



**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 in the **Council Chambers, Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 18 June 2019** at **10:00** to consider the undernoted business.

**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 28 May 2019 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      External Audit Interim Report**

Submit report by the Executive Director (Finance and Corporate Support) on the findings from the External Audit Interim Report for 2018/19 (copy enclosed).

**4      Local Government in Scotland: Challenges and Performance 2019**

Submit report by the Executive Director (Finance and Corporate Support) on the findings of the recent Audit Scotland national report, Local Government in Scotland: Challenges and Performance 2019 (copy enclosed).

**5      Performance End of Year 2018/19 Council Plan/Directorate Plan**

Submit report by the Chief Executive on the end of year 2018/19 Council Plan/Directorate Plan Performance Reports (copy enclosed).

**6      Urgent Items**

Any other items which the Chair considers to be urgent.



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## **Audit and Scrutiny Committee Sederunt**

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

Chair:

Apologies:

Attending:

**Audit and Scrutiny Committee  
28 May 2019**

**IRVINE, 28 May 2019** - At a Meeting of the Audit and Scrutiny Committee of North Ayrshire Council at 10.00 a.m.

**Present**

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

**In Attendance**

M. Boyd, Head of Service (Finance) D. Forbes, Senior Manager (Finance) and P. Doak, Senior Manager (Internal Audit, Risk and Fraud) (Finance and Corporate Support); S. Brown, Director (Health and Social Care Partnership); R. McCutcheon, Head of Service (Commercial) (Place); A. McClelland, Head of Service (Learning, Teaching and Curriculum) (Education and Youth Employment) and A. Fraser, Head of Democratic Services, N. Sugden, Policy and Performance Officer, A. Hale, Health Improvement and Equalities Officer and A. Little, Committee Services Officer (Chief Executive's Service).

**Chair**

Councillor Burns in the Chair.

**Apologies**

Alan Hill.

**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 26 March 2019 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

**3. Ministerial Strategic Group Review of Progress with the Integration of Health and Social Care – Self Evaluation**

Submitted report by the Chief Finance and Transformation Officer on the self-evaluation undertaken to rate progress against the Scottish Government's Review of progress by integration authorities. The completed self-evaluation was attached at Appendix 1 to the report and outlined the progress against the key features and principles and identified improvement actions.

Noted.



#### **4. Local Government Benchmarking Framework**

Submitted report by the Chief Executive on the Local Government Benchmarking Framework indicators for 2017/18. Appendix 1 to the report highlighted the priorities identified by directorates and the mapping exercise of the Council Plan against the National Performance Framework was attached at Appendix 2.

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

- SCQF awards (grades A – D) and SCQF passes (grades A – C);
- That a decline in some measures has not impacted on the overall upward trend;
- Insight indicators that are calculated using a slightly different methodology from LGBG indicators;
- The refresh of priorities in 2019 to better align to the Performance Framework;
- The setting of priorities by Executive Directors following discussion by the Executive Leadership Team;
- a lower than target sickness level for Teachers and work that continues to monitor attendance; and
- The remit of the Committee that includes setting its own work programme to undertake reviews.

Noted.

#### **5. Equality Mainstreaming and Outcome**

Submitted report by the Chief Executive on the Equality Mainstreaming and Equality Outcome Reports 2017 – 2018. The Equality Mainstreaming report outlined how the Council are mainstreaming the equality duty, equality outcomes and the assessment and review of policies. The Equality Outcome report provided information on the progress being made towards the shared equality outcomes, actions by partners and other equality relation work being carried out across the Council.

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

- The development of on-line Equality Awareness Training to staff and information that will be gathered on the number of staff who complete the training;
- Discussions that will take place with the Learning and Development Team to ensure manual workers, without access to computers, are able to access this training; and
- Work that is underway with IT to increase access to digital facilities for manual workers.

Noted.

## **6. Annual Governance Statement**

Submitted report by the Executive Director (Finance and Corporate Support) on the Council's Annual Governance Statement for 2018-19 which was attached at Appendix 1 to the report. The Annual Governance Statement, which will be included within the annual accounts, explained how the Council complies with the Code of Governance Framework and outlined the governance framework in place and changes made to strengthen the framework during 2018/19.

The Committee agreed to approve the Annual Governance Statement, as outlined in Appendix 1 to the report.

## **7. Strategic Risk Register**

Submitted report by the Executive Director (Finance and Corporate Support) on the Council's Strategic Risk Register, which provided information on Very High Risks, High Risks, Risks removed from the register and Risks added to the register. The Register was attached as Appendix 1 to the report.

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

- Controls being implemented in relation to flooding and the removal of the risk relating to climate change;
- The risk assessments that were undertaken at the beginning of 2019; and
- That the risk entry relating to a no deal Brexit was still accurate.

Noted.

## **8. Accounting Policies**

Submitted report by the Executive Director (Finance and Corporate Support) on the Council's Accounting Policies to be adopted in the preparation of the Council's Annual Accounts for the year to 31 March 2019. Appendix 1 to the report, highlighted the most significant changes to the Accounting Policies.

The Committee agreed to approve the Accounting Policies as detailed in Appendix 1 to the report.

## **9. Internal Audit Annual Report**

Submitted report by the Executive Director (Finance and Corporate Support) on the work of Internal Audit during 2018-19, attached at Appendix 1, that outlined the role of Internal Audit, the performance of the section during the year, the key audit findings and the annual audit assurance statement.

Noted.

## **10. Internal Audit and Corporate Fraud Action Plans: Quarter 4 Update**

Submitted report by the Executive Director (Finance and Corporate Support) on the progress made by Council services in implementing the agreed actions from Internal Audit and Corporate Fraud reports as at 31 March 2019. Appendix 1 to the report provided full details of seven actions which were not started or only partially complete as at 31 March 2019.

