
NORTH AYRSHIRE COUNCIL

14th September 2021

The Audit and Scrutiny Committee

Title:	Council Plan 2019-24: Delivery Plan Refresh 2021-22
Purpose:	To advise the Audit and Scrutiny Committee on the Council Plan Delivery Plan as at June 2021.
Recommendation:	That the Audit and Scrutiny Committee agrees to note the Council Plan Delivery Plan for 2021-22.

1. Introduction

- 1.1 [Our Council Plan 2019-24](#) outlines our priorities and outcomes and forms the basis of our statutory reporting. [Community Wealth Building](#) is enshrined throughout our Council Plan priorities and resulting activities.
- 1.2 In order to manage our performance, our Council Plan is supported by the Council Plan Performance Framework (performance indicators) and the Delivery Plan (actions). The Delivery Plan has two levels, the “overall actions” which are long-term up to the lifetime of the current Council Plan and published under each outcome; and the sub-actions which support the overall actions.
- 1.3 During 2020-21, the annual delivery plan was not refreshed due to the Covid-19 pandemic. Performance was reported and scrutinised based on our performance indicators, our response to the coronavirus pandemic and its impact on the delivery of our Council Plan.
- 1.4 Following the approval of [Our Performance Strategy](#) by the ELT, the proposed Delivery Plan for 2021-22 (Appendix One) was developed based on existing actions and key strategies where possible with action completion dates aligned to strategy, programme, academic and financial year timescales.
- 1.5 Key strategies were selected based on:
 - The strength of alignment to one or more of our priorities (including our recovery).
 - The potential impact on our residents.
 - The level of resources committed by our council.
- 1.6 Only actions were considered in the scope of this refresh, however it is intended that performance indicators will be reviewed for 2022-23, though not necessarily changed. We are exploring some alignment with the Inclusive Economy Dashboard. Already we can see opportunities for the dashboard to add valuable context to our reporting.

2. Key Delivery Plan Changes

- 2.1 No new overall actions have been added, however out of the 41 existing overall actions it is proposed that three are removed:

Overall Action	Reason for Removal
CP_14 We will continue our work with partners, including the Scottish Government, to explore the feasibility of a Scottish Basic Income Pilot.	This action is complete.
CP_40 We will review what we do and how we do it to ensure we deliver the best possible services.	There is a high amount of overlap with the following existing actions: <ul style="list-style-type: none">• 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_28 We will form a partnership with other Councils to introduce a low-cost energy offer.	This is no longer being pursued following extensive research which included a decision by Nottingham City Council to sell their not-for-profit energy company to British Gas following significant financial losses. However, we continue to focus on providing low-cost green energy for our council estate.

- 2.2 Removing the above would reduce the number of overall actions to 38. An action tracker for all of the overall actions is attached in Appendix Two.
- 2.3 In 2019-20 there were 116 sub-actions (reduced from 118 due to duplication). There are 98 sub-actions proposed for the 2021-22 Delivery Plan. Of these:
- 37 are existing sub-actions from 2019-20 Delivery Plan.
 - Seven are revised sub-actions from the 2019-20 Delivery Plan (where the original action has been edited slightly to provide continuity).
 - 54 are new sub-actions based as far as possible on existing strategy actions.

3. Reporting

- 3.1 Council Plan progress is currently reported six-monthly to Cabinet and the Audit and Scrutiny Committee (Quarters Two and Four).
- 3.2 As many sub-actions align to existing strategies, timescales reflect the activity rather than financial years. This means progress updates should be more accurate and enable more effective scrutiny of performance.
- 3.3 The current six-monthly Council Plan Progress Reporting has been positively received by Elected Members and external auditors. No major changes to the content of the report are proposed.

3.4 To ensure effective scrutiny and efficient reporting, it is proposed that from Quarter Two 2021-22:

- We continue to provide a visual summary of the RAG status (**Red**, **Amber**, **Green**) of the overall actions within the body of the report.
- Only the Council Plan overall action status is reported, not the status of sub-actions unless the relevant overall action is adrift of target (**Amber** or **Red**).
- We introduce a new % RAG status per outcome in the body of the report for actions.
- We include an appendix listing the RAG status of each Council Plan overall action. This would be segmented by priority but would not include notes unless the action was adrift of target (**Red** or **Amber**), as the content would already be covered in the narrative of the report.
- Any actions adrift of target (**Red** or **Amber**) would be listed with a full explanation of the reason for the status and what we are doing to address the issue.

