



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cabinet

A meeting of the **Cabinet** of North Ayrshire Council will be held remotely on **Tuesday, 28 September 2021** at **14:30** to consider the undernoted business.

Arrangements in Terms of COVID-19

In light of the current COVID-19 pandemic, this meeting will be held remotely in accordance with the provisions of the Local Government (Scotland) Act 2003. Where possible, the meeting will be live-streamed and available to view at <https://north-ayrshire.public-i.tv/core/portal/home>. In the event that live-streaming is not possible, a recording of the meeting will instead be available to view at this location.

1 Declarations of Interest

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2 Minutes

The accuracy of the minutes of meeting of the Cabinet held on 31 August 2021 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

EDUCATION ITEM FOR DECISION

3 North Ayrshire Council Strategic Community Learning and Development Plan 2021-2024

Submit a report by the Executive Director (Communities and Education) on the North Ayrshire Council Community Learning and Development Plan 2021-2024 (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

4 Revenue Budget 2021/22: Financial Performance to 31 July 2021

Submit a report by the Head of Service (Finance) on the financial performance of the Council at 31 July 2021 (copy enclosed).

5 Capital Programme Performance to 31 March 2022

Submit a report by the Head of Service (Finance) on progress in delivering the Capital Investment Programme for 2021/22 (copy enclosed).

Reports by the Executive Director (Communities and Education)

6 Queen's Platinum Jubilee in North Ayrshire

Submit a report by the Executive Director (Communities and Education) on the proposed approach to marking the Queen's Platinum Jubilee in North Ayrshire (copy enclosed).

7 Community Investment Fund (CIF) Update

Submit a report by the Executive Director (Communities and Education) on the progress in relation to the Community Investment Fund (copy enclosed).

8 North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan

Submit a report by the Executive Director (Communities and Education) on the progress with the implementation of the North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan (copy enclosed).

9 Community Asset Transfer

Submit a report by the Executive Director (Communities and Education) on the transfer of ownership of Pirnmill Community Centre and land to Pirnmill Village Association; and the transfer of ownership of land at Stevenston Shore Front to 'Raise Your Voice with Ardeer' (copy enclosed).

Reports by the Executive Director (Place)

10 Community Wealth Building Strategic Annual Report

Submit a report by the Executive Director (Place) on the first Community Wealth Building Strategy Annual Report (copy enclosed).

11 Hong Kong British Nationals (Overseas) Visa route

Submit a report by the Executive Director (Place) on the Hong Kong British Nationals (Overseas) programme and the support that the Council could offer to visa applicants following this route (copy enclosed).

12 Islands Infrastructure Fund

Submit a report by the Executive Director (Place) on the anticipated Islands Infrastructure Fund in 2021/22 (copy enclosed).

13 Covid Business Support Discretionary Fund

Submit a report by the Executive Director (Place) on the agreed Discretionary and Transition Funding support for business and for the proposed awarding of the balance of remaining funds to be dispersed to approved businesses with 1 – 10 employees (copy enclosed).

14 Urgent Items

Any other items which the Chair considers to be urgent.

Webcasting - Virtual Meeting

Please note: this meeting may be recorded/live-streamed to the Council's internet site, where it will be capable of repeated viewing. At the start of the meeting, the Provost/Chair will confirm if all or part of the meeting is being recorded/live-streamed.

You should be aware that the Council is a Data Controller under the Data Protection Act 2018. Data collected during the webcast will be retained in accordance with the Council's published policy, including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

If you are participating in this meeting by invitation, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in the them live-streaming/recording or training purposes and for the purpose of keeping historical records and making those records available to the public. If you do not wish to participate in a recording, you should leave the 'virtual meeting'. This will constitute your revocation of consent.

If you have any queries regarding this, please contact dataprotectionofficer@north-ayrshire.gov.uk.

Cabinet Sederunt

Elected Members

Joe Cullinane (Chair)
John Bell (Vice-Chair)
Robert Foster
Alex Gallagher
Louise McPhater
Jim Montgomerie

Church Representatives

Mr Andrew Bruce
Mr Ian Haining
Mrs Elizabeth Turbet

Teaching Representative

Ms Jackie MacKenzie

Youth Council Representatives

Chair:

Apologies:

Attending:

At a Meeting of the Cabinet of North Ayrshire Council at 2:30 p.m. involving participation by remote electronic means.

Present

Joe Cullinane, John Bell, Robert Foster, Alex Gallagher, Louise McPhater and Jim Montgomerie.

In Attendance

R. McCutcheon, Executive Director, Y. Baulk, Head of Service (Physical Environment) and R. McGilvery, Senior Manager (Housing Operations) (Place); C. Amos, Interim Executive Director and R. Arthur, Head of Service (Connected Communities) (Communities and Education); C. Cameron, Director and P. Doak, Head of Service (Finance & Transformation) (Health and Social Care Partnership); M. Boyd, Head of Service (Finance) (Chief Executive's Service); A. Craig, Head of Service) and M. Sugden, Communications Officer, C. Stewart and A. Little, Committee Services Officers (Democratic Services) (Chief Executive's).

Chair

Joe Cullinane in the Chair.

1. Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

2. Minutes

The Minutes of the Ordinary Meeting of the Cabinet held on 15 June and the Minutes of Special Meeting of the Cabinet held on 29 June 2021 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Council Plan Progress Update - Year End 2020-21

Submitted a report and presentation by the Head of Service (Democratic Services) on progress on the priorities set within the 2019-24 Council Plan and response to the Covid-19 pandemic as at March 2021. The documents in question were attached at Appendices 1, 2, 3 and 4 to the report.

Members asked questions and were provided with further information in relation to the revised target figure in relation to participatory budgeting (section 4.8 of the report refers).

The Cabinet agreed to (a) approve the progress of the Council Plan as at 31 March 2021 including replacement of an indicator (section 4.6) and target amendment (section 4.8); (b) note the Council's response to the Covid-19 pandemic so far; and (c) submit the report and appendices to the Audit and Scrutiny Committee for consideration at the next available date.

4. Council Plan 2019-24: Delivery Plan Refresh 2021-22

Submitted a report and presentation by the Head of Service (Democratic Services) on the Council Plan Delivery Plan as at June 2021. The documents in question were attached at Appendices 1 and 2, respectively to the report.

The Cabinet agreed to (a) approve the Council Plan Delivery Plan for 2021-22; and (b) submit the Delivery Plan to the Audit and Scrutiny Committee for consideration at the next available date.

5. Religious Representation on Cabinet (Education)

Submitted a report by the Head of Service (Democratic Services) on the representative of the Catholic Church on Cabinet.

The Cabinet agreed to (a) note the resignation of Babs Mowatt from Cabinet; (b) appoint Elizabeth Turbet as the representative of the Catholic Church on Cabinet when it meets to consider Education business; and (c) record its thanks and appreciation to Babs Mowatt for her valued input and service to the work of Education Cabinet over the years.

6. Health and Social Care Partnership – Budget Monitoring Report

Submitted a report by the Director (HSCP) on the projected financial outturn for the financial year as at 30 June 2021. The Budget Monitoring report presented to the IJB on 26 August 2021 was attached at Appendix 1 to the report.

The Cabinet agreed to note (i) the overview of the financial position for the partnership and the projected year-end outturn position informed by the projected expenditure and income commitments, which have been prepared in conjunction with relevant budget holders and services and (ii) the estimated financial impact of the Covid-19 response, the associated funding and financial risks.

7. Proposal for Community Investment Fund (CIF) Expenditure

Submitted a report by the Executive Director (Communities and Education) on an application by the Garnock Valley Locality Partnership to allocate CIF funding to a proposed project. The application was attached at Appendix 1 to the report.

The Cabinet agreed (a) to review the application from the Garnock Valley Locality Partnership in line with CIF criteria; and (b) to approve the CIF application in relation to the Garnock Valley Men's Shed in the amount of £20,000 as detailed at Appendix 1 to the report.

8. Community Benefits from Renewable Energy Development in North Ayrshire Policy

Submitted a report by the Executive Director (Communities and Education) on the existing North Ayrshire Community Benefit from Wind Turbine Policy to include renewable energy development. The Policy was attached at Appendix 1 to the report.

The Cabinet agreed to approve the Community Benefits from Renewable Energy Development in North Ayrshire Policy as detailed at Appendix 1 to the report.

9. STEP Fusion Power Plant

Submitted a report by the Executive Director (Place) on the decision taken by the Chief Executive under delegated authority to support the nomination of Ardeer as a potential site to be considered for the location of a Fusion Power Plant. A Members' briefing note dated 11 June 2021 was attached at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to the locations of the other potential sites in Scotland and the rest of the UK.

The Cabinet agreed to note (i) the decision to support and endorse the nomination of Ardeer as a potential site for this project; (ii) the subsequent inclusion of North Ayrshire Council support and membership of the consortium in the nomination paperwork; and (iii) the subsequent support required for the selection process.

10. Afghan Locally Employed Staff Relocation Scheme

Submitted a report by the Executive Director (Place) on the scheme to relocate locally engaged staff who worked for the UK Government in Afghanistan and increase the Council's pledge to resettle more families.

Members asked questions and were provided with further information in relation to:

- a possible request for additional funding to be made to the Scottish or UK Governments in the event that the current volatile situation changed (to be progressed through the appropriate channels as required); and
- enquiries that had been received from the local community who had kindly offered help and assistance to the resettled Afghan families and how these offers of assistance could be progressed to ensure maximum take-up to benefit the families in question.

The Cabinet agreed to (a) note that the situation in Afghanistan had escalated quickly; (b) increase the pledge to relocate Afghan families within North Ayrshire from two to an initial five families; (c) grant delegated authority to the Executive Director (Place) and the Cabinet Member for Green New Deal & Sustainability to increase the pledge to resettle additional Afghan Locally Employed staff and their families; and (d) accept the need to prioritise the Afghan scheme ahead of the UK Resettlement Scheme.

11. Exclusion of the Public

Cabinet resolved in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following item of business on the grounds indicated in terms of Paragraph 10 of Part 1 of Schedule 7A of the Act.

12. Surplus Asset - Site at 1 Blair Road, Kilwinning

Submitted a report by the Executive Director (Place) on the property at 1 Blair Road, Kilwinning.

The Cabinet agreed to approve the recommendation as detailed in the report.

The meeting ended at 3.35 p.m.

NORTH AYRSHIRE COUNCIL

28 September 2021

Cabinet

Title: North Ayrshire Council Strategic Community Learning and Development Plan 2021-2024

Purpose: To seek approval for the North Ayrshire Council Strategic Community Learning and Development Plan 2021-2024.

Recommendation: That Cabinet:

- a) Approves the North Ayrshire Council Strategic Community Learning and Development Plan 2021-2024; and
- b) Authorises officers to take forward the Action Plan, with a view to targeting resources to address the identified unmet needs.

1. Executive Summary

- 1.1 The North Ayrshire Council Strategic Community Learning and Development Plan 2021-2024 was developed in accordance with the Education Scotland guidance and the continued engagement and professional guidance from CLD Managers Scotland.
- 1.2 Informed by the learning from COVID 19 pandemic in terms of response and needs, this CLD Plan (Appendix 1) builds on the previously refreshed plan of 2018-2021. Key themes have been identified and commitments made to the communities of North Ayrshire; commitments that will be realised throughout the three-year life of the plan.
- 1.3 The CLD Plan makes a commitment that communities of North Ayrshire, communities of place and communities of interest, will have access to the CLD support they need. It has been informed through consultation and engagement with communities where needs have not been met. These are included in the action plan, with a clear focus of action to close the gap between needs and delivery.
- 1.4 Adult Learning, Youth Work and Capacity Building are the foundation of the CLD Plan, with themes of health and wellbeing, digital participation and workforce development. It also covers inequalities and the targeting of resources, as well as describing unmet need and governance. An Action Plan for years 1-3 is included.
- 1.5 This CLD Plan has been developed in a co-production approach, as outlined in the process section. This includes an innovative Rapid Health Impact Assessment. The voice, experience and aspiration of communities, partners and staff is the scaffold on which this plan has been built.

2. Background

- 2.1 In June 2012, the Scottish Government issued Strategic Guidance for Community Planning Partnerships (CPPs) on the provision of Community Learning and Development (CLD) services. This guidance was followed by the CLD Regulations (Scotland) in 2013, which placed a legislative duty upon Local Authorities to put in place a 3-year Strategic CLD Plan.
- 2.2 The Government introduced further legislation in 2015 in the form of the Community Empowerment (Scotland) Act, designed to give greater powers to local communities and by December 2016, new guidance was published as part of the Act which placed CPPs on a statutory footing and imposed a duty on them for the delivery of a local outcomes improvement plan (LOIP), with the involvement of community bodies at all stages of community planning
- 2.3 This CLD Plan (Appendix 1) builds on the previously refreshed plan of 2018-2021, it is informed by the learning from COVID 19 pandemic in terms of response and needs. The key achievements of the previous Plan include the development of the Learners' Voice structure, which brings together a range of learners from across the 6 localities. Other highlights include the achievements of New Scots ESOL learners, the Covid-19 response and escalation of digital channels and the establishment of the Community Leadership Collective. The CLD Plan has been developed in line with the Education Scotland guidance and the continued engagement and professional guidance from CLD Managers Scotland. Throughout the plan the key themes have been clearly identified and commitments made to the communities of North Ayrshire. These commitments will be realised throughout the life of the plan with recognition that the levels of delivery will differ from year 1 to years 2 and 3.
- 2.4 There is an expectation on education authorities to recognise, in their CLD Plan, the integration and impact of CLD practice across services within the local authority area. This work will include services provided by the CLD workforce employed and volunteering within the local authority, as well as CLD provision within schools, colleges, third sector organisations and other community planning partners. In summary, the expectation is for education authorities to:
 - Co-ordinate the provision of community learning and development with stakeholders;
 - Describe the actions that will be taken to provide and coordinate community learning and development between 1 September 2021 and 31 August 2024;
 - Describe the actions of partners for the provision of community learning and development from 1 September 2021 to 31 August 2024; and
 - Describe any needs for providing community learning and development that will not be met between 1 September 2021 to 31 August 2024.
- 2.5 The development of the CLD Plan requires a collaborative approach to the delivery of CLD in Scotland's schools, colleges, third sector organisations and communities. This will require the education authority to coordinate the delivery of CLD practice from across the local authority area and consult with partners and learners in schools, colleges, third and voluntary sector organisations and communities with a particular emphasis on people who are vulnerable or marginalised.

- 2.6 Reducing inequalities and ensuring no one is left behind are integral to achieving the equity focus. CLD provision is targeted to those most in need whilst ensuring communities also have a universal offer of access to learning opportunities and activities. This is achieved through a partnership approach and empowering communities and individuals to have their place within the delivery of services. The CLD Plan brings together the range of partners necessary to address the inequalities and the governance of the plan ensures the voices, needs and aspirations of the communities inform the operational delivery and targeting of resources.
- 2.7 This CLD Plan has been developed in a co-production approach which is evident and detailed in the process section. This includes an innovative Rapid Health Impact Assessment. The voice, experience and aspiration of communities, partners and staff is the scaffold on which this plan has been built.
- 2.8 In March 2020, the Covid-19 pandemic changed the way that CLD services were delivered and the vital support to our communities had to change overnight. CLD staff and services led the essential support in terms of access to food and access to vital services. The CLD approach of whole systems thinking informed and drove the Community Hub resilience model which was established across all localities. The leadership qualities of the CLD workforce, with their levels of community understanding and networks ensured within one week of lockdown that hubs were established, providing vital emergency support. The learning from the Covid-19 pandemic has informed the CLD Plan and the Council's Customer to Citizen's multi-agency working, using a whole system approach to improve local outcomes.
- 2.9 During the pandemic the digital CLD complemented the humanitarian assistance offered by the CLD team and partners through the community hubs. A network of Virtual Community Centres was established and provision for ESOL, Gaelic language, adult learning, youth work and support from community groups continued. ESOL staff and partners developed the ESOL YouTube channel and native language digital volunteers, there was also an increase in Gaelic participation and learners. Targeted support was put in place for older people and the distribution of digital devices, connectivity and support through the Connecting Scotland programme took place. The digital youth work programme was developed as were family activities such as the weekly family quiz, which enabled the reach of CLD services to include new learners.
- 2.10 The needs of the workforce will inform the future work of the Leadership Collective, North Ayrshire's community-based adult learning and capacity-building programme, which is developed and delivered with partners and learners. The Leadership Collective provides the opportunity for access to training and learning opportunities, to partners, community learners and volunteers, ensuring they are equipped with the skills and knowledge to develop their practice. Increased community activity relating to Community Wealth Building, community asset transfer, community food networks, participatory budgeting and the Community Investment Fund add new contexts for skills and learning development. This adds pressure on the workforce's skills and capacity, which is monitored through existing structures.
- 2.11 The priorities for digital participation and each of the three capacities are outlined in the CLD Plan (Appendix 1).

2.12 In addition to the priorities, key areas of unmet need have been identified through community engagement with learners, partners and from the learning of the Covid 19 pandemic. These are:

- Creating an engagement and participation structure for older people;
- Addressing the digital gap; and
- Implementing the Engagement hub/toolkit resources that were created pre pandemic.

2.13 Six monthly performance reports on the delivery of the plan will be provided to the Community Planning Senior Officers Group. Annual reports will be discussed by the Community Planning Board and the six Locality Partnerships.

3. Proposals

3.1 That Cabinet:

- a) Approves the North Ayrshire Council Strategic Community Learning and Development Plan 2021-2024; and
- b) Authorises officers to take forward the Action Plan, with a view to targeting resources to address the identified unmet needs.

4. Implications/Socio-economic Duty

Financial

4.1 The CLD Plan delivered from within existing resources, with some additional support for ESOL to support New Scots.

Human Resources

4.2 There are no direct human resource implications for North Ayrshire Council staff, who continue to work within locality approaches to deliver across the three capacities of Adult Learning, Youth Work and Capacity Building. The needs of the workforce will be addressed via the Leadership Collective to ensure that the workforce is equipped with the skills and knowledge to develop their practice. The pressure of increased community activity on the workforce's skills and capacity will be monitored through existing structures.

Legal

4.3 None.

Equality/Socio-economic

4.4 Reducing inequalities and ensuring no one is left behind are integral to achieving the equity focus. CLD provision is targeted to those most in need whilst ensuring communities also have a universal offer of access to learning opportunities and activities, this achievable by the partnership approach, through empowering

communities and individuals to have their place within the delivery of services. The CLD Plan brings together the range of partners necessary to address the inequalities and the governance of the plan ensures the voices, needs and aspirations of the communities inform the operational delivery and targeting of resources.

Environmental and Sustainability

4.5 Environmental and sustainability issues provide opportunities for skills and learning development, in particular, in the lead in to COP26. With rich and diverse spaces, North Ayrshire offers opportunities for involvement in marine, coastal and woodland activities; tree-planting; growing and food production; and community environment projects.

Key Priorities

4.6 The proposals contained within the report support the North Ayrshire Council Plan priorities:

- Active and strong communities
- Inclusive, growing and enterprising local economy
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 The applications support the following pillars of community wealth building:

- Creating volunteering and skills development opportunities;
- Sustaining local employment through skills development;
- Advancing community enterprises, such as food pantries, community centre ownership and community sports clubs; and
- Advancing local ownership of underused land and buildings.

5. Consultation

5.1 The consultation is outlined in the plan, with the learner at the centre, involvement across all Locality Partnerships and Locality Forums, and a "co-define, co-design and co-deliver" model. This has been established in partnership with the Consultation Institute and in line with the National Standards for Community Engagement. The Community Engagement Network (CEN) is hosted by North Ayrshire Community Planning Partnership and meets quarterly. It is the community engagement reference group for this toolkit/hub, support and development forum for the Engagement Champions and a networking opportunity for all partners involved in community engagement. Engagement Champions are representatives from all partners, departments or organisations.

5.2 The requirements of the CLD Plan were outlined to all 6 Locality Partnerships in February 2021, along with a draft process and draft stakeholder mapping. A stakeholder reference group was established, identifying consultation and focus groups. A joint approach of targeted and universal engagements for learners was agreed. In April 2021, a joint workshop with Education Scotland was hosted for

partners, colleagues, volunteers and staff with the result of jointly agreeing the priorities, themes and commitment which informed the plan.

- 5.3 Work continued to promote engagement through the Consul platform as a digital engagement tool and was supported by the development of an animation. A workforce survey was carried out and case studies and equality impact assessment identified. An innovative Health Equality impact Assessment was led by Public Health colleagues in response to concerns about local health outcomes and inequalities. One of the key priorities was the use of plain English and Dyslexia Scotland have supported the drafting of the plan.
- 5.4 Participants involved in Youth Work, Adult Learning and Community Capacity across the six localities of North Ayrshire took part in workshops and engagements. This included the Adult Learners Voice and the Youth Participation Engagement Structure. The results of both the targeted and universal consultation enabled the identification of gaps and feedback on the priorities which ultimately informed the plan.

Caroline Amos
Interim Executive Director of Communities and Education

For further information please contact **Rhona Arthur, Head of Connected Communities**, on **01294 324415**.

Background Papers

Appendix 1: North Ayrshire Council Strategic Community Learning and Development Plan 2021-2024



North Ayrshire Council's Strategic Community Learning & Development Plan

September 2021-2024



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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 - Community Wealth Building
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Foreword

I am delighted to present the North Ayrshire Council Strategic Community Learning and Development (CLD) Plan 2021-2024, which builds on the refreshed 2018-2021 plan.

The previous Plan made commitments to ensure that learners and participants' voices were central to the CLD planning process. This commitment has been realised in this plan and is evident in the approach to its development. Built upon the principles of co-production we, as a Council, have emphasised the Customer to Citizen journey and our Child Centred Council culture.

CLD services and approaches have never been so evident across council services and partnerships. The CLD approach led the way in terms of our response to the COVID-19 pandemic, with the establishment of community and locality hubs supporting local people in response to their communities' needs. In a North Ayrshire Council context, the CLD service sits within the Communities and Education Directorate, Connected Communities. The planning and delivery of CLD approaches and provision is jointly planned with Information and Culture Teams, which incorporates Active Schools and Outdoor Education.

Recruiting and supporting volunteers, ensuring communities had access to essentials such as food and medicine and access to specialist services, the CLD team in North Ayrshire quickly adapted to delivering services through a digital platform and led the way in terms of creating Virtual Community Centres.

The learning from the CLD response has informed this plan and our services as we move forward.

I would like to personally thank all the learners, including young people and the partners, for their support and influence in shaping this Strategic Plan and for your commitment to ensuring communities have access to CLD services that they need, supporting us to be able to identify the gaps.

As we move forward, we know that targeting resources where they are most needed is an important part of equitable planning, and here in North Ayrshire, we know that this vital planning is based on the lived experience of our communities.



Councillor Joe Cullinane
Leader of North Ayrshire Council

A handwritten signature in black ink, appearing to read 'Joe Cullinane'.



Craig Hatton
Chief Executive of North Ayrshire Council

A handwritten signature in black ink, appearing to read 'Craig Hatton'.

Introduction

In June 2012, the Scottish Government issued Strategic Guidance for Community Planning Partnerships (CPP) on the provision of CLD services. This guidance was followed by the CLD Regulations (Scotland) in 2013, which placed a legislative duty upon Local Authorities to put in place a 3-year Strategic CLD plan.

The Government introduced further legislation in 2015 in the form of the Community Empowerment (Scotland) Act, designed to give greater powers to local communities and by December 2016, new guidance was published as part of the Act which placed CPPs on a statutory footing and imposed a duty on them for the delivery of a local outcomes improvement plan (LOIP), with the involvement of community bodies at all stages of community planning. The CLD service in a North Ayrshire Council context, sits within the Communities and Education Directorate, Connected Communities. The planning and delivery of CLD approaches and provision is jointly planned with Information and Culture Teams, which incorporates Active Schools and Outdoor Education



This plan will build on the previously refreshed plan of 2018-2021. It is informed by the learning from the COVID-19 pandemic in terms of response and needs. It has been developed in line with the Education Scotland guidance and the continued engagement and professional guidance from Community Learning Development Managers Scotland (CLDMS). Throughout the plan we have identified the key themes and have made commitments to the communities of North Ayrshire. Commitments that will be realised throughout the life of the plan with recognition that the levels of delivery will differ from year 1 to years 2 and 3.

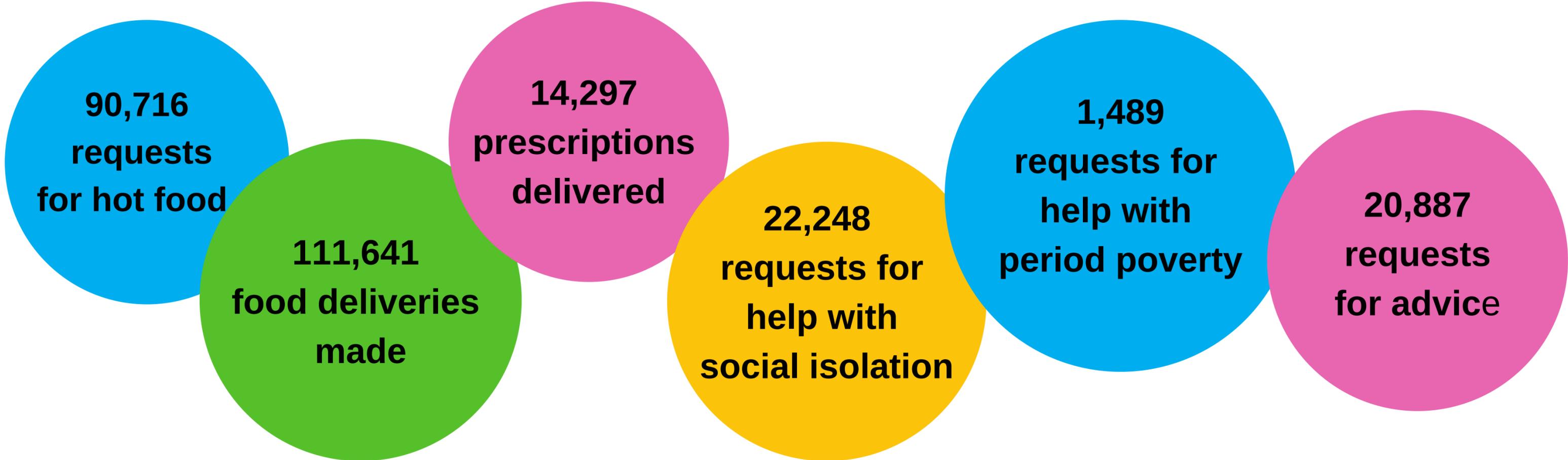
We make the commitment that communities of North Ayrshire, communities of Place and communities of Interest, will have access to the CLD support they need. We have identified through consultation and engagement with our communities, where needs have not been met and they have been included in the Action Plan, with a clear focus of action to close the gap between needs and delivery. All provision aims to be free at the point of access for all Learners.

This plan has been developed through a co-production approach, which is evident and detailed in our process section. The voice, experience and aspiration of communities, partners and staff is the scaffold on which this plan has been built. Throughout the plan we will use the terms Learners and Communities. These terms are all encompassing and reflect all of our citizens of North Ayrshire.

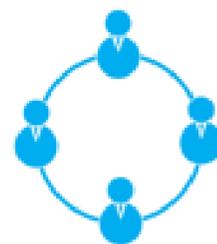
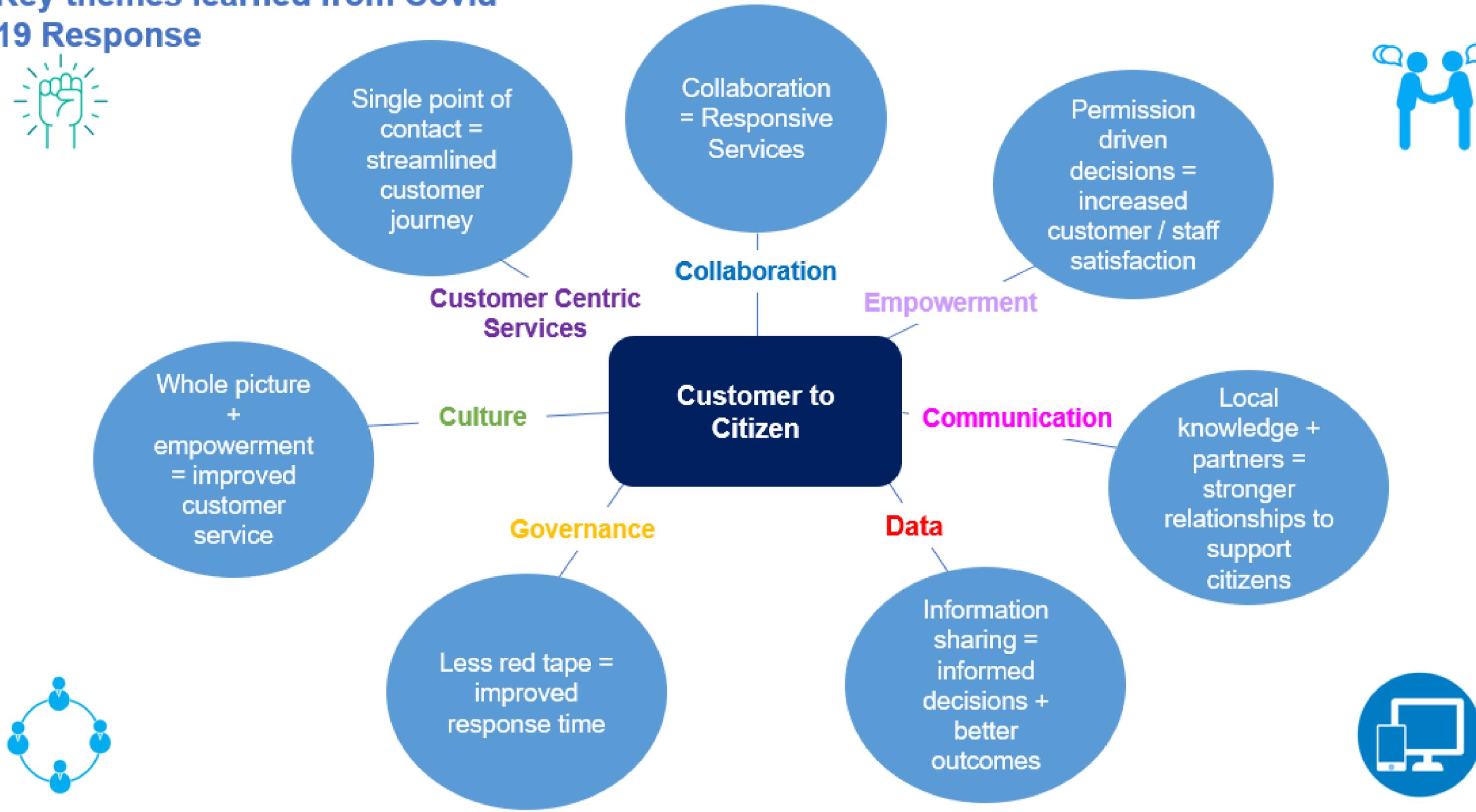
Audrey Sutton
Executive Director
Communities and Education Directorate
North Ayrshire Council

Impact of COVID-19 on CLD in the Communities of North Ayrshire

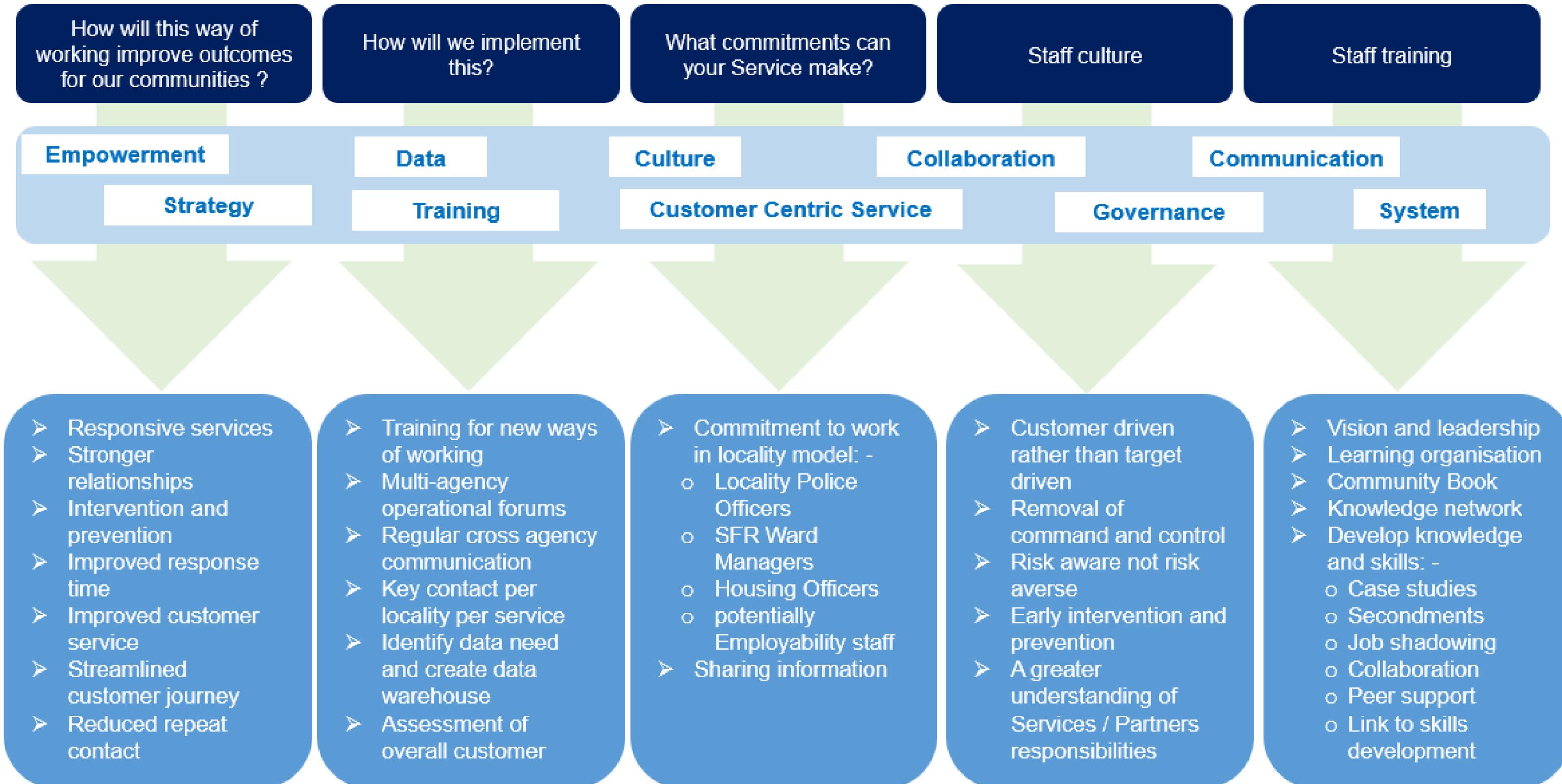
In March 2020, the Covid-19 pandemic changed the way that CLD services were delivered and how the vital support to our communities had to change overnight. CLD staff and services were no longer responding to learning and development needs. Instead, the staff and partners were the agents of essential support in term of access to food and vital services. The CLD approach of whole systems thinking informed and drove the Community Hub resilience model across all localities. The leadership qualities of the CLD workforce, with their levels of community understanding and networks ensured within one week of lockdown hubs were established, providing vital emergency support. Below is a representation of the support from the hubs to the communities of North Ayrshire.



Key themes learned from Covid 19 Response



Summary of way forward informed by Covid 19 Learning



Creating the Plan

In February 2021, in all six Locality Planning Partnerships, the requirements for a CLD Strategic Plan were presented and the draft proposal of creating the Plan were shared, including the draft stakeholder mapping. The feedback from the presentations, informed and formalised the process for developing the Plan. The following agreements and actions were produced as a result of this:

- Workshops for all partners to be developed in partnership with Education Scotland.
- Creation of stakeholders reference group to create engagement plans for learners.
- Consultation and focus groups identified.
- Advisory and writing group to be established.
- Creation of public consultation to be created utilising Consul and hosted on the Community Planning Partnership site.
- Development of an animation to support consultation.
- Engagement with Public Health colleagues to support a Health Equality Impact Assessment.
- Workforce survey.
- Identify case studies and impact assessments.
- Use of plain English.
- Equality Impact Assessment.
- Summary of Plan.

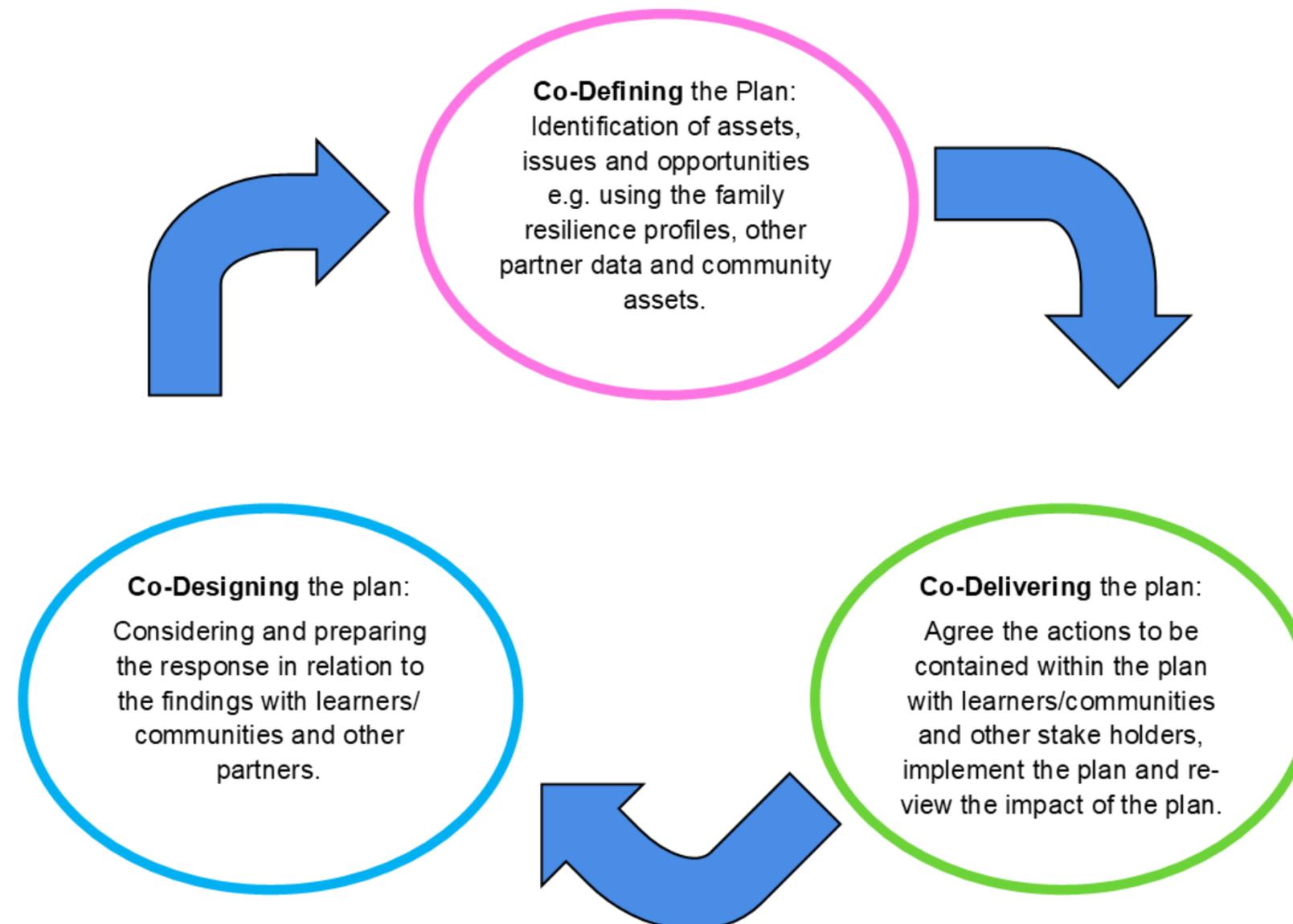
On the 28th of April 2021, a joint workshop with Education Scotland was hosted for partners, colleagues, volunteers and staff. This resulted in jointly agreeing the priorities, themes and commitment which informed this Plan.

Involving our learners and the community of North Ayrshire was a key focus of the development of the plan. Along with our stakeholders' reference group, we developed the questions and workshop plan for this involvement. An agreement was made for both a targeted and universal approach to this, which included a workshop and engagement with targeted participants who were engaged in Youth Work, Adult Learning and Community Capacity across the six localities of North Ayrshire. This included the Adult Learners Voice and the Youth Participation Engagement Structure. In terms of universal consultation, we utilised the Consul platform as a digital engagement tool. The results of both the targeted and universal consultation enabled the identification of gaps and feedback on the priorities which ultimately informed the plan.

The North Ayrshire CLD Plan

The North Ayrshire Planning Model

Our staff and partners are committed to the highest standards of consultation and community engagement as developed by the Consultation Institute and in accordance with the National Standards developed by the Scottish Government. The following planning model was developed, which meets our promise of a high level of community and partner engagement through:



Community Engagement

CLD staff and partners are committed to ensuring a high quality of community engagement, with ever increasing demand for services to be delivered and developed in partnership and informed by the community. A range of partners and learners came together to provide a suite of resources to support the quality of the engagement and the Community Engagement Toolkit/ Hub was created.

The North Ayrshire Community Engagement Toolkit/ Hub aims to support and promote effective community engagement practice carried out across North Ayrshire by the Community Planning Partnership (CPP), the Health and Social Care Partnership (HSCP), and their respective Locality Partnerships and Locality Forums.

In North Ayrshire, the approach that has been developed is the "co-define, co-deliver and co-design" model. This has been established in partnership with the Consultation Institute and in line with the National Standards for Community Engagement.

The Community Engagement Network (CEN) is hosted by North Ayrshire CPP and meets quarterly. It is the community engagement reference group for this toolkit/ hub, support and development forum for the Engagement Champions and a networking opportunity for all partners involved in community engagement.

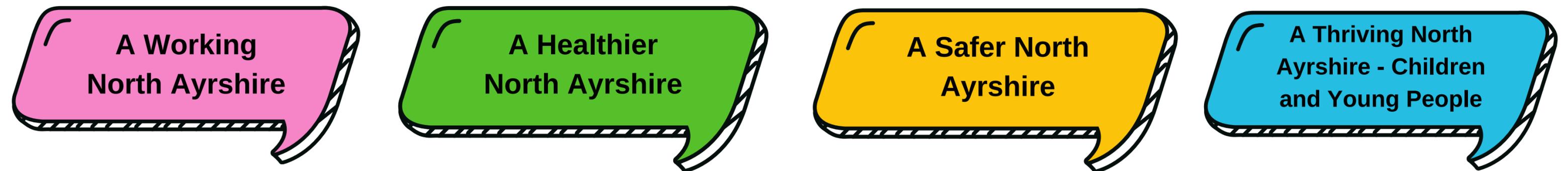
Engagement Champions are representatives from all partners/departments/organisations. They must embrace and reflect the National Standards for Community Engagement and be an active participant within the Community Engagement Network meetings/developments.

Policy Context

The North Ayrshire Community Planning Partnership Vision is that **"Every person in North Ayrshire is valued and should have the best opportunities to live their life to their full potential"**.

To achieve this we need to make sure that life is "Fair for All" in North Ayrshire and our Fair for All Strategy promotes equity as its primary objective.

Our LOIP explains how public bodies work with communities in North Ayrshire across four priority areas:



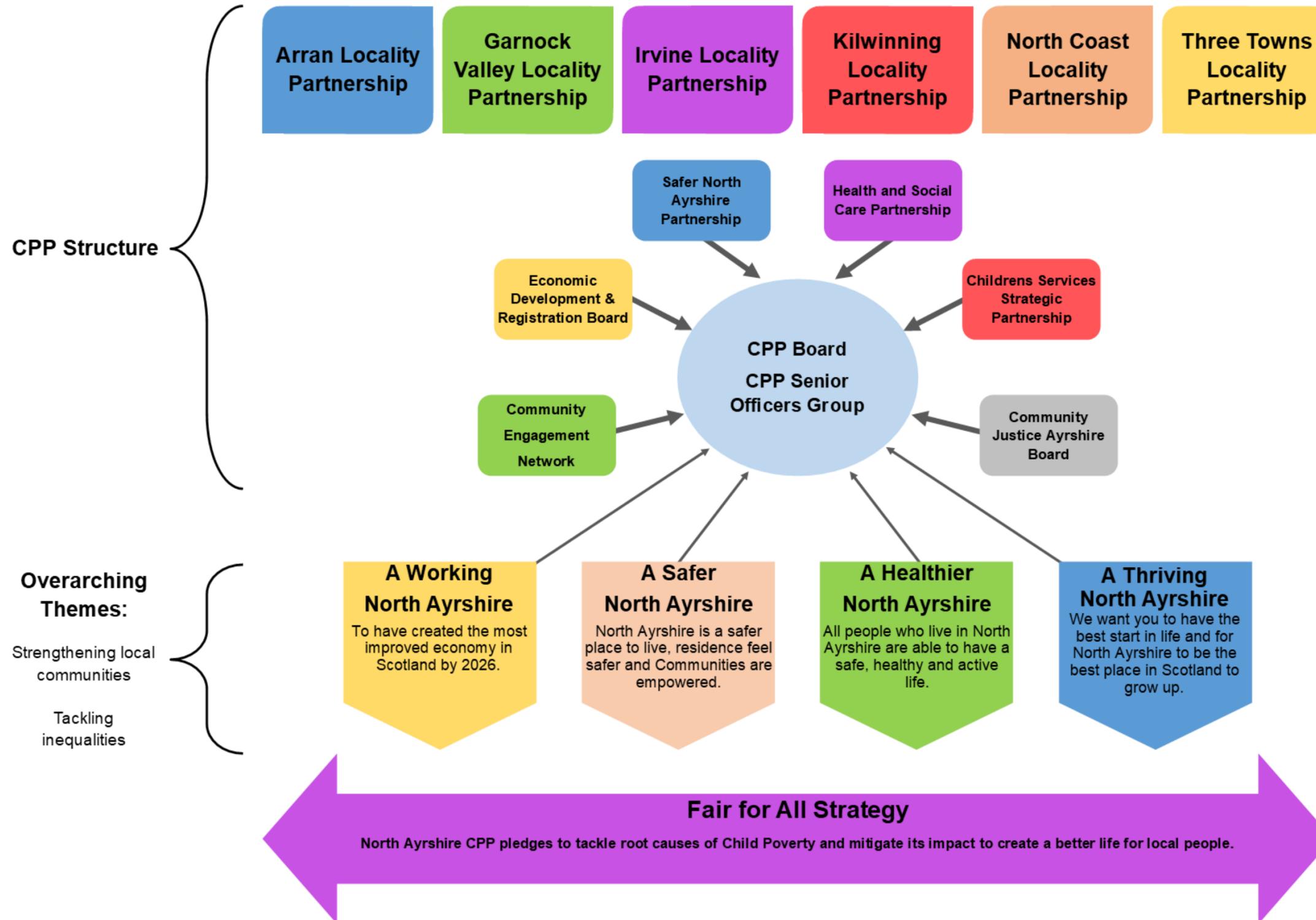
We have two cross cutting themes which influence our approach to these priorities:

Building stronger communities – enabling communities to increase control over their lives, being supported to do things for themselves and having their voices heard in the planning and delivery of services.

Prevention – tackling issues early to stop things from happening in the first place or from getting worse.

This is supported by thematic and partner plans, including the North Ayrshire Council Plan 2019-24.

North Ayrshire CPP and LOIP Structure



This plan draws from and links to a wide range of national and local policies, drivers and plans. They are intrinsically linked and inform the identification of the priorities, our delivery, evaluation and governance. The review of the plan will connect as the programme for government commitments emerge.

Lifelong Learning Framework 2022–27, Adult Learning Strategy 2021–2026 and the Youth Work Strategy 2021-26.



Community Wealth Building

North Ayrshire Council is the first Community Wealth Building Council in Scotland. The launch of our Community Wealth Building Strategy in 2020 supports our ambition of a North Ayrshire that is Fair for All by **“enhancing local wealth and the creation of fair jobs, and maximising the potential of all our places through working in partnership with our communities and businesses”**.

Community Wealth Building is a people centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

This includes building the capacity of local businesses to bid and win public sector procurement contracts; paying the Real Living Wage in jobs that have meaningful progression; supporting businesses to diversify their business models (encouraging social enterprise, employee ownership and cooperative development); and making alternative use of land and other assets that can provide greater benefit to local people under new ownership.

Key to the success of this approach is a strong relationship with our communities, who stand to gain the most from a strengthened, local, and inclusive economy that puts the people of North Ayrshire at its centre

Working with our communities to co produce, design and deliver, we will empower them through Locality Planning Partnerships, meaningful stakeholder engagement and consultation, and joint community/council working groups such as the North Ayrshire Fairer Food Network, ensuring that communities remain at the heart of North Ayrshire Council’s Community Wealth Building Strategy.

Health and Wellbeing

CLD adopts an asset-based approach across all service delivery and engagement, which is important when we focus on health and wellbeing, with the desired outcome of improved health and greater resilience. Relationships with self and others are at the centre of our communities, health and wellbeing. Recognising and supporting healthy relationships is central to improving our communities; overall physical and mental health and wellbeing.

The CLD strategic plan has an important role in promoting the health and wellbeing of our communities, including children and young people. Placing health and wellbeing in a learning context ensures that we help communities develop the knowledge, understanding and skills that are needed for good mental, emotional, social and physical wellbeing. Learning about health and wellbeing enables adults, children and young people to make informed decisions about their health. It also allows them to experience positive aspects of healthy living and activity for themselves, thereby allowing them to apply these skills to pursue a healthy lifestyle and to develop a positive pattern of health and wellbeing. In North Ayrshire, the Health and Social Care Partnership and Public Health are key partners and the work of CLD is intrinsically linked through our CPPs, Community Resilience Hubs and whole systems working within North Ayrshire. There are many examples of joint planning and delivery from strategic through to operational level.

Outdoor Learning is integral in our communities' health and wellbeing. Working with a range of council departments, partner organisations and third sector organisations such as Duke of Edinburgh Award, KA Leisure, community environmental groups, Green Health Partnership, HSCP Community Link Workers and Cafe Solace help promote the benefits of Outdoor Learning.

In North Ayrshire mental health and wellbeing support is embedded within our work with schools and whole communities, supporting wellbeing models in schools, mental health walks and talks, links to employability, staff training and community groups. Support also includes: Your Resilience training, 13 Ways suicide prevention series, IOM Trauma training and online support groups for adults.

Inequality and Targeting Resources

Profile and Context of the Communities of North Ayrshire

The latest 2020 Scottish Index of Multiple Deprivation (SIMD) highlighted continuing levels of deprivation in North Ayrshire. 52 of our 186 data zones now fall within the 15% most deprived in Scotland. 39,139 people live within these deprived areas representing 28.8% of North Ayrshire's population, significantly above the Scottish average. High levels of inequality exist in North Ayrshire, particularly poverty and the associated effects this has. In addition, unemployment levels in North Ayrshire are high, there are significant numbers of people on low income and almost a third of children live in poverty.

It is these high levels of inequality that informed our Local Outcomes Improvement Plan (LOIP) 2017-2022 and we have increased our focus on child poverty. The CLD service and partners are key contributors to the actions in our Child Poverty action plan and the targets within the plan inform the operational plan of the CLD service and its partners.

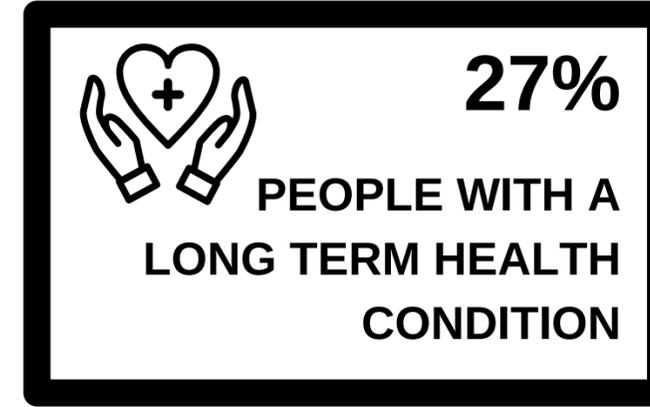
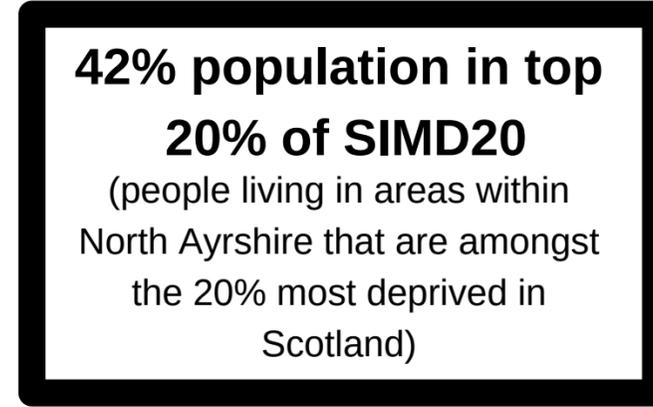
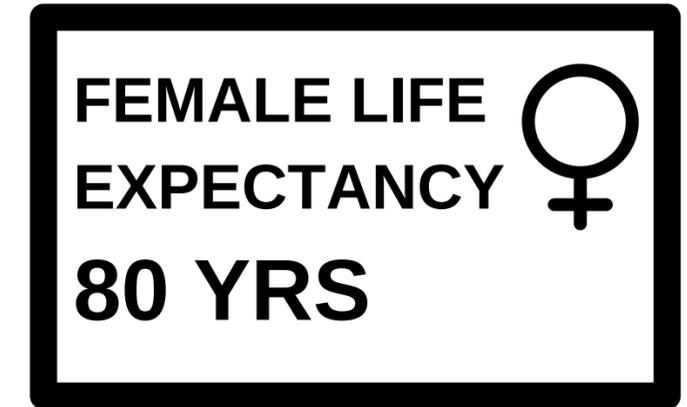
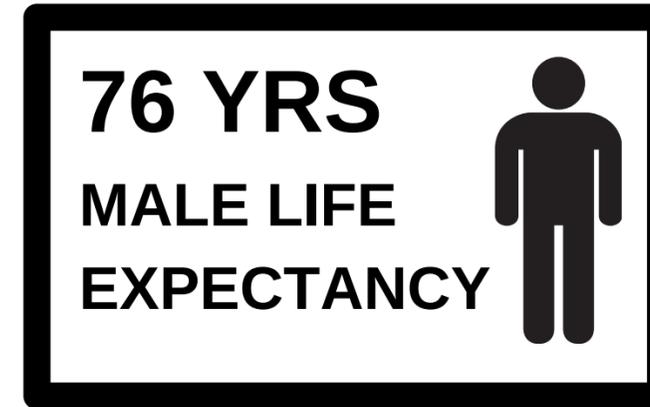
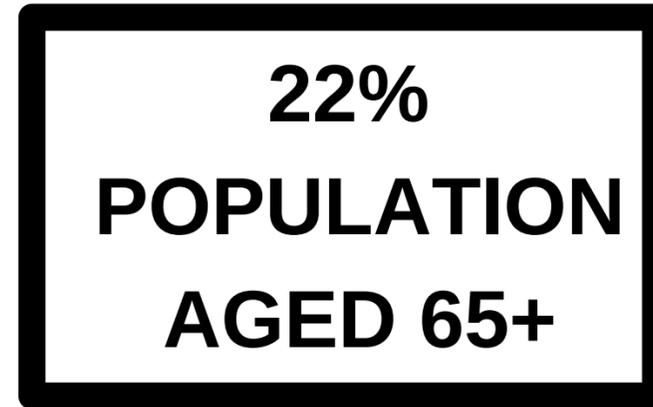
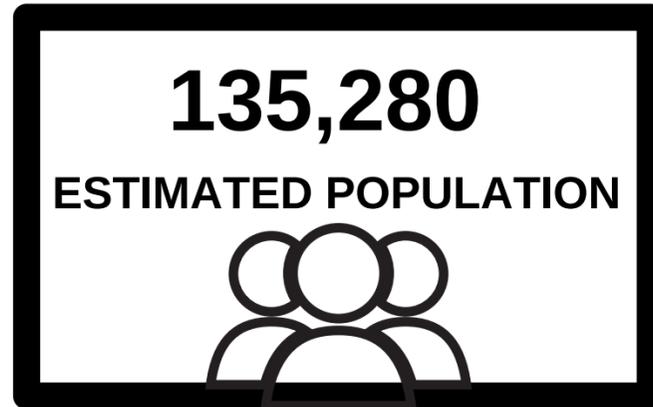
Inequalities in outcomes can be seen across all sectors including education, employment, income and health and wellbeing. They are the result of an imbalance in power, money and resources across society, further compounded by the recent economic conditions of recession, austerity and welfare reform.

This sets the context for service delivery and allocation of resources throughout Council and partner services. It is this partner approach to service and delivery, and the culture of co-production that has ensured that the CLD community empowerment agenda has been recognised and featured in national reports and audits: *"The council is committed to community empowerment and is recognised by the Scottish Government and COSLA as a sector leader. The council's approach is focused on embedding community empowerment in everyday business. The council works well with a wide number of communities and groups including young people and tenants."* Best Value Assurance Report: North Ayrshire Council, Accounts Commission 2020

Reducing inequalities and ensuring no one is left behind are integral to achieving our equity focus. CLD provision is targeted to those most in need whilst ensuring communities also have a universal offer of free access to learning opportunities and activities. This is achievable by the partnership approach and through empowering communities and individuals to have their place within the delivery of services. This is realised through the policy and strategy developments that have the principles of equity at the very core of resource allocation. Inequality within and among the communities of North Ayrshire is a persistent cause for concern and remains a focus of strategy developments. The CLD strategic plan brings together the range of partners necessary to address the inequalities and the governance of the plan ensures the voices, needs and aspirations of the communities informs the operational delivery and targeting of resources.

Our People

This page gives you a summary of some key statistics for North Ayrshire. Information at a local level is available in our locality profiles at www.northayrshire.community/your-community



This understanding of the needs and aspirations of our communities has shaped our priorities

- Targeting resources
- Engaging communities and partners in the free universal offer of CLD services
- Learning from Community and Locality Hubs approach to inform service delivery
- Empowering approaches from customer to citizen journey

Digital Participation

Digital Participation learning and support quickly moved on to digital platforms and the North Ayrshire Virtual Community Centre was created and established on Facebook, providing access to vital information and activities addressing social isolation and crucial learning. This digital learning and engagement has become increasingly important as a method of delivering services and support. The pandemic inevitably presented challenges for North Ayrshire's more vulnerable communities and learners. The issue of digital poverty had never been so prevalent and vital to daily life. Digital poverty resulted in people being excluded from learning through lack of devices and connectivity. A lack of digital skills resulted in people being unable to access learning, with confidence and trust being barriers to the digital world.

Working with the Connecting Scotland project, devices and connectivity for learners and families in North Ayrshire were secured. CLD staff and partners found themselves providing devices and delivering Digital Champions support to individuals on their doorsteps, front gardens and by phone to enable them to access services and, over time, as confidence grew, taking part in learning and activities to address social isolation.

There was a growth in participation in some learning, for example ESOL staff and partners developed the ESOL YouTube channel and native language digital volunteers. There was an increase in Gaelic participation and learners. Targeted support was put in place for elderly group members, in terms of devices and learning. The digital youth work programme was developed as were family activities such as the weekly family quiz, which enabled the reach of CLD services to engage with learners that had never been involved previously.

Through the Leadership Collective, we were able to provide learning on the use of devices and how their use could assist in addressing social isolation, provide learning opportunities for community groups on digital engagement and support staff with their digital learning. North Ayrshire Council and Education Scotland plan to pilot a peer learning project that trains volunteers to go out into their community to provide cyber resilience support.

Creating this plan has provided time to reflect on the achievements of digital work and the learning has informed the priorities of the digital learning and engagement targets.

We have agreed the following priorities for Digital Participation for the three year plan:

We will continue to work with partners to provide digital learning opportunities, accessible support and learning resources.

Using digital technology, we will collaborate with our partners to co-define, co-design and co-deliver better community digital engagement and participation. Taking cognisance of NAC Digital Strategy



Digital Participation Key Priorities



We will work with partners to develop Cyber Resilience and Internet Safety (CRIS) skills for our young people and adults enabling them to be digitally secure and resilient.

Workforce Development

North Ayrshire's CLD Workforce is a diverse landscape, as reflected in the Working In Scotland's communities report 2018. The CLD Standards Council Scotland defines Community Learning and Development as "a field of professional practice that enables people to identify their own individual and collective goals, to engage in learning and take action to bring about change for themselves and their communities". By nature, CLD is varied and wide-ranging, including those involved in community development, youth work, community-based adult learning, learning for vulnerable and disadvantaged groups, health and wellbeing work for communities, and volunteer development. This definition is an accurate description of the CLD workforce in North Ayrshire and we recognise ourselves in this definition. There is a well-established partnership with a range of services and organisations. A multi-agency approach to workforce development is evident across such areas as:

- Child Protection
- Work of the Alcohol and Drug Partnership
- Funding
- Health and Wellbeing
- ESOL
- Employability

The Workforce Development has been greatly enhanced through the joint approach to training as identified in the South West Collaborative Action Plan and the programmes and opportunities this has provided to staff and partners at all levels. The sharing of resources, ideas and knowledge has produced synergy and developed relationships across the South West. This work features in the operational plan of the CLD Service, with a focus on ensuring partners can access the training opportunities and resources.



Workforce Development

We had an overwhelming response to the Workforce Survey, and it is evident that we have a highly skilled motivated workforce. The needs of the workforce will inform the future work of the Leadership Collective, which is developed and delivered with partners and learners. The Leadership collective provides the opportunity for access to training and learning opportunities to partners, community learners and volunteers, ensuring they are equipped with the skills and knowledge to develop their practice. An example of this being during the pandemic the Leadership Collective adapted to online learning and provided:

- Community Asset Transfer Introductory Course
- Range of digital upskilling courses
- Intergenerational Training
- Governance Structures for Community Groups
- Introduction to Participatory Budgeting
- Naloxone Training
- Child/Adult Protection Awareness
- LGBTQI+ Awareness

The Leadership Collective is built into the operational plan of the North Ayrshire Council CLD service. There is a culture of “Grow your own” within the CLD workforce with the CLD service approved to deliver SVQ level 2 and Level 3 in youth work, which enables the continued growth of a robust Modern Apprenticeship programme. As a council we support one of the highest numbers of Modern Apprenticeships in Youth Work, providing a learning pathway for young people. The apprenticeship is delivered across the learning partners, providing experience for the apprentices across a range of youth work providers.

The CLD service also has a strong commitment to supporting unqualified staff through a range of qualifications, including the opportunity to access the work base degree of Community Education (UWS) and Community Learning and Development (Glasgow University)

The focus of the workforce development is informed by the professional competences for CLD which include ‘Know and understand the community in which we work’ and ‘Develop and support collaborative working’.

Case Study - Workforce Development

My CLD Journey - Modern Apprentice - Localities Priorities Officer

Shortly after leaving school, I began working as a Scaffolder. I knew I wanted to work within the community, but I was unsure of which routes were available to me. From attending youth groups, the staff members encouraged me to apply for a Youth Work Modern Apprenticeship to start my journey to become a full time youth worker. Once vacancies became available I applied for the role within North Ayrshire Council.

Throughout my apprenticeship I was based within the Caley Youth Centre where I gained experience as well as great working relationships with staff and young people. I worked with young people with additional support needs, people in recovery, employability, LGBT & a wide range of community work.

At the end of my Modern Apprenticeship, I was supported by NAC to apply to university for the work based CLD degree and secured a place as part of my employment in the CLD team. Part of my remit was to coordinate and deliver the Activity Agreement within the Argyle Community Centre staying within the service and allowing me to gain further experience to enhance my skills set.

During this time a role became available as a Locality Worker within the service, which I applied for, and was successful. The role has given me experience not only in Youth Work but also working within Adult Learning and Capacity Building in more depth.

As I entered the last stages of my university education, I applied for a newly created Locality Priorities Officer within my current team and was successful. This exciting new role is my first full time graduate role and will allow me to put all the skills I have learned throughout my time with the service to use, benefiting the communities I work with.

My journey within the Connected Communities CLD team in North Ayrshire Council has given me a purpose and a career I am passionate about, something I had been searching for since school. Without these opportunities to progress throughout my CLD journey, I wouldn't have the wealth of knowledge and experience that I have today.

Governance

This Community Learning and Development Plan fits within a landscape of Community and Locality Planning, with strong relationships in place with partners including community groups. You can find out more about Community and Locality Planning at www.northayrshire.community

The delivery of the CLD Strategic Plan is essential in achieving the aims of the North Ayrshire CPP, in that every person in North Ayrshire should have the best opportunities to live their life to their full potential. In acknowledgement of these interdependencies, and in accordance with national requirements, our governance arrangements include reporting to the Community Planning and Locality Partnerships.

The development of this plan has included consultation with Community Planning partners and the Locality Partnerships.

Six monthly performance reports on the delivery of the plan will be provided to the Community Planning Senior Officers Group. Annual reports will be discussed by the Community Planning Board and the six Locality Partnerships. This plan provides the strategic direction for the CLD operational plan, which includes the CLD Key Performance Indicators (KPI). These KPI's have been shared with the CLD Partners as part of the process of shaping the plan, enabling partners to see themselves and their work. They have also been added to the refresh of the Service level agreement with the Third Sector Interface which will enhance the performance reporting to the CPP to capture the CLD landscape.

North Ayrshire CLD Plan - Youth Work

Youth Work is an educational practice contributing to young people's learning and development. Youth work engages with young people within their communities; it acknowledges the wider networks of peers, community and culture; it supports the young person to realise their potential and to address life's challenges critically and creatively and it takes account of all strands of diversity.

Youth Work takes place in a variety of settings, whilst using numerous approaches. It centres around young people's needs and wants, where young people choose to participate, and builds from where young people are at recognising the young person and the youth worker as partners in a learning process.

An understanding of youth work's essential role across public policy areas and recognition of the benefits of taking a youth work approach as a key component towards achieving positive outcomes for all Scotland's young people must be a priority. This is especially important at a time when the Scottish Government has committed to directly incorporating the United Nations Convention on the Rights of the Child (UNCRC) into Scots law. All of this is important as incorporation will mean that the rights of children and young people will be integral to law making at all levels of Government. The challenge of full incorporation of the UNCRC and advancing the legacy of the Year of Young People in 2018, will place an expectancy on a range of sectors.

