



# Our Council Plan **2023-28**



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

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# About us



Population:  
**134,220**  
(2021)

**33**   
**ELECTED MEMBERS**

- 12** Scottish National Party (SNP)
- 10** Scottish Conservative and Unionist
- 6** Scottish Labour Party
- 3** Labour and Co-operative Party
- 2** Independent





**NORTH  
COAST**

**GARNOCK  
VALLEY**

**THREE  
TOWNS**

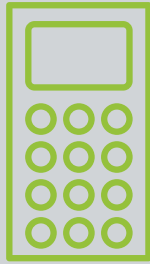
**KILWINNING**

**IRVINE**

**EAST  
AYRSHIRE**

**SOUTH  
AYRSHIRE**

# OUR BUDGET 2023-24



Revenue Budget: **£406.064m**

General Fund Capital Budget: **£115.931m**

Housing Revenue Account (HRA) Revenue Budget: **£57.967m**

Housing Revenue Account (HRA) Capital Budget: **£172.316m**

## Estimated Budget Gaps:

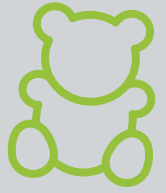
2024/25: **£16.773m**

2025/26: **£10.382m**

**(£27.155m cumulative)**

## 29%

of children in North Ayrshire live in poverty (after housing costs)



## 19,669

children and young people attend our schools and early years centres (including partner early years centres)



## 40.9%

of our residents live in the most deprived Scottish Index of Multiple Deprivation areas



## 22.7%

of children are looked after by our Council (14% at Scotland level)



## 71.2%

of residents are in employment



## Our schools:

**42** Local Authority Early Years Provisions

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**14** Partner Early Years Provisions

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**48** Primary Schools

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**8** Secondary Schools

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**1** Additional Support Needs School

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**1** Through School (Early Learning Centre, Primary & Secondary School combined)

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**13,135** Council Homes

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**1,044km** carriageways

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**1,020km** footpaths

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**23,735** streetlights

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**16 beaches** (including 3 Sites of Special Scientific Interest (SSSI))

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**275** Hectares of woodland

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**11,680kW** Total installed capacity of low carbon heat and electricity generation across our Council's estate

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**28%** of households are in fuel poverty

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**5.43 tonnes** of CO2 emissions area wide per head of population (4.62 at Scotland level)

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✓ Pioneers of Community Wealth Building

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✓ 10 Year Island Plans established

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✓ We have Scotland's first Young People's Commission

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✓ Language Café for people where English is not their first language

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✓ Over 100,000 trees to be planted to achieve net zero

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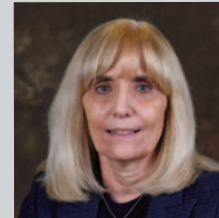
# Welcome to our Council Plan

We have developed our Council Plan 2023-28 together. This plan is not simply a document, it is our living contract with our communities in North Ayrshire. It is the most important plan for our Council as it contains the priorities of our residents, it is our joint plan, “our Council Plan”.

Our Council Plan explains how we will meet our communities’ needs and expectations over the next five years. It helps steer resources to the areas that can make the greatest difference to the lives of our people in North Ayrshire both now and in the future.



**Craig Hatton**  
Chief Executive,  
North Ayrshire  
Council



**Marie Burns**  
Leader,  
North Ayrshire  
Council

## **Our Vision**

A North Ayrshire  
that is fair for all

## **Our Mission**

Working together  
to improve the lives  
of our people in  
North Ayrshire

We are aware that many of the issues we face in North Ayrshire are extremely complex and will take longer than a five-year Council Plan to fully resolve.

With this in mind, each Council Plan should be viewed as a substantial step towards addressing significant challenges such as child poverty in our communities and the impact of climate change. By building on each plan, we can drive immediate and longer-term sustainable improvements to the lives of our residents.

Our communities are at the heart of everything we do and as we move to deliver our Council Plan we would like you to hold us to account.

Are we delivering well? Could we improve and how? We publish Council Plan Progress Reports on our website every six months and always welcome your thoughts and any feedback you may have.

