



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Proud to be **apse** Overall Council of the Year 2017

Economy and Communities

Directorate Plan

2018 Update

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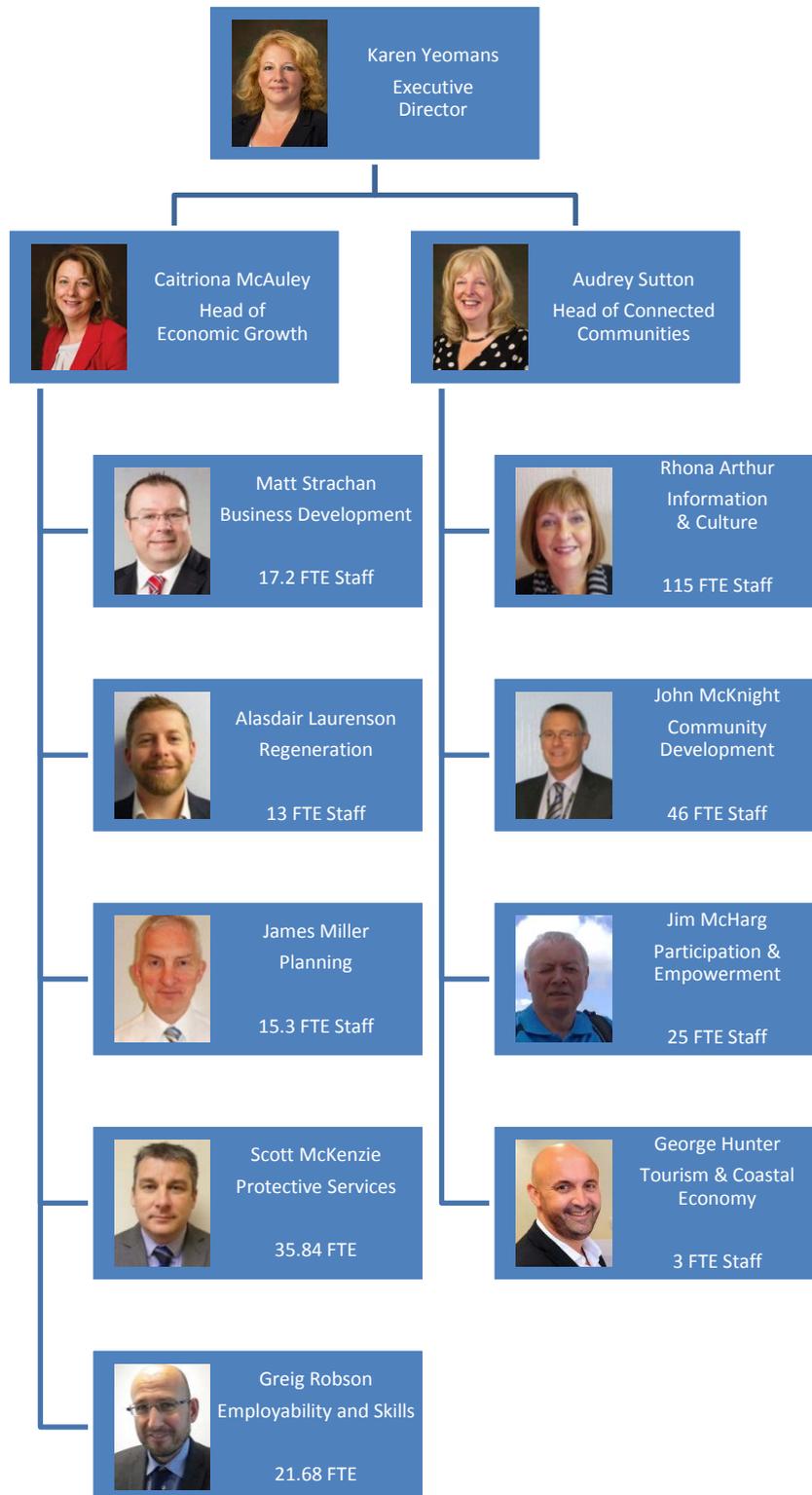
Focus. Passion. Inspiration.



Contents

1	Directorate Structure.....	3
2	Foreword.....	4
3	Our budget and how we intend to spend it.....	6
4	Key drivers for our services.....	8
5	Directorate Priorities	9
5.1	Economy and Communities Directorate Priorities	10
6	What we do.....	11
6.1	Economic Growth Service.....	11
6.1.1	Business Development	11
6.1.2	Regeneration	12
6.1.3	Planning Service.....	13
6.1.4	Protective Services	13
6.1.5	Employability and Skills	14
6.1.6	Key Strategies	14
6.2	Connected Communities Service.....	16
6.2.1	Community Development.....	16
6.2.2	Community Empowerment and Participation	16
6.2.3	Information and Cultural Services	17
6.2.4	Tourism and Coastal Economy	18
6.2.5	Strategies	18
7	Our Improvement Journey	21
8	Improving Children's Outcomes	21
9	Managing our Risks	23
10	Equalities	23
11	Workforce Planning.....	25
12	Delivery.....	26
12.1	Performance Indicators.....	26
12.2	Actions.....	32
12.3	Appendix A - Risks.....	41

1 Directorate Structure



2 Foreword

Welcome to the Economy and Communities Directorate Plan 2018 Update

Economy and Communities is an ambitious and exciting directorate pivotal to North Ayrshire building its standing as the fastest growing economic area in Scotland. It is nationally recognised for the excellence of its locality planning approach.

Importantly, Economy and Communities recognises and shares the Community Planning Partnership's (CPP) overarching themes, which shape how we go about our business. Early intervention and prevention, community empowerment and increasing equity are at the heart of everything we do.

North Ayrshire Council with East and South Ayrshire Councils is a Pathfinder for Regional Partnerships, as part of the Scottish Government Ministerial led Enterprise and Skills Review. The outcome of this could have a major impact on how we deliver economic development services across Ayrshire in the future.

Our first key focus is on securing the Ayrshire Growth Deal with East and South Ayrshire Councils to further develop and build on the success of the area's key industries – including Aerospace and Space, Life Sciences and Manufacturing – while providing the infrastructure and support to make our businesses even more innovative and international in their outlook. With the aim of attracting further investment and job creation, Irvine Enterprise Area has seen significant investment of over £10M and will see a further £5m investment through Tax Incremental Finance from 2018.

We have published our Main Issues Report as part of our preparation of the Local Development Plan 2.

At the centre of our marine tourism proposals proposal is a Coastal Corridor which will include development at Irvine Harbourside and the Ardeer Peninsula and a Maritime Quarter at Ardrossan Harbour.

We are working with the Economic Development and Regeneration (EDR) Board on implementing our refreshed EDR Strategy. The sector leading Team North Ayrshire's partnership approach is key to ensuring we are offering the best business support. Our International Strategy is supporting our businesses to access international markets and striving to attract global businesses. Our new Social Enterprise Strategy has been launched, we have a new Steering Group and the resources are now secured that will boost delivery this year.

We are passionate about inclusive growth, where all sections of our community can benefit from economic growth. We will conclude our work with Scottish Government on the Inclusive Growth Diagnostic and start to work with East and South Ayrshire Councils on rolling this out.

We continue to deliver first class services across the directorate. Phase 1 of the Quarry Road regeneration project in Irvine town centre was completed in March 2018 and a second phase comprising sports facilities will commence later this year, as will the improvement of the Irvine High Street public realm.

Our second key focus is Community Empowerment through our partnership working with communities. This can be seen in the CPP and Cabinet support for our-Locality Partnerships. We are continuing our work to develop a Poverty Challenge Fund and a Community Food Plan both of which will make a significant contribution to the development of the pledges as set out in the Community Planning Partnerships new equality strategy, Fair for All. Our inspiring community and youth participatory budgeting events have secured further funds. A £3.1m Community Investment Fund and the Community Empowerment Unit will ensure that our communities are fully involved with decisions on their futures. They now have opportunities to be equal partners in identifying local priorities.

In 2018 we are celebrating the Year of Young People and our approach is focused on establishing both a rich programme of events and a lasting legacy of community empowerment.

With our industry partners we are co-designing sustainable marine tourism through our Coastal Corridor initiative. Our coastline, leisure and heritage is outstanding and we believe we have the potential to rival world marine tourism leaders and provide opportunities for the benefit of residents and visitors. Following the success of the both the Aberdeen Asset Management's Scottish Open Golf and Ladies Scottish Open Golf in 2017, we are working with partners to secure future events.

We're excited by the progress we've making on key priorities and very much looking forward to working with our partners in business, communities and across the Council to deliver these.

