
NORTH AYRSHIRE COUNCIL

31 August 2021

Cabinet

Title:	Council Plan Progress Update – Year End 2020-21
Purpose:	To advise Cabinet on our progress on the priorities set within our 2019-24 Council Plan and provide an update on our response to the Covid-19 pandemic as at March 2021.
Recommendation:	That Cabinet agrees to: (a) approve the progress of the Council Plan as at 31st March 2021 including replacement of an indicator (section 4.6) and target amendment (section 4.8); (b) note our response to the Covid-19 pandemic so far; and (c) submit the report and appendices to the Audit and Scrutiny Committee for consideration at the next available date.

1. Executive Summary

- 1.1 Our Council Plan 2019-24 Progress Update (Year End 2020-21) and accompanying appendices provide detailed information on the progress being made towards our strategic priority outcomes and includes key highlights, areas of focus, case studies and best in class examples. It provides an overview of performance in the six months up to 31st March 2021.

2. Background

- 2.1 [Our Council Plan 2019-24](#) was approved by Council on 26th June 2019 and sets out our vision and priorities for five years. [Community Wealth Building](#) is central to our activities so we can provide the best outcomes for our residents in North Ayrshire.
- 2.2 Our Council Plan 2019-24 Progress Update (End-Year 2020-21) (Appendix One) 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 The impact of the Covid-19 pandemic has been captured separately as at 23rd March 2021, one year since the start of the first lockdown. This report “Supporting North Ayrshire Together – An Update on Our Response to the Coronavirus Pandemic” complements the half-year report and is included in Appendix Two. It was produced following a request from the Audit and Scrutiny Committee for an update on our response for their meeting on 1st June 2021. Care was taken to ensure as far as possible updates relating to our response, rather than the delivery of our Council Plan, were included in the report.
- 2.4 In order to provide a full overview and enable effective scrutiny of our performance during the last six months of 2020-21, the Council Plan Progress Update Report should be viewed alongside the “Supporting North Ayrshire Together” March 2021 report.

- 2.5 As we enter a period of recovery and renewal and our response to the pandemic and recovery becomes embedded in our activities, reporting during 2021-22 will return to the standard Council Plan reporting. Our response to the pandemic and recovery will be woven throughout these reports rather than separately.

3. Performance Summary

3.1 Key Highlights

- Our response to the Covid-19 Coronavirus pandemic has been the principle focus in terms of what we have provided and how our partners have responded. From September to March this included:
 - 33,152 calls received by our Community Hubs and 96,465 food deliveries made.
 - 60,000 shopping vouchers worth £1.7million provided to children eligible for free school meals.
 - 3,194 pieces of IT equipment such as Chrome Books, iPads, Wi-Fi routers and SIMs provided to our pupils to access online learning.
 - An average of 1,002 children were cared for at our Childcare Hubs during January and February.
 - Over four million items of PPE were supplied including over one million masks during the year.
 - £14million of grants has been distributed to local businesses since September. This is in addition to £24.16million of business grants and £312,000 of newly self-employed hardship grants provided to our residents during the first six months of the pandemic.
 - We contributed to national projects such as the Carnegie UK Trust's Covid-19 and Communities Listening Project.
 - Our first fully online Joint Cabinet saw 110 of our young people share their views alongside our Council Cabinet, senior officers, Members of the Scottish Youth Parliament and the Youth Council Executive.
 - We assisted over 285 residents into employment.
 - We supported our workforce's wellbeing to ensure they could continue to provide high quality services including through the introduction of Wellbeing Warriors, employees trained in mental health first aid, to support colleagues and Health and Wellbeing Hubs for care teams.
- The £251million Ayrshire Growth Deal was ratified.
- Our Community Wealth Building Anchor Charter has been launched.
- A £3million Ayrshire Growth Deal Community Wealth Building Fund was approved.
- A £500,000 Green Jobs Fund to support North Ayrshire's Economic Recovery and Renewal Approach was approved in partnership with the North Ayrshire Ventures Trust (NAVT). The fund provides financial intervention of up to £10,000 for each business to support the creation of green jobs, address climate change and support Community Wealth Building.
- Our Cost of the School Day initiative was introduced which will see £500,000 invested annually to help local families.
- We confirmed we will deliver 1,140 hours of Early Learning and Childcare provision from August 2021, following substantial work to complete 25 projects to ensure we provide inspiring and safe places for our children.
- £188,546 has been awarded from the Community Investment Fund including:
 - £45,226 to support the Young People's Mental Health Project led by Arran Youth Foundation and Arran High School Parent Council.
 - £43,320 for Ardrossan Community Sports Hub to establish a community gym at the Seafield School site.
 - £100,000 for Raise Your Voice With Ardeer to support the establishment of a community hub at the Beach Park, Stevenson.
- We launched our Food Growing Strategy in order to provide access to food with dignity and increase food security for our most vulnerable residents.

- We implemented the Young Person's Suicide Support Pathway as a preventative and early intervention approach to supporting vulnerable young people who have made a significant attempt to take their own life.
- We commenced our multi-million-pound council housing development in October 2020 at Irvine harbourside which is complemented by the £14million plans to develop the Great Harbour at Irvine, through the Ayrshire Growth Deal. Once complete the site will provide 24 general needs homes, eight wheelchair suitable homes, 11 amenity bungalows and 28 homes within a sheltered housing complex.
- Cabinet approved the development of a £6.768m solar PV farm installation at Nethermains former landfill site.
- Our flood protection schemes are progressing despite the pandemic, with work on the Upper Garnock Valley Flood Protection Scheme on schedule. Work has begun in two locations near Kilbirnie and is due to begin in Glengarnock and Dalry with overall completion estimated for April 2022. In addition, the final Millport Flood Protection Scheme was approved by Cabinet in November.
- We have progressed all four recommendations from our very positive Best Value Assurance Audit published in June 2020.

3.2 Areas of Focus

We will:





- Present findings from our review into Libraries, Community Halls and Lets to Council for approval.
- Welcome the opening of our Additional Support Needs school at Lockhart Campus.
- Implement universal free school meals for primary four pupils commencing in August 2021 and plan for the roll out to further primary year groups by August 2022.
- Launch our Cost of the School Day Conference and policy in June.
- Implement the £500k Business Transition Fund and Green Route Map to support businesses.
- Continue to implement the 'Better Off Hub' demonstrator project to provide holistic financial support for our residents.
- Implement the funding of over 450 jobs as part of our Kickstart programme.
- Continue to adapt our proactive and reactive Protective Services to deal directly with Covid-19 as well as reintroducing, on a risk based and nationally guided approach, other critical public safety services such as food premises inspections.
- Work with communities to develop two Island Plans for Arran and Cumbrae as part of the Islands Recovery and Renewal Pilot, including the publication of a Cumbrae socio-economic profile to inform the Cumbrae Island Plan.
- Progress major projects across the Housing and General Services Capital programmes.
- As part of the Ayrshire Growth Deal:
 - Progress plans to launch the Digital Process Manufacturing Centre (DPMC) as part of the programme of development at i3, Irvine.
 - Develop detailed plans for the first phases of development at Great Harbour.
 - Develop a strategic proposition for Hunterston Strategic Development Area with a wide range of public and private sector stakeholders.
- Progress the Sheltered Housing Re-provisioning Programme, which includes the refurbishment of the remaining sheltered housing complexes across North Ayrshire.
- Progress Garnock Valley projects from the Estate Based Regeneration Programme to rehome residents and regenerate 48 flatted properties.
- Progress the development of c£150m of projects as part of the Ardrossan Coastal Quarter including proactively engaging with Scottish Government to progress Ardrossan Harbour proposals to tender stage and progressing proposals to develop the International Marine Science Centre (IMSE).
- Develop the communication plan for climate change awareness prior to the 26th UN Climate Change Conference of the Parties (COP26) in November.

- We will roll out a new cashless catering and online payment system later this year for school meals.
- Develop Our Future Working Environment project as part of our Renewal Programme, to ensure we learn from current working practices and continue to deliver high quality services to our residents and businesses.
- Provide recovery and renewal support to communities through bids to the UK Government Levelling Up Fund to support regeneration and cultural assets and act as the lead authority to submit bids to the UK Government Community Renewal Fund on behalf of local partners.

4. Performance Indicators

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

Table 1

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

*of the 32 indicators where status is known

**of the 26 indicators where status was known

- 4.3 Of the two indicators where status is unknown or data only, CP_04 “Percentage of children achieving their developmental milestones at the time the child starts primary school”, will not be updated for the 2019/20 time period (most recent available) as the data was not collected nationally during that academic year due to Covid-19.
- 4.4 **Data Updated – CP_08 % of Children living in poverty (after housing costs)**
The nationally sourced data calculation method for this indicator changed in 2019 and a further data refresh was released in May 2021. The May 2021 data updated historical data back to 2014/15 and our information on Pentana, our corporate performance management system, has been updated in line with this, however no current or historical statuses have changed as a result.
- 4.5 The refresh provides a much more accurate source of information as prior to 2020, estimates of local child poverty rates in the UK had not been able to draw on direct calculations of incomes at local area level. The new calculation looks directly at most of the income sources

reported for tax, tax credit and benefit purposes and can therefore be considered at a very local level. The effect of housing costs was modelled by area on child poverty rates, by looking at household survey data alongside statistics on private rent levels by local area.

4.6 Data Updated - CP_10 - % of procurement spent on local enterprises

This indicator reflects the Local Government Benchmarking Framework (LGBF) calculation of local procurement spend. Prior to the most recent release of LGBF data, we used a provisional figure at Quarter Two reporting which was based on the same comprehensive spend source. As a result, the figure for 2019/20 has been amended from 19.94% to 16.65% to reflect the LGBF calculation of procurement spend on local enterprises. However, we are aware that the LGBF calculation excludes certain spend, most notably it excludes all supplier spend below £1,000 and excludes all suppliers not categorised as core trade organisations. This is therefore not an accurate reflection of the economic activity within North Ayrshire. As we have access to the source data used by the LGBF we are able to capture all spend data and refine the calculation at a local level to better capture our spend with local enterprises and shorten the time delay in reporting. As a result, it is proposed we replace the CP_10 LGBF indicator within the Council Plan with a new version based on our own calculations (CP_10a). This shows procurement spend with local enterprises as 19.98% for 2019/20. The annual spend analysis for 2020/21 will be available in the next quarter reporting.

4.7 Data Updated – CP_34 Employee Engagement Level – Council Wide

2018/19 status amended to “unknown” as no survey was planned to take place that year. The status from the survey conducted the previous year had been used. The reporting approach is now in line with other Council Plan indicators.

4.8 2023/24 Target Amendment Request – CP_02 Council budget directed via participatory budgeting methods

The current target for 2023/24 is 2%, however it is proposed this is reduced to 1.5% due to the coronavirus pandemic and the associated changes in public sector finances.

4.9 We are the only local authority meeting the Scottish Government and COSLA target of 1% at 2021 (our 2020/21 figure was 1.13% and 1.11% in 2019/20). Additionally, [in a joint letter to local authorities in January](#), the Scottish Government and COSLA confirmed a more flexible approach to the 1% target due to the pandemic, illustrating how ambitious we continue to be with the proposed target of 1.5% in the current environment.

5. Delivery Plan

5.1 There are 41 overall actions within the Council Plan. Due to the Covid-19 pandemic a Delivery Plan for 2020-21 featuring sub-actions was not produced. (Previously in 2019-20 there were 116 sub-actions supporting the overall actions.)




5.2 The Corporate Policy, Performance and Elections team have worked with services to gain an understanding of progress against the Council Plan overall actions and provide an estimate of performance status. This included considering information available through Council Plan Progress and Supporting North Ayrshire Together reports. This is attached in Appendix Four.

5.3 In two cases, an overall action would technically be marked as amber on the Pentana system due to an amber (slightly adrift of target) sub-action extending from 2019-20 to year end 2020-21. However, after reviewing information it is felt these sub-actions were superseded by the work with communities in response to the pandemic during 2020-21 and to set these two actions as amber wouldn't present a fair or accurate reflection of the performance of services involved. As a result, it is proposed the statuses of the following two overall actions are set to green (on target) for 2020-21:

- CP_17 We will work with partners to support our vulnerable residents and communities.
- CP_16 We will work with individuals and communities to support positive lifestyle choices which improve health and wellbeing.

5.4 Including the above overall actions as green, based on information available 95.1% of actions are either on target or slightly adrift of target at 2020-21 year end compared to 100% in 2019-20.

Table 2

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

**CP_28 "We will form a partnership with other Councils to introduce a low-cost energy offer" - Following a decision by Nottingham City Council to sell their not-for-profit energy company following an audit identifying significant financial losses, this action is being reviewed and may not be taken forward. However, we continue to focus on providing low cost green energy for our council estate. This is detailed in the separate Council Plan Delivery Plan Cabinet Report for 31st August 2021.*

6. Proposals

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

7. Implications/Socio-economic Duty

Financial

7.1 None.

Human Resources

7.2 None.

Legal

7.3 None.

Equality/Socio-economic

- 7.4 The report outlines the Council's commitment to fulfilling its statutory duty in terms of Equalities and Socio-economic duties.

Environmental and Sustainability

- 7.5 The report highlights the Council's commitment to Environmental and Sustainability priorities as outlined in the Council Plan priorities.

Key Priorities

- 7.6 The report provides information on our performance progress against the key Council Plan priorities.

Community Wealth Building

- 7.7 None.

8. Consultation

- 8.1 The Executive Leadership Team discussed and approved the Council Plan Progress Report and appendices.

Craig Hatton
Chief Executive

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

Background Papers

Council Plan 2019-24

Council Plan 2019-24
Progress Update
(Year-End 2020-21)



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

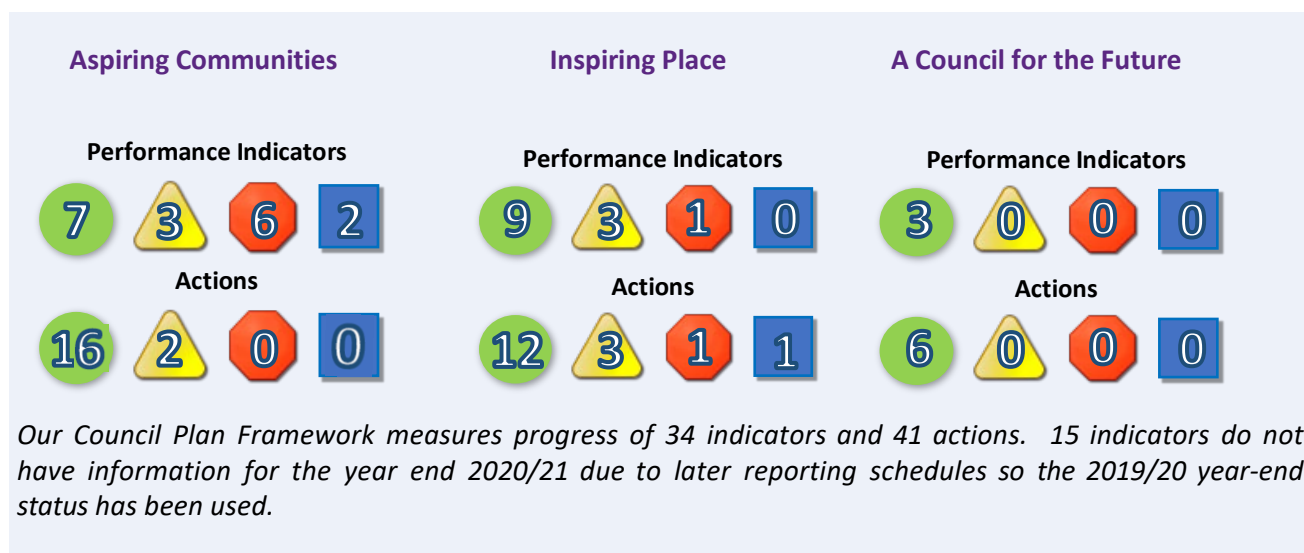
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Welcome to our six-monthly progress report on our **Council Plan 2019-24**. This report details the performance of North Ayrshire Council during the second half of the financial year 2020-21. The information in this report demonstrates performance as at 31st March 2021.