We strive to make our Council as accessible as possible and appreciate opportunities to discuss how this can be achieved. Together we will build a North Ayrshire that is fair for all.



North Ayrshire Council

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# Our Priorities in More Detail

Our four priorities are interlinked and interdependent - they do not sit in isolation as the progress of each priority directly impacts the other three areas.

This is intentional as it encourages a joined-up approach to policy and delivery within our Council and alongside our partners. Wellbeing, Communities and Local Democracy and Climate Change focus on our frontline delivery of our services.

The fourth priority A Sustainable Council enables effective delivery through effective governance and management of resources. In addition, some key activities are so large in scale that they are woven throughout all four of our priorities. For example, we are pioneers in Scotland for Community Wealth Building.

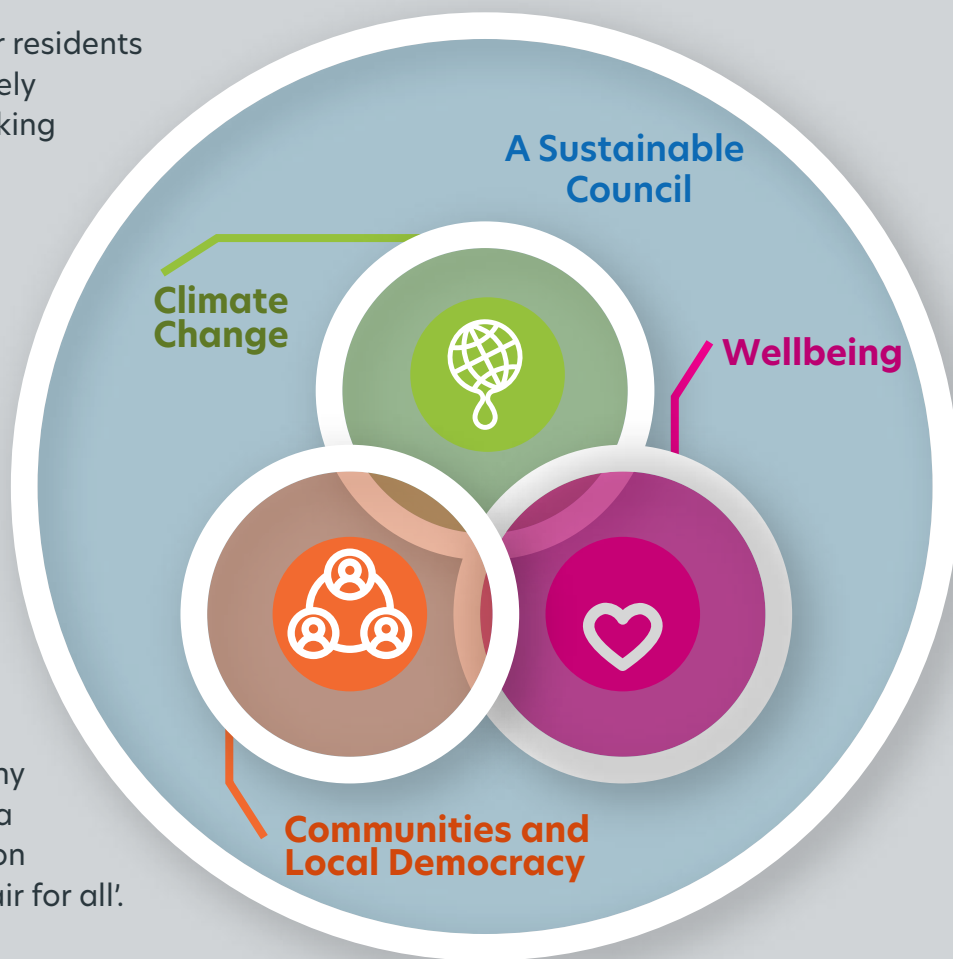
Community Wealth Building aims to increase wealth within our area and create a healthier and more resilient North Ayrshire. This is achieved by encouraging organisations to use their economic power, to work closely with communities and invest within North, South and East Ayrshire.

It also encourages better use of land and assets to bring more social and economic benefits for our residents, while supporting and promoting fair employment throughout the region.



