If there is one thing that remains constant, it is our drive for change. Not change simply for the sake of change, but real, tangible and ambitious change which improves the lives of our residents, grows our economy and regenerates our towns and villages.

Our Annual Performance Report for 2015-16 lays out how we have adapted to a shifting landscape over the past 12 months.

It has been a time of challenge as well as change but we emerge with vigour and a determination to be a great Council, delivering top quality services and ensuring that our communities remain at the heart of everything we do.

The past year has seen the introduction of Locality Planning across North Ayrshire, bringing a new era of grassroots democracy to our local communities and giving people an even bigger say on the issues that matter most to them.

We continue to invest in our young people through a £140 million capital investment programme to improve our school estate, while we have also put together a £28 million package to grow North Ayrshire’s economy, including £17 million to support regeneration through the Ayrshire Growth Deal - a major part of our transformation process.

There has also been a change in our administration and communities across North Ayrshire can be assured that our key focus will be to improve equity. This will form the backbone of everything we do as we work together to build on our position as a sector-leading Council.

As ever, we also welcome your thoughts on how we are performing and what we can do to improve our services. Please take some time to feedback on our report and let us know how we can continue to change for the better.
Introduction

Our vision is to be a leading organisation defined by excellent and innovative services. Our ‘Good to Great’ improvement journey includes service modernisation and transformation and cultural change. The journey focuses on five themes – communities, places, partnerships, processes and people. We have plenty of evidence which shows that we are regularly recognised as being a great Council and some of this is noted in our successes section below.

Audit Scotland’s most recent audit of the Council highlights that our ‘Good to Great’ journey underpins our updated Performance Management Strategy. This is also incorporated within each of our Directorate Plans and appropriate performance management arrangements are in place.

Successes

We enjoyed significant success throughout the year. A number of our awards are noted below:

› European Customer Contact and Customer Service Award for Best Improvement Strategy and Silver Award for Best Complaints Team
› National Education Award - Raising Attainment category - Kilwinning Early Years Centre
› HR Network Awards for Best Workplace of the Year and Employee Engagement
› Scotland’s first ‘Flushed for Success’ award for our school toilet provision
› Tenant Participation Gold Accreditation.
› Investors in People Gold Accreditation retained by Housing Services
› Customer Service Excellence retained by the Revenues and Benefits Team
› Scottish Business Excellence Award for Lean Six Sigma
› SO CITM Customer Satisfaction – Best Performing

› Contact Centre Excellence Gold Award winners for Innovation in Digital Transformation
› Personnel Today Award for Excellence in Public Service HR
› Consultation Institute National Best Practice Award for our Locality Planning process for co-designing the governance of locality partnerships
› Herald Society Team of the Year Award - Facilities Management
› Association of Public Sector Excellence - Best Service Team of the Year - Catering Services
› APSE Most Improved Performer award - Building Cleaning Services
› Best Awards Scheme at the Scottish Events Awards for the Provost’s Civic Pride Awards
› 5 star rating for activity accommodation by Visit Scotland for the Arran Outdoor Education Centre which is now a Scottish Qualifications Authority (SQA) Approved Delivery Centre

Challenges

In spite of our many successes, we continue to operate in a highly challenging environment. Some of the main challenges we face are outlined below:

› We have worked and will continue to attract more businesses to the area. Last year we assisted 388 firms which created 350 new jobs
› We were successful in securing Attainment Challenge funding from the Scottish Government. This money will support our ongoing work to tackle the relationship between low educational attainment and deprivation
› We continue to make smart and innovative use of our resources and be creative in how we develop and deploy our services. This has helped us to respond well to the significant financial challenges faced by local government
› Our Housing Service’s Welfare Reform Advice Team provides intensive support and advice to council tenants affected by welfare reform
Growing our economy, increasing employment and regenerating towns

We are creating a growing, innovative, smart, more productive and inclusive economy. Over the year we focussed on the Ayrshire Growth Deal, the refresh of the North Ayrshire Economic Development and Regeneration Strategy (EDR), the roll-out of Employability Hubs and the skills pipeline as well as our Social Enterprise Strategy.

We progressed the Ayrshire Growth Deal with the Scottish and UK governments, in partnership with East and South Ayrshire Councils. The growth deal is an ambitious, cohesive plan to bring new funding into the region to support growth and future prosperity.

Inclusive Growth is one of four national economic priorities for the Scottish Government. It is also a clear focus within our new EDR strategy. We are working with the Scottish Government as one of five pilots. The pilot will identify the barriers to shared growth in North Ayrshire, and identify ways to bring about long term sustainable change within some of our poorest communities.

We continue to roll out and implement our employability programme. For example our Skills for Life provides training and work experience over a 26 week period. By the last week of the programme 17 of the 24 people who had started the programme had been supported into work or education. In addition programme participants achieved a 90 percent completion rate in their SQA units. In spite of delays in securing European Funding to support this work we continued to support those not in employment. These results are transforming lives and making a difference in our communities.

Team North Ayrshire brings all business support providers together to increase business competitiveness. The Team was identified as best practice in the Scottish Government’s Economic Strategy and was shortlisted for an APSE Award. Last year they supported 230 account managed firms. A Team North Ayrshire Business Conference in March 2016 attracted over 200 local businesses. The event marked two years since the Team North Ayrshire initiative started and gave local companies a chance to network and reflect on achievements.

Team North Ayrshire have been phenomenal. They have given us the ability to win ISO9001, we are only one of six call centres in the UK to be given that. They have mentored us throughout, they have supported us with a graduate programme, they are supporting us with Modern Apprenticeships and they are helping us to relocate in Irvine. It’s only by working in partnership with Team North Ayrshire that we’ll be able to deliver our goals for this year.

Victoria Edwards, Managing Director, VOCA Telemarketing Ltd
Some of our highlights

- Saltcoats Town Hall was re-opened by the First Minister, Nicola Sturgeon following its £3.77 million transformation. We already have weddings booked in.
- We agreed to support 250 Modern Apprentices within the Council over the next three years.
- We opened the Employability Hub at Stevenston Library and have 20 partners providing services there. A further roll-out of hubs is planned.
- We have assisted 388 businesses through our Economic Growth services, a 63 percent increase from the previous year.
- Our business support activity has increased the number of jobs created year on year as follows:
  - 2013-14 - 250 jobs
  - 2014-15 - 269 jobs
  - 2015-16 - 350 jobs
- We have secured an additional £5.7 million funding from the European Union, Scottish Government and national agencies to support employability, transport, regeneration and Active Travel projects.
- We have supported 428 unemployed people into work.
- Community benefit requirements in contracts has created 40 new job opportunities and a commitment from contractors to provide 64 work experience placements. Along with 11 Science, Technology, Engineering and Mathematics (STEM) workshops and other workshops and mock interviews, we are helping young people improve their interview and employability skills.
- Formation of the Arran Economic Group to identify opportunities from the harbour redevelopment.
- Irvine was shortlisted for the Most Improved Town SURF Award and Irvine Harbourside was a finalist in the Academy of Urbanism Great Place Award.
- Five Modern Apprentices have been working with the Countryside Ranger Service – a national ‘first’.
- The Building Standards Team processed applications for construction projects valued at over £136 million an increase of £120 million from last year.
Case Study

Saltcoats Town Hall is arguably the most significant building in the historical streetscape and history of the town. The building has, over its lifetime, been the focus for a range of community and civic functions including council chambers and for some time as a cinema. Over the previous ten years the condition and use of the building had declined significantly. The historical layout of the building including three retail units had made the operation of the building challenging with little market demand for either the commercial or public space. The building subsequently closed to public use and became uninhabitable.