Karen Yeomans
Executive Director

3 Our budget and how we intend to spend it

FIGURE 1: REVENUE

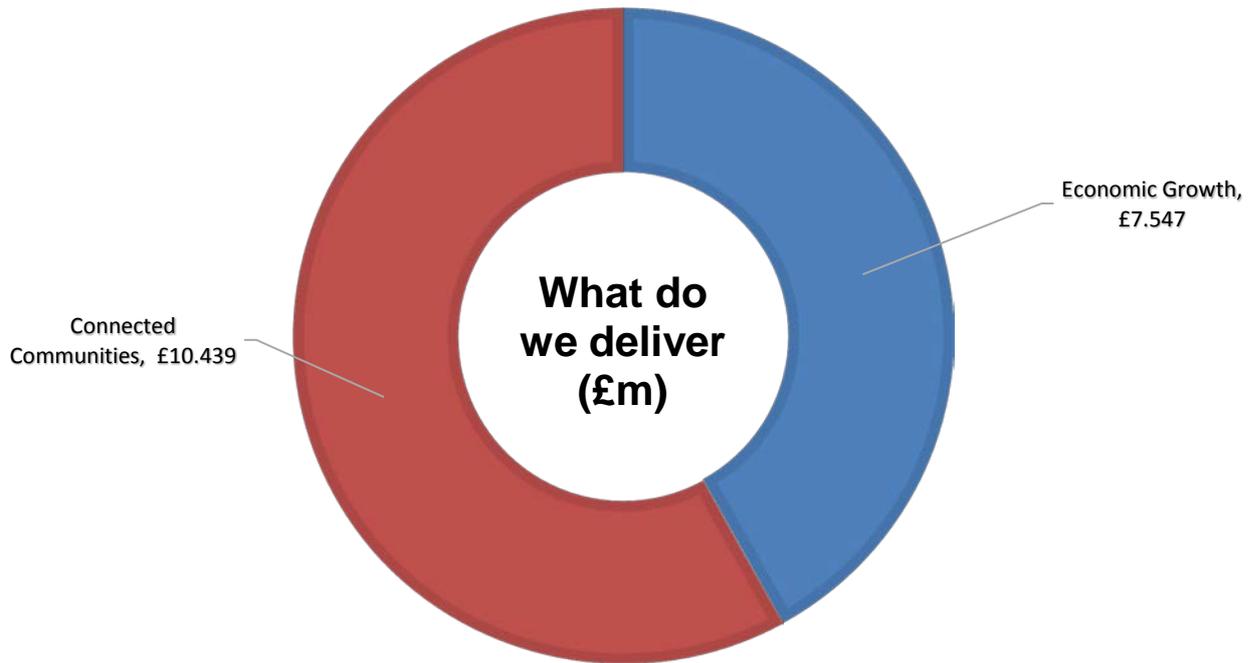
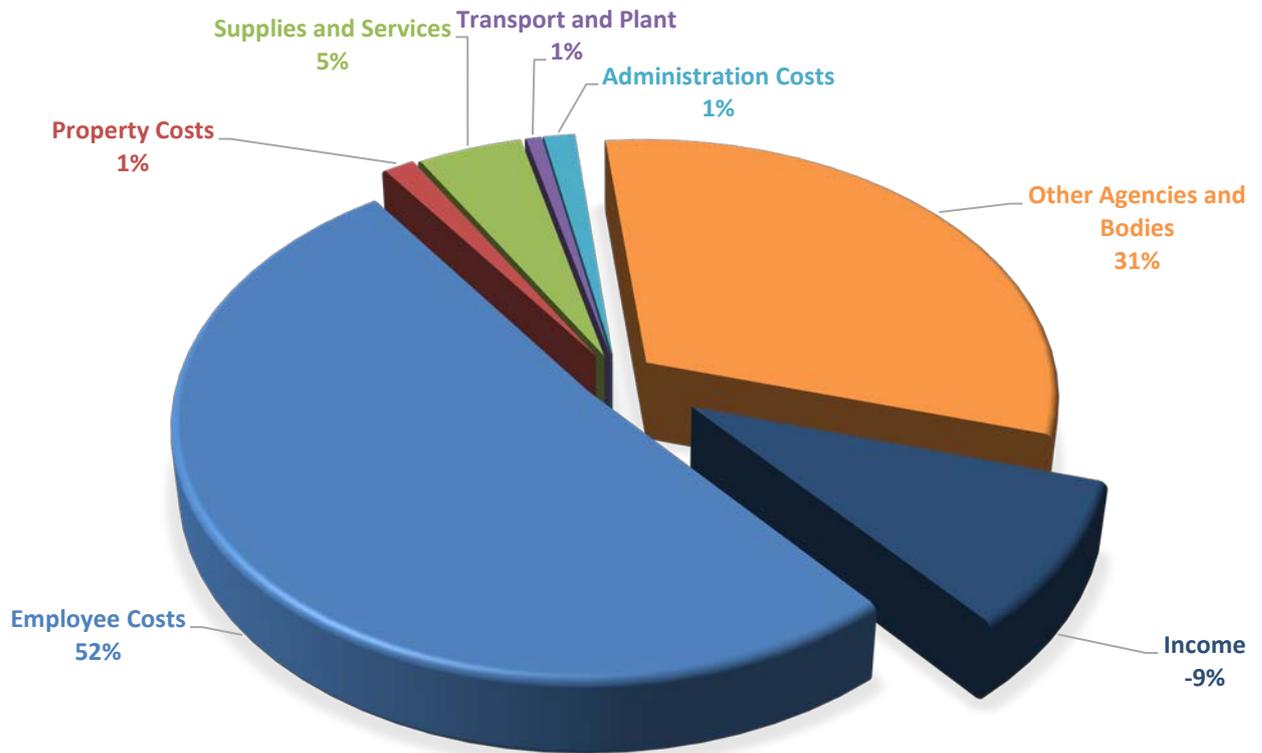
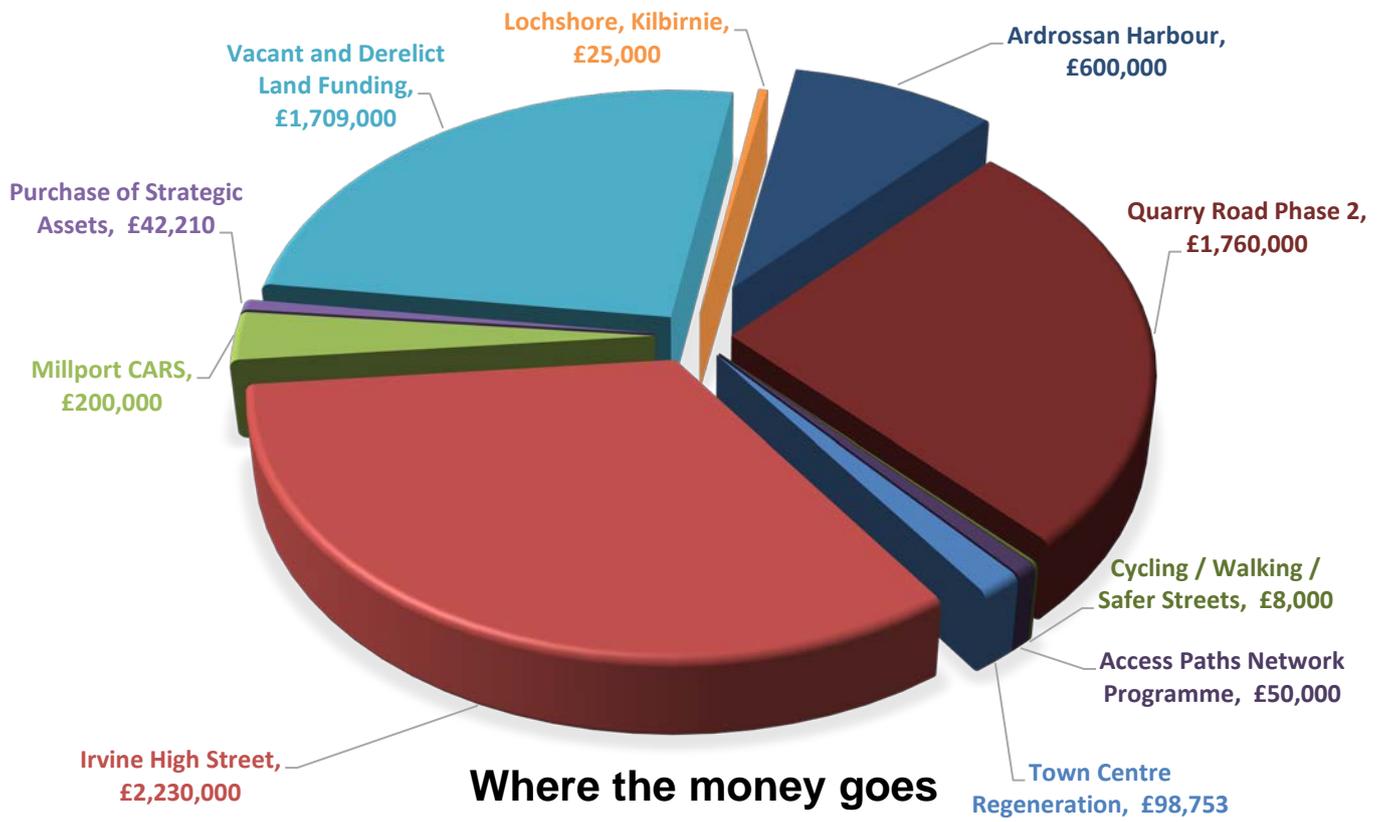


FIGURE 2: REVENUE



Where the money goes

FIGURE 2: CAPITAL



4 Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by the directorate on a day to day basis. The strategic drivers which influence the work of the directorate are wide ranging but in the main relate to tackling our significant issues of unemployment and inequality through a range of measures- see Section 6 for further details. The Community Empowerment (Scotland) Act 2015, has significant implications for the governance and operation of CPPs and the role played in local government by communities.

