
NORTH AYRSHIRE COUNCIL

27 March 2019

North Ayrshire Council

Title: **Development of North Ayrshire Council Plan 2019-2024**

Purpose: To agree a draft Council Plan 2019-2024 for formal consultation.

Recommendation:

- (i) That Council agree the draft Council Plan 2019-2024, attached at Appendix 1, and that formal consultation be undertaken with communities, partners and other agencies.
- (ii) That following the collation and consideration of feedback through formal consultation a final Council Plan be considered for agreement by Council prior to the summer recess.

1. Executive Summary

- 1.1 The current Council Plan 2015-2020 is nearing the end of its life-cycle and requires refreshing.
- 1.2 A collaborative approach has been undertaken, working across the Council, to develop revised priority outcomes along with a new vision and mission to form a new Council Plan for the period 2019 to 2024. Community Engagement has helped further inform and develop this work enabling the creation of a draft Council Plan 2019-2024 (attached at Appendix 1) for consideration and formal consultation with communities, partners and other agencies.

2. Background

- 2.1 The Council Plan is the Council's most important strategic document setting out our vision for the area and key priorities to support achievement. In turn these priorities will form the key basis upon which we allocate and target resources over the next five years.
- 2.2 Our current Council Plan was approved at a Special Meeting of North Ayrshire Council in March 2015 and set out the Council's Mission, Vision and Strategic Priorities for 2015–2020 as detailed below:

Mission

“To improve the lives of North Ayrshire people and develop stronger communities”.

Vision

“To be a leading organisation defined by excellence and innovative services”.

Strategic Priorities

- Growing our economy, increasing employment and regenerating towns.
- Working together to develop stronger communities.
- Ensuring people have the right skills for learning, life and work.
- Supporting all of our people to stay safe, healthy and active.
- Protecting and enhancing the environment for future generations.

2.3 A collaborative approach has been taken to develop a new Council Plan for the period 2019-2024. This has included Chief Officer Development Workshops, wider staff Leadership Conference, the Executive Leadership Team and with Elected Members through the Policy Advisory Panel.

2.4 Further public engagement was undertaken during January, alongside work to inform the budget setting exercise for 2019/20, to ascertain views on a revised vision, mission, strategic themes and priority outcomes. This included presentation and discussion at each of the six Locality Planning Partnership meetings, an online questionnaire and face-to-face discussions in community buildings. Further promotion of the opportunity to comment was made through social and traditional media channels, partner websites, community engagement reference networks and in Council buildings.

2.5 Over 750 responses were received through the engagement work. 91% of respondents supported the priority outcomes, the most important priorities overall were:

- Children and Young People experience the best start in life (28.3%)
- Active and strong communities (16.5%)
- People enjoy good life-long health and well-being (13.7%)
- People and communities are safe (11.6%)
- Affordable, modern and well-designed housing that meets residents' needs (8.3%)
- Inclusive, growing and enterprising local economy (8%)
- Vibrant, welcoming and attractive places (5.5%)
- A sustainable environment (4.6%)
- Effective infrastructure and digital connectivity (3.4%)

Further qualitative 'free text' responses were used to refine priorities and help inform actions for delivery for each of the priority outcomes.

2.6 A key element of the developing Council Plan is our relationship with communities seeking to empower, enable and support them in developing service delivery that meets their need. The engagement process also asked how communities and the Council could work better together and where, with the right approach, communities could develop initiatives and undertake work and tasks.

2.7 Following collation and consideration of feedback a draft Council Plan has been completed for agreement and formal consultation with communities, partners and other agencies pending final agreement of a new Plan prior to the summer recess.

2.8 The Council's Vision and Mission in the draft Plan are:

Vision – A North Ayrshire that is 'Fair For All'.

Mission – Working together to improve well-being, prosperity and equity in North Ayrshire.

2.9 The draft Plan is constructed around three strategic themes. The first two are outward looking whilst the third sets out how this Council will work moving forward. This forms the basis of our approach to transformation

- **Aspiring Communities** – A society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.

Priority Outcomes:

- North Ayrshire has active and strong communities.
- North Ayrshire's children and young people have the best start in life.
- North Ayrshire has an inclusive, growing and enterprising economy.
- North Ayrshire's residents and communities enjoy good, life-long health and well-being.
- North Ayrshire's residents and communities are safe.