The restoration has provided a major opportunity to reverse this decline. In addition to the physical restoration of this important local building a key outcome of this project was the creation of a new Hub for local Council services. This involved bringing together existing services that were spread across the local area. This has provided a central point for the public to access Council services.

This project has resulted in the re-establishment of the building as the main civic and community building for the town. It also provides a venue for community and social events seven days a week. The completed project anticipates servicing 300 customers a week and hosting over 5,000 other visitors annually.

Case Study

Rebecca is a shining example of how a Modern Apprenticeship can set someone up for life. The 19-year old has spent just over 18 months as a Modern Apprentice working at Dalry Library. She joined the Council in the summer of 2014 after carrying out voluntary work but had no clear idea of what she wanted to do.

"The MA scheme has been brilliant for me - I can’t recommend it enough. I didn’t really know what I wanted to do a couple of years ago - but the MA has given me a real vision. I’d love to go to university to become a librarian. It was better for me than going to college - it allowed me to learn and work at the same time. It wasn’t just my work at the library, the job has allowed me to visit loads of other services and buildings, gaining lots of experience along the way. All I can say is that it’s been really, really positive for me and I’d urge anyone to jump at the chance to join the Modern Apprenticeship scheme."

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The Quarry Road, Irvine proposals have attracted £1 million Scottish Government Capital Regeneration funding.

Approvals have been secured for £5 million of European Social Fund.

£1.43 million Scottish Government Vacant and Derelict Land Funding for expenditure in 2016-17 has been secured as well as additional money until 2019-20.

A total of £5.7 million of external funding has been generated from across the European Union, Scottish Government and national agencies to support in the main employability, transport, regeneration and Active Travel projects.

Unemployment has fallen. The numbers claiming main out of work benefits reducing from 9.7 percent to 9.2 percent.

We have agreed a three year target to provide 250 Modern Apprenticeship opportunities within the Council.

Over 500 Team North Ayrshire interactions with businesses.

27 percent increase in Scottish Enterprise account managed businesses.

More than 80 businesses referred for Scottish Enterprise Innovation Product Support.
Working together to develop stronger communities

Having strong and vibrant communities is important to us. We are creating Locality Partnerships, to help our communities work with us to identify local priorities. As a trailblazing Council in this area, we have attracted the interest of the Scottish Government and other local authorities.

We hosted the first of six pilot Participatory Budgeting events in Kilwinning in March 2016. Participatory Budgeting aims to:
› Improve community confidence to work with agencies to improve local services
› Bring people together to share the work of their organisations, identify new partners and pool knowledge and experience to address local key issues
› Give organisations a platform to promote themselves
› Improve inter-generational working
› Give local people an understanding of the complexities of making decisions on funding

The event attracted applications from 52 community groups competing for a share of £12,000 of investment for local projects. The funding decisions were made by popular vote on the day. The events also attracted the interest of the Scottish Government and the Big Lottery.

Some of our highlights
› We won a Consultation Institute National Best Practice Award for the design of the governance arrangements for our locality partnerships.
› We established the North Ayrshire Tourism Team.
› North Ayrshire has one of the fastest growing Duke of Edinburgh cohorts in Scotland with 103 Bronze, 32 Silver and 25 Gold awards during the year.
› Through our new Events Forum we secured the Scottish Ladies Open Golf and the Men’s Scottish Open for Dundonald Links.
› Partnership working with sportscotland is seeing the unique development of the Largs Campus, providing world class educational and accessible sports facilities.
› We were excited to be invited by the Scotland’s Children’s Commissioner to participate in a UNICEF Conference in Tajikistan. This came about from a DVD we made which supported the UNICEF Water, Sanitation and Hygiene (WASH) Conference. Education Scotland will now capture this work in a case study for children’s rights training.
› We have been commissioned by the Scottish Government to deliver the Scottish roll-out of Appiness, our digital skills programme for early years in libraries and winner of the 2015 UK Libraries Change Lives Award.
› Our Trading Standards Team has managed a number of successful campaigns. These include the Mail Marshal initiatives and ‘Find a Builder’ web page (to help protect vulnerable members of our community). They also hosted the first Scottish event in a local night club highlighting the dangers of legal highs.
› The successful Mind Your Health Consultation was developed by our Members of the Scottish Youth Parliament (MSYPs). Our Youth Services Team led the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Youth Group who received national recognition by being shortlisted for the Scottish LGBTI Awards.
Case Studies

During 2015 approximately 4,000 baby and toddler Bookbug Packs were distributed to families in North Ayrshire through Health Visitors. Bookbug is a Scottish book-gifting scheme which develops early literacy and family bonding through sharing stories, songs and rhymes in local libraries.

Research has shown that giving books to families increases the amount of time families spend reading together. There is also strong evidence to show that reading to young children improves their mental ability.

**Nuisance calls** can have a real impact on people’s lives, particularly for our vulnerable residents. **Trading Standards** have installed ‘call blockers’ in a number of residents’ homes. These offer protection by stopping nuisance calls before the phone even rings, ensuring only trusted sources can get through. This initiative has had a significant impact with thousands of nuisance calls blocked from reaching those most at risk.

| 73,500 | Adult learning opportunities have been provided by Connected Communities |
| 600 | Groups accessed support and guidance from the Council |
| 1,356 | Trading Standards visits have been made to businesses and traders |
| 4,000 | Baby and toddler Bookbug Packs were distributed to families in North Ayrshire |
| 7,633 | Volunteers are active in Connected Communities and Third Sector Interface activities |

We have received £48,000 from the Scottish Government’s Public Wireless Programme for wifi installation in libraries, Council and community facilities, including the Redburn Travellers’ site.

To date hundreds of people have attended the local Participatory Budgeting events and more than 60 groups have received £38,000 to spend on projects, organisations and events.

We have recorded one of the highest numbers in Scotland for first time voter registrations, as a result of the ‘your vote your voice’ workshops which took place in all secondary schools. 297 young people participated in the programme.

Our Dog Warden Service Facebook page is proving very popular and effective. Designed to help reunite stray dogs with their owners - 74 stray dogs reunited in 2015 - as well as to publicise information, such as the legal requirement to have dogs microchipped, it boasts a strong following of 718 on Social Media.

We have seen a 2.3 percent growth in tourism numbers.

