



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Audit and Scrutiny Committee

A meeting of the **Audit and Scrutiny Committee** of North Ayrshire Council will be held remotely on **Tuesday, 12 January 2021** at **10:00** to consider the undernoted business.

Arrangements in Terms of COVID-19

In light of the current COVID-19 pandemic, this meeting will be held remotely in accordance with the provisions of the Local Government (Scotland) Act 2003. Where possible, the meeting will be live-streamed and available to view at <https://north-ayrshire.public-i.tv/core/portal/home>. In the event that live-streaming is not possible, a recording of the meeting will instead be available to view at this location.

1 Declarations of Interest

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2 Minutes

The accuracy of the Minutes of the Meeting of the Audit and Scrutiny Committee held on 17 November 2020 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

3 UK Withdrawal from the European Union (Brexit) Update Report

Submit report by the Head of Democratic Services on the current position regarding the UK's withdrawal from the European Union on 31 December 2020 (copy enclosed).

4 Public Performance Reporting 2019-20

Submit report by the Head of Democratic Services on the 2019-20 public performance reporting and the draft Annual Public Performance Report 2019-2020 (copy enclosed).

- 5 Planning Services Update: Former Seafield School, Eglinton Road, Ardrossan**
Submitted report by the Executive Director (Place) updating on the position regarding the former Seafield School, Ardrossan (copy enclosed).
- 6 Health and Social Care Partnership: Budget Monitoring Report**
Submit report by the Chief Finance and Transformation Officer on the financial position of the North Ayrshire IJB as at October 2020 (copy enclosed).
- 7 Internal Audit Plan 2021-2022**
Submit report by the Head of Finance on the proposed Internal Audit plan for 2021-22 (copy enclosed).
- 8 Internal Audit Reports Issued**
Submit report by the Head of Finance on the findings of Internal Audit work completed during November and December 2020 (copy enclosed).
- 9 Urgent Items**
Any other items which the Chair considers to be urgent.
- 10 Exclusion of the Public - Para 1**
Resolve in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following item of business on the grounds indicated in terms of Paragraph 1 of Part 1 of Schedule 7A of the Act.
- Non Disclosure of Information**
In terms of Standing Order 19 (Disclosure of Information), the information contained within the following report is confidential information within the meaning of Section 50A of the 1973 Act and shall not be disclosed to any person by any Member or Officer.
- 11 Community Investment Fund Application: Radio City Association**
Submit report by the Executive Director (Communities and Education) on findings of an Internal Audit review of the Radio City Association Community Investment Fund application (copy enclosed).

Webcasting - Virtual Meeting

Please note: this meeting may be recorded/live-streamed to the Council's internet site, where it will be capable of repeated viewing. At the start of the meeting, the Provost/Chair will confirm if all or part of the meeting is being recorded/live-streamed.

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If you are participating in this meeting by invitation, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in the them live-streaming/recording or training purposes and for the purpose of keeping historical records and making those records available to the public. If you do not wish to participate in a recording, you should leave the 'virtual meeting'. This will constitute your revocation of consent.

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Audit and Scrutiny Committee Sederunt

Marie Burns (Chair)
Margaret George (Vice Chair)
Joy Brahim
Alan Hill
Tom Marshall
Donald Reid
John Sweeney

Chair:

Apologies:

Attending:

At a Meeting of the Audit and Scrutiny Committee of North Ayrshire Council at 10.00 a.m. involving participation by remote electronic means.

Present

Marie Burns, Margaret George, Joy Brahim, Alan Hill, Tom Marshall, Donald Reid and John Sweeney.

In Attendance

A. Sutton, Executive Director (Interim) and A. McClelland, Head of Service (Education) (Communities); K. Yeomans, Director and N. McIlvanney, Programme Manager (Growth & Investment); M. Boyd, Head of Finance and P. Doak, Senior Manager (Internal Audit, Risk and Fraud) (Finance and Corporate Support); C. Cameron, Head of Service (Finance and Transformation) (Health and Social Care Partnership); A. Fraser, Head of Democratic Services, F. Walker, Head of Service, F. Carlyle, Senior Adviser and M. Lindsay, Senior Customer Officer (People & ICT); and E. Gray and D. McCaw, Committee Services Officers (Chief Executive's Service).

Chair

Councillor Burns in the Chair.

1. Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors.

2. Minutes

The Minutes of the Meeting of the Audit and Scrutiny Committee held on 29 September 2020 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. UK Withdrawal from the European Union (Brexit) Update Report

Submitted report by the Head of Democratic Services on the current position regarding the UK's withdrawal from the European Union on 31 December 2020 and highlighting key areas in terms of the identification and quantification of risks around the following:-

- the Withdrawal Agreement ratified by the Government in October 2019;
- the Internal Market Bill currently before the UK Parliament;
- the UK Withdrawal from the European Union (Continuity) Bill 2020, currently at stage 2 before the Scottish Parliament; and
- the terms of any agreement which may or may not be struck between the UK and EU.

Councillor Hill joined the meeting at this point.

Members asked questions and were provided with further information in relation to:-

- the make-up of the Council workforce and percentage of staff members from the EU;
- immigration regulations, including minimum skills threshold, to allow foreign nationals to work in the UK;
- the likelihood of staff shortages in terms of lower paid roles; and
- the recommendation of the Migration Advisory Committee to add residential day and domiciliary care managers and proprietors, nursing auxiliaries and assistants and senior care workers to the UK shortage occupation list.

The Committee agreed to (a) note the current position in respect of the UK's withdrawal from the European Union; and (b) receive a further report to the next meeting on 12 January 2021.

4. Equal Pay Claims

Submitted report by the Head of People & ICT on the findings of the Audit Report on Equal Pay in Scottish Councils and providing an update on North Ayrshire Council's position on historic and current equal pay claims and the Council's approach to ensuring equal pay is maintained. The Accounts Commission report entitled "Equal Pay in Councils – Impact Report" was detailed in the Appendix to the report.

Members asked questions and were provided with further information in relation to:-

- third wave claims and challenges to the job evaluation scheme;
- the job evaluation scheme being robust with job grades being fairly evaluated; and
- any third wave claims which have had success in other Local Authority areas.

The Committee agreed to note (i) the content of the Accounts Commission report on Equal Pay in Scottish Councils; and (ii) the Council's position in relation to equal pay claims.

5. Implications of Audit Scotland Report: Scotland's City Region and Growth Deals

Submitted report by the Director (Growth & Investment) on the findings of Audit Scotland's report on city and growth deals and on North Ayrshire Council's progress in responding to issues arising. Appendix 1 to the report detailed recommended actions for consideration by North Ayrshire Council together with a position statement on the Council's progress in developing and implementing the Ayrshire Growth Deal in relation to those recommended actions.

The Director (Growth & Investment) further indicated that the virtual signing of the Ayrshire Growth Deal document on Thursday 19 November 2021 would move the AGD into the delivery mode.

Councillor George left the meeting at this point.

Members asked questions and were provided with further information in relation to:-

- high level projects already defined;
- consultation with local communities around the development and delivery of projects;
- consultation with the community being preferred rather than simply engagement;
- marine tourism funding which contributes to the Great Harbour, the Marina at Ardrossan and 2 Step Ashore Projects on Arran and Cumbrae;
- the timescale for consultation with Island communities; and
- processes and timescales in terms of infrastructure improvements.

Councillor George re-joined the meeting at this point.

The Committee agreed to note (i) the findings of the Audit Scotland report on growth deals, including implications for local authorities; and (ii) progress made to develop robust governance and resourcing arrangements.

6. Annual Report - School and Early Learning and Childcare Inspections 2019-20

Submitted report by the Interim Executive Director of Communities on the performance of North Ayrshire schools and early learning and childcare settings in external inspections published during session 2019-20. The inspection outcomes for all establishments were summarised at Appendix 1 to the report. Appendices 2 and 3 detailed the full inspection reports and indicated common strengths. Appendix 4 set out the full Education Scotland report.

Members asked questions and were provided with further information in relation to:-

- the support and leadership in place to determine how well schools were coping with the pandemic in terms of early years, staffing levels and staff wellbeing;
- Scottish Government funding being utilised to top up staffing resources in cases of self-isolation and for specific Covid related challenges; and
- difficulties experienced by children in readjusting to school learning.

Councillor Marshall left the meeting at this point.

The Committee agreed to (a) note the contents of the report and appendices; and (b) commend the performance of schools in inspections led by Education Scotland and the Care Inspectorate.

7. Update Report for Loudoun Montgomery Primary School and Early Years Classes

Submitted report by the Interim Executive Director of Communities on the outcome of the follow through inspection by Education Scotland for Loudoun Montgomery Primary School and Early Years Class. Appendix 1 detailed the full Education Scotland published letter, including specific detail on identified progress and recommended next steps.

Councillor Marshall re-joined the meeting at this point. On re-joining, the Member requested, and received, clarification on a matter relating to the previous item, namely in terms of the performance of Arran High School.

The Committee agreed to note the significant improvements and progress made with regard to Loudoun Montgomery Primary School and Early Years Classes since the previous Education Scotland inspection published in March 2019.

8. Health and Social Care Partnership: Budget Monitoring Report

Submitted report by the Chief Finance and Transformation Officer on the financial position for the partnership and outlining the projected financial outturn position for the financial year as at August 2020. The budget monitoring report and Appendices, which were presented to the IJB on 22 October 2020, were attached as an Appendix to the report.

Members asked questions and were provided with further information in relation to:-

- confidence in the year end position and main areas of risk around the Covid response; and
- Criminal Justice Service ringfenced funding being maximised, despite a reduction in these services offered during the Covid lockdown period.

The Committee agreed to note (i) the financial position with regard to the Health and Social Care Partnership; (ii) the estimated costs of the Covid mobilisation plan of £7.2m, including savings delays, and the associated funding received to date; and (iii) the financial risks for 2020-21, including the impact of Covid-19 and that there was no recommendation at this time to implement a formal Financial Recovery Plan for the IJB.

9. Internal Audit and Corporate Fraud Action Plans: Quarter 2 Update

Submitted report by the Head of Finance on progress made by Council Services in implementing the agreed actions from Internal Audit and Corporate Fraud reports as at 30 September 2020. Full details of the six actions which were not completed within the agreed timescales were set out at Appendix 1 to the report.

The Committee agreed to note (i) the current position with the implementation of Internal Audit and Corporate Fraud actions; and (ii) that those Services which had not implemented actions within the previously agreed timescales would be challenged.

10. Internal Audit Plan 2020/21: Mid-Year Update

Submitted report by the Head of Finance providing an update as at 30 September 2020 on progress made in delivering the 2020/21 Internal Audit Plan. The Internal Audit Quarter 2 Progress Report was set out at Appendix 1 to the report.

The Senior Manager (Internal Audit, Risk and Fraud) provided details of six audits to be deferred to the 2021/22 plan, which would be prepared earlier than normal covering

the period from February 2021 to March 2022 and brought to the January 2021 meeting of the Committee for approval.

The Committee agreed to (a) note the mid-year position; and (b) approve the deferral of six audits to the 2021/22 plan as detailed in the report.

11. Internal Audit Reports Issued

Submitted report by the Head of Finance on the findings of Internal Audit work completed during September and October 2020. The findings from eight separate audit assignments were detailed at Appendix 1 to the report, together with their respective executive summary and action plans.

The Senior Manager (Internal Audit, Risk and Fraud) highlighted that a number of the audits had received 'substantial' assurance level.

The Committee agreed to note the outcomes from the Internal Audit work completed as set out in the report.

12. Corporate Fraud Team Update

Submitted report by the Head of Finance on the work of the Corporate Fraud Team during 2019/20 and between April and September 2020.

The Senior Manager (Internal Audit, Risk and Fraud) highlighted investigations which had been carried out across a range of areas including employee related matters as well as Council Tax, Discretionary Housing Payments, Scottish Welfare Fund, Blue Badges and Housing tenancy issues. He advised that the Team had also commenced format joint working with the DWP Single Fraud Investigation Service in cases where there were suspected frauds relating to both Housing Benefit and Council Tax Reduction.

Members asked questions and were provided with further information in relation to:-

- the investigation of fraud and error in connection with the Council Tax Reduction and Single Person Discount category; and
- any examples where confusion had arisen for tenants in terms of responsibilities of the Council and those of the DWP.

The Committee agreed to note the work carried out by the Corporate Fraud Team during 2019/20 and between April and September 2020.

13. Exclusion of the Public – Para 1

The Committee resolved in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following item of business on the grounds indicated in terms of Paragraph 1 of Part 1 of Schedule 7A of the Act.

14. Corporate Fraud Reports Issued

Submitted report by the Head of Finance on the findings of the corporate fraud investigation reports finalised during September and October 2020.

Noted.

The meeting ended at 11.40 a.m.

NORTH AYRSHIRE COUNCIL

12 January 2021

Title: **UK withdrawal from the European Union (Brexit)
Update report**

Purpose: To provide an update on the current position regarding the UK's withdrawal from the European Union on 31 December 2020

Recommendation: It is recommended that the Committee note the current position in respect of the UK's withdrawal from the European Union.

1. Executive Summary

- 1.1 This report provides an update on the UK's withdrawal from the European Union. While the agreement of a trade deal with the EU removes most immediate risks of a no-deal, particularly around tariffs, it should be noted that agreement still requires to be reached on some areas. There also remains a danger that EU-exit compounds and deepens the longer-term economic impacts of COVID

2. Background

- 2.1 This provides an update to the report which was submitted to a previous meeting. At that stage a trade deal required to be agreed and the risks were largely based on the worst-case scenario of a no-deal

The Deal

- 2.2 On 24 December 2020 a deal was agreed between the UK Government and the EU. The terms of the treaty were approved by the UK Parliament on 30 December 2020 and it is to be provisionally applied by the EU from 1 January 2021 pending consideration by the European Parliament later in January. The following are the key parts of the deal: -
- 2.3 Level Playing Field- In return for continued and tariff-free access to EU markets, there are level playing field measures which commit both the UK

and the EU to maintain common standards on workers' rights, as well as many social and environmental regulations. They don't have to be identical in the future, so the UK does not have to follow EU law, but they do have to be seen to protect fair competition. If not, either side has the right to impose tariffs, subject to a dispute resolution procedure

- 2.4 The UK has also agreed to common principles on how state aid regimes work, and to an independent competition agency which will assess them. But it can choose to develop a system which only makes decisions once evidence of unfair competition is presented. That is different from the EU system which assesses the likely impact of subsidies before they are handed out.
- 2.5 While a deal means that exporters have been spared tariffs, there will be new import and export declarations, the cost of which to UK exporters is estimated at £7.5 billion annually. If these new customs checks delay goods at the border this could still impact on supply chains, at least in the short term.
- 2.6 As regards product standards, a "mutual recognition of conformity assessment" can reduce the requirement for checks on products standards. However, the deal contains no agreement on conformity assessment. In future, if exporters want to sell products in both the UK and the EU, they may have to get it checked twice to get it certified.
- 2.7 Nor is there yet an agreement on recognising each other's sanitary and safety standards for exporting food of animal origin. This means there will have to be Environmental Health checks for products going into the EU.
- 2.8 Impact on investment: - GDP growth in the three years after the June 2016 Brexit referendum slowed to 1.6% as business investment stagnated. Greater clarity over Britain's future relationship with the European Union could in the short-term, release some of this and support recovery once the ongoing coronavirus shock starts to fade. However, there is still a risk that foreign companies will no longer view the United Kingdom as a launchpad into Europe.
- 2.9 Services Sector- The deal appears to mostly cover trade in goods, where the United Kingdom has a deficit with the EU, and excludes key service industries like finance, where it currently enjoys a surplus. It should be noted that the services sector accounts for 80% of British economic activity. Arguably, the result of the deal is that the European Union retains all of its current advantages in trading, particularly with goods, and the U.K. loses all of its current advantages in the trade for services.

- 2.10 Financial services- The United Kingdom remains the world's biggest net exporter of financial services, with its £60.3 billion (\$81.6 billion) trade surplus in 2019. However, international financial services firms have migrated £1.2 trillion worth of assets and relocated 7,500 jobs from Britain to the European Union since the 2016 referendum, according to publicly available data tracked by EY. The European Union and United Kingdom have not yet struck an "equivalence" deal that will give UK banks and asset managers access to European markets.

The Withdrawal Agreement

- 2.11 It is important to note that the signing of the Withdrawal Agreement last year also lessened some of the impacts of a no-deal EU-exit. Existing EU law remains in place until changed, which gives EU law supremacy over domestic law – the courts could disapply any domestic legislation which is incompatible with EU law. It also protects the rights of UK citizens living in the EU and EU citizens living in the UK, as well as their family members, to continue to live and work there. These citizens will be able to apply for permanent residence (called 'settled status' in the UK) if they have been living in that country for five years continuously.

Analysis

- 2.12 Many of the short-term risks of a no-deal have been removed or reduced through the trade deal, particularly those arising from the imposition of tariffs, port congestion and supply chain difficulties. These were likely to result in business failure and higher unemployment. In the short term, greater certainty about the UK's relationship with the EU is likely to release delayed investment. However, in the longer term the new relationship is expected to lead to a reduction in GDP of around 4% compared to remaining in the European Union, according to the Office for Budget Responsibility. Or, according to the New York Times "Brexit was always going to be a long-running hit to the U.K.'s competitiveness. But the way it'll play out is by damaging investment in the U.K., so it's a slow puncture, not a quick crash."
- 2.13 The previous report to the Committee made the point that a deal was only part of the picture. It needed to be considered alongside an Internal Market Bill which could embed free market policies across all of the UK. In turn that could be locked-in through a US trade deal. Such a deal could promote free trade at the expense of the environment, workers' rights, health or product safety. In other words, the EU social policy constraints previously imposed on the UK would be replaced by free-market US-style constraints, directly enforceable by US companies. This scenario is now less likely for several reasons. Firstly, the price of access to EU markets has been continued alignment on environment, state aid, workers' rights and other areas. Any divergence to adopt a free market approach will, if it results in unfair

competition with the EU, invite tariffs. Secondly the new US President previously opposed Brexit and has ruled out negotiating new trade agreements until the United States improves its own competitive position.

- 2.14 The New York Times of 24 December contains an interesting analysis of Brexit, stating “In 2016, Brexit was embraced by three distinct factions in British politics, said Matthias Matthijs, a professor of international political economy at Johns Hopkins University: right-wing anti-immigration figures like Nigel Farage; orthodox free traders in the Conservative Party; and some on the left, who hoped the move would free up money to subsidize factory jobs in the country’s industrial north and, in any event, regarded the European Union as a bankers’ club that Britain was well out of.” However, in practice the Deal’s price of tariff-free access to EU markets is based on fair competition between the UK and EU, which in turn relies on alignment of state aid, environment and workers’ rights. Against this background, it remains to be seen if any of these competing aspirations for Brexit will ever be realised.

Risks

- 2.15 Many of the short-term risks have substantially reduced with the agreement of the Deal. The risks which arose from the imposition of tariffs, port delays, and supply chain difficulties, leading to business failure, higher unemployment and higher food and other prices have significantly reduced. Similarly, the risk of free-market policies being introduced through the Internal Market Bill, and thereafter embedded through a US trade deal are also less. In turn this will lessen the impact on inequality and the most vulnerable in society and the consequential demand on local authority services to address this.
- 2.16 Many of the remaining risks relate to the service sector. While manufacturing is a significant sector in North Ayrshire, the importance of the service sector has grown in recent years.
- 2.17 As detailed above, the long-term economic impact remains the key risk. This needs to be considered alongside the economic impacts of COVID-19.
- 2.18 Some of the other risks previously reported to the Committee remain. In terms of immigration, there are still likely to be shortages in lower paid roles, including in the Social Care workforce.
- 2.19 Another remaining risk relates to the need for Environmental Health officers to issue export certificates for food exports. While Scottish Government Ministers have requested an alternative approach of FSS being responsible for providing the necessary staffing resource at hubs to sign Export Health Certificates, there appear to be only 3 or 4 such producers in North Ayrshire.

- 2.20 Other risks relating to the transfer of data and the need for a data equivalence agreement, and access to crime and terrorism intelligence remain as previously.
- 2.21 Once a full analysis of the Deal can be carried out, the EU-exit risk contained in the Council's Corporate Risk Register will be reviewed.
- 2.22 In relation to resilience, the Scottish Government established the Multi-Agency Control Centre (MACC) for EU-exit on 7 December. The Ayrshire Local Resilience Partnership (ALRP) also established a multi-agency EU-Exit Sub-Group chaired by Police Scotland.

3. Proposals

- 3.1 The Committee is asked to note the current position.

4. Implications/Socio-economic Duty

Financial

- 4.1 Officers continue to monitor the impact of the EU Withdrawal process on the Council's budget position. The increasing financial cost to Government of dealing with COVID is likely to restrict their ability to intervene to minimise the economic impacts of EU-Exit. Attempts to reduce public sector expenditure are also likely to further extend austerity at a time of greater demand.

Human Resources

- 4.2 There are no human resource implications arising from this report, other than the issues of organisational capacity referred to in the report.

Legal

- 4.3 Under the Withdrawal Act UK Courts will not be bound by new decisions of the Court of Justice of the EU (CJEU) made after the transition period ends but will still be bound to interpret retained EU law in line with existing decisions of the CJEU (retained EU case law). The Withdrawal Act, however, confers the power on the UK Supreme Court and the High Court of Justiciary in Scotland to depart from retained EU case law if they consider it "right to do so." Following consultation, the Government has now confirmed that, among others, that power will be extended to the Court of Appeal and Inner House of Court of Session, but not to the High Court or the Employment Appeal Tribunal (EAT).

Equality/Socio-economic

- 4.4 There are no impacts of this report. However, the UK Government has indicated its intention to 'modernise' and depart from the terms of the European Convention of Human Rights.

Environmental and Sustainability

- 4.5 The Environmental risks appear to have lessened as a result of the Deal

Key Priorities

- 4.6 These terms of the Deal and the Internal Market Bill impact on nearly every area of the Council and on all of the priorities.

Community Wealth Building

- 4.7 The internal market proposals have the potential to significantly restrict the Council's ability to make social policy tailored to the needs of its communities. This includes community wealth building.

5. Consultation

- 5.1 Officers from all services were previously consulted in assessing the risks from Eu-exit.

Andrew Fraser
Head of Democratic Services

For further information please contact Andrew Fraser, Head of Democratic Services, on 01294 324125.

Background Papers

None

NORTH AYRSHIRE COUNCIL

12 January 2021

Audit and Scrutiny Committee

Title: **Public Performance Reporting 2019-20**

Purpose: To advise the Audit and Scrutiny Committee on 2019-20 public performance reporting and the draft Annual Public Performance Report 2019-2020.

Recommendation: That the Audit and Scrutiny Committee agrees to a) note the status of the Council's performance indicators at Appendices 1 and 2; and b) note the draft Annual Public Performance Report 2019-20 set out at Appendix 3.