The uncertainty in relation to the national economy and how this will affect North Ayrshire has an impact in terms of resourcing and statutory income generation mainly relating to the construction industry.

A poor economy risks an increase in less expensive, sub-standard goods and services which has an impact on the council's Trading Standards service in relation capacity and resources.

The following legislation and guidance is likely to have an impact on service delivery:

- Scotland Bill
- Government Economic Strategy
- European Youth Strategy 2014-20
- Scottish Government Regeneration Strategy 2015
- European Union Financial Compliance Framework 2017
- Local Government (Scotland) Act 2003
- Planning (Scotland) Bill – draft stage
- Community Empowerment (Scotland) Act 2015
 - Including guidance on asset transfer and participation
- Children and Young People's Bill 2014
- Land Reform (Scotland) Act 2003
- CLD Regulations 2013
- National Youth Work Strategy 2014-19
- Statement of Ambition for Adult Learning 2014-2019
- Active Scotland Outcomes and sportscotland Corporate Plan 2015-2019
- Curriculum for Excellence Implementation Plan
- The National Gaelic Language Plan 2012-17
- Invest in Youth 2015
- Developing Scotland Young Workforce

5 Directorate Priorities

This Plan identifies how we will contribute to achieving the Council's mission 'To improve the lives of North Ayrshire people and develop stronger communities' and our vision 'To be a leading organisation defined by excellent and innovative services'. The plan also outlines our six key priorities for the next three years and how we will support our people to deliver on these. The plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve.

A full list of our performance indicators and actions can be found in section 12.

5.1 Economy and Communities Directorate Priorities

Economy and Communities Directorate

To be the best at what we do in Scotland

Strategic Outcomes 2016-19

Healthy, Working Communities

Support 4000 jobless people with opportunities, training, education and support towards work.

Vibrant Places

North Ayrshire is the place for families to live, visitors to enjoy and business to invest.

Growing Business

Support new and growing business to create 1000 new jobs by April 2019

Investment

- Ayrshire Growth Deal projects
- Secure Government funding
- Develop strategic investment sites
- Develop inward investment proposition
- Develop Ayrshire Export Partnership
- Making Waves Action Plan

Locality Planning

- Community Empowerment Unit
- Developing & Supporting Locality Partnerships
- Community Investment Fund
- Community Engagement & Participatory Budgeting
- Local Development Plan 2
- Active Communities
- Community Food Plan

Inclusive Growth

- Inclusive Growth Action Plan and Better Off North Ayrshire
- Social Enterprise Strategy
- Employability Skills Pipeline and Employability Hubs
- Co-hub development
- 270 Council Apprentices
- Poverty Challenge Fund
- Digital inclusion
- Fair for All

Service Transformation

- Regional Partnership for Economic Development Services
- Connected Communities realignment to localities
- Child Centred Council
- Year of Young People

Best in Class – the 2020 challenge

- Implementing Active Communities
- Develop place-based working and town centres
- Benchmarking results
- National Indicators
- Awards
- Attract, develop and support international events

Essential Ingredients

- Employee Engagement
- Leadership
- Financial Management
- Customer satisfaction and Stakeholder perception
- Communication
- External Funding

6 What we do

The directorate provides a wide range of services through nine integrated delivery areas led by Caitriona McAuley – Head of Economic Growth and Audrey Sutton – Head of Connected Communities, designed to deliver increased benefits to our customers through increased synergy and impact among these services.

6.1 Economic Growth Service

6.1.1 Business Development

The Business Development team looks to support local businesses and potential investors. The service is responsible for designing a demand led offer for business to help realise growth within the economy and increase sustainability. The service takes direction from The EDR Board and delivery is seen via the Team North Ayrshire Approach.

Team North Ayrshire is a public and private collaboration that is focused on developing the best support for business in Scotland. Partners collaborate to develop demand led support to help the business base realise their growth aspirations. The partnership develops regionally specific offerings to suit business need in areas including exporting, mentoring, skills, business improvement techniques etc.

The service has a specific remit to deliver the Business Gateway service as well as support businesses through financial mechanisms including Business Loans Scotland and other grant provision.

The service also leads on specific sector development including engineering, manufacturing, life sciences and social enterprises.

Main activities are:

- Lead the development of Team North Ayrshire offer for supporting business;
- Develop the International Strategy to support business access to wider markets and to assist with attracting investment and jobs to North Ayrshire;
- Nurture innovation within North Ayrshire businesses;
- Support early stage growth;
- Social Enterprise Development;
- Deliver Business Gateway in North Ayrshire;
- Lead on development of sector support to business including Engineering, Manufacturing, Tourism and Life Sciences;
- Delivery of loans to business via Business Loans Scotland.

6.1.2 Regeneration

The Regeneration Team is responsible for: leading the Ayrshire Growth Deal within NAC; developing and regenerating the economy and communities of North Ayrshire by creating the conditions for new investment and employment; the promotion of physical regeneration projects; Irvine Enterprise Area; our town centres; the development and implementation of area based regeneration plans in partnership with our communities; and, securing external funding. The team also are responsible for Active Travel and Transport Strategy, the implementation of active travel and transport investment projects and the administration of the Roads Construction Consent process. Main activities are:

- Promote the Ayrshire Growth Deal including the implementation of AGD projects further to approval of business cases by Scottish and UK Governments;
- Secure additional investment in the Irvine Enterprise Area through the Tax Incremental Finance mechanism;
- Submit final bid to Innovate UK for a Medicines Manufacturing and Innovation Centre within the Irvine Enterprise Area;
- Develop the masterplan and business case for investment in Ardrossan Harbour with Peel Ports Ltd in support of the Ardrossan to Brodick and Campbeltown ferry services and to accommodate the new Arran ferry vessel;
- Develop proposals for investment in Ardrossan North Shore with Peel Land and Property as joint venture partners and utilising sources of external funding such as Vacant and Derelict Land Fund and Sustrans;
- Implement significant physical regeneration projects including Irvine High Street public realm, Quarry Road phase two and the redevelopment of Brodick Harbour (phase two);
- Develop the Lochshore and Stoneyholm Mill major regeneration projects within the Garnock Valley alongside partners including Scottish Enterprise, Central Scotland Green Network and Big Lottery. This will include confirmation of a mechanism for delivery and management of the Lochshore site;
- Work with landowners and national agencies to promote the Hunterston site;
- Market land at Montgomerie Park, Irvine to secure additional housing development and land receipts in support of the delivery of a new primary school within the Montgomerie Park site;
- Develop proposals for housing development on strategic housing sites owned by the Council including Ardrossan North Shore and Irvine Harbourside;
- Promotion and delivery of local regeneration projects including the Kilbirnie and Millport Conservation Area Regeneration Schemes, Largs Promenade and the Garrison House Masterplan;
- Implement active travel and transport projects as set out in relevant strategies including the promotion of strategic active travel projects with partners including Sustrans and Strathclyde Partnership for Transport. Strategic projects include Irvine High Street, Ardrossan Harbour/North Shore, Irvine Harbourside and the Coastal Connections Project.