4. Next Steps

- 4.1 The creation of Operational Plans is led by Services and Teams, however the Corporate Policy, Performance and Elections Team will ensure Operational Plans contain the sub-actions supporting the Council Plan, that teams are aware of the linkages and ensure they provide effective updates.
- 4.2 Teams will be trained to update actions with a representation of their current RAG status as well as % complete

5. Proposals

The Audit and Scrutiny Committee are requested to note the Council Plan Delivery Plan.

6. Implications/Socio-economic Duty

Financial

- 6.1 None.

Human Resources

- 6.2 None.

Legal

- 6.3 None.

Equality/Socio-economic

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

Environmental and Sustainability

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

Key Priorities

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

Community Wealth Building

- 6.7 None.

7. Consultation

- 7.1 The Executive Leadership Team discussed and approved the Council Plan Delivery Plan.

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 Delivery Plan 2021-22



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Council Plan Delivery Plan 2021-22

Key:	Existing Action	Revised Action	To Be Added
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Priority	Outcome	Ref #	Existing Overall Action	Status	Sub Action Ref #	Sub Action Description	End Date	Sub Action Status (Original Ref #)	Linked Strategy	Assigned To	Comments
Aspiring Communities	Active and strong communities	CP_01	We will build stronger relationships between the council, communities and partners.	In Progress	CP-SUB-1	We will continue to lead and extend the locality planning approach within the CPP, focusing on inequalities.	31/3/2024	In Progress (CP_01b)	Community Empowerment Act	Community Planning	
					CP-SUB-2	We will implement the Tenant Participation Strategy 2017-2022, building on our approach to involving under-represented groups and ensuring our tenants' views are used to shape future service delivery.	31/3/2022	In Progress (CP_01d)	Tenant's Participation Strategy	Housing Services	
		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.	In Progress	CP-SUB-3	We will finalise the Local Charter and develop local agreements linked to Locality Plans.	31/3/2022	In Progress (CP_02a and b combined)	Existing 2019 Council Plan Sub Action Community Empowerment Act	Community Planning	

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Aspiring Communities	Active and strong communities	CP_03	We will extend our participatory approach, offering communities more opportunities to lead in local decision-making.	In Progress	CP-SUB-4	We will extend and mainstream our participatory approach to offer communities, including young people, more opportunities to lead in local decision-making.	31/3/2024	In Progress (CP_03a)	Community Empowerment Act	Community Learning and Development	
					CP-SUB-5	We will pilot and implement the use of the Scottish Government Consul platform to increase participatory approaches across the Council and communities. (Shaping North Ayrshire)	31/3/2024	In Progress (CP_03b)	Community Empowerment Act	Community Planning	
		CP_04	We will support communities to achieve what's important to them through strong local networks.	In Progress	CP-SUB-6	We will identify and develop a network of community hubs, to provide timely and preventative local access to information and support.	31/3/2024	In Progress (CP_04a)	Existing 2019 Council Plan Sub Action	Connected Communities	
					CP-SUB-7	We will create and maintain local community signposts and directories to enable and promote community opportunities and access to services.	31/3/2022	Revised (CP_04b)	Existing 2019 Council Plan Sub Action	Connected Communities	Changed to "create and maintain" rather than "create".

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Aspiring Communities	Our children and young people experience the best start in life	CP_05	We will expand our early learning and childcare provision to make sure all eligible children are able to access 1140 hours of free care each year.	In Progress	CP-SUB-8	Deliver major educational new build and refurbishment projects aligned to Scotland's Learning Estate Strategy: "Connecting People, Places and Learning".	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	Includes: Lockhart Campus; Ardrossan Education and Community Campus; Moorpark Primary School; New primary school for Irvine East; Marress House ELC; and complete programme of 41 ELC projects across the estate.
					CP-SUB-9	Develop an Outdoor Play Strategy to support Early Years Practitioners to provide excellent learning and developmental opportunities.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
		CP_06	We will support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.	In Progress	CP-SUB-10	We will ensure our learning estate provides a safe environment in the context of COVID-19.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-11	In response to COVID-19, we will redesign and implement programmes to achieve excellence and equity for our learners, with a clear focus on reducing the poverty-related attainment gap.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-12	In the context of COVID-19, we will maintain a focus on high quality learning, teaching and assessment in our schools, including in-school and remote learning contexts.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	