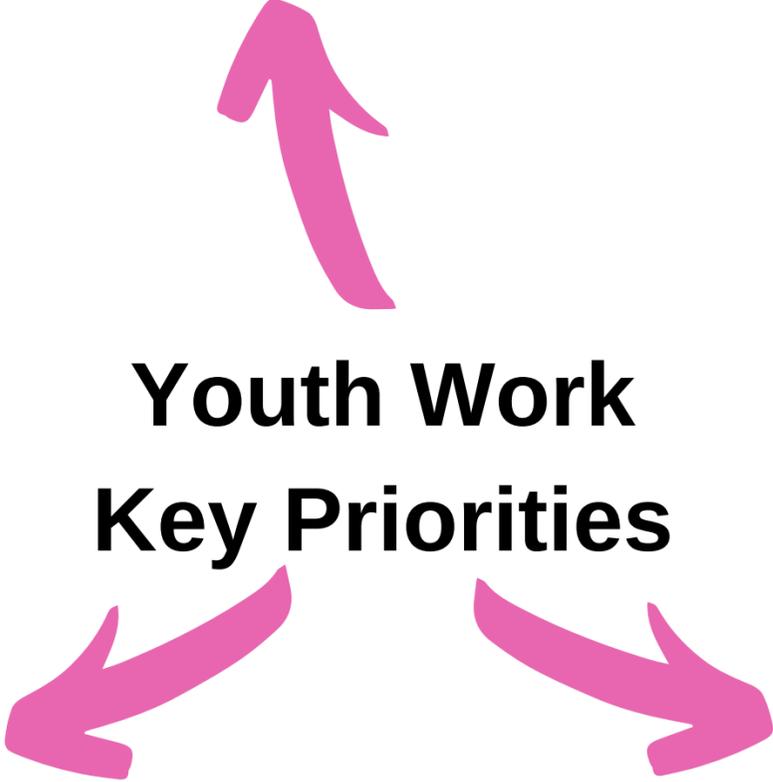
Articles 12 focusses on every child having the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously. In North Ayrshire we take a rights based approach to any work we carry out and this is embedded throughout our work and in our Youth Participation and Citizenship Strategy.

We will continue to work closely with Education to ensure that all young people and their families are at the centre of decision making and are aware of the support available to them. Getting It Right For Every Child (GIRFEC) takes into consideration the wider influences on a child or young person along with their developmental needs when thinking about their wellbeing, so that the right support can be offered. Supporting the work of our Child Poverty Action Plan we will ensure work is reflected to tackle the poverty related attainment gap through programmes such as Cost of the School Day.

We have agreed the following priorities for Youth Work for the three year plan:

Positive Destinations for 16-19 year olds

Through the work of our Modern Apprenticeship Programme, we will continue to take young people through their SVQ Level 3 in Youth Work. We will strengthen our employability programmes from Playback Ice Qualifications, Ambition Agreement, Youth Guarantee and a wide range of one to one support, group work and signposting services.



**Youth Work
Key Priorities**

Attainment and Wider Achievement

We will continue to provide a wide variety of youth work opportunities to young people based on local need and in partnership with young people. Young people will have access to awards and certification through our programmes. Working in partnership with schools, we will provide a menu of curriculum enhancement activities.

Health and Wellbeing

We will continue to development our LGBT specific work across localities and gaining the LGBT Charter Mark. Develop and deliver issue based resources, projects and programmes on health, including alcohol and drugs, health and wellbeing, suicide prevention and promote positive wellbeing tools and resources.

We have agreed the following priorities for Youth Work for the three year plan:

Young Peoples' Voice and Rights

Ensuring young people have structures in place to use their voice through our Youth Participation and Citizenship Strategy. Strengthening the voice of seldom heard young people with focused work with Care Experienced young people, Gypsy Travellers, Young Carers and New Scots.

Climate Change

North Ayrshire, as a Child Centred Council, are committed to ensuring that young people are involved and engaged at all stages of our Climate Change journey. Ensuring a UNCRC Rights based approach is co-produced and co-delivered with our young people

**Youth Work
Key Priorities**

Digital Connectivity

We will work with partners to ensure that young people can get access to devices and connections to connect digitally to services and peers. We will ensure that young people are equipped in digital literacies. We will provide training and information for young people enabling them to be digitally secure and resilient.

Poverty and Inequality

Through our Cost of the School Day work, we will work on ensuring equity of opportunities and activities across schools and community. We will continue to provide food with dignity through our activities, events, holiday programmes and weekend and evening provisions.

Case Study - Youth Work - Youth Participation

In North Ayrshire we are proud of the young people that are at the heart of our Youth Participation Structure.

Throughout the COVID-19 pandemic, young people volunteered across our local Community Hubs in North Ayrshire. This enabled our young people to contribute to the ongoing work in supporting the wider community during the pandemic. Their efforts attracted funding from the Corra Foundation, Tesco, and Youth Scotland to name but a few. This allowed youth forums to enhance the offer for young people during lockdown including creating activity packs for young people, garden planting packs, and a whole host of digital activities including filming challenges such as Tik Tok competitions and “Saturday Night Fake Away” for our social media platforms.

By involving young people, community partners and working alongside the Health and Social Care Partnership, Education and our CLD Team it provided a joint approach under the banner of ‘DigiDream’ allowing young people access to a mass of activities during a time where participation was restricted.

Over three localities, young people have secured over £100,000 from the Community Investment Fund. One group will be due to open their own Youth and Community Skills Hub and two other groups of young people have developed and secured funding for mental health programmes.

We were overwhelmed with the number of young people and families engaging digitally during COVID-19 with over 71,000 social media engagements during the first lockdown.

Youth Work - Impact Statements

"My experience of youth work is one that is very empowering. As someone once told me - 'youth work in North Ayrshire is like getting on a bus – we'll get you to your destination, but you can get off at any time'. In North Ayrshire they take a 'for young people - by young people' approach to the work they do and ensure their needs are instilled through the whole process. My experience has given me the platform to raise youth voice meaningfully and show people that yes - young people are the future, but we are here already and have a voice too – we are active in our community, we are ready to get stuck in, and we are actively adapting and changing to what we are faced with each and every day."

"Being a young person in North Ayrshire, you get the opportunity to use your voice, to get involved and to be listened to – I am thankful for the opportunities we have and know it really makes a difference."

"I've had so many opportunities through youth work! I've made great friends, met some amazing people, had some unforgettable experiences and seen my confidence improve incredibly. It was also just really fun!!!"

"For me its been the defining role of my life so far. To work for and represent young people and be chosen by them is all because of the work we have done. We have made sure young people are involved and participate and they are developed into responsible and active citizens"

"It has given me the confidence to speak out for myself and help others with confidence and be their voice. It has given me so much experience with different groups and experiences at different places and has definitely helped me decide on what I want to do and achieve when I go into further education"

North Ayrshire CLD Plan - Community Capacity Building & Community Development

Community Capacity Building is the support that community groups access to help them address issues which are important to them. 'Capacity' describes the range of resources that people have – knowledge about their area or common interest, skills and ideas, shared experiences, and material resources like funding and community spaces.

Community Development (building the capacity of communities to meet their own needs, engaging with, and influencing decision makers) – this can be with communities of place/geography or communities with a shared interest. Community development is a process where people come together to take action on what's important to them.

In North Ayrshire we will continue to develop our sector leading participatory budgeting and wider participatory and engagement approaches.

We will also support our community groups in their ambitions to own and lease assets via our Community Asset Transfer Policy. Our hope is to transform community interaction with the Council procurement process through improved delivery of Community Benefits.

Supporting the sustainability and development of groups/organisations and community ambitions will be provided through a range of grant supports including our transformational Community Investment Fund.

Continuing to develop sustainable, dignified food systems that are locally sourced, offer good value for money and are led by our communities' needs.

Our innovative Leadership Collective, will deliver capacity and learning opportunities built on the expressed needs of our communities. We will support our environmental capacity projects such as tree planting, coastal care and our growers programmes.

We have agreed the following priorities for Community Capacity Building and Community Development for the three year plan:

Food Insecurities

To continue to develop our food with dignity approach to food poverty/insecurity – working in partnership with communities, to expand food pantries, larders, and community fridges.

Participation and Democracy

To extend our participatory approaches, offering communities more opportunities to lead in local decision making, including grant making (youth and locality) and mainstreaming PB. To build on the projects funded via the devolved Community Investment Fund.

**Capacity Building
Key Priorities**

Community Asset Transfer

To support community organisations and groups seeking to secure local management/control of community assets, through lease, ownership, or management.

Community Leadership

To support volunteers, individuals, and community groups, to develop the required skills and knowledge to achieve their ambitions, through opportunities co-produced and offered through our 'Leadership Collective'.

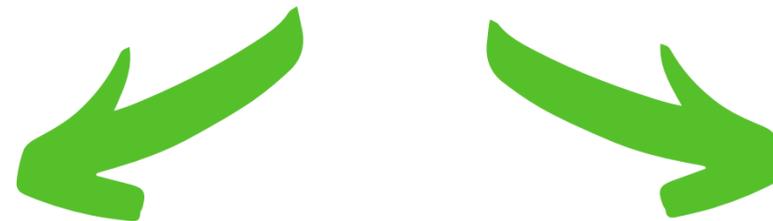
We have agreed the following priorities for Community Capacity Building and Community Development for the three year plan:

Participation Requests

To continue to raise awareness and provide support with Participation Requests to complement and improve our local range of participation processes rather than replace them.



**Capacity Building
Key Priorities**



Community Engagement

To continue to develop and enhance opportunities for community engagement/involvement, through the development of the Participation and Citizenship Strategy, Community Engagement Hub/Toolkit and the older people's voice structure.

Networking and Funding

To provide capacity building support to key community anchor organisations. We will support communities to achieve what's important to them through strong local networks. Support groups to generate sustainable income, through successful grant funding applications.

Case Study Capacity Building - Participatory Budgeting

Participatory Budgeting (PB) is about local people having a direct say in how public money is spent. PB can support active citizenship, help build more active and stronger communities that are better able to take decisions on where public funds are spent, more likely to take part in community activities and better informed about public budgets and decision making.

In this round of Youth PB on Arran, applications were invited for up to £1000 for youth projects/ideas. For Locality and Arts & Culture PB applications for up to £400/£1200 respectively.

Youth projects which were successfully short-listed were then voted on by young people age 8-25 years – in school or via the Young Scot website. The highest voted projects secured funding. The Locality and Arts & Culture Projects were short-listed by the Locality Steering Group and those who met the agreed criteria secured funding.

Youth and Community Capacity has been built around PB and completing and assessing applications . This is the 3rd round of Locality PB and 5th of Youth PB and it is now embedded in the way we work. A wide range of groups secured funding for their ideas and projects – 4 from Arts and Culture, 11 from Youth and 12 from Locality Funds.

Communities and residents are benefiting from new/continued opportunities being delivered locally. Local adults and young people were involved in all stages of the process from design to decision making, via the youth and locality steering groups – community empowerment and active citizenship. The steering groups spoke very positively about their experiences and being involved in making decisions about their Locality.

Capacity Building & Community Development - Impact Statements

“I think considering the circumstances this year the PB partners outdone themselves with the program that was provided” – comment from member of steering group

“PB Funding will enable more young people to get involved in our activities on the Island”

‘We are indebted to the Council for it’s ongoing support to our shed. This community asset transfer will afford the opportunity to not only continue to develop and improve the facilities, without the pressure of high rent, but also allow us to focus on and meet the needs of our growing membership for many years to come.’

“Providing free starter kits during lockdown is an ideal way to introduce more men to the hobby and I’m really looking forward to meeting up with lots of beginner modellers online. The beauty of this project is we can connect with a much wider audience, than we would normally, and introduce new people to this pastime.”

“It was a really positive experience meeting other volunteers from different areas, swapping idea’s and skills and building things from scratch.”

"I had been in the building game all my life before I lost the sight in one eye from an accident. I was so down when I lost my eye and now, thanks to the shed, I have so much to focus on."

North Ayrshire CLD Plan - Adult Learning

Community based adult learning covers a wide variety of learning opportunities which target learners who have multiple barriers to opportunity, focusing on disadvantaged individuals and communities. Using a Social Practice Model, learning is built around the experience and needs of the learners and is underpinned by the three core principles of the Adult Learning Statement of Ambition - Learning is Lifelong, Life-wide and Learner-centred.

In North Ayrshire, we will ensure that learners are placed at the centre of our planning arrangements. Our learners voice process enables learners from our 6 localities, as well as communities of interest, to be at the centre of our planning, involving them in the identification of appropriate and relevant learning opportunities, the delivery and evaluation of their learning and the development of support for learners. This will ensure that there are sufficient opportunities available for adults to learn, achieve and progress through their learning journey.

We work in partnership to enable, encourage and improve participation in community based adult learning, examples being:

- The Pan Ayrshire ESOL network brings North, South and East Ayrshire CLD ESOL leads together with Ayrshire College. This partnership approach provides opportunities for maximising the use of local/regional resources, sharing expertise and planning seamless progression.
- Our leadership collective is a partnership of CLD, TSI, NHS, HSCP, Ayrshire College and a number of national organisations. It comes together to discuss, develop and plan learning opportunities that is informed by the learners needs.
- Working with North Ayrshire's Family Learning Team bringing adult and family learning together and developing progression routes.

Our innovative North Ayrshire Virtual Community Centre provides a much needed opportunity to engage with our CLD services and is used to deliver community based adult learning. Moving learning online, in response to the COVID-19 pandemic restrictions, enabled us to continue to provide learning for our communities. We increased our Gaelic delivery and the numbers engaging in this provision increased during this time. Moving out of restrictions, we have recognised that our digital delivery will still be a method used for our learning opportunities.

We have agreed the following priorities for Adult Learning for the three year plan.

Core Skills

To work with our partners and organisations in localities to ensure Adult Literacy, Numeracy and Core Skills support given is learner centred, using a collaborative approach to develop staff, volunteers and programmes to best support learners.



New Scots

To support our New Scots to become active members of our community, building social relationships. Be an active partner to improve participation and deliver ESOL activities and learning.

Adult Learning Key Priorities



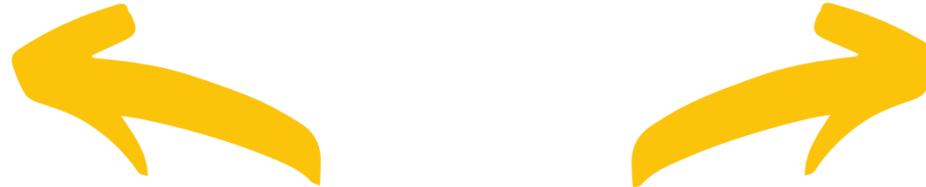
Community Based Adult Learning

To continue to provide opportunities, in partnership with learners, to participate in community based adult learning including activities that promote health and wellbeing and tackle isolation.

We have agreed the following priorities for Adult Learning for the three year plan.

Skills for Work

To work with partners and organisations to deliver employability support. Provide opportunities to learn for work to achieve stronger employability outcomes for learners.



Digital Learning

To provide digital learning and digital literacy support to help communities to develop digital skills and confidence. Encouraging and supporting people to get online and enjoy the opportunities offered by digital technology.

**Adult Learning
Key Priorities**



Training

Work with partners to train staff, volunteers and community groups to deliver community based adult learning opportunities.

Case Study - Adult Learning/Capacity Building - Leadership Collective

North Ayrshire Leadership Collective provides a community-based Adult Learning programme that all communities across the authority can access. The Collective is a partnership of CLD, TSI, NHS, HSCP, Ayrshire College and a number of national organisations.

The group was formed after engagement with partners and the community on their learning aspirations. The Leadership Collective meets monthly to discuss, develop and plan a training programme and calendar that is informed by the communities' needs.

Currently, all training is delivered virtually and, to date, the wide range of opportunities have been accessed by learners across North Ayrshire. Our engagement methods ensure that there are a number of routes for learners to access these opportunities and gain new skills.

The breadth of learning opportunities ensures that a wide range of topics are covered. Some of these include digital skills, community engagement/empowerment, health and wellbeing (including Community Green Gym), employability, book-keeping, ESOL, Gaelic and Core Skills.

The learning programmes are built around the needs of the learner and it provides the right learning environment for many that are taking their first steps back into learning.

Positive evaluations/feedback from learners highlight the opportunities they have experienced through the Leadership Collective and have enabled them to develop new skills e.g. digital and language skills, gained greater understanding of issues in their community and national and local policies, learned new techniques and ideas to address health issues. Community groups have benefited from capacity building opportunities such as book-keeping and governance and commented on the valuable networking opportunities. A strong partnership has been created, which brings expertise and enthusiasm to the Leadership Collective.

Adult Learning - Impact Statements

“I have a sense of continuity in the lessons. I feel normal despite the bad conditions of Corona and have been able to continue my lessons and learn about Scottish life. I thank all volunteers who contributed”

“I arrived 2 months before lockdown. The whatsapp group has been very good for me. I've learned language to help me make GP appointments and other useful things”

“I was helped by the volunteers to use the computer and activate the zoom programme. It made a big difference in my daily life”

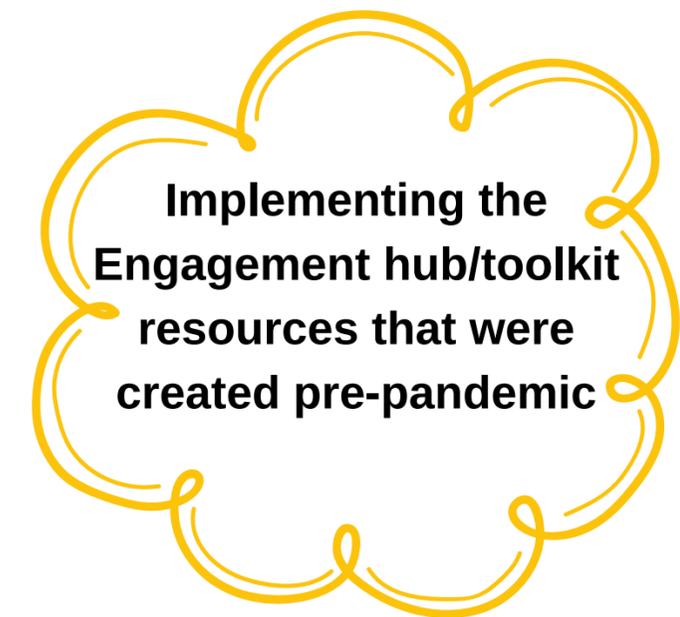
“Yes, the English Whats App classes are useful because it helps you in writing and reading. It help you to write so fast and help you read more fast as well. It also makes your brain thinking what and how you should talk in English.”

“The volunteers helped me very well. I am now able to use my computer and use YouTube to learn.”

“I have really enjoyed taking part in the digital Gaelic lesson and was really glad that it continued through lockdown. If it hadn't been for this I wouldn't have spoken to anyone at all.”

Unmet need within North Ayrshire Communities

Through a process of community engagement with Learners and partners and, as a result of addressing priorities within a finite resource for delivery during the COVID-19 pandemic, we have identified key areas of unmet need. We will engage our community partners in addressing these needs and they will inform the first year of our operational implementation plan. These include:



These key areas were paused due to staff and partners realigning resources and service delivery to implement the Community Resilience Hub model.

Whereas we are aware of a learning need as a partnership, we always seek to engage our community partners to fill that gap. We will continue to note any unmet need, report it through the CLD Strategic Plan governance structure, and determine how best to fulfil that need within our community partnerships, learners voice and participation structures.

Action Plan - Year 1

Implementing the plan	Input	Output	Outcome	Impact
<p>To ensure that participants from the most disadvantaged and marginalised communities have access to the CLD support they need.</p> <p>In a North Ayrshire Context, these groups include the following, but not exhaustive.</p> <p>Gypsy Travellers</p> <p>New Scots</p> <p>Care Experienced</p> <p>LGBTI: Adult and Youth</p>	<p>Community Planning partners and CLD providers will contribute a range of resources to assist the 6 locality planning partnerships fit their priorities within the CLD Strategic plan for North Ayrshire.</p>	<p>Locality Partnerships will contribute to the continuation of the “Learners’ participation and engagement structures, across all 6 Localities.</p> <p>Annual and 6 monthly reports will be provided to the CPP – SMT,</p>	<p>Our most disadvantaged and marginalised communities will have access to CLD opportunities that best support their needs.</p> <p>The CPP – SMT will monitor and scrutinise the progress of the plan to provide an effective and coordinated partnership, delivering high quality CLD opportunities within the 6 localities.</p>	<p>Our most marginalised and excluded communities will feel:</p> <ul style="list-style-type: none"> • They can easily access and participate in CLD opportunities. • A sense of achievement and attainment from their involvement. • They are supported to progress further with their aspirations.

Implementing the plan	Input	Output	Outcome	Impact
<p>To strengthen co-ordination between the full range of CLD providers across the sectors, by the implementation of the community hub model across all localities.</p>	<p>Connected Communities CLD staff to work with partners and communities through the community hubs to ensure there is a shared understanding of whole systems approach.</p>	<p>Service providers, partners and communities work together through the community hub model to deliver appropriate and targeted service.</p>	<p>Participants and local community groups will be actively engaged in CLD provision.</p>	<p>Community hub approach will result in significantly improved outcomes in communities.</p>

Implementing the plan	Input	Output	Outcome	Impact
<p>To reinforce the role of communities as central to the assessment, planning and evaluation processes, that enable us to shape and deliver CLD provision through partnership.</p>	<p>Connected Communities CLD staff will support and promote effective community engagement carried out across North Ayrshire by partners and encourage best practice in Community Engagement</p>	<p>Locality specific plans will evolve in partnership with communities across the 6 localities.</p> <p>A comprehensive North Ayrshire participation and engagement structure will be established across CLD.</p>	<p>6 Locality Plans will evolve to meet the real and felt needs of communities and engage those least seldom heard.</p> <p>Improved network of adult, youth and community engagement that influences local and national policy.</p>	<p>Evidence of very good engagement with local communities in the identification of real and felt need.</p> <p>Young people co design, co-deliver and co-produce fully inclusive youth work activities and opportunities in line with the Child Centred Council model.</p> <p>Empowered and influential community anchor organisations and groups.</p>

Implementing the priorities of plan	Input	Output	Outcome	Impact
<p>To ensure that the priorities within the plan are delivered in line with CLD regulations.</p>	<p>Connected Communities CLD teams will ensure that the operational and teams plan reflect the CLD strategic plan</p> <p>Connected Communities CLD staff will continue to facilitate the leadership collective and contribute to the south west collaborative action plan.</p> <p>Connected Communities CLD staff will work with partners to provide digital learning opportunities, accessible support and learning resources.</p> <p>Connected Communities CLD staff will work in line with the young people's participation structure and wider youth work programmes to identify, record and promote the current range of</p>	<p>Operation plans will be produced that address the priorities as detailed in the plan utilising the agreed KPIs.</p> <p>A wider range of continuing professional development training courses will be offered to CLD partners through the leadership collective and south west collaborative training programme.</p> <p>Using digital technology, we will collaborate with our partners to co-define, co-design and co-deliver better community digital engagement and participation.</p> <p>A wide range of CLD youth opportunities will be delivered in collaboration with young people and partners.</p>	<p>Performance information will be gathered and shared with CPP and communities.</p> <p>A continuum of CLD training opportunities will be accessible to all CLD providers.</p> <p>Communities will have access to a wide range of digital opportunities.</p> <p>Young people will have access to a wide range of youth opportunities with a focus on UNCRC article 12.</p> <p>Adult learners will have access to a wide range of adult learning opportunities with a focus on the learners voice structure.</p> <p>Communities will have access to a wide range of empowering and participatory opportunities</p>	<p>Governance is enhanced by accurate data which will inform subsequent years of the plan. It is evident that CPP and Communities are involved in evaluation of the plan.</p> <p>CLD providers are skilled and motivated to undertake their required roles.</p> <p>Barriers to digital learning will be removed and learners feel confident in engaging with CLD opportunities digitally.</p> <p>Young peoples rights are realised and are taken account of in line with the child poverty action plan and child centred council.</p> <p>Adult learners are well informed, confident, and barriers to learning have been removed.</p>

	<p>opportunities open to young people.</p> <p>Connected Communities CLD staff will work with the adult engagement and participation structures to identify, record and promote the current range of adult learner CLD opportunities.</p> <p>Connected Communities CLD staff will extend our empowering and participatory approaches, offering communities more opportunities to lead in local decision making and service delivery and design.</p>	<p>A wide range of CLD adult learning opportunities will be delivered in collaboration with adult learners and partners.</p> <p>A wide range of CLD empowering and participatory opportunities will be delivered in collaboration with communities and partners.</p>	<p>with a focus on capacity building and local community leadership.</p>	<p>Community groups and agencies work well together. They learn from each other, improve community cohesion and local community leaders are confident in their roles, with strong local networks formed.</p>
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Conclusion

Community Learning and Development (CLD) primarily supports disadvantaged or vulnerable groups and individuals of all ages to engage in learning, personal development and active citizenship with a focus on bringing about change in their lives and communities.

At the very heart of developing this CLD Strategic Plan has been the principles of participation for all partners and those who identify themselves as the CLD workforce for North Ayrshire and, most importantly, our citizens of North Ayrshire - our Learners. There has also been a focus on engaging with those who do not currently engage in our service provision, as this is an important learning space for all partners. At the very start of developing the plan, the importance of plain English was identified as being important, and we have also produced a summary of the plan, to increase the accessibility of the information contained in it. The commitments and priorities of the plan establish our framework for the next 3 years and on an annual basis we will evaluate our impact and the reach of the plan.

The Strategic Plan informs our operational plans across the partnerships and individual staff action plans. Our intention is for partners, staff, volunteers and learners to see themselves, and their work, in the plan. The plan builds on our previous CLD Strategic Plan 2018-2021 and the commitments made within that Plan. We have moved from consultation and engagement to a co-production approach.

Co-production essentially describes a relationship between service provider and service user that draws on the knowledge, ability and resources of both to develop solutions to issues that are successful, sustainable, and cost-effective, changing the balance of power from the professional towards the service user.

Our response to the COVID-19 Pandemic and the leadership role that CLD services adopted has created a depth of relationships and greater understanding of the role of the CLD professional. The learning from the response has created a greater, stronger scaffold which will enable the CLD Strategic Plan and its priorities to be realised and developed over the next 3 years.

The performance will be measured quarterly using the CLD KPIs, which were shared and reviewed at the Education Scotland workshop. This reporting will feature as part of the governance of the plan. In North Ayrshire we have a robust Community Planning structure which puts our communities at the heart of the evaluation and review of the plan, ensuring effective and appropriate targeting of resources, with the principles of equity informing how the plan is delivered.

North Ayrshire CPP is a strong and effective collaboration of a wide range of organisations. By working together, we continue to realise the benefits of sharing our resources, knowledge and skills to improve the lives of local people. All partners have a shared commitment and partnership vision, **“North Ayrshire – A Better Life”**.



Appendices

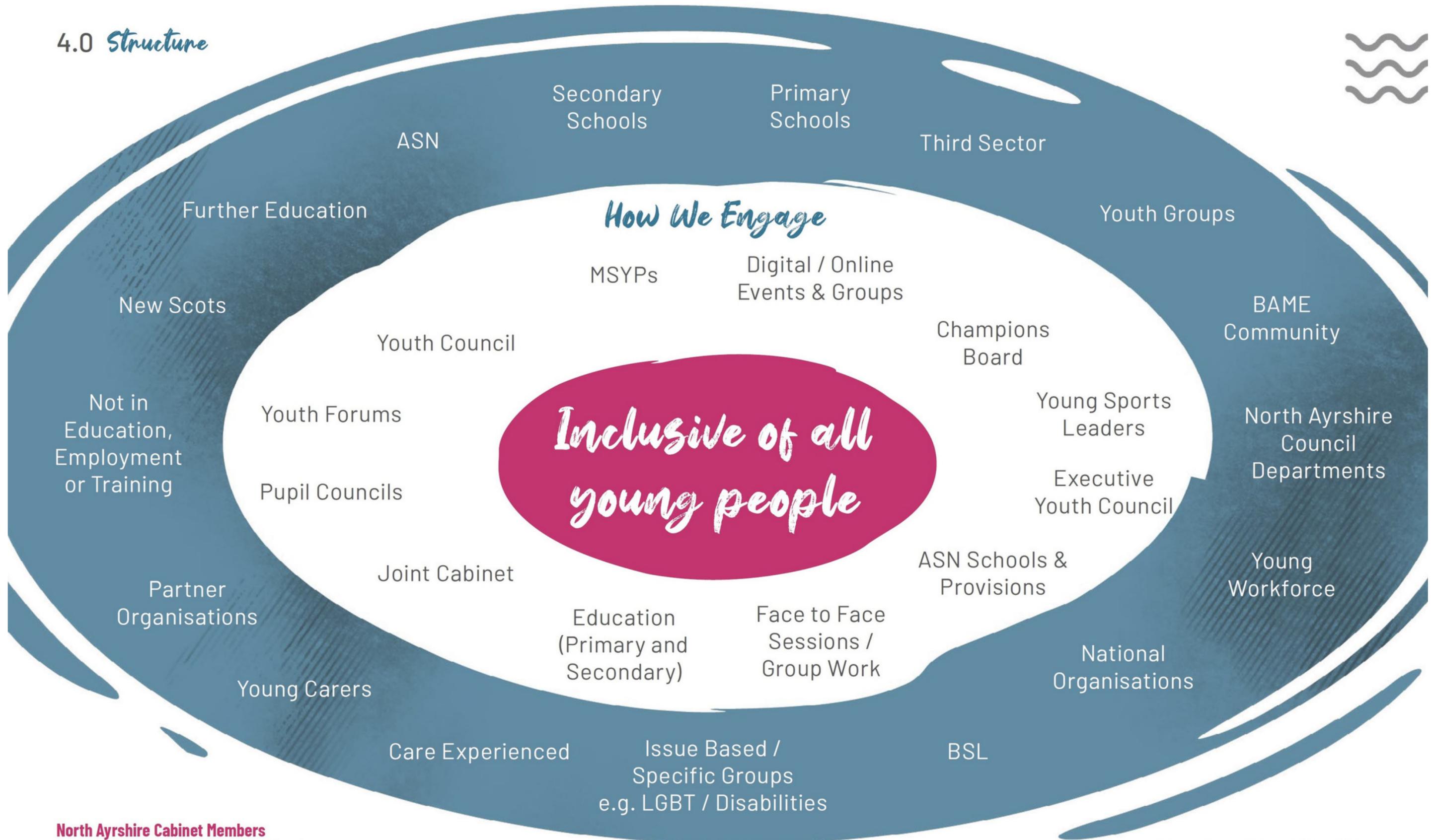
Documents & Policies

- A Changing Nation: How Scotland will thrive in a digital world - gov.scot (www.gov.scot)
- Digital Strategy (north-ayrshire.gov.uk)
- Cyber Resilient Scotland: strategic framework - gov.scot (www.gov.scot) Action Plan 2021 – 23
- North Ayrshire Community Planning Partnership - Local Outcomes Improvement Plan 2017 – 2022
- North Ayrshire Youth Citizenship and Participation Strategy 2021-2024
- Community Learning and Development (CLD) Planning An aspect review of progress made in implementing the CLD Regulations instruments
- Planning for Change A Review of Community Learning and Development Plans in Scotland 2018 – 21
- Equality and Children’s Equality Impact Assessment
- Scotlands Public Health Priorities
- Health Impact Assessment report (available soon)
- Child Poverty Action Plan
- Climate Change Policy
- Scottish Government Health Improvement Policy

Key Partners - Developing and Implementing the Plan

- Third Sector Interface
- North Ayrshire Council Services
- Ayrshire College
- Police Scotland
- Community Planning Partnership
- Health and Social Care Partnership
- Public Health
- Communities of North Ayrshire
- Education Scotland
- Strathclyde Fire and Rescue
- North Ayrshire Federation of Community Associations
- NHS Ayrshire and Arran

4.0 Structure



North Ayrshire Cabinet Members

Councillor John Bell - Cabinet Member for Education
 Councillor Robert Foster - Cabinet Member for Health and Social Care Partnership and lead member for Poverty
 Councillor Louise McPhater - Cabinet Member for Participatory Democracy
 Councillor Shaun McAuley - Young People Champion



North Ayrshire Council's Strategic Community Learning & Development Plan



NORTH AYRSHIRE COUNCIL
28 September 2021
Cabinet

Title: **Revenue Budget 2021/22 : Financial Performance to 31 July 2021**

Purpose: To advise Cabinet of the financial performance for the Council at 31 July 2021.

Recommendation: That Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership at 2.6; (c) note the current projected deficit position of KA Leisure; and (d) approve the virements detailed in Appendix 7.

1. Executive Summary

- 1.1 The General Services Revenue Estimates for 2021/22 were approved by Council on 4 March 2021. The Housing Revenue Account (HRA) Revenue Budget for 2021/22 was approved by Council on 16 December 2020.
- 1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, financial performance reports are presented on a regular basis. This is the first report for 2021/22 and covers the period to the end of July 2021 (Period 4). Projections have been made to the year-end.
- 1.3 At Period 4 the General Fund is forecasting a net overspend of £0.053m, 0.0%, for the year after transferring resources to other funds. The majority of approved savings are on track for delivery by 31 March 2022.
- 1.4 The Housing Revenue Account is forecasting a net in-year underspend of (£0.847m), (1.6%).
- 1.5 The Health and Social Care Partnership is projecting a year-end overspend of £0.853m for 2021/22. The Council services element of the projected overspend is £1.323m, partly offset by a projected underspend on the Health services element of (£0.470m).
- 1.6 KA Leisure has indicated a projected trading deficit of £1.071m for 2021/22. Any additional financial support to KA Leisure will be drawn from previously approved earmarked funds.

- 1.7 A risk to the forecast position continues to be presented by the uncertainty around the progress of, and recovery from, the Covid-19 pandemic. The position presented includes the projected impact of Council resources and Scottish Government funding which has been allocated to support recovery and renewal activity across the Council. On 15 June 2021 Cabinet approved renewal investment of up to £14.744m across a range of renewal themes. An initial £10.000m of this funding has been released to allow Services to progress their investment activity. The balance of funding, £4.744m, will be released subject to a projected balanced outturn position for 2021/22 and, in terms of timing, this position will be assessed at the financial performance report due to be presented at Cabinet on 30 November 2021.

2. Background

General Fund

- 2.1 The Council has set a breakeven budget for 2021/22. In addition to the budget approved on 4 March 2021, earmarked funds of £28.135m have been carried forward from 2020/21 for service expenditure in 2021/22 and are reflected in the figures within the 2021/22 financial performance reports as they are drawn down.
- 2.2 Current financial projections indicate that a net overspend of £0.053m, net of transfers to reserves, is anticipated for the year to 31 March 2022.
- 2.3 Details of the current financial projections are summarised in the following table:

	Appendix No	Annual Budget £000's	Projection to 31 March 2022 £000's	Projected Variance for year (Fav)/Adv £000's	Note
Service Expenditure					
Chief Executives	1	22,294	22,227	(67)	(i)
Communities	2	147,534	146,064	(1,470)	(ii)
Place	3	67,521	68,714	1,193	(iii)
Other Corporate Services	4	31,703	30,630	(1,073)	(iv)
Sub Total		269,052	267,635	(1,417)	
Health and Social Care Partnership	7	100,035	100,035	-	2.6
Balance for Services		369,087	367,670	(1,417)	
Financing Charges	5	11,915	11,915	-	
Contribution to Loans Fund Reserve	5	2,656	2,656	-	
Total Planned Expenditure		383,658	382,241	(1,417)	
Planned Income					
Aggregate External Finance	5	(320,368)	(320,368)	-	
Council Tax	5	(59,551)	(59,551)	-	(v)
Use of Earmarked Funds	5	(3,739)	(3,739)	-	
Total Planned Income		(383,658)	(383,658)	-	
Net Expenditure/ (Income)		-	(1,417)	(1,417)	
Carried Forward Funds		-	1,470	1,470	
Revised Net Expenditure/(Income)		-	53	53	

2.4 The reported Planned Income includes a number of adjustments to Scottish Government funding from that included within the budget approved on 4 March 2021, as detailed in the following table:

	Revenue Support Grant £000's	Non Domestic Rates £000's	Specific Grants £000's	TOTAL AEF £000's
Planned Income				
Approved Budget 4 March 2021	(255,113)	(28,350)	(20,980)	(304,443)
Movements:				
Additional PEF Funding			(939)	(939)
Non recurring Covid Funding	(6,731)			(6,731)
Flexible Funding	(1,039)			(1,039)
Self Isolation Support Payments	(136)			(136)
Education Recovery Funding	(1,615)			(1,615)
Summer of Play	(452)			(452)
Holiday FSM Funding	(704)			(704)
P4 / P5 FSM Expansion	(651)			(651)
Low Income Pandemic Payments (LIPP)	(2,254)			(2,254)
LIPP Admin Support	(134)			(134)
Family Pandemic Payments (FPP)	(776)			(776)
FPP Admin Support	(26)			(26)
School Clothing Grants Funding	(185)			(185)
Music Tuition - Cessation of Charging	(129)			(129)
Removal of Curriculum Charges	(154)			(154)
Revised Planned Income	(270,099)	(28,350)	(21,919)	(320,368)

2.5 Commentary on Significant Movements from the Revised Budget

The Council's overall financial forecast against the revised budget is a net overspend of £0.053m, 0.0%. A brief explanation of the significant movements from the previous forecasts is outlined as follows:

(i) Chief Executives – underspend of (£0.067m)

The projected underspend is primarily related to vacancy management across services, partially offset by reduced Registration and Licensing income arising from the ongoing impact of the Covid pandemic.

(ii) Communities – underspend of (£1.470m)

The projected underspend is primarily related to :

- Reduced cost projections within Early Learning and Childcare arising from the revised programme for full implementation of the expansion to 1140 hours (£1.400m);
- Lower than anticipated uptake of enhanced ELC hours across funded providers (£0.300m);
- Lower than anticipated PPP contract costs (£0.285m);
- Reduced costs in relation to school lets (£0.173m), however this is offset by a reduction in letting income;
- Reduced expenditure relating to external day placements (£0.385m); and
- Reduced employee costs across community facilities resulting from Covid related restrictions (£0.403m).

These have been partly offset by:

- Additional teacher related employee costs related to delivery of the Covid-19 Education Recovery Plan within the available additional funding, £0.727m;
- Lower than anticipated income across all establishments resulting from Covid related restrictions, £0.545m; and
- Increased expenditure on external residential placements £0.405m.

It is requested that the £1.470m underspend is earmarked for use in future years in relation to the implementation of the ELC expansion to 1140 hours.

In addition, the latest financial forecast from KA Leisure indicates a projected trading deficit of £1.071m in 2021/22. Following approval by Cabinet during 2020/21, it is noted that additional financial support to KA Leisure will be drawn from existing earmarked funds. The financial position and progress against the recovery and renewal plan will continue to be monitored throughout 2021/22.

(iii) Place – overspend of £1.193m

The projected overspend primarily related to :

- Lower than anticipated income within Building Services linked to changes in the works programme, £2.055m;
- Lower than anticipated income reflecting Covid-19 restrictions, including commercial catering income, factoring income, commercial property rents and commercial waste income, £1.533m;
- Additional employee and transport costs within Waste Services and Streetscene related to ongoing Covid measures, £0.904m; and
- Additional supplies and services and third party payments within Roads related to additional income generating work, £0.378m.

These have been partly offset by:

- Reduced employee and supplies and services costs within Building Services reflecting the changes in the works programme, (£1.990m);
- Lower than anticipated Facilities Management costs linked to reduced commercial catering activity, (£0.658m);
- Additional Roads Network income, (£0.380m)
- Vacancy management across services, (£0.246m);
- Reduced utility costs reflecting lower building occupancy levels, (£0.184m); and
- Reduced waste disposal costs reflecting reduced tonnages, (£0.139m).

(iv) Other Corporate Items – underspend of (£1.073m)

The underspend is primarily related to centrally held utility cost budgets which are not expected to be fully utilised during the year and the utilisation of (£0.700m) of earmarked reserves to offset the ongoing impact of the Covid pandemic on income recovery levels across services.

(v) **Council Tax**

Income from Council Tax is currently forecast to under recover by £0.440m. This is due to a reduction in the level of income for both the current and prior years, which has resulted in an increase in Bad Debt Provision from 3.5% to 4.0% for the current year. The under recovery reflects the impact of the Covid pandemic on recovery rates, which have not yet recovered to previous levels following significant reductions during 2020/21. In order to support North Ayrshire residents, action has been taken to offer more flexible payment arrangements and enhance joint referral processes with local debt advice partner agencies. The projected under recovery has been offset by the utilisation of (£0.440m) of earmarked reserves brought forward from 2020/21.

Health and Social Care Partnership

2.6 A copy of the HSCP financial performance report as at the end of July 2021 is attached at Appendix 8. The report highlights the key challenges and variances for the Partnership.

The key points for Cabinet to note are summarised below:

- The projected outturn is a year-end overspend of £0.853m for 2021/22 and assumes that all Covid-19 related costs, including unachieved savings, are fully funded.
- The projected overspend on the Council Services element is £1.323m, partly offset by a projected underspend on the Health Services element of (£0.470m);
- The main areas of pressure are reported as learning disability care packages, residential placements for children and unplanned activity placements within the lead partnership for mental health. While a recovery plan is not being implemented, there is confidence that that this position can be improved during the year;
- The latest position in terms of the mobilisation plan for Covid-19 projects a financial impact for 2021/22 of £8.279m, including additional costs of £7.711m, loss of income of £0.430m and anticipated savings delays of £0.138m. It is anticipated that these costs will be fully met from Scottish Government funding;
- Risks remain in relation to the projected year end position. However, this is being closely monitored;

The revised position highlights the progress towards financial balance essential to minimise further financial risk to the Council within the context of the current debt of £3.807m.

Savings Update

2.7 The 2021/22 General Services Revenue Estimates included targets for savings of £2.842m across all services. At 31 July 2021 the majority of savings are on target for delivery by 31 March 2022. A number of savings have been identified as not being fully achieved during 2021/22, including:

- Reduction in external residential placements for children. The planned reduction has been impacted by the pandemic. Work is ongoing between Communities and the HSCP to address the current position; and
- Other minor shortfalls in the delivery of planned savings resulting from the impact of the Covid-19 pandemic including the delayed completion of the road lighting review, the delayed removal of modular accommodation at James McFarlane School and the delayed review of commercial waste at the Arran Waste Transfer Station.

The delayed savings have been offset by other underspends across the services.

Housing Revenue Account

2.8 The Housing Revenue Account budgeted for a breakeven position in 2021/22 and an in-year underspend of (£0.847m), (1.6%), is currently anticipated for the year to 31 March 2022. This is summarised in the following table with further details provided in Appendix 6.

	Annual Budget £000's	Projection to 31 March 2022 £000's	Projected Variance for year (Fav)/Adv £000's	Note
Employee Costs	5,219	5,219	-	
Property Costs	20,767	20,598	(169)	(i)
Supplies and Services	319	334	15	
Transport and Plant Costs	27	33	6	
Administration Costs	2,052	2,052	-	
Third Party Payments	2,485	2,446	(39)	
Transfer Payments	409	409	-	
Other Expenditure	378	423	45	
Capital Financing	20,778	20,269	(509)	(ii)
Gross Expenditure	52,434	51,783	(651)	
Income	(52,434)	(52,630)	(196)	(iii)
Net Expenditure	-	(847)	(847)	

2.9 Commentary Significant Movements from the Revised Budget

A brief explanation of the significant movements from the previous forecasts is outlined as follows:

- (i) **Property Costs – underspend of (£0.169m)**
The underspend is primarily related to reduced expenditure on Void Repairs reflecting a reduction in the number of void properties, (£0.199m).
- (ii) **Capital Financing Costs – underspend of (£0.509m)**
The underspend reflects lower levels of borrowing and ongoing lower interest payments in support of the HRA capital programme.
- (iii) **Income – an over recovery of (£0.196m)**
The over recovery is primarily related to increased recharges in relation to insurance recoveries.

3. Proposals

- 3.1 It is proposed that Cabinet agrees (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership at 2.6; (c) note the current projected deficit position of KA Leisure; and (d) approve the virements detailed in Appendix 7.

4. Implications/Socio-economic Duty

Financial

4.1 General Services

The net projection for the year as at 31 July 2021 is a net overspend of £0.053m for the year.

Housing Revenue Account

The net projection for the year as at 31 July 2021 is a net underspend of (£0.847m) for the year.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

Community Wealth Building

4.7 None.

5. Consultation

5.1 Executive Directors have been consulted as part of the review of financial performance and have approved the projected variances contained in this report.

Mark Boyd
Head of Service (Finance)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner)**, on **01294 324551**.

Background Papers

General Services Revenue Estimates 2021/22 to 2023/24 - Council 4 March 2021
Housing Revenue Account (HRA) Capital Investment Programme, Revenue Budget and Rent Levels for 2021/22 – Council 16 December 2020

CHIEF EXECUTIVES
BUDGETARY CONTROL 2021/22

REPORT FOR THE 4 MONTHS TO 31 JULY 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Chief Executive					
Chief Executive	271	276	5	2%	
Total for Chief Executive	271	276	5	2%	
Financial Services					
Change Programme	40	40	-	0%	
Audit, Fraud, Safety & Insurance	537	537	-	0%	
Corporate Procurement	950	950	-	0%	
Financial Services	1,414	1,404	(10)	(1%)	
Revenues	1,631	1,621	(10)	(1%)	
Total for Financial & Customer Services	4,572	4,552	(20)	(0%)	
People & ICT					
Employee Services	1,181	1,181	-	0%	
HR & Organisational Development	800	800	-	0%	
ICT	5,189	5,189	-	0%	
Business Support	1,134	1,097	(37)	(3%)	
Customer Services	4,476	4,501	25	1%	
Total for People & ICT	12,780	12,768	(12)	(0%)	
Recovery & Renewal					
Transformation	750	750	-	0%	
Total for Recovery & Renewal	750	750	-	-	
Democratic Services					
Legal & Licensing	599	603	4	1%	
Policy, Performance & Elections	669	672	3	0%	
Communications	456	456	-	0%	
Civil Contingencies	61	61	-	0%	
Committee Services	362	364	2	1%	
Member Services	1,171	1,164	(7)	(1%)	
Information Governance	403	361	(42)	(10%)	
Total for Democratic Services	3,721	3,681	(40)	(1%)	
Growth & Investment					
Tourism	200	200	-	0%	
Total for Growth & Investment	200	200	-	-	
Totals	22,294	22,227	(67)	(0%)	

Subjective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance
	£000	£000	£000	
Employee Costs	16,227	16,104	(123)	(1%)
Property Costs	68	68	-	0%
Supplies and Services	2,998	2,998	-	0%
Transport and Plant Costs	43	43	-	0%
Administration Costs	1,499	1,499	-	0%
Other Agencies & Bodies	5,223	5,223	-	0%
Transfer Payments	813	813	-	0%
Other Expenditure	-	-	-	-
Capital Financing	-	-	-	-
Gross Expenditure	26,871	26,748	(123)	(0%)
Income	(4,577)	(4,521)	56	(1%)
Net Expenditure	22,294	22,227	(67)	(0%)

COMMUNITIES**BUDGETARY CONTROL 2021/22****REPORT FOR THE 4 MONTHS TO 31 JULY 2021**

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Early Years Education	21,502	19,802	(1,700)	-7.9%	1
Primary Education	41,583	41,595	12	0.0%	2
Secondary Education	52,738	52,367	(371)	-0.7%	3
Additional Support Needs	11,180	11,092	(88)	-0.8%	4
Education - Other	2,029	2,706	677	33.4%	5
Attainment Challenge	101	101	-	0.0%	6
Pupil Equity Fund	5,931	5,931	-	0.0%	7
Connected Communities	12,470	12,470	-	0.0%	8
Net Total	147,534	146,064	(1,470)	-1.0%	
Less Proposed Carry Forwards	-	1,470	1,470		
Net Total	147,534	147,534	-		

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	121,807	120,666	(1,141)	-1%
Property Costs	524	532	8	2%
Supplies and Services	18,740	18,454	(286)	(2%)
Transport and Plant Costs	174	171	(3)	(2%)
Administration Costs	913	878	(35)	(4%)
Other Agencies & Bodies	13,742	13,268	(474)	-3%
Transfer Payments	580	580	-	0%
Other Expenditure	1	1	-	
Capital Financing	78	78	-	0%
Gross Expenditure	156,559	154,628	(1,931)	-1%
Income	(9,025)	(8,564)	461	-5%
Net Expenditure	147,534	146,064	(1,470)	-1%

COMMUNITIES
BUDGETARY CONTROL 2021/22

REPORT FOR THE 4 MONTHS TO 31 JULY 2021

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		Early Years Education
16,192	(1,400)	-9%	Employee costs: An underspend due to the future opening of Marress House and Montgomerie Park establishments and additional vacancies.
4,782	(300)	-6%	Third Party Payments: An underspend in payments to funded providers. The uptake has been significantly less than originally anticipated as part of the 1140 hours rollout.
			It is requested to earmark £1.470m of this underspend into next financial year to be used towards the revised implementation of the 1140 hours programme.
	(1,700)		
	Note 2		Primary Education
34,676	36	0%	Employee Costs : projected overspend of £0.069m in Teachers costs across all primary schools. £0.033m underspend in non teaching staff costs across all primaries.
1,482	(3)	0%	Supplies and Services : underspend in PPP costs due to reduced RPI and utility costs.
108	(76)	-70%	Third Party Payments: no overtime required due to the schools being closed in relation to school lets
(57)	55	-96%	Income: due to the schools being closed there was no school let income.
	12		
	Note 3		Secondary Education
36,255	(55)	0%	Employee Costs : non teaching costs across all secondary schools.
12,098	(282)	-2%	Supplies and Services : underspend in PPP costs due to reduced RPI and utility costs.
170	(97)	-57%	Third Party Payments: no overtime required due to the schools being closed in relation to school lets
(68)	63	-93%	Income: due to the schools being closed there will be no school let income.
	(371)		
	Note 4		ASN
8,795	(24)	0%	Employee costs: £0.023m underspend in non teaching costs across ASN school and bases provision.
1,010	(385)	-38%	There is an underspend on external day placements as a result of the screening process currently in place. This enables the children to remain in mainstream establishments or in-authority ASN establishments.
365	405	111%	An overspend on external specialist residential placements due to the ongoing high number of children in residential education. Currently there are 8 children in accommodation. Joint working is ongoing with HSCP to improve positive outcomes for these children.
(264)	(84)	32%	Other Local Authorities income - other Local Authorities that choose to place children in NAC establishments. The underspend relates to an over recovery due to an increase in demand.
	(88)		
	Note 5		Education Other
818	727	89%	Employee costs: variances are managed within the context of the Covid-19 Education recovery Plan and available Scottish Government funding.
	(50)		Other minor movements across various budget lines
	677		
	Note 6		Connected Communities
7,090	(403)	-6%	Employee Costs: Underspends of £0.213m in Libraries, £0.162m in Community Facilities and £0.086m in Arran Outdoor, which is mainly due to staff costs being reduced due to Covid-19 and staff being redeployed to Facilities Management. £0.056m overspend in Community Development
4,664	(20)	0%	Third Party Payments: Increased subsidy support for NALL projected currently at £1.071m due to the impact of Covid-19 restrictions and the impact on customer base. Additional support from the Council will be from the use of previously earmarked funds totalling £1.486m which will be used to support the trading deficit position and the renewal programme within NALL. This position will continue to be monitored throughout the year. £0.015m underspend in Community Facilities for royalty payments to Performing Rights Society
(1,506)	427	-28%	Income: Under recovery of income relates mainly to £0.200m in Community Facilities, £0.170m in Arran Outdoor Centre, £0.056m in Libraries and £0.048m in Arts, all due to Covid-19. Over recovery of £0.038m in Community Development for Fire and Rescue income from a staff secondment.
-	(4)		Other minor movements across various budget lines
	-		

PLACE
BUDGETARY CONTROL 2019/20

REPORT FOR THE 4 MONTHS TO 31 JULY 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Directorate and Support	235	235	-	0%	
Physical Environment					
Head Of Physical Environment	114	114	-	0%	
Building Services	(2,510)	(2,510)	-	0%	1
Property Governance	(50)	(50)	-	0%	
Property Management & Investment	1,470	1,508	38	3%	2
Housing Assets & Investment	-	-	-	0%	
Property Maintenance	3,575	3,575	-	0%	
Property Running Costs	4,974	5,052	78	2%	3
Energy and Sustainability	4,467	4,283	(184)	(4%)	4
Facilities Management	15,998	16,555	557	3%	5
Other Housing	3,184	2,896	(288)	(9%)	6
Total for Physical Environment	31,222	31,423	201	1%	
Commercial Services					
Head Of Commercial Services	220	220	-	0%	
Roads	6,678	6,678	-	0%	7
Streetscene	4,641	4,798	157	3%	8
Internal Transport	9,721	9,754	33	0%	9
Waste Resources	8,885	9,699	814	9%	10
Total for Commercial Services	30,145	31,149	1,004	3%	
Economic Growth and Regeneration					
Management	172	172	-	0%	
Planning & Protective Services	1,606	1,606	-	0%	
Economic Development	4,141	4,129	(12)	(0%)	
Total for Economic Growth and Regeneration	5,919	5,907	(12)	(0%)	
Net Total	67,521	68,714	1,193	2%	

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	55,158	54,163	(995)	(2%)
Property Costs	21,709	21,506	(203)	(1%)
Supplies and Services	14,626	13,531	(1,095)	(7%)
Transport and Plant Costs	7,470	7,663	193	3%
Administration Costs	1,290	1,276	(14)	(1%)
Other Agencies & Bodies	18,409	18,704	295	2%
Transfer Payments	526	531	5	1%
Other Expenditure	472	472	-	0%
Capital Financing	-	-	-	
Gross Expenditure	119,660	117,846	(1,814)	(2%)
Income	(52,139)	(49,132)	3,007	(6%)
Net Expenditure	67,521	68,714	1,193	2%

PLACE
FINANCIAL PERFORMANCE 2018/19

REPORT FOR THE 4 MONTHS TO 31 JULY 2021

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 1			Building Services
9,189	(1,243)	(14%)	Employee Costs: An underspend of £1.243m due to vacancy management and additional labour no longer required for the door renewal programme.
4,637	(747)	(16%)	Supplies & Services: An underspend of £0.747m in materials due to a change in the composition in the works programme. This underspend is offset against the reduction in income shown below.
3,002	75	2%	Third Party Payments: An overspend of £0.075m in third party payments. An overspend of £0.029m in payments for smoke alarm installation works due to be completed by February 2022 and £0.046m in payment to contractors.
(20,673)	2,055	(10%)	Income: There is an under recovery of income of £2.055m. This is primarily due to the delay in the door renewal and kitchen programmes.
-	(105)		Use of earmarked reserves to offset projected overspend
-	(35)		Other minor movements
-	-		
Note 2			Property Management and Investment
2,439	(81)	(3%)	Employee Costs: An underspend of £0.081m due to vacancy management.
(1,397)	119	(9%)	Income: There is an under-recovery of £0.119m in factoring income due to a delay (now scheduled for Sept 22) in implementing the new charging policy as a result of Covid-19.
	38		
Note 3			Property Running Costs
6,716	(64)	(1%)	Net Property Costs: The underspend is due to less NDR charges on Shewalton landfill amounting to £0.092m. There is a shortfall in the budget provided for Brooksby Centre service charge of £0.016m and an increased rental period for the portacabin located at James McFarlane School due to the delay in Lockhart School opening of £0.012m.
(1,742)	142	(8%)	Income: There is an under-recovery of income totalling £0.142m due to a reduction in rental income from commercial properties due to lease terminations and refunds/rent free periods granted (£0.124m) and reduction in service charges (£0.018m).
	78		
Note 4			Energy and Sustainability
4,571	(184)	(4%)	Property Costs: There are underspends of £0.305m in Electricity and £0.017m in Gas due to reduced volume of usage in relation to lower occupancy in the council buildings. These savings are offset by water costs of £0.115m which are similar to last year and £0.025m of additional Biomass costs due to contractor price increases.
	(184)		
Note 5			Facilities Management
12,217	(274)	(2%)	Employee Costs: Projected underspend of £0.320m due to reduced commercial catering overtime and reduced casual staff being used, together with vacancy management. There are additional employee costs of £0.047m for providing security at new Lockhart School during the summer holidays; this cost is offset by additional income.
6,624	(384)	(6%)	Supplies and services: There is a projected saving of £0.384m in food due to reduced commercial catering.
(3,896)	1,215	(31%)	Income: There is a projected under-recovery in commercial income of £1.281m due to the closure of buildings and Covid-19 restrictions. This is offset by £0.066m of additional income for providing security at the new Lockhart School during the summer holidays.
	557		
Note 6			Other Housing
4,293	(208)	(5%)	Employee Costs: The underspend is due to vacancy management.
2,297	79	3%	Property Costs: Additional levels of temporary furnished accommodation units as a result of Covid-19 and Hostel closure, has resulted in increased property rental charges. This is offset by the additional rental income generated.
(5,877)	(173)	3%	Income: The over recovery of income relates mainly to the increase in temporary accommodation units in use. The budget was set for 230 units and 250 units are currently in use.
-	14		Other minor movements
	(288)		

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 7			Roads
2,077	113	5%	Supplies and Services: Projected overspend includes software investment costs, winter standby and salt replenishment costs and an energy saving in Lighting which will not be achieved in full, as the required upgrade work was delayed due to Covid-19.
1,489	265	18%	Third Party Payments: Projected overspend in materials etc. in Roads Network as a result of an increase in income generating work including footway widening for Active Travel routes, cemetery footway and carriageway works, and other access improvements.
(1,265)	(380)	30%	Income: Over recovery of income is mainly in Roads Network, for work for other Council Services (see narrative above).
-	2		Other minor movements.
			A proposed budget virement of £0.100m between Third Party Payments and Income From Other NAC Departments has been included in Appendix 8.
	0		
Note 8			Streetscene
6,443	74	1%	Employee Costs: Overspend is Covid related due to the increase in domestic tourism as a result of the pandemic. The service has experienced unprecedented demand which has required increased resourcing for street cleaning and other duties. Cover has also been required for staff shielding and other Covid-19 absences.
129	84	65%	Transport Costs: Projected overspend is Covid related, with £0.041m for additional vehicle hire and £0.017m for the associated fuel costs primarily due to social distancing restrictions. There is also a projected overspend in skip hire of £0.023m due to increased waste arising from more visitors.
-	(1)		Other minor movements.
	157		
Note 9			Internal Transport
1,627	43	3%	Employee Costs: There is a projected overspend of £0.043m due to reduced staff turnover.
1,669	(53)	(3%)	Fuel Costs: Projected underspend of £0.053m due to a decrease in fuel usage.
467	72	15%	External Hires: Projected overspend of £0.072m primarily due to additional hire vehicles as a result of accommodating social distancing measures in vehicles.
-	(29)		Other minor movements
	33		
Note 10			Waste Services
4,562	640	14%	Employee Costs: Overspend of £0.640m, the majority of which is Covid related, due to the requirement for significant additional temporary labour and use of overtime to mitigate self-isolation absence, provide Covid support crews and cover unused annual leave in order to maintain essential services.
186	96	52%	Transport Costs: Overspend of £0.096m is Covid related as additional vehicles have been required to support service delivery.
6,441	(139)	(2%)	Third Party Payments: Underspend of £0.139m due to a reduction in the projected tonnages within payment to contractors.
(2,920)	230	(8%)	Income: Under-recovery of income due to less gas extracted from the landfill site of £0.063m; a reduction in commercial waste of £0.110m due to Covid-19; £0.041m less income from other NAC departments and £0.025m from special uplifts. This is offset slightly by additional income in sale of scrap of £0.020m.
	(13)		Other Minor Movements
	814		

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2021/22

REPORT FOR THE 4 MONTHS TO 31 JULY 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Strathclyde Passenger Transport	2,308	2,241	(67)	(3%)	
SPT Concessionary Fares	294	287	(7)	(2%)	
Ayrshire Joint Valuation Board	824	824	-	0%	
	3,426	3,352	(74)	(2%)	1
Other Corporate Costs					
Pension Costs	1,895	1,938	43	2%	
Central Telephones	86	76	(10)	(12%)	
Other Corporate Items (incl Transformation Costs, Bad Debt Provision, External Audit fees and other centrally held funding.)	24,630	23,671	(959)	(4%)	2
Insurance Account	23	23	-	0%	
Housing Benefits	1,643	1,570	(73)	(4%)	3
	31,703	30,630	(1,073)	(3%)	

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2021/22

REPORT FOR THE 4 MONTHS TO 31 JULY 2021

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		Joint Boards
3,426	(74)	-2%	Annual requisitions confirmed at less than current budget.
	(74)		
	Note 2		Other Corporate Items
24,630	(959)	-4%	Projected underspend primarily related to centrally held utility cost budgets which are not expected to be fully utilised in year and the application of £0.700m of previously earmarked reserves in relation to the ongoing impact of the Covid pandemic on income levels across services.
	(959)		
	Note 3		Housing Benefits
1,643	(73)	-4%	Increased net income related to the recovery of Housing Benefit overpayments
	(73)		

MISCELLANEOUS ITEMS
BUDGETARY CONTROL 2021/22

REPORT FOR THE 4 MONTHS TO 31 JULY 2021

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Financing Charges	11,915	11,915	-	-	
Contribution to Loans Fund Reserve	2,656	2,656	-	-	
Scottish Government Funding	(320,368)	(320,368)	-	-	
Council Tax	(59,551)	(59,551)	-	-	1
Use of Earmarked Funds	(3,739)	(3,739)	-	-	
Net Total	(369,087)	(369,087)	-	-	

Note 1 Council Tax

Income from Council Tax is forecasting to under recover by £0.440m. This is primarily related to additional provision for bad debts due to the impact on the debt recovery position and reduced income from prior years. This has been offset by the utilisation of £0.440m of Scottish Government funding brought forward from 2020/21.

HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2019/20

REPORT FOR THE 4 MONTHS TO 31 JULY 2021

	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£	£	£		
Employee Costs	5,219	5,219	-	0%	
Property Costs					
Responsive Repairs	5,245	5,291	46	1%	
Void Repairs	3,126	2,928	(198)	(6%)	
Planned and Cyclical Maintenance	4,737	4,699	(38)	(1%)	
Aids and Adaptions	1,603	1,603	-	0%	
Other property costs	6,056	6,077	21	0%	
Total for Property Costs	20,767	20,598	(169)		1
Supplies & Services	319	334	15	5%	
Transport Costs	27	33	6	22%	
Administration Costs	2,052	2,052	-	0%	
Third Party Payments	2,485	2,446	(39)	(2%)	
Transfer Payments	409	409	-	0%	
Other Expenditure	378	423	45	12%	
Capital Financing Costs	20,778	20,269	(509)	(2%)	2
Gross Expenditure	52,434	51,783	(651)	(1%)	
Income					
Council House Rents	(51,526)	(51,526)	-	0%	
Other Rents	(317)	(317)	-	0%	
Recharges	(470)	(626)	(156)	33%	
Other Income	(121)	(161)	(40)	33%	
Transfer from HRA Reserves	-	-	-	0%	
Total Income	(52,434)	(52,630)	(196)	0%	3
Net Expenditure	-	(847)	(847)		

HRA**BUDGETARY CONTROL 2019/20****REPORT FOR THE 4 MONTHS TO 31 JULY 2021**

Budget £000	Variance £000	Variance as % of budget	Section
	Note 1		Property Costs
20,767	(169)	-1%	This is mainly due to an underspend of £0.199m in Void Repairs. The projected underspend is due to a reduction in the number of void properties received to date than originally anticipated.
	(169)		
	Note 2		Capital Financing Costs
20,778	(509)	-2%	There is an underspend in capital financing costs of £0.509m due to reduced loan charges. This is due to the reduced levels of expenditure currently being experienced in the HRA Capital budget
	(509)		
	Note 3		Income
(52,434)	(196)	0%	An over recovery of income in recharges of £0.156m and other income of £0.040m.
	(196)		

HRA reserves and balances	B/fwd from 2020/21	Transfer to / from Reserves	Use of Earmarked sums	Earmarking of in year surplus	Funding of Capital Projects	Balance at 31/03/20
	£m	£m	£m	£m	£m	£m
Council House Building Fund	5.580	-	-	-	(1.604)	3.976
Welfare Reform	1.500	-	-	-	-	1.500
Sustainability Fund	3.174	-	-	0.847	(4.000)	0.021
Contingency Balance	1.500	-	-	-	-	1.500
Infrastructure Improvements	0.305	-	-	-	-	0.305
Major Refurbishment Works	0.052	-	-	-	-	0.052
Tenant led balance	0.520	-	-	-	-	0.520
Additional CFCR	1.000	-	-	-	(1.000)	-
Cyclical Planned Maintenance	0.055	-	-	-	-	0.055
Disturbance Allowance	0.385	-	-	-	-	0.385
Responsive Repairs	0.150	-	-	-	-	0.150
	14.221	-	-	0.847	(6.604)	8.464

Budget Management - 31 July 2021
Virement/Budget Adjustment Requests

	2021/22		
	Perm (P) / Temp(T)	Virement £m	Directorate Total £m
1) Budget Virements			
Place			
Regeneration Third Party Payments	T	0.073	
Regeneration Employee Costs	T	0.051	
Regeneration Paths For All Smarter Choices, Smarter Places Grant Income	T	-0.124	
Roads Third Party Payments	T	0.100	
Roads Income From Other NAC Departments	T	-0.100	0.000
Communities			
Youth Music Initiative - Creative Scotland Grant - Income	T	-0.190	
Youth Music Initiative - Creative Scotland Grant - Employee Costs	T	0.190	
Sportscotland Grant for Active Schools	T	-0.386	
Active Schools Operational Budget	T	0.386	
Community Justice - South Ayrshire & East Ayrshire - Income	T	-0.124	
Community Justice - South Ayrshire & East Ayrshire - Employee & Project costs	T	0.124	
Education - ASN Provision - Supplies & Services	P	-0.112	
Education - ASN Provision - Administration Costs	P	0.039	
Education - ASN Provision - Third Party Payments	P	0.003	
Education - HQ Infrastructure - Property Costs	P	0.070	
Information & Culture Supplies & Services	T	0.083	
Information & Culture Employee Costs	T	0.030	
Information & Culture Better Places Green Recovery Fund Grant Income	T	-0.113	0.000

Subject: **2021-22 – Month 4 Financial Performance**

Purpose: To provide an overview of the IJB’s financial performance as at Month 4 including an update on the estimated financial impact of the Covid-19 response.

