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## NORTH AYRSHIRE COUNCIL

30 November 2021

### Cabinet

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**Title:** Annual Performance Report 2020-21

**Purpose:** To advise Cabinet on the Annual Public Performance Report 2020-21.

**Recommendation:** That Cabinet agrees to: a) Approve the Annual Public Performance Report 2020-21 set out at appendix one; note the status of the Council's performance indicators and actions at appendices two and three; and c) refer this report to the Audit and Scrutiny Committee for further consideration.

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#### 1. Introduction

1.1 This Annual Performance Report (APR) summarises performance during the 2020-21 financial year based on our detailed six-monthly Council Plan Progress Reports. The APR forms part of our suite of statutory reporting arrangements.

1.2 This is our second APR based on our Council Plan 2019-24.

#### 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 A proposed 2021 Direction is with local authorities for consultation and if approved by the Accounts Commission in December, is expected to come into force on 1st April 2022. Further details on the 2021 Direction will be provided separately.

2.3 In order to meet the current 2018 Direction the APR 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 Performance Dashboard
- HSCP Annual Performance Report

### 3. Performance Summary

#### 3.1 Key Highlights

Our joint response with partners to the Covid-19 pandemic has been our main focus during 2020-21. However, despite the additional demands on our services we have still managed to significantly progress our Council Plan priorities during the year.

- Our response to the Covid-19 Coronavirus pandemic included:
  - Emergency Management Governance arrangements were established immediately.
  - 33,152 calls received by our Community Hubs and 96,465 food deliveries made.
  - 60,000 shopping vouchers worth £1.7million provided to children eligible for free school meals in addition to the equivalent of 1.26million meals distributed to North Ayrshire families.
  - 3,194 pieces of IT equipment such as Chrome Books, iPads, Wi-Fi routers and SIMs provided to our pupils to access online learning.
  - Our Childcare Hubs cared for 523 children of key workers during the first lockdown period, rising to 1,002 children during January and February.
  - Over four million items of Personal Protective Equipment (PPE) were supplied including over one million masks during the year.
  - Our first fully online Joint Cabinet saw 110 of our young people share their views alongside our Council Cabinet, senior officers, Members of the Scottish Youth Parliament and the Youth Council Executive.
  - £39.69million in grants were distributed to local businesses and those newly self-employed.
  - We supported our workforce's wellbeing to ensure they could continue to provide high quality services including through the introduction of Wellbeing Warriors, employees trained in mental health first aid, to support colleagues and Health and Wellbeing Hubs for care teams.
  
- Our progress against our Council Plan priorities included:
  - Ratification of the £251million Ayrshire Growth Deal.
  - Our Community Wealth Building Strategy and Anchor Charter launched with a £3million Ayrshire Growth Deal Community Wealth Building Fund approved.
  - We supported 187 community projects through participatory budgeting.
  - We confirmed we will deliver 1,140 hours of Early Learning and Childcare provision from August 2021, following substantial work to complete 25 projects to ensure we provide inspiring and safe places for our children.
  - Our Cost of the School Day initiative was introduced which will see £500,000 invested annually to help local families.
  - £15.9million in income has been generated for residents via the Money Matters Service and £1.7million for our tenants through our Welfare Reform Advice Team.
  - We implemented the Young Person's Suicide Support Pathway as a preventative and early intervention approach to supporting vulnerable young people who have made a significant attempt to take their own life.
  - We gained approval for a £250,000 Islands Recovery and Renewal pilot project.
  - We launched our Local Green New Deal with an investment fund of £8.8million to help create sustainable employment and support our net-zero carbon emissions target for 2030.
  - We received Cabinet approval on 26 January 2021 for the development of a £6.768m solar PV farm installation at Nethermains former landfill site.
  - 49 new homes have been created at Watt Court, Dalry as part of a £7.66million project
  - We received a very positive Best Value Assurance Audit and have progressed all four recommendations.

## 3.2 Areas of Focus





The Annual Performance Report contains the following areas of focus as at March 31<sup>st</sup> 2021. At time of writing this covering report (November 2021), many of these areas have been significantly progressed or completed and will be outlined in our Mid-Year Council Plan Progress Report:

- Present findings from our review into Libraries, Community Halls and Lets to Council for approval.
- Welcome the opening of our Additional Support Needs school at Lockhart Campus.
- Prepare for the start of universal free school meals for primary four pupils commencing in August 2021 and plan for the roll out to further primary year groups by August 2022.
- Launch our Cost of the School Day Conference and policy in June.
- Implement the £500k Business Transition Fund and Green Route Map to support businesses.
- Launch the 'Better Off Hub' demonstrator project to provide holistic financial support for our residents.
- Implement the funding of over 450 jobs as part of our Kickstart programme.
- Continue to adapt our proactive and reactive Protective Services to deal directly with Covid-19 as well as reintroducing, on a risk based and nationally guided approach, other critical public safety services such as food premises inspections.
- Begin the development of two Island Plans for Arran and Cumbrae as part of the Islands Recovery and Renewal Pilot, including the publication of a Cumbrae socio-economic profile to inform the Cumbrae Island Plan.
- Progress major projects across the Housing and General Services Capital programmes.
- Work in partnership to deliver a master planned approach for Ayrshire Growth Deal projects.
- Progress the Sheltered Housing Re-provisioning Programme, which includes the refurbishment of the remaining sheltered housing complexes across North Ayrshire.
- Progress Garnock Valley projects from the Estate Based Regeneration Programme to rehome residents and regenerate 48 flatted properties.
- Progress the Ardrossan Low Carbon Hub and Ardrossan Connections projects in partnership with Growth and Investment.
- Develop the communication plan for climate change awareness prior to the 26th UN Climate Change Conference of the Parties (COP26) in November.
- Develop Our Future Working Environment project as part of our Renewal Programme.

#### 4. Performance Indicators

- 4.1 Appendix two details Performance Indicators from the Council Plan Performance Framework, showing (where available) targets and a traffic light (**Red**, **Amber**, **Green**) symbol to show whether: The target level of performance has been achieved (**Green**); is slightly adrift of target (**Amber**); or is significantly adrift of target (**Red**).
- 4.2 Analysis of the indicators is outlined in Table 1 below. Where data is not available for 2020-21, the most recently available data up to the annual figure for 2019-20 is used. 78.1% of indicators where the status is known are on target or slightly adrift of target. This is slightly below the previous year, when 80.7% of indicators had this status, however fewer indicators had data available at time of reporting that year.

**Table 1**

2020-21 Summary of Performance Indicator Status		
Traffic Light	2020-21	2019-20
 on target	19 (59.4%*)	18 (69.2%**)
 slightly adrift	6 (18.7%*)	3 (11.5%**)
 significantly adrift	7 (21.9%*)	5 (19.2%**)
 status unknown or data only	2 (5.9% of all Council Plan indicators)	8 (22.2% of all Council Plan indicators)

*\*of the 32 indicators where status is known*

*\*\*of the 26 indicators where status is known*




- 4.3 Of the two indicators where status is unknown or data only, CP\_04 “Percentage of children achieving their developmental milestones at the time the child starts primary school”, will not be updated for the 2019/20 time period (most recent available) as the data was not collected nationally during that academic year due to Covid-19.
- 4.4 The Covid-19 coronavirus pandemic has affected our performance in many ways, for example attendance at leisure facilities has decreased by 96% due to their closure, while the percentage of self service transactions has increased from 41.3% to 58% compared to 2019/20 (we maintained telephone communication to ensure our most vulnerable were not digitally excluded). We will continue to recover areas negatively impacted, while embedding the lessons learned from areas positively affected.

#### 5. Delivery Plan

- 5.1 There are 41 overall actions within the Council Plan. Due to the Covid-19 pandemic a Delivery Plan for 2020-21 featuring sub-actions was not produced.

- 5.2 The Corporate Policy, Performance and Elections team proposed estimated statuses for the Council Plan overall actions based on the information available through Council Plan and Supporting North Ayrshire Together reports. On 31<sup>st</sup> August 2021 Cabinet approved these estimates. They are attached in appendix three.
- 5.3 Based on information available 95.1% of actions are either on target or slightly adrift of target at 2020-21 year-end compared to 100% in 2019-20.

**Table 2**

<b>2020-21 Summary of Overall Action Status</b>		
<b>Traffic Light</b>	<b>2020-21</b>	<b>2019-20</b>
 on target	34 (82.9%)	28 (68.3%)
 slightly adrift	5 (12.2%)	13 (31.7%)
 significantly adrift	1 (2.4%)	0
X off programme*	1 (2.4% of all Council Plan actions)	0

*\*CP\_28 “We will form a partnership with other Councils to introduce a low-cost energy offer” - Following a decision by Nottingham City Council to sell their not-for-profit energy company following an audit identifying significant financial losses. This action is being reviewed and may not be taken forward.*

## **6. Proposals**

It is proposed that Cabinet agrees to: a) Approve the Annual Public Performance Report 2020-21 set out at appendix one; b) note the status of the Council’s performance indicators and actions at appendices two and three; and c) refer this report to the Audit and Scrutiny Committee for further consideration.

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

### **Financial**

- 7.1 There are no financial implications.

### **Human Resources**

- 7.2 There are no human resource implications.

