



Our Council Plan Six Monthly Progress Report

1 October 2024 to
31 March 2025



North Ayrshire Council
Comhairle Siorrachd Air a Tuath

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Our Performance at a Glance

£21.5 million income secured for our residents through **5,842** Money Matters referrals

Free school meals extended to eligible Primary 6 and Primary 7 Pupils

£171,377 of Participatory Budgeting Funding awarded to **190** groups

423,077sq.ft of commercial/industrial floor space within our council portfolio

Our **new Digital Learning Strategy** for our young people was launched

Our **Strategic Housing Investment Plan 2025-2030** was approved

90 climate change and energy lessons delivered to 29 primary schools to date

ECO4 Flex Scheme **Funding of £902,809** has supported 32 North Ayrshire households to **improve the energy efficiency of their homes**

Our **Local Heat and Energy Efficiency Strategy procurement framework** was launched

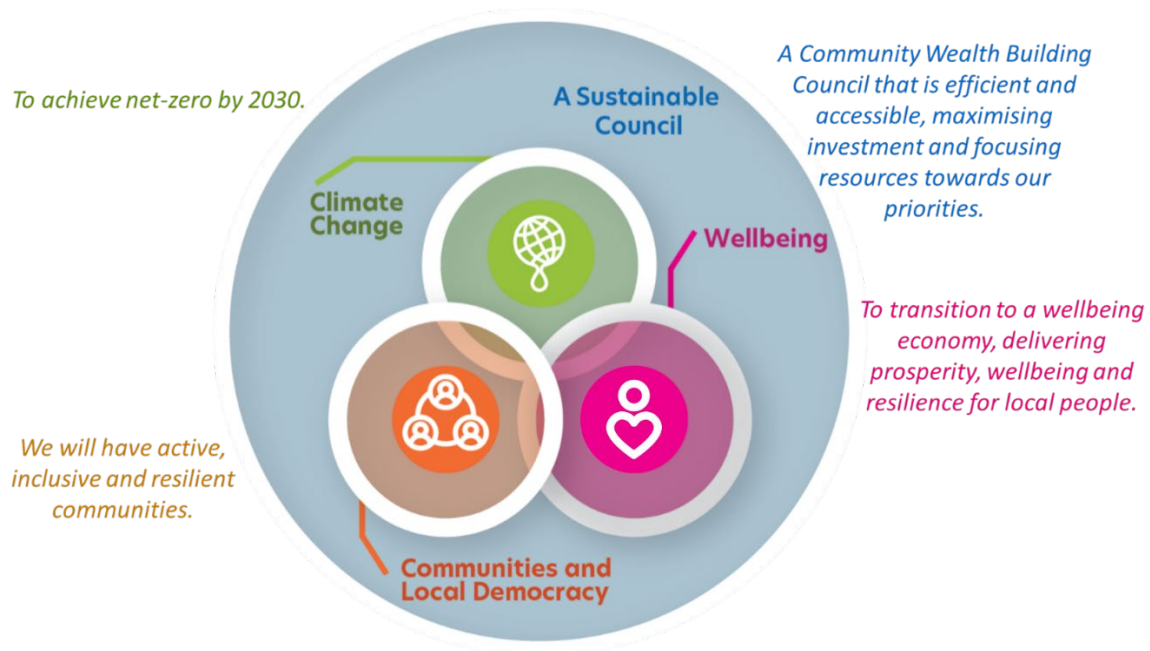
56.1% of our household waste is recycled

Over 4,400 responses to our **2025-2026 Budget Consultation**

81 Skills for Life Placements created in 2024-2025

Welcome

Welcome to our Year-End Progress Report on our Council Plan 2023 to 2028. This report covers the period 1 October 2024 to 31 March 2025. Our Council Plan is our contract with our residents and details how we are progressing our four priorities of Wellbeing, Communities and Local Democracy, Climate Change, and A Sustainable 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

Delivery of our Council Plan is progressing positively with 69% of our indicators where the status is known are either on target or just slightly adrift of target, and 98% of our actions are on target or just slightly adrift of target. We regularly compare our performance to other local authorities with similar demographic traits through the Local Government Benchmarking Framework (LGBF) and include information on this within our Council Plan reporting. There are 33 LGBF indicators that link closely with our Council Plan priorities and of these 33 indicators, 17 are in the top two quartiles.

We commenced our 2025 to 2026 Budget Consultation in October 2024 and received over 4,400 responses from our residents and community groups. Learning from previous consultations, we adapted and tailored our approach in order to reach more of our communities enabling our residents to comment on the areas which mattered most to them. The increased response rate shows that our approach to consultation is improving.

Our Money Matters team received 5,842 referrals in 2024 to 2025 and maximised the income of our residents by £21.5m. This is in addition to Welfare Reform Advice who received 1,899 referrals for welfare rights and debt advice, resulting in £5.7m of financial

support being accessed by our tenants. In order to deliver accessible welfare rights and money advice services for our more vulnerable residents, our Money Matters and Welfare Reform Advice Team will be rebranded as “Money Smart” and will be accessible via a single access point. These changes will maximise our resources and capacity to deliver these services.

Advancing on the existing provision of Free School Meals for all Primary One to Primary Five pupils, we are now also offering free school meals to Primary Six and Primary Seven pupils in receipt of the Scottish Child Payment.

Enabling our residents to participate in local decision making, our 2024 to 2025 Participatory Budgeting (PB) round was held both on and offline. This ensured that individuals and groups who may face barriers to online participation could still contribute and have their say. As a result, 15,882 votes were cast across North Ayrshire.

We have supported 32 households with the installation of over 134 energy saving measures to improve home energy efficiency. This was a part of our ECO4 Flex scheme which looks at funding for energy efficiency improvements in homes, primarily targeting low-income and vulnerable households. The scheme, part of the wider Energy Company Obligation (ECO) program, offers financial assistance for measures like insulation, heating upgrades and renewable energy installations.

To give context to the environment in which we deliver our services, some key measures are highlighted below:

Population of North Ayrshire:
133,570 (2023)

24.3% of our children live in
poverty after housing costs
(2023-24)

28% of our households live in
fuel poverty (2021-22)

65.2% of working age
population is in employment
(June 2024)

10.4% of people earn less than
the living wage (2023)

Area wide CO₂ emissions are
682kt CO₂ (July 2023)

Together we will ensure a North Ayrshire that is fair for all.



Wellbeing

To transition to a wellbeing economy, delivering prosperity, wellbeing and resilience for local people.

Key Activities

Child Poverty

A North Ayrshire that is fair for all requires every child to have the same opportunities in life. Recent statistics published by the End Child Poverty Coalition showed that child poverty within North Ayrshire decreased from 29.2% in 2022-23 to 24.3% in 2023-24. This reduction of 4.9 percentage points was the largest in Scotland over this time period. Many actions within our Council Plan help address child poverty including mitigating barriers to employment as well as ensuring families are aware of, and can access, the support they are entitled to. At a national level, the introduction of the Scottish Child Payment is thought to have had a positive impact on our most vulnerable families.

However, no child should be living in poverty, and we still have a lot of work ahead of us. As part of the Fairer Futures Partnership (FFP) with the Scottish Government, our new Child Poverty Strategy Team (CPST) was established in January 2025. A key part of the CPST activity will be undertaking a co-designed place-based test of change. In preparation, the team has appointed the Centre of Excellence for Children's Care and Protection (CELCIS) as a learning partner. Our Third Sector Interface partners are supporting this work and £45,000 has been allocated to The Ayrshire Community Trust. This will enable third sector organisations to be funded as co-design partners and support the involvement of residents with lived experience.

Health Equity

Across the UK, there are marked regional differences in life expectancy, particularly among people living in areas of high deprivation. Following a competitive application process, we have been



selected as one of three areas to engage in the Collaboration for Health Equity in Scotland (CHES) programme. Over the next two years, we will work in partnership with Public Health Scotland and the Institute for Health Equity – led by Professor Sir Michael Marmot - to reduce health inequity in North Ayrshire through improving the conditions people live and work in. The programme was officially launched in February 2025 with over 70 delegates from our partners. A local steering group has been established to support identification of local priorities, which will be informed by local data and community engagement. The ultimate goal is to enable people to live longer, healthier lives by addressing the root causes of health inequalities and prevent illness before it starts. By creating conditions where communities can thrive, the initiative aims to create lasting positive change.

Money Matters

Welfare advice provides a range of benefits by helping individuals navigate complex social security systems and access the financial support they are entitled to. During 2024 to 2025, our Money Matters team received 5,842 referrals and secured £21.5 million in financial gains through income maximisation for local residents. These figures are slightly higher than 2023 to 2024 but are provisional following the use of a new case management system in September - the actual totals may be higher.

In addition, our Welfare Reform Advice team received a total of 1,899 referrals for welfare rights and debt advice for council tenants, an increase of 28% compared to 2023 to 2024. The total financial gain for

North Ayrshire tenants was £5.7million, up from £3.8 million in 2023 to 2024. In addition, the Financial Inclusion Officers:

- Undertook 507 'pre-tenancy visits' for new tenants and tenancies to ensure tenants understand changes to their benefits due to taking on a tenancy, and their responsibilities to help them sustain their tenancy - for example: priority bills, support with accessing grants and furnishings for their new home, and support to claim all their entitlements.
- Assisted Universal Credit claims for 2,334 tenants who were also taken through a support plan 'matrix' to identify and action wider needs.

Our advice services continue to be available throughout our communities in nine priority GP surgeries, schools, foodbanks and larders and local housing offices. Macmillan Cancer Research also provides funding to support advisers to ensure people living with cancer receive welfare rights advice and support. Our Money Matters advisers are also embedded within Health and Social Care Partnership services including Children and Families, Addictions and Community Justice services.

The Welfare Rights Officers in Schools team now cover Early Years Centres and primary schools.

Community Wealth Building

Community Wealth Building (CWB) is about working with communities and businesses to build a strong, fair and sustainable local economy.

Our Economic Policy team has supported the formation of the CWB Practitioners



Network with support from the Improvement Service. The Network provides opportunities for knowledge-sharing and collaboration on common challenges across local authorities. It also seeks to deliver a comprehensive and up-to-date overview of CWB implementation across Scotland while strengthening connections between CWB and other policy areas.

We have refreshed the Wellbeing Economy Dashboard – a suite of socio-economic indicators which are used to monitor progress towards the delivery of a Wellbeing Economy in North Ayrshire and provide context within our Council Plan Progress Reports.

Employability and Skills

Skills enable people to participate in the labour market and lead more fulfilling lives. We continued to deliver our broad 'Your Next Move, Working North Ayrshire' programme with partners including our successful Modern Apprenticeship and Skills for Life programmes. Available to residents across our six localities, the programme is delivered in partnership with the Youth Services team who are a pivotal part of our council's Community Learning and Development team, delivering in excess of 2,000 youth groups and activities across the localities of North Ayrshire.

We delivered a range of awareness-raising and recruitment events with partners to showcase the opportunities available across North Ayrshire. We are also planning for our next Employability Week in May 2025.

We created a Disability Employment Hub at Lochshore Park to provide a range of training opportunities for grounds

maintenance work, allowing trainees to gain the skills and experience to complete their horticulture qualifications, while improving the public area too. A programme of tree planting and environmental improvements will be developed with the stakeholders including Streetscene, Friends of Lochshore and Conservation Volunteers, providing added value for all involved. Work to further progress the Hub will continue in 2025 to 2026.

Attainment

The overriding aim of our Education Service remains to improve the educational outcomes for all learners, particularly those most disadvantaged learners. To support this, we are strengthening the strategic use of data to drive continuous improvement and raise attainment across our schools. Innovative approaches include analysing Insight leavers data to identify strengths and development areas, which will shape priorities in the Service Improvement Plan 2025 to 2026. Senior Leaders participated in a data clinic to enhance their use of data for improvement and, together with our Data Service Improvement Group, we have launched a pilot exploring new tracking and monitoring tools for literacy and numeracy. The group is also evaluating these tools to establish effective metrics for measuring progress and achievement.

Our Digital Learning Strategy was launched in March for young people aged from two years old to 18. The strategy was created collaboratively by our Education Service, teachers and early years employees. It aims to develop



learners' digital skills in preparation for an increasingly complex world. It will ensure our young people are confidently able to use a range of digital technologies to deliver exciting, supportive, relevant and engaging learning experiences.

All of our educational establishments will adopt the strategy from 2025 to 2026 onwards as part of the approach to raising attainment.

Members of our Education Executive Team met with the Association of Directors of Education in Scotland (ADES) Quads group (Dundee, North Ayrshire, Glasgow City and North Lanarkshire Council) to identify areas of common improvement for the next academic session. Senior Managers will visit Dundee to gather information around their improvements in Achievement of Curriculum for Excellence Levels for Literacy Primary One, Primary Four, and Primary Seven in May 2025.

Our Cyber Explorers programme focuses on enhancing the cyber skills of our young people aged 11 to 14 years old. The initiative is designed to engage young people with cyber security concepts, digital skills and potential career opportunities in the field of technology. With education increasingly integrating digital tools, Cyber Explorers presents a unique opportunity for our young people. Delivery of the programme began in late 2024 in Greenwood Academy with Second Year pupils. The programme was delivered during timetabled computing classes and was carried out as a group to ensure everyone could proceed at the same pace. Some of the comments from participants included:

"I will take computing after doing this, I love gaming."

