



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

North Ayrshire Council

A Meeting of North Ayrshire Council will be held in the **Council Chambers, Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Wednesday, 26 June 2019** at **14:00** to consider the undernoted business.

- 1 Apologies**
- 2 Declarations of Interest**
Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.
- 3 Provost's Report**
Submit report by the Provost for the period from 7 May - 16 June 2019 (copy enclosed).
- 4 Leader's Report**
Submit report by the Leader of the Council for the period from 19 March - 6 May 2019 (copy enclosed).
- 5 Previous Minutes**
The accuracy of the Minutes of meeting held on 15 May 2019 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).
- 6 North Ayrshire Council Minute Volume (issued under separate cover)**
Submit, for noting, the Minutes of meeting of committees of the Council held in the period 7 December 2018 - 11 June 2019.

7 North Ayrshire Community Planning Partnership (CPP) Board: Minutes of Meeting held on 16 May 2019

Submit report by the Chief Executive on the Minutes of the meeting of the North Ayrshire Community Planning Partnership Board held on 16 May 2019 (copy enclosed).

8 Appointments to Committee

In terms of Standing Order 7.2, note the undernoted appointments by a political Group, both effective from 2 July 2019:-

Committee	Resignation/Vacancy	Appointment
Integration Joint Board	Cllr Larsen (as main representative)	Cllr Dickson (as main representative)
	Cllr Dickson (as named substitute)	Cllr Larsen (as named substitute)

9 Outside Body Appointment

Submit the undernoted appointment, for noting:-

Outside Body	Position	Appointee
Largs DBFM Board	Officer Appointment	Head of Physical Environment

10 North Ayrshire Council Plan 2019-24

Submit report by the Chief Executive to agree the Council Plan 2019-24 and the supporting delivery and performance management arrangements (copy enclosed).

11 Unaudited Annual Accounts 2018/19

Submit report by the Executive Director (Finance and Corporate Support) on the unaudited Annual Accounts for the year to 31 March 2019 to the Council for approval (copy enclosed).

12 North Ayrshire Charitable Trusts: Unaudited Trustees' Annual Report 2018/19

Submit report by the Executive Director (Finance and Corporate Support) on the unaudited Trustees' Annual Report for the year to 31 March 2019 to the Council, as trustees, for approval (copy enclosed).

13 Treasury Management and Investment Annual Report 2018/2019

Submit report by the Executive Director (Finance and Corporate Support) on the Treasury Management and Investment Annual Report and Prudential Indicators for 2018/19 (copy enclosed).

14 Becoming a Trauma-Informed Council

Submit report by the Director (Health and Social Care Partnership) on activity designed to deliver the Council's aspiration to become trauma-informed (copy enclosed).

15 Questions

In terms of Standing Order 12 submit:-

(1) a question by Councillor Burns to the Leader of the Council in the following terms:-

"I welcome the decision of the First Minister and subsequently the Leader of the Council to declare a climate change emergency. This Council has taken a pro-active approach to tackling climate change since the publication of the first Environmental Sustainability & Climate Change Strategy (ESCCS) in 2014 and I welcome the process, set out in the recent Cabinet paper, which will initiate the preparation of an updated ESCCS for publication in 2020. If we are to take the climate change emergency declaration seriously, can I ask the Leader to review the decision to remove climate change from the Council's risk register as recently reported to the Audit and Scrutiny Committee?"

(2) a question by Councillor Dickson to the Leader of the Council in the following terms:-

"Can I ask the Leader how he feels local businesses, community groups and political parties are best able to promote events in North Ayrshire?"

(3) a question by Councillor Gurney to the Cabinet Member for Place in the following terms:-

"It is now policy to allow large swathes of council land to revert to their natural state in the hope of encouraging biodiversity. What steps are being taken to ensure that the resultant foliage achieves that goal and does not simply become overtaken by a weed monoculture or, worse, non-indigenous invasive species?"

(4) a question by Councillor Hill to the Cabinet Member for the Economy in the following terms:-

"Can the Portfolio Holder explain why the consultation from Peel Holdings in respect of the Hunterston site was passed to the Planning Committee for comment rather than Cabinet, and why no views were sought from local Elected Members?"

(5) a question by Councillor Murdoch to the Chair of Planning in the following terms:-

Can the Chair of Planning confirm that no councillor or officer at North Ayrshire Council suggested that the Oil Rig Decommissioning Planning Application should be lodged in three parts?

16 Urgent Items

Any other items which the Provost considers to be urgent.

Webcasting

Please note: this meeting may be filmed for live and subsequent broadcast via the Council's internet site. At the start of the meeting, the Provost will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act 1998. 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.

Generally, the press and public seating areas will not be filmed. However, by entering the Council Chambers and using the press or public seating area, 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 them for webcasting or training purposes and for the purpose of keeping historical records and making those records available to the public.

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact committeeservices@north-ayrshire.gov.uk.

North Ayrshire Council Sederunt

Ian Clarkson (Provost)
Robert Barr (Depute Provost)
John Bell
Timothy Billings
Joy Brahim
Marie Burns
Joe Cullinane
Scott Davidson
Anthea Dickson
John Easdale
Todd Ferguson
Robert Foster
Scott Gallacher
Alex Gallagher
Margaret George
John Glover
Tony Gurney
Alan Hill
Christina Larsen
Shaun Macaulay
Jean McClung
Ellen McMaster
Ronnie McNicol
Louise McPhater
Davina McTiernan
Tom Marshall
Jimmy Miller
Jim Montgomerie
Ian Murdoch
Donald Reid
Donald L Reid
Angela Stephen
John Sweeney

Chair:

Apologies:

Attending:



PROVOST'S REPORT

For the period covering: 7 May 2019 – 16 June
2019

The attached report gives a summary and brief details to Council, of meetings and events attended by the Provost of North Ayrshire Council, Councillor Ian Clarkson.

PROVOST'S REPORT

For the period covering: 7 May 2019 – 16 June 2019

Since the last meeting of the Council I have attended various events throughout North Ayrshire.

Launch of 2019 Marymass Festival, Harbour Arts Centre, Irvine, 9 May

I was delighted to attend the official launch of the 2019 Marymass Festival in the Harbour Arts Centre, Irvine. The Festival runs from 15-26 August and the organisers presented the programme highlights for this year as well as launching their new website.

Superhero Day, North Ayrshire, 10 May

Staff across the Council took part in Cash for Kids Superhero Day on 10 May. Many people dressed up as their favourite superhero to raise funds to help children in Ayrshire. My thanks go to everyone who took part.

Polish National Day Reception, St Giles Cathedral, Edinburgh, 10 May

On 10 May, I attended a reception hosted by Consul General of Poland to mark Polish National Day. The event was held in St. Giles Cathedral in Edinburgh and among the guest were Provosts from several other local authorities.

Robert Burns World Federation Schools Junior Finals, Irvine Royal Academy, 11 May

It was a great honour that the Robert Burns World Federation chose to host their National Schools Junior competition this year in Irvine Royal Academy on 11 May. I was delighted to officially welcome the competitors who travelled from all over Scotland. This was an excellent and well-attended event.

Citizenship Ceremony, Saltcoats Town Hall, 15 May

On 15 May, I had the pleasure of welcoming new UK citizens to North Ayrshire at a special citizenship ceremony held in Saltcoats Town Hall. These events mark the end of what can be an arduous journey for those applying for UK citizenship.

1st Largs Boys Brigade – End of Session Display and Presentation, Barrfields, Largs, 17 May

1st Largs Boys Brigade held their end of session display and presentation in Barrfields, Largs on 18 May. I was delighted to have been invited along. The display was extra special this year as the Company celebrated 30 years' service by Mr and Mrs Lamont.

Opening of the General Assembly of the Church of Scotland, Edinburgh, 18 May

On 18 May, I was in Edinburgh for the opening of the General Assembly of the Church of Scotland. Nearly all local authorities were represented at the annual event which started with a reception hosted by the Lord Provost of Edinburgh then afterwards a parade to the Assembly Hall for the opening session.

Automated External Defibrillator Launch, Irvine, 27 May

On 27 May, I attended an event to mark the launch of an Automated External Defibrillator (AED). More than £2000 was raised by staff at the Chuck Wagon, Irvine to cover the cost of the AED and to make it available to the public. It is vital for anyone who suffers sudden cardiac arrest to be treated at the earliest possible time and equipment like the AED makes a huge difference.

Unforgotten Forces Information Event, Ayr Town Hall, 31 May

On 31 May, I attended the Unforgotten Forces Information Event in Ayr Town Hall. The event highlighted the support and services available for older veterans aged 65 and above. Various organisations attended the event to promote the services that they offer and to raise awareness of these services within the armed forces community.

Keep Scotland Beautiful Award, Irvine Beach, 1 June

I was delighted to join members of Irvine Clean Up Crew, Coastwatch and our Streetscene Team on 1 June to mark the beach being accredited with the Keep Scotland Beautiful – Beach Award. This is an excellent achievement and a great reward for all the hard work that goes on behind the scenes.

Music in the Park, McGavin Park, Kilwinning 2 June

On 2 June, I officially opened Music in the Park which took place in McGavin Park, Kilwinning. The event featured our talented young musicians from schools throughout North Ayrshire who were able to showcase their musical ability to a wider audience and in a lovely setting. The event was arranged by Kilwinning Community Events.

Scottish Junior Cup Final, Hamilton, 2 June

Largs Thistle were up against Auchinleck Talbot in the Scottish Junior Cup Final which took place on 2 June in Hamilton. I was delighted to attend the match and show our support to Largs Thistle. To get to the final was a fantastic achievement and I was delighted to show our appreciation.

The Wee Mermaid Performance, Corsehill Primary, Kilwinning 4 June

I was delighted to attend the performance of “The Wee Mermaid” at Corsehill Primary School in Kilwinning. Congratulations to pupils and staff for their hardwork and effort in producing the show which was enjoyed by all.

The Ayrshire Community Trust Oscars, Saltcoats Town Hall, 4 June

It is always a pleasure to be able to officially recognise the amazing work carried out by volunteers in our communities. The Ayrshire Community Trust Oscars do just that and I was delighted to be able to attend their awards ceremony on 4 June.

Photocall – Commemorating the 75th Anniversary of the D Day Landings, Barrfields, Largs, 6 June

On the 6 June, we commemorated the 75th anniversary of the D Day Landings, focusing on the role Largs played. This was a time to reflect and remember. To mark this special anniversary a large outdoor information panel, complete with augmented reality, featuring a Catalina seaplane, was installed on the shorefront opposite Barrfields.

North Ayrshire Sports Academy Graduation Evening, Saltcoats Town Hall, 6 June

On 6 June, I was privileged to present certificates to graduates of the North Ayrshire Sports Academy which is a coach education, leadership and personal development course aimed at senior pupils.

The aim of the Academy was for senior pupils to promote, deliver and provide opportunities for younger pupils to participate in sport and physical activity in their school and local community.

We also heard about young people's journeys and the positive impact the programme has had on their lives.

Greenwood Academy Barista Bar Launch, Greenwood Academy, Dreghorn, 7 June

I was at Greenwood Academy on 4 June for the official launch of their Barista Bar. The project, which is supported by Princes' Trust Scotland and Developing Young Workforce, provides students with additional employability skills.

Community Visits with Council Leader, 7 June

I joined the Leader of the Council on 7 June on a visit to Stevenston where I met Mr Ian Cassidy at Stevenston Beach to chat about the excellent voluntary work carried out to keep the area litter free. From there we visited the Three Town Growers in Ardrossan and then finally met with the Ardrossan Community Trust. The amount of work that goes on in North Ayrshire by volunteers is amazing and it was good to get the opportunity to thank those people who make North Ayrshire a better place for all of us.

Day of Celebration – Stevenston Environment Group, Stevenston Beach, 9 June

On 9 June, I attended the Stevenston Environment Group's Day of Celebration at Stevenston Beach to recognise the ongoing community commitment to Stevenston Beach Local Nature Reserve (LNR) and Ardeer Quarry LNR. I was delighted to present a plaque to the group which will be displayed on the information board at the beach.

Panel Member Award Ceremony, East Ayrshire Council, Kilmarnock, 11 June

On 11 June, I attended the Area Support Team – Panel Award Ceremony. The event recognised all those who dedicate their time to serve on the Children's Panel. It was an honour to present certificates to the long-serving panel members from North Ayrshire.

Sir Tom Hunter Challenge, Marathon House, Dundonald, 12 June

I attended the Sir Tom Hunter Enterprise Challenge held in Marathon House, Dundonald. The Challenge was open to all schools in North, East and South Ayrshire with two teams representing each local authority in the final. Largs Academy and Kilwinning Academy represented North Ayrshire in the final with Largs Academy coming joint first and Kilwinning Academy fourth.

Family Open Day – Dalry & Millour Community Wind Farms, 16 June

On 15 June, I attended the Family Open Day at the Dalry & Millour Community Wind Farms. This annual event was attended and enjoyed by many and included children's entertainment, displays, stalls from local businesses and a barbeque.



Ian Clarkson

Councillor Ian Clarkson
Provost North Ayrshire Council



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

LEADER'S REPORT

For the period covering: 7 May – 16 June 2019

The attached report gives a summary and brief details to Council, of meetings and events attended by the Leader of North Ayrshire Council, Councillor Joe Cullinane.

LEADER'S REPORT

For the period covering: 7 May – 16 June 2019

ISLANDS TRANSPORT FORUM – 9 May

On 9 May, I took part in the Islands Transport Forum, chaired by the Minister for Energy, Connectivity and the Islands, Mr Paul Wheelhouse. Attendees heard updates on progress of the National Transport Strategy and Strategic Projects Review and where the Forum are on the establishment of regional working groups. There was also an update on the consultation exercise for the Islands Plan and an update on the islands impact assessments.

BREAKFAST MEETING WITH MINISTER PAUL WHEELHOUSE, 16 May

Prior to the All Energy Conference held on 16 May at the Scottish Exhibition Centre (SEC) in Glasgow, I attended a breakfast meeting with the Minister for Energy, Connectivity and the Islands, Mr Paul Wheelhouse, our Executive Director for Growth and Investment, Karen Yeomans and Hamish Scott from Peelports. Representatives from Offshore Renewable Energy Catapult and Strathclyde University were also in attendance.

The meeting provided the platform to brief the Minister on the “£50 from floating” innovation programme for Hunterston Port and Resource Centre, in advance of it being announced later that day at the Conference. This programme will use funding from the Ayrshire Growth Deal (AGD) to research and design a commercial scale solution that will look to achieve a Levelised Cost of Energy from floating offshore wind of £50/MW hr.

COMMUNITY PLANNING PARTNERSHIP BOARD, 16 May

Community Planning Partners (CPP) met on 16 May at Fullarton Connexions and heard interesting presentations on the Child Poverty Action Plan and an update on some of the work from the Ayrshire Growth Deal. The Child Poverty (Scotland) Act 2017 has introduced a new requirement for local authorities and its relevant Health Board to jointly prepare a Local Child Poverty Action Report. North Ayrshire's report is being developed in partnership with NHS Ayrshire and Arran and Community Planning Partners. This is following engagement sessions and workshops with CPP Partners and engagement with the Fair For All Steering Group and CPP Senior Officers Group.

The report recognises the significant level of work currently being carried out in North Ayrshire to combat the effects of child poverty and reduce levels of poverty in the future. This is in line with our Fair For All Strategy and our Local Outcomes Improvement Plan.

CPP Partners will meet again on 19 September.

NORTH AYRSHIRE PRIMARY SCHOOL CHAMPIONSHIPS, 23 May

On 23 May I was delighted to be asked along to the North Ayrshire Primary school sport championships held at St Matthews's Academy in Saltcoats. Taking part in track and field events were pupils from 24 primary schools from across North Ayrshire. It was great to see the young people enjoying themselves through the medium of sport. Of course, none of this would be possible without those who were involved in organising the event. A huge congratulations to the North Ayrshire Active Schools team, North Ayrshire Athletics Club, KA Leisure and to the volunteers on making it such a great day. And a massive well done to all the schools that took part.

COSLA LEADERS, 31 May

I attended COSLA Leaders in Edinburgh on 31 May for a meeting to discuss a range of subjects including Devolved School Management Guidelines, Fiscal Empowerment, Digital Transformation, Mental Health and the Government's Commitment to Counselling in Schools.

I am proud to lead a Council that was the first in Scotland to introduce Counsellors in our secondary schools almost two years ago. Since their introduction, our pupils and teaching staff have benefitted enormously from having access to this much needed support. Their impact has helped pupils who have experienced a range of issues such as anxiety and low mood. I look forward to the Scottish Government working with COSLA to rolling out more Counselling in our schools throughout Scotland.

JOINT YOUTH CABINET MEETING, 4 June

On 4 June, together with my colleagues in Cabinet, we held another successful Joint Youth Cabinet meeting at Largs Academy. Informative and useful discussions were held with pupils on a range of subjects including, youth participation, mental health, community activities, local transport and their school experience.

This was another successful engagement with our young people and I am always interested in hearing their views about the issues that really matter to them. We are a child-centred Council therefore it is important to listen to our young people and take on board their opinions as we plan

and shape our Council for the future. Thanks again to our Youth Services team for organising these events and to our pupils and young people who took part.

LAUNCH OF KILWINNING ACADEMY WELLBEING HUB, 5 June

I was delighted to attend the launch of the Wellbeing Hub at Kilwinning Academy on 5 June. The hub, which was formally launched by former pupil Courtney Gemmell, will provide pupils with self-care and self-help strategies. There will also be guidance and support provided by staff from local charity Beautiful Inside and Out, Barnardo's, school chaplains and peer mentors trained in Scottish Mental Health First Aid.

The room itself was furnished through an £800 grant from North Ayrshire Council's Youth Participatory Budget scheme following an application by the school's Parent Council, with the Parent Council also providing funding to set up a wellbeing library.

Thanks to all those involved in bringing this innovative project to fruition. It will prove invaluable in providing support to the pupils at Kilwinning Academy.



Council Leader Joe Cullinane, Courtney Gemmell, Head Teacher Tim Swan

“ROCK OF AGES” KILWINNING ACADEMY, 5 June

Later on 5 June, I was back at Kilwinning Academy to see pupils perform in the “Rock of Ages” school show. It was an outstanding performance and once again, I am proud to see our young people working together with enthusiasm and passion to deliver some first-class entertainment.

PAN AYRSHIRE REGIONAL ECONOMIC JOINT COMMITTEE, 6 June

On 6 June, the second pan-Ayrshire Regional Economic Joint Committee was held at East Ayrshire Council Headquarters in Kilmarnock. The meeting was attended by Council Leaders, Chief Executives, other Elected Members and senior officers and enabled stakeholders to build on the previous meeting and discussion of how we will work together on building a successful Regional Economic Strategy, incorporating work from partners, the private sector and national agencies.

NORTH AYRSHIRE SPORTS ACADEMY GRADUATION, 6 June

I was delighted to attend the second North Ayrshire Sports Academy Graduation on 6 June held at Saltcoats Town Hall. I was asked to present various awards, concluding with the Special Recognition Awards. The first one was awarded to Kilwinning Academy NASA Group for their continued hard work throughout the year and for being exceptional role models to their peers. The second Special Recognition awards was to Eilidh Hamill for her outstanding work in delivering weekly sessions to primary schools over in Arran.

Our North Ayrshire Sports Academy is a Coach Education, Leadership and Personal Development Course aimed at senior pupils. All students on the course completed several workshops, NGB courses and leadership opportunities. They have also worked closely with their Active Schools Co-ordinator and school staff to promote, deliver and provide opportunities for younger pupils to participate in sport and physical activity in their school and local community.

I would like to express my thanks to all those who have been involved in delivering the courses and workshops and to pass on my congratulations to all our Sports Academy graduates.

COMMUNITY GROUP VISITS, 7 June

On 7 June I visited some of our community groups who have recently benefitted from our Community Investment Fund. Together with the Provost I visited the following groups and found out more about some of the great work they are doing and their aspirations for the future.

- ***Iain Cassidy, Stevenston Beach***
- ***Three Town Growers, Ardrossan***
- ***Ardrossan Community Development Trust***



Jean Frew, Iain Cassidy, Council Leader Joe Cullinane and Provost Ian Clarkson on Stevenston beach



Council Leader Joe Cullinane with some of the Three Town Growers



Left to right: Michael, Amanda, Scott and John from the Ardrossan Community Development Trust with Provost Clarkson, Shirley Morgan (NAC) and Council Leader, Joe Cullinane

KILWINNING LOCALITY PARTNERSHIP MEETING, 10 June

On the evening of 10 June, I attended the meeting of the Kilwinning Locality Partnership at Kilwinning Fire Station to discuss our ambitious community-led plan for Kilwinning. Over the past few weeks there have been hundreds of ideas and comments from residents on how to shape the future of Kilwinning. These will be further discussed with a view to developing some of them at drop-in events in June (20 June at Kilwinning Academy and 21 June at Kilwinning Library).

JOINT PHYSICAL ENVIRONMENT/KILWINNING ACADEMY WORKING SESSION, 12 June

I went along to the first ever Physical Environment joint working session with Kilwinning Academy on 12 June. This was an excellent, informative, interactive session delivered by Yvonne Baulk (Head of Physical Environment) and some of her senior Managers. The session showcased some of the extensive areas of work the Physical Environment department are involved in and North Ayrshire Council staff explained to pupils how they began work in the Council and more about their individual roles.

This session raises the profile of the work within the Council and will hopefully make pupils think about the Council as a positive work destination in the future.



Council Leader Joe Cullinane speaking with S3 Pupils at Kilwinning Academy. Physical Environment Managers form part of the panel.

KILWINNING ACADEMY CAPITAL INVESTMENT, 12 June

Also, on 12 June, Tim Swan, Head Teacher at Kilwinning Academy, kindly showed me round the projects in the school that have benefitted from our capital investment. I am delighted to say that the money has been spent refurbishing some of the classrooms into modern, fresh, open plan learning environments which the pupils will be able to use in the coming weeks. Some of the investment has also gone into the nurture areas to improve the facilities there.

FAIR FOR ALL COMMISSIONER MEETING, 13 June

On 13 June, I attended my first Fair For All Commissioner meeting at Fullarton Connexions. Our Fair For All Commissioners heard some of the true-life stories from our Community Commissioners, providing them with an insight into the hardships they had endured and had led them into the position they found themselves in. These stories are profound but are true life for so many people. FFA Commissioners will continue to meet until May 2020 before a report will be submitted to the Scottish Government.

KILWINING ACADEMY JUNIOR AWARDS, 13 June

I was delighted to go along to Abbey Church on 13 June to see some of the junior pupils from Kilwinning Academy receive their Awards for their outstanding contributions to the school both academically and practically, including those who have excelled in their field in the wider community. Congratulations to all the pupils on their fantastic achievements.

FINALLY

Finally, may I wish you all an enjoyable and well-deserved summer break with your families and loved ones. I would like to thank all the staff here in North Ayrshire Council who go over and beyond in their day-to-day work. It does not go unnoticed and is greatly appreciated by myself and my colleagues in Cabinet.



A handwritten signature in black ink, appearing to read 'Joe Cullinane'. The script is fluid and cursive.

Councillor Joe Cullinane
Leader North Ayrshire Council

IRVINE, 15 May 2019 - At a Meeting of North Ayrshire Council at 2.00 p.m.

