Annual Performance Report 2016-17
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Foreword

Our vision is for North Ayrshire to be the best place to work, live and grow up in Scotland. To do that we need to improve economic growth, close the attainment gap and use our resources to their full potential. We will focus on creating the right conditions for the economy in North Ayrshire to prosper and, hand in hand with that, ensure a consequence of that growth is a reduction in the inequalities that exist across and within our communities.

We need an enormous amount of help from our partners and businesses to succeed. Most importantly we need help from our communities to shape our services and ensure that we use our resources in the best way. This is one of the most challenging financial times for local government for over 20 years. By working together we will achieve our ambition of being an area with thriving places that collectively add up to everyone being offered ‘a better life’.

In recent years we have made much progress with this partnership journey, creating our ‘Team North Ayrshire’ approach to business growth and our Locality Partnerships to work with our communities. This Annual Performance report highlights some of our successes over the last 12 months such as our new Portal Leisure Centre and refurbished Townhouse in Irvine, our Garnock Community Campus and the creation of 1,000 new jobs.

For us to achieve our ambition we need to be the best we can so we want to hear from you about how we can do better and how you can help. Please take some time to provide us with feedback so that we can continue to change for the better.
Our mission is to improve the lives of North Ayrshire people and develop stronger communities.

In 2016-17 North Ayrshire Council had five strategic priorities:

- Growing our economy, increasing employment and regenerating towns
- Working together to develop stronger communities
- Ensuring people have the right skills for learning, life and work
- Supporting all our people to stay safe, healthy and active
- Protecting and enhancing the environment for future generations

Against each of these priorities, we defined a set of outcomes (what difference did we want to make), priorities (what we would focus on to achieve these outcomes) and key performance indicators (how we would know if we were making a difference).

The following pages highlight some of the real achievements we have made by working with our many partners across the private, public and third sectors, and our communities.

If you are interested in more detail you can visit: www.north-ayrshire.gov.uk/council/performance-and-spending/council-performance
Growing our economy, increasing employment and regenerating towns

655 jobs created by businesses supported by Team North Ayrshire

269 Business Gateway Start-Ups
Our ambitions for North Ayrshire will only be achieved if communities and individuals are better connected to the economy and have the opportunity to prosper. This is inclusive growth and is a key economic strand of our Fair for All Strategy. During 2016-17 North Ayrshire Council has continued to make real progress in this area.

**Key Achievements**

- **Ardrossan Harbour was retained as the mainland port for the Arran and Campbeltown ferries** – This decision in March followed a five-month-long campaign supported by a wide range of community groups, businesses and public and third sector organisations – both on Arran and on the mainland. This not only keeps the crossing and secures local jobs, it also unlocks up to £100m of investment in the wider regeneration of Ardrossan.

- **The Ayrshire Growth Deal** – This Ayrshire-wide framework for business growth and attracting investment has inclusive growth at its core. It represents a significant change in the approach and scale of economic development in the area. The plan recognises businesses do not grow in isolation. They require access to a skilled workforce so the Growth Deal blueprint also includes skills pathways and employment support. Real progress is being made on the planning phase, with Cabinet approval in September 2016. Excitingly, projects such as those resulting from the Ardrossan Ferry decision are already being progressed.

"The ferry link is one of the main reasons why we decided to open our business here."

Anthony Cecchini, local businessman. Watch Anthony’s interview here: [https://www.youtube.com/watch?v=FnO0-EF6kPk](https://www.youtube.com/watch?v=FnO0-EF6kPk)

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Our sector leading Team North Ayrshire’s partnership approach continues to ensure that we are offering local businesses access to the best business support. The implementation of our International Strategy has seen us supporting our businesses to access international markets, at the same time as we work to attract global businesses to relocate here.

The Social Enterprise Strategy was launched in November 2016 aimed at supporting the development of the social economy sector locally. This is being followed by the roll out of a range of services and support for the sector. A vibrant third sector will help support the delivery of our Fair for All ambitions.

Our third Employability Hub opened in Kilbirnie. Based within the library, the facility offers a drop-in-service, as well as dedicated workshops and training to help residents develop skills to find employment. The hubs are providing a focal point for local employability activity. Planning for three new hubs is also underway. During 2016-17, 631 clients registered with the Hubs.