- **Inspiring Place** – An enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place our residents are proud to live and work in.

Priority Outcomes:

- North Ayrshire is well connected with effective infrastructure.
- North Ayrshire has homes that meet our residents' needs.
- North Ayrshire is a vibrant, welcoming and attractive environment.
- North Ayrshire is a sustainable environment.

- **A Council for the Future** – Our Council is forward-thinking – motivated to transform and improve services for our communities through innovation, reshaping our approach and focusing investment to our priorities.

Priority Outcomes:

- An accessible Council that puts residents and communities at the heart of what we do.
- An efficient Council that maximises resources and provides value for money.
- A valued workforce that delivers high quality services.
- A powerful and respected voice.

3. Proposals

- 3.1 (i) That Council agree the draft Council Plan 2019-2024, attached at Appendix 1, and that formal consultation be undertaken with communities, partners and other agencies.

(ii) That following the collation and consideration of feedback through formal consultation a final Council Plan be considered for agreement by Council prior to the summer recess.

4. Implications

Financial:	The Plan will set the priorities for investment and allocation of resources over the next five years.
Human Resources:	The Plan recognises the important role of our workforce in achieving our ambitions.
Legal:	There are no legal implications arising from this report.
Equality:	Treating people respectfully, fairly and equally is included as key to the delivery of our strategic priorities.
Children and Young People:	Children and Young People form one of the key priorities within the Plan.
Environmental & Sustainability:	The environment and sustainability form key priorities within the Plan.
Key Priorities:	The Council Plan will set the Council's key strategic priorities for the future.
Community Benefits:	The role of the community will be key to successful delivery of the Plan.

5. Consultation

- 5.1 Engagement has taken place with Chief Officers, a range of Managers via the Council's regular Leadership Conference programme, Elected Members and communities.
- 5.2 Further consultation will now take place with communities, partners and other interested parties.



Craig Hatton
Chief Executive

For further information please contact **Craig Hatton, Chief Executive** on **01294 324124**.

Background Papers

North Ayrshire Council Plan 2015-2020

A COUNCIL
THAT IS FAIR
FOR ALL



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



A COUNCIL THAT IS FAIR FOR ALL

Our Council Plan sets out our ambitions, vision and mission for the next five years - but we want it to be so much more than that. We want our Council Plan to tell you about the kind of Council we are, what we stand for, what we value and what makes us tick.

We want you to know what drives us to deliver the best possible services we can for you - our residents and communities.

It's no secret that we are hugely ambitious for our people, our places and our economy. We will do everything within our power to be bold, innovative and pioneering, so we can attract investment, create employment and build a North Ayrshire which makes us proud.



FAIRNESS AND EQUITY

So what does make us tick? Well that's simple - fairness and equity. We strive for a North Ayrshire where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.

We value a North Ayrshire which has kindness and community spirit at its heart, where we look out for our neighbours and vulnerable members of our community and we take pride in our towns and villages. A place where we all play our part in shaping our lives and our future.

We're absolutely committed to supporting our young people and we'll do all we can to make sure their voice is heard loud and clear. We'll make sure everything we do is firmly centred on their well-being as well as their hopes, dreams and ambitions.

And finally, we'll back our businesses to be the best. By investing locally and spending locally, we'll play our part in making sure our economy is strong and supports vital jobs.

We hope that sounds like the kind of Council you value and chimes with the type of society you would like to live in.

We recognise that these are our ideas, you may have different thoughts and alternative views - that's a good thing. We want to hear your views. So please join us and help shape an ambitious North Ayrshire that is fair for all as we set out our Council Plan for the next five years.

You can comment on North Ayrshire Council's plan at: www.north-ayrshire.gov.uk/councilplan

We will also make paper copies available in libraries, community buildings and public offices.



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 Council:

- ▶ Recognises there is strength in doing things together.
- ▶ Engages with, listens to and supports communities to be active partners in what we do.
- ▶ Believes in fairness, tackles inequality and bases its decisions on these values.
- ▶ Is ambitious, determined and committed to improving North Ayrshire.
- ▶ Acts early taking a preventative approach.
- ▶ Focuses resources towards our priority outcomes.
- ▶ Innovates and drives positive change, embracing technology, to provide valued and cost effective services for our communities.
- ▶ Makes sure its voice is heard – locally, regionally and nationally – to influence decision-making and to attract investment.