Recommendation: It is recommended that the IJB:

- (a) notes the overall integrated financial performance report for the financial year 2021-22, the current overall projected year-end overspend of £0.853m and that there is no proposal to implement a Financial Recovery Plan at the current time;
- (b) notes the progress with delivery of agreed savings; and
- (c) notes the remaining financial risks for 2021-22, including the impact of remaining Covid-19 estimates and costs.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
MH	Mental Health
CAMHS	Child & Adolescent Mental Health Services
RAG	Red, Amber, Green
UNPACS	UNPACS, (UNPlanned Activities) – Extra Contractual Referrals
NRAC	NHS Resource Allocation Committee
GAE	Grant Aided Expenditure
PAC	Performance and Audit Committee

1.	EXECUTIVE SUMMARY
1.1	The report provides an overview of the financial position for the partnership and outlines the projected year-end outturn position informed by the projected expenditure and income commitments, these have been prepared in conjunction with relevant budget holders and services. It should be noted that although this report refers to the position at the July period end that further work is undertaken following the month end to finalise projections, therefore the projected outturn position is as current and up to date as can practicably be reported.
1.2	The projected outturn, before the impact of Covid-19, is a year-end overspend of £0.853m for 2021-22 which is a favourable movement of £0.895m since Month 3. This

	position assumes that all Covid-19 related costs, including the element of unachieved savings of £0.088m attributable to Covid-19, will be fully funded.
1.3	<p>From the core projections, overall, the main areas of pressure are learning disability care packages, residential placements for children and Unplanned Activities (UnPACs) within the lead partnership for mental health. There has been a significant reduction in the learning disability care package overspend following a review of the quarter one delivered care.</p> <p>This reduction adds to the confidence that this position can be improved during the year and at this stage a recovery plan is not being implemented while further work is done to investigate and challenge the most significant projected overspends. The projected overspend is well within the level of uncommitted reserves held of £4.151m so the overall financial risk is contained for 2021-22.</p>
1.4	The follow up focus sessions that took part during August with LD services and Children's Services agreed a range of action points and these will be followed up at the next sessions in October. A session will also be held with Community Care and Health. These sessions look at ways to reduce future spend to try and ensure future service provision can be contained within current resources.
2.	CURRENT POSITION
2.1	<p>The report includes an overview of the financial position including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery and plans to work towards financial balance.</p> <p>The report also includes detail of the estimated costs and potential financial impact of the Covid-19 response.</p>
	FINANCIAL PERFORMANCE – AT PERIOD 4
2.2	<p>At period 4 against the full-year budget of £261.711m there is a projected year-end overspend of £0.853m (0.3%). The Integration Scheme outlines that there is an expectation that the IJB takes account of the totality of resources available to balance the budget in year. Following this approach, an integrated view of the financial position should be taken, however it is useful to note that this overall position consists of a projected overspend of £1.323m in social care services and a projected underspend of £0.470m in health services.</p> <p>Appendix A provides the financial overview of the partnership position. The sections that follow outline the significant variances in service expenditure compared to the approved budgets with detailed analysis provided in Appendix B.</p>
2.3	Health and Community Care Services
	<p>Against the full-year budget of £75.809m there is a projected underspend of £0.130m (0.2%) and the main variances are:</p> <p>a) Care home placements including respite placements (net position after service user contributions and charging order income) are projected to underspend by £0.300m which is an adverse movement of £0.126m. The budgeted number of permanent</p>

	<p>placements is 790 and at month 4 there are 780 placements. The projection assumes an increase of 10 in August taking the total to the 790 budgeted placements. The occupancy in care homes has increased steadily following the reduction during 2020-21. Within the projection there is an assumption that recent placements that do not have a completed financial assessment (often due to the pressure to discharge from hospital) are costed at the current average cost of a placement. Their actual cost will not be known until the FA1 financial assessment is completed. The annual financial reassessment process is almost complete and this accounts for the adverse movement in the projection as the actual costs were higher than estimated.</p> <p>The level of income recovered from charging orders was under recovered during 2020-21 due to the impact the pandemic had on house sales but for 2021-22 it is assumed to be online but this will be reviewed during the year.</p> <p>b) Care at home are projecting an overspend of £0.038m after applying £0.805m of funding for additional capacity for Covid . Bank staff are being offered contracts, the service are recruiting additional staff for the in-house service and also engaging with new and existing providers for additional commissioned services. The capacity for care at home will continue to grow during 2021-22 to meet the increase in demand for the service, this will be part of the Covid funding requirements and our longer-term ambition to shift the balance of care.</p> <p>c) Care at Home Charging Income is projected to under recover by £0.169m (adverse movement of £0.011m) due to the ongoing shift towards personal care which is non chargeable.</p> <p>d) Direct Payments are projected to overspend by £0.104m which is an adverse movement of £0.041m due to the waiting list for services being reduced during 2020-21 and additional care packages being agreed in 2021-22.</p> <p>e) Residential Placements are projected to overspend by £0.199m which is an adverse movement of £0.011m. The overspend is due to placements transferring from adult to older people services.</p> <p>f) Carers Act funding is projected to underspend by £0.500m. This projected position assumes charges for respite are waived per the IJB 2021-22 budget paper recommendation and a contribution is made to the increased capacity for children’s respite.</p>
2.4	Mental Health Services
	<p>Against the full-year budget of £80.542m there is a projected overspend of £0.524m (0.65%). The main variances are:</p> <p>a) Learning Disabilities are projected to overspend by £0.985m (£0.588m favourable movement), included within this is overspends of £0.350m in community care packages (£0.545m favourable movement), £0.483m in direct payments (£0.045m favourable movement) and £0.174m for residential placements (£0.006m adverse movement).</p>

Community Learning Disability Care packages are proving to be one of the most challenging areas to address overspends. The quarter 1 spend was reviewed against the planned care and this has resulted in the projection being reduced in month 4 as the level of service actually delivered was less than planned. This is partly due to the impact of services still remobilising in the earlier part of the year and also the impact of the roll out of the CM2000 call monitoring system. The data from CM2000 will be reported back to the service to allow them to see where care has deviated from the planned level and focus reviews to those areas.

- b) Community Mental Health services are projected to underspend by £0.463m (favourable movement of £0.208m) and included within this is underspends of £0.509m in community packages (inc direct payments) and £0.060m for residential placements. The favourable movement relates to a reduction in the projected costs for a placement that transitioned from children's services.
- c) Supported Accommodation - there are potentially additional costs in relation to the upcoming supported accommodation developments. This is in relation to security, energy cost and void rent loss during the period between the builds being completed and the service users moving in.
- d) The Lead Partnership for Mental Health is projecting to be online but within this online position there are variances as follows:
- A projected overspend in Adult Inpatients of £0.344m mainly due to staff in redeployment (£0.326m) following the closure of the Lochranza ward. There is also reduced bed sale income of £0.130m but this is included in the quarter 1 LMP return and will be covered by Covid-19 funding.
 - UNPACS is projected to overspend by £0.863m the based on current number of placements which has increased. These placements are for individuals with very specific needs that require a higher level of security and/or care from a staff group with a particular skill set/competence. This can necessitate an UNPlanned Activities (UNPACs) placement with a specialist provider which can be out-of-area. Applications to approve a placement are made to the Associate Medical Director for Mental Health who needs to be satisfied that the placement is appropriate and unavoidable prior to this being agreed.
 - A projected underspend in MH Pharmacy of £0.160m due to continued lower substitute prescribing costs.
 - Learning Disability Services are projected to overspend by £0.324m. This is mainly due to high usage of supplementary staffing, cross-charging for a LD patient and redeployment staffing costs. Supplementary staffing costs relate to backfill for sickness, increase and sustained enhanced observations and vacancies. The enhanced observations are reviewed on a daily basis however, due to the individuals being acutely unwell at present, this level of enhanced observations has been maintained for a lengthy period of time.
 - The turnover target for vacancy savings for the Lead Partnership is held within the Lead Partnership as this is a Pan-Ayrshire target. There is a projected over-recovery of the vacancy savings target of £1.092m in 2021-22, further information is included in the table below:

Vacancy Savings Target	(£0.400m)
Projected to March 2022	£1.492m
Over/(Under) Achievement	£1.092m

The current projection to the year-end is informed by the recruitment plans and the confidence in recruitment success and realistic timescales for filling individual vacancies.

The main areas contributing to this vacancy savings position are noted below:

- Adult Community Health services £0.080m
- Elderly Inpatients £0.249m
- CAMHS £0.373m
- Mental Health Admin £0.210m
- Psychiatry £0.400m
- Psychology £0.180m

2.5 Children & Justice Services

Against the full-year budget of £36.610m there is a projected overspend of £1.275m (3.5%). The main variances are:

a) Care Experienced Children and Young People is projected to overspend by £1.674m (£0.401m adverse movement). The main areas within this are noted below:

- Children's residential placements are projected to overspend by £1.501m (£0.343m adverse movement). We started 21/22 with 17 placements which included 1 in Secure but this increased to 19 by month 3. At month 4 this has increased by a further two placements taking the total to 21. One place also changed from residential to secure which is an increased cost. Of these placements it is assumed that 1 (secure placement) will end in August, 1 in September, 1 in October and a further 7 will end by December taking placement numbers to 11 by the end of year. Progress with plans to move children from residential placements have been impacted by Covid-19 as there has been an impact on Children's Hearings and this has limited the availability of tenancies. The impact on Children's Hearing is improving but still not back to 'normal'.
- Fostering placements are projected to underspend by £0.123m (£0.060m favourable movement) based on the budget for 131 places and 132 actual placements (of which 6 are Covid related and are funded through the Covid-19 mobilisation plan) since the start of the year. The recent focus session discussed the need to continue to recruit increased numbers of foster carers, both to limit the requirement for external foster placements and reduce pressures elsewhere on the service, and the team are looking at the best way to approach this.
- Fostering Xtra placements are projected to be £0.153m underspent (no movement) based on the budget for 33 placements and 27 actual placements since the start of the year.
- Private Fostering placements are projected to be £0.087m overspent (£0.033m adverse movement) based on the budget for 10 placements and 11 actual placements since the start of the year.
- Kinship placements are projected to overspend by £0.072m (£0.002m favourable movement) based on the budget for 353 places and 365 actual placements since the start of the year.

	<ul style="list-style-type: none"> Adoption placements are projected to overspend by £0.097m (£0.002m adverse movement) based on the budget for 57 places and 71 actual placements since the start of the year. b) Children with disabilities – residential placements are projected to underspend by £0.310m (£0.027m adverse movement) based on 7 placements which are expected to continue until the end of the year. c) Transport costs – projected underspend of £0.050m (no movement) due to less mileage being incurred. 												
2.6	ALLIED HEALTH PROFESSIONALS (AHP)												
	AHP services are projected to underspend by £0.125m due to underspends in non-employee costs.												
2.7	MANAGEMENT AND SUPPORT												
	Management and Support Services are projected to underspend by £0.311m (£0.070m adverse movement) which relates to funding set aside for unscheduled care. £0.277m of this funding is uncommitted and £0.104m relates to the enhanced hospital social work team only incurring part year costs. The adverse movement relates to the partial non achievement of the business support saving.												
2.8	Turnover/Vacancy Savings												
	<p>The turnover targets and projected achievement for the financial year for Health and Social Care services out with the Lead Partnership is noted below:</p> <table border="1"> <thead> <tr> <th></th> <th>Social Care</th> <th>Health Services</th> </tr> </thead> <tbody> <tr> <td>Vacancy Savings Target</td> <td>*(2.014m)</td> <td>(0.655m)</td> </tr> <tr> <td>Projected to March 2022</td> <td>2.014m</td> <td>0.740m</td> </tr> <tr> <td>Over/(Under) Achievement</td> <td>-</td> <td>0.085m</td> </tr> </tbody> </table> <p>(*the target for social care services has been increased on a non-recurring basis for 2021-22 only by £0.110m to offset the saving for the roll out of Multi-Disciplinary Teams, as no permanent reductions to the structure can be identified at this time but will be by the service from 2022-23 onwards).</p> <p>The position in the table above reflects the assumption in the current financial projections. For social care a total of £0.719m (36% of annual target) has been achieved to date. It is anticipated that the level of vacancies will continue at this rate to the financial year-end, the full annual target will be online to be achieved.</p> <p>The health vacancy projection to the year-end is informed by the recruitment plans and confidence in recruitment to posts for the remainder of the year.</p> <p>The main areas contributing to the health and social care vacancy savings are spread across a wide range of services with vacancy savings being achieved in most areas. There have been no intentional plans during the pandemic to pause or delay recruitment and services have actively continued to recruit, in some areas this has proven difficult to fill posts.</p>		Social Care	Health Services	Vacancy Savings Target	*(2.014m)	(0.655m)	Projected to March 2022	2.014m	0.740m	Over/(Under) Achievement	-	0.085m
	Social Care	Health Services											
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Projected to March 2022	2.014m	0.740m											
Over/(Under) Achievement	-	0.085m											

The turnover target for the North Lead Partnership for Mental Health services is detailed within the Lead Partnership information at section 2.4.

2.9 Savings Progress

a) The approved 2021-22 budget included £2.528m of savings.

BRAG Status	Position at Budget Approval £m	Position at Period 4 £m
Red	-	0.640
Amber	0.204	0.861
Green	2.324	0.685
Blue	-	0.342
TOTAL	2.528	2.528

b) The main areas to note are:

- i) Red savings of £0.450m relating to reducing children's residential placements, £0.066m adoption allowances and £0.036m external fostering placements, all of which are projected to overspend.
- ii) Whilst all savings remain on the plan to be delivered there are delays with some savings with delays in implementation due to Covid-19, for example the savings in relation to day care for adults. These savings of £0.088m are noted as red but are expected to be funded by covid funding.
- iii) The confidence with some savings has reduced since the budget was set due to the ongoing impact of Covid-19, for example Care at Home related savings.

Appendix C (i) shows the full Transformation Plan for 2021/22 which has been agreed by the Transformation Board; the Board is in place to provide oversight and governance to the programme of service change. A focus of the Board is to ensure plans are in place to deliver savings and service change, with a solution focussed approach to bringing programmes back on track.

Not all of the service changes on the Transformation Plan have savings attached to them but there is an expectation that they will lead to service improvements. The Plan is critical to the ongoing sustainability and safety of service delivery and to supporting the delivery of financial balance in future.

Appendix C (ii) provides an overview of those service changes which do have financial savings attached to them and the current BRAG status around the deliverability of each saving.

The unachieved savings due to Covid-19 have not been reflected in the overall projected outturn position as it is assumed the savings delays would be compensated with additional funding. The delays were included in the mobilisation plan return to the Scottish Government.

2.10	<p>Budget Changes</p>
	<p>The Integration Scheme states that <i>“either party may increase it’s in year payment to the Integration Joint Board. Neither party may reduce the payment in-year to the Integration Joint Board nor Services managed on a Lead Partnership basis....without the express consent of the Integration Joint Board”</i>.</p> <p>Appendix D highlights the movement in the overall budget position for the partnership following the initial approved budget.</p> <p>Reductions Requiring Approval:</p> <p>There are no budget reductions requiring approval in month 4.</p>
2.11	<p>NHS – Further Developments/Pan Ayrshire Services</p>
	<p><u>Lead Partnerships:</u></p> <p>The IJB outturn position is adjusted to reflect the impact of Lead Partnership services. During 2020-21 agreement was reached with the other two Ayrshire partnerships that in the absence of any service activity information and alternative agreed risk sharing arrangements that the outturn for all Lead Partnership services would be shared across the 3 partnerships on an NRAC basis. This position is currently the default for 2021-22 pending further work to develop a framework to report the financial position and risk sharing across the 3 partnerships in relation to hosted or lead service arrangements has been delayed by the requirement to focus efforts on the Covid response.</p> <p>The final outturn in relation to North Lead Partnership services would not be fully attributed to the North IJB as a share would be allocated to East and South partnerships, similarly the impact of the outturn on East and South led services will require to be shared with North. At month 4 the MH lead partnership is projected to be online.</p> <p>East HSCP – projected underspend of £1.077m (£0.388m NRAC share for NA IJB). The main areas of variance are:</p> <ol style="list-style-type: none"> a) Primary Care and Out of Hours Services- there is a projected underspend of £0.851m. The projected underspend includes savings in Dental Services due to reduced service provision with an anticipated increase in staffing costs going forward. There are reduced projected costs in Ayrshire Urgent Care Services (AUCS) with work being undertaken to cross charge costs related to the Covid-19 pandemic against the Local Mobilisation Plan (Community Clinical Hub). The projected underspend on AUCS assumes a similar level of cross charging from August until December this year with further consideration of the Covid-19 position at that stage. The level of GP activity will continue to be closely monitored going forward. Savings in Primary Care contract administration are also contributing to the projected underspend. This projected underspend is the anticipated outturn position at this early stage of the financial year and will continue to be closely monitored with movements highlighted in future reports to the three Ayrshire IJBs.

It is anticipated that the Primary Care Improvement Fund will outturn on budget. The sum of £1.272m has been brought-forward as an earmarked balance within the IJB Reserve and will be used to meet initial East Ayrshire spending plans and priorities being taken forward to meet agreed outcomes. Sums of £0.935m and £0.732m have been brought-forward from 2020/21 by North and South Ayrshire IJBs respectively to meet their own priorities and outcomes.

- b) Prison and Police Healthcare - £0.238m projected underspend largely due to net staffing savings. In addition, the medical contracts at both Prison and Police have reduced and is contributing to the projected underspend.

South HSCP – projected overspend of £0.022m (£0.008m NRAC share for NAHSCP). The overspend is mainly due to an overspend in the continence service.

Set Aside:

The budget for set aside resources for 2021-22 is assumed to be in line with the amount for 2020/21 (£33.054m) inflated by the 2.8% baseline uplift. The 2020/21 value was based on 2019/20 activity as 2020/21 was not considered representative.

At the time of setting the IJB budget it was noted that this may require to be updated following the further work being undertaken by the Ayrshire Finance Leads to establish the baseline resources for each partnership and how this compares to the Fair Share of resources. It was anticipated that 2020-21 would be used as a shadow year for these arrangements, however this work was been delayed due to the Covid-19 response. A draft Q1 set aside update for 2021/22 has been issued to IJBs for review.

The annual budget for Acute Services is £371.350m. The directorate is underspent by £0.250m, following underspends on reduced elective activity, caused by COVID-19.

There is nevertheless an underlying deficit caused by:

- Unachieved efficiency savings
- High expenditure on medical and nursing agency staff, high rates of absence and vacancy causing service pressure
- High numbers of delayed discharges

The IJBs and the Health Board previously submitted Remobilisation Plan 3 outlining how activity will return to normal as far as is possible. We are working together now on Remobilisation Plan 4 to reflect current circumstance.

COVID-19 – FINANCE MOBILISATION PLAN IMPACT

2.12 **Summary of position**

From the outset of the pandemic the HSCP acted very swiftly to respond and developed a mobilisation plan detailing the additional activities to support our response, alongside the estimated financial impact. Financial returns were submitted to the Scottish Government on a regular basis during 2020-21, on the premise that any additional costs aligned to mobilisation plans would be fully funded. This process will continue during 2021-22. There is a risk that if the full cost of the Covid-19 response is not funded that the IJB may require to recover any overspend in-year.

2.13	Mobilisation Plan																																				
<p>The initial 2021-22 mobilisation plan cost submission was submitted in February and estimated the costs to be £5.481m to March 2022. The quarter 1 return updated these costs to £8.279m. The costs remain estimates as the situation continually evolves and there will be updates submitted each quarter.</p>																																					
<p>The local finance mobilisation plan submission is included as Appendix E. The main areas of cost together with the movement over the period are summarised below:</p>																																					
<table border="1"> <thead> <tr> <th data-bbox="264 539 834 674">Service Area</th> <th data-bbox="842 539 1046 674">Initial 2021-22 Return £m</th> <th data-bbox="1054 539 1259 674">Quarter 1 Update £m</th> <th data-bbox="1267 539 1471 674">Change £m</th> </tr> </thead> <tbody> <tr> <td data-bbox="264 680 834 719">Payments to Providers</td> <td data-bbox="842 680 1046 719">0.750</td> <td data-bbox="1054 680 1259 719">2.421</td> <td data-bbox="1267 680 1471 719">1.671</td> </tr> <tr> <td data-bbox="264 725 834 763">PPE</td> <td data-bbox="842 725 1046 763">2.000</td> <td data-bbox="1054 725 1259 763">2.000</td> <td data-bbox="1267 725 1471 763">-</td> </tr> <tr> <td data-bbox="264 770 834 808">Additional Staff</td> <td data-bbox="842 770 1046 808">1.459</td> <td data-bbox="1054 770 1259 808">1.901</td> <td data-bbox="1267 770 1471 808">0.442</td> </tr> <tr> <td data-bbox="264 815 834 853">Mental Health</td> <td data-bbox="842 815 1046 853">1.172</td> <td data-bbox="1054 815 1259 853">1.172</td> <td data-bbox="1267 815 1471 853">-</td> </tr> <tr> <td data-bbox="264 860 834 898">Loss of Income</td> <td data-bbox="842 860 1046 898">0.100</td> <td data-bbox="1054 860 1259 898">0.430</td> <td data-bbox="1267 860 1471 898">0.330</td> </tr> <tr> <td data-bbox="264 904 834 943">Unachieved Savings</td> <td data-bbox="842 904 1046 943">-</td> <td data-bbox="1054 904 1259 943">0.138</td> <td data-bbox="1267 904 1471 943">0.138</td> </tr> <tr> <td data-bbox="264 949 834 987">Other Areas</td> <td data-bbox="842 949 1046 987">-</td> <td data-bbox="1054 949 1259 987">0.217</td> <td data-bbox="1267 949 1471 987">0.217</td> </tr> <tr> <td data-bbox="264 994 834 1014">TOTAL</td> <td data-bbox="842 994 1046 1014">5.481</td> <td data-bbox="1054 994 1259 1014">8.279</td> <td data-bbox="1267 994 1471 1014">2.798</td> </tr> </tbody> </table>		Service Area	Initial 2021-22 Return £m	Quarter 1 Update £m	Change £m	Payments to Providers	0.750	2.421	1.671	PPE	2.000	2.000	-	Additional Staff	1.459	1.901	0.442	Mental Health	1.172	1.172	-	Loss of Income	0.100	0.430	0.330	Unachieved Savings	-	0.138	0.138	Other Areas	-	0.217	0.217	TOTAL	5.481	8.279	2.798
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<p>The most recent changes to estimated costs are in relation to:</p>																																					
<ul style="list-style-type: none"> • Increased sustainability payments to providers based on the extension of transitional arrangements for support to September 2021; there is currently no certainty of the arrangements beyond September. • Increased staff costs including the impact of cover costs due to long covid; • Savings delays in relation to day care for adults and older people; and • Further loss of income from charging for services as not all services have restarted. 																																					
2.14	Covid-19 Funding Position																																				
<p>At the outset of the pandemic there was an assurance that subject to any additional expenditure being fully aligned to local mobilisation plans, including the IJB responses, reasonable funding requirements will be supported. This was on the basis that a process would be developed for these to be accurately and immediately recorded and shared with the Scottish Government. The basis of this reporting was drawn up and agreed with COSLA and Health and Social Care Partnerships.</p>																																					
<p>During 2020-21 various funding was awarded by the Scottish Government and the £3.479m underspend against these funding streams was earmarked by the IJB for use in 2021-22 to support Covid costs.</p>																																					
<p>The Scottish Government are continuing to work with Health Boards and IJBs to review and further revise financial estimates. This will allow identification of the necessary additional support required over and above the funding carried forward with an expectation that an allocation to bring funding up to 100% will be provided. On this</p>																																					

basis the overall financial risk to the IJB for 21-22 is minimised. The main risk remaining being if costs increase significantly by the year-end, this is being closely monitored.

2.15 **Provider Sustainability Payments and Care Home Occupancy Payments**

COSLA Leaders and Scottish Government have agreed an approach to supporting the social care sector to ensure that reasonable additional costs will be met. We have been making payments to commissioned social care providers in line with the agreed national principles for sustainability and remobilisation payments to social care providers during COVID 19.

Care Home Occupancy Payments - we have engaged with older people’s care homes in relation to care home occupancy payments and make regular monthly payments to care home providers with emergency faster payments being made if required. Meetings are being held with each care home to discuss ongoing sustainability and to provide support.

Sustainability payments - providers are responsible for submitting a claim for additional support to the Partnership for sustainability payments and this is assessed as to what support is required on a case-by-case basis based on the supporting evidence provided. Each case is assessed by the same group to ensure equity and consistency across providers.

In general, all payment terms have been reduced and once any payment is agreed it is being paid quicker to assist the cash flow position of providers. The assessment of some claims has been difficult due to delays with additional information and supporting evidence being submitted to support claims, hence there are a number of claims that are in process.

The sustainability payments are estimated to be a significant cost in our mobilisation plan and the timely submission and assessment of claims is key to ensuring we can accurately estimate the financial cost and ensure the costs are reclaimed from the Scottish Government.

Providers in North Ayrshire are not all strictly adhering to these timescales and we are still receiving backdated claims, the commissioning team are working with providers to support them to submit claims. The tables below show the support provided to date and the outstanding claims as at the end of July.

PROVIDER SUMMARY	NCHC Care Homes	Other	Total
Total Number of Providers	17	49	66
Number contacting NAC	17	12	29
Providers Supported to date	17	11	28

OUTSTANDING CLAIMS	NCHC Care Homes	Other	Total
Total Number of Claims	20	4	24
Value of Claims	£659,602	£116,412	£776,015

SUPPORT PROVIDED	NCHC Care Homes	Other Services	TOTAL
	£	£	£
Occupancy Payments (up to July)	642,577	0	642,577
Staffing	151,446	25,875	177,321
PPE, Infection Control	121,997	69,536	191,533
Other	24,543	8,823	33,366
TOTAL	940,563	104,234	1,044,797

Arrangements for support have been agreed alongside guidance which sets out the criteria that need to be met for financial support, the approach for payment for care that cannot be delivered, the categories of additional costs which may be met, the approach to evidencing additional costs and key principles for requesting and making payments.

The key principles of this ongoing support include:

- Understanding the reasons why care cannot be delivered, only Covid related impacts can be funded through sustainability payments;
- The 'planned care' approach of continuing to pay for undelivered care has been removed and providers and HSCPs will be required to explore opportunities for creatively delivering services in a different way, temporarily re-deploy staff into other HSCP services (voluntarily), where this is not possible providers will be required to access national supports in the first place, including the potential to furlough staff;
- Where payment for undelivered care is agreed as the only option this will be at a reduced level depending on the type of service, for example for care homes subject to the NCHC occupancy payments will be made at 80% of the rate for all vacancies, this is dependent on care homes continuing to admit new residents where it is clinically safe to do so;
- The Social Care Staff Support Fund will remain in place to ensure all staff receive their full pay during a Covid related absence; and
- Additional reasonable costs that are incurred as a result of Covid which cannot be covered from other funding sources will be reimbursed, including for example PPE, infection prevention control and additional staffing costs.

The current financial sustainability principles, guidance and criteria have now been extended until 30 September 2021, these were previously agreed to 30 June 2021.

2.16 RESERVES

The IJB reserves position is outlined in the table below.

The 'free' general fund balance of £4.151m is held as a contingency balance, this equates to around 1.6% of the IJB budget for 2021-22 so remains short of the target of 2% but does demonstrate significant progress towards establishing a contingency reserve.

£1.486m is held by the Council to support a further repayment of debt in 21-22 and this is not reflected in the financial projection. This position will continue in future years until the debt is cleared.

	General Fund Reserves		Earmarked Reserves		Total £m
	Debt to NAC £m	Free GF £m	SG Funding £m	HSCP £m	
Opening Balance - 1 April 2021	(3.807)	4.151	5.487	0.681	6.512
Earmarked as follows:					
: Primary Care Improvement Fund			0.935		
: Mental Health Action 15			0.224		
: Alcohol and Drugs Partnership			0.336		
: Community Living Change Fund			0.513		
: Covid Funding			3.479		
: Challenge Fund				0.500	
: 2021-22 Budget Gap				0.181	

3. PROPOSALS

3.1 Anticipated Outcomes

Continuing to closely monitor the financial position will allow the IJB to take corrective action where required to ensure the partnership can deliver services in 2021-22 from within the available resource, thereby limiting the financial risk to the funding partners.

The estimated costs and funding in relation to the Covid-19 response also require to be closely monitored to ensure that the IJB can plan for the impact of this and to ensure that the IJB is in the position to re-claim funding to compensate for the additional costs.

3.2 Measuring Impact

Ongoing updates to the financial position will be reported to the IJB throughout 2021-22.

4. IMPLICATIONS

Financial:	The financial implications are as outlined in the report. Against the full-year budget of £261.711m there is a projected overspend of £0.853m (0.3%). The report outlines the main variances for individual services.
Human Resources:	The report highlights vacancy or turnover savings achieved to date. Services will review any staffing establishment plans and recruitment in line with normal practice when implementing

	service change and reviews as per agreement with the IJB, there is no intention to sustain this level of staffing capacity reduction on a recurring or planned basis.
Legal:	None
Equality:	None
Children and Young People	None
Environmental & Sustainability:	None
Key Priorities:	None
Risk Implications:	Within the projected outturn there are various over and underspends including the non-achievement of savings.
Community Benefits:	None

Direction Required to Council, Health Board or Both	Direction to: -	
	1. No Direction Required	
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	√

5.	CONSULTATION
5.1	<p>This report has been produced in consultation with relevant budget holders and the Partnership Senior Management Team.</p> <p>The IJB financial monitoring report is shared with the NHS Ayrshire and Arran Director of Finance and North Ayrshire Council's Head of Finance after the report has been finalised for the IJB.</p>
6.	CONCLUSION
6.1	<p>It is recommended that the IJB:</p> <p>(a) notes the overall integrated financial performance report for the financial year 2021-22, the overall projected year-end overspend of £0.853m and that there is no proposal to implement a Financial Recovery Plan at the current time;</p> <p>(b) notes the progress with delivery of agreed savings; and</p> <p>(c) note the remaining financial risks for 2021-22, including the impact of remaining Covid-19 estimates and costs.</p>

For more information please contact:

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2021-22 Budget Monitoring Report–Objective Summary as at 31st July

Appendix A

Partnership Budget - Objective Summary	2021/22 Budget									Over/ (Under) Spend Variance at Period 3 £'000	Movement in projected variance from Period 3 £'000
	Council			Health			TOTAL				
	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
COMMUNITY CARE AND HEALTH	58,042	57,752	(290)	17,767	17,927	160	75,809	75,679	(130)	(2)	(128)
: Locality Services	24,417	24,431	14	5,269	5,399	130	29,686	29,830	144	(43)	187
: Community Care Service Delivery	27,270	27,234	(36)	0	0	0	27,270	27,234	(36)	178	(214)
: Rehabilitation and Reablement	1,798	1,829	31	1,501	1,481	(20)	3,299	3,310	11	11	0
: Long Term Conditions	2,447	2,079	(368)	8,803	9,020	217	11,250	11,099	(151)	(180)	29
: Integrated Island Services	2,110	2,179	69	2,194	2,027	(167)	4,304	4,206	(98)	32	(130)
MENTAL HEALTH SERVICES	25,524	26,088	564	55,018	54,978	(40)	80,542	81,066	524	1,320	(796)
: Learning Disabilities	19,709	20,694	985	474	474	0	20,183	21,168	985	1,573	(588)
: Community Mental Health	4,980	4,557	(423)	1,682	1,642	(40)	6,662	6,199	(463)	(255)	(208)
: Addictions	835	837	2	1,381	1,381	0	2,216	2,218	2	2	0
: Lead Partnership Mental Health NHS Area Wide	0	0	0	51,481	51,481	0	51,481	51,481	0	0	0
CHILDREN & JUSTICE SERVICES	32,597	33,872	1,275	4,013	4,013	0	36,610	37,885	1,275	936	339
: Irvine, Kilwinning and Three Towns	3,327	3,317	(10)	0	0	0	3,327	3,317	(10)	(6)	(4)
: Garnock Valley, North Coast and Arran	2,047	2,003	(44)	0	0	0	2,047	2,003	(44)	(33)	(11)
: Intervention Services	1,633	1,630	(3)	367	367	0	2,000	1,997	(3)	(4)	1
: Looked After and Accommodated Children	17,669	19,343	1,674	0	0	0	17,669	19,343	1,674	1,273	401
: Quality Improvement	1,117	1,202	85	0	0	0	1,117	1,202	85	82	3
: Public Protection	4,207	3,778	(429)	0	0	0	4,207	3,778	(429)	(379)	(50)
: Justice Services	2,380	2,380	0	0	0	0	2,380	2,380	0	0	0
: Universal Early Years	217	219	2	3,220	3,220	0	3,437	3,439	2	3	(1)
: Lead Partnership NHS Children's Services	0	0	0	426	426	0	426	426	0	0	0
PRIMARY CARE	0	0	0	49,554	49,554	0	49,554	49,554	0	0	0
ALLIED HEALTH PROFESSIONALS	0	0	0	6,851	6,726	(125)	6,851	6,726	(125)	(125)	0
COVID NHS	0	0	0	191	191	0	191	191	0	0	0
MANAGEMENT AND SUPPORT COSTS	4,955	4,729	(226)	7,199	7,114	(85)	12,154	11,843	(311)	(381)	70
OUTTURN ON A MANAGED BASIS	121,118	122,441	1,323	140,593	140,503	(90)	261,711	262,944	1,233	1,748	(515)
Receive Hosted Over/Underspends South	0	0	0	0	8	8	0	8	8	0	8
Receive Hosted Over/Underspends East	0	0	0	0	(388)	(388)	0	(388)	(388)	0	(388)
OUTTURN ON AN IJB BASIS	121,118	122,441	1,323	140,593	140,123	(470)	261,711	262,564	853	1,748	(895)

Detailed Variance Analysis on a Managed Basis

Appendix B

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
COMMUNITY CARE AND HEALTH	75,809	75,679	(130)	
Locality Services	29,686	29,830	144	<p>Older People care homes inc respite - underspend of £0.300m an adverse movement of £126k from P3 based on 780 permanent placements and a projection of a further 10 places to budget level of 790 places with average cost applied to Gross & Interim funded places awaiting financial assessment. No current plans for return to use of Care Home Respite.</p> <p>Independent Living Services :</p> <p>* Direct Payment packages- overspend of £0.104m an adverse movement of £41k from P3 on 87 current packages.</p> <p>* Residential Packages - overspend of £0.199m a favourable movement of £11k from P3 based on 45 packages.</p> <p>* Community Packages (physical disability) - overspend of £0.051m an adverse movement of £9k from P3 based on 45 packages .</p> <p>District Nursing - overspend of £0.130m largely due to additional supplies.</p>
Community Care Service Delivery	27,270	27,234	(36)	Care at Home (inhouse & purchased ex Arran) - overspend of £38k in relation to Option2 and CAH projected overspend by £0.805m funded by Covid. Overall an adverse movement of £180k from P3 due to increased demand in Inhouse services with £98k of the movement in Option 2 packages.
Rehabilitation and Reablement	3,299	3,310	11	Outwith the threshold for reporting
Long Term Conditions	11,250	11,099	(151)	<p>Carers Centre - underspend of £0.500m no change from P3</p> <p>Anam Cara - overspend £0.141m an adverse movement of £36k from P3 mainly due to employee costs due to overtime & pilot of temporary post with a view to making longer term savings in bank & casual hours.</p>
Integrated Island Services	4,304	4,206	(98)	<p>Montrose House - projected overspend of £59k a favourable movement of £101k from P3 due to allocation of funding regards respite charges</p> <p>GP Services - pprojected underspend of £0.167m due to a refunded charge made in March 2021 in error.</p>
MENTAL HEALTH SERVICES	80,542	81,066	524	
Learning Disabilities	20,183	21,168	985	<p>Residential Packages- overspend of £0.174m based on 35 current packages.</p> <p>Community Packages (inc direct payments) - overspend of £0.833m based on 341 current packages.</p>
Community Mental Health	6,662	6,199	(463)	Community Packages (inc direct payments) and Residential Packages - underspend of £0.569m based on 99 community packages, 10 Direct Payments and 25 residential placements.
Addictions	2,216	2,218	2	Outwith the threshold for reporting
Lead Partnership (MHS)	51,481	51,481	0	Outwith the threshold for reporting

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
CHILDREN'S AND JUSTICE SERVICES	36,610	37,885	1,275	
Irvine, Kilwinning and Three Towns	3,327	3,317	(10)	Outwith the threshold for reporting
Garnock Valley, North Coast and Arran	2,047	2,003	(44)	Outwith the threshold for reporting
Intervention Services	2,000	1,997	(3)	Outwith the threshold for reporting
Care Experienced Children & Young People	17,669	19,343	1,674	<p>Looked After Children placements - Overall Projected overspend of £0.034m which is a £0.029m favourable movement from P3 which is made up of the following:-</p> <p>Kinship - Projected overspend of £0.073m, which is a favourable movement of £0.002m from P3 .Budget for 353 placements, actual no of placements is 365.</p> <p>Adoption - Projected overspend of £0.097m. which is an adverse movement of £0.002m from P3. Budget for 57 Placements, actual no of placements is 71</p> <p>Fostering - Projected underspend of £0.123m, which is a favourable movement of £0.061m from P3 Budget for 131 placements, actual no of placements is 132</p> <p>Fostering Xtra - Projected underspend £0.153m, no movement from P3 Budget for 33 placements, actual no of placements is 26.</p> <p>Fostering Respite - Projected online</p> <p>Private fostering - Projected overspend of £0.087m, which is an adverse movement of £0.033m from P3 Budget for 10 placements, current no of placements is 11</p> <p>Residential School placements - Projecting overspend £1.501m, which is an adverse movement of £0.343m from P3 Current no of placements is 21. (Which includes 2 Secure Placements)</p>
Head of Service - Children & Families	1,117	1,202	85	Employee Costs - Projected overspend £0.080m, however this is partially offset with underspend within Garnock Valley
Quality Improvement	4,207	3,778	(429)	<p>Employee Costs - Projected online</p> <p>Transports costs - Projected underspend of £0.008m</p> <p>Community Packages - Projected underspend of £0.007m, which is a favourable movement of £0.017m from P3. Currently 91 Community Packages on establishment list</p> <p>Direct Payments - Projected underspend £0.030m, which is a adverse movement of £0.005m from P3 Current no of packages is 36</p> <p>Children's Residential Placements - Projected underspend £0.310m, which is an adverse movement of £0.027m from P3 Currently 7 Residential Placements.</p>
Justice Services	2,380	2,380	0	Outwith the threshold for reporting
Universal Early Years	3,437	3,439	2	Outwith the threshold for reporting
Lead Partnership NHS Children's Services	426	426	0	Outwith the threshold for reporting
PRIMARY CARE	49,554	49,554	0	Outwith the threshold for reporting
ALLIED HEALTH PROFESSIONALS	6,851	6,726	(125)	Underspend on non employee costs
MANAGEMENT AND SUPPORT	12,154	11,843	(311)	Underspend in relation to the unscheduled care funding.
TOTAL OUTTURN ON A MANAGED BASIS	261,520	262,753	1,233	

Threshold for reporting is + or - £50,000

2021/22 Transformation Plan

North Ayrshire Health and Social Care Partnership

2021/22 Savings

Appendix C(i)

Savings reference number	#	Description	Approved Saving 2021/22 £
Children, Families and Justice Services			
SP/HSCP/20/1	1	Children and Young People - External Residential Placements	450,000
SP/HSCP/20/4	2	Adoption Allowances	66,000
SP/HSCP/20/19	3	Fostering - reduce external placements.	36,000
SP/HSCP/20/5	4	Community Support - Children's Care Packages	8,000
TBC A	5	Locality Based teams	
TBC B	6	Childrens RosayIn House	
NACSTA4030	7	Fostering Short Breaks	
TBC C	8	Unaccompanied asylum children - to be confirmed	
TBC D	9	The Promise	
Mental Health			
TBC E	10	Integration of LD/MH Teams	50,000
SP-HSCP-20-9	11	Learning Disability Day Services	88,000
SP-HSCP-20-14	12	Mental Health - Flexible Intervention Service	8,000
TBC F	13	Rehab Model/ Stepdowm from woodland view	
TBC G	14	Perinatal Mental Health model	
TBC H	15	Unschedule Care hub	
TBC I	16	LD Adult Respite Delivery at Red Rose House	
TBC J	17	Community MDT Model	
TBC K	18	ACORN busines model	
NAC/4168	19	Self Harm Project	
NAC/4185	20	Peer Support	
NAC/4257	21	IPA (Employment)	
TBC L	22	Elderly Mental Health Phase 3	
Health and Community Care			
TBC M	23	Care Homes	500,000
TBC N	24	TEC Solutions	150,000
SP/HSCP/20/17	25	Care at Home - Reablement Investment	300,000
TBC O	26	Care at Home - Review	135,000
SP/HSCP/20/20	27	Day Centres - Older People	50,000
SP/HSCP/20/21	28	Charging Policy - Montrose House	50,000
TBC P	29	Community elderly MH Team Model	
TBC Q	30	NHS Beds Complex Care MH Beds	
TBC R	31	Pallative care and EOL business case	
TBC S	32	develop care at home minimum dataset	
TBC T	33	Occupational Therapy Review	
TBC U	34	Analogue to digital	
Partnership Wide			
TBC V	35	Supported acc models - NAC housing/ Sleepover/ outreach model	204,000
TBC W	36	Complex Care Model - Independent living change fund	
TBC X	37	Adult Complex care model - CM2000	
TBC Y	38	Payroll Turnover Inflation	57,000
TBC Z	39	Review of Admisinistrative Systems and Processes	150,000
SP/HSCP/20/22	40	Transport	50,000
TBC AA	41	Charging Policy - Inflationary Increase	50,000
TBC AB	42	North Payroll Turnover Inflation	10,000
TBC AC	43	North Elderly Mental Health inpatients (lead partnership)	116,000
TBC AD	44	HSCP Challenge Fund - invest to save	
TBC AE	45	Transitions	
TBC AF	46	Caring for Ayrshire prioritisation list	
TBC AG	47	SDS/ Carers Review	
TBC AH	48	Adult Review of Social Care	

Total

2,528,000

2021-22 Savings Tracker

Appendix C (ii)

Savings ref number	Description	Deliverability Status at budget setting	Approved Saving 2021/22 £m	Deliverability Status Month 4	Saving Delivered @ Month 4 £m	Projected to Deliver during Year £m	Projected Shortfall £m	Comment
Children, Families & Criminal Justice								
1	Children and Young People - External Residential Placements	Green	0.450	Red	-	-	0.450	Currently projecting an overspend. Focus session arranged.
2	Adoption Allowances	Green	0.066	Red	-	-	0.066	Currently projecting an overspend.
3	Fostering - Reduce external placements	Green	0.036	Red	-	-	0.036	Currently projecting an overspend.
4	Community Support - Children's Care Packages	Green	0.008	Blue	0.008	-	-	Achieved
Mental Health and LD Services								
5	Integration of LD/ MH Teams	Green	0.050	Blue	0.050	-	-	Achieved
6	Learning Disability Day Services	Green	0.088	Red	-	-	0.088	Delayed due to Covid-19
7	Mental Health - Flexible Intervention Service	Green	0.008	Blue	0.008	-	-	Achieved
Health and Community Care								
8	Care Homes	Green	0.500	Green	0.165	0.335	-	Small overspend projected - keep under review.
9	TEC Solutions	Green	0.150	Amber	-	0.150	-	Ability to make savings in this area whilst responding to the pandemic are limited.
10	Care at Home - Reablement Investment	Green	0.300	Amber	-	0.300	-	
11	Care at Home - Review	Green	0.135	Amber	-	0.135	-	
12	Day Centres - Older People	Green	0.050	Blue	0.050	-	-	Delayed due to Covid-19 but will be achieved due to recent posts.
13	Charging Policy - Montrose House	Green	0.050	Green	0.017	0.033	-	Will be achieved.
Whole System								
14	Payroll Turnover Inflation	Green	0.057	Green	0.019	0.038	-	Assumes month 4 - 12 matches the month 1 - 3 average.
15	Business Support Review	Green	0.150	Amber	0.078	-	0.072	Projected to be achieved.
16	Supported Accommodation	Amber	0.204	Amber	-	0.204	-	Projected to be achieved but depends on the completion date and subsequent move in date.
17	Transport	Green	0.050	Blue	0.050	-	-	Achieved
18	Charging Policy - Inflationary Increase	Green	0.050	Blue	0.050	-	-	Achieved
TOTAL SOCIAL CARE SAVINGS			2.402		0.495	1.195	0.712	

Savings ref number	Description	Deliverability Status at budget setting	Approved Saving 2021/22 £m	Deliverability Status Month 4	Saving Delivered @ Month 4 £m	Projected to Deliver during Year £m	Projected Shortfall £m	Comment
19	Payroll Turnover Inflation	Green	0.010	Blue	0.010	0	0	Achieved
20	Elderly Mental Health inpatients (lead partnership)	Green	0.116	Blue	0.116	0	0	Achieved
TOTAL HEALTH SAVINGS			0.126		0.126	0.000	0.000	
TOTAL NORTH HSCP SAVINGS			2.528		0.621	1.195	0.712	

2021-22 Budget Reconciliation

Appendix D

COUNCIL	Period	Permanent or Temporary	£'m
Initial Approved Budget			100.065
Base budget adjustments	1		(0.053)
Resource Transfer	1	P	21.086
BSL Budget Correction	2	P	(0.005)
941 x CAH O365 Licences (6 months)	2	P	(0.017)
Summer Play Funding	4	T	0.042
Budget Reported at Month 4			121.118
HEALTH	Period	Permanent or Temporary	£'m
Initial Approved Budget			154.659
Resource Transfer			(21.086)
Month 10-12 Adjustments			18.437
Adjust for Non-recurring funding			(20.435)
Full Year effect of Part Year Reductions			(0.057)
RX Return to reserves			1.027
Additional 1.3% Uplift			1.324
RX Cres			(0.828)
REVISED 21-22 BUDGET			133.041
Anticipate Trauma Funding	3	P	0.375
Anticipate Vet 1st Point - North HSCP	3	T	0.105
Anticipate NSAIS funding	3	P	0.634
Podiatry Re-align	3	P	0.678
RX Uplift 21.22	3	P	0.756
RX Uplift 21.22 NR	3	P	0.396
DOAC REVERSAL DRUG-NORTH	3	P	0.100
Funding transfer to Acute (Medical Records)	3	P	(0.034)
Specialist Pharmacist in Substance Misuse	3	P	0.012
Public Health Outcomes Bundle	3	P	0.242
Training Grade Funding	3	P	(0.044)
District Nursing Funding	3	P	0.119
Respiratory Rapid Response	3	P	(0.078)
Hd56 Action 15 Tranche 1	3	P	1.180
Hd69 Mat & Neo Psychological Intervention	3	P	0.123
Hd70 Perinatal & Infant MH	3	P	0.303
Hd7 MH Recovery and Renewal	3	T	2.393
Hd8 MH Support for Hosp Covid	3	T	0.103
North HSCP Covid Rmp3 M1-3	3	T	0.158
North HSCP Covid M1-3	3	T	0.034
Roundings	3	T	(0.003)
Budget Reported at Month 4			140.593
COMBINED BUDGET			261.711

Mobilisation Submission – Quarter 1

Total HSCP costs															
Total Covid-19 Costs															
£000s	April	May	June	July	August	September	October	November	December	January	February	March	Revenue Total	Non-recurring	Recurring
Additional PPE	167	167	167	167	167	167	167	167	167	167	167	167	2,000	0	2,000
Contact Tracing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Testing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Covid-19 Vaccination	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Flu Vaccination	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Scale up of Public Health Measures	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional Community Hospital Bed Capacity	0	0	0	184	40	40	40	40	40	40	40	40	505	505	0
Community Hubs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional Care Home Placements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional Capacity in Community	81	81	139	139	139	139	139	22	22	22	22	22	968	968	0
Additional Infection Prevention and Control Costs	5	1	3	3	3	3	3	3	3	3	3	3	38	38	0
Additional Equipment and Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional Staff Costs	14	16	128	146	146	153	153	153	153	153	153	153	1,521	1,521	0
Staff Wellbeing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional FHS Prescribing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Additional FHS Contractor Costs	6	9	8	6	6	6	0	0	0	0	0	0	42	42	0
Social Care Provider Sustainability Payments	0	0	0	225	225	225	160	160	160	0	0	0	1,155	1,155	0
Social Care Support Fund Claims	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments to Third Parties	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Homelessness and Criminal Justice Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Children and Family Services	18	18	18	18	18	18	18	18	18	18	18	18	217	217	0
Loss of Income	50	50	50	64	64	64	14	14	14	14	14	14	430	430	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Covid-19 Costs	340	342	514	952	808	816	695	578	578	418	418	418	6,875	4,875	2,000
Unachievable Savings	23	23	23	23	23	23	0	0	0	0	0	0	138	138	0
Offsetting Cost Reductions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Covid-19 Costs - HSCP - NHS	363	365	537	975	831	839	695	578	578	418	418	418	7,013	5,013	2,000
	-	0	0	-	0	-	0	0	0	0	0	0	0	0	-
Total Remobilisation Costs															
£000s	April	May	June	July	August	September	October	November	December	January	February	March	Revenue Total	Non-recurring	Recurring
Adult Social Care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reducing Delayed Discharge	422	422	422	0	0	0	0	0	0	0	0	0	1,266	1,266	0
Digital & IT costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Primary Care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Remobilisation Costs	422	422	422	0	1,266	1,266	0								
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total HSCP Costs	785	786	959	975	831	839	695	578	578	418	418	418	8,279	6,279	2,000

NORTH AYRSHIRE COUNCIL**28 September 2021****Cabinet**

Title: **Capital Programme Performance to 31 March 2022****Purpose:** To advise Cabinet of progress in delivering the Capital Investment Programme for 2021/22.**Recommendation:** That Cabinet agrees to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 31 July 2021; and (ii) the forecast expenditure to 31 March 2022.

1. Executive Summary

- 1.1 The General Services Capital Investment Programme 2021/22 to 2030/31 was approved by Council on 4 March 2021. The Housing Revenue Account (HRA) Capital Investment Programme 2021/22 sits within the updated HRA Business Plan and was approved by Council on 16 December 2020.
- 1.2 This report identifies the current programme for 2021/22, taking account of adjustments made to the initial budgets. The report presents the revised budgets at 31 July 2021 and forecast expenditure to 31 March 2022.
- 1.3 At Period 4 the General Fund is forecasting a projected breakeven position against a revised budget of £61.407m. The HRA is forecasting a projected overspend of £0.484m, against a revised budget of £57.921m.
- 1.4 Within the General Fund, adjustments to funding have resulted in additions to the overall capital programme of £6.784m. Further reviews of individual project plans, including the impact of restrictions, has identified a number of adjustments to the current profiles. As a result, (£26.433m) has been reprofiled for delivery in 2022/23. This has been partly offset by the acceleration of £0.747m of anticipated expenditure from future years and the previously reported re-profiling of £2.547m from 2020/21 to 2021/22.
- 1.5 Within the HRA, a review of delivery timescales has identified a requirement to re-profile (£53.884m) of works for delivery in 2022/23 and beyond. This is in addition to £1.793m which was previously accelerated from 2021/22 to 2020/21 and has been partly offset by the acceleration of £3.842m to 2021/22 from future years.

- 1.6 The major risk to the forecast position is the uncertainty around the impact of the Covid-19 pandemic and the EU withdrawal on contractors and the cost of materials. Any significant increase in cost during the tendering phase will have a negative impact on the deliverability of both the General Fund and HRA capital programmes for 2021/22 and beyond.

2. Background

General Fund

- 2.1 The following table outlines the movements in the 2021/22 General Services budget:

	2021/22 £m
Budget approved as at 4 March 2021	77.762
a) Changes to Funding	6.744
b) Other Revisions to the Programme	0.040
Revised Budget	84.546
c) Alterations to phasing of projects:-	
2020/21 to 2021/22	2.547
2021/22 to 2022/23	(26.433)
2022/23 to 2021/22	0.747
Budget as at 31 July 2021	61.407

- 2.2 (a) Changes to Funding

The capital programme has been updated to reflect the following changes to funding:

Funding Body	Amount	Project
Scottish Government	£1.500m	Millport Town Hall Regeneration
	£0.130m	Stevenston Beach Hub
	£1.320m	VDLF Allocation
	£1.260m	Place Based Investment Funding
Nuclear Decom. Auth.	£0.500m	Lochshore Garnock Hub
SportScotland	£0.100m	Lochshore Garnock Hub
Scottish Enterprise	£0.138m	AGD Hunterston / Lochshore
SPT	£0.735m	Ardrossan Harbour, Cumbrae Ferry & Bus Stop
	£0.285m	Bus Corridors, Routes and Lanes
	£0.290m	Brodick and Irvine Cycle Paths
Scottish Forestry	£0.210m	STTS Ross Road Arran
Garnock Rugby Club	£0.200m	Lochshore Garnock Hub
Largs Car Park	£0.080m	Largs Car Park Infrastructure
SUSTRANS	£0.050m	Merryvale Footbridge
NAVT	(£0.050m)	Saltcoats Public Realm - no longer required
Energy Saving Trust	(£0.004m)	Workplace Chargers - downturn of grant
Total	£6.744m	

2.3 (b) Other Revisions to the Programme

The programme has been updated for additional additional CFCR, £0.040m, in relation to Marress House.

2.4 (c) Alterations to the Phasing of Projects

The reprofiling of £2.547m from 2020/21 to 2021/22 reflects projects not completed within the year and incorporated within the 2021/22 capital programme. This was previously reported within the 2020/21 Capital Programme performance reports.

In addition, a review of individual project plans has identified a requirement to re-profile a further £26.433m of works for delivery in 2022/23 and beyond. This includes a corporate phasing adjustment to reflect the degree of uncertainty in the total expenditure projections:

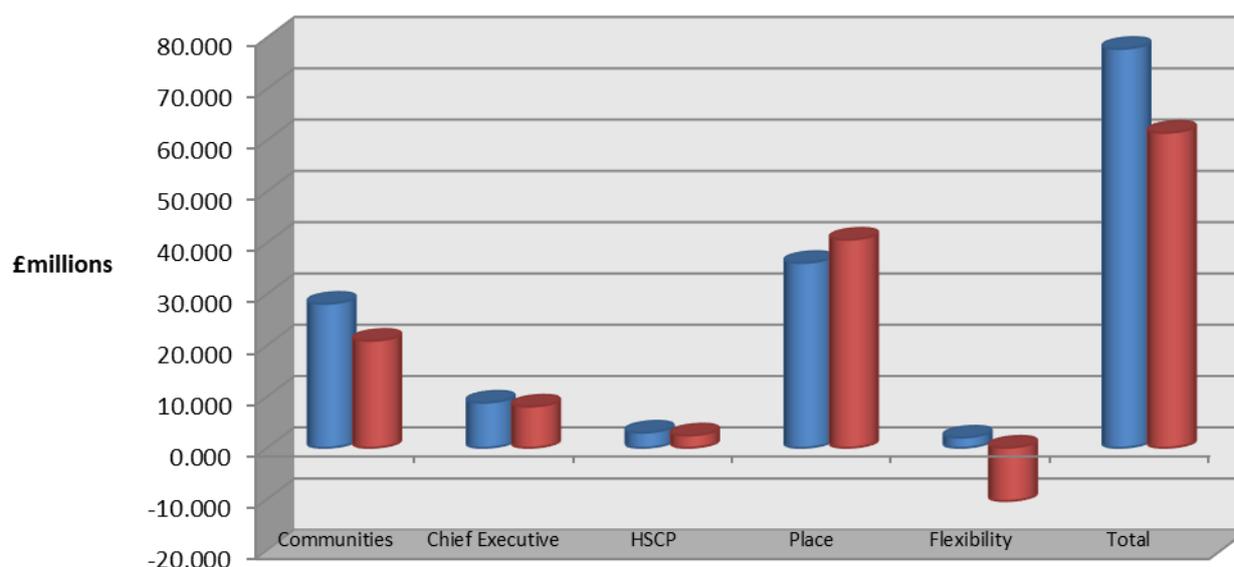
Service	Amount	Project
Communities	(£1.240m)	Moorpark Primary
	(£0.799m)	Marress House
	(£0.307m)	Montgomerie Park School
	(£2.346m)	
Chief Executive	(£1.000m)	AGD - I3
	(£0.626m)	AGD - Hunterston
	(£0.880m)	AGD - Irvine Harbourside
	(£0.547m)	AGD - Marine Tourism
	(£0.869m)	Low Carbon Hub
	(£0.103m)	Irvine Enterprise Area
	(£4.025m)	
HSCP	(£0.112m)	Carefirst Replacement
	(£0.112m)	
Place	(£3.416m)	HOME
	(£0.620m)	Place Based Investment Programme
	(£0.450m)	Lochshore
	(£0.401m)	Cycling, Walking and Safer Streets
	(£0.368m)	Irvine Royal Academy
	(£0.358m)	LED Lighting Replacement
	(£0.318m)	Stevenston Cemetery
	(£0.257m)	Garnock Hub
	(£0.202m)	Access Paths
	(£0.180m)	Blacklands Primary
	(£0.173m)	Knadgerhill Cemetery
	(£0.168m)	Kilwinning Cemetery
	(£0.161m)	BUILD
	(£0.146m)	St John Ogilvie Primary
(£0.350m)	Othr minor adjustments	
(£7.568m)		
Corporate	(£12.382m)	Uncertainty / Sensitivity Adjustment
	(£12.382m)	
Total	(£26.433m)	

This has been partly offset by the acceleration of a number of projects, including:

Service	Amount	Project
Chief Executive	£0.109m	AGD - I3 Digilab
	£0.080m	AGD - IMSE
	£0.189m	
Place	£0.400m	Roads Improvement
	£0.158m	Marress House Civil Contingencies
	£0.558m	
Total	£0.747m	

The table includes £0.558m of accelerated investment from the £7.000m core infrastructure investment, approved by Council on 4 March 2021, to support additional roads improvement works in 2021/22 and works to include civil contingencies facilities within Marress House.

- 2.5 These adjustments have resulted in a revised 2021/22 budget at 31 July 2021 of £61.407m.
- 2.6 Subsequent to the reporting period, an additional investment of £14.4m in relation to infrastructure to support the Ardrossan North Shore development, to be funded from Prudential Borrowing and Vacant and Derelict Land funds, was approved at Council on 8 September 2021. This will be incorporated into future Capital Programme performance reporting in line with the appropriate phasing of the additional investment.
- 2.7 The following graph illustrates the movement in each programme on a service basis compared to the revised programme:



Approved Programme	28.058	8.779	2.939	36.019	1.967	77.762
Programme @ P4	20.832	8.013	2.380	40.561	(10.379)	61.407
Movement	(7.226)	(0.766)	(0.559)	4.542	(12.346)	(16.355)

2.8 The impact on budgeted funding, elements of which are related to the profile of expenditure reported above, is a reduction of £16.355m from the revised budget, including:

Category	Amount	Comments
Capital Grants	£7.042m	Rephased and additional specific grants
Use of Reserves	£0.079m	Rephased use of reserves
CFCR	(£0.792m)	Ardrossan Harbour and Marress House
Capital Receipts	£0.208m	Rephased capital receipts
Other Grants	£3.323m	Rephased and additional contributions
Borrowing	(£26.215m)	Reduction aligned to projected expenditure
Total	(£16.355m)	

2.9 Projected Capital Expenditure to 31 March 2022

The projections are summarised by service in the following table:

	Approved		Carry	Revised Budget	Projected	Projected
	Budget 2021/22	Budget Revisions	Forwards and Adjustments		/ Income to 31 March 2022	
	£000's	£000's	£000's	£000's	£000's	£000's
<u>Expenditure</u>						
Communities	28,058	40	(7,266)	20,832	20,832	-
Chief Executive	8,779	138	(904)	8,013	8,013	-
Health and Social Care Partnership Place	2,939	-	(559)	2,380	2,380	-
Other including Flexibility	36,019	6,606	(2,064)	40,561	40,561	-
Total Expenditure	1,967	-	(12,346)	(10,379)	(10,379)	-
	77,762	6,784	(23,139)	61,407	61,407	-
<u>Income</u>						
General Capital Grant	1,301	-	-	1,301	1,301	-
Specific Capital Grant	(10,627)	(4,212)	(2,830)	(17,669)	(17,669)	-
Use of Reserve Funds	(4,856)	-	(79)	(4,935)	(4,935)	-
Capital Funded from Current Revenue	(949)	(40)	832	(157)	(157)	-
Capital Receipts	(4,906)	-	(208)	(5,114)	(5,114)	-
Other Grants & Contributions	(1,282)	(1,886)	(1,437)	(4,605)	(4,605)	-
Prudential Borrowing	(56,443)	(646)	26,861	(30,228)	(30,228)	-
Total Income	(77,762)	(6,784)	23,139	(61,407)	(61,407)	-

Information on the progress of all projects can be found in Appendix 1.

2.10 Areas of cost risk have been identified as a consequence of the Covid-19 pandemic and the EU withdrawal which will likely result in increased contractor and material costs. These risks will only be quantified as the individual tendering exercises are completed. Any impact on the costs of the programme will be monitored and reported to Cabinet as appropriate.

Housing Revenue Account

2.11 The following table outlines the movements in the 2021/22 HRA Capital budget:

	2020/21 £m
Budget approved as at 16 December 2020	109.756
a) Alterations to phasing of projects:-	
2021/22 to 2020/21	(1.793)
2021/22 to 2022/23	(51.878)
2022/23 to 2021/22	3.842
Budget as at 31 July 2021	59.927

2.12 (a) Alterations to the Phasing of Projects

The net reprofiling of £1.793m from 2021/22 to 2020/21 reflects projects accelerated during 2020/21 and was previously reported within the 2020/21 Capital Programme performance reports.

In addition, a review of the timescale for delivery of capital projects has identified a requirement to re-profile £53.884m of works for delivery in 2022/23 and beyond, including:

Category	Amount	Project
New Builds	(£6.372m)	Ayrshire Central Site
	(£4.000m)	Redevelopments
	(£3.359m)	Bourtrees Hill Village
	(£2.950m)	James Reid ASN School
	(£2.717m)	James McFarlane ASN Site
	(£2.006m)	Flatt Road Phase 1
	(£1.950m)	Fullarton Street
	(£1.602m)	Harbourside Irvine
	(£1.542m)	Council House Building General
	(£1.500m)	Caley Court
	(£0.822m)	Corsehillhead
	(£0.737m)	Acquisition of Houses
	(£0.406m)	Afton Court
	(£29.963m)	
Improvements	(£2.697m)	Kitchen Programme
	(£2.360m)	Window Replacement - Saltcoats High Flats
	(£2.080m)	Central Heating
	(£2.003m)	Sheltered Housing Units
	(£1.039m)	Door Replacement Programme
	(£1.024m)	Electrical Rewiring
	(£0.604m)	Insulated Re-rendering
	(£11.807m)	

Category	Amount	Project
Refurbishments	(£6.825m)	High Flats Irvine
	(£0.250m)	Marress House
	(£0.209m)	Roofing and Rendering
	(£0.030m)	Garrier Court
	(£7.314m)	
Other	(£4.794m)	Energy Efficiency Standard
	(£0.006m)	Major Improvements
	(£4.800m)	
Total	(£53.884m)	

This has been partly offset by the acceleration of £3.842m of projects for delivery during 2021/22, including:

Category	Amount	Project
New Builds	£1.414m	St Michaels Wynd
	£0.205m	St Colms
	£0.050m	Stanecastle ASN
	£1.669m	
Improvements	£0.745m	Kitchen Programme - Voids
	£0.692m	Bathroom Programme - Voids
	£0.417m	Bathroom Programme
	£1.854m	
Refurbishments	£0.319m	Kings Arms Project
	£0.319m	
Total	£3.842m	

2.13 These adjustments have resulted in a revised 2021/22 budget at 31 July 2021 of £57.921m.

2.14 The impact on budgeted funding is a reduction of £51.835m from the approved budget, which has been reflected in a reduction in projected level of prudential borrowing.

2.15 Projected Capital Expenditure to 31 March 2022

The projections are summarised in the following table:

	Approved Budget 2021/22	Carry Forwards and Adjustments	Revised Budget 2021/22	Projected Expenditure / Income to 31 March 2022	Projected Variance Over / (Under)
	£000's	£000's	£000's	£000's	£000's
Service Expenditure					
Housing Revenue Account	109,756	(51,835)	57,921	58,405	484
Total Expenditure	109,756	(51,835)	57,921	58,405	484
Income					
CFCR	(10,590)	(6)	(10,596)	(10,596)	-
Capital Grants	(13,784)	-	(13,784)	(13,784)	-
Use of Reserves	(6,170)	(434)	(6,604)	(6,604)	-
Affordable Housing Contribution	(1,757)	(38)	(1,795)	(1,795)	-
Prudential Borrowing	(77,455)	52,313	(25,142)	(25,626)	(484)
Total Income	(109,756)	51,835	(57,921)	(58,405)	(484)

2.16 A variance of £0.484m is projected within the HRA capital programme for 2021/22 arising from overspends across a number of projects, including:

Project	Variance	Comments
Towerlands	£0.255m	Due for completion winter 2021
Brathwic Terrace	£0.206m	Due for completion winter 2021
Dalrymple Place	£0.125m	Scottish Water/consultancy issues
Watt Road	£0.036m	Completed - minor overspend projected
Connel Court	£0.020m	Completed - minor overspend projected
Total	£0.642m	

These have been partly offset by projected underspends, including:

Project	Variance	Comments
Friars Lawn	(£0.100m)	Minor underspend projected
Springvale Saltcoats	(£0.058m)	Minor underspend projected
Total	(£0.158m)	

2.17 Further cost risk resulting from the impact of Covid-19 and the EU withdrawal continue to be monitored and a review of the potential impact on the Business Plan and Capital Programme will be undertaken to address any additional cost pressures. Further information on the progress of all projects can be found in Appendix 2.

3. Proposals

- 3.1 That Cabinet agrees to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 31 July 2021; and (ii) the forecast expenditure to 31 March 2022.

4. Implications/Socio-economic Duty

Financial

- 4.1 The financial implications are as outlined in the report. Expenditure will continue to be closely monitored to ensure early action is taken regarding any projected underspends or overspends.

Human Resources

- 4.2 None.

Legal

- 4.3 None.

Equality/Socio-economic

- 4.4 None.

Environmental and Sustainability

- 4.5 None.

Key Priorities

- 4.6 This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

Community Wealth Building

- 4.7 None.

5. Consultation

- 5.1 Progress as outlined in this report has been approved by Executive Directors.

Mark Boyd
Head of Service (Finance)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner)**, on **01294 324551**.