6.1.3 Planning Service

The Planning Service is responsible for: statutory and informal advice and guidance on sustainable economic development and land use; the protection and enhancement of the natural and built environment, through the implementation and enforcement of the Planning Acts and associated legislation. The Service is also responsible for the production of the North Ayrshire Local Development Plan, Digital Strategy and Connectivity. Main activities include:

- Manage the implementation of the Local Development Plan (LDP) and other regeneration activities through the determination of planning applications;
- Engage with Locality Planning Partnerships to improve alignment of community planning and spatial planning;
- Engage with partners to deliver the Clyde Marine Plan;
- Protect the local built and natural environment through the investigation of potential breaches of planning control and the monitoring of ongoing developments;
- Engage with landowners and developers to help unlock stalled sites;
- Process all planning and related applications as effectively as possible to maintain the Council's position as Scotland's top ranking Planning Service;
- Promote the findings as set out in the main issues report as part of preparation of LDP 2 publication;
- Work with community planning officers to undertake a charrette for Ardrossan, Saltcoats and Stevenston, to shape LDP 2 and community action plans;
- Lead a Delivery Development corporate working group to manage the impact of future housing development on infrastructure – particularly the education estate;
- Undertake an annual audit of available housing land and maintain an effective supply of housing land;
- Implement a simplified planning zone at Montgomerie Park, Irvine to stimulate house-building activity in North Ayrshire, as part of Scottish Government pilot scheme.

6.1.4 Protective Services

Protective Services is responsible for Building Standards (health, safety, welfare and convenience in and around buildings and structures; energy efficiency; enforcement in relation to dangerous buildings and the Council's Corporate Land and Property Gazetteer); Environmental Health (food safety, health & safety, pollution control, public health, port health, pest control and dog wardens); and Trading Standards (legal compliance amongst businesses for the goods and service they provide, along with animal welfare standards). Main activities include:

- Managing the determination of Building Warrant applications and Completion Certificates and associated site verification inspections;
- Undertaking statutory inspections, sampling, complaint investigations; provide advice and interventions to protect public health and deal with pests; reduce pollution; ensure Food Safety, safeguard the hygiene of food premises and the Health & Safety welfare of workplaces;
- Providing advice and enforcement to businesses and suppliers in relation to legal compliance in a variety of sectors.

6.1.5 Employability and Skills

Employability and Skills is responsible for designing, delivering and managing services to provide advice, guidance and support to individuals to gain and retain employment. The team's services also support the business team to achieve their purpose of meeting business skills' needs. The Employability Team also manage the Council's Modern Apprenticeship programme, the development and management of a network of Employability Hubs, the provision of socio-economic reports and leading the Council response on Welfare Reform. Most recently the team has developed and managed the "Better off North Ayrshire" financial inclusion service. Main activities include:

- Further develop the services in Employability Hubs in Stevenston, Kilbirnie and Ardrossan and a new hub at Fullarton;
- Remove barriers to employment through contracted provision;
- Management of "Better off North Ayrshire" financial inclusion programme;
- Support employers with recruitment incentives;
- Manage the Councils Modern Apprenticeship programme

6.1.6 Key Strategies

The Economic Growth Service has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Business Development & Support				
International Strategy	Active FDI Location with top position within Scotland	2014/15	2018	Annual
	Greater Glasgow's back office and life sciences hub	2014/15	2020	Annual
	Increased export activity	2014/15	2018/19	Annual
Innovation Strategy	To increase innovation and R&D activity within business base	2015	Ongoing	Annual
ED&R Strategy Refresh	Development of Business Competitiveness	2016	2019	Annual
Social Enterprise Strategy	Supports the growth and development of the Social Enterprise sector in North Ayrshire	2016	2019	
Regeneration				
ED&R Strategy Refresh	Increased employment and inward investment	2016	2019	Annual
Irvine Vision	Vision for the future of Irvine and framework for community involvement/ action	2015	2025	
Vacant and Derelict Land Strategy	To secure the redevelopment or improvement of vacant and derelict land	2014		

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Local Transport Strategy	To set out the strategic actions for improved transport connectivity and modal shift within North Ayrshire	2015	2020	2020
Naturally Active North Ayrshire	To provide the strategic direction and vision for outdoor access and active travel	January 2015	January 2020	January 2020
Planning				
Locality Plans	To align community plans with spatial plans	2017	Ongoing	Ongoing
Clyde Marine Plan	To provide the marine framework for future development of the Clyde Coast	2017	Ongoing	Ongoing
Local Development Plan	To provide the land use framework for future development of North Ayrshire	2014	2019	By 2019
Protective Services				
Joint Health Protection Plan	Ensure resilience in responding to public health incidents	2016	2018	
Private Water Strategy	Ensure the safety and improvement of private water supplies	2016		
Scottish Regulators Strategic Code of Practice	Achieving sustainable economic growth within the regulatory frameworks	2015		
Employability & Skills				
Developing Scotland's Young Workforce	Positive destinations and careers for young people	2013	ongoing	Annual
Welfare Reform	Support to secure employment for those affected by Welfare Reform	2013	ongoing	Quarterly
Economic Development and Regeneration Strategy Refresh	Meeting Business Needs for skills	2016	2019	Annual
Fair for All	Deliver on our Inclusive Growth Pledges including increasing female employment and opportunities for disabled people.	2016	2031	On-going

6.2 Connected Communities Service

6.2.1 Community Development

Community Development works to ensure that individuals and groups, including young people, have the rights skills and opportunities to participate fully in their communities and to develop and promote citizenship, health, sport, well-being and civic pride. This includes opportunities for volunteering and to develop leadership skills. Main activities include:

- Continue to implement Active Communities Strategy 2016-2021 and Framework Plans;
- Align—sports development and Active Schools with KA Leisure to ensure better outcomes for schools and communities;
- Develop Community Sport Hubs;
- Refresh the Sports Facilities Strategy 2016-2021;
- Contribute to raising attainment in schools through participation in physical activity, sport, dance and drama;
- Develop and deliver the key priorities for children and young people, which are youth work, participation, citizenship, outdoor education and learning, including locality youth forums, European partnerships, and celebrating the Year of Young People 2018;
- Work with the third and voluntary sector to develop service provision in partnership with our communities;
- Support for locality partnerships;
- Contribute to develop the Arran Outdoor Education Centre.

6.2.2 Community Empowerment and Participation

Community Empowerment and Participation supports the development of Community Empowerment through Locality Planning for the Community Planning Partnership, leading implementation of the Community Empowerment (Scotland) Act and the roll-out of Strategic Learning Plan. This includes opportunities for community enterprise, inclusive growth, the CPP's Fair for All Strategy and participation in local democracy and community activity. Main activities include:

- Develop the Community Empowerment Unit;
- Inform the Local Governance Review;
- Develop the locality approach, including participation and empowerment, which is key to ensuring that communities play a central role in Local Development Planning, placemaking, taking part in charrettes and shaping local priorities. Connected Communities will play a key role in the development of community networks to ensure full local participation in the development of locality plans;
- Support for locality partnerships and the development of locality plans;
- Co-design and roll-out with Communities processes to distribute the Community Investment Fund;
- Work with partners to realign Connected Communities' services to localities;

- Work with the North Ayrshire Federation of Community Organisation (NAFCO) and partners to review community facilities;
- Ongoing support for Community Councils;
- Continue to develop Participatory Budgeting and support the development of mainstreaming Participatory Budgeting so that residents have a real say in shaping services;
- Work in partnership with the third and voluntary sectors to identify more effective ways of delivering relevant services at a local level, including work with community associations;
- Deliver the Strategic Learning Plan, which includes literacy and digital participation;
- Promote, support and champion requests for Asset Transfer;
- Promote, encourage and support Participation Requests;
- Work with partners to develop access to the Poverty Challenge Fund;
- Work with partners to improve food security through food mapping and a North Ayrshire Food Forum
- Work with partners to deliver the CPP's Fair for All Strategy.

6.2.3 Information and Cultural Services

Information and Cultural Services add value to people's lives through participation in libraries, culture and the arts, heritage and museums, community facilities such as Saltcoats Town Hall, Irvine's Townhouse, local community centres and Eglinton Country Park. This includes literacy, digital participation, children's literacies and arts as well as health and wellbeing and play. These services offer opportunities for life-enriching volunteering, digital skills, nurturing the creative industries and link strategically to employability, tourism, community and individual development and the health and wellbeing agenda. Main activities include:

- Develop and deliver library services to support reading and literacy development, digital participation, lifelong learning and access to business community and health information, based on neighbourhood local requirements;
- Realign service delivery to localities.
- Develop and deliver a cultural strategy and Place Partnership with Creative Scotland;
- Continue to develop Irvine Townhouse, the Portal and Saltcoats Town Hall as community venues;
- Further develop community facilities such as halls and centres in partnership with NAFCO;
- Manage the CARIS childcare information service for Ayrshire, children's literacies, play and parenting;
- Develop and deliver culture and the arts to widen participation and understanding and nurture networks to support local artists and creative industries;
- Develop and deliver heritage and museums with partners and to widen understanding and participation, as well as conservation and promotion;
- Develop Eglinton Country Park through a Master Plan and contribute to Local Biodiversity Action Plan outcomes; and
- Continue to implement the North Ayrshire Gaelic Language Plan.