One organisation which has benefitted from the transfer of land from North Ayrshire Council, has been Fullarton Community Association. This local community group has used the ownership of the land and its long standing credibility as a representative community body, to attract approximately £2 million in Lottery and other partnership funding. The funding will be used to build a new Community Hub and appoint staff to manage the new facility.
Our vision is to be the best Education Authority in Scotland where all our young people receive the highest quality learning and teaching.

Our young people are an important and valued part of our communities. Our education focus has been on improving the quality of learning and teaching and providing opportunities for our young people to maximise their attainment and achievement.

Early analysis of 2015-16 exam results is very encouraging, showing our commitment to improving outcomes for our children and young people in North Ayrshire is paying off. Last year, there was a significant increase in attainment of National 5 qualifications by our S4 pupils. This level of achievement has been sustained for 2016. Our S5 pupils have performed significantly better than in previous years and more of our young people than ever before are achieving Higher qualifications. We have also seen improvements in Advanced Higher achievements by our S6 pupils.

Targeted literacy and numeracy work across all sectors is being delivered by a core staff team at our Professional Learning Academy.

A number of initiatives continue to address the attainment gap for children and young people from disadvantaged groups.

This includes:

- Development of a Communications and Languages Strategy
- Partnership working with the Robert Owen Centre to develop our approach to parental engagement in learning
- Design of a high quality training programme to support improvements in numeracy and literacy
- Delivery of a parenting programme which aims to support parents to help improve the behaviour of their three and four year olds.

Parents’ comments at the end of the parent workshops included:

- “I really enjoyed the course and it was good to meet other parents who are going through the same things.”
- “This is a fantastic course with a lot of useful information.”
- “The strategies have made a big difference.”
- “Life is less stressful.”
- “I have better communication with my children and a lot more patience.”

Over the duration of the workshops staff observed positive changes in the interactions between parents and their children. During discussions with individual parents they spoke confidently about the strategies they were using with their child and the impact it was having. Staff felt well supported by the North Ayrshire team and it was great to see staff and parents using the same approaches.

Depute Head
Castlepark Early Years Centre
Child Protection remains a high priority in our schools and centres. All centres and schools have clear, appropriate and up-to-date policies and procedures in place to ensure the safeguarding of children and young people. Our Child Protection Co-ordinators’ meetings ensure that training and practice remains current. All our staff take part in regular professional learning and are confident in responding to any child protection or safeguarding issue.

Our schools continued to ensure that our young people are prepared for life after school. Once again we built on our success in supporting pupils into post-school destinations with 96.1 percent of our school leavers moving into Further/Higher Education, training or work. We currently have the third best performance for positive destinations in Scotland.

We have been working with local businesses and the Chamber of Commerce to increase the job experience placements on offer to our students. We are also working to secure more places for children with Additional Support Needs. The continuing development of Activity Agreements with the third sector aims to provide increased opportunities for vulnerable young people with significant barriers to employment.

There is a focus on the Science, Technology, Engineering and Mathematics (STEM) agenda through the Scottish Schools Education Research Centre. The centre is currently working with two school clusters.

Schools continue to offer more opportunities for senior pupils to work towards wider achievements. The senior timetables in all of the secondary schools now offer a wider range of courses including Duke of Edinburgh, John Muir Award, Wellbeing Award, Young Applicants in Schools Scheme, Personal Development Award, Saltire Award, Uniformed Services, Leadership Award, Volunteering Award, Skills for Work Sports and Recreation, and mentoring and community events. A number of these options are being run in partnership with community learning and development, volunteers, community groups and employers. Schools have a member of staff who has overall responsibility for wider achievement.

In 2015 pupils who were sitting mainly National 4 exams were given the chance to participate in a wide variety of careers and volunteering experiences to increase their knowledge and skills for life, work and learning. This also led to them gaining units and awards in a variety of areas including Barista (City & Guilds, level 1), Uniformed Services (Level 4), Employability (Level 4) and the John Muir Award.

Attendance continues to be strong across all schools with sound arrangements in place to monitor and track those young people who have attendance issues. Exclusions are rare as schools continue to engage and provide appropriate support and curriculum options to meet young people’s needs.

We continue to engage with parents and are looking at a number of programmes designed to help parents support their children’s learning at home with a focus on literacy, numeracy and health and wellbeing.
Some of our highlights

- Irvine Royal Academy is being developed as a Centre of Excellence for vocational education. Through our partnership with Ayrshire College, Scottish Funding Council, Skills Development Scotland and others, we are delivering courses in tourism, sport and hospitality. Engineering courses are also being developed.
- We continue to develop and support the implementation of the 1+2 model for modern languages. This is aimed at ensuring that every child has the opportunity to learn a modern language from P1 onwards. All of our schools have a designated 1+2 co-ordinator to take this priority forward.
- We have improved attainment in literacy and numeracy at Level 5.
- Our Music Service continues to go from strength to strength. We currently have 1,400 pupils in receipt of music tuition. We have won national awards including the Gold Award at the National Concert Band Festival.
- We have established and trained Pupil Support Teachers to better support our students.
- We have created Nurture Bases in 15 primary schools. The bases will provide additional support to young people who are experiencing social and emotional problems.
- Our Autistic Spectrum Disorder (ASD) Strategy has been developed. The aim is to provide an integrated approach to support local children with autism through good joint working arrangements.
- We completed our Accessibility Strategy. The Strategy details how we will deliver an accessible curriculum to all learners.
- We have established a Creative Learning Network (CLN) to focus on the progress of creativity and innovation in teaching and the development of creative thinking skills.
- Further support has been given to schools on the full implementation of Getting It Right For Every Child (GIRFEC). This has included training days for Head Teachers and pastoral care staff, regular newsletters and updates and ongoing support from key staff. GIRFEC is the national approach to improve outcomes and support the wellbeing of our children and young people.
- Place2Be is a national charity providing emotional support to children in schools. They are working in six of our primary schools, setting up a counselling service for young people.
- We currently have the third best performance in Scotland for positive destinations for our school leavers.
- We established the Professional Learning Academy to focus on improving literacy and numeracy. The Academy will enable teachers to enhance their teaching expertise by developing and sharing good practice.

Case Study

Kilwinning Early Years Centre
Raising Attainment in Numeracy

At Kilwinning Early Years Centre we have always had a focus on numeracy. However an opportunity arose for a staff member to attend Maths Recovery training. This training is usually delivered to teachers and usually targets children in primary two and three who are struggling with their maths.

The staff member who attended the training began to share her learning with other staff and we gradually started to implement new ideas across the centre. A snap shot of some of the different experiences include:

- At our snack area when the children are washing their hands they are encouraged to count to ten …. This ensures they spend enough time washing their hands and practise their counting
- At snack time we now have number signs and encourage the children to count out their own snacks e.g. 3 carrot slices, 1 banana, 2 breadsticks
- At our baking area the children measure quantities and count amounts
- We encourage children to explore number patterns in a range of resources including dominoes, large dice and playing cards

To involve our parents/carers we have offered workshops and shared the ideas and information on how to ensure children have a sound understanding of numbers. We have created fun interactive home learning packs and many parents have taken these home to use with their children. We are also sharing the learning with other centres.