The Covid-19 (coronavirus) pandemic continues to impact on every aspect of the lives of our residents and employees and has changed the way many of our services have been delivered. This is captured within our Quarter Two report "[Supporting North Ayrshire Together – Our Response to the Coronavirus Pandemic](#)" as well as the 23rd March 2021 update which marks one year since the first lockdown. The update is attached as appendix two of this report. Both recognise how essential our partnerships with our communities, private, public and third sector are and how together we have mobilised an exceptional response to protect our most vulnerable residents in extremely difficult circumstances. Thank you all for your continued support.

This progress report specifically focusses on the delivery of our Council Plan and should be read alongside the "Supporting North Ayrshire Together" reports, to get a full understanding of the impact of our services and delivery of our priorities.

A summary of the performance indicators and actions within the Council Plan is below, with more detail in the [Performance Summary](#) section of this report and in appendices three and four.



We have maintained a good level of performance in many services, with others such as attendance at leisure facilities and house building, directly impacted by the pandemic. Recovery is a central theme in this report as we look to support our residents, businesses and services, with many initiatives launched as part of our [Community Wealth Building Strategy's Economic Recovery and Renewal Approach](#) to enable this. Support includes a £500,000 Green Jobs Fund and £350,000 Covid Intervention Fund to support outdoor and residential learning. This is complemented by a £3million Ayrshire Growth Deal Community Wealth Building Fund across North, South and East Ayrshires and a £250,000 Islands Recovery and Renewal pilot project. We will be introducing a "Better Off Hub" for the next two years, building on our very successful Better Off North Ayrshire work to provide personalised holistic financial advice that provides short and long term financial stability for our residents. As part of the Kickstart programme, we are aiming to fund 450 new jobs in North Ayrshire by the end of 2021.

Although our focus has been on the response to the pandemic, we have managed to deliver our Council Plan priorities. Our Employability Service has secured employment for over 285 residents, despite significant reductions in opportunities. We announced we will be delivering 1,140 hours of free childcare from August this year following substantial work that included completing 25 projects to ensure we provide inspiring and safe places for our children to learn and be nurtured. Participatory budgeting saw 187 community initiatives funded across the categories of locality, arts and culture and youth projects. In addition, we awarded

Strategic Overview

£188,546 from the Community Investment Fund. Our Cost of the School Day working group was established and £500,000 has been committed to support local families. Our Youth Participation and Citizenship Strategy “Step Up, Speak Out” was launched for the next four years, driving our commitment to ensure the voices of our young people are heard through a culture of “nothing about us without us”.

We have secured substantial funding for active travel and transport, including £1.31million from Strathclyde Partnership for Transport Capital Programme to improve active travel and public transport across North Ayrshire. Many of our capital projects have reached significant milestones, with residents living in new homes in Watt Court in Dalry and Flatt Roads in Largs. Meanwhile we have begun a multi-million-pound council housing development at Irvine Harbourside, due to be complete in 2022.

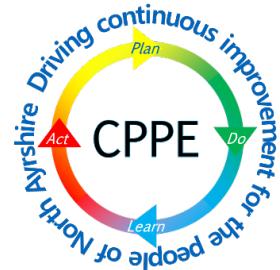
As we look towards a sustainable future we have complied with our Bio-Diversity Duty and Public Bodies Climate Change Duties and have received approval for a solar PV farm installation at the former landfill site at Nethermain. Work on the Upper Garnock Valley Floor Protection Scheme is on schedule despite the pandemic, with work commencing at two other locations at Kilbirnie and more planned at Glengarnock and Dalry in the new financial year.

We really are committed to delivering the best service to the people of North Ayrshire and will continue to work alongside our communities and businesses as we enter this period of recovery and renewal.

***Together we will deliver our vision,
a North Ayrshire that is “Fair For All”.***

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

The Corporate Policy, Performance and Elections Team
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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

Our Vision

A North Ayrshire
that is 'Fair For All'

Our Mission

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

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



**Year-End
Illustration
2020-21**

1140 hours

childcare
provision
from
August

£188,546

awarded from
Community
Investment
Fund

**Community
Wealth Building
Anchor Charter
launched**

**£3million Ayrshire Growth
Deal Community Wealth
Building Fund approved**

**£251million
Ayrshire Growth Deal
ratified**

£500,000

invested to help
families with the
**cost of the
school day**

£7.66m project

created **45 new homes**
and three units at Watt Court,
Dalry

187

community
projects funded
through
participatory
budgeting

**25-year lease to
Garnock Valley Men's Shed
to address social isolation**

Kickstart
programme will fund
450 jobs
in 2021



Our response to the Covid-19 (Coronavirus) pandemic during the second half of this year is detailed within the appendix “Supporting North Ayrshire Together – Update on Our Response to the Coronavirus Pandemic”. In order to achieve full visibility of the work that has been undertaken under this priority, this section should be viewed alongside the appendix.

► Active and strong communities

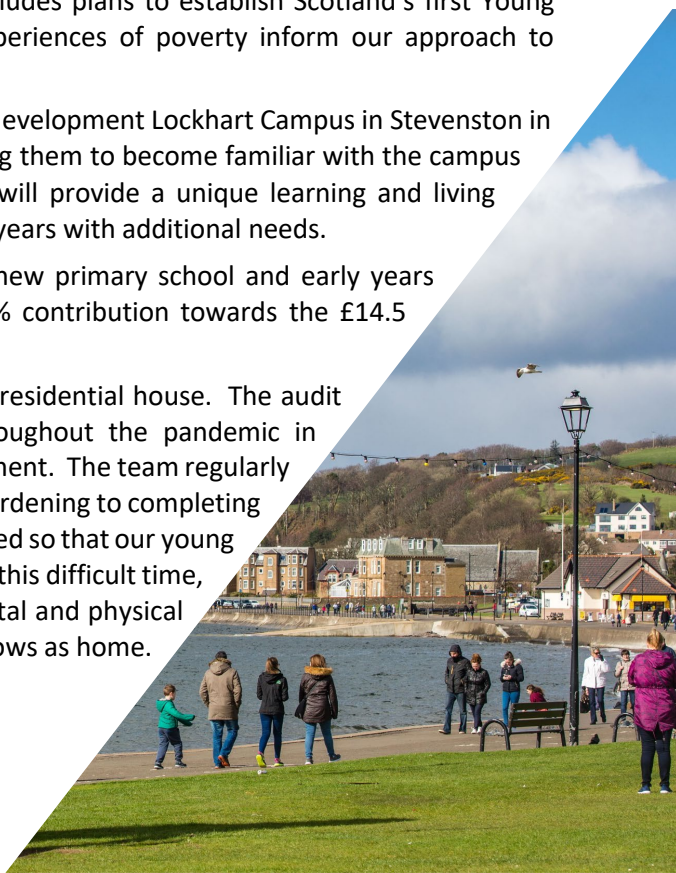
- We progressed the third stage of our consultation into how libraries, community centres and halls deliver their services in future. We worked hand-in-hand with our residents to ensure they have a real voice in the consultation.
- We supported Community Associations by working with groups letting our buildings to provide critical services during the pandemic. These groups received the Restart Toolkit Guidance developed by Community Facilities to assist with the delivery of safe, consistent, and effective working practices. The Toolkit has been useful guidance for new organisations setting out including the Community Food Systems.
- **Community Investment Fund (CIF)**
 - The Young People’s Mental Health Project led by Arran Youth Foundations and Arran High School Parent Council, was awarded £45,226 from the CIF to provide innovative projects to improve the wellbeing of all children and young people in Arran.
 - The Ardrossan Community Sports Hub was awarded £43,320 to operate the Seafield School site under community ownership. They plan to establish a community gym supported by qualified coaches and a range of volunteers.
 - Raise Your Voice With Ardeer were awarded £100,000 from the CIF towards a community hub at the Beach Park in Stevenston. This, alongside £130,000 from the Regeneration Capital Trust Fund, means construction on the hub including a café, workshop and classroom can begin. We are also assisting the charity in securing a Community Asset Transfer so they can take ownership of the site.
 - We have worked in partnership with Friends of Millport Town Hall in a successful application for £1.5m of Regeneration Capital Trust Funding to regenerate the hall into a purpose-built community hub. This is in addition to £200,000 CIF funding approved in August 2019 and £118,852 from the Crown Estates Funding for Coastal Communities. The hall will be used as a Community Hub, Arts/Culture Centre, starter Men’s Shed, main staged hall and three holiday let flats.
- North Ayrshire Venture Trust provided £30,000 to both the Irvine Cricket Club and Garnock Rugby Club to support Development Officers.
- We completed a community asset transfer of the Almswall Pavilion and Football Ground to Kilwinning Community Football Academy. This provides an opportunity to expand their family club and provide a base to run their local youth football provision and community activities. We also transferred a 25-year lease of the former Cleansing and Grounds Maintenance Depot to Garnock Valley Men’s Shed to be used as a community asset to address loneliness and social isolation amongst men in the Garnock Valley.
- Our Participatory Budgeting (PB) Fund for 2020/21 invited community groups to bid for funding to support their projects. There were three strands of PB: Locality with £97,000 available, Youth with £60,000 available and Arts & Culture with £10,000 available. There was no voting this time for Arts or Locality, due to the pandemic, but six Locality steering groups shortlisted and the groups who met



the criteria were funded. Youth PB went to a vote where 3,500 young people aged 8-25 years took part. Locality PB received 113 applications with 90 funded up to the value of £1,200, Youth PB received 87 applications with 74 funded up to the value of £1,000, Arts and Culture PB received 34 applications with 23 funded up to the value of £400. Projects funded included: Café Solace, Irvine Youth Forum Digi Festival, Arran Wellbeing CIC, Eglinton Community Gardens and Ayrshire Cancer Support.

► Children and young people experience the best start in life

- Following a full review of our 1,140 hours of Early Learning and Childcare provision in light of pandemic, we announced we will deliver 1,140 hours of childcare provision from August 2021. All our refurbishments aim to create indoor and outdoor learning environments to support play and learning.
- Though we are one of nine Challenge Authorities within the Scottish Attainment Challenge identified as facing some of the most significant challenges to attainment due to deprivation, [we are making good progress in raising attainment and closing the poverty related attainment gap](#). Literacy and numeracy in our schools has improved according to recently published 2018-19 data (2020 data collection was suspended due to the pandemic).
- As part of our 2021/22 Budget approval process we have agreed to invest £350,000 in a Covid Intervention Fund to support Outdoor and Residential Learning.
- Our Children's Services Plan and Children's Rights Report were approved and submitted to the Scottish Government alongside our Child Poverty Action Plan. Tackling child poverty is a key driver of our Council and we approved a Cost of the School Day (COSD) initiative which will see us invest £500,000 annually to help local families cope with the cost of the school day. This will include £250,000 investment in digital support, £150,000 for food and £100,000 for clothing and sustainability support. The group aims to launch a COSD Conference in June, hoped to be the first of a series of annual events, to share good practice and review actions.
- Our Youth Participation and Citizenship Strategy 2021-25 "Step up, Speak Out" has been launched to ensure the voices of all our children and young people are heard, respected and influence our Council's work through a culture of "nothing about us, without us". The strategy includes plans to establish Scotland's first Young People's Commission to ensure our young people's lived experiences of poverty inform our approach to addressing it.
- Our children and young people due to move to the new £30m development Lockhart Campus in Stevenston in May have experienced it virtually through 3D headsets, allowing them to become familiar with the campus before it opens. A first of its kind in Scotland, the campus will provide a unique learning and living environment for 200 of our young people aged from two to 18 years with additional needs.
- We have begun our statutory consultation on the proposed new primary school and early years centre at Montgomerie Park, Irvine. We have secured a 50% contribution towards the £14.5 million project from the Scottish Futures Trust.
- A partnership working audit was completed for The Meadows residential house. The audit highlighted how the care team have been exceptional throughout the pandemic in supporting our young people and retaining a nurturing environment. The team regularly organised activities for our young people from campfires and gardening to completing Joe Wicks fitness classes. They ensured birthdays were celebrated so that our young people had fun and had events to look forward to. Throughout this difficult time, The Meadows care team have continued to create a safe mental and physical space for our young people, ensuring that they view The Meadows as home.



► Inclusive, growing and enterprising economy

- During Challenge Poverty week in October 2020, the Ayrshire Community Wealth Building Commission launched the Ayrshire [Community Wealth Building \(CWB\) Anchor Charter](#). This charter commits organisations with strong roots in Ayrshire due to their history, assets and local arrangements, to support an inclusive local economy through activities such as procuring locally, fair employment practices and using assets to support communities. It has been signed by key Ayrshire Anchor Institutions including North, South and East Ayrshire Councils, NHS Ayrshire and Arran, Ayrshire College, Scottish Enterprise and The Ayrshire Community Trust (TACT).
- The £3 million Ayrshire Growth Deal Community Wealth Building (CWB) Fund was approved in February. The funding will establish new CWB Officers across North, South and East Ayrshire to support local businesses and community organisations to delivery CWB activities. In addition, it will fund a dedicated Fair Work Ayrshire team who will work with anchor institutions - key local organisations.
- A new £500,000 Green Jobs Fund to support North Ayrshire's Economic Recovery and Renewal Approach was approved at Cabinet in February 2021 in partnership with the North Ayrshire Ventures Trust (NAVT). The fund provides financial intervention of up to £10,000 for each business. This is part of an investment fund being utilised to address climate change, sustainable infrastructure investment and Community Wealth Building and will support local businesses to make a green transition through business adaption or creation of green jobs that support renewable or circular economy investments.
- We have led the development of a major Kickstart programme. Approval has now been granted to fund over 450 jobs for our young people and the jobs will be advertised and filled from March to December 2021.
- We have initiated a two-year financial inclusion demonstrator project 'Better Off Hub' following Cabinet approval in October 2020. The project will see the creation of a Public Social Partnership to develop a new model through co-production with the third sector. The Better Off Hub will deliver vital financial advice services, in a new holistic way, focused on the whole person and set out with an objective to build capacity and reduce future demand on services. The proposals align with Community Wealth Building ambitions and support our economic recovery.
- To enable Ayrshire College to provide a purpose-built facility focussing on courses on construction, engineering and the innovative field of SMART technology (self-monitoring, analysis and reporting technology), we have transferred an area of land to the College in Kilwinning. This transfer builds on our £200,000 contribution to the £1.5million project and will help our local residents progress further in occupations which are key to our North Ayrshire economy.

