



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

Proud to be  Overall Council of the Year 2017

# Economy and Communities

## Q4 Performance Review

2017/18

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**Focus. Passion. Inspiration.**



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## 1. Update on actions from last meeting in November 2017

	Action	Progress
1.	Reflect how absence should be a feature of SMT agenda	This has been added as a standing item on the SMT agenda.
2.	Revise/sharpen performance report including section 6.1	The report approach has been reviewed to ensure key information is clearly highlighted.
3.	Bring Social Capital report to ELT	The report has been drafted and will be presented to the ELT in September 2018.
4.	Consider annual report/event to showcase regeneration which would be of Interest to private sector and investors	Although there is a desire to progress this, focus has been on stakeholder engagement/events on a regional level and the development of a portfolio of inward investment campaigns to promote North Ayrshire and key investment opportunities. There remains a significant portfolio of work that needs to be progressed. Regeneration presentations have taken place with all political groups and we would intend to build in an annual report to our future communications plans.

## 2. Our 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

#### Service Priorities 2016-2019

##### **Ayrshire Growth Deal**

- Governance
- Business Case
- Projects:
  - Life sciences
  - Coastal Corridor
  - Connecting communities for growth

##### **Locality Planning**

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

##### **Inclusive Growth**

- Roll-out of Inclusive Growth pilot to other Ayrshires
- Social Economy Development
- Employability Hubs
- Employability Service
- Co-hub development
- 250 Council Apprentices
- Poverty Challenge Fund
- Digital inclusion
- Fair for All

##### **Service Transformation**

- Regional Economic Development Pathfinder Project
- Re-shaping our Regeneration delivery
- Tourism development
  - Clyde Island Renaissance
- Team North Ayrshire
- Cultural, leisure and sports development

##### **Best in Class – the 2020 challenge**

- Benchmarking results
- National Indicators
- Awards
- Attract, develop and support international events

##### **Essential Ingredients**

- Staffing
- Leadership
- Financial Management
- Customer Consultation
- Stakeholder Engagement
- Communication
- External Funding

### **3. Directorate Priorities**

#### **Priority 1 - Ayrshire Growth Deal**

##### **Key Highlights**

- Prime Minister's announcement in March regarding starting negotiations on the Ayrshire Growth Deal
- £10 million investment completed at Irvine Enterprise Area

##### **Priority Update**

The Prime Minister's announcement in March stating that the UK Government are "opening talks over a new Ayrshire Growth Deal" is a significant step forwards in negotiating the Ayrshire Growth Deal.

The Scottish Government have previously stated that they will provide support, subject to any commitment being matched by the UK Government. The Prime Minister's announcement has already led to discussions with UK and Scottish Government Officers, and positive feedback being provided on the submitted project business cases. While prioritisation will be required to focus the AGD interventions, the approval of project business cases could be in place in spring 2019 to allow implementation thereafter.

Notwithstanding the requirement for financial support from Government, the AGD establishes a series of priority interventions which continue to be developed as set out below:

##### **Irvine Enterprise Area**

Capital investment of around £10 million at the Irvine Enterprise Area (IEA) has recently been completed, and various enquiries from businesses for the use of the office/industrial properties at Annickbank and Riverside Way are being processed.

The next phase of investment is being considered through the Ayrshire Growth Deal and successful bid to the Scottish Government for £5M investment in infrastructure through the Tax Incremental Finance (TIF) mechanism. The TIF investment will seek to build on the success in growing jobs over the last five years, with over 300 additional jobs located at IEA.

A decision on the Medicine Manufacturing Innovation Centre (MMIC) bid is expected imminently, with Irvine on a shortlist of sites to secure investment in a facility with development costs of over £50M and which would further raise the profile of the Enterprise Area.

##### **Marine Tourism**

Ongoing work has been advanced during the last six months to develop the Marine Tourism proposition for the Ayrshire Growth Deal. This will advance the current Outline Business Case to a Final Business Case, further identifying key economic impacts. Activity within the directorate allied to the Growth Deal, also includes the following.

Work was undertaken in Millport to explore the marine tourism opportunities presented by the proposed flood defence scheme. A charrette workshop open to the community and visitors was carried out in the town centre that highlighted the demand for step-ashore facilities and additional boat berthing and onshore facilities. This led onto work being undertaken to identify feasible options for step-ashore and berthing facilities and what opportunities the harbour and surrounding facilities presented for marine tourism development. An economic analysis of various marine options followed an appraisal of infrastructure options.

Preparations to lay the council's visitor moorings at Millport, Brodick, Lochranza, Pirnmil, Blackwaterfoot and Whiting Bay are in hand and moorings will be ready for 2018/19 season. There are marketed with partners at SailScotland and Welcome Anchorages with information such as routes, facilities and sailing itineraries being provided by the SetSail North Ayrshire website.

Looking towards the Scottish Government's theme Year of Coast & Waters 2020 a new events manager has been recruited to develop a programme from 2018 onwards and to create a new signature maritime event for 2020. A portfolio of events venues and assets will be developed to attract organisers and investors to North Ayrshire - this work is current under development.

Working with the Scottish Sailing institute, Largs Yacht Haven, Largs Sailing Club and SportScotland the council supported a bid to the International Sailing Federation to host the Para World Sailing Championship in 2019. Puerto Sherry in the Bay of Cadiz, Spain won the bid with Largs coming in as a strong contender in offshore facilities.