6.2.4 Tourism and Coastal Economy

Tourism and Coastal Economy will develop a new tourism approach which establishes a North Ayrshire focus on marine and coastal tourism opportunities while continuing to develop a pan-Ayrshire collaborative approach to marketing and promotion and major projects through the Ayrshire Growth Deal. The team supports and promotes the local tourism industry and events to develop places where people are proud to live and visit. This includes engaging with and consulting our residents and visitors to ensure services and activities are focussed on their needs. Main activities include:

- Further develop the North Ayrshire and collaborative pan-Ayrshire tourism approach with the Ayrshire Industry Tourism Group;
- Establish and promote our Coastal Corridor linking investment projects at Irvine Harbourside and Ardeer peninsula, a Maritime Quarter at Ardrossan Harbour and Making Waves, our marine tourism strategy;
- Support investment in key tourism infrastructure and facilities, supporting a world class marine and leisure infrastructure, including maritime mile and coastal walk;
- Continue to promote the events strategy and forum;
- Work with partners to secure major events such as the golf events at Dundonald in 2017;
- Work with partners to develop a signature event for the region
- Develop business support initiatives through Team North Ayrshire, with a specific focus on supporting tourism businesses to innovate, improve productivity and work together to deliver growth for their business
- Review and implementation of the most effective approaches to service delivery to ensure support for the sector;
- Manage a programme of engagement and consultation with residents and visitors to ensure services and activities are focussed on their needs;
- Work in partnership to develop and implement the Clyde Island Renaissance.

6.2.5 Strategies

The Connected Communities Service has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Information & Culture				
Library Strategy	Improved library experiences; Increased customer satisfaction	2014		Annual

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Cultural Strategy	Increased cultural participation locally; Improved access to information and skills for participants; Increased confidence and sense of connection to place.	Under development		
Eglinton Park Master Plan	Improve the ambition and sustainability, including infrastructure, of Eglinton Park visitor attractions	2015	2020	Annual
Play Strategy	Develop and promote play in North Ayrshire, including building the capacity of partners	2006		Annual

Community Development and Community Empowerment and Participation

CLD Regulations 2013	Ensuring communities—particularly the disadvantaged – have access to the CLD support they need; Strengthening co-ordination between the full range of CLD providers, ensuring that CPPs, local authorities and other providers of public services respond appropriately to the expectations set by the CLD plan.	2013		
National Youth Work Strategy 2014-19	Ensuring young people have the best opportunities to participate in society	2014	2019	
Statement of Ambition for Adult Learning	Ensuring young people have the best opportunities to participate in society	2015	2019	2018
Community Empowerment (Scotland) Act and associated guidance	Communities are empowered to boost local democratic participation, increase confidence and skills among local people	2015		

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
North Ayrshire Community Learning and Development Plan	Improved life chances and stronger more resilient communities	Sep 2015	2018	2016
Community Asset Transfer Strategy	Building the capacity and confidence of community organisations and groups to explore the potential to undertake local management of community buildings and facilities			
North Ayrshire Active Communities Strategy 2016-2021	Opportunities – to continue to promote and provide opportunities for participation in regular physical activity and sport for the community of North Ayrshire.	2016	2021	2018
North Ayrshire Council, sportscotland Partnership Agreement 2015 - 2019	Ensuring there are more and higher quality opportunities to participate in sport	2015	2019	2017
Fair for All	Increasing equity in North Ayrshire	2016	2031	On-going

Tourism/Visitor Economy				
ED&R Strategy	Refreshed North Ayrshire approach to marine and coastal tourism	2017	Ongoing	
North Ayrshire Tourism Action Plan	North Ayrshire action plan and pan-Ayrshire collaborative approach	2017	Ongoing	
Awakening the Giant – Marine Tourism Strategy for Scotland	Framework for marine tourism developments	2015	Ongoing	

7 Our Improvement Journey

We believe in continual improvement and constantly look to develop what we do for the community. We also strive to provide value for money.

We constantly look to develop our services in partnership with our communities and external organisations. The directorate has enabled 150 staff and CPP partners to be trained by the Consultation Institute to help embed an effective consultation culture to ensure our communities' views are listened to and acted upon. We have also improved through participation in the Health and Social Care Partnership's Community Engagement Training and the Education and Youth Employment Directorate's Tapestry partnership training programmes.

As well as self-assessment through the utilisation of EFQM and PSIF frameworks, we undertake a range of audits and self-assessments by external bodies. For example, the May 2017 HMIE Inspection of Learning and Development in the Three Towns. The directorate is contributing to a council-wide internal PSIF assessment and preparing for a future Best Value Audit.

Staff engagement has a significant impact on productivity and maintaining skills as well as encouraging innovation. As a directorate we continue to work with our teams to ensure staff feel valued and their voices are heard through our Engagement Survey, Engagement Forum and Suggestions and Questions initiative.

In addition, to ensure we are working as efficiently as possible, the directorate utilises Lean Six Sigma tools to examine and improve processes.

8 Improving Children's Outcomes

We are committed to supporting North Ayrshire Council becoming a Child centred council where children and young people are at the heart of everything we do.

Significant research including from the Joseph Rowntree Foundation highlights that many factors can contribute to improving outcomes for children and young people and, as such, activity by one or two services within the Council is unlikely to succeed. All Directorates therefore have a role to play in improving outcomes for children and young people.

Significant work is already underway across the Council to improve educational attainment, improve health outcomes, support parents and reduce youth unemployment.

The Children's Services Plan highlights four priorities shown in the table below and details several promises on how the priorities will be met.

Economy and Communities helps improve children's outcomes by the following:

Children's Services Plan priority	Supporting Activity	Existing Evidence
<p>Improve how children and young people engage with school</p>	<ul style="list-style-type: none"> ■ Youth Participation and Citizenship Framework ■ LGBT Youth Chartermark ■ Promote access to Modern Apprenticeship scheme ■ Promote outdoor learning through Countryside Ranger Services , including Wild Toddlers, junior Rangers and Teaching Nature programmes 	<ul style="list-style-type: none"> ■ COSLA Gold Award ■ CC_11 The number of opportunities accessed by young people which support participation in democracy ■ LGBT Youth Chartermark Bronze Award, with submission for Gold award due in May 2018 ■ SP_FCS_P_B01 Number of Modern Apprentices on North Ayrshire Council programmes at 31 March ■ Quarterly performance reports
<p>Help children and young people to be physically active and be at a healthy weight</p>	<ul style="list-style-type: none"> ■ Active Schools Programme ■ Arran Outdoor Education Centre residential programmes ■ Duke of Edinburgh Award Scheme 	<ul style="list-style-type: none"> ■ Quarterly performance reports ■ Active Schools' Survey 2015 ■ DoE Gold Award winners
<p>Help to address and prevent early exposure to smoking, drinking and taking substances</p>	<ul style="list-style-type: none"> ■ Enforcing Trading Standards regulations ■ Enforcement of smoke-free zones by Environmental Health 	<ul style="list-style-type: none"> ■ Quarterly performance reports
<p>Support the social and emotional development of children and young people</p>	<ul style="list-style-type: none"> ■ Lead children's literacy and digital programmes through public and school libraries, Bookbug, Read Write Count, Appiness, DigiDabble and other family learning programmes 	<ul style="list-style-type: none"> ■ Quarterly performance reports ■ CIFPA and LGBF performance indicators ■ Libraries Change Lives Award 2015 ■ Edge Digital Library Award 2017 ■ Positive Family Partnerships' and Children's Service Plan reports
<p>Any other activities which helps improve children's outcomes</p>	<ul style="list-style-type: none"> ■ Lead pan-Ayrshire CARIS child care information services 	<ul style="list-style-type: none"> ■ Quarterly performance reports

9 Managing our Risks

The risks for Economy and Communities are outlined in Appendix A. We continue to be proactive in responding to the financial challenge.