The Portal and Townhouse opened to widespread public acclaim. As a flagship leisure facility, it brings together the old and the new in Irvine town centre.

The Council committed to the delivery of 250 Modern Apprenticeships (MA) over three years. We are on track to achieve that target. We have increased the range of apprenticeships available including procurement, housing and paralegal.

“I loved every moment of my apprenticeship and learned so much from working alongside other apprentices and community development staff. I received amazing support from community workers.

After the apprenticeship I completed a degree in Community Development at the University of Glasgow. I then joined a missions trip, where I visited 11 different countries in East Africa, Asia and Central America. The apprenticeship helped with my confidence to aim for my goals. It also sparked the desire to support other young people and communities.”

Berny Mullin, Project Worker (Former MA)
After trying and failing to find employment after 12 years out of work, Derek found himself starting to suffer poor mental health. At this point he approached CEIS Ayrshire, where he undertook a number of skills development courses, and built up his self-confidence. When the Council’s Working North Ayrshire Team contacted CEIS for nominations for our Skills for Life programme, Derek was one of 24 people selected. The programme offers six months on-the-job training to provide participants with the skills and experience they need to get into work.

Derek took up a work placement as a Caretaker at Eglinton Country Park, followed by a job within the Council’s Streetscence Team. He has recently secured a placement back at Eglinton Country Park. “It has been life changing for me. Before taking part in Skills for Life I had been out of work for over 12 years. I’m proud to have a job I enjoy and hope that my story will give others the motivation to do the same.”

704 unemployed people have progressed to employment through participation in Council funded or operated employability activities

1,590 individuals participated in employability programmes
Working together to develop stronger communities

13,574 adult learning opportunities were accessed

1,351 groups have participated in training delivered by Connected Communities
Our locality partnerships continue to be an important link with our local communities. Our work is helping to increase community capacity and ultimately develop stronger communities.

Key Achievements

Empowering Our Communities

- Securing almost £3m of Big Lottery funding and £5.3m of Council funds to support our Fair for All Strategy and our drive to reduce inequalities across North Ayrshire.

- The new Community Planning website to improve community engagement was launched www.northayrshire.community. Work is well underway with our localities to identify local priorities and plans to address them.

- Support for Community Councils continues, and we now have more active Community Councils than ever. During the year, 10 Community Councils held successful elections. Notably, 16-year-olds are now able to stand for election to Community Councils and be represented within the Locality Planning Partnerships.

- Participatory Budgeting (PB) gives groups and individuals the opportunity to have a say in where money is being spent locally. Successful Participatory Budgeting events have now been held in all six localities and £90,500 has been distributed to community groups. Mainstream PB has been incorporated in service redesign, especially in relation to libraries.

14,727 active volunteers have participated in training delivered by Connected Communities

768 people attended grant awarding Participatory Budgeting events, with awards being made to 37 children’s groups, 48 groups of young people, 44 adult groups and 19 groups of older people.

Connected Communities have provided support and guidance to 710 groups

14,727 active volunteers have participated in training delivered by Connected Communities

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Connected Communities have provided support and guidance to 710 groups
Community Planning

Driving innovation from community managed facilities, not Council committee rooms – Locality Partnerships represent the biggest power-shift in local democracy for generations. North Ayrshire Community Planning Partners embarked on a radical approach where our communities co-designed, co-produced and co-delivered our approach to Locality Planning. This deep involvement of communities in co-creation of the Locality Partnerships has resulted in the powerful combination of identifying local needs and understanding the importance of increasing equity by pro-actively targeting resources and activity.

As a result of this work and the positive impact on communities, the 2017-18 budget included significant levels of investment in this community empowerment including a £3.162m Community Investment Fund and the establishment of a Community Empowerment Unit.

DigiDabble

DigiDabble is an innovative alternative to traditional library provision. We recognised that the traditional Saturday audience had flagged and, when opening hours were reduced, we wanted to fight back with an irresistible digital offer. The pop-up all-day Saturday opening provides a focus on family learning - exploring new technology.