Present

Ian Clarkson, Robert Barr, John Bell, Timothy Billings, Joy Brahim, Marie Burns, Joe Cullinane, Scott Davidson, Anthea Dickson, John Easdale, Robert Foster, Scott Gallacher, Alex Gallagher, Margaret George, John Glover, Tony Gurney, Alan Hill, Christina Larsen, Shaun Macaulay, Tom Marshall, Jean McClung, Ellen McMaster, Ronnie McNicol, Louise McPhater, Davina McTiernan, Jimmy Miller, Jim Montgomerie, Ian Murdoch, Donald Reid, Donald L. Reid, Angela Stephen and John Sweeney.

In Attendance

C. Hatton, Chief Executive; L. Friel, Executive Director (Finance and Corporate Support); K. Yeomans, Executive Director (Economy and Communities); S. Brown, Director (Health and Social Care Partnership); C. Amos, Head of Service (Inclusion) (Education and Youth Employment); R. McCutcheon, Head of Service (Commercial) (Place); and A. Fraser, Head of Democratic Services, A. Craig, Senior Manager (Legal Services), M. McColm, Senior Communications Officer (Media and Internal Communications); H. Clancy and A. Little, Committee Services Officers and M. Anderson, Committee and Member Services Manager (Chief Executive's Service).

Chair

Provost Clarkson in the Chair.

Apologies

Cllr Ferguson.

1. Provost's Remarks

The Provost welcomed those present to the meeting and dealt with preliminary matters, which included an announcement that the Council meeting would be webcast.

The Provost also advised of the intention of Councillor Billings to move a variation of his motion at Agenda Item 13(2) as an amendment to the report on Ardrossan Harbour Improvements (Agenda Item 11) and, thereafter, to withdraw his motion at Agenda Item 13(2).

2. Apologies

The Provost invited intimation of apologies for absence, which were recorded.

3. Declarations of Interest

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

There were no declarations of the Party Whip.

4. Previous Minutes

The accuracy of the Minutes of the Meeting held on 27 March 2019 was confirmed and the Minutes signed in accordance with Paragraph 7(1) of Schedule 7 of the Local Government (Scotland) Act 1973

5. Provost's Report

Submitted report by the Provost for the period from 19 March - 6 May 2019.

The Provost highlighted the following elements of his written report:

- the recent Robert Burns World Federation national competition for Schools held in Irvine Royal Academy;
- attendance at various events arranged by the Council's Music Service, including North Ayrshire Schools' Flagship Concert in Dalry Primary School and the Schools' Cabaret Concert held in Ardrossan Civic Centre;
- the HMS Dasher Memorial Service held in tribute to those who lost their lives on HMS Dasher in 1943;
- the planting of a legacy tree and time capsule to mark the 2018 Year of Young People; and
- events held on 2 May, which is now recognised as "John Galt Day" marking the life of one of Scotland's 'forgotten' literary figures.

Noted.

6. Leader's Report

Submitted report by the Leader for the period from 19 March - 6 May 2019.

Noted.

7. Council Minute Volume

Submitted for noting, the Minutes of meetings of committees of the Council held in the period 14 February 2019 - 8 May 2019.

Noted.

8. North Ayrshire Community Planning Partnership (CPP) Board: Minutes of meeting held on 28 March 2019

Submitted report by the Chief Executive on the Minute of the last meeting of the CPP Board held on 28 March 2019.

Noted.

9. Congratulatory Motion

In terms of Standing Order 13.1, submitted the undernoted motion, duly proposed and seconded, which sought to congratulate, commend or recognise an individual or group in relation to their achievement or activities within North Ayrshire:-

“Barrmill Jolly Beggars Burns Club was formed in the village from which it takes its name in 1944 as a welcome home organisation for local men returning from military service. It has been going strong ever since and has held an annual Burns Supper and St Andrew's Dinner every year without a break since its formation. On 25th January 2019 it celebrated its 75th Annual Burns Supper and will celebrate its 75th Annual St Andrew's Dinner on 29 November 2019. The club has worked with local schools and supported them financially with prizes and certificates over the years to encourage verse speaking in Scots and a love of the poems and songs of Scotland's Bard, Robert Burns. The club had a special accolade in 1947 when it was visited by a reporter and photographer from the American Life Magazine and subsequently a three-page article with photographs of the club appeared in that magazine which has a world-wide circulation. The club comprises heavily of retired members (65-94 years) and organises an interesting programme of activities to suit members and ensure that they have contact with other members to combat social isolation and loneliness and keep them involved in positive activities such as regular meetings with speakers on a range of subjects, visits, bus trips and theatre outings to enhance their journey into age. North Ayrshire Council acknowledges the 75th anniversary of Barrmill Jolly Beggars Burns Club; notes the progress the club has made over the years to combat loneliness and social isolation, encouraging mutual support for older members; congratulates all the members on their support for local schools in the area; and wishes the club well in the future.”

There being no dissent, the motion was declared carried.

10. Appointments Committee

The Chief Executive advised of a number of non-Elected Member appointments by the Ayrshire Regional Economic Joint Committee to serve on the Joint Committee and Ayrshire Regional Economic Partnership Sub-Committee.

The Council agreed to note:

- (i) the appointment of Steve Dunlop (Scottish Enterprise), Katie Hutton (Skills Development Scotland) and Simon Foster of Spirit Aerospace (Business Sector representative) to the Ayrshire Regional Economic Joint Committee;

- (ii) the appointment of Carol Turnbull (Ayrshire College), Craig Mahoney (University of the West of Scotland)(and substitutes Ehsan Mesbahi/Marcus Ross), Alan McGregor (University of Glasgow) (and substitute Des McNulty), Alastair Dobson of Taste of Arran, Simon Foster of Spirit Aerospace and Craig Hume of Utopia Computers (Business Sector representatives), Val Russell (Ayrshire Chamber of Commerce), Hasashi Kuboyama (Federation of Small Businesses), Allison Irvine (Transport Scotland), Malcolm Roughead (VisitScotland), Mark Newlands (Scottish Enterprise), Jennifer Nicoll (Highlands and Islands Enterprise), Katie Hutton (Skills Development Scotland) and Ian Welsh (Third Sector Co-optee) to the Ayrshire Regional Economic Partnership Sub-Committee; and
- (iii) that appointments would be made in due course in terms of the outstanding vacancies for an Education representative on the Ayrshire Regional Economic Joint Committee and a University of Strathclyde representative on the Ayrshire Regional Economic Partnership Sub-Committee.

11. North Ayrshire Ventures Trust

Submitted report by the Chief Executive on the proposed appointment a new Director to serve on North Ayrshire Ventures Trust Limited following the resignation of Maggie Broadley.

The Council agreed to approve the appointment of Zoe Nix as a Director of North Ayrshire Ventures Trust Limited.

12. Ardrossan Harbour Improvements

Submitted report by the Executive Director (Economy and Communities) on harbour works at Ardrossan to improve service reliability and long-term port resilience and allow Ardrossan to remain the mainland harbour for the Arran and Campbeltown ferries as set out in the Council-approved prospectus to Transport Scotland. Appendix 1 to the report provided a summary of the design solution for the Ardrossan Harbour upgrade.

Members discussed the following:

- reported delays in the construction of the new MV Glen Sannox and the capacity of the Ferguson yard to deliver on the project;
- whether the new agreed design solution would be capable of accommodating all vessel types in the Caledonian MacBrayne fleet;
- Fairlie's past role as the main winter port for the Arran ferry;
- the anticipated overall cost of the planned improvements; and
- the need to ensure that future public engagement arrangements take into account not only representatives of the Arran community, but also those of Ardrossan.

Councillor Cullinane, seconded by Councillor Bell, moved that the Council approve the recommendations set out in the officer's report.

As an amendment, Councillor Billings, seconded by Councillor Gallacher, moved that, in addition to the recommendations set out in the officer's report, the Council agree that:

- (1) there is no commitment to start harbour construction work until the final design of a new ferry is agreed;
- (2) the Council's representatives on the Harbour Task Force must ensure that construction work does not cause a deterioration in the frequency or reliability of the current ferry service;
- (3) there is full consultation with ferry users on the design of the terminal facilities at Ardrossan, and account taken of concerns relating to the design of the Brodick ferry terminal; and
- (4) the Chief Executive write to the Minister for Energy, Connectivity and the Islands, making him aware of the harm that the delays to both the daily lives of Arran's residents and Arran's businesses, and to seek assurance that the Minister will make the completion of the Glen Sannox ferry a priority.

Following debate and summing up, and on a division, there voted for the amendment 7 and for the motion 23 and the motion was declared carried.

Accordingly, the Council agreed to note the update provided including (i) the approval of a design solution for Ardrossan Harbour by the Minister for Energy, Connectivity and the Islands, chair of the Ardrossan Taskforce and (ii) the arrangements in place to facilitate the next steps in the harbour regeneration plans at Ardrossan.

13. Questions

In terms of Standing Order No. 12 submit:

- (1) a question by Councillor Marshall to the Cabinet Member for Health and Social Care in the following terms:

"How many over 65-year-olds are on a pending list to receive funding, formal assessment or a place in a North Ayrshire Care Home."

Councillor Foster thanked the Member for his question and responded in the following terms:

"As at 9 May 2019 there are currently 62 individuals over 65 who are on the pending list for care home funding. 39 of those individuals (63%) are currently within a care home setting and have been placed there on an Emergency Respite basis; 12 of those individuals (19%) self-admitted to a care home; 11 of those individuals (18%) remain within their communities.

Partnership staff assess needs and, as such, there is no list of individuals awaiting an assessment for a Care Home. There are currently, however, six individuals awaiting assessment of their capacity who are likely to require a care home place upon conclusion of that assessment.”

As a supplementary question, Cllr Marshall made reference to correspondence he had received from Director of the Health and Social Care Partnership which referred to a waiting list for funding for residential nursing care and asked whether the Cabinet Member was concerned that individuals were not getting access to funding to which they were legally entitled.

Councillor Foster referred to the recent closure of two care homes and the work being done to clear the backlog arising as a result of the additional pressure on the system. He assured the Member that staff within the Health and Social Care Partnership were working tirelessly to ensure a smooth transition for affected residents.

(2) a question by Councillor Dickson to the Leader of the Council in the following terms:

“At the recent SNP conference a resolution was passed that asked that “the Scottish Government work closely with stakeholders to develop a set of best-practice, guiding principles for employers which take account of menopausal-related health issues. This will enable employers to ensure that necessary adjustments are in place to support those experiencing menopause”. What guidance do our managers follow to help support menopausal women?”

Councillor Cullinane thanked the Member for her question and responded in the following terms:

“We welcome the increased awareness of menopause issues in the workplace.

The Council's Workwell programme held a 'Working with Menopause' event last year that was attended by 56 employees and the next menopause event is currently being planned to take place after the summer. Menopause will continue to be a regular feature in the programme of events. I also congratulate the NHS Ayrshire and Arran Unite branch for their 'Menopause Matters Too' campaign which they have taken into Crosshouse and Ayr hospitals.

Our current HR policies and guides do not specifically mention menopause however HR and our Occupational Health Service provide support to managers on a wide range of workplace issues. Occupational Health have advised that a number of employees have been referred for support in relation to menopause.

We are a progressive Council and as such we do wish to lead from the front on issues of equality. Just under 75% of the Council's staff are women of which 42.5% are age 50 or over. It is therefore our intention to work with the local trade union branches to engage with our female workforce on menopause specific guidance to ensure we offer the best possible support to female staff with menopause related health issues. As Chair of the 1st Tier JCC, which has cross party and trade union representation, I will request that this be included on the agenda of a future meeting."

(3) a question by Councillor Marshall to the Cabinet Member for Education in the following terms:

"Noting that the SNP Government has over the last 12 years presided over declining Educational Attainment as witnessed by their decision to abandon the empirically based Programme for International Student Assessment (PISA) and the Scottish Survey of Numeracy and Literacy (SSL), does he not agree that the recently published league tables of Schools where pupils achieve 5+ Highers are now the only empirical standard for measuring school achievement?"

Councillor Bell provided a short introduction to his written response and, thereafter, responded in the following terms:

"We do not agree with this position. We are not aware of a final decision from Scottish Government regarding the future participation of Scotland in the PISA study.

The Scottish Survey of Literacy and Numeracy (SSLN) was discontinued in 2016 following the introduction of the collection of teacher judgement data on achievement levels. The SSLN gave a snapshot of a small sample of learners across the country, whereas the new data collection gives a fuller picture of achievement levels for every learner at key stages of their education. Furthermore, this achievement data is informed by a range of benchmarking information, including standardised assessment information.

We strongly disagree that the unofficial Herald league table is now the only empirical standard for measuring school achievement. This league table is not part of the range of official statistics available for education and it focuses on a narrow interpretation of successful attainment, measuring only on the percentage of pupils who achieve more than 5 Highers.

School education is about a wide range of qualifications and experiences and success should not be measured solely on one benchmark. Our leavers are now more likely to leave school with a broad range of qualifications. This is likely to include some Highers in many cases, but also a blend of new alternative qualifications at SCQF levels 4-7 which are equally valid indicators of educational success. We must ensure that the way we measure achievement reflects the full range of achievements secured by the young people of North Ayrshire.

Therefore, the national Insight benchmarking tool is considered to be a more comprehensive and effective system-wide way of measuring attainment. This was designed specifically for the purpose of benchmarking a school's achievement across the full range of qualifications against the national picture, as well as against a virtual comparator (which is made up of similar pupils across Scotland.) Insight, along with the LGBF, are the nationally accepted tools for measuring educational attainment in our schools.

Finally, we do not recognise the point made in the question about declining educational attainment. In North Ayrshire, over time we have seen consistent improvements in educational attainment across the board, and these are reflected in the annual reports to Cabinet, of which the Member will be fully aware.

Reference: Equivalents
SCQF Level 4 = National 4
SCQF Level 5 = National 5
SCQF Level 6 = Higher
SCQF Level 7 = Advanced Higher"

(4) a question by Councillor Marshall to the Chair of Audit and Scrutiny Committee in the following terms:

"The Minute of the Audit Committee of 26 March 2019 records that the Health and Social Care Partnership Operational Budget is experiencing "a backlog in assessments in Free Personal Care". Can the Chair explain the failure to timeously award support to these vulnerable elderly residents."

Councillor Burns thanked the Member for his question and responded in the following terms:

"Having clarified with the Director of Health and Social Care, I can confirm that there is no backlog of assessments for care. At the Audit and Scrutiny Committee of 26th March, there was discussion about the backlog relating to the release of funding for some care costs, including personal care. This relates to the Partnership having finite resources and having to ensure that it operates within those resources. Indeed, Councillor Marshall will recall that the Committee praised the ongoing efforts of the Partnership in improving its financial position.

In addition, there was discussion at the Committee about a backlog in 'Assistance for Funding' requests. This relates to individuals in Care Homes whose finances have fallen below the threshold where they are expected to self-fund their care. The Partnership has now assumed operational management for the Finance team responsible for processing these requests and is working to develop and improve processes to address this backlog."

As a supplementary question, Councillor Marshall referred to an assertion by Scottish Finance Secretary that the additional income tax generated by the higher rate in Scotland would bring benefits in terms of the availability of funding for Free Personal Care for older people. He asked whether the Chair of Audit and Scrutiny felt that people were being deceived if they were paying extra income tax and yet not receiving Free Personal Care.

Councillor Burns responded by advising that the Cabinet Member for Health and Social Care had already addressed this issue in his response to an earlier question by the Member.

(5) a question by Councillor McNicol to the Leader of the Council in the following terms:

“Will the Leader of the Council explain the process followed by the Administration in allocating funding awarded to the Council from the Scottish Government’s Town Centre Fund?”

Councillor Cullinane thanked the Member for his question and responded in the following terms:

“The process, as set out in the report to Cabinet of 14 May 2019, was as follows: -

- The Scottish Government set out a range of options for projects that will align with the grant conditions, including projects that support town centre living, digital solutions for communities, land and asset acquisition, transport, greening, environmental improvements and community support. It recommended a balance of larger scale interventions, together with support for some smaller projects, recognising that splitting funds equally amongst all centres will dilute potential impact.
- Recognising the overall intent of the fund, a qualitative scoping exercise was undertaken by officers, based on town centre audits, conservation area management plans, charrettes, SIMD data, locality priorities and assets review. Consideration was also given to prioritising those towns that have not benefitted from recent investment or have other planned investments being prioritised.
- On this basis, it was recommended that the fund is dispersed through two larger projects for around £1m combined value, with the remaining £0.418m being allocated to a series of smaller projects and community-led initiatives. This seeks to maximise the impact of the fund, while supporting a range of smaller initiatives around North Ayrshire. It has been identified that Stevenston and Dalry would potentially benefit most from larger portions of the fund. An overview of the strategic case for strategic town centre regeneration projects was presented in the report to Cabinet.
- Officers have developed a provisional project list. Scoping of provisional projects has been informed by compliance with grant conditions, deliverability of projects and known strategic and community-based projects and priorities.

- Given that the grant requires to be committed (meaning it is spent or contracts are entered into) before 31 March 2020, timescales are tight if we are to claim North Ayrshire's full allocation of grant. In these circumstances' Cabinet agreed to delegate authority to the Head of Economic Growth to agree and progress projects. Following feedback from Members, Cabinet agreed that local ward members will be consulted along with the Portfolio Holder on any proposals.
- On 14 May 2019 Cabinet agreed to these recommendations."

As a supplementary question, Councillor McNicol asked how it had been possible for two members of the Labour Group to brief the press about securing funding for Stevenston before a decision on the award of funds had been taken by Cabinet. Councillor McNicol asked whether the Leader considered that the confidential nature of Policy Advisory Panel papers applied equally to all Members or if his Administration believed Labour Members were 'more equal than others'.

Councillor Cullinane responded by asserting that the press article was not connected with the Policy Advisory Panel papers and observed that, had there been a 'leak, it would have been foolish for the Members in question to allow their photographs to be printed in the press. The Leader commented that the timing of the press article had been unfortunate and the Administration would reflect on this. However, it was not uncommon for Members of political groups in the Council to issue press releases based on discussions within their group and, in this regard, Labour Members were no different.

(6) a question by Councillor McNicol to the Cabinet Member for Place in the following terms:

"Will the portfolio holder for Place inform Members of the number of reports received by North Ayrshire Council of road defects/potholes on all adopted roads/footpaths in the year 2018/19? Will he also inform Members of the cost to repair said defects/potholes?"

Councillor Montgomerie thanked the Member for his question and responded in the following terms:

"The Council's Roads Service has a proactive road asset management system in place which involves regular inspections by our Inspectors to identify defects and potholes requiring repair. In addition, we receive requests from members of the public for repairs to be carried out. Works instructions are issued to repair confirmed defects. It should be noted that a works instruction may contain multiple potholes and that works instructions are not necessarily issued for a single pothole.

In addition, the cost of repairing defects on main roads is significantly higher than repairing a defect on a quiet residential street due to the complexity of traffic management that may be required. By way of setting some context to the figures I will provide shortly for year 2018/19 as requested, I can confirm the impact of the significant winter events we experienced at the end of 2017 and beginning of 2018 had an unprecedented effect on the condition of our roads. This was mirrored in a number of areas across Scotland and the wider UK.

The statistics for the year 2018/19 as requested are:

- there were 3413 works instructions created to repair road carriageway defects/potholes on the Mainland at a cost of £665,826. I can confirm 1518 of these were received from members of the public
- there were 501 works instructions created to repair footway defects/potholes on the Mainland at a cost of £35,912. I can confirm 161 of these were received from members of the public
- there were 385 works instructions created to repair carriageway defects/potholes on the Island of Arran at a cost of £230,777 (35 of which were received from members of the public)
- and there were 7 works instructions created for footway repairs on the Island of Arran at a cost of £305 (3 of which were received from members of the public)."

Councillor McNicol took the opportunity to thank staff within the Roads Service for their work. Thereafter, he referred to the Winter 2007 edition of the North Ayrshire NOW newspaper in which then Leader of the Council quantified the cost of the maintenance backlog as £20.3m. As a supplementary question, Councillor McNicol asked whether the Cabinet Member considered that North Ayrshire roads were in a better position eleven years on when the cost of the backlog had increased by £11.3m and how he intended to address the poor state of roads and pavements.

Councillor Montgomerie responded by advising that the current Administration had doubled the capital investment in roads.

- (7) a question by Councillor Billings to the Leader of the Council in the following terms:-

“The question is directed to the Leader of the Council because he is a member of the Ardrossan Harbour Task Force Committee and is closely involved in the Arran to Ardrossan ferry service upgrade project.

The Leader will be very aware that this project is not going as well as intended, and at the moment one could describe it as a total shambles. Recent announcements indicate that the two new ferries, already over a year late, are nowhere near completion and there is significant doubt about when, if ever, these ferries will be finished. The Leader will also know that Scottish Government has approved the Task Force’s plans for the harbour and has just agreed to spend additional money on Ardrossan harbour. He will also be aware that the reason for this additional money is to ensure that Glen Sannox ferry can dock reliably at Ardrossan.

Whilst welcoming the continued commitment of the Scottish Government to keep Ardrossan as the mainland port for the Arran ferry service, my question to the Leader is given that the future of the part built Glen Sannox is still to be decided and that the additional agreed finance is for major harbour work to enable this specific boat to dock at Ardrossan, would it not be better to wait until there is a confirmed decision about what ferry will actually be using Ardrossan?”

Councillor Billings intimated that he wished to withdraw the above question.

- (8) a question by Councillor Billings to the Leader of the Council in the following terms:

“The Leader is aware that North Ayrshire Council will be investing a lot of money in Ardrossan harbour's terminal buildings and other passenger infrastructure.

The Leader may not be so aware that the new terminal building at Brodick, whilst it may have won industry awards, has come in for considerable criticism regarding passenger usability and infrastructure robustness.

There is a growing body of opinion on Arran that in spite of the work of the Arran Ferry Committee and Arran Community Council, the decision makers involved in the ferry development project are not really listening and don't take in to account the views and concerns of the residents of Arran. This ground-swell of opinion has led to the formation of the Arran Ferry Action Group, which intends to be a fully representative group to represent Arran's interests in ferry service improvements and future investment decisions.

My question to the Leader is that as this Council has a policy to be as inclusive as possible, will the Leader commit to including the Arran Ferry Action Group as a recognised consultation group, and take regard of the views of this group when making representations to the Scottish Government, CMAL and CalMac about the development of the Arran ferry service?”

Councillor Cullinane thanked the Member for his question responded in the following terms:

“There is significant interest from both the Arran and Ardrossan communities in seeing the successful delivery of the major investment in facilities at Ardrossan, in addition to those recently completed at Brodick. Regular and open engagement and consultation for residents and users will be a key feature of this complex construction project.

Most recently consultation events were held in Brodick and Ardrossan in late October 2018 to present indicative layout options and to seek feedback.

As was the case with the delivery of the Brodick Harbour investment, engagement with the wider community will be maintained both in advance of and during the construction contract. This will include meetings and events on both Arran and at Ardrossan.

The main point of contact for representatives from Arran to discuss ferry matters with the national agencies and Scottish Government is the Arran Ferry Committee, with North Ayrshire Council represented on the Committee by an Elected Ward Member (Councillor McMaster). This was agreed by Council at 17 May 2017 meeting. It is understood that the Arran Ferry Committee and the Arran Ferry Action Group are in discussion as to how they will work together going forward. An avenue for residents of the Island to express their views therefore already exists, with the minutes of meetings published to allow transparency.