1. Executive Summary

- 1.1 This report details the Council's performance against a range of performance indicators (PIs) during 2019-20. The report also presents the Council's Annual Public Performance Report for 2019-2020 which will be published on our website. This is the first Annual Public Performance Report produced for our new Council Plan 2019-24 'A Council that is Fair for All' and covers the 2019-20 financial year. A separate report on our response to the Covid-19 pandemic will be produced as part of our six-monthly Council Plan progress reporting.
- 1.2 This report enables scrutiny of how we meet our statutory reporting obligations, summarises our six-monthly performance reporting and demonstrates how we work with our partners to progress our priorities outlined in the Council Plan 2019-24. Our priorities are Aspiring Communities, Inspiring Place and a Council for the Future.

2. Background

- 2.1 The Accounts Commission Direction 2018 on Public Performance Reporting sets out categories of performance information. This Direction gives us flexibility in determining which PIs meet the requirements of the Direction in order to demonstrate Best Value. The Accounts Commission expects us to ensure balanced reporting in terms of improvements in performance and areas of focus as timeously as is practical. The Direction is outlined in Table 1 below:





Table 1	
Part 1: Improving local services and local outcomes	Part 2: Demonstrating Best Value
<p>Statutory Performance Indicator 1</p> <ul style="list-style-type: none"> • Performance in improving local public services, provided by both (i) the council itself and (ii) by the council in conjunction with its partners and communities. • Progress against the desired outcomes agreed with its partners and communities. <p>The Commission requires the council to report such information to allow comparison (i) over time and (ii) with other similar bodies. The Commission requires the Council to report on information drawn from the Local Government Benchmarking Framework in particular and from other benchmarking activities.</p>	<p>Statutory Performance Indicator 2</p> <ul style="list-style-type: none"> • The Council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment. • Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments. • In particular, how it (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.

- 2.2 Following a review of our performance indicators (PIs) as part of the development of our Council Plan 2019-20 we identified 34 indicators that provide a balanced overview of our performance and address Part 1 of the Accounts Commission Direction.
- 2.3 We compare our performance to other similar bodies through 80 Local Government Benchmarking Framework (LGBF) indicators which are reported separately to Cabinet and published on our website (www.north-ayrshire.gov.uk/performance) with links to the national "My Local Council" comparison tool.
- 2.4 Detailed information on our Council Plan PIs included within the Annual Performance Report are available online through our North Ayrshire Performs portal on our website. Following recommendations from our Best Value Audit earlier this year, we are developing a more modern and user-friendly interface which will be live on our website in early 2021.
- 2.5 We recognise the impact of our work cannot be demonstrated or effectively scrutinised using only quantitative (PI) data. As a result, the Annual Performance Report provides an update on how we are progressing to achieve desired outcomes for our partners and communities.
- 2.6 The Annual Performance Report forms part of a suite of public reporting which includes:
- The Community Planning Partnership Annual Report
 - Council Plan progress reports
 - Local Government Benchmarking Framework
 - Education Insight
 - Education Authority Annual Plan
 - North Ayrshire Performs portal
 - HSCP Annual Performance Report

2.7 Performance Indicator Summary

Appendix 1 details the full set of performance indicators, showing (where available) three years of performance data and a **Red**, **Amber**, **Green** “RAG” status. The **Green** status means performance is on target, **Amber** is slightly adrift of target and **Red** is significantly adrift of target.





2.8 Analysis of the indicators with the latest available targets is outlined in Table 2. 77.8% of indicators with 2019-20 data are on or slightly adrift of target. This is comparable with 2018-19 when 81.3% were in this category. (The total number of indicators reported decreased from 66 last year to 34 this year following the introduction of the new Council Plan 2019-24.)

Table 2: Annual Status Comparison		
Key	Number of Indicators (2018-19)	Number of Indicators (2019-20)
 on target	37 (77.1%)	19 (70.4%)
 slightly adrift	2 (4.2%)	2 (7.4%)
 significantly adrift	9 (18.7%)	6 (22.2%)
 data only/unavailable*	18	7

*Data for seven indicators is pending, including four education indicators where data will not be available until February 2021.




2.9 Appendix 2 lists underperforming indicators (red and amber) with further details on the reasons for underperformance and actions being taken to address these. One significantly adrift of target (red) indicator “Number of attendances at indoor sports and leisure facilities (excluding pools)” has been directly impacted by the pandemic during February and March due to sports governing bodies postponing activities and the resulting decline in customer confidence.

2.10 Table 3 shows a status comparison between mid-year and year end.

Table 3: Six Month Status Comparison			
Key	Number of Indicators (2019-20 Mid-Year)**	Number of Indicators (2019-20 Year End)	Movement Includes:
 on target	20 (83.3%)	19 (70.4%)	Formerly 14 green Pls, 1 amber and 4 data only (targets are now set)
 slightly adrift	4 (16.7%)	2 (7.4%)	Formerly 1 green PI and 1 amber.
 significantly adrift	0	6 (22.2%)	Formerly 2 green Pls, 2 amber and 2 data only (targets are now set).
 data only/unavailable	10	7	Formerly 1 green PI, 1 amber, 2 red and 3 data only.

**Where no quarterly data is available the most recent annual status is used. Approximately two thirds of our Council Plan Pls are recorded annually, the most recent status better reflects performance.

- 2.11 Comparison of 2019-20 performance with 2018-19 performance (short term trend) and 2016-17 performance (long term trend) is noted in Table 4. Performance improved in 63% of available indicators since last year and 91.7% over the three-year period.

Table 4: 2019-20 Summary of short term/long term trends*		
Key	Short Term (Since 2018-19)	Long Term (Since 2016-17)
 Improved	17 (63%)	22 (91.7%)
 Declined	8 (29.6%)	2 (8.3%)
 No Change	2 (7.4%)	0

**Data for seven indicators is pending, including four education indicators where data will not be available until February 2021. In addition, three indicators were introduced in 2018-19 and so have no 2016-17 (long term) comparison available. One indicator was not recorded for 2016-17 so 2017-18 data has been used to calculate long term trend.*

2.12 **Annual Public Performance Report**

The draft Annual Public Performance Report 2019-20 is attached in Appendix 3. The report provides a summary of how we, in partnership with our communities have worked to deliver our Council Plan priorities.

- 2.13 As our Community Planning Partnership Board is chaired by the Leader of North Ayrshire Council and administered by the Council, this year we have included a brief summary of our CPP performance within our Annual Performance Report. Full details of CPP performance are published in The Community Planning Partnership Annual Report.

2.14 **Key highlights** from 2019-20 include:

Priority-Wide

- Our Community Wealth Building Strategy was approved by the Community Wealth Building Commission.

Aspiring Communities

- An analysis of the Community Investment Fund showed a wide range of approved initiatives would address key local issues such as isolation and mental health.
- A North Ayrshire Summit on Drug Related Deaths was held in January, following a drugs emergency motion being passed in September.
- Our Executive Youth Council, in partnership with the Carer's Trust consulted with young carers on barriers to participation and will be taking the report to the Scottish Youth Parliament.

Inspiring Place

- We declared a state of Climate Emergency with our key ambition to be net-zero carbon, achieving a balance between carbon emissions and carbon removal.
- Following extensive collaboration with the HSCP and NHS Ayrshire and Arran, we have opened our Trindlemoss Day Opportunities facility, a multi-purpose facility providing day care, residential accommodation and a range of support services.
- We have completed 31 new houses at Montgomerie View, Seamill.

A Council For The Future

- We engaged with communities, giving our residents a Fair Say on our Council budget and an opportunity to suggest new approaches to delivery.
- We paid our employees the new Real Living Wage five months early resulting in a rise of 30p per hour from November rather than April.
- We have improved the processing times for Housing Benefit and Council Tax Reduction. New claims timescales reduced by 9.5% since 2018-19 and change of circumstances timescales reduced by 24.8%.

2.15 **Key areas of focus** over the next six months include:

Responding to the Covid-19 Pandemic

- Working alongside our partners to continue to support our residents and businesses during the Covid-19 pandemic will be our **key priority** for the next six months.

Priority-wide

- Launch and implement our Community Wealth Building Strategy 2020-25. A first for Scotland, it will become our strategic approach to economic recovery and renewal. We will work alongside key partners to ensure a wellbeing economy with social and environmental stability for our communities.
- Develop our Economic Recovery and Renewal Approach built on our Community Wealth Building objectives and outline the actions we will take to recover and renew from the economic impact of the Covid-19 pandemic. The Approach will set out how we will build back better, fairer and greener through a local Green New Deal for North Ayrshire. At the heart of this will be an £8.8 million Investment Fund to support an inclusive and green economic recovery and in addition we will use our capital investment to support recovery and wider regeneration.

Aspiring Communities

- Implement the priorities of the Mental Health Strategy for North Ayrshire to support our young people and empower our employees and partners to promote positive mental health and wellbeing without stigma.
- Conclude funding commitments for the Ayrshire Growth Deal.

Inspiring Place

- Progress the proposals for the new Ardrossan Campus to provide a state of the art educational and community facility.
- Continue to develop Millport and Upper Garnock Flood Protection Schemes.
- Support regeneration by maximising our assets through alternative community and business use.

A Council For The Future

- Action any areas for improvement highlighted during our Audit Scotland Best Value review.
- Continue to engage with our communities on our transformation themes and development of locality community charters.
- Capture experiences and learning from our response to the Covid-19 pandemic.

2.16 The report will be made available through our website and shared via our various social media channels. Hard copies will be provided on request.

3. Proposals

- 3.1 It is proposed that the Audit and Scrutiny Committee agrees to a) note the status of the Council's performance indicators at Appendices 1 and 2; and b) note the draft Annual Public Performance Report 2019-20 set out at Appendix 3.

4. Implications/Socio-economic Duty

Financial

- 4.1 There are no financial implications.

Human Resources

- 4.2 There are no human resource implications.

Legal

- 4.3 This report confirms the arrangements for the Council's compliance with its duties under the Local Government Act 1992 and the Local Government in Scotland Act 2003 and commitment to improving public performance reporting.

Equality/Socio-economic

- 4.4 There are no equality/socio-economic implications.

Environmental and Sustainability

- 4.5 There are no environmental and sustainability implications.

Key Priorities

- 4.6 This report helps to demonstrate the Council's delivery of its strategic priorities.

Community Wealth Building

- 4.7 There are no community wealth building implications.

5. Consultation

- 5.1 Feedback from the Executive Leadership Team (ELT) informed the content of this report. The Cabinet at its meeting on 8 December 2020 also considered the report and appendices and agreed that these should be submitted to the Audit and Scrutiny Committee for consideration.






Andrew Fraser
Head of Democratic Services




For further information please contact **Barry Tudhope, Senior Manager (Corporate Policy, Performance & Elections)**, on **01294 324113**.


Background Papers
Council Plan 2019-24

Appendix 1: Council Plan Performance Indicators (PIs) – Summary










KEY




























Performance Indicator Status	
	Significantly Adrift of Target
	Slightly Adrift of Target
	On Target
	Data Not Available
	Data Only




























Short Term Trends	
	Improving
	No Change
	Getting Worse

Long Term Trends	
	Improving
	No Change
	Getting Worse









































Council Plan Priority 1: Aspiring Communities


























Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
CP_01 Percentage of population who are involved in local decision making	New measure and baseline established for 2018-19		51%		45.53%	60%			New measure in 2018/19. No 2016/17 comparison available.
CP_02 Percentage of Council budget directed via participatory methods	New measure and baseline established for 2018-19		0.62%		1.11%	0.89%			New measure in 2018/19. No 2016/17 comparison available.
CP_03 Percentage of residents who agree they have access to opportunities to participate in their local community	New measure and baseline established for 2018-19		47%		47%	47%			New measure in 2018/19. No 2016/17 comparison available.

Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
CP_04 Percentage of children achieving their developmental milestones at the time the child starts primary school	77.2%		78%		Data not currently available	79%	-	Data not currently available	Data not currently available
CP_05 Average total tariff score of pupils living in SIMD 30% most deprived areas	709.8		638.1		Data not currently available	718	-	Data not currently available	Data not currently available
CP_06 Average tariff score: All Leavers	880.2		780.7		Data not currently available	895	-	Data not currently available	Data not currently available
CP_07 Percentage of school leavers entering positive destinations	95.6%		94%		Data not currently available	96%	-	Data not currently available	Data not currently available
CP_08 Percentage of children living in poverty (after housing costs)	29.26%		26.59%		Data not currently available	26.5%	-	Data not currently available	Data not currently available
CP_09 Percentage of working age population in employment	68.2%		69.7%		70.2%	70%			
CP_10 Percentage of procurement spent on local enterprises	19.75%		17.43%		19.94%	23%			
CP_11 Percentage of people earning less than the living wage	24.3%		24.3%		Data not currently available	24%	-	Data not currently available	Data not currently available
CP_12 Percentage of learning disability service users accessing employment support activities	24.25%		23.88%		23.84%	30%			

Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
CP_13 Percentage of children with BMI centile >91 at 27 month review	12.65%		9.98%		13.19%	10.5%			
CP_14 Percentage of households in fuel poverty	30%		26%		28%	25.5%			 Based on 2017/18 not 2016/17 as PI introduced that year. (Two year rather than three year trend)
CP_15 Number of attendances at indoor sports & leisure facilities (excluding pools)	1,848,777		1,886,930		1,859,843	1,964,100			
CP_16 Percentage of people aged 65 and over with long-term care needs receiving personal care at home	65.8%		66.68%		Data available February 2021	66%	-	Data available February 2021	Data available February 2021
CP_17 Number of Emergency Admissions	20,724		20,933		17,816	20,257			
CP_18 Percentage of new tenancies to applicants who were assessed as homeless sustained for more than a year	78.28%		81.48%		84.07%	82%			
















Council Plan Priority 2: Inspiring Place

Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
CP_19 Proportion of operational buildings that are suitable for their current use	89.91%		91.01%		90.91%	93%			
CP_20 Overall percentage of road network that should be considered for maintenance treatment	39.1%		38.1%		37.3%	38.1%			
CP_21 Proportion of properties receiving superfast broadband	92.35%		93.7%		96.8%	97%			
CP_22 Number of electric vehicle charging points publicly available	25		25		36	30			
CP_23 Number of new build Council housing units reaching completion (cumulative)	232		296		381	351			
CP_24 Number of empty homes brought back into use*	57		295		594	500			
CP_25 Percentage of Council dwellings that meet the Scottish Housing Quality Standard	99.14%		99.19%		99.18%	99.4%			
CP_26 Tourism Visitor Numbers	1,506,210		1,519,260		1,599,400	1,534,968			

Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
CP_27 Street Cleanliness Index - Percentage Clean	92.2		94.5		94.6	94			
CP_28 Hectares of vacant and derelict land in North Ayrshire	1,294		1,279		1,180	1,244			
CP_29 Overall carbon emissions (tonnes)	43,756		40,666		37,508	39,320			
CP_30 Total installed capacity of low carbon heat and electricity generation across the Council's estate (kW)	9,029		9,682		9,700	9,700			
CP_31 Percentage of total household waste that is recycled (calendar year as per SEPA)	55.8%		54.6%		56.3%	59%			





“CP_24 Number of empty homes brought back into use - We have now developed a more robust reporting process for empty homes. Historically reported figures have been changed to cumulative and some minor errors corrected. We are confident we will exceed the target of 600 empty homes brought back into use by 2024.













Council Plan Priority 3: A Council for the Future









Code & Short Name	2017/18		2018/19		2019/20			Short Term Trend	Long Term Trend
	Value	Status	Value	Status	Value	Target	Status		
CP_32 Percentage of Customers delighted with overall customer service	84%		81%		81%	77%			
CP_33 Percentage of self-service transactions	36.7%		40.09%		41.26%	40%			
CP_34 Employee Engagement Level - Council wide	71.2%		71.2%		70.67%	70%			

Appendix 2: Council Plan Performance Indicators (PIs) - Exception Report









Council Plan Priority 1: Aspiring Communities

Code and Short Name	2018/19			2019/20			Short Term Trend	Long Term Trend	Note
	Value	Target	Status	Value	Target	Status			
CP_01 Percentage of population who are involved in local decision making	51%			45.53%	60%				<p>For purposes of creating as much rigour as possible, we specifically count the opportunities where democratic participation is directly with or through the Council. This does not therefore include the situations where the Council provides support to local organisations to engage with individuals and communities e.g. Ardrossan Development Trust, Stevenston Development Trust, Beith Development Trust, Cumbrae Development Trust, Community Council engagements and a variety of interest group engagements e.g. community associations, heritage and sports groups.</p> <p>Where a group meets more than once during a year only one occurrence is counted. This is to minimise double counting where possible. This also means, towards the end of the year many regular events will have already been included in the figure earlier in the year. It should not be concluded that during quarter 4 fewer events took place.</p> <p>Due to the nature of this indicator it is not possible to record unique individuals, but it does give an indication of the involvement of our community in local decisions</p>

Code and Short Name	2018/19			2019/20			Short Term Trend	Long Term Trend	Note
	Value	Target	Status	Value	Target	Status			
CP_10 Percentage of procurement spent on local enterprises	17.43%			19.94%	23%				The information has been taken from Spikes Cavell utilising the proximity and supplier size fields. The 2019/20 percentage spend with local (SME) is 19.94% which is a 2.51% improvement on the 2018/19 figure of 17.43%.
CP_12 Percentage of learning disability service users accessing employment support activities	23.88%	30%		23.84%	30%				<p>The Learning Disability Job Coaches are a crucial resource with regard to employability that has, along with the rest of day services, been experiencing a period of considerable flux and development over the past year. This is in part due to preparing for the closure of existing services and the move to a combined new site at Trindlemoss, in Irvine.</p> <p>Recent work has focused on exploring the existing role of job coaches working within learning disability day services, with a view to ensuring that their activity reflects and benefits from the broader community change agenda being promoted in association with the development of Trindlemoss Day Opportunities Centre. Collaboration with a broad range of community partners is a key aspiration for Trindlemoss, and it is anticipated that the Job Coaches, as core practitioners within Trindlemoss, will play a role in creating new collaborations which will in turn will improve performance in this area.</p>
CP_13 Percentage of children with BMI centile >91 at 27 month review	9.98%	10.5%		13.19%	10.5%				Our Universal Early Years team continues to provide support ensuring the health of young children. Health Visitors also carry out reviews of all children in North Ayrshire at 27 - 30 months, to make sure they are healthy and thriving.

Code and Short Name	2018/19			2019/20			Short Term Trend	Long Term Trend	Note
	Value	Target	Status	Value	Target	Status			
CP_14 Percentage of households in fuel poverty	26%	26%		28%	25.5%			 *	<p>The Scottish House Condition Survey (SHCS) provides estimated annual fuel poverty figures. In July 2019 the fuel poverty definition changed with the introduction of the Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act. SHCS reporting for this year incorporates some of the changes to the new fuel poverty definition resulting in more homes being identified as being in fuel poverty. This is a best estimate of fuel poverty under the new definition and cannot be compared to previous local authority analysis figures. We continue to focus efforts towards reducing fuel poverty through the development of our Local Heat and Energy Efficiency Strategy, the delivery of home insulation and solar PV installation programmes, and the referral mechanisms established through the Local Energy Advice Forum to maximise income and support residents with utility bill enquiries and switching suppliers.</p> <p>*Long term trend based on 2017/18 not 2016/17 as PI introduced that year. (Two year rather than three year trend)</p>
CP_15 Number of attendances at indoor sports & leisure facilities (excluding pools)	1,886,930			1,859,843	1,964,100				<p>Although facilities and activities only closed from 23 March 2020 attendances were negatively impacted by the Covid 19 pandemic during the latter part of February and all of March. Despite introducing a customer awareness campaign and additional cleaning processes customer confidence reduced due to the pandemic. Meanwhile a number of sports governing bodies made decisions to stop all activity leading to a reduction in attendances across all activities.</p>

Priority 2. Inspiring Place

Code and Short Name	2018/19			2019/20			Short Term Trend	Long Term Trend	Note
	Value	Target	Status	Value	Target	Status			
CP_19 Proportion of operational buildings that are suitable for their current use	91.01%	92%		90.91%	93%				2019/20 result was 90.91% against a target of 93%. The Scottish Average for 2018/19 was 82.14% with the Council ranked 9 out of 32 Scottish Local Authorities and remains in the 2nd quartile. Rationalisation of the Additional Support Needs school estate and integration of Health and Social Care Partnership locality teams within secondary schools will improve performance.
CP_31 Percentage of total household waste that is recycled (calendar year as per SEPA)	54.6%	54.5%		56.3%	59%				The estimated Scottish Environment Protection Agency (SEPA) Household Waste Recycling performance for 2019 (calendar year) is 56.3% against a target of 59%, showing an increase of 1.7% compared to 2018 (54.6%). This is mainly attributable to the Council introducing Purple Bin collections on the mainland in April 2019 for glass, cans and plastics with the existing Blue Bin being used for paper and card. The figure is still subject to checking and final verification by SEPA.

Annual Public Performance Report

2019/20





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Welcome

Our vision of “A North Ayrshire that is Fair For All” is the key focus of everything we do. It runs throughout our new Council Plan 2019-24 which sets out our priorities for the next four years. We both really enjoyed discussing these priorities with many of you in person during our “Fair Say” sessions in November last year and we are always keen to hear your thoughts.

This is our first Annual Performance report on our new Council Plan and we aim to give you a clear insight into where we have performed well over the past twelve months as well as where we can improve.

Our strong culture of continuous improvement was recognised through our recent Best Value Assurance audit with significant improvement noted during the past decade. This audit is our official “report card” produced by Audit Scotland on behalf of the Accounts Commission and examines all elements of our work to ensure we are delivering our statutory duty of Best Value.

During 2019/20 we developed our Community Wealth Building Strategy. This strategy will support an inclusive economy so that everyone benefits from a stronger local economy, enhanced community empowerment and an increase in fair employment.

Following the success of our Employability programmes, we have seen 435 unemployed residents secure employment this year. We also launched “EQUAL” our Supported Employment Service to assist our residents with a disability to find long term fulfilling employment. In addition, our Community Benefit Clauses within our procurement contracts have provided 1,301 weeks of employment for our residents.

We were one of the first Scottish councils to launch our whole systems approach to understanding issues around the public health priority of diet and healthy weight. This will see partners working together to fully understand the complexity of our residents’ issues and experiences before addressing them.

In yet another first, to coincide with Challenge Poverty Week and Scottish Climate Week we launched an enhanced Real Nappy Incentive Scheme – becoming the first council in the UK to provide free “birth to potty” real nappy packs.

We declared a Climate Emergency with our key ambition to be net-zero carbon by 2030 and introduced our enhanced household waste and recycling service.

We completed 105 new houses, providing high quality, sustainable homes for our residents. This includes 20 supported accommodation units as part of a refurbishment programme at Trindlemoss, Irvine.

Finally, the information in this report demonstrates a full year of our performance as at the end of March 2020. Our response to the Covid-19 pandemic will be detailed in a separate report later this year. However, **we want to acknowledge the incredible instant collaborative response that was mobilised with our communities, key workers and the private sector. We want to thank everyone who has stayed at home or helped deliver services at this time.**



Councillor Joe Cullinane
Leader of the Council



Craig Hatton
Chief Executive

How well do you feel we have performed?
We would welcome your thoughts.