### **Legal**

- 7.3 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**

7.4 There are no equality/socio-economic implications.

### **Environmental and Sustainability**

7.5 There are no environmental and sustainability implications.

### **Key Priorities**

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

### **Community Wealth Building**

7.7 There are no community wealth building implications.

## **8. Consultation**

8.1 Feedback from the Executive Leadership Team (ELT) informed the content of this report.

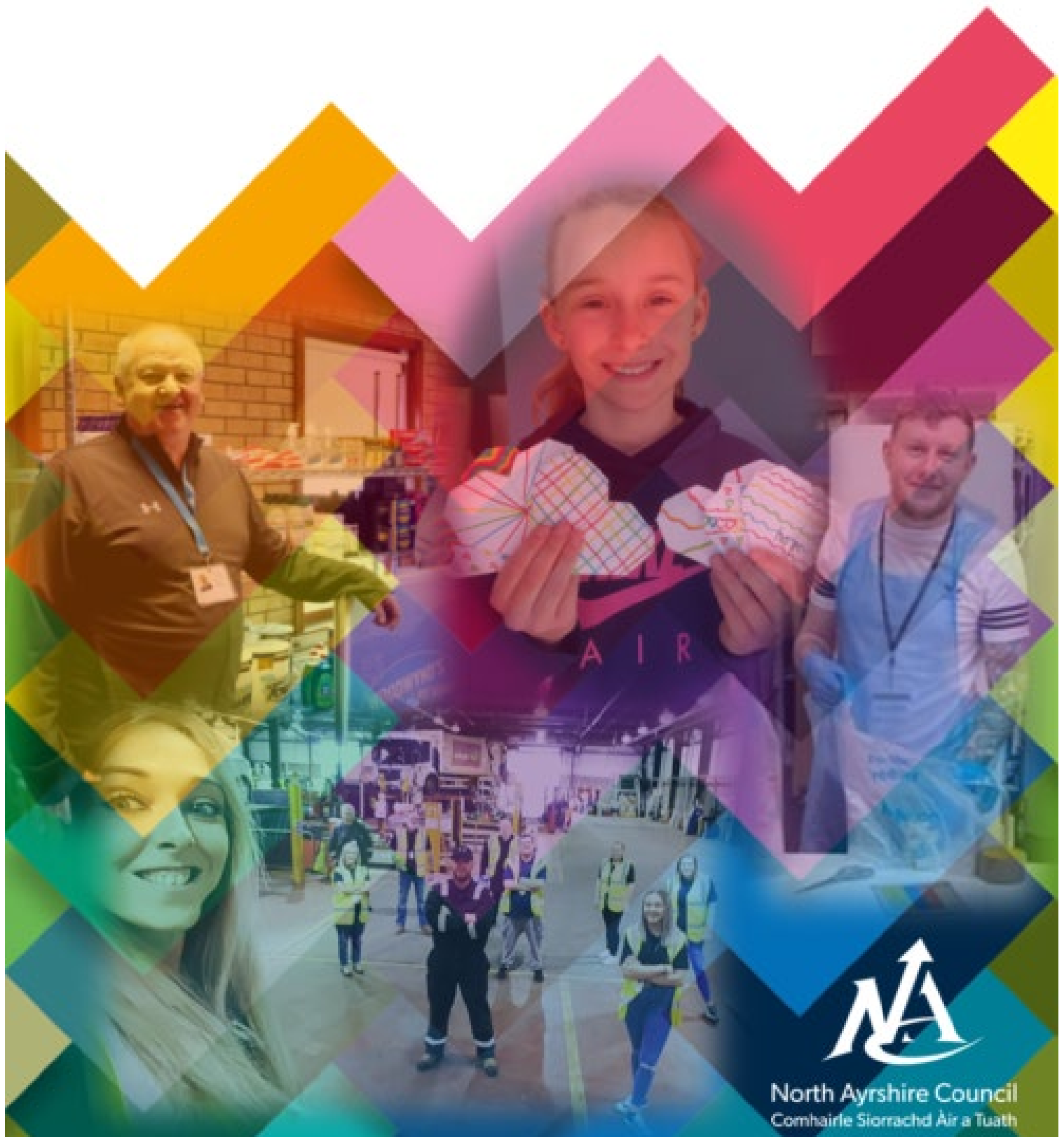
Aileen Craig  
Head of Service (Democratic)

For further information please contact **Barry Tudhope, Senior Manager (Corporate Policy, Performance & Elections)**, on **01294 324113**.

### **Background Papers**

Council Plan 2019-24

# Annual Public Performance Report 2020-21



North Ayrshire Council  
Comhairle Siarachd Àir a Tuath





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## Our Vision

*“A North Ayrshire that is ‘Fair for All’”*

## Our Mission

*“Working together to improve wellbeing, prosperity and equity in North Ayrshire”*

## Our Priorities:

*Aspiring Communities*

*Inspiring Place*

*A Council for the Future*

*Welcome to our 2020-21 Annual Performance Report*, the second annual report on our progress against our Council Plan 2019-24.

Normally at this point we would begin to mention some of the highlights and achievements from the previous year. However, none of what we have experienced this year can be classed as normal and attempting to summarise using almost any method falls short.

Instead, we want to begin by expressing our utmost pride and gratitude to every single one of you. The way our teams, communities, public, private and third sectors have combined to protect our most vulnerable and ensure services continued to run wherever possible, despite personal turmoil due to the Covid-19 pandemic, is truly humbling. That every resident of North Ayrshire changed their daily lives to abide by the restrictions was essential. Thank you.

With this in mind, our Annual Performance Report includes an overview of our response to the pandemic. The scale and complexity of our partnership response is outlined in more detail in our previously published [‘Supporting North Ayrshire Together’](#) reports and we would urge you to take a look at these if you haven’t already done so to get a fuller insight into the impact of our joint response.

The equivalent of 1.26 million free meals to families, over 33,000 calls received, over four-million items of Personal Protective Equipment (PPE), 1,002 children supported daily at our Childcare Hubs, £312,000 in hardship grants to those newly self-employed... ..behind each one of these figures is one of our residents, a family in need, picking up the phone and being told “Yes, we can help.”

Incredibly, though all of our teams were involved in the response (and many continue to be) either directly or through secondment to other teams, we have still managed to deliver our Council Plan priorities. Out of necessity some areas have seen lower than usual levels of performance as a direct result of the pandemic, but overall performance remains strong. Our £251million Ayrshire Growth Deal (AGD) has been ratified and will be key in building a stronger wellbeing economy as we enter our recovery. Our Community Wealth Building Strategy and Anchor Charter were launched, ensuring key organisations committed to our area due to their mission, assets and relationships (‘anchor institutions’) consciously support our local economy through local supply chains. The strategy is supported by the AGD Community Wealth Building Fund of £3million.

# Welcome

Our children and young people will be supported through an annual £500,000 Cost of the School Day initiative and we confirmed that despite the pandemic, we will deliver 1,140 hours of Early Learning and Childcare provision from August 2021. To ensure the voices of our young people are heard, our Youth Participation and Citizenship Strategy 2021-25 "Step up, Speak Out" was launched and we put our aims into practise when, despite restrictions, 110 of our young people took part in our first fully online Joint Cabinet.

We commenced our multi-million-pound council housing development at Irvine Harbourside which will provide 71 new homes including sheltered accommodation and homes suitable for our residents with disabilities.

We signed a formal agreement with Crown Estate Scotland in June which will increase opportunities for regeneration and investment.

In order to embrace a green economic recovery, we launched our Local Green New Deal with an investment fund of £8.8million, a Green Jobs Fund of £500,000 and a tree planting programme of £500,000. These will help create employment and training throughout North Ayrshire. They also support our ambition to be a net-zero carbon emissions council by 2030, which advanced further following Cabinet approval of a £6.768million solar PV farm on the former landfill site at Nethermains.

Considering all of this has been achieved despite the global pandemic, it demonstrates the strength and commitment of everyone within our Council and our partners. Together we really are greater than the sum of our parts, together we really can deliver a North Ayrshire that is Fair For All.



Councillor Joe Cullinane  
Leader of the Council



Craig Hatton  
Chief Executive

The Corporate Policy, Performance and Elections Team welcome any feedback you may have. We strive to make our Council and reports as accessible as possible and appreciate opportunities to discuss how this can be achieved. For further information please contact:

**The Corporate Policy, Performance and Elections Team**

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# A Year of Key Events

## April 2020

- Emergency Management Team and Emergency Governance arrangements continued.
- All teams working from home were provided with vital support by our ICT team.
- Our Community Hubs received an average of 435 calls a day.
- Childcare hubs supported an average of 523 children of key workers each day (rising to 1,002 in January).
- Almost 4,000 households in receipt of free food
- Business Gateway Webinars launched to support local businesses in addition to national support.
- Covid-19 Q&A session held online with our Chief Executive and Council Leader.

## May 2020

- Support for our residents and businesses continued.
- We launched our Community Wealth Building Strategy.
- The Community Wealth Building summit, led by our Council Leader, was streamed live via Facebook.

## June 2020

- We received our extremely positive Best Value Assurance report, highlighting we are continually improving to support our local communities.
- Business support helpline launched as a joint initiative with North, South and East Ayrshire Councils.
- Birth registration service restarted
- Ardrossan community campus given approval by the Scottish Government.
- Our new state of the art Additional Support Needs school was named Lockhart Campus.

## July 2020

- With the equivalent of 1.26 million meals distributed to families since 23rd March, we moved to voucher provision.
- Household Waste Recycling Centres re-opened in line with national guidance and kerbside waste collections services continued uninterrupted.
- We progressed our £18million plan for a comprehensive flood protection scheme for the Upper Garnock Valley.
- We launched our 'Keep it Local' campaign to encourage local spend and support our local economy.

## August 2020

- We became the first Scottish local authority to join the Wellbeing Economy Alliance, which aims to deepen understanding and advance the shared ambition of building wellbeing economies.
- We welcomed our young people back to our schools with necessary precautions to keep everyone as safe as possible.