Noted.

## **11. Internal Audit Reports Issued**

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of Internal Audit work completed during March and April 2019. The findings from three separate audit assignments were detailed at Appendix 1 to the report, together with their respective executive summary and action plans.

Noted.

## **12. Corporate Fraud Annual Statement**

Submitted report by the Executive Director (Finance and Corporate Support) on the work carried out by the Corporate Fraud Team during 2018-19, which included information on the internal and external investigations undertaken, proactive work during 2018/19 and a number of awareness raising events held across North Ayrshire.

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

- Data from the Council Tax Team that assists investigations;
- A range of property related investigations and referrals, such as property abandonment, Houses of Multiple Occupation and empty domestic properties in receipt of Council Tax Relief, that requires staff to visit individuals and properties;
- Joint working with the DWP in relation to cases with Housing Benefit and Council Tax Reduction elements;
- The National Fraud Initiative that includes investigations into the Single Person's Discount; and
- An exercise that was previously undertaken in relation to non-domestic properties.

Noted.

## **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.

### **13.1 Corporate Fraud Reports Issued**

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of corporate fraud investigations completed between March and April 2019.

The Committee discussed the timeline of the investigation in relation to Case 1 and anonymisation of gender in future reports.

The Committee agreed to (a) receive a report, outlining the timeline of the investigation of Case 1, to a future meeting; and (b) that future reports are gender anonymous.

The meeting ended at 11.05 a.m.

**18 June 2019****Audit and Scrutiny Committee**

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<b>Title:</b>	<b>External Audit Interim Report 2018/19</b>
<b>Purpose:</b>	To inform the Committee of the findings from the External Audit Interim report for 2018/19.
<b>Recommendation:</b>	That the Committee (a) notes the audit findings and action plan contained in the External Auditor's Interim report at Appendix 1; (b) notes the sector developments as outlined in the External Auditor's Sector Developments report at Appendix 2; and (c) considers the verbal Interim report by the External Auditor.

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**1. Executive Summary**

- 1.1 Deloitte LLP has been designated as the Council's external auditors for the five year period 2016-2021. 2018/19 is the third year of this appointment.
- 1.2 This Interim report provides the Audit and Scrutiny Committee with the external audit findings across the four audit dimensions within the scope of the 2018/19 audit work. They include;
  - Financial Sustainability;
  - Financial Management;
  - Governance and Transparency;
  - Value for Money
- 1.3 The audit also incorporated specific risks highlighted by Audit Scotland. In particular, the impact of EU withdrawal, the changing landscape for public financial management and dependency on key suppliers.
- 1.4 The unaudited accounts for 2018/19 are due to be presented to Council on 26 June 2019 and to the Council's external auditors, Deloitte LLP, for audit. The external audit Annual Report will be presented to the Audit and Scrutiny Committee in September 2019.
- 1.5 The overall conclusions in the Interim report state that the Council has a clear process for medium and long term financial planning. It has strong financial management arrangements in place and from a governance perspective, has seen changes to its leadership during 2018/19. In terms of performance, the Council has made improvements through 2018/19 and is fully engaged with its contribution towards national outcomes.
- 1.6 The interim report includes an agreed action plan which address areas for improvement across the four audit dimensions.

## **2. Background**

- 2.1 Deloitte LLP has been designated as the Council's external auditors for the five year period 2016-2021. Deloitte LLP has also been appointed as the auditors for the North Ayrshire Integration Joint Board and for East Ayrshire and South Ayrshire Councils and IJBs, as well as NHS Ayrshire and Arran. 2018/19 is the third year of this appointment.
- 2.2 An Interim Audit report for 2018/19 has been prepared by the external auditors and is included in appendix 1. This report provides the Audit and Scrutiny Committee with the external audit findings across the four audit dimensions within the scope of the 2018/19 audit work. They include;
- Financial Sustainability;
  - Financial Management;
  - Governance and Transparency;
  - Value for Money
- 2.3 The Interim audit also incorporated specific risks highlighted by Audit Scotland. In particular, the impact of EU withdrawal, the changing landscape for public financial management and dependency on key suppliers.
- 2.4 An Action Plan has been agreed with the external auditors and this is included in appendix 1. The Action Plan addresses areas for improvement and includes updates on progress across Transformation, Workforce Planning, Governance and Performance. It should be noted that significant process has already been made in addressing each of the areas identified.
- 2.5 Included in appendix 2 is a report on sector developments. This includes added value research across technology transformation and provides examples of best practice case studies. The approaches and developments will be considered as the Council further develops its Transformation programme.
- 2.6 A summary of the key conclusions from the report include;

### Financial Sustainability

The Council has a clear process in place for medium and long term financial planning and the current level of reserves held is at an acceptable level. To address the level of funding gap in the next few years, it is important the Council identifies sustainable financial savings, with the requirement to continue to develop the Transformation programme.

### Financial Management

The Council has strong financial management arrangements which are robust enough to manage financial activity.

### Governance and Transparency

Changes to the senior leadership occurred in 2018/19 and a new Council structure was approved in May, 2019.

### Value for Money

Performance improvements have been made between the end of 2017/18 and the mid-year point of 2018/19 against local performance indicators and the Council is fully engaged with its contribution towards national outcomes.

- 2.7 The unaudited accounts for 2018/19 are due to be presented to Council on 26 June 2019 and to the Council's external auditors, Deloitte LLP, for audit. The external audit Annual Report will be presented to the Audit and Scrutiny Committee in September 2019.

