
NORTH AYRSHIRE COUNCIL

8th March 2022

Audit and Scrutiny Committee

Title:	Council Plan Mid-Year Progress Report 2021-22
Purpose:	To advise the Audit and Scrutiny Committee on progress of our Council Plan priorities.
Recommendation:	That the Audit and Scrutiny Committee agrees to: a) Note the Council Plan Mid-Year Progress Report as set out at appendix one; and b) note the status of the Council's performance indicators and actions at appendices two and three.

1. Introduction

- 1.1 The Council Plan 2019-24 Progress Update (Mid-Year 2021-22) and accompanying appendices provide detailed information on the progress being made towards our strategic priority outcomes and includes key activities, areas of focus, case studies and best in class examples. It provides an overview of performance in the six months up to 30th September 2021.

2. Background

- 2.1 The Council Plan 2019-24 was approved by Council on 26 June 2019 and sets out our vision and priorities for the next five years.
- 2.2 The Council Plan 2019-24 Progress Update (Mid-Year 2021-22) (Appendix 1) provides details of our progress for each of the priorities – Aspiring Communities, Inspiring Place and a Council for the Future. The update also provides key highlights, areas of focus, case studies and best in class examples.
- 2.3 As we enter a period of recovery and renewal and our response to the pandemic and our recovery become embedded in our activities, Covid-19 support activity is now contained within the Council Plan Progress Reports rather than reported separately.
- 2.4 The layout of the report has changed slightly and now uses formatting originally created for our Supporting North Ayrshire reports (update on our response to the Covid-19 pandemic reports). This layout complements our Annual Performance Report layout and ensures the report is as reader friendly as possible. In addition:
- The “Key Highlights” sections are now named “Key Activities” to incorporate updates on areas where teams are experiencing challenges as well as positive outcomes. This is in line with the 2021 Accounts Commission Direction.

- Summaries of overall Council Plan actions are included in the Performance Summary section. Sub-action detail is only included where a sub-action is causing an action to be adrift of target.
- Summaries of Council Plan indicators and actions are presented as pie charts for clarity.

3. Performance Summary

3.1 Key Activities

- We agreed a new model for the provision of libraries, halls and community centres and, building on learning from the pandemic, further development of our community hubs.
- 2.63% of our budget is being allocated through participatory budgeting.
- Our Community Investment Fund (CIF) received an additional £1million in funding, with the potential of a further £2million subject to a balanced budget in 2021/22.
- On average, for each £1 of CIF granted to communities £2.80 has been leveraged from additional funding.
- Our £31.3million Additional Supports Needs school Lockhart Campus opened in August.
- Our first Cost of the School Day Conference attracted over 100 online participants including many of our young people.
- We successfully rolled out free school meals to our Primary Four pupils.
- The percentage of households homeless for more than six months has reduced from 76% prior to the pandemic to 22%.
- We advertised 450 new jobs for young people as part of one of the largest Kickstart Programmes in Scotland and provided a supplement to ensure payment of the living wage.
- A £1million Community Asset Transfer Start Up fund was approved by Cabinet as part of our Recovery and Renewal Investment proposals.
- Our workstyles were reviewed based on learning from the pandemic and relaunched, with each post allocated one of four workstyles: 'Inbuilding', 'Mobile', 'Agile' or 'Home'.
- We introduced a pre-order system across primary and secondary school catering which will significantly reduce food waste across all our production kitchens.

3.2 Areas of Focus

This report contains areas of focus as at 30th September 2021. Many of these areas are already progressing. As at the end of September we stated we would:





- Work with Locality Partnerships to consider the work already underway against the local priorities and further opportunities. This will be supported by the £1million increase to the Community Investment Fund.
- Support our young people to participate in the Scottish Youth Parliament Elections.
- Complete refurbishment works on our Early Years Centres.
- Produce a draft Ayrshire Regional Skills Investment Plan.
- Recommence Older People's Day Services.
- Resettle homeless households with the highest level of complex needs into a Housing First Tenancy with a bespoke package of support to meet their needs.
- Finalise our Island Plans with our communities and present to Cabinet for approval.
- Roll-out the installation of new play equipment and street furniture as part of a £900,000 public realm investment.
- Work with partners to implement our tree planting programme, including as part of the major regeneration project at Lochshore.

- Prepare for the Local Government Elections scheduled for May 2022.
- Actively participate in the Scotland-wide consultation on the National Care Service Bill, considering its impact on our services and residents.
- Prepare for the introduction of the Accounts Commission's 2021 Direction on public performance reporting from April 2022.
- Prepare for a Council-wide business continuity exercise in October.
- Assess the potential for further advertising opportunities to support local businesses, following the successful roundabout advertising and floral bedding pilots.
- We will continue to take learning from the pandemic to support our transition to agile working as part of Our Future Working Environment programme.
- We will encourage Ayrshire Integrated Joint Boards to sign the Ayrshire Community Wealth Building Charter as part of the Charter's one year anniversary.

4. Performance Indicators

- 4.1 Appendix 2 details Performance Indicators from the Council Plan Performance Framework, showing (where available) targets and a traffic light (**Red**, **Amber**, **Green**) symbol to show whether: the target level of performance has been achieved (**Green**); is slightly adrift of target (**Amber**); or is significantly adrift of target (**Red**).
- 4.2 Analysis of the indicators is outlined in Table 1 below. Where data is not available for Quarter Two 2021-22, the most recently available data up to the annual figure for 2019-20 is used. 83.9% of indicators where the status is known are on target or slightly adrift of target as at 30th September 2021. This is comparable to the same period last year, when 84.6% of indicators had this status (though fewer statuses were known).

Table 1

Summary of Performance Indicator Status		
Traffic Light / RAG Status	Q2 2021-22	Q2 2020-21
 on target	20 (64.5%*)	21 (80.8%**)
 slightly adrift	6 (19.4%*)	1 (3.8%**)
 significantly adrift	5 (16.1%*)	4 (15.4%**)
 status unknown or data only	3 (8.8% of all Council Plan indicators)	8 (23.5% of all Council Plan indicators)

*Of the 31 indicators where status is known

**Of the 26 indicators where status was known

4.3 Indicator Amendment - CP_27 Street Cleanliness Index - % Clean (LGBF)




- 4.4 Data for 2019/20 had incorrectly been entered against the 2020/21 time period and has been removed. Data for 2020/21 will be available at the next Local Government Benchmarking Framework (LGBF) data release in early 2022.

5. Delivery Plan

- 5.1 Appendix 3 details the actions from the Council Plan Delivery Plan. There are 39 overall actions within the Council Plan supported by 98 sub-actions. The status of the sub-actions informs the overall action status.

- 5.2 At Mid-Year 2021-22 all actions are either on target or slightly adrift of target compared to 95.1% at Year End 2020-21 (No Council Plan Delivery Plan sub-actions were established due to the pandemic during 2020-21 so a mid-year comparison is not possible. Year-end status was based on estimates by the Corporate Policy, Performance and Elections Team.)

Table 2

Summary of Overall Action Status		
Traffic Light / RAG Status	Q2 2021-22	2020-21 (Year End)
 on target	39	34
 slightly adrift	0	5
 significantly adrift	0	1
X off programme	0	1

6. Proposals

- 6.1 That the Audit and Scrutiny Committee agrees to: a) Note the Council Plan Mid-Year Progress Report as set out at appendix one; and b) note the status of the Council's performance indicators and actions at appendices two and three.

7. Implications/Socio-economic Duty

Financial

- 7.1 There are no financial implications.

Human Resources

- 7.2 There are no human resource implications.

Legal

- 7.3 This report confirms the arrangements for the Council's compliance with its duties under the Local Government Act 1992 and the Local Government in Scotland Act 2003 and commitment to improving public performance reporting.

Equality/Socio-economic

- 7.4 There are no equality/socio-economic implications.

Environmental and Sustainability

- 7.5 There are no environmental and sustainability implications.

Key Priorities

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

Community Wealth Building

- 7.7 There are no community wealth building implications.

8. Consultation

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

Aileen Craig
Head of Service (Democratic)

For further information please contact **Isla Hardy, Team Manager (Policy and Performance)**, email: IslaHardy@North-Ayrshire.gov.uk.

Background Papers
Council Plan 2019-24



Council Plan 2019-24 Progress Update

Mid Year 2021-22



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Contents

Our Performance at a Glance	1
Welcome	2
Our Vision.....	2
Our Mission	2
Our Priorities	2
Aspiring Communities	3
Key Activities	3
Case Study – Lockhart Campus	8
Areas of Focus.....	9
Inspiring Place	10
Key Activities	10
Case Study – The Future is Bright – Solar PV Farms	14
Areas of Focus.....	15
A Council for the Future	16
Key Activities	16
Areas of Focus.....	18
Performance Summary	19
Best In Class.....	22
What Our Customers Say	23

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

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Our Performance at a Glance

Our Cost of the School Day Conference attracted **100 participants** including our young people

2.63% of our budget allocated through participatory budgeting – highest level to date

Nine food pantries available to access good affordable food and five more planned

140 engagements with Better Off Hubs – exceeding annual target of 100 in 6 months

Our £31.3million Lockhart Campus opened for children and young people with additional support needs



Gold 'Food for Life Served Here' accreditation received for our 8th year

23% increase in referrals to our Community Mental Health Team compared to last year with services prioritising to meet needs

Community Investment Fund increased by £1million



51 of our corporate and education sites had their **Wi-Fi upgraded**

Percentage of households homeless for more than 6 months reduced from 76% to 22%

We managed one of the largest Kickstart Programmes in Scotland, with approximately 450 jobs advertised in the summer

Welcome

As we enter our period of recovery and renewal our response to the Covid-19 coronavirus pandemic is being absorbed into our services' daily activities. As a result, this report summarises our performance against our Council Plan priorities and how we are continuing to work with our partners and communities to support our residents and businesses as restrictions ease.

Between April and September 2021, we have made real progress against our priorities. Our Community Wealth Building Strategy is driving our approach across our services as it marks its one-year anniversary, work including supporting local suppliers, is detailed within this report. We are delighted to welcome our children and young people to our £31.3million additional supports needs school Lockhart Campus in Stevenston. We have concluded our extensive consultation and review of libraries, halls and community centres and are continuing to develop our Community Hubs to ensure they meet the needs of our communities. Our first Cost of the School Day conference took place in June with 100 participants and feedback will be used to inform our plans to tackle child poverty.

Following a pilot as part of our Rapid Rehousing Transition Plan, we have reduced the percentage of households homeless for more than six months from 76% to 22%. In addition, our housebuilding programme continues, stretching across our localities.

We realise that our island communities can face very specific challenges and we have undertaken significant consultation with our island communities to confirm their priorities to create bespoke Island Plans. These plans will be valuable not only in terms of how we deliver our services, but also for island communities and businesses to use to leverage additional specialist funding to meet their needs.