As well as organisations, our residents have key roles through actively participating in decision making (such as participatory budgeting), ensuring skills meet the needs of existing and new good quality local jobs, volunteering within our community and spending locally where possible.

All these areas are key to supporting what is known as a 'wellbeing economy' - an economy that delivers fair distribution of wealth and opportunities within a healthy environment. It is therefore a direct contributor to our vision of 'A North Ayrshire that is fair for all'.





**STRATEGIC AIM -**  
To transition to a wellbeing  
economy, delivering  
prosperity, wellbeing and  
resilience for local people.

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# Wellbeing

## Key Activities

Ensuring that wellbeing is at the heart of local life and opportunities, with a focus on tackling inequalities.

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Developing a Community Wealth Building approach to a wellbeing economy:

- Ensuring the best possible labour market outcomes for residents.
  - Support pathways to employment for residents.
  - Promoting a Fair Work economy.
  - Developing appropriate skills for the local and regional economy.
  - Supporting local businesses and economic opportunities.
  - Using our assets to support wellbeing in local communities.
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Improving educational attainment and achievement and closing the attainment gap.

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Improving outcomes for care-experienced young people including implementation of The Promise.

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Developing the Young Workforce and ensuring positive destinations for school leavers.

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Providing lifelong learning opportunities for individuals and organisations, including digital literacy.

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Maximising access to and uptake of benefits, entitlements and financial advice.

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# Wellbeing

## Key Activities Continued

Ensuring that supports are available in communities to alleviate cost-of-living pressures through community hubs and networks.

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Through our housebuilding programme and wider Housing Investment provide homes for life that meet the needs of our residents.

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Increase the number of homes in the area through a mix of private and social developments and bringing empty buildings back in to use.

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Exploration of models and the development of pilot schemes to increase access to and use of public/community transport.

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Ensure our places and spaces where we live, work and visit are well maintained and accessible.

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Developing infrastructure to support business growth.

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Support KA Leisure's leadership of North Ayrshire's Health and Wellbeing Alliance.

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Through the Health and Social Care Partnership Strategic Plan we will protect and provide care and support for those in need.

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## We will know we're making progress when:

There is a sustained decrease in the percentage of children living in poverty.

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More of our residents actively participate in a wide range of opportunities such as education, social and democratic participation, mental health supports and physical activity.

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Community Wealth Building is embedded as an approach and is contributing to the delivery of a wellbeing economy.

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The specific needs of our island communities continue to be addressed.

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Attainment and achievement continue to improve. More of our young people enter sustained positive destinations such as further study or employment after leaving school.

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Good quality affordable 'homes for life' are developed and available to rent in North Ayrshire.

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More people are employed in good quality jobs, through having the necessary skills and qualifications.

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We have a growing and sustainable business base.

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Places and public spaces across North Ayrshire are well maintained and accessible.





**STRATEGIC AIM -**  
We will have active,  
inclusive and resilient  
communities.

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# Communities and Local Democracy

## Key Activities

Developing strong relationships with communities and partners based on trust and shared aspirations using their experiences to inform service provision.

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Providing support for community organisations in achieving their goals, including as Community Wealth Building anchor organisations.

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Creating a participation and engagement framework which ensures opportunities and support for all residents to take part in influencing local democracy and Council and partner strategies.

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Supporting participatory budgeting.

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# Communities and Local Democracy

## Key Activities Continued

Supporting community asset transfer and community owned and operated/managed assets.

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Supporting the Community Planning Partnership and the Community Plan (LOIP).

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Developing partnerships with the third and voluntary sector.

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Placemaking, including creation of locality action plans based on the Community Plan (LOIP) priorities and support the delivery of Islands Plans.

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Ensuring an inclusive, fair, rights-based and asset-based approach in our work.

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Accessible public services, both digitally and locally, ensuring a 'No Wrong Door' approach.

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**We will know we're making progress when:**

More residents are actively involved in their communities. Strong, relevant social support networks are established that value diversity.

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Communities are directly managing and operating more assets and are allocating community funding to initiatives that are local priorities.

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Our residents, including our children and young people, are confident in exercising their rights and actively do so.

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Our places encourage strong inclusive communities and respect the local environment and cultural heritage.