"I thought this was really fun, and I learned a few things from it, coding is my favourite."

Free School Meals

There is strong evidence of the positive impact that a nutritious meal can have on a pupil's learning and achievement in school as well as on their health outcomes. Free school meals (FSM) also save North Ayrshire families who take up the offer almost £400 per eligible child per year. The latest phase of the expansion of FSM launched on 24th February. This phase will encourage families of Primary Six and Primary Seven pupils in receipt of the Scottish Child Payment to register.

Lifelong Learning Opportunities

The Multiply project focused on supporting maths skills and qualifications in adults. To deliver Multiply we worked with partners including CHAP, TACT, University of Highlands and Islands, Ayrshire College and 15 community organisations. Throughout the year Multiply delivered 521 activities including one to one support, group work, community based programmes and support drop-in sessions. 2,339 adults participated with 505 achieving qualifications. Referrals over the project were received from a wide range of services, including Neighbourhood Networks Ltd, the Church of Scotland, Social Services, the NHS, Employability, Financial Inclusion, Customer Services, the Department for Work and Pensions (DWP), Turning Point and HSCP services.

Working with local third sector and national organisations we continue to provide access to learning opportunities. The adult learning



programme supports increased confidence, progression into further learning, training or employment, reduced social isolation and enhanced community engagement.

Mental Health & Wellbeing

A key focus for our Community Learning and Development team has been supporting schools by delivering our 'Bounce Back Your Resilience' youth work programme. This programme is delivered by our young people in local primary schools, is tailored to empower Primary Six and Seven pupils across North Ayrshire and helps our Youth Work Modern Apprentices to gain experiences in supporting emotional awareness. Upon completion of the six-week programme, pupils become 'BeeYou Mental Health Ambassadors' for peers in their primary school. The interactive sessions have raised our children and young people's knowledge on:

- What is mental health
- Resilience
- Social Networks
- Friendships and bullying
- Making decisions
- Self-Care

Feedback from pupils has been positive:

"You all helped me realise not to care so much about what others think."

"The youth workers were all amazing there was nothing I didn't like."

"I have learned to believe in myself and try to stop doubting myself if I fail."

Our annual Youth Forum was held at Ardeer Community Centre on Saturday 22nd February, which brought 50 young people aged between 12 and 25 years

together to network, share their ideas and influence local decision making. The day had a series of workshops including Money and Mental Health with training provided by Change Mental Health and Mental Health UK. Youth groups and representatives in attendance included North Ayrshire Active Schools (NAAS) team, Kilwinning Youth Forum, North Coast Youth Forum, Garnock Valley Youth Forum, our council's Youth Executive (with pupils from across North Ayrshire secondary schools), Garnock Valley Youth Synergy, the Umbrella Club and Members of Scottish Youth Parliament (MSYPs).

Feedback on the day was encouraging with our young people sharing:

"It was good to develop tools to help us in the future with managing money and also overcome the hurdle of speaking about money openly."

"I'm excited about my ideas being shared with people in the council so that I can do my part to make a difference in other schools."

"I feel really good and it felt brilliant to be actually listened to."

Equalities

Our Ayrshire Shared British Sign Language (BSL) Local Plan 2018 to 2024 Final Report and Ayrshire Shared BSL Operational Plan 2024 to 2030 was approved by Cabinet in January 2025. This plan continues to align to the key aims within the Scottish Government strategy and support our BSL community across East, South and North Ayrshire.

Care Experienced Young People

We are committed to keeping the promise



and ensuring all care-experienced children grow up loved, safe and respected, enabling them to reach their full potential.

In October, our council took part in our 'Care Experienced Week Celebration'. The purpose of the event was to celebrate the work of North Ayrshire-wide Corporate Parents and the achievements of our Care Experienced young people over the past year. We highlighted the development of the Champions Board and Promise Champions Network. This Included a feature on employability support, an introduction from our Promise Delivery Partner and an on-stage discussion with Corporate Parents from Motivation, Commitment and Resilience (MCR) Pathways, Active Schools, Educational Psychology, Dance Therapy and the English for Speakers of Other Languages (ESOL) Hub based in Auchendarvie Academy.

The event was attended by 61 adults and young people with engagement from Corporate Parents and our young people. Attendees commented on a good balance of content between our work, North

Ayrshire-wide activities and our young people's work.

This event was very important in terms of our Youth Work and Community Learning and Development Strategic Plan Priorities to:

- Highlight positive destinations that our young people can and have accessed.
- Share young people's experiences in a non-stigmatising way.
- Promote and celebrate our young people's health, wellbeing, attainment and achievement.
- Showcase the ways we are reducing poverty and inequality for our Care Experienced young people.
- Provide feedback to our young people about what has happened over the past year in response to what they have said they wanted to see improve or continue.

Ayrshire Area Support Team

Our Ayrshire Area Support Team (AST) is responsible for helping administer the operations of Children's Hearings Scotland (CHS). In December they welcomed the National Convenor of Children's Hearings



Scotland to celebrate the first anniversary of the new 'Tribunal Support Model' which was rolled out across Scotland in December 2023. At the meeting, the AST was praised for its achievements over the past year. This included strong leadership, sharing best practice and innovation, and commending the AST for being a high achieving region where the Clerking team has a strong reputation across the county for hard work and support of its volunteers, particularly with their wellbeing. Partnership working with colleagues across the Health and Social care Partnership, Education, Champions Boards and advocacy providers was also highlighted.

The North Ayrshire Wellbeing Alliance

As part of The North Ayrshire Wellbeing Alliance's focus on ensuring everyone is given an opportunity to enjoy life and cope with challenges, a pilot with the Local Employability Partnership (LEP) in Blacklands, Kilwinning, has been designed. This pilot will look at holding a series of family fun and drop-in events in April to bring the community together in an engaging and informal way via:

- Fun activities for all ages with refreshments.
- Free wellbeing checks.
- Opportunities to connect with local services.
- Information on volunteering, health, lifestyle, training and employment support.

Leisure Facilities

In March 2025, Auchendarvie Leisure Centre hosted the World Wheelchair Curling Championships. We worked closely with colleagues from KA Leisure, Curling Scotland and other national bodies to deliver this event at short notice. It is

the only Olympic or Paralympic Qualifying Event which will be held in the United Kingdom during 2025.

The Duke of Edinburgh attended the event as Patron of the British Paralympic Association. He also visited the Doon the Beach project in Stevenston, one of the many examples of community led activity within North Ayrshire which offers employability support and leisure activities as well as a café facility. In recognition of the contribution they make the Duke met with some of the volunteers to learn more about the projects.

Housing

Our Strategic Housing Investment Plan 2025 to 2030 was approved in December 2024 and submitted to the Scottish Government. The Strategic Housing Investment Plan (SHIP) is reviewed annually and sets out the priorities and locations for affordable housing investment by our council and registered social landlords in North Ayrshire for a five-year period. The focus of our plan is to deliver the Scottish Government's Affordable Housing Supply Programme (AHSP) to ensure affordable housing in North Ayrshire. The provision of new build housing has many benefits, including helping to regenerate the area, providing sustainable housing solutions which help address fuel poverty and support educational attainment. It also assists our ageing population and people with additional needs to live more independently. During 2024 to 2025 we delivered 71 new homes at the following locations across North Ayrshire:

- Former St Mary's Primary school site, Largs.



- Former Stanecastle School site, Irvine.
- James McFarlane School site, Ardrossan.
- Newhouse Drive site, Kilbirnie.
- Laburnum Avenue site, Beith.
- Ayrshire Central Hospital Site, Irvine.
- Garnock Academy site, Kilbirnie.
- Former Kings Arms Hotel, Irvine.

Our Local Housing Strategy 2023 to 2028 annual update was approved at Cabinet in January 2025. We included a new action that supports the work undertaken by the Arran Housing Task Force established in 2023. This involves a wide range of partners to assess the demand for affordable housing on Arran and identify issues that may be limiting economic sustainability and growth. A survey commissioned by the task force is ongoing to seek opinions on the current housing provision on the island as well as future aspirations. The survey is open to homeowners and tenants, landlords, second homeowners, business owners, anyone living and working on the island as well as those considering moving to Arran.

The Sheltered Housing Reprovisioning Programme continues to be implemented. The next phase planned for refurbishment includes Laigh Court in Beith and Vineburgh Court in Irvine.

We continue to invest in and maintain our current housing stock and our estates. We are proactively installing sustainability measures to ensure they are as thermally efficient as possible to reduce fuel bills for tenants. Measures include installing external wall insulation and solar photovoltaic (PV) technology to suitable properties. We are also undertaking a pathfinder project to explore a 'whole house' retrofit approach to our existing

homes. This will inform future asset investment for different property types to achieve our energy efficiency targets and reduce fuel costs for our tenants.

Wellbeing Hub

A non-recurring investment of £300,000 was approved by Council in February to support the exploration of a new wellbeing enterprise hub at the former Greenwood Academy conference centre. The hub will support the co-location and development of local third sector organisations focused on various aspects of wellness alongside learning opportunities for our young people. A feasibility study to explore the viability of a hub and potential operating model will be progressed during 2025.

Great Harbour, Irvine

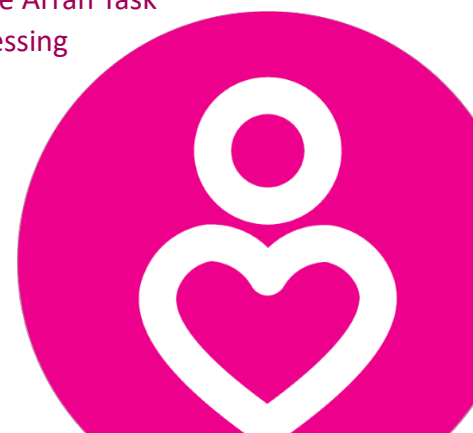
Our Great Harbour project continues with construction on site at Irvine Beach Park. Our Coastal Hub Play Park is due for completion by the end of September 2025, followed by a new skate park and pump track and improvements to connections to the area and around the Grade B listed Pilot House building.

When complete, the Coastal Hub area will provide improved outdoor space and facilities for a range of ages and abilities. The naming of the play park was discussed with schools and local groups and an event has been arranged involving local schools to announce the chosen name in June 2025. Design work for Phase 2, the Maritime Mile, along Harbour Street, will commence in June 2025 with stakeholder engagement taking place as part of the development work.



Next Steps

- Through our new Child Poverty Strategy Team – and liaising through the Community Planning Partnership (CPP) and CPP Senior Officers' Group - we will continue to bring a more systematic approach to addressing child poverty in North Ayrshire. This will include the co-design of place-based tests of change with partners from the third sector.
- We will establish our local priorities and areas for action as part of the Collaboration for Health Equity in Scotland programme.
- We will consolidate our financial inclusion services and rebrand as "Money Smart".
- We will explore a debt advice resource for non-council tenants to enable a seamless internal pathway to debt advice.
- We will roll out the Performing Engineering Operations (PEO) course currently available at Ardrossan Academy to all secondary schools from August 2025. This course provides fundamental engineering skills, often for beginners in the field.
- We will review research commissioned by our council into the potential options for developing CWB approaches at a locality level including consideration of unique island contexts.
- We will work with anchor institutions to deliver CWB across Ayrshire through the CWB Commission, Regional Economic Strategy Delivery Group and CWB Anchor Charter.
- We will progress the delivery of our Levelling Up Fund Round 3 Commercial and Low Carbon Infrastructure project.
- We will continue to provide support for local enterprise through the Business Recovery and Sustainability Fund.
- We will reach Financial Close on the new Ardrossan Community Campus and start the construction process. This transformational redevelopment will bring significant investment to one of our most deprived communities.
- Our Tenant Inspection Panel will scrutinise our Aids and Adaptations provision.
- We will continue to deliver new build housing and regeneration programmes to deliver sustainable housing solutions.
- We will progress the review of our North Ayrshire Housing Register Allocations Policy.
- We will further develop the Disability Employment Hub at Lochshore Park.
- We will seek the approval of the Irvine Neighbourhood Plan by winter 2025.
- We will further consult and engage to inform the development of the investment plan in relation to the Plan for Neighbourhoods.
- We will support the delivery of the Ayrshire Regional Economic Strategy and Highlands and Islands Economic Strategy.
- We will work with island stakeholders to influence the development of the new National Islands Plan for Scotland due for publication in late 2025.
- We will review the Arran Task Force Survey assessing the demand for affordable housing on Arran.



Case Study - Winter Warmer Breakfast

The Winter Warmer Breakfast returned for a third year offering free breakfasts across all nine secondary schools and Lockhart Campus.

During Winter 2024 to 2025, the free breakfast was available from the beginning of November 2024 and ran until the end of March 2025.

A range of hot and cold breakfast items were available for all secondary school pupils designed as a 'grab and go' service. Each year the catering teams have refined the service to ensure it continues to meet the needs of our young people. The winter of 2024 to 2025 saw the highest uptake of this service over the three years it has been running, with an average of 1,200 items being served every school day and a total of over 100,000 breakfast items being distributed over five months.