The recent appointment of a dedicated officer resource within the Council to oversee the wider regeneration programme at Ardrossan will support and facilitate more and regular consultation and engagement.”

As a supplementary question, Councillor Billings asserted that the Arran Ferry Action Group had the support of many residents on Arran and asked for the Leader to justify not including the group in future consultation.

Councillor Cullinane responded by confirming that the public engagement exercise would not exclude the Arran Ferry Action Group from involvement and it would be for the group to discuss with the Arran Ferry Committee how best to represent Arran during this process.

(9) a question by Councillor Murdoch to the Cabinet Member for the Economy in the following terms:

“At the Council meeting held on 7th November 2018 I asked the following question: NAC collected the BID levy on behalf of Largs Matters Ltd from local businesses in Largs under Rates Legislation.

Now that the five-year BID has come to an end, will NAC be involved in returning the balance of funds to the businesses or as the statute states, given to an organisation with a similar aim?

What has been done to return the remaining BID funds to the businesses in Largs since the meeting on 7th November 2018, where are the assets of Largs Matters Ltd and what are the assets?"

Councillor Gallagher thanked the Member for his question and responded in the following terms:

"The BID company Largs Matters is in the final stages of winding up and will be preparing a final set of audited accounts. Once accounts are approved and subject to a surplus of funds remaining, arrangements will be made by the Council to issue a refund of due amounts to levy payers."

Councillor Murdoch considered that elements of his question, in terms of the BID company's asserts, had not been addressed in the Cabinet Member's response. Thereafter, as a supplementary question, Councillor Murdoch asked whether previous Directors of the BID company and levy payers would be advised in advance of the distribution of funds; how much would be allocated to the General Account; and whether an administration fee would be applied to the process.

Councillor Gallagher responded by advising that the BID company was in the process of being wound up and that further information on its assets would be known in due course. He advised that around 400 levy payers would be entitled to a refund from the residual monies, but that the amount in question was not yet known. Councillor Gallagher referred the Member to an earlier briefing note which had been circulated to all four Ward Members, including Councillor Murdoch.

(10) a question by Councillor Murdoch to the Chair of the Planning Committee in the following terms:

"In the letter from the Enviro Centre to North Ayrshire Council Planning dated 10th January 2018 the first paragraph states "As you are aware we submitted an Environmental Review with our screening request of 20 February 2017. This Environmental Review discussed the potential environmental effects of the development as a whole as agreed in our site meeting of January 2017. Subsequently, as fully discussed with North Ayrshire Council (McInally Associates/NAC) it was considered that the most appropriate approach to making the necessary changes to the Hunterston Marine Construction Yard was through three separate planning applications (and a Marine Licence from Marine Scotland)."

Who attended that site meeting, was it minuted and who proposed lodging the application in three parts?"

Councillor Marshall thanked the Member for his question and responded in the following terms:

“The meeting of the 23rd January 2017 was a meeting between Planning Officers and SNH prior to the submission of an Environmental Impact Assessment (EIA) Screening Request by Peel Ports, in respect of the proposal to allow decommissioning of large marine structures at the Hunterston Construction Yard. Meetings with agencies such as SNH to discuss anticipated significant developments as part of early stage preparations are not unusual and they are not required to be minuted.

The applicant chose to submit three separate applications and the Council is required to consider these as valid applications. All three were subject to the EIA and considered by the Planning Committee at the same meeting.”

(11) a question by Councillor Murdoch to the Chair of the Planning Committee in the following terms:-

“During the Full Council Meeting held on Wednesday 27th March while answering one of my questions, the Chair of Planning referred to a letter dated 19th February 2019 from the Scottish Government. This letter was also referred to during a Public Meeting held in Largs Campus on 21st February 2019. Is the Chair of Planning and NAC still “quite happy with the written comment from the Scottish Government”?”

Councillor Marshall thanked the Member for his question and responded in the following terms:

“Yes. I endorsed the statement in the letter dated 19 February 2019 that “Ministers are content that the process undertaken by the Council and Marine Scotland has been sufficiently robust to allow them to reach their opinions and that due process has been followed with regards to the seeking and obtaining of a Screening Option for the project. The Scottish Government therefore declines to issue a screening direction on this case.”

I do appreciate that in a subsequent Parliamentary Question by the Greens to a Government Minister it was indicated that this decision may be reviewed. Who knows?

Given the SNP’s penchant for u-turns (e.g. the Air Departure Tax which was a manifesto commitment), I would not be surprised if the decision of 19 February got a similar treatment and suggest that Cllr Murdoch writes and asks Nicola.”

Councillor Burns requested, and received, clarification from the Head of Democratic Services, that the final sentence of the response was not relevant to the question.

Thereafter, as a supplementary question, Councillor Murdoch asked for the Chair of the Planning Committee’s response to the fact that a constituent had written to the Scottish Government to ask for details of this meeting and had been advised that “there was no meeting” and “there were no discussions”.

Councillor Marshall responded by outlining the Scottish Government's overall responsibility for planning matters. He advised that the Planning Service was satisfied that an Environmental Impact Assessment was not required at this stage, noting that this position may change in future if there were changes to Peel Ports' proposals.

14. Motions

In terms of Standing Order 13, submitted:

- (1) a motion by Councillor Donald L. Reid, seconded by Councillor Dickson in the following terms:

"In view of the potentially high levels of traffic which the welcome improvements to Dalry Bypass and the Den Realignment will bring, this council is keen, for road safety reasons, to have the excellent plans for the realigned Beith bypass actioned in early course. To this end North Ayrshire Council request that the Chief Executive writes to the Scottish Transport Minister urging him to prioritise work to begin on the realigned Beith bypass as soon as practicable."

There being no amendment, the motion was declared carried.

- (2) a motion by Councillor Billings, seconded by Councillor Gallacher, in the following terms:

"The Isle of Arran is one of North Ayrshire's most buoyant and developing communities, and attracts over 400,000 visitors every year. North Ayrshire Council is aware of Arran's importance and is working with local communities to further develop the island through new housing and business support. The residents of Arran were, therefore, delighted when it was announced that public money would be spent to upgrade and improve all aspects of the ferry link to Arran.

Back in April 2017, the then Secretary for Economy, Jobs and Fair Work, Keith Brown said "The Scottish Government is committed to supporting our lifeline ferry links and ensuring that the Arran ferry service is fit for purpose, whilst also getting the best value for the public purse."

Here we are, 3 years later, with a complete shambles of a project that is over spent, running years late, poorly designed and has reliability issues not seen with the previous service. Over £100 million has been committed to this project which is being squandered, and the ongoing delays are having adverse effects on the economy of the communities that rely on the ferries.

As representatives of our local communities it is our duty as Councillors to hold to account those who make decisions on our behalf, in this case the SNP Scottish Government. On behalf of the people we were elected to represent, we demand to know why this project is so far off track and is not delivering the benefits it promised.

I therefore move that Council instructs the Chief Executive to write to the Minister for Energy, Connectivity and the Islands (a) to express in the strongest terms the Council's disappointment and concern about the current uncertainty that surrounds the upgrade to the Arran and Ardrossan ferry service, highlighting the damage that the unreliability of the current service is having on the economy of Arran, (b) to ask why Ministers have had such poor control over the spending of public money, and (b) for an explanation as to how the SNP Scottish Government intends to make good the Minister's commitment that this project will provide an Arran ferry service that is fit for purpose and will offer best value for money."

The Council noted that, in terms of Standing Order 14.5, Councillor Billings, with the consent of his seconder, had withdrawn the above motion.

15. Urgent Item

The Provost agreed, due to the timing of the event, to allow the undernoted verbal update to be given.

15.1 Office for Nuclear Regulation (ONR) Briefing

The Chief Executive referred to a forthcoming Elected Member briefing by the Office for Nuclear Regulation (ONR) which had been arranged as a result of a motion at the last meeting of the Council in respect of the incidence of cracking in the graphite core of Reactor 3 and Reactor 4 at Hunterston Nuclear Power Station.

The Chief Executive asked that, in advance of the briefing on 3 June 2019, Members make his office aware of any questions or points which they would wish raised.

Noted.

The meeting ended at 3.40 p.m.

NORTH AYRSHIRE COUNCIL

26 June 2019

North Ayrshire Council

Title:	North Ayrshire Community Planning Partnership (CPP) Board: Minutes of Meeting held on 16 May 2019
Purpose:	To submit the Minutes of the meeting of the North Ayrshire Community Planning Partnership Board held on 16 May 2019
Recommendation:	That the Council notes the Minutes contained in Appendix 1.

1. Executive Summary

- 1.1 It was previously agreed that the Minutes of the Community Planning Partnership (CPP) Board be submitted to North Ayrshire Council for information. The key matters arising from the minutes have been highlighted for the attention of Council and are detailed in Section 2.1.

2. Background

- 2.1 Minutes of the meeting of the CPP Board held on 16 May 2019 are appended. Particular matters for the Council's attention include the following:-

Agenda Item 3

CPP partners approved the Child Poverty Action Plan prior to its submission to Cabinet. They noted the partnership approach taken to its development and the links made to the Fair for All strategy and Local Outcomes Improvement Plan.

Agenda Item 4

The Board received an update on Locality Planning and Community Planning developments. They agreed to the proposals within the Fair for All review and noted progress made at a locality level.

Agenda Item 5

The Board received a presentation about the Ayrshire Growth Deal. They noted the proposals for North Ayrshire and opportunities for partners to link into this work.

Agenda Item 8

Attendees split into groups and participated in workshops which focused on Kindness and how CPP Partners could adopt the Kindness promise. It was agreed that Zoe Ferguson, Carnegie Trust UK will work with individual partner organisations to tease out what Kindness means for them.

3. Proposals

3.1 That the Council notes the Minutes contained in Appendix 1.

4. Implications

Financial:	There are no financial implications arising from this report.
Human Resources:	There are no human resource implications arising from this report.
Legal:	There are no legal implications arising from this report.
Equality: Children and Young People:	There are no implications relating to equality or children and young people arising from this report.
Environmental & Sustainability:	There are no environmental implications arising from this report.
Key Priorities:	The CPP activities detailed within this report support the Local Outcomes Improvement Plan.
Community Benefits:	There are no community benefit implications arising from this report.

5. Consultation

5.1 No consultation was required.

Insert Director's electronic signature when final version approved
Insert Director's name
Insert Director's title

For further information please contact **Morna Rae** on **01294 324177**.

Background Papers

N/A

Community Planning Partnership Board

Thursday 16 May 2019 at 10.30 am

Fullarton ConneXions



North Ayrshire
Community Planning Partnership

Present

North Ayrshire Council

Joe Cullinane, Elected Member **(Chair)**

Marie Burns, Elected Member

Alex Gallagher, Elected Member

Scott Davidson, Elected Member

Craig Hatton, Chief Executive

Ayrshire College

Michael Breen, Vice Principal.

KA Leisure

Ashley Pringle, Vice Chair, KA Leisure

NHS Ayrshire and Arran

Martin Cheyne, Chairman **(Vice Chair)**

Lynne McNiven, Director, Public Health

Police Scotland

Chief Supt Mark Hargreaves, Area Commander

Scottish Enterprise

Mark Newlands, Head of Partnerships

Scottish Fire and Rescue

Jim Scott, Area Manager

Ian McMeekin, Area Manager

Skills Development Scotland

Katie Hutton, Depute Director, National Training Programme

Strathclyde Partnership for Transport

Allan Comrie, Senior Transport Planner

In Attendance

Karen Yeomans (NAC), Morna Rae (NAC), Audrey Sutton (NAC), Lauren Cameron (NAC), Jennifer McGee (NAC), Zoe Ferguson (Carnegie Trust UK)

Apologies

Cllr John Bell (NAC), Cllr Tony Gurney (NAC), Cllr Ellen McMaster (NAC) Bob Martin (NHS), John Burns (NHS) Audrey McGee (DWP), Stephen Brown (HSCP), Stephen Gallagher (SG), Vicki Yuill (TSI).

1. Welcome and Apologies

The Chair welcomed everyone to the meeting and apologies were noted.

The Chair conveyed his well wishes to Jim Scott who will be retiring from his role at the end of June 2019 and welcomed Ian McMeekin, who will be taking over Jim's role from 1 July 2019.

2. Minute of the Previous Meeting and Action Note

The minutes of the previous meeting were approved.

3. Child Poverty Report

Lauren Cameron, Policy Officer (Children's Services) delivered a presentation to the Board providing an update on the progress of the North Ayrshire Local Child Poverty Action Plan Report. A copy of the draft report was circulated to the Board prior to the meeting.

The report/action plan recognises the significant level of work that is currently being undertaken within North Ayrshire to mitigate the effects of child poverty and reduce future levels. It also highlights the clear links to our overarching Fair for All Strategy and our Local Outcomes Improvement Plan.

It was noted that following a recent statistical publication the figure for the percentage of children in poverty (after housing costs) (Figure 6) had reduced from 29.26% to 26.6 %.

Councillor Cullinane requested confirmation that the actions included assessing how partners collective resources are being used to address poverty. It was confirmed that this is within the action plan.

Martin Cheyne noted the collaborative approach taken by NHS Ayrshire and Arran and North Ayrshire Council in developing the plan, and commended the report.

The Board approved the report being submitted to the Council's Cabinet for formal approval.

4. Community Planning and Locality Planning Update

Morna Rae provided the Board with an update on the work of Community Planning and the Locality Partnerships. The report highlighted progress being made within the Localities and the Fair For All Review. The Board agreed that Fair for All – Tackling Child Poverty is incorporated into the LOIP, as an inequalities focus at a strategic level. FFA performance management arrangements will be incorporated into the LOIP arrangements

Morna also reported that the Safer North Ayrshire Partnership (SNAP) are currently coordinating the development of a new Community Safety Strategy. This will be presented to the Board later in the year.

Councillor Burns highlighted that the work of Locality Partnerships has progressed very well since their conception. Councillor Burns advised that the chit chats have been very beneficial for the residents of the Irvine area.

5. Ayrshire Growth Deal

Karen Yeomans, Executive Director (Economy & Communities) delivered a presentation to the Board providing an update on the work of the Ayrshire Growth Deal.

Karen highlighted the work of the Ayrshire Growth Deal has been under development since 2015 and is Scotland's first non-city Deal. There has been a commitment from both UK Government and Scottish Government at £103m each with the Local Authorities matching up to £45.5m.

The funding totals to £251m, over 15 years and it is believed that these interventions could unlock private investment of around £300m and deliver around 7,000 new jobs across a wide range of sectors.

The vision for Ayrshire is to be vibrant, outward looking, confident, attractive to investors and visitors, and for it to make a major contribution to Scotland and the wider UK's growth. Projects North Ayrshire are specifically looking into are:

- Create a regionally significant and nationally recognised centre of excellence in Digital Automation at the i3 Area in Irvine;
- Centre for Research into Low Carbon Energy and Circular Economy at Hunterston;
- Marine and Environmental Sciences at the Ardrossan Gateway;
- Marine Tourism Destinations (Arran/Ardrossan/Millport);
- Regeneration of The Great Harbour, at Irvine Harbourside and Ardeer.

Karen also highlighted that the governance structure to support the ambitions the Ayrshire Growth Deal includes Scottish Enterprise, Skills Development Scotland, wider agencies, business and education as well as the three Local Authorities.

The Vice Chair advised Karen that he and the Chief Executive of NHS Ayrshire and Arran have been invited to join the West of Scotland Life Sciences Network which may be able to feed in to the work of the Ayrshire Growth Deal. The Vice Chair and Karen agreed to have a discussion at a later date.

The Board thanked Karen for the insightful presentation.

6. Minutes/Reports for information

Morna Rae advised that Board that a number of items were attached for their information. She highlighted the minutes of the Locality Partnerships and the CPP Snr Officers Group. The decision tracker has been updated and Alice Dillon has provided an update on the work of Community Justice Ayrshire.

7. AOCB

Jim Scott highlighted that the Scottish Fire and Rescue Service strategic plan was out for consultation and invited partners to input.

8. Workshops

Attendees split into groups and participated in workshop facilitated by Zoe Ferguson, Carnegie Trust UK. The Workshop focussed on Kindness and how CPP Partners could adopt the Kindness promise.

Following the workshop those in attendance supported the kindness promise and agreed that it would be useful for Zoe to work with individual partner organisations to tease out what Kindness means for them. It was also agreed that Kindness should be discussed again at the December 2019 Board Meeting.

NORTH AYRSHIRE COUNCIL

26 June 2019

North Ayrshire Council

Title: North Ayrshire Council Plan 2019-2024

Purpose: To agree the Council Plan 2019-2024 and the supporting delivery and performance management arrangements.

Recommendation: That Council note the responses received to consultation on the draft Council Plan 2019-2024 and agree: -

- (i) the Council Plan 2019-2024 attached at Appendix 1;
- (ii) the Council Plan Performance Management Framework attached at Appendix 2;
- (iii) the Council Plan Delivery Plan 2019-2020 attached at Appendix 3;
- (iv) the North Ayrshire Council Transformation Plan attached at Appendix 4;
- (iv) that future annual Delivery Plans will be approved by Cabinet and thereafter considered by the Audit and Scrutiny Committee; and
- (vii) that reports on performance against the Delivery Plan and the Performance Management Framework will be submitted twice a year to Cabinet, and thereafter considered by the Audit and Scrutiny Committee.

1. Executive Summary

- 1.1 On 27 March 2019, Council agreed the draft Council Plan 2019-2024 for consultation. This report asks Council to consider the results of this further consultation and to approve the Council Plan 2019-2024 and the supporting delivery, transformation and performance structure required to support it.

2. Background

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

Mission

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

Vision

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

Strategic Priorities

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

2.3 This current Council Plan 2015-2020 is nearing the end of its life-cycle. The Council's priorities for the next 5 years now require to be determined. To ensure the most effective delivery of the priorities we also need to revisit the supporting structure through which these priorities are delivered and scrutinised.

Consultation

2.4 As detailed in the report to Council on 27 March 2019, a collaborative approach was taken to develop the new Council Plan for the period 2019-2024. Internal consultation included Chief Officer Development Workshops, the wider staff Leadership Conference, the Executive Leadership Team and with Elected Members through the Policy Advisory Panel.

2.5 Following Council's decision on 27 March to approve the draft Council Plan, there was further internal consultation with staff through Directorate team meetings, Heads of schools and centres. Responses were supportive of the priorities in the Plan and provided feedback to support the development of specific actions. It was felt the Vision, Mission and priorities were understandable with a clear sense of purpose.

2.6 If the new Council Plan is to succeed, it will need the support of our communities to take forward its priorities in partnership. At an early stage it was identified as essential that communities were fully consulted on the developing Plan, to ensure they were bought-into its key priorities. Full details of the public consultation are contained in Appendix 5. A public engagement was undertaken during January, alongside work to inform the budget setting exercise for 2019/20, to ascertain views on a revised vision, mission, strategic themes and priority outcomes. This included presentation and discussion at each of the six Locality Planning Partnership meetings, an online questionnaire and face-to-face discussions in community buildings. Further promotion of the opportunity to comment was made through social and traditional media channels, partner websites, community engagement reference networks and in Council buildings.

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

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

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

- 2.8 The engagement process also asked how communities and the Council could work better together and where, with the right approach, communities could develop initiatives and undertake work and tasks.
- 2.9 Following the Council meeting on 27 March 2019 further public consultation was undertaken using the Consul digital platform. The Consul site received nearly 4000 visits. The overall themes from this second stage of consultation were: -
- Interested people have already responded with their views on the overall priorities within the plan
 - Phase 2 comments on the Council Plan were largely in relation to the content and development of specific priorities rather than general comments on the overall priorities.
 - There is interest in the detail around the specific priorities, what these should include and how we can deliver them.
- 2.10 An 'Ask the Leader' session was also held, giving the opportunity for the public to directly ask questions to the Leader about the Council Plan. Questions generally reflected the themes of 2.9, being concerned with the detail, content and development of specific priorities, rather than the overall priorities.

The Council Plan 2019-2024

- 2.11 The Council's Vision and Mission, as proposed in Plan are:

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

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

- 2.12 The draft Plan is constructed around three strategic themes. The first two are outward looking whilst the third sets out how this Council will work moving forward. This forms the basis of our approach to transformation
- Aspiring Communities – A society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.

Priority Outcomes:

- North Ayrshire has active and strong communities.
 - North Ayrshire's children and young people have the best start in life.
 - North Ayrshire has an inclusive, growing and enterprising economy.
 - North Ayrshire's residents and communities enjoy good, life-long health and well-being.
 - North Ayrshire's residents and communities are safe.
- Inspiring Place – An enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place our residents are proud to live and work in.

Priority Outcomes:

- North Ayrshire is well connected with effective infrastructure.
 - North Ayrshire has homes that meet our residents' needs.
 - North Ayrshire is a vibrant, welcoming and attractive environment.
 - North Ayrshire is a sustainable environment.
- A Council for the Future – Our Council is forward-thinking – motivated to transform and improve services for our communities through innovation, reshaping our approach and focusing investment to our priorities.

Priority Outcomes:

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

The Supporting Delivery and Performance Framework

2.13 Three key principles underlie the framework required to deliver and report on the Council Plan:-

- There should be a clear golden thread of policy leading directly from the Local Outcomes Improvement Plan (LOIP) through the Council Plan, its Delivery Plan and/or service planning to the PPD's of individual staff.
- It must be possible to monitor performance against the Council Plan priorities, and to use such information to drive improvement;
- Any framework must be transparent, ensure that Members retain control of the strategic direction of Council and have adequate information to scrutinise performance against agreed priorities

2.14 Under the Council Plan 2015-2020, Directorate Plans formed the basis of reporting progress on the Council Plan, were approved annually by Cabinet and reported on a six-monthly basis. Thereafter the Audit and Scrutiny Committee scrutinised them. For the following reasons it is proposed the annual Delivery Plan and Performance Management Framework attached at Appendices 2 and 3 should replace Directorate Plans as the means of reporting performance on the Council Plan:-

- Under the new structure there will only be two Directorates;
- Directorate Plans inevitably contain a mix of strategic priorities linked to the Council Plan and operational priorities. Some of their content can be driven by the needs of external regulators, rather than the priorities of the Council Plan;
- The focus of Directorate Plans is understandably on the priorities of that Directorate, whereas many of the priorities of the new Council Plan are cross-Directorate, and require a joined-up approach;
- A danger of using Directorate Plans as the primary means of reporting is that they, not the Council Plan become the focus of attention;
- Directorate Plans were often very detailed and despite attempts in recent years to present them in a more accessible format, there was limited public interest in them. The new Council Plan will require partnership working by Council, partners and

communities if its aspirations are to be achieved and any reporting framework needs to be clear, focused and accessible.