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Our approach to Community Wealth Building is further embedded across partners.

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**STRATEGIC AIM -**  
To achieve net-zero  
by 2030.

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# Climate Change

## Key Activities

Embedding our net-zero ambition in all democratic decision-making.

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Reducing the carbon footprint of our estate through rationalisation utilising a locality-based approach, and taking a fabric first and low carbon energy generation approach to homes and buildings.

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Improving resilience and reducing carbon by developing and supporting supply chains where materials and goods are sourced locally.

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Promoting new woodland creation and protecting our green spaces to provide a natural resource for carbon sequestration.

Supporting local businesses as they meet their climate change obligations.

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Promoting a circular economy in North Ayrshire to reduce consumption of raw materials and promote reuse, repair and recycling, and generating energy from residual waste.

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Developing local Low Carbon energy generation schemes and networks.

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# Climate Change

## Key Activities Continued

Unlocking the potential of community owned energy generation to bring new income streams into communities and help them take direct action to combat climate change.

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Learning for Sustainability, and work with communities to adopt low carbon behaviour change and encourage climate-based volunteering activities.

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Improving communities' preparedness to deal with the impacts of climate change already locked-in.

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Working with communities to adopt low carbon behaviour change and encourage climate-based volunteering activities.

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Taking a nature-based approach to protect our habitats and species.

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Developing and promoting active travel infrastructure.

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Transitioning to low and zero carbon travel.

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## We will know we're making progress when:

Carbon emissions are reducing with a clear pathway to net zero

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We are generating, clean, renewable municipal and community-owned electricity.

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Our local businesses and communities recognise how they can mitigate the impacts of climate change and adopt changes to help reduce their carbon footprint.

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Our homes and buildings are well-insulated and energy efficient, making them cheaper to heat and reducing their emissions.

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The amount of waste generated is reducing, whilst levels of reuse and recycling increase.

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Our transport infrastructure enables people to make active travel choices and switch to low and zero carbon vehicles.

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The carbon emissions within our supply chain are reduced and community benefits contribute to the mitigation of climate change where possible.

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Our woodlands and green spaces are expanding and are providing a natural resource for carbon sequestration.

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Our natural resources are flourishing, with improvements to the extent and quality of our habitats.

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**STRATEGIC AIM -**  
A Community Wealth  
Building Council that is  
efficient and accessible,  
maximising investment and  
focusing resources towards  
our priorities.

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# A Sustainable Council

## Key Activities

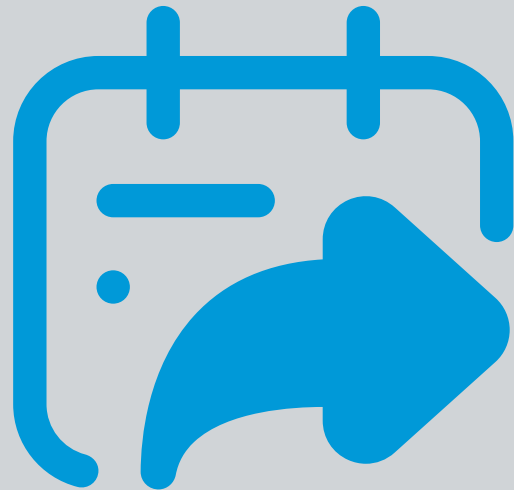
Ensuring robust governance arrangements are in place to fulfil the Council's statutory duties, manage risk and support delivery of key priorities.

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Using dynamic data and lived experiences to inform decision-making.

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Working with partners nationally, regionally and locally to secure investment and target resources towards our priorities.



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# A Sustainable Council

## Key Activities Continued

Driving change and transformation, using technology where appropriate, to deliver efficient and effective services and support delivery of priorities.

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Maximising financial flexibilities to help support delivery of priorities.

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Maximising value from the use of our assets.