The council supported the 2018 Youth National Sailing Championship at Largs by providing event infrastructure support, transport assistance and a civic reception welcome to the competitors, families and event personnel in March/April. The event generated an additional 6,000 bed nights and a direct economic benefit of £270,000 into Largs.

Digital tourism on the coastal corridor was promoted with our partners in Visit Scotland, the other Ayrshire local authorities, Ayrshire College and Business Gateway by running 2 digital tourism awareness raising workshops at Saltcoats and Ayr Ayrshire for accommodation businesses across the coastal corridor who want to develop better online booking, social media skills and take advantage of the digital economy. Key companies from within the coastal corridor have been targeted as part of this initiative. All of this work has supported Visit Scotland objectives and follows on from a direct request from their CEO.

### **Great Harbour**

The Great Harbour is the working title for the future development of Irvine Harbourside and the Ardeer Peninsula. Created to exploit Scotland's best Urban Waterfront. The initiative is supported through the Scottish Government, North Ayrshire Council and European Funds and committed partnerships across private, public and third sectors. Strongly supported through the Ayrshire Growth Deal, the Great Harbour will advance through the release of investment opportunity that includes Waterfront Living, through the Social Housing Investment Plan and private sector development, Café Life, Maritime Quays and the new Maritime Arts Centre supporting an international arts programme.

Activity supporting the development of the Great Harbour over the last 6 months has included:

- Maritime Quays - Early action design works supporting the Maritime Mile proposals and a commitment from the Scottish Government to support £1M of investment being developed through new additional berthing and a connected public realm to Irvine Harbourside;
- ICA Irvine Contemporary Arts Centre – discussions with the National Maritime Museum supporting a working proposition, through the creation of a prospectus for investment. The new ICA offers opportunities for public/private sector collaboration and funding integrating commercial licensed leisure with creative arts and studios. Development funding is being advanced within a partnership with master planning, technical studies and funding submissions all well advanced;

- Waterfront Village Quarter – including SHIP and private sector housing and commercial opportunities. The master plan process is supportive of housing development within the regeneration of the Harbourside combining private sector development as well as planned social rented development within the SHIP programme. The North Ayrshire Strategic Housing Investment Plan (SHIP) 2018-2023 has provision for 80 new homes to be developed at the Harbourside. The initial sites (3, 4, and 5) are now committed under the SHIP Programme delivering circa 80 units. Additional releases will be for private sector housing creating a new residential waterfront village and neighbourhood. The masterplan provides a new urban waterfront village with mixed tenure. This will include (Phase 1) a flagship scheme for older people housing showcasing new models for housing fit for the changing needs of older people in the 21st Century.
- Detailed Master planning supporting a new vibrant Waterside Quarter – designed to lead to shovel ready project activity;
- Connecting Communities work through adoption of the Place Standard and consideration of the community benefits as part of the master planning process – further works to be led with support from Architecture Design Scotland;
- An application for Sustrans Community Links funding is also under development, linking opportunities across blue and green networks to promote active leisure, participatory sport and the coastal trails and core paths;
- Discussions and master planning for the Ardeer Peninsula with NPL Estates as principle land owner – with additional proposals under consideration through the Growth Deal and early negotiations around future funding and joint venture possibilities.

### ***Ardrossan Harbour/North Shore***

Further to the announcement in 2017 that Ardrossan will be maintained as the home port for the Brodick and Campbeltown ferry routes, a masterplan for the development of Ardrossan Harbour is being prepared. This will direct an investment programme of at least £15.5M which will see investment in marine infrastructure, a new terminal building, car parking, a public realm link into Ardrossan town centre and the provision of a hotel development site.

Consideration is being given to the delivery model for Ardrossan North Shore with the joint owners of the site, Peel Land and Property.

### ***Clyde Corridor***

The "Clyde Way" route concept has been developed into the ring routes agreed by the industry group and stakeholders. An Outline Business Case for the Irvine Maritime Mile has been submitted to the Scottish Government with the outcome expected during May/June 2018. Further work is ongoing to develop the design, details and costs of the projects within the Maritime Mile in conjunction with the wider Harbourside master planning development.

Technical analysis of former NACCO Industries site, Irvine is to be undertaken in 2018/19. This will see analysis of access to area and masterplan for the provision of development opportunities.

## **Key Transformation Projects**

- Ayrshire Growth Deal

### **Key Areas of Focus for the next six months**

- Secure approval of the Ayrshire Growth Deal
- Secure MMIC facility in Irvine
- Seek approval for investment in IEA through Tax Incremental Finance Mechanism
- Establish and promote our Coastal Corridor including taking forward Clyde Islands
- Undertake detailed masterplan of Great Harbour
- Delivery model for Ardrossan North Shore
- Agree the funding and operational model for Ardrossan Harbour and develop the detailed design work of the preferred option.
- Develop proposals to secure investment into Hunterston, working with Scottish Enterprise, EDF and Peel Ports
- Launch the “Clyde Way”

## **Priority 2 – Locality Planning**

### **Key Highlights**

- Locality Planning developments
- Mainstreaming Participatory Budgeting pilot completed
- Participatory democracy progressing

### **Priority Update**

The Community Empowerment Unit was established at the end of September 2017 and this model, though temporary, will continue to inform the approach to community empowerment and Locality Planning in North Ayrshire.