► Residents and communities enjoy good, life-long health and well-being

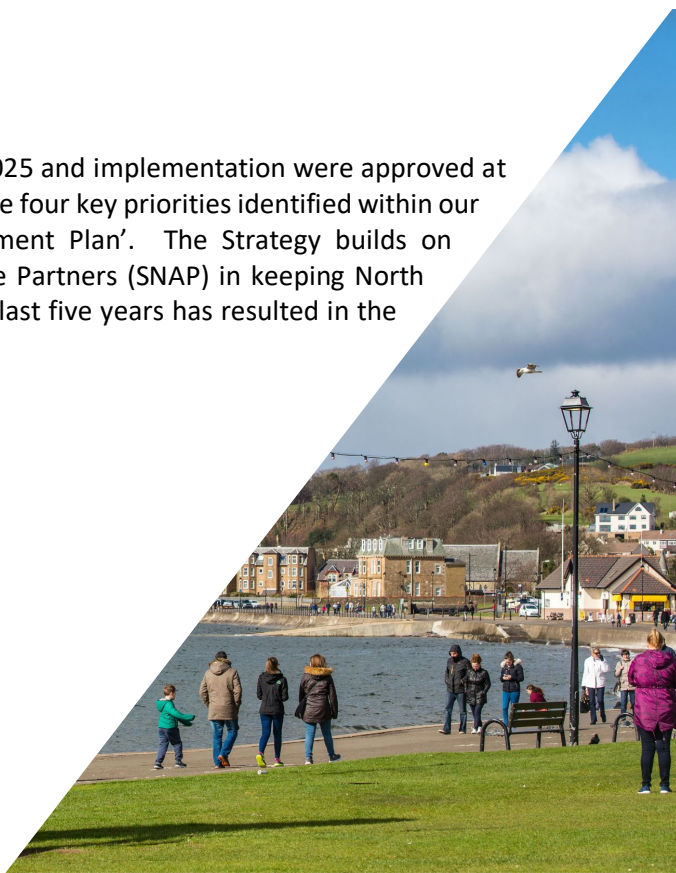
- Following local consultation, including with the North Ayrshire Food Forum, we launched our Food Growing Strategy and action plan in order to provide food with dignity and increase food security for some of our most vulnerable residents.
- We supported Challenge Poverty Week in October for the fifth consecutive year. Council Leader Joe Cullinane hosted a live discussion on Facebook focussing on Community Wealth Building and how it can address poverty and achieve a wellbeing economy. Our social media engagement during Challenge Poverty Week was very positive: Twitter - 26 Tweets with 96,396 impressions; Facebook - 19 posts with 191,234 impressions; and LinkedIn - 5 posts with 3,940 impressions.



- Together with our partners, we supported the [White Ribbon](#) 16 Days of Action campaign online. We highlighted the support available to stop violence against women through a series of films, books, television programmes and podcasts. The campaign aims to enable people to recognise the signs of abuse, begin a conversation in relation to domestic abuse and violence and thereby increase awareness.
- We implemented the Young Person's Suicide Support Pathway as a preventative and early intervention approach to supporting vulnerable young people who have made a significant attempt to take their own life. The pathway represents the steps taken by Social Services Service Access and Multi Agency Assessment Screening Hub (MAASH) employees when a young person is referred to them following a suicide attempt. The pathway reflects a robust, meaningful and young person-centred response to supporting our young people's mental health and emotional wellbeing. Referrals can be from Emergency Departments, GPs, Housing and family.
- A newly reformed Pan Ayrshire Choose Life Strategic Group has been re-established. The group are currently in the process of ratifying a Pan Ayrshire suicide prevention action plan, with key strategic outcomes for Suicide Prevention. As part of this action plan, a training plan has been developed, aiming to reach across all populations as highlighted within the national strategy as "everyone's business not just frontline staff". To fully coordinate and provide this training programme, new training and development posts have been identified, created and are currently in the process of recruitment.
- We have established a parent's reference group in 'Pathways to a positive future'. This group has been established to support parents deal with the trauma and grief of having a child removed from their care. Support is provided by a Health Visitor (not linked to the situation) over a six to eight week period to listen and acknowledge the parent's distress and offer a safe space to explore their emotions and needs. A pathways Social Work Assistant is also allocated to provide additional person-centred support. Our Parents Reference Group will inform practice developments and Scottish Government are very keen to learn more about this approach.
- Despite the significant challenges presented by the pandemic, our Transport Hub Service worked to maintain our fleet of essential vehicles to ensure that critical frontline services could be delivered to protect vulnerable people. This extended to wider initiatives to support partners and communities, for example the provision of vehicles for individuals requiring transport for dialysis, and also the delivery of a shuttle bus service in Largs for those travelling to their vaccine appointments.

► Residents and communities are safe

- The priorities within our Safer North Ayrshire Strategy 2020-2025 and implementation were approved at Cabinet in December 2020. 'A Safer North Ayrshire' is one of the four key priorities identified within our Community Planning Partnership 'Local Outcomes Improvement Plan'. The Strategy builds on significant progress already made by the Safer North Ayrshire Partners (SNAP) in keeping North Ayrshire safe. The integrated efforts of the partners over the last five years has resulted in the following improvements in community safety:
 - 20.6% reduction in all crimes and offences
 - 6.5% reduction in violent crime
 - 8% reduction in dwelling fire casualties
 - 47.8% reduction in housebreaking
 - 8.8% reduction in drug related crimes
 - 16.5% reduction in dishonesty crimes
 - 17.9% reduction in vandalism



- Our Protective Services continue to lead on partnership working arrangements across multiple agencies to ensure a joint approach to community safety, regulation, enforcement and general operational requirements, both in relation to the pandemic and business as usual activities. Partners include Police Scotland, Scottish Fire and Rescue, ACCT and CALMAC as well as community organisations, the business community and other Council services. The enhanced levels of collaboration continue to be increasingly productive and targeted action has included:
 - Joint oversight of arrangements for problematic events, public gatherings and other activities.
 - Proactive and reactive joint visits to licensed premises to check and enforce COVID compliance as well as provide guidance and support to help businesses.
 - General oversight and sharing of information on the pandemic statistics and other situational awareness which informs operational activities.
 - Provision of mutual support across agencies and partners to maximise reduced resource due to the current restrictions.
 - Sharing intelligence and joint problem solving such as how to deal with an increase in visitors to North Ayrshire, the easing of restrictions and the impacts on our communities and partner agencies.
- In October 2020, Cabinet approved the move to the next phase of our Rapid Rehousing Transition Plan (RRTP), to further reduce hostel accommodation and renovate the hostel at Princes Street, Ardrossan. We have increased our supply of dispersed furnished flats to meet the demand created by the hostel closure. This accommodation model greatly improves outcomes for people who find themselves homeless and reduces their risk of becoming socially isolated. Further, it also enables households to reside within a community, helping to build their social networks and develop their independent living skills, in turn reducing the risk of repeat episodes of homelessness.
- Our North Ayrshire food system network “North Ayrshire Fairer Food” supported the provision of food with dignity for our residents. Please see case study below.

Case Study – Community Food Provision

We are committed to tackling food inequality in North Ayrshire. Our Food Growing Strategy sets out how we can use our land and assets to support new community gardens, raised beds and allotments to increase local food growing as part of a strategic approach to increase access to food for our most vulnerable. This includes a network of food cooperatives, community fridges and larders.

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

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

The weekly membership fee is £3.50 and in return they can select a choice of groceries to the value of £15. The pantries are not emergency food provision and do not require a referral. More pantries will be introduced from April.



In the **next six months** we will work towards progressing the actions that will deliver the priority outcomes falling under **Aspiring Communities**, a society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.

► Active and strong communities

We will:

- Present findings from our review into Libraries, Community Halls and Lets to Council for approval.
- Implement the changes from the Libraries, Community Centres and Halls Review following community consultation, to deliver library, community centres and halls in a post-Covid world.
- Continue to support food with dignity through our Food Growing Strategy and local pantry, larder and shop initiatives.

► Children and young people have the best start in life

We will:

- Welcome the opening of our Additional Support Needs school at Lockhart Campus.
- Deliver 1,140 hours of Early Learning and Childcare for our residents from August.
- We will implement free school meals for primary four pupils commencing in August 2021 and plan for the roll out to further primary year groups by August 2022.
- Launch our Cost of the School Day Conference and policy in June.

► Inclusive, growing and enterprising local economy

We will:

- Produce our first Community Wealth Building Annual Report outlining the range of achievements and practical action since the launch of the Community Wealth Building strategy in May 2020.
- Implement the Ayrshire Growth Deal £3 million Community Wealth Building Fund.
- Implement the Local Authority Discretionary Business Support Fund to provide financial support to businesses in need to protect jobs.
- Deliver the new £500k Business Transition Fund for businesses impacted financially by Covid-19 restrictions that are unable to finance new ways of working or new processes.
- Implement a Green Route Map to categorise and support businesses through five 'green' categories to identify where further resource could be allocated from the Green Jobs Fund.
- Implement the 'Better Off Hub' demonstrator project to provide holistic financial support.
- Implement the funding of over 450 jobs as part of our Kickstart programme.

► Residents and communities enjoy good, life-long health and well-being

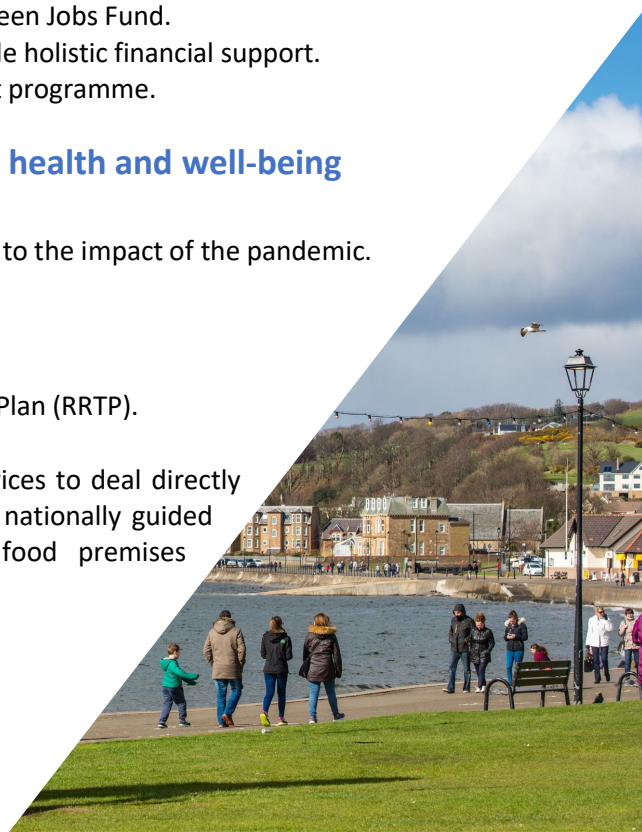
We will:

- Work with KA Leisure on their Recovery and Renewal Plan due to the impact of the pandemic.

► Residents and communities are safe

We will:

- Implement the next phased of our Rapid Rehousing Transition Plan (RRTP).
- Implement our Safer North Ayrshire Strategy 2020-25.
- Continue to adapt our proactive and reactive Protective Services to deal directly with Covid-19 as well as reintroducing, on a risk based and nationally guided approach, other critical public safety services such as food premises inspections.



► Well connected with effective infrastructure

- On 19th November the implementation and financial arrangements for the £251million [Ayrshire Growth Deal](#) were ratified by the Scottish Government.
- Cabinet approved the delivery of a £250,000 Islands Recovery and Renewal pilot project. Further details are within the appendix “Supporting North Ayrshire Together – Update on Our Response to the Coronavirus Pandemic”.
- We began a consultation with our communities in Largs and Cumbrae on investment proposals to improve access to the Largs - Cumbrae Ferry.
- Our Lochshore Regeneration Project will see the creation of a major regeneration, Community Wealth Building and placemaking investment in the Garnock Valley. In November Cabinet approved the transfer of land owned by Scottish Enterprise to our Council at nil value and the proposed implementation of early phase projects including the Garnock Visitor and Community Hub, access improvements and play facilities. It will create a regional outdoor visitor destination, health and leisure opportunities, active travel connections and business opportunities. The Lochshore Regeneration Project will be key to demonstrating our Community Wealth Building and inclusive and green economy ambitions, with wellbeing and climate change principles central to its development. A funding package including £1.779m from the Regeneration Capital Grant Fund (RCGF) is being developed.
- An additional £507,000 in Town Centre Funding announced in September was allocated by Cabinet: £300,000 will be used for asset acquisition, development and environmental works; £120,000 is allocated to Millport CARS; £30,000 to Dalry Pavilion improvements; £17,000 for 2 Mainstreet, Kilbirnie for improvement of the site; and £10,000 for Garnock Street, Kilbirnie for improvement and heritage works.
- We have secured £1.31million for 2021-22 from Strathclyde Partnership for Transport (SPT) Capital Programme towards the delivery of active travel and public transport improvements across North Ayrshire. This includes the Ardrossan Harbour Interchange, Brodick to Corrie Cycle Path, bus corridor improvements, Cumbrae Ferry bus stop and queuing facilities, Irvine Cycle Friendly Town and Pennyburn Roundabout bus lane.
- We secured £400,000 from Sustrans Scotland’s Spaces for People programme for temporary projects to reallocate road space for safe walking, wheeling and cycling during the Covid-19 pandemic. New cycle parking, a range of initiatives to encourage more active travel and path works to reclaim full path widths will be completed by May 2021.
- We’ve developed a partnership project with Sustrans Scotland to design and deliver high quality public space in the town centre and upgrade the National Cycle Network (NCN). The ‘Ardrossan Connections’ project will be delivered over three years, with construction planned to commence in 2022/23. It will provide safe an attractive walking and wheeling routes between Ardrossan and the Three Towns, celebrate the heritage of Ardrossan to provide a sense of place and alleviate transport poverty through enabling more of our residents to access active and sustainable travel.
- Two community led partnership projects secured £1.63million of funding through the Regeneration Capital Grant Fund. The Millport Town Hall Charity leads on regeneration of the Town Hall which will receive £1.5million for a new accessible entrance and flexible use spaces incorporating a Community Hub, Arts / Culture Centre, starter Men’s Shed, staged hall and three holiday led flats. Raise Your Voice With Ardeer received £130,000 to develop the Stevenston Beach Hub in addition to Community Investment Funding.