A positive unintended consequence of this provision has been an increase in pupils eligible for free school meals not using their lunch credit at morning break. They are instead using their credit at lunchtime to access a full lunch as intended.

Hidden hunger is an issue in secondary schools as pupils are free to leave the school grounds at breaks, therefore there is no way of knowing if pupils are accessing food if they are not attending the school dining facility. This service helps to address the issue of hidden hunger even if just in a small way, by offering dignified free food provision at breakfast.

School breakfast provision is intended to address classroom hunger and strengthen academic performance by improving children's energy, concentration, behaviour and overall readiness to learn.

WINTER WARMER BREAKFAST



Communities and Local Democracy

We will have active, inclusive and resilient communities.

Key Activities

Community Learning and Development Youth Work

In the final six months of 2024 to 2025 youth work programmes and initiatives reached 5,164 young people aged under 12 years old and 6,582 young people over 12 years old.

Key areas of focus and achievement include:

- Early Intervention and Foundational Skills (Under 12s): Programmes focused on building foundational social skills, promoting healthy lifestyles, fostering creativity, and encouraging early engagement in community activities.
- Empowerment and Future Pathways (Over 12s): Initiatives concentrated on developing leadership skills, enhancing employability, promoting mental and physical well-being, and facilitating active participation in local decision-making.
- Community Cohesion and Partnership Working: We continued to strengthen our partnerships with schools, local community groups, third-sector organisations, and other council services.

Youth work is having a positive impact on our young people such as:

- Improved Mental Health and Wellbeing: Through targeted interventions and supportive

environments, we contributed to improved mental, physical, and emotional well-being with 6,971 participants.

- Equality in Community Connections: Our programmes fostered a sense of belonging and encouraged active participation in community life, including work with 189 New Scots young people, targeted work with our care experienced young people and the creation of our equalities youth network.
- Cyber Resilience: This year has seen the roll out of our Cyber Explorers work, with our young people achieving their SCQF Level four and five, equipping them with cyber skills for life and future employment, with 704 accounts activated, 139 completing SCQF Level four and 53 achieving SCQF Level 5.

Members of the Scottish Youth Parliament

Our local Members of the Scottish Youth Parliament (MSYPs) attended the national sitting of the Scottish Youth Parliament in October. As part of the Youth Parliament, they were involved in delivering their motions in the debating chamber at Holyrood. There were 15 motions raised covering a range of issues including anti-social behaviour, broadband for rural areas, global climate reputation, protecting university funding, cost of living education, xenophobia and racism, training for transport workers, vaping adverts, Gaelic education, mental health in curriculum,



femicide, student and apprentice support, period products and including British Sign Language in the curriculum.

Our MSYPs really enjoyed the event. As well as meeting other MSYPs, they had the opportunity to meet Members of the Scottish Parliament at a parliamentary reception. This meant they could discuss their roles and the work they are involved in locally. They felt immensely proud of their opportunity to sit in the debating chamber that would normally be filled with MSP's and represent not only their local communities but young people from across Scotland.

Duke of Edinburgh Awards

Record numbers of our young people participated in the Duke of Edinburgh Award scheme in North Ayrshire this year. The numbers of participants at each level were: Bronze: 696, Silver: 252, Gold: 58. An awards ceremony was held at St Matthews Academy in March to recognise the achievement of our young people completing their awards, where 182 received a bronze award, 59 Silver and 11 Gold.

Older People

Our Community Learning and Development teams, in partnership with Locality Workers and residents across North Ayrshire, hosted an Older People's Conference at Saltcoats Town Hall in February as part of our Older People's Voice Participation Strategy. The event welcomed over 60 attendees.

With a focus on ensuring older voices are heard, respected and acted upon, especially around issues like local service delivery and the impact of climate change, the conference promoted meaningful dialogue and collaboration. Attendees

learned about local initiatives addressing social isolation and felt more confident about accessing and participating in these opportunities. New connections were made across our localities. The promotion of Discovery Groups, a learning award for those aged over 50 years, led to increased registrations and a wide range of skills being shared. One recent newcomer to the area discovered local activities through the event and has since been elected secretary for her local community association.

New Scots

Our Community Learning and Development team hosted the first meeting of Afghan women from across North Ayrshire at the Towerlands Community Centre. This initial meeting was in recognition of several new Afghan families who are geographically diverse and isolated. All of the women were invited to an initial meeting to discuss whether group activities would be helpful and what they would like to be involved in. The group has agreed to meet monthly to continue to develop friendships, networks and reduce isolation. They also requested opportunities for men and children to meet and network, so in partnership with the Health and Social Care Partnership an Afghan Family fun day is planned for early April.

Community Grants and Funding

Participatory Budgeting (PB) enables communities to have a say in how council budgets are used. Our 2024 to 2025 small grants PB saw 15,882 votes cast across North Ayrshire. To make sure that as many residents as possible were able to have their say in the



process, we not only used our online Consul platform for voting but also offered paper-based voting opportunities alongside Consul. This ensured that individuals and groups who don't have digital access or may find using online tools difficult could still contribute and have their say. Our young people also took part in both Youth and Locality PB processes, using the Consul online platform to vote and give their views.

£171,377 was awarded to 190 groups across North Ayrshire through the small grants PB process. This funding enabled a wide range of community-led projects and initiatives to address local needs. A diverse range of projects were funded which focused on youth services, community wellbeing, environmental improvements, and support for vulnerable groups.

8,620 young people contributed to Youth PB by actively participating in online voting, deciding on how local money was spent to enhance or create new projects for our young people. Our digital approach to PB, particularly around Youth PB, was included as an example of good practice at the international Consul Conference in February.

We reviewed how well small grants PB worked during 2024. This review collected feedback and recommendations from our community PB Champions, and our employees including Modern Apprentices who are involved in its delivery. We used this feedback to create an in-person session which will help to develop the approach for the next round of PB. Community reviewers will also be invited to provide their feedback and recommendations on the last cycle.

Our Community Investment Fund (CIF) continued to support locality-based projects which contribute to delivering our priorities. Locality Partnerships awarded funding to a range of groups across North Ayrshire including:

- £41,000 for Beith Hive to support transport connectivity for childcare in the Garnock Valley.
- £49,500 for Irvine Cricket Club to improve and expand their facilities to allow more participation in the sport from local families.
- £25,000 for Corsehill Community Association to progress with redevelopment of the local play park.
- £92,685 for Largs Development Trust to develop a local community hub and associated activities including community radio.
- £100,000 for Winton Rovers to renew their stand roof as part of a major redevelopment package aimed at improving the facilities on offer to the community.

Our Connected Communities teams, together with colleagues from the Third Sector Interface, continue to provide support and information to local groups about the funding opportunities available to them.

Our Communities and Place Fund and Repurposing Property Grant Fund continued to support local community organisations to deliver a broad range of projects and develop proposals to bring vacant and derelict land and property into positive use.



Community Planning Partnership

Developing our work remains a key feature in how our Community Planning Partnership (CPP) functions. We have now embedded our Child Poverty and Cost of Living programme of work as part of our main CPP activities, in recognition of the need for a partnership approach and the centrality of the work to our priorities. Our focus is on understanding where we can work together as partners, including our residents, to use our resources most effectively and improve the lives of our children, families and communities.

Our ongoing development work with the Third Sector Chief Officers Group, which brings together key stakeholders from the third sector within North Ayrshire, has been codesigning projects to develop our strategic understanding and the sector's capacity. These projects focus on two areas which our council has earmarked funds to support, firstly Child Poverty and the Cost of Living and secondly, developing our Community Wealth Building aims within our communities.

During the year we undertook a review of our Locality Planning arrangements.

Locality Planning is a way of bringing together communities, council services and partners to address local priorities and reduce inequalities. With support from our community members and partners, we identified improvements including a more interactive approach to Locality Partnership meetings, a renewed focus on our Locality Plans and stronger leadership to support the Partnerships in their work. The recommendations have been approved by Cabinet and a programme of work to implement them is now underway.

Community and Voluntary Sector

The Third Sector Chief Officers Group continues to go from strength to strength. We are transforming our partnership with the community and voluntary sector, recognising the vital role they play in delivering lifeline services and support to many vulnerable people. The group has co-designed a programme of work, including consideration of how we



strengthen community wealth building at a locality level. The group has also collaborated to develop a number of innovative proposals to be supported through our council's Child Poverty and Early Intervention Fund.

Community Asset Transfer

Community Asset Transfer (CAT) involves the transfer of responsibility for an asset from our council to any suitably qualified community, voluntary or social enterprise group. For context, assets may include public halls and community centres, public conveniences, parks, sports facilities and play areas. In the previous 12 months, our CAT team has received 17 expressions of interest - initial enquiries that allow us to ascertain if the asset is available and if the group is a compliant applicant.

Earlier this year, our Cabinet agreed to approve the asset transfer of the Brisbane Centre to Clyde Coast and Cumbraes Men's Shed at the recommended terms of transfer of 5% of the property valuation of £74,000 (totalling £3,700). The Clyde Coast and Cumbraes Men's Shed moved into the Brisbane Centre in October 2022. Since then, they have been delivering a valuable service and successfully operating the facility in the heart of the local community. Further developments include:

- Enhancing the facility to meet the specific needs of the Men's Shed - allowing the club and its members to expand and grow.
- Increasing membership, thus widening involvement with the local community and deepening the impact of their work.
- Providing stability and a strong base from which to operate and deliver

events to support the wider community.

Plan for Neighbourhoods

Irvine is one of fifty-five towns benefitting from up to £20 million of investment through endowment style funding over a 10-year period. The Irvine Neighbourhood Board is collaborating with our council to develop the objectives and projects for the initial four-year neighbourhood plan. The Plan for Neighbourhoods, previously known as Long-Term Plan for Towns, seeks to place communities at the heart of the decision-making process and to provide the funding to support delivery.

The programme requires a partnership approach between our council, the Neighbourhood Board and the community. A ten-year vision for the town and more detailed four-year investment plan must be approved by UK Government prior to implementation by winter 2025. Further consultation and engagement are planned in 2025 to 2026 to inform the development of the investment plan.

Tenant Satisfaction

Overall service satisfaction among North Ayrshire Council tenants has risen to 92%, marking an improvement on the previous result for 2021 of 88.74%. Our three yearly tenant satisfaction survey ran from November 2024 to January 2025, with 1,490 responses representing 40% of all our sampled tenants.

As part of our ongoing commitment to consultation and improvement, the survey covered several important issues relating to our tenant's homes, the service we provide and their local neighbourhood. An



action plan is currently being developed to further improve our service.

Islands

North Ayrshire Islands Programme was a finalist in COSLA's Excellence Awards in the category of 'Strengthening Communities and Local Democracy', in recognition of the unique partnership approach taken. We continue to work closely, positively and progressively with partners to ensure the Island Plan priorities are front and centre of local decision making where possible.

We have been active in the development of the new Highlands and Islands Regional

Economic Strategy, led by Highlands and Islands Enterprise (HIE) with collaboration and input from across the Regional Economic Partnership membership.

It outlines the strategic approach to economic development for the Highlands and Islands region, including the islands of Arran and Cumbrae and sets out the collaborative opportunities and actions for the Highlands and Islands Regional Economic Partnership. This includes a range of policy areas such as Housing, Population Attraction and Retention, Skills, Childcare, Local Visitor Levy, Community Wealth Building and Community Benefit.



Next Steps

- We will implement the recommendations of our review of Locality Planning with our communities and partners.
- We will further embed our locality-based approaches to service delivery and decision making within our council.
- We will hold dedicated network meetings and information days for older people as well as pop up information sessions.
- We will deliver our essential skills adult learning programme with support from UK Shared Prosperity Funding.
- We will develop a coordinated partnership approach to recruiting, supporting and recognising our volunteers in North Ayrshire.
- We will work with the University of the West of Scotland to promote qualifications and support upskilling our employees and volunteers in Community Education.
- We will make progress on the priorities identified through the Community Asset Transfer Start-up Fund review.
- We will complete our comprehensive approach to application, assessment award and compliance in relation to community funds and grants.
- We will continue to work with the Third Sector Chief Officers Group to codesign solutions.
- We will continue to develop our new virtual Community Directory for community members in crisis.
- We will prepare our CPP Project Plan for 2026 to 2027.
- We will carry out Community and Locality Planning training sessions for partners and community representatives.
- We will test our streamlined Council Tax process with our Lived Experience Group in November.
- We will refresh our Local Island Plans following the review of Locality Partnerships and the launch of the new National Islands Plan for Scotland.
- We will work in partnership with our island communities to maximise the opportunities from the Scottish Government Islands Programme, Cost of Living Crisis Emergency Fund (COLCEF) and Carbon Neutral Islands Capital Fund.
- We will contribute to an inaugural Islands Economy Showcase at the Scottish Parliament in April.



Case Study – Towerlands Graffiti Mural

In response to a recent surge in vandalism at Towerlands Local Community Hub, Irvine, a unique restorative project was created in partnership with the Irvine Locality Partnership and Locality Team, our Council, Police Scotland and committee members from Towerlands Community Centre.

Five young people were involved in a mural project established as part of the Locality Action Plan for a targeted group of Greenwood Academy pupils who had played their part in recent anti-social behaviour. With the help of local graffiti artist, Tragic O'Hara, the pupils participated in six restorative youth work sessions at Towerlands Community Centre.

