** – Health and Wellbeing: “We will reduce inequalities by targeted support to improve individual, family and community health and wellbeing.”
- **Work** – Economy and Skills: “We will address the causes and effects of poverty through a strong local economy and skills base.”
- **World** – Climate Change: “We will work more closely and effectively together to reduce carbon emissions and mitigate the impacts of climate change.”

Health and Social Care Partnership (HSCP) Strategic Plan

The Health and Social Care Partnership have their own specific governance structure through the North Ayrshire Integrated Joint Board, a joint board of North Ayrshire Council and NHS Ayrshire and Arran. As such, their performance is not directly reported through our Council Plan reporting.

KA Leisure (North Ayrshire Leisure Limited) Plan

KA Leisure is the Council's arms length organisation, commissioned to work with the community to deliver health and wellbeing and physical activity opportunities in North Ayrshire. KA Leisure operates our leisure centres such as the Portal, Irvine, KA Leisure Campuses and golf courses such as Routenburn and Auchendarvie. KA is providing leadership and coordination of North Ayrshire's Health and Wellbeing Alliance to develop a collaborative approach to wellbeing with local partners. KA Leisure is governed by a board of directors and reports on their performance to North Ayrshire Cabinet. Key highlights are reported within our Council Plan.





Inviting your thoughts

We would welcome your thoughts on our Council Plan and our progress as we deliver it.

Please contact us on **01294 310000** or via email at **NorthAyrshirePerforms@north-ayrshire.gov.uk**.

www.north-ayrshire.gov.uk/performance



@north_ayrshire



North Ayrshire Council



lovenorthayrshire



North Ayrshire Council



North Ayrshire Council

Council Plan Engagement

We value real lived experience as the most important way to inform our decisions. Meaningful engagement is crucial to ensure we truly are working to improve the lives of our people in North Ayrshire. Lived experience, data, the learning we have gained from our previous Council Plans and other key strategies as well as our response to the pandemic has informed our approach to our Council Plan 2023-28.

Mini Enquiries

Since October 2022 we have held a series of mini-enquiries directed by our Child Poverty and Cost of Living Board to discuss and inform our approach to addressing Child Poverty. These events have included public, private and third sector partners, alongside representatives from our communities, enabling honest conversations about challenges and how they could be addressed. These have directly informed our recent Child Poverty Action Plan and Council Plan, particularly within the **Wellbeing** and **Communities and Local Democracy** priorities. At time of writing (June 2023) this has included the following themes:

- **No Wrong Door** (5th October 2022)
- **Employability** (28th November 2022, following an internal session on 15th November 2022)
- **Food** (11th January 2023)
- **Islands – Arran** (13th February 2023)
- **Islands – Cumbrae** (20th February 2023)
- **Childcare** (25th May 2023)

Council Plan and Budget Engagement

During January 2023 we conducted an engagement exercise for our Council Plan 2023-28 alongside our Budget for 2023-24. This included six in person Locality Sessions hosted by our Leader of the Council, Depute Leader, Chief Executive and Chief Officers, and an online survey. Discussions were facilitated by specialist Engagement Officers at each event, ensuring everyone had the opportunity to state their points of view. We offered British Sign Language interpreters on request at events, induction hearing loops and information in alternative languages.

The Locality Sessions included participation from 37 community organisations, while the survey attracted 1,400 responses. We worked with our Customer Contact Centre, the Community Learning and Development Team, our Education Service and Library Service to ensure as many of our residents as possible had the opportunity to have their say and avoid digital exclusion.

Feedback from this engagement exercise was considered alongside recent engagement exercises, such as the Community Plan (Locality Outcomes Improvement Plan (LOIP)), Locality Partnership Plans, Island Plans, Child Poverty Action Plan and Children's Services Plan.

Once created, our priorities were shared with our Modern Apprentices (aged 16 to 24 years) in April 2023 for their comments. They confirmed the priorities are "the most important and crucial" to them. They have provided very helpful guidance on providing effective and relevant feedback on progress and we will continue to work with them. Specifically, during summer 2023 our young people will co-develop a Young Person's Edit of our Council Plan.

Locality Sessions Feedback

This section summarises the key feedback from each Locality Session that took place in January 2023.

Arran Locality

What is impacting on your locality?

- Affordable all year-round housing.
- Demographics, ageing population, young people leaving and not coming back.
- Lack of Community Transport exacerbating social isolation.
- Cost-of-living crisis, fuel / energy costs, food dignity.
- Tourism, holiday lets, 2nd & 3rd homes add to housing issues.
- Access to halls and centres for social events and activities.
- Importance of Arran Outdoor Centre: employment, opportunities for experiences and income for local businesses.

Priorities for next year and beyond

- Holistic approach to health and social care, consider local community solutions, such as eco wellbeing cafes.
- Encourage holistic support for tourism by introducing local tax increase for second homes.
- Education, skills and training to retain young people including intergenerational skills being passed on.
- Facilities that help children and young people such as Arran Outdoor Education Centre.
- Affordable housing.
- Roads maintenance.
- Community transport.
- Local island office / library to maintain a balance of face-to-face and digital contact.
- Social and community spaces important.