- We have reviewed all projects across the capital plan to ensure the programme impact of Covid-19 delays has been fully assessed, allowing financial and operational plans to be adjusted accordingly. Major projects being progressed by both the Housing and General Services Capital projects teams have reached several milestones including:
 - Residents have moved into new Council homes at both Watt Court in Dalry and Flatt Road in Largs.
 - Tenders have been received for the replacement of Moorpark Primary School.
 - We have appointed sustainability and information manager consultants to assist with the development of the new Ardrossan Campus.
 - The new-build Montgomery Park Primary School received part funding from the Scottish Government as part of phase two of the national Learning Estate Investment programme.
- We continue to implement the 'root and branch' changes to the Planning System, introduced by the Planning Act 2019. We've submitted consultations to the Scottish Government on pre-application consultation, permitted development rights, mediation, short term lets and Scottish Planning Policy and housing. Our Planning decision-making process has provided continuity during the pandemic. The Service has delivered major case work within Development Management to support our communities, businesses, regeneration and Covid-19 recovery, through the implementation of the Local Development Plan 2.
- Our Early Learning and Childcare Expansion Programme has completed 25 separate projects and a contractor has been appointed to carry out the refurbishment of the recently acquired Marress House, Irvine – the most significant project within the programme.
- Overall, we have improved the condition of the classified road network that may require maintenance from 37.3% to 37.1%. The following figures show our improvement on our A, B and C class roads:
 - A class roads, improved by 2.5% to 36.3%
 - B class roads, improved by 4.2% to 32.6%
 - C class roads, improved by 2% to 44.9%

► Homes that meet residents' needs

- We commenced our multi-million-pound council housing development in October 2020 at Irvine harbourside which is complemented by the £14million plans to develop the Great Harbour at Irvine, through the Ayrshire Growth Deal. Once complete the 71-unit development will showcase the very best in modern, affordable and energy-efficient housing and provide 24 general needs homes; eight wheelchair suitable homes; 11 amenity bungalows; and 28 homes within a sheltered housing complex. A key pillar of our commitment to building new council homes is to ensure they are built in places where people want to live. They are due for completion in autumn 2022.
- The Strategic Housing Investment Plan 2021-2026 (SHIP) was approved by Cabinet in November 2020, for submission to the Scottish Government for agreement on the latest North Ayrshire development programme. This plan links closely to the Green New Deal and sustainability agenda and contributes to our Council Plan priority to build 1,732 new homes by March 2024. In the last six months we have completed supported accommodation at Watt Court, Dalry. The £7.66m project created 49 new units, comprising of a Sheltered Housing Complex (22 homes), amenity bungalows (eight homes), supported accommodation (15 homes plus one employee base) and a new local housing office for Dalry (three units). The heating for the sheltered housing complex and bungalows is provided by a sustainable biomass district heating system which also serves Dalry Primary School.



- We have received overwhelmingly positive feedback from residents involved in three Estate Based Regeneration Programme projects within the Garnock Valley. The projects will see the regeneration of 48 flatted properties, beginning in 2021-22. So far 19 of the properties are empty and 10 tenants currently have an offer of alternative housing. Cabinet approved projects in Lanburnum Avenue, Beith, Newhouse Drive, Kilbirnie and an increase in the former Garnock Academy site which in total will provide 48 new homes.

► Vibrant, welcoming and attractive environment

- We have taken ownership of the of the 30-acre site in Ardrossan where ambitious development proposals include the Education Campus, swimming pool, housing and commercial facilities. The development of the North Shore site is part of a wider £150m regeneration programme including Ardrossan Harbour, an extended marina, a marine sciences centre, coastal path and new connections which together have the potential to transform the town during the next five to ten years.
- Streetscene and our Planning Service are conducting an open space audit to identify and address any gaps or deficiencies in the quality or quantity of open spaces across North Ayrshire. The project started in December 2020 when we began collating the data required for the audit. Analysis is currently being carried out with the findings and report expected by Spring/Summer 2021.

► A sustainable environment

- Our North Ayrshire's 2030 Woodland: A Tree Planting Strategy was approved at Cabinet in January 2021. Our afforestation initiative will aim to plant around 108,000 trees, covering over 40 hectares, in order to help us meet our net-zero ambition by 2030. In addition, planting schemes will be designed to support employment and training for our residents, provide health and wellbeing benefits, improve biodiversity and provide natural flood risk management and better air quality.
- In January, Cabinet approved the development of a £6.768m solar PV farm installation at Nethermain's former landfill site.
- We have complied with the requirements of the Biodiversity Duty and the Public Bodies Climate Change Duties and submitted reports to the Scottish Government in December 2020.
- We secured £1.372m from European Regional Development Fund (ERDF) Low Carbon Travel and Transport Challenge Fund towards the £1.96m Ardrossan Low Carbon Hub project. This will create a low carbon hub for Ardrossan across two locations: Harbour and North Shore. This includes: a coastal path at North Shore, active travel connection between town and harbour, Electric Vehicle and e-bike charging facilities and active travel infrastructure. The ERDF element of the project will be delivered by September 2022.
- The Scottish Environment Protection Agency (SEPA) published the national household waste recycling performance figures on 27th October 2020 for the calendar year 2019, which saw our recycling rate increase to 56.3% from 54.6% (+1.7%), compared to the 2018 calendar year performance. We are currently the 6th highest performing local authority for recycling in Scotland. During 2020/21 we were one of the few waste authorities that provided uninterrupted kerbside collections throughout the pandemic.
- Work on the Upper Garnock Valley Flood Protection Scheme is still on track to complete within timescale, despite the impact of the Covid-19 pandemic. Work has started at two locations around Kilbirnie and is due to begin in Glengarnock and Dalry. Overall completion is planned for around April 2022.



- The final Millport Coastal Flood Protection Scheme was approved by Cabinet in November. The preferred design solution will provide offshore breakwaters connecting the small islands in Millport Bay, plus onshore flood walls along the Millport shoreline. As well as providing the required flood protection, the design will also create an area of sheltered water supporting the potential for development of a marina with step ashore facilities under the auspices of the Ayrshire Growth Deal.
- The decarbonisation of our fleet continues, with a further roll-out of 14 electric vehicles and 11 workplace charging points during 2021 to support the transition to electric and low emission vehicles.

Case Study – Watt Court, Dalry

In April 2018 we embarked on a £7.66million project to build on the former Watt Court and Dalry Primary School site in Dalry.

The project has seen the creation of 49 new units, comprising of:

- a Sheltered Housing Complex (22 homes)
- amenity bungalows (eight homes)
- supported accommodation (15 homes plus one-unit staff base)
- new local housing office for Dalry (three units)

The last 15 supported accommodation homes at the former Dalry Primary School site, now known as Bessie Dunlop Court, completed in December 2020.

The heating for the sheltered housing complex and bungalows is provided by a sustainable Biomass district heating system which also serves Dalry Primary School.

This project aligns with the Green New Deal and Sustainability and contributes to our Strategic Housing Investment Plan 2021-26 to build 1,900 new homes.



In the **next six months** we will work towards progressing the actions that will deliver the priority outcomes falling under **Inspiring Place**, an enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place our residents are proud to live and work in.

► Well connected with effective infrastructure

We will:

- Work with communities to develop two Island Plans for Arran and Cumbrae as part of the Islands Recovery and Renewal Pilot, including the publication of a Cumbrae socio-economic profile to inform the Cumbrae Island Plan.
- Progress major projects across the Housing and General Services Capital programmes.
- As part of the Ayrshire Growth Deal:
 - Progress plans to launch the Digital Process Manufacturing Centre (DPMC) as part of the programme of development at i3, Irvine.
 - Develop detailed plans for the first phases of development at Great Harbour.
 - Develop a strategic proposition for Hunterston Strategic Development Area with a wide range of public and private sector stakeholders.
- Work in partnership with East Ayrshire Council and South Ayrshire Council to implement the first Regional Spatial Strategy for Ayrshire.
- Continue our Early Learning and Childcare Expansion Programme.
- Implement our 2021/22 roads investment programme, with £1million additional capital funding allocated to help further improve network condition.
- Develop and deliver projects under the Place Based Investment Programme, informed by the Regeneration Delivery Plan

► Homes that meet residents' needs

We will:

- Implement the Strategic Housing Investment Plan 2021-2026 (SHIP), contributing to our Council Plan priority to build 1,732 new homes by March 2024.
- Progress the Sheltered Housing Re-provisioning Programme, which includes the refurbishment of the remaining sheltered housing complexes across North Ayrshire.
- Progress Garnock Valley projects from the Estate Based Regeneration Programme to rehome residents and regenerate 48 flatted properties.

► Vibrant, welcoming and attractive environment

We will:

- Complete our consultation on Ardrossan Harbour proposals as part of the Ayrshire Growth Deal.
- Progress the development of c£150m of projects as part of the Ardrossan Coastal Quarter including proactively engaging with Scottish Government to progress Ardrossan Harbour proposals to tender stage and proposals to develop the International Marine Science Centre (IMSE).
- Progress the Millport Conservation Area Regeneration Scheme (CARS) project.
- Support the delivery of the Millport Town Hall and Stevenston Beach Hub Regeneration Capital Grant Fund (RCGF) funded projects.
- Publish the findings and report of the Open Space Audit by Spring/Summer 2021.



► A sustainable environment

We will:

- Seek Cabinet approval of our third Environment Sustainability and Climate Change (ESCC) Strategy and first Electric Vehicle (EV) Strategy, with a focus on stimulating a green economic recovery.
- Progress our Solar PV Farm project and investigate further opportunities such as Shewalton Solar PV Farm, i3 Innovation Park, Energy Masterplan and wind energy potential.
- Develop the communication plan for climate change awareness prior to the 26th UN Climate Change Conference of the Parties (COP26) in November.
- Consult on the 2nd Cycle Ayrshire Flood Risk Management Plan, and progress our existing Upper Garnock, Millport Coastal Flood Protection Schemes and bring the latest scheme Millburn, Millport, to confirmation stage.
- Deliver the LUNAR 2 LED energy savings initiative on around 5,000 of our lighting units throughout 2021/22 to reduce our carbon footprint and energy use on street lighting.
- Progress a review of our Zero Waste Strategy, in advance of publication of a refreshed version in 2022, as part of further waste sector changes including the new Deposit and Return Scheme and Extended Producer Responsibility.
- Progress a new Fleet Decarbonisation Plan aligned to our Environmental Sustainability and Climate Change Strategy and Fleet Asset Management Strategy. This will complement our ongoing work as part of the transport and travel transformation initiative.
- Finalise design of various tree planting schemes for implementation in the 2021/22 growing season.



Our response to the Covid-19 (Coronavirus) pandemic during the second half of this year is detailed within the appendix “Supporting North Ayrshire Together – Update on Our Response to the Coronavirus Pandemic”. In order to achieve full visibility of the work that has been undertaken under this priority, this section should be viewed alongside the appendix.

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

- Many of our supporting services had to move online and / or be operated remotely during the pandemic. A summary of how this has been achieved is contained in the “Our Council Operations” section of the appendix “Supporting North Ayrshire Together – Update on Our Response to the Coronavirus Pandemic”.
- Our [Equalities Mainstreaming and Outcomes Report 2019-20](#) was approved by Cabinet. Key highlights identified in the report include: fairness and inclusion is embedded across our Council Plan and key strategies such as our Community Wealth Building Strategy; we introduced safe leave for employees experiencing domestic abuse; Mental Health First Aid training was made available to employees becoming “Wellbeing Warriors” to support their colleagues; and with partners, we have increased the number of “I Am Me” Keep Safe Sites from one location in North Ayrshire to 14.

► An efficient Council that maximises resources and provides value for money

• Best Value Recommendations

Following our very positive Best Value Assurance Audit findings published in June 2020, we have progressed all four recommendations:

1. **Transformation plans and benefits realisation tracker** – The Transformation and Renewal Programme continues to be progressed and a broad outline of the programme was included in the Budget report to Council on 4th March 2021. The monitoring framework to track progress has been developed and will be presented to our Executive Leadership Team on 26th May 2021.
 2. **Evolution of workforce planning** – Our workforce planning approach was paused to enable us to focus on the response to the pandemic. We utilise a variety of tools and techniques to ensure our workforce requirements such as future skill needs and capabilities are met. This includes: exploring opportunities for succession planning and career development; modern and graduate apprentice recruitment; identifying skills gaps; technical and professional development; coaching; and recruiting new employees. Workforce planning is due to recommence from April with plans in place for each service by the end of July 2021.
 3. **Work with Locality Partnerships to clarify the intended impact of Locality Plans** – We began a public consultation on locality priorities using our online tool “Shaping North Ayrshire”. This was extended due to the second wave of the pandemic and a new and more direct approach was developed which included working with schools. The results of the public consultation and the intended impacts will be considered by Locality Partnerships in June 2021 and is due to be complete by the end of 2021.
 4. **Review of our online Performance Portal** – A replacement Performance Dashboard was developed inhouse using Power BI and launched on 28th February. (Please see case study below.)
- We have completed a tender process that will enable advertising on roundabouts from the summer. This will give local businesses an opportunity for sustainable, effective, and affordable promotion.

► A valued workforce that delivers high quality services

- We recruited 40 Modern Apprentices for areas such as youth work, early learning and childcare, professional cookery and business administration. The programme is aimed at 16 to 19 year-olds living in North Ayrshire and is designed to provide our young people with the opportunity to learn key skills through work and training to begin their career.
- We achieved all the baseline security controls recommended in the Scottish Government's Cyber Resilience Framework and are actively working towards implementing the target level recommendations.

► A powerful and respected voice

- Our Council has contributed to national reports and discussions across many areas including our response to the coronavirus pandemic and our approach to Community Wealth Building. These are detailed in the [Best in Class](#) section below.
- Our cyber incident management plan was a key success factor in responding effectively to a significant cyber-attack and preventing data from being breached. This response received positive feedback from the Scottish Government and the National Cyber Security Centre (NCSC).

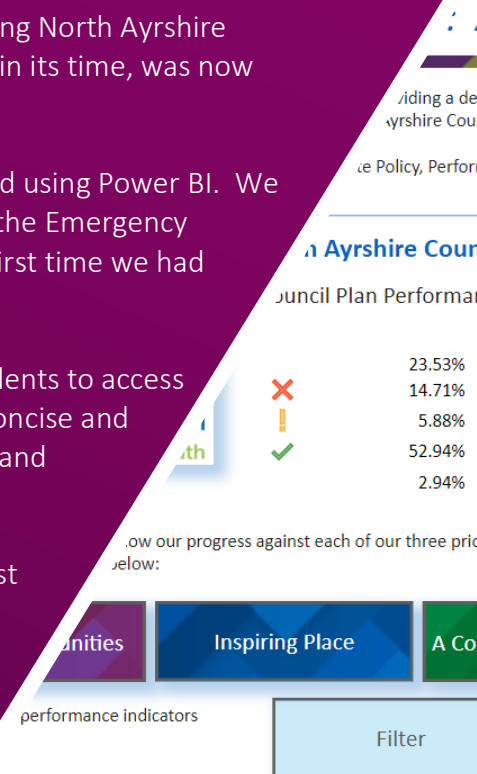
Case Study – Performance Dashboard

A recommendation from our Best Value report was to review and replace the existing North Ayrshire Performs public facing performance portal. The portal, which had been innovative in its time, was now outdated and difficult to navigate.