Background Papers

Capital Investment Programme 2021/22 to 2030/31 - Council 4 March 2021

Housing Revenue Account (HRA) Capital Investment Programme, Revenue Budget and Rent Levels for 2021/22 – Council 16 December 2020

North Ayrshire Council Capital Statement 2021/22
Year Ended 31st March 2022

Period 4

Project Description	TOTAL PROJECT				CURRENT YEAR 2021/22								
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Brought / Carry Forward to 2022/23	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to date Variance 2021/22	Projected Expenditure to 31st March 2022	Actual Over/ (Under) Spend for 2021/22	True Over/ (Under) Spend
	£	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE													
Communities													
Nursery Education	15,879,489	11,283,659	15,879,489	0	5,755,742	(799,148)	4,956,594	1,169,461	1,159,912	(9,549)	4,956,594	0	0
Primary Schools	25,319,443	652,752	25,319,443	0	6,747,396	(1,546,699)	5,200,697	207,889	158,852	(49,037)	5,200,697	0	0
Secondary Schools	72,865,744	2,074,166	72,865,744	0	7,205,803	0	7,205,803	27,264	55,934	28,670	7,205,803	0	0
Special Education	25,603,692	24,325,532	25,603,692	0	3,282,184	0	3,282,184	0	2,004,024	2,004,024	3,282,184	0	0
Information & Culture	133,248	9,489	133,248	0	126,685	0	126,685	0	2,926	2,926	126,685	0	0
Completed Projects	87,826,685	87,713,497	87,826,685	0	59,561	0	59,561	650	(53,627)	(54,277)	59,561	0	0
SUB TOTAL	227,628,300	126,059,095	227,628,300	0	23,177,371	(2,345,847)	20,831,524	1,405,264	3,328,022	1,922,758	20,831,524	0	0
Chief Executive													
Council IT Strategy	9,434,256	838,117	9,434,256	0	3,555,980	0	3,555,980	305,000	199,641	(105,359)	3,555,980	0	0
Ayrshire Growth Deal	57,280,000	508,738	57,280,000	0	1,290,488	0	1,290,488	78,215	25,090	(53,125)	1,290,488	0	0
Other Growth & Investment	19,537,836	864,310	19,537,836	0	3,764,107	(597,203)	3,166,904	154,006	142,850	(11,156)	3,166,904	0	0
SUB TOTAL	86,252,091	2,211,164	86,252,091	0	8,610,575	(597,203)	8,013,372	537,221	367,581	(169,640)	8,013,372	0	0
Health & Social Care													
Management & Support	2,050,596	736,633	2,050,596	0	417,312	0	417,312	260,885	260,884	(1)	417,312	0	0
Housing Non HRA	745,185	151,348	745,185	0	745,185	0	745,185	0	151,348	151,348	745,185	0	0
Adults	5,479,640	5,419,012	5,479,640	0	67,399	0	67,399	0	6,770	6,770	67,399	0	0
Young People	5,720,000	5,021,540	5,720,000	0	1,150,561	0	1,150,561	0	452,100	452,100	1,150,561	0	0
SUB TOTAL	13,995,422	11,328,532	13,995,422	0	2,380,457	0	2,380,457	260,885	871,102	610,217	2,380,457	0	0
Place													
Roads	59,244,081	16,555,614	59,244,081	0	18,027,015	0	18,027,015	5,538,759	4,978,665	(560,094)	18,027,015	0	0
Streetscene	6,345,997	1,271,848	6,345,997	0	899,628	(658,729)	240,899	0	(1,856)	(1,856)	240,899	0	0
Transport	1,901,015	344,123	1,901,015	0	1,832,543	0	1,832,543	280,333	275,651	(4,682)	1,832,543	0	0
Waste Services	14,689,343	14,533,738	14,689,343	0	0	0	0	0	(5,605)	(5,605)	0	0	0
Renewable Energy	7,888,001	931,735	7,888,001	0	4,654,744	0	4,654,744	0	(45,521)	(45,521)	4,654,744	0	0
Office Accommodation	2,024,527	164,776	2,024,527	0	2,024,527	(476,000)	1,548,527	19,371	164,776	145,405	1,548,527	0	0
Other Property	5,319,637	201,552	5,319,637	0	5,202,452	(3,577,176)	1,625,276	58,050	84,367	26,317	1,625,276	0	0
Other Housing	74,528	21,000	74,528	0	53,528	0	53,528	0	6,732	6,732	53,528	0	0
Regeneration	27,285,383	13,862,313	27,285,383	0	13,937,331	(2,030,005)	11,907,326	0	1,072,546	1,072,546	11,907,326	0	0
Completed Projects	19,550,748	18,806,863	19,550,748	0	670,921	0	670,921	0	(72,964)	(72,964)	670,921	0	0
SUB TOTAL	144,323,260	66,693,563	144,323,260	0	47,302,689	(6,741,910)	40,560,779	5,896,513	6,456,791	560,278	40,560,779	0	0
Other													
Other	2,065,358	0	2,065,358	0	2,003,233	0	2,003,233	0	0	0	2,003,233	0	0
SUB TOTAL	2,065,358	0	2,065,358	0	2,003,233	0	2,003,233	0	0	0	2,003,233	0	0
Uncertainty / Sensitivity Adjustment*													
						(12,382,179)	(12,382,179)				(12,382,179)		
Total Project Expenditure	474,264,431	206,292,354	474,264,431	0	83,474,325	(22,067,139)	61,407,186	8,099,883	11,023,497	2,923,614	61,407,186	0	0
Total Project Income					(83,474,325)	22,067,139	(61,407,186)	(11,377,039)	(11,377,039)	0	(61,407,186)	0	0
Total Net Expenditure					0	0	0	(3,277,156)	(353,542)	2,923,614	0	0	0

* Sensitivity adjustment of 10% or 25% based on source and reliability of expenditure projections

The following classifications have been used to highlight financial performance against budget

On Target (+0.5% of budget)

Slightly off target (+ 0.5% to 2% of budget, or £0.125m, whichever is less)

Significantly off target (+2% or more of budget, or £0.500m, whichever is less)

The following classifications have been used to highlight delivery performance against original timescales set

On Target (up to 5% delay of original timescales)

Slightly off target (+ 5% to 10% of original timescales)

Significantly off target (+10% or more of original timescales)

Capital Programme Funding 2021/22

Funding Description	21/22 Budget at Capital Refresh Mar 2021	Carry Forward from 2020/21	Changes after Capital Refresh Mar 2021	Approved budget at Period 1 used as revised starting point 2021/22	Total Changes in Year	Changes at Capital Refresh Mar 2022	Revised Budget 21/22	Actual Income to 31 July 2021	Projected Income to 31st March 2022	Variance
	£	£	£	£	£		£	£	£	£
CAPITAL BORROWING										
Prudential Borrowing	49,572,342	3,399,215	374,362	53,345,919	(2,599,235)		50,746,684		42,610,442	(8,136,242)
SUB TOTAL	49,572,342	3,399,215	374,362	53,345,919	(2,599,235)	0	50,746,684	0	42,610,442	(8,136,242)
SCOTTISH GOVERNMENT FUNDING										
Specific Capital Grants										
Early Learning & Childcare	3,838,325	537,501	11,746	4,387,572	0		4,387,572	4,384,203	4,387,572	0
Cycling / Walking /Safer Streets	1,061,787	(170,566)	159,794	1,051,015	0		1,051,015	(133,985)	650,000	(401,015)
Vacant & Derelict Land Funding	1,163,183	1,018,126	924,369	3,105,678	1,321,574		4,427,252	3,306,457	3,422,752	(1,004,500)
UK Government Grant - AGD	3,003,572			3,003,572	0		3,003,572	0	3,003,572	0
Lochshore - Garnock Community Visitor Hub	1,460,000		319,000	1,779,000	0		1,779,000	1,779,000	1,779,000	0
Town Centre Regeneration	100,000	489,267	893,283	1,482,550	0		1,482,550	1,482,549	1,482,550	0
Stevenston Beach Hub				0	130,000		130,000	0	130,000	0
Millport Town Hall Regeneration				0	1,500,000		1,500,000	0	1,500,000	0
Place Based Investment Programme					1,260,000		1,260,000	1,260,000	1,260,000	0
Gypsy/Traveller Sites		53,528		53,528	0		53,528	53,528	53,528	0
Capital Grants										
Flooding	(11,128,000)			(11,128,000)	0		(11,128,000)	0	(11,128,000)	0
General Capital Grant	9,827,000			9,827,000	0		9,827,000	(1,301,000)	9,827,000	0
SUB TOTAL	9,325,867	1,927,856	2,308,192	13,561,915	4,211,574	0	17,773,489	10,830,753	16,367,974	(1,405,515)
OTHER INCOME TO PROGRAMME										
Use of Funds :-										
Capital Fund	4,855,904	0	0	4,855,904	0	0	4,855,904	0	4,855,904	0
Change & Service Redesign Fund	0	47,058	31,789	78,847	0	0	78,847	0	78,847	0
CFCR	949,239	0	(232,239)	717,000	(560,000)	0	157,000	40,000	157,000	0
Grants & Contributions	1,182,421	646,555	806,814	2,635,790	2,112,969	0	4,748,759	221,185	4,605,556	(143,203)
Capital Receipts	4,905,642	208,000	0	5,113,642	0	0	5,113,642	285,101	5,113,642	0
SUB TOTAL	11,893,206	901,613	606,364	13,401,183	1,552,969	0	14,954,152	546,286	14,810,949	(143,203)
TOTAL CAPITAL PROGRAMME FUNDING	70,791,415	6,228,684	3,288,918	80,309,017	3,165,308	0	83,474,325	11,377,039	73,789,365	(9,684,960)

CAPITAL MONITORING 2021/22

COMMUNITIES

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/ (Under) Spend for 21/22	True Over/(Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£						
Nursery Education																		
Early Years Programme																		
EARLY LEARNING & CHILDCARE FUTURE PROJECTS	142,436	4,073	142,436	0	138,363	0	0	0	138,363	0	0	0	Future Projects	Future Projects	Future Projects	On Target	On Target	Budget to be moved to individual projects once costed and approved. Anticipated that the overall funding will be required to deliver all ELC Projects
GLENCAIRN PS NURSERY ADAPTS	0	0	0	0	0	0	0	0	0	0	0	0						
ST BRIDGETS EARLY YEARS	767,401	607,060	767,401	0	481,830	329,544	321,489	(8,055)	481,830	0	0	0	Complete	Complete	Complete	On Target	On Target	
SPRINGSIDE EARLY YEARS	562,636	548,421	562,636	0	3,379	0	(10,836)	(10,836)	3,379	0	0	0	Complete	Complete	Complete	On Target	On Target	
KILMORY EARLY YEARS	51,090	26,438	51,090	0	24,800	0	148	148	24,800	0	0	0	0 31-Oct-21	31-Oct-21	Pre Tender	On Target	On Target	
ST PETERS EARLY YEARS	1,209,381	1,183,021	1,209,381	0	32,110	4,692	5,750	1,058	32,110	0	0	0	Complete	Complete	Complete	On Target	On Target	
ST JOHN OGILVIE EARLY YEARS	177,874	158,419	177,874	0	18,525	0	(930)	(930)	18,525	0	0	0	Complete	Complete	Complete	On Target	On Target	
MAYFIELD PS EARLY YEARS	223,070	49,256	223,070	0	212,971	35,000	39,157	4,157	212,971	0	0	0	0 13-Aug-21	13-Aug-21	Construction	On Target	On Target	
BEITH PS EARLY YEARS	340,596	327,400	340,596	0	279,104	216,674	265,908	49,234	279,104	0	0	0	Complete	Complete	Complete	On Target	On Target	
SKELMORLIE PS EARLY YEARS	362,704	291,577	362,704	0	334,037	125,000	262,910	137,910	334,037	0	0	0	Complete	Complete	Complete	On Target	On Target	
WEST KILBRIDE EARLY EARLY YEARS	225,413	218,556	225,413	0	93,631	70,545	86,774	16,229	93,631	0	0	0	Complete	Complete	Complete	On Target	On Target	
GATESIDE EARLY YEARS	416,299	394,261	416,299	0	23,418	0	1,380	1,380	23,418	0	0	0	Complete	Complete	Complete	On Target	On Target	
GARNOCK CAMPUS EARLY YEARS	58,190	58,190	58,190	0	1,588	0	1,588	1,588	1,588	0	0	0	Complete	Complete	Complete	On Target	On Target	
FAIRLIE EARLY YEARS	199,625	26,649	199,625	0	185,505	0	12,529	12,529	185,505	0	0	0	0 15-Aug-21	15-Aug-21	Construction	On Target	On Target	
ELDERBANK EARLY YEARS	28,849	14,039	28,849	0	28,374	13,564	13,564	0	28,374	0	0	0	Complete	Complete	Complete	On Target	On Target	
DREGHORN EARLY YEARS	104,338	2,593	104,338	0	102,238	0	493	493	102,238	0	0	0	Complete	Complete	Complete	On Target	On Target	
CUMBRAE EARLY YEARS	46,377	9,556	46,377	0	37,121	0	300	300	37,121	0	0	0	0 08-Aug-21	08-Aug-21	Construction	On Target	On Target	
LARGS CAMPUS EARLY YEARS	45,323	1,658	45,323	0	45,323	0	1,658	1,658	45,323	0	0	0	Complete	Complete	Complete	On Target	On Target	
MOORPARK EARLY YEARS	0	0	0	0	0	0	0	0	0	0	0	0	0 14-Aug-20	31-Mar-21	Removed	On Target	On Target	
PIRNMILL EARLY YEARS	51,755	1,296	51,755	0	51,755	0	1,296	1,296	51,755	0	0	0	0 31-Oct-21	31-Oct-21	Pre Tender	On Target	On Target	
SHISKINE EARLY YEARS	53,420	1,317	53,420	0	53,420	0	1,317	1,317	53,420	0	0	0	0 31-Oct-21	31-Oct-21	Pre Tender	On Target	On Target	
CORRIE EARLY YEARS	25,700	1,006	25,700	0	25,700	0	1,006	1,006	25,700	0	0	0	0 31-Oct-21	31-Oct-21	Pre Tender	On Target	On Target	
LAMLASH EARLY YEARS	285,000	0	285,000	0	285,000	0	0	0	285,000	0	0	0	0 31-Oct-21	31-Oct-21	Development	On Target	On Target	
BRODICK EARLY YEARS	2,590	2,590	2,590	0	0	0	0	0	0	0	0	0				On Target	On Target	
MARRESS HOUSE	3,533,394	733,861	3,533,394	0	3,055,806	370,451	256,273	(114,178)	2,256,658	(799,148)	(799,148)	(799,148)	24-Apr-22	22-Jul-22	Construction	On Target	Significantly off target	Project 10 weeks behind partly due to COVID 19 and partly due to variations to the scope of works
Completed Nursery Education																		
GLENCAIRN / LOUDON MONTGOMERY EARLY YEARS	170,429	170,429	170,429	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
ARDEER EARLY YEARS	217,119	216,219	217,119	0	900	0	0	0	900	0	0	0	Complete	Complete	Complete	Complete	Complete	
ST JOHNS EARLY YEARS	283,330	283,330	283,330	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
STANLEY EARLY YEARS	27,514	27,514	27,514	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
KILWINNING (PENNYBURN SCHOOL) EARLY YEARS	646,381	641,381	646,381	0	0	0	(5,000)	(5,000)	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
DALRY EARLY YEARS CENTRE	56,920	56,920	56,920	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
SPRINGVALE EARLY YEARS	104,557	104,557	104,557	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
ABBEY / ST LUKES PRIMARY SCHOOL EARLY YEARS	64,615	64,615	64,615	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
ST LUKES EARLY YEARS	1,966	1,966	1,966	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
CASTLEPARK EARLY YEARS	218,776	218,776	218,776	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
LAWTHORN EARLY YEARS	200,361	196,380	200,361	0	669	0	(3,312)	(3,312)	669	0	0	0	Complete	Complete	Complete	Complete	Complete	
HAYOCKS EARLY YEARS	246,164	246,165	246,164	0	1,291	1,291	1,291	0	1,291	0	0	0	Complete	Complete	Complete	Complete	Complete	
WOODLANDS EARLY YEARS	180,946	182,146	180,946	0	0	2,700	1,200	(1,500)	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
CORSEHILL EARLY YEARS	529,797	505,357	529,797	0	13,993	0	(10,447)	(10,447)	13,993	0	0	0	Complete	Complete	Complete	Complete	Complete	
CALEDONIA EARLY YEARS	257,008	249,221	257,008	0	5,102	0	(2,685)	(2,685)	5,102	0	0	0	Complete	Complete	Complete	Complete	Complete	
BLACKLANDS EARLY YEARS	203,540	199,240	203,540	0	(784)	0	(5,084)	(5,084)	(784)	0	0	0	Complete	Complete	Complete	Complete	Complete	
WINTON EARLY YEARS	5,290	5,108	5,290	0	182	0	0	0	182	0	0	0	Complete	Complete	Complete	Complete	Complete	
ST MARKS EARLY YEARS	349,897	349,897	349,897	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
Other Nursery Education																		
ANNICK PRIMARY EXT - EARLY YRS PROVISION	3,201,415	2,903,200	3,201,415	0	220,391	0	(77,825)	(77,825)	220,391	0	0	0	Complete	Complete	Complete	On Target	On Target	
Total Nursery Education	15,879,489	11,283,659	15,879,489	0	5,755,742	1,169,461	1,159,912	(9,549)	4,956,594	(799,148)	0	(799,148)						
Primary Schools																		
MOORPARK PRIMARY	10,849,442	629,967	10,849,442	0	6,071,401	205,880	138,101	(67,779)	4,831,167	(1,240,234)	(1,240,234)	(1,240,234)	30-Sep-22	30-Sep-22	Construction	On Target	On Target	Asbestos had been found at site and vandalism which has caused a delay in the programme
MONTGOMERIE PARK SCHOOL	14,470,000	22,784	14,470,000	0	675,995	2,009	20,751	18,742	369,530	(306,465)	(306,465)	(306,465)	12-Jul-23	12-Jul-23	Tender	On Target	On Target	Covid related- public consultation delay had knock on effect
Total Primary Education	25,319,443	652,752	25,319,443	0	6,747,396	207,889	158,852	(49,037)	5,200,697	(1,546,699)	0	(1,546,699)						
Secondary Schools																		
KILWINNING LEARNING ENVIRONMENT	2,805,435	1,880,402	2,805,435	0	952,297	27,264	27,264	(0)	952,297	0	0	0	0 31-Aug-21	31-Aug-21	Construction	On Target	On Target	
AYRSHIRE COLLEGE PARTNERSHIP DEVELOPMENT	200,000	0	200,000	0	200,000	0	0	0	200,000	0	0	0	0 31-Mar-22	31-Mar-22	Future Years	On Target	On Target	
ARDROSSAN NEW BUILD	69,860,309	193,764	69,860,309	0	6,053,506	0	28,670	28,670	6,053,506	0	0	0	0 31-Dec-24	31-Dec-24	In Development	On Target	On Target	
Total Secondary Education	72,865,744	2,074,166	72,865,744	0	7,205,803	27,264	55,934	28,670	7,205,803	0	0	0						
Special Education																		
LOCKHART CAMPUS	25,603,692	24,325,532	25,603,692	0	3,282,184	0	2,004,024	2,004,024	3,282,184	0	0	0	21-May-21	11-Jun-21	Snagging	On Target	On Target	
Total Special Education	25,603,692	24,325,532	25,603,692	0	3,282,184	0	2,004,024	2,004,024	3,282,184	0	0	0						

CAPITAL MONITORING 2021/22

COMMUNITIES

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/(Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/(Under) Spend for 21/22	True Over/(Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
Information & Culture																		
CASTLES & HISTORIC MONUMENTS	52,859	0	52,859	0	52,859	0	0	0	52,859	0	0	0	Holding Code	Holding Code	Holding Code	Holding Code	Holding Code	
ABBEY TOWER	80,389	9,489	80,389	0	73,826	0	2,926	2,926	73,826	0	0	0	On Hold	On Hold	Planning	On Hold	On Hold	
Total Information & Cultural	133,248	9,489	133,248	0	126,685	0	2,926	2,926	126,685	0	0	0						
Completed Projects																		
HAYOCKS PRIMARY SCHOOL NURSERY ADAPTS	206,800	206,800	206,800	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
LOUDON MONT PRIMARY SCHOOL NURSERY ADAPTS	698,915	698,915	698,915	0	0	650	0	(650)	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
ELDERBANK PS	11,123,543	11,123,543	11,123,543	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
ANNICK PRIMARY SCHOOL	547,422	547,422	547,422	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
ST PALLADIUS PRIMARY SCHOOL	45,386	45,386	45,386	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
ST BRIDGETS PRIMARY SCHOOL	143,178	143,178	143,178	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
LEARNING ACADEMY AUCHENHARVIE	427,292	427,292	427,292	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
LARGS ACADEMY	4,025,845	4,025,845	4,025,845	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
GARNOCK CAMPUS	40,307,259	40,283,664	40,307,259	0	2,893	0	(20,702)	(20,702)	2,893	0	0	0	Complete	Complete	Complete	Complete	Complete	
AUCHENHARVIE SECONDARY ESTATE LEARNING ENVY	3,111,260	3,097,581	3,111,260	0	2,754	0	(10,925)	(10,925)	2,754	0	0	0	Complete	Complete	Complete	Complete	Complete	
IRVINE ROYAL/COLLEGE ADAPTS	2,062,838	2,062,838	2,062,838	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
KILWINNING ESTATE SECONDARY PITCH	712,080	712,080	712,080	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete	Complete	
AUCHENHARVIE PE WORKS	2,223,890	2,223,030	2,223,890	0	860	0	0	0	860	0	0	0	Complete	Complete	Complete	Complete	Complete	
IRVINE LEISURE CENTRE	22,190,976	22,115,922	22,190,976	0	53,054	0	(22,000)	(22,000)	53,054	0	0	0	Complete	Complete	Complete	Complete	Complete	
Total Completed Projects	87,826,685	87,713,497	87,826,685	0	59,561	650	(53,627)	(54,277)	59,561	0	0	0						
Total Communities	227,628,300	126,059,095	227,628,300	0	23,177,371	1,405,264	3,328,022	1,922,758	20,831,524	(2,345,847)	0	(2,345,847)						

CAPITAL MONITORING 2021/22

CHIEF EXECUTIVE

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/(Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/(Under) Spend for 21/22	True Over/(Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£						
Council IT Strategy																		
SCHOOLS ICT INVESTMENT *	1,217,078	0	1,217,078	0	1,217,078	0	0	0	1,217,078	0	0	0	31-Mar-22	31-Mar-22	On-going	On Target	On Target	
ICT INVESTMENT FUND	3,540,386	405,347	3,540,386	0	547,384	100,000	2,145	(97,855)	547,384	0	0	0	31-Mar-26	31-Mar-26	On-going	On Target	On Target	
WAN	857,100	128,718	857,100	0	228,382	10,000	0	(10,000)	228,382	0	0	0	31-Mar-22	31-Mar-22	Implementation	On Target	On Target	
LAN/WIFI	2,673,000	185,172	2,673,000	0	1,153,582	165,000	165,754	754	1,153,582	0	0	0	30-Jun-22	30-Jun-22	Implementation	On Target	On Target	
TELEPHONY	1,146,693	118,880	1,146,693	0	409,554	30,000	31,742	1,742	409,554	0	0	0	30-Jun-22	30-Jun-22	Implementation	On Target	On Target	
Total IT Strategy	9,434,256	838,117	9,434,256	0	3,555,980	305,000	199,641	(105,359)	3,555,980	0	0	0						
Ayrshire Growth Deal																		
AYRSHIRE GROWTH DEAL	163,732	176,428	163,732	0	0	0	12,696	12,696	0	0	0	0	31-Mar-26	31-Mar-26		On Target	On Target	
AGD - I3 DIGILAB PHASE 1	881,282	3,000	881,282	0	0	0	3,000	3,000	0	0	0	0	31-Mar-26	31-Mar-26	Design	On Target	On Target	Projection reflects profile of budget across years, in line with PMO reporting, potential spend to be confirmed over next 2-3 months - may require acceleration.
AGD - I3 DIGILAB PHASE 2	5,105,261	90,338	5,105,261	0	105,261	0	0	0	105,261	0	0	0	31-Mar-26	31-Mar-26	Design	On Target	On Target	Estimated staff costs for the year for project development
AGD - I3 FLEXIBLE BUSINESS SPACE	13,466,357	82,875	13,466,357	0	383,000	30,584	12	(30,572)	383,000	0	0	0	31-Mar-26	31-Mar-26	Multiple Projects	On Target	On Target	Projection reflects updated profile of programme across the years, in line with PMO reporting
AGD - HUNTERSTON - CENTRE OF LOW CARBON ENERGY & CIRCULAR ECONOMY	15,489,627	48,334	15,489,627	0	415,000	41,342	0	(41,342)	415,000	0	0	0	31-Mar-26	31-Mar-26	Multiple Projects	On Target	On Target	Projection to bring profile of budget in line with updated business case submitted to AGD PMO
AGD - IRVINE HARBOURSIDE ARDEER (THE GREAT HARBOUR)	13,968,599	107,763	13,968,599	0	238,772	5,000	8,094	3,094	238,772	0	0	0	31-Mar-26	31-Mar-26	Multiple Projects	On Target	On Target	Updated to reflect estimated costs at this stage. Design team being procured, further spend will become clearer over next 2-3 months.
AGD - ARDROSSAN (IMSE)	226,450		226,450	0	62,000	0	0	0	62,000	0	0	0	31-Mar-27	31-Mar-27	Design	On Target	On Target	Projection to bring profile of budget in line with updated business case submitted to AGD PMO
AGD - MARINE TOURISM	7,972,843		7,972,843	0	86,455	1,289	1,289	(0)	86,455	0	0	0	31-Mar-26	31-Mar-26	Design	On Target	On Target	Project design being reassessed, currently do not expect significant spend in 2122, beyond design costs.
AGD - MARINE TOURISM CUMBRAE	5,850		5,850	0	0	0	0	0	0	0	0	0	31-Mar-29	31-Mar-29	Design	On Target	On Target	
Total Ayrshire Growth Deal	57,280,000	508,738	57,280,000	0	1,290,488	78,215	25,090	(53,125)	1,290,488	0	0	0						
Growth & Investment																		
ARDROSSAN HARBOUR INTERCHANGE	4,377,111	345,486	4,377,111	0	554,538	0	(2,087)	(2,087)	554,538	0	0	0	31-Mar-20	30-Aug-22	Design	On Target	On Target	
IRVINE ENTERPRISE AREA *	10,746,072	25,000	10,746,072	0	50,000	0	25,000	25,000	50,000	0	0	0	Ongoing	Ongoing	Multiple Projects	On Target	On Target	2122 spend relates to fit out of one industrial unit. Carry forward of balance of budget to fund future building fit outs, as required
LOW CARBON HUB	1,974,973	19,231	1,974,973	0	1,074,545	154,006	0	(154,006)	477,342	(597,203)	(597,203)	0	30-Sep-22	30-Sep-22	Multiple Projects	On Target	On Target	Delays in project due to delays in linked Ardrossan Harbour project
VDLF - ARDROSSAN NORTH SHORE*	1,615,199	374,928	1,615,199	0	1,318,067	0	77,796	77,796	1,318,067	0	0	0	31-Mar-19	31-Jul-24	In development	On Target	On Target	
VDLF - HARBOUR MASTERS OFFICE*	107,500	614	107,500	0	107,500	0	614	614	107,500	0	0	0	31-Mar-22	31-Mar-22		On Target	On Target	
VDLF - I3 IRVINE ENTERPRISE*	716,981	99,051	716,981	0	659,457	0	41,527	41,527	659,457	0	0	0	31-Mar-19	31-Mar-22	Design	On Target	On Target	
Other Growth & Investment	19,537,836	864,310	19,537,836	0	3,764,107	154,006	142,850	(11,156)	3,166,904	(597,203)	0	(597,203)						
Total Chief Executive	86,252,091	2,211,164	86,252,091	0	8,610,575	537,221	367,581	(169,640)	8,013,372	(597,203)	0	(597,203)						

CAPITAL MONITORING 2021/22

HEALTH & SOCIAL CARE

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/(Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/(Under) Spend for 21/22	True Over/(Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£						
Management & Support																		
HOME CARE SYSTEM	433,918	391,129	433,918	0	42,789	0	0	0	42,789	0		0	31-Mar-22	31-Mar-22	Implementation	On Target	On Target	
COMMUNITY ALARMS - ANALOGUE TO DIGITAL	996,000	0	996,000	0	0	0	0	0	0	0		0			Future Years			
CAREFIRST IT SYSTEM	120,678	84,620	120,678	0	36,058	0	0	0	36,058	0		0	31-Mar-22	31-Mar-22	Implementation	On Target	On Target	
CAREFIRST REPLACEMENT	500,000	260,884	500,000	0	338,465	260,885	260,884	(1)	338,465	0		0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
Total Management & Support	2,050,596	736,633	2,050,596	0	417,312	260,885	260,884	(1)	417,312	0	0	0						
Housing Non HRA																		
IMPROVEMENT GRANTS *	745,185	151,348	745,185	0	745,185	0	151,348	151,348	745,185	0		0	31-Mar-22	31-Mar-22	Ongoing	On Target	On Target	
Total Housing Non HRA	745,185	151,348	745,185	0	745,185	0	151,348	151,348	745,185	0	0	0						
Adults																		
TRINDLEMOSS	4,608,078	4,547,449	4,608,078	0	67,399	0	6,770	6,770	67,399	0		0	Complete	Complete	Complete	Complete	Complete	Complete
WARRIX AVENUE	871,562	871,562	871,562	0	0	0	0	0	0	0		0	Complete	Complete	Complete	Complete	Complete	Complete
Total Older People	5,479,640	5,419,012	5,479,640	0	67,399	0	6,770	6,770	67,399	0	0	0						
Young People																		
RESIDENTIAL & RESPITE UNIT	5,720,000	5,021,540	5,720,000	0	1,150,561	0	452,100	452,100	1,150,561	0		0	31-Jul-21	11-Jun-21	Snagging	On Target	On Target	
Total Young People	5,720,000	5,021,540	5,720,000	0	1,150,561	0	452,100	452,100	1,150,561	0	0	0						
Total Health & Social Care	13,995,422	11,328,532	13,995,422	0	2,380,457	260,885	871,102	610,217	2,380,457	0	0	0						

CAPITAL MONITORING 2021/22

Place

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments	
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/ (Under) Spend for 21/22	True Over/ (Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical		
	£	£	£	£	£	£	£	£	£	£	£	£							
PHYSICAL ENVIRONMENT																			
Roads																			
ROADS IMPROVE/RECONSTRUCTION *	5,168,060	5,168,060	5,168,060	0	5,168,060	1,802,000	779,747	(1,022,253)	5,168,060	0			31-Mar-22	31-Mar-22	Multiple Projects	On Target	On Target		
LIGHTING *	1,415,178	142,322	1,415,178	0	1,415,178	206,815	142,322	(64,493)	1,415,178	0			31-Mar-22	31-Mar-22	Multiple Projects	On Target	On Target		
LED LIGHTING REPLACEMENT	695,000	0	695,000	0	337,400	40,000	0	(40,000)	337,400	0			31-Mar-23	31-Mar-23	Multiple Projects	On Target	On Target		
UPPER GARNOCK FPS	18,503,800	9,432,568	18,503,800	0	9,699,421	2,860,000	3,542,210	682,210	9,699,421	0			30-Apr-22	30-Apr-22	Construction	On Target	On Target		
MILLPORT COASTAL FPS	27,500,000	917,231	27,500,000	0	208,966	45,400	59,269	13,869	208,966	0			31-Aug-24	31-Aug-24	Design	On Target	On Target		
MILLBURN FPS	1,310,000	149,765	1,310,000	0	40,150	8,030	6,198	(1,832)	40,150	0			31-Mar-23	31-Mar-23	Design	On Target	On Target		
MILLPORT PIER	500,000	150,080	500,000	0	0	0	0	0	0	0			31-Mar-25	31-Mar-25	In Development	On Target	On Target		
BRIDGES INFRASTRUCTURE PROG *	775,338	445,618	775,338	0	775,338	566,764	445,618	(121,146)	775,338	0			31-Mar-22	31-Mar-22	Multiple Projects	On Target	On Target		
LARGS PROMENADE SEAWALL	3,039,000	94,971	3,039,000	0	99,797	9,750	3,300	(6,450)	99,797	0			31-Oct-23	31-Oct-23	Planning	On Target	On Target		
LARGS CAR PARK INFRASTRUCTURE	80,000	0	80,000	0	80,000	0	0	0	80,000	0			31-Mar-22	31-Mar-22	Planning	On Target	On Target		
PARKING CHARGES & DPE	257,705	55,000	257,705	0	202,705	0	0	0	202,705	0			31-Mar-20	31-Mar-22	In Development	On Target	On Target		
Total Roads	59,244,081	16,555,614	59,244,081	0	18,027,015	5,538,759	4,978,665	(560,094)	18,027,015	0	0	0							
Streetscene																			
CEMETERY EXTNS, WALLS & INFRA *	1,670,774	0	1,670,774	0	(290,822)	0	0	0	(290,822)	0			0	0	Holding Code	Holding Code	Holding Code	Holding Code	
LAMLASH CEMETERY EXTENSION	706,165	674,858	706,165	0	25,230	0	(6,077)	(6,077)	25,230	0			0	0	Complete	Complete	Complete	Complete	
ARDROSSAN CEMETERY PLOTS AND WALLS	201,042	149,703	201,042	0	46,522	0	(4,818)	(4,818)	46,522	0			0	0	Complete	Complete	Complete	Complete	
KILBIRNIE CEMETERY	623,833	23,884	623,833	0	0	0	51	51	0	0			0	0	Future years	Future years	Future years	On Target	
KILWINNING CEMETERY NEW	1,150,000	48,446	1,150,000	0	514,833	0	24,348	24,348	346,741	(168,092)			(168,092)	01-Aug-22	01-Aug-22	Technical Design	On Target	On Target	Tender documents to be finalised end August 2021. Additional budget should have been phased partly into 2021/22
KNADGERHILL CEMETERY EXTENSION	443,581	374,356	443,581	0	53,865	0	(15,360)	(15,360)	53,865	0			0	31-Oct-21	31-Oct-21	Construction	On Target	On Target	
WEST KILBRIDE CEMETERY	300,000	0	300,000	0	200,000	0	0	0	27,402	(172,598)			(172,598)	30-Jun-22	30-Jun-22	Technical Design	On Target	On Target	Delay in procuring Professional Services Framework for Consultants - procurement document
STEVENSTON CEMETERY	350,000	0	350,000	0	350,000	0	0	0	31,961	(318,039)			(318,039)	30-Jun-22	30-Jun-22	Technical Design	On Target	On Target	Delay in procuring Professional Services Framework for Consultants - procurement document
ARDROSSAN CEMETERY NEW	900,603	603	900,603	0	0	0	0	0	0	0			0	Future years	Future years	Future years	On Target	On Target	
Total Streetscene	6,345,997	1,271,848	6,345,997	0	899,628	0	(1,856)	(1,856)	240,899	(658,729)	0	(658,729)							
Transport																			
VEHICLES *	1,785,696	256,167	1,785,696	0	1,785,696	250,954	256,167	5,213	1,785,696	0			31-Mar-22	31-Mar-22	Ongoing	On Target	On Target		
WORKPLACE CHARGERS	115,319	87,957	115,319	0	46,847	29,379	19,484	(9,895)	46,847	0			30-Aug-21	30-Aug-21	Procurement	On Target	On Target		
Total Transport	1,901,015	344,123	1,901,015	0	1,832,543	280,333	275,651	(4,682)	1,832,543	0	0	0							
Waste Services																			
SHEWALTON LANDFILL	13,422,542	13,272,542	13,422,542	0	0	0	0	0	0	0			0	Future years	Future years	Ongoing	On Target	On Target	
WASTE COLLECTION REVIEW	1,266,801	1,261,197	1,266,801	0	0	0	(5,605)	(5,605)	0	0			0	Complete	Complete	Complete	Complete	Complete	
Total Waste Services	14,689,343	14,533,738	14,689,343	0	0	0	(5,605)	(5,605)	0	0	0	0							
Renewable Energy																			
SOLAR PV RETROFIT EXTENSION	120,000	40,845	120,000	0	79,155	0	0	0	79,155	0			31-Mar-22	31-Mar-22	Future years	On Target	On Target		
SOLAR PV INVESTMENT	6,768,000	0	6,768,000	0	4,512,000	0	0	0	4,512,000	0			30-Apr-22	30-Apr-22	Work Ongoing	On Target	On Target		
NON DOMESTIC ENERGY EFFICIENCY PROGRAMME	1,000,000	890,890	1,000,000	0	63,589	0	(45,521)	(45,521)	63,589	0			31-Mar-22	31-Mar-22	Work Ongoing	On Target	On Target		
Total Renewable Energy	7,888,001	931,735	7,888,001	0	4,654,744	0	(45,521)	(45,521)	4,654,744	0	0	0							

CAPITAL MONITORING 2021/22

Place

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/ (Under) Spend for 21/22	True Over/ (Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
Office Accommodation																		
PROPERTY LIFECYCLE INVESTMENT *	431,156	253	431,156	0	431,156	0	253	253	431,156	0	0	0	31-Mar-22	31-Mar-22	Multiple projects	On Target	On Target	
PLI CENTRAL AVE STREETSCENE DEPOT*	42,418	930	42,418	0	42,418	0	930	930	42,418	0	0	0	31-Mar-22	31-Mar-22	Construction	On Target	On Target	
PLI BEITH CEMETERY	18,000	875	18,000	0	18,000	0	875	875	18,000	0	0	0	14-Nov-21	14-Nov-21	Procurement	On Target	On Target	
PLI WEST KILBRIDE COMMUNITY CENTRE	100,000	0	100,000	0	100,000	0	0	0	100,000	0	0	0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
PLI GOLDCRAIGS DEPOT	0	1,265	0	0	0	0	1,265	1,265	0	0	0	0	31-Mar-22	31-Mar-22	Planning	On Target	On Target	
PLI ANNICK PRIMARY SCHOOL	260,000	130,275	260,000	0	260,000	0	130,275	130,275	260,000	0	0	0	12-Aug-21	12-Aug-21	Construction	On Target	On Target	
PLI ARDEER PRIMARY SCHOOL	123,582	1,373	123,582	0	123,582	0	1,373	1,373	123,582	0	0	0	19-Dec-21	19-Dec-21	Construction	On Target	On Target	
PLI BLACKLANDS PRIMARY SCHOOL*	255,000	291	255,000	0	255,000	0	291	291	75,000	(180,000)	(180,000)	31-May-22	31-May-22	Construction	On Target	On Target	Delayed to 2022/23 due to resource issues within PMI/Building Services	
PLI DALRY PRIMARY SCHOOL*	75,000	0	75,000	0	75,000	0	0	0	0	(75,000)	(75,000)	Future Years	Future Years	Future Years	On Target	On Target	Delayed to 2022/23 due to resource issues within PMI/Building Services	
PLI GLENCAIRN PRIMARY SCHOOL*	104,000	0	104,000	0	104,000	0	0	0	104,000	0	0	31-Mar-22	31-Mar-22	Tender	On Target	On Target		
PLI SKELMORLIE PRIMARY SCHOOL	75,000	0	75,000	0	75,000	0	0	0	0	(75,000)	(75,000)	Future Years	Future Years	Future Years	On Target	On Target	Delayed to 2022/23 due to resource issues within PMI/Building Services	
PLI SPRINGSIDE PRIMARY SCHOOL	1,958	1,958	1,958	0	1,958	1,958	1,958	0	1,958	0	0	Complete	Complete	Complete	On Target	On Target		
PLI ST JOHN OGILVIE PRIMARY SCHOOL	227,000	607	227,000	0	227,000	0	607	607	81,000	(146,000)	(146,000)	31-Aug-22	31-Aug-22	Construction	On Target	On Target	Delayed to 2022/23 due to resource issues within PMI/Building Services	
PLI ST LUKE'S PRIMARY SCHOOL*	30,000	3,270	30,000	0	30,000	0	3,270	3,270	30,000	0	0	Complete	Complete	Complete	On Target	On Target		
PLI ST PETERS PRIMARY	0	(1,971)	0	0	0	0	(1,971)	(1,971)	0	0	0	Complete	Complete	Complete	On Target	On Target		
PLI WEST KILBRIDE PRIMARY*	45,000	0	45,000	0	45,000	0	0	0	45,000	0	0	0	26-Dec-21	26-Dec-21	Planning	On Target	On Target	
PLI WHITEHIRST PARK PRIMARY SCHOOL*	479	704	479	0	479	479	704	225	479	0	0	Complete	Complete	Complete	On Target	On Target		
PLI AUCHENHARVIE ACADEMY*	219,000	480	219,000	0	219,000	0	480	480	219,000	0	0	Complete	Complete	Complete	On Target	On Target		
PLI IRVINE ROYAL ACADEMY*	0	2,243	0	0	0	0	2,243	2,243	0	0	0	Future Years	Future Years	Future Years	On Target	On Target		
PLI KILWINNING ACADEMY*	16,934	17,109	16,934	0	16,934	16,934	17,109	175	16,934	0	0	Complete	Complete	Complete	On Target	On Target		
PLI REDBURN CC*	0	5,114	0	0	0	0	5,114	5,114	0	0	0	Complete	Complete	Complete	On Target	On Target		
Total Office Accommodation	2,024,527	164,776	2,024,527	0	2,024,527	19,371	164,776	145,405	1,548,527	(476,000)	0	(476,000)						
Other Property																		
INDUSTRIAL PORTFOLIO *	430,713	0	430,713	0	430,713	0	0	0	430,713	0	0	0	On Hold	On Hold	Multiple projects	On Target	On Target	
HOME	4,470,199	85,366	4,470,199	0	4,416,040	0	31,207	31,207	1,000,000	(3,416,040)	0	(3,416,040)	31-Dec-22	31-Dec-22	In development	On Target	On Target	Reprofile is a result on a major issue stemming from Scottish Water changing their approach to surface water drainage mid-project.
BUILD	284,085	22,949	284,085	0	261,136	0	0	0	100,000	(161,136)	0	(161,136)	31-Jul-22	31-Jul-22	In development	On Target	On Target	Delay in HOME meant a knock-on delay in BUILD
WOODLANDS PRIMARY PLAYINGFIELD DRAINAGE	134,640	93,237	134,640	0	94,563	58,050	53,160	(4,890)	94,563	0	0	Complete	Complete	Complete	On Target	On Target		
Total Property	5,319,637	201,552	5,319,637	0	5,202,452	58,050	84,367	26,317	1,625,276	(3,577,176)	0	(3,577,176)						
Other Housing																		
GYPSY/TRAVELLER SITES	74,528	21,000	74,528	0	53,528	0	0	0	53,528	0	0	0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
ARDROSSAN HOSTEL	0	0	0	0	0	0	6,732	6,732	0	0	0	0	13-Feb-22	13-Feb-22	Procurement	On Target	On Target	
Total Other Housing	74,528	21,000	74,528	0	53,528	0	6,732	6,732	53,528	0	0	0						
Regeneration																		
TOWN CENTRE REGENERATION	1,772,002	681,788	1,772,002	0	1,482,550	0	392,336	392,336	1,482,550	0	0	0	31-Mar-22	31-Mar-22	Construction	On Target	On Target	
STEVENSTON BEACH HUB	130,000	0	130,000	0	130,000	0	0	0	130,000	0	0	0	31-Mar-22	31-Mar-22	Design	On Target	On Target	
MILLPORT TOWN HALL REGENERATION	1,500,000	0	1,500,000	0	1,500,000	0	0	0	1,500,000	0	0	0	31-Dec-22	31-Dec-22	In development	On Target	On Target	
PLACE BASED INVESTMENT PROGRAMME	0	0	0	0	1,260,000	0	0	0	640,000	(620,000)	(620,000)	31-Mar-23	31-Mar-23	In development	On Target	On Target	Original profile incorrect, construction and associated spend anticipated for future years	
IRVINE HIGH STREET	2,969,779	2,622,502	2,969,779	0	311,227	0	(36,050)	(36,050)	311,227	0	0	Complete	Complete	Complete	Complete	Complete		
MILLPORT CARS	282,839	(5,618)	282,839	0	254,756	0	(5,618)	(5,618)	254,756	0	0	0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
MONTGOMERIE PARK MASTERPLAN	3,228,598	1,703,655	3,228,598	0	93,532	0	18,589	18,589	93,532	0	0	0	31-Mar-30	31-Mar-30	Sale negotiation	On Target	On Target	
LOCHSHORE, KILBIRNIE	1,747,593	130,647	1,747,593	0	1,684,741	0	67,795	67,795	1,234,741	(450,000)	(450,000)	30-Mar-22	31-May-25	In development	On Target	On Target	Delayed procurement pending outcome of the LUF	
LOCHSHORE GARNOCK HUB	3,896,000	287,066	3,896,000	0	3,396,000	0	287,066	287,066	3,139,183	(256,817)	(256,817)	31-Oct-22	31-Oct-22	Construction	On Target	On Target	Rephased due to committed works, original phasing incorrect	
VDLF - IRVINE KYLE ROAD SITE PREP*	1,441,368	1,387,112	1,441,368	0	60,214	0	5,958	5,958	60,214	0	0	Complete	Complete	Complete	Complete	Complete		
VDLF - ANNICKBANK PH 3*	1,081,000	5,245	1,081,000	0	226,550	0	0	0	126,050	(100,500)	(100,500)	31-Mar-23	31-Mar-23	Design	On Target	On Target	Delay in appointment of consultants.	
VDLF - DEVELOPMENT WORK*	180,000	32,800	180,000	0	147,200	0	0	0	147,200	0	0	0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
VDLF - MAIN ST KILBIRNIE*	53,000	0	53,000	0	53,000	0	0	0	53,000	0	0	0	30-Sep-21	30-Sep-21	Construction	On Target	On Target	
VDLF - DALRY RD SALTCOATS*	5,125	1,640	5,125	0	3,485	0	0	0	3,485	0	0	0	30-Sep-22	30-Sep-22	Delivery	On Target	On Target	
VDLF - STRATEGY	50,000	0	50,000	0	50,000	0	0	0	50,000	0	0	0	31-Mar-22	31-Mar-22		On Target	On Target	
VDLF - TREE PLANTING	50,000	0	50,000	0	50,000	0	0	0	50,000	0	0	0	31-Mar-22	31-Mar-22		On Target	On Target	
VDLF - MINOR IMPROVEMENTS	50,000	0	50,000	0	50,000	0	0	0	50,000	0	0	0	31-Mar-22	31-Mar-22		On Target	On Target	
QUARRY ROAD PHASE 2	5,209,497	5,149,338	5,209,497	0	70,146	0	9,987	9,987	70,146	0	0	Complete	Complete	Complete	Complete	Complete		
VDLF - GAS WORKS (DALRY)*	135,962	16,702	135,962	0	119,260	0	0	0	119,260	0	0	0	30-Sep-21	30-Sep-21	Construction	On Target	On Target	
CYCLING/WALKING/SAFER STREETS *	973,812	83,796	973,812	0	973,812	0	0	0	572,797	(401,015)	(401,015)	31-Aug-22	31-Aug-22	Various	On Target	On Target	Delays due to material and contractor availability and confirmation of external match funding.	
ACCESS PATH NETWORK PROGRAMME *	1,421,536	1,219,863	1,421,536	0	1,421,536	0	332,482	332,482	1,219,863	(201,673)	(201,673)	31-Aug-22	31-Aug-22	Work ongoing	On Target	On Target	Delays due to material and contractor availability and confirmation of external match funding.	
PENNYBURN ROUNDABOUT BUS LANE	35,000	24,500	35,000	0	35,000	0	0	0	35,000	0	0	0	31-Mar-22	31-Mar-22	Feasibility	On Target	On Target	
IRVINE CYCLE FRIENDLY TOWN	250,000	0	250,000	0	250,000	0	0	0	250,000	0	0	0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
BRODICK TO CORRIE CYCLE PATH	40,000	0	40,000	0	40,000	0	0	0	40,000	0	0	0	31-Mar-22	31-Mar-22	Design	On Target	On Target	
STTS ROSS ROAD ARRAN	210,000	0	210,000	0	210,000	0	0	0	210,000	0	0	0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
ELECTRIC VEHICLES INFRASTRUCTURE	572,273	507,951	572,273	0	64,322	0	0	0	64,322	0	0	0	31-Mar-22	31-Mar-22	In development	On Target	On Target	
Total Regeneration	27,285,383	13,862,313	27,285,383	0	13,937,331	0	1,072,546	1,072,546	11,907,326	(2,030,005)	0	(2,030,005)						

CAPITAL MONITORING 2021/22

Place

Project Description	TOTAL PROJECT				2021/22 BUDGETS								COMPLETION DATES		MILESTONE	DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Actual Over/ (Under) Spend for 21/22	True Over/ (Under) Spend	Brought / Carry Forward to 2022/23	Original Target	Revised Forecast	Current Project Stage	Delivery Status Financial	Delivery Status Physical	
Completed Projects																		
CUNNINGHAME HOUSE PHASE 3-4	2,080,639	2,080,639	2,080,639	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
CUNNINGHAME HOUSE PHASE 5	658,463	658,463	658,463	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
SALTCOATS TOWN HALL	3,727,180	3,727,180	3,727,180	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
SALTCOATS PUBLIC REALM	841,219	841,219	841,219	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
OLD BARONY CEMETERY WORKS	60,836	60,836	60,836	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
KILWINNING CEMETERY INFRASTRUCTURE	117,845	117,845	117,845	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
DREGHORN CEMETERY	22,677	22,677	22,677	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
MILLPORT CEMETERY	35,412	35,412	35,412	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
SKELMORLIE CEMETERY WALL	131,939	131,939	131,939	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
BEITH AULD KIRK	254,793	254,793	254,793	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
HAYLIE BRAE CEMETERY WALLS	175,437	175,386	175,437	0	51	0	0	0	51	0	0	0	0	0	Complete	Complete	Complete	Complete
KNADGERHILL CEMETERY INFRASTRUCTURE	238,549	238,549	238,549	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
WEST KILBRIDE CEMETERY ROADS	113,921	113,921	113,921	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
SALTCOATS PARISH ROADS	17,472	17,472	17,472	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
DALRY CEMETERY EXTENSION	36,217	36,217	36,217	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	On Target
BEITH CEMETERY ROADS	52,540	52,540	52,540	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	On Target
KILBIRNIE CEMETERY ROADS	31,281	31,281	31,281	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	On Target
CCTV GENERAL	389,694	390,421	389,694	0	0	0	727	727	0	0	0	0	0	0	Complete	Complete	Complete	Complete
RENEWABLE ENERGY PROGRAMME	51,018	51,018	51,018	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
BIOMASS RETROFIT PROGRAMME	3,378,163	3,340,486	3,378,163	0	0	0	(37,678)	(37,678)	0	0	0	0	0	0	Complete	Complete	Complete	Complete
STONEHOLM MILL	47,346	47,346	47,346	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
IRVINE ACTIVE TRAVEL HUB	1,382,111	1,382,111	1,382,111	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
QUARRY ROAD PHASE 1	2,977,098	2,898,460	2,977,098	0	40,595	0	(38,043)	(38,043)	40,595	0	0	0	0	0	Complete	Complete	Complete	Complete
VDLF - GREENWOOD INTERCHANGE*	105,349	105,349	105,349	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
VDLF - NACCO SITE*	27,182	27,182	27,182	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
VDLF - MOORPARK ROAD WEST	473,483	473,483	473,483	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
VDLF - WINTON PARK	11,708	11,708	11,708	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
VDLF - MCDOWALL PLACE, ARDROSSAN*	14,189	14,189	14,189	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	On Target
KILBIRNIE CARS (KNOX INST)	333,877	333,877	333,877	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
LARGS MASTERPLAN	336,055	336,055	336,055	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
CAR PARK STRATEGY	317,179	317,179	317,179	0	0	0	0	0	0	0	0	0	0	0	Complete	Complete	Complete	Complete
BUS CORRIDOR IMPROVEMENTS	155,333	5,333	155,333	0	150,000	0	0	0	150,000	0	0	0	0	0	31-Mar-22	31-Mar-22	In development	On Target
BUS ROUTE CONGESTION MEASURES	550,576	452,606	550,576	0	100,000	0	2,030	2,030	100,000	0	0	0	0	0	31-Mar-22	31-Mar-22	Construction	On Target
CUMBRAE FERRY & BUS STOP	403,965	23,690	403,965	0	380,275	0	0	0	380,275	0	0	0	0	0	31-Mar-22	31-Mar-22	Design	On Target
Total Completed Projects	19,550,748	18,806,863	19,550,748	0	670,921	0	(72,964)	(72,964)	670,921	0	0	0						
Total Place	144,323,260	66,693,563	144,323,260	0	47,302,689	5,896,513	6,456,791	560,278	40,560,779	(6,741,910)	0	(6,741,910)						

OTHER BUDGETS

Project Description	TOTAL PROJECT				2021/22 BUDGETS						Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2021/22	Year to Date Budget 2021/22	Actual Expenditure to 31 July 2021	Year to Date Variance 2021/22	Projected Expenditure to 31 March 2022	Over/ (Under) Spend for 21/22	
	£	£	£	£	£	£	£	£	£	£	
FLEXIBILITY / IMPROVEMENT FUND	2,065,358	0	2,065,358	0	2,003,233	0	0	0	2,003,233	0	
CORE INFRASTRUCTURE INVESTMENT	4,900,000	0	4,900,000	0	0	0	0	0	0	0	
Total Other Budgets	2,065,358	0	2,065,358	0	2,003,233	0	0	0	2,003,233	0	

Description	Approved budget 16 December 2020	Current budget including carry forwards	Approved Revisions to programme	Carry forward (to)/from future years	Revised Budget 2021/22	Actual Spend to 31/03/2021	Year End Projection	True Over / (Under)spend	Delivery Status Financial	Delivery Status Physical	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
Council House Build Programme											
Council House Building General	1,542	1,542	-	(1,542)	-	-	-	-	On Target	On Target	
Acquisition Of Houses On Open Market	491	737	-	(737)	-	149	-	-	On Target	On Target	
New Build Watt Court	-	(111)	-	-	(111)	(66)	(75)	36	Slightly off target	Complete	Completed 2020/21. Overall overspend of 0.55m projected. Awaiting final account.
New Build Corsehillhead	882	872	-	(822)	50	-	50	-	On Target	On Target	Expected completion Autumn/Winter 2022.
New Build Brathwic Terrace	1,991	1,799	-	-	1,799	647	2,005	206	Slightly off target	On Target	Expected completion is slightly off Autumn/Winter 2021. Anticipated project overspend of £0.170m
New Build Flatt Road Phase 1	4,136	3,741	-	(2,006)	1,735	1,006	1,735	-	On Target	On Target	Handovers continue. Expected full completion Summer 2022.
New Build Towerlands	1,640	2,208	-	-	2,208	788	2,463	255	Slightly off target	On Target	Expected completion Autumn/Winter 2021. Anticipated project overspend of £0.200m
New Build Kinnier Road	285	11	-	-	11	-	11	-	On Target	Complete	Properties due to be handed over summer/autumn 2021.
New Build St Colms	3,482	3,482	-	205	3,687	229	3,687	-	On Target	On Target	Demolition complete. Expected completion Autumn 2022.
New Build St Michaels Wynd	5,248	6,066	-	1,414	7,480	1,247	7,480	-	Slightly off target	On Target	Anticipated project overspend (amount tbc) related to COVID-19 costs added at financial close and unforeseen costs related to signalised junction.
New Build Harbourside Irvine	9,685	9,755	-	(1,602)	8,153	763	8,153	-	On Target	On Target	Works commenced October 2020, expected completion Autumn/Winter 2022.
New Build Afton Court	911	906	-	(406)	500	-	500	-	On Target	Slightly off target	Tender invitation due to be issued with works due to commence Spring 2022.
New Build Caley Court	2,384	2,950	-	(1,500)	1,450	-	1,450	-	On Target	Slightly off target	Works commenced August 2021, expected completion Spring 2022.
New Build Springvale Saltcoats	1,477	1,421	-	-	1,421	513	1,363	(58)	Slightly off target	On Target	Additional grouting works were required in areas of 'dark ground' which would not be surveyed until the existing building was demolished. Additional asbestos removal works were also required. This will have potential time and cost implications.
New Build Dalrymple Place	3,004	2,465	-	-	2,465	1,244	2,590	125	Slightly off target	Slightly off target	A potential overspend in is anticipated due to issues with Scottish Water and inaccuracies in the information provided by external consultants. The value has still to be determined. This may also affect completion date.
New Build St Beya Millport	-	112	-	-	112	84	112	-	On Target	Complete	Properties handed over during summer 2021.
Garnock Academy Site	4,000	4,000	-	-	4,000	-	4,000	-	On Target	On Target	Consultation stage. Expected completion 2023/24.
Largs police Station	508	508	-	-	508	32	508	-	On Target	On Target	Consultation stage. Expected completion early 2023.
Ayrshire Central Site	7,975	6,472	-	(6,372)	100	26	100	-	On Target	On Target	Pre-planning stage. Expected completion Summer 2024.
Bourtrees Hill Village	3,384	3,384	-	(3,359)	25	-	25	-	On Target	On Target	Pre-planning stage. Expected completion Winter 2023.
James McFarlane ASN Site	2,767	2,767	-	(2,717)	50	-	50	-	On Target	On Target	Pre-planning stage. Expected completion Spring/Summer 2023
James Reid ASN school	3,000	3,000	-	(2,950)	50	-	50	-	On Target	On Target	Pre-planning stage. Expected completion Autumn/Winter 2023
Stanecastle ASN School	-	-	-	50	50	-	50	-	On Target	On Target	Pre-planning stage. Expected completion Autumn 2023
Fullarton Street	2,000	2,000	-	(1,950)	50	-	50	-	On Target	Significantly off target	Delays to delivery due to issues rehousing final tenants.
Redevelopment 10/11b/14	8,000	8,000	-	(4,000)	4,000	31	4,000	-	On Target	On Target	Pre-planning stage. Expected full completion Winter 2025
Total For Council House Build Programme	68,792	68,087	-	(28,294)	39,793	6,693	40,357	564			
Improvement to Existing Homes - Building Services											
Window Replacement	320	320	(320)	-	-	-	-	-	On Target	On Target	Budget to be vired to Sheltered Housing Reprovisioning Programme to support window replacement in sheltered refurbs.
Bathroom Programme	1,794	1,657	-	417	2,074	78	2,074	-	On Target	On Target	Bathrooms pulled forward from future years to offset decision to push back kitchen programme due to COVID restrictions having significant impact on cost. This will be revised following changes to restrictions.
Kitchen Programme	2,300	2,697	-	(2,697)	-	53	-	-	On Target	Significantly off target	Delayed due to COVID restrictions having impact on unit cost. This will be revised following changes to restrictions.
Window Replacement - High Flats - Saltcoats	2,298	3,677	-	(2,360)	1,317	47	1,317	-	On Target	Slightly off target	Time delays due to COVID-19. Exterior improvements almost complete, with interior refurbishments to commence Autumn 2021.
BATHROOM PROGRAMME Voids	-	-	-	692	692	(5)	692	-	On Target	On Target	
KITCHEN PROGRAMME Voids	-	-	-	745	745	4	745	-	On Target	On Target	
Door replacement programme	1,039	1,039	-	(1,039)	-	-	-	-	On Target	Significantly off target	Door replacement programme - tender had been issued but specification is being reviewed following indicative costs being unviable.
Sheltered Housing Units	2,133	2,078	991	(2,003)	1,066	-	1,066	-	On Target	On Target	Sequence of refurbishments in development. Plans for first two units being drafted with initial consultations due to be held during Autumn 2021.
Replacement warden call systems	208	208	(208)	-	-	-	-	-	On Target	On Target	Budget to be vired to Sheltered Housing Reprovisioning Programme to support window replacement in sheltered refurbs.
Total For Improvements to Existing Homes - Building Services	10,092	11,676	463	(6,245)	5,894	177	5,894	-			

HRA Capital Statement
For the Four Months to 31 July 2021

APPENDIX 2

Description	Approved budget 16 December 2020	Current budget including carry forwards	Approved Revisions to programme	Carry forward (to)/from future years	Revised Budget 2021/22	Actual Spend to 31/03/2021	Year End Projection	True Over / (Under)spend	Delivery Status Financial	Delivery Status Physical	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
Improvement to Existing Homes - External Contractors											
Central Heating	3,502	3,778	-	(2,080)	1,698	173	1,698	-	On Target	Significantly off target	Delayed expenditure due to Covid-19. This will be revised following changes to restrictions.
Insulated Re-Rendering	804	904	-	(604)	300	50	300	-	On Target	Significantly off target	Budget to be potentially combined with roofing & rendering budget.
Electrical Rewiring	1,236	1,167	-	(1,024)	143	37	143	-	On Target	Significantly off target	Delayed expenditure due to Covid-19. This will be revised following changes to restrictions.
Total For Improvements to Existing Homes - External Contractors	5,542	5,849	-	(3,708)	2,141	260	2,141	-			
Refurbishment Schemes											
Roofing & Rendering	3,393	3,229	-	(209)	3,020	563	3,020	-	On Target	Slightly off target	Still in process of tendering new contractor for roofing and rendering - likely to be delay in delivering this year's programme.
High Flats Irvine	3,021	6,850	-	(6,825)	25	2	25	-	On Target	Significantly off target	Demolition delay due to difficulties in rehousing final tenants.
Kings Arms Project	-	(254)	-	319	65	-	65	-	On Target	On Target	Initial fees. Pre-planning stage, construction not due to commence until Autumn/Winter 2022
Garrier Court	-	(3)	-	(30)	(33)	(33)	(33)	-	On Target	Complete	Refurbishment complete.
Connel Court	-	(50)	-	-	(50)	(30)	(30)	20	Complete	Complete	
Refurb Maress House	250	250	-	(250)	-	54	-	-	On Target	On Target	Status remains green at present, however contractor has submitted information relating to possible delays. This is currently being assessed by the project team.
Refurb Friars Lawn	1,487	828	-	-	828	195	728	(100)	Slightly off target	Slightly off target	Additional works to the flat roof to be carried out which could have a cost and time implication.
Total For Refurbishment Schemes	8,151	10,850	-	(6,995)	3,855	751	3,775	(80)			
Other Capital Works											
Energy Efficiency Standard	5,394	5,394	-	(4,794)	600	-	600	-	On Target	On Target	Sustainability fund. To date £0.877m has been approved to supplement the addition of solar PV to the roofing programme and the provision of EWI in wholly owned flatted blocks.
Other Capital Works	7,129	726	-	-	726	-	726	-	On Target	On Target	
Health And Safety Works	207	207	-	-	207	-	207	-	On Target	On Target	
Major Improvements	6	12	-	(6)	6	(12)	6	-	On Target	On Target	
Detection Equipment	2,434	1,222	-	-	1,222	75	1,222	-	On Target	On Target	Statutory timescale has been extended to Feb 2022.
Solar Panels	232	681	-	-	681	3	681	-	On Target	On Target	
Professional Management Charges	934	933	-	-	933	320	933	-	On Target	On Target	
Estate Based Regeneration	540	1,557	-	-	1,557	10	1,557	-	On Target	On Target	Carry forward from 2020/21 due to COVID-19 related delays.
Nelson Street Regeneration	306	306	-	-	306	-	306	-	Slightly off target	Significantly off target	Awaiting purchase of final property to allow refurbishment works to be undertaken.
Sheltered Housing Capital Works	-	463	(463)	-	-	-	-	-	On Target	On Target	Budget to be vired to support overall Sheltered Housing Re-provisioning Programme.
Total For Other Capital Works	17,182	11,501	(463)	(4,800)	6,238	396	6,238	-			
TOTAL EXPENDITURE	109,756	107,963	-	(50,042)	57,921	8,277	58,405	484			
CFCR	(10,590)	(10,596)	-	-	(10,596)	(12)	(10,596)	-			
Capital Grants	(13,784)	(13,784)	-	-	(13,784)	(982)	(13,784)	-			
Other Capital Income	-	-	-	-	-	-	-	-			
Affordable Housing Contribution	(1,757)	(1,795)	-	-	(1,795)	-	(1,795)	-			
Funding from Reserves	(5,000)	(6,604)	-	0	(6,604)	-	(6,604)	-			
Capital Fund Contribution	-	-	-	0	-	-	-	-			
Prudential Borrowing	(77,455)	(75,184)	-	50,042	(25,142)	-	(25,626)	(484)			
Council House Build Fund	(1,170)	-	-	-	-	-	-	-			
TOTAL INCOME	(109,756)	(107,963)	-	50,042	(57,921)	(994)	(58,405)	(484)			
NET EXPENDITURE	-	-	-	-	-	7,283	-	-			

The following classifications have been used to highlight financial performance against budget

On Target	On Target (+0.5% of budget)	On Target (up to 5% delay of original timescales)
Slightly off target	Slightly off target (+ 0.5% to 2% of budget, or £0.125m, whichever is less)	Slightly off target (+ 5% to 10% of original timescales)
Significantly off target	Significantly off target (+2% or more of budget, or £0.500m, whichever is less)	Significantly off target (+10% or more of original timescales)

NORTH AYRSHIRE COUNCIL

28 September 2021

Cabinet

Title: **Queen’s Platinum Jubilee in North Ayrshire**

Purpose: To report on the proposed approach to marking the Queen’s Platinum Jubilee in North Ayrshire.

Recommendation: That Cabinet:

- a) Notes the Queen’s Platinum Jubilee arrangements;
- b) Approves the approach for community engagement to enable local events to be delivered in communities across North Ayrshire;
- c) Approves the £25,000 participatory budget from existing Connected Communities’ funding for the community led events;
- d) Approves the proposal to deliver a North Ayrshire wide literacy and arts-based event linked to Scotland's Year of Stories, using existing budgets;
- e) Authorise officers to explore a potential entry into the UK wide competition for Irvine to seek City status;
- f) Approves the change to public holidays by moving Monday 30 May 2022 to Thursday 2 June 2022 for those employees that have this as a fixed public holiday and for those that do not, a floating day will be fixed from their entitlement for 2022 only;
- g) Approves the change for schools on Arran by moving the end of term day from 29 June 2022 to 30 June 2022,
- h) Approves the additional public holiday for all employees on Friday 3 June 2022
- i) Authorises the Head of Service (Education) to write to the Scottish Government to obtain approval for one less teaching day;
- j) Approves the closure of main Council buildings on both Thursday 2 June and Friday 3 June 2022; and
- k) Receives a further update on progress relating to the Platinum Jubilee celebrations in North Ayrshire at a future meeting.

1. Executive Summary

1.1 In 2022, Her Majesty the Queen will be the first British monarch to have reached the milestone of 70 years on the throne. To mark this achievement, it is anticipated that

Platinum Jubilee celebrations will be organised to reflect on Her Majesty's reign and commitment to public service, and her impact on the UK and the world since 1952. To mark the Queen's Platinum Jubilee, celebrations are to be held across the UK and the Commonwealth throughout the year but with a focus on Thursday 2 June to Sunday 5 June 2022.