The aim of the Cyber Explorers mural project is for our young people to create a historic graffiti-inspired design where they can come together to celebrate the value of their local community centre and give something back. The group collaborated to map out a design with key elements celebrating community groups such as the knitting club, Irvine Pipe Band and the Dachshund Group who all operate out of the hub.

Engaging with committee members from Bourtreehill and Broomlands Community Association (BABCA), the next phase will see the creation of a mural to promote the centre to passers-by. This will depict the history of the community centre, celebrate what the vibrant community hub offers and how the hub sets its sights on the digital age.

This work symbolises regeneration and resilience and offers the young participants an opportunity to be responsible, creative, collaborate and demonstrate how shared artistic engagement can help strengthen and rebuild community relationships.

Police Constable, Irvine Locality Policing Team:

“Working with our partners and youngsters in the local area, we’ve been able to emphasise the importance of facilities like this and try to prevent criminal activity. We’ve developed an understanding with these teens, which is helping to improve relations between groups of youths and police in the area and will benefit the whole community going forward. This project has also allowed youngsters to channel their energy and learn skills which they can use for their future”



Case Study – Storm Eowyn

When Storm Eowyn swept across Scotland in March, bringing gale force winds of up to 100mph and widespread flooding, North Ayrshire experienced some of the storm's most intense effects, triggering an immediate and determined response to protect residents and keep critical services running.

As weather warnings intensified, Roads crews were mobilised allowing fallen trees and debris to be cleared quickly and efficiently ensuring emergency access and restoring key transport links.

To protect residents and staff, we made the early decision to close council buildings for the duration of the storm. Our council prioritised support for vulnerable individuals, carrying out welfare checks through our care networks, as well as delivery of food parcels. Temporary drop in hubs were made available across several of our community facilities where prolonged outages were identified. Additionally, our Building Services Repairs Team responded to emergency repairs.

People were kept informed through regular updates on our social media channels and our customer services helpline was available to provide advice, support and emergency referrals, handling almost 3,000 calls within the first 72 hours.

There were 917,371 social media impressions (number of times people had the opportunity to view our posts on their social feeds). These included posts shared from other accounts and pages such as Scottish Fire and Rescue, Transport Scotland, Police Scotland and the Met Office. Additionally, we kept our employees informed through our own internal communications. In the wake of the storm, we launched a review into storm resilience, focusing on infrastructure investment, flood mitigation and strengthening community preparedness.

Storm Eowyn tested our resilience but the response from council services, multi-agency partners and volunteers demonstrated what is possible when communities come together.



Climate Change

To achieve net-zero by 2030.

Key Activities

Energy

The ECO4 Flex scheme provides funding for energy efficiency improvements in homes, primarily targeting low-income and vulnerable households. The scheme, part of the wider Energy Company Obligation (ECO) program, offers financial assistance for measures like insulation, heating upgrades and renewable energy installations. Our funding of £902,809 has supported 32 households with the installation of over 134 energy saving measures to improve home energy efficiency.

Our Local Heat and Energy Efficiency Strategy (LHEES) is a long-term plan, developed in line with Scottish Government guidance, to address heat demand, decarbonise heating and improve energy efficiency in both domestic and non-domestic buildings. Since it was launched, we have established our LHEES Working Group and engaged with other local authorities and distribution network operators. In March, we launched our LHEES procurement framework to undertake feasibility work to investigate heat network zones and explore our role in localised heat networks to support low carbon affordable warmth.

Biodiversity

In response to the Global Climate and the Nature Emergency, the Scottish Government launched its Scottish Biodiversity Strategy to 2045 which states local authorities will be responsible for delivering a Nature Network in their own area. In response, our Cabinet approved our North Ayrshire Nature Network (NANN) strategy in March 2025. The

delivery of this strategy will involve considerable community buy in, partnership working and interdepartmental cooperation. The intention is to establish:

- An explanation of what Nature Networks are and what they will deliver.
- The national and local policy context.
- A methodology for developing a Nature Network for North Ayrshire, following the NatureScot Nature Network delivery guidance.
- An action plan for the implementation and delivery of the NANN.

49,026 trees have been planted in line with our 2030 Woodland: A Tree Planting Strategy through various projects and by community partners. This remains a key focus, with support being provided to local community groups and the assessment of suitable planting sites and species for our council's tree planting continuing. A proposal to plant a further 5,500 trees in the Annick Valley Park has been well received with planting scheduled for Autumn 2025.

Planting of an additional 2,420 mixed species of trees at Milgarholm in Irvine has now been completed. A new grounds maintenance management plan for Lochshore Park in Kilbirnie is being implemented. This will include a habitat management plan which is being created jointly between our council and the Friends of Lochshore volunteer group. We have also assisted in facilitating planting of 120 fruit trees by the Friends of Stevenston Conservation Group, in Auchendarvie, Stevenston.



Net Zero Accelerator

The Net Zero Accelerator (NZA) programme which helps businesses increase sustainability, reduce their carbon footprint and work towards eliminating greenhouse gas emissions, has progressed with a number of projects being developed to reflect our business base. As part of phase one, cohorts have been developed with Net Zero Nation and partners. We have also further developed phase two with an aim to embed and develop enhanced green adoption and skills development for those businesses seeking to enhance their sustainability opportunities.

Other NZA workstreams developed and supported include:

- Locally Owned Energy Projects: Collaborative buying consortium.
- Carbon Assistants Training Programme: Upskilling employees to develop skills in Carbon Accounting.
- Solar Funding Challenges to support energy cost saving.
- Circular Economy – Supporting waste reduction and new product development.

The first of its kind islands NZA has been developed, specifically aimed at the unique needs and challenges of island based businesses. 16 small and medium sized enterprises (SME) enrolled from the Isles of Arran and Cumbrae. Part funded by Zero Waste Scotland, collaborative projects are emerging.

Waste and Recycling

During the 2024 to 2025 financial year, our bulky waste reuse partner, Cunninghame Furniture Recycling Company, collected 902 mattresses (24 tonnes) and 212 tonnes of household furniture as part of an initiative to promote opportunities for their reuse, assisting 1,787 households to

furnish their homes whilst also employing 17 staff within North Ayrshire.

As part of a new Circular Economy and Waste Route Map for Scotland, our officers are working closely with COSLA, SOLACE and the Scottish Government through a co-design process, to develop a revised statutory Code of Practice for Household Waste Recycling and key policy actions. The Route Map and the revised Code of Practice (expected late 2026) will be key in informing the development of our council's Zero Waste Strategy to explore further opportunities for improving reuse and recycling performance.

In partnership with deep cleaning specialists and the volunteering network, a gum removal initiative was carried out addressing chewing gum removal and prevention. This involved deep cleaning of our pavements and use of signage to encourage proper disposal.

The 'Sea Starts Here' campaign with the Irvine Clean Up Crew to raise awareness of the impact of marine litter is ongoing. A key method of raising awareness has been the use of semi-permanent stencilling on our pavements, displaying messages such as, "Please Don't Litter" and "The Sea Starts Here".

The pilot of our 'LitterLotto' litter campaign has now concluded and has proved to be extremely successful since its introduction in April 2024. Data is showing an increase in those disposing of litter appropriately. In January 2025, 583 items of litter were binned responsibly by app users in North Ayrshire and in February 2025 this number increased to 24,089, increasing further to 24,742 in March.



The booking system for our four Household Waste Recycling Centres (HWRC's) was approved by Cabinet in October. The new system will make visits smoother and quicker, enabling residents to book slots at recycling sites at a time convenient to them.

In addition, the change will enable staff to assist customers to dispose of their household waste safely and correctly, minimising contamination and improving recycling.

Renewable Energy

Our Council continues to support wider action on climate change out with our own estate. The Community Renewable Energy Generation Fund (a scheme which offers funding to community organisations for renewable energy projects) is promoted during the Community Climate Action Plan visits with local communities. Four community renewable projects have been awarded funding through this fund, totalling approximately £130,000. Additional awareness raising activity is underway to increase the uptake of the available funding with support from Connected Communities. The appointment of a new Energy Awareness Officer will help to promote and engage with communities further in 2025 to 2026.

Our work continues at the Solar PV farm developments at our former landfill sites of Nethermains and Shewalton. The installation of these is now complete and the next phase will see the connection to the electricity network and commissioning works undertaken.

Decarbonisation of the Fleet

A Decarbonisation of the Fleet Board has been established to help progress the wider roll-out of electric vehicles and the possibility of other fossil fuel alternatives.

We have switched 36 refuse collection vehicles from diesel fuel to Hydrotreated Vegetable Oil (HVO). HVO, otherwise known as 'renewable diesel', is produced from waste cooking oil, animal fat and forestry materials that are saturated with hydrogen at a high temperature and pressure in a process known as hydrotreatment.

It can be used in vehicles or equipment designed for standard diesel, without any changes to the engine or infrastructure, and can reduce CO2 emissions by up to 90%. Over a 12-month period, there is potential for our council to save around 2,529 tonnes of carbon emissions.

Work on the next phase of our Electric Vehicle Workplace charging network has progressed to procurement stage. This will support wider electrification of our council's fleet.

Sustainability

Our Sustainability Team has delivered 90 climate change and energy lessons to 29 primary schools to date. The lessons support awareness of action on climate change and encourages action within schools through their climate action plans. In partnership with Keep Scotland Beautiful, we continue to support free energy resources for Secondary Schools. Development is also underway on a community carbon literacy training pack for small community groups in conjunction with APSE Energy for 2025 to 2026.

As part of our Sustainable North Ayrshire Strategy, a key priority is the creation of Community Climate Action Plans for each locality. Building on the momentum of the Climate Action Town Stevenston initiative, we have engaged with local groups by



attending community events to explore potential climate initiatives and understand the barriers they face. The next phase will see the delivery of three interactive workshops in each locality, co-designed with community members. These sessions will be supported by the Ayrshire Climate Hub.

In partnership with the Ayrshire Nectar Network, a project led by the Scottish Wildlife Trust (in partnership with East and South Ayrshire Councils), we have supported the establishment of new wildflower meadows. The ambition of this project is to create pollen rich habitats in response to the decline of pollinators. We have provided support to the Friends of Stevenston Shore and the Friends of Lochshore.

In partnership with Nature Scotland, we continue our work to implement areas of naturalised open space to create habitats for wildlife and encourage bees and insects through diverse seeding in our wild meadows. This includes allowing tree debris to be left on site (where safe to do so), to help promote natural habits. We continue to be a key and active member in the North Ayrshire Biodiversity Partnership. A funding application has been submitted for reconstruction works on the banking of Shewalton pond to both improve access while protecting valuable habitats for flora and fauna.

In November 2024, the third and final stage of the Fairlie Coastal Path was completed with the opening of a new, improved and safer access to the coastline for residents and visitors to the area (see case study below). This phase has completed the link between Bay Street and the Fairlie Viewpoint path, creating 800m of a continuous, traffic free walking, wheeling and cycling path for people of all abilities.

Travel Smart

Our council's Travel Smart Behaviour Change programme continues to provide information and activities to the public and workplaces promoting active travel and supporting behaviour change. Through a broad programme of activities aimed to raise awareness and build confidence, people are encouraged to walk and cycle more for short journeys. Short group walks take place across North Ayrshire enabling participants to increase their stamina and confidence and develop a better knowledge of routes. New and less confident cyclists receive training to improve both their on and off-road cycling skills. Further training is provided for those wishing to develop their bike maintenance skills.

We continue to work with Paths for All, providing walk leader training for people wanting to support existing groups or develop new walking opportunities. We provide information stalls at libraries, workplaces and other venues. Since October 2024 we have delivered over 213 activities with over 2,100 people taking part.

Next Steps

- We will launch our new digital HWRC booking system.
- We will continue to develop Community Climate Action Plans for our six localities.
- We will continue to develop a Renewable Energy Strategy and identify projects which may be suitable for investment.
- We will deliver the North Ayrshire Network Strategy, aligned with the Scottish Government's Biodiversity Strategy.



- We will continue to work with our partners at South and East Ayrshire Councils to procure a concession contract for the delivery of 307 EV charge points across the area.
- We will install a new permanent self-led sustainability trail at Eglinton Park.
- We will continue to develop projects for future Active Travel and Infrastructure funding opportunities.
- We will continue to deliver our Travel Smart behaviour change programme.



Case Study – Fairlie Coastal Path

In November 2024, the village of Fairlie celebrated the official opening of the Fairlie Coastal Path, an accessible walkway designed to enhance local connectivity, encourage outdoor activity and boost tourism, representing a significant step forward in sustainable local development and community wellbeing.

Forming part of the wider Ayrshire Coastal Path, the Fairlie Coastal Path is a 1 km route linking key parts of the village with the nearby shoreline and natural reserves ensuring a continuous traffic-free walking, wheeling and cycling path along the waterfront for people of all abilities. Developed in close collaboration with local residents and marine engineers, the £633,084 project was funded by the Scottish Government and designed and delivered through a partnership between our council and Sustrans. The path prioritises accessibility and includes viewing points, rest areas and safe access to coastal features.



Community consultation was central to this project with local residents contributing ideas for the path's layout and features through surveys and planning sessions. The strong sense of community ownership has been key to the project's success.