## September 2020

- We launched our Economic Recovery and Renewal Approach which sets out our ambitious 'Local Green New Deal' for North Ayrshire with a focus on building back the local economy better, fairer and greener.
- Our commissioned Fraser of Allander Institute report 'The Impact of Covid-19 on the Arran Economy' published.
- 54 free visitor moorings at Arran and Cumbrae re-laid to encourage responsible tourism.

## October 2020

- We launched and co-signed Scotland's first Community Wealth Building Charter alongside East and South Ayrshire Councils, NHS Ayrshire and Arran, Ayrshire College and Scottish Enterprise.
- Our 'Better Off Hub' two year financial inclusion demonstrator project was approved by Cabinet.

## November 2020

- £251million Ayrshire Growth Deal ratified.
- First fully online Joint Cabinet took place, with 110 of our young people participating.
- Construction starts on 71 new homes at the Irvine harbourside housing development.
- 'Let's Do This' campaign launched to help suppress the virus.

## December 2020

- £100 Hardship Payments distributed to each child eligible for free school meals.
- Our Library Service and our Health and Social Care Partnership (HSCP) coordinated the Christmas Gift Appeal for families.
- We supported Ardrossan's Whitlees Community Association to open its Quaint Larder.

## January 2021

- An average of 1,002 children supported by our Childcare Hubs each day.
- We approved our Tree Planting Strategy to plant 108,000 trees across North Ayrshire as part of our commitment to be 'net-zero' by 2030 in response to the climate change emergency.
- We approved our plans to build an eco-friendly £6.768 million solar photovoltaic (PV) farm to help address fuel poverty and reduce North Ayrshire's carbon footprint.

## February 2021

- £3million Ayrshire Growth Deal Community Wealth Building Fund was approved.
- We approved our £500k Green Jobs Fund as part of our Local Green New Deal for our economic recovery from Covid-19, through building back our economy better, fairer and greener.

## March 2021

- £100 Spring Hardship Payments distributed to eligible families.
- £100,000 Community Renewal and Recovery Fund launched with the North Ayrshire Ventures Trust to support the third sector.
- We approved our £373million capital budget for the next 10 years for our important infrastructure projects including: our school estate, roads network, solar PV farm and flood protection schemes.
- On 23rd March we marked the National Day of Reflection, the one year anniversary of lockdown.

# About Us

## Elected Members\*

Labour	SNP
<b>11</b>	<b>10</b>
Conservative	Independent
<b>7</b>	<b>4</b>
Alba	
<b>1</b>	

\*As at 31<sup>st</sup> March 2021



## Population Breakdown

Population **137,470**

**52.4%** Female

**47.6%** Male

## Life Expectancy

Female **80 years**

Male **76.1 years**

## Employees

**6,037.9** Full Time  
Equivalent

**75.4%** Female

**24.6%** Male



## Economy

**55,700** Adults in employment

**27.9%** of children living in poverty

SIMD living amongst 15% most  
deprived areas in Scotland **27.6%**

Businesses operating in North Ayrshire  
**3,285**



## Infrastructure

Key assets include:

Early Years Centres

**6** Council owned

**16** in partnership

Primary Schools

**48**

Secondary Schools

**8**

Additional Supports Needs Schools

**4**

Council Houses

**12,888**

Km of roads

**1,039**

## Overall Performance

Our Council plan is supported by 34 performance indicators and 41 actions. In 2020/21 data was available for 32 of the indicators at year end. Of these, 78.1% were on or only slightly adrift of target. More detailed information on our performance indicators can be accessed through our half yearly Council Plan Progress reports and our new North Ayrshire Performance Dashboard on our [website](#).

Our 41 actions are usually supported by a suite of sub-actions contained in our Delivery Plan. Due to the pandemic these were not developed for 2020-21. However, based on information available, it is estimated that 95.1% of actions were either on or only slightly adrift of target during 2020/21.

In 2020/21 **78.1%** of indicators with data available and **95.1%** of actions were on or only slightly adrift of target

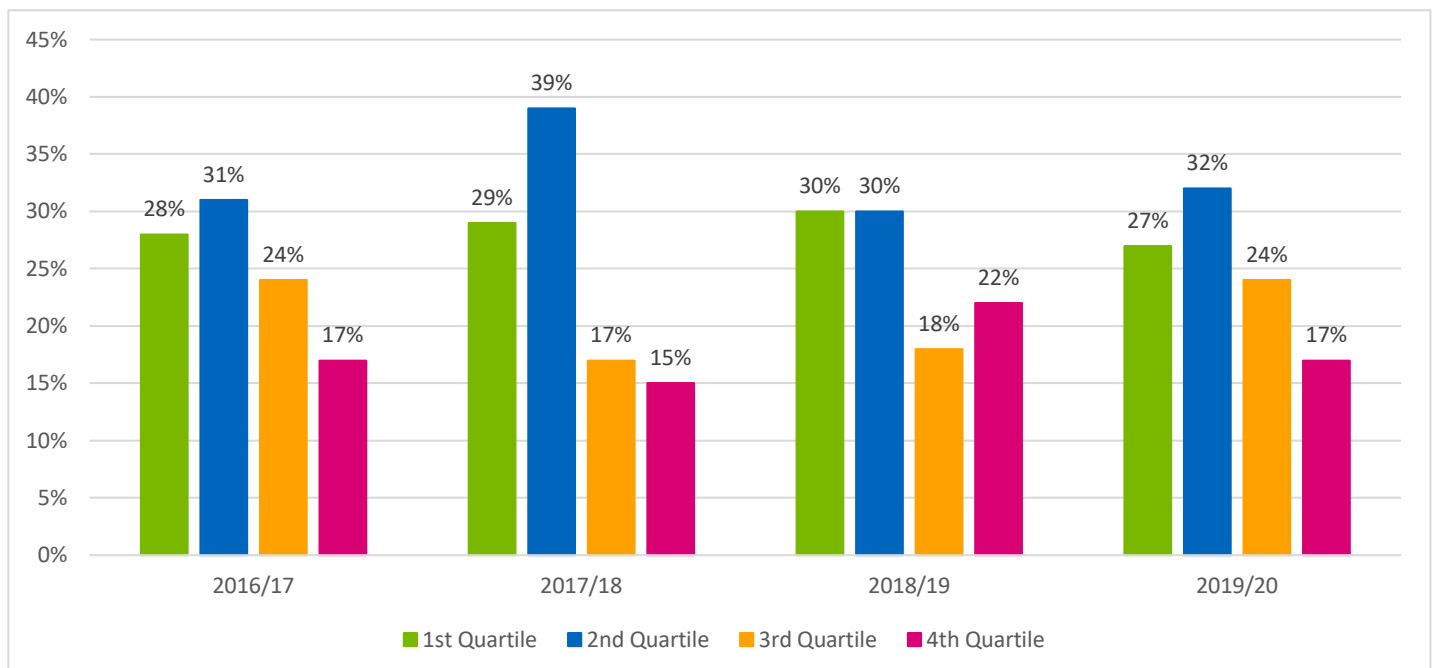
## The National Picture

The Local Government Benchmarking Framework (LGBF) is a national tool designed to enable us to compare performance across all 32 local authorities in Scotland, identify best practice and improve our services. The number of indicators in the LGBF can change each year.

During 2019/20 (most recent data available as at May 2021) 87 of the 97 indicators had data available. Of these, 54% of our indicators, were performing above the Scottish average (47 indicators). The chart below shows the percentage of our LGBF indicators within each quartile.

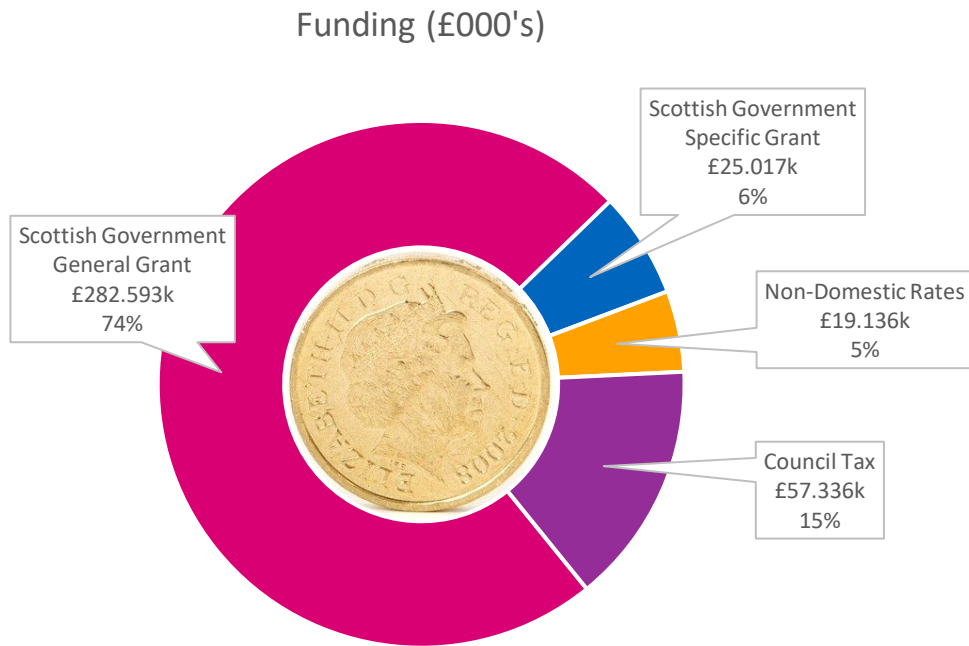
Our Council Plan Performance Framework contains 34 performance indicators, of which nine are sourced from the LGBF. Of these nine, six have improved and three have declined.