- There can be a cluttered landscape of Directorate Plans, statutory plans, national indicators such as statutory Key Performance Indicators (KPIs), Local Government Benchmarking Framework (LGBF), Insight, the Council's Annual Performance Plan etc. If this is not to become an inward-looking industry, it needs to be simplified. The key focus needs to be on the priorities of the new Council Plan

- 2.15 It is proposed that each year a Delivery Plan would be approved by Cabinet setting out how the priorities of the Council Plan would be delivered. Once approved this would be remitted to the Audit and Scrutiny Committee for further scrutiny. The Delivery Plan for 2019-2020 is attached for approval at Appendix 3. It contains a list of the actions proposed during 2019-20 to take forward each priority of the Council Plan. A specific Chief Officer is responsible for delivery of each individual Council Plan priority and will work across Council Directorates and with partners and communities to implement and report on the actions required to deliver that priority. It is proposed to report the Delivery Plan every 6 months to Cabinet, and thereafter for further scrutiny by the Audit and Scrutiny Committee. At that point the document will contain an additional column detailing progress against each of the actions detailed in column 2 of Appendix 2.
- 2.16 The Performance Management Framework at Appendix 2 sets out the performance indicators, progress against which will demonstrate whether the actions are successfully implementing the priorities of the Council Plan. Against each indicator is detail of current performance and a target of where we aim to be at the end of the Council Plan in 2024. It is again proposed to report the Performance Management Framework to Cabinet annually, and thereafter for further scrutiny to the Audit and Scrutiny Committee.
- 2.17 As regards Directorate or Service Plans, these will be simplified to become a list of actions and performance indicators. As at present these will include the delivery of actions from the Council Plan and more operational service-specific actions. In the case of the Health and Social Care Partnership these actions and indicators will align with their Strategic Plan. Similarly, those of Education will align with their National Improvement Framework prepared for the start of the new school year. Performance against these Operational Plans will be reported to the Executive Leadership Team (ELT) on a quarterly basis using a traffic light system. However, for reasons set out in 2.14 it is not proposed that such Operational Plans are considered by Cabinet or Audit and Scrutiny Committee.
- 2.18 The Council's Transformation Plan is structured around the three strategic themes of the Council Plan. The refreshed programme has a number of key themes;
- Delivering excellent customer services
 - Collaboration and community engagement
 - Managing demand and early intervention and prevention
 - Maximising asset utilisation
 - Maximising opportunities through digital and wider technology
 - Securing value for money including through procurement
 - Maximising income through municipalisation

The current Transformation Plan is attached at Appendix 5 and is recommended for approval. This programme will evolve as a pipeline of opportunities are developed through the Transformation Think Tank.

- 2.19 While the intention is to simplify reporting around the Delivery Plan and Performance Management Framework, it is important to note that Cabinet and Audit and Scrutiny Committee will continue to receive other performance information. As this forms part of the Council's wider Performance Framework, paragraphs 2.19 to 2.22 cover for completeness, this wider performance landscape. As at present, reports will continue to be submitted on national benchmarking information relating to KPIs', LGBF, and Education Insight data. More detailed performance information on LGBF, the Scottish Index of Multiple Deprivation (SIMD) etc will continue to be available in the Members' Lounge. Audit and Scrutiny Committee also retain the ability to review and investigate in depth any aspect of the Council's performance.
- 2.20 The Council also produce an Annual Performance Framework. This would also continue to be reported to Cabinet and Audit and Scrutiny Committee. The style of this has been subject to extensive revision over the previous two years to make it more accessible. Other than to ensure it aligns with the new Council Plan, it is fit for purpose.
- 2.21 In considering the Council's overall performance framework, the role of internal and external audit and of statutory regulators should not be overlooked. Reports such as the External Audit Interim Report 2018-19 and the Local Government in Scotland: Challenges and Performance 2019 report, both of which were reported to Audit and Scrutiny Committee on 18 June 2019, provide important information on the Council's performance. Individual external audits such as those of schools are also summarised to Audit and Scrutiny Committee. Next year will see the Council subject to its Best Value Audit which will be an important measure of the Council's progress. Clarity of vision and mission, having clear priorities which demonstrate the golden thread, community engagement and having a sound performance and scrutiny framework are key to any successful Council. The approval of the Council Plan 2019-2024 and the supporting framework is an important step to evidencing such strategic vision.
- 2.22 In preparing the Council Plan the opportunity was also taken to compare the alignment of the Council Plan 2019-2024 with the National Performance Framework. The priorities align closely, providing further evidence of a Golden Thread, in this case from national policy to Council policy.
- 2.23 In summary, the aim has been to produce a Council Plan which is strategic, is clear and accessible to staff and communities alike, and which has buy-in from communities evidenced by consultation responses. This is supported by a simplified Delivery and Performance Framework which should provide clarity on the actions to implement the priorities and on the Council's performance.

3. Proposals

- 3.1 It is recommended that Council note the responses received to consultation on the draft Council Plan 2019-2024 and agree: -
- (i) the Council Plan 2019-2024 attached at Appendix 1;
 - (ii) the Council Plan Performance Management Framework attached at Appendix 2;
 - (iii) the Council Plan Delivery Plan 2019-2020 attached at Appendix 3;
 - (iv) the North Ayrshire Council Transformation Plan attached at Appendix 4;
 - (iv) that future annual Delivery Plans will be approved by Cabinet and thereafter considered by the Audit and Scrutiny Committee; and
 - (vii) that reports on performance against the Delivery Plan and the Performance

Management Framework will be submitted twice a year to Cabinet, and thereafter considered by the Audit and Scrutiny Committee.

4. Implications

Financial:	The Council Plan will set the priorities for investment and allocation of resources over the next five years.
Human Resources:	The Plan recognises the important role of our workforce in achieving our ambitions.
Legal:	There are no legal implications arising from this report.
Equality: Children and Young People:	<p>The Council Plan 2019-2024 has been subject to an equalities impact assessment which includes an assessment against the socio-economic or Fairer Scotland Duty. This has been made available in the Members' Lounge in advance of the meeting.</p> <p>As will be evident from the Plan's Vision – A North Ayrshire that is 'Fair For All', and the Mission – Working together to improve well-being, prosperity and equity in North Ayrshire, issues of equity and fairness run through the Plan and drive its priorities. On the basis that the priorities in turn inform how we allocate and target resources, the Plan is expected to have positive impacts for both those with protected characteristics and in terms of the socio-economic duty.</p> <p>Similarly, as Children and Young People form one of the key priorities within the Plan, there should be overall benefits for children and young people.</p> <p>The duty on public authorities to 'island-proof' policy introduced by the Islands (Scotland) Act 2018 is not yet in force. The Scottish Government are currently consulting on how such island-proofing should work. Thereafter statutory guidance will be issued before the duty comes into effect. However, the opportunity has been taken to consider the Council Plan's impact on islands and the extent to which any of its priorities has a disproportionate impact on Arran or the Cumbraes, either positive or negative. On balance the conclusion is that there are no such significant impacts. Nevertheless, it is important that island impacts continue to be considered in the development of specific actions and annual Delivery Plans.</p>
Environmental & Sustainability:	The environment and sustainability form key priorities within the Plan.
Key Priorities:	The Council Plan will set the Council's key strategic priorities for the future.
Community Benefits:	The role of the community will be key to successful delivery of the Plan.

5. Consultation

- 5.1 Engagement has taken place with Chief Officers, Council staff, CPP partners, Elected Members and communities, as set out in paragraphs 2.4 to 2.10.

Craig Hatton
Chief Executive

For further information please contact **Andrew Fraser, Head of Democratic Services** on **01294 324125**.

Background Papers

1. North Ayrshire Council Plan 2015-2020
2. North Ayrshire Council Plan Delivery Plan 2019-2020
3. North Ayrshire Council Plan Performance Management Framework
4. North Ayrshire Council Transformation Plan
5. Equality Impact Assessment including Socio-economic duty and islands assessment

A COUNCIL
THAT IS FAIR
FOR ALL
2019-2024



North Ayrshire Council
Comhairle Siorrachd Air a Tuath



A COUNCIL THAT
IS FAIR FOR ALL



Craig Hatton
Chief Executive,
North Ayrshire Council



Joe Cullinane
Leader,
North Ayrshire Council

Welcome to North Ayrshire Council's Plan for 2019 to 2024.

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

We are determined to tackle inequalities and create a society where no one lives in poverty, where the economy is inclusive and where everyone has the same life chances to live fulfilling and healthy lives.

That's why fairness and equity are at the heart of our Council Plan.

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

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



FAIRNESS AND EQUITY

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

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

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

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

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

So please join us and help shape an ambitious North Ayrshire that is fair for all as we embark on our Council Plan journey over the next five years.

Please join us in conversations around how we can all play a part in making a better North Ayrshire at: www.north-ayrshire.gov.uk/councilplan



Our Vision:-

A North Ayrshire that is 'Fair for All'.

Our Mission:-

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

Our Council:

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

VISION
MISSION





266
new business
start-ups

644
businesses supported in
2017/18



1,243
jobs created
by Council's Business
Development Service
in two years

81%

of our customers
were delighted with
the Customer
Service they received



community asset
transfers completed
in three years

OVER
95%



of school leavers go into
further education,
training or employment.



91%
increase

in the number of unemployed
people who have progressed to
employment through Council -
funded or operated schemes over
the last three years.



(1,176 NAC, 556 RSLs).

260 new homes have been
completed so far



received in external
funding for
employability and
regeneration
projects in
2017/18

OPPORTUNITIES

£1.9 million

committed to mainstreaming
Participatory Budgeting since 2016.



visitors came to North
Ayrshire in 2017. Most
recent figures show the
sustainable tourism
sector in North Ayrshire
has a turnover of
£115 million



24%

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

7th in Scotland

for recycling with almost
56% of household waste
recycled in 2017 -
35,121 tonnes, that's
equivalent to



almost
800

community groups accessing support
and guidance in 2017/18

35% increase in
three years

Over £1million

put back into the pockets of
our most vulnerable
residents through

Better Off
North
Ayrshire



Ageing population
30,000

people are currently aged 65+ and this
is likely to increase to 35,000 within
10 years - that will be a quarter of
our population



children are living in poverty
in North Ayrshire

North Ayrshire's
unemployment rate is

5.7%

it's halved in
5 years from

12.2%

CHALLENGES

Life expectancy
gap between
wealthiest and
poorest areas

males
17.6
year gap

females
7.5
year gap

SECTOR LEADING COUNCIL POLICIES

Overall Council
of the Year 2017



1st

for eradicating period poverty
by providing free sanitary
products in all council buildings

First to establish Health
and Social Care Partnership



First to exempt care-
experienced young
people from Council
Tax until they
reach the
age of 26

First to commit
to becoming a



First to work with
three other Scottish
local authorities to
explore the possibility
of developing a Basic
Income Pilot to provide
economic stability for
the poorest members
of our community



First to provide rent exemption to care-
experienced students living in Council
housing

First to provide our
own counsellors in
every secondary
school to support
pupils' mental
health and wellbeing



First to remove the 'extra room'
criteria for Foster Carers



- allowing all residents to apply

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

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

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

Here are our priorities:

Aspiring Communities

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

Inspiring Place

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

OUR
PRIORITIES



Aspiring Communities

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

PRIORITY OUTCOME:

North Ayrshire has active and strong communities

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

PRIORITY OUTCOME:

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

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

PRIORITY OUTCOME:

North Ayrshire's residents and communities are safe

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

PRIORITY OUTCOME:

North Ayrshire has an inclusive, growing and enterprising economy

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

PRIORITY OUTCOME:

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

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

WE KNOW WE WILL HAVE BEEN SUCCESSFUL WHEN...

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



Inspiring Place

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

PRIORITY OUTCOME:
North Ayrshire is well-connected with effective infrastructure

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

PRIORITY OUTCOME:
North Ayrshire has homes that meet our residents needs

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

PRIORITY OUTCOME:
North Ayrshire is a sustainable environment

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

PRIORITY OUTCOME:
North Ayrshire is a vibrant, welcoming and attractive environment

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

WE KNOW WE WILL HAVE BEEN SUCCESSFUL WHEN...

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



A Council for the Future

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

PRIORITY OUTCOME:

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

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

PRIORITY OUTCOME:

An efficient Council that maximises resources and provides value for money

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

PRIORITY OUTCOME:

A valued workforce that delivers high quality services

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

PRIORITY OUTCOME:

A powerful and respected voice

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

WE KNOW WE WILL HAVE BEEN SUCCESSFUL WHEN...

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

A COUNCIL FOR
THE FUTURE



Our Vision:-

A North Ayrshire that is 'Fair for All'.

Our Mission:-

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

Our Council:

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

SHAPING NORTH AYRSHIRE

Our Priorities

Aspiring Communities

Priorities

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

Key Measures

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

Inspiring Place

Priorities

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

Key Measures

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

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

North Ayrshire Council,
Cunninghame House, Irvine KA12 8EE
Tel: 01294 310 000
www.north-ayrshire.gov.uk

We welcome your comments on our Council Plan.
Visit www.north-ayrshire.gov.uk/councilplan
and join the discussion.



ASPIRING COMMUNITIES

North Ayrshire Council **Performance Management Framework**

Performance Measure	Baseline 2017/2018 Value (or most available)	2024 Target
Percentage of population who are involved in local decision-making	51%	60%
Percentage of Council budget directed via participatory methods	0.62%	2%
Percentage of residents who agree they have access to opportunities to participate in their local community	30%	50%
Percentage of children achieving their developmental milestones at the time the child starts primary school	77%	85%
Average total tariff score of pupils living in SIMD most deprived areas	660	745
Average total tariff score of pupils	875	890
Percentage of school leavers entering positive destinations	93.4%	97%
Percentage of children living in poverty (after housing costs)	29.26%	25%
Percentage of working age population in employment	68.2%	73%
Percentage of procurement spent on local enterprises	19.75%	26%
NEW Percentage of those earning less than the Living Wage	24.3%	20%

Performance Measure

	Baseline 2017/2018 Value (or most available)	2024 Target
Percentage of learning disability service users accessing employment support	24.25%	30%
Percentage of children with BMI >91st percentile at 27 month review	11%	9%
Percentage of households in Fuel Poverty	30.0%	27.0%
Number of attendances at indoor sports & leisure facilities (excluding pools)	1,848,777	1,950,000
Percentage of people aged 65 and over with long-term care needs who receiving personal care at home	65.8%	65.0%
Number of emergency admissions to hospital	20,629	20,000
Percentage of new tenancies to applicants who were assessed as homeless sustained for more than a year	78.28%	82.00%



INSPIRING PLACE

North Ayrshire Council **Performance Management Framework**

Performance Measure	Baseline 2017/2018 Value (or most available)	2024 Target
Proportion of Council operational buildings that are suitable for their current use	89.9%	93.0%
Overall percentage of road network that should be considered for maintenance treatment	39.1%	38.1%
Proportion of properties receiving superfast broadband	92.35%	100%
Number of electric vehicle charging points publicly available	25	60
Number of new build Council housing units completed	232	1,375
Number of empty homes brought back into use	302	600
Percentage of Council dwellings that meet the Scottish Housing Quality Standard	99.18%	99.60%
Tourism visitor number	1,506,210	1,650,000
Street Cleanliness Index - Percentage clean	92.2%	94.0%
Hectares of vacant and derelict land in North Ayrshire	1,294ha	1,094ha
Overall carbon emissions (tonnes)	43,756	35,000
Total installed capacity of low carbon heat and electricity generation across the Council's estate (kW)	9,029	12,000
Percentage of total household waste that is recycled (calendar year as per SEPA)	55.8%	62%

A COUNCIL FOR THE FUTURE

North Ayrshire Council **Performance Management Framework**

Performance Measure

	Baseline 2017/2018 Value (or most available)	2024 Target
Percentage of Customers delighted with the overall Customer Service	84%	85%
Percentage of Self Service Transactions	36.7%	50%
Employee engagement level	71.2%	72%



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Council Plan Delivery Plan

Council Plan Delivery Plan 2019/20	
Our Focus	2019/20 Specific Actions
Aspiring Communities - A society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.	
What we'll do to make active and strong communities	
We will build stronger relationships between the council, communities and partners.	<ul style="list-style-type: none"> • We will establish an Engagement and Consultation Centre of Excellence for North Ayrshire to develop ways to explicitly involve communities in our work. • We will continue to lead and extend the locality planning approach within the CPP, focusing on inequalities. • We will refresh the Young People's Citizenship and Participation Strategy to deepen their relationship with and increase their influence on the work of the Council. • We will implement the Tenant Participation Strategy 2017-2022, building on our approach to involving under-represented groups and ensuring our tenants' views are used to shape future service delivery.
We will co-produce a local charter with our communities which sets out the things we jointly commit to do for each other, to help each other create a better North Ayrshire.	<ul style="list-style-type: none"> • We will draft, consult on and finalise the Local Charter • We will develop local agreements, linked to Locality Plans.
We will extend our participatory approach, offering communities more opportunities to lead in local decision-making.	<ul style="list-style-type: none"> • We will extend and mainstream our participatory approach to offer communities, including young people, more opportunities to lead in local decision-making. • We will pilot and implement the use of the Scottish Government Consul platform to increase participatory approaches across the Council and communities. • We will implement the Health and Social Care Partnership (HSCP) Participation and Engagement Strategy
We will support communities to achieve what's important to them through strong local networks.	<ul style="list-style-type: none"> • We will identify and develop a network of community hubs, to provide timely and preventative local access to information and support. • We will create local community signposts and directories to enable and promote community opportunities and access to services. • HSCP Locality Planning Forums will be more active in listening to communities by holding public events and using websites and social media to share information

What we'll do to ensure our children and young people experience the best start in life	
We will expand our early learning and childcare provision to make sure all eligible children are able to access 1140 hours of free care each year.	<ul style="list-style-type: none"> • We will create high quality indoor and outdoor learning environments that are fit for the purpose of delivering 1140, starting in Blacklands Primary School, St Luke's Primary School Castlepark Early Years Centre, Caledonia Primary School and Hayocks Primary School • We will build strong, collaborative partnerships across all funded providers and child minders that support a "provider neutral," high-quality service for children and families.
We will support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.	<ul style="list-style-type: none"> • We will continue to design and implement programmes to achieve excellence and equity for our learners, with a clear focus on reducing the poverty-related attainment gap. • We will improve the attainment and achievement of our children and young people through high quality learning and teaching in our schools. • We will ensure our children and young people are equipped with the right skills for learning, life and work and that high numbers of our school leavers are entering positive and sustained post-school destinations. • We will develop continuous professional learning pathways that build the capacity of our staff and create future leaders of service delivery and learning, that ensure high quality experiences and the best possible outcomes for children and their families.
We will offer opportunities to our young people and their families to play a more active role in school life and encourage more participation in learning opportunities.	<ul style="list-style-type: none"> • We will implement a refreshed Parental Engagement Policy across the education service. • We will build on our well-established programmes to support families with their child's learning. • We will ensure our children, young people, staff and communities are empowered to shape the education service in our schools. • We will develop and build our Champions' Board to ensure young people with care experience have their voices heard.
We will work with all young people to build their resilience, supporting their mental health and physical well-being.	<ul style="list-style-type: none"> • We will develop a coherent mental health strategy in partnership with other agencies. • We will continue to extend our nurturing approaches and access to counselling in our schools. • We will focus on promoting positive relationships within our school communities • We will develop locality-based HSCP Early Years Leadership Teams to identify local early years priorities

What we'll do to have an inclusive, growing and enterprising local economy	
We will work with schools, colleges, universities, businesses and partners to deliver education, skills and training, helping people into work and sustaining employment.	<ul style="list-style-type: none"> • Based on the findings of the innovative Inclusive Growth Diagnostic, we will continue to deliver inclusive growth by designing and implementing Phase 2 of European Social Fund including a new supported employment service • We will deliver a new Foundation Apprenticeship programme alongside our existing Modern Apprenticeship programme • We will continue to deliver support through our Employability Hubs • Working in partnership, we will design Ayrshire Growth Deal regional skills and inclusion programmes
We will make sure that everyone has the ability and knowledge to participate in the digital world.	<ul style="list-style-type: none"> • We will continue to offer digital access and support through libraries and community centres • We will work in partnership to design our Ayrshire Growth Deal £3m digital infrastructure project.
We will support our local businesses to become more innovative and competitive.	<ul style="list-style-type: none"> • We will continue to deliver the innovative Team North Ayrshire Approach to business support • We will review how we can maximise our relationship with national and regional enterprise partners as part of the new Ayrshire Regional Economic Partnership
We will promote fair employment practices.	<ul style="list-style-type: none"> • We will promote fair employment through Ayrshire Growth Deal inclusive growth action plan • We will promote our role as an accredited Living Wage Employer
We will develop and implement a Community Wealth Building (CWB) strategy.	<ul style="list-style-type: none"> • We will work with the Centre for Local Economic Strategy (CLES), we will undertake a local wealth building diagnostic for North Ayrshire on the five pillars of CWB: procurement, employment, assets, financial power and ownership. The resulting detailed action plan will act as the basis of a Community Wealth Building Strategy for North Ayrshire. • We will undertake further engagement with Community Planning Partners (CPP) partners on CWB. • We will work with East and South Ayrshire to commence work to co-design the £3m Ayrshire Growth Deal Community Wealth Building Fund with the Scottish Government, informed by North Ayrshire's work with CLES
What we'll do to make sure North Ayrshire residents and communities enjoy good life-long health and wellbeing	
We will continue our work with partners, including the Scottish Government, to explore the feasibility of a Scottish Basic Income Pilot.	<ul style="list-style-type: none"> • We will submit an interim report on the feasibility of Scottish Basic Income pilots to Scottish Government in September 2019 • We will share learning from commissioned research, including interactions between basic income and social security, and modelling of the potential economic impacts of a basic income in Scotland • We will produce and submit a full business case on the feasibility of Scottish Basic Income pilots to Scottish Government in March 2020

<p>We will let people decide how best to manage their own care needs and support people to live in their own homes for as long as possible</p>	<ul style="list-style-type: none"> • We will encourage communities to seek the correct health professional (dentist, GP, Pharmacist, optometrist) for their health concern advice • We will help individuals to have better choice and control of their support at an early stage by reinvigorating Self-Directed Support and the HSCP charging policy • We will review the role of assistive technology in our new build Council housing and share our learning with Registered Social Landlord partners.
<p>We will work with individuals and communities to support positive lifestyle choices which improve health and wellbeing.</p>	<ul style="list-style-type: none"> • We will provide opportunities for people to be more active more often, through the Active Communities Strategy • We will work with Scottish Government as a trailblazer site for the whole systems approach to diet and healthy weight (public health priority) • We will work with communities to provide opportunities for participation, volunteering and employment through physical activity and sport • We will improve emotional and mental health and wellbeing through physical and social participation in community activities, including for young people • We will provide more community link workers in GP practices to enable access to a wider range of local supports • We will place Mental Health Practitioners into GP practices to offer triage calls, urgent and routine face to face assessments as well as directing patients to the most appropriate support without unnecessary referrals to mental health services • We will facilitate access to an online CBT (Cognitive Behavioural therapy) model for those with low mood and anxiety and depression
<p>What we will do to ensure North Ayrshire residents and communities are safe</p>	
<p>We will work with partners to support our vulnerable residents and communities.</p>	<ul style="list-style-type: none"> • We will further roll out the 24hr, 7day per week, Police Triage Pathway within the Crisis Resolution Team (CRT) to help prevent hospital admission and timely access to the right person at the right time • We will continue to provide a Mental Health practitioner in Ayrshire College campuses • We will establish a Drug death prevention group • We will roll-out the Child and Adult Mental Health Service (CAMHS) wellbeing model piloted in Kilwinning locality to all localities. • We will develop and implement the Community Safety Strategy 2019-2024 along with our Community Planning partners. • We will undertake a review of our CCTV service and identify opportunities to invest in new technology to improve community safety and increase crime prosecution rates.