### **Locality Planning**

Locality Planning in North Ayrshire is recognised nationally as a sector leading development which will significantly inform the current national Local Governance Review and the Public Sector Reform agenda. This year has seen a number of best practice visits and seminars with Scottish Government, including the strong focus on inequalities and the integration of community and spatial planning which is inherent within our approach. North Ayrshire is leading the Ayrshire engagement for the Local Governance Review.

### **Locality Partnerships**

Locality Partnerships have made significant progress and are preparing a range of action plan initiatives to address their locally identified needs. The appointment of Locality Coordinators has been a significant step in the coordination of community and CPP actions. This year's annual Locality Conference is planned for June to progress plans for the Community Investment Fund (CIF) proposals. The proposals will be co-designed with communities with a strong focus on Fair for All following a process of local engagement. This follows the decision at the August 2017 Cabinet, within the Fair for All agenda, to allocate the CIF on a per capita basis.

### **Participatory Democracy**

The LDP2 and Locality Planning are now increasingly more closely aligned due to the increased number of community councils and the work of the North Ayrshire Community Council Forum. The active North Ayrshire Community Council forum brings together all of the Community Councillors to share knowledge and experience in addition to undertaking training for their roles. Following the successful election to re-establish Beith and District Community Council, Stevenston Community Council has now been re-established in the final quarter of the year, taking us to a total of 13 active community councils.

### **Young People**

Young people's participation and engagement in North Ayrshire has been recognised by a COSLA Gold award. Levels of participation in online PB have been the highest in Scotland. In February six on-line votes were set up, one per locality, resulting in 6,814 young people voting during the Youth PB Digital Vote. Their participation enabled 58 projects to secure funding.

Year of Young People legacy groups are working with elected members on themes of importance to them. Participatory budgeting features in the plan with the aim of locality events throughout the year. Signature events include:

- YOYP Participatory Budgeting Event
- Duke of Edinburgh Awards
- Youth on Brexit Event, SYP 65 and National SYP Awards
- Joint Cabinet Live
- North Ayrshire Youth Festival and Colour Run
- National Youth Work week and Youth Conference

The Council has agreed to become a “Child Centred Council” and this ground breaking work is being led by the directorate. The Scottish Youth Parliament sat in North Ayrshire in March 2018 and contributed to the development of child-centred actions.

### **Community Asset Transfer**

Eight new community management and ownership Initiatives have been agreed this year.

The Development Trusts Association Scotland (DTAS) and the Community Ownership Support Service (COSS) have contributed to developing our participation request processes in line with Scottish Government guidance and on behalf of our sports clubs, we have asked DTAS to pursue the status of Community Amateur Sports Clubs with the Scottish Government as an additional recognised structure for asset ownership transfer.

### **Participatory Budgeting**

The grant awarding phase of our Participatory Budgeting (PB) approach has allocated £145,000 of Council and other partners' money to groups across North Ayrshire, with record numbers involved in a powerful process of networking and sharing resources. New partnerships have been formed in all Localities.

Grant funded PB has proved very popular, during March three market stall events in Kilwinning, Garnock Valley and Three Towns attracted a total of 1,328 votes. This enabled 60 groups to receive funding with many attendees commenting on how the events enforced the “community spirit” and promoted a “sense of participation and involvement in community improvements”.

The communities of the Three Towns are currently engaged in a deliberative process to mainstream participatory approaches to the Streetscene environmental budget, through a large scale community participation process. Requests by local people have included planting of community orchards, fruit bushes, vegetables and potatoes to provide free fresh food, as well as community adoption of these sites. To support this, advice surgeries will also be held in the Three Towns to encourage people to select and grow plants that are best suited to the environment and soil. This pilot will be used to inform and improve participatory and environmental processes, to be rolled out across all Localities next year, and contributing to an expected 1% spend, using this approach, of all Local Authority spending by 2021.

North Ayrshire and Glasgow City Council are currently the subjects of a national PB film promotion, commissioned by Scottish Government and COSLA, where the excellent practice and the value of relationships with community partners and the trust engendered by PB and other participatory approaches is highlighted.

## **Food Strategy**

Approval was given to develop a Food Strategy and North Ayrshire Food Forum from our Fairer Food Reference Group (FFRG) in December. Fair For all Draft Pledges for food, performance measures and a subsequent action plan have since been created. Draft measures and proxies are now a key feature of the Active Communities Strategic Partnership approach, linked to healthy diet and obesity, as well as household food insecurity and production. Partnership working extends across a number of services within North Ayrshire Council and HSCP, as well as external agencies.

The Fairer Food Strategy Group are continuing the development of a North Ayrshire Food Map which will help identify local opportunities while contributing to the development of a North Ayrshire Action Plan for Food. A draft Food Charter is being developed with CPP partners, for discussion with the Food Forum. Links with HSCP, Housing/Homelessness and with Dietetics are resulting in further joint approaches across services.

Priority areas have been identified for weekend food provision pilots.