Our children now have a breadth of numeracy experiences using a fun play based approach. Children are being challenged to ensure they reach their full potential and have a sound basis to build their numeracy skills on. Almost all our children are making progress in numeracy due to the new approaches used.
Ardrossan Academy

We are developing staff capability and leadership capacity to support a positive culture of learning in our schools. Our school leadership teams are dedicated to improving teaching and learning through their influence on staff and pupil motivation and commitment.

Ardrossan Academy is a secondary school serving the towns of Ardrossan, Saltcoats and West Kilbride. The school vision is to ‘improve performance for the benefit of all young people, involving all stakeholders’. The culture at Ardrossan Academy is outward looking, focusing on developing strong interpersonal skills in order to engage effectively with young people, staff, and parents.

The school was visited by Education Scotland in February 2016. The inspectors praised the ‘strong, aspirational vision for improving the school which is shared by young people, parents, staff and partners’.

Underpinning this success is the strong leadership of Head Teacher Lisa Chalmers and her senior team. Lisa has a strong, aspirational vision for improving the school, with a clear focus on the school values of ambition, respect and excellence. All staff are committed to improving outcomes for young people. Across the school, relationships between young people and their teachers are very positive, resulting in a purposeful learning environment.

Positive relationships are vital if we are going to create the best learning environment possible. Staff work hard to ensure learners receive regular feedback, and our learners are always encouraged to interact and participate in classroom and extra-curricular activities. I’m delighted that Education Scotland recognised how confident and motivated our learners are. Ultimately we want to give our learners the best possible chance of achieving both academically and personally. We are hugely ambitious for our young people and firmly believe that there should be no poverty of aspiration, ambition or opportunity. That is certainly the case at Ardrossan Academy.

Lisa Chalmers
Head Teacher

74% of leavers attained literacy at SCQF Level 5, up from 68% in the previous year

65% of leavers attained numeracy at SCQF Level 5, up from 57% in the previous year

57% of our young people left school with five qualifications or more at SCQF Level 5, up from 53% in the previous year

40% of our young people left school with three Highers or more, up from 38% in the previous year

72% of children met the expected pre-school milestones, up from 71% in 2015

247 early years places were provided for entitled 2 year-olds, up from 218 in the previous year

80% of our Early Years Establishments have an active communication champion who promotes good practice in listening and talking in the playroom and with parents.

Nurture bases have been created in 15 Primary Schools and are focused on supporting some of our most vulnerable children.

Over 70% of all primary aged children have achieved nationally expected levels in numeracy and reading.

Kilwinning Early Years Centre won the ‘Raising Attainment in Numeracy’ award at the Scottish Education Awards.

Greenwood Academy were finalists in the category ‘Raising Attainment in Literacy’ award at the Scottish Education Awards.

We have 92% attendance levels in our schools.

There has been a 35% increase in the number of wider achievement courses that are running across the senior phase in our secondary schools compared with the previous year.

Over 450 parents participated in a parenting programme.

100% of participants who completed our parenting programmes reported an increase in their levels of interaction with their children.

We supported leadership development in our staff with 18 senior leaders participating in a leadership coaching programme and a further 44 teachers completing a programme for aspiring leaders.

96.1% of our school leavers entered a positive post school destination, the third highest in Scotland.

A series of employment workshops resulted in 509 applications being received by our HR section from school leavers increasing employment opportunities of North Ayrshire’s young people.
Supporting all our people to stay safe, healthy and active

We continue to work with partners to provide a co-ordinated response to the health, social and emotional needs of all children, young people and adults in North Ayrshire. Our first year as an integrated Health and Social Care Partnership (HSCP) has been both challenging and rewarding. We have begun to see some of the benefits of the integrated system working, for example in supporting older people to remain at home or get home from hospital as soon as possible. A key partner is our housing services through providing high quality homes and consulting tenants.

An Annual Performance Report has been published by the partnership which shows what has been achieved and the impact it is having to ensure:

Details of the HSCP 2015-16 Annual Performance Report can be found on our website at:

www.north-ayrshire.gov.uk/HSCPannualreport

Staying active

We continue to identify and develop opportunities for people to take part in physical activity, sports and volunteering. A number of these are outlined below.

All people who live in North Ayrshire are able to have a safe, healthy and active life.

Some of our highlights

- We are working with our partners including KA Leisure, sportscotland, Maximum Potential and community sports clubs to deliver a wide range of activity programmes.
- Participation figures have increased on an annual basis and along with our partners we are in the top five of our benchmarking family with targeted programmes engaging early years, GP referrals and health and wellbeing.
- Our work with communities and sports clubs has led to some notable achievements including: - North Ayrshire Athletics Club being named Impact Club of the Year at the Scottish Athletics Annual Awards, the launch of the Ayrshire Tornadoes basketball club, new Tennis Facilities at West Kilbride Sports Club and a Big Lottery award of over £1 million to the Fullarton Community Association for a new health and community hub.
- Active North Ayrshire, a new mind and be active programme secured £70,000 from the Legacy 2014 Fund for a 12 month pilot programme. Early indicators are positive from this initiative.
- Our Active Schools Team continue to deliver activity sessions to primary and secondary pupils along with local clubs and volunteers. School of Sport programmes now operate out of seven secondary schools and associated primary schools.
- The Nurturing Excellence Programme in Sport has supported 210 local young athletes participating in 23 Olympic, Paralympic and Commonwealth sports since 2012 to achieve their maximum potential up to and including representation at the 2016 RIO Paralympic Games.
Our Arran Outdoor Education Centre offers residential outdoor learning and leadership training for both primary and secondary pupils which contributes to improved health, wellbeing and physical activity levels of all participants.

Our Country Parks Team provides a range of healthy and active educational and recreational activities targeting all ages. Our Acorn Club, Junior Ranger Programme, the Breaking Ground Health Referral Project and Friends of Eglinton, Ardeer and Spiers Volunteer Groups provide a range of conservation based activities for all ages and abilities demonstrating safe access to the countryside in ways that do not spoil the landscape and heritage but do increase children’s and adults’ sense of exploration and adventure. Partner organisations such as Parkrun provide a running programme with an average of 150 runners of all abilities attending every weekend, whilst other informal running groups, dog exercise, equestrian and angling groups have boosted the number of overall active pursuits at Eglinton and the wider district this year.

Youth work in schools and community settings contributes to a range, of positive outcomes including health and wellbeing, positive life choices and community safety. Much of this work is delivered in partnership with other public sector bodies and community organisations. Our young people are also involved in the development and co-design of a youth work provision across all six localities that is based on needs and aspirations.

Our Planning Services investigate breaches of planning in line with the Council’s Planning Enforcement Charter. Public amenity has an impact on peoples’ health, their perception of safety and their ability to be active.

Housing

We continue to implement the Strategic Housing Investment Plan (SHIP). Since the start of the Plan to the end of March 253 new homes have been completed by the Council.