10 Equalities

Economy and Communities supports the Council to fulfil its public sector equality and has undertaken a number of actions during 2017/18 to support the Equality Outcomes developed during 2016. The actions identified by all Council Services can be found in [North Ayrshire Council Equality Outcomes](#) section of the Council's external site. Actions for Economy and Communities can be found in the table below:

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
1. In Ayrshire people experience safe and inclusive communities	<ul style="list-style-type: none"> • Help raise awareness and reduce the incidence of hate crime through partnership activities with Police Scotland • Support the Place directorate in implementing the Violence Against Women Strategy • Support the CPP's Fair for All Strategy through the Poverty Challenge Fund, new investment, financial actions and digital inclusion
2. In Ayrshire people have equal opportunity to access and shape our public services	<ul style="list-style-type: none"> • Develop and embed participatory democracy through Locality Partnerships, and inform Local Governance Review • Publish our proposed Local Development Plan 2 and present for examination and adoption. • Continue to develop Participatory Budgeting approach and support the mainstreaming of Participatory Budgeting • Support community empowerment through work with community council and organisations • Complete food mapping and establish a North Ayrshire Food Forum

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
3. In Ayrshire people have opportunities to fulfil their potential throughout life	<ul style="list-style-type: none"> • Conduct audit of existing modern apprenticeships by protected characteristics of race, disability and gender • Work with internal and external stakeholders to promote uptake across protected characteristic groups • Promote the Child-centred Council • Provide English as a Second Language (ESOL) learning opportunities across North Ayrshire. • Implement the Social Enterprise Strategy including developing a social impact framework • Youth Services to build on the LGBT Youth Chartermark Bronze award by submitting for the Gold Award in May 2018 while developing peer led programmes for LGBT in each locality across North Ayrshire. • Promote digital participation.
4. In Ayrshire public bodies will be inclusive and diverse employers	<ul style="list-style-type: none"> • Recruit in line with North Ayrshire Council's recruitment policy.

The four Equality Outcomes were developed and consulted on during 2016 in partnership with a number of public sector partners across Ayrshire, including the three Ayrshire local authorities, the three HSCPs, NHS Ayrshire and Arran, Ayrshire College, Ayrshire Joint Valuation Board and Community Justice Ayrshire. There are a number of shared actions across the partners and each organisation has developed its own set of specific actions.

Under the Public Sector Equality Duty, the Council is required to carry out Equality Impact Assessments (EIAs) for new or revised policies or budget proposals and procedures and publish these. Economy and Communities Directorate has completed EIAs relating to:

- LGBT Charter Mark and LGBT Youth Provision
- Countryside services
- Library Opening Hours
- Community Facilities

Equality Impact Assessment cover all protected characteristics and must be informed by evidence. The assessment therefore takes into account the impact on:

- Age – Older people, children and young people;
- Disability – Disabled people, including people with a physical and/or mental impairment;
- Gender – Men and Women
- Gender Reassignment – where a person is living as the opposite gender to their birth;
- Pregnancy and maternity
- Race – Ethnic minority communities, including Gypsy travellers, refugees and asylum seekers;
- Religion or belief
- Sexual orientation – Lesbian, gay and bisexual people

11 Workforce Planning

Economy and Communities is committed to ensuring it has workforce fit for the future when developing plans to deliver our services.

The Our Future Workforce guide outlines what workforce planning is, the current workforce, our priorities for the future and a high level overview of financial and external factors which will impact the Council. The guide is complemented with a case study, our six step methodology and quick reference articles, in topics such as Vacancy Management, Voluntary Early Release, Redeployment and Workforce Management. Topics will continue to be evolved that support directorates to shape our workforce of the future.

This provides a simple toolkit which helps managers to ensure that resources are deployed in the best possible way to support the delivery of excellent and innovate services.

As part of Workforce Planning we will:

- Analyse Council priorities and likely projects, and expected areas of demand and growth;
- Undertake a review of structures to deal with budgetary pressures and increasing demand;
- Align staffing resources and skills to ensure fit with likely areas of future demand
- Ensure that training and development is targeted towards new and developing areas and expected skills gaps
- Support health and wellbeing
- Address findings arising from 2017 Employee Engagement Survey

12 Delivery

Details of the 2018/19 actions and associated performance indicators and risks are shown below.

Key:

Action Note: enter the links to the Strategic Priorities using the following key.

SP1: Growing our economy, increasing employment and regenerating towns.

SP2: Working together to develop stronger communities

SP3: Ensuring people have the right skills for learning, life and work

SP4: Supporting all of our people to stay safe, healthy and active

SP5: Protecting and enhancing the environment for future generations.

Enablers.

12.1 Performance Indicators

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
1	Investment	-	(Progress against actions)	-	-	-	-	-	-	EG
2	Locality Planning	CC_03	The number of agreed and active local and neighbourhood plans agreed by communities	16	30			TBC	TBC	CC
1 & 2	Locality Planning	CC_04	The number of community management and ownership initiatives	5	5			TBC	TBC	CC

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
2, 3 & 4	Locality Planning	CC_05	The number of people who are accessing the opportunities and support they need in their local area	98.2%	99.6%			TBC	TBC	CC
1 & 3	Inclusive Growth	SP_DE_08	Unemployed people participating in council funded/operated employability programmes	1,263	1,590			800 (Qtrs 1-3)	TBC	EG
1 & 3	Inclusive Growth	SP_DE_A03	Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	428	704			500 (Qtrs 1-3)	TBC	EG
1 & 3	Inclusive Growth	EG_20	Number of unemployed people registered with employability hubs	n/a	631			800	800	EG
1 & 3	Inclusive Growth	SP_FCS_P_B01	Number of Modern Apprentices on North Ayrshire Council programmes at 31 March	97	86			84	TBC	EG
2 & 3	Inclusive Growth	CC_01	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	96.5%	97.9%			96%	TBC	CC
1	Service Transformation	EG_13	Tourism bed nights within North Ayrshire	428,320	442,840			455,000	TBC	CC

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
1	Service Transformation	SOA_WNA_15	Tourism visitor numbers	Data pending	Data pending			TBC	TBC	CC
1	Service Transformation	EG_21	Number of jobs created by business in North Ayrshire supported by Business Support and Development	N/A	655			450	450	EG
1	Service Transformation	EG_22	Number of businesses actively account managed by Business Support and Development	N/A	240			240	250	EG
1	Service Transformation	EG_23	Number of businesses receiving support from Business Support and Development	N/A	667			400	400	EG
2	Service Transformation	CC_09a	The number of unique volunteers who are active in Connected Communities and Third Sector Interface activities	New PI	New PI			N/A	TBC	CC
2	Service Transformation	CC_09b	The number of volunteering opportunities participated in within Connected Communities and Third Sector Interface activities	New PI	New PI			N/A	TBC	CC
1	Service Transformation	EG_24	Sqm of business space created	New PI	0			2,000	100	EG
1	Service Transformation	EG_26	Value of investment secured for North Ayrshire	New PI	£16,500,000			£2,000,000	£2,000,000	EG

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
1	Service Transformation	SP_DE_05	Hectares of vacant/derelict land developed	Pending – time delayed	Pending – time delayed			10	10	EG
5	Best in class	SOL_C&L0 5b	% of adults satisfied with parks and open spaces	85.33%	81%	Due Feb 2019		88%	TBC	CC
1 & 4	Best in class	SENV05a	Cost of Trading Standards per 1000 population £	£4,936.46	£3,716.24	Due Feb 2019		N/A	N/A	EG
1, 4 & 5	Best in class	SENV05b	Cost of Environmental Health per 1,000 population £	£13,274.08	£13,466.77	Due Feb 2019		N/A	N/A	EG
4	Best in class	SOL_C&L0 1	Cost per attendance at sports facilities £	£2.07	£3.32	Due Feb 2019		£0.75	TBC	CC
2	Best in class	SOL-C&L02	Cost per library visit £	£1.47	£1.59	Due Feb 2019		£1.50	TBC	CC
2	Best in class	SOL_C&L0 3	Cost per museum visit £	£0.31	£0.28	Due Feb 2019		£0.35	TBC	CC
2	Best in class	SOL_C&L0 5a	% of adults satisfied with libraries	92.33%	92%	Due Feb 2019		90%	TBC	CC

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
2	Best in class	SOL_C&L0_5c	% of adults satisfied with museums and galleries	76.67%	74%	Due Feb 2019		75%	TBC	CC
4	Best in class	SOL_C&L0_5d	% of adults satisfied with leisure facilities	75%	72.33%	Due Feb 2019		80%	TBC	CC
2 & 3	Best in class	CC_02	Number of community groups accessing support and guidance provided by Connected Communities	600	710			550	TBC	CC
2 & 3	Best in class	CC_08	Number of adults accessing adult learning opportunities provided by Connected Communities	Data check in progress	13,574			TBC	TBC	CC
2	Best in class	SP_ES_P_A13	Number of participants accessing Connected Communities youth programmes - Youth work	Data check in progress	72,508			35,000	TBC	CC
4	Best in class	CC_10	Number of individuals participating in Active Schools activities	N/A	6,655			TBC	TBC	CC
1	Best in class	EG_27	% of customers satisfied with Planning Services	N/A	100%			50%	TBC	EG
1	Best in class	EG_28	Town centre footfall	6,814,037	7,137,165			6,800,000	6,800,000	EG