- 1.2 A review of the national planning and opportunities for local communities by officers has led to the identification of 6 key elements to the Jubilee Celebrations in North Ayrshire:
 - National Events
 - Queen's Green Canopy
 - Platinum Jubilee Fund for Community Events
 - Scotland's Year of Stories – a literacy and arts-based programme to celebrate service and volunteering in communities
 - Explore the idea of entering the competition to gain City Status for Irvine
 - Bank holiday arrangements
- 1.3 As the programme of commemorative events is not fully realised, there is likely to be a need to respond to emerging opportunities for the Council or local communities to engage in national initiatives when announced. It is anticipated that, as national events are promoted, there will be opportunities for local groups, Members etc to attend or to be involved at a local level and represent North Ayrshire.
- 1.4 The UK and Scottish Governments have confirmed that the existing late May public holiday (Monday 30 May 2022) will be moved to Thursday 2 June, as well as adding an additional public holiday on Friday 3 June to allow for celebrations, therefore, creating a 4-day weekend.

2. Background

Platinum Jubilee - National Events

- 2.1 National celebrations will be coordinated, and opportunities will arise for North Ayrshire, its Elected Members and its communities to participate in national events. North Ayrshire has been highly successful in its involvement in past celebrations for national events such as the 2014 Commonwealth Games, Queen's Baton Relay, World War Centenary Commemorations, Olympic Torch Relay, Queen's 90th Birthday, Scotland's Year of Homecoming and Scotland's Year of Coast and Waters. It is proposed to build on the learning from engagement in these past events in the planning for the Platinum Jubilee celebrations. At this stage, there are invitations to participate in the pre-planned National Events including Beacon Lighting and The Big Lunch which have been announced and more are anticipated to follow.
- 2.2 North Ayrshire Council is keen to plan ahead in order to realise the full potential of the opportunity presented by the Platinum Jubilee. Early engagement by Connected Communities with communities and partners will ensure that local communities maximise the opportunity to enhance civic pride and build capacity through participation and community leadership.

Queen's Green Canopy

- 2.3 National events include the Queen's Green Canopy, which is a national tree-planting scheme. The Woodlands Trust is encouraging citizens to plant a commemorative tree to mark the Jubilee. Each tree planted will be logged and mapped and the cumulative effect will be the creation of a Queen's Green Canopy. Streetscene and Information and Culture will integrate this with the Council's Tree Planting Strategy and support communities to participate.

Platinum Jubilee – City Status

- 2.4 Information has been published inviting Local Authorities to apply for 2 separate honours as part of the Platinum Jubilee Civic Honours Competition. This includes competitions for City Status and Lord Mayor, or Provost, status.

Platinum Jubilee Fund for Community Events

- 2.5 Following the success of the delivery of the "2014 Legacy Plan", the local community celebrations will follow a similar model of inviting applications for funding to enable participation and engagement across our local communities. Using £25,000 of existing Connected Communities' funding, a "Platinum Jubilee Fund" will be established to enable the delivery of events and activities in local areas. This Fund will be distributed in small awards using participatory approaches with local community representatives thus enabling local communities to develop their own plans to mark the occasion in a way which is appropriate locally and that will encourage creativity and ownership.
- 2.6 The beneficiaries of the Platinum Jubilee Fund for Community Events will be people of all ages, interests and abilities from across all communities. Other opportunities to mark the Platinum Jubilee in our communities will be sought through the Council's ongoing service delivery, such as decorative planting, arts events etc. Officers will seek opportunities to use existing pieces of work to help support the commemorations.

Scotland's Year of Stories

- 2.7 2022 is designated as Scotland's National Year of Stories. There are several opportunities to use the Platinum Jubilee theme and celebrations to enhance the local delivery of this initiative. There will be a literacy and arts-based, commemorative project delivered in each locality which will digitally capture the stories of local residents and community groups who have served their own communities and who have committed to and given of their time and talents to enhance the communities in which they live. The recordings will be kept as a digital archive for local history. The stories will also provide content for social media, increasing the audience and impact.

Competition entry for City Status for Irvine

- 2.8 The Platinum Jubilee provides an opportunity to work with local communities to enter a competition to apply for City Status. Irvine aligns with the criteria for the competition and a co-produced application in partnership with the local community, based on the previous applications for regeneration awards, will offer a strong element showing the depth of heritage as well as the forward thinking, kind and supportive approaches within the local community today.

Platinum Jubilee – Public Holidays

- 2.9 For 2022, the UK Government have confirmed that the existing late May public holiday (Monday 30 May) will be moved to Thursday 2 June, as well as adding an additional public holiday on Friday 3 June to allow for celebrations. On both days the main Council buildings will be closed.

It should be noted that not all North Ayrshire Council employees have the late May public holiday as a set public holiday. The majority of Local Government Employees have the late May public holiday included in their annual leave entitlement as a 'floating public holiday' which they can take at any point throughout the year on a date of their choosing.

2.10 The current, agreed North Ayrshire School Term Time dates for mainland schools provides the 30 May 2022 as a school holiday, therefore all mainland school and term time employees will have the date available to move to Thursday 2 June 2022. However, there are different arrangements in place for Arran schools who do not have 30 May 2022 as a school holiday. For 2022, the proposal is to move the school end of term from 29 June to 30 June to enable a school closure on 2 June with no loss in teaching days.

2.11 There are additional financial costs of providing an extra public holiday, as overtime rates will apply to those employees who are required to work on the public holiday. Employees will receive enhanced rates where they are required to work on Thursday 2 June, or Friday 3 June.

The direct costs of providing an additional public holiday on Friday 3 June 2022 are estimated at approximately £64,000. This is based on a comparable public holiday. Thursday 2 June 2022 will become a fixed public holiday. Given the variables of individuals and services circumstances surrounding the change from a "floating public holiday" to a "fixed public holiday" this change may incur additional costs.

2.12 The indirect financial cost is that the Council will continue to pay salaries to employees who are not at work. This will have an impact on the overall efficiency of the Council and may result in an increase in wait times as teams will have workload to catch up on from an additional day off.

3. Proposals

3.1 That Cabinet:

- a) Notes the Queen's Platinum Jubilee arrangements;
- b) Approves the approach for community engagement to enable local events to be delivered in communities across North Ayrshire;
- c) Approves the £25,000 participatory budget from existing Connected Communities' funding for the community led events;
- d) Approves the proposal for a North Ayrshire wide literacy and arts-based event linked to Scotland's Year of Stories, using existing budgets;
- e) Authorise officers to explore a potential entry into the UK wide competition for Irvine to seek City status;
- f) Approves the change to public holidays by moving Monday 30 May 2022 to Thursday 2 June 2022 for those employees that have this as a fixed public holiday and for those that do not, a floating day will be fixed from their entitlement for 2022 only;
- g) Approves the change for schools on Arran by moving the end of term day from 29 June 2022 to 30 June 2022;

- h) Approves the additional public holiday for all employees on Friday 3 June 2022;
- i) Authorises the Head of Service (Education) to write to the Scottish Government to obtain approval for one less teaching day;
- j) Approves the closure of main Council buildings on both Thursday 2 June and Friday 3 June 2022; and
- k) Receives a further update on progress relating to the Platinum Jubilee celebrations in North Ayrshire at a future meeting.

4. Implications/Socio-economic Duty

Financial

- 4.1 A budget of £25,000 from existing Connected Communities funding has been identified to support the community led events using participatory approaches. The proposed literacy and arts-based activity will also be met from existing budgets. It is anticipated that the additional public holiday would cost approximately £64,000 and the changes from a "floating" to a "fixed" public holiday may incur additional costs. Please note these indicative costs are based on the enhanced overtime rates paid out on the May public holiday in 2019 and specifically around the changes to the existing holiday, may vary due to individual circumstances, hence the approximate figure.

Human Resources

- 4.2 Events and activities will be facilitated by existing staff teams. Communications to employees will be issued to ensure that there is awareness of the change to both the Public Holiday calendar and Term time calendar for 2022 only.

Legal

- 4.3 Permission should be sought from the Scottish Government by the Head of Education for an additional school closure day.

Equality/Socio-economic

- 4.4 The Platinum Jubilee Fund for Community Events will support local activities, reducing travel costs for local people who wish to take part in the Platinum Jubilee Celebrations and ensure that there is a widespread opportunity across all localities.

Environmental and Sustainability

- 4.5 Participation with the Queen's Green Canopy programme will have a positive effect on the environment.

Key Priorities

- 4.6 The proposal contained within the report supports the North Ayrshire Council Plan priorities:

- Active and strong communities;
- Children and young people experience the best start in life; and
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 The participatory approach to local celebrations supports community wealth building and employment opportunities as part of the arts events will be targeted at local artists.

5. Consultation

5.1 The Trade Unions have been consulted and have indicated that they would support the changes to public holidays.

Caroline Amos
Interim Executive Director (Communities and Education)

For further information please contact **Lesley Forsyth, Senior Manager**, on **01294 310090**.

Background Papers

0

NORTH AYRSHIRE COUNCIL

28 September 2021

Cabinet

Title: **Community Investment Fund (CIF) Update**

Purpose: To advise Cabinet of progress in relation to the Community Investment Fund

Recommendation: That Cabinet notes the achievements to date of the initiatives supported by the Community Investment Fund.

1. Executive Summary

- 1.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified through Locality Partnerships and within the context of North Ayrshire Community Planning Partnership's Local Outcomes Improvement Plan and Fair for All Strategy. In June 2021, Cabinet approved a further £1m top-up for the funding, with consideration of a further £2m to follow in autumn 2021.
- 1.2 Locality Partnerships have worked with groups within their communities to develop proposals for expenditure from the Community Investment Fund (CIF) in line with their locally identified needs.
- 1.3 This report provides an overview of the themes, achievements and expenditure to 31st July 2021 reflected in the CIF applications.

2. Background

- 2.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified through Locality Partnerships. This was set within the context of North Ayrshire Community Planning Partnership's Fair for All Strategy and Local Outcomes Improvement Plan, and the Council's Community Wealth Building Strategy. This allocation was supplemented by Cabinet in June 2021.
- 2.2 It was agreed that the CIF would support proposals and projects that connect with:
 - The North Ayrshire Fair for All Strategy;
 - The Community Planning Partnership and Locality priorities;
 - North Ayrshire Council's values, priorities and business objectives and

- The Community Wealth Building and Environmental Sustainability and Climate Change Strategies;

And also:

- Fulfil a compelling need and do not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

2.3 The CIF proposals are developed in conjunction with Locality Partnerships through an expression of interest process. Applications are decided by the Locality Partnership before making a proposal to Cabinet for approval. The table below provides information on the CIF allocation per locality and the balances available. This funding distribution is based on local population data since it results in allocations across all communities. Using deprivation data as distribution data, for example, would not do this.

Table 1: CIF Allocation and Balances

Locality	Value of CIF from first funding allocation (2017-18)	Balance remaining from first funding allocation	Value of CIF from second funding allocation (June 2021)	Potential additional funding allocation*	Potential total balance available*
Irvine	£754 000	£449 396	£290 000	£580 000	£1 319 396
Kilwinning	£286 000	£104 810	£120 000	£240 000	£464 810
Three Towns	£598 000	£261 768	£240 000	£480 000	£981 768
Garnock Valley	£390 000	£233 500	£150 000	£300 000	£683 500
North Coast	£468 000	£164 161	£170 000	£340 000	£674,161
Arran	£104 000	£58 774	£30 000	£60 000	£148 774
TOTAL	£2 600 000	£1 272 409	£1 000 000	£2 000 000	£4 272 409

*Subject to a projected balanced outturn position

2.4 It can be seen from this analysis that approximately half of the CIF allocation from the first funding allocation has been awarded to date. It is anticipated that there will be an acceleration in the rate of applications in 2021-22. This is due to the Locality Partnerships re-establishing their priorities, community ambitions in relation to recovery and renewal, the confidence to bring forward further proposals which comes

with the additional £1m top-up in June 2021 and planned increased officer support to develop CIF expressions of interest and full applications.

2.5 Appendix 1 describes the CIF applications which have been approved by the Locality Partnerships and Cabinet along with key achievements to date. Notable highlights include:

- **The Young People’s Mental Health Project (Arran)**- Support has been given to young people in crisis. Inaugural mental health and wellbeing retreat was held. £114,450 additional external funding has been secured.
- **Digital Irvine Project Officer** – Engagement with 726 people supporting digital inclusion. Development of volunteers. Support with the distribution of digital devices and provision of training.
- **McGavin Park** - Completion of transformation of the former tennis court area into a community playpark and outdoor gym to encourage health and wellbeing. Funding recently awarded for latest phase includes an assault course and separate link crossover from the play area to the central path network.
- **The Training Station** – Building fully renovated and open for community use. Used by 10 different local clubs providing a wide variety of activities. Over half a million pounds in additional external funding secured.
- **Garnock Valley Men’s Shed** – Renovations completed including a kitchen, office, music room and scale-modelling room. Online events during the pandemic, including a men’s health event, have led to increased membership.
- **Millport Town Hall** – Feasibility study, business case and Community Asset Transfer complete. Tenders for building work received. Significant additional external funding awarded - £1,777,456.

2.6 All the CIF awarded initiatives meet the criteria as outlined in 2.2. Of the 26 projects:

- 10 have a focus on children and young people,
- Addressing social isolation or mental health issues is a key theme in 6,
- Supporting physical activity is evident in 4, and
- Aligning with Community Wealth Building- Better use of land and assets through the regeneration of buildings and spaces is supported in 13.

2.7 A total of 28 employment and 635 volunteering opportunities have been supported via CIF funding.

2.8 CIF awards have supported the leverage of £3 623 749 in additional funding. The majority of this is from external sources such as Lottery and Scottish Government. For each £1 of CIF granted £2.80 has been awarded in additional funding.

3. Proposals

3.1 It is proposed that Cabinet notes the achievements to date of the initiatives supported by the Community Investment Fund.

4. Implications/Socio-economic Duty

Financial

4.1 CIF funding is allocated within existing resources. Total awards by the Locality Partnerships to date have been £1 272 409. £3 623 749 of additional funding has been secured by CIF projects, significantly adding to the investment from the Council. For each £1 of CIF granted £2.80 has been awarded in additional funding.

Human Resources

4.2 Funding has been provided to employ a Digital Officer and Project Officer. Employment opportunities hosted by external organisations have also been provided as detailed in Appendix 1.

Legal

4.3 None

Equality/Socio-economic

4.4 The purpose of Locality Planning is to reduce inequalities, increase community cohesion and advance community empowerment. Each of the CIF proposals is tested against that purpose before being presented to Cabinet.

Environmental and Sustainability

4.5 Improving the environment is a key theme in the Three Town's Growers' CIF-funded Environmental Worker, Raise Your Voice for Ardeer and Kilwinning Locality Partnership's McGavin Park CIF project.

Key Priorities

4.6 The proposals contained within the report support the North Ayrshire Council Plan priorities:

- Active and strong communities,
- Inclusive, growing and enterprising local economy and
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 The applications support the following pillars of community wealth building:

- Advancing community enterprises,
- Advancing local ownership of underused land and buildings, and
- Supporting local business activities and increasing the variety of ownership models.

5. Consultation

- 5.1 Each of the CIF proposals contained within this report have been developed and approved by the Locality Partnerships, through project-specific consultation with local people, including young people.

Caroline Amos
Interim Executive Director of Communities and Education

For further information please contact **Rhona Arthur, Head of Connected Communities**, on **01294 324415**.

Background Papers

Appendix 1: CIF Applications Approved by LPs and Cabinet to 31.07.21, achievements and funding.

Appendix 1

Community Investment Fund Applications Approved by Locality Partnerships and Cabinet to 31.07.21

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
Arran	The Young People's Mental Health Project – Arran Youth Foundations and Arran High School Parent Council	Funding will be used to improve mental health and wellbeing services for children and young people on Arran.	<p>Project has made a significant difference, helping young people in crisis and helping to equip them with the skills and knowledge they need in order to have more positive mental health and wellbeing. It has supported:</p> <ul style="list-style-type: none"> • Counselling for a young person in a crisis, • Art psychotherapy, which has tackled both social isolation by bringing young people together to express themselves, and reduced inequality, by providing group and one-to-one art therapy for marginalised young people, • Inaugural mental health and wellbeing retreat bringing together young people from around the island, giving them the time and space to explore their mental health issues. 	2 Sessional Youth Workers	£45,226	<p>£76,950 Children in Need</p> <p>£37,500 Robertson Trust</p>

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
Irvine	Digital Officer	Appointment of a “Digital Irvine” Project Officer to inspire and connect community, educational and business initiatives in Irvine to promote digital inclusion, participation and skills development.	<p>The Digital Participation Officer supported the Locality Partnership and Locality Officer to match social and physical infrastructure to meet the needs of Irvine Communities.</p> <ul style="list-style-type: none"> • The Digital Irvine Project has engaged had 476 engagements involving 726 people and 19 community organisations. • 9 digital champions were recruited and underwent training to enable them to deliver digital training to residents. • Digital Irvine infrastructure Upgrade - £80,000 worth of computer equipment was purchased and installed in community centres across Irvine. • 424 tablets, laptops and data provided to local people, and one-to-one support provided. • As part of NA Community leadership collective training provided for community groups and organisations. 	<p>Project Officer</p> <p>9 Volunteer Digital Champions</p>	£84,604	<p>£80,000 from Scottish Government for digital infrastructure</p> <p>£203,900 Connecting Scotland – 424 devices (laptops, chrome books and iPads) all with mi-fi connections</p>

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
Irvine	Irvine Newtown Men's Shed	Following moving into new premises in Bourtreehill Village in August 2019 funding was required to support the upgrading of the new premises, specifically to make it wheelchair accessible and to create a disabled toilet. The funding will also be used to paint the premises, partition the workshop area and provide a protected, seating area for recreation and an IT area for the safe use of donated computers. Funding will also be used to purchase equipment and machinery.	<p>Due to circumstances, the pressures of the pandemic and issues with suppliers supplying specialist equipment there have been difficulties in progressing the planned work schedule.</p> <p>The group have upgraded their kitchen space with new kitchen units, kitchen equipment, and paint and wallpapering. They have created a breakout space for model making, which has been partially decorated and re-wired by an electrician. The main workshop also has benches in place with equipment set up.</p>		£10,000	£8,661 Lottery

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
Irvine	Harbourside Men's Shed	The funding requested is for building adaptations to create the working and digital space for the group within premises leased by the Scottish Maritime Museum at 36B Kyle Road.	CIF funding was spent on the purchase of materials, wood, and the installation of joinery work to install a dividing wall. The Men's Shed has developed the internal space, with an upgraded kitchen area with newly installed kitchen units. There is a partitioned room created for hobby crafts. The main workshop has been set up with various benches, lathes, and equipment purchased and in place. A lowered ceiling has been installed, which has been reinforced to house an upstairs section which is still in development, and they are currently working towards installing stairs. The remaining funding has paid for the materials needed to upgrade the electrical work including replacing all the wiring, installation of smoke alarms, and upgrading the lights to energy efficient LED bulbs.		£10,000	
Irvine	Vineburgh and Fullarton Community Enablers	Community Enablers who will engage with the community to find opportunities to tackle	Funding supported the development of the youth group. This has focused on addressing challenging behaviour, mental health support	2 Community Enablers employed	£100,000	£2,000 Walk n Talk groups £1,700 PB £1,000 CRRF

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		<p>issues such as the provision of dignified food, isolation, alcohol and drug addictions and to support lifestyle changes, build confidence and develop support networks.</p>	<p>and substance misuse amongst the young people. Through the engagement with young people information was passed onto Police Scotland who addressed issues of drug dealing within the community to try and combat dealing amongst peers within the group. Young people are benefiting from increased self-esteem and self-regulation tools. Partnership working is taking place with Irvine Royal, NHS, Police Scotland, navigators (based at A&E) and local children's units.</p> <p>1:1 support has been given with referrals from Turning Point Scotland, Aberlour, HSCP, Police Scotland, and Ayrshire College.</p> <p>3 thematic community groups have been established, and routes into volunteering developed for community members.</p>	<p>165 supported into volunteering</p>		

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
Irvine	Youth and Community Skills Hub – Irvine Youth Forum	Development of one-stop Youth and Community Skills Hub in Irvine Town Centre will target young people from P7 upwards and include young people in specialised projects through which qualifications may be achieved.	Funding recently awarded.		£100,000	
Kilwinning	McGavin Park	Community play park and outdoor gym to encourage health and wellbeing.	<p>Completion of transformation of the former tennis court area into a community playpark and outdoor gym to encourage health and wellbeing. The outdoor gym has proved very popular with the public, especially during the recent lockdowns when indoor facilities have been closed.</p> <p>There is increased access to green space and leisure, and health improvements with access to play facilities and the gym. Social</p>		£35,000 £45,000	<p>Land Trust £50,000</p> <p>Solar Farm £20,000</p> <p>McGavin Park Fund £2,232.61</p> <p>Kilwinning Town Charitable Trust £15,000</p>

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
			<p>isolation has been addressed as families, young people and older people have met in the park. The use of the park is integrated into the Health and Wellbeing curriculum of one local Primary School and local nurseries.</p> <p>Funding was recently awarded for the latest phase for the introduction of an assault course and separate link crossover from the play area to the central path network.</p>			
Kilwinning	Multi-Purpose Youth and Community Hub - Kilwinning Rangers FC	Conversion of portacabins to form a 433 square metre flexible community space to address the capacity issues for youth and other activities in the main clubhouse building. A large, fully accessible, multi-functional space will be created through the removal of	<p>Building work progression with significant local support. Recent additional funding confirmed from CIF to support increased build costs.</p> <p>11 portacabins, some of which had been vandalised, have been transformed into an integrated series of community spaces, with some underpinning business space as the sustainable income stream. The finish is high-end, inside and out. This has been achieved by</p>		£41,190 £15,000	<p>£10,000 Scottish Landfill Trust</p> <p>Over 30 local firms contributing and hundreds of volunteering hours</p>

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		dividing walls, with works also to include a Youth Zone and the construction of toilets. Affordable office and rental space for small local businesses will help to provide the sustainability for the organisation and this will help to provide further youth activities.	volunteers and the support and philanthropy of local businesses. The space is now insured for a value of £270k. It is available for community bookings via Kilwinning Community Sports Club and regular bookings will include daily afterschool clubs, youth activities, yoga and Zumba. There is a bar area for use at community events and on match-days. Opening is planned later this month. The Club is now exploring new community projects.			
Kilwinning	Almswall Park Pitch Replacement	Contribute towards the cost of a replacement pitch, providing a 4G surface at Almswall Park, a hub for outdoor football, physical activity and community programmes.	Funding recently awarded. Kilwinning Football Academy are in the final stages of completing the community asset transfer. They have secured a lease for Blacklands Hall for community use. They will be seeking matched funding for the pitch, estimated to be £250k approx.		£45,000	

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
Three Towns	Ardrossan Community Development Trust	Match funding for a feasibility study to develop a community development trust in Ardrossan to capitalise on and progress the work done by a number of local organisations and initiatives to date.	<p>Ardrossan Community Development Trust established, with aims of increasing opportunities, endeavouring to improve the physical environment of the town, attracting more visitors and reviving the sense of pride in the town. Their first AGM took place in June 2021.</p> <p>They are linking in with and supporting a wide range of projects including Ardrossan South Beach Playpark, Ardrossan Connections, South Beach Deck Chair Project, South Beach Wheelers, Ardrossan Harbour Project, South Beach Putting Green, Ardrossan Castle Hub Project, North Shore Campus, Community Benefit Fund, and Ardrossan Low Carbon Hub.</p> <p>An RCGF Stage 1 funding application has been submitted and support with a social return on investment survey continues.</p>	9 Volunteer Directors 290 community members	£25,000	<p>£5,000 Cunninghame Housing Association</p> <p>£10,000 Our Place (Lottery)</p> <p>£250,000 Our Place (Lottery)</p>
Three Towns	Three Towns Growers	Environmental Development Worker	Due to the pandemic there had been a delay in the use of the		£100,000	£350,000 Our Place funding

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		who will offer learning opportunities for local people involved in growing and wider environmental learning and make the Three Towns a “centre of environmental excellence.”	funding. The Development Worker has now been appointed. Funding will be fully spent once the post has been occupied for 3 years.			
Three Towns	Training Station	Promote community regeneration and civic pride within local communities through the re-purposing of a category B listed building, developing local community-based facilities that meet community needs and contributing to the community’s health and wellbeing.	<p>Building fully renovated and open for community use.</p> <p>A SCIO registered charity has been established, created with the purpose of providing a facility to improve the health/wellbeing of those in the Saltcoats area through increasing participation in sport and other activities by advertising member organisations.</p> <p>It is used by 10 clubs, providing a wide variety of activities to local people:</p> <ul style="list-style-type: none"> • Dance 	<p>6 self-employed instructors</p> <p>Self-employed cleaner</p>	£50,000	<p>Regeneration Capital Grants Fund £150,000</p> <p>sportsscotland £76,150</p> <p>Railway Heritage £125,000</p> <p>Scot Rail £165,000</p>

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
			<ul style="list-style-type: none"> • Tae Kwon Do • Karate • Table Tennis • Pilates • Yoga • Keep fit • Kids Karate classes • Fishing club Gatherings • Line dancing 			
Three Towns	Raise Your Voice with Ardeer	Creation of premises to form a multi-function community facility. Located at Shore Road, Stevenston Beach (beside the sports pitch, playground and carpark at the beach), the multi-function facility will provide local services to support tourism, community and environmental activities.	There has been a delay in building work due to the discovery of sewage issues as well as supply delays. The sewage issues are being resolved. This has added considerably to the costs. Due to these issues the group considered alternative methods of delivering the project and sought external expertise, this confirmed their proposed approach. The bid has gone out to tender and the costings received for this will help establish the funding gap. Additional funding is being explored.		£100,000	£50,000 Town Centre Fund £130,000 from RCGF

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
Three Towns	Ardrossan Castle Community Heritage Hub	Feasibility study for a community heritage hub. The organisation wishes to develop a small community heritage hub located on Ardrossan Castle Hill, to promote Ardrossan Castle as a tourist destination.	Work completed with partners in Historic Environment Scotland, heritage professionals and architects to produce a hub design proposal. Covid-related restrictions have impacted community consultation, but plans are in place to progress this as restrictions lift.	10	£17,912	
Three Towns	Community Gym – Ardrossan Community Sports Hub	Aim to take the former Maximum Potential community gym assets and facilities, within the grounds of the derelict Seafield School site, into community ownership to operate it as a community gym. As well as weights and general fitness equipment, the community gym will offer youth and adult	<p>The award was for employment of 1 full time Gym Manager and 1 part time Gym Coach. Employment started in April 2021.</p> <p>The gym is open and membership continues to grow. Activities to suit all needs are in place and managed by staff.</p> <p>They have encouraged members of the community from differing backgrounds to participate. The service provides a place where people can meet and develop strategies to improve both physical and mental health. They have</p>	Gym Manager Gym Assistant 12 volunteers	£43,320	

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		sports training on astro turf, including football and yoga.	<p>membership from across the community , in particular the most deprived areas.</p> <p>They have recruited 12 volunteers, with the aim of providing fitness qualifications which will allow them to take classes and have an income. They are in the process of recruiting 3 people from the Kickstart scheme, and will provide these recruits with fitness qualifications to increase their employability after the period on the scheme has ended, this may also include taking paid classes for the gym.</p>			
Garnock Valley	Men's Shed	Creation of a Men's Shed to address social isolation and to provide opportunities for community involvement, health and well-being and employment.	Renovations within the shed have included re-wiring, re- flooring and new lights and sockets. A fitted kitchen within a social area has been fitted. A music room and a bespoke scale-modelling room, with six workstations, have been built. An office facility with access to CCTV and IT facilities has been renovated. Roof repairs are complete.		£28,000 (additional £20k to be confirmed by Cabinet)	<p>Barr Environmental £5,400</p> <p>Jewson Building Better Communities award £4,000</p> <p>Screwfix £5,000</p>

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
			While use of the facility has been restricted during the pandemic they were able to stay in touch with many members through online events and groups, as well as holding fortnightly Trustees meetings. As a result of this they have been able to increase membership and also take on two new trustees. They issued free scale model kits and tools to men in isolation or shielding and established a Zoom modelling group. They held a men's health event online. They issued shedders with iPads to support digital participation.			Co-op £800 Tesco Bags for Life £2,000 Foundation Scotland £3,000 Connecting Scotland – 8 x iPads Scotland's Learning Partnership £1,000 Dalry Parish Boundary Trust £5,000
Garnock Valley	Travel Needs Analysis	Travel Needs Analysis to investigate what can be done to improve accessibility to employment, education, social and	Pre-pandemic, the Working Group was progressing with assistance from Stagecoach and SPT. The Travel Needs Analysis is currently on hold due to Covid.		£25,000	

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		leisure activities and health services.				
Garnock Valley	Geilsland Hall	Part of a wider package of funding to support the role of the development manager whose remit is to continue to develop both Geilsland Hall as an important community asset and a volunteering, learning and employability project aimed at supporting learning and skills development.	<p>The learning programme has expanded over the last 12 months as they switched to an online training curriculum where they have been able to provide accessible training, achieving 276 work related qualifications for 80 local people over 12 months. They have delivered over 31 different types of courses.</p> <p>The Lend an Ear programme supports lonely and isolated people. They have made 3301 calls to 130 clients.</p> <p>Community food provision has been supported.</p> <p>The outdoor play programmes for families and children have seen 166 people attending.</p> <p>They are delivering two job creation programmes for young people. In</p>	<p>Operational Manager</p> <p>Kickstart – 5</p> <p>Community Job Scotland – 3</p> <p>Sessional Staff - 3</p> <p>99 volunteers</p>	£45,000	

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
			the last 2 months they have recruited and trained 8 young people aged 16 -24 years to deliver services in Geilsland and Beith Astro. 3 Modern Apprentices have been recruited.			
Garnock Valley	Garnock Valley 2020 - The Facilities and Amenities Working Group, which is a subgroup of the LP	Funding is sought for costs to carry out an extensive community engagement exercise to shape the Garnock Valley 2020 vision. This will identify and collate the community assets and positives within each of the areas, create a baseline of current perceptions of the Garnock Valley and also identify what people like and what makes them feel proud. This would work towards helping to create a picture of what a positive	Due to the significant restrictions in being able to interact face to face with the public during the pandemic progress has been delayed.		£15,000	

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		Garnock Valley would look like and would develop a delivery route map and role profile for a Development Worker to develop the vision and activities aligned to it.				
Garnock Valley	YOUth Lead – Beith Trust	YOUth Lead will consist of fun and participative learning experiences where young people can discover, explore and develop their skills and talents. You Lead works concurrently across 2 strands -Facilitating the development of young leaders and equipping them with appropriate knowledge and skills to lead and volunteer within their	<p>They have provided greater access for young people to access training qualifications and boost their confidence.</p> <p>They developed opportunities for isolated young people to connect with other young people. They trained young people to support other isolated young people through COVID.</p> <p>Their training programmes look specifically at developing leadership skills. Their volunteering opportunities allowed them to work hard in the community, particularly</p>	<p>YOULead Coordinator</p> <p>39 Volunteers</p>	£43,500	The funding for the YOUth Lead Coordinator post will be match-funded by the Scottish Government Investing in Communities Fund.

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		community - Facilitating youth volunteering / leadership experiences within local clubs, groups, events and festivals Young people will work through a programme in the following chosen areas–Art, Hospitality or Sport.	during COVID, helping them realise that they can make a difference. Young people have organised and delivered activities for the community throughout the COVID period, delivering activities for children, delivering food provision for isolated people as well as befriending isolated young people. They have had 39 young people volunteering throughout the last year. 4 young people who volunteered now work for Beith Trust- creating 4 jobs.			
North Coast and Cumbraes	Cycling Without Age	Cycling Without Age help the elderly get back on their bicycles, using trishaws and intergenerational volunteering.	Investment in trishaws was completed and there was use prior to the pandemic with over 20 care homes and a large number of trained volunteers. The project is currently inactive and locality officers are looking to progress options.		£22,800	
North Coast and Cumbraes	Development Worker	This is a new post/service and will be dedicated to a specific range of	Due to COVID there was a delay in the recruitment. The worker started in post in May of this year. The post	Development Worker	£35,947	

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		<p>activities supporting the Locality Partnership priorities. It is envisaged that the post holder will work with local groups to develop Community Investment Fund applications, external funding applications and stimulate growth and development of support for these priorities.</p>	<p>will end/funding will be spent by end Nov 22.</p> <p>The worker is engaging with different groups in the locality and looking at what work can be done to help tackle the priorities. The worker will give a progress report at next LP meeting.</p>			
North Coast and Cumbraes	Clearer Minds	<p>The group will work with mental health specialists, HeadStrong to deliver a new programme to support Largs Academy pupils to improve resilience, build coping strategies, speak out, value each other and ensure change, hope</p>	<p>An extensive programme was conducted with pupils, staff and families. Mental health support is now being taken forward through a range of mainstreamed programmes and integration with the Largs Wellness Model.</p>		£30,200	

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
		and positive mental health.				
North Coast and Cumbraes	Millport Town Hall	Promote community regeneration and civic pride within local communities through the regeneration of a landmark heritage building, developing local community-based facilities that meet community needs for a sizeable, indoor venue and contributing to the community's health and wellbeing.	<p>Significant milestones include:</p> <ul style="list-style-type: none"> • Feasibility Study and Business Plan completed, • Website launched, and • Community Asset Transfer complete. <p>Covid 19 caused a delay for the project, both in fundraising capability due to repurposing of funds by major funders and travel to and from the island. They also faced unexpected bills due to further deterioration in the building due to delays and subsequent additional surveys. Extra planning applications have also had to be submitted and paid for. Submitted tender documents from contractors are undergoing scrutiny along with mathematical checks and technical audits. Once a contractor is chosen the build phase can commence.</p>	One employee to date	£200,000	<p>£1.5 million Regeneration Capital Grants Fund</p> <p>£26,498 Scottish Landfill Communities Fund</p> <p>£114,108 National Lottery Community Led Fund</p> <p>£54,500 Adapt and Thrive Programme.</p> <p>£82,350 EB Scotland Landfill</p>

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
			They have one employee and are about to advertise a two year post for a Community Liaison Officer.			
North Coast and Cumbraes	Sing Your Song	Community wellbeing project to foster community cohesion, combat stress, anxiety and social isolation through a programme of musical therapy.	<p>The adult choir teaches breathing techniques which may be used by anyone with breathing problems and have proven benefits. There is also a social side to the choir as the songs and games are great fun and all of them have particular value.</p> <p>The children's choirs use games and songs to learn breathing control, rhythm, pitch etc. The songs taught are taken from Fischy Music a Scottish company whose songs support the emotional, social and wellbeing of young people.</p> <p>During the pandemic some on-line provision was provided, but full spend did not take place. They have now organised further advertising, children's Facebook songs with WK Sings and adult Zoom lessons. The funding should be spent by the</p>	2 volunteer roles	£14,892	

Locality	Name	Summary	Key achievements to date	Employment/ volunteering opportunities supported	Amount awarded	Additional Funding Leveraged
			<p>middle of January when the final children's work has been completed.</p> <p>The choir will be promoted as Singing for Lung Health to help respond to some of the needs of people with Long Covid.</p> <p>The group are working with other funding providers on long-term sustainability.</p>			

NORTH AYRSHIRE COUNCIL

28 September 2021

Cabinet

Title: North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan

Purpose: To update Cabinet on progress with the implementation of the North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan.

Recommendation: That Cabinet:

- a) Notes the interim report on North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan;
- b) Notes the projected deficit position in 2021/22; and
- c) Authorise officers to continue to monitor and support the recovery.

1. Executive Summary

1.1 North Ayrshire Leisure Limited (KA Leisure) aims to improve health and wellbeing through physical activity. The work of the leisure trust includes:

- Supporting physical activity
- Improving health and wellbeing
- Providing quality experiences
- Supporting and developing community sport
- Enhancing skills through training
- Creating pathways to employment.

1.2 Prior to the Covid-19 pandemic, KA Leisure consistently recorded significant increases in participation across programmes and facilities. Equity of opportunity is at the heart of the approach. The impact of the pandemic and resultant restrictions has had a severe impact on the business through temporary closures during 'lockdowns' and adaptations to buildings to accommodate new guidance. This has been partially mitigated by the furlough scheme, a phased return and greatly accelerated digital programmes.

1.3 On 23rd February 2021, the Cabinet unanimously agreed to:

- (a) note and support the North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan;
- (b) note:
 - (i) the projected deficit position in 2020/21
 - (ii) the Recovery and Renewal progress
- (c) agree to receive regular reports to monitor:
 - (i) the financial impact of COVID on KA Leisure in 2021-22
 - (ii) developments in Renewal plans and
 - (iii) resultant additional financial support to KA Leisure in 2021-22 as part of the Council's financial monitoring arrangements.

1.4 In 20/21, the Covid-19 pandemic resulted in a challenging year, with the Scottish Government's restrictions impacting normal operations. In the financial year 2020/21 KA Leisure incurred a trading deficit of £1,248,549 after allowing for the core contribution from North Ayrshire Council and after incorporating income recovered via the UK Government Job Retention Scheme. The Council's Financial Recovery Plan for 2020/21 was presented to Cabinet on 8 September 2020 and included approval of additional cashflow management support to KA Leisure of up to £2.743m to ensure they continued to operate as a going concern and met their cash liabilities.

1.5 Due to the ongoing effect of the pandemic, the trading environment and the consequential financial impact for KA Leisure continues to present challenges through 2021/22. The Council and KA Leisure continue to work closely on operational and financial planning and importantly, in addressing the financial pressures and further developing Recovery and Renewal activities. It is recognised, however, that to ensure KA Leisure continues to operate as a going concern, additional financial support from the Council will be required through 2021/22. This will be considered within the context of the Council's current level of earmarked reserves and will be incorporated in the Council's financial monitoring arrangements through this current financial year 2021/22. Based on current financial projections a trading deficit of up to £1,071,280 is anticipated, however, again it is recognised that this position will be subject to change throughout the year. The KA Leisure Recovery and Renewal Interim Update Report provides detail of progress to date. (Appendix 1).

2. Background

2.1 North Ayrshire Leisure Limited trades as KA Leisure. They are a Company limited by guarantee and a registered Scottish Charity and are also a not-for-profit organisation and any surpluses generated are reinvested across the Company. They are governed by their Articles of Association which includes their charitable objectives.

2.2 KA Leisure aims to improve health and wellbeing through physical activity, regardless of age or background and, to fulfil these goals, will continue to encourage participation, operate facilities, and create innovative opportunities to help the inactive become active. Just prior to the pandemic, the Company marked its 20th Anniversary in 2020. The agreed Recovery and Renewal Plan balances the focus on those who participate in physical activity and sport and, in line with the North Ayrshire Active Communities strategy, those who are not active because inactivity carries significant health, social and economic risks. Working with partners in North Ayrshire and

beyond, KA Leisure continues to develop innovative programmes and to participate in the North Ayrshire Active Communities Strategy and the DrEAM (Drop Everything and Move) events. The Recovery and Renewal Plan set out three key areas to focus on to gain the greatest impact: Venue Portfolio; Reinvent and Reimagine; and People and Partnerships.

- 2.3 The Scottish Government's Covid restrictions have continued to affect attendances, membership income and the range of activities which could be offered. KA Leisure has continued to use support from the Government's Job Retention Scheme. The financial implications for KA Leisure and the Council continue to be considerable and regular planning, support and finance meetings have taken place to ensure there is integration with the Council's ongoing financial planning to address the impact of COVID-19.
- 2.4 Work on implementing the Recovery and Renewal Plan is progressing. A phased re-opening of venues and restarting of activities has commenced as restrictions have eased. There are considerable challenges with staffing and recruitment. During the pandemic the training and certification of instructors by sports bodies was disrupted or suspended. In addition, some staff moved on to other employment and were not replaced due to the uncertainty facing the organisation. This has led to further challenges and changes to opening hours. On 20th May an incident caused by a third party, caused severe damage to the external gas supply at Auchenhavie Leisure Centre causing major disruption and impacting activities available including the swimming pool and the ice rink.
- 2.5 Temporary facilities have continued at the Walker Hall to provide access to fitness and a new pop-up facility at Bridgegate Irvine, opened in May, focusing on health and wellbeing. A new Customer Relations Management (CRM) System has been implemented and, following the challenging change-over period, this is now working well. KA Leisure has a national reputation for its excellent community health, wellbeing and recovery programmes and these have been highlighted in the Health and Wellbeing Service Performance and Impact Report – Appendix 2. This report sets out the impact on individuals and the long-term cost-avoidance of engagement with physical activity and wellbeing programmes to partners like the Health and Social Care Partnership and NHS.
- 2.6 KA Leisure continues to adopt a phased approach to re-opening venues and restarting activities in line with Scottish Government guidelines and restrictions. Whilst it is encouraging that restrictions have moved beyond level 0, several remain in place impacting available capacity and therefore attendances recorded. Overall customer visits in Quarter 1 2021/22 totalled 107,655, in comparison to 2019/20 pre-pandemic which totalled 660,936. KA Leisure's customer visits to fitness activities usually accounts for over 50% of customer visits and over £2million annual income. During the pandemic KA Leisure experienced a loss of over 50% of fitness memberships.
- 2.7 An Interim Chief Executive has been appointed, to provide leadership and support for the implementation of the Recovery and Renewal Plan. The focus has been agreed by KA Leisure's Board and the Council as being the development of new programmes and a sales team to promote these to members and potential members. Additional HR support has been provided by the Council in partnership with the Council. A review of the Risk Register has been completed and a forward plan for the implementation of Recovery and Renewal Plan is being developed.

Venue Portfolio

- 2.8 KA Leisure's venues remain key to supporting positive health and wellbeing for the communities across North Ayrshire. During the first part of the financial year revised operations have successfully been implemented to mirror customer needs and optimise operational efficiencies across both the aquatic and health and fitness provision.

Reinvent and Reimagine

- 2.9 KA Leisure's current programme continues to adapt, innovate and expand current service provision to meet the requirements of a new operating environment.

- Fitness

New health and fitness products and membership categories have been introduced. Revised products include the Outdoor Elevate Fitness series which has been piloted at the Portal. In addition, a variety of developments utilising urban and green space environments to expand group health walks and community garden initiatives have been implemented.

Digital platforms will continue to be an integral component of KA Leisure's future offer, ensuring vital customer engagement and interaction is retained whilst still being flexible and responsive to current lifestyles.

- Health & Wellbeing Service

KA Leisure's Health & Wellbeing Service continues to expand to deliver innovative programmes including Bridegate Active Zone and Health and Wellbeing Hub. One to one support in the form of Doorstep Visits was introduced for frail and vulnerable people who are at high risk of experiencing a fall and losing confidence in functional capacity and one to one Buddy Walks were introduced to support participants with mental health issues such as depression and social anxiety.

- Community Sport

To enhance the current provision of sport and physical activity opportunities across North Ayrshire, KA Leisure will introduce a new membership for children and young people to experience sporting activities, arts, drama, dance and music.

People and Partnerships

- 2.10 KA Leisure requires an agile and resilient structure to effectively deploy the future phases of their Recovery and Renewal Plan. The imminent introduction of a Sales Team is vital to deliver increased memberships.

Financial Implications

- 2.11 Financial planning for 2021/22 was undertaken using a scenario planning model based on estimates of the number of months spent in each tier level to develop three indicative budgets. Financial projections have been updated based on current information. Whilst several restrictions have eased there are still some restrictions in relation to ventilation and capacity levels that prevent activities operating at full capacity. This has projected a revised trading deficit of £1,071,280.
- 2.12 Understanding the level of financial impact to KA Leisure through 2021/22 is very difficult at this current time. There continues to be a great deal of uncertainty because of the unpredictability of the pandemic-related restrictions and the degree to which the customer base and memberships can recover, which makes financial planning

difficult. Some financial support for furloughed staff continued through the Government's Job Retention Scheme until summer 2021. It is also important to recognise the importance of progressing the KA Leisure Recovery and Renewal Plan as this activity will contribute towards achieving financial sustainability in the short, medium and long term.

3. Proposals

3.1 It is proposed that Cabinet:

- a) Notes the interim report on North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan;
- b) Notes the projected deficit position in 2021/22; and
- c) Authorise officers to continue to monitor and support the recovery.

4. Implications/Socio-economic Duty

Financial

4.1 Financial implications arising from this report were previously outlined in three scenarios ranging from £570,116 to £1,211,852, depending on the impact of restrictions on operations and membership. The restrictions associated with the pandemic continue to impact on KA Leisure's operations, and the position continues to be closely monitored by North Ayrshire Council and the KA Leisure Board. The Council and KA Leisure continue to work together on medium term financial planning. Financial implications arising from this report indicate a potential trading deficit of up to £1,071,280 in 2021/22. This position will be considered within the context of the Council's current level of earmarked reserves and will be incorporated in the Council's financial monitoring arrangements throughout 2021/22.

It is also recognised that progressing the KA Leisure Recovery and Renewal Plan is vital in addressing the short, medium and long-term financial pressures facing KA Leisure.

Human Resources

4.2 The Council and KA Leisure will work together to align workforce planning and the KA Leisure Recovery and Renewal Plan.

Legal

4.3 At this stage there are no legal implications.

Equality/Socio-economic

4.4 As set out in the report KA Leisure continues to focus much of their activity on individuals and groups requiring specialist support and activity, thus closing the inequalities gap across a number of themes. The Health and Wellbeing Service

Performance and Impact Report – Appendix 2 provides case studies to exemplify the progress being made to address health inequalities.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 The proposal contained within the report supports the North Ayrshire Council Plan priorities:

- Active and strong communities;
- Children and young people experience the best start in life; and
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 The proposal contained within the report maintains employment opportunities and volunteering and skills development opportunities.

5. Consultation

5.1 Consultations take place with KA Leisure on an ongoing basis and partners. Customers and prospective customers are the focus of regular engagement by KA Leisure and North Ayrshire Council. There may be a need for specific consultations, as the Recovery and Renewal Plan progresses.

Caroline Amos
Interim Executive Director Communities and Education

For further information please contact **Rhona Arthur, Head of Connected Communities**, on **01294 324415**.

Background Papers

Appendix 1: KA Leisure Recovery & Renewal Interim Update Report

Appendix 2: KA Leisure Health & Wellbeing Service Report



Making a Difference

KA Leisure's Health & Wellbeing Service during the Covid-19 Pandemic

2020/21



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Who we are and what we do

The Active Lifestyles Team (ALT) delivers a Health & Wellbeing Service in North Ayrshire which offers a broad range of activities within local communities to support people to become more active and adopt a healthier lifestyle.

This report outlines our response to the COVID-19 pandemic from April 2020 to March 2021. It captures our pandemic experience and the impact on our service, reflects on our achievements, shares inspiring participant journeys and provides strategic direction for our future delivery.

As we move forward we will continue to strengthen relationships with North Ayrshire Council, North Ayrshire Health and Social Care Partnership and NHS Ayrshire and Arran to develop our Health & Wellbeing Service, to ensure that we can reach those most in need, improve people's health, reduce health inequalities and support communities to recover from the impact of the pandemic.



Our Health & Wellbeing Service has three key areas of delivery:

1. Active North Ayrshire (ANA)
2. Community Outreach
3. ACTIVATOR

We continually strive to deliver innovative programmes through collaboration with key partners who share the same outcomes which:

1. Engage with priority groups including those who are vulnerable, isolated and at greatest risk of inactivity
2. Prevention and early intervention. Offering the right support at the right time in the local community
3. Target specific health issues including long term conditions and mental health and wellbeing

The Health & Wellbeing Service aims to achieve the following outcomes:

- Improved Mental Health and Wellbeing
- Increased Self Confidence
- Improved Function of Daily Living
- Improves quality of life
- Increased Awareness of Benefits of Physical Activity Increased Physical Activity Opportunities
- Reduced Social Isolation
- Reduced Inequalities
- Self-management of Health Conditions

1. Active North Ayrshire (ANA)

Active North Ayrshire (ANA) is our overarching Physical Activity Referral Programme which supports people from North Ayrshire to become more active.

Physical activity is both a primary intervention to help prevent a number of long term conditions, or can be a secondary intervention to prevent a condition from recurring or becoming worse.

Participants can be either referred by their GP or health professional or if they don't have an underlying high risk health condition they can self refer.

Health professionals can refer patients to ANA with confidence as all activities and classes are delivered by members of our highly qualified team.

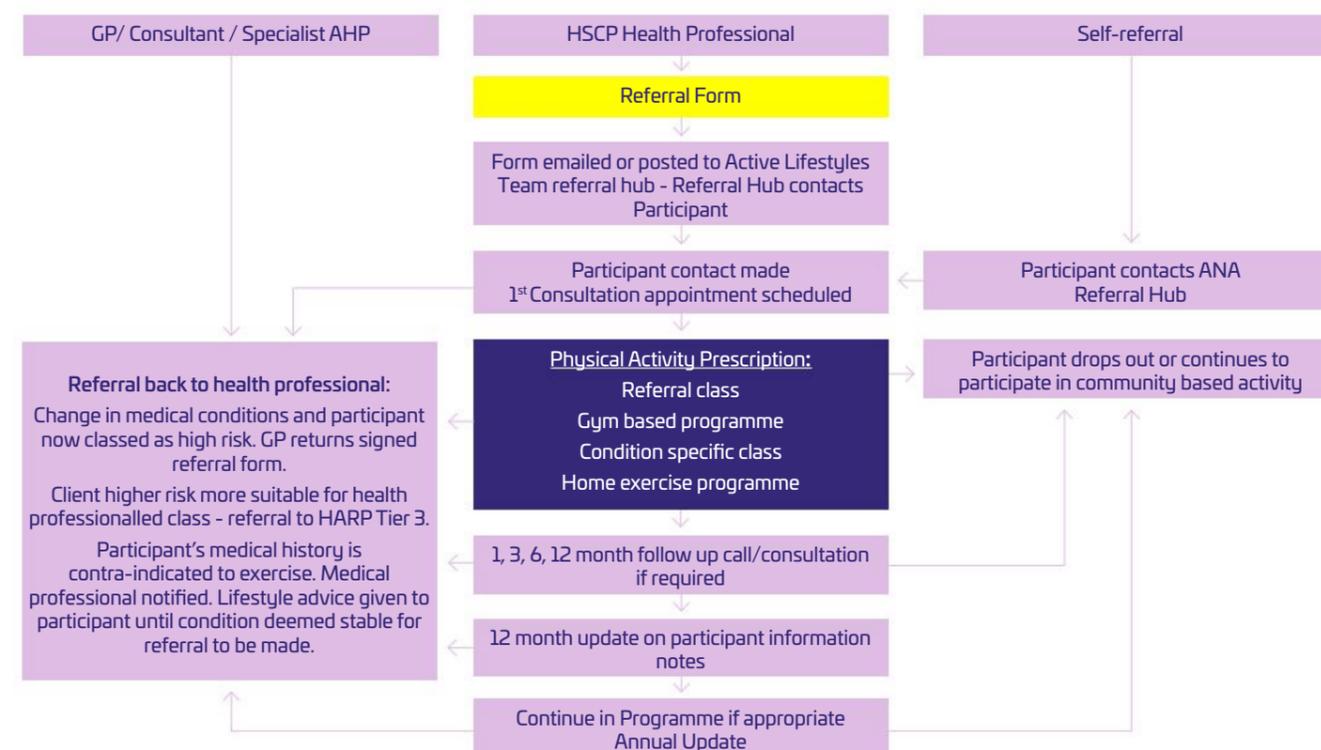
The team has specialist qualifications in physical activity referral, in addition to a range of condition-specific qualifications including cardiac rehabilitation, stroke, diabetes and obesity, pulmonary rehabilitation, falls prevention, mental health, ante/post natal exercise, cancer rehabilitation, MS, osteoporosis and hip and knee rehabilitation to name a few.

There are a number of strands of the programme which focus on specific conditions. These include:

- **Healthy Active Rehabilitation Programme (HARP)** is for people with multiple long term conditions. This provides a structured pathway of physical activity from physiotherapy led multi condition rehabilitation to longer term supported physical activity within the community
- **Mind and Be Active (MBA)** mental health referral programme aims to improve mental health & wellbeing through supported physical activity
- **'Weigh To Go'** weight management programme provides support for people who want to maintain a healthy weight through healthy eating and regular physical activity
- **'Move More North Ayrshire'** supports people who are living with or have recently recovered from a cancer diagnosis
- **Invigor8** is a falls prevention evidence based exercise programme designed to improve the participants mobility, strength and balance helping to reduce the risk of falls. Participants can take part in the class both seated and standing therefore the class is suitable for different ability levels

The condition specific rehabilitation pathway offers a programme of classes which are tailored for specific conditions such as a stroke, cardiac, bone health or respiratory illness.

Participant pathway



2. Community Outreach

The Community Outreach programme offers a diverse range of physical activity opportunities, early health interventions and promotes the benefits of a healthy lifestyle.

We are committed to tackling health inequalities by providing opportunities that will contribute to improve the health of the people living within North Ayrshire.

A comprehensive programme of community based activities is delivered by the team with activities available such as Boogie Books and Fit Ayrshire Babies suitable for babies from 12 weeks, to classes and activities for adults and older adults which includes functional fitness MOTs, chair exercise classes and health walks within local communities.

The programme also delivers within sheltered accommodation and local care homes with many activities carried out in partnership with local community partners such as Opportunities in Retirement and Alzheimer Scotland. North Ayrshire Health and Social Care Partnership operate a number of Community Social Hubs within sheltered housing complexes within the heart of local communities, where we deliver functional activity sessions for older people living in the community.



3. ACTIVATOR

The ACTIVATOR is our versatile, mobile, physical activity and health unit which provides a valuable service of health checks and lifestyle advice within the heart of local communities.

This includes an early intervention service which carries out health checks that frequently identify potential health issues which often result in a person being referred to a medical professional.

In some instances, a health condition is then diagnosed and medication is prescribed.

This service can have a tangible impact as the first point of contact and demonstrates the importance of early intervention to prevent further health complications.



Supporting health and wellbeing during the Covid-19 pandemic

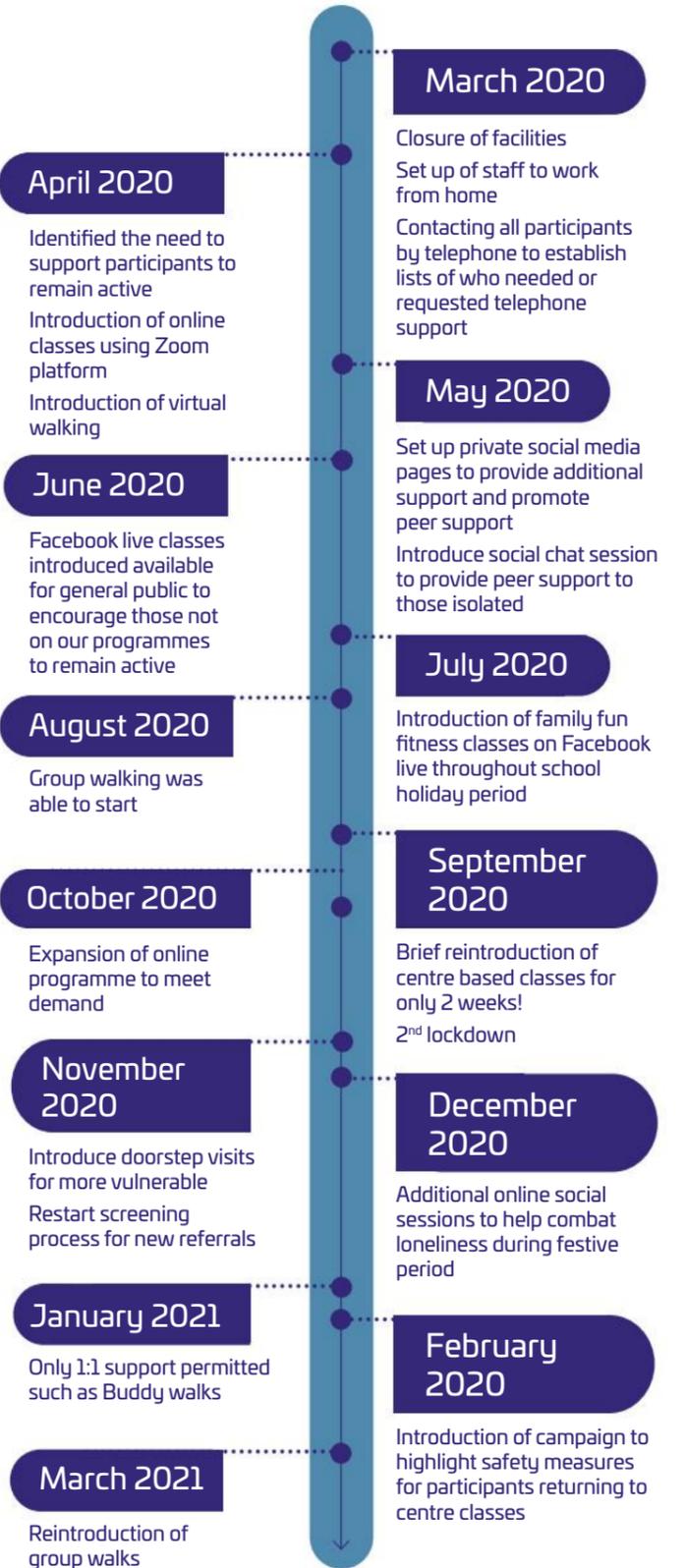
When the pandemic started in March 2020 we didn't press the pause button. Following the closure of facilities and community venues we developed a revised Health & Wellbeing Service to fit with lockdown restrictions and Scottish Government guidelines.

To allow participants to continue to receive support, remain physically active and access mental health support it was crucial that the Health & Wellbeing Service was adapted. This was vital particularly for those who were isolated or who lived alone. The revised service included support, advice and opportunities for participants to maintain functional strength and mobility, remain active and enable them to continue living independently.

We continued to offer as many elements of the original Health & Wellbeing Service through the use of technology and ensured that it was responsive to emerging guidance. This included:

- Telephone Support Programme
- Home Based Physical Activity Programmes
- Active North Ayrshire Online
- Walking Programme
- Social support
- Mental Health Support
- Doorstep Visits

Pandemic Timeline



Supporting health and wellbeing during the Covid-19 pandemic

April 2020-March 2021

Telephone Support

Many of our participants are vulnerable either due to their age or long term health conditions. During the pandemic this meant they had to self-isolate within their own homes.

For those who lived alone or if they were struggling with their mental health, particularly those within the Mind and Be Active programme, the past year has been a particularly stressful time, and many have found it difficult to cope with feelings of loneliness.

For some our support telephone call was their only contact and many received calls more regularly due to this isolation. Throughout the pandemic calls were made on a rotation of either 1, 2 or 3 weeks depending on both the participant's preference and the level of support required.

The call provided an opportunity to reinforce the importance of staying active and give advice on the best way to do this.

Our team continued to provide telephone support for vulnerable participants who were isolated at home and when doorstep visits were introduced this provided face-to-face contact. This gave those most in need something to look forward to and many of our recipients say it has been a lifeline for them.



661
people have received telephone support,
We made 7546 calls over 12 months



Physical Activity Consultant Lorna Harris shares her experience of working through the pandemic.

The closure of the leisure facilities happened very quickly and then we had to work from home. At the start it was a fear of the unknown. We all wondered will this last six weeks or six months? That made you feel quite uptight.

Before we started online classes we were initially phoning participants to check they were OK and encouraging them to still be active and not to sit all day, to get up and down and move a bit. We gave them a gentle prod into doing some exercise if they'd fallen out of the habit.

We also sent exercise booklets out to participants, so they had something to follow at home. This kept them ticking over because people don't always remember everything from the class. Throughout the pandemic we have continued telephone support to keep in touch with our participants.

At the start of the pandemic it became clear that online delivery was going to be the way forward to support our participants to remain active. Whilst being apprehensive about this I quickly found delivering classes in this way part of my normal week. I knew all the participants from our classes, and it was nice to see familiar faces enjoying being active. I also learned the best ways to move and position myself so that everyone could see clearly what I was doing.

I helped a lot of older participants who were struggling to set up Zoom and it's been really good to see how so many of them have taken to using technology. We have a 95-year-old who uses Zoom now! For many of them it's the only time all week they see people. I think it's amazing how easily we've all adapted to the online world.

Digital technology to stay connected

The Active Lifestyles Team provided support throughout the pandemic. Survey feedback from 849 participants found that:

- 45%** felt better and more positive after taking part in sessions
- 35%** reported improved mobility
- 26%** reported an improvement in their fitness
- 29%** took part in programmes to help support their mental health
- 35%** found they experienced less pain
- 50%** felt their overall health had improved
- 41%** reported one of the main benefits of taking part was social interaction



142
online social support sessions
595 attendances



We provided **674** people with email support and 32 people with text support

We supported **693** participants over the last 12 months



559
online classes

5608
total attendances

Walking into a better future

During the pandemic the Active Lifestyles Team (ALT) had to rethink methods of delivery to support participants to stay active. A successful community walking programme was already in place and delivered by a network of volunteers. When facilities closed in March 2020 this walking programme was developed and adapted to support participants to remain active within the Government guidelines.

When meeting in person was not permitted an innovative virtual walking programme using Whatsapp was created. Walks could accommodate up to eight participants who all walked within their own house or garden so they could still experience a local outdoor walk through a live video of a walk being led by a member of the Team. Virtual walks provided opportunity for connectivity between participants, and it was a great way for them to chat and keep in touch with others.

The Team also recorded a series of virtual walks that could be emailed to participants for them to enjoy in their own time. To keep the walkers motivated fun virtual group walking challenges were promoted, such as walking to the North Pole!

In August 2020 Government guidelines permitted group walking to recommence. Many participants were new to walking having previously been part of Active North Ayrshire and attending classes within facilities. During group walks participants could safely meet up and be active with others outdoors.

When restrictions changed again in January 2021 and group walks could no longer take place, the Team was able to offer support through one-to-one Buddy walks. These walks were particularly valuable to those who were isolated, experiencing poor mental health and in need of the additional support to stay active. The team also co-ordinated paired walks for participants that would normally attend group walks.

For more vulnerable participants who due to health reasons or limited mobility were unable to attend walks, doorstep visits were introduced. During a doorstep visit a member of the team supported participants to take a short walk in their local area or have a one-to-one fitness session on their doorstep or garden.

The programme that has developed during the pandemic has highlighted just how valuable walking is to keep our participants active and has encouraged new partnerships and innovative ways of working with our partners. Walking has helped maintain the activity levels of many people who would normally attend classes within leisure centres and who without the motivation to attend a walk may have experienced a loss in their physical and mental wellbeing.

Ronnie Graham from Irvine was referred to the Active Lifestyles walking programme by the NHS due to depression which got worse during the lockdown. Since joining he has lost five stone and his mental health has improved significantly.

Ronnie (63) was at his lowest point and contemplating suicide last March. He had been struggling with his mental health for several years after losing his job and this led him on a downward spiral. Unable to work, Ronnie grew increasingly depressed and started to shut himself off from everyone. He stopped answering the door and his phone because he didn't feel like speaking to anyone.

He was experiencing severe money worries, having difficulty sleeping at night, and eating all the wrong things at the wrong times which led to his weight reaching 24 stone.

Ronnie said: "Letters were piling up about the money. Sometimes I hoped I wouldn't wake up in the morning because I didn't know what the next day was going to bring. I was in a very dark place last year and had even decided how I'd end my life."

The turning point for Ronnie came last September when a friend urged him to come and stay with her. She also encouraged him to see his GP and as a result he was referred to KA Leisure's walking programme.

Ronnie gradually built up his fitness and now he does two eight mile walks a week. He's also started eating and sleeping better and has lost five stone.

Ronnie explains: "When you are in that dark place you don't realise there are people out there with the skills who are just dying to help you if you just put your hand up and ask.

"When you head down a downward spiral you just get worse and worse but when you start turning that corner all the good things feed in and things begin to come back the other way.

"KA Leisure's walking programme came along just at the right time for me. I've walked 547 miles since the beginning of January this year and I'm down to 19 stone now, which is still heavy but I've come a long way."

During the lockdown walking programme participants were partnered with a 'buddy' so they could continue to go on walks safely. Ronnie is now preparing to do a 96 mile charity walk this summer along the West Highland Way (WHW).

Ronnie added: "These folk have been a blessing to me and it's time for me to pass that blessing on to others. I want people to know there is help out there for them, they just need to ask for it."



We organised
362
Group Walks

with 154 regular participants
and 40 virtual walks with
318 regular participants

Weigh to Go!

Weigh To Go is an adult weight management programme delivered in partnership with NHS Ayrshire and Arran. The programme is suitable for participants with a BMI of over 25. Participants agree small achievable goals to fit in with their lifestyle, helping them make lifelong sustainable changes.

It is important for people to combine healthy eating with physical activity to aid their weight loss so we encourage participants to be more active and keep a food and activity diary.

Weigh To Go participants receive six education sessions over a 12 week period covering a variety of topics including hidden fats and sugars, food labelling, eating out and portion control. The education sessions are tailored to the participant focusing on the most important issues to them and aiding them to overcome any barriers to effectively managing their weight. Diets are not imposed, but rather we support and encourage healthy lifestyle changes.

Online group education and exercise sessions were offered throughout the pandemic to provide peer support and encouragement to participants.



Combine healthy eating with exercise



Six **30** minute sessions over a 12 week period



Participants are encouraged to track food and activity



We've supported **28** people to lose or manage a healthy weight and achieved an average weight loss of **4%** of body weight across the programme

High five Helen!

Since joining 'Weigh to Go' in September 2019 Helen Shield has lost nine stone.

Helen (65) had previously lost two stone through her own efforts so her total weight has dropped quite dramatically over the last two years from 24 stone 12 lb to 13 stone 8 lb. Her BMI has also reduced from 53.1 to 28 and her blood pressure has dropped into the healthy range.

Helen worked long hours as a headteacher and then as an educational consultant and she says the stress of the jobs combined with an underactive thyroid and a sedentary lifestyle contributed towards her weight gain.

She said: "I had no balance in my life, I was working all the time which meant sitting all day and some evenings. I wasn't doing any exercise and eating too much.

"I was very overweight and I knew the health risks. My blood pressure was borderline high and I didn't want to become diabetic so I had to do something."

After retiring from work in 2019 Helen contacted an old friend who encouraged her to come to an exercise class with her. Helen explains: "I stayed at the back of the first class and puffed and panted my way through but I did it"

"After the class I said to the instructor 'I'm probably the least fit person here but I am trying to lose weight' but she said 'it doesn't matter, you're here, you're moving and that's what matters'. She said 'we can help you' and told me about their 'Weigh to Go' programme.

"The fact that nobody was judgemental really helped me. I think if I'd felt that I was being told off for being so overweight I probably wouldn't have gone back but they were just so willing to help and non-judgemental."

She added: "Since joining 'Weigh to Go' I feel so much better, it's been wonderful for me. I'm making healthy food choices now and I'm more active.

"I had got into bad eating habits and exercising wasn't part of my life. Now I will take myself out on a walk, something I would never have considered doing before because I was so unfit and I just sat in front of a computer."

Helen had given herself a target of 180 minutes of exercise per week but now she is doing between 400 to 500 minutes a week thanks to a combination of walks, online classes, and hillwalking. Through the support from the team she has stayed active throughout lockdown which has kept her motivated to reach her targets. Helen has become so fit that her friends now struggle to keep up with her on hill walks!