Since its opening, the path has become a popular destination for walkers, cyclists, families and nature enthusiasts. It has strengthened connections between people and place, offering a safe welcoming space for recreation, learning and social interaction. Early feedback indicates increased local footfall and interest from visitors, providing potential extra footfall for nearby businesses.

The Fairlie Coastal Path demonstrates how small-scale infrastructure can have a big impact when rooted in community collaboration and respect for the natural environment. It not only improves access and wellbeing but also preserves the unique character of Fairlie's coastal landscape for future generations.

Head of National Cycle Network at Sustrans Scotland:

"We are delighted to see work finish on this phase of the Fairlie Coastal Path project. When we make it easier and safer for people to walk, wheel and cycle, we save lives.

This new route has created a vital traffic-free space, enabling residents and visitors to travel actively along the waterfront away from busy roads, while accessing key services and the local coastline."



Case Study – Community Renewable Energy Generation Fund

Our council launched the Community Renewable Energy Generation Fund (CREGF) in 2023 to support community-led renewable energy projects. CREGF is a competitive council fund, where approved applications are agreed on merit. Funding available for projects is £350k from our council's Investment Fund as part of a participatory budgeting approach to enable crowdfunding for environmental works. The fund supports our council's Climate Change priority, achieving net-zero carbon emissions by 2030.

The aim of CREGF is to provide one-off funding for projects to increase the level of community owned renewable energy generation opportunities and accelerate community benefits from local renewable energy. To be eligible, applications had to be from constituted North Ayrshire community groups. Applications from national organisations were also accepted if their project demonstrated direct benefits to the communities of North Ayrshire. Projects were required, where possible, to include match funding from other non-council funding sources.

Renewable energy generation projects could include solar photovoltaic (PV), wind turbines, hydropower, heat pumps or green hydrogen. The funding was available for different stages of projects including feasibility, business case, planning, development or installation. It is expected that any surplus, profit or reduced energy costs delivered by the scheme will be used entirely for the benefit of the community group and/or wider community.

So far funding of £128,939 has been awarded to projects within the Garnock Valley, Three Towns and Arran localities. Awards have been granted for the development of a solar PV farm, wind turbine, air source heat pump and battery storage. Beith Community Development Trust installed Solar PV on their roof, combined with a battery storage facility in December 2024. This enabled them to reduce energy use and costs while generating green renewable electricity.

CREGF continues to be promoted amongst community groups as part of the ongoing work to develop Community Climate Action Plans (CCAPs). The overall aim of the CCAPs is to lower the area-wide carbon emissions of North Ayrshire. The CCAPs will contain the climate views of our communities and help to identify climate actions which also support the local priorities of each of the six localities. These actions can be taken by community groups and supported by our council. An application to the CREGF can then be made to support the climate initiatives.

Our council will continue to provide financial assistance by promoting the CREGF to support community-based action. This is a key outcome within the Council Plan Climate Change priority, where the fund aims to unlock the potential of community owned energy generation to bring new income streams into communities and help them take direct action to combat climate change. The Sustainable North Ayrshire Strategy 2024-27 supports the vision of a sustainable, climate ready North Ayrshire where we all play our part, whether as a local authority, business, school, community group or individual.



A Sustainable Council

To transition to a wellbeing economy, delivering prosperity, wellbeing and resilience for local people.

Key Activities

Modern Apprentice Employability Programme

Five of our modern apprentices completed their 18-month Youth Work Modern Apprenticeship accreditation. They gained a SCQF7 Youth Work qualification, the equivalent to an Advanced Higher, a Higher National Certificate or the first year of a degree programme. In addition, they gained accreditation for First Aid, Mental Health Resilience, Anti-Sectarianism and Mental Health Awareness. One Modern Apprentice stated:

“Since starting in 2023, I have gained a tremendous amount of confidence and social skills. I am much better at talking to new people and engaging in conversations. Also, I have improved my time management, reading, writing, and decision-making skills. I am so happy I decided to apply. It has truly been the best decision I’ve made.”

Skills for Life Programme

In 2024 to 2025, 81 Skills for Life placements were created in partnership with the following services and organisations: Streetscene; Facilities; Clerical (various departments); Pupil Support Assistants; Third Sector; Step Into Sustainable Business; as well as Care At Home and Stores through the Health and Social Care Partnership. 51 of the placements were across other council services.

Accessibility

Our Customer Services, IT and Transformation teams have been ensuring our public services, both digitally and locally, are accessible. This includes raising awareness of our “No Wrong Door” approach, which aims to ensure residents are directed to support no matter which service they initially contact. This has included employee Drop-In Sessions across localities which were well received. These are being followed by employee awareness sessions targeted at front line colleagues.

The Web Team has been working steadily to improve the accessibility of our online content and services, ensuring our website meets recognised accessibility standards.

We continue to explore how we can, with our residents’ consent, use the information we hold to proactively offer them the support they are entitled to. This is part of our Single Shared Assessment model. Progress is being made within our Benefits team. Workshops are underway to review the current customer facing processes, how we can streamline applications for benefits and then identify how these can link to a wider Single Shared Assessment model.

Using Data to Inform Decisions

Our tackling poverty dashboard has been tested, and the data is available for use by relevant services. Utilising this provides an understanding of child poverty priority groups and helps to identify ways to target unmet need, supported by the Child Poverty Strategy and Customer Service teams.



Agile Workstyle Wellbeing Survey

In December 2024 we hosted an Agile Workstyle Wellbeing Survey and invited all 1,987 employees who were deemed as agile workstyle to take part. Key insights were gathered from the 947 responses received on how the agile workstyle impacted on recruitment and retention, work-life balance, benefits to employees, engagement and collaboration and the uptake of wellbeing initiatives. A summary of the results is below:

Recruitment and Retention: 27% of respondents had joined the Council within the past four years, with feedback indicating that the agile workstyle positively influences recruitment and retention.

Engagement and Collaboration: 89.4% felt that the amount of time spent with their manager (for work/task related issues) was suitable. 86% felt that the amount of time with their manager (to discuss wellbeing, career growth) was suitable.

80.9% felt that the amount of time to collaborate with colleagues in other teams was suitable. 85.2% felt that the amount of time spent on online team meetings was suitable and 80.3% felt that the amount of time spent on in person team meetings was suitable.

Benefits of agile working: 80% of respondents felt that agile working increased the quality of their work and/or productivity. 62% said that agile working increased their job satisfaction.

79% said that agile working improved their work life balance with 72% stated reduced travel time supported their health and wellbeing. 66% said agile working reduced their travel costs.

48% stated that agile working helped improve their health and wellbeing relating to caring responsibilities.

Overall, the survey responses showed that employees view agile working positively and would like this to continue. They felt agile working benefits them as individuals, and teams, improves productivity and the quality of their output. There is evidence that agile working has had a positive impact on recruitment, widening the pool of candidates who are able to apply for posts. Most respondents feel agile working is a factor in retaining them within our council. This shows workstyle has a positive impact on attracting and retaining talent. An action plan has been created to support improvements.

Digital Skills Development

To support the development of a digitally confident and capable workforce, our council conducted a Digital Skills Survey in November 2024. The survey, open to all employees, received 717 responses and aimed to provide an evidence-based understanding of current digital skills and areas for development.

The findings indicate a high level of proficiency in core digital tasks, including device use, communication, and information handling. In response, a targeted Digital Skills Action Plan has been developed. This plan will prioritise improving access to training, increasing awareness of available resources, and promoting peer support opportunities. The overall aim is to ensure our workforce can work efficiently, securely, and confidently in an increasingly digital environment.



Our Transformation Programme

Our current Transformation Programme was approved in 2023 and developed alongside our Council Plan 2023-28. The programme being delivered by our Council has been progressed around the key priorities within our Council Plan, driving change and transformation, using technology and innovation where possible to deliver efficient services to help address the financial challenges facing our council. Through embedding a culture of continuous improvement, crucially the delivery of our Transformation programme can protect the services we provide to our residents.

As part of our council's annual audit arrangements, the focus of the Accounts Commission this year has been on how councils are responding to the financial challenges through transformation and redesign of services. Audit Scotland recently completed this Best Value Thematic Audit for our council. The findings of the audit will be presented to our Audit and Scrutiny Committee in May 2025.

Our Transformation programme continues to be progressed at scale and pace. This section provides a summary of progress across our main Transformation themes and areas of service review.

Digital Workstream

Our Transformation Board agreed in August 2024 to create a new Digital workstream, incorporating the principles and aims of the Accessing Our Council programme, to progress our council's digital journey. In such a fast-paced landscape the new workstream will capture progress on digital initiatives across our council, ensuring they are aligned to our Digital Strategy, as well as testing new areas of innovation, including Artificial Intelligence (AI), and ensuring North Ayrshire supports national initiatives through the Scottish Government, Digital Office, Improvement Service (IS) and SOLACE. To date the following progress has been made:

- A national planner of digital activities and projects has been shared with the Digital Working Group to ensure appropriate updates and representation.
- Meetings have been held with the Improvement Service and Digital Office to explore opportunities to be involved in the IS and SOLACE Transformation Programme and Digital Office National Digital Strategy Refresh.
- At the March 2025 Transformation Board, a pipeline of projects was agreed, these include AI Policy and investigation of products (Magic Notes, M365 CoPilot proof of concept), national opportunities such as Parents Portal, which is being taken forward by Education and Digital Economy and how best to utilise the investment in Digital Infrastructure and Connectivity being led by Economic Development, Growth and Regeneration.
- A Purchase to Pay service review is underway which will review the end-to-end procurement process across our council, consider the optimal process for delivery and further progress supplier e-invoicing.



Following the launch of our new council website, more customers are shifting towards digital as their channel of choice to access our services. We recognise that our digital services are key to supporting this change in behaviour and embedding digital opportunities across our organisation, whilst also recognising residents will continue to be supported through more traditional access routes. The newly established Digital Workstream reporting into the Transformation Board and Digital Working Group will drive our digital journey.

Irvine Locality Property Review

The Irvine Locality Property Review continues to be progressed as part of the Land and Property workstream. The main purpose of the review is to align our operational property estate to complement modern ways of working, leading to a carefully managed rationalisation of our property estate and to support Community Wealth Building ambitions through greater community use of council owned property. This programme aligns closely to our strategic priorities. The focus of the first phase of the property review has been Irvine which has our most significant concentration of property assets, taking a whole locality approach.

Extensive feasibility work, alongside several service engagement sessions with key stakeholders, was completed to develop the property rationalisation concept, generate options and assess costs, benefits and risks. The information gathered from this work led to the identification of a set of recommendations for our property estate within Irvine for implementation on a phased basis and was approved by Cabinet in March 2024:

- Vacate and subsequently market property assets including Quarry Road, Trinity Church and Galt House to consolidate operations within, and optimise utilisation of, Cunninghame House.
- Vacate Bridgegate House and consider future uses as part of the Irvine town centre regeneration work and establishment of the Irvine Town Board, aligned to the Irvine Town Board Plan for Neighbourhoods.

Work completed to date includes:

- Relocation of Genealogy from Irvine Townhouse to Irvine Library resulting in increased footfall.
- A contract awarded for the Training Suite and Customer Services Centre at Cunninghame House, Irvine with a start date of June 2025.
- A procurement exercise is underway for construction changes at Quarry Road.
- 255 employees relocated to Cunninghame House.
- Relocation of the Eglington Trophy to the Heritage Centre.
- Approval of a £300,000 investment in a Community Wealth Building Initiative to support the exploration of a wellbeing enterprise hub at the current Greenwood Conference Centre site.



The employee moves from buildings noted above are expected to be complete by May 2026 with rationalisation providing the following benefits:

- Optimisation of under-utilised property assets.
- Reduction of carbon emissions by an estimated 286tCO₂e.
- Reduction of property running costs and property maintenance costs, with combined estimated potential revenue savings of up to £0.357m per annum.
- Generation of potential capital receipts or revenue income through leasing arrangements following marketing of the surplus buildings.

Nethermains and Shewalton Solar PV Farm

Construction work is complete on the two new solar PV farms at the former Nethermains landfill site in Kilwinning and the former Shewalton landfill site in Irvine. The new solar farms will make a major contribution to renewable energy generation and carbon reduction, as well as bringing sterile land back into productive use, whilst also providing funding for community initiatives through the renewable energy community benefits scheme.

The projects are scheduled for energisation by mid-2025. The programme of works carried out in the final 6 months of 2024 to 2025 included:

- Completion of mounting structure at both sites.
- Completion of substation works at both sites.
- Completion of the grid connection works by SP Energy Networks (SPEN).
- Compound area and road installation at the Nethermains site.

Commercial Property

The Commercial Property workstream's vision is of a more efficient property portfolio across three themes. Progress across each workstream includes:

1. Maximise occupancy from the current estate portfolio

Income of £886,199 was generated for 2024 to 2025, which was below expectations due to a number of factors, including the financial resilience of tenants leading to rent arrears and even business closures. It is also recognised that the progress being made in the Irvine Locality Review has had a consequential impact on the availability of commercial properties. A detailed review including commercial property performance and associated marked conditions is being prepared for the Transformation Board and will inform next steps for 2025 to 2026.