Research informing the North Ayrshire Council Older People Strategy 2013-16 identified that bed-sit accommodation is no longer desirable, resulting in lower demand for this type of housing. In response, we are currently delivering a Sheltered Housing Redevelopment programme which will provide modern, innovative homes to fully support our tenants to live independently. The homes are being designed to be energy efficient and flexible enough to allow them to evolve to meet the needs of both current and future residents.

Some of our highlights

- Montgomery Court, Kilbirnie - The first phase of the construction works comprising three amenity bungalows and nine sheltered flats was completed on 8 February. The residents of the original sheltered housing unit have now settled into their new homes. The final phase of the development, comprising seven sheltered flats and five amenity bungalows is scheduled for completion in November 2016.

- Vennel Gardens, East Road, Irvine - The new purpose built sheltered housing development was completed on 4 November 2015. The building incorporates 16 one bedroom modern, energy efficient homes as well as a Community Hub.

- From the results of satisfaction surveys 100 percent of tenants would rate their home as an excellent or good place to live.

One resident stated:

Before moving here I had not been over the door for two years and if it was not for family members I would never have seen anyone. That has all changed since moving here and it has given me my independence back.
95.1% of antisocial behaviour cases were resolved within locally agreed targets

86% uptake of free school meals in P1 to P3. Overall free school meals uptake achieved 85% (10% above Scottish target).

99.07% of Council dwellings met the Scottish Housing Quality Standard (SHQS).

99.69% of Council homes met/exceeded Energy Efficiency Standard for Social Housing.

Council House Building - 56 homes completed in 2015.

96% of all homeless decisions were notified within 28 days.

57% of people assessed as homeless housed into permanent accommodation.

1,184 pupils attended the Arran Outdoor Centre spending 4,736 bed nights at the centre in order to participate in 14,208 sessions of learning and outdoor activity.

210 Nurturing Excellence Programme athletes since 2012 including:

1 World Record Holder
1 Paralympian
6 Olympic and Commonwealth trialists
31 Olympic, Commonwealth and para sports
93,315 participant attendances for Active Schools.
Protecting and enhancing the environment for future generations

We have made significant progress implementing our Environmental Sustainability and Climate Change Strategy. A new Energy and Sustainability Service was established in August 2015 to provide a sharper focus to the energy and sustainability agenda by driving forward renewable energy projects, energy efficiency projects, and sustainable behaviour change.

Some of our highlights

- CO₂ emissions have reduced from 55,000 tonnes to 50,709 tonnes. We are on target for a 40 percent reduction by 2030.
- Completion of solar panel and biomass installations on a total of 24 Council properties.
- Ongoing installation of external wall insulation improvements to housing stock - 626 mixed tenure properties completed.
- Implementation of a new low emission vehicle pool car scheme for business travel to reduce carbon emissions and business travel costs.
- Installation of energy efficient street lighting to reduce carbon emissions and energy costs.
- Installation of new energy efficient lighting systems in some Council properties.
- Increase in the uptake of schools with Fairtrade status.
- Approval of a new Local Biodiversity Action Plan.
- Implementation of a scheme of works to improve the household waste recycling centre provision at the Brodick Waste Transfer Station supported by Zero Waste Scotland funding.
- Working with the community organisation Eco Savvy to progress further improvements to sustainable waste management on Arran, including the preparation of a business case for green waste composting on the island.
- Successful roll out of our WARP-IT (Waste Action Reuse Portal) across Council services. We now have 178 registered users, resulting in the avoided landfill of 7.6 tonnes of furniture (19 tonnes of carbon dioxide).
- Continuing to focus on improving recycling scheme performance through targeting our lowest performing areas. We work to encourage residents to participate in the recycling systems and to reduce contamination. A waste awareness communication campaign called “Right Stuff Right Bin” was launched in November 2015.
- Continued development and management of Shewalton Landfill Site resulting in the site receiving an ‘Excellent’ rating from SEPA under their Compliance Assessment Scheme. We continue to reuse the landfill gas generated for electricity supplied to the National Grid.
- Continued support to our schools in their endeavours related to learning for sustainability. This includes a number of our schools engaging in initiatives such as the John Muir award, Forest schools award and links to the Food for Life Scotland and their Grow! Cook! Eat! Programme.
We are continuing to reduce our carbon footprint with our exciting and innovative green policies. Our car pool scheme which was launched, in partnership with Enterprise Rent a Car, in October 2015 already has eight vehicles. The development of this scheme and other initiatives will contribute to the wider review of business travel with targeted savings of £200,000. Our Car Pool scheme made significant reductions on CO2 emissions, to the tune of approximately 1.5 tonnes, in its first six months.

Our £2.5 million Dickson Drive, Irvine project was a mixed development creating new housing and improving existing shop units. The project has rejuvenated and enhanced the local area, making it a more desirable place to live.

The Dickson Drive development replaced poor-quality, low demand housing with modern, affordable homes in which people are proud to live. The project provided eight modern, fit-for-purpose homes, two of which are amenity standard bungalows designed specifically to meet the needs of older people.

The project included the removal of flats above the existing shop units. This has created a more welcoming retail environment. In addition, a new service yard has been installed to the rear of the buildings. The regeneration of the commercial units has enhanced the area and the introduction of a new road, Dickson Way, has improved connections with the local community. Safety for both the residents and commercial units has been enhanced.

We place a strong focus on sustainability. Not only are the new homes energy efficient and affordable to heat, the overall regeneration of the area aims to create a sustainable community which meets the diverse needs of existing and future residents.

The project was also designed in accordance with the Scottish Government ‘Designing Streets’ guidance. The project achieved Secure by Design Accreditation and the Scottish Building Standards ‘Bronze Active’ for sustainability.

We have increased litter picking initiatives in communities. We have provided local groups, schools and businesses (including the Ayrshire Litter Volunteer Network) with the training and tools to keep our communities and towns cleaner.

These partnerships help keep our neighbourhoods and environment clean and welcoming. In particular great strides have been made at Stevenston Beach and the surrounding area. Streetscene assists volunteers by providing equipment such as trolleys and litter pickers as well as helping with the collection and disposal of the litter picked. There has been engagement with local schools which has seen an increase in the use of Stevenston Beach and is helping to create more civic pride in the area.

Success is breeding more success with the group growing in numbers and expanding into more areas making a real difference to the environment.
Overall percentage of road network that should be considered for maintenance treatment is 37.8%.

We maintain 2,410 hectares of public open space.

The standards of street cleanliness has improved from 92.3% to 95.8%.

We are the fourth most improved road authority in Scotland since 2011.

North Ayrshire has been a Fairtrade Zone since 2014.

More than 50% of food produce used for school meals is from organic sources.

Two schools growing and using their own food.
Underpinning Delivery

We need a sound financial base and a clear focus on what our customers and communities need to deliver effectively on our priorities. We also need good governance, good communication and most importantly highly motivated staff who work well together.

We continue to look at ways to transform our services to make them more effective and focused on our customers. A number of initiatives are making a significant contribution to transformational change across the Council.

These include:

- Using private sector business process improvement tools such as Lean Six Sigma and Kaizen blitz to enhance the way we do things.
- Developing more creative and innovative ways of delivering our services, including using more digital technology.
- Investment in our technology to develop more resilient systems and processes.