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Aspiring Communities	Our children and young people experience the best start in life	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.	In Progress	CP-SUB-13	We will launch our revised Parental Engagement Policy.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-14	We will ensure our children, young people, staff and communities are empowered to shape the education service in our schools.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-15	We will develop and implement a clear communications strategy to ensure all stakeholders are kept informed of developments, strategy and policy.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
		CP_08	We will work with all young people to build their resilience, supporting their mental health and physical well-being.	In Progress	CP-SUB-16	We will develop a range of wellbeing supports and advice for staff to ensure they are able to meet the needs of our children and young people.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-17	We will develop a comprehensive approach to supporting mental health and wellbeing (of our children and young people) in partnership with other agencies, cognisant of the impact of COVID-19.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-18	We will continue to develop our nurturing approaches and review provision in light of the potential impact of COVID-19.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	

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Aspiring Communities	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.	In Progress	CP-SUB-19	Continue to work with internal partners such as the employability team and external partners such as Skills Development Scotland, Ayrshire College and Ayrshire Chamber of Commerce to ensure we take a collaborative approach to improving post school destinations and participation for all learners, particularly in light of the additional challenges presented by pandemic.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-20	Ensure all schools take a rigorous approach to developing and supporting future pathways for school leavers, especially for those with additional support needs.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-21	Identify coordinators in secondary schools to support school leadership teams to further develop all aspects of Developing the Young Workforce policies.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-22	Introduce a Quality Improvement Officer with responsibility for Care Experienced Children and Young People to lead improvement activity for this specific group.	31/3/2022	To Be Added	Education Services Plan 2020-22	Education Service	
					CP-SUB-23	We will work in partnership to develop an Ayrshire Regional Skills Investment Plan.	31/12/2021	In progress (CP_09a)	Ayrshire Growth Deal	Employability Service	
		CP_10	We will make sure that everyone has the ability and knowledge to participate in the digital world.	In Progress	CP-SUB-24	We will continue to offer digital access and support through libraries and community centres.	31/3/2024	In Progress (CP_10a)	Existing 2019 Council Plan Sub Action	Information and Culture	
					CP-SUB-25	Provide digital devices and support to enable digitally excluded residents and those on low incomes to get online and access services including training and employment opportunities.	31/3/2022	To Be Added		Information and Culture Education Employability Service	This includes the Connected Scotland Programme and additional support.

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Aspiring Communities	An inclusive, growing and enterprising local economy	CP_11	We will support our local businesses to become more innovative and competitive.	In Progress	CP-SUB-26	We will work with our local businesses and communities to ensure that they can operate as safely as possible during the COVID 19 pandemic.	31/3/2022	To Be Added		Protective Services	
					CP-SUB-27	Procurement - We will use our spend to actively encourage and support a growing, diverse and resilient local business base and to support our net zero ambitions.	31/3/2024	To Be Added	Community Wealth Building Strategy	Economic Policy	This is a pillar of the Community Wealth Building Strategy.
		CP_12	We will promote fair employment practices.	In Progress	CP-SUB-28	Fair Employment - We will encourage the creation of fair and meaningful jobs with progression opportunities to unlock the potential of our residents.	31/3/2024	To Be Added	Community Wealth Building Strategy	Economic Policy	This is a pillar of the Community Wealth Building Strategy.
		CP_13	We will develop and implement a Community Wealth Building (CWB) strategy.	In Progress	CP-SUB-29	Community Wealth Building Council - We will work across all our services and wider local and regional partners to implement Scotland's first approach to Community Wealth Building.	31/3/2024	To Be Added	Community Wealth Building Strategy	Economic Policy	This is a pillar of the Community Wealth Building Strategy.
					CP-SUB-30	Develop and implement the £3 million Ayrshire Growth Deal (AGD) Community Wealth Building Fund.	31/3/2024	Revised (CP_13b)	Community Wealth Building Strategy	Economic Policy	This action is a progression from the 2019 sub action CP_13b "We will work with East and South Ayrshire to co-design the £3m Ayrshire Growth Deal Community Wealth Building Fund with the Scottish Government, informed of North Ayrshire's work with CLES"