VISION
MISSION



266

new business
start-ups

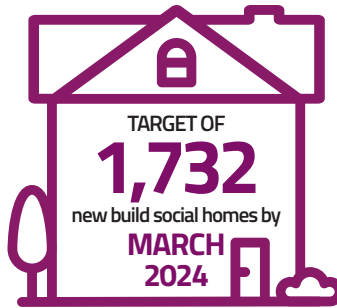
644

businesses supported in
2017/18

1,243

jobs created
by Council's Business
Development Service
in two years

81%

of our customers
were delighted with
the Customer
Service they
receivedcommunity asset
transfers completed
in three yearsOVER
95%of school leavers go into
further education,
training or employment.91%
increasein the number of unemployed
people who have progressed to
employment through Council -
funded or operated schemes over
the last three years.

TARGET OF

1,732

new build social homes by
MARCH
2024

(1,176 NAC, 556 RSLs).

260 new homes have been
completed so farreceived in external
funding for
employability and
regeneration
projects in

2017/18



24%

reduction in our carbon
emissions over the last
five years through 'green'
projects such as district
heating systems, solar
panels, electric car
chargers, LED lampposts
and pool cars.

7th in Scotland

for recycling with almost
56% of household waste
recycled in 2017 -
35,121 tonnes, that's
equivalent to2,780
double decker
busesalmost
800community groups accessing support
and guidance in 2017/1835% increase in
three years

Over £1million

put back into the pockets of
our most vulnerable
residents throughBetter Off
North
Ayrshire

million

visitors came to North
Ayrshire in 2017. Most
recent figures show the
sustainable tourism
sector in North Ayrshire
has a turnover of

£115 million



Ageing population

30,000

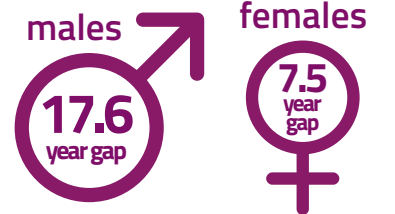
people are currently aged 65+ and this
is likely to increase to 35,000 within
10 years - that will be a quarter of
our populationchildren are living in poverty
in North AyrshireNorth Ayrshire's
unemployment rate is

5.7%

it's halved in
5 years from

12.2%

CHALLENGES

Life expectancy
gap between
wealthiest and
poorest areas

SECTOR LEADING COUNCIL POLICIES

Overall Council
of the Year 2017First to commit
to becoming a

1st

for eradicating period poverty
by providing free sanitary
products in all council buildingsFirst to create holiday hunger
programmes to provide food
and activities for school pupilsFirst to establish Health
and Social Care PartnershipFirst to exempt care-
experienced young
people from Council
Tax until they
reach the
age of 26First to work with
three other Scottish
local authorities to
explore the possibility
of developing a Basic
Income Pilot to provide
economic stability for
the poorest members
of our communityFirst to provide rent exemption to care-
experienced students living in Council
housingFirst to provide our
own counsellors in
every secondary
school to support
pupils' mental
health and wellbeingFirst to remove the 'extra room'
criteria for Foster Carers

We all want to live in a North Ayrshire we can be proud of – a place where no one lives in poverty, where our economy is growing, building wealth and prosperity for everyone and we support each other. A caring society which values kindness and fairness, where we actively look out for our neighbours, our communities our towns and villages and we all contribute and do our bit.

It's therefore only natural that our priorities reflect this vision and are centred on our people and places.

To help deliver our Council Plan, we need a fresh approach and a closer relationship with you, our communities and residents. We need everyone's help to make positive change happen.

Here are our priorities:

Aspiring Communities

- ▶ Active and strong communities
- ▶ Children and young people experience the best start in life
- ▶ Inclusive, growing and enterprising local economy
- ▶ People enjoy good life-long health and well-being
- ▶ People and communities are safe

Inspiring Place

- ▶ Effective infrastructure and digital connectivity
- ▶ Affordable, modern and well-designed homes that meets residents' needs
- ▶ Vibrant, welcoming and attractive places
- ▶ A sustainable environment

OUR
PRIORITIES



Aspiring Communities

A society where everyone, has the same life chances to grow, prosper and have fulfilling and healthy lives.