Strategic Priorities	Service Priority	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
				15/16	16/17	17/18		18/19	19/20	
Enabler	Essential Ingredients	EC_03	Sickness absence days per employee (E&C) per FTE	N/A	5.31			6	TBC	CC & EG
Enabler	Essential Ingredients	EC_05	Employee Engagement Level (E&C)	77.3%	N/A	76.4%		76.4%	76.4%	CC & EG
1	Essential Ingredients	EG_11	Leverage of external funding	2.03	3.27			1.5	1.5	EG

12.2 Actions

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1	Investment	E&C-18/19-A01	With our partners secure an Ayrshire Growth Deal and approval of our programme business case by UK and Scottish Governments.	A successful funding application, wide range of partners, agreed governance and clear implementation plans.	EG	1 & 2
1	Investment	E&C-18/19-A02	Develop and implement our regeneration proposals with partners at i3 Irvine Enterprise Area, Hunterston, Ardrossan Marine Quarter, Irvine Ardeer great harbour, Quarry Road and Kilbirnie Lochshore	An improving vibrant local economy where more businesses invest, people have healthier lives and tourism is growing.	EG	1
1	Investment	E&C-18/19-A03	Develop inward investment proposition and actively promote to investors	A greater range and number of businesses locating to North Ayrshire.	EG	1

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1	Investment	E&C-18/19-A04	Develop Ayrshire Export Partnership	Improved access to international markets for businesses based in North Ayrshire.	EG	1 & 2
1	Investment	E&C-18/19-A05	Implement our tourism action plan, Making Waves	Nationally admired location for marine tourism with increase in tourist numbers and longevity of stays.	CC	1 & 2
1 & 5	Investment	E&C-18/19-A06	Secure investment to deliver our tourism priorities including Maritime Mile, Clyde Rings and coastal route development	Maritime mile, coastal routes and other tourism priorities established and attracting visitors to North Ayrshire.	EG & CC	1 & 2
2	Locality Planning	E&C-18/19-A07	Develop and embed participatory democracy through Locality Partnerships, and inform Local Governance Review	Participatory Budgeting is embedded within the Council and communities.	CC	1, 2 & 3
1 & 2	Locality Planning	E&C-18/19-A08	Publish our proposed Local Development Plan 2 and present for examination and adoption.	Local Development Plan 2 actioned.	EG	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
2	Locality Planning	E&C-18/19-A09	Continue to develop Participatory Budgeting approach and support the mainstreaming of Participatory Budgeting	Participatory Budgeting is embedded within the Council and communities.	CC	1, 2 & 3
2	Locality Planning	E&C-18/19-A10	Support community empowerment through work with community council and organisations	Community Councils are active and engaged with the Locality approach.	CC	2 & 3
2	Locality Planning	E&C-18/19-A11	Work with the North Ayrshire Federation of Community Organisation (NAFCO) and partners to review community facilities	A sustainable range of community facilities meeting the needs of our residents.	CC	2
2 & 4	Locality Planning	E&C-18/19-A12	Complete food mapping and establish a North Ayrshire Food Forum	Food provision mapped in North Ayrshire with sustainable partnerships in place actively addressing food poverty.	CC	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1 & 2	Inclusive Growth	E&C-18/19-A13	Develop and implement an Inclusive Growth action plan which takes the findings of the diagnostic and develops new responses to the priorities identified.	Policy and practice are informed by the results of the diagnostic. Increased awareness, and focus on excluded groups and to address key constraints.	EG	1, 2 & 3
1 & 2	Inclusive Growth	E&C-18/19-A14	Successfully deliver the Lottery Financial Inclusion programme – Better Off North Ayrshire and meet programme targets to maximise income, recover costs and project outcomes.	Residents are aware and benefit from the use of Better Off North Ayrshire. Programme targets are met with costs recovered.	EG	1, 2 & 3
1, 2 & 3	Inclusive Growth	E&C-18/19-A15	Continue to manage and develop the skills pipeline until end of 2018 and consider a new model and fresh ESF funding applications for the remainder of the EU programme.	Increase in number of clients entering employment. Unemployment levels reducing.	EG	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1, 2 & 3	Inclusive Growth	E&C-18/19-A16	Continue the development of the employability hubs network, increasing the number of hubs to 6 and making sure they are integrated effectively with other services.	Increase in number of employability hubs and number of clients utilising employability hubs	EG & CC	1, 2 & 3
1, 2 & 3	Inclusive Growth	E&C-18/19-A17	Complete delivery of the 3 year target of 270 Modern Apprentices and develop plans for the next phase of the programme.	Diverse range of Modern Apprenticeships delivered, with the majority of clients entering positive destinations.	EG	1, 2 & 3
1 & 2	Inclusive Growth	E&C-18/19-A18	Lead the implementation of new Social Enterprise Strategy and action plan	Effective partnership working to deliver improved support for Social Enterprises resulting in stronger growth in this sector	EG	1, 2 & 3

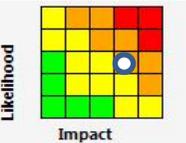
Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1, 2, 3 & 4	Inclusive Growth	E&C-18/19-A19	Support the CPP's Fair for All Strategy through the Poverty Challenge Fund, including the development and implementation of a North Ayrshire Supported Employment project, increased digital skills support, more Skills for Life programmes and increase financial inclusion support to allow more referrals from NHS staff.	Creation of a supported employment project. More activity supporting key groups excluded from inclusive growth.	EG & CC	1, 2 & 3
2	Service Transformation	E&C-18/19-A20	Continue to work with partners to realign Connected Communities' services to localities	Connected Communities services being delivered in line with each locality's priorities.	CC	1, 2 & 3
2 & 4	Service Transformation	E&C-18/19-A21	Lead the implementation of the Child-centred council	To ensure that children are given the best start in life and North Ayrshire is the best place in Scotland to grow up.	CC	1, 2 & 3
1 & 2	Service Transformation	E&C-18/19-A22	With Scottish partners develop proposals for a national Basic Income pilot supported by government	Inclusive growth pilot established in other Ayrshire councils and being used as an effective diagnostic tool	EG	1, 2 & 3

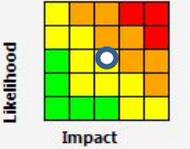
Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
1	Service Transformation	E&C-18/19-A23	Successfully develop and establish an Ayrshire Regional Partnership as the pathfinder for regional economic development in Scotland.	Ayrshire Regional Partnership established.	EG	1 & 2
1	Best in Class – our 2020 challenge	E&C-18/19-A24	Implement the provisions of the new Planning Bill	Relevant strategies are aligned to the bill in both Economic Growth and Connected Communities services.	EG	1 & 2
2	Best in Class – our 2020 challenge	E&C-18/19-A25	Celebrate the Year of Young People 2018 with empowering legacy actions	Programme of events and opportunities delivered empowering a high number and diverse range of young people within North Ayrshire. Legacy actions established.	CC	2 & 3
2	Best in Class – our 2020 challenge	E&C-18/19-A26	Launch Ayrshire LEADER MakerSpace digital inclusion project	Residents utilising MakerSpace areas across Garnock Valley for a wide range of initiatives.	CC	1, 2 & 3

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
2 & 4	Best in Class – our 2020 challenge	E&C-18/19-A27	Lead the Active Communities Strategy for the CPP and develop DrEAM approach to reaching the inactive	North Ayrshire Residents are more active.	CC	1, 2 & 3
1 & 4	Best in Class – our 2020 challenge	E&C-18/19-A28	Develop our place based working and town centre development, including Travel Smart, Irvine Active Travel Hub, Town Centre Parking Strategy and management of Vacant and Derelict Land Funding secured from the Scottish Government for 2018/19	An improving vibrant local economy where more businesses invest, people have healthier lives and tourism is growing.	EG	1 & 2
Enabler	Best in Class – our 2020 challenge	E&C-18/19-A29	Improve our Employee Engagement focussing on leadership and communication	Empowered, innovative and dynamic workforce with engagement levels tracked to productivity, customer satisfaction, absences and staff turnover.	EG & CC	All
Enabler	Essential Ingredients	E&C-18/19-A30	Review results and performance in the context of 18/19 budget settlement	Performance is aligned to 18/19 budget settlement in terms of priorities and targets.	EG & CC	All

Strategic Priorities	Service priority	Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
Enabler	Essential Ingredients	E&C-18/19-A31	Improve customer satisfaction and stakeholder perception measures	Effective measurements established with results tracked against employee engagement levels.	EG & CC	All