You can explore our performance and how we compare with other local authorities in Scotland in more detail using the [My Local Council tool](#), a link is also available through our [Performance Dashboard](#).

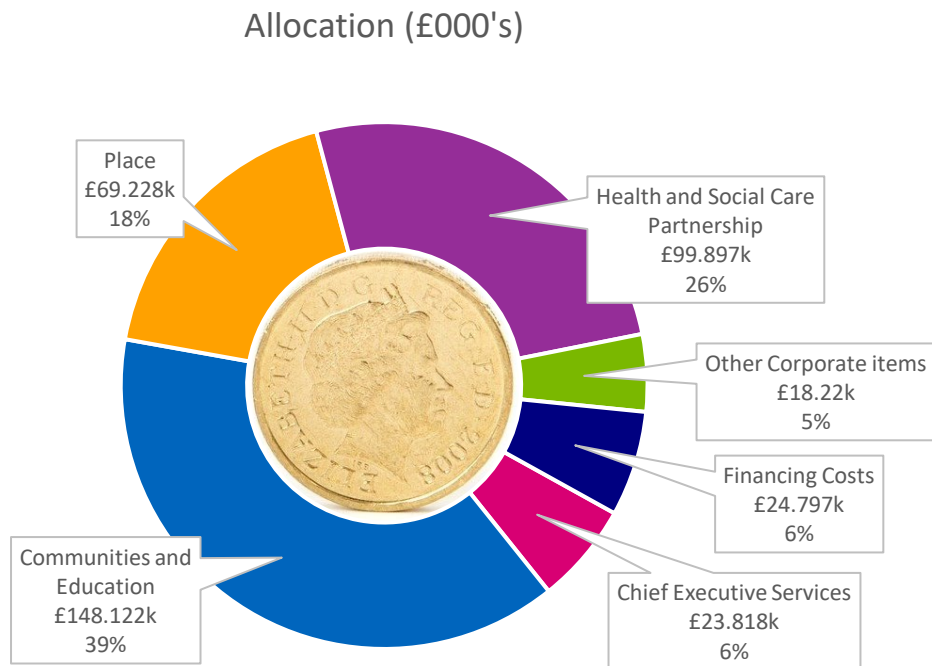


## Financial Overview

Where we get funding:



Allocation:





# Coronavirus Pandemic: Summary of Response

The scale and complexity of our partnership response to the Covid-19 Coronavirus pandemic means that although this section attempts to provide a summary, please refer to the [Supporting North Ayrshire Together](#) reports on our website for full details.

Every element of our response to the pandemic involved partnership working with our communities, the public, private and third sectors, and across our own teams. No response area could operate in isolation.

## Supporting Our Communities

Our Community Hubs supported our residents by providing access to food, prescriptions and other assistance. During their initial year they received 33,152 calls, made 96,465 food deliveries, collected 13,713 prescriptions and directed 3,746 enquiries to other services

Our Food Hubs provided 60,000 shopping vouchers for children eligible for school meals since July 2020, worth £1.7 million. Prior to this the equivalent of 1.26million meals were distributed to families.

Our Holiday Hunger initiative ensured children were fed throughout the school holidays, with additional £100 payments made to those in receipt of free school meals in December and £100 Spring Hardship Fund payments to eligible families.



Children of key workers were supported through our Childcare Hubs. During the first lockdown an average attendance was 523 children, this rose to 1,002 in January and February.

We arranged for 3,194 items including I pads, Chromebooks and SIMs to reach our pupils so they could access online learning.

Over four million items of PPE were supplied to carers such as sanitiser, gloves, aprons and over one million facemasks during the year.

Our first fully online Joint Cabinet took place in November involving 110 young people from across our secondary schools.

We launched a social media campaign to raise awareness of child protection which resulted in an increased number of calls relating to child welfare. In addition we continued to visit children including 991 visits to the most vulnerable children during the first lockdown.

Care at Home Service capacity was increased to support individuals returning home from hospital. We ensured measures were in place so face to face support for our most vulnerable residents could be maintained.

Virtual community centres were launched to ensure crucial social networks could be maintained.

We managed car park availability at our most popular tourist destinations to protect our local residents, reinstating them as restrictions eased.

*"To All of you,*

*... We can't thank you all enough. There are simply no words to describe how devastating this has been for everyone and for a team of hard working people to keep my family fed and make sure everyone in North Ayrshire has help is more than I could have ever imagined.*

*The staff put themselves at risk to support my family and many many others in a time of uncertainty in their own lives... ...I wish there was another way of thanking you all??*

*Please take care, stay safe and know that my family will never forget what the Council and its hard-working hands of staff have done!"*

*North Ayrshire Resident*

# Coronavirus Pandemic: Summary of Response

## Supporting Our Businesses

Within days of lockdown we had established Business Gateway Webinars in addition to national support.

In partnership with South and East Ayrshire Councils, we launched a Business Support Helpline in June where calls were automatically routed to advisers in their area.

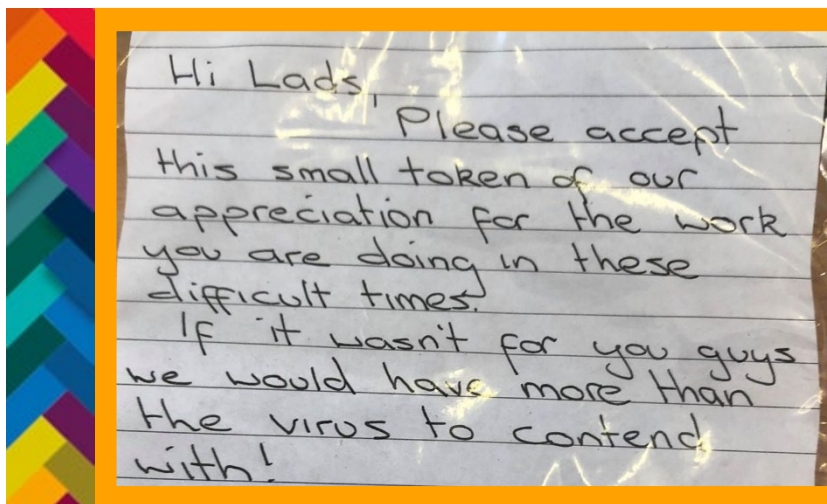
During the year teams from across our Council worked together to distribute £39,378,430 in grants to local businesses and £312,000 of newly self-employed hardship grants.

School Transport contracts continued to be paid at 75% during school closures.

Our payment terms reduced from 30 days to immediate payment to support our suppliers.

Licences including liquor and temporary licences for some taxis were extended.

Our Environmental Health team worked closely with a variety of businesses including takeaways, supermarkets and local stores to ensure food was being handled, stored and produced hygienically and in compliance with legal requirements. Our Trading Standards team offered support to businesses and retailers to ensure they were compliant with regulations prior to the return of customers. Both teams worked closely with Police Scotland to ensure regulations were complied with.



Our Planning Team immediately supported the Scottish Government Chief Planner in relaxing enforcement of public houses and restaurants to enable temporary provision of takeaway services even if their licence did not cover it.

## Our Council Operations

Our Emergency Management Team and Emergency Governance arrangements were established immediately, allowing our Chief Executive, in consultation with Political Group Leaders and a representative from our Independent Elected Members to consider urgent matters. All decisions were reported to Cabinet when meetings re-established online.

Our ICT team provided critical support which enabled an increase in the number of employees remotely accessing systems from 100 to over 1,200 users per day

We maintained a full waste collection and recycling service throughout the pandemic, despite resourcing challenges and significantly higher amounts of household waste being generated as people spent considerably more time at home.

Our Transport Hub provided support to NHS colleagues and patients requiring critical care and transport to vaccination appointments.

During the winter weather our Roads Service was able to provide a normal gritting service, including throughout a prolonged spell of cold weather in early January 2020 when our gritting fleet was out around the clock.

Wellbeing support was provided to our teams through a range of methods to ensure they could continue to provide services.



# At A Glance: Aspiring Communities



**33,152 calls**  
**received** by  
Community Hubs and  
**96,465 food**  
**deliveries** made



**£188,546**  
**awarded**  
from the  
Community  
Investment  
Fund

**£500,000**  
**per year**  
invested  
towards the  
Cost of the  
School Day

Equivalent of  
**1.26million**  
**meals**  
distributed alongside  
**£1.7million**  
**of vouchers**

**187**  
**community**  
**projects**  
funded through  
participatory  
budgeting



**Over**  
**4million**  
items of PPE  
distributed



**£15.9million** in income  
generated for residents via  
the Money Matters Service  
this year



**£3million** Community Wealth  
Building Fund approved as part of  
the Ayrshire Growth Deal

## What Has Been Achieved So Far

### Active and Strong Communities

We progressed the third stage of our consultation into how libraries, community centres and halls deliver their services in future. We work hand-in-hand with our residents to ensure they have a real voice in the consultation.

We were able to host our 'Substance of our Communities' participatory budgeting event, which was moved online allowing our communities to take part. Residents were given the opportunity to decide which projects would receive funding, while community projects were able to bid for grants of between £8k and £10k. In total six projects were successful in receiving grants.

Our Participatory Budgeting (PB) Fund for 2020/21 invited community groups to bid for funding to support their projects. There were three strands of PB: Locality with £97,000 available, Youth with £60,000 available and Arts and Culture with £10,000 available.

### Children and Young People Experience the Best Start in Life

[Our Youth Participation and Citizenship Strategy 2021-25 "Step up, Speak Out,"](#) including plans to establish Scotland's first Young People's Commission, has been launched to ensure our young people's voices and lived experiences inform our approach through a culture of "nothing about us, without us".