### 3. Proposals

- 3.1 That the Committee;

- (a) Notes the audit findings and Action Plan contained in the external auditor's Interim Audit report.
- (b) Notes the Sector Developments as outlined in the external auditor's Sector Developments report.
- (c) Considers the verbal Interim Report by the external auditor.

### 4. Implications

<b>Financial:</b>	None.
<b>Human Resources:</b>	None.
<b>Legal:</b>	None.
<b>Equality/Socio-economic Duty:</b>	None.
<b>Children and Young People:</b>	None.
<b>Environmental &amp; Sustainability:</b>	None.
<b>Key Priorities:</b>	A Council for the Future – An Efficient Council that Maximises Resources and Provides Value for Money
<b>Community Benefits:</b>	None.

### 5. Consultation

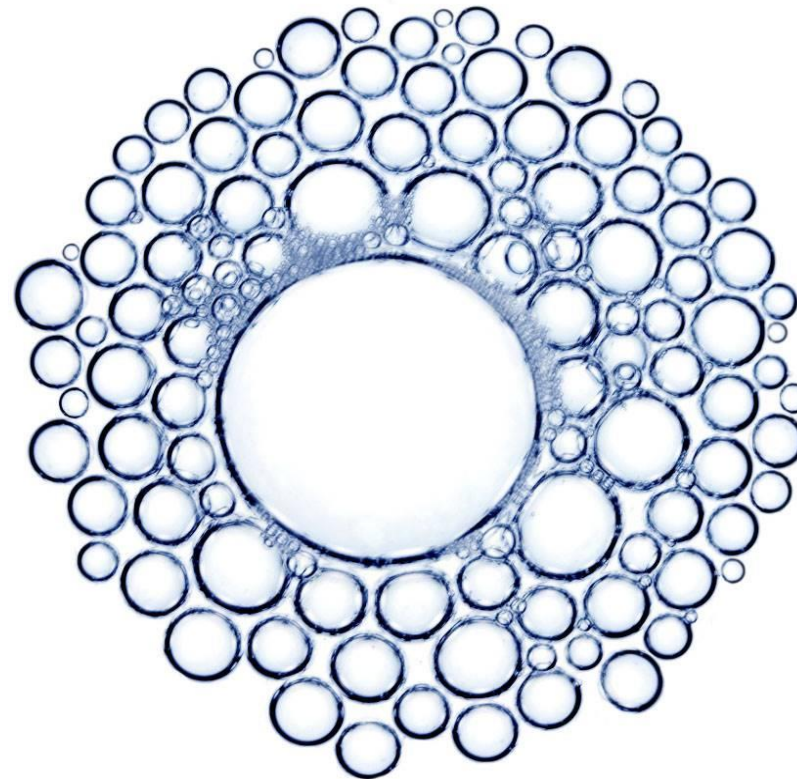
- 5.1 Deloitte LLP consulted with the Executive Director (Finance and Corporate Support) and other Council Chief Officers in preparing their Interim Audit report.

Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **Laura Friel, Executive Director (Finance and Corporate Support)** on **01294-324512**.

### Background Papers

None



## **North Ayrshire Council**

### Interim Report to the Audit and Scrutiny Committee on the audit for the year ended 31 March 2019

Issued 3 June 2019 for the meeting on 18 June 2019



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# Introduction

## The key messages in this report

I have pleasure in presenting our report to the Audit and Scrutiny Committee (Committee) of North Ayrshire Council (the Council) as part of our 2018/19 audit responsibilities. I would like to draw your attention to the key messages from this paper:

### Background

As set out in our plan which was presented to the Committee in March 2019, the Code of Audit Practice sets out four audit dimensions which set a common framework for all public sector audits in Scotland.

Our audit work has considered how the Council is addressing these and our conclusions are set out within this report.

As part of this review we met with key members of the Executive Leadership Team (ELT) and a sample of elected members and council officers. We also observed a Committee meeting in March 2019.

We then reviewed supporting evidence to support our judgements and conclusions which are contained within this report.

### Scope of audit

Our audit work covered the four audit dimensions as follows:

- Financial sustainability;
- Financial management;
- Governance and transparency; and
- Value for money.

The audit incorporated the specific risks highlighted by Audit Scotland, in particular, the impact of EU withdrawal, the changing landscape for public financial management, dependency on key suppliers, care income and increased focus on openness and transparency.

Our audit also considered the five Strategic Audit Priorities set by the Accounts Commission, as detailed within our Audit Plan.



# Introduction (continued)

## The key messages in this report (continued)

### Overall conclusions

**Financial sustainability** – The Council has a clear process in place for medium and long term financial planning and the current level of reserves held is at an acceptable level. Over 2018/19 and 2019/20, £7.38m is needed from reserves to support the core recurring budget, however, the Council has recognised that a sustainable solution is required from 2020/21 onwards.

It is estimated that the cumulative funding gap over the next three years could reach up to £25.41m if savings are not identified. It is therefore becoming more critical for the Council to change the way services are provided and make savings to achieve financial sustainability.

The Council has done a lot of work around transformation planning and has identified an ambitious savings target of £15.42m over the next three financial years from transformation, this represents 33% of the estimated cumulative funding gap over the period. It is vital that the Council identify further savings and efficiencies to close the remaining funding gap.

The Council has integrated the basis of its approach to transformation into the Council Plan and has set-up the Transformation Think Tank. The Transformation Think Tank is developing a framework to ensure appropriate governance and detailed plans are in place to secure delivery. It is important that this is developed with a process in place to monitor the progress of key objectives and outcomes to ensure savings remain on track over these years.