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Aspiring Communities	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.	This action is 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.	In Progress	CP-SUB-31	Re-design Older People's Services - Home First approach.	31/3/2022	To Be Added	HSCP Bridging Strategic Commissioning Plan 2021-22	Health and Community Care	
					CP-SUB-32	Grow Care At Home capacity	31/3/2022	To Be Added	HSCP Bridging Strategic Commissioning Plan 2021-22	Health and Community Care	
					CP-SUB-33	Prioritise Day Services Model and Support for Carers.	31/3/2022	To Be Added	HSCP Bridging Strategic Commissioning Plan 2021-22	Health and Community Care	
					CP-SUB-34	Prioritise integrated Island services, including unscheduled care.	31/3/2022	To Be Added	HSCP Bridging Strategic Commissioning Plan 2021-22	Health and Community Care	
					CP-SUB-35	We will help individuals to have better choice and control of their support at an early stage by reinvigorating Self-Directed Support and the HSCP charging policy.	31/3/2022	In Progress (CP_15b)	Existing 2019 Council Plan Sub Action	Health and Community Care	

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Aspiring Communities	North Ayrshire residents and communities enjoy good life-long health and wellbeing	CP_16	We will work with individuals and communities to support positive lifestyle choices which improve health and wellbeing.	In Progress	CP-SUB-36	We will provide opportunities for people to be more active more often, through the Active Communities Strategy	31/3/2024	In Progress (CP_16a)	Active Communities Strategy 2016-26	Community Learning and Development	
					CP-SUB-37	We will work with Scottish Government as a trailblazer site for the whole systems approach to diet and healthy weight (public health priority)	31/3/2022	In Progress (CP_16b)	Scottish Government and COSLA Public Health Reform	Community Learning and Development	
					CP-SUB-38	Prioritisation of children and young people receiving support from Child and Adolescent Mental Health Services.	31/3/2022	To Be Added	HSCP Bridging Strategic Commissioning Plan 2021-22	Mental Health, Learning Disability and Addiction Service	
					CP-SUB-39	Prioritise community mental health services supporting people within their communities.	31/3/2022	To Be Added	HSCP Bridging Strategic Commissioning Plan 2021-22	Mental Health, Learning Disability and Addiction Service	
					CP-SUB-40	We will place Mental Health Practitioners into GP practices to offer triage calls, urgent and routine face to face assessments as well as directing patients to the most appropriate support without unnecessary referrals to mental health services.	31/3/2022	In Progress (CP_16f)	Existing 2019 Council Plan Sub Action	Mental Health, Learning Disability and Addiction Service	
					CP-SUB-41	We will improve emotional and mental health and wellbeing through physical and social participation in community activities, including for young people.	31/3/2024	In progress (CP_16d)	Active Communities Strategy 2016-26	Community Learning and Development	

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Aspiring Communities	North Ayrshire residents and communities are safe	CP_17	We will work with partners to support our vulnerable residents and communities.	In Progress	CP-SUB-42	Work closely with colleagues in Acute Services and Police Scotland to address the levels of unscheduled care in mental health.	31/3/2022	To Be Added	HSCP Bridging Strategic Commissioning Plan 2021-22	Mental Health, Learning Disability and Addiction Service	
					CP-SUB-43	Protect and invest in Early Intervention and Prevention work.	31/3/2022	To Be Added	HSCP Bridging Strategic Commissioning Plan 2021-22	Children, Families and Justice Service	
					CP-SUB-44	We will implement the Safer North Ayrshire Strategy 2020-2025 along with our Community Planning Partners.	31/3/2024	Revised (CP_17e)	Safer North Ayrshire Strategy 2020-25	Housing Services	Slight rewording to remove "develop" and update the strategy timescale.
					CP-SUB-45	We will roll-out the Child and Adult Mental Health Service (CAMHS) wellbeing model piloted in Kilwinning locality to all localities.	31/3/2022	In Progress (CP_17d)	Existing 2019 Council Plan Sub Action	Mental Health, Learning Disability and Addiction Service	
					CP-SUB-46	Introduce a Better Off Hub to provide holistic short and long term financial stability for our residents and reduce impact on services.	31/3/2023	To Be Added	Community Wealth Building Strategy	Employability Service	
					CP-SUB-47	We will ensure all our residents are able to access food with dignity.	31/3/2024	To Be Added	Food Growing Strategy	Facilities Management Connected Communities Streetscene	
		CP_18	We will extend the 'Housing First' pilot to address homelessness.	In Progress	CP-SUB-48	We will implement a 'Housing First' approach in our provision of homelessness services, providing mainstream, settled accommodation for our tenants as quickly as possible.	31/3/2022	In Progress (CP_18a)	Local Housing Strategy 2018-2022	Housing Services	
					CP-SUB-49	We will further improve support to young people to enable them to sustain their tenancies.	31/3/2022	In Progress (CP_18b)		Housing Services	