The Irvine Property Board agreed works to maintain the marketable value of Galt House for disposal funded under the Scottish Government's Place Based Investment Programme (PBIP). Works include external improvements and roof repairs. The wider potential for the property will be considered in partnership with the Irvine Neighbourhood Board in developing the Plan for Neighbourhoods Investment Plan.



2. Maximise opportunities from Economic Development, Growth and Regeneration (EDG&R) and Ayrshire Growth Deal (AGD) investment (existing projects)

The following activities have been progressed during this period to maximise the opportunities from investment:

- Annickbank Pavilion Phase 3 – Following completion of the project in March 2024, a closing date was set for July 2024, with a preferred tenant identified for the ground floor. A subsequent closing date was set for February 2025 to enable bidders to consider the service charge implications of partial occupancy. Discussions are currently ongoing with the preferred bidder.
- Montgomerie Park Retail Phase 1 – The property was successfully marketed for sale, with a preferred bidder identified. The sale is subject to conditions, with a planning application submitted by the bidder in July 2024.
- Montgomerie Park Sites E to G – Following a successful marketing strategy, a preferred bidder has been identified for all three sites. Heads of Terms are currently being drafted, with the sale subject to conditions and consideration by Cabinet for approval in June 2025.
- i3 Flexible Space, Irvine: The Ayrshire Growth Deal programme has provided modern commercial industrial property with the completion of one 18,180 sq. ft (1,689m²) unit as part of the i3 Flexible Space project in Irvine. The unit is currently being marketed for occupation.
- Portland Rd. Land Sale - Marketing of the vacant industrial land, formerly occupied by NACCO, at Portland Road, Irvine recommenced December 2024, with a closing date set in April 2025. A review of offers will then be carried out.

3. Develop proposals for new investment and securing Return On Investment (future projects)

- An award for the Levelling Up for Ayrshire – Commercial and Low Carbon Infrastructure under the Levelling Up Fund (LUF) Round 3 of £17.4m was secured from the UK Government.
- Informed by market feedback, the North Ayrshire proposal aims to address market failure in the delivery of new energy efficient commercial property alongside the provision of associated low carbon infrastructure at key employment areas in Irvine. The Irvine investment concentrates on Kyle Road, Annickbank and i3 sites, the following progress has been made to date:
 - Kyle Rd Phase 2, Irvine: Delivery of 1200m² of new Class 4/5/6 business space capable of sub-division located at Irvine Industrial Estate, building upon the success of Kyle Road Phase 1. The proposed design is complimentary to the Phase 1 development. The proposal provides a Gross Internal Area (GIA) of 1137m² that is subdivided into nine units, eight with an area between 70m² and 120m², and one larger unit on the internal corner with an area of 265m².



- Annickbank Innovation Campus, Irvine: Delivery of three 500m² new Class 4/5/6 business spaces located at Annickbank Innovation Campus, Irvine, to complement the existing provision.
- i3 Flexible Space Phase 2: Design work is currently being finalised to support a tender issue in Autumn 2025 for the construction of a new industrial building c.1,700m².
- Active travel routes are being designed to improve east/west connections between the commercial development areas including investment at Heatherhouse Road, Long Drive, Riverside Way and along the River Irvine at i3 Enterprise Area. The project will progress to implementation in 2025/26, subject to the necessary permissions and approvals.

Service Reviews

As part of the budget setting process, it was agreed that there would be a comprehensive review of the Waste Service during 2023 to 2025.

The key elements of the Waste Service are mainly statutory, however there is an opportunity within the statutory provision element to review service demand, collection frequencies and technology that may help to track and capture data or provide solutions to current issues.

The Waste Service Review has focused on several projects across the service. During 2024 to 2025 the work detailed below has been successfully delivered:

- Implementation of a Household Waste Recycling Centre booking system.
- A comprehensive review of operational arrangements and supervisory/management arrangements, leading to service productivity improvements.
- Streamlining of the current Assisted Collections process with recommendations for improvements.
- Implementation of a streamlined three weekly collection frequency for Absorbent Hygiene Products.
- Review and streamlining of the payment process for Commercial Waste customers, introducing a digital payment process.

Extensive benchmarking and feasibility work with multiple other local authorities was undertaken as part of this delivery, supported by regular service engagement and consultation meetings with several potential system suppliers.



Audits, Inspections and Accreditations

Best Value Thematic Approach – Workforce Innovation

The [Best Value Thematic Audit on Workforce Innovation](#) was presented to the Audit and Scrutiny Committee in August 2024 demonstrating how our council is responding to current workforce challenges through building capacity, increasing productivity and innovation.

The recommended actions arising from the audit including progress updates are below:

Recommendation	Agreed Management Action	Action
The council should establish corporate workforce planning priorities and develop a SMART action plan to allow progress in delivering these priorities to be measured.	The Workforce Strategy will be updated to include corporate workforce planning priorities and an action plan to allow progress to be measured.	The Workforce Strategy has been fully updated to align with internal and external factors, workforce challenges, Council Plan priorities and other key strategies and plans. An Action Plan and Corporate Performance Indicators have also been included to allow progress to be measured. This refreshed Strategy was agreed at Cabinet on 18 th March 2025.
The council's workforce strategy should be updated to align with all four Council Plan 2023 to 2028 priorities and with other key strategies and plans. It should include an analysis of council-wide workforce data and set out what the required skills, learning and development needs of its staff are.	The Workforce Strategy will be updated to ensure alignment to all Council Plan priorities, other key strategies and plans and include an extract of council-wide workforce data.	The Workforce Strategy has been fully updated to align with internal and external factors, workforce challenges, Council Plan priorities and other key strategies and plans. The Strategy has also been updated to include an extract of council wide workforce data. This refreshed Strategy was agreed at Cabinet on 18 th March 2025.
The council should build on the work it has done to date to demonstrate and quantify what workforce benefits and productivity gains have been made through its use of digital technology.	Further work will be undertaken to capture and quantify efficiencies from digital improvements and for this work to be incorporated within our council's Medium Term Financial Planning.	Complementing the Accessing Our Council workstream the Transformation Board recently approved the creation of a new Digital Programme workstream. The intention is that this will allow digital activities to be monitored against the Council's Digital Strategy. To provide some initial evidence of progress, the Council's Budget on the 26 th February



Recommendation	Agreed Management Action	Action
		<p>2025 included savings associated with the Channel shift to digital solutions of £100,000 per year for 2025 to 2026 and 2026 to 2027. Two posts were identified in 2025 to 2026 (through non-filling of vacant posts), and further posts will be identified for 2026 to 2027 as part of the Council's Purchase to Pay project which aims to centralise the accounts payable process and further advance e-invoicing.</p> <p>Reporting progress through the new digital workstream provides the framework to capture and monitor the workforce benefits.</p>
<p>The council should consider conducting another digital skills survey to inform the support it provides for improving the digital skills and knowledge of its workforce.</p>	<p>A digital skills survey will be conducted to inform future development interventions.</p>	<p>The Digital Skills survey was conducted during November and December 2024 and was open to all North Ayrshire Council employees. The survey focused on key themes designed to assess digital confidence and competence across a range of everyday and work-related tasks.</p> <p>Completion of this survey has captured a comprehensive picture of digital skills that are relevant both in the workplace and in personal life to inform future development intervention. An Action Plan has been created to monitor the progress of interventions.</p>
<p>The council should consider gathering further feedback from staff on the impact of agile working on wellbeing and productivity.</p>	<p>Further feedback will be gathered from those employees who are deemed an agile workstyle to gauge continued benefits on wellbeing and productivity.</p>	<p>The Agile Working wellbeing survey was conducted during December 2024 and was open to all council employees deemed as an agile workstyle.</p> <p>The survey focused on key themes designed to assess how people viewed agile working, their productivity, work-life balance and wellbeing. An Action Plan has been developed in line with key themes arising from the results. Chief Officers have also received specific results in relation to their directorate and service to allow any local action to be considered and progressed.</p>



Recommendation	Agreed Management Action	Action
The council should explore further where it can work together with partners to share services and increase collaboration.	The Medium-Term Financial Planning process for 2025 to 2026 and 2027 to 2028 will include the exploration of further opportunities for sharing services and collaboration across partner organisations.	Collaborative opportunities continue to be explored with South and East Ayrshire Councils on options around sharing services on a regional basis. The work to date has been led by the three Ayrshire Chief Executives. A recent £500,000 bid was submitted to the Scottish Government Public Sector Reform Fund to further develop opportunities on a spend to save basis. It is anticipated that, should the bid be successful, this work will form part of the SOLACE transformation programme.
In addition to providing general workforce planning updates, the council should regularly report its progress against its workforce planning priorities to Elected Members through its Council Plan updates or other means.	Workforce planning updates and progress against priorities will be regularly reported through Council Plan Progress Reports and other means.	The Action Plan aligned to the Workforce Strategy has been agreed and set up on Pentana. Lead officers will provide regular updates which will be included in the regular reporting of the Council Plan (these reports). In addition, an update will be provided on a regular basis to the 1st Tier JCC.
The council should develop a performance dashboard to provide a user-friendly overview of the impact of its workforce planning. This could help to inform future workforce planning.	A performance dashboard will be developed to monitor and inform future workforce planning.	A performance dashboard has been scoped in line with the Performance Indicators agreed as part of the Workforce Strategy. This dashboard is currently in design stage and on track for completion by the end of September 2025.

Next Steps

- We will continue to progress recommendations arising from the Audit Scotland Best Value Thematic Work.
- We will continue to progress property rationalisation.
- We will commence preparations for our budget engagement for 2026 to 2027.
- We will carry out full site testing and energisation of both of our Solar PV Farms and progress with an Agreement of Purchase Power Agreement (PPA) for the sale of energy produced at Nethermaines and Shewalton.



Case Study – Budget Consultation 2025 to 2026

To inform our budget setting process, we launched a comprehensive public consultation in October to help shape the 2025 to 2026 budget. Due to the scale of the projected £15.7 million funding gap, our aim was to ensure transparency and collaboration with our communities and gain insight from their views.

Using collaborative methods, a wide-ranging budget engagement exercise was undertaken. The aim of our approach was to ensure we gained a high number of informative responses from across our diverse communities in North Ayrshire. This was achieved through online, paper and supported survey completion via telephone (through our Customer Contact Centre) as well as in person engagement. We used a cross-service joined up approach to improve on previous consultations, develop the surveys and engage our communities.

The consultation was publicised through our website, press releases and on social media. Of the 68 posts on social media, we received 81,891 impressions, 211 reactions, 178 comments and 256 shares.

The surveys were divided into six themes to improve the quality and range of responses.

- Additional Council Tax Levy on Second Homes (507 responses)
- Community Facilities and Car Parking (1,850 responses)
- Schools and Related Services for Children and Young People (714 responses)
- Service Delivery (254 responses)
- Taxes and Levies (398 responses)
- Waste Services (738 responses)

Specifically, this was to:

- Minimise survey fatigue as respondents could select the areas they wanted to respond to quickly.
- Improve accessibility, as it was easier to support paper and telephone responses through our frontline services and Customer Contact Centre.
- Ensure a more balanced range of responses across each survey and a higher completion rate. (A single survey may have led to the initial questions being answered fully with less detailed or partial responses for later questions.)

We consulted with a range of community groups across North Ayrshire, some on multiple occasions and at various locations across our area. We reached as broad a range of community groups as possible. Most of the community engagement was in person, however there were opportunities for video calling to ensure as many people as possible could contribute their views.

This resulted in an increased response. Whereas in 2024 we received 200 responses through our Budget Challenge tool for the 2024 to 2025 budget engagement in addition to substantial engagement with our community groups, this year we received 4,461 responses in addition to community discussions.



(It is important to note that the 4,461 responses do not equate to the same number of respondents, as more than one survey is likely to have been completed by several individuals.)

In addition, several petitions have been considered by the Audit and Scrutiny Committee and were referred to Cabinet relating to some of the proposals including:

- Saltcoats and Ardrossan Libraries
- Parking charge enforcement in Kilwinning
- Dreghorn Library
- Beith Library
- Eglinton Park

This information was examined by Officers in order to develop proposals for consideration by Elected Members in setting the budget. In parallel, as we asked for demographic information within the surveys, it was used to inform the Equality and Children's Rights Impact Assessments (ECRIAs) at each stage to ensure we fully considered the impact of proposals on our residents and communities. The outcome of the engagement was presented to Elected Members at Council on 12th February ahead of the final budget decision. On 26th February 2025, Council approved a £459 million budget for 2025 to 2026 which includes measures to support residents and maintain frontline services.

We will continue to learn and improve our approaches and would like to thank everyone who contributed to the budget consultation process.



Case Study – Skills for Life

Jane* was eager to return to employment. A single mother, she had been out of work since 2020 and faced significant barriers such as childcare costs and availability as well as a lack of confidence after years away from a working environment. A conversation with her health visitor led her to the We Work for Families project.

Upon joining the project, Jane completed a detailed Needs Assessment and Action Plan. Her goals were clear - regain confidence, upskill and find sustainable employment. Our Employability team enrolled her in confidence-building and job-readiness courses, supported her with childcare costs and provided “better off in work” calculations to help her plan financially.

Through the Skills for Life Clerical Programme with our council she secured a 26-week paid placement in their Parental Employment Team. With on-the-job experience and a supportive team, she quickly settled into the role, gaining valuable skills and confidence.