DigiDabble provides a toolbox made up of different software packages, a 3D printer, robotic kits, virtual reality, gaming and coding. People who have come along were attracted by the new digital tools and a chance to try something new. The YouTube video How DigiDabble is Making a Difference in North Ayrshire (https://youtu.be/FrqL-i2m068) tells the story. DigiDabble recently won the 2017 Edge Digital Library Award.

97.9% of participants accessing learning have improved confidence, knowledge and skills
Approaches to youth engagement and participation are well established in North Ayrshire. The Joint Cabinet model is a shining example of young people and key decision makers collaborating to improve outcomes. It is clear that this has already resulted in changes to policy and services as a direct result of this involvement.”

Young Scot.

Key Achievements

Empowering our Young People

We delivered Scotland’s largest-ever online participatory budgeting exercise exclusively for young people. Applications for funding awards of up to £1,500 were received from 130 groups and £60,672 was distributed to youth projects.

North Ayrshire’s excellent youth work was recognised at the YouthLink Scotland Awards in March with three awards for Inspirational Leadership, Volunteer Youth Worker of the Year and Full-Time Youth Worker of the Year.

Attracting Tourism to North Ayrshire

We continue to support the Museums Forum which brings together our independent museums sector and the Scottish Maritime Museum. We assisted the Scottish Maritime Museum to deliver Illumination: Harbour Festival of Light, which attracted 15,000 visitors. The first Ardrossan Castle Carnival was successful in 2016 and was held again in June 2017.

442,840 tourist overnight stays in North Ayrshire

1,709,000 visitors to North Ayrshire

During the Scottish Youth Parliament elections, North Ayrshire had four candidates, with 5,184 votes cast over both constituencies.
Ensuring people have the right skills for learning, life and work

74% of primary pupils assessed achieved their expected CfE level in Numeracy.

94.8% of all leavers achieved positive destinations, which remains above the national performance.
Key achievements

- **We have continued to invest in our nurturing approach**, supporting the mental and emotional wellbeing of some of our most vulnerable children. Fifteen primary schools have well established nurture classes, supporting almost 220 children. Sixty six pupils have successfully transitioned back to their classes on a full-time basis, having made measurable progress with their developmental milestones. The expansion of nurturing approaches into our secondary schools is progressing well.

- **As a Scottish Government Attainment Challenge Authority**, we have continued to invest in innovative approaches to close the poverty-related attainment gap. Our Professional Learning Academy (PLA) is fully operational and is having a positive impact on the learning and teaching of both numeracy and literacy in our schools. Performance of pupils at key developmental stages shows that we are beginning to reduce the attainment gap between our most and least deprived learners. This work is a key element of our Fair for All Strategy.

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“**I feel that the nurture room has helped him in lots of ways. Emotionally, confidence, humour, he has come on so much in the last year. Both teachers have been an amazing influence.**”

Parent of child attending a Nurture Class.

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68.49% of leavers attained numeracy at National 5 (SCQF Level 5)

79.35% of leavers attained literacy at National 5 (SCQF Level 5)
The Professional Learning Academy

The Professional Learning Academy (PLA) is a centre of excellence in supporting all those who influence, support, educate, and care for children of North Ayrshire. It was established as part of the Scottish Government’s Attainment Challenge to support staff in closing the poverty related poverty gap. The team benefits from a wealth of experience staff ranging from Early Years, and Primary through to Secondary education, as well as Speech and Language Therapy.

The PLA offers practitioners a wide range of opportunities including, high quality training and support, engagement in professional discussion as well as advice and support to improve learning experiences for children and young people.

The team has achieved an Excellence in Professional Learning Award from the General Teaching Council for Scotland (GTCS). The PLA was recognised for its outstanding culture of ‘Leadership of Learning’. The bold, clear and aspirational vision for the quality of its provision was also highlighted. The PLA team are well respected by the teachers they work with.
The Garnock Community Campus opened at the end of January. The Campus is a state-of-the-art learning environment for three to 18-year-olds, along with a swimming pool and leisure centre.

Our Family Learning Team is enabling us to work in partnership with families to support their child’s learning. A programme of events was designed with the input and support of parents. A range of partners such as Community Connectors, Adult Learning, and Community Learning and Development came together to successfully deliver these learning experiences.