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Inspiring Place	Well-connected with effective infrastructure	CP_19	We will provide well-maintained, integrated travel and transport networks, supporting alternative and sustainable transport.	In Progress	CP-SUB-50	We will support the development of the Ayrshire Regional Transport Appraisal.	31/12/2021	In Progress (CP_19a)	Ayrshire Growth Deal	Regeneration	
					CP-SUB-51	We will implement active travel and transport projects including the promotion of strategic active travel projects with partners including Sustrans and Strathclyde Partnership for Transport.	31/3/2024	In Progress (CP_19b)	Climate Change Strategy Electric Vehicle Strategy	Regeneration	
					CP-SUB-52	We will implement an Electric Vehicle Strategy, and work in partnership with government agencies to deliver further electric charging infrastructure throughout North Ayrshire.	31/3/2024	Revised (CP_19c)	Climate Change Strategy Electric Vehicle Strategy	Corporate Sustainability	Changed to “implement” rather than “develop and implement”.
		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.	In Progress	CP-SUB-53	We will ensure the resilience of our road network and associated infrastructure through a robust Roads Asset Management Plan.	31/3/2024	In progress (CP_20c)	Roads Asset Management Plan	Roads	
		CP_21	We will work with partners to extend public wi-fi and improve our digital connectivity.	In Progress	CP-SUB-54	We will explore further rollout of public Wi-Fi, taking account of building access due to the pandemic and budget implications.	31/3/2024	To Be Added	Council Plan commitment	Information Technology Connected Communities	
					CP-SUB-55	We will drive digital economic recovery and renewal, maximising opportunities from digital infrastructure, the Ayrshire Growth Deal digital fund and Community Wealth Building.	31/3/2024	To Be Added	Recovery and Renewal Approach	Regeneration	This includes the recruitment of a Digital Renewal Manager.
					CP-SUB-56	We will support the implementation of R100 to ensure super-fast broadband access to 100% of premises in North Ayrshire.	31/3/2024	In Progress (CP_21a)	National R100 Programme	Regeneration	

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Inspiring Place	Well-connected with effective infrastructure	CP_22	We will provide an appropriately sized, fit for purpose, energy-efficient and digital-enabled property portfolio, including our schools.	In Progress	CP-SUB-57	We will manage our assets effectively by: maximising the efficiency of our property estate; rationalising surplus assets; increasing occupancy levels and income within the Council's commercial estate, and; measuring and improving the condition and suitability of our operational estate.	31/3/2024	In progress (CP_22a)	Asset Management Plans Climate Change Strategy	Property Management and Investment	
		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.	In Progress	CP-SUB-58	Ayrshire Growth Deal - Progress I3 Digital Innovation Campus.	31/3/2024	To Be Added	Ayrshire Growth Deal	Growth and Investment	Milestones are reported to ELT regularly.
					CP-SUB-59	Ayrshire Growth Deal - Progress Hunterston Strategic Development Area.	31/3/2024	To Be Added	Ayrshire Growth Deal	Growth and Investment	
					CP-SUB-60	Ayrshire Growth Deal - Progress Great Harbour.	31/3/2024	To Be Added	Ayrshire Growth Deal	Growth and Investment	
					CP-SUB-61	Ayrshire Growth Deal - Progress Ardrossan Coastal Quarter including International Marine Science and Environment Centre. (IMSE).	31/3/2024	To Be Added	Ayrshire Growth Deal	Growth and Investment	
					CP-SUB-62	Ayrshire Growth Deal - Develop Marine Tourism.	31/3/2024	To Be Added	Ayrshire Growth Deal	Growth and Investment	
					CP-SUB-63	Progress the Lochshore Regeneration Project including the development of a site masterplan to create a parkland destination, construction of new community and leisure hub and further phases of placemaking investment subject to securing funding support.	31/3/2024	To Be Added	Community Wealth Building Strategy Economic Recovery and Renewal Approach	Regeneration	
		CP_24	We will support our communities to maximise the use of community assets (such as schools) and encourage Community Asset Transfers.	In Progress	CP-SUB-64	We will work with communities and through Locality Partnerships to raise awareness of and support Community Asset Transfers.	31/3/2024	In Progress (CP_24a)	Community Asset Transfer Policy	Community Learning and Development	

