



 **Appendix 1**



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Community Wealth Building Strategy  
Actions Progress Index

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# Appendix 1

## ① CWB Council

### Action

Work with local and regional anchor institutions through the Community Wealth Building Commission to deliver Community Wealth Building across North Ayrshire and the wider Ayrshire economy.

**Timescale:** Long Term

**Status:** Active

### Latest Update / Outputs

1. CWB Commission membership extended to South and East Ayrshire Councils September 2020
2. Refreshed CWB Commission remit and new workplan, including agreement to form the Lead Officers Working Group agreed December 2020;
3. First meeting of the Lead Officers Working Group in February 2021;
4. Lead Officers Working Group Procurement Pillar workstream underway March 2021.

## ② CWB Council

### Action

Develop an Anchor Charter agreement to embed Community Wealth Building principles across anchor institutions in the region.

**Timescale:** Long Term

**Status:** Active

### Latest Update / Outputs

1. Ayrshire Anchor Charter published during Challenge Poverty Week in October 2020
2. Ayrshire Anchor Charter signed by NAC, SAC, EAC, NHS A&A, Ayrshire College and Scottish Enterprise in October 2020
3. The Ayrshire Community Trust signed the Ayrshire Anchor Charter in November 2020

## ③ CWB Council

### Action

Work within our localities to support communities and businesses to develop and co-produce Community Wealth Building activities.

**Timescale:** Long Term

**Status:** Active

### Latest Update / Outputs

1. New CWB staff in post including Business Locality Officers, Community Economic Development Officer, Regeneration Officers
2. CWB Stakeholder Role Mapping completed December 2020
3. Meetings with community development trusts
4. Fairer Food Network

## ④ CWB Council

### Action

Develop and implement the £3 million Ayrshire Growth Deal (AGD) Community Wealth Building Fund and ensure the AGD as a whole delivers Community Wealth Building to ensure lasting benefits for our businesses and communities.

**Timescale:** Medium Term

**Status:** Active

### Latest Update / Outputs

1. Full Business Case approved by Scottish Government in March 2021
2. Implementation and recruitment underway April 2021

## ⑤ CWB Council

### Action

Building on our first Community Wealth Building Staff Leadership Conference in November 2019, we will ensure all North Ayrshire Council employees have an awareness of Community Wealth Building and undertake their role through a Community Wealth Building lens.

**Timescale:** Medium Term

**Status:** Active

### Latest Update / Outputs

1. CWB Strategy launch communicated to staff through News in Brief, Staff News, NAC Social Media
2. 'Keep it Local' media campaign communicated to staff through News in Brief, Staff News, NAC Social Media
3. Future Activities: Connected Leadership event May 2021 for Senior Managers; further staff engagement planned for 2021-22

## ⑥ CWB Council

### Action

Use municipalisation as a tool to secure local public services and enhance local wealth, creating local economic opportunities.

**Timescale:** Medium Term

**Status:** Active

### Latest Update / Outputs

1. A number of projects are being implemented and developed within our municipalisation approach to support the objectives of CWB.  
  
These include developing opportunities for accessible, cost-effective advertising opportunities for local business on roundabouts; property factoring services for 2,000 properties; commercial waste & recycling support for businesses; and quality catering & cleaning services for local organisations.
2. A pipeline of further projects are under appraisal and development with service areas including Roads, Protective Services, Planning, Land & Property and Streetscene all with a view to ensuring that public services are enhanced and safeguarded, while ensuring local resources, assets, skills and opportunities are maintained and developed
3. Municipal Renewable Energy projects including agreement for Nethermains Solar PV farm at former landfill site agreed January 2021 and Cabinet agreement for a second PV farm at Shewalton former landfill site in Irvine

## ⑦ CWB Council

### Action

Ensure our Community Wealth Building approach delivers our ambitions to become a carbon neutral Council and use the anchor institution approach to deliver a green transition for North Ayrshire.