In addition, Employability and Skills are co-locating staff with partners who are managing household food insecurity to improve engagement and direct support for users and to improve volunteering and employability opportunities. We are also developing the current Auchenhavie and Ardrossan Academy Schools Cooking and Work Project with Garfields restaurant in Ardrossan and nearby farms. This will link in with the three secondary schools in the Three Towns and will be part of Developing the Young Workforce activity and Year of Young People.

## **Active Communities**

The Active Communities Strategy continues to be delivered through the DrEAM programme. The Active Schools programme is expected to exceed full year targets at academic year end in June 2018, despite a reduction in Quarter 4 due to adverse weather closures. Highlights so far this academic year see the percentage of distinct participants for the same period increase to 26% (14% in 2016). This represents 18,265 individual pupils participating in activities.

A considerable increase is shown in the number of sessions delivered across ASN establishments, 140 were delivered, 250% more than the same period last year. The number of volunteers has also increased, by 69.4% to 359 during the same timeframe.

Arran Outdoor Education Centre has accommodated 1,584 pupils and 372 education staff during 2017/18. An additional 238 places were booked by organisations based outside of North Ayrshire.

## **Kindness**

North Ayrshire has been selected as the Carnegie UK test site for the place of kindness. National work is taking place through the Kindness Innovation Network and within North Ayrshire, partners are investigating the role and impact of kindness in individuals, organisations and communities. This is regarded by Scottish Government as an enabler for public sector reform and is of national interest.

### **Key Areas of Focus for the next six months**

- Finalise and publish Locality Partnership Action Plans
- Develop proposals for CIF expenditure
- Continue to mainstream PB
- Progress the Food Strategy and Community Food Plan

- Continue to develop our contribution to the national Kindness work
- Lead the Ayrshire engagement for the Local Governance Review.

## Priority 3 – Inclusive Growth

### Key Highlights

- Inclusive Growth Pilot rolled out to Ayrshire
- Proposals developed for new approach to supporting disabled residents back to work
- £408,476 back in pockets of residents through Better Off North Ayrshire
- Challenge Poverty Fund proposals approved by Cabinet
- 818 unemployed people supported into work through council funded employability programmes
- Basic Income pilot proposals developed – we will be at the vanguard of developments in this area

### Priority Update

The Inclusive Growth Diagnostic for Ayrshire was finalised during a workshop in December and will help develop the proposed regional pathfinder. An Inclusive Growth Programme Manager has been recruited in order to take the findings of the North Ayrshire diagnostic and ensure they are used to design new interventions and influence the direction of existing services. An immediate priority has been to look at one of the “excluded groups” identified as part of the diagnostic. Disabled people are significantly less likely to be in employment than the rest of the population and thus it is clear that action is taken to address this. In Quarter 4, plans were progressed for a Supported Employment project using £500k from the Challenge Poverty Fund - taking a refreshed approach to disability and employment. Other key projects designed to ensure our most disadvantaged residents can benefit from opportunities are:

### North Ayrshire Council’s Employability Pipeline

The pipeline is continuing to be developed through the £5 million European Social Fund project (ESF). Fullarton Employability Hub opened in October with Kilwinning Hub launched in January. Capital works on the Ardrossan Employability hub are complete with a launch expected in May/June. During 2017/18, 635 unemployed people have registered with the hubs, 1,693 unemployed people are participating in programmes funded or operated by the Council and 818 formerly unemployed residents have gained employment, 42.8% above the annual target.

### Better Off North Ayrshire

Better Off North Ayrshire is a Lottery/EU funded initiative which sets out to provide financial inclusion services in a different way. A holistic approach is taken in order to get to the root cause of peoples financial difficulties. Rather than just dealing with the presenting issues only, Better Off provides a range of interventions designed to prevent further crisis presentations. Developments have included a web service which supports people to self-serve, a single point of contact and online referral system, co-location of services and closer joint working across the partnership. Over 800 people have been supported in Year 1 of the programme, with an aspiration that over 3,000 will be supported over the 3 years. 417 people have received energy advice and support, 217 have benefitted from digital support to manage money online. Affordable loans have been granted to 128 clients and 102 have accessed debt advice service and support.

Total financial gains for Better Off clients to date is £408,476. This incorporates gains from income having been maximised, savings from reduced outgoings, interest saved through clearing high costs debt and savings built through the credit union.

## **Skills for Life**

The inclusive growth diagnostic for North Ayrshire highlighted females as an excluded group with an employment rate 10% below the Scottish average. In response Skills for Life has focused on supporting lone parents recently. In January 2018, 21 lone parents moved into a six month supported placement across the council. Their roles include: care at home assistants; admin assistants; customer services; catering assistants; and assistant Rangers. They will continue to get support in their placement to ensure they sustain the placement and progress to a positive destination on completion. The average length of unemployment prior to Skills for Life is seven years. It has been calculated that participants will be on average £92.40 per week better off by participating in the Skills for Life placement. The previous cohort of Skills for Life graduates were extremely successful, with 85% securing employment (66% within the council) and 10% going into further education. A further phase of Skills for Life placements is scheduled for August 2018.

## **Modern Apprenticeships**

The council's Modern Apprenticeship programme continues to provide a large number of opportunities for young people. A total of 93 Modern Apprentices were recruited during 2017/18, meaning we are on target to achieve our three year target of 270 places. In 17/18, the programme became more inclusive, with five ring fenced places for care experienced young people. Plans are now being put in place to ensure other excluded groups such as disabled people can take up the opportunities.