We will extend the 'Housing First' pilot to address homelessness.	<ul style="list-style-type: none"> • We will implement a 'Housing First' approach in our provision of homelessness services, providing mainstream, settled accommodation for our tenants as quickly as possible. • We will further improve support to young people to enable them to sustain their tenancies.
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Inspiring Place - An enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place our residents are proud to live and work in.

What we'll do to make North Ayrshire well-connected with effective infrastructure

We will provide well-maintained, integrated travel and transport networks, supporting alternative and sustainable transport.	<ul style="list-style-type: none"> • We will support the development of the Ayrshire Regional Transport Appraisal • We will implement active travel and transport projects including the promotion of strategic active travel projects with partners including Sustrans and Strathclyde Partnership for Transport • We will develop and implement an Electric Vehicle Strategy, and work in partnership with government agencies to deliver further electric charging infrastructure throughout North Ayrshire. • We will further develop Sustainable Business Travel arrangements for our employees & reduce grey fleet business mileage
We will work with partners to make sure there is sustained investment in our roads, ports and harbour infrastructure to ensure that travel is resilient and reliable.	<ul style="list-style-type: none"> • We will agree a package of funding with partners to ensure the long-term resilience of Ardrossan Harbour • We will promote the nationally significant infrastructure at Hunterston • We will ensure the resilience of our road network and associated infrastructure through a robust Roads Asset Management Plan
We will work with partners to extend public wi-fi and improve our digital connectivity.	<ul style="list-style-type: none"> • We will support the implementation of R100 to ensure super-fast broadband access to 100% of premises in North Ayrshire • With partners we will support the development of proposals for an £11m investment for a subsea fibre optic cable with a landing point at Irvine.
We will provide an appropriately sized, fit for purpose, energy-efficient and digital- enabled property portfolio, including our schools.	<ul style="list-style-type: none"> • We will manage our assets effectively by: maximising the efficiency of our property estate; rationalising assets; increasing occupancy levels and income within the Council's commercial estate, and; measuring and improving the condition and suitability of our operational estate. • We will implement a range of energy efficiency measures to non-domestic Council buildings, reducing carbon emissions and providing revenue savings
We will attract investment, through the Ayrshire Growth Deal and other means, to support regeneration and job creation at our key development sites of i3 Irvine, Hunterston, Lochshore, Ardrossan Marine Quarter, and the Irvine Great Harbour.	<ul style="list-style-type: none"> • With partners we will finalise Full Ayrshire Growth Deal agreements with UK and Scottish Government. • We will develop a new, ambitious Regeneration Plan • We will progress and develop business cases for each of our AGD projects and key development sites and do this in collaboration with key stakeholders to maximise investment and outcomes. • We will develop major regeneration projects at our key development sites and maximise use of Vacant and Derelict Land Funds

	<ul style="list-style-type: none"> • We will adopt and implement Local Development Plan Two.
We will support our communities to maximise the use of community assets (such as schools) and encourage Community Asset Transfers.	<ul style="list-style-type: none"> • We will work with communities and through Locality Partnerships to raise awareness of and support Community Asset Transfers • We will engage with Locality Planning Partnerships to improve alignment of community planning and spatial planning • We will look to encourage, and support community regeneration projects linked to Regeneration Capital Grant Fund and Town Centre Fund.
What we'll do to provide our residents with homes and houses that meet their needs	
With our social landlord partners, we will build new, modern, energy-efficient lifelong homes for life, tailored to the needs of tenants.	<ul style="list-style-type: none"> • We will build a total of 1,732 new homes by March 2024, with 384 Council homes completed by March 2020. • We will work with partners to ensure we develop, as far as possible, homes for life. • We will build two new 'sustainable demonstrator' homes to showcase our aspirations for sustainable living.
We will actively promote a mix of homes by facilitating private housing development.	<ul style="list-style-type: none"> • We will develop a strategy for the promotion of housing development on strategic regeneration sites, to stimulate development. • We will deliver an alternative affordable housing model – HOME – in one of our most pressured localities. • We will develop an initial pilot site for self-build, including the provision of infrastructure.
We will work with property owners and landlords to make sure our private housing is suitable for the needs of our residents.	<ul style="list-style-type: none"> • We will help private sector residents to improve the condition of their homes by implementing the actions within the North Ayrshire Scheme of Assistance.
We will form a partnership with other Councils to introduce a low-cost energy offer.	<ul style="list-style-type: none"> • We will develop a White Label energy product.
What we'll do to make North Ayrshire a vibrant, welcoming and attractive environment	
We will provide well-kept public places and town centres which will benefit our residents, visitors and businesses.	<ul style="list-style-type: none"> • We will seek opportunities to develop affordable housing in our town centres through our Strategic Housing Investment Plan. • We will deliver the actions arising from the Open Space Strategy and the Litter, Fly Tipping and Dog Fouling Prevention Strategy • We will develop Decriminalised Parking Enforcement to manage town centre traffic
We will, where possible, bring empty properties back into use.	<ul style="list-style-type: none"> • We will purchase empty homes through our Strategic Housing Investment Plan and bring them back into the affordable housing supply.

We will work with communities to improve the quality of the local environment through a participatory approach.	<ul style="list-style-type: none"> • We will engage with tenants and empower them to make decisions about improvement projects in their local neighbourhoods, through our: <ul style="list-style-type: none"> ○ Estate-based Regeneration Programme ○ Tenant-led Budgets • We will embed a participatory approach for grounds maintenance through locality partnerships
We will develop North Ayrshire as a coastal and island destination, attracting tourism investment and visitors.	<ul style="list-style-type: none"> • We will work with the local Millport community to help develop a proposal for a marina facility • We will work with partners to identify priorities to develop the tourist experience • We will work with partners to deliver a comprehensive programme of events for 2020 Year of Coasts and Waters • We will work with Clyde Islands to develop a major initiative to attract new significant investment to our islands
What we'll do to make sure we all live in a sustainable environment	
We will support a circular economy by re-using, recycling and generating energy from the waste we manage.	<ul style="list-style-type: none"> • We will implement actions within the Zero Waste Strategy which will incorporate the implementation of enhanced waste and recycling services and move towards becoming a 'Plastic Free Council' by reducing use of single use plastic
We will develop additional low carbon renewable energy schemes and networks.	<ul style="list-style-type: none"> • We will develop two further district heating schemes in new housing developments as part of our Strategic Housing Investment Plan • We will develop the business case for a large-scale district heating scheme in Central Irvine • We will continue to implement a programme of retrofit solar panels on our Council housing
We will protect our communities by delivering the Local Flood Risk Management Plan, the Shoreline Management Plan and the Millport and Upper Garnock Valley Flood Protection Schemes.	<ul style="list-style-type: none"> • We will develop and deliver required flood protection schemes for the Upper Garnock Valley and Millport and complete studies of areas identified as potentially vulnerable to flooding in line with the approved Flood Risk Management Strategy and Action Plan.

A Council for the Future - Our Council is forward thinking - motivated to transform and improve the services we provide for our communities. We will continue to innovate and reshape what we do and how we do it. This approach will see us deliver value for money services which target resources towards our key priorities and offer financial sustainability.	
An accessible Council that puts residents and communities at the heart of what we do	
We will work with communities and key stakeholders to radically review what we do and how we do it, to deliver cost effective services.	<ul style="list-style-type: none"> • We will involve communities in the co-production of local services which suit their needs, including through debates on Consul to co-design partnerships. • We will continue to work with CPP partners across the whole system to plan and design services which meet the needs of residents.
We will provide joined up services across the Council and with partner agencies and communities.	<ul style="list-style-type: none"> • We will identify opportunities for more integrated service delivery through implementation of the Council's Medium-Term Financial Planning Framework
We will use technology to improve access to and delivery of our services.	<ul style="list-style-type: none"> • We will deliver the Council's Technology Strategy and Digital Strategy: • We will undertake a Council-wide review of business application software. • We will deliver cloud-based solutions such as - O365, Sharepoint new Service Management System, new HR & Payroll system and a new Customer Relationship Management System (CRM). • We will support service redesign through digital and technology workstreams • We will update the Council's technology infrastructure • We will ensure that access to digital services is available in communities through libraries and community facilities. • We will mobilise our frontline services through the use of new digital technology in Roads, Streetscene and Waste
A powerful and respected voice	
We will make our case nationally, regionally and locally levels to secure investment to support delivery of our priorities.	<ul style="list-style-type: none"> • We will work with partners to develop an ambitious new regional economic strategy for Ayrshire
An efficient Council that maximises resources and provides value for money	

We will review what we do and how we do it to ensure we deliver the best possible services	<ul style="list-style-type: none"> • Implement the current transformation programme • The Transformation Think Tank will develop a pipeline of initiatives which will support integrated service delivery including opportunities with CPP partners.
A valued workforce that delivers high quality services	
We will empower and invest in our workforce to develop new and innovative ways of working.	<ul style="list-style-type: none"> • We will strengthen leadership across the Council • We will involve our workforce in transforming how we work • We will support our people to develop, perform and thrive



ASPIRING COMMUNITIES

Project		Savings (£m)				Asset Utilisation	Business Support	Collaboration	Community Engagement	Customer Service	Demand Management	Digital	Early Intervention and Prevention	Mobile	Procurement
		2019/20	2020/21	2021/22	Total										
Review of libraries and Community Hubs	Community Resources	£0.036	-	-	£0.036	✓	-	✓	✓	✓	✓	✓	✓	✓	✓
Community Learning and Development	Community Resources	£0.579	-	-	£0.579	-	-	✓	✓	-	✓	-	✓	-	-
Community Book	Community Resources	-	-	-	-	✓	-	✓	✓	✓	✓	✓	✓	✓	-
Virtual Hub	Community Resources	-	-	-	-	-	-	✓	✓	✓	✓	✓	✓	✓	-
Strategic review of Older People's Services	Older Peoples Services	£0.130	£1.000	£1.000	£2.130	-	-	-	✓	-	✓	-	✓	-	✓
Care at Home Enablement	Older Peoples Services	£0.500	£0.300	£0.300	£1.100	-	-	✓	✓	-	✓	-	✓	-	-
Older People's Day Care	Older Peoples Services	£0.038	£0.038	-	£0.076	✓	-	✓	✓	-	✓	-	✓	-	✓
Tarryholme / Trindlemoss	Adult Services	£0.328	£0.150	-	£0.478	✓	-	✓	✓	-	✓	-	✓	-	-
Learning Disability Sleepovers	Adult Services	£0.215	£0.615	£0.208	£1.038	✓	-	✓	✓	-	✓	-	✓	-	-
Learning Disability Day Services	Adult Services	£0.111	£0.359	£0.088	£0.558	✓	-	✓	✓	-	✓	-	✓	-	✓
Self Directed Support	Adult Services	£0.150	£0.150	£0.200	£0.500	-	-	✓	✓	-	✓	-	✓	-	✓
Residential Child Care	Children and Young People	£0.355	£0.251	£0.770	£1.376	-	-	✓	✓	-	✓	-	✓	-	-
Pathways enhanced support for young people	Children and Young People	£0.158	£0.104	£0.050	£0.312	-	-	✓	-	✓	✓	-	✓	-	-
External Fostering Placements	Children and Young People	£0.127	£0.036	£0.036	£0.199	-	-	✓	✓	-	✓	-	✓	-	✓
Homelessness service delivery model		£0.260	£0.117	-	£0.377	✓	-	✓	-	✓	✓	-	✓	-	✓
		£2.987	£3.120	£2.652	£8.759										

INSPIRING PLACES

Project		Savings (£m)				Asset Utilisation	Business Support	Collaboration	Community Engagement	Customer Service	Demand Management	Digital	Early Intervention and Prevention	Mobile	Procurement
		2019/20	2020/21	2021/22	Total										
Energy Efficiency including Roads Lighting	Making Best Use of our Assets	£0.113	-	-	£0.113	✓	-	-	-	-	✓	-	-	-	-
Venue Booking Arrangements	Making Best Use of our Assets	£0.115	£0.095	-	£0.210	✓	-	✓	-	✓	✓	✓	-	-	-
ELC Merger	Making Best Use of our Assets	-	£0.100	£0.100	£0.200	✓	-	✓	✓	✓	-	-	✓	-	-
Council Fleet	Making Best Use of our Assets	£0.085	-	-	£0.085	✓	-	-	-	✓	✓	✓	-	-	✓
Property Rationalisation	Making Best Use of our Assets	-£0.090	£0.206	£0.030	£0.146	✓	-	-	-	-	-	-	-	-	-
Streetscene Review	Service Redesign	£0.170	-	-	£0.170	✓	✓	-	✓	✓	✓	✓	-	✓	-
School FM Model	Service Redesign	£0.110	£0.155	-	£0.265	-	-	✓	-	✓	✓	✓	-	✓	-
Waste Strategy	Service Redesign	£0.755	£0.225	-	£0.980	-	✓	-	✓	✓	✓	-	-	-	✓
Catering Review	Service Redesign	£0.265	£0.089	-	£0.354	✓	-	✓	✓	✓	✓	✓	✓	-	✓
Street Scene Service Redesign	Service Redesign	-	-	-	-	✓	✓	✓	-	✓	✓	✓	-	✓	-
Roads Service Redesign	Service Redesign	-	-	-	-	✓	✓	✓	-	✓	✓	✓	-	✓	-
		£1.523	£0.870	£0.130	£2.523										

A COUNCIL FOR THE FUTURE

North Ayrshire Council Transformation Plan

Project		Savings (£m)				Asset Utilisation	Business Support	Collaboration	Community Engagement	Customer Service	Demand Management	Digital	Early Intervention and Prevention	Mobile	Procurement
		2019/20	2020/21	2021/22	Total										
PPP Contract	Procurement	-	£0.150	-	£0.150	-	-	-	-	-	-	-	-	-	✓
Insurance Tender	Procurement	£0.700	-	-	£0.700	-	-	-	-	-	-	-	-	-	✓
Commissioning of Adult Community Support	Procurement	£0.388	£0.888	-	£1.276	-	-	✓	✓	-	✓	✓	✓	✓	✓
HSCP Charging	Charging	£0.200	£0.015	£0.015	£0.230	-	-	-	✓	-	✓	-	-	-	-
Place	Municipalisation	£0.020	£0.075	-	£0.095	✓	✓	-	-	✓	✓	-	-	-	-
Catering Income Streams	Municipalisation	£0.075	-	-	£0.075	-	-	✓	-	✓	-	-	-	-	✓
Decriminalised Parking Enforcement	Municipalisation	-	£0.250	£0.250	£0.500	✓	✓	✓	-	✓	-	✓	-	✓	-
FACS One Team	Integration of Teams	£0.448	£0.123	-	£0.571	-	✓	✓	-	✓	✓	✓	-	-	-
HSCP Integration of Teams	Integration of Teams	£0.111	£0.055	£0.055	£0.221	✓	-	✓	✓	✓	-	-	-	-	-
Overtime Commercial Services	Delivering VFM	£0.070	-	-	£0.070	✓	-	-	-	-	-	-	-	✓	-
Review of Technician Support	Delivering VFM	£0.146	£0.050	£0.050	£0.246	-	-	-	-	-	✓	-	-	-	-
Office 365	Technology	-	-	-	-	-	-	✓	-	-	-	✓	-	✓	-
HR & Payroll Replacement	Technology	-	-	-	-	-	✓	✓	-	✓	✓	✓	-	-	-
CRM Replacement	Technology	-	-	-	-	-	-	✓	-	✓	-	✓	-	-	-
I.T. Service Desk Replacement	Technology	-	-	-	-	-	-	✓	-	✓	✓	✓	-	-	-
Public Website & Intranet Replacements	Technology	-	-	-	-	-	-	✓	-	✓	✓	✓	-	-	-
		£2.158	£1.606	£0.370	£4.134										

Council Plan (and Budget) Engagement 2019/20

“What matters most to you?”

November 2018 – June 2019

Delivering our services with

Focus. Passion. Inspiration.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



What matters most to you?

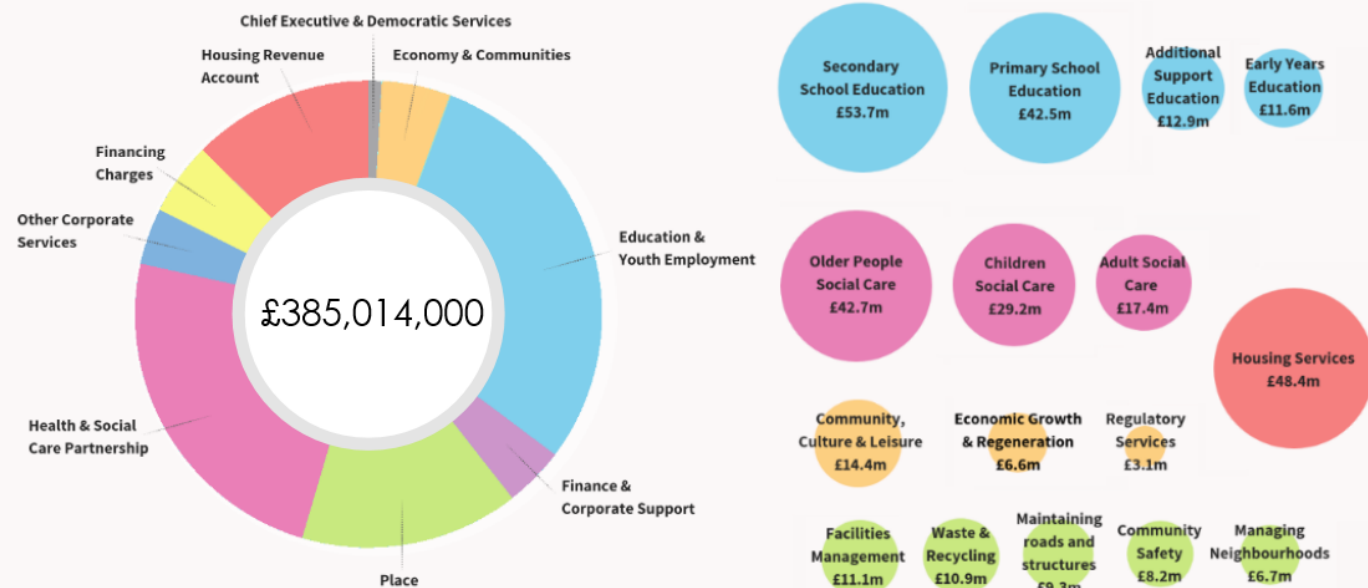
North Ayrshire Council wants to work together with communities and partners to improve wellbeing, prosperity and equity in North Ayrshire. We live in challenging financial times, but North Ayrshire Council will continue to direct its budgets towards areas of highest priority which deliver the biggest impact for our communities.

We can't do this alone, we need to listen to your views and involve you in how we plan and deliver our services so they reflect the things that are important to you.

Working in partnership and building on the strong bonds we have with communities will play a vital role in making this happen.

Take our survey and tell us your thoughts on where we should prioritise our budget.

Council Spending



What we want to achieve:

Phase 1: Engagement methods

- Online via Council and CPP websites
- Partner websites
- Community Engagement Reference Network
- Social media tools (Twitter and facebook), including via partners such as TSI, businesses
- Face to face
- CPP partners
- Community partners
- Paper based in Council and partner buildings



751 responses.

This is an *advisory* exercise to inform the Council Plan priorities and the budget setting process. While we are confident this represents a cross section of the North Ayrshire population, it is not a formal *sample*.

Priorities

- Active and strong communities
- Children and young people experience the best start in life
- Inclusive, growing and enterprising local economy
- People enjoy good life-long health and well-being
- People and communities are safe
- Effective infrastructure and digital connectivity
- Affordable, modern and well-designed houses
- Vibrant, welcoming and attractive places
- A sustainable environment

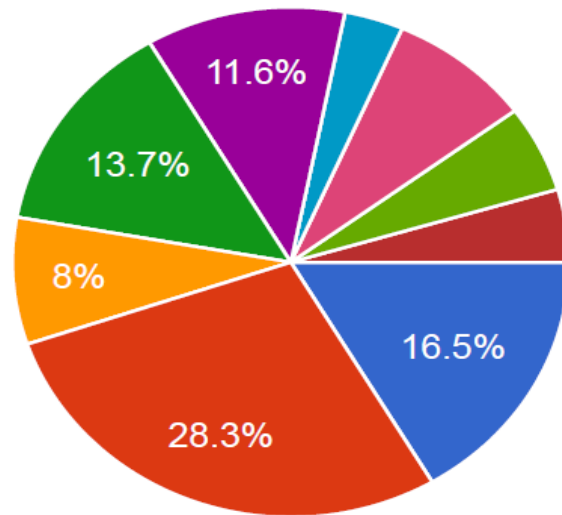


What matters to you?

Over 90% of people to date thought that these were the right priorities overall.

5th February 2019: Overview

What's the most important priority to you?



- Active and strong communities
- Children and young people...
- Inclusive, growing and ente..
- People enjoy good life-long..
- People and communities ar..
- Effective infrastructure and...
- Affordable, modern and we...
- Vibrant, welcoming and attr..
- A sustainable environment

Respondents said their most important priorities overall were...

Priority 2: Children and young people experience the best start in life: **28.3%**

Priority 1: Active and strong communities: **16.5%**

Priority 4: People enjoy good life-long health and wellbeing: **13.7%**

Priority 5: People and communities are safe: **11.6%**

Priority 7: Affordable, modern and well-designed housing that meets residents' needs. **8.3%**

Priority 3: Inclusive, growing and enterprising local economy: **8%**

Priority 8: Vibrant, welcoming and attractive places. **5.5%**

Priority 9: A sustainable environment. **4.6%**

Priority 6: Effective infrastructure and digital connectivity. **3.4%**

Priority 2: Children and young people experience the best start in life.
96% of respondents agreed with this priority.

Key themes

- High priority
- Importance of early years and nurture
- Funding
- Staffing
- Classroom support
- Role of families (including grandparents)
- Families as volunteers
- More parenting support required.



Priority 1: Active and strong communities.
91% of respondents agreed with this priority.

Key themes

- Personal responsibility
- Civic pride
- Inclusion
- Working together
- Empowerment and ownership of local initiatives
- Funding and professional support required to support communities achieve their aspirations
- Requirement for community hubs.



Priority 4: People enjoy good life-long health and wellbeing.
95% of all respondents agreed with this priority.

Key themes

- Wellbeing and happiness are high priority
- Adequate incomes are central to this
- Issues of mental health and stress
- Community responsibility should be developed
- Nursing and care home provision is an issue – emphasis on caring for the elderly
- Social isolation.



Priority 5: People and communities are safe.
96% of all respondents agreed with this priority.

Key themes

- Perception of people being reasonably safe overall
- Local safety is important because travel out with local area can be difficult and expensive
- Trust in Police is increasing
- Strong supportive communities are important
- Individual concerns about specific incidents.



Priority 3: Inclusive, growing and enterprising local economy.
95% of all respondents agreed with this priority.

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Key themes

- Jobs are a priority
- Town centres – perceived concentration of takeaways
- Empty shops and commercial properties
- Lower business rents & council tax reduction desired
- Access to local banking services is an issue
- Public transport links require to be improved.