**Timescale:** Medium Term

**Status:** Active

### Latest Update / Outputs

1. Climate Action pillar and pledges included in Ayrshire Anchor Charter in October 2020
2. Green New Deal Economic Recovery and Renewal Approach agreed September 2020
3. Refreshed Sustainability and Climate Change Strategy (including a section on the Green Economy) presented to CWB Expert Advisory Panel March 2021

# Appendix 1

## 8 CWB Council

### Action

Encourage communities to shop local, including via Community Charters, and highlight the benefit of this to support local jobs in the North Ayrshire and Ayrshire economy.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. 'Keep it Local' Media Campaign launched in July 2020 until September 2020
2. 'Shop Local at Christmas' Media Campaign in December 2020
3. 'Keep it Local' Media Campaign relaunched in April 2021
4. Community Charters Community engagement phase delayed by Covid-19 pandemic
5. Community Food Network established

## 9 CWB Council

### Action

Establish an Expert Advisory Board to inform the work of the Community Wealth Building Commission and challenge our progress on delivering our Community Wealth Building Strategy ambitions.

**Timescale:** Short term

**Status:** Complete

### Latest Update / Outputs

1. CWB Expert Advisory Panel established in May 2020
2. Four meetings of the CWB Expert Panel have taken place between May 2020-April 2021

## 10 CWB Council

### Action

Participate in national and international Community Wealth Building and inclusive economy networks to identify best practice.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. NAC became the first Scottish Local Authority to become a member of the Wellbeing Economy Alliance in August 2020
2. Member of Inclusive Growth Network
3. Joined CLES Community Wealth Building in Practice
4. Presented to range of networks on our approach including EDAS, Just Transition Commission, Democracy Collaborative Anchor Network, Community Wealth Building Summit, Senscot, Social Enterprise Scotland, CEIS, Scotland Excel, Convention of Highlands and Islands

## 11 CWB Council

### Action

Continue our conversations with young people about what Community Wealth Building means to them

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Irvine Youth Forum - young people consulted on CWB via successful CIF application
2. Arran Youth Foundations - young people consulted on CWB via successful CIF and CAT applications
3. Future Activities: Planning to include youth engagement at Summer 2021 Roadshows

## 12 Procurement

### Action

Develop the corporate culture and status of procurement as a key feature of Community Wealth Building.

**Timescale:** Short term

**Status:** Active

### Latest Update / Outputs

1. Connected Leadership CWB Procurement event planned for May 2021.
2. Procurement board also developing the culture
3. Actively engaging through cross council meetings to explain buying local and lotting
4. Revised Procurement Strategy includes CWB principles and approved by Procurement Board
5. New process agreed regarding those bidding and requiring support on Real Living Wage

## 13 Procurement

### Action

Build on initial work of the Community Wealth Building Commission to work with anchor institutions to explore opportunities for more local spend and establish an Anchor Institution Procurement Short-Life Working Group to identify and progress joint opportunities.

**Timescale:** Short term

**Status:** Active

### Latest Update / Outputs

1. In December 2020 CWB Commission agreed a workplan, including a regional procurement workstream
2. Formation of Lead Officer Working Group in February 2021 and lead organisation agreement to drive regional procurement workstream

## 14 Procurement

### Action

Support our business base – including a wide range of business models – to enhance their capacity to bid for public sector contracts.

**Timescale:** Short term

**Status:** Active

### Latest Update / Outputs

1. 67 businesses have been supported 121 via specialist support / Consultancy
2. Ayrshire Meet the Buyer event held in April 2021 with 391 attendees
3. Tender documents highlight Supplier Development Programme and training available to businesses

## 15 Procurement

### Action

Establish a more proactive approach to procurement – including wave-planning which enables deeper market and locality engagement before commissioning, building on our already successful Quick Quote approach.

**Timescale:** Short term

**Status:** Active

### Latest Update / Outputs

1. Development of proactive principles for work between Procurement and business development agreed and implemented via new Procurement Development Manager

# Appendix 1

## 16 Procurement

### Action

Promote upcoming Council procurement opportunities more proactively including more local Meet the Buyer events.

**Timescale:** Short term

**Status:** Active

### Latest Update / Outputs

1. Ayrshire Meet the Buyer event in April 2021 with 391 attendees
2. Development of proactive principles for work between Procurement and business development agreed and implemented via new Procurement Development Manager
3. National Meet the Buyer event planned

## 17 Procurement

### Action

Enhance our procurement analysis through market supply analysis and increase knowledge of local suppliers, and identify gaps in the market to create locally-driven economic opportunities.