12.3 Appendix A - Risks

Risk Code & Title	E&C -1 Economic Inequalities	Current Risk Matrix
Risk	North Ayrshire has for a sustained period of time experienced a continued increase in the level of unemployment and number of residents receiving key benefits. The economic downturn makes the interventions required by the Council, to halt and reverse this trend, both more difficult and of greater importance. Proposed welfare reforms, including the roll out of Universal Credit, will exacerbate local needs placing greater demands upon Council Services at a time when budgets are under significant pressure. A focus on economic regeneration and effective targeting of resources is essential to maximise opportunity and minimise the impact of the current economic climate on our communities.	
Consequence	The risk is that failure to address the current challenges will result in increased levels of deprivation, failure to improve the health and wellbeing of our communities and higher demand for Council Services.	Current Risk Score Impact x Likelihood
Current Controls	<p>The Council is lobbying for resources at a national level through the Ayrshire Growth Deal, and is prepared to better target local resources, in recognition of the particular challenges facing North Ayrshire. This will drive a new capital programme of investment designed to regenerate North Ayrshire towns is also being delivered. Work is ongoing to establish a Regional Economic Partnership to strengthen economic delivery. The Council has developed a strategy to tackle inequalities and is developing a Financial Strategy. Employability Hubs are now open in Stevenston, Kilbirnie, Ardrossan, Irvine and Kilwinning to support those accessing welfare benefits and seeking work. The Economic Regeneration Strategy has been refreshed to target resources to prioritised areas of development by working in partnership with other stakeholders. A new employment offer to focus on supporting residents into work led to increased focus on business development and in particular to the introduction of Team North Ayrshire which aims to make the most of partner resources across North Ayrshire and with a particular focus on Growth companies. As well as a marketing campaign to promote North Ayrshire as a place to live, work and invest. Development of a new business support offer aimed at supporting existing businesses to grow. A clear focus on targeted skills and employment provision to meet the needs of local companies is also being agreed and an International Strategy is being implemented.</p> <p>The 2017/18 budget identified a range of measures include £848k for a Poverty Challenge Fund, additional investment of £200k for Modern Apprentices, £100k for digital inclusion and £200k basic income pledge. Investment of a further £300k in financial inclusion through European funding was announced.</p>	12
Linked Actions		
Linked Actions Code & Title	Please refer to section 12.2.	

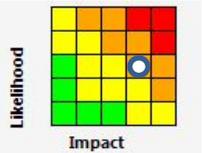
Risk Code & Title	E&C-2 Partnership Working	Current Risk Matrix
Risk	The risk to the service relates to the continued financial and funding pressures on partners which could be detrimental to effective partnership working.	
Consequence	This could result in the authority not realising the benefits realised through effective partnership working.	Current Risk Score Impact x Likelihood
Current Controls	<p>The Council has a range of partnerships and works within a complex range of governance structures to achieve its objectives and optimise the potential of partnerships. These include partnerships with highly regulated governance such as the Health and Social Care Partnership to small local groups who are beginning to form their own constitutions. Each partnership has to be assessed in the context of its strategic importance, its need, and the mix of skills and experience among its board members. This allows the Council to identify the appropriate level of seniority to represent the Council. Our partners, in the main, work very closely with Council officers and participate in regular meetings which allows us to monitor the productivity and condition of the partnership. We have developed a stakeholder engagement tool to monitor and evaluate our partnership activity. This is in the early stages of implementation.</p> <p>Economy and Communities have a number of well-established and carefully managed partnerships including our partners in the Regional Economic Development Pathfinder pilot, South and East Ayrshire Councils. The directorate is working closely with a cross-agency partnership and colleagues at Team North Ayrshire on the Ayrshire Growth Deal and the infrastructure for the Ardrossan harbour. Team North Ayrshire and tourism partners are working together with us to build our reputation for hosting events such as the golf events at Dundonald Links and developing our specialist sectors like food, drink and hospitality. We are implementing our International Strategy to support our Team North Ayrshire partners as they seek new international markets and strive to attract jobs from them.</p> <p>Partnership working is fundamental to the development of employability skills, in particular working with Ayrshire College, local employers and the third sector through our network of employability hubs. This partnership includes Job Centre Plus and mental health partners SAMH.</p> <p>Connected Communities has continued to work closely with a wide range of partners in all areas of work and within the Community Planning Partnership. Council staff are sensitive to the pressures of partner organisations and intervene where advice or support can be of assistance. For example, regular contact is kept with CPP partners, Out of School</p>	9

Care organisations and Sport Clubs so that issues are identified and problems addressed with partnership input, where appropriate. The development of the 'Cultural Strategy' for North Ayrshire and work with Creative Scotland continues to develop the 'Place Partnership' which will deliver funding and strong cultural networks for the creative industries in North Ayrshire. Joint planning with providers of community based adult learning programmes is embedded at all levels and learners have a clear understanding of what's available in North Ayrshire branded learning centres. An announcement was included in the 2017/18 budget of £150k to increase equity through the objectives of the CPP's Fair for All Strategy. The Economy and Communities directorate will be supporting the mainstreaming of participatory budgeting approaches by other services in the Council, Health and Social Care and Streetscene partners in 2018/19. Work to improve food security and digital participation are important areas in our partnership working.

Linked Actions

Linked Actions Code & Title

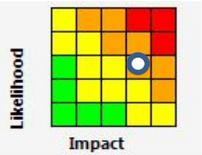
Please refer to section 12.2.

Risk Code & Title	E&C-3 Community Empowerment and Capacity Building	Current Risk Matrix
Risk	<p>The risk facing the authority is that the community benefits expected from the implementation of the Community Empowerment Act will not be developed as expected.</p> <p>Varying levels of support are required to empower community groups and organisations across the authority to achieve their aspirations. This support is being identified and resourced within the Council and the Community Planning Partnership.</p> <p>The development of community capacity and appropriate support mechanisms to allow local communities to determine their own objectives and have their voices heard in the planning and delivery of services is a key priority of North Ayrshire Council. The ability of communities and organisations to do this varies and the council is committed to providing the appropriate support, according to local need, to ensure that communities are able to achieve their potential in this challenging economic climate.</p> <p>During 2015/16, the council supported 6 locality planning workshops to assist with the development of the CPP's Locality Partnerships (also see 'Health Inequalities' risk above). These workshops were well supported by a wide range of groups and individuals and specifically discussed co-design and co-production of local services. The workshops cemented readiness in locality for the new Partnerships launched at the beginning of 2016/17 and agreements have been reached on Terms of Reference, planning and reporting and governance structures.</p> <p>Consultation and engagement with local communities was successfully completed in relation to the Irvine Vision, planning for the Townhouse and Portal in Irvine, changes to library opening hours and the Employability Hub at Stevenston Library.</p>	
Consequence	This could potentially lead to some communities having greater influence in the planning and delivery of responsive services at the expense of others. The potential also exists for a difference between what the council desires in terms of community ownership of assets and what communities themselves feel able and prepared to commit to and the agenda losing impetus.	Current Risk Score Impact x Likelihood
Current Controls	Officers have been identified to work with Locality Partnership groups to ensure priorities are identified and action plans developed which are fair and achievable. Participatory Budgeting was successfully piloted during 2016/17 and will be extended in 2018/19. Key groups are supported by officers, partnership groups and the Ayrshire Community Trust to identify their goals. Development and publication of guidance to support staff and community organisations in successfully completing 'Asset Transfer' requests, which has been used to support a number of community groups in preparing for asset transfer options or developing new projects across the area.	12

	The 2017/18 budget identified a range of measures include £3.162m for a Community Investment Fund and £230k to establish a Community Empowerment Unit. New investment of £100k for Participatory Budgeting and £122k for a Community Food Plan was announced.	
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Linked Actions		
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Linked Actions Code & Title	Please refer to section 12.2.
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Risk Code & Title	E&C-4 Arran Outdoor Education Centre	Current Risk Matrix
Risk	<p>There are three types of risks associated with the AOEC. The first is the service specific risk to users of the centre, predominantly children and young people from North Ayrshire schools, but increasingly including a range of family groups and other visitors.</p> <p>The second type of risk is that the centre is the resilience centre for the island, with one of the main generators in case of an adverse scenario e.g. extreme weather, and the centre being unusable for any reason would affect this status.</p> <p>The third type of risk is reputational damage following a serious incident involving users at the centre.</p>	
Consequence	<p>One risk is that the centre activities, predominantly outdoor and physical, should result in an accident; the second is that the centre should become uninhabitable through accident/fire/incident, and that accommodation would require to be found on Arran for more than 40 centre users.</p> <p>In the case of the resilience centre status, the island would lose one of its main support centres for any civil contingency that might arise.</p> <p>Should the centre become unusable for an extended period of time an alternative delivery programme would be required to maintain service and workforce employment.</p>	Current Risk Score Impact x Likelihood
Current Controls	The centre adheres to stringent health and safety and risk assessment procedures. Staff have a range of advanced qualifications and building standards go beyond current requirements.	12
Linked Actions		
Linked Actions Code & Title	Please refer to section 12.2.	