Some of our highlights

- A range of projects have been implemented to deliver exceptional customer service. Our new Customer Service Centre at Saltcoats Town Hall opened in February 2016 and customer feedback has been very positive. We have used new technology within the Contact Centre and this has helped to improve the percentage of calls answered.
- We are working to improve the online services available to our residents. More customers than ever are now registered for an online account. Particularly successful this year has been the development of a fully automated free school meal and clothing grant process and the roll out of e-bills for Council Tax.
- We successfully delivered the 2015 Westminster election in North Ayrshire, involving a range of staff from across the Council.
- We improved our level of sickness absence (although we just missed reaching our ambitious target of eight days per full time equivalent). The principal causes of sickness absence were Musculo/Skeletal and Stress/Anxiety. We continue to support employees back to work and reduce sickness absence.

Employees

Our People Connect, is our new people strategy that was designed by our people for our people. This short, distinct booklet is brought to life by using augmented reality and has our staff values at the heart of four key priorities that support the Council Plan and its Strategic Priorities, these are:

- Strengthening leadership across the Council
- Transforming how we work
- Creating a great place to work
- Supporting our people to develop, perform and thrive

A Cross Service Working Group designed Our People Connect and launched it at our Leadership Conference in June 2015. They then took this on tour throughout the Council, engaging with staff and talking about why people are at the heart of everything we do.

Communications

Our Communications staff continue to deliver a robust and professional service for both internal and external audiences.

Highlights of our activity have included:

- National television coverage on BBC Scotland for our free holiday school meals initiative
- Extensive online and social media coverage for a variety of campaigns including the Provost's Civic Pride Awards, Registering to Vote and Violence Against Women
- The formal opening of Saltcoats Town Hall by the First Minister
- Positioning North Ayrshire as a vibrant, connected and ambitious area where businesses grow and flourish

Online activity has seen us build the corporate twitter account to a followership of 13,500. News items continue to be uploaded regularly to both the website and Connects.
Governance

The Council is responsible for ensuring that its business is conducted in accordance with legislation and proper standards. We also need to ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Annual Governance Statement explains how North Ayrshire Council is complying with the Code of Corporate Governance. This framework identifies the systems and processes, and culture and values by which the authority is directed and controlled and the activities through which it accounts to, engages with and leads the community.

We ensure that all of our key governance documents are reviewed and kept up to date. Recent changes include amendments to the Council’s Scheme of Administration and Scheme of Delegation to Officers in terms of the implementation of Locality Partnerships. We are currently reviewing information governance policies and processes in order to develop an Information Management Improvement Plan.

Our Community Planning Team co-ordinate and support the work of the Community Planning Partnership. This includes developing relationships with key partners, linking in with national developments, providing training and briefings, co-ordinating meeting arrangements and producing an Annual Report. In 2015 the Community Planning Team had a key role in developing Locality Partnerships.

A Delivery Partnership Agreement with the Department of Work and Pensions (DWP) and other community partners, has been put in place. The agreement is to deliver Universal Credit, supporting the most vulnerable in our communities. The partnership is working well with the DWP Jobcentres at Kilbirnie, Irvine and Saltcoats. Monthly meetings are held with partners to resolve any operational issues and improve customer service.

A new Corporate Fraud Team was established at the beginning of 2015 to investigate suspected fraud within and against the Council. The Team has received a wide range of referrals from within the Council and from the public. During 2015, the team carried out eight separate internal investigations as well as a range of investigations covering areas such as Council Tax, Scottish Welfare Fund, Non-Domestic Rates, Blue Badges and Housing tenancy matters. The team achieved backdated recoveries in these areas of almost £100,000 as well as ongoing cost reductions for the Council of around £70,000.

Case Studies

We have introduced ‘Get Connected’ volunteering days which are designed to increase employee engagement, enhance collaborative working and give something back to our communities. These have been a huge success supporting local nursery schools, with our volunteers building water walls, mud kitchens, outdoor classrooms, vegetable boxes, musical gardens and a Loch Ness Monster play area.

All volunteers left with a feeling of pride, and without exception would all love to do it again. The nurseries have been full of praise for providing them with resources they could not afford to buy themselves, all of which have since been well used by the children.

Customer Services led a project team to offer e-Bills to those customers who were registered for an online account. The project team worked together to develop a process to securely deliver bills to Council Tax Customers. Customer insight information was used to identify the potential for take up for e-bills and to identify the most effective way of marketing the service. Information security was key and rigorous testing ensured that customers could see only information relevant to them.

A successful marketing campaign encouraged 65 percent of eligible customers to sign up for an e-bill. Implementation of the next phase is now underway and the expectation is that this will help to reduce postage costs and encourage more customers to use online services.

It was great to be involved and incredibly rewarding to know that we made a real difference to a vital local facility. The camaraderie was amazing.
Online activity has seen us build the corporate twitter account to have over 12,600 followers.
We have dealt with 602 incoming press enquiries and issued 431 proactive press releases.
Employee engagement rose to 69.6% in 2015 from 55% in 2012.
8.98 sickness absence days per employee (FTE) for the whole Council.

15% of procurement spend with local suppliers

91% of Stage One complaints were closed on time

90% of Stage Two complaints closed on time

92.5% of valid invoices are paid within 30 days of receipt.
142,279 pays were produced for our employees.
99.91% of employee pays were produced accurately up from 99.44% in 2014.
4,325 pension forms were processed supporting our employees to plan for their future.
Comparing Performance

We are committed to improving outcomes for the residents of North Ayrshire. We want to know if we are delivering our services effectively. Comparing performance, or benchmarking, supports change and improvement within the Council by learning how better performing organisations achieve their results.

During the past five years we have been working with other Scottish councils and the Improvement Service to develop and improve the Local Government Benchmarking Framework (LGBF). Data is provided for performance indicators by all 32 Scottish councils. This allows us to compare how we are doing against other councils performance. More information on how we compare can be found at http://scotland.mylocalcouncil.info/

The latest data available highlights that of the 53 LGBF indicators, we are ranked number one for four indicators. An overview of our ranking position by quartiles is outlined in the table below.