Our Children's Services Planning including our Children's Services Plan, Children's Rights Report and our Child Poverty Action Plan, have been redeveloped for the next three years. Our Children's Rights Report emphasises our commitment to the UN Convention on the Rights of the Child (UNCRC). Our Child Poverty Action Plan has resulted in the approval of our Cost of the School Day (COSD) initiative.

Following a full review of our 1,140 hours of Early Learning and Childcare provision in light of pandemic, we announced we will deliver 1,140 hours of childcare provision from August 2021.

Our children and young people due to move to our new £30million Additional Support Needs Lockhart Campus in Stevenston have experienced it virtually through 3D headsets, an essential step to support our children and young people become familiar with their campus before it opens. A first of its kind in Scotland, the campus will provide a specialised support environment for 200 of our young

### Our Community Investment Fund (CIF)

Our Community Investment Fund has been able to help several projects, including:

**The Young People's Mental Health Project** led by Arran Youth Foundations and Arran High School Parent Council, was awarded £45,226 to provide innovative projects to improve the wellbeing of all children and young people in Arran.

**The Ardrossan Community Sports Hub** was awarded £43,320 to operate the Seafield School site under community ownership. They plan to establish a community gym supported by qualified coaches and a range of volunteers.

**Raise Your Voice With Ardeer** was awarded £100,000 towards a community hub at the Beach Park in Stevenston. This, alongside £130,000 from the Scottish Government Regeneration Capital Grant Fund, means construction on the hub including a café, workshop and classroom can begin. We are also assisting the charity in securing a Community Asset Transfer so they can take ownership of the site.

We have worked in partnership with **Friends of Millport Town Hall** in a successful application for £1.5m from the Scottish Government Regeneration Capital Grant Funding to regenerate the hall into a purpose-built community hub. This is in addition to £200,000 CIF funding, and £118,852 from the Scottish Government's Crown Estates funding for Coastal Communities. The hall will be used as a Community Hub, Arts/Culture Centre, starter Men's Shed, main staged hall and three holiday let flats.

# Key Priority: Aspiring Communities

people with additional needs aged from two to 18 years.

A partnership working audit was completed for The Meadows residential house. The audit highlighted how the care team have been exceptional throughout the pandemic in supporting our young people and retaining a nurturing environment.

## Inclusive, Growing and Enterprising Economy

Our Community Wealth Building (CWB) Strategy launched in June, the first in Scotland. It sets out how we will work in partnership to create a fairer local economy that tackles poverty and inequality. This was followed by the CWB Anchor Charter in October, committing key local institutions to an inclusive economy.

We approved the £3million Ayrshire Growth Deal CWB Fund in February, which will establish support for local businesses and community organisations across North, South and East Ayrshire and fund a Fair Work Ayrshire team to work with key local organisations.

We launched a new £500k Green Fund to support our Economic Recovery and Renewal Approach's Local Green New Deal. It will support local businesses to make a green transition through business adaption or creation of green jobs that support renewable or circular economy investments.

We led the development of a major Kickstart programme. Approval has now been granted to fund over 450 jobs for our young people.

A two-year financial inclusion demonstrator project 'Better Off Hub' has begun. The project will see the creation of a Public Social Partnership with the third sector. The Better Off Hub will deliver vital financial advice services focused on the whole person to build capacity and reduce future demand on services.

## Residents and Communities Enjoy Good Life-Long Health and Well-Being

We launched our Food Growing Strategy and action plan in order to provide food with dignity and increase food security for some of our most vulnerable residents.

We implemented the Young Person's Suicide Support Pathway as a preventative and early intervention approach to supporting vulnerable young people who have made a significant attempt to take their own life. Referrals can be from emergency departments, GPs Housing Services and family.

We have ensured our fleet of vehicles could support critical frontline services to protect vulnerable people. This extended to providing transport for dialysis and a shuttle bus service in Largs for those travelling to their vaccine appointments.

## Residents and Communities are Safe

We very quickly created additional temporary furnished flats across North Ayrshire following the closure of Victoria House hostel. This ensured provision for our homeless residents, a particularly vulnerable client group, during a difficult period. Dispersed furnished flats greatly improve outcomes for people who find themselves homeless. Households reside within a community, helping to build their social networks and develop their independent living skills, so reducing the risk of repeat episodes of homelessness.

Our Safer North Ayrshire Strategy 2020-25 was approved by Cabinet. It builds on significant progress already made by the Safer North Ayrshire Partnership (SNAP) in keeping North Ayrshire safe. Over the past five years this has delivered:

- 20.6% reduction in all crimes and offences
- 6.5% reduction in violent crime
- 8% reduction in dwelling fire casualties
- 47.8% reduction in housebreaking
- 8.8% reduction in drug related crimes
- 16.5% reduction in dishonesty crimes
- 17.9% reduction in vandalism

Our Trading Standards and Environmental Health teams, in addition to ensuring the general safety of our residents and businesses as usual, have been providing both proactive and reactive Covid-19 advice, carrying out compliance visits and taking enforcement action where required. This equates to an average of approximately 240 interventions per month.

# Key Priority: Aspiring Communities

## Areas of Focus

Over the next six months we will:

- ◆ Present findings from our review into Libraries, Community Halls and Lets to Council for approval.
- ◆ Continue to support food with dignity through our Food Growing Strategy and local pantry, larder and shop initiatives.
- ◆ Welcome our children and young people to their Additional Support Needs school at Lockhart Campus.
- ◆ Deliver 1,140 hours of Early Learning and Childcare for our residents from August.
- ◆ Prepare for the start of universal free school meals for primary four pupils commencing in August 2021 and plan for the roll out to further primary year groups by August 2022.
- ◆ Implement the Ayrshire Growth Deal £3million Community Wealth Building Fund.
- ◆ Deliver the new £500k Business Transition Fund for businesses impacted financially by Covid-19 restrictions that are unable to finance new ways of working or new processes.
- ◆ Work with KA Leisure, operators of our leisure facilities, on their Recovery and Renewal Plan following the impact of the pandemic.
- ◆ Implement the next phased of our Rapid Rehousing Transition Plan (RRTP).
- ◆ Implement our Safer North Ayrshire Strategy 2020-25.



# Key Priority: Aspiring Communities

## Case Study: Community Food Provision

We are committed to tackling food inequality in North Ayrshire. Our Food Growing Strategy sets out how we can use our land and assets to support new community gardens, raised beds and allotments and includes a network of food cooperatives, community fridges and larders.

North Ayrshire Fairer Food seeks to give people more affordable access to food. We support dedicated community groups and projects in North Ayrshire running food-based initiatives such as: Whitlees Quaint Larder; Woodwynd's Wee Shoap; Cranberry's Community Larder, Kilwinning; and Ardrossan's Quaint Larder.

For a small membership fee, the larders enable residents to access food at reduced cost in a dignified environment. They are able to pick produce themselves in a supermarket-like environment.

The weekly membership fee is £3.50 and in return they can select a choice of groceries to the value of £15.

The pantries are not emergency food provision and do not require a referral. More will be available from April.



## Case Study: Community Wealth Building


Our Community Wealth Building Strategy, the first in Scotland, sets out how we will work in partnership with local communities, businesses and wider regional anchor institutions, such as those with strong local roots and shared priorities, to tackle poverty and inequality. It will embed a new economic model focused on wellbeing and inclusion.

We launched our Community Wealth Building Strategy in May 2020. The online event attracted 276 live viewers and over 10,400 video views.

Key achievements so far include:

- Formation of an Expert Advisory Panel.
- We became first Scottish Council to become a member of the Wellbeing Economy Alliance.
- £3million Community Wealth Building Fund from the Ayrshire Growth Deal.
- 'Proud to Keep It Local' campaign launched to encourage communities to shop local and support local businesses.
- The Anchor Charter agreement was launched and signed by key institutions, including North Ayrshire Council, to embed community wealth building across North, South and East Ayrshire.

# At A Glance: Inspiring Place



**49 new homes**  
created at Watt Court,  
Dalry – a  
**£7.66million**  
project

**£250,000**  
Islands  
Recovery and  
Renewal pilot  
project  
approved



**£15million**  
secured from the  
Ayrshire Growth  
Deal to develop  
industrial space  
for local  
businesses

**Two**  
**sustainable**  
**demonstrator**  
**homes**  
completed to  
reduce carbon  
emissions

Taken ownership  
of **30-acre site**  
in **Ardrossan**  
as part of £150  
regeneration  
programme

**108,000** trees  
to be planted -  
aim of North  
Ayrshire's 2030  
Woodland Tree  
Planting  
Strategy



**437** council  
homes nearing  
completion  
(cumulative)



**£1.372m** secured for the  
Ardrossan Low Carbon Hub project  
from the European Regional  
Development Low Carbon Travel  
and Transport Challenge Fund

**£251million**  
**Ayrshire Growth**  
**Deal** ratified





## What Has Been Achieved So Far

### Well-Connected with Effective Infrastructure

The implementation and financial arrangements for the £251million Ayrshire Growth Deal were ratified by the Scottish Government.

We approved the delivery of a £250,000 Islands Recovery and Renewal pilot project. The pilot is central to recovery as Covid-19 highlighted the vulnerabilities of island economies - in particular, their dependency on ferry transportation and the tourism sector. Island Plans will be developed with communities for both Arran and Cumbrae.

We signed a formal agreement with Crown Estate Scotland in June which will increase opportunities for regeneration and investment. Focus will be given to projects that maximise wider value, deliver sustainable and inclusive economies, promote Community Wealth Building and maximise the impact of our Ayrshire Growth Deal investment alongside other major capital investment programmes.