**Timescale:** Short term

**Status:** Not started

### Latest Update / Outputs

1. Not started due to Covid-19 capacity constraints
2. Activities to commence in 2021 by Procurement Development Manager including analysis of the Grow Local dataset

## 18 Procurement

### Action

Maximise our approach to community benefits to ensure they meet our Community Wealth Building ambitions and the needs of our communities.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Community Benefits Officer in post August 2020
2. Review of current Community Benefits practices undertaken and benchmarking of other contracting authorities;
3. ELT agreement of 10 recommendations for Community Benefits practice change in March 2020. Including amended process for contracts over £4m
4. Internal, cross service Community Benefits Working Group established to assess current policy and revise Community Benefits KPIs

## 19 Procurement

### Action

Consider any negative externalities of procurement, for example the impact on the environment.

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. Not started due to Covid-19 capacity constraints

## 20 Fair Employment

### Action

Support our businesses to implement Fair Work principles and maximise the potential of employees.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Ayrshire Anchor Charter published October 2020, including Fair Work pledges;
2. Fair Work Ayrshire element included within CWB AGD. Full Business Case signed off by Scottish Government March 2021
3. Ayrshire College confirmed as leading Fair Employment workstream on behalf of CWB Commission March 2021
4. Council offering option of uploading a video CV within myjobscotland. Adapted into council recruitment process April 2021.
5. Discussions have taken place with Health and Social Care Partnership on Kickstart Programme

## 21 Fair Employment

### Action

Support our businesses to implement Fair Work principles and maximise the potential of employees.

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. Advisers have reviewed and benchmarked businesses who currently pay the real living wage
2. Proactive engagement to continue in 2021/22

## 22 Fair Employment

### Action

Continue to deliver employability programmes helping local residents into work to reduce child poverty.

**Timescale:** Long term

**Status:** Active

### Latest Update / Outputs

1. Council increased investment in 'We Work for Families' programme
2. Launched one of largest Kickstart Programmes in Scotland with 100 new jobs created in Q1 2021

## 23 Fair Employment

### Action

Continue our focus on health, recognised as a barrier to an inclusive economy by the North Ayrshire Inclusive Growth Diagnostic, and deliver a new supported employment programme 'EQUAL'.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. EQUAL developed See Me CV
2. Full Business Case approved for Working for a Healthy Economy and some services to be implemented in May 2021

# Appendix 1

## 24 Fair Employment

### Action

Build on our Employability Hub approach to undertake more community outreach where there are anchor recruitment opportunities and encourage wider anchors to focus on excluded groups.

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. Employability Hubs closed since March 2020 due to Covid-19
2. Planned re-launch of Employability Hubs post Covid to include multi-channel delivery
3. Better Off Demonstrator launched and exploration of social value

## 25 Fair Employment

### Action

Lead by example on the payment of the Real Living Wage and encourage others to follow our leadership role, building on recent workshops with the Living Wage Foundation.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Ayrshire Anchor Charter published October 2020 including fair employment pledges
2. In November 2020 North Ayrshire Council committed to pay staff the 2020/21 real Living Wage five months early
3. Living Wage supplement applied to Kickstart Programme to encourage and support payment of living wage

## 26 Fair Employment

### Action

Take a more proactive approach to our Disability Confident status and encourage others to adopt this.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. The Council is a Disability Confident Employer and is currently pursuing Level 3 Disability Confident Leader status
2. EQUAL 'See Me CV' integrated into council recruitment process

## 27 Fair Employment

### Action

Promote the Council as an 'Employer of Choice' highlighting our good Terms and Conditions and opportunities for flexible working.

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. To be proactively pursued in 2021/22 via showcasing of Council staff roles

## 28 Fair Employment

### Action

Improve the linkages between our apprenticeship programmes and workforce planning, building on the work already undertaken with Early Learning and Childcare.

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. To be proactively pursued in 2021/22

## 29 Fair Employment

### Action

Consider how our recruitment application process could be more accessible and how we could advertise more in local places, including social media pages.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. EQUAL 'See Me CV' integrated into council recruitment process
2. Flexible application process available within Facilities Management and Care at Home services.
3. Future Activities: Council moving to anonymous application process and explore publication of vacancies via social media channels

## 30 Fair Employment

### Action

Consider how we can change the recruitment process for entry level Council posts to give advance notice to employability providers in order that they could provide suitable local candidates.