Jane received tailored In-Work Support, including CV building, interview preparation and job application guidance. She applied for multiple roles, fine-tuned her interview skills and continued to receive help navigating childcare solutions.

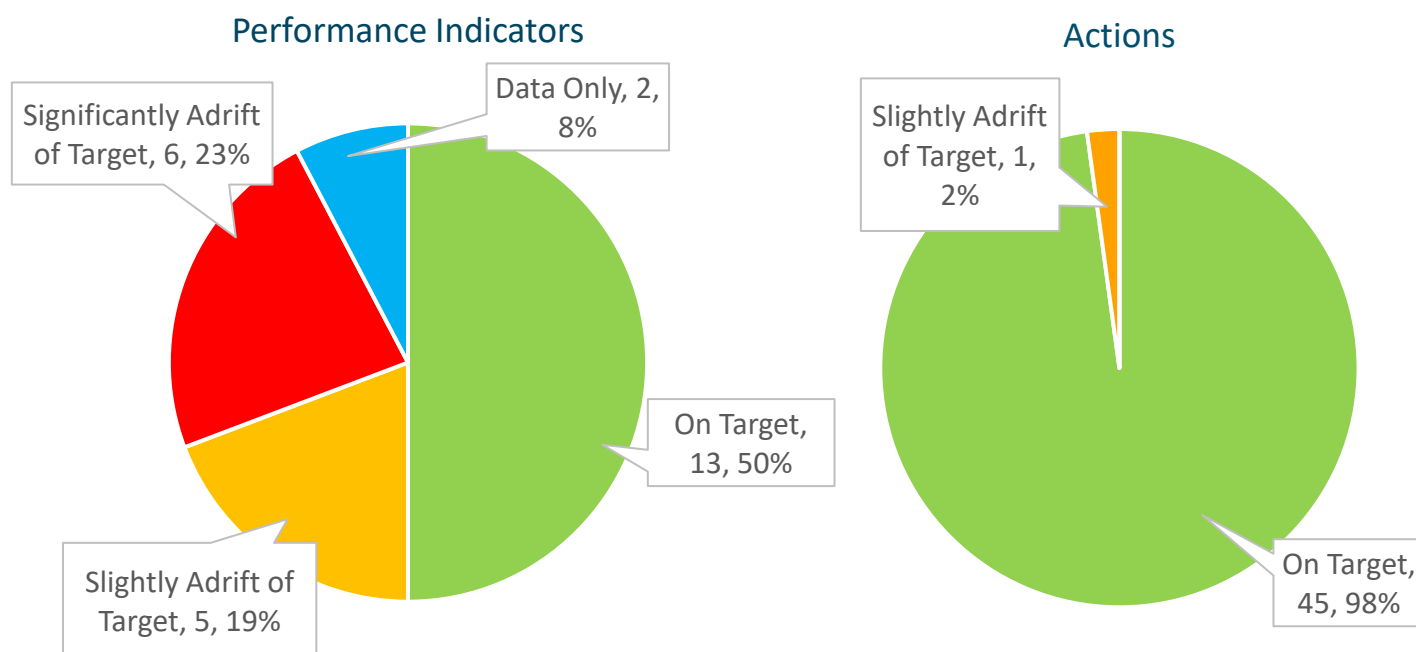
Her efforts paid off as she went on to secure a permanent part-time clerical position with our council with flexible hours that suit her family’s needs.

"Skills for Life gave me the confidence to get back into the workplace. The In-Work Support helped me build my CV and perfect my interview responses. I finally feel like I’m building a stable future for me and my son."

(*Name has been changed)



Performance Summary



Performance Indicators Adrift of Target

This section details the performance indicators adrift of target and the action being taken to address performance. Due to expected data lags, the most recent data may relate to previous time periods but may only now be available to report. To avoid duplication, only data that has not previously been reported to our Cabinet through Council Plan progress reporting is included in this section. Further details can be found in the Performance Indicators section within this report.

CP_37 Average total tariff score of pupils living in SIMD 20% most deprived areas (Red)

Actual is 664.3 against a target of 714 for 2023 to 2024 (most recent data available). The average total tariff score gained from all qualifications by 2024 school leavers from the 20% most deprived SIMD data zones has marginally decreased from the previous year. The endeavour to offer candidates a wider breadth of learning experiences has included more courses (or units of courses) from a wider vocational range of courses and awards that sometimes are graded at the same SCQF level as National Qualifications courses but amass a smaller number of tariff points in the Insight scale. However, these courses can provide learners with a more suitable set of skills and knowledge to prepare them for work, training or further education.

Though this PI records the total tariff score for SIMD Quintile 1 of S4-6 pupils who left school in 2023 to 2024, the LGBF has a similar measure based on the cohort of young people who would have reached the end of S6 in 2023 to 2024, irrespective of their leaving year. For the same period, 2023 to 2024, the equivalent LGBF measure shows a total tariff score of 685, above both the family group average of 660 and the Scottish average of 658 and leading to our council being ranked 6th in Scotland.

CP_06 Average tariff score: All Leavers (Red)

Actual is 840.8 against a target of 908 for 2023 to 2024 (most recent data available). The average total tariff score gained from all qualifications by school leavers has marginally decreased from the previous year but is in line with pre-pandemic as well as recent years' performance. The 2019 to 2020

and 2020 to 2021 results are not comparable with other academic years, as SQA has employed the Alternative Certification Model (ACM) instead of exam-based evaluation for awarding qualifications at SCQF level 5 and above. Advice provided by Scottish Government colleagues emphasises direct comparison to alternative certification years should not be made without further evidence and the impact of these approaches. For all SIMD deciles except SIMD 10 (for which we have a very low number of learners), we continue to outperform national figures.

Though this PI records the total tariff score of S4-6 pupils who left school in 2023 to 2024, the LGBF has a similar measure based on the cohort of young people who would have reached the end of S6 in 2023 to 2024, irrespective of their leaving year. For the same period, 2023 to 2024, this measure shows a total tariff score of 845, above the family group average of 829 but below the Scottish average of 917 and ranked 26th in Scotland.

Closer examination of the LGBF highlights the strong influence that deprivation has on this indicator. When disaggregated by SIMD quintile, our council outperforms both the national figures and the family group for each of SIMD quintiles 1 to 4 and also outperforms the family group for SIMD quintile 5. Despite this strong performance, we know it is important to maintain our holistic, cross-service commitment to our Wellbeing priority in order to reflect this at an absolute level.

CP_38 Average total tariff for care experienced Young People (Red)

Actual is 355 against a target of 465. The average total tariff score (ATTS) achieved by North Ayrshire care experienced leavers was lower in 2023 to 2024, at 355 tariff points, than the general trend over the last five years. A slightly higher proportion than average of care experienced learners left before the end of S6 in 2023 to 2024, which has contributed in part to the lower average total tariff score.

Schools have analysed the data locally and have a clear narrative for individual circumstances. The service will continue to focus on improving this benchmark of achievement for care experienced learners. Attainment of care experienced learners is specifically referenced within the Education Service Plan. Quality Improvement visits and attainment discussions with senior school leaders will include a focus on the attainment and achievement of this group of learners to ensure consistency of delivery of interventions with a positive impact.

CP_40 Number of new build housing units reaching completion (all tenures) (actual not cumulative) (Red)

Actual 371 against a target of 396. We achieved our target for 2024 to 2025 with regards to new build social housing and have limited influence over the delivery of new build housing constructed by private housing developers to meet the total 396 homes target. The 25 new homes unable to be delivered during 2024 to 2025 were across a number of sites throughout North Ayrshire. We exceeded our target for bringing empty homes back into use and intend to review this performance indicator and continue to focus on improving performance in the forthcoming year. (This indicator is linked to action CP_10 detailed below).

CP_30 Total installed capacity of low carbon heat and electricity generation across the council's estate (Red)

Actual is 17,630 against a target of 28,499. Our council had aimed to have both solar PV farms energised in December of 2024, however this has not been possible due to extended development time required by the Distribution Network Operator. The solar farms have been built and are due to be commissioned in the summer.

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

Actual is 52.8% against a target of 56%. The provisional household waste recycling figure for the calendar year 2024 is 52.8%, subject to verification by SEPA. This has reduced since 2023 as a result of the introduction of the new SEPA guidance regarding the requirement for Waste Upholstered Domestic Seating (WUDS) to only be sent for incineration, which has negatively affected the amount of bulky waste that can be recycled (this affects all councils). In addition, more wood is being deposited at recycling centres suitable only for biomass recovery rather than recycling.

For context, LGBF benchmarking information for 2023 to 2024 (2023 calendar year) released in June showed we were ranked third in Scotland. Though our provisional data shows a reduction for 2024 to 2025, as the new SEPA guidance affects all councils we will closely monitor our relative position when comparative data is released over the coming months.

CP_04 Proportion of children meeting developmental milestones (LGBF) (Amber)

Actual is 77.5% against a target of 79% for 2023/24 (most recent data available). At the most recent data release for data for 2023 to 2024, the proportion of children meeting developmental milestones is 77.50%, slightly below the target of 79%. We are working to ensure there is more robust data gathering and analysis within Early Years and are moving towards using CfE levels with inbuilt milestones. This will help improve accuracy and consistency of data as well as improved progression pathways to primary. Roles and remits for Excellence and Equality Leads (EELs) developed this academic session will support this work.

The challenges we are experiencing in North Ayrshire are reflected in the LGBF comparisons with other local authorities. We are below the family group average of 79.8% and the Scottish Average of 83.3%. As a result we are currently ranked 31 out of the 32 local authorities for our children meeting developmental milestones. This is an area that we know will need specific focus within wider principles of prevention and early intervention, including through the Collaboration for Health Equity in Scotland.

CP_28 Hectares of vacant and derelict land in North Ayrshire (Amber)

Actual is 942ha against a target of 925ha. The majority of vacant and derelict land sites are within private ownership, therefore their condition or development timescales to inform if they are added or removed from the register is out with the control of our council. However, we utilise the Repurposing Property Grant Fund to help support landowners and community groups to bring back vacant land and properties to use. Furthermore, in 2024 to 2025, several of the key regeneration funds which support the redevelopment of such land, including the Vacant and Derelict Land Investment Programme, were paused which reduced the potential to regenerate sites. Funding has now been confirmed and works will commence in 2025 to 2026.

CP_43 Number of council assets under community management (cumulative) (Amber)

Actual is 55 against a target of 56. One Community Asset Transfer was delayed until Q1 2025 due to some minor administrative issues within the community group which took longer than expected. We continue to publicise the range of offers available for management and ownership of assets to our community groups and are currently engaged with around 30 groups at various stages of the CAT process.

CP_29 Overall carbon emissions (tonnes) (Non-domestic council estate) (Amber)

Actual is 20,333tCO₂e against a target of 19,953tCO₂e. This figure is an estimate and will be confirmed at the next data release. Though slightly adrift of target the overall trend is a steady decrease in emissions.

CP_25 % of Council dwellings that meet the Scottish Housing Quality Standard (LGBF) (Amber)

Actual is 94% against a target of 97.4%. The target of 97.4% was set as part of last year's ARC completion. This pass rate is based on a combination of many different compliance criteria for each individual property, including EICR (Electrical Installation Condition Report). When the 97.4% compliance target was set, it was based on 100% compliance regarding the EICR element; however with issues accessing properties, we were unable to achieve this (the EICR compliance outturn figure for 2024 to 2025 was 97.71%) which has resulted in the slightly lower overall SHQS compliance of 94% against the 97.4% target.

Indicator Amendments and Recommendations

CP_44a % of council dwellings that are energy efficient (Formerly known as SHSN05a)

Originally sourced from the LGBF, due to the Energy Efficiency in Social Housing (EESH) regulations being updated from EESH1 (recorded in LGBF) to potentially more stringent EESH2 requirements, the Improvement Service (who administer the LGBF) has paused data recording of this indicator. EESH2 is being established nationally and to ensure we remain transparent in our performance in this area, it is recommended we continue to monitor EESH1 within a new PI (CP_44a). This will contain all the historical information from the original LGBF but present local data, consistent with historical data, from 2022 to 2023 to avoid gaps in our performance information. This approach will be reviewed once the LGBF recommences recording of this area.

Education Performance Targets

The education targets in the above indicators are linked directly to the stretch aims previously agreed with the Scottish Government and show figures that are significantly above the attainment levels achieved during the Covid period when the Alternative Certification Model was deployed.

It is not recommended to draw comparison between these periods. Therefore while we recognise the merits of being aspirational and are committed to delivering ongoing improvement over time, we believe it would be sensible to reconsider the level of these targets to align them more closely to performance in the post-Covid period. This is something we intend to do through appropriate engagement and as part of the process of developing the next three-year service plan due in 2026.






Actions Adrift of target

This section details actions adrift of target and the measures being taken to address performance. Further details can be found in the Action Tracker section within this document.

CP10 Increase the number of homes in the area through a mix of private and social developments and bringing empty buildings back into use (Wellbeing Priority). (Amber)

This action is linked to the indicator "CP_40 Number of new build housing units reaching completion (all tenures) (actual not cumulative)" which is currently significantly adrift of target (red) (see above). We achieved our target for 2024 to 2025 for new build social housing and we have limited influence over the delivery of new build housing constructed by private housing developers. The 25 new homes unable to be delivered during 2024 to 2025 were across a number of sites throughout North Ayrshire. We exceeded our target for bringing empty homes back into use and intend to focus on improving performance in the forthcoming year.