Priority 7: Affordable, modern and well-designed housing that meets residents' needs.
92% of all respondents agreed with this priority.

Key themes

- Housing stock already good.
- Arran needs more housing
- More adapted houses required
- Need to consider variety of house types
- Advantages of sheltered housing
- Access to amenities is essential when houses are being built: transport and health services need to keep up
- Affordability.



Priority 8: Vibrant, welcoming and attractive places.
90% of all respondents agreed with this priority.

Key themes

- Civic pride
- Community participation and responsibility – lots already going on
- Town centres require attention
- Empty shops should be made more attractive (window design etc.)
- Value of green spaces
- Acknowledgement of financial constraints.



Priority 9: A sustainable environment.
94% of all respondents agreed with this priority.

Key themes

- National issue
- Lots of ideas from respondents
- Locally sourced products a priority
- Recycling views and ideas
- Active travel is important
- Renewable energy
- Importance of green spaces.



Priority 6: Effective infrastructure and digital connectivity.
88% of all respondents agreed with this priority.

Key themes

- Digital connectivity
- Free public wi-fi
- Affordable transport
- Connectivity in Garnock Valley and Arran is an issue
- Infrastructure should be used to promote tourism and events
- Role of the local authority – in infrastructure but not digital connectivity
- Role of the private sector
- Housing development needs to be accompanied by good infrastructure.





Q: What could communities and the Council do together?

- Work together
- Better communication
- Support each other better
- Listen to communities and then engage
- Ensure services are not cut further
- More volunteering and ownership of their communities
- Decide where money should be invested within individual communities
- Help communities find alternative sources for funding instead expecting Council funds
- *Useful list of areas for joint working:* Supporting older and vulnerable people; address social isolation; clean up litter; provide community activities; bring nurseries and elderly together; put more events on; run community centres and perhaps libraries; act on vandalism and under-age drinking etc.





Q: What could communities do for themselves?

- Take pride in where they live
- Take personal responsibility
- Communities should believe in their power and continue to support volunteers, join together and share knowledge and pass on skills
- Look out for each other to keep the community a safe place to live
- Help people to understand HOW to get involved
- Volunteer in the community - get local/national businesses involved as well as public service and try and increase the community spirit and kindness.
- Treat services and the local area with the cost in mind
- Ensure people keep as healthy and fit as possible
- Useful list of proposals: Set up community watch groups; support local community events and shops; ownership of green space and community buildings; learn to be more self-sufficient; grow own food on allotments; support food with dignity initiatives; help to run activity groups for children and teenagers; gritting streets for their neighbours/elderly; maintaining local areas.
- Anything you want, with the right approach!



Phase 2 (up to June 2019): further consultation post-Council approval of draft plan

- Method: promotion of debates on Consul digital platform
- Phase 2 comments on the Council Plan have been in relation to the content and development of specific priorities rather than general comments on the overall priorities (which we did previously).
- The feedback from Phase 2 is that interested people have already responded with their views on the overall priorities within the plan.
- On the other hand, there is interest in the detail around the specific priorities, what these should include and how we can deliver them.
- These debates will inform the co-production of actions within the priorities between the Council and the wider community.

NORTH AYRSHIRE COUNCIL

26 June 2019

North Ayrshire Council

Title:	Unaudited Annual Accounts 2018/19
Purpose:	To submit the unaudited Annual Accounts for the year to 31 March 2019 to the Council for approval.
Recommendation:	That Council (i) approves the Annual Accounts for 2018/19, subject to audit; (ii) notes that Deloitte LLP plan to complete their audit of the Accounts by mid September 2019 and will present their annual audit report to the Council's audit and Scrutiny Committee by 30 September 2019; and (iii) authorises the Audit and Scrutiny Committee to consider, and approve for signature, the audited annual accounts within the required timeframe.

1. Executive Summary

- 1.1 The Council prepares its Accounts on an annual basis to 31 March and is required by the Local Authority Accounts (Scotland) Regulations 2014 to submit these Accounts to the appointed auditor by 30 June each year. Deloitte LLP plan to complete their audit of the Accounts by mid September 2019 and will present their annual audit report to the Council's Audit and Scrutiny Committee by 30 September 2019. An abbreviated version of the Council's unaudited accounts, containing the key financial statements, for the year to 31 March 2019 has been issued directly for Members' approval prior to their submission to the appointed auditor. A copy of the full set of accounts can be found in the Members' Lounge or by following the attached link:

<https://www.north-ayrshire.gov.uk/council/performance-and-spending/budgets-and-finance.aspx>

- 1.2 The 2018/19 Accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom (ACOP) and the requirements of the International Financial Reporting Standards (IFRS).
- 1.3 The Annual Accounts provide an overview of the financial performance of the various funds managed by the Council. The Management Commentary summarises the key messages in relation to the Council's financial and service performance for 2018/19 and outlines the financial plans, challenges and risks which the Council faces.

- 1.4 The detailed financial performance for both Revenue and Capital are reported to Cabinet throughout the financial year and, in a change to previous practice, the final Revenue Budget and Capital Programme Financial Performance reports were submitted to Cabinet on 11 June 2019.
- 1.5 At 31 March 2019 the General Fund closed with an in year underspend of £0.021m, after earmarking £2.300m to support the 2019/20 revenue budget. The balance on the General Fund unearmarked funds is £6.933m, which is equivalent to 2.0% of the annual budgeted expenditure. The balance of earmarked funds of £24.930m is detailed in paragraph 2.9.
- 1.6 At 31 March 2019 the Housing Revenue Account closed with a breakeven position after earmarking £0.554m to support the Council House Building programme. The HRA earmarked funds are detailed in paragraph 2.18 with an uncommitted balance at 31 March 2019 of £1.000m.
- 1.7 Capital Expenditure for the year was £32.006m for the General Fund and £28.987m for the HRA, representing significant ongoing investment in the Council's assets.
- 1.8 The Common Good Funds closed with a balance of £1.994m and the Trust Funds closed with a balance of £0.372m. The Annual Trustees' Report and Financial statements for the charitable trusts are subject to a separate report to Council.
- 1.9 The Health and Social Care the Partnership has reported an in year overspend of £0.818m. Following the drawdown of £1.486m which the Council had set aside to support the repayment of the Integrated Joint Board's deficit, £0.818m has been applied to fund the in year deficit and £0.668m has been applied as a partial repayment of the Integrated Joint Board's outstanding deficit. This now stands at £5.139m.

2. Background

- 2.1 The Annual Accounts provide an overview of the financial performance of the various funds managed by the Council, including:
- North Ayrshire Council General Fund (capital and revenue);
 - Housing Revenue Account (capital and revenue);
 - Six Common Good Funds; and
 - Charitable Trusts Funds.
- 2.2 The accounts also include "group" accounts which recognise the material interest the Council has in other organisations, including:
- North Ayrshire Ventures Trust Ltd;
 - North Ayrshire Leisure Ltd;
 - Strathclyde Partnership for Transport;
 - Ayrshire Valuation Joint Board;
 - North Ayrshire Integration Joint Board; and
 - Ardrossan North Shore LLP.

- 2.3 The financial position of the Council and its Group is presented in the core financial statements, including:
- Comprehensive Income and Expenditure Statement (CIES) on page 35;
 - Movement in Reserves Statement (MiR) on page 36;
 - Balance Sheet on page 37; and
 - Cash Flow Statement on page 38.
- 2.4 The Local Authority Accounts (Scotland) Regulations 2014 require various disclosures of the remuneration and pensions benefits of senior councillors and employees. These are detailed in the Remuneration Report which can be found on page 18 of the Annual Accounts.
- 2.5 The Council is legally required to make its draft accounts available for public inspection for a three week period during the audit. A notice was published on the Council website and an advert placed in local newspapers during week beginning 3 June 2019 advising that the unaudited accounts would be available for inspection at Cunninghame House between 1 July and 19 July 2019.
- 2.6 Under the Local Authority Accounts (Scotland) Regulations 2014 the Council or a committee of the Council with a remit including audit or governance must meet to approve the audited annual accounts for signature no later than 30 September each year. The Audit and Scrutiny Committee will meet to consider the audited annual accounts and approve them for signature within the required timescale.

General Fund Revenue

- 2.7 The final position for the General Fund Revenue Account at 31 March 2019 was a surplus of £0.021m, after the earmarking of funds including £2.300m to support the 2019/20 revenue budget. The following table details the final position on a service by service basis:

	Annual Budget	Actual Outturn to 31 March 2019	Variance for year (Fav)/Adv	Carry Forwards	Variance for Year After Carry Forward (Fav)/Adv
	£000's	£000's	£000's	£000's	£000's
Service Expenditure					
Chief Executive and Democratic Services	3,827	3,565	(262)	96	(166)
Economy and Communities	19,847	19,508	(339)	39	(300)
Education and Youth Employment	110,163	110,599	436	-	436
Finance & Corporate Support	18,350	17,531	(819)	453	(366)
Place	57,695	57,481	(214)	81	(133)
Other Corporate Services	8,684	7,040	(1,644)	155	(1,489)
Sub Total	218,566	215,724	(2,842)	824	(2,018)
Health and Social Care Partnership	95,169	95,169	-	-	-
Balance for Services	313,735	310,893	(2,842)	824	(2,018)
Financing Charges	30,279	27,596	(2,683)	2,683	-
Total Planned Expenditure	344,014	338,489	(5,525)	3,507	(2,018)
Planned Income					
Aggregate External Finance	(278,321)	(278,538)	(217)	-	(217)
Council Tax	(53,756)	(53,842)	(86)	-	(86)
Contribution to Capital Fund	(2,300)	(2,300)	-	-	-
Contribution to/from Earmarked Funds	(9,637)	(9,637)	-	-	-
Total Planned Income	(344,014)	(344,317)	(303)	-	(303)
Net Expenditure/ (Income)	-	(5,828)	(5,828)	3,507	(2,321)
Support for 2019/20 Revenue Budget	-	-	-	2,300	2,300
Revised Net Expenditure/(Income)	-	(5,828)	(5,828)	5,807	(21)

- 2.8 The Council's contribution to the Health and Social Care Partnership reported a break even position for the year reflecting the level of funding which the Council provided to the Partnership. However, the Partnership has reported an in year overspend of £0.818m. Following the drawdown of £1.486m which the Council had set aside to support the repayment of the Integrated Joint Board's deficit, £0.818m has been applied to fund the in year deficit and £0.668m has been applied as a partial repayment of the Integrated Joint Board's outstanding deficit. The Integrated Joint Board's outstanding deficit now stands at £5.139m.

2.9 The table below summarises the movements on each of the Council's General Fund reserves during the year:

	Balance as at 31/3/2018	Transfer included in Budget Paper Feb 2019	(Expenditure) / Income	Balance as at 31/3/2019	Anticipated Expenditure	Estimated Available Balance
	£000's	£000's	£000's	£000's		£000's
General Fund - Unearmarked	6,624	(2,012)	2,321	6,933	-	6,933
Earmarked:						
Education DMR	677	-	(230)	447	(447)	-
Affordable Housing	4,391	-	(973)	3,418	(3,418)	-
Earmarked funds	14,056	4,462	(6,477)	12,041	(12,041)	-
Change & Service Redesign	3,915	-	(1,111)	2,804	(2,804)	-
Legacy Fund	45	-	(35)	10	(10)	-
Loans Fund Reserve	3,527	-	2,683	6,210	(6,210)	-
Total Earmarked	26,611	4,462	(6,143)	24,930	(24,930)	-
Other Reserves:						
Repairs & Renewals Fund	288	(288)	-	-	-	-
Insurance Fund	2,609	-	4	2,613	(2,613)	-
Capital Fund	9,231	(2,162)	(431)	6,638	(6,638)	-
Total General Fund	45,363	-	(4,249)	41,114	(34,181)	6,933

2.10 General Fund (Unearmarked) – the General Fund surplus for the year was £5.828m. after recognising the earmarking of funds to be carried forward of £5.807m, a surplus of £0.021m has been reported. The uncommitted balance at 31 March 2019 was £6.935m. This is equivalent to 2% of the Council annual budgeted expenditure, in line with the Council's reserve policy.

2.11 Affordable Housing – 40% of Council Tax income on properties which are not a sole or main residence is earmarked for the provision of new build affordable housing.

2.12 Earmarked Funds and Education DMR – these funds relate to specific projects for which monies have been identified prior to 31 March 2019, but for which spending plans exist in 2019/20 and beyond.

2.13 Change & Service Redesign Fund – £1.111m was incurred during the year in delivery of the transformation programme. Given the scale of the transformation required to address the Council's financial challenges, the full balance of the Fund is required to meet future costs.

- 2.14 Loans Fund Reserve – funds arising from the Council's Treasury Management and Investment Strategy have been earmarked to support the Councils' Capital Investment Strategy. Following updated technical guidance, further work will be undertaken during 2019/20 to inform the Council's policy on the prudent repayment of loans fund advances.
- 2.15 Insurance Fund – these funds represent the amount required to deal with potential uninsured claims and Municipal Mutual Insurance (MMI) underwriting costs.
- 2.16 Capital Fund – Capital receipts and funds allocated by Council in support of the General Fund Capital Investment Programme 2019 to 2028.

General Fund Capital

- 2.17 General Fund Capital Expenditure amounted to £32.006m or 96.8% of the revised annual budget for 2018/19 of £33.060m.

HRA Revenue

- 2.18 The final position for the Housing Revenue Account at 31 March 2019 was a break even position, after the earmarking of £0.554m to support the Council House Building programme. A full analysis of HRA Revenue financial performance was presented to Cabinet on 11 June 2019. The following table details the movements on the Council's HRA Reserves for the year:

	Balance as at 31/3/2018 £000's	(Expenditure) / Income £000's	Balance as at 31/3/2019 £000's	Anticipated Expenditure £000's	Estimated Available Balance £000's
HRA Reserves					
Council House Building Fund	7,749	(724)	7,025	(7,025)	-
Welfare Reform	3,000	-	3,000	(3,000)	-
Infrastructure Improvements	545	-	545	(545)	-
Major Refurbishment Works	242	(190)	52	(52)	-
Tarryholme (Trindlemoss)	1,091	(300)	791	(791)	-
Uncommitted Balance	1,000		1,000	-	1,000
Total HRA Reserves	13,627	(1,214)	12,413	(11,413)	1,000

HRA Capital

- 2.19 HRA Capital Expenditure amounted to £28.987m or 101.0% of the revised annual budget for 2018/19 of £28.686m. The additional expenditure has been funded through the acceleration of future year funding.
- 2.20 A full analysis of financial performance for the 2018/19 revenue and capital budgets was presented to Cabinet on 11 June 2019.

Common Good Funds

- 2.21 A summary of the revenue and capital balances on the Common Good Funds is provided below with further details provided on page 41 of the unaudited annual accounts:

Common Good Fund	Balance at 1 April 2018 £000s	Movement in Year Increase / (Decrease) £000s	Balance at 31 March 2019 £000s
Ardrossan	187	30	217
Irvine	1,095	(27)	1,068
Largs	498	(29)	469
Millport	73	(6)	67
Saltcoats	17	-	17
Stevenston	155	1	156
Total	2,025	(31)	1,994

Trusts

- 2.22 A summary of the revenue and capital balances on the charitable trusts administered by the Council is provided below with further details provided on page 42 of the unaudited annual accounts. Charitable trusts, where the Council is the sole trustee, are required to prepare their own Accounts and Trustees' annual report. These are subject to a separate external audit and a separate report to Council.

Trusts	Balance at 1 April 2018 £000s	Movement in Year Increase / (Decrease) £000s	Balance at 31 March 2019 £000s
North Ayrshire Charitable Trust	82	2	84
Town Trusts	183	(122)	61
Douglas Sellers Trust	2	(1)	1
Anderson Trust	1	-	1
Margaret Archibald Trust	181	1	182
Other Bequests	43	-	43
Total	492	(120)	372

3. Proposals

- 3.1 That Council approves the Annual Accounts for 2018/19, subject to audit; (ii) notes that Deloitte LLP plan to complete their audit of the Accounts by mid September 2019 and will present their annual audit report to the Council's audit and Scrutiny Committee by 30 September 2019; and (iii) authorises the Audit and Scrutiny Committee to consider, and approve for signature, the audited annual accounts within the required timeframe

4. Implications/Socio-economic Duty

Financial:	The financial implications are as outlined within the report.
Human Resources:	None
Legal:	Under the Local Authority Accounts (Scotland) Regulations 2014 the Council is required to submit its Unaudited Annual Accounts for external audit by 30 June 2019.
Equality/Socio-economic Duty:	None
Children and Young People:	None
Environmental & Sustainability:	None
Key Priorities:	This report and the annual accounts directly support the draft Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.
Community Benefits:	None

5. Consultation

- 5.1 Discussions have taken place between Senior Officers and the Finance Service throughout the year on services' financial performance.

[Click here to enter text.](#)

LAURA FRIEL

Executive Director (Finance and Corporate Support)

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

Background Papers

General Services Revenue Estimates 2018/19 – North Ayrshire Council 28 February 2018
Revenue Budget 2018/19 : Financial Performance to 31 March 2019 – Cabinet 11 June 2019
Capital Programme Performance to 31 March 2019 – Cabinet 11 June 2019

NORTH AYRSHIRE COUNCIL

26 June 2019

North Ayrshire Council

Title:	North Ayrshire Charitable Trusts: Unaudited Trustees' Annual Report 2018/19
Purpose:	To present the unaudited Trustees' Annual Report for the year to 31 March 2019 to the Council, as trustees, for approval.
Recommendation:	That the Council, as trustees of the North Ayrshire Council Charitable Trusts, approves the annual report for 2018/19, subject to audit.

1. Executive Summary

- 1.1 The Council administers a number of charitable trusts including a number of Town Trusts, which amalgamate various bequests made in relation to specific localities; the North Ayrshire Charitable Trust, which collates bequests which are not specific to any particular location within North Ayrshire; and three specific trusts, including the Anderson Park Trust, the Douglas Sellers Trust and the Margaret Archibald Trust. All of these trusts are charities registered with the Office of the Scottish Charity Regulator (OSCR).
- 1.2 During 2018/19 North Ayrshire Council (Irvine) Charitable Trust exhausted its capital through the disbursement of grants and, with the agreement of OSCR, has been wound up.
- 1.3 In a change to previous practice, the Trustees' Annual Report and financial statements for the Trusts are presented as a single consolidated report.
- 1.4 The financial statements within this report have been prepared in accordance with the Charities Accounts (Scotland) Regulations 2006. The statements are subject to audit by the appointed auditor, Deloitte LLP, and a report on the outcome of the audit will be presented to the Audit and Scrutiny Committee by 30 September 2019.

2. Background

- 2.1 All charitable trusts registered with the Office of the Scottish Charity Regulator at 31 March 2019 are required to prepare Trustees' Reports for 2018/19, which must be independently audited. The report attached at Appendix 1 presents the Trustees' Annual Report and Financial Statements for all of North Ayrshire Council's charitable trusts and Deloitte LLP have been appointed as external auditors for 2018/19.

- 2.2 The Council, as trustees of the North Ayrshire Council charitable trusts, has delegated authority for the approval of individual disbursements from all Trusts to the relevant Locality Partnerships.
- 2.3 During 2018/19 officers have continued to seek options for the appropriate use of these funds, including any options which could deplete the available capital and result in the winding up of the trust, subject to approval by OSCR.
- 2.4 During 2018/19 grant disbursements were approved in relation to the North Ayrshire Council (Irvine) Charitable Trust which resulted in the exhaustion of the available capital and, with the agreement of OSCR, the trust has been wound up.
- 2.5 At 31 March 2019, two Trusts and three bequests registered to the North Ayrshire Charitable Trust have been identified as dormant, having made no disbursements for at least one year. The period of dormancy for each trust is detailed in the attached Trustees' Annual Report. The dormant trusts are;
- Anderson Park Trust;
 - North Ayrshire Council (Largs) Charitable Trust;
 - McGavin Park Bequest (included within the North Ayrshire Charitable Trust);
 - Largs War Memorial Bequest (included within the North Ayrshire Charitable Trust); and
 - North Ayrshire Museum Bequest (included within the North Ayrshire Charitable Trust)
- 2.6 Officers will continue to seek appropriate options going forward. However, if no options are identified for the use of these funds, the funds may be exhausted through the application of external audit fees and administration costs.

3. Proposals

- 3.1 That the Council, as trustees of the North Ayrshire Council Charitable Trusts, approves the annual report for 2018/19, subject to audit.

4. Implications/Socio-economic Duty

Financial:	The cost of the audit for 2018/19 was £1,800, which has been borne by the charitable trusts.
Human Resources:	None
Legal:	Trustees have an obligation to act in the interests of the individual Trusts and comply with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 to keep and report proper financial records.
Equality/Socio-economic Duty:	Some of the Trusts are specifically intended to benefit those in old age or with ill-health or disabilities.
Children and Young People:	None
Environmental & Sustainability:	None
Key Priorities:	The administration of the Trusts supports North Ayrshire Council's priorities of active and strong communities, people enjoy good life-long health and well-being and a sustainable environment as outlined in the draft Council Plan 2019-24.
Community Benefits:	None

5. Consultation

- 5.1 Legal Services were consulted during the preparation of the Trustees' Annual Report 2018/19.

[Click here to enter text.](#)

LAURA FRIEL

Executive Director (Finance and Corporate Support)

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

Background Papers

Revenue Estimates 2019/20 – Common Good Funds and Trusts – North Ayrshire Council
25 September 2018



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

**NORTH AYRSHIRE COUNCIL TRUST FUNDS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 March 2019**

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Trustees' Annual Report for the Year Ended 31 March 2019

1. INTRODUCTION

The Trustees present the annual report together with the financial statements and the Auditor's Report for the year ended 31 March 2019.

ADMINISTRATION INFORMATION

The following charities' financial statements are included in this report:

Charity Number	Charity Name	Charity Number	Charity Name
SC042136	Anderson Park Trust	SC043644	North Ayrshire Council (Dalry) Charitable Trust
SC042101	Douglas Sellers Trust	SC043600	North Ayrshire Council (Kilbirnie & Glengarnock) Charitable Trust
SC042117	Margaret Archibald Bequest	SC043374	North Ayrshire Council (Kilwinning) Charitable Trust
SC025083	North Ayrshire Council Charitable Trust	SC043494	North Ayrshire Council (Largs) Charitable Trust
SC043498	North Ayrshire Council (Beith & Gateside) Charitable Trust		

Contact Address North Ayrshire Council
Finance
Cunninghame House
Irvine
Ayrshire
KA12 8EE

Auditor Deloitte LLP
110 Queen Street
Glasgow
G1 3BX

Current Trustees Robert Barr
John Bell
Timothy Billings
Joy Brahim
Marie Burns
Ian Clarkson
Joe Cullinane
Scott Davidson
Anthea Dickson
John Easdale
Todd Ferguson
Robert Foster
Scott Gallacher
Alex Gallagher
Margaret George
John Glover
Tony Gurney

Alan Hill
Christina Larsen
Shaun Macaulay
Tom Marshall
Jean McClung
Ellen McMaster
Ronnie McNicol
Louise McPhater
Davina McTiernan
Jimmy Miller
Jim Montgomerie
Ian Murdoch
Donald L Reid
Donald Reid
Angela Stephen
John Sweeney

2. STRUCTURE AND GOVERNANCE

The Charitable Trusts are registered with the Office of the Scottish Charity Regulator (OSCR).