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. Graduate recruitment Spring 2021
2. To be explored proactively in 2021/22

## 31 Land & Assets

### Action

Build on our work to use our land and assets for the common good by reviewing our land and assets transformation programme through a Community Wealth Building lens: exploring alternative community uses, commercial opportunities to grow local wealth, and to remove carbon dioxide from the atmosphere in line with our carbon neutral ambitions

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Appointment of 3 new CWB posts - Development Manager and 2 Regeneration Officers
2. Adoption of Regeneration Delivery Plan March 2021
3. Initial land review process and internal steering group to inform review process (April 21)
4. Phase 1 of Lochshore development in the Garnock Valley is underway
5. Montgomerie Park approach and opportunity to develop this for further sites

# Appendix 1

## 32 Land & Assets

### Action

Ensure our commercial property portfolio supports the growth of local businesses and entrepreneurial activity.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Initial review of commercial property portfolio undertaken by Regeneration team
2. Future Activities: Appointment of CWB Estates Role within the Business Support and Development team in June 2021

## 33 Land & Assets

### Action

Continue our business incubation approach at our new Quarry Road, Irvine facility, supporting local small businesses,

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. Activity at Quarry Road on hold due to Covid-19 restrictions

## 34 Land & Assets

### Action

Use council and other anchor assets to develop a 'deep town' regeneration approach within a locality, tackling under-utilised and derelict land and buildings, and use the new Regeneration Framework currently under development to explore how identified challenges such as vacant land or properties can be addressed.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Adoption of Regeneration Delivery Plan (RDP) including actions in relation to town centre regeneration, vacant and derelict land and place-based investment
2. Developments of an approach to prepare place frameworks for each town
3. Approval and implementation of proposals and Local Delivery Plans for the expenditure of the £1.32m 2020/21 Vacant and Derelict Land Fund allocation
4. Development of proposals for the £1.26m Scottish Government Place Based Investment Programme (PBIP) allocation informed by the RDP for consideration by Cabinet in June 2021
5. Development of proposals and a Local Delivery Plans for the £1.32m 2021/22 Vacant and Derelict Land Fund allocation informed by the RDP for consideration by Cabinet in June 2021
6. Commenced preparation of applications for £45m of funding through the UK Government's Levelling Up Fund for the upgrade of the B714 and acceleration of the regeneration of the North Shore and Lochshore sites for submission in June 2021
7. Commenced preparation of applications for the UK Government Community Renewal Fund to pilot the Place Framework approach for submission in June 2021

## 35 Land & Assets

### Action

Continue to support Community Asset Transfer and support community capacity building to grow community ownership.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Regeneration Capital Grant funds secured for Millport Town Hall and Stevenston Beach Hub
2. Community Asset Transfer (CAT) activity - Almswall Park, Arran Youth Foundations, Garnock Valley Men's Shed.
3. Future Activities: Scoping out opportunities for NA Food System, Kilwinning Football Academy, Kilwinning Community Sports Club, Lochshore, Douglas Park Project, Ardrossan South Beach, BCDT and Cumbrae WAVE
4. Identify priorities for the submission of applications to the 2022/23 round of the Regeneration Capital Grant Fund (RCGF) in June 2021

## 36 Land & Assets

### Action

Further develop co-location service models between the Council, Health and Social Care Partnership and wider partners.

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. To be proactively pursued in 2021/22 and future strategy years.

## 37 Land & Assets

### Action

Enhance the contribution the Strategic Housing Investment Plan (SHIP) can make to town centre regeneration.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Adoption of Regeneration delivery plan and specific actions in relation to town centre delivery plan
2. Kings Arms redevelopment for town centre living
3. Regeneration team undertaking a wider review of potential for town centre living

## 38 Financial Power

### Action

Explore the feasibility of a community bank.

**Timescale:** Long term

**Status:** Active

### Latest Update / Outputs

1. In October 2020, Cooperative Development Scotland (CDS) (a subsidiary of Scottish Enterprise) provided funding and assistance to support the exploration of the strategic case and feasibility of a community bank
2. Officers are in regular discussion with community banking policy advisors, have engaged other places progressing community banks and are regularly updated on banking developments across the UK

# Appendix 1

## 39 Financial Power

### Action

Work with Strathclyde Pension Fund to explore how it could support genuine local investment opportunities and enhance local wealth.