Following research, the most effective solution was to create an in-house dashboard using Power BI. We had learned to use Power BI to manage large quantities of high frequency data for the Emergency Management Team during the first few months of the pandemic, but this was the first time we had used it in the public domain to power a website.

The dashboard provides a much more user friendly and accessible way for our residents to access performance data. We have reviewed the information available to ensure it is as concise and relevant as possible, that it contains a link to the national LGBF Benchmarking Tool and includes our contact details.

Our [Performance Dashboard](#) was launched on 28th February 2021, is one of the first Power BI Council Performance dashboards in Scotland and has generated interest from Angus Council and other local authorities. As it is an in-house solution, we have full control of its evolution and will continue to make improvements as we receive feedback and develop our service.



In the **next six months** we will work towards progressing the actions that will deliver the priority outcomes under a Council for the Future. These are:

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

We will:

- Learn lessons from the challenges of Covid-19, promoting a system that utilises the strengths of North Ayrshire to the benefit of all North Ayrshire's residents and businesses.
- Deliver a Covid-safe Scottish Parliament Election on 6th May.
- Under our Renewal Programme, we will explore the Customer to Citizen Journey, transforming how we work, engage and co-design solutions with our communities.
- Review our Digital Strategy to be launched later in 2021.

► **An efficient Council that maximises resources and provides value for money**

We will:

- Support KA Leisure to enhance the performance management of their recovery and renewal strategy.
- Undertake a review of housing systems to identify more streamlined ways of working across the Service.
- Roll out a new cashless catering and online payment system later this year for school meals.
- Conduct a review of the Local Employability Partnership and develop an improvement plan.
- Continue to develop business cases for specific income generation opportunities aligned to our Community Wealth Building pillar of maximising the use of our land and assets.
- Roll-out a Workforce Information Tool using Power BI. This will give managers more accessible and relevant information on their teams including overtime, absence management and training.
- Migrate our intranet to SharePoint, giving our employees a better integrated and more efficient information sharing environment with the ability of teams to manage their own content directly.
- Progress the implementation of our customer management system which will replace our local customer account with the national My Account and provide opportunities for further development to enhance the customer experience.
- Establish a hybrid format of in person and virtual attendance across all our committees.

► **A valued workforce that delivers high quality services**

We will:





- Develop Our Future Working Environment project as part of our Renewal Programme.
- Implement the Building Standards Workforce Strategy, the Competency Assessment System and other outcomes from the Building Standards Futures Board as they are agreed.

► **A powerful and respected voice**

We will:

- Continue to implement Scotland's first Community Wealth Building Strategy and contribute to national discussions.
- Continue to implement Ayrshire Growth Deal projects to attract inward investment to North Ayrshire.
- Support our recovery and renewal through bids to the UK Government Levelling Up Fund to support regeneration and cultural assets.
- Act as the lead authority to submit bids to the UK Government Community Renewal Fund on behalf of local partners.

Key

-  On target
-  Slightly adrift of target
-  Significantly adrift of target
-  Data only / Status Unknown

Aspiring Communities

- ▶ Active and strong communities
- ▶ Children and in life
- ▶ Inclusive, growing and enterprising local economy
- ▶ Residents enjoy good, life-long health and well-being
- ▶ Residents and communities are safe

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



Actions



Performance Indicators Adrift of Target

Our Council Plan Framework measures progress of 34 indicators. 15 indicators do not have information for the year end 2020/21 due to later reporting schedules. For the purposes of this report 2019/20 year-end data has been used. Seven indicators are showing significantly adrift of target and six indicators are slightly adrift of target.

► Aspiring Communities

● **CP_02 - % of Council budget directed via participatory methods**

The percentage of Council budget directed via participatory methods during 2020/21 was 1.13% which is £4,044,679. This is below the target of 1.2%. The levels of participatory budgeting activity have been impacted by the pandemic due to the nature of restrictions on community group activities which would normally result in submissions for funding. Lower levels of activity are being monitored to see if the pandemic is having a long and sustained impact.

● **CP_08 - % Children living in Poverty (after housing costs)**

Most recently available data relates to 2019/20 and shows an increase in the percentage of children in poverty after housing costs of 0.8% since 2018/19, bringing the total to 27.9%. Addressing Child Poverty is central to our Council Plan 2019-24 as well as our Community Planning Partnership. We published our Local Child Poverty Action Plan in October 2020 which outlined how we will address the three main drivers of child poverty including through our Community Wealth Building approach which is embedded within the recently ratified £251million Ayrshire Growth Deal, both of which will help create new good quality local jobs. We will maximise income available to our residents from benefits through our Money Matters service (which generated £15.3m of income for residents that year) and reduce the cost of living by increasing the availability of affordable housing. Our Better Off Hubs will provide holistic support to help families manage their finances. Our Food Hubs and Holiday Hunger initiative during the pandemic in addition to our North Ayrshire Fairer Food Network ensured our local families have affordable access to good food. Additional areas being explored include the recently introduced Cost of the School Day policy which will provide a recurring annual investment in a Children and Families Fund of £500,000 to support families. This work will begin to be reflected in this indicator in future updates however it will also be affected by the Covid-19 Coronavirus pandemic.

Please Note: The calculation method for this data changed in 2019 and a further data refresh was released in May 2021. The May 2021 data updated historical data back to 2014/15 and our information on our performance management system Pentana has been updated in line with this, however no current or historical statuses have changed as a result. It provides a much more accurate source of information as prior to 2020, estimates of local child poverty rates in the UK had not been able to draw on direct calculations of incomes at local area level. The new indicator looks directly at most of the income sources reported for tax, tax credit and benefit purposes and can therefore be considered at a very local level. The effect of housing costs was modelled by area on child poverty rates, by looking at household survey data alongside statistics on private rent levels by local area.

● **CP_10 - % of procurement spent on local enterprises**

This indicator reflects the Local Government Benchmarking Framework (LGBF) calculation of local procurement spend. Prior to the most recent release of LGBF data, we used a provisional figure at Quarter Two reporting which was based on the same comprehensive spend source. As a result, the figure for 2019/20 has been amended from 19.94% to 16.65% to reflect the LGBF calculation of procurement spend on local enterprises. However, we are aware that the LGBF calculation excludes certain spend, most notably it excludes all supplier spend below £1,000 and excludes all suppliers not categorised as core trade organisations. This is therefore not an accurate reflection of the economic activity within North Ayrshire. As we have access to the source data used by the LGBF we are able to capture all spend data and refine the calculation at a local level to better capture our spend with local enterprises and shorten the time delay in reporting. As a result, it is proposed we replace the CP_10 LGBF indicator within the Council Plan with a new version based on our own calculations (CP_10a). This shows procurement spend with local enterprises as 19.98% for 2019/20. The annual spend analysis for 2020/21 will be available in the next quarter reporting.

● **CP_12 - Percentage of learning disability service users accessing employment support activities**

Annual data shows the most recent quarter. During Quarter Four (January to March) there were no hours delivered due to Covid 19 restrictions. However in Quarter Three 24.15% of learning disability service users accessed employment support activities, slightly below the Quarter Three target of 25%. It is estimated that during 2020-21 approximately 127 people were supported.

● **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 13.86%. This is still breaching the target of 10.5%. Due to data validation processes, this indicator is reported one month in arrears, therefore this information is representative of Quarter Three. Universal Early Years is currently planning an additional programme of support for identified families. This will involve complementary visits by the support team to provide timely information and practical role modelling of parenting aspects e.g. more detailed weaning information to try and support weaning at six months. This is still in very early stages.

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

The 2020/21 year end attendance for indoor sports and leisure facilities was 71,913 compared to 1,859,843 in 2019/20. The ongoing restrictions as a result of the pandemic has had a significant impact on attendances at our indoor venues. In 2021/22 as restrictions permit, our indoor sports and leisure facilities will reopen using a pre-booking system to allow our customers to return and use our facilities. KA Leisure has developed a Recovery and Renewal Plan in response and is working closely with our officers.

▲ **CP_05 - Average total tariff score of pupils living in SIMD 30% most deprived areas (19/20 figure)**

Average total tariff score has increased despite the pandemic that had a significant impact on learning and teaching in March-June 2020, particularly for children in households facing a high level of deprivation. The increase in performance in graded courses (seen nationally when exams were replaced with school assessments) only partly contributed to the increase, as the pupil needs to be presented and completing the course in order to achieve an award. We have relaxed the policy for the maximum number of presentations in senior phase and most schools have taken the opportunity to present S4 pupils for more than six courses in 2020. However, this was restricted by the pandemic conditions.

▲ **CP_06 - Average tariff score: All Leavers (19/20 figure)**

Average total tariff score has increased despite the pandemic that had a significant impact on learning and teaching in March-June 2020. The increase in performance in graded courses (seen nationally when exams were replaced with school assessments) only partly contributed to the increase, as the pupil needs to be presented and completing the course in order to achieve an award. We have relaxed the policy for the maximum number of presentations in senior phase and most schools have taken the opportunity to present S4 pupils for more than six courses in 2020. However, this was restricted by the pandemic conditions.

▲ **CP_07 - % of school leavers entering positive destinations (19/20 figure)**

The proportion of school leavers entering positive destinations has decreased considerably in 2020. The pandemic had a significant impact nationally, but much more so in North Ayrshire, due to the higher level of general socio-economic deprivation and particularly in terms of employment within the Scottish Index of Multiple Deprivation. While the proportion of school leavers going into education and training has increased slightly, the proportion of school leavers going into employment has decreased in 2020 by three percentage points compared to 2019 and by even more than that compared to previous years. In 2019/20 the percentage of school leavers entering positive destinations was 92.45% which is slightly lower than the target of 96%. In 2019/20 we ranked 22/32 Scottish Local Authorities and have improved from the fourth quartile to the third quartile. The Scottish Average in 2019/20 was 93.34%.

► Inspiring Place

● **CP_23 Number of new build Council housing units reaching completion (cumulative)**

The target for 2020/21 of 374 has been added to the 2019/20 finish of 381 to create the target of 755 for 2020/21. In 2020/21 the impact of lockdown had an effect on the house building programme with 56 new homes being built, well under the 374 proposed within the Strategic Housing Investment Plan (SHIP).

▲ **CP_19 Proportion of operational buildings that are suitable for their current use (LGBF indicator)**

This indicator has been updated from 90.91% to the official 2019/20 LGBF result of 90.89% against a target of 93%. The Scottish average for 2019/20 was 82.47%. We ranked 10/32 Scottish Local Authorities and remain in the second quartile. Rationalisation of the Additional Support Needs school estate and integration of Health and Social Care Partnership locality teams within secondary schools will improve overall performance.

▲ **CP_21 Proportion of properties receiving superfast broadband**

The 2019/20 Local Government Benchmarking Framework (LGBF) result was 94.1% against a target of 97%. We monitor this indicator and continue to work with the Scottish Government to progress this. It forms part of the national R100 programme which is a commitment to provide access to superfast broadband of 30Mbps to every home and business in Scotland. This data has been updated from the previously reported figure of 96.8%. The difference in figure is due to the LGBF using the Scottish Government definition of 30Mbps, whereas the replaced figure was based on a slightly slower speed of 24Mbps.

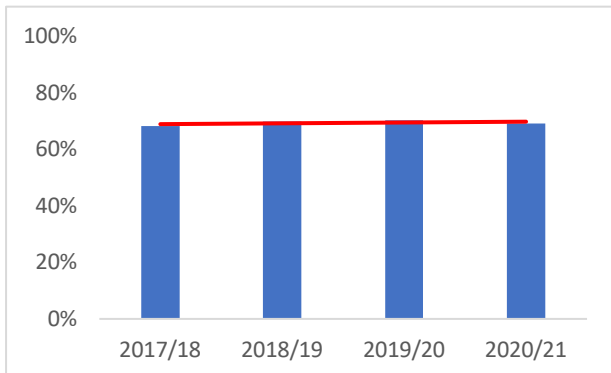
▲ **CP_24 Number of empty homes brought back into use (cumulative)**

Empty homes work was paused during the pandemic, resulting in our target of 600 new homes being brought back into use by the end of 2020/21 not being met.

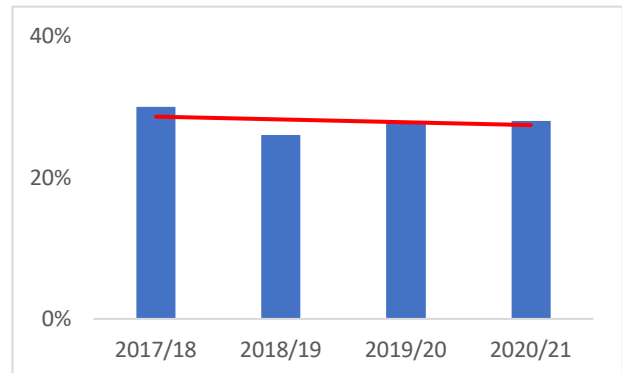
► A Council for the Future

- There are no exceptions.

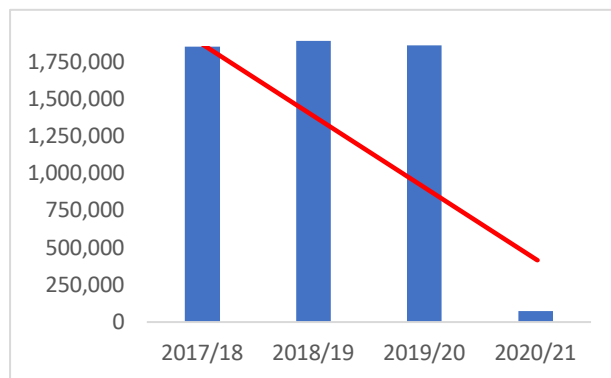
Further information on all indicators within the Council Plan can be found in [Our Performance Dashboard](#). **Trendline** tracks performance as at year end each year.