Keeping active with Cancer



Move More North Ayrshire is delivered in partnership with Macmillan Cancer Support to support people who are living with and beyond a cancer diagnosis to do physical activity before, during and after their treatment.

This can help people to cope better with the side effects of treatment and aid their recovery. We also know that improved physical health can be beneficial for mental health and wellbeing.

We offer 'Move More' specific classes from Gentle Movement (Tai Chi based) to a Move More circuit, making sure all participants are supported and guided through their exercise regime.

Our team is highly trained and have specific qualifications in cancer rehabilitation which gives them the specialist knowledge to support participants from point of cancer diagnosis to rehabilitation following on from treatment. Participants are followed up regularly on the programme and physical activity is tailored to their needs.

More recently, we have started to deliver prehabilitation where we accept referrals from cancer specialist health partners for patients who are awaiting surgery or treatment.

The intensive physical activity programme in the preoperative stage focuses on increasing fitness and strength which has been proven to aid recovery. Prehabilitation optimises physical and mental health which can improve cancer treatment effectiveness and cancer survival.

Throughout the pandemic we supported Move More North Ayrshire participants with specialised home programmes, online classes and social sessions. Most participants within this programme shielded due to their cancer diagnosis and the online sessions enabled them to stay active and keep in touch with others on the programme and provided them with much valued peer support.

Supporting those with cancer:

There is estimated to be **5,200** people in North Ayrshire living with and beyond cancer

In North Ayrshire **893** people are diagnosed with cancer each year

453 people die every year from cancer

Move More North Ayrshire provides a variety of activities:

Circuits

Gentle Movement

Gardening

Macmillan Friendly walks

Jane's story

Jane Gibson (70) was referred to Move More North Ayrshire in November 2017 after she was diagnosed with uterine cancer. She also has high blood pressure and asthma.

She tells her story:

After recovering from the surgery and radiotherapy a member of the 'Move More' Team interviewed me to find out if the programme would benefit my recovery.

Following this, I was invited to the launch of the Move More Programme in Kilmarnock where I met the leader of the gentle movement class. I attended the Move More gym sessions and gentle movement classes at The Portal in Irvine and they helped me to feel better because cancer really knocks the stuffing out of you and it takes a long time to regain your fitness.

I made friends with lots of lovely people at the classes and we often went for a coffee in the café after class but that all stopped when the first lockdown happened last March.

I was feeling anxious at that time because doctors had recently found something of concern during an examination. However, they were unable to do any further investigation when the pandemic started and because I had been diagnosed with cancer previously I was worried. I was imagining all sorts of things and having trouble sleeping.

It made things worse that I was unable to see my children and grandchildren due to Covid regulations and I felt a bit lost and very alone. I'm lucky to have my husband Tom and without him I would have really struggled, but my mental health suffered and some days I felt very down.

The Active Lifestyles Team phoned me every week during the lockdown to see how I was doing. They also organised an online chat for the participants of gentle movement classes.

When online Zoom classes started last July, I was thrilled because they gave me something else to focus on. It's not much fun when you are stuck in the house every day, there's only so much reading, housework and knitting you can do!

I did three classes a week and they always lifted my mood. They gave me something to get up and organised for and it was great to see my friends, even if it was virtually. The deep breathing and mindfulness also really helped my anxiety. These classes were my saving grace through the lockdowns.



When my classes resumed again at the Portal last July I tried the circuit class. I was a bit apprehensive at first because my fitness levels had dropped but it was really good because I was encouraged to go at my own pace. The class leaders were very supportive and encouraged everyone to do what they could, and the music helped.

I also joined KA Leisure's walking group in October last year when restrictions lifted a bit. This was the first time I'd done something outside since the lockdown and it was wonderful to get some fresh air and have a blether with my friends again!

When I eventually attended a hospital appointment for further investigation in January this year the doctors unfortunately found a tumour and I was diagnosed with bowel cancer. I had surgery the following month and they successfully removed all the cancer. I was offered to join 'Move More' again to aid my recovery, but I told them I was already on the programme and I couldn't wait to get back to it again!

I returned to the walking group seven weeks after my operation and I'm gradually building up my strength and fitness. It's great to be socialising with my friends again, we're all in the same boat as cancer patients so we know what everyone is going through and give each other fantastic support.

The leaders are also very well trained and knowledgeable about different medical conditions. I can't praise the Team at KA Leisure highly enough, they've been really tremendous throughout the pandemic.

Staying connected

Social isolation is a priority in five of the six localities within the North Ayrshire Health and Social Care Bridging Strategic Commissioning Plan 2021-2022.

Isolation has been an issue for many people during the pandemic as people missed the social contact they'd normally get from attending classes. As time is restrictive in a virtual class we set up online social sessions to allow class participants to meet and just chat.

We also introduced doorstep visits to support our more vulnerable and frail participants and provide some social contact.

These are particularly beneficial for people who are socially isolated, have poor mental health or who have been identified as being at risk of a fall. During the visit staff complete an Invigor8 falls screening assessment and then prescribe a home activity programme such as taking them on a short walk from their house or doing exercises in their garden to improve mobility, flexibility, strength and balance.

The progress of participants is reviewed after 12 weeks and often an improvement is seen in their fitness, confidence and mental health which then enables them to go along to a class or supported session in the community. Each participant will be followed up with further doorstep visits or telephone support.



Doorstep visits:
22 people have been supported through 1:1 doorstep visits

127 visits have taken place

Visit includes doorstep walk or doorstep exercise session

After six visits:
45% reported an improvement in their mobility

29% said their mental health had improved

28% reported they were finding daily living activities easier

21% felt their overall health had improved

Anne's story

Anne Bowden had a severe stroke in 2019 and lost all the feeling down her left side. She also has diabetes and high blood pressure. Since the lockdown last year, she has been receiving doorstep visits once a week from Marianne Baird, a physical activity consultant with Active North Ayrshire.

Anne's physical and mental health has improved so significantly since these visits that she can now sit up in bed on her affected side, something she thought she'd never be able to do again.

Prior to the pandemic Anne (79) attended Aqua Fit and Falls Prevention classes at The Portal in Irvine.

And although Anne lives alone after her husband Billy passed away six years ago, her house was always busy with friends and family visiting but all that changed overnight last year when social distancing became the norm and Anne had to shield.

Anne's family continued to visit her through the pandemic, but they couldn't be there all the time and they were worried about her mental well-being. The doorstep visits gave them some peace of mind and took some of the pressure off them.

Anne said: "I was feeling very low and isolated during the lockdown, I was doing next to nothing and barely going out on my own.

"I was really down on my knees and losing interest in life when Marianne phoned to ask if I'd like doorstep visits. I was thrilled, her call gave me such a boost."

Anne continues: "I had fallen into a rut but her visits gave me something to look forward to and motivated me to do things again. I can't tell you how much I appreciate her visits, they give me the kick I need!"



"Although my family is a great support, it's so nice to see someone else too. It helps to fill my day and provides a bit of structure to my week."

As well as doing socially distanced chair and stand-up exercises with Anne, Marianne also accompanies her on walks in the local area. As a result, Anne's less frightened about falling and has become more confident to go out on short walks alone. She also finds it easier to get dressed and undressed on her own.

Anne said: "I rely less on my grabbing device to step into and pull up my clothes, I can even reach round to my back now. I can move position in bed now, something I have not been able to do since my stroke.

"Previously if I fell asleep on my left side, I would get stuck, but now I have the strength to move myself. I can also sit up in bed on my affected side now. It's really incredible.

"I've made such terrific progress in the last year, I would never have imagined it. I really can't thank the team enough for all their help."

Mind and Be Active



The Mind and Be Active (MBA) project provides support to help improve participants mental health and wellbeing through supported physical activity. A single bout of 40 minutes of aerobic exercise is enough to increase 'feel good' chemicals and improve mood in the short term. Due to this the body can respond better when placed in situations of stress.

The team has completed a specialist qualification in Exercise and Mental Health to enable them to effectively support MBA participants to increase their activity levels and improve their mental health. The team is able to support participants with mild to moderate through to severe and enduring mental health problems.

The team has been working throughout lockdown to continue to provide support and encouragement to participants to help them stay physically active and socially connected. They created a closed Facebook group to enable this social connection which has been a great success and a lifeline for many. They also delivered specific online fitness classes, chat sessions and virtual walks open only to those on the MBA programme. Participants have shared their amazing stories of success on the Facebook page which has inspired others.

Five super stats about our Mind and Be Active Facebook support group

140 members

1171 posts

3012 comments

8686 reactions

53 live support sessions for physical activity, social support and healthy eating which received 2061 views

One participant wrote on the Facebook page: "Thanks for creating this, it is great and just what I need for the support."



236

people have received support through MBA over the last 12 months



32 new referrals



93 MBA specific online classes

435 attendances



87 social support sessions

385 attendees



141 people received telephone support

92% were supported to remain active at home



253 1:1 Buddy Walks

61 Participants supported



Gemma's story

Gemma Gilfillan (29) who is part of Mind and Be Active received support from the programme to help with her recovery from alcohol dependency

Gemma started drinking heavily when she was 22 and her drinking got worse after she lost her mum to lung cancer in 2017 when Gemma was 26. She was depressed, self-harming and feeling suicidal. She was placed into a rehabilitation programme and attending the gym was mandatory. This was the first time she had ever been to a gym and she discovered she loved it, especially running and lifting weights and that's when she met Celina from the ALT.

Gemma recalls: "I hardly said two words at first because I'm quite shy but we got to know each other, and I looked forward to our chats. Sometimes I had a rant with her, I was angry with the world that I'd lost my mum. But no matter how bad I was feeling my mood always lifted after the gym and it kept me occupied and took my mind off drinking."

Two or three months after finishing rehab Gemma started drinking and self-harming again and Celina could see she was struggling to cope. Gemma explains: "I felt suicidal and Celina sat me down one day for a serious chat. She said I had to do something before things got worse and suggested I attend AA sessions to keep myself on track. I went to AA in 2018 and I've been going ever since. If I hadn't joined MBA I don't know where I would be by now. They have been absolutely fantastic. It's just so good to know that someone cares about you. The team saved my life."

Gemma has tried aqua classes and loved them so much that she also learned to swim and dive!

Gemma has been an active participant throughout lockdown on the MBA Facebook page. She posted on the page "Just want to write a wee post to thank MBA for basically saving my life. Today at nearly 29 years old I celebrated being 23 months sober today! I came to MBA straight out of rehab back in 2017 to get some fitness and boost my mental health. With encouragement I got help with my drinking and I started gym sessions with Celina and haven't looked back since. The activities and support throughout lockdown have been great. It's given me the encouragement that I needed to continue with my fitness. I have been walking at least 6km a day and taking part in the classes on the group page when I can. I join in the social chat sessions during my break at work which helps keep me motivated and it's lovely to see the team and others from the programme. My eyes are bright and I'm loving life, so, thank you MBA!"



69% of participants reported improved mental health

58% said their overall health had improved

Getting stronger every day



Marjory Orr was diagnosed with Multiple Sclerosis (MS) seven years ago and has attended KA Leisure classes for ten years. When these stopped during the pandemic she started doing 1-2-1 walks with a member of the team and online classes.

Marjory has attended classes at Vikingar for ten years, she especially enjoys Keep Fit Low and aqua classes in the swimming pool and says she made most of her friends through attending these sessions.

Marjory said: "We do a bit of aerobics, stretching, weights, steps and dance which I find quite difficult as my coordination and balance isn't great, but I'm working hard to improve this.

"I really enjoy the companionship of classes. For me it's not just about the exercise, it's very sociable as well."

While these classes have not been available due to the pandemic, Marjory has been going on one-to-one walks, with members of the Active Lifestyles team.

Marjory has known the team for a number of years as she previously attended classes and they supported her recovery after she had a fall and fractured her hip. Marjory said: "The team are all so supportive and very good with people like myself who have disabilities.

"I have benefited considerably from walking with them, I am stronger and faster.

"My confidence has been boosted because I'm less worried that I may fall over. This helps with daily living tasks and enables me to do so much more which improves my quality of life.

"Everyone in the Active Lifestyle Team has been a great support through the pandemic. They've always thought about what they can do and opened up online classes so that we can have them again."

Marjory has also embraced technology and participated in online classes when the weather's not been suitable for outdoor activities. These include gentle movement, strength and balance, yoga and neuro rehab.

She explains: "The classes have aided with my rehabilitation and have benefited me both physically and mentally. They always boost my mood.

"My endurance and strength, specifically in my arms and legs, has vastly improved. As a result, I suffer less from fatigue and back pain. I am grateful that I have been able to take part in so many activities, as well as being able to get out and enjoy nature."



Lynn

Lynn Mathew, Couch to 5K participant

I just want to say a great big thank you to all the team at KA Leisure for setting up and running the Couch to 5K programme during the last few months. I really can't believe that I have run a full 5K (I have one final one to do). I would never have done that without your motivation and support.

I hit 60 in December, my waistline and weight were the highest ever and I was experiencing the occasional hip niggle and my face starting to look pasty. I knew I needed to get a grip before I became an 'old' 60 year old letting my health and fitness slide because of my own laziness. And I certainly want to be fit and active when I'm 70 and beyond.

So, when I saw this programme I thought I would give it a go as I couldn't go to the gym. But I'm a bit of a wimp and I like the cosy warmth, so when it was rainy or windy or cold (as it was in February and March) I was perfectly happy sitting in bed in the morning with a cup of tea browsing Facebook.

But then I'd see your morning motivational post or read posts from those who had already got out of bed really early and run, or run late at night after a day's work, and it made me get out of bed to run. My husband thought I was crazy!

I'm also bad at telling myself I can't do something, so the ongoing motivation has been superb.

I struggled particularly in week four and at the start of week eight, but the support available made me determined to succeed. The whole experience encouraged me also take up the KA Leisure online kettlebell classes, and I changed my diet (I still like my wine though!)

So, thank you very, very much. You have helped me change my whole outlook. I have run 5K, lost 10lbs in weight and 2 1/2 inches from my waist and feel great! I will continue to run three times a week as well as do various classes and get back to the gym.

A big shout out to all the KA Leisure team, both the instructors and administrators, who have kept things going under very difficult circumstances, and a special shout out to the Couch to 5k team. xx



Sharon McIntyre is a physical activity consultant and usually leads a weekly aerobics class for 50 to 80 year olds at Whitlees Centre in Ardrossan. Her classes stopped during the pandemic when the community centre closed but she continued them online.

I had a regular attendance of around 20 women of all shapes and sizes with a range of abilities but the one thing they have in common is they love mixing exercise with fun. Generally after class we all support the cafe by buying their teas and coffees and catch up on all the latest gossip.

Then Covid struck, life ground to a halt and we asked, 'what are we going to do?'

To begin with we phoned participants to check everyone was safe. They all said all they wanted to do was exercise. Eventually when we realised that there was no hope of getting back into the centre and life would not go back to normal immediately, I braved the internet and worked out how to take classes online. I knew it was the only forward to help our community while this pandemic continued.

After some trial and error on a regular basis, not only from myself but the women too, we got there in the end and everyone was happy to be able to dance around whatever room was tidy in their house. They managed to have a little chat either before or after class, and we even held a Christmas party after one of our sessions and celebrated by wearing festive attire.

There was a light at the end of the tunnel when we eventually were allowed back into the centre, but it was short lived for only two weeks. The look of despair on their faces was heart-breaking. The classes are a lifeline to these women for freedom, healthy living, social engagement and to get peace from their other half for at least two hours.

We introduced Move GB, which was another new IT device to learn but I managed, and to date these women still continue to greet me twice a week with their cuppa in their hand, ready for me to energise them until we can get back to exercising in the centres again. None of us like change but it's surprising how quickly we adapt to be able to enjoy the things we love most.

Looking back

The impact of the Coronavirus has been profound. The last year has presented major challenges for the entire organisation, both operationally and financially. We have overcome many obstacles and introduced new working practices to maintain the delivery of the Health & Wellbeing Service.

The Active Lifestyles Team has provided vital support to people in communities across North Ayrshire, giving people encouragement and reassurance when it was needed most.

Despite the challenges of the pandemic during the past year our innovation and ability to adapt fast to changing circumstances has added real value to our service and we have learned so much to help us in the future.

We've identified five key areas of focus that contributed to the positive impact of the Health & Wellbeing Service during the pandemic

COVID-19 immediate response	Adaption and innovation	Continued service provision	Support for participants	Collaboration with partners
Being agile enabled us to offer a quick, effective response to the immediate impact of the pandemic and ensured continuity enabling us to engage with participants to maintain activity levels and support vulnerable participants	We worked creatively to adapt existing modes of delivery and developed new programmes to support the physical and mental health and wellbeing of our participants	When the pandemic started we didn't press the pause button. We developed a revised Health & Wellbeing Service to fit with lockdown restrictions and Scottish Government guidelines	The support we provided was designed around the needs that emerged due to nature of the pandemic and the adaptability, dedication, and commitment of the Active Lifestyles Team	Partnership working is at the heart of all that we do, we strengthened our relationship with existing partners to ensure we were providing support to those who needed it most

Key Learnings

1. The Health & Wellbeing Service was deemed essential prior to the pandemic emerging, and now a year on its importance has been reinforced. We know that prevention, early intervention and enabling people to access the right support at the right time is critical.
2. Partnership working is embedded in our approach, but by deepening partnerships we were able to focus more on outcomes, creating more opportunity for co-production to ensure we were targeting the most vulnerable and isolated people within our communities and in doing so tackling the inequalities that have been exacerbated by the pandemic.
3. The development of a performance management framework has enabled us to continue to support people and respond better to outcomes we share with North Ayrshire Community Planning Partners.

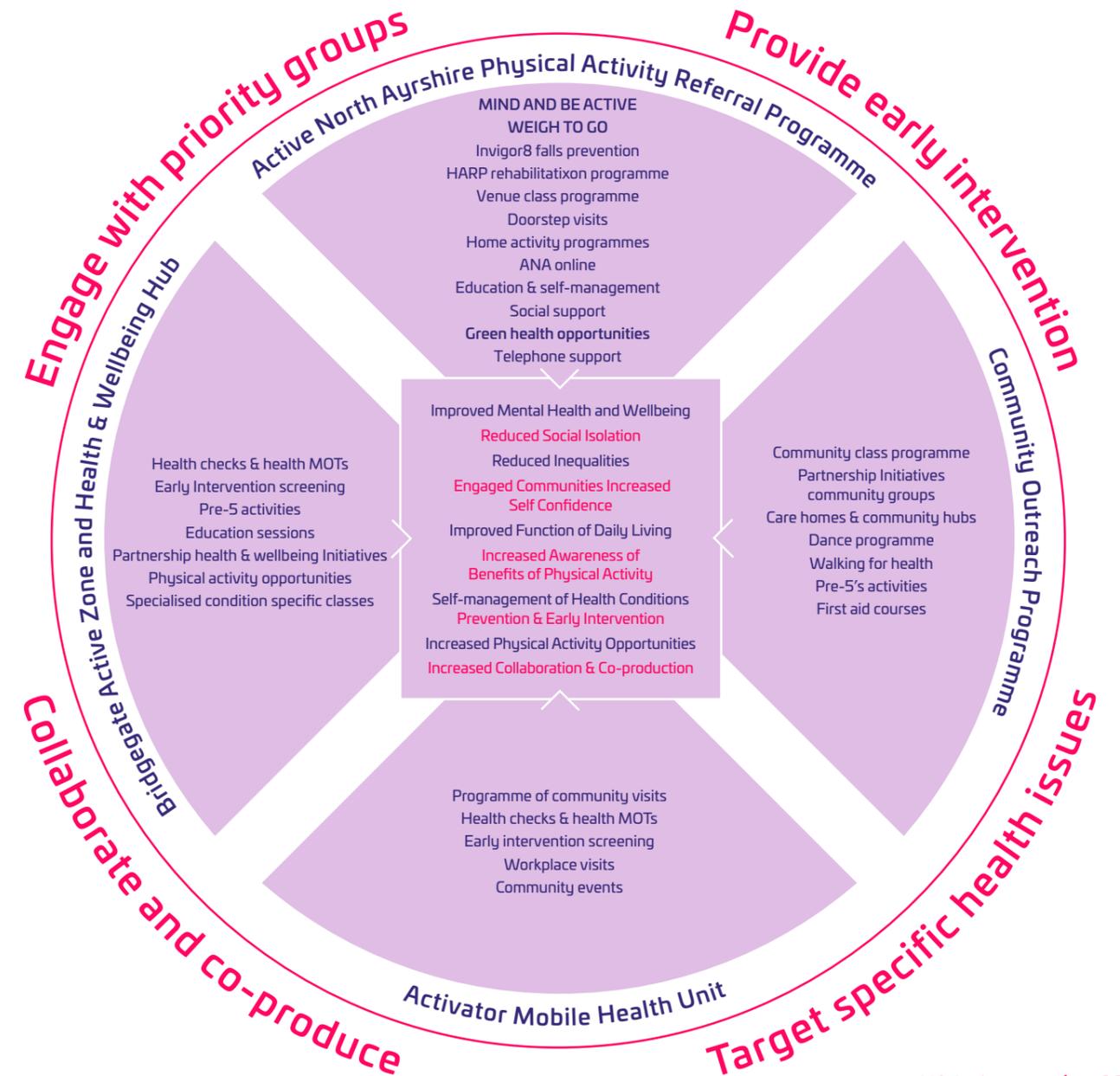
Fit for the future

The Health & Wellbeing Service is one of the key ways we'll support people in North Ayrshire to move forward from the pandemic. It's a critical part of delivering our organisation's recovery and renewal programme and will help respond to the collective challenges we face as a Community Planning Partnership.

To do this, we will reflect on our learnings during the last year, work with our partners, and deliver opportunities for co-production to ensure our programmes are responsive to the needs of our communities. In doing so we will also achieve our organisational ambition of a North Ayrshire that is more active, more often.

Going forward, our Health & Wellbeing Service has been developed and will focus on four key areas of delivery:

1. Active North Ayrshire (ANA)
2. Community Outreach
3. ACTIVATOR
4. Bridgewater Active Zone and Health and Wellbeing Hub



Future plans

The positive impact of the Health & Wellbeing Service during the pandemic has given us a strong foundation on which to develop and shape our future delivery. The following development areas are underway;

Bridgewater Active Zone and Health & Wellbeing Hub

Our new innovative venue in Bridgewater opened in May 2021. Located in the heart of Irvine, it offers a range of physical activity opportunities and health and wellbeing initiatives for all ages. The venue will provide an opportunity for partners to offer accessible services to specific target groups and support engagement with individuals who traditionally may not have accessed our leisure venues and activities.

Outdoor Activity Programme

We are fortunate to have some of the best outdoor spaces, beautiful beaches and countryside in North Ayrshire and future projects will develop outdoor activities and opportunities to encourage use of these green spaces. This will include family physical activity sessions, outdoor community wellbeing initiatives and gardening growing opportunities. The development of these initiatives will enable more people to access the outdoors and help improve mental health and wellbeing.

Walking for Health

The development of the Walking Programme highlighted the need to offer alternative methods of support to enable people to remain active. Supported by North Ayrshire Health and Social Care Partnership and the North Ayrshire Green Health Partnership we secured funding from Paths for All to appoint a "Walking for Health Coordinator" to develop walking opportunities across North Ayrshire. The programme will prioritise supporting existing walking opportunities and developing new walking opportunities across North Ayrshire.

Engaging Vulnerable & Isolated Groups

Two innovative service features which were introduced during the pandemic will be continued following funding received from North Ayrshire Council's Addressing Future Needs Fund.

- One to one support was introduced for our more frail and vulnerable participants who were at high risk of experiencing a fall and losing confidence in functional capacity. Doorstep visits offering functional assessments and tailored physical activity sessions to increase strength and balance were provided.
- One to one Buddy Walks using the 'Walk and Talk' initiatives provided individual support for participants with mental health issues such as depression and social anxiety. Participants were supported to progress to attend group walks to benefit from social interaction and peer support.

Previously, the Health & Wellbeing Service would not have been able to accommodate this individual mode of delivery.

Mental Health and Wellbeing

We are dedicated to promoting the positive benefits that physical activity has on mental health and wellbeing. As part of our future developments, our innovative programme, 'Mind and be Active', will be developed to accommodate children and young people. We will work with health partners, young people and their families to co-design and pilot physical activity interventions to support mental health and wellbeing. Key features will include digital peer support, outdoor physical activity interventions and enhanced social interaction opportunities.

Moving forward

As a committed member of the North Ayrshire Community Planning Partnership, we are dedicated to working collaboratively with our partners and like-minded organisations to increase activity levels, reduce inequalities and improve the health and wellbeing of our communities across North Ayrshire.

Encouraging and keeping people active remains our primary goal, however, the pandemic has presented new challenges in how that is achieved. In addition, it has brought into stark focus the importance of using physical activity as an intervention to address public health, support underlying health conditions and engage with communities.

We are recognised for our approach and so funders and partners can be confident in our ability to adapt and evolve. To remain successful, sustainable and continue to support more people on their own journey to become healthier we will focus on the following:

KA Leisure Health & Wellbeing Service Strategic Partnership

We have demonstrated our commitment to partnership working and to respond dynamically. Nurturing existing, and developing new partnerships will be crucial to ensure we can fulfil and achieve our future goals. We will establish a strategic partnership to allow us to have both a strategic and coordinated approach to future delivery.

Evaluation and Social Return On Investment

We are passionate about using social physical activity opportunities as a mechanism to engage and empower communities across North Ayrshire and will continue to include process and impact evaluation activities from both a quantitative and qualitative perspective to guide strategic direction, improve service delivery, maximise resources, communicate with key partners and demonstrate impact. We will undertake a Social Return On Investment to demonstrate the impact our service has on the quality of people lives and the social and financial value that the project has to our partners.

Health Inequality Impact Assess

Responding to the direct impact of COVID-19 has reinforced the importance of our contribution to improving health and wellbeing and reducing health inequalities. Our future developments will include concurrently implementing a health impact assessment process, to provide a mechanism to ensure that any potential negative impacts are minimised and that opportunities are taken to improve the health and wellbeing of further vulnerable population groups.

Future Funding

The Health & Wellbeing Service relies on external funding to provide person centred physical activity interventions through a multi-disciplinary, holistic approach. This ensures we can effectively contribute to local and national outcomes. Securing external funding will continue to be essential for the sustainability and development of the Health and Wellbeing Service.

We've strengthened partnerships and increased our resilience to ensure we can be more responsive in future. Our confidence to engage with more people and respond to local priorities is here to stay. It's the combined effort and impact of all our individual projects that make us determined to keep improving our services and to reach even more people to reduce health inequalities in the future. We also have the confidence to persist with our approach and an appetite to do more where there are still gaps. We will continue to learn from existing evidence, insight and experiences, as well as lessons that we learned during the pandemic and creativity and innovation will continue to be key in our approach.

We are very grateful to all our partners for their continued support and funding, without them we wouldn't be able to continue to offer these valuable services. We are continuing to explore new opportunities to secure funding and partnerships to further our ambitions to achieve our organisational ambition of: **North Ayrshire, More Active, More Often.**



22 Quarry Road, Irvine KA12 0TH





Recovery & Renewal Interim Update Report

Incorporating Financial Information 2021/2022

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Introduction

In February 2021 North Ayrshire Council Cabinet approved the KA Leisure Recovery and Renewal Plan. The impact of the COVID-19 pandemic has been profound presenting us with major challenges both operationally and financially. Our Recovery and Renewal Plan addresses the key challenges, identifies priorities and future direction as we adapt following the COVID-19 pandemic.

Due to criticality and magnitude of our current situation, North Ayrshire Council committed to work with us and support us financially as we implement our Recovery and Renewal Plan and improve our financial resilience during 2021/22.

This is a time critical focus for business sustainability and development, requiring a robust governance framework to provide assurance on its implementation and success.

This interim report provides an update on progress, organisational performance, financial projections and identified actions over the coming months.

Our approach to recovery and renewal builds on the existing priorities and organisational strategy to achieving our ambition of:

North Ayrshire, More Active, More Often

Underpinned by our existing priorities of:

Expanding our reach to maximise the impact on the health and wellbeing of North Ayrshire.

Balancing inclusiveness, accessibility and affordability with charitable sustainability.

COVID-19 Recovery Progress and Performance

Encouraging and keeping people active remains our primary goal, however, the pandemic has presented new challenges in how that is achieved. In addition, it has brought into stark focus the importance of using physical activity as an intervention to address public health, support underlying health conditions and engage with communities.

Beyond the immediate challenges and disruptions, the pandemic has shown many aspects of our organisation at its best. We have developed new ways of delivering activities whilst restarting and expanded existing provision.

#STAYACTIVE

April – August 2021

Physical Activity on Referral

196 Online Classes

1,485 Attendances

311 Centre classes

1,452 Attendances

Mind and Be Active

270 People Supported

2 Support Sessions per week

174 Facebook Group Members

2,273 Post Engagements

Combined Website and COVID Portal Views

197,724 Sessions

95,732 Users

Learn to Swim

773 Participants per week

Memberships

4,538 Fitness & Swim Members

491 Golf

Elevate Online (Since April 2021)

825 Members

	Attendances	Classes
Total	3,631	862

Social Media

831,000 Facebook Reach

156,200 Twitter Impression

Community Sport Programme

12 Sports

42 Classes per week

Summer of Fun

5,250 Total attendances

Walks

158 Group Walks

702 Attendances

65 Buddy Walks

Bridgegate Active Zone and Health and Wellbeing Hub

Opened May 2021

44 Attendances

176 Buddy Walks

Children & Young Peoples Mental Health Pilot Project

Partnership with CAMHS

12 Week Project

6 Families Supported

15 Sessions Delivered

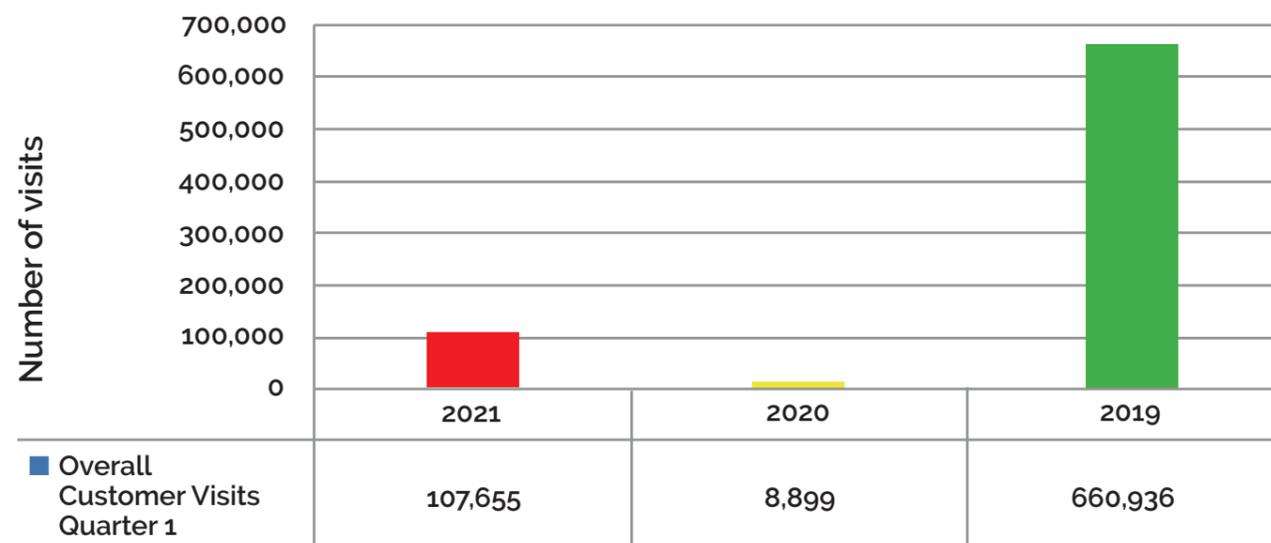
Doorstep Visits

31 People Supported

159 Visits

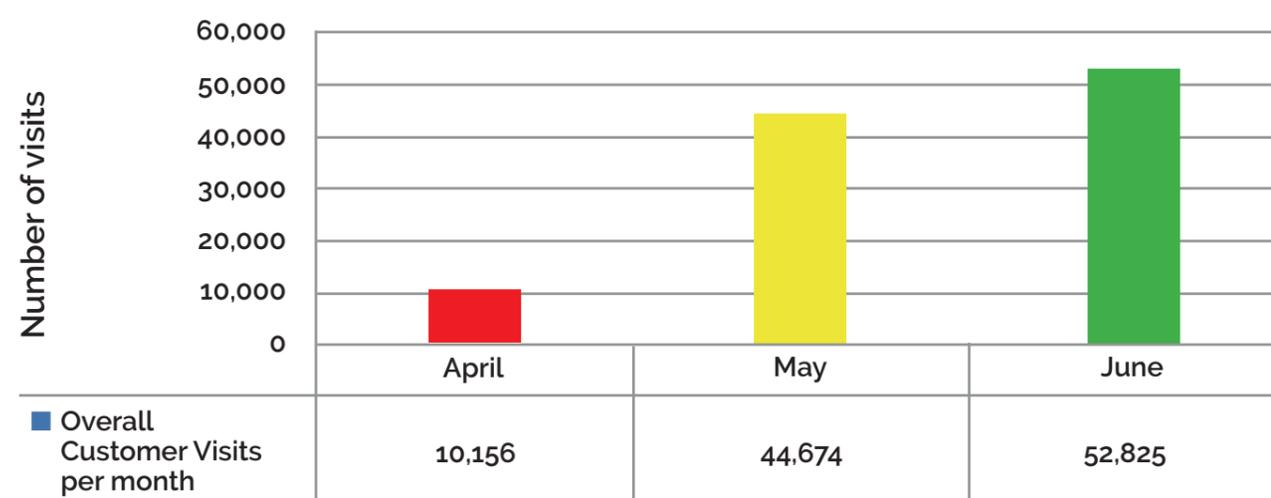
We continue to adopt a phased approach to re-opening venues and restarting activities in line with Scottish Government guidelines and restrictions. Whilst it is encouraging that we have moved beyond level 0, several restrictions remain in place impacting available capacity and therefore attendances recorded.

Overall Customer Visits Quarter 1



Performance has been impacted during the first quarter of the financial year by the necessary restrictions to prevent the spread of COVID-19. Although, customer visits have increased in comparison to 2020 they still remain significantly below 2019 levels. However, as restrictions ease there has been a gradual increase in visits recorded.

Overall Customer Visits per Month



Regaining pre-pandemic performance remains our goal, however, we recognise this will be challenging and is time critical. We have established a strong foundation and have identified three key areas where we will concentrate our efforts to gain the greatest impact:

- Venue Portfolio
- Reinvent & Reimagine
- People & Partnerships

Venue Portfolio

Our venues remain key to supporting positive health and well-being. During the first part of the financial year revised operations have successfully been implemented to mirror customer needs and optimise operational efficiencies across our aquatic and health and fitness provision. Further venue reviews are being undertaken in line with changing community needs and the introduction of new products within our health and fitness portfolio.

Reinvent & Reimagine

The world that we were active in has changed quite considerably and the impact of the pandemic will be a feature of our daily lives for the foreseeable future.

We have, and continue to adapt, innovate, and expand our current service provision to meet the requirements of a new operating environment, increase participation levels and build capacity to generate income ensuring our sustainability.

Fitness

Customer visits to fitness activities normally account for over 50% of annual visits and over £2million annual income. During the pandemic we have experienced a loss of over 50% of our fitness memberships. The introduction of new health and fitness products and membership categories in the coming months will increase membership sales, membership yield and income streams. The introduction of new products will be supported by industry renowned Health and Fitness Specialists to improve overall service provision and meet the financial targets identified in the Recovery and Renewal Plan.

Included within our revised product portfolio is our Outdoor Elevate Fitness series. The pilot has successfully launched at the Portal and during the coming months our 'Fitbox' outdoor concept will be rolled out at other venues in North Ayrshire. In addition to our venues we have been actively utilising our urban and green space environments to expand our health walk programme and community garden initiatives.

Furthermore, during the coming months our newly revised Elevate Series small group

training and Personal Training products will be launched along with our new weight management programme and the introduction of innovative group exercise provision.

Health and Wellbeing Service

The Health & Wellbeing Service was deemed essential prior to the pandemic emerging, and now a year on its importance has been reinforced. We know that prevention, early intervention and enabling people to access the right support at the right time is essential.

The service continues to deliver innovative programmes through collaboration with key partners and engage with priority groups, including those who are vulnerable, isolated and at greatest risk of inactivity.

A report has been produced to outline the Health & Wellbeing Service response to the COVID-19 pandemic from April 2020 to March 2021. It captures our pandemic experience and the impact on our service, reflects on our achievements, shares inspiring participant journeys and provides strategic direction for our future delivery.

Going forward, our Health & Wellbeing Service has been developed and expanded to include:

- **Bridgegate Active Zone and Health and Wellbeing Hub -**
Our new innovative venue in Bridgegate, opened in May 2021. Located in the heart of Irvine, it offers a range of physical activity opportunities and health and wellbeing initiatives for all ages. In addition, the venue provides an opportunity for partners to offer accessible services to specific target groups and support engagement.
- **Active North Ayrshire Online -**
This provides opportunity for participants to keep active at home and continue to benefit from the condition specific and specialised instruction.
- **Doorstep Visits -**
One to one support was introduced for our more frail and vulnerable participants who are at high risk of experiencing a fall and losing confidence in functional capacity. Doorstep visits offer functional assessments and tailored physical activity sessions to increase strength and balance were provided.

● **Buddy Walks-**

One to one Buddy Walks support participants with mental health issues such as depression and social anxiety. Participants are supported to progress into attending group walks to benefit from social interaction and peer support.

● **Mind and be Active -**

Our innovative mental health and wellbeing programme, 'Mind and be Active', is being developed to accommodate children and young people. Collaborating with Child Adolescent Mental Health Services (CAMHS), young people and their families we have delivered our first pilot project offering a range of physical activity opportunities and social interaction to improve mental health and wellbeing of young people in the pre-diagnostic stage of Autism. Due to the success of the pilot a further project is due to begin in September and will provide us with valuable insight and learning to enable us to replicate similar targeted projects across North Ayrshire Localities.

Community Sport

To enhance the current provision of sport and physical activity opportunities across North Ayrshire, our 'INSPIRE' membership for children and young people will be available from October 2021. Inspire will provide opportunities for children and young people to experience sporting activities, arts, drama, dance and music.

This active for life theme continues with the development of a recreational programme of adult activities. This new programme will offer opportunities for adults 16 to 80+ to participate in a range of sports in a sociable environment.

Pricing

While we remain committed to ensuring our activities remain accessible, affordable, and inclusive, this alone does not guarantee engagement with those that would benefit the most from participating in physical activity. During the current financial year, we have supported our partners to provide targeted interventions to those most in need.

In addition, we have introduced a standardised pricing strategy to ensure all customers continue to receive outstanding value for money, while those that need greater support receive this in the most appropriate manner.

The introduction of new health and fitness products and membership categories will provide increased options for customers and assist with developing our financial resilience.

Digital

Digital platforms will continue to be an integral component of our continued offer. We have implemented a solution that combines the motivation and social connection of live fitness experiences in our venues, with the convenience of digital workouts at home. Our digital platform provides live class streaming and on-demand classes, ensuring vital customer engagement and interaction is retained whilst still being flexible and responsive to current lifestyles.

People & Partnerships

Throughout the pandemic our staff have demonstrated their ability to work dynamically and adapt to different ways of working. Our future success will depend on us delivering an agile and resilient structure in order to effectively deploy the future phases of our Recovery and Renewal Plan.

Structures are being considered in order to improve team performance, communication, manage workload and improve employee health and wellbeing.

To deliver increased sales of the newly introduced products and our memberships our people strategy includes the introduction of a Sales Team. This will be combined with a sales training programme for all existing staff to ensure that product range and the key messages are promoted to customers appropriately.

Financial Information

Financial planning for 2021/22 was completed in partnership with North Ayrshire Council using a scenario planning model based on estimates of the number of months spent in each tier level. Three indicative budgets were developed from the scenario planning model. The deficit for each budget scenario is noted below:

Scenario 1	£570,116
Scenario 2	£922,133
Scenario 3	£1,211,852

The financial projections have been updated based on current information. Whilst several restrictions have eased there are still some restrictions in relation to ventilation and capacity levels that prevent activities operating at full capacity. This is reflected in the revised projection below.

KA Leisure Projected Deficit Position Financial Year 2021/22

Expenditure	£
Employee Costs	4,945,886
Property Costs	1,486,081
Supplies & Services	444,805
Transport & Plant	33,817
Administration Costs	362,200
Payments to Other Bodies	154,581
Finance/Other Expenditure	442,744

Total Expenditure	7,870,114
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Income	
North Ayrshire Council	2,705,624
Other Income	4,093,210

Total Income	6,798,834
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Net Projected Deficit Position for Financial Year 2021/22	-1,071,280
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The updated financial projections take into consideration delayed access to the Community Sports Hub facilities within the school estate, the ending of the UK Government Retention Scheme, actual to date financial information and our phased approach regarding restarting and expanding activities in line with Government guidance.

We recognise the projected deficit position is unsustainable and that the pace of

development is time critical. Options to reduce the current levels of expenditure are limited and our focus remains on re-engaging with our former members and introducing further innovative and attractive products for our customers.

Financial projections will continue to be updated and reported to the KA Leisure Board and North Ayrshire Council.

Looking Ahead

Our approach to recovery and renewal builds on our ambition to keep North Ayrshire More Active More Often. We will continue to work in partnership with North Ayrshire Council to improve our financial resilience during the current financial year to develop efficiency savings and optimise income.

We would like to thank North Ayrshire Council for their continued support and guidance.

NORTH AYRSHIRE COUNCIL

28 September 2021

Cabinet

Title: **Community Asset Transfer**

Purpose: To agree the transfer of ownership of Pirnmill Community Centre and land to Pirnmill Village Association; and the transfer of ownership of land at Stevenston Shore Front to Raise Your Voice With Ardeer.

Recommendation: That Cabinet:

- a) Agrees to the asset transfer of Pirnmill Community Centre and its land from North Ayrshire Council to Scottish Incorporated Charitable Organisation (SCIO), "Pirnmill Village Association";
- b) Approves the recommended terms of transfer on this occasion at 10% of the property valuation of £20,000 (totalling £2000);
- c) Agrees the asset transfer of land at Stevenston Shorefront between North Ayrshire Council and the Scottish Incorporated Charitable Organisation (SCIO), "Raise Your Voice With Ardeer";
- d) Approves the recommended terms of transfer on this occasion at 10% of the valuation of £5,500 (totalling £550); and
- e) Authorises officers to conclude the associated legal and community asset transfer processes for Pirnmill Community Centre and its land; and Land at Stevenston Shorefront.

1. Executive Summary

- 1.1 The report proposes the community asset transfer of Pirnmill Community Centre, Pirnmill, Isle of Arran from North Ayrshire Council to the Scottish Incorporated Charitable Organisation (SCIO) "Pirnmill Village Association"; and agrees the community asset transfer of land at Stevenston Shorefront, Stevenston from North Ayrshire Council to the Scottish Incorporated Charitable Organisation (SCIO) "Raise Your Voice With Ardeer".
- 1.2 The transfer of Pirnmill Community Centre will provide a sustainable base for the local community activity. The proposed uses include a range of events and activities which contribute to their key objectives.

- 1.3 This report recommends that Cabinet agrees to the transfer of Pirnmill Community Centre and land with an associated 10% of the valuation costs of £20,000 (£2,000 in total) applied, that reflects the condition of the facility, investment to date and the potential social return on investment and that officers should be authorised to conclude the process under these terms.
- 1.4 The transfer of land at Stevenston Shorefront to Raise Your Voice With Ardeer will allow it to be utilised as a site for the creation of a new facility that will be a valued community asset in this area of the town. The proposed uses include a range of events and activities which contribute to their key objectives.
- 1.5 This report recommends that Cabinet agrees to the transfer of land at Stevenston Shorefront with an associated 10% of the valuation costs of £5,500 (£550 in total), that reflects the potential social return on investment, and that officers should be authorised to conclude the process under these terms.

2. Background

- 2.1 Under the terms of the Community Empowerment (Scotland) Act 2015, community asset transfer provides an opportunity for people to be involved in developing and providing opportunities or services for their local communities. It may also allow groups to develop commercial ventures, which will support community benefit. Asset transfer may also mean that public assets get used more frequently and more effectively. Furthermore, community-led ownership may allow additional opportunities for groups to secure extra funding or resources.

Pirnmill Community Centre

- 2.2 Pirnmill Village Association has been successfully operating Pirnmill Community Centre for the past 30 years under a lease agreement with North Ayrshire Council. This proposed change in the legal arrangement will allow the Association to continue with their work and any future enhancements on a more secure footing.
- 2.3 The provision of a fit-for-purpose Community Centre within the village will ensure that inclusive, inter-generational activities can be provided for residents and visitors alike, reducing social isolation and improving quality of life and well-being.
- 2.4 Increasing the range of events and activities within an improved Centre will encourage a wider range of people to get involved, giving opportunities for local volunteering and stimulating involvement in shaping and regenerating community life, building self-esteem and confidence.
- 2.5 The proposal to build closer working relationships with island-wide organisations, such as COAST, Eco Savvy, Festival organisers (e.g. Mountain (May), McLellan Arts (Sept)) and charity events such as cycling challenges will raise awareness of the centre and offer them quality facilities on the west coast of the island in order to bring more events and activities into the village.
- 2.6 The centre is currently used by the adjacent Pirnmill Primary School for various activities. The transfer of the asset will not alter this arrangement. The Association proposes to develop a working agreement between the school and the Association to

formalise this arrangement and secure the ongoing use. Having this agreement in place prior to the conclusion of the transfer will be a condition of the offer.

- 2.7 The Association held a community consultation exercise, with a short questionnaire sent to all Pirnmill residents (115 people) regarding the asset transfer and future use of the centre. With a 49% return rate, there was 100% support for the asset transfer, with enthusiasm for local ownership and management, offers of volunteering help and support for extending events and activities within the centre.

Stevenston Shorefront

- 2.8 The land requested at Stevenston Shorefront by “Raise Your Voice With Ardeer” (RYVA) is ideally situated to construct a community owned building. The land and the building will be a location for activities that will provide a focus for the local community as well as and visitors to the locality.

- 2.9 Following the community asset transfer of the land, RYVA will be able to commence building the new facility. The key purposes for the new facility are to:

- Create a community hub
- Create storage for litter picking materials;
- Create a community garden;
- Create an asset that will provide a focus for outdoor activities encourage people to use the area as well as engage in more outdoor activity and benefit from Green Health activities;
- Provide a space to meet and hold events and activities;
- Open a café which will become a destination for people in the locality especially and those travelling from out-with; and
- Provide an opportunity to promote the rich history of Stevenston, Burns, Alfred Noble and more. It will be a central hub from which people will be able to explore the rich historical aspects of the local area.

- 2.10 The community of Stevenston and the Three Towns will benefit from the new facilities and it is hoped that people travelling through the Three Towns will stay longer and visit other places in Stevenston and the Three Towns.

- 2.11 The area immediately surrounding the asset includes playparks, a football field, excellent car parking, direct access to Stevenston Beach and one of the finest nature reserves on the West Coast of Scotland. It is close to the national cycle network. The local community use this area for outdoor leisure, dog walking, exercise and activities for children and young people. The new resource will enable activities to take place in fit-for-purpose surroundings and encourage more locals to spend time outdoors and engage with the natural environment.

- 2.12 As a volunteer-led project there will opportunities for people to get involved in the work, operation and delivery of activities. People will be able to get closer to the natural environment, increase understanding of the importance of the nature reserve and benefit from improved physical, mental health and wellness. Volunteering with the project will give people self-confidence, build self-esteem and a place in their community, support routes into employment and help reduce isolation.

- 2.13 It is anticipated that the new facility will increase tourism and spending with local businesses. The inclusion of a space to sell locally made crafts will further support this and aligns to the principles of community wealth building.
- 2.14 RYVA has good relationships with North Ayrshire Countryside Rangers and the local schools. The facility will allow for greater scope for learning opportunities to be delivered to all ages of the community.
- 2.15 A survey was completed, attracting 600 responses. These included consultations at the location and through social media. Presentations have been made to the Three Towns Locality Partnership, The Three Towns Chit Chat, Stevenston North and South Community Associations and Stevenston Community Council. From these extensive engagements, a high level of positive feedback was received.
- 2.16 RYVA has been highly successful in raising funding for the creation of the hub, pending the completion of the asset transfer process. The hub can be created quickly bringing early benefits to the community from the transfer.

3. Proposals

3.1 That Cabinet:

- a) Agrees to the asset transfer of Pirnmill Community Centre and its land from North Ayrshire Council to Scottish Incorporated Charitable Organisation (SCIO), "Pirnmill Village Association";
- b) Approves the recommended terms of transfer on this occasion at 10% of the property valuation of £20,000 (totalling £2000);
- c) Agrees the asset transfer of land at Stevenston Shorefront between North Ayrshire Council and the Scottish Incorporated Charitable Organisation (SCIO), "Raise Your Voice With Ardeer";
- d) Approves the recommended terms of transfer on this occasion at 10% of the valuation of £5,500 (totalling £550); and
- e) Authorises officers to conclude the associated legal and community asset transfer processes for Pirnmill Community Centre and its land; and Land at Stevenston Shorefront.

4. Implications/Socio-economic Duty

Financial

- 4.1 Through the transfer of the two assets, the Council will achieve an overall capital receipt of £2,550. The current rental income from the lease of Pirnmill Community Centre is £50 per annum. Although this is a small loss of income, in the longer term, there will cost avoidance in the capital budget due to the need for future investment in upkeep of the premises on Arran. In addition, the projects will attract funding from external sources, with Stevenston Shorefront having secured £100,000 of Scottish Government's Regeneration Capital Grants Fund earlier this year. The sums proposed reflects the significant community benefits.

Human Resources

4.2 None.

Legal

4.3 The Local Government (Scotland) Act 1973 places a statutory obligation on the Council to obtain the best price or the best rent when it disposes of any asset by sale or lease. These regulations permit a disposal at less than the best price achievable where either (a) the property is valued at less than £10,000, or (b) the Council has compared the financial cost of transfer against the community benefits and determined that the transfer is reasonable and promotes either economic development or regeneration, health, social well-being or environmental well-being.

Equality/Socio-economic

4.4 There will be considerable socio-economic benefits from the transfers and the sum proposed reflects the community benefits. These include a variety of positive impacts, for the communities of Pirnmill and Stevenston as described in the report.

Environmental and Sustainability

4.5 The transfer seeks to provide sustainable community facilities. This proposal will provide a base for the volunteer group who regularly clean Stevenston Beach and raise biodiversity and local environmental awareness through outdoor learning.

Key Priorities

4.6 The proposals contained within the report support the following North Ayrshire Council Plan priorities:

- Active and strong communities
- Inclusive, growing and enterprising local economy
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 This proposal supports the following pillars of community wealth building:

- Advancing community enterprises;
- Advancing local ownership of underused land and buildings; and
- Supporting local business activities and increasing the variety of ownership models.

5. Consultation

5.1 The consultation required in terms of the Community Empowerment (Scotland) Act 2015 for a community asset transfer application has now concluded with no objections received for the groups. These are outlined in sections 2.7 and 2.16.

5.2 Consultation has taken place with Economic Development, Streetscene, Finance, Estates, Property Maintenance and Investment, and Legal Services. All parties are happy in principle with the proposals for the listed assets.

Caroline Amos
Interim Executive Director (Communities and Education)

For further information please contact **Rhona Arthur, Head of Connected Communities**, on **(01294) 324415**.

Background Papers

Appendix 1 - Pirnmill Community Centre, Pirnmill

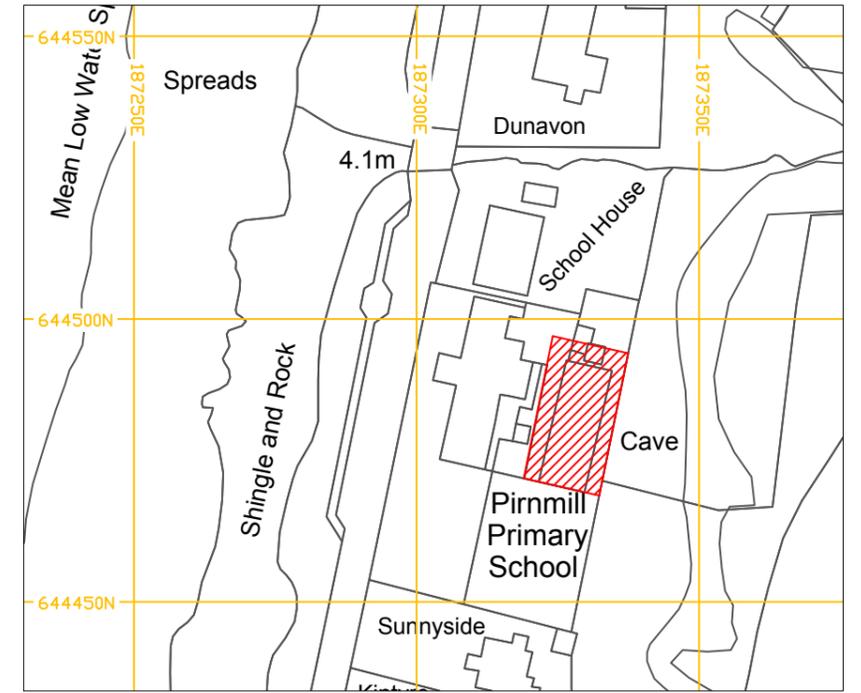
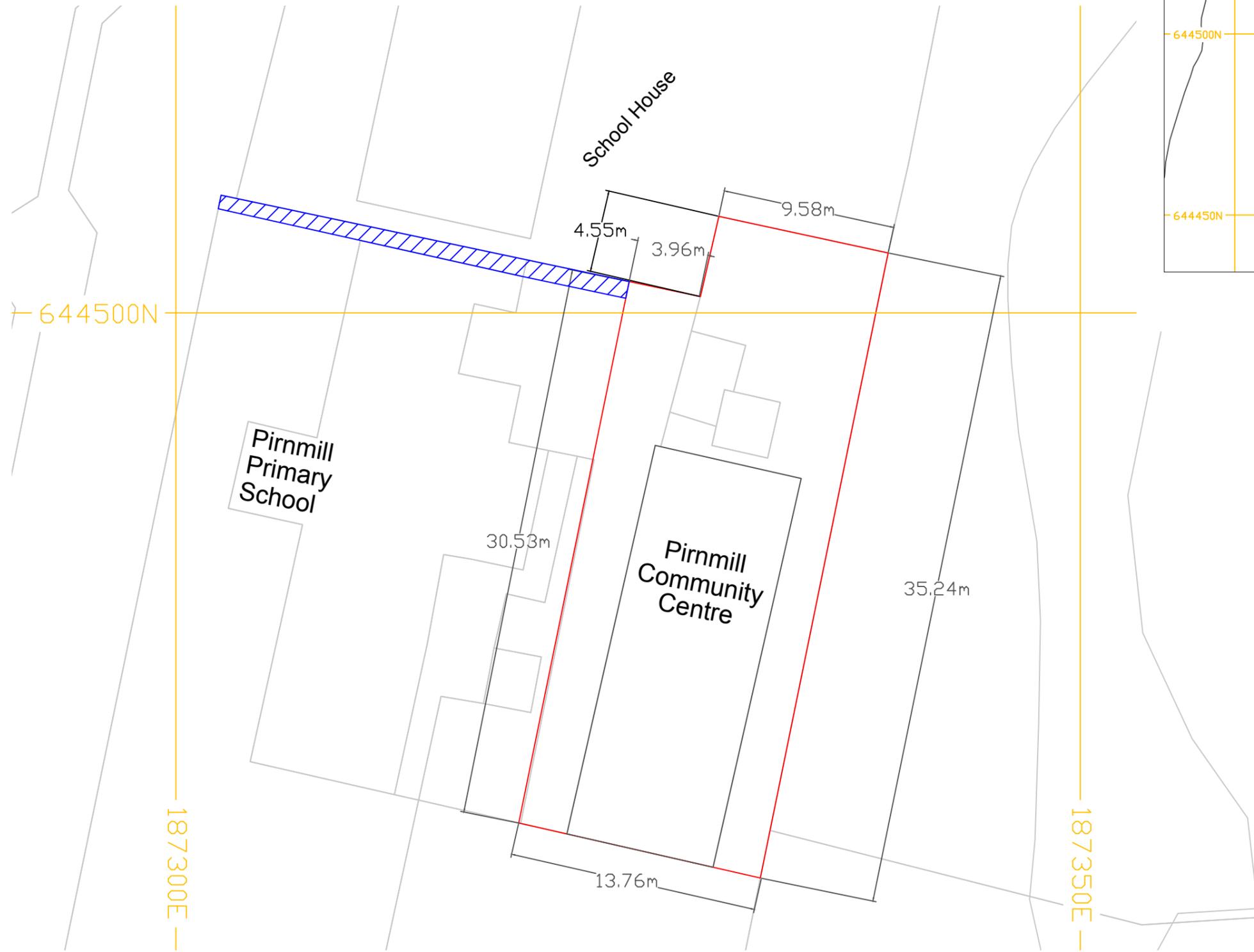
Appendix 2 - Stevenston Shorefront

THIS IS THE PLAN REFERRED TO IN THE FOREGOING LEASE BY THE NORTH AYRSHIRE COUNCIL IN FAVOUR OF PIRNMILL VILLAGE ASSOCIATION OF:

Pirnmill Community Centre, Pirnmill

Area within red boundary = 463.13m² or thereby

Area hatched blue = Right of Access



1:1250

Rev	Description	Drawn	Chkd.	Date

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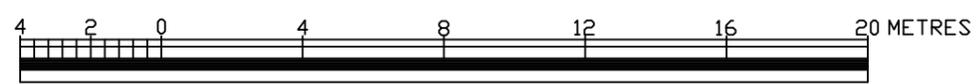
WARNING: Paper copies distort. Always check scalebar before measuring.



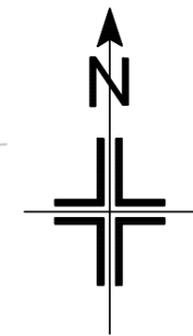
Yvonne Baulk - Head of Physical Environment
 Property Management & Investment - Estates
 CUNNINGHAME HOUSE, IRVINE, KA12 8EE
 (t) : (01294) 324888 (e) landandproperty@north-ayrshire.gov.uk

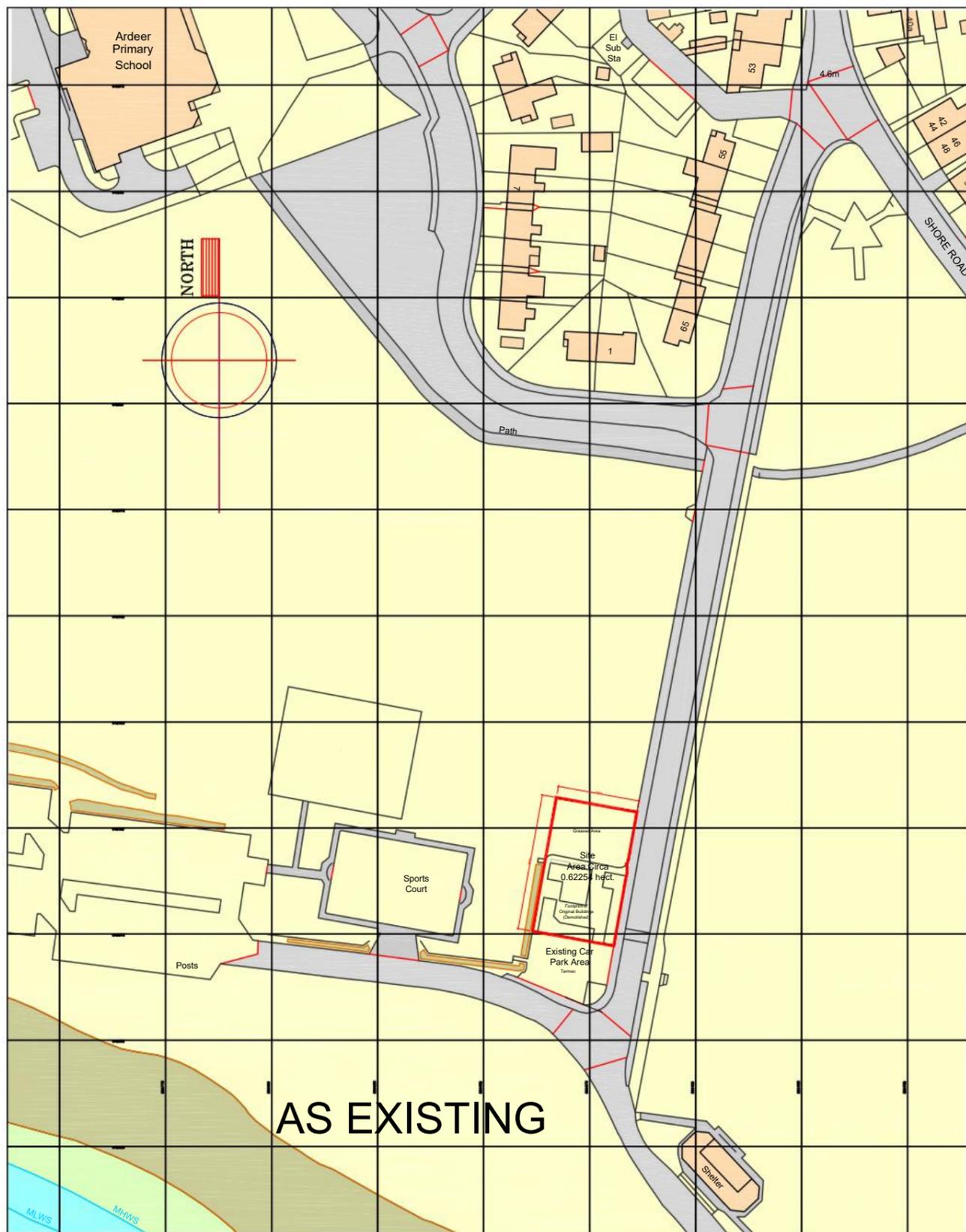
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 Project: **Lease to Pirnmill Village Association**

Scale: 1:200	Filename: Xyyyyyy
Survey: AC	Type: Lease
Drawn: AC	Date: 24/09/2020
Checked:	OS Grid Reference: NR873444
Drawing No: 2020-09-24 - Pirnmill CC.dwg	Rev. Sheet Size A3



1:250





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Location Plan :: 1:1250



View To Site Looking From North East



View To Site Looking From South



Aerial View :: NTS

:: PLANNING PERMISSION ::

NOTES
Internal dimensions are finished sizes unless otherwise stated.

REVISION SCHEDULE

Rev	Description	Date

DO NOT SCALE FROM DRAWING :: SITE CHECK DIMENSIONS
All dimensions to be site checked by the Contractor and all discrepancies to be advised to the Architect prior to the work being commenced.
Use stated dimensions only.
This Drawing Is Copyright.

This is the drawing referred to in my application
Dated :: *1st September 2020*
Signed :: *E. Mcmillan*

CLIENT ::
Raise Your Voice Ardeer

PROJECT ::
Proposed New Build Community Building
Shore Road, Stevenston

DRAWING ::
OS Plan ::
Existing & Alternative Proposed

Scale 1:1250	Date 17.01.20	Drawn by emcm
Job No. 19013	Drawing No. PP 001	Revision No. .

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NORTH AYRSHIRE COUNCIL
28 September 2021
Cabinet

Title: **Community Wealth Building Strategy Annual Report**
Purpose: To seek approval of the first Community Wealth Building Strategy Annual Report.

Recommendation: That Cabinet:

- a) Notes the progress in delivering the Community Wealth Building strategy; and
- b) Approves the Annual Report.

1. Executive Summary

1.1 North Ayrshire Council launched Scotland's first Community Wealth Building strategy in May 2020. The Annual Report attached within Appendix 1 reflects on the first year of delivering the strategy – amidst the challenges of the Covid-19 pandemic – and highlights key achievements, progress and examples of how Community Wealth Building action and support is having a positive impact across North Ayrshire.

2. Background

2.1 The Community Wealth Building strategy includes a comprehensive 55 point action plan aligned to the pillars of Community Wealth Building and sets out six objectives to deliver Community Wealth Building:

- **Community Wealth Building Council:** We will work across all our services and wider local and regional partners to implement Scotland's first approach to Community Wealth Building.
- **Procurement:** We will use our spend to actively encourage and support a growing, diverse and resilient local business base, and to support our net zero carbon ambitions.
- **Fair Employment:** We will encourage the creation of fair and meaningful jobs with progression opportunities to unlock the potential of our residents.
- **Land and Assets:** We will support the wider regeneration of our communities by maximising all our land and assets including through alternative uses for community and business benefit.
- **Financial Power:** We will invest locally and encourage regional and national institutions to invest in our communities.
- **Plural Ownership:** We will support the creation and sustainability of a range of business models including SMEs, social enterprise, employee ownership, cooperatives, municipal activity and community enterprises.

2.2 The attached Annual Report situates our progress within the context of the extraordinary events of 2020 and the impact of Covid-19. The health emergency and economic crisis has highlighted the importance of creating a new economic model focused on wellbeing and inclusion. Community Wealth Building is also a key tool for the Council to achieve our ambitious net zero carbon by 2030 target and tackle climate change. Taking each of the six Community Wealth Building strategy objectives in turn, the report shines a spotlight on key achievements over the past year (May 2020 – April 2021), identifying notable case studies demonstrating good practice and our areas of focus for the forthcoming year. Appendix 1 of the Annual Report provides a breakdown of the status of the 55 strategy actions, including key outputs and activities. The delivery of our Community Wealth Building actions will contribute to the achievement of key Council Plan performance measures. Appendix 2 of the Annual Report provides an update on the status of these measures.