**Timescale:** Long term

**Status:** Active

### Latest Update / Outputs

1. Council Leader and Chief Executive met with SPF in September 2020

## 40 Financial Power

### Action

Continue to work with 1st Alliance Credit Union to increase financial literacy and encourage progressive finance.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Early engagement meetings held with 1st Alliance Credit Union in August 2020 and January 2021
2. Early engagement meetings held with Association of British Credit Unions Limited (ABCUL) in December 2020 and January 2021

## 41 Financial Power

### Action

Encourage our staff to spend locally.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Included within Keep it Local Media Campaign and shared with staff
2. Future Activities: Explore options for encouraging local spend via staff text messaging and email mailing lists

## 42 Financial Power

### Action

Continue to empower our communities through our Community Investment Fund (CIF).

**Timescale:** Long term

**Status:** Active

### Latest Update / Outputs

1. Millport Town Hall received CIF & Regeneration Capital Grant Fund (February 2021)
2. Stevenston Hub received CIF & Regeneration Capital Grant Fund (February 2021)
3. Successful CIF projects: Irvine Youth Forum, Kilwinning Community Sports Club, Ardrossan Community Gym, Arran Youth Foundations,

## 43 Financial Power

### Action

Promote our investment opportunities to regional and national institutions to gain investment in our communities.

**Timescale:** Short term

**Status:** Active

### Latest Update / Outputs

1. Launched This is North Ayrshire website promoting investment opportunities
2. Secured AGD funding confirmed November 2020
3. New partnership with the Crown Estate and MoU signed June 2020
4. North Ayrshire priorities included within Nuclear Decommissioning Authority socio-economic strategy

## 44 Financial Power

### Action

Continue our leading approach to Participatory Budgeting and participate in the national Participatory Cities programme.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. PB carried out for 3 strands in 2020/21 - Locality, Youth, Arts & Culture total budget available £157,000
2. Piloting Systems Changers at Kilwinning with Corra Foundation

## 45 Ownership

### Action

Enhance the award-winning Team North Ayrshire approach to business support to develop our support to wider forms of business ownership including employee ownership, cooperatives, community businesses, and social enterprises, including building on our Social Enterprise Strategy.

**Timescale:** Short term

**Status:** Active

### Latest Update / Outputs

1. Development of locality approach within Business Support and Development team is complete.
2. Stakeholder Role Mapping complete December 2020 and identifies key leads for support.
3. Business Support and Development CRM (Customer Relationship Management) system developed to capture details of ownership models

## 46 Ownership

### Action

Support our business base on progressive business models, workplace innovation and fair work to create a fair, diverse and resilient local economy.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Five businesses supported with Employee Ownership Transition (EOT)/cooperative strategies, Family business support and succession planning support

# Appendix 1

## 47 Ownership

### Action

Promote the benefits of the cooperative model to our business base, working with Cooperative Development Scotland to set out a programme of support and events, creating a cooperative culture in North Ayrshire.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Currently developing a programme of engagement with Cooperative Development Scotland (CDS): first part are three sessions to upskill advisers to allow proactive engagement with businesses. First CDS workshop in April 2021

## 48 Ownership

### Action

Provide financial support to assist the transition of businesses to the cooperative model or to set up a new cooperative.

**Timescale:** Medium term

**Status:** Not started

### Latest Update / Outputs

1. Confirmation of CWB Fund to support business transition
2. Proactive activity due to commence in 2021/22

## 49 Ownership

### Action

Encourage our business base to explore the social and environmental impact of their activities.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Agreement of £500,000 Green Jobs Fund and progressing Green Audits
2. Preparation for COP26 including North Ayrshire business and community case studies

## 50 Ownership

### Action

Encourage and support the conversion of existing businesses to employee ownership.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. One business has transitioned in 2020 to employee ownership
2. Proactive engagement with businesses to continue in 2021/22

## 51 Ownership

### Action

Continue to offer specialist support to family owned businesses through Scotland's first Family Business Advisor.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Proactive engagement plan to be developed in 2021/22

## 52 Ownership

### Action

Use the Council's municipalisation workstream as a tool to advance Community Wealth Building whilst protecting vital services.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Agreement that all municipalisation actions are now filtered through a CWB lens and checked for CWB impact

## 53 Ownership

### Action

Explore the feasibility of a municipally owned bus company.