## **Basic Income Pilot**

The council has submitted a joint application to the Scottish Government alongside City of Edinburgh Council, Glasgow City Council and Fife Council to undertake a Basic Income Pilot Feasibility Study. As part of this work a cross-council Councillors Group has been established to provide oversight to the project. A second North Ayrshire Elected Member Briefing session will take place in May to update Members on the plans for the Feasibility Study.

## **Support for Care Experienced Young People**

We are developing approaches to corporate mentoring of care experienced young people and have appointed a Corporate Parenting Mentor to develop training, coach mentors, and assist in identifying and matching relationships between young people and mentors. We will also work with MCR Pathways in one of our schools to pilot their approach to mentoring.

## **Social Enterprises**

North Ayrshire has 133 Social Enterprises (SEs), ahead of the Social Enterprise Strategy's target of 110. Considerable engagement is taking place in this sector. Key projects either in development or being delivered relate to procurement, Living Wage, Supported Businesses, Public Private Partnerships, Food Poverty, Early Years provision and the development of North Ayrshire's Social Enterprise Network (NASEN). The aim is NASEN will become the voice of the sector.

The Development Fund is an integral part of the support available and to date £10,900 has been committed to several SEs to provide support for HR, marketing, Investor Ready Business Plan, constitution and website development.

## **Digital Participation**

Digital skills was highlighted as a key constraint to inclusive growth within the North Ayrshire Diagnostic. The cross-service working group continues to pursue digital participation opportunities both in the council's workforce and with partners and communities.

Leader funding has enabled the appointment of a Digital Learning Officer for our library and community “Maker Spaces,” predominantly in the Garnock Valley. Activities include film making, digital art and animation, a Young Engineers and Science Club based in Dalry as part of a Scotland wide programme to encourage the STEM agenda, electronic music making and 3D modelling. Much of this work is intergenerational and involves volunteers.

An additional £100k was invested in increasing digital skills and capacity as part of the Better Off North Ayrshire project. The project is now available across additional venues such as Pryde in Pennyburn.

The council is working with colleagues in South and East Ayrshire councils to assess how improvements to digital infrastructure can be delivered regionally and identify where there may be potential for pilot projects. The outcome of this joint work will inform potential funding bids as part of any Growth Deal and / or future Challenge Fund bid to UK or Scottish Government to support 5G, R100 programmes and Smart Towns/Cities.

### **Key Transformation Projects**

- Inclusive Growth
- Financial Inclusion Strategy
- Social Enterprise Strategy
- Digital Participation Strategy

### **Key Areas of Focus for the next six months**

- Implementation of the Challenge Poverty Fund
- Further develop work which links the strategic food plan with community activities and projects
- Exploration of North Ayrshire Basic Income pilot
- Implementation of Social Enterprise Strategy
- Supported Employment programme
- Care-Experienced and Mentoring Programme for Young People
- Digital Participation Strategy

## Priority 4 – Service Transformation

### Key Highlights

- Cabinet agreement to further consider Regional Pathfinder
- Target of 1,000 jobs in three years exceeded within 18 months
- 266 start-ups assisted through Business Gateway since April 2017
- 60,000 attended the Golf Open events

### Priority Update

In September Cabinet agreed to the further development of the proposed Regional Pathfinder project for detailed consideration. Work has been undertaken to outline the potential benefits, efficiencies and risks. The detailed proposal to the three Ayrshire authorities is expected to go to Cabinet in June 2018.

Following the purchase of Urban Regeneration Company (URC) assets, legacy funds have been passed to North Ayrshire Ventures Trust for disbursement in line with the agreed objectives of the Irvine Bay Regeneration Company. Promotion of sites is being considered by appropriate groups.

Business Development have supported businesses in creating 1,243 jobs since April 2016, with 588 of these created in 2017/18 (77% ahead of annual target). Team North Ayrshire (TNA) and Ayrshire College continue to develop our businesses' mentoring and leadership needs. TNA currently account manage 243 businesses, 644 businesses received support from Business Development and an additional 266 start-ups were assisted via Business Gateway. A recent evaluation by EKOS highlighted significant returns (see section 7).

The International Action Plan has been validated by the Economic Development and Regeneration Board (EDR Board) and Team North Ayrshire Group. Development of an Ayrshire Export Partnership is being explored with public and private sector partners. We have received 30 enquiries for investment locally.

The Men's and Ladies' Scottish Open attracted 60,000 visitors, details are available in the Quarter 2 report.

Irvine High Street £3M investment to improve public realm and link facilities will commence in June 2018. A large proportion of the funds will be secured from external sources.

Consultation on masterplan development for land at Lochshore, Glengarnock is ongoing. The proposals will seek to deliver outdoor recreation, tourism, sports and housing uses.

Confirmation of funding support of £600,000 towards the 'Irvine Active Travel Hub' Project has been received. This will install public infrastructure including a bike library and an e-bike charging station.