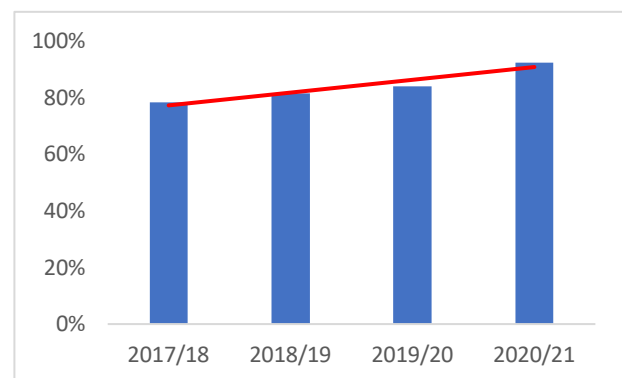
CP_09 Percentage of working age population in employment



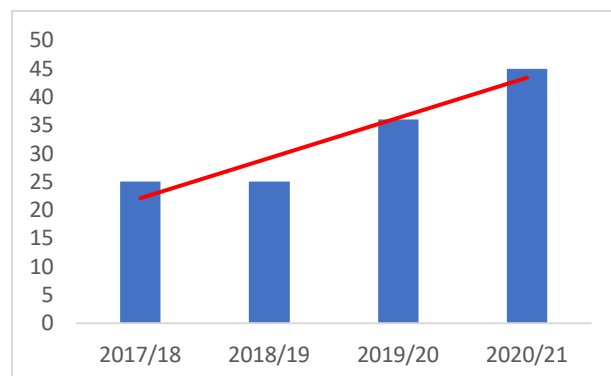
CP_14 - Percentage of households in fuel poverty



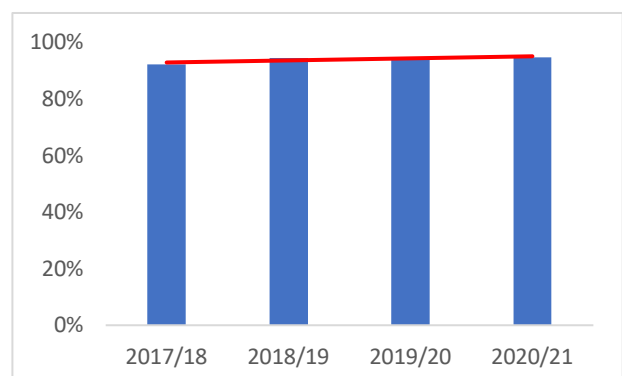
CP_15 Number of attendances at indoor sports & leisure facilities (excluding pools)



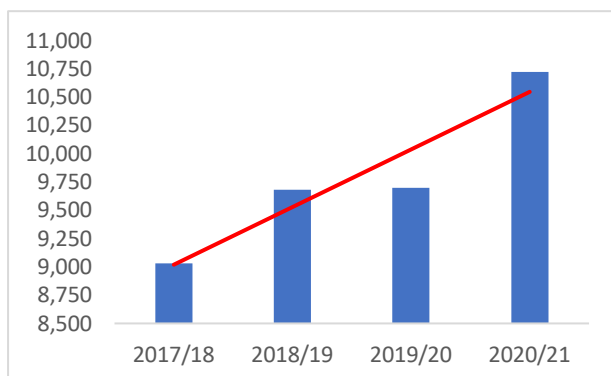
CP_18 - % of new tenancies to applicants who were assessed as homeless sustained for more than a year



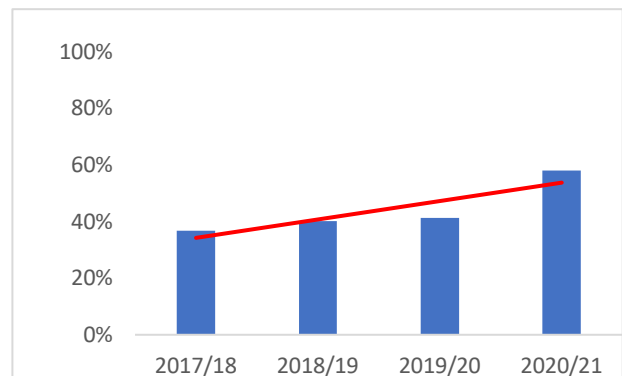
CP_22 - Number of electric vehicle charging points publicly available



CP_27 Street Cleanliness Index - % Clean



CP_30 Total installed capacity of low carbon heat and electricity generation across the Council's estate



CP_33 % of Self-Service Transactions

Best in Class identifies what we do well and where we learn from others to continually improve our performance.

► Sharing Learning

- Our Council Leader Joe Cullinane accompanied by the Chair of the North Ayrshire Community Wealth Building Advisory Panel and Senior Manager for Economic Policy, presented at the Centre for Local Economic Strategies (CLES) Annual Community Wealth Building Summit. They demonstrated the leading Community Wealth Building work that we are implementing following our launch of Scotland's first Community Wealth Building Strategy in May 2020.
- The Senior Manager from Economic Policy, was appointed as a member of a UK wide SIPHER (academic health inequalities collaborative research project) Inclusive Economy Advisory Group comprised of leading experts on inclusive economic development from across the UK.
- Our response to the coronavirus pandemic has been featured in reports by the Carnegie UK Trust. [The Carnegie UK Trust reported on good practice](#) within local authority responses to the coronavirus pandemic. They found that the response to COVID-19 has been underpinned by kindness with unprecedented levels of volunteering and community action. This was due to people having the permission, tools and resources to make a difference.
- Local community hubs emerged as a successful model that helped different organisations work together, creating a more flexible and responsive approach to supporting people.
- Our Senior Manager for Homeless and Community Safety presented at the national Rapid Rehousing Transition Plan (RRTP) Conference in March 2021.
- The Streetscene Service and the Data Analytics Team delivered a presentation to the APSE Parks, Grounds and Street Services Advisory Group, to share best practice with other councils. They demonstrated the new and innovative ways of working introduced through embracing mobile technology in our frontline operatives.
- Our Planning Service continues to work with colleagues across Scotland through the Heads of Planning Scotland (HoPS) to deliver change at national level and bring improvements to our service through shared learning with other Councils. The Chief Planner was appointed Junior Vice Chair of HoPS and the Strategic Planning Manager is delivering major workstreams on Local Place Plans and Local Development Plan.
- The Multi Agency Assessment Screening Hub/Service Access teams have been sharing their work with colleagues in Dundee. We had been contacted to learn more about the way our service is run, were very impressed and are now looking to develop our model.
- Our Mid-year 2020-21 report "Supporting North Ayrshire Together – Our Response to the Covid Pandemic and Progress Report" (September 2020) was shared with the Improvement Service following discussions in the national LGBF Steering Group.
- We have provided Angus Council and Dundee Council with details on the development of Our Performance Dashboard (see the case study above). In return, Angus Council has shared additional information which will enable us to develop the dashboard further.



► External Inspections and Self-Assessment Activity

- An Internal Audit was completed of the Sustainability Service with Assurance Level 'Substantial' achieved. The definition of 'Substantial' outcome is: 'Framework of governance, risk management and control are adequate and effective.'
- The annual Planning Performance Framework (PPF) was assessed by the Scottish Government following the approval by our Council's Planning Committee. The Minister for Local Government and Housing responded noting the success of our team in enabling the planning service to continue to operate during the Covid-19 pandemic. The report again showed the high levels of performance across all categories. The report welcomed our approach to early engagement, that we had completed five of the six service improvements from the previous year, undertaken a review of our Supplementary Guidance, developed a protocol for the design and development of council housing and published an indicative timetable for the replacement of the Local Development Plan.

► Accreditations

- Facilities Management experienced a successful external audit by BSI for Quality Management Systems ISO9001. We were praised for our emergency responses to the pandemic and the focus on supporting our community. It was recognised that we have a strong approach to risk management and had handled the frequently changing requirements very well over the last year. No major non-conformities were identified.
- KA Leisure were awarded the RoSPA Gold Award for Leisure Safety which recognises excellence in health and safety management among companies that primarily offer services directly to guests and visitors.



What Our Customers Say

This section captures four selected compliments and comments and one complaint and resolution from our residents and businesses who have contacted the us to highlight any issues they are facing.

"Hello first of all I would like to thank the young man who put forward my request for a replacement light outside of my home. I have been broken into, had my garden tools stolen, been scared to death of persons kicking and or banging on my door as it was pitch black outside without a light.
BUT along came a knight NOT in a shiny suit but in an ORANGE HI VIS suit along with an electrician who installed a security lamp outside my front door. THANK YOU SO VERY MUCH you do not know how safe I feel now. There has been no more knocking or banging on my door at all hours of the night. Please let the young man and the electrician know that I really am very grateful and thank them so very much. Also a very big THANK YOU to NORTH AYRSHIRE COUNCIL for giving the permission to go ahead with the installation of the light. Thank you and God bless you all."

North Ayrshire Resident

"As a regular walker it was nice to see the section of the New Town Trail through Girdle Toll towards Eglinton Park getting a tidy up recently. With all the fallen leaves etc. the drain was backing up and the little stream was virtually blocked. Now the drains have been cleared and the stream dug out... ..the path has dried out and the excess water has somewhere to flow again... ..well done and many thanks"

North Ayrshire Resident

"The ground surrounding Shieldhope Court is looking rundown and is needing a lot of work to get it looking like it should."

North Ayrshire Resident

"The resident called to thank the team for their prompt response saying it 'is looking so much better'".

North Ayrshire Council Representative

"I'd like to pass on thanks to the waste team who attended Stroma Court this morning at around 8.30am. My elderly father was leaving to attend a hospital appointment and the operative who was pulling out his bin noticed us leaving and realised that the vehicle would soon block us in.

Without any prompting the gent moved to the vehicle and asked driver to wait where he was to prevent blocking us in.

This was a very simple but very thoughtful and considerate act that ensured that my father was on time for his appointment. It was really appreciated and I'd be grateful if our message of thanks could be passed on to the crew."

North Ayrshire Resident

Contact Us

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Delivering our services with **Focus. Passion. Inspiration.**



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



Supporting North Ayrshire Together Update on Our Response to the Coronavirus Pandemic

March 2021



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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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 Response at a Glance

During their first year, our
Community Hubs

Received **33,152 calls**
(65% for food access)

Made **96,465**
food deliveries

Collected **13,713**
prescriptions

We provided
60,000 shopping
vouchers worth
£1.7million

to children eligible
for free school
meals

Holiday Hunger provided food
for eligible children during
school holidays plus
**£100 Christmas &
Spring Hardship
Payments**

We visited 1,247
children a total of
7,333 times
(September to December)

To ensure our pupils
could access online
learning we provided

3,194 iPads,
Chrome Books,
**Wi-Fi routers &
SIMs**



Childcare Hubs cared for
an average of

1,002 children
in January & February



Since April we've provided over

4 million items
of PPE

including over
1 million masks

Over £14 million
in grants
distributed to local
businesses since
September

We supported 285
residents into
employment & aim
to secure 50
Modern
Apprenticeships
(2020-21)

Up to
560 visits per week
to our
Health & Wellbeing
Hubs
for Care Home & Care At
Home employees

Average of
240
Environmental
Health &
Trading Standards
interventions per
month
to protect our residents

Welcome

This report marks a full year since we entered lockdown in March 2020. Throughout the past 12 months we have witnessed the dedication of our teams, communities and private, public and third sector partners in supporting the people of North Ayrshire in the most difficult of circumstances. We continue to be incredibly grateful to everyone for continuing to support our communities and businesses during this exceptional time.

In September we provided a summary of our joint response during the first six months of the Covid-19 pandemic in our report “[Supporting North Ayrshire Together](#)”. Now, in March 2021, most of our teams are working remotely, while some frontline services continue and others find innovative new ways of providing services.

This report provides an update on our response to the pandemic. Progress on the delivery of our Council Plan priorities will be provided separately through our end of year performance reporting.

Supporting Our Communities

Community Hubs

Our Community Hubs continue to support our residents by providing access to food, prescriptions and other assistance. During their initial year they have received 33,152 calls, made 96,465 food deliveries, collected 13,713 prescriptions and directed 3,746 enquiries to other services. Each team has worked tirelessly to support their communities including some of our most vulnerable residents.

Access to food has by far been the most common reason for our residents to contact our Community Hubs, amounting to 65% of all calls received. This is followed by isolation support (13%) and health advice (6%). The Community Hubs also offer support with financial advice, period poverty and signposting to other services.

Due to the impact our Community Hubs have had and our long standing partnership with the Carnegie UK

Trust, we contributed to the Trust’s [Covid-19 and Communities Listening Project: A Shared Response report](#). The report explores the experience and knowledge gained from the response to the Covid-19 pandemic as well as potential new ways of working.

Food Provision

“To All of you,

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

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

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

In addition to Community Hubs, our Food Hubs led by our Physical Environment Service and supported by our Contact Centre, have provided 60,000 shopping vouchers for children eligible for school meals since July 2020, worth £1.7 million.



The Three Towns Community Hub Team

Prior to the move to a voucher scheme, our Food Hubs delivered the equivalent of 1.26 million meals to families across North Ayrshire.

For children and young people returning to school in August 2020, we ensured a good selection of hot meals were available from the first day to encourage pupils back into the dining halls. We recognise the importance of social activity within dining halls in supporting our school children's wellbeing. To aid this, we introduced staggered lunch breaks to manage bubbles safely and ensure children felt safe in their environment.

Our **Holiday Hunger initiative** continued to help feed families during the October and Christmas school holidays by providing vouchers worth £20 per week for each child. We also provided £100 payments for each child in receipt of free school meals in December to help support them over the Christmas holidays. This was followed in March by £100 Spring Hardship Fund payments for eligible families including those with pre-school children.

During the phased return of secondary school pupils in early 2021, we provided a full menu selection in schools as well as £20 shopping vouchers to all pupils eligible for free school meals.

The pandemic further highlighted that many of our residents need better access to good quality

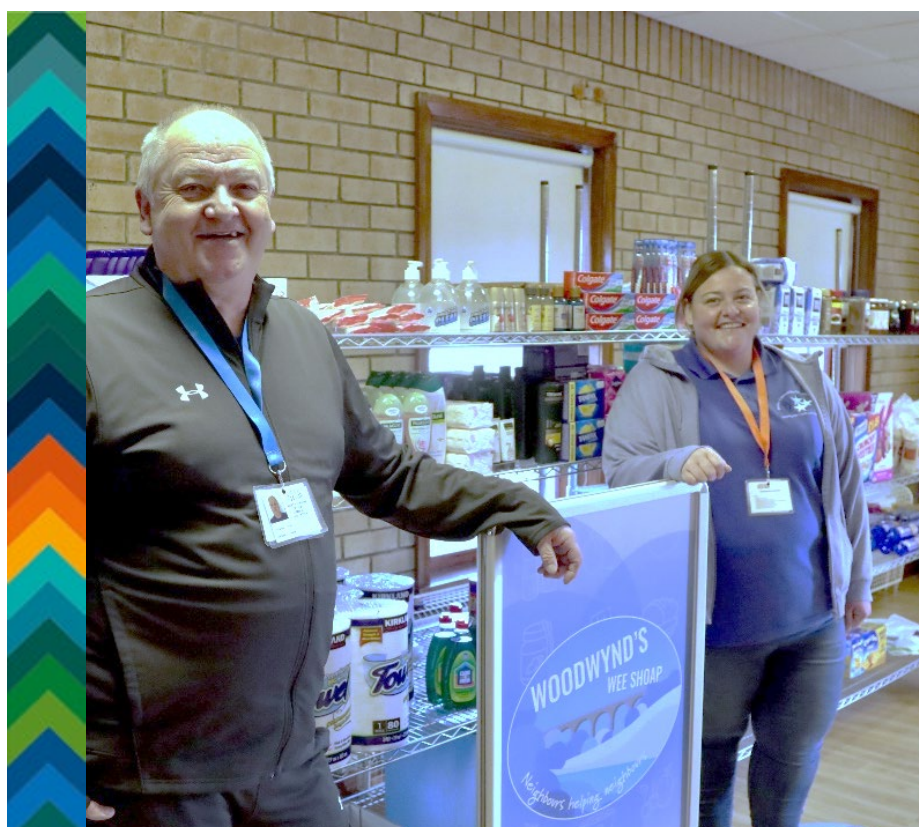
affordable food. Our North Ayrshire Food System network has been launched as **"North Ayrshire Fairer Food"** to meet this ongoing need. The Whitlees Quaint Larder, Ardrossan South Larder, Woodwynd's Wee Shoap and Cranberry's Community Larder introduced their pantry initiatives, with more planned from April.