You can contact us via:

email at NorthAyrshirePerforms@north-ayrshire.gov.uk
use the hashtag **#NorthAyrshirePerforms** on social media
call **01294 324648**

or write to us at:

Performance Feedback
The Corporate Policy, Performance and Elections Team
North Ayrshire Council
1st Floor East
Cunninghame House
Friars Croft
Irvine
KA12 8EE

A Year of Key Events

April 2019

- ▶ Irvine Harbourside and Ardeer - The Great Harbour, plans revealed, with £14 million earmarked through the Ayrshire Growth Deal.
- ▶ Opening of Kyleshill Court, Saltcoats – 36 high quality affordable homes for older residents.

May 2019

- ▶ £3.43 million construction on 31 new Council houses at Ardrossan Road, Seamill.
- ▶ We successfully delivered the European Parliamentary Elections



June 2019

- ▶ Wrap, Run and Fun was launched, allowing our children and young people to enjoy a nutritious lunch and take part in free activities.
- ▶ We declared a Climate Emergency
- ▶ Active Travel Hub launched, with the aim to encourage us all to walk and cycle in North Ayrshire.

July 2019

- ▶ We launched our HOME (Home Ownership Made Easy) scheme making it easier for people to get on the property ladder.



August 2019

- ▶ Work commenced on £27.7 million Additional Support Needs Campus, with Respite and Residential accommodation in Stevenston.
- ▶ Kilwinning Early Years Centre received a £670k upgrade as we roll out our Early Years Expansion Programme.

September 2019

- ▶ First meeting of the Community Wealth Building Commission.
- ▶ The Circuit, Irvine a £5.4 million sport facility opened its doors for the first time.

October 2019

- ▶ "Whole systems approach" to diet and healthy weight launched – ensuring partners work together to fully understand our residents' issues and experiences before addressing them.
- ▶ Work commenced in Millport on a £1.5 million regeneration of its historic town centre. This will focus on the conservation area by repairing buildings, improving shop fronts and public spaces.



November 2019

- ▶ We supported the Arran Development Trust to receive a grant of £3.612 million to help build affordable homes. This grant was part of an £8.5 million financial package.
- ▶ Our Youth Participatory Budgeting event saw 5,583 young people aged between 8 and 25 years decide how £60,000 of funding would be allocated.
- ▶ We launched the COIG.com website and mobile application showcasing "Five routes. One great adventure." We are expecting to attract 100,000 visitors annually to North Ayrshire.

December 2019

- ▶ We successfully delivered the UK Parliamentary Elections.

January 2020

- ▶ Trindlemoss Day Opportunities opened, providing a modern facility for residents with learning disabilities and the community as a whole.
- ▶ Our innovative Energy from Waste contract went live, with grey bin waste now converted to renewable energy rather than landfill. This is a joint project with four other councils.
- ▶ We confirmed that we will have net-zero carbon emissions by 2030.

February 2020

- ▶ We have agreed a £25 million housing project which will provide 122 new Council houses at Flatt Road, Largs.
- ▶ North Ayrshire had its Fairtrade Zone status renewed for another two years.



March 2020

- ▶ Community groups across North Ayrshire were awarded £100k from the North Ayrshire Community Investment Fund (CIF) for local projects.
- ▶ We worked alongside our communities, partners and the private sector, together we mobilised an instant response to the Covid-19 pandemic.

About Us

Elected Members

Labour
11

Conservative
7

SNP
11

Independent
4



Population breakdown

Female
52.4%

Population
134,740

Male
47.6%



Staff Breakdown

6,956

Male
27%

Female
73%



Life expectancy (years)

Female
79.9

Male
76.3



Economy

Adults in employment
70.2%

SIMD living amongst 15% most deprived areas in Scotland
28.0%

Children living in poverty
23.4%

Businesses operating across North Ayrshire
3,260

Infrastructure

Early Years Centres
5

Primary Schools
49

Secondary Schools
9

Additional Support Needs Schools
4

Council Houses
12,931

Km of roads
1,039

Overall Performance

Following the introduction of our new Council Plan 2019-24, we undertook a thorough review of our performance indicators. This review included introducing new performance indicators to quantify our impact in areas previously unmeasured such as democracy

and participation as well as setting ambitious targets.

More detailed information on our performance indicators can be accessed at our website, www.north-ayrshire.gov.uk/performance

In 2019/20 **78%** of indicators with data available were on or only slightly adrift of target

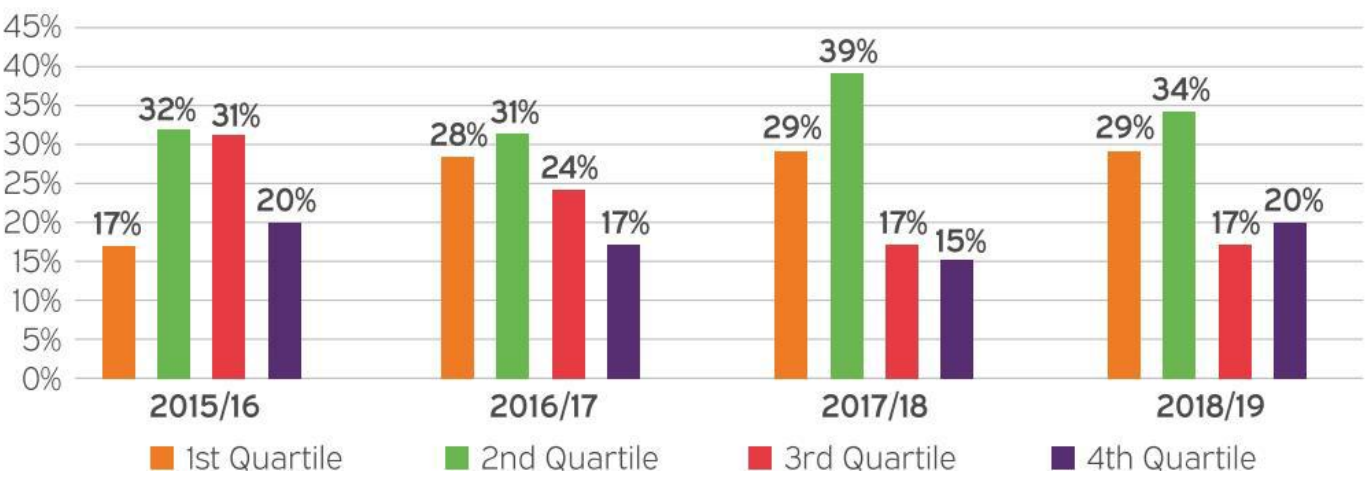
The National Picture

The Local Government Benchmarking Framework (LGBF) is a national tool designed to enable us to compare our performance with other local authorities across Scotland, identify best practice and improve our services.

During 2018/19 (most recent data available) 63% of our indicators, were performing above the Scottish average, either in the top quartile or second quartile. This has decreased by five percentage points since 2017/18 following

three years of increase. Nationally the Improvement Service has identified a trend of improvement either slowing or declining across key service areas throughout Scottish councils and we are monitoring this closely. You can explore our performance and how we compare with other local authorities in Scotland in more detail using the My Local Council tool.

(<https://www.improvementservice.org.uk/benchmarking/explore-the-data>)



Our Vision “A North Ayrshire that is Fair For All”.

Our Mission “Working together to improve well-being, prosperity and equity in North Ayrshire”.

Our three priorities are: Aspiring Communities, Inspiring Place and A Council for the Future.

Key Priority: **Aspiring Communities** What Has Been Achieved So Far

Active and Strong Communities

- ▶ In October an analysis of the use of the Community Investment Fund (CIF) against key themes showed a wide range of initiatives have been approved to address key local issues such as isolation and mental health. To date £1,034,045 of Council expenditure has been agreed and £932,404 of external funding has been secured by CIF projects.
- ▶ We completed an extensive community engagement process to explore our network of community centres and libraries, in the context of the significant challenges in our medium-term financial plan. The two programmes consisted of 28 meetings and attracted 1,601 responses, including 212 via our online engagement platform, Consul.
- ▶ Following a drugs emergency motion being passed by Council in September, a North Ayrshire Summit on Drug Related Deaths was held in January. Our Alcohol and Drug Partnership (ADP) Participatory Budgeting event was announced at the summit with a focus on prevention and community engagement to address drug deaths. It was due to take place in April and is now moving online enabling community groups and organisations to bid for grants between £8k and £10k from a total fund of £60k.

▶ **Aspiring Communities**

- ▶ We held the first Joint Community Planning Partnership (CPP) Locality Partnership and Health and Social Care Partnership (HSCP) Locality Planning Forum on Arran, a pilot which is the first of its kind in Scotland which will further develop a place-based approach to designing and delivering local services.
- ▶ Extensive consultation with young people and partners to refresh our award-winning Young People's Citizenship and Participation Strategy is ensuring our young people continue to have a voice in local and national decisions that affect them.

Children and young people experience the best start in life

- ▶ Our Executive Youth Council worked in partnership with Carers Trust to consult with young carers on the barriers to participation experienced by many. Their report will be taken to the Scottish Youth Parliament.
- ▶ Kilwinning and Largs Academies established wellbeing hubs which provide support and resources to pupils. This includes peer to peer support from pupils trained in Scottish Mental Health First Aid as well as targeted programmes to combat low self-esteem and other aspects of mental health. The Wellbeing Model will be rolled out to all localities.
- ▶ Since April 2019, there have been 143 referrals to the secondary school counselling service. Of these, 36 young people have finished their counselling sessions with over 90% of pupils reporting improvement following this support. Counselling is one of a range of mental health supports available across North Ayrshire.
- ▶ Implementation of the “Devolved School Management Scheme” in North Ayrshire has given authority to our Head Teachers to allocate parts of their budget totalling £75.7 million. Decision making is now led by school leadership teams in consultation with key partners in order to better support the learning and teaching of over 18,000 children and young people across North Ayrshire.
- ▶ We have provided free period products to over 4,000 pupils in all North Ayrshire secondary schools in addition to community provision.
- ▶ Construction began on the modern, fully accessible Additional Support Needs Campus and Respite and Residential accommodation in Stevenston. This will replace four existing Additional Support Needs schools.



Inclusive, growing and enterprising economy

- Our Community Wealth Building Strategy was approved by the Community Wealth Building Commission in March. Community Wealth Building is a transformational approach to economic development to ensure fair and resilient local and regional economies. There is significant interest in the strategy from regional, national and international partners.
- We are advancing the joint development of a National Centre for Digital Process Industries at i3, Irvine. It is being facilitated through the Ayrshire Growth Deal, in partnership with the National Manufacturing Institute for Scotland (NMIS).
- Following the establishment of the Ayrshire Regional Economic Partnership in April 2019, the Regional Economic Strategy is being developed and will be referred to the Regional Partnership Board and Committee for consideration in June 2020. We have secured in principle commitment from partner agencies to support its delivery.
- We have grown the number of businesses operating out of The Circuit (social enterprise/business incubation facility) which is now fully occupied with 12 new businesses based there who can access the on-hand support available.
- We officially launched our new Supported Employment Service "EQUAL" this year. This service supports North Ayrshire residents aged 16 or over with a disability to find long term, fulfilling employment and to provide all the support required for them and their future employers. So far, we have registered and supported 109 residents with a disability, with 18 clients being supported in employment.
- We had a successful jobs fair that attracted 150 unemployed residents at the re-launch of the Kilwinning Employability Hub at Kilwinning Library.



Residents and communities, enjoy good, life-long health and wellbeing

- In the last six months, as part of our resettlement programme, we have supported seven Syrian families to resettle into our local communities. Since the start of the programme we are proud to have welcomed 41 Syrian families to North Ayrshire.
- Our community-based rehabilitation unit at Warrix Avenue, Irvine, supports individuals with severe, enduring mental health needs in an environment that is close to independent living. Since opening we have received 15 referrals, supported eight admissions, transferred three individuals back to acute in-patient service and discharged one person back to the community.
- We commissioned North Ayrshire PEAR – Prevention, Early intervention And Recovery service in September through third sector partners Turning Point. Working closely with our Drug and Alcohol Recovery Service, it is aimed at individuals not engaging with other services and supports self as well as agency referrals.
- Our Care at Home and Community Alert services retained their 'Very Good' grade for Care and Support as well as achieving an 'Excellent' grading for Management and Leadership following our annual inspection by The Care Inspectorate. This is the first time that any service as large as our own has been awarded such a grade. Health and Social Care performance can be viewed in more detail at nahscp.org/performance.
- Our school holiday meals initiative was relaunched as Wrap, Run and Fun to have a more inclusive approach encouraging further uptake of a free nutritious lunch and activities. This was delivered in partnership with KA Leisure.



Residents and communities are safe



- We have implemented the new Environmental Health food law inspection regime and it is facilitating future inspection programming, using the new 'Food Law Rating System'. This combines the food safety and food standards programmes into one 'Food Law Inspection Programme' and will keep our residents safe through a more efficient process for our businesses.
- The Police Triage Pathway within the Crisis Resolution Team is now fully rolled out and demand is regularly monitored. This mental health service provides support to our police colleagues who are involved in assisting individuals who are experiencing mental health distress. It provides police officers with direct access to Community Psychiatric Nurses in the Crisis Team who can assist with risk assessment, general advice and if necessary, admission to hospital.
- A successful joint initiative with UK Border Force, Police Scotland, Housing Services and the Licensing Team was brought together by our Trading Standards and the Corporate Fraud Team to tackle human trafficking and houses in multiple occupation on a number of premises.

Aspiring Communities: Areas of Focus

Over the next six months we will:

- Progress our Community Wealth Building Strategy including developing a new Community Wealth Building food system with partners to offer a variety of community-led food provision with a range of ownership and participation models.
- Implement the priorities of the Mental Health Strategy for North Ayrshire: work to develop confidence in our staff to support positive mental health and wellbeing; develop organisations that support positive mental health and wellbeing without stigma and discrimination; encourage confidence and resilience in our children and young people; and help parents and carers to support their children's positive mental health.
- Develop new ways of working through multi-agency locality hubs and a network of partners to better support our communities.
- Finalise our Children's Services Plan and Child Poverty Action Plan and submit them to the Scottish Government.
- Progress the extensive property and facilities management support required to deliver the 1,140 hours of Early Learning and Childcare Expansion.
- Progress our new sector-leading Additional Support Needs (ASN) Campus which will provide a high-quality learning environment for over 200 ASN pupils who currently attend our four ASN schools.
- Support all school leavers to secure a positive post-school destination by working with a range of partners to promote the training, further education and employment opportunities available within a challenging economic climate.
- Conclude funding commitments for Ayrshire Growth Deal (AGD) and progress our suite of AGD projects to deliver inclusive growth, innovation and support place-based regeneration activity.



Aspiring Communities: At A Glance

£932,404

external funding, secured by Community Investment Fund projects



492 jobs,
created through
supported local
businesses



Ardrossan Campus

proposals for state-of-the-art education
and community facility approved



We've supported
291
new businesses



435
unemployed
people, back
into work

Two thirds
of people aged 65 or over
with long term care needs
supported to stay at home



Number of children
living in poverty
has reduced by
2.67%



£60,000 of Youth
Participatory Budgeting allocated by
5,583 young people
aged between 8 and 25 years



Case study: Wrap, Run and Fun

Our holiday meals initiative has grown from strength to strength, providing a healthy Gold standard 'Food for Life' lunch for North Ayrshire primary school pupils at no charge.

WRAP Run & Fun
Your healthy, active holiday club!

Happening here this school holiday!

Come along for a tasty, healthy lunch and fun activities. Free for all North Ayrshire primary school pupils.

Find out more at
www.north-ayrshire.gov.uk/holidayschoolmeals

Supported by
KA Leisure | North Ayrshire Council
Confident. Connected. As a Team.

We successfully rebranded our holiday meals programme as Wrap, Run and Fun with a strong partnership with KA Leisure to deliver activities for children and young people. This relaunch sought to remove the stigma associated with free meals and introduce the initiative as a community activity club for North Ayrshire children and young people, where food is available.

To continually improve, an ongoing review of the activities on offer has resulted in a wider partnership with KA Leisure and other community partners at various venues. The attendance over the summer period resulted in an additional 721 meals being served, which equates to

a 5% increase compared to summer 2018. The Facilities Management team continue to develop the school holiday meals provision to maximise the number of children benefiting from this service. The ongoing review will include building on existing community partnerships and working with other stakeholders to widen the service into the community to reach those who need it most.

The rebranded Wrap, Run and Fun programme is crucial in ensuring that all children and young people in North Ayrshire have the opportunity to receive a healthy meal.

Case study: **Birth to Potty Scheme**

We launched our Birth to Potty Scheme in October 2019 to coincide with Challenge Poverty Week and Scottish Climate Week. This offered parents and carers an enhanced Real Nappy Incentive Scheme – becoming the first council in the UK to provide free “birth to potty” real nappy packs.

The new enhanced nappy scheme can save families up to £1,300 per child on the cost of disposable nappies, whilst reducing the environmental impact of nappies by 40%.

We already offered a Real Nappy Incentive Scheme which provides a free trial pack, giving new parents the chance to see what suits their baby best. This trial pack consists of three free reusable nappies in various styles, two waterproof wraps, biodegradable liners and a handy laundry bag.

Parents or carers who use the trial pack are now able to request the full new ‘birth

to potty’ pack, containing 20 birth to potty nappies, biodegradable liners and a laundry bag. This comprehensive kit is provided free of charge. Parents or carers who were already comfortable with the idea of using reusable nappies can also request this option without the need for a trial kit first.

Making the switch to reusable nappies can save a significant amount of money in the longer term – however the initial outlay can be costly. Our ‘birth to potty’ scheme removes this cost and removes the impact of managing disposable nappy waste.



Key Priority: **Inspiring Place**



Well connected with effective infrastructure

- Trindlemoss Day Opportunities opened in January 2020 following extensive collaboration with the Health and Social Care Partnership and NHS Ayrshire and Arran. It provides a modern facility where residents with learning disabilities and the community as a whole can access opportunities to maximise health and wellbeing.

- We approved a new Road Asset Safety Inspection Policy which is designed to bring a further shift from reactive to planned maintenance to improve the condition of our network. We saw our Roads Condition Index improve from 38.1% to 37.3% this year which validates our prioritised approach to maintenance investment, and we expect to build on these improvements in the coming year.

- Our Ardrossan Campus proposals for a state of the art educational and community facility were approved and will provide modern, fit for purpose surroundings to give young people the best start in life. It will see the co-location of Ardrossan Academy, Winton Primary School and Early Years Centre, Ardrossan Library and swimming/leisure facilities as well as provide

access for the Health and Social Care Partnership (HSCP) Children and Families Locality Team.

- The Scottish Government awarded £1.417 million Town Centre Funding in 2019/20. We agreed to focus £1 million investment on Stevenston and Dalry with the balance being available to support proposals from other towns. Proposals include shop front, streetscape and buildings improvements amongst other projects nominated locally. Delivery of these projects will continue into this year.

- Flood Protection Schemes – the £17.5 million Upper Garnock Scheme is now at contract award stage with a site start anticipated during summer 2020, and for the £27.5 million Millport Flood Protection Scheme the statutory consultation has been completed following notification of the scheme in March 2020.



Homes that meet residents' needs



- We have completed 31 new build affordable homes at Montgomerie View, Seamill. The homes were constructed off-site in a factory, a first for the Council. This method reduced construction time and waste whilst retaining a high level of quality.
- We have agreed a £25 million housing project which will provide 122 new council houses at Flatt Road, Largs and are exploring the opportunity to provide 29 extra care sheltered residences at St Colm's Place.
- We have completed our Meadowcroft facility providing support for looked-after and former looked-after children and young adults.

Vibrant, welcoming and attractive environment

- We worked with a local community group, FRIENDS, in Stevenston, to plant 2,000 new trees at Ardeer Quarry. These trees will help absorb carbon from the atmosphere, provide a valuable habitat for animals and plants, and create an attractive environment for physical activity, health and wellbeing benefits. The 3.3-hectare area will also reduce our grounds maintenance costs by replacing a grassed area with natural woodland.
- Working in partnership with the local community in Castlepark, Irvine, a campaign was launched to highlight littering and other environmental crime to discourage those responsible. This four-week initiative involved increasing our enforcement patrols and saw a number of offenders issued with Fixed Penalty Notices for fly tipping and dog fouling. This model is being rolled out to hotspots in other communities across North Ayrshire.

A sustainable environment



- We have declared a state of Climate Emergency and our key ambition is to be net-zero carbon, achieving a balance between carbon emissions and carbon removal. Our household waste recycling performance was 56.3% for the 2019 calendar year, a rise of almost 2% from previous year. Our new household bin collection service involves recovering energy from our residual waste in partnership with four other councils and Clyde Valley Residual Waste.
- The success of our carpool scheme continues, with a 33% increase in pool car mileage- over 275,000 miles travelled during 2019/20. This performance was facilitated by a further recruitment drive
- providing a 20% increase in membership taking us to 1,100 drivers reducing their grey fleet mileage, where staff use their own vehicles. We also added a further three electric vehicles to the scheme taking the total to six fully electric vehicles which is reducing our carbon emissions further.
- As part of our Dickson Drive, Irvine, development, we completed two sustainable demonstrator homes in March 2020. They showcase renewable energy system including water heat pumps, solar roof panels, upgraded insulation and thermal stores providing heating, hot water and electricity generation.

Inspiring Place: Areas of Focus

Over the next six months we will:

- ▶ Progress the proposals for the new Ardrossan Campus to provide a state of the art educational and community facility.
- ▶ Implement our £5.9 million roads, street lighting and structures maintenance investment plan for 2020/21.
- ▶ Implement our investment plans at i3, Irvine as a premier business location with first class accommodation and sites on offer.
- ▶ Continue to deliver our housebuilding programme to build 1,575 new council homes.
- ▶ Deliver major housing planning applications in Irvine, Three Towns, West Kilbride and Kilwinning to help tackle the decline in population forecasts and support community growth making housing more affordable to working age families.
- ▶ Support the wider regeneration of our communities by maximising all of our land and assets including through alternative uses for community and business benefit.
- ▶ Finalise design proposals for stage two of the Maritime Mile at Irvine Harbourside, commence community and partner consultation and conclude proof of commercial concept for Great Harbour proposals.
- ▶ Prepare for the start of construction of the Millport Coastal Flood Protection Scheme that is scheduled for August 2021, following the scheme being formally notified in March 2020.
- ▶ Commence work on the Upper Garnock Flood Protection Scheme in summer 2020.
- ▶ Prepare proposals for planting over 100,000 trees in North Ayrshire as part of our £500k commitment to planting trees as part of our net-zero emission ambitions.