PRIORITY OUTCOME:

North Ayrshire has active and strong communities

- ▶ We will build stronger relationships between the council, communities and partners.
- ▶ We will co-produce a local charter with our communities which sets out the things we jointly commit to do for each other, to help each other create a better North Ayrshire.
- ▶ We will extend our participatory approach, offering communities more opportunities to lead in local decision-making.
- ▶ We will support communities to achieve what's important to them through strong local networks.

PRIORITY OUTCOME:

North Ayrshire's children and young people have the best start in life

- ▶ We will expand our early learning and childcare provision to make sure all eligible children are able to access 1140 hours of free care each year.
- ▶ We will support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.
- ▶ We will offer opportunities to our young people and their families to play a more active role in school life and encourage more participation in learning opportunities.
- ▶ We will work with our young people to build their resilience, supporting their mental and physical well-being.

PRIORITY OUTCOME:

North Ayrshire's residents and communities are safe

- ▶ We will work with partners to support our vulnerable residents and communities.
- ▶ We will extend the 'Housing First' pilot to help reduce homelessness.

PRIORITY OUTCOME:

North Ayrshire has an inclusive, growing and enterprising economy

- ▶ We will work with schools, colleges, universities, businesses and partners to deliver education, skills and training, helping people into work and sustaining employment.
- ▶ We will make sure that everyone has the ability and knowledge to participate in the digital world.
- ▶ We will support our local businesses to become more innovative and competitive.
- ▶ We will promote fair employment practices.
- ▶ We will develop and implement a Community Wealth Building strategy.

PRIORITY OUTCOME:

North Ayrshire's residents and communities enjoy good life-long health and well-being

- ▶ We will tackle poverty and inequality throughout our society.
- ▶ We will continue our work with partners, including the Scottish Government, to pilot a Basic Income scheme.
- ▶ We will let people decide how best to manage their own care needs and support people to live in their own homes for as long as possible.
- ▶ We will work with individuals and communities to support positive lifestyle choices which improve health and wellbeing.

WE KNOW WE WILL HAVE BEEN SUCCESSFUL WHEN...

- ▶ Local decision making has increased, enabling communities to address their local priorities.
- ▶ Educational outcomes for all young people have improved and the attainment gap has closed.
- ▶ The number of school leavers going into further education, apprenticeships or jobs has increased.
- ▶ The number of children living in poverty has reduced.
- ▶ The value of spend with local businesses has increased.
- ▶ There are more jobs and more people taking part in training.
- ▶ More people are supported to live independently at home.
- ▶ More people, who were previously homeless, sustain their tenancy.



Inspiring Place

An enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place where our residents are proud to live and work.

PRIORITY OUTCOME:

North Ayrshire is well-connected with effective infrastructure

- ▶ We will provide well-maintained travel and transport networks, supporting alternative and sustainable transport.
- ▶ We will work with partners to make sure there is sustained investment in our roads, ports and harbour infrastructure to ensure that travel is resilient and reliable.
- ▶ We will work with partners to extend public wi-fi and improve our digital connectivity.
- ▶ We will manage an appropriately-sized, fit-for purpose, energy-efficient and digitally-enabled property portfolio, including our schools.
- ▶ We will attract investment, through the Ayrshire Growth Deal and other means, to support regeneration and job creation at our key development sites of i3 Irvine, Hunterston, Lochshore, Ardrossan Marine Quarter and the Irvine Great Harbour.
- ▶ We will support our communities to maximise the use of community assets (including our schools) and encourage Community Asset Transfers.

PRIORITY OUTCOME:

North Ayrshire has homes that meet our residents needs

- ▶ With our social landlord partners, we will build new, modern, energy-efficient homes for life, tailored to the needs of tenants.
- ▶ We will actively promote a mix of homes by facilitating private housing development.
- ▶ We will work with property owners and landlords to make sure our private housing is suitable for the needs of our residents.
- ▶ We will form a partnership with other councils to introduce a low-cost energy offer.

PRIORITY OUTCOME:

North Ayrshire is a sustainable environment

- ▶ We will support a circular economy by re-using, recycling and generating energy from the waste we manage.
- ▶ We will develop additional low carbon renewable energy schemes and networks.
- ▶ We will protect our communities by delivering the Local Flood Risk Management Plan, the Shoreline Management Plan and the Millport and Upper Garnock Valley Flood Protection Schemes.