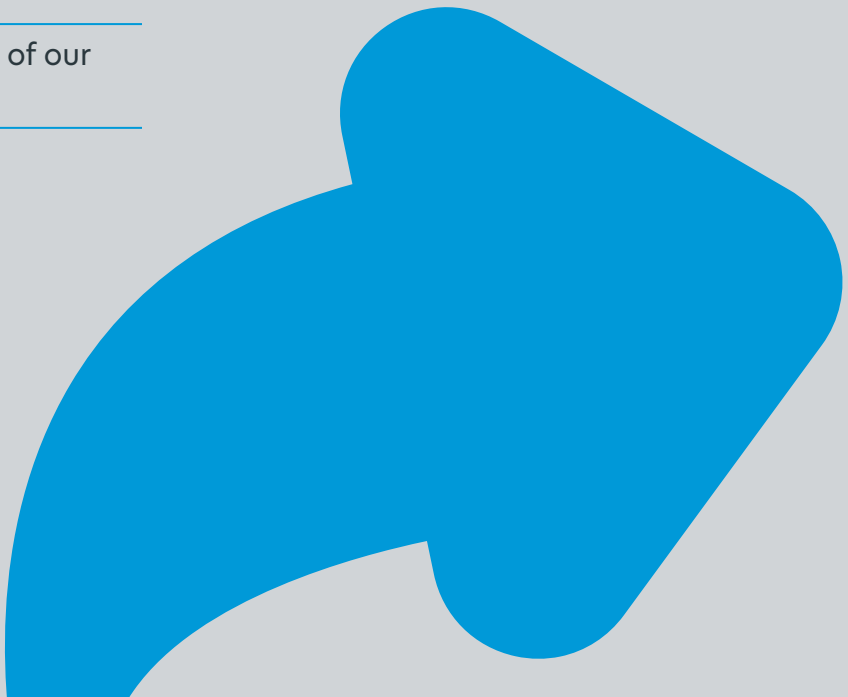
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Focusing our investment on priorities.

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Effective workforce planning ensuring that we have the right skills/resources to deliver priorities.

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## We will know we're making progress when:

Lived experience is central in our approach to improving services and developing policy.

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We use the data we hold to target resources effectively in line with Data Protection legislation.

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We welcome innovation that improves the lives of our residents either directly, or indirectly through more efficient working, while ensuring none of our residents are digitally excluded.

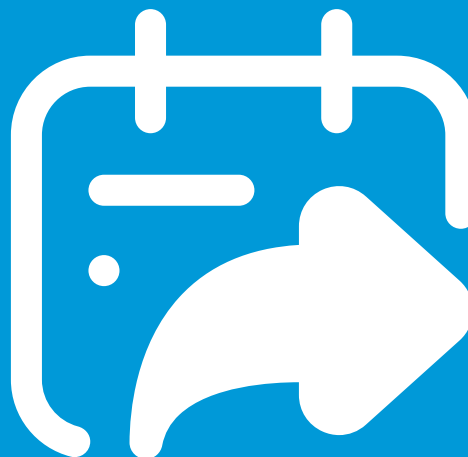
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The shape of our workforce is planned and resourced to deliver our priorities, ensuring our employees are supported to develop, perform and thrive.

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Effective financial plans are in place to support priorities.

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# How we will know we're making progress

Our Council Plan 2023-28 is a new contract with our communities that we need to deliver on. We have a legal duty to demonstrate “Best Value”, this has continuous improvement for the benefit of our residents at its core.

Actively managing performance through the collection of accurate and relevant information and setting informed targets is crucial to the successful delivery of our Council Plan and demonstrating Best Value. This is achieved through our Performance Framework - a list of indicators (numerical data) and activities (detailed above) that reflect our work.



We combine these with information on the wider impact we are having in six monthly 'magazine style' reports to our North Ayrshire Council Cabinet. They are then published on our website [www.north-ayrshire.gov.uk/performance](http://www.north-ayrshire.gov.uk/performance) and scrutinised at our Audit and Scrutiny Committee.

We identify measures from the Local Government Benchmarking Framework (LGBF) that align to our priorities to compare our performance with other local authorities Scotland-wide, so we

can learn from each other and improve. These are embedded directly within our Performance Framework.

Additionally, we utilise the North Ayrshire Inclusive Economy Dashboard which provides comparisons between local and national trends in areas relating to achieving a wellbeing economy. This provides important context on the environment in which we are operating.