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Inspiring Place	Provide our residents with homes and houses that meet their needs	CP_25	With our social landlord partners, we will build new, modern, energy-efficient lifelong homes for life, tailored to the needs of tenants.	In Progress	CP-SUB-65	We will build a total of 630 new Council homes by March 2022 to contribute to the overall SHIP target of 1,575 Council homes by March 2026.	31/3/2022	Revised (CP_25a)	Strategic Housing Investment Plan 2021-26	Housing Services	The original action was CP_25a "We will build a total of 1,732 new homes by March 2024, with 384 Council homes completed by March 2020". This contained the 2024 figure as at the 2020 refresh of the SHIP of 1,732. This figure changes annually and is no longer the 2024 target. In addition, the 1,732 target contained non-Council homes, meaning our performance was impacted by external housing provision so action has been revised.
					CP-SUB-66	We will work with partners to ensure we develop, as far as possible, homes for life.	31/3/2024	In progress (CP_25b)	Strategic Housing Investment Plan 2020-25	Housing Services	
		CP_26	We will actively promote a mix of homes by facilitating private housing development.	In Progress	CP-SUB-67	We will deliver an alternative affordable housing model – HOME – in one of our most pressured localities.	31/3/2023	In progress (CP_26b)	Local Housing Strategy 2018-2022	Housing Services	

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Inspiring Place	Provide our residents with homes and houses that meet their needs	CP_27	We will work with property owners and landlords to make sure our private housing is suitable for the needs of our residents.	In Progress	CP-SUB-68	We will help private sector residents to improve the condition of their homes by implementing the actions within the North Ayrshire Scheme of Assistance.	31/3/2022	In progress (CP_27a)	North Ayrshire Local Housing Strategy 2018-22	Housing Services	
		CP_28	We will form a partnership with other Councils to introduce a low-cost energy offer.	This is no longer being pursued following extensive research which included a decision by Nottingham City Council to sell their not-for-profit energy company to British Gas following significant financial losses. However, we continue to focus on providing low-cost green energy for our council estate.							
	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.	In Progress	CP-SUB-69	We will seek opportunities to develop affordable housing in our town centres through our Strategic Housing Investment Plan.	31/3/2024	In progress (CP_29a)	Strategic Housing Investment Plan 2021-26	Property Management and Investment (PMI)	
					CP-SUB-70	We will deliver the actions arising from the Open Space Strategy and the Litter, Fly Tipping and Dog Fouling Prevention Strategy.	31/3/2024	In progress (CP_29b)	Open Space Strategy 2016-26 Litter, Fly Tipping and Dog Fouling Prevention Strategy	Streetscene	
					CP-SUB-71	We will develop Decriminalised Parking Enforcement to manage town centre traffic.	31/3/2023	In progress (CP_29c)	Town Centre Car Parking Strategy	Roads	
		CP_30	We will, where possible, bring empty properties back into use.	In Progress	CP-SUB-72	We will purchase empty homes through our Strategic Housing Investment Plan and bring them back into the affordable housing supply.	31/3/2024	In Progress (CP_30a)	Strategic Housing Investment Plan 2020-25	Housing Services	
					CP-SUB-73	Land and Assets - We will support the wider regeneration of our communities by maximising all of our land and assets including through alternative uses for community and business benefit.	31/3/2024	To Be Added	Community Wealth Building Strategy	Economic Policy	Pillar of the Community Wealth Building Strategy.