Inspiring Place: At a Glance

38.1%

Road Condition Index

This is an improvement as we move to planned rather than reactive maintenance






2,000

trees planted

at Ardeer, Stevenston to help absorb carbon from the atmosphere

£1.417 million

Town Centre Funding secured



Our total household waste that is recycled continues to be among the best in Scotland at


56.3%

an increase of 1.7% since last year

94.6

Street cleanliness score

this has increased every year for the past four years



180 (65%)


of tenants

have been rehoused after the decision to demolish our High Flats in Irvine

36


public electric vehicle charging points available

an increase of 44% from the previous year



£2.056 million


secured to improve the accessibility of our town centres and public places for active travel and transport



Over 1,200

residents

influenced grounds maintenance in their locality through participatory budgeting



19 Annual Public Performance Report 2019/20

44

Annual Public Performance Report 2019/20 20

Case study: **Zero Waste Strategy**

Our Zero Waste Strategy 2018 – 2022 outlines a clear commitment to prevent, minimise, reuse and recycle waste that is produced both externally and internally within the Council. A wide range of actions have been progressed to move North Ayrshire towards being a Zero Waste Council, this includes:

- Implementation of an enhanced waste and recycling service, including successful delivery of around 61,000 new purple bins to households for the recycling of glass, cans and plastics;
- Engaging with young people and supporting residents in waste education and awareness, through school initiatives and promotion of the 'Right Stuff Right Bin' campaign.
- Being the first UK council to offer a free 'birth to potty' reusable nappy scheme to reduce waste from the reliance on disposable nappies;
- During the 2019 calendar year our performance improved by 1.7% on the previous year, with 56.3% of household waste now recycled.
- Implementation of a Plastic Waste Prevention Plan to support the council's ambition to become 'Plastic Free Council' by 2022;
- Working in partnership with third sector organisations, including supporting the 'Think About Plastic - Arran' initiative to gain accreditation as Scotland's first plastic-free community;
- Delivering a residual waste treatment solution through the Clyde Valley partnership to recycle and recover energy from our grey bin waste; and



Case study: **Castlepark Spring Clean**

Our Streetscene Team worked in partnership with residents in Castlepark to tackle concerns relating to environmental crime in their community. A tailored public campaign was launched to highlight littering and other environmental crime in the area. This four-week initiative saw the Streetscene Environmental Enforcement Team increasing patrols and issuing a number of offenders with Fixed Penalty Notices for fly tipping and dog fouling offences.

During that time our Enforcement Team identified:

- 18 incidents of fly tipping – with 12 fixed penalty notices of £200 each issued as a result of subsequent investigations.
- Six offenders who were instructed to pay for the removal of some fly tipped waste due to the nature of the contents.
- Two owners failing to clean up after their dog who were issued with fixed penalty notices of £80 each.

Free dog fouling bags were provided to residents who requested them and areas of litter resulting from the recent storms were identified and cleared.

The 'Castlepark Spring Clean' was a huge success, improving the appearance of the area, increasing civic pride, and stimulating environmental volunteering opportunities. Officers are working on the roll-out of this model to other hotspots across North Ayrshire.



Key Priority: A Council For The Future



An accessible Council that puts residents and communities at the heart of what we do

- ▶ Our Council Leader and Chief Executive hosted a series of budget engagement sessions during November, giving communities a Fair Say on our Council budget as well as an opportunity to generate ideas to ensure priority services are delivered as efficiently as possible.
- ▶ We were the first Council in Scotland to launch an on-line search facility for families to check the location and view an image of headstones in burial grounds.
- ▶ Our Digital Team alongside our Library Service hosted a free drop in event at the Trinity Church Active Travel Hub, Irvine, to help our residents get online safely and securely, save money through using online services and connect with friends. The Digidabble equipment and a gaming area were also available, giving many residents access to technology that would otherwise be out of reach while providing the basic digital skills necessary for our residents to be confident and safe online.

▶ A Council For the Future

An efficient Council that maximises resources and provides value for money

- ▶ Preparations for our Best Value Audit by Audit Scotland were completed. The Audit confirmed that we are performing well across all themes and had very few recommendations for improvement.
- ▶ As part of our ongoing commitment to cyber security, we have again been certified by the UK government as compliant with their security standards. Beyond this, we have commissioned a programme of work which will ensure we remain secure from both known and emerging threats.
- ▶ We have improved the processing times for Housing Benefit and Council Tax Reduction. New claims reduced by 9.5% since 2018/19 and change of circumstances reducing by 24.8%.
- ▶ We are the first council in Scotland to develop an on-line resource modelling schedule for grounds maintenance work, enabling teams to do their job more effectively while providing a better service to our communities.

A valued workforce that delivers high quality services

- ▶ We continued to focus on customer satisfaction with 81% of customers being delighted with the service they have received. This is better than our target of 77% and is consistent with our satisfaction rate for the previous year.
- ▶ We paid our employees the new Real Living Wage five months early. The new rate of £9.30 per hour was announced in November 2019, a rise of 30p per hour for our employees. The new Living Wage rate was not due to be adopted by businesses and organisations until April 2020.
- ▶ We have put in place new initiatives through our Healthy Working Lives programme to support the health and wellbeing of our workforce – over 75% of our employees live within North Ayrshire.



A powerful and respected voice

- Our Interim Report on the Feasibility of Citizen's Basic Income Pilots in Scotland was submitted to the Scottish Government in October. Findings were shared with national stakeholders and Scottish Ministers at a meeting with the Cabinet Secretary for Communities and Local Government. The report was promoted during Challenge Poverty Week then launched in November.
- In partnership with the Health and Social Care Partnership, we were identified by the Scottish Government as one of three national test sites for 'co-creating libraries for wellbeing'. This has led to the creation of a wellbeing hub in Kilwinning Library co-designed with our Mental Health Youth Ambassadors from Kilwinning Academy.



Areas of Focus

Over the next six months we will:

- Continue to engage with our communities on our transformation themes and development of locality community charters.
- Action the few areas of improvement highlighted during our Audit Scotland Best Value review.
- Capture experiences and learning from our response to the Covid-19 pandemic.
- Explore additional external funding to support key priorities.

A Council for the Future: At A Glance

22,000

bin calendar reminders downloaded



Over 316,163

public WiFi sessions at

22 venues

including libraries and the Harbour Arts Centre



Over 40%

of our self-service transactions are carried out online



Achieved the

Gold Healthy Working Lives Award



Customer satisfaction is

81%

This is much higher than our target of 77%



Mobilisation of Grounds Maintenance teams saves up to

42,000 litres

of water per year due to the reduction in paper used



Employee Engagement level is

70.7%,
an increase of

15.7%
since our first survey in 2012



Case study: **Grounds Maintenance Mobilisation**

Our Streetscene Service is responsible for maintaining 2,410 hectares of public open space across North Ayrshire. This includes parks, pitches, schools, cemeteries, beaches and woodland.

In the spirit of continuous improvement, opportunities to embrace the digital agenda to improve performance were explored. Building on earlier work to make play park and memorial inspection paperwork electronic, a decision was made to digitise grounds maintenance activities and issue grounds maintenance colleagues with tablet devices.

The benefits are:

- Accurate daily data enabling better allocation of resources
- A flexible workforce ready to meet changing demands quickly
- Teams can prioritise outstanding tasks based on their local knowledge.
- A better overview of grounds being maintained
- An almost paper free system, equivalent to saving up to 42,000 litres of water a year

Next Steps:

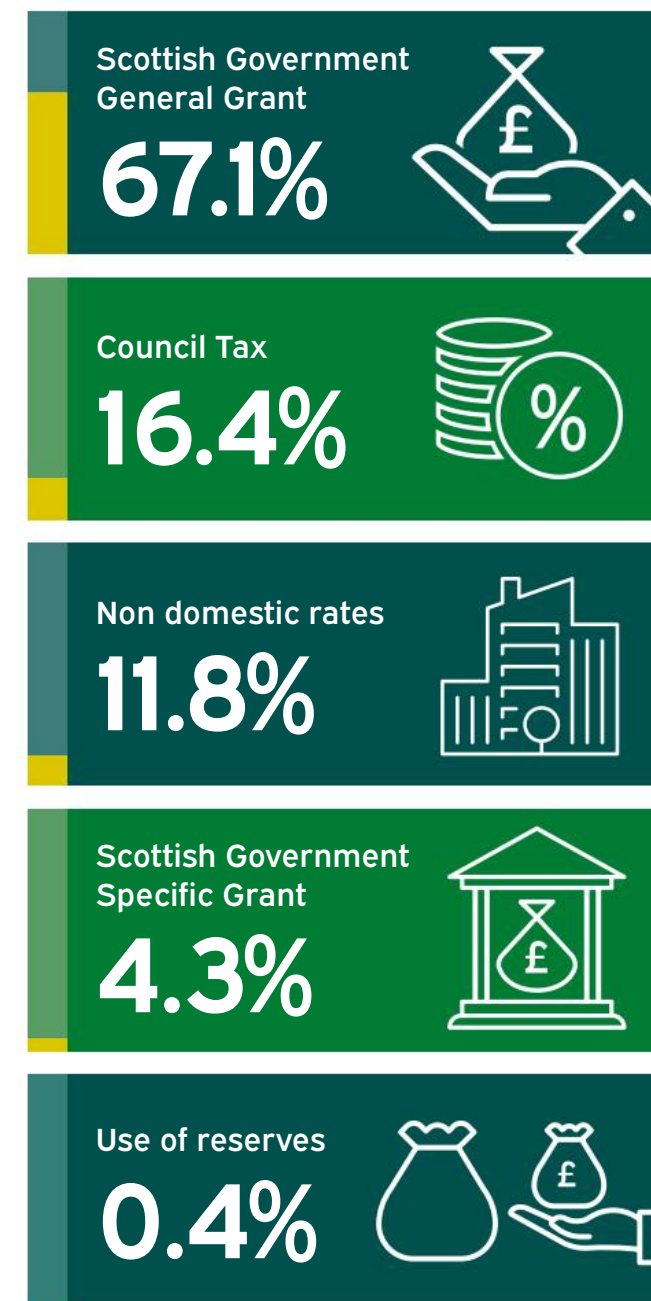
- Data will be analysed to inform next year's workforce planning
- Customer enquiries will be passed to teams remotely
- The technology can be used by other services to make improvements and efficiencies

The process involves the analysis of working practices to fully understand the current resources and demands. This was used to identify areas for improvement. A bespoke online system was created to schedule grounds maintenance work. Following a pilot, it was extended across the service.

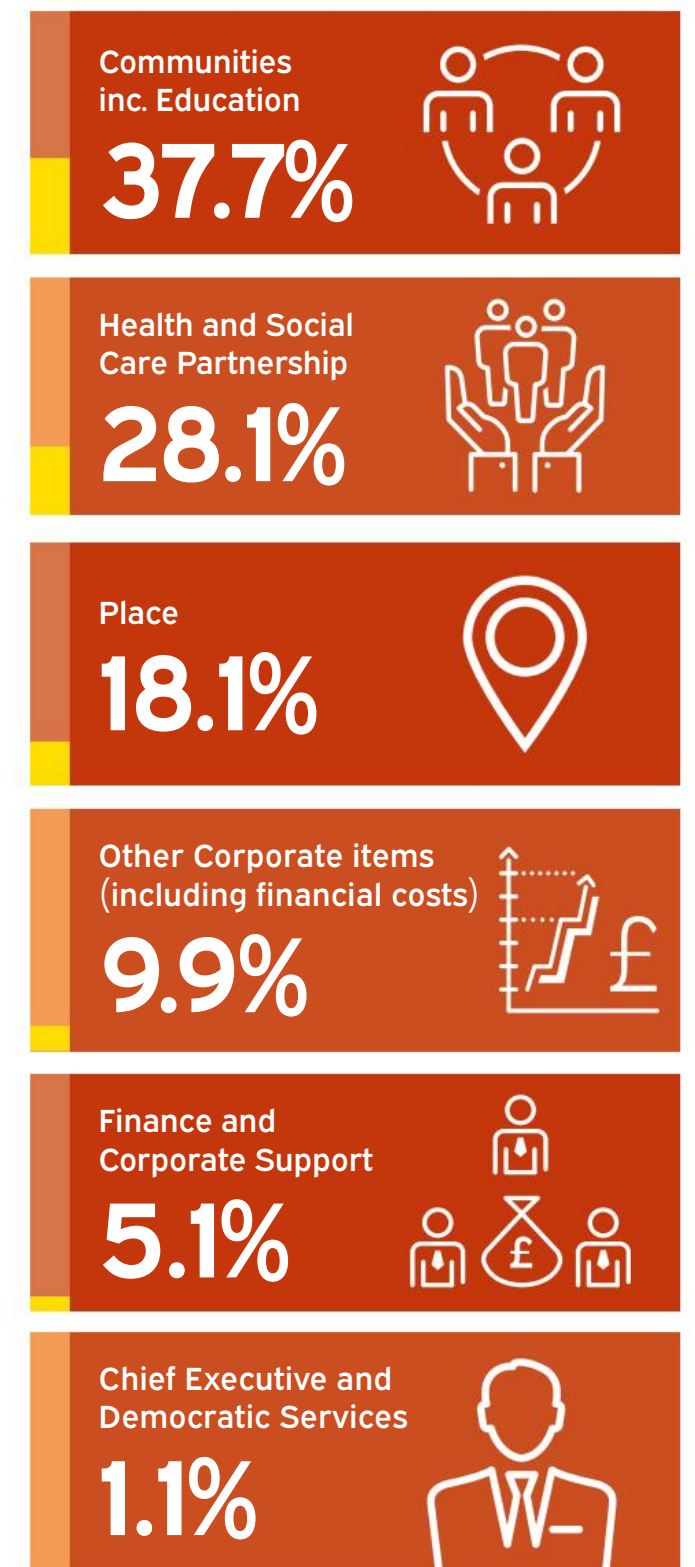


Financial Overview

Where we get funding



Allocation



Partnership Working

North Ayrshire Community Planning Partnership

Our Community Planning Partnership (CPP) consists of public, private and voluntary organisations and groups working together with communities through our six Locality Partnerships to make North Ayrshire a better place to live. There are 32 CPPs across Scotland, one for each council area.

Our CPP partner organisations include:













Our CPP Board is chaired by the Leader of North Ayrshire Council and administered by the Council.

Our **Fair For All Strategy** and **Local Outcomes Improvement Plan (LOIP)** form the focus of the work of our CPP. As a result, our Council Plan and our cross-partner strategies directly align to them.

The following data gives an indication of our partnership's performance during 2019/20. We are aware our impact on communities cannot be demonstrated through figures alone, therefore the full CPP Annual Report will be made available on the northayrshire.community website.



Our **Fair For All Strategy** has five pledges:

Economic Growth


To be the most improved local economy in Scotland, with all sections of our communities benefitting from this growth.



Performance Status
 1 Data Only (no target)
 2 Green
 1 Amber

Children

We will support, nurture and encourage all our children to reach their full potential.



Performance Status
 8 Data Only (no target)
 1 Amber
 1 Red

Food

To enhance the well-being of individuals and communities through access to good food.



Performance Status
 5 Green

Health (Physical and Mental Health and Wellbeing in Children, Young People and Adults)


North Ayrshire residents will have improved health outcomes across their life course.



Performance Status
 1 Data Only(no target)
 1 Green
 3 Red

Environment

All North Ayrshire residents have access to and enjoy a safe, quality environment, and are given the opportunity to be included in the key decisions made about their community.



Performance Status
 3 Data Only (no target)
 3 Green
 2 Amber

Our CPP's **Local Outcomes Improvement Plan 2017-2022 (LOIP)** has four key priorities:

A Healthier North Ayrshire	A Safer North Ayrshire	A Working North Ayrshire	A Thriving North Ayrshire (Children and Young People)	Key: Data Only – No target set Green – On target Amber – Slightly adrift of target Red – Significantly adrift of target
Performance Status	Performance Status	Performance Status	Performance Status	
4 Green 2 Red	10 Data Only (no target) 1 Green	4 Data Only (no target) 2 Green 1 Amber	1 Data Only (no target) 2 Green 1 Amber	



NORTH AYRSHIRE COUNCIL

12th January 2021

Audit and Scrutiny Committee

Title: Planning Services Update re: Former Seafield School, Eglinton Road, Ardrossan

Purpose: Update the Committee as requested

Recommendation: That the Committee note Planning Services' update and progress with direct action

1. Executive Summary

- 1.1 The Committee considered a petition in relation to Seafield House, Ardrossan at its meeting of 26th March 2019. The Committee agreed actions including a request to be updated on progress. The matter was subsequently reported to the Committee in August 2020, when a further request was made to be updated on progress.
- 1.2 The Planning Committee granted authority for the issue of a Notice (an Amenity Notice) under Section 179 of the Town and Country Planning (Scotland) Act 1997.
- 1.3 The Notice was to require: (i) the removal of all litter and refuse from the site; (ii) movement all demolition rubble to the north of the Seafield Stables building, the rubble to be stored so that it is not above the height of the boundary wall with Witches Lynn; and (iii) the boarding of all window and door openings with exterior grade plywood or similar in Seafield House and Seafield Stables, with the exception of those opening on the first floor of the eastern wing of the House (the fire damaged area.)
- 1.4 The Notice was issued 24th September 2019. The Notice took effect on the 24th October 2019 as an appeal against the Notice had not been made. The compliance period for the Notice expired on the 5th December 2019.
- 1.5 The requirements of the Notice were met in September 2020, which included litter and refuse removed from the site, the rubble moved as required, and the openings boarded, although the boarding on the windows was again vandalised within days.

2. Background

- 2.1 The property was last used as a residential school. It has been vacant since at least June 2015. The property was subject of a fire in October 2017 which damaged the eastern wing of the property. The property and the former stable block have been the subject of vandalism. Windows on both properties have been smashed.

- 2.2 A Planning Authority cannot compel a landowner to develop a site. The powers available to a Council, as Planning Authority, were set out in the report to the Committee of 26th March 2019. It was in this context that the Committee agreed the actions including that Planning Services seek authority from the Planning Committee for the issue of notices available under the powers available to the Planning Authority, as considered necessary and including Section 179 of the Town and Country Planning (Scotland) Act.
- 2.3 The Planning Committee authorised the issue of such a Notice at its meeting of 4th September 2019. The Notice was issued on 24th September 2019. The Notice took effect on the 24th October 2019 as an appeal against the Notice had not been made. The compliance period for the Notice expired on the 5th December 2019.
- 2.4 The Notice required: (i) the removal of all litter and refuse from the site; (ii) movement all demolition rubble to the north of the Seafield Stables building, the rubble to be stored so that it is not above the height of the boundary wall with Witches Lynn; and (iii) the boarding of all window and door openings with exterior grade plywood or similar in Seafield House and Seafield Stables, with the exception of those opening on the first floor of the eastern wing of the House (the fire damaged area.)
- 2.5 S.135 of the Act allows a Planning Authority to take direction action where any steps required by an Amenity Notice, have not been met within the time specified. The Council, as Planning Authority, may enter the land, take those steps and recover from the person, who is the then owner, any expenses reasonably incurred.
- 2.6 Planning Services sought quotes for the work and also informed the landowner of impending direct action. In the week leading to the 9th September 2020, the landowner carried out the works. The refuse was cleared, and the rubble stockpiled to the north of the stable building, as per the requirements of the Notice. It is also understood the windows were boarded. However, these were almost immediately vandalised. Local reports suggest the boards had been broken by the 12th September 2020. There have been further reports of vandalism and unauthorised entry since that date. Planning Services has made the owner aware of this matter and sought further steps to secure the property.
- 2.7 Given that the Notice was complied with, should the condition of the land be considered to harm amenity a further Notice would be required. The matter has also been passed to Building Services for consideration. Building Standards has powers in respect of safety of the premises and can seek the bricking up of windows, or similar, which could provide longer lasting cover of the windows.
- 2.8 Building Standards has contacted the landowner to request that the boards on the windows be re-secured on several occasions, which has been carried out by the landowner. Discussions in relation to bricking up the windows have also taken place and the landowners have verbally stated that they plan to start such works in the New Year. However, to date this work has not commenced on site.
- 2.9 In the last few months, it is understood the Ardrossan Community Sports Hub (ACSH) has taken a lease of the gymnasium within the school grounds. ACSH has carried out some works, including the erection of a fence in front of the main building. These works are ongoing, but the fence may help separate users of the gymnasium

from the empty buildings. An occupant of the gymnasium should also provide additional surveillance of the listed buildings.

- 2.10 The Council, as Planning Authority, has powers under the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 to compulsorily purchase a listed building in urgent need of repair. The Committee asked for this to be explored and considered such action and the issue of a 'Repairs Notice' as a precursor at the meeting of 10th September 2019. The Committee decided that no further action should be taken at that time in respect of the service of a Repairs Notice.

3. Proposals

- 3.1 That the Committee note Planning Services actions to date in respect of the property.
- 3.2 That the Committee note the Notice was complied with.

4. Implications/Socio-economic Duty

Financial

- 4.1 The Planning Committee has considered the potential cost to the Council and the scope for the Council to seek to recover its costs.

Human Resources

- 4.2 None.

Legal

- 4.3 The proposed action would be in accordance with the relevant Planning Acts.

Equality/Socio-economic

- 4.4 None

Environmental and Sustainability

- 4.5 None

Key Priorities

- 4.6 Protecting and enhancing the environment for future generations.

Community Wealth Building

- 4.7 Potential for direct action to be carried out by local companies.

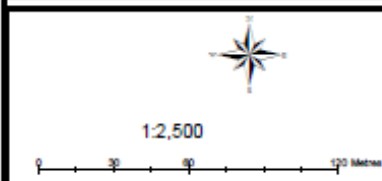
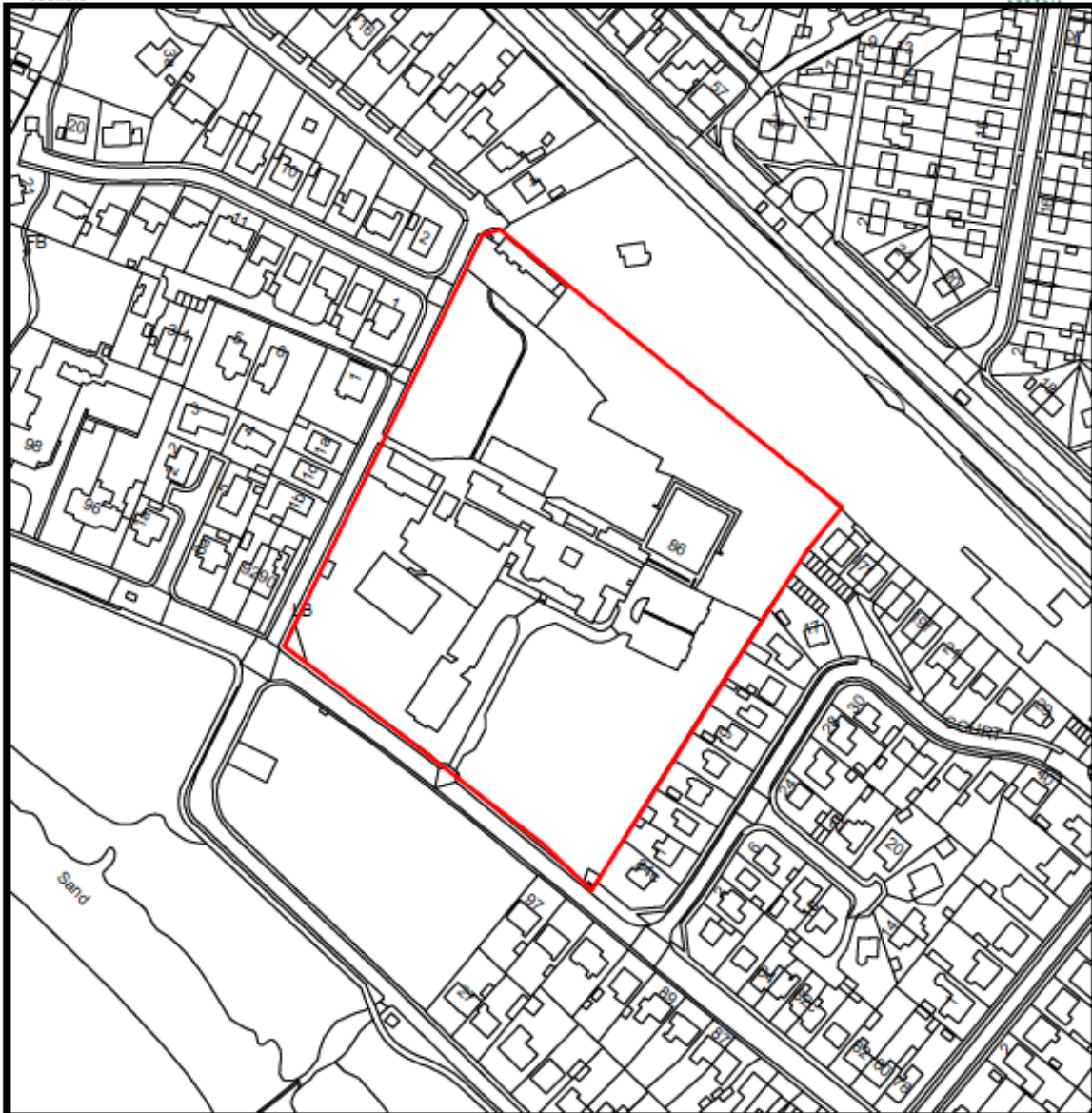
5. Consultation

- 5.1 None

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **Iain Davies, Senior Development Management Officer**, on **01294 324 320**.