**Timescale:** Long term

**Status:** Not started

### Latest Update / Outputs

1. Further exploration in 2021/22

## 54 Ownership

### Action

Utilise our land and property assets to help develop low carbon and renewable energy schemes and networks to support our green transition.

**Timescale:** Medium term

**Status:** Active

### Latest Update / Outputs

1. Specific actions to develop low carbon and renewable energy schemes within Regeneration Delivery Plan
2. Land and Assets review will identify potential sites for low carbon and renewable schemes
3. Future Activities: Recruitment of CWB Estates officer to consider opportunities
4. Municipal Renewal Energy Schemes at Nethermains and Shewalton former landfill sites

## 55 Ownership

### Action

Consider alternative delivery models for large scale regeneration opportunities.

**Timescale:** Long term

**Status:** Active

### Latest Update / Outputs

1. Model for redevelopment of Ardrossan North Shore





 **Appendix 2**



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Council Plan Performance  
Measures and Progress

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# Appendix 2

We view Community Wealth Building as a long-term transformational agenda for the Council and our partners. We will continue to produce Annual Reports on our progress on the actions outlined in the strategy and ensure the strategy evolves as required.


The delivery of our Community Wealth Building actions will contribute to the achievement of key Council Plan performance measures. An update on the status of these measures is provided below with data correct as of July 2021.

Performance Measure	Historical Data			Current Data			Comments
	Year	Target	Value	Year	Target	Value	
Percentage of children living in poverty (after housing costs)	2018/19		27.1%	2019/20	26.5%	27.9%	<p>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 Community Wealth Building. 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.</p> <p>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 the indicator will also be affected by the Covid-19 Coronavirus pandemic.</p>

**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 the 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.

Performance Measure	Historical Data			Current Data			Comments
	Year	Target	Value	Year	Target	Value	
2018/19 Percentage of working age population in employment	2019/20	70%	70.2%	2020/21	64.7%	69%	<p>Employment rate has stabilised after a drop due to Covid impacts. Experts feel that Covid impacts have yet to be fully realised in official statistics as the UK Governments Job Retention Scheme has kept many in employed status, although furloughed.</p> <p>As the Job Retention Scheme is being phased out, there is a worry that employment rate may drop further, and the impacts may be disproportionately felt in certain groups. UK, Scottish and Local Governments are making significant investments in supporting business, supporting people back to work or develop new skills, in order to mitigate for the scenario being faced.</p>

Percentage of procurement spent on local enterprises	-	-	-	2019/20	-	19.98%	-	Data prior to 2019/20 reflects the Local Government Benchmarking Framework (LGBF) calculation of local procurement spend. 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, on 31st August 2021 Cabinet agreed to the replacement of the LGBF indicator within the Council Plan with a new version based on our own calculations. This shows procurement spend with local enterprises as 19.98% for 2019/20. The annual spend analysis for 2020/21 and historical data for the replacement PI will be available through the next Council Plan Half Year Progress Report. As detailed in our Community Wealth Building strategy, the target for 2024 remains at 26% as this was based on our own calculations of the source data rather than LGBF calculations.
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Performance Measure	Historical Data				Current Data				Comments
	Year	Target	Value	Status	Year	Target	Value	Status	
Percentage of people earning less than the living wage	2018/19		24.3%		2019/20	24%	16%	✓	This indicator is on target.

Performance Measure	Historical Data				Current Data				Comments
	Year	Target	Value	Status	Year	Target	Value	Status	
Hectares of vacant & derelict land in North Ayrshire	2019/20	1,240ha	1180 ha	✓	2020/21	1,194ha	1204 ha	✓	This indicator is on target. Fluctuations in the amount of vacant and derelict land is expected as areas (including privately owned) are discovered and added to the register.

Performance Measure	Historical Data				Current Data				Comments
	Year	Target	Value	Status	Year	Target	Value	Status	
Proportion of operational buildings that are suitable for their current use	2018/19	92%	91.01%	▲	2019/20	93%	90.89%	▲	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.