The mental and emotional wellbeing of our children and young people is being supported. Significant work has taken place in partnership with Child and Adolescent Mental Health Services (CAMHS) to better inform mental health referrals made by schools. A counselling service has been established in partnership with Place2Be (a national charity providing emotional support to children). This service is being expanded and enhanced through the employment of our own counsellors.

Over the last year there have been seven positive inspections of our schools carried out by Education Scotland.

77% of children met their developmental milestones at the point of starting primary school.

73% of primary pupils assessed achieved their expected Curriculum for Excellence (CfE) level in Reading.

97.9% of participants accessing learning opportunities have improved confidence, knowledge and skills as a result.
Supporting all our people to stay safe, healthy and active

School of Rugby has seen an increase of 44.7% in secondary school players

6,196 activity sessions were delivered through our Active School programme
We continue building on our successful partnerships providing a co-ordinated response to the health, social and emotional needs of everyone in North Ayrshire. The Health and Social Care Partnership (the Partnership) has 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. The Partnership has also worked with our Education Team to deliver the Children’s Action Plan and with our Housing Services who provide high quality homes. These partnerships add significant value and support the ambitions of our Fair for All Strategy.

An Annual Performance Report has been published by the Partnership which shows what has been achieved and the impact it is having to ensure ‘All people who live in North Ayrshire are able to have a safe, healthy and active life.’ The report can be found on our website at: www.north-ayrshire.gov.uk/Documents/SocialServices/NAHSCP-annual-report-2016-17.pdf

A new housing repairs policy has enabled a 34% reduction in response times to emergencies.

98.35% of non-emergency repairs housing repairs were completed ‘right first time’.

We managed a 30% increase in demand for Care at Home service whilst maintaining our improved Care Inspectorate grades.

93% of service users were satisfied with the Housing repairs and maintenance service.

Ardrossan hostel achieved the highest rating possible from the Care Inspectorate.

We have continued to undertake significant investment within our housing stock including the replacement of windows in 53 homes, new bathrooms in 802 homes, new kitchens in 763 homes, new central heating systems in 481 homes, re-wired 217 homes and new roofs and render on 469 homes.
Key achievements

Housing

🌟 We have increased our house building programme targets from 500 new homes to 750 new homes for delivery by March 2021.

🌟 We have completed the final phase of new homes at Montgomerie Court, Kilbirnie delivering a total of 24 new housing units (16 sheltered units and eight amenity bungalows). We also included a ‘dementia demonstrator’ housing unit, showcasing dementia-friendly design principles.

Supporting people

🌟 Working across the Council, we continue to develop and implement a range of initiatives to mitigate the impacts of welfare reform and prepare for the full service implementation of Universal Credit in November 2017. Our Money Matters Team has supported people to access over £8.2m of previously unclaimed benefits they were entitled to. We have also helped minimise rent arrears among our tenants.

🌟 We have served over 11,800 meals through our out-of-school term-time activity and meals programme and are extending the programme into other community buildings.

Refugees

The Council pledged to provide a safe haven to 100 Syrian refugees over a four-year period. As a result of this humanitarian commitment 63 refugees have now been housed and are integrating well into local communities. The families have been warmly welcomed by local residents with many examples of neighbours offering practical and emotional support in the form of food, clothing and friendship.

“Can’t thank North Ayrshire enough for all they have done for our family”

“Our kids are loving school”

“We feel safe now, thank you”

Over £8.2m income has been generated for Money Matters service users
Key achievements

Community Safety

We continue to work with our Community Planning Partners to increase community safety in North Ayrshire including delivering the environmental pledges within the Fair for All Strategy. The pledges include satisfaction with open areas, neighbourhoods and reducing fuel poverty.

The annual crime statistics have demonstrated improved performance across North Ayrshire in the last 12 months including reducing:

- Racially aggravated crime by 37.9%
- Domestic abuse by 21.7%
- Violent crime has reduced by 0.9%
- Sexual crime has reduced by 1.4%
- Housebreaking has reduced by 31.2%
- Serious assault has reduced by 6.5%