<table>
<thead>
<tr>
<th>Quartile</th>
<th>2010/11</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top quartile (%)</td>
<td>24</td>
<td>36</td>
<td>38</td>
</tr>
<tr>
<td>Second quartile (%)</td>
<td>37</td>
<td>32</td>
<td>26</td>
</tr>
<tr>
<td>Third quartile (%)</td>
<td>22</td>
<td>24</td>
<td>28</td>
</tr>
<tr>
<td>Fourth quartile (%)</td>
<td>20</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

Improvement areas and activities to support our LGBF ranking include:

- Work to reduce inequalities impacting on educational outcomes and life chances.
- Increasing our engagement with parents in supporting their child’s learning.
- The review of our Care at Home services.
- Leading the LGBF Council Tax Family Group. The focus of the group has been on improving collections for low banded properties. There is evidence that councils with a larger proportion of higher banded properties have higher collection levels than councils with a higher proportion of lower banded properties. North Ayrshire Council has around 80 percent of its properties in bands A to D. Collection performance across councils varies and the group has looked at direct debit initiatives, methods of payment and the number of monthly instalments and improving recovery procedures. The group has also concentrated on cost reduction initiatives like e-billing and data capture technology.
- Improving our performance on the payment of invoices within 30 days. Visits have been made to Renfrewshire and East Renfrewshire to learn about their success in this area. Following these meetings invoice payment processes have been revised and improvements will be implemented during 2016-17.
- Recognising that it is important to monitor and compare our property portfolio performance with other local authorities. In early 2016 we joined the National Best Value Benchmarking Scheme (NBVBS), which is a property benchmarking scheme set up by property professional societies in conjunction with Chartered Institute of Public Finance and Accountancy (CIPFA). This provides us with regular updates on public sector asset management issues, topics and best practice guides.
- Leading the LGBF Museums Family Group of ten local authorities and trusts, which is a helpful platform for benchmarking and sharing good practice.
- Involvement of the North Ayrshire Health and Social Care Partnership in a small working group. The initial piece of work was an analysis of educational attainment for looked after children. In November 2015, the group completed its second project which was an analysis of the transition process from children to adult services. The report was distributed to key service managers for consideration and action.
Work to understand the high level of children’s referrals to the Scottish Children’s Reporter’s Administration (SCRA). Although the numbers are reducing, we still compare unfavourably to the rest of Scotland. This learning was used to influence the development of the newly established Police Concerns Hub. Use of new processes in the hub should lead to a lower volume of police referrals to SCRA.

We participate in the Heads of Planning Scotland Benchmarking Group which consists of participants from five other councils. Over the past year we have discussed issues such as agile working, highlighting the use of shared desks, mobile technology and the associated benefits and disadvantages. This knowledge will help inform service improvements within the whole Council.

A comprehensive review of the Roads service has been undertaken. This was to identify ways of improving performance further and to find the most appropriate opportunities for an integrated Streetscene and Roads service model. The report identified a number of strategic issues and opportunities for consideration and improvement. These have been developed into the Roads and Streetscene Strategic Change Programme which commenced implementation in January 2016.

Our performance has improved in 58% of LGBF performance indicators.

We are ranked first, second or third for 21% of LGBF indicators which shows an improvement from 2013-14 when it was 15%.

We are ranked in the top half of all councils for 64% of LGBF performance indicators.

We are in the top quartile for performance in 38% of the LGBF performance indicators.
Finance

Financial Performance
The Council continues to demonstrate sound financial planning and stewardship with appropriate reserves and expenditure contained within our annual budget. A balanced budget was agreed for 2016-17 in February 2016 together with a refreshed long-term capital plan. The Medium Term Financial Plan has been updated and approved and work continues on the Long Term Financial Strategy.

To support further development of the Council’s financial management arrangements, the procurement of the new Financial Management System (FMS) is almost complete and is on track for implementation by the end of 2016-17.

Revenue Expenditure
Councils need to account for their spending and income in a way which complies with our legislative responsibilities. Most day to day spending and income is recorded within the General Fund. Costs in relation to the management of our housing stock are recorded within the Housing Revenue Account (HRA).

During the year the Council delivered General Fund services at a cost of £333 million in support of the Council’s objectives and this is illustrated in Exhibit 1.

Exhibit 1 - General Fund 2015/16 Revenue Expenditure

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2015-16 Budget £m</th>
<th>2015-16 Spend £m</th>
<th>Variance £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Youth Employment</td>
<td>135.032</td>
<td>134.346</td>
<td>(0.686)</td>
</tr>
<tr>
<td>Early Years, Primary, Secondary and Additional Support Needs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated Health and Social Care Partnership and Social Services</td>
<td>97.058</td>
<td>99.167</td>
<td>2.109</td>
</tr>
<tr>
<td>Children and Families, Older People, Independent Services, Learning Disabilities, Mental Health Needs, Criminal Justice and Addiction Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Place</td>
<td>46.230</td>
<td>45.913</td>
<td>(0.317)</td>
</tr>
<tr>
<td>Property Management and Investment, Roads, Streetscene, Transport, Waste Services, Facilities Management and Building Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economy and Communities</td>
<td>35.617</td>
<td>34.601</td>
<td>(1.016)</td>
</tr>
<tr>
<td>Planning and Protective Services, Economic Development and Connected Communities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance and Corporate Support</td>
<td>6.172</td>
<td>5.280</td>
<td>(0.892)</td>
</tr>
<tr>
<td>Finance, Revenues and Benefits, Audit and Risk, Procurement, Human Resources, ICT, Customer Services, Registration and Business Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Executive and Democratic Services</td>
<td>3.734</td>
<td>3.444</td>
<td>(0.290)</td>
</tr>
<tr>
<td>Legal, Policy, Performance and Community Planning, Communications, Committee and Member Services, Change Programme and Civic Contingencies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Corporate Items</td>
<td>12.428</td>
<td>10.499</td>
<td>(1.929)</td>
</tr>
<tr>
<td>Financing Costs, Capital Charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL EXPENDITURE</td>
<td>336.271</td>
<td>333.250</td>
<td>(3.021)</td>
</tr>
</tbody>
</table>
In total General Services underspent by £5.2 million. This was achieved by underspending against our budget by £3 million and generating an additional £2.2 million of income. This has been earmarked for service expenditure in 2016-17. The £5.2 million underspend reflects the robust financial management which is in place across the Council and can be analysed across the following broad categories:

- Level of funding available from the Scottish Government to fund Discretionary Housing Payments and the Council Tax Reduction Scheme has resulted in the funds set aside by the Council no longer being required (£1.2 million)
- Delay in the implementation of Universal Credit for residents within the homelessness service means that funds set aside to meet the funding shortfall are not required (£1.0 million)
- The impact of general inflation being less than anticipated at the start of the year (£1.0 million); and
- Implementation of vacancy management to help deliver future year efficiencies (£0.8 million)

This underspend has been partly off-set by an overspend within the Health and Social Care Partnership.

Housing Revenue Account Services were delivered at a cost of £44.5 million during the year as detailed below in Exhibit 2.