Priority	Outcome	Ref #	Existing Overall Action	Status	Sub Action Ref #	Sub Action Description	End Date	Sub Action Status (Original Ref #)	Linked Strategy	Assigned To	Comments
Inspiring Place	A vibrant, welcoming and attractive environment	CP_31	We will work with communities to improve the quality of the local environment through a participatory approach.	In Progress	CP-SUB-74	We will engage with tenants and empower them to make decisions about improvement projects in their local neighbourhoods, through our: Estate-based Regeneration Programme; and Tenant-led Budgets.	31/3/2022	In Progress (CP_31a)	Tenant Participation Strategy 2017-22	Housing Services	
		CP_32	We will develop North Ayrshire as a coastal and island destination, attracting tourism investment and visitors.	In Progress	CP-SUB-75	Develop 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.	31/3/2022	To Be Added	Islands Recovery and Renewal Pilot	Economic Policy	
					CP-SUB-76	Ayrshire Growth Deal - Develop Marine Tourism.	31/3/2024	To Be Added	Ayrshire Growth Deal	Growth and Investment	
					CP-SUB-77	Ayrshire Growth Deal - Develop Visitor Economy.	31/3/2024	To Be Added	Ayrshire Growth Deal	Growth and Investment	
					CP-SUB-78	Ayrshire Growth Deal - Develop Blue Economy.	31/3/2024	To Be Added	Ayrshire Growth Deal	Growth and Investment	
					CP-SUB-79	We will work collaboratively to maximise grants and income opportunities to invest in tourist destinations and infrastructure.	31/3/2022	To Be Added	Recovery and Renewal Approach	Growth and Investment Recovery and Renewal Regeneration	
Inspiring Place	A sustainable environment	CP_33	We will support a circular economy by re-using, recycling and generating energy from the waste we manage.	In Progress	CP-SUB-80	We will implement actions within the Zero Waste Strategy which will incorporate the implementation of enhanced waste and recycling services and move towards becoming a 'Plastic Free Council' by reducing use of single use plastic.	31/3/2022	In Progress (CP_33a)	Zero Waste Strategy 2018-22	Commercial Services	

Priority	Outcome	Ref #	Existing Overall Action	Status	Sub Action Ref #	Sub Action Description	End Date	Sub Action Status (Original Ref #)	Linked Strategy	Assigned To	Comments
Inspiring Place	A sustainable environment	CP_34	We will develop additional low carbon renewable energy schemes and networks.	In Progress	CP-SUB-81	We will develop further district heating schemes in new housing developments as part of our Strategic Housing Investment Plan.	31/3/2024	In Progress (CP_34a)	Local Heat and Energy Efficiency Strategy (LHEES)	Corporate Sustainability	Slightly revised as original action stated "two further district schemes".
					CP-SUB-82	We will continue to implement a programme of retrofit solar panels on our Council housing.	31/3/2024	In Progress (CP_34c)	Local Heat and Energy Efficiency Strategy (LHEES)	Corporate Sustainability	
		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.	In Progress	CP-SUB-83	We will develop and deliver flood protection schemes for the Upper Garnock Valley, Millport and Mill Burn and progress other studies and schemes as part of the 2 nd Cycle of the Ayrshire Flood Risk Management Strategy and Plan.	31/3/2024	Revised (CP_35a)	Flood Risk Management Plan 2016-22 Environmental Sustainability and Climate Change Strategy 2021-23	Roads	Revised to include Mill Burn and emphasise 2 nd cycle of Ayrshire Flood Risk Management Strategy and Plan.

Priority	Outcome	Ref #	Existing Overall Action	Status	Sub Action Ref #	Sub Action Description	End Date	Sub Action Status (Original Ref #)	Linked Strategy	Assigned To	Comments
A Council for the Future	An accessible Council that puts residents and communities at the heart of what we do	CP_36	We will work with communities and key stakeholders to radically review what we do and how we do it, to deliver cost effective services.	In Progress	CP-SUB-84	We will work in partnership with our communities and the Third Sector to co-design and co-deliver services, enabling us to meet their needs whilst delivering a cost-efficient service.	31/3/2024	Revised (CP_36a)	Revision of existing action in Council Plan 2019-24	Recovery and Renewal Connected Communities	Slightly reworded to emphasise partnership rather than "we will involve".
					CP-SUB-85	Ensure the voices of all our children and young people are heard, respected and influence the work of our Council through a culture of "Nothing about us without us".	31/3/2024	To Be Added	Children's Services Plan Youth Participation and Citizenship Strategy 2021-25 "Step up, Speak Out"	Community Learning and Development	Will include: Our Executive Youth Council; review of Joint Cabinets; UNCRC; Youth Forums; seldom heard groups; and digital connectivity (access and training).
					CP-SUB-86	Address child poverty and inequality including through establishing Scotland's first Young People's Commission to ensure our young people's lived experiences of poverty inform our approach to addressing child poverty.	31/3/2024	To Be Added	Children's Services Plan Youth Participation and Citizenship Strategy 2021-25 "Step up, Speak Out"	Communities and Education Directorate Health and Social Care Partnership	This will capture current workstreams such as Cost of the School Day.