Crime has reduced by

12.6% = 12,459 fewer incidents

100% of Building Warrants issued or determined within six days

100% of food poisoning investigations took place within two days of inquiry

97.7% of high priority pest control requests responded to within one day

Consumer Protection

Our Trading Standards Team have become the first in Scotland to use Consumer Protection legislation to hold a Letting Agent responsible for the deposits they took on behalf of their landlords. Jen Paice, Chief Executive of SafeDeposits Scotland, said: “We greatly value North Ayrshire Council’s Trading Standards work in bringing this case to court and hope that it will go a long way to ensuring the minority of letting agents and landlords who don’t currently comply with government regulations quickly address this.”
Key achievements

Supporting physical activity

🌟 We continue to work with our partners including KA Leisure, sportscotland, and community sports clubs to deliver a wide range of activity programmes. Our School of Sport programme delivers curricular and extra-curricular programmes in rugby, football, basketball and most recently hockey. Clubs are seeing an increase in membership and we are seeing a reduction in childhood obesity.

🌟 The Nurturing Excellence Programme for Sport (NEPS) (a local 2012 Legacy programme) continues to support young local athletes. During the year, 80 athletes were engaged in the programme, including Abby Kane who won a Silver Swimming Medal at the 2016 Para Olympics in Rio. A total of 46 athletes represented Scotland or Team GB across 22 sport and para sport disciplines.

1,540,097 attendances at indoor sports and leisure facilities, 162,524 attendances at outdoor sport and leisure facilities and 353,204 attendances at all pools

436 Duke of Edinburgh Award participants completed a range of physical, expedition, and volunteering tasks totalling 9400 hours on physical activity and 603 overnight camps
Protecting and enhancing the environment for future generations

Over 24km of roads have been repaired

3.7% reduction in the number of households in fuel poverty
Key achievements

Energy Efficiency

We continued to implement our Environmental and Climate Change strategy (2014-17), making significant progress during the year:

- **We reduced CO2 emissions by 9.2%** - a total reduction of 19.2% during the life of the strategy.

- **We contributed to a reduction in energy bills for over 1,000 households and businesses**, helping to alleviate fuel poverty and improve business competitiveness. The latest fuel poverty statistics, published by the Scottish Government, indicate that the level of fuel poor households in North Ayrshire has fallen by 3.7%.

- **We were formally recognised as Scottish Energy Efficient Council of the Year.**

- Twenty nine buildings are now equipped with Photovoltaic (PV) panels and/or Biomass boilers with further plans to install PV panels on 500 Council homes.

- **Our LED street lighting retrofit programme** has installed 13,000 new energy efficient lamps across North Ayrshire and saved £500,000 a year through reduced energy consumption and maintenance costs.

- All newly-built Council homes achieved an Eco Homes Assessment standard of ‘very good’.

99.47% of council dwellings are assessed at or above the appropriate National Home Energy Ratings (NHER) or Standard Assessment Procedure (SAP) rating

We have replaced 500 deteriorated lighting columns

As part of the Litter, Fly-tipping and Dog Fouling Strategy, we have issued 566 Fixed Penalty Notices
A green initiative

We have teamed up with 200 talented University of Glasgow students in an exciting green initiative. The fourth-year Masters of Engineering students are taking part in a ground-breaking six-month assignment that will see them working with local businesses, groups and schools to tackle ‘real world’ engineering problems – which will reduce our carbon footprint.

At the end of the six months, the students will produce a professional-style consultancy report, presenting solutions to the key eco-challenges facing North Ayrshire. The students are grappling with issues such as addressing Fuel Poverty, Sustainable Commercial Energy, Promoting Circular Economies and Sustainable Infrastructure.

Student Alen Cheong visited his old school Kilwinning Academy to check out their Biomass boiler and newly-installed solar panels. He said: "Our project is focussing on Kilwinning and the commercial, sustainable side of the town. Coming back to my old school has been a real help and given me an opportunity to see how the new infrastructure at the school operates. The project brings a reality to our course and it’s definitely beneficial to our development. It gives us that practical experience and a chance to draw up plans and bring them to fruition. Hopefully we’ll be able to help the local community as well."

Our pool of low and zero emission vehicles have covered over 160,000 miles

88.3% satisfaction with our waste management service (the national average is 83%)
Key achievements

Infrastructure

We have completed improvements to cemeteries at Ardrossan, Stevenston, Lochranza, West Kilbride and Largs.

Audit Scotland identified the Council as having the fourth most improved Road Condition Index in Scotland despite having its 13th largest budget reduction.