### Key Transformation Projects

- Ayrshire Growth Deal
- Proposed Economic Regional Pathfinder
- Marine and coastal tourism development

### Key Areas of Focus for the next six months

- Development of Ayrshire Growth Deal and associated projects
- Further investigation of potential impact of Economic Regional Partnership proposal
- Further progress and implement the marine and coastal tourism offer
- Review of Connected Communities services to continue transformation within the Council

## **Priority 5 – Best in Class – The 2020 challenge**

### **Key Highlights**

- HMIE Inspection of Community Learning and Development
- CoSLA Gold Award for our Youth Participation and Citizenship Framework
- Townhouse and Portal Officially opened in July
- Ardrossan confirmed as the mainland port for the Brodick and Campbeltown routes for 30 years
- Trading Standards e-cigarettes enforcement

### **Priority Update**

May's HMIE inspection of our Community Learning and Development was very positive. More details can be found in the Quarter 2 report.

The Youth Participation and Citizenship Framework were presented with a Gold COSLA award. Our Locality Partnership submission was awarded a bronze award. The APSE award for the "Best Efficiency and Transformation Initiative" included case studies of Economy and Communities' Lean Six Sigma and Kaizen Blitz projects. As a directorate we are proud to have contributed to the APSE Overall Council of the Year award and reached the finals of the APSE Community Initiative. The directorate was awarded or directly contributed to three Herald Society Awards. Irvine won the Most Improved Place in the SURF Awards.

Protective Services received two awards, the Scottish Government Building Standards Division's (LABSS) National Building Standards Performance Excellence for a medium sized Local Authority for the second year running and the Best Article in Trading Standards Today 2016/17 from the Chartered Trading Standards Institute. Building Standards were appointed as verified by the Scottish Government for the maximum term of six years due to their excellent performance record.

During October, Trading Standards began enforcing The Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 following an education phase for retailers of nicotine vapour products (NVPs). Almost 200 packs of goods were seized in North Ayrshire with a total value of £2,800.

Planning received a commendation in the Built Heritage Category after being a finalist in the Royal Town Planning Institute (RTPI) Planning for Excellence Awards for Saltcoats Town Hall.

North Ayrshire Council hosted the Locality Partnership Conference, Portal and Townhouse were formally opened and the DrEAM initiative was launched during 2017/18. Please see Quarter 2 report for details.

Work is advancing to consider future island work, in relation to the National Islands Bill. Consultation has taken place and we have responded to the Scottish Government's draft proposals.

### **Key Transformation Projects**

- Cultural Approach
- Empowering Young People
- Embedding Active Communities strategic approach with communities

### **Key Areas of Focus for the next six months**

- Completion of Quarry Road phase one and progress with regeneration programmes
- Development of Child-centred Council
- Embed Active Communities Strategies using DrEAM across partners and communities

## Priority 6 – Essential Ingredients

### Key Highlights

- Engagement Survey levels – see section 6.2
- Draft proposals for External Funding Strategy presented to ELT
- Employee Engagement Forum profile rising
- Preparation for GDPR (EU General Data Protection Regulation)

### Priority Update

The Corporate Stakeholder Mapping development work continues. A PSIF internal assessment was completed during 2017/18.

Special events took place in libraries to highlight Customer Service Week in October.

### Managing Reputation

Following a strong start to the year, the response to press enquiries within the optimum four hour timeframe has reduced from 70% to 46% over the year, though still higher than in 2016/17.

During the financial year 166 press releases were issued, within the target range. This included coverage around the Scottish Open Golf events, the Chinese and USA Consul visits, the formal opening of the Portal, and Irvine Public Realm consultation.

### Engagement

The Employee Engagement Survey took place between 23rd October and 10th November 2017. Please see section 6.2 for details.

The Employee Engagement Forum has focused on improving communication as well as leading a series of events to increase staff engagement. These took place after the Engagement Survey window. Colleagues are continuing to engage with the screens within the main Cunninghame House office, with regular information flowing into them. Updates are also shared with staff located elsewhere. The Performance team infographic is being used by other directorates to compliment the Performance on a Page and Performance Review Reports.

### Key Transformation Projects

- None identified in this priority

### Key Areas of Focus for the next six months

- Employee Engagement Survey Actions
- Developing Employee Engagement Forum
- Exploring absence peaks during winter months and prevention

## 4. Directorate Performance Indicators

### 4.1. Council Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Council Plan priorities. Where 2017/18 data is not available the most recent status has been used.

Council Plan Performance Summary– As at Q4 2017/18						
Priority	No of Indicators					
SP1 – Growing our economy, increasing employment and regenerating towns	5	2	1		1	
SP2 – Working together to develop stronger communities	3	3				
SP3 – Ensuring people have the right skills for learning, life and work	1	1				
SP4 – Supporting all of our people to stay safe, healthy and active	1	1				

- The indicator slightly adrift of target is **CP\_DE\_P04 Number of Modern Apprentices supported through North Ayrshire Council sponsored initiatives**. This includes internal and external Modern Apprentices. Achieved 176 against a target of 185. Internal Modern Apprentices are at the levels expected, however demand from private sector businesses for Modern Apprentices has been slightly lower than expected, meaning a reduction in the number of external placements. It is slightly lower than in 2016/17, when 188 Modern Apprentices were supported.

### 4.2. Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities. Where 2017/18 data is not available the most recent status has been used.