2.3 Key achievements noted within the Annual Report include:

- The creation of ten new Community Wealth Building roles that are working in new ways to support local businesses and communities and regenerate our local area;
- The creation of an ambitious £11.225 million Investment Fund to support the delivery of a Green New Deal for North Ayrshire, ensuring an inclusive and green economic recovery and renewal;
- The agreement of a regional £3 million Ayrshire Growth Deal Community Wealth Building Fund;
- The creation of an Ayrshire Anchor Charter by the Ayrshire Community Wealth Building Commission which commits local and regional Anchor Institutions to a range of pledges across the five pillars and a sixth pillar of 'Climate Action' and has so far been signed by seven key regional Anchor Institutions;
- The development of a new process for an improved collaborative working approach between Procurement and Business Development teams to grow local spend and develop local supply chains which proactively engages with local suppliers to provide support to bid for public contracts and includes undertaking a detailed analysis of the Council's 'wave plan' to identify possible future opportunities and engaging with local businesses;
- A review of Community Benefits in Procurement Policy and the implementation of a Community Benefits 'wish list' to maximise Community Benefits and better align them with the needs of local communities;
- The agreement and delivery of one of the largest Kickstart programmes in Scotland to support economic recovery and tackle youth unemployment;
- Delivery of 'Equal', a new supported employment service;
- Agreement of a new Regeneration Delivery Plan which sets out priorities for delivering on our Community Wealth Building aspirations to redevelop strategic regeneration sites and places, redress underutilisation of land and assets and work in partnership with our communities to deliver their ambitions;
- Approval of a Solar Photovoltaic farm at the Nethermains former landfill site near Kilwinning and a second Solar Photovoltaic farm at Shewalton former landfill site, Irvine to support the delivery of the Council's net zero ambitions;
- Confirmation of funding for the Garnock Visitor and Community Hub as part of the ambitious Lochshore masterplan;

- Proposals to establish two community hubs in Stevenston and Millport were successful in securing awards from the Regeneration Capital Grant Fund;
- Launch of a new advice service with the aim of making it easier for residents to access support with their personal finances (Better Off Demonstrator);
- Throughout 2020 and during the Covid-19 pandemic we have continued to support and empower our communities through Community Investment Funding (CIF) including Kilwinning Community Sports Club and Arran Youth Foundations;
- ‘Keep it Local’ campaign to encourage local spend and support local businesses;
- The development of a £500,000 Green Jobs Fund with support from North Ayrshire Ventures Trust (NAVt) to deliver a green economic recovery;
- Five businesses supported with Employee Ownership Transition (EOT)/cooperative development strategies and working in partnership with Cooperative Development Scotland to upskill business advisors on plural ownership models.

2.4 Given the strategy has a five-year focus, the Annual Report also contains a note of key areas of action for 2021/22. Subject to Cabinet approval, the Annual Report will be launched as part of Challenge Poverty Week 2021 in October along with the promotion of some case studies of Community Wealth Building in action.

3. Proposals

3.1 That Cabinet:

- a) Notes the progress in delivering the Community Wealth Building strategy; and
- b) Approves the Annual Report.

4. Implications/Socio-economic Duty

Financial

4.1 No direct implications from this report.

Human Resources

4.2 No direct implications from this report.

Legal

4.3 No direct implications from this report.

Equality/Socio-economic

4.4 The Annual Report contains examples of activity underway to create a fairer and more inclusive local economy.

Environmental and Sustainability

4.5 The Annual Report contains examples of activity underway to tackle climate change.

Key Priorities

- 4.6 The report covers information relevant to the following Council Plan priorities:
- 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 children and young people experience the best start in life
 - North Ayrshire is well-connected with effective infrastructure
 - North Ayrshire is a sustainable environment
 - North Ayrshire is a vibrant, welcoming and attractive environment
 - A powerful and respected voice
 - An efficient Council that maximises resources and provides value for money

Community Wealth Building

- 4.7 The Annual Report contains examples of activity underway across each of the five pillars of Community Wealth Building.

5. Consultation

- 5.1 Engagement has taken place with the Community Wealth Building Officer Working Group and the Community Wealth Building Expert Advisory Panel, as well as with the local businesses and communities that are contained within the case studies.

Russell McCutcheon
Executive Director, Place

For further information please contact **Julie McLachlan, Senior Manager – Economic Policy**, on **07971332909**.

Background Papers

None

Attachments: Community Wealth Building Strategy Annual Report



Annual Report

May 2020 – April 2021

CWB
COMMUNITY WEALTH BUILDING

**NORTH AYRSHIRE COUNCIL
COMMUNITY WEALTH
BUILDING STRATEGY**



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

This report reflects on the first year of delivering the strategy – amidst the challenges of the Covid-19 pandemic – and highlights key achievements, progress and examples of how Community Wealth Building action and support is having a positive impact across North Ayrshire.

Executive Summary

This report marks the first year of embarking on a bold new economic model to deliver Scotland's first Community Wealth Building strategy. The strategy was launched in May 2020 and outlines our five-year action plan to become a Community Wealth Building Council.

The strategy was launched in the midst of the Covid-19 global pandemic, with unprecedented impacts on population health, the economy and society. The impacts on North Ayrshire have been severe and has thrown into sharp relief the need to focus on creating an economy that is more resilient to future challenges, such as the Climate Emergency.

As we emerge from the pandemic, it is clear that we cannot return to business as usual, and we must build back an economy which is better, fairer and greener.





Foreword

In May 2020 we launched our Community Wealth Building strategy setting out our ambitions to become Scotland's first Community Wealth Building Council. The impacts of the Covid-19 pandemic have laid bare the stark levels of poverty and inequality we continue face in North Ayrshire and as we emerge from the pandemic, it is clear we need to build back better, fairer and greener.

Our transformational five-year Community Wealth Building strategy seeks to create a fairer local economy by enhancing local wealth and the creation of fair jobs, maximising the potential of all our places through working in partnership with our communities and businesses.

For us, Community Wealth Building is about creating a new economic model focused on wellbeing and inclusion. It is not a short-term project but a long-term intention to create a fairer, more inclusive, sustainable and democratic economy from the bottom up. We can no longer rely on traditional approaches to economic development and a focus solely on economic growth, we must work in new ways to enhance social, economic and environmental wellbeing across North Ayrshire.

Mapping out a practical and ambitious approach to Community Wealth Building, the strategy aligns across all five pillars of Community Wealth Building: Procurement, Fair Employment, Land and Assets, Plural Ownership and Financial Power, as well as sets objectives for us to become a Community Wealth Building Council. Community Wealth Building is also a key tool for the Council to achieve our ambitious net zero carbon by 2030 target.

In our first year of delivery, despite the challenges of the Covid-19 pandemic, we have made significant progress across all strategy objectives.

We have invested in ten new Community Wealth Building staff who are working in new ways to support local businesses and communities and regenerate our local area.

We have created an ambitious £11.2 million Investment Fund to support the delivery of a Green New Deal for North Ayrshire, ensuring an inclusive and green economic recovery and renewal.

Partnership working with our local and regional Anchor Institutions is at the heart of our Community Wealth Building approach and in summer 2020 I was pleased to welcome South and East Ayrshire Councils to our Community Wealth Building Commission, making it an Ayrshire-wide collaboration. During Challenge Poverty Week in October 2020, we launched the Ayrshire Anchor Charter which commits local and regional Anchor Institutions to a range of pledges across the five pillars and a sixth pillar of 'Climate Action' to create a strong, resilient and inclusive local and regional economy.

In January 2021, my Cabinet approved the installation of a Solar Photovoltaic farm at the former Nethermains landfill site near Kilwinning, which will provide a substantial amount of clean, renewable energy and create local green employment opportunities.

It demonstrates our commitment to reducing carbon emissions and achieving net zero by 2030, and the repurposing of our land and assets for the benefit of our communities and the environment. Later in 2021 we approved the installation of a second Solar Photovoltaic farm at Shewalton former landfill

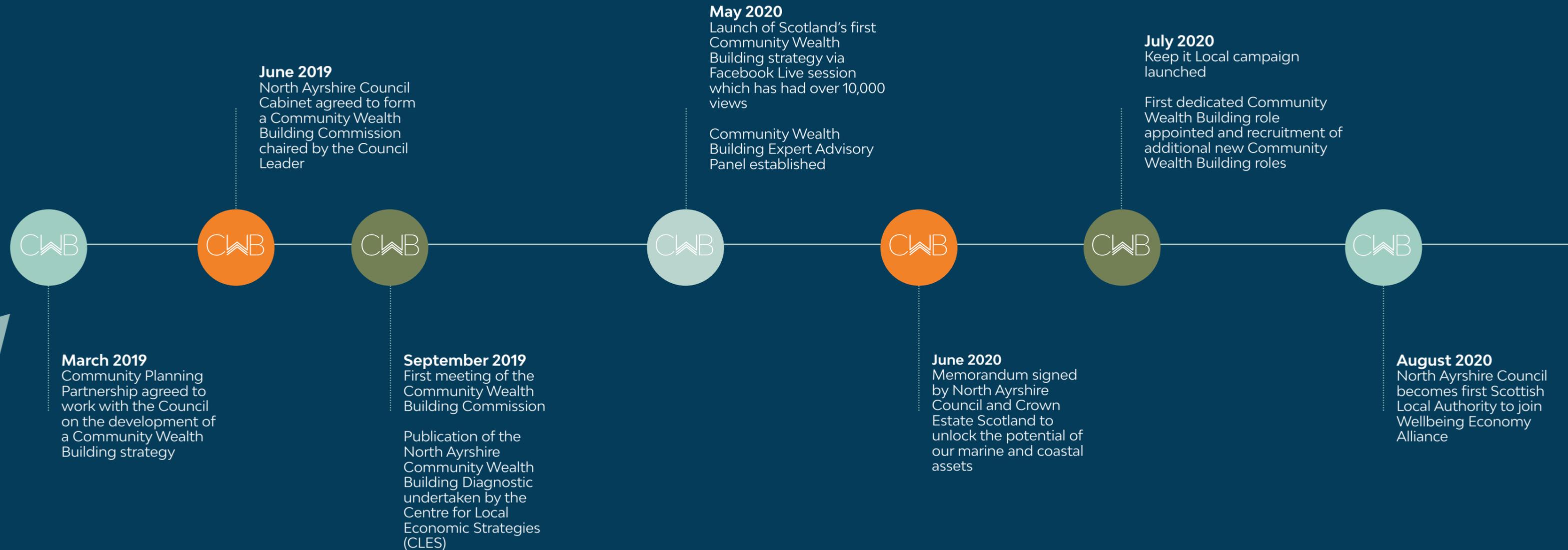
site, Irvine. In the year of COP26, this is just one example of our leadership role in ensuring a just transition to net zero, and this report includes many practical case studies of innovative locally-led activity to grow local wealth.

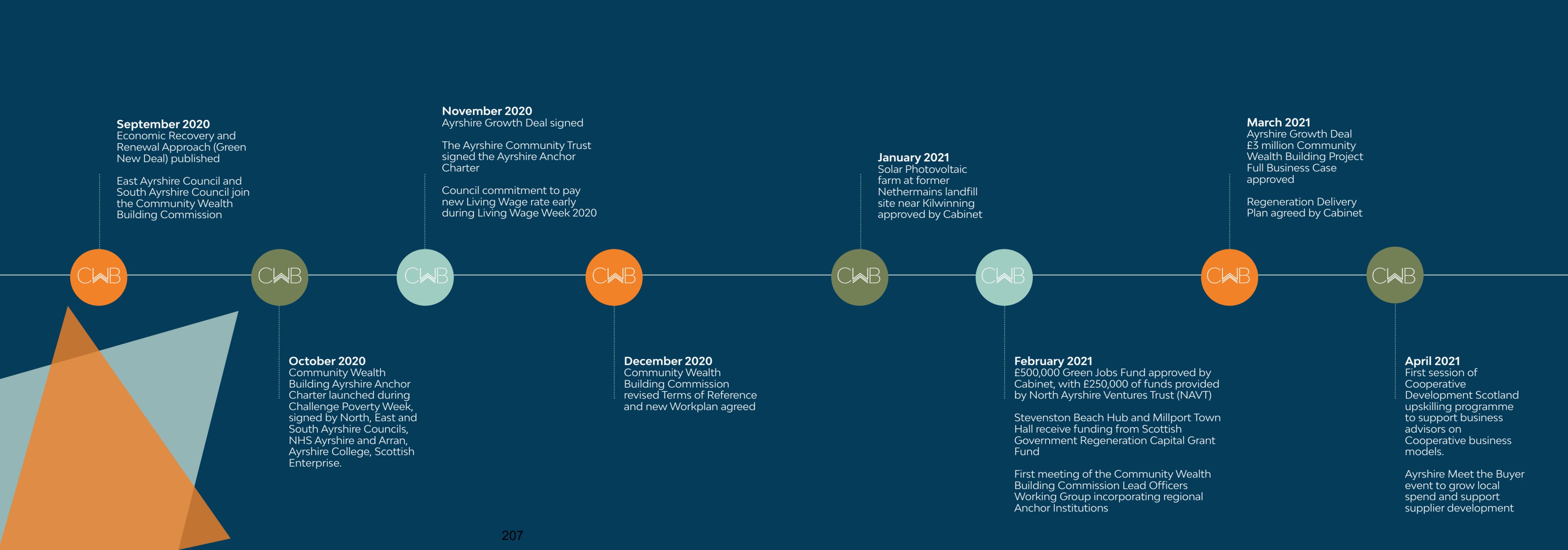
I am pleased to present this first Annual Report on the progress of our Community Wealth Building strategy. It has been a challenging year in many ways, however the impact of the pandemic has thrown into sharp focus the need to build a different kind of economy, one that works for people, place and planet. I hope this report, which highlights our key achievements and progress so far, demonstrates how Community Wealth Building is already making a difference to communities, businesses and the environment across North Ayrshire.



Councillor Joe Cullinane
Council Leader,
North Ayrshire Council

Timeline of Community Wealth Building Activities





September 2020
Economic Recovery and Renewal Approach (Green New Deal) published

East Ayrshire Council and South Ayrshire Council join the Community Wealth Building Commission



October 2020
Community Wealth Building Ayrshire Anchor Charter launched during Challenge Poverty Week, signed by North, East and South Ayrshire Councils, NHS Ayrshire and Arran, Ayrshire College, Scottish Enterprise.



November 2020
Ayrshire Growth Deal signed

The Ayrshire Community Trust signed the Ayrshire Anchor Charter

Council commitment to pay new Living Wage rate early during Living Wage Week 2020



December 2020
Community Wealth Building Commission revised Terms of Reference and new Workplan agreed



January 2021
Solar Photovoltaic farm at former Nethermains landfill site near Kilwinning approved by Cabinet



February 2021
£500,000 Green Jobs Fund approved by Cabinet, with £250,000 of funds provided by North Ayrshire Ventures Trust (NAVt)

Stevenston Beach Hub and Millport Town Hall receive funding from Scottish Government Regeneration Capital Grant Fund

First meeting of the Community Wealth Building Commission Lead Officers Working Group incorporating regional Anchor Institutions



March 2021
Ayrshire Growth Deal £3 million Community Wealth Building Project Full Business Case approved

Regeneration Delivery Plan agreed by Cabinet



April 2021
First session of Cooperative Development Scotland upskilling programme to support business advisors on Cooperative business models.

Ayrshire Meet the Buyer event to grow local spend and support supplier development



Introduction

This report marks year one of our five-year Community Wealth Building strategy. It sets out our key achievements in the first year of strategy implementation, provides examples of our new ways of working and how these are benefitting our communities and businesses, celebrates Community Wealth Building best practice from across North Ayrshire, and maps our progress against the fifty-five strategy actions.



Report Outline

The report situates our progress within the context of the extraordinary events of 2020 and the impact of Covid-19. The health emergency and economic crisis has highlighted the importance of creating a new economic model based on wellbeing and inclusion.

Taking each of the six Community Wealth Building strategy objectives in turn, we shine a spotlight on key achievements over the past year, identifying notable case studies demonstrating good practice and note our areas of focus for the forthcoming year.

Appendix 1 provides a breakdown of the status of the fifty-five strategy actions, including key outputs and activities.

The delivery of our Community Wealth Building actions will contribute to the achievement of key Council Plan performance measures. Appendix 2 provides an update on the status of these measures.

What is Community Wealth Building?

Community Wealth Building uses the economic levers available to Anchor Institutions to develop resilient, inclusive local economies, with more local employment and a more diverse business base, ensuring that wealth is locally owned and benefits local people. Anchor Institutions are organisations which are rooted within local economies and bring wealth to the area in the form of jobs and supply chains.

Community Wealth Building changes how we work as an organisation and with our partners to maximise local and regional economic opportunities. This includes the goods that we buy, the people we employ, the assets we own and the powers we have to bring about long-term, sustainable economic change for the benefit of our communities and local businesses.

Community Wealth Building Pillars

At the centre of the Community Wealth Building approach there are five pillars:



PROCUREMENT

Progressive procurement develops dense local supply chains of local enterprises, small and medium sized enterprises, employee-owned businesses, social enterprises, cooperatives and other forms of community owned enterprise.



FAIR EMPLOYMENT

Recruitment from lower income areas, commitment to paying the living wage and building progression routes for workers are all examples of the actions to stimulate the local economy and bring social improvements to local communities.



LAND AND ASSETS

Anchors are often major land holders and can support equitable land development and the development of under-utilised assets for community use.



FINANCIAL POWER

Community Wealth Building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally.



PLURAL OWNERSHIP OF THE ECONOMY

Democratic Ownership of the Local Economy - Cooperatives, mutually owned businesses, small and medium sized enterprises, social and community enterprises and municipally owned companies enable the wealth generated in a community to stay in that local area.



Our Community Wealth Building Journey

Community Wealth Building sits at the heart of our 2019-2024 Council Plan making us the first Community Wealth Building Council in Scotland. The Community Wealth Building strategy sets out how the Council will work in partnership with local communities, businesses and wider regional Anchor Institutions to create a fairer local and regional economy to tackle poverty and inequality, embedding a new economic model focused on wellbeing and inclusion.

Our economy should work for people, place and planet and Community Wealth Building provides a pathway to ensuring a just transition to net zero in North Ayrshire, so that existing inequalities are not exacerbated.

North Ayrshire Council's third Environmental Sustainability and Climate Change Strategy (2021-2023) was published by the Council in May 2021 and outlines a roadmap of actions to achieve net zero carbon status across North Ayrshire by 2030. Accelerating action to tackle climate change is a critical part of our inclusive and green economic recovery and renewal from the impacts of Covid-19 and is demonstrated in the publication of a Green New Deal for North Ayrshire in September 2020.

Our Community Wealth Building Strategy Mission:

To support the achievement of the Council Plan's vision of a North Ayrshire that is 'Fair for All' by:

Enhancing local wealth and the creation of fair jobs, and maximising the potential of all our places through working in partnership with our communities and businesses.

The Community Wealth Building strategy includes a comprehensive 55-point action plan aligned to the pillars of Community Wealth Building and sets out six objectives to deliver Community Wealth Building:

Community Wealth Building Council

We will work across all our services and wider local and regional partners to implement Scotland's first approach to Community Wealth Building.

Procurement

We will use our spend to actively encourage and support a growing, diverse and resilient local business base, and to support our net zero carbon ambitions.

Fair Employment

We will encourage the creation of fair and meaningful jobs with progression opportunities to unlock the potential of our residents.

Land and Assets

We will support the wider regeneration of our communities by maximising all our land and assets including through alternative uses for community and business benefit.

Financial Power

We will invest locally and encourage regional and national institutions to invest in our communities.

Plural Ownership

We will support the creation and sustainability of a range of business models including SMEs, social enterprise, employee ownership, cooperatives, municipal activity and community enterprises.



Community Wealth Building Commission

We believe that working collaboratively with other Anchor Institutions in the region is the key to achieving transformational change through Community Wealth Building.

That is why in 2019 we formed the Community Wealth Building Commission, a group of key local and regional Anchor Institutions, with the aim of embedding the principles of Community Wealth Building within their organisations to support a more inclusive economy. In summer 2020, membership expanded to include East Ayrshire Council and South Ayrshire Council, meaning the Commission now spans the whole of the Ayrshire region.

The **Community Wealth Building Commission** includes representation from senior Elected Members, Council services, Health and Social Care Integration Joint Board and Community Planning Partners (CPP) including major Anchor Institutions like NHS Ayrshire and Arran, Scottish Fire and Rescue Service, Police Scotland, Ayrshire College, Scottish Enterprise and The Ayrshire Community Trust (Third Sector Interface).



The Community Wealth Building Commission is a key vehicle for setting vision and promoting the development of a strategic approach to Community Wealth Building in Ayrshire.

In October 2020 the Commission launched the Ayrshire Community Wealth Building Anchor Charter.

The Anchor Charter commits local and regional Anchor Institutions to a range of pledges across the five pillars of Community Wealth Building and a 'sixth pillar' of Climate Action to improve collective wellbeing and create a strong, resilient and inclusive local and regional economy. To date, seven organisations have signed up to the Charter: East, North and South Ayrshire Councils, NHS Ayrshire and Arran, Ayrshire College, Scottish Enterprise and The Ayrshire Community Trust (TACT).





Community Wealth Building Expert Advisory Panel

Established in May 2020, the Expert Advisory Panel is a group of leading economic experts brought together to assist us with our Community Wealth Building strategy as it moves forward.

The Panel acts as a critical friend and sounding board, providing support and challenge on the implementation of the strategy. The organisations represented on the Panel include Wellbeing Economy Alliance (Scotland); Centre for Local Economic Strategies (CLES); Common Wealth; The Democracy Collaborative; University College London (UCL) Institute of Innovation and Public Purpose and Open Democracy; Community Enterprise in Scotland (CEIS); Cooperatives UK and Scottish Trades Union Congress (STUC).

// The Expert Advisory Panel acts as a sounding board and critical friend... challenging thinking and providing advice. We are committed to helping the region capitalise on Community Wealth Building as a bottom-up approach that hard wires social and environmental impact into how the economy works. //

Sarah Deas
Chair, Expert Advisory Panel

A diverse team of experts, the Panel bring ideas and lessons on Community Wealth Building practice from elsewhere in the UK and internationally to maximise the potential of our strategy. We have sought their feedback and challenge on a range of topics including:

Development of the Ayrshire Community Wealth Building Anchor Charter

Our approach to exploring the feasibility of a community bank

Economic Recovery and Renewal approach (Green New Deal for North Ayrshire)

Community Wealth Building and Community Development

Regeneration Delivery Plan

Environmental Sustainability and Climate Change strategy refresh



New Community Wealth Building Staff

To support the delivery and implementation of the Community Wealth Building strategy a total of ten new Community Wealth Building roles have been created.

These new positions are based within existing teams who play a key role in delivering Community Wealth Building and include Community Wealth Building Coordinator; Community Benefits Officer; Procurement Development Manager; Community Wealth Building Locality Business Advisors; Regeneration Development Manager; Regeneration Officers, and a Community Economic Development Officer.

In addition to the new roles created, existing jobs within the Council have been aligned to support the delivery of the strategy and ensure Community Wealth Building is firmly embedded across the Council.

These new roles will contribute to the delivery of the strategy by:

Working with our wider Ayrshire Anchor Institutions to develop a collaborative approach to Community Wealth Building, ensuring local businesses and communities benefit and Ayrshire remains at the forefront of Community Wealth Building in Scotland.

Working within our localities to support business and community-led activities around supply chain development, business start-up and sustainability. This includes social enterprises, cooperative development and community enterprises, to understand where we can make best use of locality buildings and assets and promote fair employment and entrepreneurship.

Enhancing our support to businesses to access public sector contracts and wider supply chain opportunities.

Supporting communities to develop their community regeneration ambitions, including within our town centres.

Delivering municipalisation opportunities for the Council's land and buildings to meet our economic, social and environmental priorities.

Maximising our approach to Community Benefits and in a way which is meaningful and relevant to the needs of our communities.



Ayrshire Growth Deal

Through the Ayrshire Growth Deal, we will work with partners across Ayrshire to unlock our potential and build a strong regional economy.

Jointly funded by the three Ayrshire Councils and the UK and Scottish Governments, the Ayrshire Growth Deal brings £251 million of investment into Ayrshire, of which £84 million will be delivered within North Ayrshire.

Community Wealth Building is at the heart of the Ayrshire Growth Deal and one of the key projects supported is a £3 million regional Community Wealth Building Fund. In addition, an £8.5 million Regional Skills and Inclusion Programme will provide work focused health support across Ayrshire for both residents and employers through the Working for a Healthy Economy project and will also provide an Ayrshire Skills Fund to support skills interventions.

The £3m Community Wealth Building project will be delivered through three key inter-related elements:

1. Community Wealth Building Locality Officers

Officers will take a place-based approach to facilitate Community Wealth Building action across public, private, and social economy on procurement, employment, assets and ownership, linking with existing local service delivery.

2. Community Wealth Building Fund

The Fund will support the work of Community Wealth Building locality officers, including but not limited to social enterprise fund, employee ownership transition, workplace innovation, supplier development and capacity building, supporting entrepreneurship.

3. Fair Work Ayrshire

A dedicated Ayrshire 'Fair Work' resource will be established to engage key employers (including Anchor Institutions) to ensure they recruit inclusively, provide quality and meaningful work and position Ayrshire as a Fair Work region.



Building Back Better, Fairer and Greener - 2020: A year like no other

The Covid-19 pandemic has had an unprecedented impact on the UK economy and the local impact on North Ayrshire has been severe.

Despite some sectoral strengths, the North Ayrshire economy was fragile even before the pandemic with levels of unemployment, economic inactivity, poverty and inequality well above the Scottish average. As demonstrated by the 2008 financial crash, we know that North Ayrshire's economy takes longer to recover than other areas of Scotland. Analysis by the Scottish Government undertaken for the Advisory Group on Economic Recovery (AGER) has shown that North Ayrshire has the least resilient economy in Scotland, highlighting the stark levels of regional inequality that exist in Scotland.

The pandemic has further exposed the high levels of inequality that exist within our economy and society, and it is now more important than ever that we take a Community Wealth Building approach.



Supporting Our Local Businesses

Since the start of the pandemic, the Business Support and Development Team have worked hard to help businesses in immediate distress and provide a support package focussed on business recovery, diversification and new opportunities aligned to Community Wealth Building and a green recovery.

Activities of the Businesses Support and Development Team include:

Proactively engaging businesses and social enterprises to understand their challenges and helping them navigate UK and Scottish Government support mechanisms;

Provided support to businesses via the Non-Domestic Rates Grants and the Newly Self-Employed Hardship Fund which has delivered more than £23.5 million to North Ayrshire businesses;

The Strategic Framework Business Fund has supported over 1100 businesses locally and paid out £22.6 million;

A Local Authority Discretionary Business Support Fund has been developed to augment the other national support schemes by using local knowledge to identify businesses that have fallen through gaps and are in need of financial aid. It has supported 239 businesses with awards totalling £1.18 million;

The team have worked with businesses looking at detailed financial impact of lockdown on cashflow and providing advice on minimising expenditure, protecting jobs and helping to secure what funding was available. The new Transition Fund helps support businesses adapt to new ways of working as they emerge from restrictions. The fund is focussed on supporting Digital and Green ways of working and as of summer 2021 has had 95 applications totalling £670,000.

The team have moved to a place-based approach to delivering business support by aligning resources to the six North Ayrshire localities and working in partnership with the existing Locality Partnership teams.

Mechanisms for driving a Community Wealth Building business recovery include:

Local supply chains

A positive lesson from the pandemic is the negative impact of international supply chains. The opportunity exists to build local supply chains, creating more local economic opportunities and innovation, as well as reducing environmental impact. Experience of the pandemic is driving more businesses to look locally, and we are supporting businesses on this, including through our Keep it Local campaign.

Plural Ownership

We are encouraging family-owned businesses and social enterprises to consider cooperative models of business ownership.

Fair Employment

We are providing specific support to embed a Fair Work approach including helping businesses map a strategy to allow for the payment of the Real Living Wage, develop flexible working practices, offer staff development and create mechanisms where the staff voice can be heard.

Green Economy

North Ayrshire has challenging targets for reducing carbon footprints and we are offering support and specialist expertise to businesses to adopt a green action plan to support industrial decarbonisation and reduce carbon footprints, including through circular economy approaches.



Supporting Our Local Communities

Immediately after the start of the pandemic in March 2020, locality community support hubs were established in each of the six North Ayrshire localities, working alongside existing community initiatives

Coordinated by a team of Council, Health and Social Care staff and local volunteers, the hubs provided a wide range of essential support to communities, children and vulnerable residents including food parcels and deliveries, prescription deliveries, money advice assistance, health and wellbeing advice, and phone calls relating to isolation.

The pandemic highlighted the need for community food support and to ensure everyone has access to affordable, quality food. It was recognised that it was possible to explore alternative mechanisms of community food provision and a Community Wealth Building approach was taken to support community organisations to co-produce a North Ayrshire community food network called North Ayrshire Fairer Food.



Supporting Our Local Labour Market

Statistics for the period January 2020-December 2020 show that North Ayrshire's economic inactivity rate was the highest in Scotland at 28.7%, and North Ayrshire had the lowest employment rate (67.6%) and the joint second highest unemployment rate (5.3%) in Scotland. In June 2021, North Ayrshire had the second highest claimant count rate in Scotland (7% of residents aged 16-64).

Building on the work of the innovative Inclusive Growth Diagnostic, national and local evidence has suggested that priority groups for support should be young people, disabled people/those with health issues, females and parents. This intelligence aligns with our Community Wealth Building Fair Employment actions to support excluded groups and delivery of our new 'Equal' Supported Employment service.

There has been a particular focus by the Employability and Skills team on supporting young people during the pandemic. Nationally and locally there has been a disproportionate negative impact on 16-24-year-olds and we recognise that young people and school leavers will be entering a very challenging labour market with fewer economic opportunities.

We have pressed ahead with our target to recruit 50 Modern Apprentices in 2020. We also extended the contracts of some apprentices who had their final months

of their placements disrupted by the pandemic, providing financial security and allowing them to complete their qualifications and plan for the future. In early 2021, the Council commenced recruitment of six temporary graduate-level roles funded through the Young Person's Guarantee Commitment. The opportunities were open to individuals aged under 25 who lived in North Ayrshire (or attended a North Ayrshire school) and were currently unemployed or underemployed.

The Council have also developed one of the largest Kickstart programmes in the country, using Department of Work and Pension (DWP) funds to support young people back into paid work placements. Over 100 young people have already benefitted from the scheme. The Council is funding an incentive to employers to pay the Living Wage to young people as a way of embedding this into the local business base.

» Economic Recovery and Renewal Approach (Green New Deal)

In response to the widespread economic and social impacts of the pandemic, in September 2020 the Council launched its Economic Recovery and Renewal Approach (Green New Deal) to build back better, fairer and greener.

The approach is based on the foundation of Community Wealth Building and sets out a Local Green New Deal for North Ayrshire. The twin priorities of a North Ayrshire Green New Deal to build back better, fairer and greener are:

1. To ensure an inclusive economic recovery by delivering our Community Wealth Building mission; and
2. To ensure a green economic recovery focused on achieving our net zero carbon ambitions through the creation of sustainable infrastructure and regeneration projects and creating fair jobs.

Our refreshed Environmental Sustainability and Climate Change strategy (2021-2023) sets out seven workstreams for how the Council will achieve net zero carbon emissions by 2030. These workstreams are intrinsically linked to economic recovery through their alignment to our Community Wealth Building approach and Green New Deal aspirations.

What is a Local Green New Deal?

A Green New Deal (GND) is an ambitious framework to tackle climate change and its consequences in a way which builds a fairer, more democratic society and economy. It is a form of radical transformation which recognises that environmental and economic challenges must be addressed together to build back better.

A local GND presents an opportunity to develop a place-based approach for decarbonisation and the achievement of net zero emissions targets in a way which builds upon the principles of Community Wealth Building. It is about using climate and capital investments to support an economic recovery that tackles climate change and creates fair green jobs, whilst tackling inequality and creating a fairer economy.

» Investment Fund and Supported Projects

At the heart of our approach to economic recovery and renewal is the £10.2 million Investment Fund which was increased at the year-end closure for 2020/21 and now sits at £11.225 million.

The fund will be utilised to accelerate our recovery and wider regeneration of our area, at the same time as tackling climate change. Some of the projects this fund will support include:

Installation of a ground mounted solar photovoltaic (PV) farm at Nethermains former landfill site.

In January 2021, the Cabinet of North Ayrshire Council approved the development of a solar PV farm at Nethermains, near Kilwinning. The development will require a total investment of approximately £6.768m which will be part funded utilising £4.5m of capital funding from the Council's Investment Fund. Following Cabinet approval in June 2021 it was confirmed that a second solar PV farm would be constructed at Shewalton former landfill site, Irvine.

North Ayrshire's 2030 Woodland: A Tree Planting strategy.

The Council has set a target of achieving net zero carbon emissions by 2030. In January 2021 the Council approved plans to deliver a large-scale woodland tree planting programme to provide carbon absorption to meet net-zero aspirations as well as a wealth of other benefits including employment and training opportunities, habitat creation and health and wellbeing opportunities. The planting will be funded in part by a £500,000 allocation from the Council's Investment Fund.

Green Jobs Fund to support just transition and green adaptation

The Council has agreed a £500,000 Green Jobs Fund to support a just transition in North Ayrshire by:

Working with community groups and businesses to explore renewable energy generation and circular economy schemes that would create local fair green jobs.

Supporting green business adaptation to encourage and support local businesses to adapt their processes and business models to support industrial decarbonisation and meet net zero.



Spotlight on Community Wealth Building Objectives – One Year On



We will work across all our services and wider local and regional partners to implement Scotland's first approach to Community Wealth Building



KEY ACHIEVEMENTS

The Ayrshire Community Wealth Building Anchor Charter was published in October 2020 including pledges aligned to all five Community Wealth Building pillars as well as a sixth pillar of Climate Action.

Approval and start of implementation of the £3 million Ayrshire Growth Deal Community Wealth Building Fund to catalyse Community Wealth Building across the region.

Our Community Wealth Building Expert Panel chaired by the Wellbeing Economy Alliance (Scotland) was established in May 2020.

We were the first Scottish Local Authority to become a member of the Wellbeing Economy Alliance in August 2020. The Council also became members of the CLES Community Wealth Building in Practice group, and the Inclusive Growth Knowhow Network led by the Centre for Progressive Policy and supported by the Joseph Rowntree Foundation. As part of our membership of the Inclusive Growth Knowhow Network, we received support to develop an Inclusive Economy Dashboard based on the Doughnut Economics tool which proposes an economy with a social foundation we cannot fall below and environmental limits which should not be exceeded.

The Council supported community organisations to co-produce a North Ayrshire community food and supply chain network known as "North Ayrshire Fairer Food". The network was established following impacts of the Covid-19 pandemic to improve food security and provide local residents with access to low cost, healthy food.

In October 2020, North Ayrshire Cabinet approved the delivery of a £250,000 Islands Recovery and Renewal pilot project developed in partnership with the Scottish Government and Highlands and Islands Enterprise. The project will support an inclusive and green economic recovery and renewal of North Ayrshire's island communities in line with their unique needs. The pilot project is aligned to the delivery of the National Islands Plan and Community Wealth Building. As part of this, a Senior Officer (Islands) was recruited and will lead the development of Island Plans for Arran and Cumbrae in partnership with island communities and businesses.



AREAS OF FOCUS 2021/22

We will continue to focus on delivery of the Community Wealth Building strategy actions in partnership with business and communities.

Implementation of the £3 million Ayrshire Growth Deal Community Wealth Building Fund.

We will collaborate with Ayrshire Anchor Institutions via the Community Wealth Building Commission, Lead Officers Working Group and will annually measure progress on organisations who have committed to the Anchor Charter pledges. We will also explore ways to establish an Anchor Network with the inclusion of wider Anchor Institutions and particularly community Anchor Institutions.

We will continue with our plans to educate and engage staff on Community Wealth Building and what it means for their teams and roles.

Continue our conversations with young people about what Community Wealth Building means to them for example during our Summer 2021 Community Roadshows.

As a national Community Wealth Building Act is developed in Scotland, we will continue to engage with Scottish Government to encourage the creation of a national policy and legislative environment which enables delivery of locally led Community Wealth Building activities, learning from our experience of implementation in North Ayrshire and Ayrshire.



Case Study: Ayrshire Community Wealth Building Commission and Anchor Charter

Working collaboratively with other Anchor Institutions in the region is key to achieving transformational change through Community Wealth Building.

We formed the Community Wealth Building Commission, a group of key local and regional Anchor Institutions with the aim of embedding the principles of Community Wealth Building within their organisations to support a more inclusive economy. Chaired by the Leader of North Ayrshire Council, the Commission promotes a collaborative approach to Community Wealth Building in Ayrshire by jointly delivering on a workplan of activity and sharing examples of success and best practice with other Anchors.

In summer 2020, membership expanded to include South and East Ayrshire Councils, making an Ayrshire-wide Commission. On 5th October 2020 the Commission launched the Ayrshire Community Wealth Building Anchor Charter. The Anchor Charter commits local and regional Anchor Institutions to a range of pledges across the five pillars of Community Wealth Building and a 'sixth pillar' of Climate Action to create a strong, resilient and inclusive local and regional economy.

Who is involved?

- North Ayrshire Council
- East Ayrshire Council
- South Ayrshire Council
- NHS Ayrshire & Arran
- Ayrshire College
- Scottish Fire and Rescue Service
- Police Scotland
- Scottish Enterprise
- The Ayrshire Community Trust

What were the impacts?

Seven Anchor Institutions have signed up to the Ayrshire Anchor Charter, pledging to do all they can to support and embed the principles of Community Wealth Building within their organisation.

Acts as a forum to share knowledge and examples of good practice among Ayrshire Anchor Institutions

Provides opportunity for Anchors to add value through taking a regional approach to embedding Community Wealth Building.



Next Steps

A Lead Officer Working Group will focus on developing Anchor collaboration initially across three workstreams – Procurement, Fair Employment and Land and Assets. Develop action plans which identify opportunities for change as well as provide additionality to the work already underway at a regional level and within Anchor Institutions.

Progress against the Ayrshire Anchor Charter pledges will be monitored annually, with the first review in October 2021.



Case Study: Ayrshire Growth Deal Community Wealth Building Fund

Ayrshire is leading the way with Community Wealth Building in Scotland and the project will develop a pan-Ayrshire approach to Community Wealth Building. By providing 'boots on the ground' to engage and work with Anchor Institutions, private sector businesses and the social economy to support Community Wealth Building activities and deliver an inclusive regional economy.

As developed and agreed with regional partners this project will focus on the following Community Wealth Building pillars: procurement, employment, assets and ownership.

The programme will also establish a dedicated Fair Work Ayrshire team who will work closely with Ayrshire Anchor Institutions and major employers to establish Ayrshire as a Fair Work region.

The project also makes a wider policy ask of Scottish Government to explore how national body and agency spend can be used to support regional economies, particularly fragile regions, and help to achieve an inclusive economy.

Who is involved?

- North Ayrshire Council
- East Ayrshire Council
- South Ayrshire Council
- Funded by Scottish Government
- Ayrshire Regional Economic Partnership

What were the impacts?

The project commenced in Spring 2021 and aims to provide support to hundreds of Ayrshire businesses and community organisations to deliver Community Wealth Building aspirations.

The intended outcomes of the project are:

90 Employers undertaking Fair Work Action Plans.

920 Enterprises receiving support from the Community Wealth Building programme.

265 Enterprises receiving financial assistance on procurement, employment, asset or ownership pillars.

96 New Enterprises supported.

240 Enterprises being registered on Public Contract Scotland.

17 Enterprises being supported in the creation or transition to employee ownership or cooperative.





Case Study: Keep It Local Campaign

This marketing campaign was delivered by the Council and ran from July 2020 – September 2020 and again in April 2021 – May 2021. It focused on ‘shop and visit local’ but also expanded to include local employment and investment to promote the Community Wealth Building approach.

The campaign was also aligned to the local economic recovery plans around local spend and supporting local businesses as they reopen following lockdown. The key messages were:

Communities (including Council staff): shop and visit local to support local businesses and town centres

Local businesses: buy locally, employ locally

Local and regional anchors: buy locally, employ locally/fair wage employer, invest locally

A variety of communication channels have been used to reach both internal and external audiences:

Development of the campaign marketing material (from the Community Wealth Building brand)

Launched via local press, local radio and online

Social media promotion - Twitter, LinkedIn and Facebook across the Council network

Profile badges/twibbons (images applied to profile pictures) ‘Proud to Keep it Local’

Branded Council vehicles

Town centre/shop local video

Who is involved?

- North Ayrshire Council Communications Team
- Local businesses – design and production of marketing material, local case studies



What were the impacts? Social Media (as of May 2021)



16,000

People Viewed our Keep it Local animation



15,000+

People Viewed our Town Centre Video



94,500+

Campaign Impressions (opportunities to see)





Procurement



We will use our spend to actively encourage and support a growing, diverse and resilient local business base, and to support our net zero carbon ambitions.



KEY ACHIEVEMENTS

An Ayrshire wide virtual Meet the Buyer event was held in April 2021 with a total of 391 attendees.

The Procurement Development Manager has developed a new process including agreed principles for an improved collaborative working approach between procurement and business development teams. The new process proactively engages with local suppliers to provide support to bid for public contracts and includes undertaking a detailed analysis of the North Ayrshire Council Procurement wave plan to identify possible future opportunities and engaging with local businesses to overcome barriers and provide tailored support for tender development. The team have supported 28 local businesses to access and develop skills on Public Contracts Scotland (PCS), while specialist one-to-one procurement consultancy support to 82 businesses to enhance capabilities. The team have worked with 18 businesses to develop local supply chains resulting in 50 introductions for local businesses.

Procurement and Business Development Teams worked together to support local businesses to submit compliant tenders for a contract Framework Agreement for vehicle repair and maintenance services. All local businesses supported were successfully awarded places on the Framework.

The new Community Benefits Officer has undertaken a review of current Community Benefits in Procurement policy and reviewed against other Scottish Local Authority best practice. A suite of ten recommendations on amending our Community Benefit practice was approved by the Council's Executive Leadership Team in March 2021.

New steps in our Quick Quotes process allows the identification and support of more local suppliers, increasing the opportunities for local businesses to bid for public sector contracts.



AREAS OF FOCUS 2021/22

We will develop the corporate status of procurement as a key feature of Community Wealth Building by continuing to proactively engage and meet with staff across the council to explain the value of buying local and lotting principles. A Connected Leadership session on Community Wealth Building and Procurement was held in May 2021 to educate senior staff with responsibilities for procuring goods and services.

Through our Procurement Development Manager and Business Locality Officers, we will continue to proactively support our local business base to enhance their capacity to bid for public sector contracts, as well as increase our knowledge of local suppliers and identify market gaps to create locally driven economic opportunities.

To improve the delivery and relevance of Community Benefits for North Ayrshire communities, we are developing a community facing portal with a "wish list" of ways in which the community would like to be supported through Community Benefits.

Work with our Anchor Institutions to develop a better understanding of the local and national barriers to progressive procurement.



Case Study: James Frew Ltd

Winning public sector contract opportunities is a key component of James Frew Ltd's business growth strategy.

They are committed to delivering the best quality outcomes for all public sector contracts and building local supply chains – as both a main contractor and as a sub-contractor.

The business was supported with Procurement Consultancy Support which was organised and funded by the Council. This enabled the business to produce a "tender library" of key documents, skills and training records, health and safety documents, accreditations and references which can then be used as the basis for formulating tender responses – standardising responses, minimising mistakes and completing submissions much quicker. The tender library exercise also allowed the business to identify skills-gaps within the business and this led to upskilling of employees and the appointment of a PQQ (pre-qualification questionnaire) Co-ordinator.

The business has recently achieved re-certification of Gold membership of Constructionline – a register of 46,000 suppliers accessed by 4,000 buying organisations – confirming James Frew Ltd's commitment to environmental management, quality management, equal opportunities and anti-corruption and bribery policies – which are all key for public sector contract opportunities.

Who is involved?

- James Frew Ltd
- North Ayrshire Council Business Support & Development
- Supplier Development Programme



What were the impacts?

The business is more proactive on market research and identifying future opportunities rather than previous reactive approach of only becoming aware of opportunities when they went live on PCS. The Council's Business Support & Development team regularly assist with identifying potentially suitable projects and sharing relevant information.

Increased knowledge of marketplace and tender opportunities. Tender scores and contract wins have improved in North Ayrshire and across Scotland. Market led approach has improved competitiveness, boosted productivity and created further opportunities to develop employees.

Strengthening public sector work gives the business a secure, long-term base to build upon – which enables the senior management team to make strategic long-term investment and employment opportunities. Knowing what work is in the pipeline over the next 3-5 years gives the business certainty and enables them to continue their fantastic intake of apprentices in various disciplines – with the vast majority of these being North Ayrshire residents.



Case Study:

Scrimsign (Micro-electronics)

This case study demonstrates how a small local business in North Ayrshire, supported by the Council and a framework contract consultant was able to tender for, and beat national suppliers from across the UK.

Scrimsign have won a significant contract with SEPA (Scottish Environment Protection Agency). The success of the award would not have been possible without this Community Wealth Building intervention. Intend Business Development Ltd assisted Scrimsign to submit an extensive and unusually highly complicated tender to SEPA.

The Council's Business Development team was able to fund and secure the consultancy services of Intend. This assistance was essential to support Scrimsign to submit a high-quality tender within the timeframe.

// We are very excited to be involved in this prestigious project with SEPA which has given us a great opportunity to showcase our technical ability in both software and hardware.

We are hopeful that once the new style displays are deployed that we can market similar solutions going forward allowing the company to grow and help bring prosperity to our local area. //

Keith Scrimshire
Managing Director, Scrimsign Ltd

Who is involved?

- North Ayrshire Council Business Support & Development
- Intend Business Development Ltd



What were the impacts?

Cashflow Stability

Scrimsign was awarded the contract which has resulted in a great increase in business stability as the contract is for 3 – 5 years of work.

Graduate Employment

This has allowed the company to take on a graduate engineer and plan for the future.

COVID-19 Recovery

The contract has also been of great benefit as the company have been busy with project work throughout the Covid-19 pandemic.

Investment

The company has also improved its profitability since the contract award.

The project will have a major “visible” impact on the communities and residents across Scotland. The visibility of electronic signage of beach waters at key locations for residents, showing the bathing water quality is of benefit to the health and wellbeing of residents, and the environmental monitoring of our beaches undertaken by SEPA.



 **Fair Employment**



We will encourage the creation of fair and meaningful jobs with progression opportunities to unlock the potential of our residents



KEY ACHIEVEMENTS

Through our new supported employment programme 'Equal' we have designed and implemented "See Me CV" – an option to upload a video CV within the Council recruitment process, removing barriers for people with language or writing difficulties and providing a more accessible recruitment process.

In demonstration of our commitment to leading by example, in November 2020 the Council agreed to pay staff the 2020/21 real Living Wage five months earlier than formally required. The commitment affects approximately 730 Council employees in predominately frontline roles.

The Council was successful in a bid to become an approved Gateway provider for the UK Government Kickstart Programme which is designed to provide financial incentives for businesses to create 6-month job opportunities for young people. Local companies have responded positively to the scheme which will make a material difference to young people and the local business community. It is one of the largest Kickstart Programmes in Scotland with over 450 new jobs approved.



AREAS OF FOCUS 2021/22

Implementation of the Fair Work Ayrshire programme with a dedicated 'Fair Work' resource to engage key employers, ensuring they recruit inclusively and provide quality and meaningful work, as well as develop practical steps with employers to position Ayrshire as a Fair Work region.

The Council is currently a Disability Confident Employer and will pursue Level 3 Disability Confident Leader status.

We will implement and deliver the 'Working for a Healthy Economy' Ayrshire Growth Deal project which seeks to improve the health and lifestyles of Ayrshire communities by offering a person centred and criteria free, single access point to provide focused health support.

Since our Employability Hubs were forced to close in March 2020 due to the Covid-19 pandemic, we will deliver a re-launch of a new employability hub service to ensure a best fit of services for our residents and one that provides a multi-channel delivery approach.



Case Study: Modern Apprenticeships – Work Experience for Young ASN

‘Equal’ is a supported employment service set up by North Ayrshire Council to support anyone over 16 years old with a physical or learning disability to find long term, fulfilling employment while providing all the support needed for their career aspirations and future employers.

This case study relates to the creation of Fair Employment opportunities for young adults transitioning from ASN (Additional Support Needs) schools into the world of work. Across Scotland, people with learning disabilities are massively under-represented within Modern Apprenticeship programmes.

Our client, Cameron, met with the Equal advisors 6 months prior to leaving education. Cameron is Autistic and was scheduled to leave school at the end of the academic year 2018-2019. He did not want to attend college for further education but expressed an interest in working in Horticulture. To continue with his interest in Horticulture, Equal advisors arranged a series of meetings between the Education Team and the Modern Apprentice team to allow for a ring-fenced place on the Modern Apprenticeship programme for Cameron. Training would include all aspects of a Modern

Apprenticeship in Horticulture based at ASN school gardens and within Streetscene via the Bereavement team. Cameron undertook all aspects of gardening including practical and theory-based activities, instruction in the use of heavy machinery, tools and equipment, Health and Safety at work and hazard perception.

In anticipation of completion of practical training and moving into employment, Equal advisors organised a series of photographs showing Cameron at work. Advisors are also supporting Cameron to develop a video CV which allows him to talk about his experience and showcase his work. Cameron will be supported to apply for paid employment when his practical training is completed and be provided with ongoing training and support. Continued support will be provided by the Equal Advisors and with additional support from the Young Person’s Guarantee funding.

Who is involved?

- North Ayrshire Council
- SVQ Training Team East Ayrshire Council
- Concept Northern (provision of specialist IT equipment)
- Personal Support Worker and family members
- Sunnyside Garden Centre, Kilwinning.

What were the impacts?

Cameron’s prospect of working with a local business doing the job he really wanted has increased dramatically thanks to the support of all involved. By improving communications between internal departments, external employers and agencies, we have been able to create tailor made industry training for Cameron.

By offering the continued support of a specialist employability team to internal departments and external employers, Equal could continue to assist in training and education of not only our clients but also of the greater workforce in creating mainstream roles for those who are disabled without any fears or prejudices being raised. By raising a positive awareness there is a greater confidence within the

mainstream workforce, for working alongside those with a disability and a real opportunity to dispel any preconceived ideas.

Equal’s approach to clients’ individual needs has always been to deliver a creative solution and to think outside the box.

This case study shows that through improved, effective communications and introducing a unique service Equal can support clients in gaining mainstream employment.



The Equal team will continue to further develop links with Council services, external employers and agencies to create bespoke opportunities for our client base.

Equal have developed the use of video CVs for individuals who have difficulties expressing their experience and skills in traditional written CVs. Through the use of ‘SEEME CV’ the Equal team have started to break down perceptions around the abilities of those with learning difficulties or disabilities.

By using video to showcase clients’ work and highlight their strengths, we can introduce the wealth and range of talents within our communities. The Council HR department are now piloting a scheme to introduce ‘SEEME CV’ as part of the application process for North Ayrshire Council vacancies.



Case Study: Core Timber Systems

Core Timber Systems are committed to paying the Real Living Wage and above. The Council's Business Support team have provided support to ensure the business has the ability to grow and support their employees.

Since starting trading in January 2020, the business has steadily employed local people to support business growth and expansion. Each employee has been paid the Real Living Wage and above. The first two employees have attended training courses to support their development as supervisors within the workplace.

// Since joining Core Timber Systems in Jan 2020 I have been supported in my role which has allowed me to step up and take on the role of Supervisor within the company. Core Timber Systems have provided me with the confidence to take this step and allowed me to enrol in management courses whilst rewarding me with much improved working conditions/pay and benefits. I have never had this support in any other job roles that I have worked in. **//**

Chris McGrath
(supervisor)

Who is involved?

- Core Timber Systems
- North Ayrshire Council Business Support & Development Team

What were the impacts?

As a result of the support, the business has grown from two staff in January 2020 to having sixteen employees in May 2021. The staff team has a voice and hold regular team meetings to ensure they can influence business decisions and be aware of the trajectory of the business.

The business is now employing more local people and have just started their first apprentices with the help of a local company who carries out inhouse and relative training to the employee's job role. This is a two-year programme for three current employees. Core Timber Systems have also been involved with the local Kickstart scheme and started two employees in Spring 2021.





Case Study: Gymmies Kitchen

Gymmies Kitchen has two main aims: to continue growing turnover and in turn, offer expanding employment opportunities for local people.

The Council have heavily supported the business with grant support and business advice to help the business expand and relocate to much larger premises within North Ayrshire.

The business has grown from four to thirteen people (10 full time and 3 part time). Financial support from the Council has quickened the business expansion and helped fit-out the premises, enabling Gymmies Kitchen to purchase business critical equipment. This has resulted in less pressure on cash flow on the business which has allowed recruitment of additional employees to meet growing customer demand.

The business has also engaged with the Council's Employability team and has recruited through the Kickstart programme. Gymmies Kitchen is keen to offer employment opportunities to individuals furthest from the labour market and is always looking at options to develop and promote staff from within the business.

Who is involved?

- Gymmies Kitchen
- North Ayrshire Council – Business Support & Development, Employability and Skills

What were the impacts?

The support from the Council assisted in a successful transition to new premises and has supported the business to grow and recruit additional staff, growing local wealth in North Ayrshire.

Gymmies Kitchen plans to support employees with training and upskilling – with marketing and operations manager identified as key roles within the business that will require support. These existing employees are North Ayrshire residents who will be supported with training and qualifications to improve their performance and skills set and assist the business to grow even further.





Land and Assets



We will support the wider regeneration of our communities by maximising all of our land and assets including through alternative uses for community and business benefit



KEY ACHIEVEMENTS

Adopted by the Council in March 2021, the Regeneration Delivery Plan sets out priorities for delivering on our Community Wealth Building aspirations to redevelop strategic regeneration sites and places, redress underutilisation of land and assets and work in partnership with our communities to deliver their ambitions.

The Lochshore masterplan seeks to deliver a tourism and leisure destination within the Garnock Valley. Confirmation of funding in 2020 from the Scottish Government's Regeneration Capital Grant Fund, Nuclear Decommissioning Agency and Sustrans will see a total of almost £5m for the development of the Garnock Visitor and Community Hub. It is an example of a live regeneration project being considered through a Community Wealth Building lens with projected outcomes contributing to all five pillars.

Proposals to establish two community hubs in Stevenston and Millport were successful in securing awards from the Scottish Government Regeneration Capital Grant Fund (RCGF), highlighting the benefits of the Council and partners working together to improve economic and social outcomes. The Council is supporting local charity Raise Your Voice with Ardeer to secure a Community Asset Transfer to take ownership of the site and develop Stevenston Beach Hub.

Millport Town Hall Charity will use funds to create a multi-use flexible space with accessible entrance incorporating a community hub, arts and culture centre, starter Men's Shed, main staged hall and 3 holiday lets.

We commenced the development of a pilot project at 36 Bank Street, Irvine using a Council owned asset to show the potential of properties for town centre living. The ongoing shift from physical retail space and different forms of workspace can lead to many properties, particularly within town centres, becoming obsolete or difficult to let or sell. Too many properties within our town centres have become derelict. We see this as a model for other council assets, but also to encourage other private sector developers to intervene, and we will investigate potential barriers to delivering town centre living.

Using Council owned land to deliver quality housing and community provisions – the Council owned Montgomerie Park, Irvine site extends to 200 acres, with approximately 950 homes planned. Scotland's first Simplified Planning Zone (SPZ) has been development for the site. This approach has allowed the reinvestment of capital receipts from land sale for the benefit of local places. There may be other council owned sites where a similar approach can be adopted, providing the potential for further receipts.



AREAS OF FOCUS 2021/22

Following an initial review and analysis of our commercial property portfolio, a new Community Wealth Building Estates Officer has been appointed to ensure our portfolio supports growth of local businesses and entrepreneurial activity.

We will continue to engage with our communities, build capacity and support them to consider community ownership options including Community Asset Transfer. Future projects include North Ayrshire Fairer Food Network and Kilwinning Football Academy.

Following the forced closure of Quarry Road in Irvine in March 2020 due to the pandemic, when restrictions allow, we will restart our business incubation approach to supporting local small businesses.

We will deliver on the priorities identified within the Regeneration Delivery Plan. This will include making more of existing property assets within our town centres, such as exploring opportunities for town centre living. Other actions include developing an approach to prepare place frameworks for each town. We will seek to maximise the funding available to deliver on these priorities through applications under the Scottish Government's Place Based Investment Programme and Vacant and Derelict Land Investment Programme, in addition to the UK Government's Community Renewal and Levelling Up Funds.

Delivery of the major Lochshore regeneration project which will improve social, economic and environmental wellbeing.



Case Study: Lochshore

The Lochshore masterplan seeks to deliver a major tourism and leisure destination on the site of a former steelworks which will attract visitors to the Garnock Valley.

It includes provision for leisure uses, active travel routes and play facilities, tree planting and habitat creation, while creating the conditions for future housing development.

Construction started in May 2021 on the Garnock Visitor and Community Hub. The £4.2 million Hub includes contributions from the Scottish Government's Regeneration Capital Grant Fund, Nuclear Decommissioning Authority, Scottish Enterprise, Garnock Rugby Club, Sport Scotland and Land Trust. Garnock Rugby Club are one of the local partners, supported by the Lochshore Development Group. They will utilise the new facility to help encourage more people to get involved in the sport. Local sports, environmental and community groups will also have access to the facilities to support a variety of sports and events development. A café, public toilets and workshop space will further support a wider range of activity and leisure use across the site.

Leisure and walking routes are planned around the site, incorporating heritage interpretation and play. While access to the site will be enhanced through new active travel routes connecting to and through the site to Kilbirnie, Beith, Garnock Community Campus and Glengarnock station. The first of which will provide a direct connection to Kilbirnie and the NCN7. Construction will begin in Autumn 2021 with funding awarded through Sustrans' Places for Everyone programme.

In line with our municipalisation approach, the Council took ownership of land from Scottish Enterprise in June 2021.

Who is involved?

- North Ayrshire Council – Regeneration Team and Connected Communities
- Lochshore Development Group
- Green Action Trust
- Scottish Enterprise
- Lochshore Stakeholder Reference Group
- Scottish Government's Regeneration Capital Grant Fund, Vacant and Derelict Land Fund and Cycling Walking and Safer Routes
- Nuclear Decommissioning Authority (NDA)
- Sustrans
- Sport Scotland
- Garnock Rugby Club
- Land Trust



What were the impacts?

Lochshore is a significant social, economic and environmental regeneration project within North Ayrshire which will deliver the following benefits:

- Regeneration of large vacant and derelict site.
- Environmental benefits through active travel, tree planting and habitat creation (approximately 14ha of new woodland is planned to be funded through the Council's Investment Fund with further funding applications to be made).
- Health and wellbeing benefits from sport, leisure and play provision and active travel opportunities.
- Opportunities for community ownership.
- Around 100 jobs could be created directly and indirectly as a result of investment in the site.
- The Hub building could attract up to 145,000 visitors per annum by the third year of operation.



Case Study: Stevenston Beach Hub

Stevenston Beach is recognised nationally for its biodiversity, often hosting education workshops attended by local businesses, schools and youth groups.

The need to promote this asset with an active shoreline with new facilities was initially identified through the 2018 'Three Towns' charrette and wider community engagement.

The project will take an under-utilised asset and develop a toilet, café, and a community hub, with workshop space and a classroom, and will be used to provide a programme of events. It will contribute to the redevelopment of the surrounding area, attracting visitors and increase local awareness of environmental issues, the coastal environment and habitats. Raise your Voice with Ardeer (RYVA) was created with the main aim of bringing together a range of groups and individuals to focus on improving the wider community through a range of projects. RYVA engaged with several local groups and organisations to identify community interest and support for the Stevenston Beach Hub.

The project was supported by an allocation from the Scottish Government's Town Centre Fund which was used to appoint a local design team to develop designs for the Hub. Successful bids to the North Ayrshire Community Investment Fund and the Scottish Government's Regeneration Capital Grant Fund will support construction of the Stevenston Beach Hub. The project will utilise off-site construction methods to fitout three shipping containers for installation on site. Along with environmental benefits, the preferred construction reduces on-site installation time and reduces the potential for adverse weather to impact on the works

Following completion of the build, RYVA Ardeer will occupy the Stevenston Beach Hub to offer a wide range of activities and facilities.

Who is involved?

- North Ayrshire Council – Regeneration Team; Connected Communities Team
- Raise Your Voice with Ardeer
- McMillan & Cronin Architects

What were the impacts?

When complete, the Beach Hub will address relevant issues such as food poverty, social isolation for all ages, mental health, and wellbeing by providing:

- Accessible events, groups, activities, and classes. Here the community can come together and build friendships and have fun and in turn encourage each other in all aspects of life.
- To be as environmentally friendly as possible tying in with the beach nature reserve. To be as allergen free as is possible so that everyone can be included in all events, classes, and activities.
- Help to create a sense of belonging, encourage community involvement. To share skills, strengths within the community through a variety of activities, classes, and groups.



// This is fantastic news for our Charity but also for the wider community as the hub will benefit many groups and individuals. It will also be a huge asset to Stevenston and the Three towns. It has been a very long journey to get to this stage, but we are very excited to be moving forward and for the development to get underway. //

Margaret Sweeney
Chairperson



Case Study:

Nethermains Solar Photovoltaic Farm

In 2019 the Council declared a Climate Emergency and announced a target date of 2030 to become carbon 'net-zero'.

As part of this journey the Council have been investigating the possible alternative use of Council owned land to generate renewable energy. Nethermains near Kilwinning and Shewalton, Irvine are two former landfill sites in North Ayrshire which have been explored as possible locations for ground mounted solar photovoltaic (PV) farms.

The site at Nethermains was identified as the most appropriate to progress initially and in January 2021, the Cabinet of North Ayrshire Council approved the development of a ground mounted solar photovoltaic (PV) farm at the former landfill site.

The solar PV farm demonstrates the alternative use and repurposing of our land and assets and commitment to reducing carbon emissions. It is an excellent example of a project which supports multiple pillars of Community Wealth Building, bringing a wealth of benefits to the region:

Procurement

Potential for local suppliers and supply chains to benefit from the significant investment through provision of services and materials both during construction and ongoing operational phases;

Land and Assets

Explores alternative use of our land and assets that currently are not productive and re-purposes those assets;

Financial Power

Commits capital investment to support actions to reduce carbon emissions across North Ayrshire;

Plural Ownership

Supports the Council's ambitions around municipalisation and shows Climate leadership.

Who is involved?

- North Ayrshire Council
- University of Strathclyde

What were the impacts?

This investment demonstrates the Council's role as a leader in the just transition to net zero. The solar PV farm at Nethermains will:

- Provide a substantial amount of clean, renewable energy, the projected annual project yield is 7,681 MWh.
- Create local green employment opportunities
- Make a further positive contribution to the Council's carbon reduction and contribute to the Council's net zero by 2030 target. The annual reduction in CO2 emissions is estimated at 501 tonnes of CO2 per year based on an annual yield of 7,681 MWh.
- Provide localised economic activity and long-term productive use for the former landfill site that would be otherwise difficult to develop
- Contribute to a reduction in fuel poverty through the availability of affordable energy

The design and build process of Nethermains solar PV farm is due to commence in autumn 2021. In June 2021 it was confirmed that a second solar PV farm would be constructed at Shewalton former landfill site, Irvine.





Financial Power



We will invest locally and encourage regional and national institutions to invest in our communities



KEY ACHIEVEMENTS

In exploring the feasibility of a community bank and wider progressive finance options the Council sought the support of Cooperative Development Scotland to develop the strategic case and feasibility of a West of Scotland community bank. The Council continue to work closely with 1st Alliance Credit Union to develop progressive finance options and improve financial access for North Ayrshire residents.

In January 2021 Social Investment Scotland hosted two webinars for North Ayrshire community groups and social enterprises to find out more about social investment as well as how to prepare for social investment.

Throughout 2020 and during the Covid-19 pandemic we have continued to support and empower our communities through Community Investment Funding (CIF). Supported projects include Millport Town Hall, Stevenston Beach Hub, Irvine Youth Forum, Kilwinning Community Sports Club, Ardrossan Community Gym and Arran Youth Foundations, and in previous years the CIF has supported local organisations such as the Beith Community Development Trust and the Three Towns Growers.

The £251 million Ayrshire Growth Deal will help leverage more than £300m of private investment into Ayrshire and a Community Wealth Building approach is crucial to ensure the benefits and rewards of the investments are inclusive and shared across our communities.

In September 2020 the Council Leader and Chief Executive met with Strathclyde Pension Fund to open discussions on how the Fund could support local investment opportunities and enhance local wealth.

In early 2021 we launched a new advice service with the aim of making it easier for residents to access support with their personal finances. The new 'Better Off' demonstrator is initially being piloted for a two-year period and is available to residents in the Three Towns. The service explores a different way of providing financial support in North Ayrshire by bridging the gap in debt advice services currently offered and expanding on the traditional 'single service' approach by bringing together a range of partners from the across Council, Health and Social Care Partnership and the Third Sector. It will provide a 'one-stop-shop' for Three Towns residents seeking support and advice on benefits, money/debt, housing, energy costs and work skills as well as health and wellbeing - building a tailored package of support that allows the individual to achieve more sustainable outcomes.



AREAS OF FOCUS 2021/22

We will build upon our successful Keep It Local media campaign to encourage Council staff to shop and spend in local, independent North Ayrshire businesses.

We will continue to explore community banking and progressive finance options for North Ayrshire residents, including working in partnership with 1st Alliance Credit Union deliver financial inclusion support.

In June 2020, a Memorandum of Understanding was signed by the Council and Crown Estate Scotland to unlock the unique potential of North Ayrshire's marine and coastal resources. The partnership will now work together to explore opportunities to deliver projects associated with North Ayrshire's coastal communities including a jointly funded marine tourism post.

Work in partnership with local communities to deliver the innovative Community Investment Fund and Participatory Budgeting approach.

Deliver the Better Off demonstrator through a Public Social Partnership, working with the Social Value Lab to explore the impact of this model.



Case Study:

The Training Station

The Shibumi club is a karate club in Saltcoats and has been in operation for over 30 years. They had trouble hiring affordable space in Saltcoats, but they had a vision to convert and refurb part of the unused grade B listed train station building and bring this 81m2 space back into a purposeful multi use space community space.

The journey began to build the capacity of this community group to realise their vision. A consultation was carried out with 25 local community groups all interested in using the space, confirming the lack of facilities within this deprived area. A business plan was developed, and an architect identified for the building. Heritage Rail, Network Rail and Sports Scotland confirmed their support for the project and a lease was signed with Network Rail.

Scottish Charitable Incorporated Organisation status was granted by Office of Scottish Charity Regulator (OSCR) and the group was successful in securing funding via North Ayrshire Participatory Budgeting, the Community Investment Fund and Scottish Government Regeneration Capital Grant fund.

It is now a multi-agency working group, with a total of £500,000 secured for the project – to grow local wealth, repurpose a local asset and create opportunities for North Ayrshire residents.

The Covid-19 pandemic caused challenges to the development however work was completed in February 2021. The first class was held at the Training Station in May 2021. The building is now a fully functional exercise space and local community groups, and businesses are seeing the benefits.

The group plan to apply for a Heritage Rail award and will develop their Japanese garden. They aim to increase the number of community partnerships involved and employ local staff.

Who is involved?

- Shibumi Club
- Heritage Rail
- Network Rail
- Sports Scotland
- North Ayrshire Council – Community Development Team; Locality Planning Partnership; Planning team



What were the impacts?