We have developed a partnership with Sustrans Scotland to design and deliver the 'Ardrossan Connections' project over three years, with construction planned to commence in 2022/23. It will provide safe and attractive walking and wheeling routes between Ardrossan and the Three Towns, celebrate the heritage of Ardrossan and alleviate transport poverty through better access to active and sustainable travel.

### Homes that Meet our Residents Needs

We commenced our multi-million-pound council housing development at Irvine harbourside which is complemented by the £14million plans to develop the Great Harbour at Irvine, through the Ayrshire Growth Deal. Once complete the 71-unit development will showcase the very best in modern, affordable and energy-efficient housing. They are due for completion in autumn 2022.

Construction began in September on new affordable housing in Kilwinning in addition to new generation council houses in Irvine, Largs, Millport and Arran.

We have received overwhelmingly positive feedback from residents involved in three Estate Based Regeneration Programme projects within the Garnock

Valley. The projects will see the regeneration of 48 flatted properties, beginning in 2021-22. Cabinet approved projects in Laburnum Avenue, Beith, Newhouse Drive, Kilbirnie and an increase within the former Garnock Academy site which in total will provide 48 new homes.

### Vibrant, Welcoming and Attractive Environment

We have taken ownership of the of the 30-acre site in Ardrossan where ambitious development proposals include the Education Campus, swimming pool, housing and commercial facilities. The development of the North Shore site is part of a wider £150m regeneration programme including Ardrossan Harbour, an extended marina, a marine sciences centre, coastal path and new connections which together have the potential to transform the town during the next five to ten years.

### Capital Plan - Construction Progress

We have reviewed all projects across the capital plan to ensure the impact of Covid-19 delays has been fully assessed, allowing financial and operational plans to be adjusted accordingly. Major projects being progressed by both the Housing and General Services Capital projects teams have reached several milestones including:

- Residents have moved into new Council homes at both Watt Court in Dalry and Flatt Road in Largs.
- Tenders have been received for the replacement of Moorpark Primary School.
- We have contracted sustainability and information managers to assist with the development of the new Ardrossan Campus.
- The new-build Montgomery Park Primary School received part funding from the Scottish Government as part of phase two of the national Learning Estate Investment programme.

# Key Priority: Inspiring Place

## A Sustainable Environment

We launched our £8.8 million 'Local Green New Deal' to support our economic recovery from Covid-19. The deal includes a focus on building a better local economy, fairer and greener. We are creating a new £500,000 Green Jobs Fund as well as investing another £500,000 in a tree planting programme and exploring ways to create employment and training opportunities for local young people. In turn our investment will create income that we can invest in further local projects.

We launched North Ayrshire's 2030 Woodland, a Tree Planting Strategy, which aims to plant around 108,000 trees, covering over 40 hectares, to help us meet our net-zero ambition by 2030. Planting schemes will be designed to support employment and training for our residents, provide health and wellbeing benefits, improve biodiversity and provide natural flood risk management and better air quality.

In addition, in order to meet our net-zero ambitions, we have been given approval for a £6.768million solar PV farm installation at Nethermains former landfill site.

We secured £1.372m from the European Regional Development Fund (ERDF) Low Carbon Travel and Transport Challenge Fund towards the £1.96m Ardrossan Low Carbon Hub project. This will create a low carbon hub for Ardrossan across two locations: Harbour and North Shore. This includes: a coastal path at North Shore, active travel connection between town and harbour, electric vehicle and e-bike charging facilities and active travel infrastructure. The ERDF element of the project will be delivered by September 2022.

We are continuing our decarbonisation of our transport fleet with a further roll-out of 14 electric vehicles and 11 workplace charging points during 2021 to support the transition to electric and low emission vehicles.

Work on the Upper Garnock Valley Flood Protection Scheme is still on track to complete within timescale, despite the impact of the Covid-19 pandemic. Overall completion is planned for around April 2022.



# Key Priority: Inspiring Place

## Areas of Focus

Over the next six months we will:

- ◆ Work with communities in the development of two Island Plans for Arran and Cumbrae as part of the Islands Recovery and Renewal Pilot, including the publication of a Cumbrae socio-economic profile to inform the Cumbrae Island Plan.
- ◆ Progress major projects across the Housing and General Services Capital programmes.
- ◆ As part of the Ayrshire Growth Deal:
  - Progress plans to launch the Digital Process Manufacturing Centre (DPMC) as part of the programme of development at i3, Irvine.
  - Develop detailed plans for the first phases of development at Great Harbour.
  - Develop a strategic proposition for Hunterston Strategic Development Area.
- ◆ Complete our 2021/22 roads investment programme, with £1million additional capital funding allocated to help further improve network condition.
- ◆ Implement the Strategic Housing Investment Plan 2021-2026 (SHIP), contributing to our Council Plan priority to build 1,732 new homes by March 2024.
- ◆ Progress the Sheltered Housing Re-provisioning Programme, which includes the refurbishment of the remaining sheltered housing complexes across North Ayrshire.
- ◆ Complete our consultation on Ardrossan Harbour proposals as part of the Ayrshire Growth Deal.
- ◆ Progress the Ardrossan Low Carbon Hub and Ardrossan Connections projects in partnership with the Energy Savings Trust and Sustrans Scotland.
- ◆ Progress our Solar PV Farm project and investigate further opportunities such as Shewalton Solar PV Farm, i3 Innovation Park, Energy Masterplan and wind energy potential.
- ◆ Deliver the LUNAR 2 LED energy savings initiative on around 5000 of our lighting units throughout 2021/22 to reduce our carbon footprint and energy use on street lighting.



# Key Priority: Inspiring Place

## Case Study: Watt Court, Dalry



In April 2018 we embarked on a £7.66million project to build on the former Watt Court and Dalry Primary School site in Dalry. The project has seen the creation of 49 new units, comprising of:

- A sheltered housing complex (22 homes)
- Amenity bungalows (eight homes)
- Supported accommodation (15 homes plus one employee base)
- New local housing office for Dalry (three units)

The last 15 supported accommodation homes at the former Dalry Primary School site, now known as Bessie Dunlop Court, completed in December 2020. The heating for the sheltered housing complex and bungalows is provided by a sustainable biomass district heating system which also serves Dalry Primary School. This project aligns with the Green New Deal and Sustainability Strategy and contributes to our Strategic Housing Improvement Plan 2021-26 to build 1,900 new homes

## Case Study: Local Green New Deal



In September we launched our 'Local Green New Deal' as part of our economic recovery from Covid-19 with an investment fund of £9.825million (as at 31st March 2021). The deal will be used to:


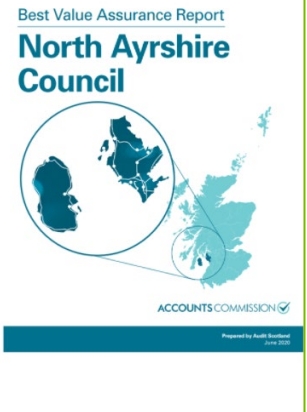
- Drive economic recovery through maximising renewable energy across our Council estate.
- Create a £500,000 Green Jobs Fund to transition North Ayrshire's workforce to a greener economy.
- Invest in commercial estate to improve sustainability.
- Further work to address vacant and derelict land.
- Support of community regeneration and ownership.
- Support a new North Ayrshire Regeneration Delivery Plan.
- A £500,000 tree planting programme to support carbon absorption.
- A £660,000 Community Wealth Building Business Fund to develop co-operatives, social ownership and social enterprises. Priority will be given to those most impacted by the pandemic.

# At A Glance: A Council for the Future



**£39.69million in grants distributed to local businesses and newly self employed**

Best Value Assurance Report shows **continuous improvement culture**



2020/21 Budget engagement held online and **viewed over 13,000 times**

Our Communications during the first year of the pandemic were **viewed over 13.4 million times**

**COVID-19 Q&A**  
on  **LIVE**

7PM, Wednesday 8 April


Tune in on the North Ayrshire Council Facebook page to ask our Chief Executive and Council Leader your questions about what we are doing during the COVID-19 pandemic and what it means for you.



Craig Hatton  
Chief Executive



Joe Cullinane  
Council Leader



**Remote online access to our systems increased from 100 employees to over 1,200 per day**

**£1.7million** improvement to our tenants' incomes through our Welfare Reform Advice Team (4% increase since 2019/20)



# Key Priority: A Council for the Future

## What Has Been Achieved So Far

### An Accessible Council That Puts Residents and Communities at the Heart of What We Do

Our [Equalities Mainstreaming and Outcomes Report 2019-20](#) showed: fairness and inclusion is embedded across our Council Plan and key strategies such as our Community Wealth Building Strategy; we introduced safe leave for employees experiencing domestic abuse; Mental Health First Aid training was made available to employees becoming “Wellbeing Warriors” to support their colleagues; and with partners, we have increased the number of “I Am Me” Keep safe Sites to 14.

### An Efficient Council that Maximises Resources and Provides Value for Money

The Accounts Commission published their extremely positive findings from our Best Value Assurance Audit and we have progressed all four recommendations. (See Best Value Assurance Audit feature below.)

Despite the restrictions of lockdown, the Financial Services Team successfully completed the preparation of our annual accounts within statutory timescales and received a positive report from our external auditors.

### A Valued Workforce That Delivers High Quality Services

We achieved all the baseline security controls recommended in the Scottish Government’s Cyber

Resilience Framework and are actively working towards implementing the target level recommendations.