**Financial management** – The Council has strong financial management arrangements which are robust enough to sufficiently manage financial activity and capture and address any challenges to the achievement of financial targets.

Council financial performance including in-year changes to funding is transparently presented.

**Governance and transparency** – The Council has seen changes to its leadership in 2018/19 with the early retirement of the previous Chief Executive and a proposed wider Directorate restructure. The new Council structure was approved at Staffing and Recruitment Committee on 8 May 2019 and the Council needs to ensure that the change in structure will not have an adverse impact on capacity to deliver services.

**Value for money** – Performance improvements have been made between the end of 2017/18 and the mid-year point of 2018/19 against local performance indicators.

The Council is also fully engaged with its contribution towards national outcomes.

Our detailed findings and conclusions are included on pages 5 to 25 of this report.

### Next steps

An agreed Action Plan is included on page 31 of this report. We will consider progress with the agreed actions and provide an update on any significant changes in our annual audit report to the Committee in September 2019.

### Added value

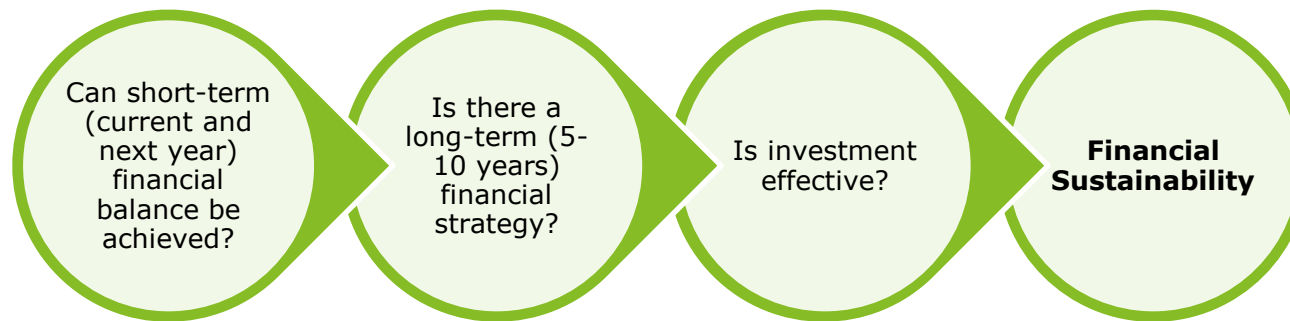
Our aim is to add value to the Council by providing insight into, and offering foresight on, financial sustainability, risk and performance by identifying areas for improvement and recommending and encouraging good practice. In so doing, we aim to help the Council promote improved standards of governance, better management and decision making, and more effective use of resources.

We have provided our separate 'Sector Developments' report, where we have shared our research, informed perspective and best practice from our work across the wider public sector that are specifically relevant to the Council. We would encourage the Council to consider this as it implements its next phase of transformation.

# Financial sustainability

## Overview

**Financial sustainability** looks forward to the medium and longer term to consider whether the Council is planning effectively to continue to deliver its services or the way in which they should be delivered.



### Audit risks

Within our audit plan we identified a number of risk as follows:

- The Council's Transformation Plans are not appropriately progressed, resulting in benefits not being realised and financial balance not being achieved; and
- the Council's long-term financial planning is inconsistent with the Scottish Government's five-year plan.

# Financial sustainability (continued)

## Short term financial position

### 2019/20 budget

The Council approved a balanced budget of £343.52m for 2019/20 on 27 February 2019. This incorporated £3.49m of previously approved savings and a further £2.88m of new savings to be made and plans to use £3.88m from reserves. The Council's use of reserves is discussed in more detail on page 7.

In setting its budget, the Council recognised that, whilst projecting to achieve short term financial balance, a number of risks exist, including:

- Cost of service delivery exceeding financial provision including;
  - pay, demand led pressure and inflation;
  - not securing in year financial balance;
  - Savings not being delivered on time; and
  - Adequacy of reserves and provisions.
- Financial sustainability of the Health and Social Care Partnership (HSCP).
- Delivery of current and future years transformation.

The Council also takes a priority based approach to budgeting through the use of 'Boston Grid' analysis in which all savings are plotted in terms of high to low community impact. The savings identified are scrutinised and debated to help Members get an understanding of the impact savings will have on the community and the delivery risk attached to each saving.

The approach has been well received and the Council intends to continue this for future budgets. We would like to highlight this approach as an area of best practice.

### Participatory budgeting

The Council works closely with its communities and Participatory Budgeting (PB) in North Ayrshire is one of the key focus areas of community empowerment.

The Council has three main methods of PB: digital events where voting is online; a 'dragon's den' style of event where community groups make a pitch to an audience who vote for their favourites; and a 'market place' type of event where the groups have a stall of information and they talk to the audience about their project before voting for their choices.

Locality PB in North Ayrshire has been very successful since its introduction in 2016. As of March 2019, the Council have held events in all six localities, with over £180,000 being awarded to 152 different projects. This was from 788 people voting at events utilising the 'dragon's den' approach and 2413 votes from people at 'market place' events.

Youth PB is also a key area of focus for the Council and has seen high response rates from young people in North Ayrshire. Youth PB has been 100% digital, with projects uploaded onto the Young Scot Website and voting done online. As of March 2019, over £50,000 has been awarded to 58 groups. This was from 6,814 young people voting online.