By continuing to work together we really can create a North Ayrshire that is 'Fair for All'.

Our Vision

A North Ayrshire that is 'Fair for All'

Our Mission

Working Together to improve well-being, prosperity and equality in North Ayrshire

Our Priorities

Aspiring Communities

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

Inspiring Place

- ◆ Well connected with effective infrastructure
- ◆ Homes that meet residents' needs
- ◆ Vibrant, welcoming and attractive environment
- ◆ A sustainable environment

A Council for the Future

- ◆ 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

Aspiring Communities

Key Activities

Active and Strong Communities

We agreed a new model for the provision of libraries, halls and community centres and further development of our community hubs. This followed consideration of our ongoing Community Hub response to the Covid-19 pandemic and extensive consultation in 2019 and spring 2021, which resulted in plans being reviewed based on feedback from our communities.

Our Community Support Hub model has been central to our pandemic response. Hubs are established across our localities to offer information and support. Building adaptations and team relocations are now complete at Kilwinning, Stevenston and Largs Libraries as well as Redburn Community Centre. Our teams are continuing to work on establishing the wider network.

To complement our Community Hub work we are still maintaining a range of online resources for local opportunities and support. This includes Virtual Community Centres on Facebook as well as dedicated groups for Funding and Community Capacity and six Locality Partnership groups. Our Council and Community Planning Partnership websites provide a range of resources. We have launched the first edition of 'Irvine Chit Chat' a pilot local newsletter with the potential to build up to a fuller directory of services and supports. Other thematic directories continue to be built including community mental health and wellbeing, green health and internal schools support.

As at 30th September, 2.63% of our budget is being allocated by our residents, well above our 1.1% target this quarter. This is the highest proportion since we began monitoring participatory budgeting and is due to increased officer awareness of participation and capital projects led by our communities, such as Lochshore.

Five of our six Locality Partnerships have agreed refreshed priorities following extensive research on local issues including demographic, health and financial profiles and a 14-week public consultation.

Our online consultation platform Your Voice Your View has been central to consultation and public engagement, especially due to restrictions. It has been used for the review of Halls, Centres and Libraries, Locality Partnership priorities and the development of our new Community Learning and Development Plan approved by Cabinet in September.

Our [Community Learning and Development Plan for 2021-24](#) sets out how we will support each of our localities by providing digital learning and career support, address poverty including food insecurity and by doing so improve the life chances of our residents.

Our community food provision continues to be strengthened and currently includes a network of nine pantries/larders. The pantries provide residents with access to a range of food in a supermarket like environment for a nominal payment, ensuring access to affordable food with dignity. Five additional pantries are being planned.

Community Investment Fund

Our Community Investment Fund (CIF) supports community led projects across North Ayrshire. In June approval was given to increase the fund by £1million to support recovery and renewal in our communities with consideration being given to an additional £2million later this year.

An overview of CIF projects to date shows Locality Partnerships have awarded £1,272,409. This has enabled communities to leverage an additional £3,623,749 of additional funding from other sources. On average, for each £1 of CIF granted to communities, £2.80 has been awarded from additional funding. Recent awards include:

- Irvine Youth Forum were awarded £100,000 to establish a Youth and Community Skills Hub in Bridgegate, Irvine.
- Kilwinning Rangers Juniors and Kilwinning Rangers Youth Club awarded an additional £15,000 for their multipurpose youth and community hub.
- £75,000 released from previously agreed £200,000 to assist with building works at Millport Town Hall.
- Kilwinning Community Events awarded £45,000 to further develop McGavin Park with an assault course.
- Kilwinning Community Football Academy awarded £45,000 to contribute to a 4G all weather replacement pitch surface.
- Garnock Valley Men's Shed were awarded £20,000 for a replacement heating system that is intuitive and only heats rooms as required.



the ELC Standard Design Brief and is referred to for our new build Early Years Centres and Primary Schools.

Year seven Scottish Attainment Challenge outcomes and project plans have been established with a focus on reducing the poverty related attainment gap in literacy, numeracy, health and wellbeing. Schools continue to implement a range of initiatives and interventions through Pupil Equity Funding to reduce attainment gaps at school level.

Children and young people experience the best start in life

Our first Cost of the School Day conference took place online on 11th June 2021 with over 100 participants including our young people, teams and partner organisations. Feedback from the day will inform a focussed action plan to address issues raised and ensure the cost of the school day is not a barrier to participation in school for any of our young people.

We have appointed a Quality Improvement Officer specifically to lead improvements for our Care Experienced Children and Young People. This supports our statutory duties relating to the education needs, provision and outcomes for care experienced children and young people including: Reviewing and improving current practice to ensure the best possible outcomes for children and young people who are care experienced; supporting schools and partner services to close the care experienced poverty related attainment gap; and raising the educational attainment and achievement of care experienced children and young people.

Capital investment on the refurbishment and extension of our early years estate and outdoor learning spaces is ongoing to support access to 1140 hours of free childcare per year. Currently 35 of our 41 early years classes and centres scheduled for improvement works have been completed.

We developed an Outdoor Play Strategy for our Early Learning Centres (ELC) which is now included within

Our [Parental Involvement and Engagement Framework](#)

has been launched and shared with schools and Parent Councils. It aims to ensure all parents and families are involved in their child's education and learning, are active participants in school, can support their child's learning and are encouraged to express their views on education.

Schools and parents are beginning to work more collaboratively to set improvement priorities through a variety of approaches including parent focus groups. Though this has been limited due to current Covid-19 restrictions, our Family Learning Team are already taking forward improvements following requests from Parent Council groups to establish community uniform swap-shop networks. In addition, 19 families have accessed one to one support from our Family Learning Team which involved setting their own outcomes and creating workplans. So far 15 plans have been completed.

[Mental Health and Wellbeing](#)

To support the mental health and wellbeing of our children, particularly due to the impact of Covid-19, we have set up a Community Mental Health and Wellbeing steering group and are creating and enhancing community wide supports for children, young people and families. This is in line with the aims of the Community Mental Health Supports and Services Framework. We have implemented programmes which address the root causes of poor

mental health, particularly those resulting from the pandemic and are looking to implement "A whole school approach framework" for schools to support children and young people's mental health and wellbeing.

Our [Nurturing North Ayrshire's Recovery Professional Learning programme](#) was successfully completed to ensure our teams could fully understand the impact of lockdown on our children and young people and offer support. Nurture has proved to be very effective in supporting our young people, with nurture groups in North Ayrshire re-established in almost all settings and partnership working continuing to be a key feature of Nurturing North Ayrshire practice.

We are currently promoting the Scottish Youth Parliament Elections and supporting our young people and candidates with advice and training. The two-yearly elections are due to take place from 8th to 12th November.

Food Provision

In August we successfully expanded the provision of universal free school meals to primary four pupils across North Ayrshire. Planning commenced in early June to assess staffing, equipment and meal requirements for the phased roll out across all primary school children due for completion in August 2022. Coordinated site visits took place across the entire school estate in September to assess the impact on dining capacities, kitchens and existing spaces in schools. These visits will inform funding bids to be submitted to the Scottish Government.

We are now providing the new Scottish Milk and Health Snack scheme, lunches and light tea for all children at our Early Years Centres. Additional Facilities Management employees have been recruited to accommodate the additional Early Years sites and the roll out of universal school meals.

School Leavers

Our teams in Connected Communities and Economic Development together with the wider Local Employability Partnership are working collaboratively to ensure that all our young people who have left or are leaving school are well supported. Work is ongoing to ensure that our young people who left school during the summer have moved into positive destinations such as work or further education and our winter school leavers are prepared for their transition into their post-school environment.

Our young people with additional support needs (ASN) require tailored support when leaving the school environment. Our schools continue to liaise with appropriate post-school agencies, Skills Development Scotland, Ayrshire College, the wider further and higher education sector and our Employability Service. Transition planning for our young people with ASN is instigated a minimum of 12 months in advance of their statutory leaving date to ensure that progression pathways are well planned and involve all necessary partners.

Inclusive, growing and enterprising economy

In June we received Cabinet approval of a £1million investment to assist start-up and early-stage business growth and support our economic recovery.


To mark one year since the launch of our Community Wealth Building (CWB) Strategy we held an update event for Elected Members. Employees from teams directly involved with the CWB Strategy provided updates on activities and 21 Elected Members attended.

Five businesses are being supported with Employee Ownership Transition (EOT)/cooperative development strategies. This is a key element to our Community Wealth Building Strategy to develop a wellbeing economy. In addition we are working in partnership with Cooperative Development Scotland to upskill our business advisors on plural ownership models.

To ensure our recruitment process is as inclusive as possible we have introduced the "See Me CV" initiative on a pilot basis for Modern Apprentices. It involves uploading a video CV to enhance recruitment accessibility and supports our aim of being a Disability Confident Employer. The first job advertisements were published in late March, with closing dates in April.

Following our launch of one of the largest Kickstart Programmes in Scotland, approximately 450 jobs were made available to young people during the





summer. A supplement was applied to the programme to ensure payment of the Living Wage.

Implementation began of the £3million Ayrshire Growth Deal Community Wealth Building Fund in April 2021 including the recruitment of a Fair Work Ayrshire Programme Manager and Business Locality Officers.

Supporting Local Procurement

Local procurement, sourcing services and supplies from local providers, is key to supporting our economy and is central to our Community Wealth Building (CWB) Strategy. We participated in an Ayrshire-wide Meet the Buyer event in April to promote upcoming procurement opportunities and support our local businesses to bid for public sector contracts. A Connected Leadership procurement learning event was held in May and 27 managers participated in the session.

To ensure the availability of services and supplies locally is visible, our Corporate Procurement and Business Development teams have implemented an improved process which allows deeper market and locality engagement before commissioning work.

Procurement contracts can result in community benefits in addition to the services or supplies being provided. We launched our 'Community Wish List' in September to enhance community involvement and maximise opportunities for community benefits from single supplier contracts. This is an online database of our community and third sector needs which can be shared as part of the Invitation to Tender (a key element of the procurement process which outlines our requirements). As a result, businesses can choose relevant 'wishes' as part of their tender application, to be delivered as part of their contract if successful. A formal launch is planned as part of Challenge Poverty Week in October.

Residents and communities, enjoy good, life-long health and wellbeing

Our two new, purpose-built respite facilities for adults and young people with additional support needs were opened. Red Rose House and Roslin House are situated next to the new Lockhart Campus in Stevenston. Each have eight ensuite bedrooms which open out into landscaped gardens. They provide a range of activities that enable guests to enjoy short respite breaks as part of their care and support plans.

The move to re-design older people's services through the Home First approach has progressed significantly over the last two quarters. A new team manager has been appointed, a new Social Worker has joined the

team and two Occupational Therapy Assistant roles were advertised.