Our Welfare Reform Advice Team helped improve tenants’ incomes with overall financial gains of £1,701,647 during 2020/21. This is an increase of £57,636.44 (4%) from the same period last year.

We recruited 40 Modern Apprentices for areas such as youth work, early learning and childcare, professional cookery and business administration. The programme is aimed at 16 to 19 year-olds living in North Ayrshire and is designed to provide our young people with the opportunity to learn key skills through work and training to begin their career.

### A Powerful and Respected Voice

Our final report on the Feasibility of Citizen’s Basic Income Pilots in Scotland was submitted to the Scottish Government and shared with the UK Government in May/June 2020 and we provided evidence to the Scottish Parliament’s Social Security Committee on the report in August 2020. Cabinet Secretary for Local Government and Communities described the report as a ‘pioneering study’. The concept is based on offering every individual, regardless of existing welfare benefits or earned income, an unconditional, regular payment.

We actively contributed to a [Carnegie UK Trust “Covid and Communities”](#) UK-wide research project to capture learning and good practice from the response to the Covid-19 pandemic. The published report aims to identify new ways of working that can help shape future policy, projects and services to ensure community and societal wellbeing.

Our Cyber Incident Management Plan was a key success factor in responding effectively to a significant cyberattack and preventing data from being breached. This response received positive feedback from the Scottish Government and the National Cyber Security Centre (NCSC).



# Key Priority: A Council for the Future

## Areas of Focus

Over the next six months we will:

- ◆ Learn lessons from the challenges of Covid-19, promoting a system that utilises the strengths of North Ayrshire to the benefit of all North Ayrshire's residents and businesses.
- ◆ Deliver a Covid-safe Scottish Parliament Election on 6th May.
- ◆ Develop Our Future Working Environment project as part of our Renewal Programme.
- ◆ Continue to implement Scotland's first Community Wealth Building Strategy including developing business cases for specific income generation opportunities aligned to our Community Wealth Building pillar of maximising the use of our land and assets.
- ◆ Continue to implement Ayrshire Growth Deal projects to attract inward investment to North Ayrshire.
- ◆ Roll-out our roundabout advertising and floral bed sponsorship pilot projects, as part of our Community Wealth Building approach, to support local businesses with low cost options to promote their services as part of their recovery.
- ◆ Progress the implementation of our customer management system which will replace our local customer account with the national My Account and provide opportunities for further development to enhance the customer experience.
- ◆ Support our recovery and renewal through bids to the UK Government Levelling Up Fund to support key regeneration and cultural assets.
- ◆ Act as the lead authority to submit bids to the UK Government Community Renewal Fund on behalf of local partners.



## Best Value Assurance Report

The Best Value Assurance Audit considers our Council's compliance with its statutory duty of Best Value as set out in the Local Government (Scotland) Act 2003. It is the core Council-wide audit by Audit Scotland on behalf of the Accounts Commission.

The [Accounts Commission published their extremely positive findings of our Best Value Assurance Audit in June 2020](#). The audit took place prior to the pandemic and found overall, despite significant economic and demographic challenges, we are performing well, are sector leading for community empowerment and an early adopter for national pilots.

**Our Best Value Assurance Audit found that we have a strong culture of continuous improvement.** We have significantly improved and continued to make progress since the last Best Value report in 2011. Council priorities, plans, actions, and outcomes are clearly linked. Employees play an active role in identifying and driving improvement and we are delivering improvements for our communities.

There is a strong culture of collaborative working. Elected Members and officers work well together, and we work effectively with a wide range of partners including the Community Planning Partnership (CPP), the Integrated Joint Board (IJB) and private business. There is joint ownership of, and commitment to, delivering agreed strategic priorities. Our Council Plan, the Local Outcomes Improvement Plan and Locality Plans are all clearly aligned and focussed on addressing North Ayrshire's key challenges.

Our financial planning and management arrangements are good overall and we have significantly improved our asset management and procurement arrangements since the last Best Value Report in 2011. While we have made clear progress with our transformation agenda, including setting aside money to fund projects, our savings plans fall short of the estimated funding gap.

We are committed to community empowerment and recognised by the Scottish Government and Convention of Scottish Local Authorities (CoSLA) as a sector leader. Our approach is focused on embedding community empowerment in every-day business. We work well with a wide number of communities and groups including our young people and tenants.

*"The core of this progress has been a good sense of self-awareness: The Council has been clear on how and where it can improve, has a well-defined strategy, and shares with its partners a strong vision for North Ayrshire. This strategic direction is reinforced by a record of collaboration: between Elected Members and officers; in engaging with staff in improvement; and in the empowering approach taken by the Council in its relationship with its communities."*

(The Accounts Commission — North Ayrshire Best Value Assurance Report 2020)

Since the report was published in June 2020, we have progressed all four recommendations:

### **Transformation plans and benefits realisation tracker**

– The Transformation and Renewal Programme continues to be progressed and a broad outline of the programme was included in the Budget report to Council on 4th March 2021. The monitoring framework to track progress has been developed.

**Evolution of workforce planning** – Our workforce planning approach was paused to enable us to focus on the response to the pandemic. We utilise a variety of tools and techniques to ensure our workforce requirements such as future skill needs and capabilities are met. This includes: exploring opportunities for succession planning and career development; modern and graduate apprentice recruitment; identifying skills gaps; technical and professional development; coaching; and recruiting new employees. Workforce planning is due to recommence from April 2021 with plans in place for each service by the end of July 2021.

Work with Locality Partnerships to **clarify the intended impact of Locality Plans** – We began a public consultation on locality priorities using our online tool "Shaping North Ayrshire". This was extended due to the second wave of the pandemic and a new and more direct approach was developed which included working with schools. The results of the public consultation and the intended impacts will be considered by Locality Partnerships in June 2021 and is due to be complete by the end of 2021.

**Review of our online Performance Portal** – A replacement [Performance Dashboard](#) was developed inhouse using Power BI and launched on 28th February.



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

Our CPP partner organisations include:



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 2020/21.


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 [North Ayrshire Community Planning Partnership website](#).

# Our Community Planning Partnership

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 Red
- 1 Amber
- 4 Data Only

## Children

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



**Performance Status**

- 2 Red
- 1 Amber
- 5 Data Only

## 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**

- 2 Red
- 2 Data Only

## 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**

- 2 Red
- 3 Green
- 2 Data Only

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)
<b>Performance Status</b>	<b>Performance Status</b>	<b>Performance Status</b>	<b>Performance Status</b>
5 Green 1 Data Only	1 Green 9 Data Only	1 Amber 2 Green 4 Data Only	1 Amber 1 Green 1 Data Only

### Key

#### Data Only:

No target set

#### Green:

On Target

#### Amber:

Slightly Adrift of Target

#### Red:

Significantly Adrift of Target



For further information please contact:






**The Corporate Policy, Performance and Elections Team**

Tel: 01294 324648 Email: [NorthAyrshirePerforms@north-ayrshire.gov.uk](mailto:NorthAyrshirePerforms@north-ayrshire.gov.uk)
























# Appendix 2 – Council Plan Performance Indicators





(Data available as at 1<sup>st</sup> November 2021)

PI Status	
	Significantly Adrift of Target
	Slightly Adrift of Target
	On Target
	Data Only
	Data Not Available

## Priority - Aspiring Communities









Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_01 Percentage of population who are involved in local decision making (see description)	New measure and baseline established for 2018-19			51%			45.53%	60%		6.67%			60%
CP_02 Percentage of Council budget directed via participatory methods	New measure and baseline established for 2018-19			0.62%			1.11%	0.89%		1.13%	1.2%		1.5%
CP_03 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%		47%	47%		50%
CP_04 Percentage of children achieving their developmental milestones at the time the child starts primary school	77.2%			78%			Data was not collected for 2019/20 academic year due to Covid-19.	79%		Data not currently available	80%		85%
CP_05 Average total tariff score of pupils living in SIMD 30% most deprived areas	709.8	728		638.1	715		685.8	718		Data not currently available	724		745
CP_06 Average tariff score: All Leavers	880.2	880		780.7	885		857.4	895		Data not currently available	900		890

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_07 Percentage of school leavers entering positive destinations	95.6%	95.4%	✅	94%	95.7%	⚠️	92.5%	96%	⚠️	Data not currently available	96.2%	❓	97%
CP_08 Percentage Children living in Poverty (after housing costs)	27.4%	-	❓	27.1%	-	❓	27.9%	26.5%	🛑	Data not currently available	26.5%	❓	25%
CP_09 Percentage of working age population in employment	68.2%	64.7%	✅	69.7%	64.7%	✅	70.2%	70%	✅	69%	64.7%	✅	73%
CP_10a Percentage of procurement spent on local enterprises	23.04%	📈		20.31%	📈		19.98%	23%	🛑	21.39%	23.5%	🛑	26%
CP_11 Percentage of people earning less than the living wage	24.3%	📈		24.3%	📈		16%	24%	✅	Data not currently available	23%	❓	20%
CP_12 Percentage of learning disability service users accessing employment support activities	24.25%	30%	🛑	23.88%	30%	🛑	23.84%	30%	🛑	0%	25%	🛑	30%
CP_13 Percentage of children with BMI centile >91 at 27 month review	12.65%	10.5%	🛑	9.98%	10.5%	✅	13.19%	10.5%	🛑	11.59%	10.5%	🛑	9%
CP_14 Percentage of households in fuel poverty	30%	📈		26%	26%	✅	28%	25.5%	🛑	28%	28%	✅	27%
CP_15 Number of attendances at indoor sports & leisure facilities (excluding pools)	1,848,777	📈		1,886,930	📈		1,859,843	1,964,100	🛑	71,913	736,915	🛑	1,950,000
CP_16 Percentage of people aged 65 and over with long-term care needs who receiving personal care at home	65.8%	📈		66.68%	65.6%	✅	69.42%	66%	✅	Data not currently available	66%	❓	65%
CP_17 Emergency Admissions (Number)	20,724	20,639	✅	20,933	20,257	⚠️	19,150	20,257	✅	18,837	20,257	✅	20,000