Directorate Plan Performance Summary– As at Q4 2017/18						
Priority	No of Indicators					
<i>Ayrshire Growth Deal</i>	This priority is managed through actions.					
<i>Locality Planning</i>	3	3				
<i>Inclusive Growth</i>	5	4		1		
<i>Service Transformation</i>	11	4		1	1	5
<i>Best in Class – the 2020 challenge</i>	14	8	2	2	2	
<i>Essential Ingredients</i>	3	1	1		1	

- The indicators slightly adrift of target are:

- **SOL\_C&L2 Cost Per Library Visit** – Achieved £1.57 against a target of £1.50 for 2016/17 (most recent data available) and is ranked 7<sup>th</sup> out of 32 local authorities. Despite a 20% reduction in investment and contraction of 15% in opening hours libraries maintain a strong performance and our aspirations are to maintain Quartile 1. A full programme of primary school visits and events from author visits to seasonal craft sessions, together with award-winning programmes like DigiDabble and Appiness keep the library services relevant to public needs and stimulate footfall. Virtual visits are increasing with 24/7 access to library ebooks, magazines and music. The

Garnock Valley MakerSpaces for creativity and innovation has commenced, with a launch in early May

- **SOL\_C&L5c % of adults satisfied with museums and galleries** - Achieved 74% against a target of 75% for 2014-17 (most recent data available) and is ranked 13<sup>th</sup> out of 32 local authorities. This data is averaged over a three year period. Our aspirations are to improve our position within the 2nd quartile with the reopening of the Heritage Centre and establishment of the Townhouse. Work continues with Creative Scotland to launch the Place Partnership and fund a Creative Connector - Place Partnership Officer to carry out research, capacity building and audience & participation development. More co-curated community exhibitions, such as The Medda and Irvine Folk festival have proved popular and build local capacity for heritage skills. The high profile Scottish Diaspora Tapestry exhibitions in partnership with North Ayrshire with Irvine Burns Club and Graham Fagan's 'Slave's Lament' proved popular and exceeded all expectations of footfall.
- **EC\_05 Employee Engagement Level within Economy and Communities** – Achieved 76.4% against a target of 78%. The engagement level has fallen from 77.3% in 2015. It is higher than the council-wide figure of 71.2% and work is underway to develop an action plan to address this. See section 6.2 for details.

### 4.3. LGBF Indicators – Priorities

The table below demonstrates a high level view of the Directorate's progress made towards the LGBF priorities.

LGBF Indicators 2016/17						
Service Area	No of Indicators					
Connected Communities	2	1		1*		
Economic Growth	1					1

\* SOL\_C&L05d % of adults satisfied with leisure facilities – please see section 4.4 for details

#### 4.4. Performance Indicators – Red Status

Description	Relevant Plan(s)	Q4 2016/17 Status	Q4 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
<b>EG_20</b> Number of unemployed people registered with employability hubs	Directorate Plan					635	900	Please see explanation below.
<b>EG_13</b> Tourism bed nights within North Ayrshire	Directorate Plan					442,840	489,600	Please see explanation below.
<b>SOL_C&amp;L01</b> Cost per attendance at sports facilities £	Directorate Plan and LGBF		N/A			£3.32	£0.75	Please see explanation below.
<b>SOL_C&amp;L05d</b> % of adults satisfied with leisure facilities	Directorate Plan and LGBF Priority		N/A			72.33%	80%	Please see explanation below.

The indicators significantly adrift of target are:

- EG\_20 Number of unemployed people registered with employability hubs** - The target was set based on five Employability Hubs being operational in 2017/18, however only Kilbirnie and Stevenston Hubs operated for the full year. Irvine Employability Hub came online in October (focussing on promotion and establishing partner services for the first quarter of operation) followed by Kilwinning Hub in early 2018. Ardrossan Employability Hub is temporarily closed until May when new premises will be available. Referrals from DWP have also been lower than expected because of their focus on the full roll-out of universal credit in this period. This impacted the number of referrals and registrations, however despite this and the capacity being significantly lower than expected, 635 unemployed people have registered with the operational hubs meaning performance for these hubs has been very positive.
- EG\_13 Tourism bed nights within North Ayrshire** - The data recorded for 2016/17 is the most recent available and relates to the 2016 calendar year. This indicator is under target, however has shown a consistent increase since 2013 and a 3.4% increase since 2015. Future targets have been

set based on current figures and the knowledge that more hotels will be available over the next few years.

National tourism trends indicate that people are continuing to stay overnight but for fewer nights. Spend patterns indicate that they are still spending on day activities supporting the North Ayrshire economy at similar levels, but are fitting more activities into fewer (albeit, fuller) days. It reflects broader economic trends and consumer spend patterns at a Scottish level.

- **SOL\_C&L01 Cost per attendance at sports facilities £** - The costs of running aging facilities at Irvine and Garnock, alongside the costs of the new developments of Portal and Garnock Campus will have contributed to this indicator during 2016/17.

Portal and Garnock Campus opened in February and January 2017 respectively. Kilwinning Academy Sports Pitch opened in October 2017 and is proving popular with new and existing groups. It is managed by KA Leisure (KAL). The new Largs Campus will be open to the public on 23rd April 2018.