- Community empowerment and aspirations have increased with the knowledge and experience of what is possible for communities to achieve.
- The project has cultivated positive working partnerships both with local business groups and national funders.
- It has created the use of a much-needed new multi-use space for community groups and businesses, keeping activities local and building strong community relationships.
- The Training Stations provides opportunities for the residents of Saltcoats to benefit from physical wellbeing, mental wellbeing and socialising.

// It's a dream come true. We have somewhere to call home for the karate club, but it is so much more than that. //

John Deans
Chairperson



Case Study:

Arran Participatory Budgeting

A successful Youth, Locality and Arts and Culture Participatory Budgeting (PB) approach was undertaken in Arran in 2021.

PB supports inclusive participation and deliberative democracy, enabling local people to make decisions about how Council and Health and Social Care Partnership (HSCP) budgets are spent on local priorities. Where groups are funded to purchase equipment and resources, they are encouraged to shop local in line with our Community Wealth Building strategy.

In this round of Youth PB on Arran, applications were invited for up to £1,000 (from a budget of £6,000) for youth projects/ideas around the following themes: Health & Wellbeing, Poverty and Inequality, Voice & Participation and Digital Connections.

For Locality and Arts and Culture PB applications were for up to £400/£1,200 respectively, with ideas/projects sought around the following themes: local life and community well-being, linking people up, positive mental health and well-being, healthy and active communities – from a budget of £13,500.

Short-listed Youth projects were voted on by young people aged 8-25 years – this was done either in school or via the Young Scot website. The Locality and Arts and Culture Projects were short-listed by the Locality Steering Group and those who met the agreed criteria secured funding. No community events and no voting took place this year due to the challenges of the Covid-19 pandemic; however this will be reinstated in future years.

Who is involved?

- North Ayrshire Council Community Development Team
- North Ayrshire HSCP
- Arran CVS
- Arran LPP short-listing group – partners and youth and community representatives
- Youth Executive
- Modern Apprentices
- Young Scot

What were the impacts?

A wide range of groups secured funding for their ideas and projects – 4 from Arts and Culture, 11 from Youth and 12 from Locality Funds, allowing communities and residents to benefit from new/continued opportunities, delivered locally.

Local adults and young people were involved in all stages of the process from design to decision making, via the youth and locality steering groups demonstrating community empowerment and active citizenship. The Steering Groups spoke positively about their experiences and being involved in making decisions about their Locality.





Case Study:

Ardrossan Community Sports Hub

Ardrossan Winton Rovers Football Club (AWRFC) has been a major part of Ardrossan infrastructure for 117 Years.

The Trustees wanted to do more in the current climate of austerity and the lack of progress in moving Ardrossan out of the top 5% SIMD disadvantaged areas in Scotland. Provision of Sport and Leisure facilities were listed as key priorities by the community during the previous 'Our Place' consultations, with a gap in local infrastructure perceived as key to addressing other social issues such as loneliness, crime, and physical as well as mental wellbeing, particularly among children and youths. The Trustees decided to form Ardrossan Community Sports Hub (ACSH) – a company limited by guarantee with charitable status.

ACSH's aim is to advance public participation in sport through the development and maintaining of sporting and other facilities in Ardrossan for the use of the community, with the aim of improving health and wellbeing. Following community consultation and feasibility work in 2017 and 2018, ACSH are working on proposals for the creation a Community Sports Hub in Ardrossan which is essentially a collective of progressive sport clubs working together in a local community.

ACSH aim take the former Maximum Potential community gym assets and facilities, within the grounds of the derelict Seafield School site, into community ownership to operate it as a community gym. They have agreed in principle a rolling lease for the property and the gym equipment contained within it and have developed a coaching infrastructure to manage it which will involve both staff and volunteers.

ACSH want to deliver a cost-effective gym membership for the whole community within Ardrossan and the wider Three Towns with qualified coaches and a structure of volunteers (which is already in place), offering commercial style/quality gym facilities at a fraction of the cost to ensure access for local people. There is no other existing gym facility within Ardrossan and therefore, as a community gym, this would not be duplicating or displacing other existing provision.

Who is involved?

- Winton Rovers
- Ardrossan Community Sports Hub
- McLaughlin Construction
- North Ayrshire Council – Community Development Team; Locality Planning Partnership



What were the impacts?

- Community ownership of two facilities in Ardrossan (Glasgow Street and derelict Seafield School site).
- Employed 2 members of staff – creating local employment opportunities.
- Affordable membership prices for local communities.
- The re-opening of the gym and development of the outdoor space has resulted in more physical activity opportunities for the community with benefits such as weight loss, fitness, mental wellbeing and socialising.



Plural Ownership of the Economy



We will support the creation and sustainability of a range of business models including SMEs, social enterprise, employee ownership, cooperatives, municipal activity and community enterprises



KEY ACHIEVEMENTS

Three new Business Locality Advisers have joined the Business Support and Development Team and building on the award-winning Team North Ayrshire approach, the team is now aligned to the six North Ayrshire localities to better support local businesses and plural ownership models. An improved Customer Relationship Management (CRM) system has been developed to collect customer relationship information and activities in relation to Community Wealth Building, allowing the team to more effectively tailor interventions to support local businesses.

In supporting our business base on progressive business models, we have provided Family Business and Succession Planning support, as well as supported the development of Employee Ownership Transfer / Cooperative Ownership strategies to five local businesses.

We are further developing our relationship with Cooperative Development Scotland who will provide three sessions to upskill Business Advisers on Cooperative Ownership models. This will allow advisers to proactively engage with the local business base and promote the benefits of a cooperative model and will support the delivery of the £3 million Community Wealth Building Fund.

As outlined above, the Council has agreed ambitious plans for municipal Renewable Energy Schemes to maximise local land and assets and become a leader in net zero.



AREAS OF FOCUS 2021/22

Through the work of our Community Wealth Building Business Locality Officers and the Community Wealth Building Ayrshire Growth Deal Fund, we will proactively engage with businesses and provide financial support to assist in the transition to cooperative or employee ownership models.

We will continue to encourage our business base to explore and consider the social and environmental impact of their activities and provide support to make positive changes, including through the £500,000 Green Jobs Fund.

The Regeneration Delivery Plan outlines the need to maximise our existing land and property assets to deliver net zero carbon projects, supporting the Council's ambitions to achieve net zero by 2030.

In summer 2021 we will engage with stakeholders and explore options for establishing a Repair Economy and Remakery within North Ayrshire, building on existing community and business led activities.



Case Study:

Isle of Cumbrae Distillers (IOCD)

In 2020, five friends and Cumbrae residents decided to work together to establish a limited company and create a gin distillery on the island.

Distinctively positioned as one of the few all-female distilling teams in Scotland, they bring together expertise from backgrounds in Tourism, Hospitality, Events Management, Customer Service and Project Management.

Contact was made with the Council's Business Gateway service through the Planning to Start (PTS) online portal. They met with the business advisor responsible for business start-ups in the North Coast area who introduced them to the support available from the Council's Business Gateway service and advised them of a crowd funding incentive specifically aimed at female entrepreneurs. This funding allowed IOCD to raise enough funding to get the business up and running.

The IOCD team attended several Business Gateway free business training and social media training courses as well as Digital Boost courses. They benefited from free one to one Digital Boost consultancy to get their digital offering correct and ready for the launch of their product.

In addition, the team accessed a one-to-one surgery from a Council framework consultant to discuss their accounts and how to record them. They received marketing support from Targeting Innovation and exporting advice from Scottish Enterprise. The IOCD team were also introduced to other Ayrshire businesses that were complementary to their business.

Who is involved?

- North Ayrshire Council – Business Support & Development; Licencing team; Employability & Skills team
- RBS (Back Her Business, Crowd funding incentive)
- Scottish Enterprise
- Businesses local to North Ayrshire
- Glasgow Caledonian University
- Targeting Innovation



What were the impacts?

- Small locally owned enterprises are more likely to employ, buy and invest locally contributing to local economic development. As a growing new business on the Isle of Cumbrae, the IOCD are keen to create employment and training opportunities for island residents.
- A Living Wage employer, the IOCD take their Corporate Social Responsibility seriously and plan to support several social enterprises on the island. Millport Town Hall is the first social enterprise recognised by the company.
- As a new tourist attraction, it is hoped that other local businesses will profit from the peripheral spend of tourists visiting the distillery.
- The IOCD plan to recruit up to three new, local employees by the end of 2022.
- The Council's Business Support & Development team will provide on-going support to the IOCD, helping the business to grow at a realistic rate. It is planned to equip the company with the skills required for them create a sustainable business. The IOCD are exploring the potential to grow into export markets.



Case Study:

Garnock Valley Men's Shed

Garnock Valley Men's Shed tackles loneliness and isolation through providing activities that encourages interaction with others and the wider community in an inclusive and safe environment.

Financial support through the Locality Planning Partnership's Community Investment Fund (CIF) has allowed the group to nurture and develop a derelict building as a Men's Shed. This investment has made a huge impact on social isolation and loneliness amongst men across the Garnock Valley, resulting in a membership of 80+ men. In turn, the Men's Shed trustees have adopted a policy that ensures any payments they make for outside professional services, where possible, are kept local. The Shed also generates income from commissions, often with "seconds" from large companies which they repair or upcycle and sell on locally, making money for the organisation. Effectively the group are now investing growing local wealth in the Garnock Valley both financially and socially.

Supported by the Council, the trustees were interested in pursuing a Community Asset Transfer. A temporary occupational licence on the building was granted and license extended as the group required. This gave the Sheddors confidence to take temporary ownership of the building and make extensive renovations, safe in the knowledge that the Council were encouraging longer-term occupation. It also afforded the group many opportunities to use in-kind voluntary labour provided by their members, who had the existing skills, knowledge and experience to undertake building works.

The CAT enabled external funding to be secured but also allowed the group to shape the building to fit their needs with confidence. Support was provided by NAC Garnock Valley Locality Team and NAC Asset Transfer Team. A 25-year lease on the property was approved by North Ayrshire Council Cabinet in December 2020.

Who is involved?

- North Ayrshire Council Connected Communities Team
- Scottish Men's Sheds Association (SMSA)



What were the impacts?

- Empowering individuals to become more capable and resilient, learn new skills and build confidence.
- The wider community actively seek support with projects and hold the Shed in high regard.
- Local businesses have invested and supported the project via Community Benefit.
- Due to the Shed's 'Keep it Local' policy, many local businesses have benefitted significantly when renovations have been required.
- The local health centre is now using the social prescribing model to refer patients to the shed.
- Former Shed Manager, a local volunteer, has built his confidence to such a degree that he has gone on to secure full time paid employment.
- Further expansion is planned as well as a Training programme for Shed Supervisors.



Annual Report

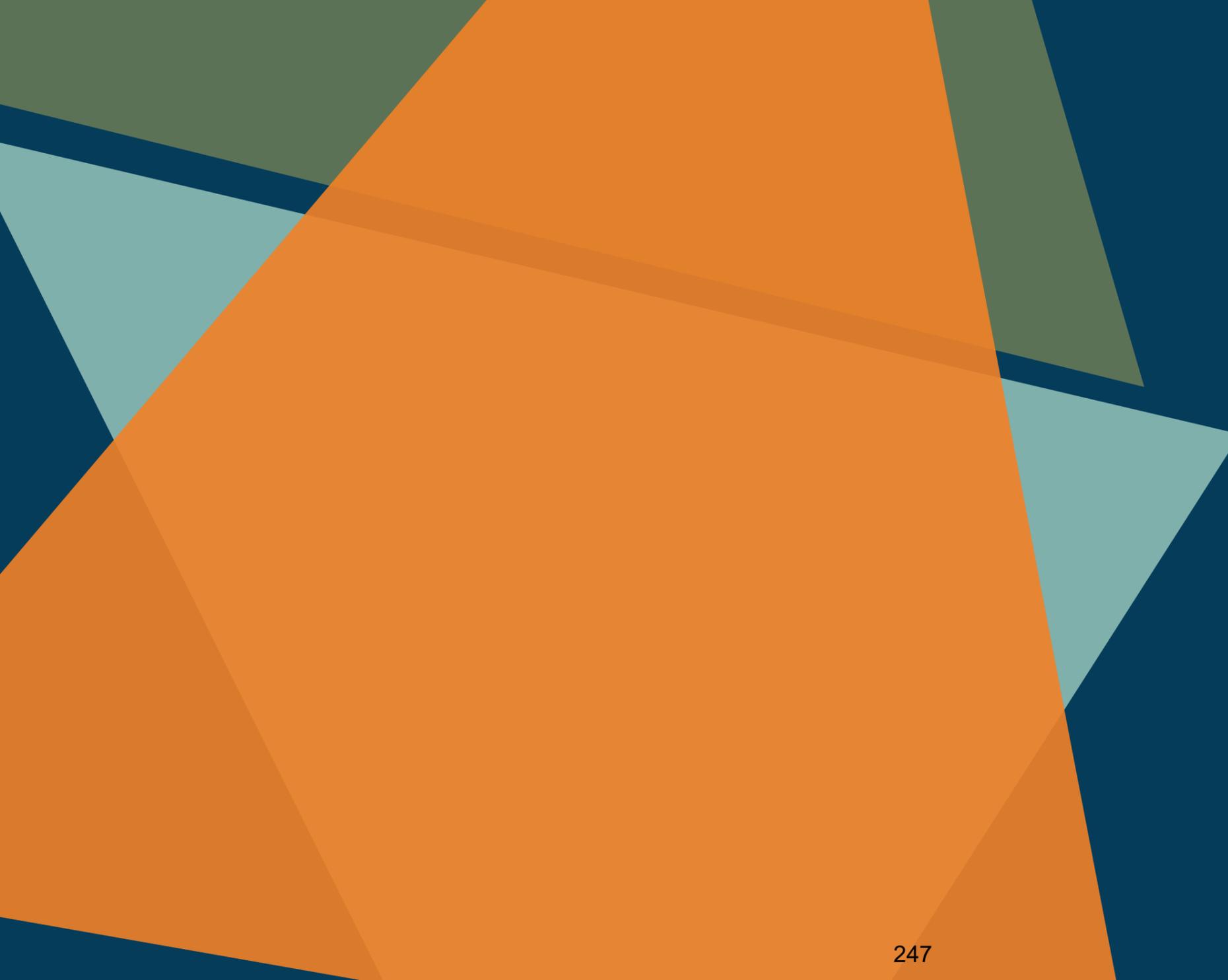
May 2020 – April 2021

CWNB
COMMUNITY WEALTH BUILDING

NORTH AYRSHIRE COUNCIL
COMMUNITY WEALTH
BUILDING STRATEGY



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



 **Appendix 1**



Community Wealth Building Strategy
Actions Progress Index

Appendix 1

① CWB Council

Action

Work with local and regional anchor institutions through the Community Wealth Building Commission to deliver Community Wealth Building across North Ayrshire and the wider Ayrshire economy.

Timescale: Long Term

Status: Active

Latest Update / Outputs

1. CWB Commission membership extended to South and East Ayrshire Councils September 2020
2. Refreshed CWB Commission remit and new workplan, including agreement to form the Lead Officers Working Group agreed December 2020;
3. First meeting of the Lead Officers Working Group in February 2021;
4. Lead Officers Working Group Procurement Pillar workstream underway March 2021.

② CWB Council

Action

Develop an Anchor Charter agreement to embed Community Wealth Building principles across anchor institutions in the region.

Timescale: Long Term

Status: Active

Latest Update / Outputs

1. Ayrshire Anchor Charter published during Challenge Poverty Week in October 2020
2. Ayrshire Anchor Charter signed by NAC, SAC, EAC, NHS A&A, Ayrshire College and Scottish Enterprise in October 2020
3. The Ayrshire Community Trust signed the Ayrshire Anchor Charter in November 2020

③ CWB Council

Action

Work within our localities to support communities and businesses to develop and co-produce Community Wealth Building activities.

Timescale: Long Term

Status: Active

Latest Update / Outputs

1. New CWB staff in post including Business Locality Officers, Community Economic Development Officer, Regeneration Officers
2. CWB Stakeholder Role Mapping completed December 2020
3. Meetings with community development trusts
4. Fairer Food Network

④ CWB Council

Action

Develop and implement the £3 million Ayrshire Growth Deal (AGD) Community Wealth Building Fund and ensure the AGD as a whole delivers Community Wealth Building to ensure lasting benefits for our businesses and communities.

Timescale: Medium Term

Status: Active

Latest Update / Outputs

1. Full Business Case approved by Scottish Government in March 2021
2. Implementation and recruitment underway April 2021

⑤ CWB Council

Action

Building on our first Community Wealth Building Staff Leadership Conference in November 2019, we will ensure all North Ayrshire Council employees have an awareness of Community Wealth Building and undertake their role through a Community Wealth Building lens.

Timescale: Medium Term

Status: Active

Latest Update / Outputs

1. CWB Strategy launch communicated to staff through News in Brief, Staff News, NAC Social Media
2. 'Keep it Local' media campaign communicated to staff through News in Brief, Staff News, NAC Social Media
3. Future Activities: Connected Leadership event May 2021 for Senior Managers; further staff engagement planned for 2021-22

⑥ CWB Council

Action

Use municipalisation as a tool to secure local public services and enhance local wealth, creating local economic opportunities.

Timescale: Medium Term

Status: Active

Latest Update / Outputs

1. A number of projects are being implemented and developed within our municipalisation approach to support the objectives of CWB.

These include developing opportunities for accessible, cost-effective advertising opportunities for local business on roundabouts; property factoring services for 2,000 properties; commercial waste & recycling support for businesses; and quality catering & cleaning services for local organisations.
2. A pipeline of further projects are under appraisal and development with service areas including Roads, Protective Services, Planning, Land & Property and Streetscene all with a view to ensuring that public services are enhanced and safeguarded, while ensuring local resources, assets, skills and opportunities are maintained and developed
3. Municipal Renewable Energy projects including agreement for Nethermain Solar PV farm at former landfill site agreed January 2021 and Cabinet agreement for a second PV farm at Shewalton former landfill site in Irvine

⑦ CWB Council

Action

Ensure our Community Wealth Building approach delivers our ambitions to become a carbon neutral Council and use the anchor institution approach to deliver a green transition for North Ayrshire.

Timescale: Medium Term

Status: Active

Latest Update / Outputs

1. Climate Action pillar and pledges included in Ayrshire Anchor Charter in October 2020
2. Green New Deal Economic Recovery and Renewal Approach agreed September 2020
3. Refreshed Sustainability and Climate Change Strategy (including a section on the Green Economy) presented to CWB Expert Advisory Panel March 2021

Appendix 1

8 CWB Council

Action

Encourage communities to shop local, including via Community Charters, and highlight the benefit of this to support local jobs in the North Ayrshire and Ayrshire economy.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. 'Keep it Local' Media Campaign launched in July 2020 until September 2020
2. 'Shop Local at Christmas' Media Campaign in December 2020
3. 'Keep it Local' Media Campaign relaunched in April 2021
4. Community Charters Community engagement phase delayed by Covid-19 pandemic
5. Community Food Network established

9 CWB Council

Action

Establish an Expert Advisory Board to inform the work of the Community Wealth Building Commission and challenge our progress on delivering our Community Wealth Building Strategy ambitions.

Timescale: Short term

Status: Complete

Latest Update / Outputs

1. CWB Expert Advisory Panel established in May 2020
2. Four meetings of the CWB Expert Panel have taken place between May 2020-April 2021

10 CWB Council

Action

Participate in national and international Community Wealth Building and inclusive economy networks to identify best practice.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. NAC became the first Scottish Local Authority to become a member of the Wellbeing Economy Alliance in August 2020
2. Member of Inclusive Growth Network
3. Joined CLES Community Wealth Building in Practice
4. Presented to range of networks on our approach including EDAS, Just Transition Commission, Democracy Collaborative Anchor Network, Community Wealth Building Summit, Senscot, Social Enterprise Scotland, CEIS, Scotland Excel, Convention of Highlands and Islands

11 CWB Council

Action

Continue our conversations with young people about what Community Wealth Building means to them

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Irvine Youth Forum - young people consulted on CWB via successful CIF application
2. Arran Youth Foundations - young people consulted on CWB via successful CIF and CAT applications
3. Future Activities: Planning to include youth engagement at Summer 2021 Roadshows

12 Procurement

Action

Develop the corporate culture and status of procurement as a key feature of Community Wealth Building.

Timescale: Short term

Status: Active

Latest Update / Outputs

1. Connected Leadership CWB Procurement event planned for May 2021.
2. Procurement board also developing the culture
3. Actively engaging through cross council meetings to explain buying local and lotting
4. Revised Procurement Strategy includes CWB principles and approved by Procurement Board
5. New process agreed regarding those bidding and requiring support on Real Living Wage

13 Procurement

Action

Build on initial work of the Community Wealth Building Commission to work with anchor institutions to explore opportunities for more local spend and establish an Anchor Institution Procurement Short-Life Working Group to identify and progress joint opportunities.

Timescale: Short term

Status: Active

Latest Update / Outputs

1. In December 2020 CWB Commission agreed a workplan, including a regional procurement workstream
2. Formation of Lead Officer Working Group in February 2021 and lead organisation agreement to drive regional procurement workstream

14 Procurement

Action

Support our business base – including a wide range of business models – to enhance their capacity to bid for public sector contracts.

Timescale: Short term

Status: Active

Latest Update / Outputs

1. 67 businesses have been supported 121 via specialist support / Consultancy
2. Ayrshire Meet the Buyer event held in April 2021 with 391 attendees
3. Tender documents highlight Supplier Development Programme and training available to businesses

15 Procurement

Action

Establish a more proactive approach to procurement – including wave-planning which enables deeper market and locality engagement before commissioning, building on our already successful Quick Quote approach.

Timescale: Short term

Status: Active

Latest Update / Outputs

1. Development of proactive principles for work between Procurement and business development agreed and implemented via new Procurement Development Manager

Appendix 1

16 Procurement

Action

Promote upcoming Council procurement opportunities more proactively including more local Meet the Buyer events.

Timescale: Short term

Status: Active

Latest Update / Outputs

1. Ayrshire Meet the Buyer event in April 2021 with 391 attendees
2. Development of proactive principles for work between Procurement and business development agreed and implemented via new Procurement Development Manager
3. National Meet the Buyer event planned

17 Procurement

Action

Enhance our procurement analysis through market supply analysis and increase knowledge of local suppliers, and identify gaps in the market to create locally-driven economic opportunities.

Timescale: Short term

Status: Not started

Latest Update / Outputs

1. Not started due to Covid-19 capacity constraints
2. Activities to commence in 2021 by Procurement Development Manager including analysis of the Grow Local dataset

18 Procurement

Action

Maximise our approach to community benefits to ensure they meet our Community Wealth Building ambitions and the needs of our communities.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Community Benefits Officer in post August 2020
2. Review of current Community Benefits practices undertaken and benchmarking of other contracting authorities;
3. ELT agreement of 10 recommendations for Community Benefits practice change in March 2020. Including amended process for contracts over £4m
4. Internal, cross service Community Benefits Working Group established to assess current policy and revise Community Benefits KPIs

19 Procurement

Action

Consider any negative externalities of procurement, for example the impact on the environment.

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. Not started due to Covid-19 capacity constraints

20 Fair Employment

Action

Support our businesses to implement Fair Work principles and maximise the potential of employees.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Ayrshire Anchor Charter published October 2020, including Fair Work pledges;
2. Fair Work Ayrshire element included within CWB AGD. Full Business Case signed off by Scottish Government March 2021
3. Ayrshire College confirmed as leading Fair Employment workstream on behalf of CWB Commission March 2021
4. Council offering option of uploading a video CV within myjobscotland. Adapted into council recruitment process April 2021.
5. Discussions have taken place with Health and Social Care Partnership on Kickstart Programme

21 Fair Employment

Action

Support our businesses to implement Fair Work principles and maximise the potential of employees.

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. Advisers have reviewed and benchmarked businesses who currently pay the real living wage
2. Proactive engagement to continue in 2021/22

22 Fair Employment

Action

Continue to deliver employability programmes helping local residents into work to reduce child poverty.

Timescale: Long term

Status: Active

Latest Update / Outputs

1. Council increased investment in 'We Work for Families' programme
2. Launched one of largest Kickstart Programmes in Scotland with 100 new jobs created in Q1 2021

23 Fair Employment

Action

Continue our focus on health, recognised as a barrier to an inclusive economy by the North Ayrshire Inclusive Growth Diagnostic, and deliver a new supported employment programme 'EQUAL'.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. EQUAL developed See Me CV
2. Full Business Case approved for Working for a Healthy Economy and some services to be implemented in May 2021

Appendix 1

24 Fair Employment

Action

Build on our Employability Hub approach to undertake more community outreach where there are anchor recruitment opportunities and encourage wider anchors to focus on excluded groups.

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. Employability Hubs closed since March 2020 due to Covid-19
2. Planned re-launch of Employability Hubs post Covid to include multi-channel delivery
3. Better Off Demonstrator launched and exploration of social value

25 Fair Employment

Action

Lead by example on the payment of the Real Living Wage and encourage others to follow our leadership role, building on recent workshops with the Living Wage Foundation.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Ayrshire Anchor Charter published October 2020 including fair employment pledges
2. In November 2020 North Ayrshire Council committed to pay staff the 2020/21 real Living Wage five months early
3. Living Wage supplement applied to Kickstart Programme to encourage and support payment of living wage

26 Fair Employment

Action

Take a more proactive approach to our Disability Confident status and encourage others to adopt this.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. The Council is a Disability Confident Employer and is currently pursuing Level 3 Disability Confident Leader status
2. EQUAL 'See Me CV' integrated into council recruitment process

27 Fair Employment

Action

Promote the Council as an 'Employer of Choice' highlighting our good Terms and Conditions and opportunities for flexible working.

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. To be proactively pursued in 2021/22 via showcasing of Council staff roles

28 Fair Employment

Action

Improve the linkages between our apprenticeship programmes and workforce planning, building on the work already undertaken with Early Learning and Childcare.

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. To be proactively pursued in 2021/22

29 Fair Employment

Action

Consider how our recruitment application process could be more accessible and how we could advertise more in local places, including social media pages.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. EQUAL 'See Me CV' integrated into council recruitment process
2. Flexible application process available within Facilities Management and Care at Home services.
3. Future Activities: Council moving to anonymous application process and explore publication of vacancies via social media channels

30 Fair Employment

Action

Consider how we can change the recruitment process for entry level Council posts to give advance notice to employability providers in order that they could provide suitable local candidates.

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. Graduate recruitment Spring 2021
2. To be explored proactively in 2021/22

31 Land & Assets

Action

Build on our work to use our land and assets for the common good by reviewing our land and assets transformation programme through a Community Wealth Building lens: exploring alternative community uses, commercial opportunities to grow local wealth, and to remove carbon dioxide from the atmosphere in line with our carbon neutral ambitions

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Appointment of 3 new CWB posts - Development Manager and 2 Regeneration Officers
2. Adoption of Regeneration Delivery Plan March 2021
3. Initial land review process and internal steering group to inform review process (April 21)
4. Phase 1 of Lochshore development in the Garnock Valley is underway
5. Montgomerie Park approach and opportunity to develop this for further sites

Appendix 1

32 Land & Assets

Action

Ensure our commercial property portfolio supports the growth of local businesses and entrepreneurial activity.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Initial review of commercial property portfolio undertaken by Regeneration team
2. Future Activities: Appointment of CWB Estates Role within the Business Support and Development team in June 2021

33 Land & Assets

Action

Continue our business incubation approach at our new Quarry Road, Irvine facility, supporting local small businesses,

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. Activity at Quarry Road on hold due to Covid-19 restrictions

34 Land & Assets

Action

Use council and other anchor assets to develop a 'deep town' regeneration approach within a locality, tackling under-utilised and derelict land and buildings, and use the new Regeneration Framework currently under development to explore how identified challenges such as vacant land or properties can be addressed.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Adoption of Regeneration Delivery Plan (RDP) including actions in relation to town centre regeneration, vacant and derelict land and place-based investment
2. Developments of an approach to prepare place frameworks for each town
3. Approval and implementation of proposals and Local Delivery Plans for the expenditure of the £1.32m 2020/21 Vacant and Derelict Land Fund allocation
4. Development of proposals for the £1.26m Scottish Government Place Based Investment Programme (PBIP) allocation informed by the RDP for consideration by Cabinet in June 2021
5. Development of proposals and a Local Delivery Plans for the £1.32m 2021/22 Vacant and Derelict Land Fund allocation informed by the RDP for consideration by Cabinet in June 2021
6. Commenced preparation of applications for £45m of funding through the UK Government's Levelling Up Fund for the upgrade of the B714 and acceleration of the regeneration of the North Shore and Lochshore sites for submission in June 2021
7. Commenced preparation of applications for the UK Government Community Renewal Fund to pilot the Place Framework approach for submission in June 2021

35 Land & Assets

Action

Continue to support Community Asset Transfer and support community capacity building to grow community ownership.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Regeneration Capital Grant funds secured for Millport Town Hall and Stevenston Beach Hub
2. Community Asset Transfer (CAT) activity - Almswall Park, Arran Youth Foundations, Garnock Valley Men's Shed.
3. Future Activities: Scoping out opportunities for NA Food System, Kilwinning Football Academy, Kilwinning Community Sports Club, Lochshore, Douglas Park Project, Ardrossan South Beach, BCDT and Cumbrae WAVE
4. Identify priorities for the submission of applications to the 2022/23 round of the Regeneration Capital Grant Fund (RCGF) in June 2021

36 Land & Assets

Action

Further develop co-location service models between the Council, Health and Social Care Partnership and wider partners.

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. To be proactively pursued in 2021/22 and future strategy years.

37 Land & Assets

Action

Enhance the contribution the Strategic Housing Investment Plan (SHIP) can make to town centre regeneration.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Adoption of Regeneration delivery plan and specific actions in relation to town centre delivery plan
2. Kings Arms redevelopment for town centre living
3. Regeneration team undertaking a wider review of potential for town centre living

38 Financial Power

Action

Explore the feasibility of a community bank.

Timescale: Long term

Status: Active

Latest Update / Outputs

1. In October 2020, Cooperative Development Scotland (CDS) (a subsidiary of Scottish Enterprise) provided funding and assistance to support the exploration of the strategic case and feasibility of a community bank
2. Officers are in regular discussion with community banking policy advisors, have engaged other places progressing community banks and are regularly updated on banking developments across the UK

Appendix 1

39 Financial Power

Action

Work with Strathclyde Pension Fund to explore how it could support genuine local investment opportunities and enhance local wealth.

Timescale: Long term

Status: Active

Latest Update / Outputs

1. Council Leader and Chief Executive met with SPF in September 2020

40 Financial Power

Action

Continue to work with 1st Alliance Credit Union to increase financial literacy and encourage progressive finance.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Early engagement meetings held with 1st Alliance Credit Union in August 2020 and January 2021
2. Early engagement meetings held with Association of British Credit Unions Limited (ABCUL) in December 2020 and January 2021

41 Financial Power

Action

Encourage our staff to spend locally.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Included within Keep it Local Media Campaign and shared with staff
2. Future Activities: Explore options for encouraging local spend via staff text messaging and email mailing lists

42 Financial Power

Action

Continue to empower our communities through our Community Investment Fund (CIF).

Timescale: Long term

Status: Active

Latest Update / Outputs

1. Millport Town Hall received CIF & Regeneration Capital Grant Fund (February 2021)
2. Stevenston Hub received CIF & Regeneration Capital Grant Fund (February 2021)
3. Successful CIF projects: Irvine Youth Forum, Kilwinning Community Sports Club, Ardrossan Community Gym, Arran Youth Foundations,

43 Financial Power

Action

Promote our investment opportunities to regional and national institutions to gain investment in our communities.

Timescale: Short term

Status: Active

Latest Update / Outputs

1. Launched This is North Ayrshire website promoting investment opportunities
2. Secured AGD funding confirmed November 2020
3. New partnership with the Crown Estate and MoU signed June 2020
4. North Ayrshire priorities included within Nuclear Decommissioning Authority socio-economic strategy

44 Financial Power

Action

Continue our leading approach to Participatory Budgeting and participate in the national Participatory Cities programme.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. PB carried out for 3 strands in 2020/21 - Locality, Youth, Arts & Culture total budget available £157,000
2. Piloting Systems Changers at Kilwinning with Corra Foundation

45 Ownership

Action

Enhance the award-winning Team North Ayrshire approach to business support to develop our support to wider forms of business ownership including employee ownership, cooperatives, community businesses, and social enterprises, including building on our Social Enterprise Strategy.

Timescale: Short term

Status: Active

Latest Update / Outputs

1. Development of locality approach within Business Support and Development team is complete.
2. Stakeholder Role Mapping complete December 2020 and identifies key leads for support.
3. Business Support and Development CRM (Customer Relationship Management) system developed to capture details of ownership models

46 Ownership

Action

Support our business base on progressive business models, workplace innovation and fair work to create a fair, diverse and resilient local economy.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Five businesses supported with Employee Ownership Transition (EOT)/cooperative strategies, Family business support and succession planning support

Appendix 1

47 Ownership

Action

Promote the benefits of the cooperative model to our business base, working with Cooperative Development Scotland to set out a programme of support and events, creating a cooperative culture in North Ayrshire.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Currently developing a programme of engagement with Cooperative Development Scotland (CDS): first part are three sessions to upskill advisers to allow proactive engagement with businesses. First CDS workshop in April 2021

48 Ownership

Action

Provide financial support to assist the transition of businesses to the cooperative model or to set up a new cooperative.

Timescale: Medium term

Status: Not started

Latest Update / Outputs

1. Confirmation of CWB Fund to support business transition
2. Proactive activity due to commence in 2021/22

49 Ownership

Action

Encourage our business base to explore the social and environmental impact of their activities.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Agreement of £500,000 Green Jobs Fund and progressing Green Audits
2. Preparation for COP26 including North Ayrshire business and community case studies

50 Ownership

Action

Encourage and support the conversion of existing businesses to employee ownership.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. One business has transitioned in 2020 to employee ownership
2. Proactive engagement with businesses to continue in 2021/22

51 Ownership

Action

Continue to offer specialist support to family owned businesses through Scotland's first Family Business Advisor.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Proactive engagement plan to be developed in 2021/22

52 Ownership

Action

Use the Council's municipalisation workstream as a tool to advance Community Wealth Building whilst protecting vital services.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Agreement that all municipalisation actions are now filtered through a CWB lens and checked for CWB impact

53 Ownership

Action

Explore the feasibility of a municipally owned bus company.

Timescale: Long term

Status: Not started

Latest Update / Outputs

1. Further exploration in 2021/22

54 Ownership

Action

Utilise our land and property assets to help develop low carbon and renewable energy schemes and networks to support our green transition.

Timescale: Medium term

Status: Active

Latest Update / Outputs

1. Specific actions to develop low carbon and renewable energy schemes within Regeneration Delivery Plan
2. Land and Assets review will identify potential sites for low carbon and renewable schemes
3. Future Activities: Recruitment of CWB Estates officer to consider opportunities
4. Municipal Renewal Energy Schemes at Nethermains and Shewalton former landfill sites

55 Ownership

Action

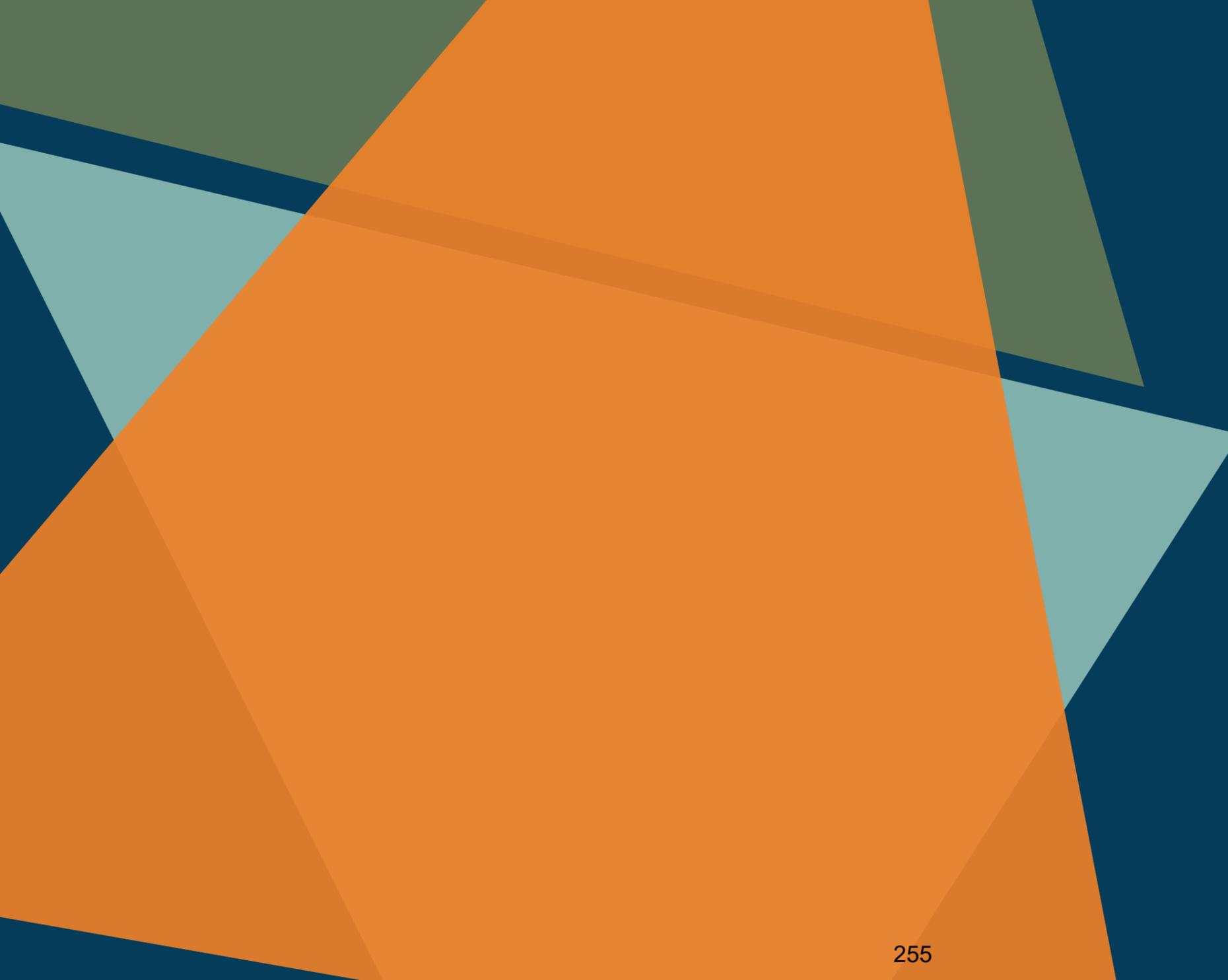
Consider alternative delivery models for large scale regeneration opportunities.

Timescale: Long term

Status: Active

Latest Update / Outputs

1. Model for redevelopment of Ardrossan North Shore



 **Appendix 2**



Council Plan Performance
Measures and Progress

Appendix 2

We view Community Wealth Building as a long-term transformational agenda for the Council and our partners. We will continue to produce Annual Reports on our progress on the actions outlined in the strategy and ensure the strategy evolves as required.

The delivery of our Community Wealth Building actions will contribute to the achievement of key Council Plan performance measures. An update on the status of these measures is provided below with data correct as of July 2021.

Performance Measure	Historical Data			Current Data			Comments
	Year	Target	Value	Year	Target	Value	
Percentage of children living in poverty (after housing costs)	2018/19		27.1%	2019/20	26.5%	27.9%	<p>Addressing Child Poverty is central to our Council Plan 2019-24 as well as our Community Planning Partnership. We published our Local Child Poverty Action Plan in October 2020 which outlined how we will address the three main drivers of child poverty including through Community Wealth Building. We will maximise income available to our residents from benefits through our Money Matters service (which generated £15.3m of income for residents that year) and reduce the cost of living by increasing the availability of affordable housing.</p> <p>Additional areas being explored include the recently introduced Cost of the School Day policy which will provide a recurring annual investment in a Children and Families Fund of £500,000 to support families. This work will begin to be reflected in this indicator in future updates however the indicator will also be affected by the Covid-19 Coronavirus pandemic.</p>

Please Note: The calculation method for this data changed in 2019 and a further data refresh was released in May 2021. The May 2021 data updated historical data back to 2014/15 and our information on our performance management system Pentana has been updated in line with this, however no current or historical statuses have changed as a result. It provides a much more accurate source of information as prior to 2020, estimates of local child poverty rates in the UK had not been able to draw on direct calculations of incomes at local area level. The new indicator looks directly at most of the income sources reported for tax, tax credit and benefit purposes and can therefore be considered at the very local level. The effect of housing costs was modelled by area on child poverty rates, by looking at household survey data alongside statistics on private rent levels by local area.

Performance Measure	Historical Data			Current Data			Comments
	Year	Target	Value	Year	Target	Value	
2018/19 Percentage of working age population in employment	2019/20	70%	70.2%	2020/21	64.7%	69%	<p>Employment rate has stabilised after a drop due to Covid impacts. Experts feel that Covid impacts have yet to be fully realised in official statistics as the UK Governments Job Retention Scheme has kept many in employed status, although furloughed.</p> <p>As the Job Retention Scheme is being phased out, there is a worry that employment rate may drop further, and the impacts may be disproportionately felt in certain groups. UK, Scottish and Local Governments are making significant investments in supporting business, supporting people back to work or develop new skills, in order to mitigate for the scenario being faced.</p>

Percentage of procurement spent on local enterprises	-	-	-	2019/20	-	19.98%	-	Data prior to 2019/20 reflects the Local Government Benchmarking Framework (LGBF) calculation of local procurement spend. However, we are aware that the LGBF calculation excludes certain spend, most notably it excludes all supplier spend below £1,000 and excludes all suppliers not categorised as core trade organisations. This is therefore not an accurate reflection of the economic activity within North Ayrshire. As we have access to the source data used by the LGBF we are able to capture all spend data and refine the calculation at a local level to better capture our spend with local enterprises and shorten the time delay in reporting. As a result, on 31st August 2021 Cabinet agreed to the replacement of the LGBF indicator within the Council Plan with a new version based on our own calculations. This shows procurement spend with local enterprises as 19.98% for 2019/20. The annual spend analysis for 2020/21 and historical data for the replacement PI will be available through the next Council Plan Half Year Progress Report. As detailed in our Community Wealth Building strategy, the target for 2024 remains at 26% as this was based on our own calculations of the source data rather than LGBF calculations.
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Performance Measure	Historical Data				Current Data				Comments
	Year	Target	Value	Status	Year	Target	Value	Status	
Percentage of people earning less than the living wage	2018/19		24.3%		2019/20	24%	16%	✓	This indicator is on target.

Performance Measure	Historical Data				Current Data				Comments
	Year	Target	Value	Status	Year	Target	Value	Status	
Hectares of vacant & derelict land in North Ayrshire	2019/20	1,240ha	1180 ha	✓	2020/21	1,194ha	1204 ha	✓	This indicator is on target. Fluctuations in the amount of vacant and derelict land is expected as areas (including privately owned) are discovered and added to the register.

Performance Measure	Historical Data				Current Data				Comments
	Year	Target	Value	Status	Year	Target	Value	Status	
Proportion of operational buildings that are suitable for their current use	2018/19	92%	91.01%	▲	2019/20	93%	90.89%	▲	This indicator has been updated from 90.91% to the official 2019/20 LGBF result of 90.89% against a target of 93%. The Scottish average for 2019/20 was 82.47%. We ranked 10/32 Scottish Local Authorities and remain in the second quartile. Rationalisation of the Additional Support Needs school estate and integration of Health and Social Care Partnership locality teams within secondary schools will improve overall performance.

NORTH AYRSHIRE COUNCIL

28 September 2021

Cabinet

Title:	Hong Kong British Nationals (Overseas) Visa route
Purpose:	To advise Cabinet on the Hong Kong British Nationals (Overseas) programme and the support that the Council could offer to visa applicants following this route
Recommendation(s):	That Cabinet (i) notes the background to the Hong Kong British Nationals (Overseas) programme; (ii) notes the support that could be available to visa applicants who arrive in North Ayrshire and (iii) agrees to receive a further update in 12 months.

1. Executive Summary

- 1.1. This report provides an update on the Hong Kong British Nationals (Overseas) programme and outlines the support that could be offered to visa applicants who arrive in North Ayrshire.
- 1.2. The UK Government has announced a new programme of funding to support the integration of holders of the new Hong Kong British National (Overseas) (BNO) Visa. The initial £43.1million funding package includes a specific allocation to Strategic Migration Partnerships (SMPs), including COSLA SMP, to set up what are being described as 12 'welcome hubs' across the UK.

2. Background

- 2.1 The Hong Kong British National (Overseas) visa launched on 31 January 2021. It is a new visa route available to people from Hong Kong who have British National (Overseas) – 'BN(O)' – status and their close family members. It has been created in response to the passing of a new national security law for Hong Kong, which the UK Government believes is in contradiction of agreements made between the UK and China at the time of the Hong Kong handover. The new visa route will entitle Hong Kong residents who hold BNO status to come to the UK, initially for up to five years, but with an option to apply for indefinite leave to remain, and then citizenship, thereafter. There are an estimated 5.4 million Hong Kong residents (2.9m BNOs and their dependant family members) who are potentially eligible to apply for this visa.
- 2.2 It is difficult to predict how many people and their dependents will take up the offer, however by mid-March 27,000 applications had been received. While broader estimates of anticipated arrivals are difficult to make, particularly in the context of the pandemic and global travel restrictions, the latest projections are suggesting that up to 153,000 visa holders and their dependents could take up the route in the first year, and 322,000 over five years. However, there is the potential for numbers to be much higher, particularly if the political situation

worsens in Hong Kong. Serious concerns continue to be raised by the UK and other countries regarding human rights abuses and political repression within Hong Kong, suggesting take-up of the new visa route could be high.

- 2.3 It is expected that many of the visa applicants will arrive with a variety of skills and attributes which will enrich our communities, and in a local context, this may help to address some of the demographic challenges within North Ayrshire.
- 2.4 There are also a range of potential impacts for the Council. Some new arrivals may require integration support, such as access to language classes and assistance to access services. They may also require assistance if they fall into destitution, although it should be noted that they will be coming to the UK with a No Recourse to Public Funds restriction applied to their visas, which means they will not be able to claim welfare benefits, apply for council housing or access other mainstream public funds such as council housing benefits.

Local Authority Support and Funding

- 2.5 On 8 April 2021, the Secretary of State for Housing, Communities and Local Government announced new funding to support the immigration impacts and integration needs generated by the introduction of the BNO Visa. An initial £43.1 million is being allocated for what is being described as a UK-wide welcome programme to support status holders during 2021-22.
- 2.6 Scotland's share of the funding will come in two parcels. Firstly, to recognise the spending uplift in areas of devolved competency, COSLA advise that the Barnett consequential in the block grant to the Scottish Government will increase by approximately £2.9 million. Secondly, the Ministry of Housing, Communities and Local Government (MHCLG) will grant funds to each of the 12 SMPs across the UK, weighted by share of population. As Scotland's SMP, we understand that COSLA will receive around £254,000, although we await formal confirmation of this.
- 2.7 COSLA officers are currently in discussions with MHCLG about their exact expectations relating to how this money is to be spent.

Support for Local Authorities

- 2.8 Staff from Housing Services have met informally with officers from the Migration, Population and Diversity section at COSLA. COSLA will work closely with the Scottish Government to develop an approach to supporting councils' roles within the scheme.
- 2.9 COSLA are developing advice that they will make available to local authorities. They will also set up and invite Council representatives to future officer group meetings to share information and good practice.
- 2.10 Councils are waiting to find out more from COSLA about the funding available to manage and cover costs where BN(O) status holders are at risk of destitution. This will include support with housing costs and translation and support to access English language classes. COSLA will work with the UK and

Scottish Governments to develop clear eligibility criteria for these funds and put in place a process for accessing the funding.

Support for Hong Kong BN(O) status holders who settle in North Ayrshire

- 2.11 It is reasonable to assume that many of the visa applicants will arrive in the UK and settle in larger cities where there may already be an established Hong Kong community, however there is the possibility that applicants may choose to settle in North Ayrshire.
- 2.12 Hong Kong BN(O) status holders will be expected to be self-sufficient and contribute to UK society. To be eligible for the Hong Kong BN(O) route, applicants must prove they are able to maintain themselves and their families in the UK for six months, and in every case, an initial grant of leave will have no recourse to public funds.
- 2.13 Visa fees are £180 to apply to stay for 30 months or £250 to apply to stay for 5 years. Additional costs include the Immigration Health Surcharge, which is currently £1,560 for a 30-month visa, and maintenance requirements evidencing the applicant's ability to support themselves financially. The visa contains a route to Settlement or Indefinite Leave to Remain (ILR) as applicants are eligible to apply for ILR after 5 years. After 1 year of possessing ILR, visa holders can register as British Citizens. All of these costs must be met by the applicant.
- 2.14 The majority of Hong Kong nationals are known to speak English, and it is possible that they could move to North Ayrshire, find their own housing and employment and have no need for additional assistance.
- 2.15 COSLA have requested that any information regarding Hong Kong nationals settling in North Ayrshire is shared with them to ensure that accurate records on numbers are recorded.
- 2.16 The Council may become aware of Hong Kong BN(O) status holders settling in North Ayrshire through the Council Tax registration process. The Council could also find out about Hong Kong nationals settling in North Ayrshire if they have school age children and enquire about school placement. Connected Communities staff may become aware of new Hong Kong BN(O) status holders through their links within our communities. Other service representatives within the Refugee Task Force may also find out about new residents from Hong Kong who approach their respective services. The Refugee Support Team will capture this information and feed back to COSLA as required.
- 2.17 The casework requirements will be very different to both the Syrian and Afghan programmes and there should be no requirement to source accommodation or provide intensive support. There may be the need to provide information and advice on local services such as English language classes, Education, Employability support, GPs and dentists.
- 2.18 The UK Government have provided an online welcome pack, available in both English and Cantonese. It includes information on key public services and

practical advice such as how to register with a GP, or set up a business, as well as general advice on life in the UK.

3. Proposals

3.1 That Cabinet:

- (i) notes the background to the Hong Kong British Nationals (Overseas) programme;
- (ii) notes the support that could be available to Hong Kong BN(O) status holders who arrive in North Ayrshire
- (iii) agrees to receive a further report in 12 months to update on numbers of Hong Kong BN(O) status holders who arrive in North Ayrshire and the support provided to them.

4. Implications/Socio-economic Duty

Financial

4.1 Funding will be available to support local authorities to manage and cover costs where BN(O) status holders are at risk of destitution. This will include support with housing costs and translation and support to access English language classes. COSLA will work with the UK and Scottish Governments to develop clear eligibility criteria for these funds and put in place a process for accessing the funding.

Human Resources

4.2 Support for the families will be provided by the Services who make up the existing North Ayrshire Refugee Task Force.

Legal

4.3 None.

Equality/Socio-economic

4.4 It is expected that many of the visa applicants will arrive with a variety of skills and attributes which will enrich our communities, and, in a local context, this may help to address some of the demographic challenges within North Ayrshire.

Environmental and Sustainability

4.5 None

Key Priorities

- 4.6 Supporting Ayrshire will contribute to achieving the Council Plan priorities of 'Active and strong communities' and 'People and communities are safe'.

Community Wealth Building

- 4.7 It is expected that many of those wishing to come to the UK under the visa process will be well educated, financially independent and be able to positively contribute to their new communities.

5. Consultation

- 5.1 The members of the Syrian Refugee Task Force have been consulted regarding the contents of this report. Members represent a wide number of internal and external services including Physical Environment, Finance and Corporate Support, Education, Health & Social Care Partnership, Connected Communities, Economic Development & Regeneration, Police Scotland, Department for Work & Pensions, Primary Care NHS Ayrshire & Arran, The Ayrshire Community Trust, Ayrshire College.

RUSSELL MCCUTCHEON
Executive Director (Place)

For further information please contact **Robert McGilvery, Senior Manager (Housing Operations)** on **01294 310175**.

Background Papers

None

NORTH AYRSHIRE COUNCIL

28 September 2021

Cabinet

Title: **Islands Infrastructure Fund**

Purpose: To seek approval for the expenditure of the anticipated Islands Infrastructure Fund in 2021/22.

Recommendation: It is recommended that Cabinet:

- i) Notes that a funding award will be forthcoming from the Scottish Government's Islands Infrastructure Fund for 2021/22;
- ii) Agrees to the proposal for the expenditure of this award including
 - o Upgrade of the car park at the Mountain Rescue Centre in Brodick on the Isle of Arran;
 - o Upgrade of a series of lay-bys at strategic locations on the Isle of Cumbrae; and
 - o Implementation of a series of recommendations identified by the Islands Connectivity Study; and
- iii) Due to the requirement to financially commit funds by 31 March, 2022 provides delegated authority to the Executive Director (Place) to agree amendments to the expenditure proposal in consultation with the Portfolio Lead Elected Member as required.

1. Executive Summary

- 1.1 The Scottish Government has committed to the investment of £30m in delivering the National Islands Plan over the next five years. This funding will be delivered through the Islands Programme.
- 1.2 The £9m investment planned for the current year includes a £6.2m Islands Infrastructure Fund. This is being apportioned across the island authorities to support delivery of the National Island Plan objectives. Confirmation of an award is anticipated in the coming weeks and requires to be financially committed by 31 March 2022. This report seeks approval for the proposal for the expenditure of the allocation informed by the Fund's objectives and criteria, Regeneration Delivery Plan and Local Transport Strategy.

2. Background

- 2.1 The National Islands Plan (2019) identifies a series of objectives to improve outcomes for island communities across Scotland. This was developed following the introduction of the Islands (Scotland) Act 2018. The Plan outlines how objectives and strategies to improve outcomes for island communities are underpinned by four key values of fairness, integration, environmental protection and inclusiveness. It identifies thirteen Strategic Objectives and the key actions to deliver on these.
- 2.2 The Implementation Route Map sets out how the priorities will be delivered over the lifetime of the Plan. It identifies the methods to be used to monitor progress and how the Plan will be delivered over the short, medium and long-term. This recognises that strong collaboration and partnership between Scottish Government, local authorities, island communities and stakeholders are required to support delivery.
- 2.3 The £9m investment in 2021/22 includes the formation of a £6.2m Islands Infrastructure Fund. This aims to sustain, strengthen, enhance or develop transformational and critical infrastructure projects based on local priorities whilst supporting delivery of the National Islands Plan. £1.2m has been allocated to two critical island infrastructure projects, Kerrera Track upgrade and the Fair Isle Bird Observatory rebuild.
- 2.4 £5m of this Fund will be directly awarded to Local Authorities in 2021/22 based on specific delivery criteria to support the implementation of local infrastructure priorities. The direct allocations will be apportioned using a 25% road length and 75% population allocation model agreed by COSLA Leaders. The draft criteria and objectives for the Fund are outlined in Appendix One. Further engagement with island Authorities is envisaged to inform the approach to the Fund going forward.
- 2.5 An application was submitted to the UK Government's Community Renewal Fund for the development of an Islands Connectivity Study in June 2021. The outcome of this is anticipated in Autumn 2021 and if successful would complement the proposals presented for the Island's Infrastructure Fund. The project aims to establish the requirements for low carbon, active and sustainable travel on the islands. This will prepare a feasibility and scoping study informed by extensive consultation on the:
- Requirements for electric vehicle (EV) and e-bike infrastructure on the islands to support EV uptake and active travel;
 - Potential for the creation of Low Carbon Hubs on the islands and establish the requirements thereof; and
 - Potential for a Mobility as a Service (MaaS) project to support active and sustainable travel on the islands and establish the requirements for the practical application of MaaS in an island context to support community renewal and the visitor economy.
- 2.6 The proposals for the expenditure of the Islands Infrastructure Fund potential allocation have been informed by the Fund's objectives and criteria, Regeneration Delivery Plan and Local Transport Strategy. These aim to deliver on local priorities within the Fund's timescales. The following projects are proposed on this basis:

- Upgrade of the car park at the Mountain Rescue Centre in Brodick on the Isle of Arran;
- Upgrade of a series of lay-bys at strategic locations on the Isle of Cumbrae; and
- Implementation of a series of recommendations identified by the Islands Connectivity Study.

2.7 The proposals aim to deliver on local infrastructure priorities which meet the criteria and objectives and for which financial commitment is achievable within the Fund timescales. Priorities for future years of the Fund will be identified through the Islands Connectivity Study, the forthcoming Island Plans for Arran and Cumbrae, the review of the Local Transport Strategy and the annual review of the Regeneration Delivery Plan actions. These will be informed by extensive consultation with island communities and stakeholders.

3. Proposals

3.1 It is proposed that Cabinet:

- i) Notes that a funding award will be forthcoming from the Scottish Government's Islands Infrastructure Fund for 2021/22;
- ii) Agrees to the proposal for the expenditure of this award including:
 - Upgrade of the car park at the Mountain Rescue Centre in Brodick on the Isle of Arran;
 - Upgrade of a series of lay-bys at strategic locations on the Isle of Cumbrae; and
 - Implementation of a series of recommendations identified by the Islands Connectivity Study; and
- iii) Due to the requirement to financially commit funds by 31 March, 2022 provides delegated authority to the Executive Director (Place) to agree amendments to the expenditure proposal in consultation with the Portfolio Lead Elected Member as required.

4. Implications/Socio-economic Duty

Financial

4.1 The cost of the proposal will be met by the forthcoming allocation from the Scottish Government's Island Infrastructure Fund in the financial year 2021/22. This requires to be financially committed to relevant projects in line with the Fund's criteria by 31 March 2021.

Human Resources

4.2 No implications.

Legal

4.3 The car park and lay-bys identified for upgrade are within Council control. The legal implications of the Island Connectivity Study works will be considered through their development. Legal agreements will be developed on a project by project basis as required with support from Legal Services.

Equality/Socio-economic

- 4.4 The proposal will assist in meeting our socio-economic duty as set out in the Fairer Scotland Duty and will assist in reducing economic, social and physical decline and reduce socio-economic disadvantage in the identified areas.

Environmental and Sustainability

- 4.5 The proposal aligns with the agreed Environmental Sustainability and Climate Change Strategy.

Key Priorities

- 4.6 The proposal will contribute to achieving the Council Plan priority outcomes and will contribute to the ambitions for: an inclusive, growing and enterprising economy; North Ayrshire to be well-connected with effective infrastructure; and for a sustainable, vibrant, welcoming and attractive environment.

Community Wealth Building

- 4.7 The proposal will contribute to the delivery of the Community Wealth Building Strategy.

5. Consultation

- 5.1 The proposal was informed by North Ayrshire's Regeneration Delivery Plan and Local Transport Strategy. Elected Members were consulted on the development of the Regeneration Delivery Plan and Local Transport Strategy. Cabinet approved the submission of the Community Renewal Fund application on 15 June 2021. Further consultation will be undertaken with Members to inform the priorities for the Island Connectivity Study.
- 5.2 Engagement has taken place with a range of Council Services to identify priorities, establish deliverability within the timescales and confirm the suitability of the proposals for the Fund.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **Louise Kirk, Senior Manager (Regeneration)** , on **01294 3244766**.

Background Papers

North Ayrshire Local Transport Strategy (2015)
North Ayrshire Regeneration Delivery Plan (2021)
National Island Plan (2019)

Appendix One – Islands Infrastructure Fund Criteria

The draft delivery criteria and objectives of the Islands Programme and the Islands Infrastructure Fund are summarised as follows. These are currently being finalised by Scottish Government:

The National Islands Plan can be found [here](#) and its strategic objectives are:

- To address population decline and ensure a healthy, balanced population profile
- To improve and promote sustainable economic development
- To improve transport services
- To improve housing
- To reduce levels of fuel poverty
- To improve digital connectivity
- To improve and promote health, social care and wellbeing
- To improve and promote environmental wellbeing and deal with biosecurity
- To contribute to climate change mitigation and adaptation and promote clean, affordable and secure energy
- To empower diverse communities and different places
- To support arts, culture and language
- To promote and improve education for all throughout life Implementation
- To support effective implementation of the National Islands Plan

The draft overall objectives of the Islands programme are:

Empower

- Strengthen happy, healthy, thriving island communities
- Empower community action around need
- Support demographically balanced populations

Enhance

- Create more on island economic opportunities
- Build a green recovery
- Demonstrate island capability as climate change leaders

Accelerate

- Local implementation of NIP
- Deliver transformation in partnerships
- Build a cross sector framework for future investment

The current draft criteria for the Islands Infrastructure Fund:

- To meet the overall objectives of the Islands Programme
- To link directly to at least one of the National Islands Plan Strategic Objectives
- To ensure transformational impact against place based priorities to accelerate local growth
- To align with local critical infrastructure priorities and potential to collaborate with other place based investment opportunities to maximise benefits
- To demonstrate project readiness, collaborative and partnership delivery models, project viability and long term sustainability

NORTH AYRSHIRE COUNCIL**28 September 2021****Cabinet**

Title: **Covid Business Support Discretionary Fund****Purpose:** The purpose of this report is to provide an update on the agreed Discretionary and Transition Funding support for businesses and to seek approval for the proposed awarding of the balance of remaining funds to be dispersed to approved businesses with 1-10 employees.**Recommendation:** It is proposed that Cabinet:

- i. Notes the update on Discretionary and Transition Fund performance; and
- ii. Approves that the residual balance of Discretionary Fund be used to provide a further top up grant of up to £1,700 to those approved businesses with 1-10 employees.

1. Executive Summary

- 1.1 In April 2021 Cabinet approved the criteria for the delivery of the Discretionary Fund to support businesses impacted by the COVID 19 regulations and restrictions and which had not benefited from other Scottish Government funding schemes. Cabinet also agreed the criteria for a new Transition Fund to help businesses who had been impacted financially by Covid restrictions and had been unable to finance business adaptations including new ways of working or processes. The Fund was to be utilised where a Green or Digital solution was identified.
- 1.2 The Discretionary Fund has been available for application for 6 months and applications have now significantly reduced, most restrictions have now been removed and a residual balance of circa £397k remains. It is proposed that this balance be dispersed equally to the cohort of small and micro businesses employing 1-10 employees.
- 1.3 The Transition Fund has been very successful with all funds now awarded.

2. Background

- 2.1 The Scottish Government announced in February 2021 a £120m Discretionary Fund to support businesses impacted by COVID 19 regulations and restrictions, with an allocation for North Ayrshire of £2.124m. On the 27th April 2021, Cabinet agreed proposals for North Ayrshire's Discretionary Funding. Cabinet agreed an allocation of £1.624m for the Discretionary Fund (DF) and £500,000 for a new Transition Fund (TF) to help support new ways of working through a green or digital transition.
- 2.2 Discretionary Fund: As at 17th August 2021, 295 applications have been received with 248 approvals, 42 rejections and 5 still to conclude the process. Rejections are primarily due to businesses accessing other grant schemes or not being able to show a deterioration of income during the pandemic. Payments noted as follows:

Employee Numbers	Award	Number	Total Value
1-10	£4,000	230	£920,000
11-20	£10,000	9	£90,000
21-30	£20,000	3	£60,000
31+	£25,000	6	£150,000
		248	£1.220m

- 2.3 Applications for the Discretionary Fund have now started to wind down with only 4 new applications received in August 2021. Promotion of the scheme and proactive engagement with business has not yielded further applications and as such it is likely that most businesses eligible for the fund have now applied.
- 2.4 The Discretionary Fund was designed to support those businesses which had no access to support via other schemes and were impacted financially by restrictions. In North Ayrshire, the small and micro business sector have demonstrated most need for this intervention. Continued engagement with business still identifies this cohort as financially fragile even as trading resumes.
- 2.5 A balance of Discretionary Funds remain unallocated and given the lack of new applications it is proposed to deliver a top up for those businesses within the 1-10 employee bracket. Based on the current balance of funds, it is estimated that this would provide an additional amount of up to £1,700 and would support a minimum of 230 small and micro businesses who are still considered vulnerable financially. This would bring the full grant award to a max value of up to £5,700 for this cohort.
- 2.6 Transition Fund: The TF has been very successful in stimulating demand for support with Digital and Green business adaption. A total of 99 applications for the Transition Fund have been received, 62 are approved, 30 in process and 7 applications rejected.
- 2.7 Projects supported include online management systems, digital learning platforms and investment in new machinery to substantially reduce waste and carbon emissions. Approvals to date note the following:

Approved	No of business supported	Paid	Committed	Total
Digital	41	£119,199	£213,650	£332,849
Green	21	£52,299	£125,473	£177,772
	62	£171,498	£339,123	£510,621

2.8 The approved projects commit slightly in excess of the £500,000 allocated for the Transition Fund however final projects and costs can be variable coming in at less than stated in the original application. The balance of any spend (£10,621) can be funded from an alternative appropriate grant fund listed below at 2.9. In addition, the following additional applications are also under review and processing for support which could potentially also qualify.

Processing	Numbers	Total Project Costs	Grant support requested
Digital	22	£421,000	£162,000
Green	8	£310,000	£92,000
	30	£731,000	£254,000

2.9 The approved and processing applications for the Transition Funding will ensure that the full allocation of the £500k will be fully awarded. The Fund is now closed to new applications. All applications will be considered in the first instance for support through the Transition Fund and any residual projects will be considered for support through the other appropriate Business Support Funds available including Green Jobs Fund, ERDF Grant Fund and Community Wealth Building Fund in order that all appropriate projects can be supported.

3. Proposals

3.1 It is proposed that Cabinet:

- (i) Notes the update on Discretionary and Transition Fund performance; and
- (ii) Approves that the residual balance of Discretionary Fund be used to provide a further top up grant of up to £1700 to those approved businesses with 1-10 employees.

4. Implications/Socio-economic Duty

Financial

4.1 It is estimated that a balance of funds of £397k remains. Residual funds will be used to support at least 230 businesses. All applications currently not approved for the Transition Fund will be met through additional existing schemes: ERDF Grant Funding, Community Wealth Building Fund and Green Jobs Fund as appropriate.

Human Resources

4.2 No implications arising from this report.

Legal

4.3 No implications arising from this report.

Equality/Socio-economic

4.4 The funding support aligns with Community Wealth Building principles and will support small and micro businesses.

Environmental and Sustainability

4.5 The Transition Fund has supported a number of businesses which will assist in North Ayrshire achieving its ambitious climate emergency response.

Key Priorities

4.6 The report provides information relevant to the following Council Plan priorities

- North Ayrshire has an inclusive, growing, and enterprising economy
- North Ayrshire is a sustainable environment

Community Wealth Building

4.7 The report identifies a volume of small and micro businesses who will receive support that will help safeguard jobs. These businesses underpin the local economies.

5. Consultation

5.1 Previous consultation has taken place with Scottish Enterprise, East and South Ayrshire Councils.

Russell McCutcheon
Executive Director (Place)

For further information please contact Matt Strachan , **Senior Manager (Business Development)**, on 01294 310658.

Background Papers

Cabinet papers Feb & April 2021 – Discretionary Fund