Background Papers
0



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NORTH AYRSHIRE COUNCIL

12 January 2020

Audit & Scrutiny Committee

Title: **HSCP – Budget Monitoring Report**

Purpose: To provide an update on the projected financial outturn for the financial year as at October 2020.

Recommendation: It is proposed that the Committee note the attached report.

1. Executive Summary

- 1.1 The attached report provides an overview of the financial position for the partnership and outlines the projected year-end outturn position informed by the projected expenditure and income commitments, these have been prepared in conjunction with relevant budget holders and services. The report also outlines the estimated financial impact of the Covid-19 response, the associated funding and financial risks.

2. Background

- 2.1 The Audit and Scrutiny Committee agreed to receive regular reports on the financial performance of the Health and Social Care Partnership. The Budget Monitoring report presented to the IJB on 17 December 2020 outlined the projected financial outturn for the financial year as at October 2020 and is attached as an appendix.

3. Proposals

- 3.1 It is proposed that the Committee note the report.

4. Implications

Financial:	The implications are outlined in the attached report.
Human Resources:	The implications are outlined in the attached report.

Legal:	The implications are outlined in the attached report.
Equality:	The implications are outlined in the attached report.
Environmental & Sustainability:	The implications are outlined in the attached report.
Key Priorities:	The implications are outlined in the attached report.
Community Benefits:	The implications are outlined in the attached report.

5. Consultation

5.1 The attached report outlines the consultation that has taken place.

For further information please contact **Caroline Cameron** on **07801 439900**.

Background Papers

None

Integration Joint Board
17 December 2020

Subject:	2020-21 – Month 7 Financial Performance
Purpose:	To provide an overview of the IJB's financial performance as at Period 7 including an update on the estimated financial impact of the Covid-19 response.
Recommendation:	<p>It is recommended that the IJB:</p> <ul style="list-style-type: none"> (a) notes the overall integrated financial performance report for the financial year 2020-21 and the overall projected year-end underspend of £0.807m at period 7; (b) notes the updated estimated costs of the Covid mobilisation plan of £8.5m, including savings delays, and the associated funding received to date; and (c) note the financial risks for 2020-21, including the impact of Covid 19, and that there is no recommendation at this time to implement a formal Financial Recovery Plan for the IJB.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
MH	Mental Health
CAMHS	Child & Adolescent Mental Health Services
RAG	Red, Amber, Green
UNPACS	UNPACS, (UNPlanned Activities) – Extra Contractual Referrals
NRAC	NHS Resource Allocation Committee
GAE	Grant Aided Expenditure
PAC	Performance and Audit Committee

1.	EXECUTIVE SUMMARY
1.1	The report provides an overview of the financial position for the partnership and outlines the projected year-end outturn position informed by the projected expenditure and income commitments, these have been prepared in conjunction with relevant budget holders and services. It should be noted that although this report refers to the position at the October period end that further work is undertaken following the month end to finalise projections, therefore the projected outturn position is as current and up to date as can practicably be reported.
1.2	The projected outturn, before the impact of Covid-19, is a year-end underspend of £0.807m for 2020-21 which is a favourable movement of £0.430m. There is scope for this position to fluctuate due to in-year cost and demand pressures and assumptions in

	<p>relation to funding and the achievement of savings. The position has been adjusted to reflect the potential impact of Lead Partnership services. In the absence of any alternative risk sharing agreement for lead partnership services an NRAC share of the projected position has been assumed as this would be in line with the allocation in previous years.</p>
1.3	<p>From the core projections, overall the main areas of pressure are learning disability care packages, looked after children and adult in-patients within the lead partnership. However, there has been significant progress to reduce the pressures in these areas. The financial position demonstrates that the work started before the pandemic to ensure the IJB moved into the new financial year in a financially sustainable position has not been reversed by the Covid-19 response. If this position can be sustained as we move through the year, and assuming all Covid-19 costs are fully funded, the IJB will secure financial balance and repay £1.5m of the debt to North Ayrshire Council as planned.</p>
1.4	<p>The most up to date position in terms of the mobilisation plan for Covid-19 based on the return to the Scottish Government in November projects £8.5m of a financial impact, which is split between additional costs of £7.4m and anticipated savings delays of £1.1m. The impact of savings delays has been built into the core financial projection above on the basis that there is less confidence that funding will be provided to compensate for this. There are financial risks associated with Covid-19 as the IJB has yet to receive confirmation of the full funding allocation. To date North Ayrshire have been allocated funding totalling £6.3m.</p>
1.5	<p>Pending full funding for Covid-19 being confirmed there is a risk that there may be a shortfall to fully compensate the North Ayrshire IJB for the additional costs. Currently there is a balance of £1.1m of estimated costs for which funding has not yet been allocated. However, there is no recommendation at this time to implement a Financial Recovery Plan on the basis that:</p> <ul style="list-style-type: none"> • There is increasing confidence that additional costs will be funded based on the recently received and future expected funding allocations, for both health and social care costs only 70% of estimated costs to March have been funded to date, further allocations are expected in January; • Offsetting reductions of £0.5m have not been included in the overall funding allocation and also have not been factored into the HSCP financial projections, therefore at this stage these would potentially remain available for North to re-direct to any funding shortfall; • The most significant area of additional Covid costs are the purchase of PPE for social care and sustainability payments for commissioned social care providers (£3.8m in total). Both areas have been implemented with an assurance that the actual costs will be fully reimbursed; • The period 7 position projects an underspend position (excluding Covid) and this does not include any assumption re the £1.5m held by the Council towards the IJB debt, this position assumes the debt repayment is made as planned, this position also incorporates estimated delays with savings delivery. <p>The financial position will continue to be reported to the IJB at each meeting, these reports will outline the monthly financial projections and the updated position in relation to estimates for Covid costs. This will include the ongoing consideration of whether a Financial Recovery Plan may be required in the future.</p>
2.	<p>CURRENT POSITION</p>

2.1	<p>The report includes an overview of the financial position including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery and plans to work towards financial balance.</p> <p>The report also includes detail of the estimated costs and potential financial impact of the Covid-19 response.</p>
	<p>FINANCIAL PERFORMANCE – AT PERIOD 7</p>
2.2	<p>The projected outturn position at period 7 reflects the cost of core service delivery and does not include the costs of the Covid 19 response as these costs are considered separately alongside the funding implications.</p> <p>Against the full-year budget of £257.502m there is a projected year-end underspend of £0.807 (0.3%). The Integration Scheme outlines that there is an expectation that the IJB takes account of the totality of resources available to balance the budget in year. Following this approach, an integrated view of the financial position should be taken, however it is useful to note that this overall position consists of a projected overspend of £0.371m in social care services offset by a projected underspend of £1.178m in health services.</p> <p>As highlighted at the end of last year the payroll turnover target was to be centralised for future years as the approach in previous years left some service areas with unachievable targets whilst other areas were able to overachieve, it was agreed that a more transparent approach would be to manage the payroll turnover and vacancy savings centrally. This approach has been adopted for 2020-21, this has helped to de-clutter the financial report and to make it more transparent re the overall turnover target and the progress towards achieving this across the partnership. Section 2.6 highlights progress with the partnership vacancy target.</p> <p>Appendix A provides the financial overview of the partnership position. The sections that follow outline the significant variances in service expenditure compared to the approved budgets with detailed analysis provided in Appendix B.</p>
2.3	<p>Health and Community Care Services</p>
	<p>Against the full-year budget of £69.373m there is an underspend of £0.939m (1.35%) which is an adverse movement of £0.034m. The main variances are:</p> <ul style="list-style-type: none"> a) Care home placements including respite placements (net position after service user contributions) – underspent by £0.510m (adverse movement of £0.138m). The care home budget moved into a sustainable position towards the end of 2019-20 and the opening position for the budget for 2020-21 was expected to be an underspend position as at that time we set the budget at a level to fund 810 places and we were funding 782. The occupancy in care homes has fallen further in the first half of 2020-21 and as at 4th November we were funding 746 placements. Therefore, there are significant vacancies in care homes, the projected underspend includes a steady net increase of 10 placements per month until the year-end. The main reason for the adverse movement is the impact of catching up with funding of placements under the improved funding process implemented by the service partly offset by a reduction in respite spend. b) Independent Living Services are overspent by £0.261m (adverse movement £0.041m) which is due to an overspend on physical disability care packages within the community and direct payments. There will be further work undertaken with the

	<p>implementation of the Adult Community Support framework which will present additional opportunities for reviews and will ensure payment only for the actual hours of care delivered. The roll out of the CM2000 system for Adult services was postponed towards the year-end due to the Covid response and will be implemented early in the new year.</p> <p>c) Care at home are reporting a balanced position, whilst there is a projected overspend on the budget due to additional capacity for Covid this remains below the costs included in the Covid funding plan and the additional monies received for winter capacity. Bank staff are being offered contracts, the service are recruiting additional staff for the in-house service and also engaging with new providers to bring them onto the framework for commissioned services. The cost of these plans remains in line with the level of Covid resources requested.</p> <p>d) Aids and adaptations projected underspend of £0.150m (£0.075m adverse movement). There have been significant delays with carrying out assessments and providing equipment and adaptations during lock down. The final outturn depends on the level of assessments that can be undertaken in the coming months however this cannot be determined at this stage in the year. The service are actively working on plans to re-mobilise these services and address the waits for assessment and delivery of equipment and adaptations.</p> <p>e) Carers Act Funding is projected to underspend by £0.443m (no movement) based on the currently committed spend and delays with taking forward new developments to support carers. The total uncommitted budget is £0.560m so this projected position assumes there will be carers' support plans undertaken and a level of demand/services identified from these plans to be delivered later in the year. The service plan to undertaken positive promotion of the services available to carers and are currently reviewing the process for a carers assessment to make this more accessible to individuals requiring support.</p>
2.4	<p>Mental Health Services</p> <p>Against the full-year budget of £77.927m there is a projected overspend of £0.586m (0.75%) which is a favourable movement of £0.158m. The main variances are:</p> <p>a) Learning Disabilities are projected to overspend by £1.796m (favourable movement of £0.524m), included within this is £1.249m (£0.071m favourable movement) in relation reviews undertaken for community care packages and £0.285m for residential placements (£0.271m favourable movement) due to a placement returning to children's services. The 2020-21 budget for all adult care packages (LD, PD and MH) were realigned with any projected underspends in other areas being used to reduce the LD projected overspend. 2020-21 savings relating to the implementation of the Adult Community Support Contract are delayed as the full implementation of the CM2000 system has been postponed as the focus for providers has been on the response to COVID-19. This will commence with a phased roll out from January 2021, the financial benefits of the system are included in the projection later in the year but at a reduced level. Community Learning Disability Care packages are proving to be one of the most challenging areas to address overspends. The current projection assumes the current level of commissioned support will continue for the year, there are opportunities to reduce this commitment as a significant number of these care packages were reduced or suspended during lock down, these will be reviewed when services are re-started to ensure support is re-started at the appropriate level, this may potentially reduce</p>

the year-end projected position and the opening projections for next year which are currently being collated to inform budget planning for 2021-22.

- b) Community Mental Health services are projected to underspend by £0.182m (£0.057m adverse movement) mainly due to an increase in care packages. There has been a reduction in the number of care packages since the start of the year and there have been some temporary reductions to care packages during lock-down, currently these are assumed to be temporary reductions, these will also be reviewed when brought back online.
- c) The Lead Partnership for Mental Health has an overall projected underspend of £1.039m (adverse movement of £0.309m) which consists of:
- A projected overspend in Adult Inpatients of £0.583m (no movement). The overspend is mainly due to the delay in closing the Lochranza ward on the Ailsa site. The ward closed during August 2020 but there remain staff to be re-deployed, the overspend may reduce if alternatives can be identified for displaced staff sooner.
 - UNPACS is projected to overspend by £0.069m (£0.109m adverse movement) based on current placements. The adverse movement is due to a further new placement being made.
 - Learning Disabilities are projected to overspend by £0.050m which is an adverse movement due to continued increased use of supplementary staffing for enhanced observations.
 - A projected underspend of £0.050m (£0.150m adverse movement) in Elderly Inpatients due to the completion of the work to reconfigure the Elderly Mental wards, this represents the part-year saving with the full financial benefit being available in 2021-22. The part year reduction for 2020-21 has been reduced due to staffing levels for wards, the workforce tool for the wards is being run which will determine the final staffing.
 - A projected underspend in MH Pharmacy of £0.220m (no movement) due to continued lower substitute prescribing costs.
 - The target for turnover or vacancy savings for the Lead Partnership is held within the Lead Partnership as this is a Pan-Ayrshire target. There is a projected over-recovery of the vacancy savings target of £1.268m in 2020-21, further information is included in the table below:

Vacancy Savings Target	(£0.400m)
Projected to March 2021	£1.668m
Over/(Under) Achievement	£1.268m

The current projection to the year-end is informed by the recruitment plans and the confidence in recruitment success and realistic timescales for filling individual vacancies.

The main areas contributing to this position are noted below:

- Adult Community Health services £0.133m
- Addictions £0.020m
- CAMHS £0.295m
- Mental Health Admin £0.330m
- Psychiatry £0.440m
- Psychology £0.383m
- Associate Nurse Director £0.067m

2.5	Children Services & Criminal Justice
	<p>Against the full-year budget of £36.003m there is a projected overspend of £0.255m (0.7%) which is an adverse movement of £0.336m. The main variances are:</p> <p>a) Looked After and Accommodated Children are projected to overspend by £0.474m (adverse movement of £0.017m). The main areas within this are noted below:</p> <ul style="list-style-type: none"> Children's residential placements are projected to overspend by £0.736m (adverse movement of £0.074m due to extended end dates of placement and contract inflation above the budgeted level). At period 7 there are 15 placements with plans to reduce this by 2 by mid-January and an assumption that there will be no further placements during the year. Budget plans for 2020-21 were based on starting the year with 18, reducing to 14 by the end of Q1 and to 10 places by the end of Q2 and for the remainder of the year. Progress with plans to move children from residential placements have been impacted by Covid-19 as there has been an impact on Children's Hearings and this has limited the availability of tenancies. Children's services are working towards further improving the position as we move through the year as starting the 2021-22 financial year with 13 placements will impact on the savings planned for next year. Fostering placements are projected to overspend by £0.112m (£0.017m adverse movement) based on the budget for 129 places and 133 actual placements since the start of the year. The fostering service is an area we are trying to grow, and a recruitment campaign was undertaken early in the new year to attract more in-house foster carers to limit the ongoing requirement for external foster placements. There are a number of additional fostering placements attributed to Covid-19 which are out with these numbers as the costs have been included on the Covid-19 mobilisation plan. Respite foster placements is projected to underspend by £0.073m (£0.013m favourable movement) as placements have not taken place due to Covid-19 restrictions. Kinship placements are projected to underspend by £0.166m (adverse movement of £0.017m) based on the budget for 370 places and 343 actual placements since the start of the year. <p>b) Children with disabilities – residential placements are projected to overspend by £0.091m (£0.287m adverse movement due to a child returning from adult services as they are placed under continuing care legislation). Community packages (inc direct payments) are projected to underspend by £0.106m (£0.019m adverse movement) based on current placements and an assumed increase in direct payment cases.</p> <p>c) Respite is projected to underspend by £0.098m (£0.009m adverse movement) due to respite not taking place due to COVID.</p> <p>d) Transport costs – projected underspend of £0.119m (favourable movement of £0.038m) due to reduced mileage costs.</p>
2.6	Turnover/Vacancy Savings

The payroll turnover target has been centralised for 2020-21. The turnover target for the North Lead Partnership for Mental Health services is detailed within the Lead Partnership information at section 2.4.

The turnover targets and projected achievement for the financial year for Health and Social Care services out with the Lead Partnership is noted below:

	Social Care	Health Services
Vacancy Savings Target	*(£1.957m)	(0.645m)
Projected to March 2021	£1.957m	1.044m
Over/(Under) Achievement	0	0.399m

(*the target for social care services has been increased on a non-recurring basis for 2020-21 only by £0.110m to offset the saving for the roll out of Multi-Disciplinary Teams, as no permanent reductions to the structure can be identified at this time but will be by the service from 2021-22 onwards)

The position in the table above reflects the assumption in the current financial projections. For social care there have been significant vacancy savings to period 7 due to delays with recruitment and a total of £1.289m has been achieved to date. It is not anticipated that the level of vacancies will continue at this rate to the financial year-end, the full annual target is expected to be achieved on the basis that there will vacancies sustained at around 72% of that level. We may potentially exceed the target, as was the case in previous years, but the likelihood of this will not be known with confidence until services and recruitment re-starts fully over the coming months.

The Health vacancy projection to the year-end is informed by the recruitment plans and confidence in recruitment to posts for the remainder of the year.

The main areas contributing to the health and social care vacancy savings are spread across a wide range of services with vacancy savings being achieved in most areas, the most notable in terms of value being social worker posts (across all services), the Community Mental Health Teams and Allied Health Professionals.

2.7 Savings Progress

a) The approved 2020-21 budget included £3.861m of savings.

RAG Status	Position at Budget Approval £m	Position at Period 6 £m
Red	-	0.274
Amber	2.801	1.801
Green	1.060	1.786
TOTAL	3.861	3.861

	<p>b) The main areas to note are:</p> <ul style="list-style-type: none"> i) Red savings of £0.274m relating to reducing LD sleepovers and the review of Adoption Allowances, both of which have been impacted by Covid-19, the delays in these savings have been included in the overall projected outturn position; ii) Whilst all savings remain on the plan to be delivered there are delays with some savings with delays in implementation due to Covid-19, for example the implementation of the Adult Community Support Framework as the introduction of the CM2000 system is delayed as providers were focussing on COVID related service and staffing issues and further internal implementation work is required; iii) The confidence with some savings has increased since the budget was set due to the progress made towards the end of 2019-20, for example with freeing up additional capacity for Care at Home services by reducing care home placements. <p>Appendix C provides an overview of the savings plan, this highlights that during 2020-21 it is anticipated that a total of £2.483m of savings will be delivered in-year, with £1.378m of savings potentially delayed or reduced. The delays are mainly due to Covid-19 and have been included in the mobilisation plan return to the Scottish Government, but at this stage they have also been reflected in the overall projected outturn position as there is less confidence that the impact of savings delays will be compensated with additional funding.</p> <p>The Transformation Board is in place to provide oversight and governance to the programme of service change. A focus of the Board is to ensure plans are in place to deliver savings and service change, with a solution focussed approach to bringing programmes back on track. Whilst some of our plans were put on hold due to Covid, the transformation plans are being re-mobilised at pace to ensure we taken any opportunities to join up the re-design services as they come back online. The Transformation Board re-started in July and there will be a concerted effort to ensure the maximum savings delivery can be achieved in-year, to assist with the current year position and to ensure there is no recurring impact moving into 2021-22.</p>
2.8	<p>Budget Changes</p>
	<p>The Integration Scheme states that <i>“either party may increase it’s in year payment to the Integration Joint Board. Neither party may reduce the payment in-year to the Integration Joint Board nor Services managed on a Lead Partnership basis....without the express consent of the Integration Joint Board”</i>.</p> <p>Appendix D highlights the movement in the overall budget position for the partnership following the initial approved budget.</p> <p><i>Reductions Requiring Approval:</i></p> <p>The are no specific reductions to the overall budget that the IJB are required to approve.</p> <p>The IJB are asked to note a transfer of £0.5m of funding from health to social care resources. This reflects the previously approved investment in unscheduled care being allocated for 2020-21 only to assist with social care costs incurred which have contributed to the sustained reduction in delayed discharges.</p> <p>Future Planned Changes:</p>

	<p>An area due to be transferred in the future are the Douglas Grant and Redburn rehab wards from acute services to the North HSCP. The operational management of these wards has already transferred to the partnership, but the due diligence undertaken on the budget has highlighted a funding shortfall. It has been agreed with NHS Ayrshire and Arran that the financial responsibility will not transfer until balance is found. In the meantime, we are managing services and plans are well progressed to reduce the projected overspend prior to any transfer.</p>
2.9	<p>NHS – Further Developments/Pan Ayrshire Services</p> <p><u>Lead Partnerships:</u></p> <p>The IJB outturn position is adjusted to reflect the impact of Lead Partnership services. During 2019-20 agreement was reached with the other two Ayrshire partnerships that in the absence of any service activity information and alternative agreed risk sharing arrangements that the outturn for all Lead Partnership services would be shared across the 3 partnerships on an NRAC basis. This position is currently the default for 2020-21 as the further work taken forward to develop a framework to report the financial position and risk sharing across the 3 partnerships in relation to hosted or lead service arrangements has been delayed by the requirement to focus efforts on the Covid response.</p> <p>The underspend in relation to North Lead Partnership services is not fully attributed to the North IJB as a share has been allocated to East and South partnerships, similarly the impact of the outturn on East and South led services will require to be shared with North. At month 7 the impact on NA IJB is a £0.338m underspend (£0.353m underspend for East and £0.015m overspend for South). There is no movement from month 6 as neither East nor South report at month 7. The information below is a recap of the month 6 variances.</p> <p>East HSCP – projected underspend of £0.981m (£0.353m NRAC share for NA IJB). The main areas of variance are:</p> <ul style="list-style-type: none"> a) Primary Care and Out of Hours Services (Lead Partnership) - there is a projected underspend of £0.741m (favourable movement of £0.656m). This reflects detailed work undertaken to analyse year-to-date costs and anticipated activity over the remainder of the financial year. This includes reduced projected costs on Dental Services where there have been a number of services cancelled for the year-to-date. These services are expected to restart in the final quarter of the 2020 calendar year, with an anticipated increase in staffing costs going forward. In addition, work has been undertaken to update cross charging against for Ayrshire Urgent Care Services (AUCS) costs related to the Covid-19 pandemic. It is anticipated that the current level of Covid-related GP activity will continue until the end of December at this stage. In addition, increased staff turnover savings are projected for AUCS, with posts to be recruited to in the final quarter of the financial year. It is anticipated at this stage that the Primary Care Improvement Fund will outturn on budget. The Primary Care budget has increased from £79m at month 4 to £86m at month 6 and is due to confirmation of funding allocations from the Scottish Government, including Primary Care Transformation Funding, Family Health Services Covid-19 funding, Dental funding and an increase to the global sum. b) Prison and Police Healthcare (Lead Partnership) - £0.233m projected underspend (favourable movement of £0.279m). This relates to drugs costs

	<p>which were previously charged to the prison have correctly now been charged against Covid-19 and additional staffing savings.</p> <p>South HSCP – projected overspend of £0.041m (£0.015m NRAC share for NAHSCP). The overspend is mainly due to an overspend in the community store.</p> <p><u>Set Aside:</u></p> <p>The budget for set aside resources for 2020-21 is assumed to be in line with the amount for 2019-20 (£30.094m) inflated by the 3% baseline uplift, this value was used in the absence of any updated information on the share of resources and is £30.997m.</p> <p>At the time of setting the IJB budget it was noted that this may require to be updated following the further work being undertaken by the Ayrshire Finance Leads to establish the baseline resources for each partnership and how this compares to the Fair Share of resources. It was anticipated that 2020-21 would be used as a shadow year for these arrangements, however this work has been delayed due to the Covid-19 response. A further update will be provided to IJBs as this work progresses.</p> <p>The annual budget for Acute Services is £355.1m. The directorate is underspent by £5.4m following allocation of the COVID-19 funds received from Scottish Government.</p> <p>The year to date underspend of £5.4m is a result of:</p> <ul style="list-style-type: none"> • £7.9m of “offset savings”. These are the underspends resulting from low outpatient and elective activity in the year to date. • £2.5m of unachieved savings. <p>The IJBs and the Health Board have submitted a remobilisation plan outlining how activity will return to normal as far as is possible and are working together to ensure patients are looked after in the most suitable environment.</p>
	COVID-19 – FINANCE MOBILISATION PLAN IMPACT
2.10	<p>Summary of position</p> <p>From the outset of the pandemic the HSCP acted very swiftly to respond and developed a mobilisation plan detailing the additional activities to support our response, alongside the estimated financial impact. Financial returns have been submitted to the Scottish Government on a regular basis, on the premise that any additional costs aligned to mobilisation plans would be fully funded. There is a risk that if the full cost of the Covid-19 response is not funded that the IJB may require to recover any overspend in-year.</p> <p>The IJB were updated in November outlining the cost estimates, the financial year-end projections and any potential funding gap based on scenarios re Covid-19 funding. The IJB also need to consider any action required to recover the financial position in-year.</p>
2.11	<p>Mobilisation Plan Cost</p> <p>The most recent mobilisation plan cost submission submitted in November estimates the costs to be £8.508m to March 2021. The costs remain estimates as the situation continually evolves and there have been several iterations of the financial plan. The</p>

financial returns are submitted alongside the Health Board financial returns to the Scottish Government, this was to move to a quarterly basis but has been kept under review to ensure timely updates can be made to ensure funding allocations can be made.