Preparations for Council Plan: What differences do you want to see?

- Joined up grant funding applications to maximise financial benefits – coordinated community activity.
- Better access to external agencies, improved co-ordinated joint working.
- Additional tax payments on holiday homes.
- Affordable housing fund for Arran.
- Holistic approach to community, health well-being and safety.
- Community Solutions to island issues.
- Transport improvements and improved connectivity.
- Better use of technology for Arran.
- Commitment and actions from Island Plan.
- Less bureaucratic systems and quicker decision-making.

Three Most Important Services	Three Least Important Services
<ol style="list-style-type: none">1. Affordable housing2. Education / Community Services3. Health and Social Care4. Additional comments included:<ol style="list-style-type: none">a. Empowering Communities to access grant fundingb. Having an Island Officer	<p>All services are important but need to be future proofed.</p>

Garnock Valley Locality

What is impacting on your locality?

- Cost of living in general.
- Transport and fuel costs, especially for the elderly.
- Lack of roads investment, flood prevention.
- Lack of public transport, need for community transport.

Priorities for next year and beyond

- Food dignity provision for children and young people.
- Health education for children and young people.
- Community organisations should target activities for young people.
- Huge potential for green energy.
- Improved infrastructure and connectivity.
- High street / town centre rethink needed. Regeneration ideas needed.
- Repurpose derelict buildings.
- Business start-up help – create an entrepreneurial community.
- Attract industry to create jobs.
- Health wellbeing and fitness.

Preparations for Council Plan: What differences do you want to see?

- Better road condition.
- More community-wide discussions.
- Attracting more quality employment / employers.
- Regeneration for Garnock Valley Towns.
- Invest more in solar panels / green energy.
- Growth in the North Ayrshire economy – in more modern and new ways – digital industries.
- Circular economy – more jobs and the knock-on effect this has for the community.
- Focus on alleviating poverty.

<i>Three Most Important Services</i>	<i>Three Least Important Services</i>
<ol style="list-style-type: none">1. Waste services / bin collections.2. Education and Youth services.3. Social care / Care at Home.4. Additional comments included:<ol style="list-style-type: none">a. Roads / pothole repairs.b. Regeneration of main streets and B737 upgrade at Beith.c. Attracting more employers, big employers, to the area.d. Improved mix of social rented housing stock.e. Climate change.	<ol style="list-style-type: none">1. All services are important it is about being efficient.2. Climate Change (until cost of living crisis has passed).3. Investment in digital services (due to it being good already).

Irvine Locality

What is impacting on your locality?

- Rising fuel costs and the cost of living crisis.
- Lack of reliable public transport, particularly in evenings and in isolated communities.
- Council tax – current system is not fit for purpose and some residents feel they do not get value for money.
- Roads – current condition is seen as poor.
- Empty town shops – are rates and rents too high?
- Re-evaluate Town Centre First policy. If a company wants to create a new business out with the town centre and bring new jobs, Council should encourage development.

Priorities for next year and beyond

- Ensure public spaces like community centres / libraries are open as long as possible for warmth and socialising.
- Transform derelict parcels of land into allotments to allow people to plant vegetables. Involve schools in the project to stimulate community involvement.
- Invest in renewable energy, such as solar farms and introducing measures which help the environment and support people with rising energy bills.
- Invest in electric vehicle charging infrastructure.
- Lacks facilities for young people.
- Must continue to invest in school music programmes.
- Must continue to provide support to older people and those accessing Care at Home services or living in nursing homes.
- Must engage with more rural communities who do not feel the investment put into more populated communities.
- Encourage more Community Asset Transfers to give local communities a chance to take responsibility for a vital local resources.
- Council should be looking closely at its land assets – these should be used for the common good (solar farms / community allotments etc).

Preparations for Council Plan: What differences do you want to see?

- Better transport links.
- More investment in care homes / care at home services.
- More electric car chargers.
- More community food investment.
- Better use of rural / unused land.

<i>Three Most Important Services</i>	<i>Three Least Important Services</i>
<ol style="list-style-type: none">1. Housing with a range to suit all ages.2. Roads.3. Improve people's skills for employment.4. Additional comments included:<ol style="list-style-type: none">a. Community Services	<p>"All services are important."</p>

Kilwinning Locality

What is impacting on your locality?

- Cost of living impacting health, dignified access to food social isolation, businesses (premises shutting).
- Environmental improvements needed as many shops and buildings are derelict and need repurposed.
- Town centre investment required to encourage people to spend.
- Kilwinning attracts shoppers from surrounding towns and we want this to continue and grow – parking is an element of this. There are consequences to charging for parking and knock-on effect for businesses and community.
- Community transport needed.