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_18 Percentage of new tenancies to applicants who were assessed as homeless sustained for more than a year	78.28%	81%		81.48%	82%		84.07%	82%		92.48%	85%		82%

## Priority - Inspiring Place













Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_19 Proportion of operational buildings that are suitable for their current use	89.91%	91%	✅	91.01%	92%	⚠️	90.89%	93%	⚠️	Data not currently available	93%	❓	93%
CP_20 Overall percentage of road network that should be considered for maintenance treatment	39.1%	39.1%	✅	38.1%	39.3%	✅	37.3%	38.1%	✅	37.1%	38.1%	✅	38.1%
CP_21 Proportion of properties receiving superfast broadband	92.35%	📊		93.7%	📊		94.1%	97%	⚠️	Data not currently available	97%	❓	100%
CP_22 Number of electric vehicle charging points publicly available	25	📊		25	25	✅	36	30	✅	45	42	✅	60
CP_23 Number of new build Council housing units reaching completion (cumulative)	232	232	✅	296	296	✅	381	351	✅	437	755	🛑	1,375
CP_24 Number of empty homes brought back into use (cumulative)	57	43	✅	295	60	✅	594	500	✅	594	600	⚠️	600
CP_25 Percentage of Council dwellings that meet the Scottish Housing Quality Standard	99.14%	98.2%	✅	99.19%	99.4%	✅	99.36%	99.4%	✅	98.83%	99.5%	✅	99.6%
CP_26 Tourism Visitor Numbers	1,506,210	📊		1,519,260	📊		1,599,400	1,534,968	✅	Data not currently available	1,563,726	❓	1,650,000
CP_27 Street Cleanliness Index - Percentage Clean	92.2%	94%	⚠️	94.5%	94%	✅	94.6%	94%	✅	Data not currently available*	94%	❓	94%
CP_28 Hectares of vacant & derelict land in North Ayrshire	1,294	-	❓	1,279	1,269	✅	1,180	1,244	✅	1,204	1,194	✅	1,094
CP_29 Overall carbon emissions (tonnes)	43,756	50,198	✅	40,666	45,137	✅	37,508	39,320	✅	22,846	35,127	✅	35,000

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_30 Total installed capacity of low carbon heat and electricity generation across the Council's estate	9,029	9,000		9,682	9,600		9,700	9,700		10,720	9,800		12,000
CP_31 Percentage of total household waste that is recycled (calendar year as per SEPA)	55.8%	54.5%		54.6%	54.5%		56.3%	59%		52.1%	52.1%		62%

\*CP\_27 Street Cleanliness Index - Percentage Clean – 2019/20 figure had been incorrectly entered against 2020/21 reporting so has been removed.







## Priority - A Council for the Future

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_32 Percentage of Customers delighted with the overall Customer Service	84%	77%		81%	77%		81%	77%		Not measured due to pandemic.	77%		85%
CP_33 Percentage of Self Service Transactions	36.7%	30%		40.09%	35%		41.26%	40%		58%	45%		50%
CP_34 Employee Engagement Level - Council Wide	71.2%	70%		No survey planned.	70%		70.67%	70%		No survey planned.	70%		72%








## Appendix 3 - Council Plan Actions

Due to the pandemic, no sub actions were set within a 2020-21 delivery plan. The following statuses of the Council Plan 2019-24 actions are based on information available to the Corporate Policy, Performance and Elections team. A Council Plan Delivery Plan for 2021-22 has been created.





### Key:









-  Significantly Adrift of Target
-  Slightly Adrift of Target
-  On Target
-  Unknown





<b>Priority: Aspiring Communities</b>			
Ref:	2019-24 Action	Year End 2020/21 Status	Comments
<b>Local Outcome: North Ayrshire will have active and strong communities</b>			
CP_01	We will build stronger relationships between the council, communities and partners.		
CP_02	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.		
CP_03	We will extend our participatory approach, offering communities more opportunities to lead in local decision-making.		
CP_04	We will support communities to achieve what's important to them through strong local networks.		
<b>Local Outcome: North Ayrshire children and young people experience the best start in life</b>			
CP_05	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.		
CP_06	We will support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.		
CP_07	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.		
CP_08	We will work with all young people to build their resilience, supporting their mental health and physical well-being.		
<b>Local Outcome: North Ayrshire is an inclusive, growing and enterprising local economy</b>			
CP_09	We will work with schools, colleges, universities, businesses and partners to deliver education, skills and training, helping people into work and sustaining employment.		Access to services has been impacted by Covid-19, however we have managed to find employment for 285 residents during the year.
CP_10	We will make sure that everyone has the ability and knowledge to participate in the digital world.		
CP_11	We will support our local businesses to become more innovative and competitive.		

CP_12	We will promote fair employment practices.		
CP_13	We will develop and implement a Community Wealth Building (CWB) strategy.		
<b>Local Outcome: North Ayrshire residents and communities enjoy good life-long health and wellbeing</b>			
CP_14	We will continue our work with partners, including the Scottish Government, to explore the feasibility of a Scottish Basic Income Pilot.		Complete as at June 2020.
CP_15	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		
CP_16	We will work with individuals and communities to support positive lifestyle choices which improve health and wellbeing.		Despite a historical amber sub-action from 2019-20, the wider response to the pandemic outweighs this. An amber status for this action would not have been an accurate reflection of performance.
<b>Local Outcome: North Ayrshire residents and communities are safe</b>			
CP_17	We will work with partners to support our vulnerable residents and communities.		Despite a historical amber sub-action from 2019-20, the wider response to the pandemic outweighs this. An amber status for this action would not have been an accurate reflection of performance.
CP_18	We will extend the 'Housing First' pilot to address homelessness.		Housing First is being implemented, however a Youth Tenancy Sustainment Pilot is on hold due to Covid-19.



## Priority: Inspiring Place

Ref:	2019-24 Action	Year End 2020/21 Status	Comments
<b>Local Outcome: North Ayrshire is well-connected with effective infrastructure</b>			
CP_19	We will provide well-maintained, integrated travel and transport networks, supporting alternative and sustainable transport.		
CP_20	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.		
CP_21	We will work with partners to extend public wi-fi and improve our digital connectivity.		Our public buildings have been closed for much for the year due to Covid-19.
CP_22	We will provide an appropriately sized, fit for purpose, energy-efficient and digital- enabled property portfolio, including our schools.		

CP_23	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.		
CP_24	We will support our communities to maximise the use of community assets (such as schools) and encourage Community Asset Transfers.		
<b>Local Outcome: North Ayrshire residents have homes and houses that meet their needs</b>			
CP_25	With our social landlord partners, we will build new, modern, energy-efficient lifelong homes for life, tailored to the needs of tenants.		
CP_26	We will actively promote a mix of homes by facilitating private housing development.		The HOME project has experienced delays due to a review of the financial model and delays in submitting for planning permission.
CP_27	We will work with property owners and landlords to make sure our private housing is suitable for the needs of our residents.		The Private Sector Team continued to work on below tolerable standard issues, however due to the Covid-19 pandemic empty homes work has not been carried out and will commence once lockdown is lifted.
CP_28	We will form a partnership with other Councils to introduce a low-cost energy offer.	Off Programme	Following a decision by Nottingham City Council to sell their not-for-profit energy company following an audit identifying significant financial losses, this action is being reviewed and may not be taken forward. However, we continue to focus on providing low cost green energy for our council estate. This is detailed in the Council Plan Delivery Plan Cabinet Report, 31st August 2021.
<b>Local Outcome: North Ayrshire is a vibrant, welcoming and attractive environment</b>			
CP_29	We will provide well-kept public places and town centres which will benefit our residents, visitors and businesses.		
CP_30	We will, where possible, bring empty properties back into use.		
CP_31	We will work with communities to improve the quality of the local environment through a participatory approach.		

CP_32	We will develop North Ayrshire as a coastal and island destination, attracting tourism investment and visitors.		Lockdown prevented the Making Waves event in summer 2020, however plans have continued around the Ayrshire Growth Deal 'Marine Tourism' and 'Developing the Visitor Economy' projects in the meantime.
<b>Local Outcome: North Ayrshire is a sustainable environment</b>			
CP_33	We will support a circular economy by re-using, recycling and generating energy from the waste we manage.		
CP_34	We will develop additional low carbon renewable energy schemes and networks.		
CP_35	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: A Council for the Future

Ref:	2019-24 Action	Year End 2020/21 Status	Comments
<b>Local Outcome: North Ayrshire puts residents and communities at the heart of what we do</b>			
CP_36	We will work with communities and key stakeholders to radically review what we do and how we do it, to deliver cost effective services.		
CP_37	We will provide joined up services across the Council and with partner agencies and communities.		
CP_38	We will use technology to improve access to and delivery of our services.		
<b>Local Outcome: A powerful and respected voice</b>			
CP_39	We will make our case nationally, regionally and locally levels to secure investment to support delivery of our priorities.		
<b>Local Outcome: North Ayrshire maximises resources and provides value for money</b>			
CP_40	We will review what we do and how we do it to ensure we deliver the best possible services		
<b>Local Outcome: North Ayrshire has a valued workforce that delivers high quality services</b>			
CP_41	We will empower and invest in our workforce to develop new and innovative ways of working.		