The majority of the additional costs for the HSCP relate to the provision of social care services and the most significant areas are PPE, additional staff costs for staff absence and student nurses, loss of income due to closed services, additional care home placements, payments to commissioned care providers to ensure future sustainability and the impact on our approved savings programme.

The local finance mobilisation plan submission is included as Appendix E. The main areas of cost together with the movement over the period are summarised below:

Service Area	August Return £m	October Return £m	November Return £m	Change
Payments to Providers	1.655	1.683	2.103	0.420
Personal Protective Equipment (PPE)	2.052	1.693	1.698	0.005
Savings Delays	1.115	1.132	1.132	0.000
Nursing – Students and Bank Staff	0.733	0.685	0.714	0.029
Care at Home Capacity	0.416	0.416	0.416	0.000
Loss of Income	0.442	0.531	0.576	0.044
Staff Cover	0.425	0.401	0.477	0.076
Care Home Beds – Delayed Discharges	0.396	0.396	0.396	0.000
Fostering Placements	0.196	0.196	0.285	0.089
Delayed Discharges - Other Measures	0.000	0.087	0.114	0.027
Other staff costs	0.000	0.615	0.685	0.070
Winter Planning	0.000	0.118	0.000	(0.118)
Other costs	0.311	0.233	0.442	0.209
Offsetting cost reductions	(0.530)	(0.530)	(0.530)	0.000
TOTAL	7.211	7.656	8.508	0.852

Further information on the elements of the plan are included in previous IJB reports. The most recent changes to estimated costs are in relation to:

- Increased sustainability payments to providers based on more accurate information on the level of claims being made by providers and the extension of transitional arrangements for support to November,
- Winter planning funding being allocated separately outwith the mobilisation plan process; and
- Further information on the costs for care at home capacity over winter to increase capacity and cover Covid related absence.

The next submission is expected to be due in January 2021.

2.12 Covid-19 Funding Position

At the outset of the pandemic there was an assurance that subject to any additional expenditure being fully aligned to local mobilisation plans, including the IJB responses, reasonable funding requirements will be supported. This was on the basis that a process would be developed for these to be accurately and immediately recorded and

shared with the Scottish Government. The basis of this reporting was drawn up and agreed with COSLA and Health and Social Care Partnerships.

Previous finance reports to IJB have outlined the chronology of funding through the year and the period 6 finance report outlined that £5.491m of funding was agreed at that time to be allocated for North Ayrshire delegated services. Following this there was a commitment to review the social care allocations in December following the change to the support through provider sustainability payments and also to pick up any potential shortfalls as there had initially been a 50% allocation for social care services due to greater uncertainty over costs (70% of estimated costs for health services were previously funded). In addition, the Health allocations for Primary Care and Mental Health Services were re-visited for HSCPs to remove the NRAC cap on allocations for these two areas, alongside this the North HSCP requested additional resources for capacity in Community Mental Health services and this has also been funded.

The funding allocations are noted below:

	Social Care £000	Health £000	Total North £000
Q1 Allocation	2,579	431	3,010
Q2-Q4 Allocation	1,869	612	2,481
Total allocation by November 2020	4,448	1,043	5,491
Additional Funding December 2020	796	(21)	775
TOTAL FUNDING TO DATE	5,244	1,022	6,266

The Adult Social Care Winter plan outlines a further £112m of investment in the sector to support over winter, including:

- £50 million to support the additional costs of restricting staff movement across care settings;
- £50 million for the Social Care Staff Support Fund and winter sustainability funding, through to the end of March 2021;
- up to £5 million for additional oversight and administration costs associated with responding to the pandemic and outbreak management;
- enhanced infection prevention and control, with £7 million for Health Boards to invest in Nurse Director teams;
- up to £500,000 will be available to all care homes to provide access to digital devices, connectivity and support to help manage conditions from home or connect those receiving care with their loved ones.

A further funding allocation for this additional investment is anticipated during December, it is expected that the full amount will not be allocated as elements of these costs are already included in the mobilisation plan funding requests.

	<p>The Scottish Government are continuing to work with Health Boards and IJBs to review and further revise financial assessments and intend to make a further substantive funding allocation in January. This will allow identification of the necessary additional support required, and realignment of funding in line with actual spend incurred with an expectation that an allocation to bring funding up to 100% will be provided.</p>										
2.13	<p>Covid – Financial Risk</p> <p>Overall at this time the financial risk to the IJB has been reduced significantly by the recent funding announcement and subsequent allocation.</p> <p>The table below summarises the overall estimated Covid-19 costs for the North HSCP alongside the funding received to highlight the potential gap:</p> <table border="1"> <tr> <td></td><td>£m</td></tr> <tr> <td>Mobilisation Plan Costs (at November)</td><td>8.508</td></tr> <tr> <td>FUNDING TOTAL</td><td>(6.266)</td></tr> <tr> <td>Shortfall</td><td>2.242</td></tr> <tr> <td>Shortfall (excluding savings)</td><td>1.110</td></tr> </table> <p>The estimated additional costs to March 2021 compared to the funding received to date leaves an estimated balance of £1.110m for which funding has not yet been received or allocated.</p> <p>In terms of the overall risk of currently unfunded elements of the plan:</p> <ul style="list-style-type: none"> • There is increasing confidence that additional costs will be funded based on the recently received and future expected funding allocations, for both health and social care costs only 70% of estimated costs to March have been funded to date, further allocations are expected in January; • we have assumed through our core budget monitoring projections that the delays in savings will not be funded and these are included in financial projections, as noted in this report we are projecting breakeven on that basis; • Offsetting reductions of £0.5m have not been included in the overall funding allocation and also have not been factored into the HSCP financial projections, therefore at this stage these would potentially remain available for North to re-direct to any funding shortfall; • The most significant area of additional Covid costs are the purchase of PPE for social care and sustainability payments for commissioned social care providers (£3.8m in total). Both areas have been implemented with an assurance that the actual costs will be fully reimbursed; • The period 7 position projects an underspend of £0.8m (excluding Covid) and this does not include any assumption re the £1.5m held by the Council towards the IJB debt, this position assumes the debt repayment is made as planned, this position also incorporates estimated delays with savings delivery. <p>The financial position will continue to be reported to the IJB at each meeting, these reports will outline the monthly financial projections and the updated position in relation to estimates for Covid costs. This will include the ongoing consideration of whether a Financial Recovery Plan may be required in the future, at this stage this is not recommended to be considered.</p>		£m	Mobilisation Plan Costs (at November)	8.508	FUNDING TOTAL	(6.266)	Shortfall	2.242	Shortfall (excluding savings)	1.110
	£m										
Mobilisation Plan Costs (at November)	8.508										
FUNDING TOTAL	(6.266)										
Shortfall	2.242										
Shortfall (excluding savings)	1.110										
2.14	<p>Provider Sustainability Payments and Care Home Occupancy Payments</p>										

COSLA Leaders and Scottish Government have agreed an approach to supporting the social care sector to ensure that reasonable additional costs will be met.

We have been making payments to commissioned social care providers in line with the agreed National principles for sustainability and remobilisation payments to social care providers during COVID 19.

Care Home Occupancy Payments - we have engaged with older people's care homes in relation to care home occupancy payments and make regular monthly payments to care home providers with emergency faster payments being made if required. Meetings are being held with each care home to discuss ongoing sustainability and to provide support.

Sustainability payments - providers are responsible for submitting a claim for additional support to the Partnership for sustainability payments and this is assessed as to what support is required on a case by case basis based on the supporting evidence provided. Each case is assessed by the same group to ensure equity and consistency across providers.

In general, all payment terms have been reduced and once any payment is agreed it is being paid quicker to assist the cash flow position of providers. The assessment of some claims has been difficult due to delays with additional information and supporting evidence being submitted to support claims, hence there are a number of claims that are in process.

The sustainability payments are estimated to be a significant cost in our mobilisation plan and the timely submission and assessment of claims is key to ensuring we can accurately estimate the financial cost and ensure the costs are reclaimed from the Scottish Government.

Providers in North Ayrshire are not all strictly adhering to these timescales and we are still receiving claims dating back to the start of the pandemic, the commissioning team are working with providers to support them to submit claims.

The tables below show the support provided to date and the outstanding claims as at the end of October.

PROVIDER SUMMARY	NCHC Care Homes	Other	Total
Total Number of Providers	17	48	65
Number in contact for support	16	27	43
Providers Supported to date	11	21	32

OUTSTANDING CLAIMS	NCHC Care Homes	Other	Total
Total Number of Claims	5	6	11
Value of Claims	£477,887	£95,853	£573,740

SUPPORT PROVIDED	NCHC Care Homes £	Other Services £	TOTAL £
Occupancy Payments *	£1,203,196	n/a	£1,203,196

Staffing	£61,769	£50,860	£112,629
PPE, Infection Control	£92,795	£31,390	£124,185
Other	£11,600	£273	£11,873
TOTAL	£1,369,360	£82,284	£1,451,883

** payments to end of October*

A significant level of financial support has been provided to our commissioned providers, in particular older people's care homes.

Due to concerns re the sustainability of the social care sector the Scottish Government agreed to sustain the levels of support in November at the same level as October, i.e. for care homes paying for 50% of vacancies during the month and to continue with a planned care approach. This was agreed on the basis that a review of transitional arrangements was required to provide more targeted support to the sector, this work was undertaken with stakeholders to consider the evidence for a new arrangement from December. The group of stakeholders focussed on three main areas: overall aim of funding support for the sector during the pandemic; clarity around additional costs that may be met; and streamlining the mechanism of payments and ensuring consistency in approach across the country.

Arrangements for support have been agreed alongside guidance which sets out the criteria that need to be met for financial support, the approach for payment for care that can not be delivered, the categories of additional costs which may be met, the approach to evidencing additional costs and key principles for requesting and making payments.

The key principles of this ongoing support include:

- Understanding the reasons why care cannot be delivered, only Covid related impacts can be funded through sustainability payments;
- The 'planned care' approach of continuing to pay for undelivered care has been removed and providers and HSCPs will be required to explore opportunities for creatively delivering services in a different way, temporarily re-deploy staff into other HSCP services (voluntarily), where this is not possible providers will be required to access national supports in the first place, including the potential to furlough staff;
- Where payment for undelivered care is agreed as the only option this will be at a reduced level depending on the type of service, for example for care homes subject to the NCHC occupancy payments will be made at 80% of the rate for all vacancies, this is dependant on care homes continuing to admit new residents where it is clinically safe to do so;
- The Social Care Staff Support Fund will remain in place to ensure all staff receive their full pay during a Covid related absence; and
- Additional reasonable costs that are incurred as a result of Covid which cannot be covered from other funding sources will be reimbursed, including for example PPE, infection prevention control and additional staffing costs.

3. PROPOSALS

3.1 Anticipated Outcomes

Continuing to closely monitor the financial position will allow the IJB to take corrective action where required to ensure the partnership can deliver services in 2020-21 from

	<p>within the available resource, thereby limiting the financial risk the funding partners, i.e. NAC and NHS AA.</p> <p>The estimated costs and funding in relation to the Covid-19 response also require to be closely monitored to ensure that the IJB can plan for the impact of this and to ensure that the IJB is in the position to re-claim funding to compensate for the additional costs.</p>
3.2	<u>Measuring Impact</u>
	Ongoing updates to the financial position will be reported to the IJB throughout 2020-21.
4.	IMPLICATIONS
Financial:	<p>The financial implications are as outlined in the report.</p> <p>Against the full-year budget of £257.502m there is a projected underspend of £0.807m (0.3%). The report outlines the main variances for individual services.</p> <p>There are a number of assumptions underpinning the projections which could change as we progress through the year. We will continue to work with services to ensure the most accurate and reliable position is reported.</p> <p>One of the main areas of risk is the additional costs related to the Covid-19 response and these are detailed in the report together with an updated position in relation to funding.</p>
Human Resources:	None
Legal:	None
Equality:	None
Children and Young People	None
Environmental & Sustainability:	None
Key Priorities:	None
Risk Implications:	Within the projected outturn there are various over and underspends including the non-achievement of savings. The greatest financial risk for 2020-21 is the additional costs in relation to Covid-19.
Community Benefits:	None

Direction Required to Council, Health Board or Both	Direction to: -	
	1. No Direction Required	
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	√

4.	CONSULTATION
4.1	This report has been produced in consultation with relevant budget holders and the Partnership Senior Management Team.

	The IJB financial monitoring report is shared with the NHS Ayrshire and Arran Director of Finance and North Ayrshire Council's Head of Finance after the report has been finalised for the IJB.
5.	CONCLUSION
5.1	<p>It is recommended that the IJB:</p> <p>(a) notes the overall integrated financial performance report for the financial year 2020-21 and the overall projected year-end underspend of £0.807m at period 7;</p> <p>(b) notes the updated estimated costs of the Covid mobilisation plan of £8.5m, including savings delays, and the associated funding received to date; and</p> <p>(c) note the financial risks for 2020-21, including the impact of Covid 19, and that there is no recommendation at this time to implement a formal Financial Recovery Plan for the IJB.</p>

For more information please contact:

Caroline Cameron, Chief Finance & Transformation Officer on 01294 324954 or carolinecameron@north-ayrshire.gov.uk

Eleanor Currie, Principal Manager – Finance on 01294 317814 or eleanorcurrie@north-ayrshire.gov.uk

2020-21 Budget Monitoring Report–Objective Summary as at 31st October

Appendix A

Partnership Budget - Objective Summary	2020/21 Budget										
	Council			Health			TOTAL			Over/ (Under) Spend Variance at Period 6 £'000	Movement in projected variance from Period 6 £'000
	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
COMMUNITY CARE AND HEALTH	55,891	54,808	(1,083)	13,482	13,626	144	69,373	68,434	(939)	(973)	34
: Locality Services	23,264	22,842	(422)	4,724	4,794	70	27,988	27,636	(352)	(310)	(42)
: Community Care Service Delivery	27,508	27,289	(219)	0	0	0	27,508	27,289	(219)	(95)	(124)
: Rehabilitation and Reablement	1,958	1,833	(125)	1,555	1,538	(17)	3,513	3,371	(142)	(256)	114
: Long Term Conditions	1,763	1,360	(403)	5,098	5,189	91	6,861	6,549	(312)	(324)	12
: Integrated Island Services	1,398	1,484	86	2,105	2,105	0	3,503	3,589	86	12	74
MENTAL HEALTH SERVICES	24,793	26,461	1,668	53,134	52,052	(1,082)	77,927	78,513	586	744	(158)
: Learning Disabilities	18,639	20,433	1,794	446	448	2	19,085	20,881	1,796	2,320	(524)
: Community Mental Health	4,689	4,552	(137)	1,681	1,636	(45)	6,370	6,188	(182)	(239)	57
: Addictions	1,465	1,476	11	1,351	1,351	0	2,816	2,827	11	11	0
: Lead Partnership Mental Health NHS Area Wide	0	0	0	49,656	48,617	(1,039)	49,656	48,617	(1,039)	(1,348)	309
CHILDREN & JUSTICE SERVICES	32,178	32,433	255	3,825	3,825	0	36,003	36,258	255	(81)	336
: Irvine, Kilwinning and Three Towns	3,184	3,036	(148)	0	0	0	3,184	3,036	(148)	(157)	9
: Garnock Valley, North Coast and Arran	1,268	1,155	(113)	0	0	0	1,268	1,155	(113)	(116)	3
: Intervention Services	2,035	2,019	(16)	315	315	0	2,350	2,334	(16)	(19)	3
: Looked After and Accommodated Children	17,768	18,242	474	0	0	0	17,768	18,242	474	457	17
: Quality Improvement	4,311	4,375	64	0	0	0	4,311	4,375	64	(237)	301
: Public Protection	651	648	(3)	0	0	0	651	648	(3)	(6)	3
: Justice Services	2,508	2,508	0	0	0	0	2,508	2,508	0	0	0
: Universal Early Years	453	450	(3)	3,120	3,120	0	3,573	3,570	(3)	(3)	0
: Lead Partnership NHS Children's Services	0	0	0	390	390	0	390	390	0	0	0
PRIMARY CARE	0	0	0	51,024	51,024	0	51,024	51,024	0	0	0
ALLIED HEALTH PROFESSIONALS			0	5,577	5,502	(75)	5,577	5,502	(75)	(75)	0
MANAGEMENT AND SUPPORT COSTS	13,116	12,647	(469)	2,427	1,943	(484)	15,543	14,590	(953)	(508)	(445)
COVID - NHS				1,043	1,043	0	1,043	1,043	0	0	0
CHANGE PROGRAMME	1	1	0	1,011	1,011	0	1,012	1,012	0	0	0
OUTTURN ON A MANAGED BASIS	125,979	126,350	371	131,523	130,026	(1,497)	257,502	256,376	(1,126)	(893)	(233)
Return Hosted Over/Underspends East	0	0	0	0	337	337	0	337	337	442	(105)
Return Hosted Over/Underspends South	0	0	0	0	320	320	0	320	320	412	(92)
Receive Hosted Over/Underspends South	0	0	0	0	15	15	0	15	15	15	0
Receive Hosted Over/Underspends East	0	0	0	0	(353)	(353)	0	(353)	(353)	(353)	0
OUTTURN ON AN IJB BASIS	125,979	126,350	371	131,523	130,345	(1,178)	257,502	256,695	(807)	(377)	(430)

2020-21 Budget Monitoring Report – Detailed Variance Analysis

Appendix B

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
COMMUNITY CARE AND HEALTH	69,373	68,434	(939)	
Locality Services	27,988	27,636	(352)	Older People care homes inc respite - underspend of £0.510m based on 746 placements and including an under recovery of income from Charging Orders of £250k. Independent Living Services : * Direct Payment packages- overspend of £0.079m on 62 packages. * Residential Packages - underspend of £0.029m based on 37 packages. * Community Packages (physical disability) - overspend of £0.153m based on 49 packages .
Community Care Service Delivery	27,508	27,289	(219)	Care at Home (inhouse & purchased) - projected to overspend by £0.086m due to increased demand in Inhouse services (projected overspend £302k) which has been funded by an allocation of Covid funding. Direct Payments - underspend £0.135m to year end on 30 packages, including some spend to work towards clearing current waiting list.
Rehabilitation and Reablement	3,513	3,371	(142)	Aids and Adaptations - underspend of £0.150m an adverse movement from P6 of £0.105m based on ability to enter service user's homes to begin assessments and carry out works.
Long Term Conditions	6,861	6,549	(312)	Carers Centre - projected underspend of £0.443m Anam Cara - projected overspend in employee costs of £0.050m due to pilot of temporary post with a view to making longer term savings in bank & casual hours.
Integrated Island Services	3,503	3,589	86	Employee Costs - Montrose House now reported under Arran Servcies with a projected overspend of £0.063m.

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
MENTAL HEALTH SERVICES	77,927	78,513	586	
Learning Disabilities	19,085	20,881	1,796	Residential Packages- overspend of £0.285m based on 41 current packages. Community Packages (inc direct payments) - overspend of £0.870m based on 32 current packages.
Community Mental Health	6,370	6,188	(182)	Community Packages (inc direct payments) and Residential Packages - underspend of £0.101m based on 96 community packages, 12 Direct Payments and 29 residential placements.
Addictions	2,816	2,827	11	Outwith the threshold for reporting
Lead Partnership (MHS)	49,656	48,617	(1,039)	Adult Community - underspend of £0.143m due to vacancies. Adult Inpatients- overspend of £0.583m due to a delay in closing the Lochranza wards, revised assumptions on redeployed staff and an under recovery of bed sale income. UNPACs - overspend of £0.069m based on current placements and assumed service level agreement costs. Elderly Inpatients - underspend of £0.050m which includes the part year impact of thr £0.934m of unallocated funding following the elderly MH review. CAMHS - underspend of £0.305m due to vacancies. MH Admin - underspend of £0.390m due to vacancies. Psychiatry - underspend of £0.490m due to vacancies. MH Pharmacy - underspend of £0.220m mainly within substitute prescribing. Psychology- underspend of £0.450m due to vacancies.