Recruitment within our Care at Home service has been ongoing throughout 2021 to increase the Care at Home capacity to cope with current levels of service demand. Nationally recruitment of social care employees is being highlighted as a significant challenge and this is being seen in North Ayrshire. In addition to attracting new social care employees, we are focussing on the retention of our existing workforce. An additional 79 new posts were identified for recruitment in late 2020 however to date approximately 50% of these have been filled.


The Integration Joint Board (IJB) approved a plan for restarting Older People's Day Services in August and planning for remobilisation has commenced, with anticipated reopening expected in early 2022.

To support our prioritisation of integrated island services including unscheduled care, we have recruited a nurse practitioner to Arran to assist in this development.

Our Health and Social Care Partnership Charging Policy has been implemented. Unpaid carers will also no longer be charged for residential respite. We are continuing our Self-Directed Support (SDS) redesign and implementation of carers assessments. A new implementation plan was developed in 2020/21, however we expect further guidance from the Scottish Government due to the review of adult social work which included SDS and carers.

Our Active Communities Strategy is progressing, a new orienteering course at Eglinton Country Park has been launched and positive discussions regarding a STEM Trail on Cumbrae are underway. KA Leisure, who run our leisure facilities, have restarted their walking groups and increased access to facilities. Better Places Funding has been used effectively at Eglinton Country Park to help mitigate the effects of increased visitors.

Our Better Off Hub has officially launched. The hub, which provides holistic financial advice to our residents to improve their situation long-term has seen the number of referrals increasing. Since 1st April we have received 197 referrals of which 140 residents have had an online or face to face consultation. This is many more than we had anticipated, based on our original Better Off programme in the Three Towns, we had estimated 100 residents would engage with us in the first year,



rather than 140 in the first six months, so it reflects the demand for this service.

When face to face meetings have not been possible, many of our clients have benefitted from free digital devices from Connected Scotland, via our Community Learning and Development Team, to have consultations online. Difficulty in recruiting has put some services under pressure, however we are establishing new referral pathways and hope to recruit assistance in October.

Our Community Mental Health Team has undergone significant redesign in the last 12 - 18 months, integrating health and social care services and introducing primary care practitioners to general practice, Ayrshire College and Housing First. We have developed new care pathways within the service itself, and interface pathways with Alcohol and Drug, Perinatal and Unscheduled Care Mental Health Services.

There is significant demand on mental health services prior to Covid -19 and currently, with a 23% increase in referrals to our Community Mental Health Team between June and September, compared to the same period last year. The service is focussing on prioritising those in need of specialist mental health services and how these needs can be best met.

Our Children and Adolescent Mental Health Services (CAMHS) is currently going through a period of redesign and reconfiguration using the National Specification for CAMHS, forthcoming National Neurodevelopmental Specification and the recommendations from the review of Community Eating Disorders Services. Core to the approach is the CAMHS Extreme Team, a method of bringing partners together regularly in a highly focussed environment to drive change. The full CAMHS model will be operational for June 2022.

Residents and communities are safe

To support our early intervention and prevention work, six of our employees took part in an accredited programme with the Safer and Together Institute. This approach keeps a child safe and together with their non-abusive parent in cases of domestic violence, while working alongside perpetrators to reduce risks of harm. As a result, training has begun on a multiagency basis alongside Women's Aid. Additionally, training for trainers has commenced, supporting further roll-out of the model from next year.

During lockdown there were concerns that women and girls were at an increased risk of domestic abuse.

Our Safer North Ayrshire Partnership (SNAP) in partnership with East and South Ayrshire have developed a Pan-Ayrshire Multi Agency Domestic Abusive Conference Process (MARAC).

Representatives from statutory and non-statutory agencies collaborate and discuss individuals at risk of serious harm due to domestic abuse. In addition, a Safe Space initiative has been developed to establish safe places in our communities, such as designated shops, where women can reach out for help. Training has been delivered to Specsavers staff and we are looking to roll out Safe Spaces to dental practices.

SNAP also began delivering the Safer Shores Plan when the warm summer weather suggested increased tourism to Irvine Beach. This ranged from a consistent communications plan across all partners for public safety messaging, regular meetings to allocate resources, increased scrutiny of travel including management of alcohol and sharing intelligence between our Council (including CCTV footage), Police Scotland and traders. As a result over 1,000 litres of alcohol was seized by British Transport Police and ScotRail on one day (though not all destined for North Ayrshire) and low level crime and antisocial behaviour was dealt with swiftly.

We have embarked on a project with Health Improvement Scotland for Reducing Harm and Improving Care for people experiencing Homelessness who require alcohol and drug services within North Ayrshire. This is to allow us to identify and understand where prevention activities could intervene within Health systems to reduce the risk of crisis and subsequently homelessness.

During 2020-21 we undertook a pilot as part of our Rapid Rehousing Transition Plan to allocate all social rented lets in North Ayrshire to homeless households or those with a strategic need for housing. This included prioritising households with children (recognising the impact of homelessness on childhood trauma) and women experiencing domestic violence. Prior to the pandemic 76% of households were homeless for more than six months. This has significantly reduced to 22% as at September 2021.

Case Study – Lockhart Campus

Our new Additional Supports Needs (ASN) school began welcoming our children and young people in August. Pupils were gradually introduced to the school over a number of days to enable them to get used to their new and exciting surroundings. Gradual acclimatisation is key to ensuring our ASN young people feel comfortable and safe during periods of change. Understanding the importance of this and the restrictions posed by Covid-19, the Project Team worked with our IT team back in November 2020 to initiate this gradual introduction. They created a virtual reality 360 degree experience for our pupils, which gave our young people the ability to navigate and see their school for the first time.

The £31.3million school at Stevenston, next to Auchenharvie Academy, replaced James McFarlane, Haysholm, Stanecastle and James Reid schools. A very attractive and welcoming building, Lockhart Campus offers a range of classroom settings, a swimming pool, hydrotherapy pool, sensory rooms and a soft-play area. There are also outdoor learning spaces including external classrooms. All providing our children with a range of educational and developmental support. With such an important facility available to North Ayrshire, our Health and Social care colleagues will also have access to the facilities to enable them to deliver first-aid, therapy and other treatments.

Lockhart Campus will have significant positive impacts on our children and young people and we wish them all the best in their new school.



Aspiring Communities

Areas of Focus

Over the next six months we will focus on the following areas:

Active and Strong Communities

- ◆ We will work with Locality Partnerships to consider the work already underway against the local priorities and further opportunities. This will be supported by the £1million increased investment in the Community Investment Fund.
- ◆ We will develop a participative democracy strategy, which will cover the various ways that local people can have their say, take part, share decisions and take on community leadership and ownership.
- ◆ We will support our young people to participate in the Scottish Youth Parliament Elections.
- ◆ We will develop our Tenant Led Budgeting approach for approval before being presented to the North Ayrshire Network.
- ◆ We will increase our use of “Your Voice, Your View” online consultation platform.

Children and young people experience the best start in life

- ◆ We will complete refurbishment works on our Early Years Centres.
- ◆ We will continue to roll out of universal free school meals, with Primary 5 children in January 2022 and Primary 6 and 7 in August 2022. We will submit a funding bid for capital work to accommodate the expected increase in school meal uptake.
- ◆ We will plan for the implementation of catering responsibilities within the Scottish Government’s Programme for Government including a universal school milk scheme, breakfast provision and holiday meals programme.

Inclusive, growing and enterprising economy

- ◆ We will produce a draft Ayrshire Regional Skills Investment Plan.
- ◆ We will encourage Ayrshire Integrated Joint Boards to sign the Ayrshire Community Wealth Building Charter as part of the Charter’s one year anniversary.

Residents and communities, enjoy good, life-long health and wellbeing

- ◆ We will recommence Older People’s Day Services.
- ◆ We will establish routine face to face appointments at our Better Off Hubs in addition to existing online options, establish additional referral pathways and recruit assistance to help meet higher than expected demand.
- ◆ We will support an additional five community larders with our communities and partners to ensure food provision for our residents.

Residents and communities are safe

- ◆ We will deliver a robust programme throughout the 16 Days of Activism on violence against women and girls, which runs from 25 November until 10 December 2021. The North Ayrshire theme this year is ‘young people and healthy relationships’, targeting schools in particular.
- ◆ We will resettle homeless households with the highest level of complex needs into a Housing First Tenancy with a bespoke package of support to meet their needs.
- ◆ We will present a Tenant and Residents’ Domestic Abuse policy to Cabinet for approval.



Inspiring Place

Key Activities

Well connected with effective infrastructure

Our Active Travel and Transport Team have secured funding from a range of sources for the continued implementation of active travel and transport priorities across North Ayrshire. These projects are currently in development and on target for completion within the funders' timescales:

- ◆ Brodick to Corrie Cycle Path - £40,000 for design development.
- ◆ Bus Corridor Improvements - £150,000 for improvements to bus stop infrastructure.
- ◆ Bus Route Congestion Reduction Measures - £100,000 for the continued implementation of an Urban Traffic Control system to support bus priority on the Route 11 Service.



- ◆ Irvine Cycle Friendly Town - £250,000 for continued implementation of the Study recommendations
- ◆ Bus Partnership Fund - £200,000 for extension of the Bus Routes Congestion project and to investigate the potential for bus lane extension at Pennyburn Roundabout
- ◆ Travel Smart - £126,000 for the continued implementation of the Travel Smart behaviour change project and Trinity Active Travel Hub activities

We have successfully obtained a grant of £150,000 from Sustrans for the improvement works to the cycle path network carried out by Streetscene. This created additional seasonal employment to carry out the required work. In addition a grant of £56,000 was successfully obtained from Nature Scotland to help manage increased visitor demands.

Our levels of occupancy within our industrial estate remains high and a tenant has been secured for the newly constructed unit at Kyle Road in Irvine. Occupancy in office and retail premises is more challenging, in-line with local and national challenges in these sectors. The Transformation Team have prepared an Estates Transition Position Statement regarding the proposed changes to the management arrangements for the commercial portfolio.

A £1million Community Asset Transfer Start Up Fund was approved by Cabinet as part of the Recovery and Renewal Investment proposals in June. It will support Community Wealth Building through increased community ownership of land and assets. Since April two Community Asset Transfers have been agreed by Cabinet:

- ◆ Pirnmill Community Centre on Arran will transfer to Pirnmill Villlage Association who have been successfully operating the community centre for 30 years under a lease agreement.
- ◆ Raise Your Voice with Ardeer (RYVA) have secured the asset transfer of land at Stevenston shorefront to construct a brand new community owned building for activities for residents and visitors.

Our Roads Asset Safety Inspection Policy has improved our effectiveness through improved resource allocation and specifications. For example, an intensive road defect repair programme was undertaken in April/May this year to prevent further deterioration particularly in our residential streets and reduce the requirement for reactive repairs. This enabled the internal operations team to then focus on the planned works programme which benefitted from an additional £1million investment this year to help improve the condition of our network.