Waste and Recycling

We maintained our position as one of the best recycling Councils in Scotland by recycling 55.3% of all household waste collected.

Working in partnership with Cunninghame Furniture Recycling Company we diverted 138.7 tonnes of material from landfill, provided 16 training and employment opportunities and supported residents to secure low cost high quality home furnishings.

CASE STUDY

Streetscene Environmental Enforcement Team

The Streetscene Environmental Enforcement Team was established in April 2016. Our team of five patrol the area, monitor dumping ‘hotspots’ and issue fixed penalty notices when people are caught leaving a mess. Over the year, 566 fixed penalties have been handed out up from 32 in the previous year. The team has also reported multiple offenders to the Procurator Fiscal for consideration of prosecution.

80% of residents are satisfied with the standard of street cleanliness compared with the national average of 74%
Supporting our Priorities

Through having sound financial plans and a clear focus on what our customers and communities need, we can work to ensure that our priorities can be met. We also need good governance, good communication, and most importantly, highly-motivated staff who work well together.

Our Change and Transformation Programme focuses on adapting the way we deliver services to ensure we are equipped to respond to future challenges balancing increasing demand for services with reducing budgets. Transformation projects have included:

- Property rationalisation: We have been reviewing the property we own and use to ensure we have the right buildings, in the right places, for serving our customers. We have been making changes to our property portfolio to ensure best value and improve customer service.

- Mobile Working: Working in the 21st century, we have been using new technology to allow our staff to work more flexibly and be more responsive to our customers.

In 2016, the change programme has helped to deliver £13.8m of budgeted savings. Since 2010, the programme has contributed to a total of £73m of savings.

89% of Freedom of Information requests responded to in 20 working days

92.96% of invoices sampled were paid within 30 days

90% of Council-Wide Stage One (Frontline Resolution) Complaints handled on time

92% of Council-Wide Stage Two (Investigations) Complaints handled on time
Key achievements

- New public Wi-Fi has been installed into Largs, Kilwinning and Saltcoats Libraries and the ground floor of Cunninghame House.

- Streamlining of processes within Council Tax has helped to reduce processing times, improve the customer experience and drive efficiency. We have also increased the take up of the e-bill for Council Tax.

- We are increasing our use of digital media to reach more people. During the year, we led a digital marketing campaign for the count down to the opening of The Portal and Townhouse, and created a blog, marketing materials and online content for the Save our Ferry: Keep it A to B campaign.

- The Provost’s Civic Pride Awards Charity Dinner raised over £17,000 for local charities.

- We retained the Healthy Working Lives Gold Award demonstrating our commitment to improving the health and wellbeing of our staff.

- We secured Investors in People Platinum Accreditation for Housing Services, the first council in Scotland to secure this award.

- We secured the Gold Standard for Tenant Scrutiny Accreditation, the first Council in Scotland to achieve this standard.

- We retained Customer Service Excellence accreditation for the Concierge Service.

Online activity has seen us build the corporate twitter account to a following of over 14,700
Our Corporate Fraud Team investigates allegations of fraud within and against the Council. During 2016-17, the team received 15 referrals which involved employees and 539 referrals across a range of services including Council Tax, Housing Tenancies, Blue Badges and the Scottish Welfare Fund. Every allegation received by the team is investigated and action taken as appropriate. This can include financial recoveries, disciplinary action and onward referral to the Police or Procurator Fiscal.

Cases investigated by the team resulted in around £35,000 of recoveries as well as ongoing cost reductions of around £21,000.

Our neighbours, East Ayrshire Council, recognised the good work which was being carried out by our Corporate Fraud Team and we now provide services to them.
2016-17 Performance Indicators

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:


How we spend your Council Tax

Monthly spend of £115.20 per household based on Band D
What do you think?

Please take a few minutes to tell us what you think about this Annual Report by completing our short questionnaire. This can be found online at www.surveymonkey.co.uk/r/CMW68QK

Alternatively you can print and complete this page and return to:
Policy and Performance, Democratic Services, Cunninghame House, Irvine KA12 8EE

Call us on 01294 324140 or email us at: northayrshireperforms@north-ayrshire.gov.uk

We will use your feedback to improve future publications.

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.