The Scottish Government has set a target that at least 1% of local government budgets will be subject to participatory budgeting by the end of 2021, this equates to £3.43m for the 2019/20 budget. In order to meet this ambition the Council has been a national pilot for PB, especially in mainstream budgets and has identified £750,000 of grounds maintenance budgets, youth budgets and a range of grants now being allocated via PB. This has enabled local communities to have a say in shaping how part of the ground maintenance budget was allocated. This initiative was piloted in one locality, where over 600 responses were received. Following the success this approach is now being rolled out across the other five localities.

# Financial sustainability (continued)

## Short term financial position

### Reserves

The Council has used reserves in setting its budget over the last few years. This has included a reduction in unearmarked reserves to the current level of 2% of net expenditure. The Council recognises that use of reserves provides a temporary solution but requires a more sustainable approach to be developed. The Council's Reserve Strategy is a risk specific approach and in line with best practice. The Council has taken the position that based on specific risks the minimum reserves should be 2% which is expected to be achieved in 2018/19.

At 31 March 2018, the Council had unearmarked reserves of £6.62m. It is anticipated that the unearmarked reserve will remain at the Council's approved minimum of 2% which will be £6.91m at 31 March 2019.

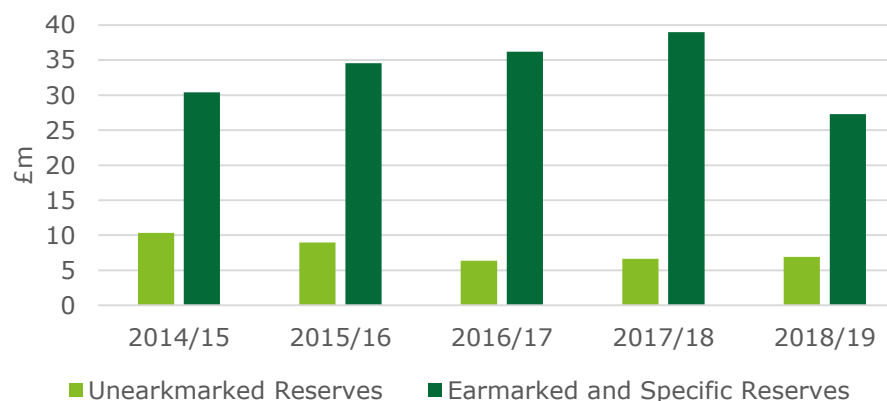
At 31 March 2018 the General Fund earmarked balance was £26.61m and it is anticipated to be £17.63m at 31 March 2019, the decrease being mainly attributed to £1.70m on affordable housing, £6.65m on project specific fund which were carried forward from 2017/18 and £3.19m on change and service redesign fund. The movement in reserves during the year is shown in the table below.

Reserves	At 31 March 2018 (£m)	At 31 March 2019 (£m)	Increase/ (decrease) (£m)
Unearmarked	6.62	6.91	0.29
Earmarked	26.61	17.63	(8.98)
Specific	12.13	9.65	(2.48)
<b>Total</b>	<b>45.36</b>	<b>34.19</b>	<b>(11.17)</b>

As at 31 March 2018, the specific reserves balance was £12.13m and is anticipated to be £9.65m as at 31 March 2019, this comprises insurance fund (£2.61m) and capital fund (£7.04m).

The movement in unearmarked and earmarked reserves over the last five years is illustrated below. The current year unearmarked balance of £6.91m is up slightly from £6.62m in 2017/18 which is positive. The Council should ensure that unearmarked reserves are maintained in line with the agreed reserves strategy.

General Fund Reserves



# Financial sustainability (continued)

## Medium to long term financial sustainability

### Medium term financial planning

The Council recognise that due to increasing demand for services and the continuing restraint in relation to the Council funding settlement, it will have to consider how it can fundamentally transform service delivery in order to meet citizen needs with reducing budgets.

The Council's latest Medium Term Financial Plan (MTFP) was updated in February 2019 to cover the period 2019/20 to 2021/22. The MTFP sets a balanced budget for 2019/20, however, indicates a deficit of £14.67m and £10.74m in 2020/21 and 2021/22 respectively. This includes new savings targets of £2.88m, £1.14m and £0.73m in each of the years.

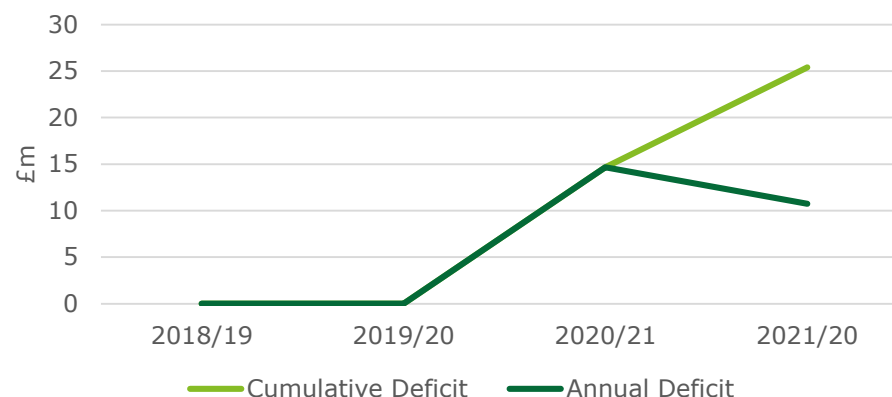
This is based on the following key assumptions:

- For 2020/21 and 2021/22 the assumption is that the level of core grant support will reduce by 2%.
- 79% of the funding for the additional costs of teachers' pension is being met by the Scottish Government, with the remainder being met by the Council.
- An uplift of 4.8% on council tax in 2019/20 and an uplift of 3% in each the following years.