The governing documents are:

Charity Number	Charity Name	Governing Document	Dated
SC042136	Anderson Park Trust	Trust Disposition and Settlement	8 July 1960
SC042101	Douglas Sellers Trust	Trust Disposition and Settlement	21 January 1955
SC042117	Margaret Archibald Bequest	Trust Deed	22 July 1992
SC025083	North Ayrshire Council Charitable Trust	No overall governing documents. Available documents include: Spier's Trust: Trust Scheme North Ayrshire Museum: Scheme of Administration and Minute of Agreement Hugh Watt Bursary: Deed of Trust John Hugh Watt Scholarship Prize: Deed of Gift McGavin Park: Trust Disposition and Settlement	1978 1958 1974 1873 1920 1881
SC043498	North Ayrshire Council (Beith & Gateside) Charitable Trust	Trust Deed	7 September 2012
SC043644	North Ayrshire Council (Dalry) Charitable Trust	Trust Deed	26 November 2012
SC043600	North Ayrshire Council (Kilbirnie & Glengarnock) Charitable Trust	Trust Deed	23 October 2012
SC043374	North Ayrshire Council (Kilwinning) Charitable Trust	Trust Deed	20 July 2012
SC043494	North Ayrshire Council (Largs) Charitable Trust	Trust Deed	7 September 2012

During 2018/19 North Ayrshire Council (Irvine) Charitable Trust was wound up, with the agreement of the Office of the Scottish Charity Regulator, following the exhaustion of its capital through the disbursement of grants.

The trustees of the charitable trusts are the elected members of North Ayrshire Council and are appointed through their election to the Council.

The Executive Director (Finance & Corporate Support) is the designated officer within North Ayrshire Council with responsibility for the proper administration of the charitable trusts' financial affairs. The Executive Director (Finance & Corporate Support) is responsible for keeping proper accounting records that are up to date and which ensure that financial statements comply with the Charities Accounts (Scotland) Regulations 2006.

Trustees' Annual Report for the Year Ended 31 March 2019

The Executive Director (Finance & Corporate Support) has considered and taken steps to address any risks to which the charity may be exposed, in particular those related to its operation and finances. Trustees are satisfied that adequate systems are in place to mitigate exposure to such risks.

3. MANAGEMENT OF FUNDS AND INVESTMENT POLICY

Decisions regarding the management of the Trusts have been delegated by the Council to the relevant Locality Partnerships.

The trustees rely on the expertise of North Ayrshire Council to manage the investments to ensure the maximum return and the least risk to the charities. In this way, the income stream for the future benefit of the charities is protected.

The funds of the charities are deposited with North Ayrshire Council (see note 7) and invested in stocks and shares in a variety of companies (see note 8).

4. OBJECTIVES AND ACTIVITIES

Charity Number	Charity Name	Objectives
SC042136	Anderson Park Trust	Provision of recreational facilities or the organisation of recreational activities in the Burgh of Largs
SC042101	Douglas Sellers Trust	Maintenance, improvement and advancement of recreational facilities within the Burgh of Irvine; Maintenance, improvement and floral decoration of open spaces within the Burgh of Irvine
SC042117	Margaret Archibald Bequest	Relief of those in need who are aged 65 and over and who reside in the Parish of Dalry
SC025083	North Ayrshire Council Charitable Trust	Encouragement and promotion of education among students, including bursaries and prizes awarded; Provision of recreational facilities or organisation of recreational activities; Upkeep of war memorials.
SC043498	North Ayrshire Council (Beith & Gateside) Charitable Trust	Prevention or relief of poverty; Provision of recreational facilities or the organisation of recreational activities; Relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage; Advancement of education.

Trustees' Annual Report for the Year Ended 31 March 2019

Charity Number	Charity Name	Objectives
SC043644	North Ayrshire Council (Dalry) Charitable Trust	Prevention or relief of poverty; Provision of recreational facilities or the organisation of recreational activities; Relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage.
SC043600	North Ayrshire Council (Kilbirnie & Glengarnock) Charitable Trust	Prevention or relief of poverty; Provision of recreational facilities or the organisation of recreational activities; Relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage.
SC043374	North Ayrshire Council (Kilwinning) Charitable Trust	Prevention or relief of poverty; Provision of recreational facilities or the organisation of recreational activities; Relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage.
SC043494	North Ayrshire Council (Largs) Charitable Trust	Prevention or relief of poverty; Provision of recreational facilities or the organisation of recreational activities; Relief of those in need by reason of age, ill health, disability, financial hardship or other disadvantage.

Income received is expended on awards and, where necessary, supplemented by revenue reserves.

5. PERFORMANCE

Income to the charities comes from property rents, share dividends and investment returns.

In the year to 31 March 2018, 34 awards of grant totalling £110,486 were disbursed.

6. FINANCIAL REVIEW

Overview

In the year to 31 March 2019, the charitable trusts made a deficit of £96,784 (2017/18 Deficit of £8,533). The increase is primarily related to significant disbursements agreed in relation to the Kilwinning and Irvine Town Trusts.

The trusts held cash and bank balances at 31 March 2019 of £176,212 (2017/18 £296,064). The reduction in balances relates to the utilisation of funds through the disbursement of grants noted above.

In addition, the trusts held investments in the form of stocks and shares in a variety of companies with a market value of £311,692 at 31 March 2019 (2017/18 £289,996), (see note 8).

Future Plans

The charitable trusts will continue to promote their activities and consider applications submitted by individuals and groups who meet the criteria.

Where any trusts have been identified as low value or dormant, North Ayrshire Council will continue to identify options for utilising trust balances and these will be presented to trustees when available.

The undernoted trusts have been identified as dormant having made no disbursements for at least one year:

Charity Number	Charity Name	Period Dormant
SC042136	Anderson Park Trust	Over 5 years
SC025083	North Ayrshire Council Charitable Trust bequests: McGavin Park Largs War Memorial North Ayrshire Museum	Over 5 years Over 5 years Over 5 years
SC043494	North Ayrshire Council (Largs) Charitable Trust	Current year

Reserves Policy

Reserves are held by North Ayrshire Council on behalf of the Trust and revenue income generated from the capital which has not been disbursed at 31 March each year is invested in North Ayrshire Council's Loans Fund.

7. DECLARATION

This report was signed on behalf of the Trustees on by:

Laura Friel
Executive Director (Finance & Corporate Support)
North Ayrshire Council

Councillor Joe Cullinane
Leader
North Ayrshire Council

Independent auditor's report to the trustees and the Accounts Commission

The audit of the Trust's Accounts for 2018/19 is not yet complete. The certified accounts will be presented to Council for approval post audit.

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Statement of Receipts and Payments for year ended 31 March 2019

The Statement of Receipts and Payments, as required by the Charities Accounts (Scotland) Regulations 2006, provides an analysis of the incoming and outgoing cash and bank transactions for the year.

The funds are classed as 'Restricted' because they have specific objectives, as set out in Section 4 of the Trustees' Annual Report.

2018-19		Receipts				Payments			Surplus / (Deficit)
Charity	Description	Investments	Property Rents	Grant Repayment	Total Receipts	Charitable Activities	Governance Costs	Total Payments	
		£	£	£	£	£	£	£	£
SC042136	Anderson Park Trust	5	-	-	5		204	204	(199)
SC042101	Douglas Sellers Trust	8	-	-	8	730	208	938	(930)
SC042117	Margaret Archibald Bequest	9,938	-	151	10,089	8,660	383	9,043	1,046
SC025083	North Ayrshire Council Trust	3,201	2,660	-	5,861	2,910	595	3,505	2,356
SC043498	Beith & Gateside Trust	46	-	-	46	3,006	244	3,250	(3,204)
SC043644	Dalry Trust	34	-	-	34	1,835	226	2,061	(2,027)
SC043600	Kilbirnie & Glengarnock Trust	27			27	1,250	222	1,472	(1,444)
SC043374	Kilwinning Trust	687			687	92,095	785	92,880	(92,193)
SC043494	Largs Trust	48			48	-	236	236	(188)
Total		13,994	2,660	151	16,805	110,486	3,103	113,589	(96,784)

2017-18		Receipts				Payments			Surplus / (Deficit)
Charity	Description	Investments	Property Rents	Grant Repayment	Total Receipts	Charitable Activities	Governance Costs	Total Payments	
		£	£	£	£	£	£	£	£
SC042136	Anderson Park Trust	5	-	-	5	-	-	-	5
SC042101	Douglas Sellers Trust	12	-	-	12	-	-	-	12
SC042117	Margaret Archibald Bequest	9,215	-	-	9,215	8,500	-	8,500	715
SC025083	North Ayrshire Council Trust	3,400	2,660	-	6,060	2,830	138	2,968	3,092
SC043498	Beith & Gateside Trust	62	-	-	62	-	-	-	62
SC043644	Dalry Trust	51	-	-	51	3,479	-	3,479	(3,428)
SC043372	Irvine Trust	144	-	-	144	-	-	-	144
SC043600	Kilbirnie & Glengarnock Trust	34	-	-	34	500	-	500	(466)
SC043374	Kilwinning Trust	826	-	1,095	1,921	704	-	704	1,217
SC043494	Largs Trust	114	-	-	114	10,000	-	10,000	(9,886)
Total		13,863	2,660	1,095	17,618	26,013	138	26,151	(8,533)

Significant deficits have been reported across a number of Trusts as a result of the Council's agreed policy to encourage the utilisation of funds in support of suitable projects within the relevant communities. In particular, significant disbursements have been made in relation to the Kilwinning and Irvine Town Trusts, with the latter being wound up during 2018/19 following the exhaustion of its capital.

Statement of Balances as at 31 March 2019

The Statement of Balances, as required by the Charities Accounts (Scotland) Regulations 2006, reconciles the cash and bank balances at the start and end of the financial year, with any surpluses or deficits shown in the Statement of Receipts and Payments.

2018-19		Receipts				Payments			Surplus / (Deficit)
Charity	Description	Investments	Property Rents	Grant Repayment	Total Receipts	Charitable Activities	Governance Costs	Total Payments	
		£	£	£	£	£	£	£	£
SC042136	Anderson Park Trust	5	-	-	5		204	204	(199)
SC042101	Douglas Sellers Trust	8	-	-	8	730	208	938	(930)
SC042117	Margaret Archibald Bequest	9,938	-	151	10,089	8,660	383	9,043	1,046
SC025083	North Ayrshire Council Trust	3,201	2,660	-	5,861	2,910	595	3,505	2,356
SC043498	Beith & Gateside Trust	46	-	-	46	3,006	244	3,250	(3,204)
SC043644	Dalry Trust	34	-	-	34	1,835	226	2,061	(2,027)
SC043600	Kilbirnie & Glengarnock Trust	27			27	1,250	222	1,472	(1,444)
SC043374	Kilwinning Trust	687			687	92,095	785	92,880	(92,193)
SC043494	Largs Trust	48			48	-	236	236	(188)
Total		13,994	2,660	151	16,805	110,486	3,103	113,589	(96,784)

2017-18		Receipts				Payments			Surplus / (Deficit)
Charity	Description	Investments	Property Rents	Grant Repayment	Total Receipts	Charitable Activities	Governance Costs	Total Payments	
		£	£	£	£	£	£	£	£
SC042136	Anderson Park Trust	5	-	-	5	-	-	-	5
SC042101	Douglas Sellers Trust	12	-	-	12	-	-	-	12
SC042117	Margaret Archibald Bequest	9,215	-	-	9,215	8,500	-	8,500	715
SC025083	North Ayrshire Council Trust	3,400	2,660	-	6,060	2,830	138	2,968	3,092
SC043498	Beith & Gateside Trust	62	-	-	62	-	-	-	62
SC043644	Dalry Trust	51	-	-	51	3,479	-	3,479	(3,428)
SC043372	Irvine Trust	144	-	-	144	-	-	-	144
SC043600	Kilbirnie & Glengarnock Trust	34	-	-	34	500	-	500	(466)
SC043374	Kilwinning Trust	826	-	1,095	1,921	704	-	704	1,217
SC043494	Largs Trust	114	-	-	114	10,000	-	10,000	(9,886)
Total		13,863	2,660	1,095	17,618	26,013	138	26,151	(8,533)

The reduction in balances is primarily related to the agreed disbursement of grants in relation to the Kilwinning and Irvine Town Trusts.

The unaudited accounts were issued on the

Signed on behalf of the Trustees on by:

Laura Friel
Executive Director (Finance & Corporate Support)
North Ayrshire Council

Councillor Joe Cullinane
Leader
North Ayrshire Council

1. Basis of Accounting

The financial statements have been prepared in accordance with the Charities & Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

2. Reorganisation

During the period 2012 to 2014, North Ayrshire Council undertook a review of Sundry Trusts that resulted in the creation of eight new Town Trusts. The North Ayrshire Council Charitable Trust comprises those registered charitable funds that were not amalgamated on a geographical basis, including:

Name of Trust Fund	Purpose
McGavin Park	Upkeep of McGavin Park, Kilwinning
North Ayrshire Museum	For Benefit of North Ayrshire Museum
War Memorial Fund	Largs War Memorial Fund
Sir James Dyer Simpson	Educational Prize for Largs Academy
Spier's Trust	Educational Prize for the Garnock Valley
Robert Fleck Award	Educational Prize for Saltcoats schools
Hugh Watt Bursary Fund	Educational Prize for Irvine schools
John Hugh Watt Scholarship Prize	Educational Prize for Irvine Royal Academy

3. Taxation

The charitable trusts are not liable to income or capital gains tax on their activities. Irrecoverable VAT is included in the expense to which it relates.

4. Trustee Remuneration, Expenses and Related Party Transactions

- No remuneration or expenses were paid to the trustees or any connected persons during the year 2018/19;
- The Trust received interest of £1,494 (2017/18: £1,918) from North Ayrshire Council at 31 March 2019 and all transactions incoming and outgoing are made via the Council's bank accounts;
- From 2018/19 charges for administration costs of £3,262 have been levied by North Ayrshire Council.

5. Grants

34 awards of grant, totalling £110,486, were awarded to individuals and community groups during 2018/19 (2017/18: 23 grants totalling £51,513 were awarded).

6. Audit Fee

The audit fee for the year was £1,800, allocated across all trusts.

7. Cash and Bank Balances

During the year the trust's balances were held by North Ayrshire Council, which manages the administration of the funds on behalf of the Trustees. The Council also acts as the banker for the charity and, as detailed above, all transactions incoming and outgoing are made via the Council's accounts. The balances are repayable on demand. Interest is paid on balances.

8. Investments

Two of the trusts hold the following investments:

Margaret Archibald Bequest	Nominal Value	Market Value at 31 March 2019	Market Value at 31 March 2018
	£	£	£
GlaxoSmithKline plc	1,183	75,570	65,964
Marks & Spencer plc	400	4,115	3,983
Diageo plc	400	44,873	34,492
Barclays plc	336	2,083	2,769
Royal Dutch Shell plc	563	15,685	16,027
Unilever plc	37	52,960	47,658
British American Tobacco plc	300	38,328	49,572
		233,615	220,464

North Ayrshire Council Charitable Trust	Purchase Price / Nominal Value	Market Value at 31 March 2019	Market Value at 31 March 2018
	£	£	£
JPM UK Higher Income Fund	1,790	7,486	7,844
Merchants Trust	406	8,044	8,174
Alliance Trust	73	21,663	21,605
Zeneca Group plc	68	16,565	13,217
Diageo	217	24,320	18,693
		78,077	69,532

Total Investments		311,692	289,996
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9. Land and Buildings

Income from property relates to grazing rents at Marshallands Grazings, Barrmill Road, Beith. The land was purchased for £25,000 in 2004 by the Spier's Trust and was last revalued in 2017/18 to a current book value of £150,000. No depreciation is charged.

NORTH AYRSHIRE COUNCIL

26 June 2019

North Ayrshire Council

Title:	Treasury Management and Investment Annual Report 2018/2019
Purpose:	To report to Council on the Treasury Management and Investment Annual Report and Prudential Indicators for 2018/19.
Recommendation:	That Council notes (a) the Treasury Management and Investment Annual Report for 2018/19 (Appendix 1); and (b) the Prudential and Treasury Indicators contained therein.

1. Executive Summary

- 1.1 The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. The purpose of the annual review is to report the performance of the Council's treasury operations and how this measures up against the Council's Treasury Management and Investment Strategy 2018/19. This is done through the publication of the annual report which contains the actual prudential and treasury indicators for 2018/19.
- 1.2 This Treasury Management and Investment Annual Report meets the requirements of the Scottish Government's investment regulations, the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 1.3 The Treasury Management and Investment Annual Report 2018/19 for North Ayrshire Council is attached at Appendix 1. Key points to note from the report are as follows:
 - During 2018/19, the Council complied with its legislative and regulatory requirements in relation to treasury activities;
 - Capital expenditure was below the level anticipated at the start of the year and, through the continued use of internal funds, has contributed to lower levels of borrowing in 2018/19. This has impacted on a number of treasury indicators including a decrease in the Capital Financing Requirement (CFR) and ratio of financing costs to net revenue streams for both General fund and HRA, with current borrowing levels well within the limits set across both the Operational Boundary and Authorised Limit;
 - The average loans fund pool rate reduced slightly from 4.10% to 4.00%; and
 - Lower investment returns relative to budget reflect the current interest rates being offered by the market.

2. Background

- 2.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management requires elected members to be provided with regular reports on treasury management activities. The 2018/19 Annual Treasury Management and Investment Strategy was approved by Council on 28 February 2018 and the mid-year report was submitted to the Cabinet on 13 November 2018. This final outturn report ensures full compliance with the CIPFA Code of Practice.

2.2 Current Position

The 2018/19 annual report is attached at Appendix 1 and covers:

- Prudential and treasury indicators;
- Investment rate and outturn; and
- Performance measures.

2.3 Statutory Requirements

During 2018/19 the Council complied with its legislative and regulatory requirements. It is a statutory duty for the Council to determine and keep under review its approved borrowing limits and prudential indicators. Details within the report demonstrate that the Council has operated within the treasury limits and prudential indicators as set out in the Council's 2018/19 Annual Treasury Management and Investment Strategy Statement (TMSS).

2.4 General Services and Housing Revenue Account (HRA)

- 2.4.1 **Capital Financing Costs** - the General Fund budget of £19.715m for financing costs and expenses on debt for 2018/19 was underspent by £2.833m, comparative information for the HRA was a budget of £7.998m and an underspend of £0.660m. The underspends are a result of slippage on capital expenditure; the continuing strategy to delay new external borrowing by utilising cash balances, resulting in savings on external interest costs; and the use of temporary borrowing from other local authorities.

- 2.4.2 **Interest on Revenue Balances** - the General Fund budget of £0.387m for interest on its revenue balances with a reported under-recovery of £0.150m in 2018/19, comparative information for the HRA was a budget of £0.058m with a reported over recovery of £0.006m. This reflects lower interest rates being offered by counterparties than previously anticipated due to the short term nature of investments required to align cash flow commitments alongside the actual profile of expenditure during 2018/19. Budgets have been re-aligned in 2019/20 to reflect current interest rate levels.

- 2.4.3 In accordance with agreed policy, the net General Fund underspend has been transferred to the Loans Fund Reserve to support the funding strategy for the ten year capital investment programme.

3. Proposals

- 3.1 That Council notes (a) the contents of the Treasury Management and Investment Annual Report for 2018/19 (Appendix 1); and (b) the Prudential and Treasury Indicators contained therein.

4. Implications/Socio-economic Duty

Financial:	Capital Financing underspends within General Fund of £2.683m have been transferred to the Loans Fund Reserve in line with agreed policy. Within the HRA, the underspend of £0.666m has been transferred to the HRA Council House Building Fund.
Human Resources:	None
Legal:	The Local Government in Scotland Act 2003 and supporting regulations require the Council to produce an annual review of treasury management activities.
Equality/Socio-economic Duty:	None
Children and Young People:	None
Environmental & Sustainability:	None
Key Priorities:	The Treasury Management and Investment Annual Report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.
Community Benefits:	None

5. Consultation

5.1 The Council's treasury advisors were consulted during the preparation of this report.

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LAURA FRIEL

Executive Director (Finance and Corporate Support)

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

Background Papers

Treasury Management and Investment Strategy 2018/19 – North Ayrshire Council – 28 February 2018



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Annual Treasury Management and Investment Report

2018/19



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Annual Treasury Management and Investment Report 2018/19

1. Purpose

The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. The purpose of this annual review is to report the performance of the Council's treasury operation and how this measures up against the Council's Treasury Management and Investment Strategy 2018/19. This is done through the publication of the annual report and actual prudential and treasury indicators for 2018/19.

This report meets the requirements of the Scottish Government's investment regulations, the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2018/19 the minimum requirement was that the following reports should be submitted to Elected Members:

- an annual treasury management and investment strategy (submitted to the Council on 28 February 2018)
- a mid-year treasury update report (submitted to the Cabinet on 13 November 2018)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

Regulations place responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

2. Executive Summary

During 2018/19, the Council complied with its legislative and regulatory requirements.

The **key prudential and treasury indicators** detailing the impact of capital expenditure activities during the year, with comparators, are summarised below. In order to provide consistency within all the tables in this report, all figures exclude the Council's liabilities in respect of PPP/NPD unless otherwise stated.

TABLE 1

Prudential and treasury indicators	2017/18 Actual £m	2018/19 * Estimate £m	2018/19 Actual £m
Capital expenditure (Indicator 1)			
General services	32.006	39.522	32.006
HRA	25.510	31.115	28.990
Total	57.516	70.637	60.996
Capital Financing Requirement (CFR):			
General services	174.869	187.447	187.368
HRA	118.402	120.415	120.312
Total	293.271	307.862	307.680
Gross borrowing (Indicator 4)	238.227	282.862	256.016
Operational Boundary (Indicator 5)	310.491	333.691	327.895
Authorised Limit (Indicator 6)	341.540	367.060	360.684
Investments (Indicator 7)			
• Longer than 1 year	-	-	-
• Under 1 year	26.000	20.000	21.850
• Total	26.000	20.000	21.850

** All figures in this report reflect the latest estimate contained within the 2019/20 Annual Treasury Management and Investment Strategy*

A summary of performance is provided below with more detailed information provided in the body of the report.

Overall **Capital Expenditure** was below the level anticipated due to changes in the profile of projects.

The **Capital Financing Requirement (CFR)** is the underlying borrowing requirements of the Council. The reduction to the requirement during 2018/19 reflects the change in profile of the capital programme.

Gross Borrowing reflects the actual borrowing which has been undertaken, this was lower than anticipated due to the revised profile of capital projects and the use of internal funds, the latter being a key element of the Treasury Management Strategy to minimise costs.

The **Operational Boundary** is the maximum we would anticipate borrowing to fund the current capital programme, building in flexibility for the timing of the different funding streams and principal repayments. Due to the use of internal funds and the re-profiling of the capital programme, the Council's actual borrowing position is well within the Operational Boundary.

The **Authorised Limit** is a statutory limit; it is the maximum amount of borrowing determined by the Council and should not be exceeded. The Council has set the Authorised Limit at 10% above the Operational Boundary to give some flexibility to raise funds for future year capital investment.