These use a membership system to provide a mini supermarket-like environment where our residents have the opportunity to choose their own food and top up their weekly food shop. This dignified approach to addressing food insecurity helps make our residents' money go further by giving them access to good food at lower cost.

Childcare Hubs

Our schools and Arran Community Hub became Childcare Hubs for children of key workers as well as our children and young people who required more support. They enabled our key workers to continue with their crucial frontline services knowing their children were being looked after, while supporting our vulnerable children and young people.

The average number of pupils attending the Childcare Hubs during the first lockdown period was 523. This rose to 1,002 across our primary, secondary and additional support needs schools in January and February 2021.



Woodwynd's Wee Shoap

Children who attended our Childcare Hubs were given the same schoolwork as those learning from home, with class teachers providing remote learning.

Education

Our schools moved to remote learning in January, with a mix of online and paper-based resources provided. Pupils in need of digital devices were provided with them alongside internet access. Phased reopening of our schools commenced on 22nd February.

All our schools have access to asymptomatic Covid-19 testing kits. The voluntary home testing programme aims to reduce related risks in schools and help keep our teams, children and young people as safe as possible.

We continue to work towards our vision of being a nurturing authority through our “Nurturing North Ayrshire’s Recovery” approach by building emotional resilience in children and developing stronger relationships. Following lockdown, it was found children who had experienced nurture approaches coped well with the return to school.

To ensure our pupils could access online learning we provided:

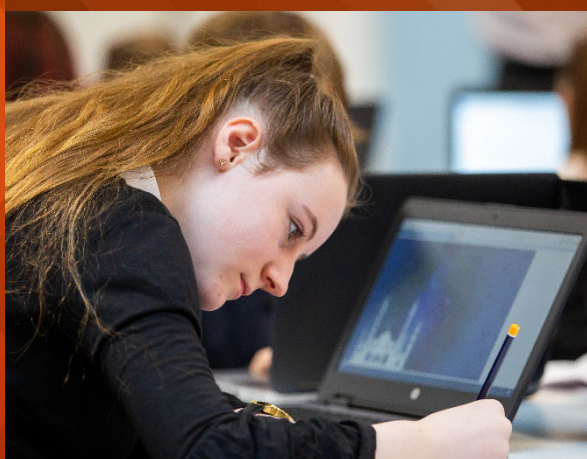
1217 Wi-Fi iPads

189 cellular iPads

306 Wi-Fi units

900 Chrome Books

582 anywhere SIMs



In 2021 our senior pupils’ final grades for Scottish Qualification Authority (SQA) qualifications will be estimated grades based on pupil class work and tests. Each grade will be quality checked in school and through SQA sampling. Estimated grades will be submitted to the SQA in June and pupils will receive their awards in August 2021.

The Professional Learning and Leadership Development initiative within the Communities and Education Directorate launched a new podcast “Let’s Chat Leadership”. In each episode, they discuss current issues influencing educational leadership including the power of facilitation and coaching.

Period Poverty

Our pupils were offered a subscription service for two to three months’ supply of free period products. This allowed primary and secondary school pupils to register for products, including sustainable options, for delivery to their home address.

Our Young People

Our first fully online Joint Cabinet took place in November and involved 110 young people from across our secondary schools. They were joined by our Council Cabinet, senior officers, Members of the Scottish Youth Parliament (MSYP) and the Youth Council Executive. Our young people shared their views on the issues that really matter to them including their community, digital connectivity, employability and health and wellbeing. These will inform our post Covid-19 recovery and renewal.

The Joint Cabinet session announced two successful funding bids totalling £120,000 from the Youth Work Education Recovery Fund for youth projects in North Ayrshire. A joint funding submission with the National Portrait Gallery, North Ayrshire Alcohol and Drugs Partnership, our Health and Social Care Partnership and our Youth Services team was successful in securing £60,000 from the Youth Recovery Fund. This will explore artist interventions that could be used in local communities to improve mental health and wellbeing. The remaining £60,000 will be targeted towards a range of smaller initiatives benefitting our young people, including family learning, mental health support, food provision and outdoor experiences.

With libraries and community centres closed, Library Services worked alongside the Health and Social Care Partnership to coordinate the Christmas Gift Appeal and allocate gifts to families across North Ayrshire.

DigiDream Digital Quiz

During lockdown all face to face youthwork activities were cancelled. Having consulted with our young people and partners we created the live Wednesday online quiz on Facebook. This allowed us to host the quiz and have live chats with our young people including answering any questions.

We adapted the format of the quiz to include two British Sign Language interpreters, to support our deaf young people taking part.

The Wednesday Quiz has had 46,559 attendances with 4,648 people interacting with the posts. We have 35 to 40 families regularly taking part in the quiz.

Covid-19 Testing and Vaccination

Our Health and Social Care services continue to adapt and change their normal working practices to ensure compliance to the national restrictions whilst continuing to deliver essential services to our most vulnerable residents.

We saw increased levels of Covid-19 testing across Health and Community Care services, including the introduction of lateral flow testing in care homes for employees and essential visitors.

We established rapid Covid-19 testing centres for those who are not experiencing symptoms to identify positive cases more quickly.

Our Covid-19 employee vaccination programme began with the first priority groups such as Care Home employees. This will be extended further to other employee groups.

Partnership working across teams has remained essential, with Connected Communities venues and employees working within vaccination centres to support the successful delivery of the vaccination programme. Approximately 900 vaccinations are given each day at one site.

Many of our employees were seconded to the NHS for the delivery of the Test and Protect service for a period of six months.

Child Protection

Between September and December our Children and Families Team visited 1,247 children a total of 7,333 times. Of these visits, 3,965 related to particularly vulnerable children. We also made 4,219 telephone calls and 222 online contacts.

The Child Protection Committee offered a range of e-learning modules for employees and partners to ensure all our teams are confident in recognising the signs of a child or young person at risk of harm and how to report this. In addition, we launched a social media campaign to raise awareness of child protection. This resulted in an increase in the number of calls relating to child welfare from members of our public.

In February our Fostering Service publicised the need for additional foster parents for children as a result of the pandemic.

Further Activities

In March a £100,000 Community Renewal and Recovery Fund was launched to support the third sector due to the challenges faced during the pandemic. The short-term fund from the North Ayrshire Ventures Trust will help organisations over a six-month period while more sustainable funding solutions are explored.

We supported the White Ribbon 16 Days of Action campaign online with our partners by showcasing a series of films, books, television programmes and podcasts, addressing issues of violence against women.

We launched our 'Let's Do This' campaign in November asking everyone to support North Ayrshire in suppressing the virus.

KA Leisure provided access to online classes and limited use of gym facilities, swimming pools and some indoor sports between October and December. The pandemic continues to have a significant impact on KA Leisure's operations.

On Tuesday 23rd March we marked the National Day of Reflection on the one-year anniversary of lockdown by collectively pausing for a minute's silence. The flags at our headquarters in Cunninghame House were flown at half-mast. We illuminated Saltcoats Town Hall and the Portal in a symbol of respect and solidarity to all those who have been affected by the pandemic.

Since April 2020 we have distributed
over 4 million items of PPE

to care providers, care homes, unpaid carers and personal assistants. This includes:

2,223,600
gloves

714,906
disposable
aprons

1,086,150
masks

7,377
bottles of
sanitiser
(1,531.7 litres)

13,445
pieces of
eyewear

958
lateral flow
tests
(since January)

Access to Culture

With our venues currently closed to the public, we have been finding new ways of providing access to our services.

Our Harbour Arts Centre has hosted a series of [virtual exhibitions](#).

Our Culture and Heritage Team worked with Irvine Burns Club to produce a Virtual Burns Celebration.

[Our Library Borrow Box](#) is available for residents to borrow eBooks and eAudiobooks online or through the app. The Home Library Service restarted in May to December and supported our most vulnerable residents. A call, click and collect service was established across our libraries from August to December.

We introduced Climate Kindness during the October holidays where the Arts, Heritage, Countryside Rangers and Library teams developed a series of environmental challenges on social media.



Employability Services

Employability services have moved their services to mostly digital forms of engagement since the pandemic began. The team have provided vital wellbeing support to vulnerable residents and has also managed to secure employment for over 285 residents by the year end despite a significant reduction in opportunities locally.

We have continued to deliver our Modern Apprenticeship programme to ensure opportunities for young people to work within our Council are sustained during the pandemic. Priority has been given to opportunities in the outdoor environment with the aim of fulfilling the annual 50 apprenticeships target.

We are a Gateway provider of the Kickstart programme, a national programme established in response to increasing levels of unemployment. By the end of March this year, local businesses had come forward seeking Kickstart support for over 400 jobs. These are currently in the system with significantly more to follow.

New funding streams have been secured to assist employability services to respond to the expected rise in unemployment in the next year and plans are in

development to build capacity across the service including additional redundancy support, key worker capacity, significant new incentives for employers to recruit and provision of laptops for young people to address digital exclusion.

Supporting Our Businesses

Financial Support

Due to Covid-19 restrictions and the need to assist in the management and distribution of additional financial support to businesses, the Business Team has diverted normal activity to assist with the distribution of Business Support schemes on behalf of the Scottish Government. The Business Team and Revenues Team have managed and administered the following Business Support Schemes since September:

Large Self-Catering Grant

This £2,000 per property grant was available for businesses with a property that accommodates seven or more people

for which they pay Non-Domestic Rates. We have been allocated £182,000 for this fund and estimate that this will be fully allocated. Applications are still being processed and the final figure will be confirmed in early April.

Exclusive Use Properties Grant

This £10,000 grant is for businesses evaluated by the Scottish Assessors Association as an "Exclusive Use Venue" providing overnight accommodation and who pay Non-Domestic Rates. The Scottish Government identified eligible properties, of which one is within North Ayrshire.

Coronavirus (Covid-19) Restrictions Fund

The purpose of this fund was to support hospitality and other businesses (excepting takeaways) required to close by extended Covid-19 restrictions up to 2nd November 2020. The Business Development Team and Revenues Team assessed, approved and administered 194 grants to eligible applicants via this Fund totalling £598,880.

Strategic Framework Business Fund

The Strategic Framework Business Fund (SFBF) provides grants to businesses that were required to close by law, or significantly change their operations due to Covid-19 restrictions from 2 November 2020.

The Business Team and Revenues Team assessed, approved and administered support to over 1,100 businesses via this fund totalling £12,873,700 (including Top Up Payments for Retail, Hospitality and Leisure businesses).

Furlough Top Up Fund

This fund relates to the 20% contribution that businesses were initially expected to make towards October employee furlough payments. The decision was reversed and companies were compensated. The Business Team and Revenues Team assessed, approved and administered 99 grants to eligible applicants via this fund totalling £163,350.

North Ayrshire Council Discretionary Fund

This fund was established to support businesses that were ineligible for support under the SFBF Fund. This fund provided a payment of £2,000 to eligible applicants. To the end of March this year, 126 Grant awards had been processed, totalling £252,000.

Bed and Breakfast Support

This support was offered in three stages. The first two stages consisted of a £2,000 per four-week period grant for eligible Bed and Breakfast businesses that do not pay Non-Domestic Rates but pay Council Tax. This support ran from early January to 31st March 2021 and is in addition to earlier Covid-19 support for the eight eligible businesses in North Ayrshire.

The third stage is to benefit eligible businesses not benefitting from stages one and two. So far, we have administered £60,000 of grants under this stage of the scheme.

Keep It Local

We encouraged our residents to spend locally at Christmas and use local supply chains to support our local economy. The 'Keep it Local' campaign is part of the Council's wider Community Wealth Building approach to encourage local spend and investment to support employment.

Protective Services

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

Island Recovery and Renewal Pilot

We have worked with Scottish Government and Highlands and Islands Enterprise to jointly fund an Island Recovery and Renewal Pilot. Though approved prior to the pandemic, the pilot is central to recovery as Covid-19 highlighted the vulnerabilities of island economies - in particular, their dependency on ferry transportation and the tourism sector.


A dedicated Senior Officer for the Islands was appointed in February 2021 and is working in partnership with island communities, businesses and wider local and national partners to trial new ways of working and develop Island Plans for both Arran and Cumbrae. [The Fraser of Allander Institute research on the Arran economy](#) we commissioned and published in September will support this approach and we are working to produce a socio-economic profile for Cumbrae.



Our Council Operations

The fast-moving nature of the pandemic and its impact means high quality immediate communication with our residents, businesses and employees continues to be essential. Our website is constantly updated with the most recent information. As well as utilising local media, our social media channels saw substantial growth during this period in terms of followers and engagements, reaching our residents as quickly as possible.

Between April 2020 and the end of February 2021, our social media following grew by 7,750 and our posts have been seen over 13.4 million times an increase of 46% on the previous year. We have issued 1,177 posts relating to Covid-19. These have been seen over 6.8 million times and achieved 686,000 engagements.



Our 2020/21 Budget engagement was carried out online to ensure our communities could contribute to the discussions. Our Council Leader Joe Cullinane and Chief Executive Craig Hatton hosted a [live Question and Answer Session on Facebook](#). This enabled residents to hear directly about our budget plans for 2021-22, our response to the Covid-19 pandemic and the measures we are putting in place to ensure that we build back better as well as providing the opportunity to ask any questions. The session has been viewed over 13,000 times.

Our Sensory Impairment Team launched a new Facebook group to share important updates and information. This includes links to information from the Scottish Government and NHS in British Sign Language (BSL) as well as providing online opportunities for socialising and sharing advice. Our Locality Teams established Virtual Community Centres for each Locality area in order to support local groups and organisations with delivery of events, activities and sharing of information.

Services Update

We are proud to be one of the few local authorities to provide a full waste collection and recycling service throughout the pandemic, despite resourcing challenges and significantly higher amounts of household waste being generated as people adhered to the lockdown restrictions and spent considerably more time at home. Our environmental enforcement teams continued to work tirelessly to tackle fly-tipping and have issued 438 Fixed Penalty Notices to fly-tipping offenders during 2020/21 to deter this.

"I want to thank the staff at Bartonholm. Like everyone, I wasn't feeling particularly jolly today. I was met with pleasant smiles and one man made me laugh out loud with his joke about onion layers. The area is well kept, the staff are helpful and efficient.

So thank you."