PRIORITY OUTCOME:

North Ayrshire is a vibrant, welcoming and attractive environment

- ▶ We will provide well-kept public places and town centres which will benefit our residents, visitors and businesses.
- ▶ We will, where possible, bring empty properties back into use.
- ▶ We will work with communities to improve the quality of the local environment through a participatory approach.
- ▶ We will develop North Ayrshire as a coastal and island destination, attracting tourism investment and visitors.

WE KNOW WE WILL HAVE BEEN SUCCESSFUL WHEN...

- ▶ The condition of our roads, buildings and homes has improved.
- ▶ The number of new homes constructed has increased.
- ▶ The quality of homes, meeting the needs of our residents and future residents, has improved.
- ▶ The appearance of the area has improved.
- ▶ Carbon emissions have reduced.
- ▶ Residents spend less of their income on heating their homes and fuel poverty is reduced.
- ▶ More people visit the area.



A Council for the Future

Our Council is forward thinking - motivated to transform and improve the services we provide for our communities, through innovation and reshaping our approach. We will focus investment towards our priorities.

PRIORITY OUTCOME:

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

- ▶ We will work with communities and key stakeholders to radically review what we do and how we do it, to deliver cost-effective services.
- ▶ We will provide joined-up services across the Council and with partner agencies and communities.
- ▶ We will use technology to improve access to and delivery of our services.

PRIORITY OUTCOME:

An efficient Council that maximises resources and provides value for money

- ▶ We will focus on early intervention and prevention to manage demand for services.
- ▶ We will use our spending power to drive value, maximising the opportunity to support communities and local businesses.
- ▶ We will use the principles of municipal entrepreneurship, by making the most of our assets, increasing the income we generate and creating fair employment.
- ▶ We will seek to secure external funding to support our priorities.

PRIORITY OUTCOME:

A valued workforce that delivers high quality services

- ▶ We will empower and invest in our workforce to develop new and innovative ways of working.
- ▶ We will support our workforce to be customer-focussed, aiming to get it right first time.

PRIORITY OUTCOME:

A powerful and respected voice

- ▶ We will make our case nationally, regionally and locally to secure investment to support delivery of our priorities.
- ▶ We will work with partners nationally, regionally and locally to align their strategies and resources to support our priorities.

WE KNOW WE WILL HAVE BEEN SUCCESSFUL WHEN...

- ▶ Satisfaction with Council services has improved.
- ▶ Self-service transactions have increased.
- ▶ We attract more investment to the area.
- ▶ We have financially-sustainable service delivery models.

A COUNCIL FOR
THE FUTURE



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 Council:

- ▶ Recognises there is strength in doing things together.
- ▶ Engages with, listens to and supports communities to be active partners in what we do.
- ▶ Believes in fairness, tackles inequality and bases its decisions on these values.
- ▶ Is ambitious, determined and committed to improving North Ayrshire.
- ▶ Acts early, taking a preventative approach.
- ▶ Focuses resources towards our priority outcomes.
- ▶ Innovates and drives positive change, embracing technology, to provide valued and cost effective services for our communities.
- ▶ Makes sure its voice is heard – locally, regionally and nationally – to influence decision-making and to attract investment.

SHAPING NORTH AYRSHIRE

Our Priorities

Aspiring Communities

Priorities

- ▶ Active and strong communities.
- ▶ Children and young people experience the best start in life.
- ▶ Inclusive, growing and enterprising local economy.
- ▶ People enjoy good life-long health and well-being.
- ▶ People and communities are safe.

Key Measures

- ▶ Value of decisions taken by communities through participation.
- ▶ Educational attainment and pupils entering further education, training or employment.
- ▶ Children living in poverty.
- ▶ People in work and training.
- ▶ People supported to live independently at home.
- ▶ Repeat homelessness.

Inspiring Place

Priorities

- ▶ Effective infrastructure and digital connectivity.
- ▶ Affordable, modern and well-designed homes that meets residents' needs.
- ▶ Vibrant, welcoming and attractive places.
- ▶ A sustainable environment.

Key Measures

- ▶ Condition of roads, buildings and homes.
- ▶ New homes constructed.
- ▶ Quality of homes.
- ▶ Visitor numbers.
- ▶ Appearance of the area.
- ▶ Carbon emissions.
- ▶ Fuel poverty.

Valuing and investing in our workforce to deliver our services with Passion, Focus and Inspiration.