As noted above, the Council continues to use its internal funds to delay borrowing, therefore minimising costs. During 2018/19 the Council undertook long term borrowing of £20m in support of the agreed capital investment programme. This has allowed the Council to benefit from low borrowing costs and has contributed to the long term stability of our debt portfolio, while continuing to maintain borrowing levels well within the operational boundaries set by the Treasury Management and Investment Strategy.

The **average loans fund pool rate** is the total interest paid during the year as a percentage of the total loans fund advances. In 2018/19 this marginally decreased from 4.10% to 4.00%.

The **maturity profile** and balance between **fixed and variable rate borrowing** mitigates the Council's exposure to interest rate variations either now or when loans require to be refinanced. A total of 20.3% of the Council's loans are at a variable rate, which is in line with the strategy.

Affordability of borrowing is measured by the percentage of financing costs relative to the net revenue stream of the General Fund and Housing Revenue Account; the percentage values were lower than estimated for both the General Fund and the Housing Revenue Account. Actuals for 2018/19 were 4.9% for the General Fund and 15% for the Housing Revenue Account. From a General Fund perspective, the Scottish Local Authority average was 7.75%, therefore demonstrating a prudent borrowing policy. For the HRA, this is aligned to the 30 year business plan.

The **average internal investment** rate was 0.65% compared to a target of 0.35%. This was broadly in line with the performance of other local authorities which averaged at 0.79%. The rate secured in 2017/18 was 0.37%. The performance in 2018/19 reflects the rise in UK Bank Rate by 0.25% in August 2018 and the short term nature of our investments and our overall investment objectives of security and liquidity.

Other prudential and treasury indicators and supporting information can be found in the main body of this report.

Conclusion

The Executive Director (Finance and Corporate Support) confirms that long-term borrowing is only undertaken for a capital purpose and that the statutory borrowing limit (the authorised limit) has not been breached.

3. Prudential and Treasury Indicators for 2018/19

The Prudential Code establishes a framework to ensure that councils demonstrate effective control over levels of, and decisions relating to capital investment activity, including borrowing. Treasury indicators are used to ensure that risk is managed and controlled effectively. Together the Prudential and Treasury Indicators consider the affordability and impact of capital expenditure decisions.

These indicators help the Council to demonstrate public accountability in relation to borrowing and investments. As part of this accountability the report will summarise the following: -

- The Council's Capital Expenditure and Financing (section a);
- The Council's Overall Borrowing Need (section b);
- Limits to Borrowing Activity (section c);
- Treasury Position at 31 March 2019 (section d); and
- Affordability Prudential Indicators (section e);

(a) The Council's Capital Expenditure and Financing 2018/19 (Prudential Indicator 1)

The Council incurs capital expenditure when it invests in its long-term assets. Capital Expenditure can be funded in two main ways:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which have no impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply other resources, then capital expenditure will give rise to borrowing which needs to be approved as part of the Council's capital investment plans.

The tables below show the actual capital expenditure incurred in 2018/19 compared with the planned investment alongside the amount financed immediately and the amount which gave rise to borrowing.

TABLE 2

General Fund	2017/18 Actual £m	2018/19 Estimate £m	2018/19 Actual £m
Capital expenditure (Indicator 1)	32.006	39.522	32.006
Financed in year	32.006	18.139	10.701
Unfinanced capital expenditure	-	21.383	21.305

HRA	2017/18 Actual £m	2018/19 Estimate £m	2018/19 Actual £m
Capital expenditure (Indicator 1)	25.510	31.115	28.990
Financed in year	22.027	26.699	24.687
Unfinanced capital expenditure	3.483	4.416	4.303

(b) The Council's Overall Borrowing Need (the Capital Financing Requirement) (Prudential Indicators 2 and 3)

This indicator outlines the Council's Capital Financing Requirement (CFR). The CFR is the total historic outstanding capital expenditure which has not been paid from either a capital or revenue resource and therefore needs to be funded from borrowing. It is essentially a measure of the Council's underlying borrowing need.

Part of the Council's treasury activity is to meet the funding requirements for this borrowing need. The treasury management section organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, the Public Works Loan Board [PWLb], other Local Authorities, or the money markets), or utilising temporary cash resources within the Council.

The Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. The Council is required to make an annual revenue charge, called the Loans Fund Principal Repayment. This is effectively a repayment of the borrowing need and it is charged to revenue over the life of the asset. This charge reduces the CFR each year. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources (such as capital receipts); or
- increasing the annual revenue charge

The Council's CFR for the year is a key prudential indicator and is shown below. The opening balance includes PPP/ NPD schemes on the balance sheet, which increases the Council's borrowing need. This is shown in order to give a complete picture of the Council's debt, however, no borrowing is actually required against these schemes as a borrowing facility is included in the contract and, as such, this is subsequently removed.

Table 3 shows that based on historic capital expenditure and this year's capital expenditure the Council has a cumulative underlying need to borrow £307.680m at 31 March 2019.

TABLE 3

CFR	2017/18 Actual £m	2018/19 Estimate £m	2018/19 Actual £m
Opening balance	300.916	293.271	293.271
Add new PPP/NPD liability	111.053	106.105	107.896
Revised Opening Balance	411.969	399.376	401.167
Add unfinanced capital expenditure (General Fund)	-	21.383	21.305
Add unfinanced capital expenditure (HRA)	3.483	4.416	4.303
Less Loans Fund Principal Repayments	(11.128)	(11.209)	(11.199)
Sub-total	404.324	413.966	415.576
Less PPP/NPD lease repayments	(111.053)	(106.105)	(107.896)
Closing balance (Indicator 2)	293.271	307.861	307.680
Annual Change (Indicator 3)	(7.645)	14.590	14.409

(c) Limits to Borrowing Activity (Prudential Indicators 4 - 6)

Borrowing activity is constrained by the prudential indicators for CFR and gross borrowing and by the authorised limit, to ensure that the Council operates its activities within well-defined limits.

Gross borrowing and the CFR

There is a need to ensure that gross debt does not, except in the medium term, exceed the total CFR (i.e. the Council does not borrow more than it needs to fund its capital programme). In exceptional circumstances Councils are allowed to borrow to cover the current financial year plus the next two financial years (i.e. to 2020/21). This provides some flexibility to borrow in advance where this is appropriate.

Table 4 highlights the Council's gross borrowing position against the CFR and confirms that the Council has complied with this prudential indicator as gross borrowing is currently within the CFR. The Council is currently under borrowed by £51.664m due to the continuing strategy to delay new external borrowing by utilising internal cash balances.

TABLE 4

	2017/18 Actual £m	2018/19 Estimate £m	2018/19 Actual £m
Gross borrowing position (Indicator 4)*	238.227	282.862	256.016
CFR	293.271	307.862	307.680
(Under)/Over Borrowed Position	(55.044)	(25.000)	(51.664)

As part of its Annual Treasury Management Strategy the Council sets limits for external borrowing which it is not normally expected to exceed. These limits are explained below.

The Operational Boundary (Indicator 5)

The operational boundary is the expected maximum borrowing position of the Council during the year, taking account of the timing of various funding streams and the recharge of principal repayments from the revenue account. Periods where the actual position varies from the boundary is acceptable subject to the authorised limit not being breached.

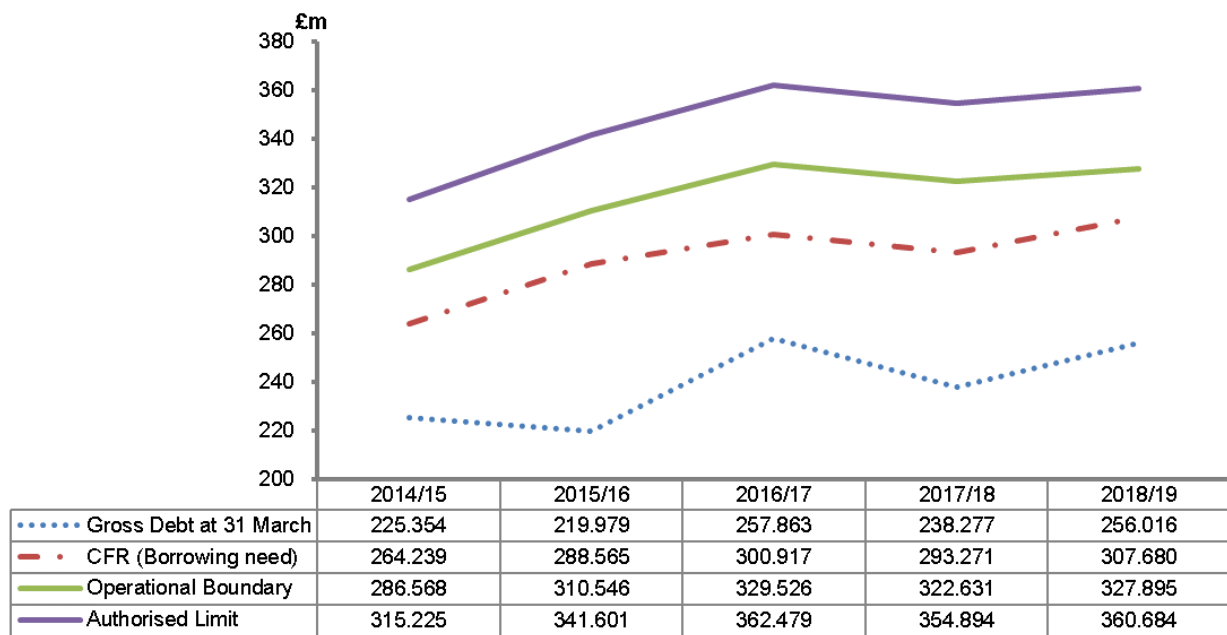
The Authorised Limit (Indicator 6)

The authorised limit represents a limit beyond which external debt is prohibited. This limit is set by Council and can only be revised by Cabinet approval. It reflects the level of external borrowing which, while not desirable, could be afforded in the short term, but is not sustainable in the longer term. The current limit is set at 10% above the Operational Boundary.

The following graph shows the trend of the Council's gross borrowing against approved limits. This demonstrates that during 2018/19 the Council's gross borrowing was within both the operational boundary and the authorised limit by a very significant margin, due to the continuing strategy to delay new external borrowing by utilising internal cash balances and due also to some slippage in the overall capital programme, which has reduced the requirement for borrowing.

Further information on capital slippage can be found in the 'Capital Programme Performance to 31 March 2019' report, presented to Cabinet on 11 June 2019.

Borrowing Projection v Approved Limits



(d) Treasury Position at 31 March 2019 (Prudential Indicators 7 -9)

The Council's debt and investment position is organised by the treasury management service to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within agreed parameters. Procedures and controls to achieve these objectives are well established both through Member reporting and through the Council's Treasury Management Practices.

Borrowing Strategy for 2018/19

The Borrowing Strategy for 2018/19 anticipated bank interest rates rising gradually during 2018 and 2019 taking the bank rate from 0.5% to 1.25% in 2019. Variable, or short-term rates, were expected to be the more cost effective form of borrowing over the period. Continued uncertainty in the economy promotes a cautious approach, meaning that investments continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

However, as the year progressed Long Term borrowing rates became more attractive and, in recognition of the Council's current under borrowed position and future borrowing requirements, the Council undertook £20m of long term borrowing. This has allowed the Council to benefit from low borrowing costs and has contributed to the long term stability of our debt portfolio, while continuing to maintain borrowing levels well within the operational boundaries set by the Treasury Management and Investment Strategy.

Borrowing Outturn for 2018/19

At the beginning and end of 2018/19 the Council's treasury position was as follows:

TABLE 5

	31 March 2018 Principal £m	Rate/ Return %	31 March 2019 Principal £m	Rate/ Return %
Fixed rate funding:				
- PWLB	154.379	5.59%	174.135	5.52%
-Local Authorities	30.000	0.45%	28.000	0.70%
-Market	14.898	4.90%	27.931	4.70%
Variable rate funding:				
- Market	38.950	5.41%	25.950	5.88%
Total debt	238.227	4.87%	256.016	4.94%
CFR	293.271		307.680	
Over / (under) borrowing	(55.044)		(51.664)	
Investments:				
- Internally managed	26.000	0.37%	21.850	0.65%
Total investments	26.000		21.850	

The Council's gross debt position Increased by £17.789m during 2018/19. A summary of the movement is outlined below.

Category of Debt	Activity	£m
Fixed - PWLB	New Borrowing	19.756
Fixed - Local Authorities	Repayment	(2.000)
Fixed - Market	Recategorisation and New Borrowing	13.033
Variable - Market	Recategorisation	(13.000)
Net Increase in Debt		17.789

Due to investment concerns, both in terms of counterparty risk and low returns on investment, the Council used internal short-term cash reserves to temporarily fund its remaining borrowing requirement.

Rescheduling

No rescheduling was done during the year as the average differential between PWLB new borrowing rates and premature repayment rates made rescheduling not viable. During the year the Council reviewed its LOBO loans and, whilst there was a repayment proposal from one of the lenders, this was not considered to be financially viable.

All investments at 31 March 2019 mature within one year in line with the Annual Treasury Management and Investment Strategy. (Indicator 7)

The maturity structure of the debt portfolio (Indicator 8) at 31 March 2019 is included in Table 6 and shows the period when the Council is required to repay and/or refinance debt. It is important to ensure a reasonable spread of debt to mitigate against high exposure levels in respect of refinancing. The current profile ensures this:

TABLE 6

	31 March 2018 Actual £m	31 March 2018 Actual %	31 March 2019 Actual £m	31 March 2019 Actual %
Under 12 months	30.436	13%	66.908	26%
12 months and within 24 months	11.953	5%	16.091	6%
24 months and within 5 years	15.376	6%	3.205	1%
5 years and within 10 years	1.350	1%	11.469	4%
10 years and within 20 years	20.000	75%	24.830	62%
20 years and within 30 years	-		-	
30 years and within 40 years	113.112		103.51	
40 years and within 50 years	36.000		20.000	
50 years and above	10.000		10.000	
Total Borrowing	238.227	100%	256.016	100%

Another indicator is used to manage risk and reduce the impact of adverse movement in interest rates. This sets a limit on the Council's exposure to fixed and variable interest rates (**Indicator 9**) and was as follows:

TABLE 7

	2017/18 Actual £m	2018/19 Limit £m	2018/19 Actual £m
Limit on fixed rate (principal)	199.277	306.895	230.066
Limit on variable rate (principal)	38.950	60.000	25.950

Estimates of prudent Loans Fund repayment

The purpose of the Loans Fund is to record advances for expenditure incurred, or loans made to third parties, which a local authority has determined are to be financed from borrowing as set out in Regulation 2 of The Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016 ["the Regulations"]. The Loans Fund Advance is effectively the repayment of the 'principal' linked to the expenditure classified above which is unfinanced and is required to be funded from borrowing. Repayment of Loans Fund advances are required to be made in line with Scottish Government statutory guidance on Loans Fund Accounting.

The Authority's latest estimates of its Loans Fund account information are as follows:

Year	Opening Balance £m	Advances to GF £m	Advances to HRA £m	Repayment by GF £m	Repayment by HRA £m	Closing Balance £m
2017/18 actual	300.916	0.000	3.483	-8.931	-2.197	293.271
2018/19	293.271	21.305	4.303	-8.806	-2.393	307.680
2019/20 - 23/24	307.680	85.319	116.991	-32.683	-23.781	453.527
2024/25 - 28/29	453.527	0.000	0.000	-30.247	-42.138	381.142
2029/30 - 33/34	381.142	0.000	0.000	-21.496	-46.060	313.586
2034/35 - 38/39	313.586	0.000	0.000	-25.515	-37.074	250.996
2039/40 - 43/44	250.996	0.000	0.000	-33.109	-27.745	190.142
2044/45 - 48/49	190.142	0.000	0.000	-35.992	-18.222	135.929
2049/50 - 53/54	135.929	0.000	0.000	-27.109	-19.013	89.807
2054/55 - 58/59	89.807	0.000	0.000	-19.372	-16.012	54.422
2059/60 - 63/64	54.422	0.000	0.000	-18.893	-7.323	28.206
2064/65 & later	28.206	0.000	0.000	-28.206	0.000	0.000

(e) Affordability Prudential Indicators (Prudential Indicators 10 - 12)

These Prudential Indicators assess the affordability of capital investment plans and provide an indication of the impact of capital investment plans on the Council's overall finances.

Actual financing costs as a proportion of net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream and is a measure of affordability for debt repayment. For 2018/19 this shows marginal reductions in both General Services HRA from 2017/18. From a General Fund perspective, the Scottish Local Authority average was 7.75%, therefore demonstrating a prudent borrowing policy. For the HRA, this is aligned to the 30 year business plan.

TABLE 8

Estimate of ratio of financing costs to net revenue stream	2017/18 Actual	2018/19 Estimate	2018/19 Actual
General Services	5.0%	5.1%	4.9%
HRA	15.2%	16.2%	15.0%

4. Investment Rates and Outturn 2018/19

Interest Rates

In August 2018 the Bank of England base rate changed from 0.5% to 0.75%. Initial market expectation was that there would be gradual rate increases during 2018 and 2019 up to 1.25%. Current indicators anticipate low but rising interest rates during 2019-20. Deposit rates have increased marginally during 2018/19 as a result.

Investment Policy

The Council's investment policy is governed by Scottish Government investment regulations, which have been implemented in the annual investment strategy approved by the Council on 28 February 2018. This policy sets out the approach for choosing investment counterparties, and is based upon: new bank resolution regulations, where failing banks will not be bailed-out but 'bailed-in' by unsecured investors that can include local authorities; the capacity of banks to absorb unexpected losses; and credit ratings provided by the leading credit rating agencies. This is supplemented by additional market data (such as economic data, credit default swaps, bank share prices etc.).

Resources

The Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's cash resources were as follows:

TABLE 9

Cash Balances	2017/18 Actual	2018/19 Actual
	£m	£m
1 April	15.450	26.000
31 March	26.000	21.850
Change in year	10.550	(4.150)

Investments held by the Council

The Council maintained an average balance of £21.840m of internally managed funds and utilised cash balances during the year in support of the under-borrowed position. The internally managed funds, primarily invested in call accounts with banks, Money Market Funds and other UK local authorities, earned a weighted average rate of return of 0.65%. This compares to a rate of 0.37% in 2017/18. Performance was above the target rate of 0.35% and reflects the rise in UK Bank Rate by 0.25% in August 2018 and the short term nature of our investments and our overall investment objectives of security and liquidity.

5. Performance Measurement

One of the key requirements in the Code is the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide.

The Council's treasury management advisors are Arlingclose Limited. Arlingclose has six Scottish Local Authorities in their client group and provide regular investment benchmarking information to the Council. In terms of performance in 2018/19, North Ayrshire Council's average weighted rate of return on investments of 0.65% compared to the group average rate of 0.79%. This reflects the broader treasury management strategy implications of using internal borrowing and the resulting short term nature of our investments alongside the market rates on offer for these terms.

Emphasis will continue to be placed on investing with approved counterparties in accordance with the approved strategy.

NORTH AYRSHIRE COUNCIL

26 June 2019

North Ayrshire Council

Title:	Becoming a Trauma-Informed Council
Purpose:	To update Council on activity designed to deliver the Council's aspiration to become trauma-informed.
Recommendation:	It is recommended that Council note the activity to date and support the plans outlined in the proposals section of this report.

1. Executive Summary

1.1 At the meeting of 28 February 2018, Council passed the following motion -

“That this Council agrees to be ‘trauma informed; to use the learning and research on Adverse Childhood Experiences (ACEs) to inform change in practice and thus better able to reduce the negative effects of ACEs on lives of all with whom we come in contact; to work with other partners across Ayrshire to have a consistent approach to working to implement trauma informed practice; commit to give officers and staff an opportunity to view the documentary ‘Resilience’ which has been the catalyst for change; and to contribute to Ayrshire becoming recognised as a Centre of Trauma Informed Excellence”.

1.2 Since the motion was passed last year, officers within the Council and in collaboration with partners across the wider CPP, have been working to broaden and embed trauma informed practice. This paper is designed to provide an update on progress and outline plans for further work in the coming year.

2. Background

2.1 We know from research, most notably the work on Adverse Childhood Experiences (ACEs), that Justice Services, Alcohol and Drugs Services, Mental Health Services, Homelessness Services and many others, are accessed disproportionately by people who have faced significant trauma in their lives. Whilst there is now a focus on prevention and early intervention to reduce the occurrence of trauma, particularly in childhood, there is much we can do to also ensure that people who have experienced trauma through their lives are appropriately supported when they interact with services.

2.2 It is important, therefore, that trauma is recognised and understood by staff who fulfil a range of customer-facing roles. Such recognition and understanding of trauma can not only improve the quality of interactions and standard of service but can also provide opportunities for potential support to be offered.

- 2.3 Since the motion was passed last year, the 'Resilience' video has been screened over 70 times across Ayrshire with an estimated 4,500 people attending the screenings. These screenings have been open to statutory and third sector partners as well as members of the public and it is not possible to quantify how many Council-employed staff attended. Nevertheless, we know that Health and Social Care and Education staff were well-represented at these screenings.
- 2.4 Screenings have now taken place in all six North Ayrshire localities and there has been a screening specifically held for elected members. It is also worth noting that these screenings were accompanied by 'specialist' panels of practitioners knowledgeable in trauma and consisted of discussion sessions after the screenings.
- 2.5 More targeted sessions have also begun to be held, including sessions with Contact Centre staff, Justice Services Partnership Delivery Team and staff from the Place Directorate.

3. Proposals

- 3.1 In consultation with Chief Officers across Directorates, the following is being planned over the coming months.
- 3.2 A Community Planning Partnership lunchtime briefing for managers and elected members is scheduled for 17 June. This session, entitled "The Journey Towards Making North Ayrshire a Trauma Informed Council", will ensure that managers are aware of the potential benefits for their own staff groups and subsequently encourage staff to participate in organised sessions. There will also be a request for people to consider becoming a trauma informed service 'champion'.
- 3.3 A targeted approach to our staff group is being planned, with Community Development, Housing, Local Office and Libraries staff being identified as the next cohort to benefit from 'Resilience' screenings and input from key professionals.
- 3.4 As part of a proportionate approach to ensuring we become a trauma-informed Council, an animation produced by NHS Education for Scotland is now installed as a module on our iLearn e-learning platform which is accessible by all staff. It aims to support workers to know how to adapt the way they work to make a positive difference to people affected by trauma and adversity. This will be launched during June with a promotional campaign via Staff News, News in Brief, TV screens etc. Work is also ongoing to source or develop further appropriate online tools and resources for access by all staff.
- 3.5 In autumn there will be a focused session with the identified service 'champions' where they will receive more information on how they can help their own service area to become trauma informed. They will be introduced to a framework designed by NHS Education Scotland to assist with this process.

4. Implications/Socio-economic Duty

Financial

- 4.1 None.

Human Resources

4.2 Staff will require to be freed up to attend and participate in scheduled sessions.

Legal

4.3 None.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 The roll-out of a trauma-informed workforce is aligned to the Council's priorities.

Community Benefits

4.7 None.

5. Consultation

5.1 Consultation has taken place with Human Resources and Chief Officers across Directorates.

Stephen Brown
Director

For further information please contact **Stephen Brown, Director**, on **01294 317723**.

Background Papers

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