Ayrshire Growth Deal

Ardrossan North Shore - Our Council approved support investment in the site infrastructure as part of our Ardrossan Coastal Quarter investment programme. Preparation of technical designs will allow issue of enabling works tender package in November 2021.

Develop Marine Tourism – Technical works to identify the viability of marinas is underway in Arran and Cumbrae and development work is taking place with our island communities to investigate operating models and sustainable business plans.

Hunterston Strategic Development Area – We are working to unlock the strategic capacity of Hunterston, its assets and investments, to maximise its impact across energy, circular economy and blue economy sectors, and this has secured leading expertise capacity through universities to assist developing a strategic proposition for Hunterston.



Great Harbour – Our Outline Business Case was approved by the Scottish Government in June and we aim to appoint our design team in October 2021 which will allow the further development of project principles, design and cost information.

Homes that meet residents' needs

Despite the impact of both the Covid-19 pandemic and our exit from the European Union on labour and materials, to date the Strategic Housing Investment Plan (SHIP) has delivered 521 new Council homes

Our housing development work is as follows:

- ◆ **Irvine and Kilwinning** – Works are currently on site for 233 homes within Irvine and Kilwinning at the Towerlands, Dalrymple Place and Harbourside, Irvine sites and at St Michael's Wynd in Kilwinning. 29 of these homes have been handed back to Housing Services to date.
- ◆ **Garnock Valley** – The former Garnock Academy site has been increased to 50 houses to provide replacement homes for the Garnock Valley regeneration projects at Laburnum Avenue, Beith and Newhouse Drive, Kilbirnie. The Laburnum Avenue site can deliver approximately six new homes whilst the Newhouse Drive site can accommodate around seven new homes.
- ◆ **Three Towns and Arran** – 131 new homes are planned for the Three Towns area in Springvale and James Reid, Saltcoats, Afton and Caley Court in Stevenston, James McFarlane in Ardrossan and Brathwic Terrace in Arran. Works are currently on site at Brathwic Terrace, Arran and Springvale, Saltcoats. Works commenced on site at Caley Court in summer 2021.
- ◆ **North Coast & Cumbrae** – 179 new homes are being developed over four sites in the North Coast and Cumbrae, including a new supported accommodation complex and two new sheltered housing complexes in Flatt Road and St Colm's Place. The 18 homes developed at St Beya Gardens, Cumbrae were completed during summer 2021. 74 of the 123 houses at Flatt Road, Largs have been handed back to Housing Services to date.

Our standard house types have been reviewed by Housing Services' Occupational Therapists to ensure that they can adapt to our residents' changing needs as far as is practicable. Discussions are held with our Registered Social Landlord (RSL) partners at the development phase to give consideration to any bespoke housing that may be required for housing applicants with complex accessibility needs.

Vibrant, welcoming and attractive environment

Following Cabinet approval in June, plans have been finalised for expenditure of a £900k investment in our play parks, street furniture and general open space infrastructure. We have seen more people reconnect with nature following the pandemic, and the rise in domestic tourism particularly at our coastal locations has been well documented. The planned improvements will therefore benefit our residents and visitors to North Ayrshire.

A Community Wealth Building Estates Officer was appointed to the Business Support and Development team in summer 2021 to analyse our commercial property estate to ensure it supports the growth and aspirations of local businesses.

Construction of the Garnock Visitor and Community Hub at Lochshore (site of former steelworks) commenced in June 2021.

We have submitted applications for £45million of funding through the UK Government's Levelling Up Fund for the upgrade of the B714 and acceleration of the regeneration of the North Shore and Lochshore sites.

We have applied to the UK Government's Community Renewal Fund (CRF) for a pilot project to develop Place Frameworks for Saltcoats and Largs. If successful it will build on earlier engagement that identified local needs and look at potential solutions to ensure we can work with communities to create attractive and successful places.

We have engaged with our tenants in areas where regeneration projects are taking place, issuing newsletters and asking for feedback on what improvements tenants would like to see in their area. A questionnaire has been issued to all residents of our first two Sheltered Housing refurbishments, asking what improvements they would like.

We have made two successful bids totalling £163,000 to the Better Places Fund for new bins, litter packs, enforcement team resource and upgrades to Eglinton Park. A bid has also been submitted to the Rural Tourism Infrastructure Fund and we've successfully made it through to Round Two of this process.



Our Islands

To build on previous engagement and inform the development of Island Plans, a comprehensive and in-depth engagement process has taken place with communities on both islands during August and September 2021 to identify if previous priorities are still relevant and what changed or new priorities and actions are required to support island recovery and renewal.

We have undertaken an economic profiling exercise for the Cumbrae economy, with community and Elected Member consultation. Both this profile and [The Impact of Covid-19 on the Arran Economy Fraser of Allander report](#) provide a baseline that can be updated to inform our evidence-based approach to policy.

We have submitted an ambitious bid to the UK Government's Community Renewal Fund for an Islands Green Programme which will: Support resilience and competitiveness of island businesses; accelerate the path to net-zero islands and support decarbonisation; and improve island connectivity for low carbon, active and sustainable travel on the islands.

Development work is taking place with the island communities to investigate marina operating models and sustainable business planning processes. Additional investment opportunities are being explored to support the Ayrshire Growth Deal (AGD) marina projects and at other potential sites to support the wider marine tourism sector across North Ayrshire. This work is aligned to AGD timescales.

A sustainable environment

Our third consecutive Environmental Sustainability and Climate Change Strategy 2021-23 was approved by Cabinet in May 2021 and provides a roadmap of actions to achieve net-zero carbon status across North Ayrshire by 2030. In addition, our Electric Vehicle Strategy 2021-2025 was also approved which will help reduce carbon emissions, improve local air quality, health and wellbeing.

Implementation of our Tree Planting Strategy continues to gather pace. Proposals to plant over 20,000 trees this growing season are underway, including at Lochshore, across our school estate, and various other locations. This will bring a range of benefits including carbon absorption, new habitats to support biodiversity, and sustainable flood risk management.

Our Waste Service has been exploring the potential scope of a 'remakery' project to support an increase in re-use and repair within North Ayrshire that also aligns to the principles of Community Wealth Building, the Zero Waste Strategy and contributes to the development of a circular economy.

Initial bids for funding to the national Recycling Improvement Fund have been submitted to improve waste infrastructure, signage and separation options within household waste recycling centres, including improving opportunities for reusing more bulky waste. The results of the bid submissions are expected in late October 2021.

Waste Resources and Economic Development are supporting the third sector to potentially establish a green waste composting project as part of a pilot Public Social Partnership on Arran. Zero Waste Scotland recently hosted a workshop with a range of local community, third sector and business representatives to discuss an on-island community garden waste composting facility. We will develop a business case to confirm whether the project is viable.

Household Recycling performance for April to June 2021 increased to 59.6% compared to 54.1% for the same period last year (which included the Covid-19 lockdown period). This is strong performance as we are still dealing with higher volumes of household waste while our residents continue to work from home where possible. We are almost back to our pre-pandemic level of 61.2% for the same period in 2019/20.

We have introduced a new pre-order system across primary and secondary school catering which will result in food only being prepared and cooked if it has been ordered and will lead to a reduction in food waste across all production kitchens.

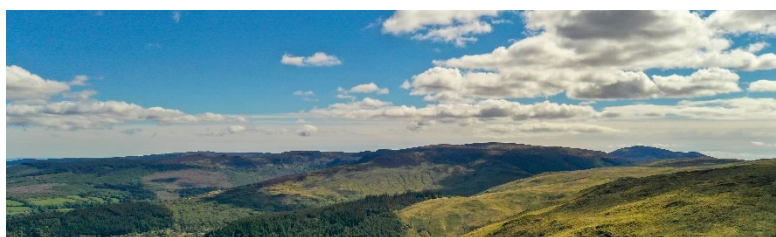
Development of our district heating schemes is progressing. Installation at Flatt Road is ongoing with multiple properties live on the network. Part of the Irvine Harbourside development will be served by a small district heating network.

As at the end of September, we have completed solar panel installations for 437 of 500 of our Council houses. In 2021 we have received 307 referrals, though some were withdrawn by residents or were for unsuitable properties.

The Upper Garnock Valley Flood Protection Scheme is currently under construction and due for completion in spring 2022. The Millport and Mill Burn Schemes have both been confirmed and are moving towards tender stage with construction expected to begin on both in 2022. Various flood risk studies and three schemes have been proposed for the second cycle of the Ayrshire Flood Risk Management Plan and the Strategy document is currently being consulted on.

Despite increased demand through coastal tourism our street cleansing serviced has received an excellent final Local Environment Audit and Management System (LEAMS) score for 2020 / 21 which was verified by Keep Scotland Beautiful during September provided a final score of 91.3%. The results of the report show significant improvements in reduction of dog fouling, fly tipping, fly posting and graffiti despite the pandemic.

A pilot providing opportunities for local businesses to advertise on roundabouts has been established. Following road safety audits, 24 locations in Irvine have been approved and have received planning consent for advertising. This initiative provides a low cost and effective mechanism for local businesses to advertise in key locations, supporting our Community Wealth Building approach and the economic recovery from the pandemic.





Case Study – The Future is Bright – Solar PV Farms

Following approval in January of a solar photovoltaic (PV) farm at the former landfill site at Nethermain, Kilwinning, the tender specification has been published which is a key step in awarding the contract for construction on the former landfill site.

This project is central to our Environmental Sustainability and Climate Change Strategy 2021-2023 and when complete is expected to generate 34% of our Council's energy needs, reduce CO₂ by 501 tonnes per year and provide a financial surplus of approximately £13million that can be reinvested in North Ayrshire.

Yvonne Baulk, Head of Service (Physical Environment), said: "We are very excited by the plans to transform what is currently a vacant, former landfill site into a state-of-the-art facility providing clean energy and reducing our carbon emissions.

"In the last few years, we have taken great strides as a Council to lead by example in efforts to curb climate change and have reduced our own carbon emissions by more than 28% through a wide range of carbon reduction projects.

In addition, we are exploring the development of a further solar PV farm at the former landfill site at Shewalton. This proposal, as part of our Recovery and Renewal Approach, would reduce CO₂ by 358 tonnes each year and is expected to generate income of £642,000 annually."

The plans demonstrate how we can use landfill sites of our past, to generate our future.