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
CHILDREN'S AND JUSTICE SERVICES	36,003	36,258	255	
Irvine, Kilwinning and Three Towns	3,184	3,036	(148)	Transports costs - Projected underspend of £0.038m due a reduction in spend in Staff Mileage costs Cornerstone Respite - Projected underspend of £0.065m due to respite services not taking place due to COVID
Garnock Valley, North Coast and Arran	1,268	1,155	(113)	Employee Costs - Projecting £0.059m underspend due to a substantive post being vacant . This will be offsetting an overspend in employee Costs within Quality Improvement. Transports costs - Projected underspend of 0.008m due a reduction in spend in Staff Mileage costs. Cornerstone Respite - Projected underspend of £0.033m due to respite services not taking place due to COVID.
Intervention Services	2,350	2,334	(16)	Outwith the threshold for reporting
Looked After and Accommodated Children	17,768	18,242	474	Looked After Children placements - Projected underspend of £0.129m, favourable movement of £0.006m which is made up of the following:- Kinship - projected underspend of £0.166m. Budget for 370 placements, currently 343 placement but projecting 347 placements by the year end. Adoption - projected overspend of £0.045m. Budget for 69 placements, currently 73 placements. Fostering - projected overspend of £0.112m. Budget for 129 placements, currently 133 placements and projecting 137 placements by the year end. - Fostering Xtra - projected online. Budget for 32 placements, currently 29 placements but projecting 28 placements by the year end. Fostering Respite - Projected underspend of £0.110m which is due to respite services not taking place due to COVID Private fostering - projected underspend of £0.018m. Budget for 10 placements, currently 10 placements. IMPACCT carers - projected online Budget for 2 placements, currently 2 placements. Residential School placements - Projected overspend £0.736m, current number of placements is 15, assumption that 2 ending in January and no further new admissions resulting in 13 placements at the year end. No secure placements
Quality Improvement	4,311	4,375	64	Employee Costs - Projected Overspend £0.114m of which £0.070m relates to employee acting up to Senior Manager which will being offset with her vacant post within the Irvine Locality. Transports costs - Projected underspend of £0.012m due a reduction in spend in Staff Mileage costs, now basing mileage projection on actual spend this year. Community Packages - Projected underspend of £0.074m, 108 Community Packages on establishment list. Direct Payments - Projected Underspend £0.032m Current number of packages in place is 42 and projecting an increase of further 3 packages until end of the year. Children's Residential Placements - Projected underspend of £0.0196m. Currently 10 Residential Placements
Public Protection	651	648	(3)	Outwith the threshold for reporting
Justice Services	2,508	2,508	0	Outwith the threshold for reporting
Universal Early Years	3,573	3,570	(3)	Outwith the threshold for reporting
: Lead Partnership NHS Children's Services	390	390	0	Outwith the threshold for reporting
PRIMARY CARE	51,024	51,024	0	Outwith the threshold for reporting
ALLIED HEALTH PROFESSIONALS	5,577	5,502	(75)	Projected underspend in supplies.
MANAGEMENT AND SUPPORT	15,543	14,590	(953)	Over recovery of payroll turnover on health services and the allocation of unscheduled care funding.
CHANGE PROGRAMME & CHALLENGE FUND	1,012	1,012	0	Outwith the threshold for reporting
TOTAL	256,459	255,333	(1,126)	

Threshold for reporting is + or - £50,000

2020-21 Savings Tracker

Appendix C

Savings reference number	Description	Deliverability Status at budget setting	Approved Saving 2020/21 £m	Deliverability Status Month 6	Saving Delivered @ Month 6 £m	Projected to Deliver during Year £m	Projected Shortfall £m	Comment
Children, Families & Criminal Justice								
1	Children and Young People - External Residential Placements	Amber	0.583	Amber	-	0.297	0.286	Currently projecting an overspend. Some plans to move children have been impacted by COVID. Expect to have 13 places at the year-end when the original plan was to have 10 places, will impact on savings for 2021-22.
2	Adoption Allowances	Amber	0.074	Red	-	-	0.074	Current projected overspend but outcome of the adoption review still to be implemented
3	Children's Services - Early Intervention and Prevention	Amber	0.050	Green	0.050	-	-	Fully achieved, met through efficiencies across Children's services
4	Fostering - Reduce external placements	Green	0.036	Green	0.036	-	-	An underspend is projected at month 6.
5	Community Support - Children's Care Packages	Amber	0.008	Green	0.008	-	-	Tender delayed, saving can be met through budget underspend for 2020-21. Tender due to be implemented February 2022.
Mental Health and LD Services								
6	LD - Reduction to Sleepover Provision	Amber	0.200	Red	-	-	0.200	Cluster sleepover models centred around core supported accomodation are being considered but will be delayed. The supported accomodation build timescales have slipped due to COVID.
7	Learning Disability Day Services	Amber	0.279	Amber	-	0.050	0.229	The provision of day care is being reviewed to ensure it can be delivered safely. This will include a review of the staffing, a new staffing structure has been planned which will deliver the full year saving in future years but will be delayed until January 2021.
8	Trindlemoss	Green	0.150	Amber	0.150	-	-	Fully achieved but two tenancies still to take up their place and the final tenancy has to be decided.
9	Mental Health - Flexible Intervention Service	Green	0.008	Green	0.008	-	-	Fully achieved, slightly over-delivered (£10k)
Health and Community Care								
10	Roll out of multidisciplinary teams - Community Care and Health	Amber	0.110	Green	-	0.110	-	For 2020-21 only this saving has been added to the vacancy savings target to be met non-recurringly. There are a number of vacancies across Community Care and Health but at this stage the service can not identify posts to be removed on a permanent basis, will be formalised and removed from establishment from 2021-22.
11	Carers Act Funding - Respite in Care Homes	Green	0.273	Green	0.273	-	-	Fully achieved
12	Care at Home - Reablement Investment	Amber	0.300	Green	-	0.300	-	Expect to fully achieve but there is a projected overspend due to additional TUPE costs and an increased level of service.
13	Care at Home - Efficiency and Capacity Improvement	Amber	0.135	Green	-	0.135	-	Expect to fully achieve but there is a projected overspend due to additional TUPE costs and an increased level of service.
14	Day Centres - Older People	Amber	0.038	Amber	-	-	0.038	Day centres are currently closed and staff have been re-deployed, will look for opportunities to release savings when the services re-open.
15	Charging Policy - Montrose House	Amber	0.050	Green	0.025	0.025	-	New charging policy in place and additional income projected to be achieved.
Whole System								
16	Adults - New Supported Accommodation Models	Amber	0.063	Amber	-	0.025	0.038	Project has slipped. Expected completion date is early 2021. Saving was based on 5mths, Assume only 2mths are achieved
17	Adult Community Support - Commissioning of Services	Amber	0.638	Amber	-	0.150	0.488	Implementation of CM2000 was delayed due to Covid, expect to bring system on line for Adult providers from mid February 2021.
18	Charging Policy - Inflationary Increase	Green	0.050	Amber	-	0.025	0.025	Charging has been suspended during COVID 19, with the exception of care homes and community alarms, expect to bring back on line in October.
TOTAL SOCIAL CARE SAVINGS			3.045		0.550	1.117	1.378	

Health:

Savings reference number	Description	Deliverability Status at budget setting	Approved Saving 2020/21 £m	Deliverability Status Month 6	Saving Delivered @ Month 6 £m	Projected to Deliver during Year £m	Projected Shortfall £m	Comment
19	Trindlemoss	Green	0.120	Green	0.120	-	-	Fully achieved
20	Packages of care	Green	0.100	Green	0.100	-	-	Fully achieved
21	Elderly Mental Health inpatients (lead partnership)	Green	0.216	Green	0.216	-	-	Fully achieved
22	MH Payroll Turnover (lead partnership)	Green	0.100	Green	0.100	-	-	Fully achieved
23	North Payroll Turnover	Green	0.280	Green	0.280	-	-	Fully achieved
TOTAL HEALTH SAVINGS			0.816		0.816	0.000	0	
TOTAL NORTH HSCP SAVINGS			3.861		1.366	1.117	1.378	

2020-21 Budget Reconciliation

Appendix D

COUNCIL	Period	Permanent or Temporary	£
Initial Approved Budget			96,963
Rounding error			4
Error in budget			1,299
Resource Transfer			22,769
WAN Circuits Budget Transfer - Kyle Road - New data Connection (Store Costs)	1	P	(1)
British Sign Language funding transferred to Democratic Services	3	P	(5)
Child Abuse Enquiry costs - Budget from Corporate	5	T	58
Corporate Procurement Posts 313490 & 313106	6	P	(76)
COVID funding	7	T	4,448
Unscheduled Care Allocation	7	T	500
Commercial Waste Virement	7	P	20
Budget Reported at Month 7			125,979
HEALTH	Period	Permanent or Temporary	£
Initial Approved Budget			149,830
Resource Transfer			(22,769)
Adjustment to base budget	1	P	(90)
2019/20 Month 10-12 budget adjustments	1	P	3,999
Non recurring Funding 19/20	3	T	(298)
Full Year effect of Part Year Reductions	3	P	(54)
Additional COVID funding	3	T	1,339
Additional living wage funding	3	P	186
V1P Funding 20/21	3	T	105
Primary Care Prescribing - Uplift	3	P	2,060
Primary Care Prescribing - CRES	3	P	(756)
Outcomes Framework - Breast Feeding	3	T	33
South HSCP V1P contribution	3	T	20
ANP Allocation - MIN	3	T	20
Training Grade Funding	3	P	49
Funding transfer to Acute (Medical Records)	3	T	(33)
Public Health Outcomes Bundle	3	T	235
Specialist Pharmacist in Substance Misuse	3	T	12
Prescribing Reduction - COVID	3	T	(540)
Lochranza Discharges to South HSCP	3	P	(170)
Prescribing Reduction	4	P	(1,497)
Training Grade Funding	4	T	36
TEC Contribution	4	T	(53)
Admin posts from South HSCP	4	P	54
Uplift Adjustment	4	P	21
Additional COVID funding	5	T	2,170
Training Grade Funding	5	P	6
Lochranza Discharges to South/East HSCP	5	P	(232)
Arrol Park Discharges to South HSCP	5	P	(107)
Trindlemoss resource transfer adjustment	5	P	(248)
Training Grade Funding	6	P	9
Diabetes Prevention Psychologist Post NR	6	T	11
Re-parent Parkinson Nurse Nth to Sth	6	P	(109)
Arrol Park Discharges to South HSCP	6	P	(24)
Medical Pay Award - Junior Doctors	6	P	31
COVID funding	7	T	(4,448)
Training Grade Funding	7	P	19
Tranche 4 Social Care Covid	7	T	939
ADP Funding 20/21	7	T	212
Trauma Network Funding	7	P	263
NMAHP Clinical Lead	7	T	16
Anticipated Action 15 increase	7	T	414
Perinatal Funding 20/21	7	T	196
Multiple Sclerosis Nrs fr Acute	7	P	123
Unscheduled care allocation	7	T	(500)
COVID funding - NHS	7	P	1,043
Budget Reported at Month 7			131,523
COMBINED BUDGET			257,502

Mobilisation Submission – November 2020

Consolidated HSCP costs	Revenue												Revenue 2020/21	Capital 2020/21
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21		
Additional Hospital Bed Capacity/Costs - Maintaining Surge Capacity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Delayed Discharge Reduction- Additional Care Home Beds	82,102	78,564	78,564	78,564	78,564	-	-	-	-	-	-	-	396,358	-
Delayed Discharge Reduction- Additional Care at Home Packages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Delayed Discharge Reduction- Other measures	65,604	4,362	4,362	4,362	4,362	4,362	4,362	4,362	4,362	4,362	4,362	4,362	113,586	-
Personal protective equipment	185,330	185,330	199,650	173,716	204,565	188,626	97,704	92,665	92,665	92,665	92,665	92,665	1,698,247	-
Deep cleans	-	-	-	-	-	-	-	-	-	-	-	-	-	-
COVID-19 screening and testing for virus	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Estates & Facilities cost including impact of physical distancing measures	-	-	8,339	391	132	392	9,497	-	-	-	-	-	18,750	-
Additional staff Overtime and Enhancements	70,596	43,682	47,882	19,489	57,510	34,153	37,027	33,269	33,269	33,269	33,269	33,269	476,684	-
Additional temporary staff spend - Student Nurses & AHP	-	-	369,226	101,111	139,650	74,733	29,395	-	-	-	-	-	714,114	-
Additional temporary staff spend - Health and Support Care Workers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional temporary staff spend - All Other	-	-	41,206	45,673	253,332	35,198	59,693	50,000	50,000	50,000	50,000	50,000	685,103	-
Social Care Provider Sustainability Payments	-	-	265,244	223,944	314,525	313,608	288,857	247,300	112,500	112,500	112,500	112,500	2,103,478	-
Social Care Support Fund- Costs for Children & Families Services (where delegated to HSCP)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other external provider costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional costs to support carers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mental Health Services	-	-	-	-	-	-	-	-	40,328	40,328	40,328	40,329	161,313	-
Additional payments to FHS contractors	-	-	-	28,370	4,820	-	6,742	5,000	5,000	5,000	5,000	5,000	64,932	-
Additional FHS Prescribing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Hubs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other community care costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss of income	88,500	88,500	88,500	88,500	88,500	88,500	44,250	-	-	-	-	-	575,250	-
Staff Accommodation Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional Travel Costs	-	-	5,857	1,755	1,567	1,028	1,019	-	-	-	-	-	11,226	-
Digital, IT & Telephony Costs	-	-	937	(877)	16,810	6	6	-	-	-	-	-	16,882	-
Communications	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment & Sundries	-	59,055	16,479	22,141	(10,294)	1,033	3,290	-	-	-	-	-	91,704	-
Homelessness and Criminal Justice Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Children and Family Services	6,952	12,166	20,856	34,760	34,760	34,760	29,546	29,546	29,546	17,380	17,380	17,380	285,032	-
Prison Healthcare Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospice - Loss of income	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Staffing support, including training & staff wellbeing	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Resumption & redesign of primary care/contractor services to support access to urgent care in hours and OOH	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Costs associated with new ways of working- collaborative	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Winter Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other - Please update narrative	38,845	38,845	38,845	38,845	38,845	31,649	31,649	31,649	31,649	31,649	31,649	31,649	415,768	-
Other - Please update narrative	-	13,555	7,673	7,673	7,673	7,673	-	-	-	-	-	-	44,247	-
Other - Please update narrative	-	-	-	-	-	-	-	6,600	6,600	6,600	6,600	6,600	33,000	-
Other - Please update narrative	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other - Please update narrative	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other - Please update narrative	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other - Please update narrative	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other - Please update narrative	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Offsetting cost reductions - HSCP	(108,007)	(108,007)	(108,007)	(68,583)	(68,583)	(68,583)	-	-	-	-	-	-	(529,770)	-
Total	429,922	416,052	1,085,613	799,832	1,166,738	747,138	643,037	500,391	405,919	393,753	393,753	393,754	7,375,903	-
Subtotal													7,375,903	-
Expected underachievement of savings (HSCP)	141,500	141,500	141,500	141,500	141,500	141,500	47,167	47,167	47,167	47,167	47,167	47,167	1,132,000	-
Total	571,422	557,552	1,227,113	941,332	1,308,238	888,638	690,204	547,558	453,086	440,920	440,920	440,921	8,507,903	-
Total													8,507,903	-

12 January 2021**Audit and Scrutiny Committee**

Title:	Internal Audit Plan 2021-22
Purpose:	To inform the Committee of the proposed Internal Audit plan for 2021-22.
Recommendation:	That the Committee (a) approves the Internal Audit plan for 2021-22 and (b) agrees the indicators and targets at 2.8.

1. Executive Summary

- 1.1 This report brings forward the proposed Internal Audit Plan for 2021-22. A review has been carried out, including consultation with members of the Executive Leadership Team, to identify all service areas which will be subject to audit review.
- 1.2 The audit plan is risk-based and fully utilises the available resource of 710 productive audit days.

2. Background

- 2.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) / Institute of Internal Auditors (IIA) Public Sector Internal Audit Standards (PSIAS) require the preparation of a risk-based audit plan.
- 2.2 The PSIAS also requires that the plan should be based on a clear understanding of the organisation's functions and the scale of potential audit areas. The plan should be partly informed by consultation with key stakeholders. The Audit and Scrutiny Committee should approve the Internal Audit plan.
- 2.3 A review has been carried out to identify all areas within the Council that could potentially be subject to Internal Audit work. A number of sources of evidence have been used to identify all the auditable areas and to assess the risk or significance of each one:
 - consultation with members of the Executive Leadership Team (ELT);
 - review of the strategic and service risk registers;
 - review of the Council Plan;
 - key issues arising from the External Audit Report on the 2019-20 annual accounts;
 - review of other local authorities' Internal Audit plans; and
 - knowledge and experience of Internal Audit staff.

- 2.4 The risk or significance of each area has been assessed as high, medium or low. Where an area has been identified as having high risk or significance to the Council, Internal Audit will aim to review either all or part of this every 1 to 2 years. Areas of medium risk or significance will be reviewed every 3-4 years. Areas of low risk or significance are not routinely audited but are included in 'reserve lists' each year to be audited if the approved plan is completed or priorities change.
- 2.5 Due to the impact of the pandemic on the delivery of the 2020-21 audit plan, preparation of next year's plan has been brought forward and the plan will cover the slightly extended period from February 2021 to March 2022. Some of the audits in the 2020-21 plan have been carried forward and this approach will provide greater flexibility in the timing of the audits.
- 2.6 The total available audit time is estimated at 815 days. Productive audit time is estimated to be 710 days (87%) and non-productive time, covering management and administration, staff training and meetings, is estimated to be 105 days (13%).
- 2.7 Appendix 1 contains the detailed audit plan for 2021-22 and indicates when it is intended to commence each audit. This may be subject to some change depending on available resources and any requirement to carry out ad-hoc investigation work throughout the year. 20 of the 710 days have been set aside for contingencies.
- 2.8 In order to assist with tracking the performance of Internal Audit against the agreed plan, the undernoted indicators will be used. Performance against these indicators will be monitored quarterly and reported to the Audit and Scrutiny Committee as part of the Annual Report:

Indicator	Target 2021-22
Percentage of auditor time spent productively	87%
Training days per auditor	3.6
Audits complete in budgeted days	75%
Draft reports issued within 21 days of fieldwork completion	100%
Final reports issued within 14 days of agreement of action plan	100%

3. Proposals

- 3.1 It is proposed that the Committee (a) approves the Internal Audit plan for 2021-22 and (b) agrees the indicators and targets at 2.8 above.

4. Implications/Socio-economic Duty

Financial

4.1 None.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 The work of Internal Audit helps to support the efficient delivery of the strategic priorities within the Council Plan 2019-2024.

Community Wealth Building

4.7 None.

5. Consultation

5.1 Consultation has taken place on an individual basis with the Executive Leadership Team during the preparation of the Internal Audit plan.

Mark Boyd
Head of Finance

For further information please contact **Paul Doak, Senior Manager (Audit, Fraud, Safety and Insurance)**, on **01294-324561**.

Background Papers

None.

Key Corporate Systems	Audit Objective	Days	Feb-June	July-Sept	Oct-Dec	Jan-Mar	Last Audited
Procurement and Accounts Payable	Review a range of controls relating to Procurement and Accounts Payable.	15				✓	2020-21
VAT	Carry out a review of the Council's VAT arrangements.	15			✓		2016-17
General Ledger system	Review controls in the Integra GL system.	15			✓		2018-19
TOTAL AUDIT DAYS		45					

Other Systems	Audit Objective	Days	Feb-June	July-Sept	Oct-Dec	Jan-Mar	Last Audited
Revenues and Benefits	Review a range of controls within Revenues and Benefits processes.	15	✓				2018-19
Museums and Heritage	Review the effectiveness of a range of controls within the Museums and Heritage service.	15	✓				-
Procurement of Educational supplies	Review controls around procurement within Education.	15	✓				2017-18
Agency staff and workers	Examine the Council's use of agency staff and workers.	15				✓	2019-20
Social Media	Review the use of Social Media by the Council.	15	✓				2017-18
CM2000 system	Audit system controls in the CM2000 care management system used by HSCP	20				✓	2018-19
Care Home Admissions Process	Review the care home admissions process.	20	✓				-
Community Alarms	Examine controls in relation to the Community Alarms service provided by the Health and Social Care Partnership.	15		✓			-
Sustainability payments to care providers	Provide assurance on the sustainability payments made to care providers by the Health and Social Care Partnership.	15	✓				-
Integration Joint Board audit days	Carry out audit work as agreed by the Performance and Audit Committee of the Integration Joint Board.	15				✓	2020-21
Transport - Journeys and Hires	Review controls in the Transport Hub in relation to transportation, with a particular focus on the use of taxis.	15	✓				2018-19
Waste - Recycling and Landfill Contracts	Examine controls in relation to recycling and landfill.	15	✓				2017-18
Funding support to businesses including external compliance	Consider the controls around the provision of funding support to local businesses.	20			✓		2016-17
Building Services - procurement (inc. sub-contracts and materials)	Review controls around procurement within Building Services.	15		✓			2017-18
Facilities Management - Overtime controls	Carry out a detailed review of controls around the authorisation and payment of overtime across Facilities Management.	15	✓				-
Facilities Management - Procurement	Review controls around procurement within Facilities Management.	15		✓			2017-18
PMI - CCTV in Council Buildings and Vehicles	Review the controls around the use of CCTV in Council vehicles and buildings.	20			✓		-
PMI - HRA Planned maintenance and reactive repairs	Consider the controls around the programme of planned maintenance and reactive repairs in the Housing Revenue Account.	15	✓				2015-16
TOTAL AUDIT DAYS		290					

ICT Auditing	Audit Objective	Days	Feb-June	July-Sept	Oct-Dec	Jan-Mar	Last Audited
Network Controls	Review a range of controls within the Corporate network.	20		✓			2017-18
Cyber resilience	Review the Council's response to the threat of cyber attack, which has been identified as a key strategic risk to the organisation.	15	✓				2018-19
TOTAL AUDIT DAYS		35					

Governance	Audit Objective	Days	Feb-June	July-Sept	Oct-Dec	Jan-Mar	Last Audited
Employee Services - Temporary Posts and Contracts	Examine controls around the use of temporary posts and temporary contracts across the Council	15	✓				-
Leavers and Movers processes	Review the controls around employees who move job within the Council, with a particular focus on access to personal and sensitive information.	20	✓				2018-19
HR - Workforce Planning (inc. VER/VR schemes)	Review the Council's workforce planning arrangements.	15		✓			2015-16
Ayrshire Growth Deal	Review the governance arrangements in North Ayrshire Council in relation to the Ayrshire Growth Deal.	20	✓				-
TOTAL AUDIT DAYS		70					

Performance Monitoring	Audit Objective	Days	Feb-June	July-Sept	Oct-Dec	Jan-Mar	Last Audited
Performance Indicators	Provide assurance on the robustness and accuracy of a sample of performance information.	20		✓			2018-19
TOTAL AUDIT DAYS		20					

Regularity Audits	Audit Objective	Days	Feb-June	July-Sept	Oct-Dec	Jan-Mar	Last Audited
Accounts Payable transaction testing	Use data analysis software to interrogate the HR/Payroll system and examine any anomalies which arise.	15		✓		✓	2020-21
Payroll transaction testing	Use data analysis software to interrogate the Accounts Payable system and examine any anomalies which arise.	15	✓		✓		2020-21
Secondary Schools	Review financial controls within the Council's secondary schools using self-assessment audit questionnaires and investigate any concerns which arise.	30				✓	2017-18
Social Care establishments	Review financial and other controls within a range of operational establishments managed by the Health and Social Care Partnership.	20			✓		2017-18
TOTAL AUDIT DAYS		80					

Following the Public Pound	Audit Objective	Days	Feb-June	July-Sept	Oct-Dec	Jan-Mar	Last Audited
Community Councils	Annual audit of Community Councils accounts' to ensure Council funding is used in accordance with the Council's Scheme of Administration.	10	as required				2020-21
Tenants and Residents Associations	Annual audit of the accounts of various Tenants and Residents Associations.	2	as required				2020-21
TOTAL AUDIT DAYS		12					

Other Work	Audit Objective	Days	Feb- June	July- Sept	Oct- Dec	Jan- Mar	Last Audited
Other year audit work	Finalising audits from the 2020-21 audit plan that were not fully complete by the end of January 2021 or starting audits early from the 2022-23 audit plan.	20	✓			✓	2020-21
Audit consultancy: ad-hoc advice	Providing advice to council services in response to ad-hoc queries	10	as required				2020-21
Audit consultancy: project work	Participating in project work to support developments in other council services.	25	as required				2020-21
Follow-up	Follow up of previous audit reports to ensure that appropriate action has been taken.	15	as required				2020-21
Audit planning and monitoring	Preparing audit plans and monitoring progress and performance against plans.	20	as required				2020-21
Audit and Scrutiny Committee	Supporting the Council's Audit and Scrutiny Committee by preparing reports, attending meetings and delivering training for elected members as required.	25	as required				2020-21
Governance documents	Review of governance documents	2	as required				2020-21
Development of the Audit service	Carry out developmental work to further enhance the efficiency of the audit section.	5	as required				2020-21
Internal Audit self-assessment against PSIAS	Undertake a quality assurance programme for Internal Audit in line with the requirements of the Public Sector Internal Audit Standards (PSIAS).	2	as required				2017-18
Internal Audit EQA (assess or being assessed)	Participate in the Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) review network for the external quality assessment programme.	10	as required				2017-18
Grant claims	Certification of expenditure funded by specific grants from external funding bodies	2	as required				2020-21
Annual Accounts	Work in relation to the Council's annual accounts, including stock counts, reviewing imprests and preparing the Annual Governance Statement.	2	✓				2020-21
TOTAL AUDIT DAYS		138					

TOTAL PLANNED WORK	690
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INTERNAL AUDIT RESERVE LIST

	Audit Objective	Days	Feb- June	July- Sept	Oct- Dec	Jan- Mar	Last Audited
School Funds	Review the management of school funds.	10					2015-16
Criminal Justice	Examine a range of controls within the Criminal Justice service.	15					2014-15
Eglinton Country Park	Carry out a review of controls at Eglinton Country Park.	15					2017-18
Education Maintenance Allowances (EMAs)	Review the administration of Education Maintenance Allowances.	10					-

NORTH AYRSHIRE COUNCIL

12 January 2021

Audit and Scrutiny Committee

Title:	Internal Audit Reports issued
Purpose:	To inform the Committee of the findings of Internal Audit work completed during November and December 2020.
Recommendation:	That the Committee considers the outcomes from the Internal Audit work completed.