In 2018/19 and 2019/20, £3.50m and £3.88m from reserves are needed to support the core recurring budget. These reserves provide non-recurring funding in 2019/20, however, the Council has recognised that a sustainable solution is required from 2020/21 onwards.

It is estimated that the cumulative funding gap over the next three years could reach up to £25.41m if savings are not identified to reduce the deficit in the coming years, as illustrated in the following graph. It is therefore becoming more and more critical for the Council to change the way services are provided and make savings to achieve financial sustainability.

Future funding gaps



### Long term financial planning

The Council has a Long Term Financial Outlook (LTFO) covering the period 2018/19 to 2027/28. The LTFO includes the significant financial challenges the Council faces over the next 10 years and the approach to respond to this. This includes service reviews and associated delivery plans. The LTFO is updated every three to four years.

The current LTFO outlines that the Council plans to undertake a more fundamental review of the services it provides and its partnership with Communities and other stakeholders. This has been done as part of the transformation work as detailed on page 10.

The LTFO identifies cost pressures and areas of concerns over the next 10 years and indicates an estimated funding shortfall of £156.0m assuming nothing changes. The LTFO informs the Council's medium term financial plans where specific savings are set out.

The Council has reviewed and considered the Scottish Government Medium Term Financial Strategy (MTFS) as part of medium to long term planning, however, it recognises that it is a high level strategy which does not give any specific guidance for local government.

# Financial sustainability (continued)

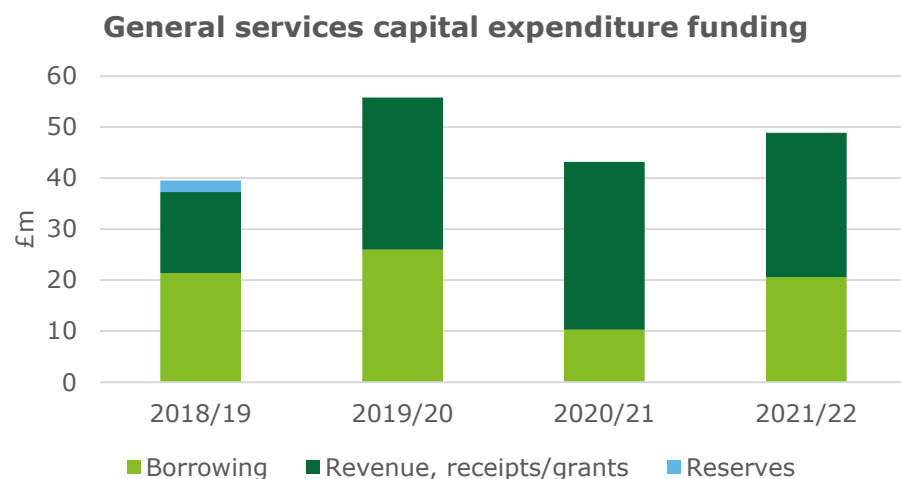
## Medium to long term financial sustainability

### Capital planning and treasury management

The Council updates its Treasury Management and Investment Strategy (TMIS) on an annual basis. The strategy document provides a detailed assessment of treasury requirements for the period up until 2021/22. This includes assessments of treasury management and investment strategy requirements as well as capital and prudential indicators in line with CIPFA's Prudential Code.

The TMIS considers the Council's future capital funding arrangements. As per the graph below, the Council anticipates £39.52m of capital expenditure for 2018/19 and forecasts £147.88m in total capital expenditure over the next three years.

Cumulative borrowings anticipated for 2018/19 are £282.86m and projected to be at £402.65m by 2021/22. The estimated ratio of debt to net revenue stream across the next three years averages at 5.0%, this is below the Scottish local authority average of 7.75%.



The Council has a Capital Investment Programme (CIP) covering the period 2019/20 to 2027/28. The CIP incorporates all funding sources to 2027/28, including assumed levels of general capital grant, specific grants and a prudent assessment of the level of capital receipts.

The CIP will deliver a total programme of £254.91m to 2027/28 financed through a combination of capital grants, capital receipts and internal funds. The balance of funding required to deliver the capital programme will be met through prudential borrowing and this is anticipated at £85.32m over the period. The CIP aligns to the priorities below:

- *Growing our economy, increasing employment and regenerating towns (£27.42m)* – Includes investment in the Council's contribution to the Ayrshire Growth Deal, Montgomerie Park masterplan, Irvine High Street works and other vacant and derelict land regeneration.
- *Working together to develop stronger communities (£4.50m)* – Includes investment in improvement grants.
- *Helping all of our people stay safe, healthy and active (£21.90m)* – Includes investment in cycling, walking and safer streets investment and property lifecycle investment
- *Ensuring people have the right skills for learning, life and work (£88.12m)* – Includes investment in community campus in Ardrossan, additional support needs campus development and Montgomerie Park and Moorpark primary schools.
- *Protecting and enhancing the environment for future generations (£92.40m)* – Includes investment in roads network, lighting infrastructure investment, bridges and structures.
- *Investment that underpins delivery of the Council's strategic priorities (£20.56m)* – Includes ICT investment and vehicles and plant investment.