Priorities for next year and beyond

- Access to health and GP services – look at other services that could help, which might prevent you needing to access a doctor.
- Need better signposting to services.
- Care within your own home – there isn't a good enough package of care.
- Solar Farms / solar panel powering energy efficient homes. Ensure community reaps rewards for profits generated.
- Encourage planning for sea-based power generation – capitalise of our coastal assets.
- Improvement to transport plans and parking.
- Music services are important as are many vocational studies should be a mix between academic and vocational.
- Transport to schools and parents' approaches to parking.
- Kilwinning library is a fantastic service a central hub and local for so many different community events and activities.
- Employment, spend and investment.
- Encourage small business start-ups.
- Worries expressed about the sustainability of community-based services run by volunteers.

Preparations for Council Plan: What differences do you want to see?

- Regeneration of town centres.
- Transport and plans, improvements to transport.
- Sensible solutions to parking issues in town centre and surrounding areas.

Three Most Important Services	Three Least Important Services
<ol style="list-style-type: none">1. Free Parking2. Regeneration3. Health / Social Care4. Additional comments included:<ol style="list-style-type: none">a. Education / Communitiesb. Waste Removal	<p>"Not necessarily least important but..."</p> <ol style="list-style-type: none">1. Close / repurpose Cunninghame House, if not being used by staff.2. No Christmas lights to save money.

North Coast and Cumbrae Locality

What is impacting on your locality?

- Cost of living, transport and fuel costs, especially for the elderly.
- No community centre in Largs, with no focal hub there is a fragmented community.
- Environmental improvements needed.
- Support local economy.
- Provide opportunities for the community.
- Improve social connections.

Priorities for next year and beyond

- Community Asset transfer process is complex and bureaucratic.
- No community centre in Largs, which has resulted in the community being fragmented. Centre could be a focal hub for many Council and community services.
- There needs to be better connections within and across the Council – no wrong door approach.
- Many teams offer similar services e.g., Money Matters, Welfare Rights, Better off North Ayrshire. Could these services be amalgamated or could the Council purchase these services from the Third Sector?
- Planting flowers in glen or vast open areas to save grass cutting.
- With proposed industrial developments at Hunterston Road, infrastructure needs improved.
- The Council's website and digital services need to be better, not up-to-date and needs simplified.

Preparations for Council Plan: What differences do you want to see?

- There should be a Citizens Advice Bureau in Largs.
- Need for better information to enable people to contact the correct support services for vulnerable people.
- Need to improve the routes to get people into employment.
- Greater use of social media to recruit staff for example local care home is struggling to fill posts e.g. Use of Facebook and TikTok.

<i>Three Most Important Services</i>	<i>Three Least Important Services</i>
<ol style="list-style-type: none">1. Waste Management2. Community Development3. Health Services4. Additional comments included:<ol style="list-style-type: none">a. Roads & Infrastructureb. Children & Youth Services	<p>"All services are important."</p>

Three Towns Locality

What is impacting on your locality?

- Improve the Environment, dilapidated buildings make the place look poor which discourages investment and tourism.
- Mental Health and wellbeing support, social isolation.
- Tackling poverty.
- Provide opportunities for the community.
- Being in a commuter belt for Glasgow means money leaks out of the areas – impacts on Community Wealth Building (CWB).
- Poor transport links make attracting visitors more difficult.

Priorities for next year and beyond

- Health and wellbeing, poverty and the cost of living crises need tackled.
- Education, schools and providing opportunities for children and young people and extended support around mental health and wellbeing.
- Community Asset Transfers (CATs) require a more strategic community development model to empower local people to use CATs and form constituted organisations to enable local people to apply for additional funding and bridge local authority funding gap (raise awareness of external national funding etc).
- Infrastructure limitations negatively impact the Three Towns and tourism, narrow roads, poor links, poor road surfaces, dilapidated buildings.

Preparations for Council Plan: What differences do you want to see?

- Town centre regeneration and proper town centre investment to encourage CWB.
- Repurpose shops and encourage pop-up shops.
- Use buildings differently – close Cunninghame House.
- Green well-kept spaces - encourage partnerships between community and Streetscene.
- Regenerate the coast and make the area more appealing and increase tourism.
- Proper maintenance and repair of buildings.
- Need for more long-term planning as opposed to short term fixing.
- Simpler language on community asset transfers.
- Procurement should be open to community and local groups.
- Taking a longer term, strategic view of community capacity building (work with an asset building model). Allow constituted groups to apply for external funding and create additional skills.
- More volunteering including senior years at school – encouraging social responsibility factor in Duke of Edinburgh Awards involvement.
- Greater investment in mental health and wellbeing in both schools and the wider community. Look at the causes (prevention as opposed to cure).
- Encourage younger people on Community Councils.
- Make more use of council transport for community transport needs.

<i>Three Most Important Services</i>	<i>Three Least Important Services</i>
<ol style="list-style-type: none">1. Connected Communities and Education2. Streetscene3. Regeneration	<p>“Not necessarily least important but...”</p> <ol style="list-style-type: none">1. More efficient smarter working2. Better Communication3. Close / repurpose Cunninghame House