1. Executive Summary

- 1.1 The Council's local Code of Corporate Governance requires effective arrangements to be put in place for the objective review of risk management and internal control. Internal Audit is an important element in this framework as it reviews internal controls and offers Elected Members and officers an objective and independent appraisal of how effectively resources are being managed.
- 1.2 The remit of the Audit and Scrutiny Committee includes the monitoring of Internal Audit activity. The submission and consideration of regular reports assists the Committee in fulfilling this remit.

2. Background

- 2.1 This report provides information on Internal Audit work completed during November and December 2020. Internal control reviews have been completed in respect of the areas detailed in Appendix 1 to this report. The aim of these reviews is to provide assurance that the internal control framework within the areas examined is appropriate and operating effectively.
- 2.2 The findings from each audit assignment have been notified in writing to the Chief Executive, the Section 95 Officer and the relevant Executive Director and Head of Service on the completion of each assignment. Where appropriate, this has included an action plan with recommendations for improving internal control. Appendix 1 includes the report and action plan from each audit.

- 2.3 The findings from one audit assignment on remote access controls in the education network are detailed at Appendix 1 to this report.
- 2.4 Only limited assurance was obtained. There are particular concerns over unencrypted laptops being used for remote working, iPads not being properly managed, weak network password controls and Sophos anti-virus notifications not being sent to the school ICT Technicians to action.

3. Proposals

- 3.1 It is proposed that the Committee considers the outcomes from the Internal Audit work completed during November and December 2020.

4. Implications/Socio-economic Duty

Financial

- 4.1 None.

Human Resources

- 4.2 None.

Legal

- 4.3 None.

Equality/Socio-economic

- 4.4 None.

Environmental and Sustainability

- 4.5 None.

Key Priorities

- 4.6 The work of Internal Audit helps to support the efficient delivery of the strategic priorities within the Council Plan 2019-2024.

Community Wealth Building

- 4.7 None.

5. Consultation

- 5.1 The relevant Services are consulted on Internal Audit findings during each audit assignment.

Mark Boyd
Head of Finance

For further information please contact **Paul Doak, Senior Manager (Audit, Fraud, Safety and Insurance)**, on **01294-324561**.

Background Papers

None.

REMOTE ACCESS CONTROLS AROUND THE EDUCATION NETWORK

1 Background

- 1.1** The Council has an Education network for teaching staff and pupils, which is separate from the Corporate network.
- 1.2** Direct Access is used to provide remote access to users in the schools and wireless networks have also been set up in the schools.
- 1.3** System Centre is used by IT Services to maintain a list of all Microsoft based devices on the Education network. The schools should also maintain an inventory record of all IT devices.
- 1.4** Airwatch is the mobile device management system which is used to control all NAC purchased iPads. This allows all iPads to be set up uniformly across the schools. Some are set up with staff access and some are set up with pupil access.
- 1.5** All laptops should be encrypted with Bitlocker encryption and installed with Sophos anti-virus protection.

2 Objectives and Scope

- 2.1** The main objectives of this audit were to ensure that:
 - teaching staff have been provided with appropriate IT policies and procedures and ICT Technicians have corporate procedures to follow for carrying out key functions.
 - only Council authenticated devices are used for Direct Access, laptops are encrypted, iPads are appropriately managed and controlled and appropriate Wi-Fi settings are in place.
 - strong network password controls are in place and there are appropriate processes in place for setting up new teaching staff with relevant IT access and promptly removing leavers.
 - there are proper controls around the procurement and setting up of new mobile devices and up-to-date inventories are maintained by the schools.
 - all mobile devices are protected with up-to-date anti-virus software, ICT Technicians are notified, and act on these alerts and an appropriate patch management process is in place.
- 2.2** The scope of the audit covered remote access controls around the Education network to allow agile working. The audit was restricted to employees only and excluded pupils' access.

3 Findings

Governance and IT Policies and Procedures

- 3.1** No additional remote access or agile working policies and procedures are issued to staff in the schools. Teaching staff are expected to adhere to the corporate Acceptable Computer Use Policy. Teaching staff have to manually sign up to this policy as Education do not have software to electronically issue such policies and provide an audit trail of the staff that have signed up. Education should consider purchasing

compliance software such as Meta Compliance which is used for the Corporate network to sign up to such policies. **(action a)**

3.2 There is no documented formal Service Level Agreement between IT Services and Education to ensure clear roles and responsibilities are defined, agreed and allocated for the provision of IT services in the schools. **(action b)**

3.3 There are no standard procedures provided by IT Services covering key functions/tasks carried out by the ICT Technicians, to ensure a standard approach is taken across all the schools. IT Services and Education should work together to define key functions and produce standard procedures. **(action c)**

Mobile Device Authentication and Device Security Settings

3.4 Internal Audit requested a usage report on Direct Access but IT Services advised the auditing function had not been switched on. It was switched on during the course of the audit although, due to lockdown, usage reports were not provided as evidence.

3.5 The auditor compared the list of Direct Access devices for primary and secondary schools to the MBAM (Microsoft Bitlocker Administration and Monitoring) database which lists encrypted devices, and 42 (out of 1,533) direct access devices could not be found. Action is being taken by IT Services to rectify these 42 to ensure all are either encrypted or disabled in Active Directory.

3.6 The auditor compared the list of all iPads on Airwatch, the mobile device management system, to the secondary schools' inventory records of the iPads they hold. There are major discrepancies in this comparison. There are 481 iPads on the schools' inventory records that are not on the Airwatch report. IT Services advised that when Airwatch was introduced all existing iPads should have been provided to IT to set them up on Airwatch. There is a risk that these iPads have not been set up on Airwatch and are therefore not being properly managed in line with Council policy. If they are not being managed, they are not being controlled via the Councils corporate policies and settings provided by Airwatch. **(action d)**

3.7 The auditor tested the use of USB data storage devices in the secondary schools. The following was noted:

- USB devices are not recorded on any of the inventory records provided by the secondary schools – this is a requirement of the ICT Acceptable Use Policy.
- There is discrepancy between the ICT Acceptable Use Policy and the IT Standards Product List regarding who can purchase encrypted USB devices. One states they should be purchased via IT Services and the other states they can be purchased directly by employees. **(action e)**
- One of the secondary schools confirmed unencrypted USB devices are being used.
- There is no technology in place to provide notification of unauthorised USBs being connected to the schools' network, so there is no current way to determine the scale of unauthorised and unencrypted USB devices being used on the schools' network. **(action f)**

Network Access Controls

3.8 Password controls for network logons are weak and are not in line with best practice. There is no requirement to use a mix of special characters, numbers, uppercase,

lowercase etc or to change the password periodically or get locked out after a specified number of failed login attempts. **(action g)**

- 3.9 The auditor was advised by 2 of the ICT Technicians that cloning is still being used in the secondary schools when setting up a new teacher's IT access. **(action h)**
- 3.10 It was noted that not all the secondary schools have a robust process in place for promptly removing IT access for teaching staff that have left the school. IT Services confirmed that they have a process in place to move accounts not used for 250 days to a stale users container which disables the account. **(action i)**

Procurement and Recording of Mobile Devices

- 3.11 The information recorded on the IT Inventories maintained by the secondary schools varies. In all cases, the serial number is recorded but only 1 school records the computer name. **(action j)**
- 3.12 The auditor compared each secondary school's list of laptops to the System Centre report provided by IT Services, using the serial number to match the 2 sets of data. This comparison showed major discrepancies between the laptops as per the schools' inventory and the laptops as per the System Centre report. Some of the ICT Technicians advised that their inventory records are not up-to-date, and this is supported by these results, as not all laptops on the schools' inventory are still being used. **(action k)**

Anti-Virus Software and Patch Management Arrangements

- 3.13 Sophos anti-virus is installed on all school devices, but it was noted that 2 of the ICT Technicians are not receiving any notifications provided by this software, to allow them to investigate and fix the problem. Internal Audit advised IT Services to rectify this during the audit.
- 3.14 IT Services confirmed there is a current issue with the email alerts for Sophos which is the anti-virus software for end user devices. IT Services are working with the company to resolve this issue.
- 3.15 IT Services confirmed that the ICT Technicians have been added to the group "Sophos console administrators" meaning they can do anything from a Sophos perspective. **(action l)**
- 3.16 IT Services confirmed that there was a temporary pause on patching under the lockdown conditions and response efforts. IT Services restarted updates to Education in July and are playing catch-up now the schools are back. IT Services aim to complete the catch-up so that updates are following the normal cycle.

4 Internal Audit Opinion

- 4.1 Overall, limited assurance was obtained with regard to remote access controls around the Education network to allow agile working. There are particular concerns over unencrypted laptops being used for remote working, iPads not being properly managed, weak network password controls and Sophos anti-virus notifications not being sent to the ICT Technicians to action.

Definitions of Assurance Levels:

Substantial	The framework of governance, risk management and control is adequate and effective.
Reasonable	Some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.
Limited	There are significant weaknesses in the framework of governance, risk management and control such that it could be or could become inadequate and ineffective.
None	There are fundamental weaknesses in the framework of governance, risk management and control such that it is inadequate and ineffective or is likely to fail.

NB The level of assurance given is at the discretion of Internal Audit.

KEY FINDINGS AND ACTION PLAN

REMOTE ACCESS CONTROLS AROUND THE EDUCATION NETWORK

Action	a
Finding	Teaching staff have to manually sign up to the ICT Acceptable Use Policy as Education do not have software to allow teaching staff to electronically sign up to such policies which would provide a full audit trail.
Action Description	Education should consider purchasing software to allow teaching staff to electronically sign up to the ICT Acceptable Use Policy.
Risk	Staff may not have agreed to comply with the ICT Acceptable Use Policy.
Priority (1, 2, 3)	3
Paragraph Reference	3.1
Managed by	Andrew McClelland, Head of Service (Education)
Assigned to	Andrew McClelland, Head of Service (Education)
Due Date	30/04/2021
Management Comment	An electronic solution to ensuring that all staff sign up to the ICT acceptable use policy will be introduced across the Education service. This may include the purchase of additional software in conjunction with IT Services.

Action	b
Finding	There is no documented formal Service Level Agreement between IT Services and Education to ensure clear roles and responsibilities are defined, agreed and allocated.
Action Description	IT Services and Education should produce a documented formal Service Level Agreement to ensure clear roles and responsibilities are defined, agreed and allocated for the provision of IT in the schools.
Risk	The roles and responsibilities of both parties have not been defined and agreed.
Priority (1, 2, 3)	2
Paragraph Reference	3.2
Managed by	Andrew McClelland, Head of Service (Education), Fiona Walker, Head of Service (People and ICT)
Assigned to	IT Services: Brendan Quigley, Senior Manager IT; and Carolann McGill, Team Manager Customer Experience Education: Andrew McClelland Head of Service (Education); Rosslyn Lee, Digital Skills Co-ordinator
Due Date	31/03/21
Management Comment	Education and IT Services to draft and agree a "working together" document. This document will be high level and cover roles and responsibilities to ensure they are clearly defined, agreed and allocated for the provision of IT in schools. The standard procedures (action c) would be the more detailed processes that would sit behind this.

Action	c
Finding	There are no standard procedures provided by IT Services covering key functions/tasks carried out by the ICT Technicians to ensure a standard approach is taken across all the schools.
Action Description	IT Services and Education should work together to define key functions and produce standard procedures to be followed.
Risk	Key tasks are not being carried out.
Priority (1, 2, 3)	2
Paragraph Reference	3.3
Managed by	Andrew McClelland, Head of Service (Education), Fiona Walker, Head of Service (People and ICT)
Assigned to	IT Services: Brendan Quigley, Senior Manager IT; Carolann McGill, Team Manager Customer Experience; James McNeil, Team Manager IT Operations Education: Lynn Taylor, Senior Manager Education; Rosslyn Lee, Digital Skills Co-ordinator
Due Date	31/03/21
Management Comment	A working group will be set up to agree and define the key functions, produce standard procedures to be followed and ensure standard approaches are taken across all schools and that ICT Technicians align with corporate ICT policies and procedures.

Action	d
Finding	There are 481 iPads on the schools' inventory records that are not on the Airwatch report.
Action Description	The ICT Technicians should reconcile their inventory records with the Airwatch report and identify any NAC purchased iPads not on Airwatch and pass to IT to ensure they are added to this console, to allow them to be properly managed.
Risk	iPads have not been set up on Airwatch and are therefore not being properly managed in line with Council policy.
Priority (1, 2, 3)	1
Paragraph Reference	3.6
Managed by	Andrew McClelland, Head of Service (Education)
Assigned to	Lynn Taylor, Senior Manager Education
Due Date	31/01/21
Management Comment	Education to review and provide IT with details of iPads to be added to Airwatch (include as part of ICT Monthly meeting). See action c.

Action	e
Finding	There is discrepancy between the ICT Acceptable Use Policy and the IT Standards Product List regarding who can purchase encrypted USB devices. One states they should be purchased via IT Services and the other states they can be purchased directly by employees.
Action Description	IT Services should clarify which process is correct and update one of the documents accordingly.
Risk	Inconsistent advice provided to employees.
Priority (1, 2, 3)	2
Paragraph Reference	3.7

Managed by	Fiona Walker, Head of Service (People and ICT)
Assigned to	Carolann McGill, Team Manager Customer Experience; Derek Nelson, ICT & Cyber Security Architect
Due Date	28/02/2021
Management Comment	IT Services will ensure that both documents are aligned.

Action	f
Finding	USB devices are not recorded on the schools' inventory records, one of the secondary schools confirmed the use of unencrypted USB devices and there is no software to identify unauthorised USB devices being plugged in to the network.
Action Description	Education should remind the ICT Technicians to record USB devices on the IT inventory records and remind teaching staff to only use encrypted USB devices. Consideration should also be given to purchasing software that will identify unauthorised USB devices being plugged in to the network.
Risk	Unencrypted USB devices are being used to transmit sensitive data, USB devices are not properly managed and can lead to difficulty in determining if IT assets have been lost.
Priority (1, 2, 3)	1
Paragraph Reference	3.7
Managed by	Andrew McClelland, Head of Service (Education)
Assigned to	Andrew McClelland, Head of Service (Education)
Due Date	31/01/21
Management Comment	Education will update inventory records and analyse usage of USB devices. Andrew McClelland will write to schools with regard to this issue, advising to make maximum use of cloud storage and minimise the use of USBs.

Action	g
Finding	Password controls for network logons are weak and are not in line with best practice. There is no requirement to use a mix of special characters, numbers, uppercase, lowercase etc or to change the password periodically or get locked out after a specified number of failed login attempts.
Action Description	Password controls should be amended to be in line with best practice guidance.
Risk	Increased vulnerability to hacking or other forms of cyber-attack, which could lead to data breach or inability to undertake duties.
Priority (1, 2, 3)	1
Paragraph Reference	3.8
Managed by	Andrew McClelland, Head of Service (Education), Fiona Walker, Head of Service (People and ICT)
Assigned to	IT Services: James McNeil, Team Manager IT Operations Education: Rosslyn Lee, Digital Skills Co-ordinator
Due Date	30/04/21
Management Comment	IT Services will add the fine-grained password management capability to the Education Active Directory (AD). IT Services will then work with Education to plan the rollout of fine-grained password management and password complexity rules. The current Education AD solution does not support fine grained password policies i.e. different policies for different groups of

	people. This upgrade is required to facilitate distinct password policies are required for teachers, secondary students and primary students.
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Action	h
Finding	The auditor was advised by 2 of the ICT Technicians that cloning is still being used when setting up a new teacher's IT access.
Action Description	Cloning should no longer be used to minimise the risk of teaching staff being given unnecessary access to potentially sensitive data.
Risk	Teaching staff are given unnecessary access to potentially sensitive data.
Priority (1, 2, 3)	2
Paragraph Reference	3.9
Managed by	Andrew McClelland, Head of Service (Education)
Assigned to	Andrew McClelland, Head of Service (Education)
Due Date	28/02/21
Management Comment	Education will ensure process of cloning is stopped within schools and that each user is newly created and access rights applied manually (to include in ICT Technician monthly meeting and produce communication guidance). Covered in action c.

Action	i
Finding	It was noted that not all the secondary schools have a robust process in place for promptly removing IT access for teaching staff that have left the school. IT Services confirmed that they have a process in place to move accounts not used for 250 days to a stale users container which disables the account.
Action Description	A robust process should be put in place to ensure that IT access is removed by the ICT Technician promptly when teaching staff leave. In addition, Education should consult with IT Services to improve the current IT Services process as 250 days is excessive.
Risk	Former employees have inappropriate access to data.
Priority (1, 2, 3)	2
Paragraph Reference	3.10
Managed by	Andrew McClelland, Head of Service (Education), Fiona Walker, Head of Service (People and ICT)
Assigned to	IT Services: James McNeil, Team Manager IT Operations Education: Lynn Taylor, Senior Manager Education
Due Date	28/02/21
Management Comment	Policy will be altered by IT Services to ensure accounts are moved to stale after 90 days. Education will introduce a robust process for removing staff IT access when they leave service. Education will produce a 'leavers' form to incorporate IT hardware/software return and to inform school Technician (this will be documented as part of the procedures at action c).

Action	j
Finding	The information recorded on the IT Inventories maintained by the schools varies. In all cases the serial number is recorded but only 1 school records the computer name.
Action Description	Schools should be reminded of the information that should be recorded on the inventory records and this should include the computer name.
Risk	Non-compliance with inventory procedures and not all relevant information is recorded.
Priority (1, 2, 3)	3
Paragraph Reference	3.11
Managed by	Andrew McClelland, Head of Service (Education)
Assigned to	Lynn Taylor, Senior Manager Education
Due Date	28/02/21
Management Comment	Education will ensure an IT Inventory is maintained by all schools using standard inventory template provided by IT. IT Services will provide inventory reports once or twice a year. The new process will be documented as part of action c.

Action	k
Finding	The auditor compared each school's list of laptops to the System Centre report provided by IT Services using the serial number to match the 2 sets of data. This comparison showed major discrepancies between the laptops as per the schools' inventory and the laptops as per the System Centre report. Some of the ICT Technicians advised that their inventory records are not up-to-date and this is supported by these results as not all laptops on the schools' inventory are still being used.
Action Description	School ICT technicians should undertake a review of the laptops on their inventory in comparison to the records held on System Centre and ensure that the inventories are up-to-date.
Risk	Lost or stolen laptops are not identified
Priority (1, 2, 3)	1
Paragraph Reference	3.12
Managed by	Andrew McClelland, Head of Service (Education)
Assigned to	Lynn Taylor, Senior Manager Education
Due Date	28/02/21
Management Comment	<p>Education will undertake a review of laptop inventory in comparison to records on System Centre to ensure inventories are up to date. Technicians will include a process for frequently updating inventories throughout the year rather than once a year. This will be documented as part of the procedures noted at action c.</p> <p>IT agreed to provide the Technicians with reports from System Centre and Airwatch as starting points, to allow them to compare their records and update these as appropriate.</p>

Action	I
Finding	IT Services confirmed that the ICT Technicians have been added to the group “Sophos console administrators” meaning they can do anything from a Sophos perspective.
Action Description	IT Services should review the ICT Technicians’ access and remove the administrator’s role if this is not required to ensure only relevant staff have this level of access.
Risk	ICT administrators could change policy that has been set corporately by IT Services without IT Services being aware of changes made.
Priority (1, 2, 3)	2
Paragraph Reference	3.15
Managed by	Fiona Walker, Head of Service (People and ICT)
Assigned to	James McNeil, Team Manager IT Operations
Due Date	28/02/2021
Management Comment	IT Services will review ICT Technician rights and ensure that only rights appropriate to the ICT Technician role are implemented i.e. “just enough admin” rights.

Priority Key used in Action Plan

1 (High)	Control weakness where there is a material impact on the achievement of the control objectives, generally requiring prompt attention.
2 (Medium)	Control weakness which needs to be rectified, but where there is no material impact on the achievement of the control objectives.
3 (Low)	Minor weakness or points for improvement.