Inspiring Place

Areas of Focus

Over the next six months we will focus on the following areas:

Well connected with effective infrastructure

- ◆ We will prepare Capital investment programmes for Structures, Network and Lighting for 2022/23 in line with our Roads Asset Management Plan (RAMP).
- ◆ We will procure and implement a new Wi-Fi supplier in 15 libraries, the Harbour Arts Centre, Heritage Centre and Eglinton Country Park.
- ◆ We will appoint a Digital Renewal Manager to support the development of digital infrastructure and digital economic transformation in North Ayrshire.
- ◆ Great Harbour - We will engage with stakeholders, including our residents and progress initial investment in the Harbourmasters Office subject to advice from our conservation architect as well as design and cost information.
- ◆ Marine Tourism – We will engage with partners regarding potential revisions to Ardrossan marina facilities due to additional works required.

Homes that meet resident's needs

- ◆ We will seek Cabinet approval of our Strategic Housing Investment Plan (SHIP) 2022-27.
- ◆ We will purchase another two empty homes meet our target of bringing four homes back into the affordable housing supply during 2021-22.

Vibrant, welcoming and attractive environment

- ◆ We will finalise our Island Plans with our communities and present to Cabinet for approval.

- ◆ We will roll-out installation of new play equipment and street furniture as part of a £900,000 public realm investment.
- ◆ We will launch and progress applications for a new Property Re-purposing Grant Fund. The fund will support feasibility work to assist land and assets being regenerated for environmental, economic or social purpose and aligned with Community Wealth Building aims.
- ◆ We will progress proposals for a new Volunteering Strategy for Streetscene and 'Adopt-a-spot' litter picking initiative.

A sustainable environment

- ◆ We will progress the development of both Nethermains and Shewalton Solar PV farms, representing an investment of up to £12million.
- ◆ We will work with Zero Waste Scotland and the third sector on Arran to conduct a feasibility study on the viability of a community composting facility on the island.
- ◆ We will develop an internal communications plan linked to our Environmental Sustainability and Climate Change Strategy 2021-2023 to encourage our workforce to be 'Plastic Smart'.
- ◆ We will develop funding proposals for Scottish Government's Recycling Improvement Fund, which align and support delivery of our Zero Waste Strategy.
- ◆ We will work with our partners to implement our tree planting programme, including planting as part of the major regeneration project at Lochshore.
- ◆ We will introduce a pilot recycling system aligned to household waste recycling in seven of our schools, including dedicated plastic bottle and can recycling (a common source of litter around our schools) and promote the 'Ob-litter-ate' anti-litter campaign at Largs, Auchenhavie and Greenwood Academies.



A Council for the Future

Key Activities



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

We began the phased reopening of our face-to-face services, initially with Kilbirnie and Irvine Libraries in May. This was followed by our Customer Services Centres in Bridgegate, Irvine and Saltcoats Town Hall in August. All our open buildings have appropriate Covid-19 safety measures in place. We have maintained service contact through online methods and telephone contact and continue to encourage our residents to use these methods where possible.

We have supported KA Leisure (who manage our leisure facilities) to implement the Recovery and Renewal Plan. Financial recovery planning is being progressed and discussions are focussing on the 2022/23 budget forecast.

As we enter a period of recovery and renewal, our Community Facilities and Information and Culture teams have supported community organisations to begin their activities again in a Covid-safe way, through the development of restart toolkits, advice and insurance information.

To progress our Digital Strategy, we have engaged with our residents including our children and young people as well as our employees. Further engagement is planned with our Youth Cabinet and Elected Members.

We delivered a Covid-safe [Scottish Parliament Election](#) on 6th May with a turnout of 64.7% for Cunninghame North constituency (37,343 votes cast) and turnout of 58% for Cunninghame South (30,214). We also delivered the [Dalry and West Kilbride By-Election](#) on 12th August with a turnout of 36.3% (3,770 first preferences).

An efficient Council that maximises resources and provides value for money

Our Intranet site, known as Connects, migrated to SharePoint in August and is receiving positive feedback from teams with an official launch due in October. This new platform provides immediate access to internal information including policies, team information and processes, in a much more user-friendly way. As a result, it will increase efficiency across our Council.

We are continuing to rollout a new cloud based wireless network solution which will improve our IT network speeds, crucial to our operations. Currently 51 corporate and educational sites have had their wireless network upgraded. In addition, we are upgrading our wide area network (WAN) which will improve internet capability and access to cloud-based services, further improving our efficiency.

We have developed a new 'Benefits Realisation Framework' which acts as a monitoring tool to assist with medium-long term financial planning. The monthly Transformation Board meeting alternates between the Council Plan priorities of Inspiring Place, Aspiring Communities and A Council for the Future. It monitors ongoing project delivery and contributes to the development of new projects.

Incident response and business continuity plans have continued to be developed and tested so we are as prepared as possible for any cyber-attacks. This included testing our incident response plans using a major ransomware event scenario. We are preparing for a Council-wide business continuity exercise in October.

Using technology we can more efficiently improve the condition of our Council estate, condition surveys can now be undertaken using a touch screen laptop on site. As a result, information can be updated in real time, significantly reducing any delay in the data that informs our investment decisions.

A valued workforce that delivers high quality services

Our Workstyles have been reviewed and re-launched and each post has been allocated one of four workstyles: Inbuilding, Mobile, Agile and Home. These recognise the importance of maintaining a working style that supports the wellbeing of our workforce and ensures service delivery. Our job advertisements now include the workstyle for the post which will be a key element in ensuring we remain an employer of choice.

Our Connected Leadership Programme, aimed at strategic leaders held a number of events to increase knowledge and skills on a variety of topics including Business Continuity Management, Cyber Security and Managing Emotional Wellbeing. A full programme is planned for the remainder of the year and planning has already commenced for 2022. The sessions are being well received by Senior Managers.

Wellbeing support for our school teams is crucial to ensure that we are able to meet the needs of our children and young people. We are delivering a comprehensive career-long professional learning programme and have delivered wellbeing sessions to probationer teachers. We publish a termly Mental Health and Wellbeing Bulletin and have provided our education teams with access to an e-learning module "Looking after Yourself". In addition we are providing

coaching and support with implementation of updated curricular resources.

Our Livewell/Workwell programmes continue to provide support and guidance to our workforce through sessions on Bereavement, Trauma and Grief Awareness, Managing Emotional Wellbeing and Prostate Cancer Awareness in addition to extensive resources available through our intranet. Our Occupational Health provided resources through their Wellbeing Calendar, including Bowel Cancer Awareness, Women's Health Awareness, Sun Awareness, Benefits of staying hydrated and Know your Numbers (healthy blood pressure).


We have publicised the 2021/22 NHS Flu Vaccination programme which has been extended this year meaning a significant proportion of our employees are now eligible to receive this.

A powerful and respected voice

The Community Wealth Building Commission has held a discussion on priorities for a Scottish Community Wealth Building Act.

We are currently responding to a number of national consultations around the National Care Service, 2021 Direction and Scottish Government Island Bond (see [Areas of Focus](#) below).





A Council for the Future

Areas of Focus

Over the next six months we will focus on the following areas:

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

- ◆ We will explore the 'Access to Our Council' initiative, which aims to streamline the process for initial contact and enhance collaboration across services.
- ◆ We will prepare for the Local Government Elections scheduled for May 2022.

An efficient Council that maximises resources and provides value for money

- ◆ We will contribute to the consultation and prepare for the introduction of the Accounts Commission's 2021 Direction for April 2022. The Direction outlines how we will continue to demonstrate our statutory duty of Best Value for our residents.
- ◆ We will establish a hybrid format of in person and virtual attendance across all our committees in line with Covid-19 regulations.
- ◆ We will launch the Workforce Information tool for managers using Microsoft Power BI. This will give managers a detailed overview of their teams, including overtime, absence management as well as learning and development.
- ◆ We will prepare for a Council-wide business continuity exercise in October.
- ◆ Following the successful roundabout advertising and floral bedding pilots, we will assess further advertising opportunities to support local businesses by using our public realm assets in a creative and innovative way.

A valued workforce that delivers high quality services

- ◆ We will support our teams to deliver services by improving our network bandwidth, specifically through our Wide Area Network (WAN) Project which will separate school and corporate internet access and specifically target schools with poor connectivity to improve performance. In addition, Wi-Fi across all schools and corporate locations will be improved.
- ◆ We will continue to take learning from the pandemic to support our transition to agile working as part of Our Future Working Environment programme.
- ◆ To recognise the wide impact cancer can have, we will research and develop guidance to support employees diagnosed with the illness.

A powerful and respected voice

- ◆ We will actively participate in the Scotland-wide consultation on the National Care Service Bill, considering its impact on our services and residents.
- ◆ We will finalise our response to the Scottish Government's Island Bond consultation following engagement with services. The consultation looks at developing policy on offering bonds of up to £50,000 to families and young people to address depopulation of islands.
- ◆ We will actively contribute through our Community Wealth Building Commission, to priorities for a Scottish Community Wealth Building Bill.
- ◆ We will liaise with COSLA, Scottish Government and Zero Waste Scotland to discuss and feedback on proposals for inclusion in a new Waste Route Map for Scotland.

Performance Summary

Where performance indicator information is pending, the most recent status up to 2019/20 year end is used. Indicators and actions adrift of target and not previously reported are detailed on the next page.

Legend

On Target

Slightly Adrift of Target

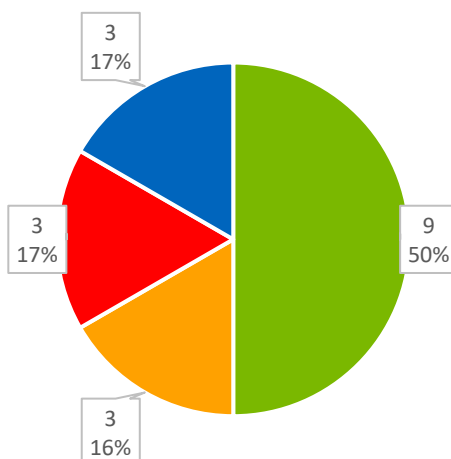
Significantly Adrift of Target

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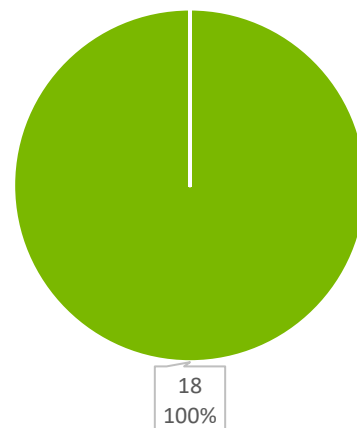
Aspiring Communities