Performance Indicators

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

PI Code and Description	2021-22 Value	2021-22 Target	2021-22 Status	2022-23 Value	2022-23 Target	2022-23 Status	2023-24 Value	2023-24 Target	2023-24 Status	2024-25 Value	2024-25 Target	2024-25 Status	2025-26 Target
CP_36 Number of residents participating in community learning and development activity including youth work	No data	No data	No data	17,804			23,503	18,700		28,102	19,500		23,500
CP_04 Proportion of children meeting developmental milestones (LGBF)	78.7%			79.5%			77.50%	79%		Data Available May 2026	79%		79%
CP_37 Average total tariff score of pupils living in SIMD 20% most deprived areas	704.8			670.2			664.3	714		Data Available March 2026	720		720
CP_06 Average tariff score: All Leavers	905.6	880		847.2			840.8	908		Data Available February 2026	910		910
CP_38 Average total tariff for care experienced Young People	450.3			411.5			355	465		Data Available March 2026	470		470
CP_07 % of school leavers entering positive destinations (LGBF)	96%	93.5%		96.5%			95.6%	96.4%		Data Available February 2026	96.8%		96.8%























PI Code and Description	2021-22 Value	2021-22 Target	2021-22 Status	2022-23 Value	2022-23 Target	2022-23 Status	2023-24 Value	2023-24 Target	2023-24 Status	2024-25 Value	2024-25 Target	2024-25 Status	2025-26 Target
CP_39b Number of unemployed people that have progressed to employment as a result of participation in council funded or operated employability activities	555			427			475			Data Available November 2025	475		450
CP_10a % of procurement spend on local enterprises	22.93%	24%		26.04%	25%		24.48%	26%		26.8%	27%		27%
CP_40 Number of new build housing units reaching completion (all tenures) (actual not cumulative)	No data	No data	No data	562			384	295		371	396		436
CP_41 Number of empty homes brought back into use (actual)	335			120			378	200		375	300		350
CP_28 Hectares of vacant and derelict land in North Ayrshire	1,198	1,144		1,130	1,094		951	1,094		942	925		925
CP_27 Street Cleanliness Index - % Clean (LGBF) ¹	86.7	94		84.6	90		89.1	87		90.3%	87		89
CP_20 Overall percentage of road network that should be considered for maintenance treatment	33.9%	37.5%		34.8%	33.8%		32.5%	34.8%		Data Available September 2025	32.5%		32%
CP_42 Provided floor space of commercial/industrial space within our council portfolio (sq. ft)	No data	No data	No data	400,991			404,897	404,755		423,077	423,077		423,077

¹ *Sourced from the Local Environmental Audit and Management System (LEAMS) audit conducted by Keep Scotland Beautiful.

PI Code and Description	2021-22 Value	2021-22 Target	2021-22 Status	2022-23 Value	2022-23 Target	2022-23 Status	2023-24 Value	2023-24 Target	2023-24 Status	2024-25 Value	2024-25 Target	2024-25 Status	2025-26 Target
CP_02 % of council budget directed via participatory methods	2.32%	1.1%	✓	2.74%	1%	✓	2.05%	1.5%	✓	1.97%	1.5%	✓	1.5%
CP_43 Number of council assets under community management (cumulative)	No data	No data	No data	49			53	54		55	56		57
CP_30 Total installed capacity of low carbon heat and electricity generation across the council's estate	11,680	11,000	✓	12,104	11,800	✓	15,992	12,000	✓	17,630	28,499		30,137
CP_29 Overall carbon emissions (tonnes) (Non-domestic council estate) ²	21,791	21,247		20,896	21,000	✓	20,745	19,500		20,333	19,953		19,824
CP_44a % of council dwellings that are energy efficient (Formerly known as SHSN05a) (LGBF) ³	97.7			98.2			98.01%	98.1	✓	97.66%	98.5	✓	98.7%
CP_45 Length of new or improved active travel routes per annum (Metres)	No data	No data	No data	1,090			3,900	2,000	✓	2,500	2,000	✓	2,000
CP_46 Number of trees planted under the North Ayrshire 2030 Tree Planting Strategy	No data	No data	No data	No data	No data	No data	36,531	40,000		49,026	47,000	✓	60,000
CP_19 Proportion of operational buildings that are suitable for their current use (LGBF)	91.1%	93%		95.1%	93%	✓	95.2%	92.1%	✓	95.4%	93%	✓	93%

² This 2024-25 value is a provisional figure and will be confirmed in the next data release.

³ LGBF reporting has paused on this indicator whilst EESSH2 is established therefore the values from 2022-23 onwards are provisional and sourced locally. (See Indicator Amendments and Recommendations above.)




PI Code and Description	2021-22 Value	2021-22 Target	2021-22 Status	2022-23 Value	2022-23 Target	2022-23 Status	2023-24 Value	2023-24 Target	2023-24 Status	2024-25 Value	2024-25 Target	2024-25 Status	2025-26 Target
CP_31 % of total household waste that is recycled (calendar year as per SEPA) (LGBF) ⁴	56.3%	53.1%		55.3%	56.9%		56.1%	57%		52.8%	56%		53%
CP_25 % of council dwellings that meet the Scottish Housing Quality Standard (LGBF) ⁵	49.3%	99.5%		63.2%			76.9%	72.5%		94%	97.4%		97.57%
CP_47 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (LGBF) ⁶	6.6%			7.1%			5.9%	6.5%		8.03%			7.0%
CP_48 % of income due from council tax received by the end of the year (LGBF)	93.34%			94.7%			93.6%	94%		Data Available September 2025	98%		94%
































































⁴ The 2024-25 value is a provisional figure and will be updated in the LGBF data release in October 2025.

⁵ The 2024-25 value is a provisional figure and will be updated in the LGBF data release in September 2025.

⁶ The 2024-25 value is a provisional figure and will be updated in the LGBF data release in September 2025.

Action Tracker

Action Status	
	Significantly Adrift of Target
	Slightly Adrift of Target
	On Target

Ref #	Existing Overall Action and Priority	2023-24	2023-24	2023-24	2024-25	2024-25	2024-25	2024-25	2025-26	2025-26	2025-26	2025-26	2026-27	2026-27	2026-27	2026-27	2027-28	2027-28	2027-28	2027-28
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CP01	Ensuring that wellbeing is at the heart of local life and opportunities, with a focus on tackling inequalities (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-
CP02	Developing a Community Wealth Building approach to a wellbeing economy (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-
CP03	Improving educational attainment and achievement and closing the attainment gap (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-
CP04	Improving outcomes for care experienced young people including implementation of The Promise (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-
CP05	Developing the Young Workforce and ensuring positive destinations for school leavers (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-
CP06	Providing lifelong learning opportunities for individuals and organisations, including digital literacy (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-
CP07	Maximising access to and uptake of benefits, entitlements and financial advice (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-
CP08	Ensuring that supports are available in communities to alleviate cost-of-living pressures through community hubs and networks (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-
CP09	Through our housebuilding programme and wider Housing Investment provide homes for life that meet the needs of our residents (Wellbeing Priority).								-	-	-	-	-	-	-	-	-	-	-	-

Ref #	Existing Overall Action and Priority	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1	2025-26 Q2	2025-26 Q3	2025-26 Q4	2026-27 Q1	2026-27 Q2	2026-27 Q3	2026-27 Q4	2027-28 Q1	2027-28 Q2	2027-28 Q3	2027-28 Q4
CP10	Increase the number of homes in the area through a mix of private and social developments and bringing empty buildings back in to use (Wellbeing Priority).	✔	✔	✔	✔	✔	✔	⚠	-	-	-	-	-	-	-	-	-	-	-	-
CP11	Exploration of models and the development of pilot schemes to increase access to and use of public/community transport (Wellbeing Priority).	✔	✔	✔	✔	✔	✔	✔	-	-	-	-	-	-	-	-	-	-	-	-
CP12	Ensure our places and spaces where we live, work and visit are well maintained and accessible (Wellbeing Priority).	✔	✔	✔	✔	✔	✔	✔	-	-	-	-	-	-	-	-	-	-	-	-
CP13	Developing infrastructure to support business growth (Wellbeing Priority).	✔	✔	✔	✔	✔	✔	✔	-	-	-	-	-	-	-	-	-	-	-	-
CP14	Support KA Leisure’s leadership of North Ayrshire’s Health and Wellbeing Alliance (Wellbeing Priority).	✔	✔	✔	✔	✔	✔	✔	-	-	-	-	-	-	-	-	-	-	-	-
CP15	Through the Health and Social Care Partnership Strategic Plan we will protect and provide care and support for those in need (Wellbeing Priority). ⁷	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CP16	Developing strong relationships with communities and partners based on trust and shared aspirations using their experiences to inform service provision (Communities and Local Democracy Priority).	✔	✔	✔	✔	✔	✔	✔	-	-	-	-	-	-	-	-	-	-	-	-
CP17	Providing support for community organisations in achieving their goals, including as Community Wealth Building anchor organisations (Communities and Local Democracy Priority).	✔	✔	✔	✔	✔	✔	✔	-	-	-	-	-	-	-	-	-	-	-	-

⁷ Delivery of this action is managed through the Health and Social Care Partnership Strategic Plan
Our Council Plan Progress Update – Year End 2024 to 2025

Ref #	Existing Overall Action and Priority	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1	2025-26 Q2	2025-26 Q3	2025-26 Q4	2026-27 Q1	2026-27 Q2	2026-27 Q3	2026-27 Q4	2027-28 Q1	2027-28 Q2	2027-28 Q3	2027-28 Q4
CP18	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 (Communities and Local Democracy Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP19	Supporting participatory budgeting (Communities and Local Democracy Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP20	Supporting community asset transfer and community owned and operated/managed assets (Communities and Local Democracy Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP21	Supporting the Community Planning Partnership and the Community Plan (LOIP) (Communities and Local Democracy Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP22	Developing partnerships with the third and voluntary sector (Communities and Local Democracy Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP23	Placemaking, including creation of locality action plans based on the Community Plan (LOIP) priorities and support the delivery of Islands Plans (Communities and Local Democracy Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP24	Ensuring an inclusive, fair, rights-based and asset-based approach in our work (Communities and Local Democracy Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP25	Accessible public services, both digitally and locally, ensuring a 'No Wrong Door' approach (Communities and Local Democracy Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP26	Embedding our net-zero ambition in all democratic decision-making (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-

Ref #	Existing Overall Action and Priority	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1	2025-26 Q2	2025-26 Q3	2025-26 Q4	2026-27 Q1	2026-27 Q2	2026-27 Q3	2026-27 Q4	2027-28 Q1	2027-28 Q2	2027-28 Q3	2027-28 Q4
CP27	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 (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP28	Improving resilience and reducing carbon by developing and supporting supply chains where materials and goods are sourced locally (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP29	Promoting new woodland creation and protecting our green spaces to provide a natural resource for carbon sequestration (Climate Change Priority).	✓	✓	✓	✗	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP30	Supporting local businesses as they meet their climate change obligations (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP31	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 (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP32	Developing local low carbon energy generation schemes and networks (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP33	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 (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP34	Learning for sustainability, and work with communities to adopt low carbon behaviour change and encourage climate-based volunteering activities (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-

Ref #	Existing Overall Action and Priority	2023-24 Q2	2023-24 Q3	2023-24 Q4	2024-25 Q1	2024-25 Q2	2024-25 Q3	2024-25 Q4	2025-26 Q1	2025-26 Q2	2025-26 Q3	2025-26 Q4	2026-27 Q1	2026-27 Q2	2026-27 Q3	2026-27 Q4	2027-28 Q1	2027-28 Q2	2027-28 Q3	2027-28 Q4
CP35	Improving communities’ preparedness to deal with the impacts of climate change already locked-in (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP36	Working with communities to adopt low carbon behaviour change and encourage climate-based volunteering activities (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP37	Taking a nature-based approach to protect our habitats and species (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP38	Developing and promoting active travel infrastructure (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP39	Transitioning to low and zero carbon travel (Climate Change Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP40	Ensuring robust governance arrangements are in place to fulfil the council’s statutory duties, manage risk and support delivery of key priorities (A Sustainable Council Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP41	Using dynamic data and lived experiences to inform decision-making (A Sustainable Council Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP42	Working with partners nationally, regionally and locally to secure investment and target resources towards our priorities (A Sustainable Council Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP43	Driving change and transformation, using technology where appropriate, to deliver efficient and effective services and support delivery of priorities (A Sustainable Council Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-

Ref #	Existing Overall Action and Priority	2023-24	2023-24	2023-24	2024-25	2024-25	2024-25	2024-25	2025-26	2025-26	2025-26	2025-26	2026-27	2026-27	2026-27	2026-27	2027-28	2027-28	2027-28	2027-28
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CP44	Maximising financial flexibilities to help support delivery of priorities (A Sustainable Council Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP45	Maximising value from the use of our assets (A Sustainable Council Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP46	Focusing our investment on priorities (A Sustainable Council Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-
CP47	Effective workforce planning ensuring that we have the right skills/resources to deliver priorities (A Sustainable Council Priority).	✓	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-

For further information on this report please contact:

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