### How do we spend your Council Tax?
Monthly spend of £115.20 per household based on Band D

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Youth Employment</td>
<td>£46.44</td>
</tr>
<tr>
<td>Integrated Health and Social Care Partnership &amp; Social Services</td>
<td>£34.28</td>
</tr>
<tr>
<td>Place</td>
<td>£15.87</td>
</tr>
<tr>
<td>Economy and Communities</td>
<td>£11.96</td>
</tr>
<tr>
<td>Finance &amp; Corporate Support</td>
<td>£1.83</td>
</tr>
<tr>
<td>Chief Executive and Democratic Services</td>
<td>£1.19</td>
</tr>
<tr>
<td>Other Corporate Items</td>
<td>£3.63</td>
</tr>
</tbody>
</table>

---

**Monthly spend of £115.20 per household based on Band D**

- **Education and Youth Employment**: £46.44
- **Integrated Health and Social Care Partnership & Social Services**: £34.28
- **Place**: £15.87
- **Economy and Communities**: £11.96
- **Finance & Corporate Support**: £1.83
- **Chief Executive and Democratic Services**: £1.19
- **Other Corporate Items**: £3.63

North Ayrshire Council

**Annual Performance Report 2015-16**
**Exhibit 2 - Housing Revenue Account 2015-16 Revenue Expenditure**

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2015-16 Budget £m</th>
<th>2015-16 Spend £m</th>
<th>Variance £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Costs, Supplies and Services, Transport and Admin Costs</td>
<td>9.694</td>
<td>9.420</td>
<td>(0.274)</td>
</tr>
<tr>
<td>Running costs of providing a housing service function to tenants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>17.557</td>
<td>17.054</td>
<td>(0.503)</td>
</tr>
<tr>
<td>Equipment &amp; Adaptions, Voids, Planned &amp; Response repair costs of Council housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Financing</td>
<td>19.383</td>
<td>18.048</td>
<td>(1.335)</td>
</tr>
<tr>
<td>Capital financing costs including funding contributions and charges in relation to borrowing for Council House build and improvements to existing stock</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td>46.634</td>
<td>44.522</td>
<td>(2.112)</td>
</tr>
</tbody>
</table>

**Income**

<table>
<thead>
<tr>
<th></th>
<th>2015-16 Budget £m</th>
<th>2015-16 Spend £m</th>
<th>Variance £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental Income, Other Income</td>
<td>(46.634)</td>
<td>(46.384)</td>
<td>0.250</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>(46.634)</td>
<td>(46.384)</td>
<td>0.250</td>
</tr>
<tr>
<td><strong>NET POSITION</strong></td>
<td>-</td>
<td>(1.862)</td>
<td>(1.862)</td>
</tr>
</tbody>
</table>

The Housing Revenue Account underspent by £1.9 million in the year compared to a budgeted break-even position. The main factors contributing to the final underspend at 31 March 2016 are:

- Lower than anticipated loan charges, due to the use of internal balances to fund capital investment, together with slippage on the capital programme (£1.3 million)
- Underspends in repairs and adaptations to housing stock (£0.5 million)
- Reduced write off of rent arrears which is reflective of current collection levels (£0.3 million)

The underspend in both General Services and HRA will be carried forward in the Council’s reserves and utilised in future financial years.

**Capital Investment**

Key to the delivery of Council services is investment in the assets which are used to deliver our services. This includes schools, houses, infrastructure and the utilisation of capital funding to stimulate regeneration in local areas. In 2015-16 the Council budgeted for a total capital investment of £76.5 million. Capital expenditure amounted to £76.1 million, an underspend of £0.4 million (0.5 percent).

Several major projects were successfully completed during the year, including Saltcoats Town Hall, the Millport Field Centre and the Strategic Investment Site in the Irvine Enterprise Area. Work also continues on the new Irvine Leisure Centre, Garnock School Campus and Largs School Campus which will form part of a significant capital investment programme planned over the coming years. We also continue to develop and build new homes.

The combined programme is illustrated in Exhibit 3 on page 54.
Exhibit 3 - Capital Investment 2015-6

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2015-16 Budget £m</th>
<th>2015-16 Spend £m</th>
<th>Variance £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Revenue Account</td>
<td>21.085</td>
<td>19.972</td>
<td>(1.113)</td>
</tr>
<tr>
<td>Place</td>
<td>15.495</td>
<td>16.653</td>
<td>1.158</td>
</tr>
<tr>
<td>Education and Youth Employment</td>
<td>19.409</td>
<td>19.631</td>
<td>0.222</td>
</tr>
<tr>
<td>Integrated Health and Social Care Partnership</td>
<td>0.293</td>
<td>0.213</td>
<td>(0.080)</td>
</tr>
<tr>
<td>Economy and Communities</td>
<td>19.168</td>
<td>18.654</td>
<td>(0.514)</td>
</tr>
<tr>
<td>Finance &amp; Corporate Support</td>
<td>1.030</td>
<td>1.038</td>
<td>0.008</td>
</tr>
<tr>
<td>Other Corporate Items</td>
<td>0.061</td>
<td>-</td>
<td>(0.061)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>76.541</strong></td>
<td><strong>76.161</strong></td>
<td><strong>(0.380)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income</th>
<th>2015-16 Budget £m</th>
<th>2015-16 Spend £m</th>
<th>Variance £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prudential Borrowing</td>
<td>(34.239)</td>
<td>(35.011)</td>
<td>(0.772)</td>
</tr>
<tr>
<td>Scottish Government Funding</td>
<td>(16.161)</td>
<td>(16.160)</td>
<td>0.001</td>
</tr>
<tr>
<td>Use of Funds</td>
<td>(5.100)</td>
<td>(4.737)</td>
<td>0.363</td>
</tr>
<tr>
<td>Capital Financed from Current Revenue</td>
<td>(11.107)</td>
<td>(11.097)</td>
<td>0.010</td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>(5.034)</td>
<td>(4.942)</td>
<td>0.092</td>
</tr>
<tr>
<td>Capital Receipts</td>
<td>(4.900)</td>
<td>(4.214)</td>
<td>0.686</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>(76.541)</strong></td>
<td><strong>(76.161)</strong></td>
<td><strong>0.380</strong></td>
</tr>
</tbody>
</table>

2015-16 Performance Indicators

We collect, report and publish a range of performance information. We use measures that help us track progress on our priorities and provide an overview of how we are delivering services. All of our performance indicators are subject to internal and external audit on a sample basis.

Keen to see more?

More data about our performance measures and how our performance compares with other Councils is available at our North Ayrshire Performs portal on our website at: www.north-ayrshire.gov.uk/councilperformance

In a number of indicators, 2015-16 performance data is not yet available due to a time lag in production of the data. Where available, performance data covering the last three financial years is included in our North Ayrshire Performs portal. Data which is not available will be published as soon as it is available.
Please take a few minutes to tell us what you think about this Annual Report by completing this short questionnaire. This can be found online at https://www.surveymonkey.co.uk/r/CMW68QK

1. How do you rate the design and layout of the Annual Report?
   - Very good
   - Fairly good
   - Average
   - Poor

2. How easy is it to read and understand?
   - Very easy
   - Fairly easy
   - Not very easy
   - Not at all easy

3. How useful is it in informing you about the work of your Council?
   - Very useful
   - Fairly useful
   - Not very useful
   - Not at all useful

4. Which sections did you find particularly useful?

5. What other information would you like to see in a future Annual Report?

6. Other comments

Thank you for your feedback
Alternatively you can print and complete the questions on this page and return to Policy and Performance, Democratic Services, North Ayrshire Council, Cunninghame House, Irvine KA12 8EE

Or contact Democratic Services, North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE, Tel: 01294 324140.
E-mail us at: northayrshireperforms@north-ayrshire.gov.uk
We will use your feedback to improve future publications.