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

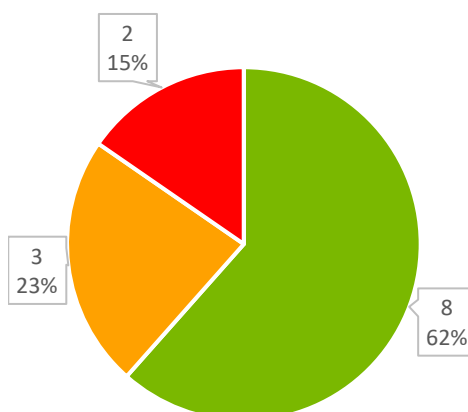
Performance Indicators



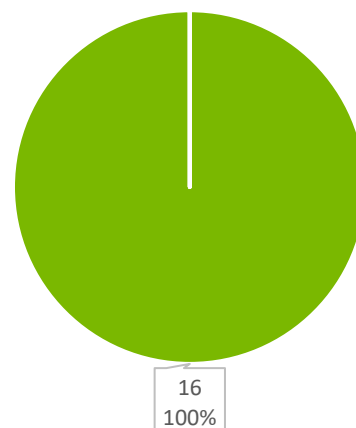
Actions



Performance Indicators



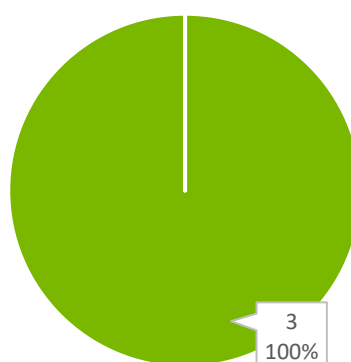
Actions



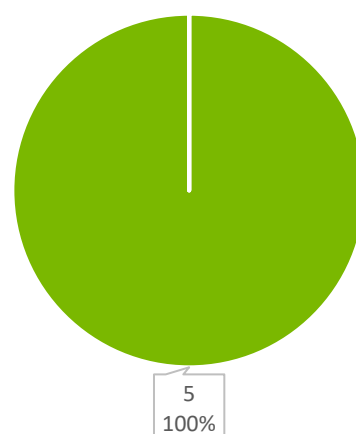
Inspiring Place

- ◆ Well connected with effective infrastructure
- ◆ Homes that meet residents' needs
- ◆ Vibrant, welcoming and attractive environment
- ◆ A sustainable environment

Performance Indicators



Actions



A Council for the Future

- ◆ 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

Performance Indicators Adrift of Target

Aspiring Communities

● **CP_10a Percentage of procurement spent on local enterprises**

The percentage of procurement spent on local enterprises for 2020/21 has been confirmed as 21.39% against a target of 23.5%. This is the highest percentage of spend since 2017/18 (23.04%). As outlined under our [Aspiring Communities priority](#), sourcing services and supplies from local providers is key to supporting our economy and central to our Community Wealth Building (CWB) Strategy. We participated in an Ayrshire-wide Meet the Buyer event in April to promote upcoming procurement opportunities and support our local businesses to bid for public sector contracts. A Connected Leadership procurement learning event was held in May and 27 managers participated in the session. In addition, to ensure the availability of services and supplies locally is visible, our Corporate Procurement and Business Development teams have implemented an improved process which allows deeper market and locality engagement before commissioning work.

● **CP_13 Percentage of children with BMI centile >91 at 27 month review**

The percentage of children with BMI centile > 91 at 27-month review was 14.68%. This is breaching the target of 10.5%. Please note that due to data validation processes, this indicator is reported one quarter in arrears, therefore this information is representative of Quarter 1. Tackling obesity is a complex problem requiring a whole system response. A number of measures continue to be in place within Universal Early Years, supported by colleagues in NHS Ayrshire and Arran dietetics. Infant feeding, including age and stage appropriate weaning, remain a key aspect of health visiting practice. Health Visitors are supporting families with appropriate advice and signposting, including requesting assistance from the Early Years Support Team and referring to Jumpstart Tots (child health weight programme for under five-year-olds and their families).

Inspiring Place

● **CP_22 Number of electric vehicle charging points publicly available**

The number of publicly available electric vehicle (EV) charge points within North Ayrshire is 47 (28 council owned and 19 private). Our Electric Vehicle Strategy 2021-25 was approved by Cabinet in May. Priority 1 is "Development of a network of strategically located EV charge points" and includes plans to map out potential charging infrastructure locations by March 2022 as well as identify funding opportunities to support this. We install publicly accessible charge points by utilising Transport Scotland's Local Authority Installation Programme (LAIP) funding. The 2021-2022 allocation is lower than in previous years, allowing installation of three charge points in North Ayrshire this year. We will continue to investigate additional funding sources and encourage the private sector to install EV charge points for public use.

Indicator Amendments

CP_27 Street Cleanliness Index - % Clean (LGBF) – Data for 2019/20 had incorrectly been entered against the 2020/21 time period and has been removed. Data for 2020/21 will be available at the next Local Government Benchmarking Framework (LGBF) data release in early 2022.

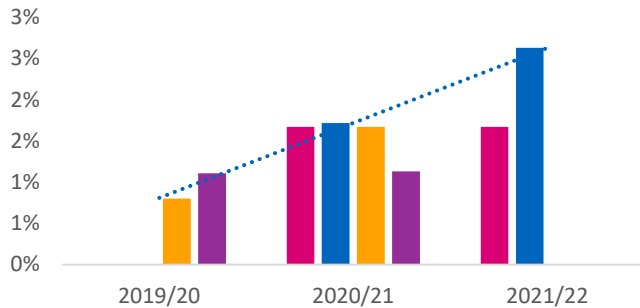
Actions Adrift of Target

No actions are adrift of target.

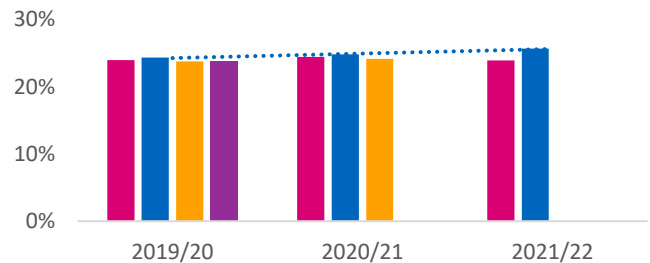
Trend Charts

Key: Q1 Q2 Q3 Q4 Trend

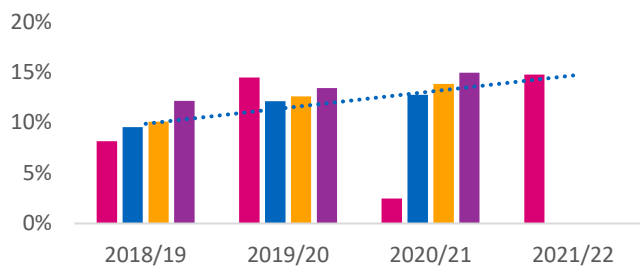
CP_02 % of Council budget directed via participatory methods



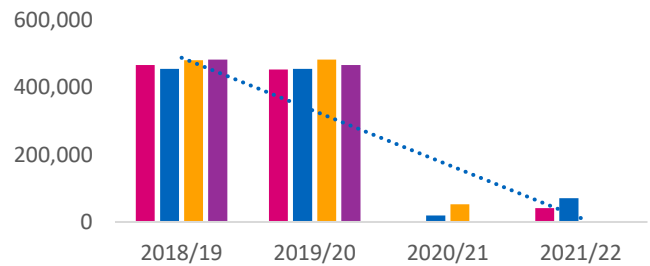
CP_12 Percentage of learning disability service users accessing employment support activities



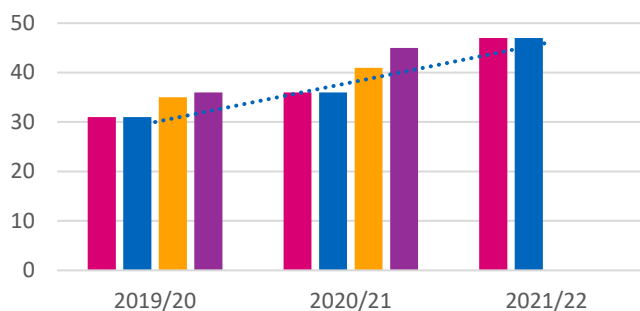
CP_13 Percentage of children with BMI centile >91 at 27 month review



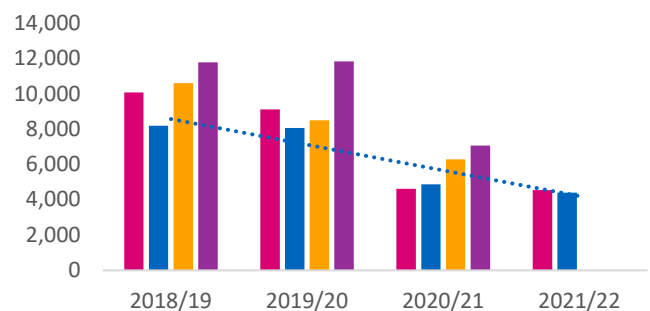
CP_15 Number of attendances at indoor sports & leisure facilities (excluding pools)



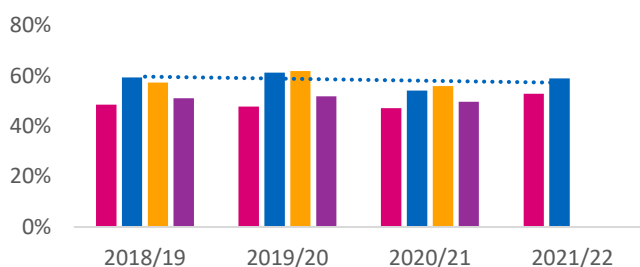
CP_22 Number of electric vehicle charging points publicly available



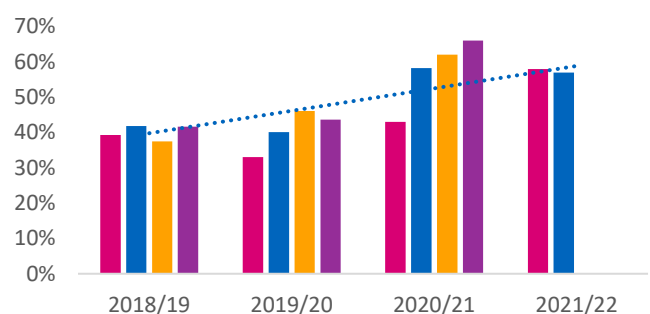
CP_29 Overall carbon emissions (tonnes)



CP_31 % of total household waste that is recycled (calendar year as per SEPA) (LGBF)



CP_33 % of Self Service Transactions



Best In Class

This section outlines how we are working with others to learn and continually improve our services.

Sharing Learning

Our Chief Executive met with the Chief Executive of Midlothian Council, our GIS and Analytics Team and Corporate Performance Team to discuss our use of Power BI data analysis software to manage internal data and our public facing Performance Dashboard. This has been followed by sessions with performance teams at Midlothian Council and Aberdeenshire Council to share our learning and we are planning to meet with Angus Council in November.