Priority	Outcome	Ref #	Existing Overall Action	Status	Sub Action Ref #	Sub Action Description	End Date	Sub Action Status (Original Ref #)	Linked Strategy	Assigned To	Comments
A Council for the Future	An accessible Council that puts residents and communities at the heart of what we do	CP_37	We will provide joined up services across the Council and with partner agencies and communities.	In Progress	CP-SUB-87	Mitigate the financial impact of the Coronavirus pandemic through our Financial Recovery Plan including supporting North Ayrshire Leisure Ltd through a recovery and renewal programme.	31/3/2022	To Be Added	Covid-19 Financial Recovery Plan 2020/21	Financial Services	
					CP-SUB-88	We will develop a Whole Systems Approach with our communities to make it easier for citizens to contact us for advice, support and information.	31/3/2022	To Be Added	Recovery and Renewal Approach	Recovery and Renewal	
					CP-SUB-89	We will identify opportunities for more integrated service delivery through implementation of the Council's Medium-Term Financial Planning Framework.	31/3/2024	In Progress (CP_37a)	Medium Term Financial Planning	Recovery and Renewal	
		CP_38	We will use technology to improve access to and delivery of our services.	In Progress	CP-SUB-90	Implement Cloud solutions where appropriate giving consideration to business need, solution availability, viability of business cases, cyber security and information governance.	31/3/2024	To Be Added	Technology Strategy	Information Technology	
					CP-SUB-91	Support Service re-design through the use of digital and technology solutions.	31/3/2024	In Progress (CP_38d)	Technology Strategy	Information Technology	
					CP-SUB-92	Deliver Cyber Resilience Digital Services to support technological innovation and provide confidence in the security of our infrastructure, data management and technology.	31/3/2024	To Be Added	Technology Strategy	Information Technology	
					CP-SUB-93	We will review, refresh and re-launch the Digital Strategy taking account of learning from the Covid-19 pandemic.	31/3/2022	To Be Added	Recovery and Renewal Approach	Recovery and Renewal	
					CP-SUB-94	We will work collaboratively with our communities to streamline the benefits process – helping residents maximise income opportunities and build relationships to support them.	31/3/2022	To Be Added	Recovery and Renewal Approach	Recovery and Renewal	

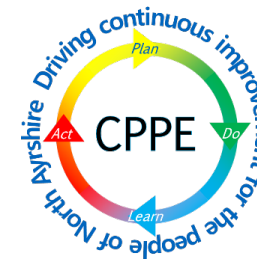
Priority	Outcome	Ref #	Existing Overall Action	Status	Sub Action Ref #	Sub Action Description	End Date	Sub Action Status (Original Ref #)	Linked Strategy	Assigned To	Comments
A Council for the Future	A powerful and respected voice	CP_39	We will make our case nationally, regionally and locally levels to secure investment to support delivery of our priorities.	In Progress	CP-SUB-95	Progress our initial £45m bid and future bids for the UK Government Levelling Up Fund and implement associated projects to support town centre regeneration, local transport and cultural and heritage assets.	31/3/2024	To Be Added		Regeneration	
					CP-SUB-96	As North Ayrshire lead authority, submit bids of up to £3m for the UK Government Community Renewal Fund on behalf of local partners and manage fund implementation with successful applicants.	31/2/2022	To Be Added		Finance	
	An efficient Council that maximises resources and provides value for money	CP_40	We will review what we do and how we do it to ensure we deliver the best possible services.	<p>It is recommended that this action is removed as there is a high amount of overlap with the following existing overall actions:</p> <ul style="list-style-type: none"> 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.” 							
	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.	In Progress	CP-SUB-97	We will strengthen leadership across the Council.	31/3/2024	In Progress (CP_41a)	Our People Connect	Human Resources and Organisational Development (HR & OD)	
					CP-SUB-98	We will support our people to develop, perform and thrive.	31/3/2024	In Progress (CP_41c)	Our People Connect	Human Resources and Organisational Development (HR & OD)	

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

Tel: 01294 324648

Email: NorthAyrshirePerforms@north-ayrshire.gov.uk



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Council Plan Action Tracker – As at Year End 2020-21

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

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

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

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

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

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

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

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

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

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