The introduction of extensive traffic management and safety measures at our Household Waste Recycling Centres following the national re-opening in June 2021 continues to protect our visitors and employees.

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

Housing emergency and urgent repairs are being carried out within the approved timescales and our capital programme has continued to be delivered, with some reprofiling of projects to focus on external work where internal work has not been possible. Our Homeless and Community Safety Service continues to ensure our homeless residents and those requiring temporary accommodation are housed safely and are fully supported.

While grounds maintenance focused on essential areas during the lockdown period last year, our open spaces were all quickly recovered back to their normal standard in May 2020 and will be maintained as normal during the spring/summer growing season this year.

Our Transport Hub has provided support to NHS colleagues in transporting patients requiring critical care to and from hospital, and also transported a number of vulnerable residents to their vaccination appointment.


Customer Services

Many of our teams have provided essential support to our frontline services during the pandemic.

The Customer Contact Centre has been closed to the public since March 2020, but adapted to provide critical services online. During the past year it has been:

- Delivering a Registration Service remotely for birth and death registrations, with a seven-day service provided during the peak of the pandemic.
- Managing our support line and National Helpline to assist our most vulnerable and shielding residents.
- Issuing vouchers during school closures to children entitled to free school meals and providing parent support.
- Administering winter and spring hardship payments.
- Making proactive calls to check the wellbeing of self-isolating residents, offer support and administer the Self-Isolation Support Grant Payments.
- Providing support and advice in relation to Council Tax, Benefits and the Scottish Welfare Fund.

In addition, the Benefits Team have worked additional hours to meet the vast increase in their workload and ensure all benefits applications are processed quickly to limit the impact on our claimants.



Our Licensing Service extended licences in relation to taxi and other civic government licences which were about the expire. We agreed to extend these in line with the national extension of MOTs. We also agreed that all holders of premises liquor licences could delay payments due in October 2020, to the end of March 2021.

Scottish Parliamentary Elections

Preparations for a Covid-19 Safe Scottish Parliamentary Election are in progress. The restrictions mean a considerable amount of additional preparation is taking place to ensure a safe environment for voters, candidates and those working at the election.

We have published information on our website and social media channels to assure residents of the steps being taken so they can cast their votes safely on Thursday 6 May 2021. This includes our standard guidance on registering to vote and obtaining a postal or proxy vote.

Our Workforce

Most of our employees have now worked remotely for a full year. Our ICT Team have ensured our employees can continue to collaborate, such as through video calling, throughout the pandemic. The swift transition to home working built on the extensive work already undertaken through our Digital Strategy. This included promoting agile working, the rollout of Microsoft Office 365, creation of “Digi Guru” technical support within teams and the provision of appropriate devices from 2017.

The ability of all our teams to adapt their operations during the past year has been exceptional. This includes our supporting services who have adapted to provide critical services to ensure the core functions of our Council continue. On many occasions employees have been temporarily moved to other roles to ensure we meet the needs of our residents.

Ensuring our employees are supported has been key to delivering services through such a challenging time. We promoted our Covid-19 Frequently Asked Questions every week to all employees. This included a summary of advice regarding Covid-19 as well as other information such as how we would work with our employees to provide flexible working arrangements to support home schooling. This comprehensive document has become the key source of information for our teams.

Our Council Leader Joe Cullinane and Chief Executive Craig Hatton held online ‘Fair Say’ engagement sessions

to update teams on Council business and enable colleagues to ask any questions.

We launched our new Staff News website, making it easier for our teams to receive information including regular video updates from our Chief Executive.

We issued over 50 shout-outs on social media for individual colleagues and teams to recognise their exceptional work throughout the pandemic.

The wellbeing of all our employees continues to be a key priority for our Council. We introduced our Wellbeing Warriors - volunteers from teams who are then trained in Mental Health First Aid to support colleagues through listening or signposting them to services.

All our employees are regularly updated with information on how to support their health and wellbeing. Occupational Health provides information, support services and advice on a range of topics, while our Live Well programme provides opportunities to maintain a healthy lifestyle including mental and physical wellbeing.

Our new more efficient online Occupational Health portal was launched for occupational health referrals and reports. This service provides online access to information and guides for employees and managers and supports our digital agenda.

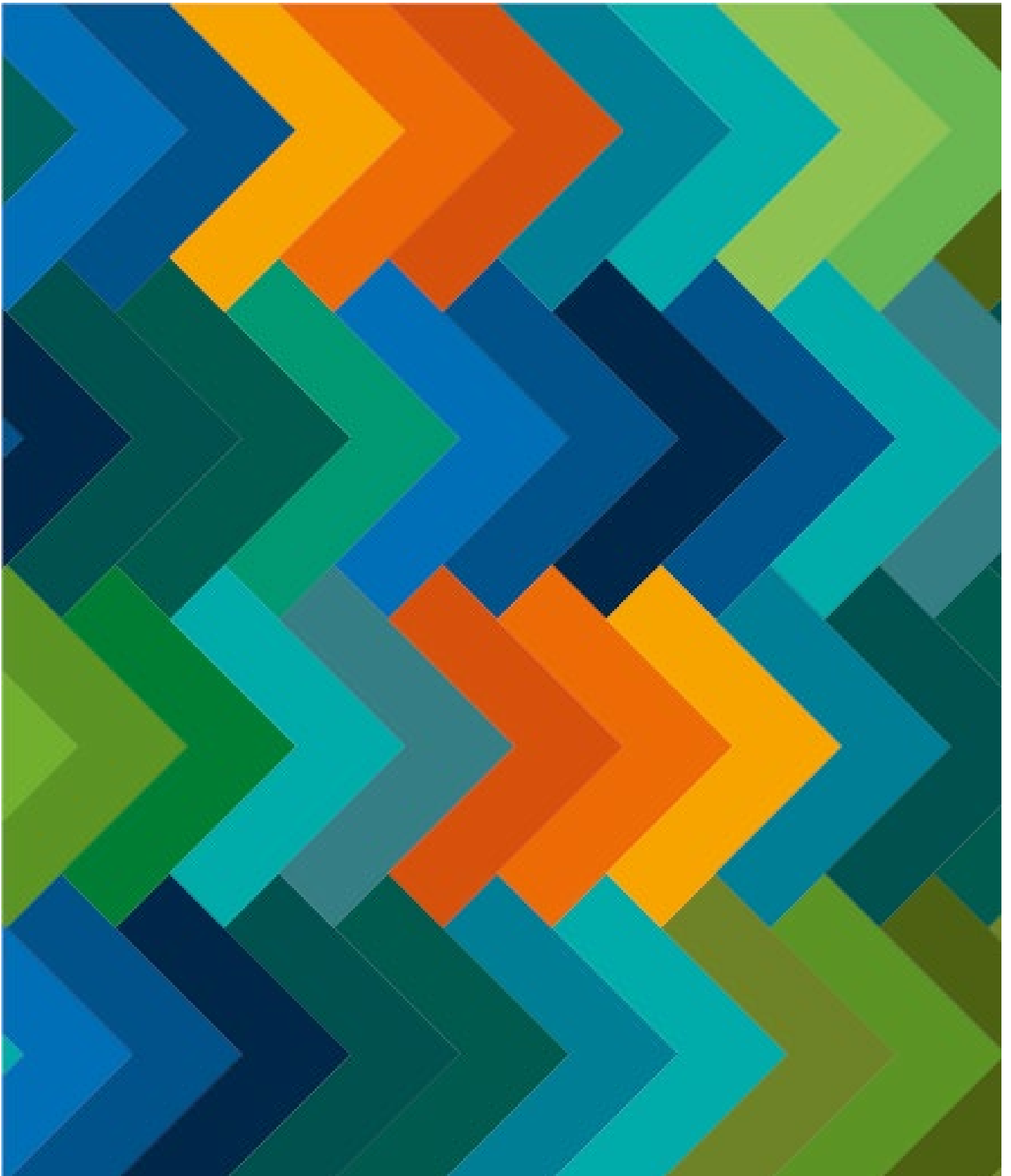
Our DrEAM (Drop Everything and Move) initiative was launched to remind us to take time to be active and ensure that we take appropriate breaks.

Our Health and Social Care Partnership Staff Wellbeing Hub at the Training Centre, Ayrshire Central, remained open to all our partnership employees. The Hub operated a drop-in service with teams experienced in offering confidential peer support.

Five of our libraries hosted our Health and Wellbeing Hubs for care home and care at home employees. There were up to 560 visits per week. This has been highlighted in the Carnegie UK Trust report [Making a Difference: Libraries, Lockdown and Looking Ahead](#).

We have signed up to the Scottish Government’s Coronavirus Fair Work statement, which ensures our employees will get time to attend their vaccination appointment.

All of this support puts our teams in the best position to continue to deliver excellent services alongside our partners during this exceptional time.








For further information please contact:






















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Appendix 3 – Council Plan Performance Indicators

Priority - Aspiring Communities

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

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_01 Percentage of population who are involved in local decision making (see description)	New measure and baseline established for 2018-19			51%			45.53%	60%		6.67%			60%
CP_02 Percentage of Council budget directed via participatory methods	New measure and baseline established for 2018-19			0.62%			1.11%	0.89%		1.13%	1.2%		2%*
CP_03 Percentage of residents who agree they have access to opportunities to participate in their local community	New measure and baseline established for 2018-19			47%			47%	47%		47%	47%		50%
CP_04 Percentage of children achieving their developmental milestones at the time the child starts primary school	77.2%			78%			Data was not collected for 2019/20 academic year due to Covid-19.	79%		Data not currently available	80%		85%
CP_05 Average total tariff score of pupils living in SIMD 30% most deprived areas	709.8	728		638.1	715		685.8	718		Data not currently available	724		745
CP_06 Average tariff score: All Leavers	880.2	880		780.7	885		857.4	895		Data not currently available	900		890

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_07 Percentage of school leavers entering positive destinations	95.6%	95.4%	✓	94%	95.7%	⚠	92.5%	96%	⚠	Data not currently available	96.2%	?	97%
CP_08 Percentage Children living in Poverty (after housing costs)	27.4%	-	?	27.1%	-	?	27.9%	26.5%	✗	Data not currently available	26.5%	?	25%
CP_09 Percentage of working age population in employment	68.2%	64.7%	✓	69.7%	64.7%	✓	70.2%	70%	✓	69%	64.7%	✓	73%
CP_10 Percentage of procurement spent on local enterprises	19.75%	📈		17.43%	📈		16.65%	23%	✗	Data not currently available	23.5%	?	26%
CP_11 Percentage of people earning less than the living wage	24.3%	📈		24.3%	📈		16%	24%	✓	Data not currently available	23%	?	20%
CP_12 Percentage of learning disability service users accessing employment support activities	24.25%	30%	✗	23.88%	30%	✗	23.84%	30%	✗	0%	25%	✗	30%
CP_13 Percentage of children with BMI centile >91 at 27 month review	12.65%	10.5%	✗	9.98%	10.5%	✓	13.19%	10.5%	✗	Data not currently available	10.5%	?	9%
CP_14 Percentage of households in fuel poverty	30%	📈		26%	26%	✓	28%	25.5%	✗	28%	28%	✓	27%
CP_15 Number of attendances at indoor sports & leisure facilities (excluding pools)	1,848,777	📈		1,886,930	📈		1,859,843	1,964,100	✗	71,913	736,915	✗	1,950,000
CP_16 Percentage of people aged 65 and over with long-term care needs who receiving personal care at home	65.8%	📈		66.68%	65.6%	✓	69.42%	66%	✓	Data not currently available	66%	?	65%
CP_17 Emergency Admissions (Number)	20,724	20,639	✓	20,933	20,257	⚠	19,150	20,257	✓	18,837	20,257	✓	20,000

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

**CP_02 Percentage of Council budget directed via participatory methods: It is proposed the 2023/24 target is reduced from 2% to 1.5% due to the coronavirus pandemic and the associated changes in public sector finances. We are the only local authority meeting the Scottish Government and COSLA target of 1% at 2021 (our 2020/21 figure was 1.13% and 1.11% in 2019/20).*

Priority - Inspiring Place

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

Code & Short Name	2017/18			2018/19			2019/20			2020/21			2023/24
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status	Target
CP_29 Overall carbon emissions (tonnes)	43,756	50,198	✔	40,666	45,137	✔	37,508	39,320	✔	22,846	35,127	✔	35,000
CP_30 Total installed capacity of low carbon heat and electricity generation across the Council's estate	9,029	9,000	✔	9,682	9,600	✔	9,700	9,700	✔	10,720	9,800	✔	12,000
CP_31 Percentage of total household waste that is recycled (calendar year as per SEPA)	55.8%	54.5%	✔	54.6%	54.5%	✔	56.3%	59%	⚠	52.1%	52.1%	✔	62%

Priority - A Council for the Future

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

Appendix 4 - Council Plan Actions

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

Key:



Significantly Adrift of Target



Slightly Adrift of Target










On Target















Unknown





Priority: Aspiring Communities






Ref:	2019-24 Action	Year End 2020/21 Status	Comments
Local Outcome: North Ayrshire will have 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.		
Local Outcome: North Ayrshire 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.		
Local Outcome: North Ayrshire is 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.		Access to services has been impacted by Covid-19, however we have managed to find employment for 285 residents during the year.
CP_10	We will make sure that everyone has the ability and knowledge to participate in the digital world.		
CP_11	We will support our local businesses to become more innovative and competitive.		

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

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

CP_23	We will attract investment, through the Ayrshire Growth Deal and other means, to support regeneration and job creation at our key development sites of i3 Irvine, Hunterston, Lochshore, Ardrossan Marine Quarter, and the Irvine Great Harbour.		
CP_24	We will support our communities to maximise the use of community assets (such as schools) and encourage Community Asset Transfers.		
Local Outcome: North Ayrshire residents have 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.		The HOME project has experienced delays due to a review of the financial model and delays in submitting for planning permission.
CP_27	We will work with property owners and landlords to make sure our private housing is suitable for the needs of our residents.		The Private Sector Team continued to work on below tolerable standard issues, however due to the Covid-19 pandemic empty homes work has not been carried out and will commence once lockdown is lifted.
CP_28	We will form a partnership with other Councils to introduce a low-cost energy offer.	Off Programme	Following a decision by Nottingham City Council to sell their not-for-profit energy company following an audit identifying significant financial losses, this action is being reviewed and may not be taken forward. However, we continue to focus on providing low cost green energy for our council estate. This is detailed in the separate Council Plan Delivery Plan Cabinet Report, 31st August 2021.
Local Outcome: North Ayrshire is 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.		Lockdown prevented the Making Waves event in summer 2020, however plans have continued around the Ayrshire Growth Deal 'Marine Tourism' and 'Developing the Visitor Economy' projects in the meantime.
Local Outcome: North Ayrshire is 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.		

Priority: A Council for the Future			
Ref:	2019-24 Action	Year End 2020/21 Status	Comments
Local Outcome: North Ayrshire 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.		
Local Outcome: 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.		
Local Outcome: North Ayrshire 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		
Local Outcome: North Ayrshire has 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.	