Our very positive Best Value Assurance Report published last year has prompted attention from other local authorities. Glasgow City Council and Aberdeenshire Council met with our Corporate Performance Team to learn from our performance management approach. In particular [Our Performance Strategy](#) launched in March has been heavily influential in the development of [Aberdeenshire Council's Performance Framework](#).

Our Community Planning team met with representatives from South and East Ayrshire Community Planning Partnerships to discuss pan Ayrshire opportunities and share developments and best practice in locality planning, consultation, and communication across partners.

Areas Being Explored

Due to increased interest in the use of Power BI, contacts with other local authorities across Scotland are being strengthened. Following the provision of informal support to other authorities, our GIS and Analytics Team and Corporate Performance Team aim to learn how other councils build on our initial guidance so we can develop our own services further.

External Inspections and Self-Assessment Activity

Following assessment by Keep Scotland Beautiful, Newton Beach, Millport has been awarded the Scotland's Beach Award for the 10th year. This award takes into account access, facilities and safety, local environmental quality, community and heritage.

Accreditations

We have again achieved certification to the Public Services Network (PSN) security standard. This accreditation is awarded following an independent assessment by the UK Government Cabinet Office and demonstrates that we meet the required information assurance and cyber security standards.

We have retained the Gold 'Food for Life Served Here' accreditation for our 8th year. It has been awarded to all 50 of our Primary Schools, 15 early years centres and Arran High School. Awarded by the Soil Association Scotland, it shows we are making it easy to choose good food that is environmentally sustainable, ethical and local.



What Our Customers Say

This section captures a range of feedback from our residents and business representatives who have contacted us recently.

I wish to commend a council worker in the Girdle Toll area. He volunteered to litter pick in his local area. He is doing a fantastic job in this area, he's out every day, keeping it clean and tidy. He deserves some kind of recognition for his efforts.

(North Ayrshire Resident)

I had a plumber visit the property today to carry out some work. His workmanship was outstanding, he was also very polite and courteous. Tidied up after himself and you wouldn't even have known work had been carried out in the property. He communicated with me from start to finish on what he would be doing and how long it would take. He is a credit to the Council and I would like for his bosses to recognise what an asset he is.

Thanks.

(North Ayrshire Resident)

I would just like to say that a year ago I found myself in the unfortunate position of becoming homeless as I lost my house through my ex-husband's behaviour. I was put in touch with the Homeless Team who were amazing. They got me through the process at all stages.

I have a daughter who has special needs and this was a very difficult time for her as she didn't fully understand what was happening. We now have a lovely house which we are so looking forward to moving into in the next coming weeks. I just want to let you know they were absolutely wonderful with me and I think they deserve some recognition for doing the job.

(North Ayrshire Resident)

I would like to express my thanks to Paul and Jim of the Streetscene Team who came to my aid yesterday afternoon when my car broke down on Main Street, Largs. They were very understanding of the situation and immediately started to direct traffic around my car (which due to the fault could not be moved) and explained the situation to other drivers and passers-by. They were a very calm presence in an otherwise very stressful situation. I do not know what I would have done without them.

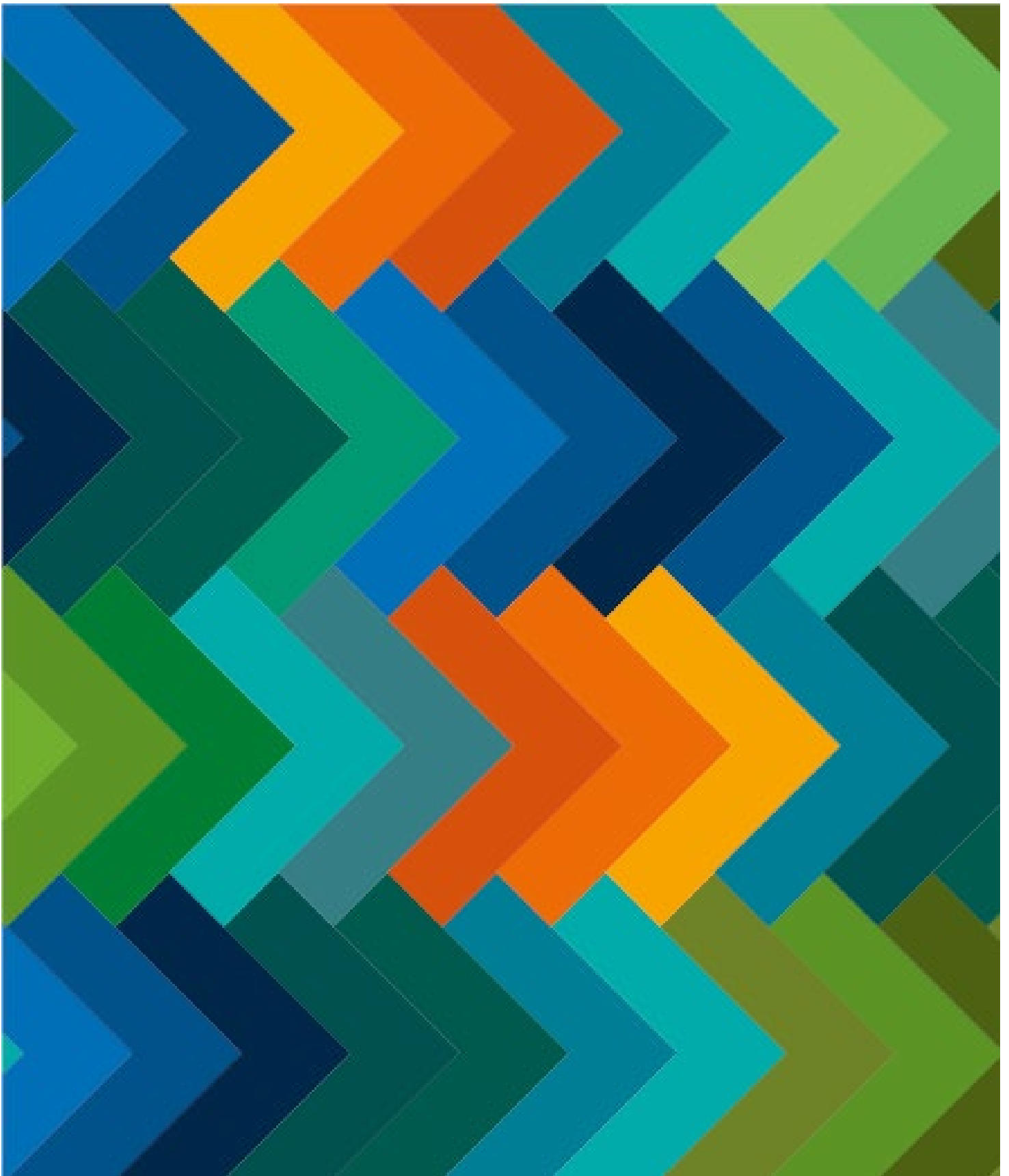
(North Ayrshire Resident)

Hi, I live in Saltcoats and following recent groundworks being completed a few weeks ago, there are still barriers and chipboard abandoned on the grass. It looks awful and I'm worried children will begin to play with the items.

(North Ayrshire Resident)

Thank you for contacting us. We contacted our contractors as soon as we received your complaint. They arrived on site the next day to uplift all of the items.

(North Ayrshire Council Representative)








For further information please contact:

The Corporate Policy, Performance and Elections Team
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Email: NorthAyrshirePerforms@north-ayrshire.gov.uk






















































Appendix 2 – Council Plan Performance Indicators







(Data available as at Quarter Two 2020-21)

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

























Priority - Aspiring Communities

Code & Short Name	2018/19			2019/20			2020/21			Q2 2021/22		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_01 Percentage of population who are involved in local decision making (see description)	51%			45.53%			6.67%			50.92%		
CP_02 Percentage of Council budget directed via participatory methods	0.62%			1.11%	0.89%		1.13%	1.2%		2.63%	1.1%	
CP_03 Percentage of residents who agree they have access to opportunities to participate in their local community	47%			47%	47%		47%	47%		Measured Annually		
CP_04 Percentage of children achieving their developmental milestones at the time the child starts primary school	78%			Data was not collected for 2019/20 academic year due to Covid-19.	79%		Data not currently available	80%		Measured Annually		
CP_05 Average total tariff score of pupils living in SIMD 30% most deprived areas	638.1	715		685.8	718		Data not currently available	724		Measured Annually		
CP_06 Average tariff score: All Leavers	780.7	885		857.4	895		Data not currently available	900		Measured Annually		

Code & Short Name	2018/19			2019/20			2020/21			Q2 2021/22		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_07 Percentage of school leavers entering positive destinations (LGBF)	94%	95.7%		92.5%	96%		Data not currently available	96.2%		Measured Annually via Local Government Benchmarking Framework. Data due in February.		
CP_08 Percentage of children living in poverty (after housing costs)	27.1%	-		27.9%	26.5%		Data not currently available	26.5%		Measured Annually		
CP_09 Percentage of working age population in employment	69.7%	64.7%		70.2%	70%		69%	64.7%		Q1 data showed 67.8% as at end of June. Q2 data available in January.		
CP_10a Percentage of procurement spent on local enterprises	20.31%			19.98%	23%		21.39%	23.5%		Measured Annually		
CP_11 Percentage of people earning less than the living wage (LGBF)	24.3%			16%	24%		Data not currently available	23%		Measured Annually via Local Government Benchmarking Framework. Data due in February.		
CP_12 Percentage of learning disability service users accessing employment support activities	23.88%	30%		23.84%	30%		0%	25%		25.69%	25%	
CP_13 Percentage of children with BMI centile >91 at 27 month review	9.98%	10.5%		13.19%	10.5%		11.59%	10.5%		Q1 data showed 14.68%. Q2 data available in January.		
CP_14 Percentage of households in fuel poverty		26%		28%	25.5%		28%	28%		Measured Annually		
CP_15 Number of attendances at indoor sports & leisure facilities (excluding pools)	1,886,930			1,859,843	1,964,100		71,913	736,915		70,505		
CP_16 Percentage of people aged 65 and over with long-term care needs who receiving personal care at home (LGBF)	66.68%	65.6%		69.42%	66%		Data not currently available	66%		Measured Annually via Local Government Benchmarking Framework. Data due in February.		