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## **We review our Performance Framework regularly to ensure the information we are managing continues to be relevant to our delivery and takes account of any external changes.**

This keeps our performance management “fit for purpose”, enables our Council to be as agile as possible to embrace opportunities and makes sure we are basing decisions on the most up to date and useful information possible.

Our Performance Framework is not developed in isolation. Every plan, strategy and policy within our Council aligns with our Council Plan 2023-28 and is listed on our website. As a result, the performance of areas across our Council feeds into our Council Plan progress reporting and management.

Our Performance Strategy will be updated following the publication of our Council Plan 2023-28 and published on our website.

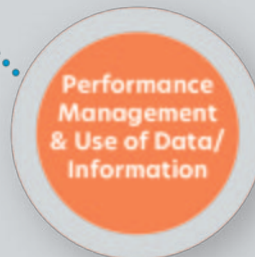
We create our progress reports for our residents and actively encourage our communities to scrutinise our performance. We are always keen to hear the best ways to support this - we were pleased when positive feedback on our reporting was received as part of our Council Plan engagement meetings with community representatives.



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# Our Strategic Environment - 'The Golden Thread'

Our Council Plan operates in an environment of national and local policies as well as linking to the HSCP Strategic Plan and KA Leisure (North Ayrshire Leisure Limited). This is shown in the diagram opposite:



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# How we link to the National Outcomes

As a local authority, we contribute to the delivery of Scotland's 11 National Outcomes under the Community Empowerment (Scotland) Act 2015. These are published within the National Performance Framework which aims to create a more successful country with more opportunities and better wellbeing for the people of Scotland.

It looks to create sustainable and inclusive growth and reduce inequalities by giving equal importance to economic, environmental and social progress and aligns to the United Nations' Sustainable Development Goals.

The National Performance Framework is currently under review (as at June 2023). Should any changes be made to the framework, we will publish a revised list of links to the National Outcomes within our six-monthly performance reporting.

The National Performance Framework and the National Outcomes within it, were fully considered during the development of our Council Plan. This ensures that our priorities are in line with Scotland-wide priorities, yet fundamentally our priorities are formed on the needs of our residents and have our communities at their heart.





### **Our Community Plan (Local Outcome Improvement Plan)**

Our Community Plan is administered by the North Ayrshire Community Planning Partnership which is Chaired by the Leader of North Ayrshire Council. The North Ayrshire Community Planning Partnership consists of public, private and third sector organisations, working together to deliver better outcomes for our residents.

Our Council Plan priorities and outcomes align to the three priorities within the LOIP. These are:

- **Wellbeing** - Health and Wellbeing: "We will reduce inequalities by targeted support to improve individual, family and community health and wellbeing."
- **Work** - Economy and Skills: "We will address the causes and effects of poverty through a strong local economy and skills base."
- **World** - Climate Change: "We will work more closely and effectively together to reduce carbon emissions and mitigate the impacts of climate change."

### **Health and Social Care Partnership (HSCP) Strategic Plan**

The Health and Social Care Partnership have their own specific governance structure through the North Ayrshire Integrated Joint Board, a joint board of North Ayrshire Council and NHS Ayrshire and Arran. As such, their performance is not directly reported through our Council Plan reporting.

### **KA Leisure (North Ayrshire Leisure Limited) Plan**

KA Leisure is the Council's arms length organisation, commissioned to work with the community to deliver health and wellbeing, and physical activity opportunities in North Ayrshire. KA Leisure operates our leisure centres such as the Portal, Irvine, KA Leisure Campuses and golf courses such as Routenburn and Auchendarvie. KA provides leadership and coordination of North Ayrshire's Health and Wellbeing Alliance to develop a collaborative approach to wellbeing with local partners. KA Leisure is governed by a board of directors and reports on their performance to North Ayrshire Cabinet. Key highlights are reported within our Council Plan.





## Inviting your thoughts

We would welcome your thoughts on our Council Plan and our progress as we deliver it.

Please contact us on **01294 310000** or via email at **[NorthAyrshirePerforms@north-ayrshire.gov.uk](mailto:NorthAyrshirePerforms@north-ayrshire.gov.uk)**.

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