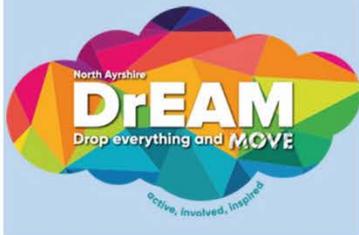
As this PI is a ratio, the lower attendance at the older facilities will also have contributed to this result. The number of attendances at sports facilities excluding pools has increased by 20.9% in the past 12 months, reflecting the increased use of the newer facilities.

- **SOL\_C&L05d % of adults satisfied with leisure facilities** - This indicator covers the three years prior to and including 2016/17 which coincided with running aging facilities. The Magnum and Garnock Pool are now closed and replaced with improved facilities at Garnock and Irvine as well as the new Largs Campus.

KAL have a number of innovative health partnerships including for example, recovery from Heart/Stroke, Mind and Be Active etc. The DrEAM (Drop Everything and Move) event attracted significant social media engagement. They work closely with the council, NHS and community sports clubs to provide a diverse range of sports and physical activities for all abilities.

It is expected these developments will have a positive impact on satisfaction going forward, however as the satisfaction percentages are averaged over three years it may take some time to impact this figure fully.

# Quarter 4 2017-18 Summary Sheet Economy and Communities



**Building Standards**  
appointed by Scottish  
Government as verifier  
for max term of 6  
years!

Our **Youth Participation and Citizenship Framework** won **CoSLA GOLD** and are shortlisted for the Scottish Public Service Awards. **Locality Planning** won a **CoSLA Bronze** award. **Information and Culture** reached the finals of the **APSE** awards. We achieved the Scottish **Public Service Award** for our **Inclusive Growth Diagnostic**. The **Herald Society** recognised our work. Our colleagues at **North Ayrshire Achieves** honoured us with four awards. We were presented with a **SURF** award for **Irvine** for the "most improved place". Planning won the **Scottish Award for Quality in Planning** for their work around North Ayrshire Town Centre Audits!

**1,243 jobs created**  
since **April 2016** by  
businesses supported by  
Business Development.

**644 businesses** are  
receiving support  
from Business  
Development 

Employability and Skills have  
helped **818 unemployed**  
**people find work** in  
2017/18 

  
Exceeding their target 18  
months early!

**100% of respondents**  
are satisfied with  
Planning Services  
since April  
2016 

**HMIE Inspection** for  
Three Towns  
Community Learning &  
Development was very  
positive

**8 new Community**  
**Management and**  
**Ownership**  
**initiatives** have been  
approved 

**£408,476** back in the  
pockets of some of our  
most vulnerable residents 

**10,259 opportunities**  
for promoting  
democracy accessed by  
Young People

 Since April 2017, **6.01 Full Time Equivalent (FTE) days** were lost to sickness.  
The most common reason for sickness absence was musculo / skeletal or stress / anxiety

**Ardrossan to Brodick** ferry routes saved!  
Attracting **£15m**  
investment 

**15,524 adult learning opportunities** accessed that were provided by Connected Communities

 **portal** and  
**Townhouse**  
officially opened!

## 6. Employees

### 6.1. Sickness Data

Economy and Communities were very slightly above the annual target of 6 FTE, with 6.01 FTE days lost due to sickness during 2017/18. The main reasons were musculo-skeletal problems, stress/anxiety and surgical procedures.

Services over the monthly target are Eglinton, Information & Culture and Protective Services. Regeneration and Tourism & the Coastal Economy reported no absences (4 and 10 months in a row respectively). A review of single day absence was carried out by Senior Managers following the last Performance Review meeting and, while no patterns were detected, monitoring continues.

### 6.2. Other Employee Information

The Employee Engagement Survey opened on the 23rd October 2017 and the response rate was 71.4% which gives us confidence in the robustness of the data. The engagement level was 76.4%, slightly lower than in 2015.

The main areas of strength are a strong belief in the purpose and priorities of the council; staff values; and teams striving to serve our customers and colleagues better. The most positive themes from the “one good thing” statements were helping our community, our people including external partners and the ability to work flexibly.

The areas that will be focused on are PPDs, working environment, communications and workload. This is in addition to the areas identified at council level.

The directorate made a decision to share all team data with all Senior Managers to allow them to compare results and learn from each other. Feedback is being discussed with staff, with all staff being encouraged to ask for further information. The approach is focused on the understanding that the results are “their data”.

No area of the survey was analysed in isolation and key linkages between the various areas for improvement are being identified with staff. By observing these connections it is expected this will result in a much more impactful action plan.

## 7. External Evaluations

Community Learning and Development (CLD) partners within North Ayrshire Council and the Three Towns of Ardrossan, Saltcoats and Stevenston were inspected by Education Scotland during May 2017. The results of the inspection are very positive. Please see Quarter 2 Performance Review Report for further details.

Business Development requested an independent evaluation of their support provision from EKOS. They concluded provision is “highly regarded by both stakeholders and client business and has helped generate notable levels of new economic activity within North Ayrshire”. Critical success factors include:

- The involvement of the private sector in both leadership and strategy roles
- The involvement of all relevant partners that have role within economic development
- Strong buy-in around shared priorities
- Pro-active business engagement
- Strong growth pipeline
- Tailored support and single point of contact
- Greater integrated working between business support and other council services

Areas for improvement included the need for greater range of data gathering in terms of partnership input, addressing the potential for bottlenecks and clearer branding. Recommendations are being addressed.