# Financial sustainability (continued)

## Medium to long term financial sustainability

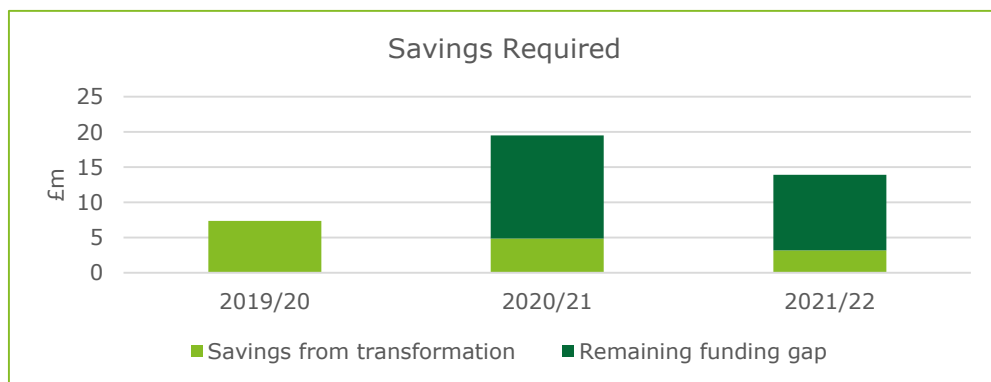
### Transformation work

The Council's transformation programme, Transformation 2 (T2) was brought to a close in February 2019 with total savings of £6.70m over the life of T2. A summary report was presented to Cabinet of the main achievements of the programme. The report noted that the next phase of transformation will be embedded in the draft Council Plan which was presented to Council in March 2019.

The draft Council Plan 2019-24 was approved by Council in March 2019, with the next phase of transformation now being included within the Council Plan rather than being standalone document. The draft Plan is constructed around three strategic themes, which are:

- *Aspiring Communities* – building a society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.
- *Inspiring Place* – creating an enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place where residents are proud to live and work in.
- *A Council for the Future* – transforming and improving services for communities through innovation, changing approach and focusing investment in the Council's priorities.

The first two themes are outward looking whilst the third sets out how the Council will work moving forward. This forms the basis of the Council's approach to transformation. Savings from transformation are forecast to be £15.42m as illustrated below which are based on a number of projects across the three strategic themes.



The Transformation Think Tank, led by the Executive Director (Finance and Corporate Support) has been set up to develop a pipeline of transformation projects which will regularly report to the Chief Officer Leadership Team (COLT). The Council is clear that that transformation not only focuses on service redesign but also demand management and digital initiatives which may not have tangible savings specifically assigned but are instead seen as key enablers across all service redesign programmes. The Council have dedicated resource set aside to focus on transformation through the creation of a single Transformation Team which will make it easier to align resource to the right projects, track progress and ensure benefits are delivered.

The proposed savings targets for the next phase of transformation are ambitious, therefore, it is important the Council has the supporting infrastructure in place. We recommend the Council has detailed plans in place to deliver the next phase of transformation and monitors the progress of key objectives and outcomes of these with appropriate benefit realisation tools.

### Ayrshire Growth Deal

In addition to the work being done around transformation, the Ayrshire Growth Deal also represents further transformation opportunities for the Council. The deal was signed on 8 March 2019 by the three Ayrshire Councils and the UK and Scottish Governments and it aims to take forward a number of transformational projects across the region.

The Ayrshire Growth Deal will provide an investment of more than £250m across the three Ayrshire Councils in the key sectors of aerospace and space, life sciences, manufacturing and tourism.

The multi-million pound investment is expected to help drive economic development across the region, boosting jobs, creating opportunity and encouraging further inward investment.

# Financial sustainability (continued)

## Medium to long term financial sustainability

### Workforce Strategy and plan

As part of the next phase of transformation, staff development, training and education remains a high priority for the Council. The Council has made a conscious decision not to produce a standalone workforce planning strategy, instead, opting to implement a more dynamic way of workforce planning.

Each service within the Council now has an individual workforce plan which is a live document which is maintained by the head of each service. The document is the same for each service and considers a number of factors including composition and demographics of current workforce, current service reviews and an action plan. This is a live document with quarterly stocktakes on progress and is used to assess overall workforce needs of the Council.

People Services support workforce planning by providing advice, guidance and challenge, where required, and also by ensuring that the key stakeholders are working collaboratively.

As part of the workforce planning process the Council has introduced methodology and tools to aid analysis and review:

- Analysis of current workforce through the use of business analytics tool 'Power BI'.
- PESTLE Analysis for each service which looks at 6 key factors:
  - Political, Economic, Social, Technological, Legal and Environmental (PESTLE).
- Span of control analysis, which looks at the number of direct line reports to manager ratio, identification of career development routes and succession plans, training and development needs and high risk posts.

These tools enable services to drill down to areas of their organisation and understand in greater detail key data that impacts on the workforce plan. They also allow HR and senior management within services to assess risks specific to their area of the organisation.

The Council's new workforce planning has been in place since mid 2018 with the model continuing to evolve, so it is important that the Council monitor this new way of working closely to ensure workforce planning across the whole Council is effective.

### Deloitte view – Financial sustainability

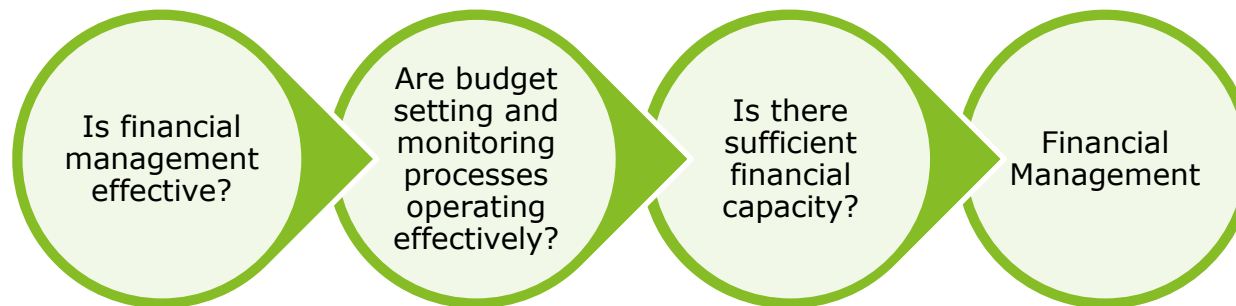
The Council has a clear process in place for medium and long term financial planning and the current level of reserves held is at an acceptable level. In 2018/19 and 2019/20, £3.50m and £3.88m are needed from reserves to support the core recurring budget, however, the Council has recognised that a sustainable solution is required from 2020/21 onwards. It has considered the Scottish Government MTFS as part of its financial planning, however, it does not provide specific guidance for local government.