Code & Short Name	2018/19			2019/20			2020/21			Q2 2021/22		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_17 Emergency Admissions (Number)	20,933	20,257		19,150	20,257		16,283	20,257		Currently measured annually. Quarterly data will be available from Q4 onwards.		
CP_18 Percentage of new tenancies to applicants who were assessed as homeless sustained for more than a year	81.48%	82%		84.07%	82%		92.48%	85%		Measured Annually		

Priority – Inspiring Place

Code & Short Name	2018/19			2019/20			2020/21			Q2 2021/22		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_19 Proportion of operational buildings that are suitable for their current use (LGBF)	91.01%	92%		90.89%	93%		Data not currently available	93%		Measured Annually via Local Government Benchmarking Framework. Data due in February.		
CP_20 Overall percentage of road network that should be considered for maintenance treatment	38.1%	39.3%		37.3%	38.1%		37.1%	38.1%		Measured Annually		
CP_21 Proportion of properties receiving superfast broadband (LGBF)	93.7%			94.1%	97%		Data not currently available	97%		Measured Annually via Local Government Benchmarking Framework. Data due in February.		
CP_22 Number of electric vehicle charging points publicly available	25	25		36	30		45	42		47	60	
CP_23 Number of new build Council housing units reaching completion (cumulative)	296	296		381	351		437	755		Measured Annually		
CP_24 Number of empty homes brought back into use (cumulative)	295	60		594	500		594	600		Measured Annually. Quarterly data will be available for 2022/23.		
CP_25 Percentage of Council dwellings that meet the Scottish Housing Quality Standard (LGBF)	99.19%	99.4%		99.36%	99.4%		98.83%	99.5%		98.53%	99.5%	
CP_26 Tourism Visitor Numbers	1,519,260			1,599,400	1,534,968		Data not currently available			Measured Annually		

Code & Short Name	2018/19			2019/20			2020/21			Q2 2021/22		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_27 Street Cleanliness Index - Percentage Clean (LGBF)	94.5	94	✓	94.6	94	✓	Data not currently available	94	?	Measured Annually via Local Government Benchmarking Framework. Data due in February with provisional internally calculated data available at Q3.		
CP_28 Hectares of vacant & derelict land in North Ayrshire	1,279	1,269	✓	1,180	1,244	✓	1,204	1,194	✓	Measured Annually		
CP_29 Overall carbon emissions (tonnes)	40,666	45,137	✓	37,508	39,320	✓	22,846	35,127	✓	4,411	4,568	✓
CP_30 Total installed capacity of low carbon heat and electricity generation across the Council's estate	9,682	9,600	✓	9,700	9,700	✓	10,720	9,800	✓	Currently measured annually. Quarterly data will be available from Q4 onwards.		
CP_31 Percentage of total household waste that is recycled (calendar year as per SEPA) (LGBF)	54.6%	54.5%	✓	56.3%	59%	⚠	52.1%	52.1%	✓	59.6%	55.5%	✓

Priority – A Council for the Future

Code & Short Name	2018/19			2019/20			2020/21			Q2 2021/22		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_32 Percentage of Customers delighted with the overall Customer Service	81%	77%		81%	77%		Not measured due to the pandemic	77%		Measured Annually		
CP_33 Percentage of Self-Service Transactions	40.09%	35%		41.26%	40%		58%	45%		57%	50%	
CP_34 Employee Engagement Level - Council Wide	No survey planned	70%		70.67%	70%		Next survey planned for 2022/23	70%		Next survey planned for 2022/23.		

Council Plan Action Tracker

*2021 status based on information available rather than specific sub-actions.

**Council Plan Delivery Plan was in development during Q1.

Priority	Outcome	Ref #	Existing Overall Action	2019-20				2020-21*	2021-22				2022-23				2023-24			
				Q1	Q2	Q3	Q4	Year End Estimate	Q1**	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Aspiring Communities	What we' ll do to make active and strong communities	CP_01	We will build stronger relationships between the council, communities and partners.	✓	✓	✓	✓	✓		✓										
		CP_02	We will co-produce a local charter with our communities which sets out the things we jointly commit to do for each other, to help each other create a better North Ayrshire.	✓	✓	✓	✓	✓		✓										
		CP_03	We will extend our participatory approach, offering communities more opportunities to lead in local decision-making.	✓	✓	✓	✓	✓		✓										
		CP_04	We will support communities to achieve what's important to them through strong local networks.	✓	✓	✓	✓	✓		✓										
	What we' ll do to ensure our children and young people experience the best start in life	CP_05	We will expand our early learning and childcare provision to make sure all eligible children are able to access 1140 hours of free care each year.	✓	✓	✓	✓	✓		✓										
		CP_06	We will support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.	✓	✓	✓	⚠	✓		✓										
		CP_07	We will offer opportunities to our young people and their families to play a more active role in school life and encourage more participation in learning opportunities.	✓	✓	⚠	✓	✓		✓										
		CP_08	We will work with all young people to build their resilience, supporting their mental health and physical well-being.	⚠	✓	✓	✓	✓		✓										

*2021 status based on information available rather than specific sub-actions.

**Council Plan Delivery Plan was in development during Q1.

Priority	Outcome	Ref #	Existing Overall Action	2019-20				2020-21*	2021-22				2022-23				2023-24			
				Q1	Q2	Q3	Q4	Year End Estimate	Q1**	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	What we' ll do to have an inclusive, growing and enterprising local economy	CP_09	We will work with schools, colleges, universities, businesses and partners to deliver education, skills and training, helping people into work and sustaining employment.																	
		CP_10	We will make sure that everyone has the ability and knowledge to participate in the digital world.																	
		CP_11	We will support our local businesses to become more innovative and competitive.																	
		CP_12	We will promote fair employment practices.																	
		CP_13	We will develop and implement a Community Wealth Building (CWB) strategy.																	
	What we' ll do to make sure North Ayrshire residents and communities	CP_14	We will continue our work with partners, including the Scottish Government, to explore the feasibility of a Scottish Basic Income Pilot.						Complete											
		CP_15	We will let people decide how best to manage their own care needs and support people to live in their own homes for as long as possible.																	
		CP_16	We will work with individuals and communities to support positive lifestyle choices which improve health and wellbeing.																	
	What we will do to ensure North Ayrshire	CP_17	We will work with partners to support our vulnerable residents and communities.																	
		CP_18	We will extend the 'Housing First' pilot to address homelessness.																	

*2021 status based on information available rather than specific sub-actions.

**Council Plan Delivery Plan was in development during Q1.

*2021 status based on information available rather than specific sub-actions. **Council Plan Delivery Plan was in development during Q1.				2019-20				2020-21*	2021-22				2022-23				2023-24				
Priority	Outcome	Ref #	Existing Overall Action	Q1	Q2	Q3	Q4	Year End Estimate	Q1**	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Inspiring Place	What we’ Il do to make North Ayrshire well-connected with effective infrastructure	CP_19	We will provide well-maintained, integrated travel and transport networks, supporting alternative and sustainable transport.	✔	✔	⚠	⚠	✔	No longer being pursued following a decision by Nottingham City Council to sell their not-for-profit energy company to British Gas following significant financial losses.	✔											
		CP_20	We will work with partners to make sure there is sustained investment in our roads, ports and harbour infrastructure to ensure that travel is resilient and reliable.	✔	✔	✔	⚠	✔		✔											
		CP_21	We will work with partners to extend public wi-fi and improve our digital connectivity.	✔	✔	✔	✔	✖		✔											
		CP_22	We will provide an appropriately sized, fit for purpose, energy-efficient and digital- enabled property portfolio, including our schools.	✔	✔	✔	⚠	✔		✔											
		CP_23	We will attract investment, through the Ayrshire Growth Deal and other means, to support regeneration and job creation at our key development sites of i3 Irvine, Hunterston, Lochshore, Ardrossan Marine Quarter, and the Irvine Great Harbour.	✔	✔	⚠	✔	✔		✔											
		CP_24	We will support our communities to maximise the use of community assets (such as schools) and encourage Community Asset Transfers.	✔	✔	✔	✔	✔		✔											
	What we’ Il do to provide our residents with homes and houses that meet their needs	CP_25	With our social landlord partners, we will build new, modern, energy-efficient lifelong homes for life, tailored to the needs of tenants.	✔	✔	✔	✔	✔		✔											
		CP_26	We will actively promote a mix of homes by facilitating private housing development.	✔	✔	✔	⚠	⚠		✔											
		CP_27	We will work with property owners and landlords to make sure our private housing is suitable for the needs of our residents.	✔	✔	✔	✔	⚠		✔											
		CP_28	We will form a partnership with other Councils to introduce a low-cost energy offer.	✔	✔	✔	✔	Off Programme													

*2021 status based on information available rather than specific sub-actions.

**Council Plan Delivery Plan was in development during Q1.

Priority	Outcome	Ref #	Existing Overall Action	2019-20				2020-21*	2021-22				2022-23				2023-24			
				Q1	Q2	Q3	Q4	Year End Estimate	Q1**	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	What we' ll do to make North Ayrshire a vibrant, welcoming and attractive environment	CP_29	We will provide well-kept public places and town centres which will benefit our residents, visitors and businesses.	✓	✓	✓	✓	✓		✓										
		CP_30	We will, where possible, bring empty properties back into use.	✓	✓	✓	✓	✓		✓										
		CP_31	We will work with communities to improve the quality of the local environment through a participatory approach.	✓	✓	✓	✓	✓		✓										
		CP_32	We will develop North Ayrshire as a coastal and island destination, attracting tourism investment and visitors.	✓	✓	✓	✓	⚠		✓										
	What we'll do to make sure we all live in a sustainable environment	CP_33	We will support a circular economy by re-using, recycling and generating energy from the waste we manage.	✓	✓	✓	✓	✓		✓										
		CP_34	We will develop additional low carbon renewable energy schemes and networks.	✓	✓	✓	✓	✓		✓										
		CP_35	We will protect our communities by delivering the Local Flood Risk Management Plan, the Shoreline Management Plan and the Millport and Upper Garnock Valley Flood Protection Schemes.	✓	✓	✓	✓	✓		✓										

*2021 status based on information available rather than specific sub-actions.

**Council Plan Delivery Plan was in development during Q1.

Priority	Outcome	Ref #	Existing Overall Action	2019-20				2020-21*	2021-22				2022-23				2023-24			
				Q1	Q2	Q3	Q4	Year End Estimate	Q1**	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A Council for the Future	An accessible Council that puts residents and communities at the heart of what we do	CP_36	We will work with communities and key stakeholders to radically review what we do and how we do it, to deliver cost effective services.	✓	✓	✓	✓	✓		✓										
		CP_37	We will provide joined up services across the Council and with partner agencies and communities.	✓	✓	✓	✓	✓		✓										
		CP_38	We will use technology to improve access to and delivery of our services.	⚠	⚠	⚠	⚠	✓		✓										
	A powerful and respected voice	CP_39	We will make our case nationally, regionally and locally levels to secure investment to support delivery of our priorities.	✓	✓	✓	✓	✓		✓										
	An efficient Council that maximises resources and provides value for money	CP_40	We will review what we do and how we do it to ensure we deliver the best possible services.	⚠	✓	✓	✓	✓	This action was removed as approved by Cabinet in August 2021 as it duplicates CP_36 and CP_37.											
	A valued workforce that delivers high quality services	CP_41	We will empower and invest in our workforce to develop new and innovative ways of working.	✓	✓	✓	✓	✓		✓										