The Council has done a lot of work around transformation planning, such as creating the Transformation Think Tank and incorporating the next phase of transformation into the Council Plan. It has identified an ambitious savings target of £15.42m over the next three financial years from transformation, however, this does not completely close the estimated cumulative funding gap of £25.41m. It is therefore vital that the Council identify further savings and efficiencies to close the remaining funding gap. It is important the Council has detailed plans in place to deliver these targets and monitors the progress of key objectives and outcomes to ensure savings remain on track over these years. If the next phase is not progressed appropriately this could result in benefits not being realised and financial balance not being achieved.

# Financial management

## Overview

**Financial management** is concerned with financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively.



### **Audit risks**

Within our audit plan we identified a number of risk as follows:

- A lack of appropriate financial management could result in the Council not achieving its financial targets; and
- the underlying financial performance of the Council is not transparently reported.

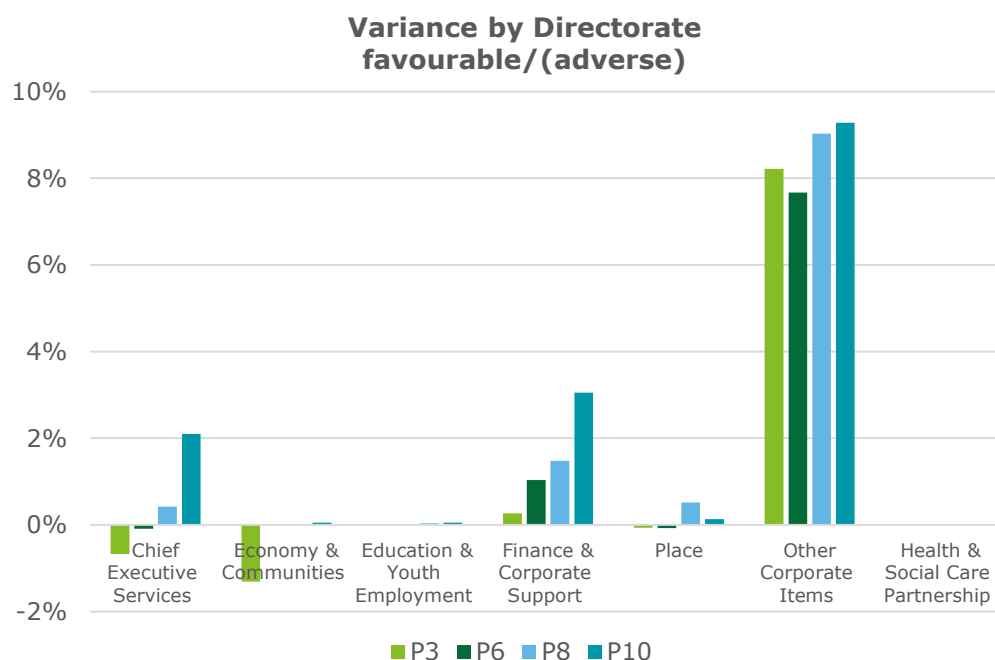
# Financial management (continued)

## Financial performance

### General Fund

The original 2018/19 budget approved by the Council budgeted general fund net expenditure of £331.21m in the year. This has been updated throughout the year, to £333.52m in June (P3), £336.59m in September (P6), £337.02m in November (P8) and £337.83m in January (P10). The overall projected underspend has increased throughout the year, with the Council anticipating an underspend for 2018/19 of £1.11m in P10, prior to the final agreement of the local government pay settlement. To date, budget performance at P12 has not been finalised, however, the Council is anticipating a break even position at year end, once these costs are included.

This has been consistently reported to members throughout the year as illustrated in the graph below, it should be noted that Other Corporate Items includes Other Corporate Services and capital finance costs.



For variances over 2% the key drivers were:

- *Chief Executive Services (P10)* – variance primarily related to vacancy management and funding which has not been fully utilised during 2018/19.
- *Finance & corporate support (P10)* – variance mainly related to higher than anticipated staff turnover across the services.
- *Other Corporate Items (P3, P6, P8, P10)* – variances were mainly attributed to financing charges based on the latest cash flow and interest rate projections. There is a strategy in place to earmark the financing charges underspend to support the 10 year capital programme.

### Savings Plans

The 2018/19 General Services Revenue Estimates for 2018/19 included targets for savings of £5.09m across all services. Savings were achieved predominantly through service redesign, however, some savings were made through vacancy management. At P10 the majority of savings were on target for delivery by 31 March 2019, however, the projections include a delay in delivery of £0.70m against current year net savings from the following:

- Sheltered housing savings within Place, with the projected shortfall met from the existing budget;
- Community centre savings within Economy & Communities, offset by the early achievement of savings from the review of Community Learning and Development .

### Housing Revenue Account (HRA)

The HRA is expected to end the year at a breakeven position compared to budget. This has been consistently reported to members throughout the year.

Within the performance reports variances in the HRA were highlighted and fully explained, however, such variances were minimal throughout the year.

# Financial management (continued)

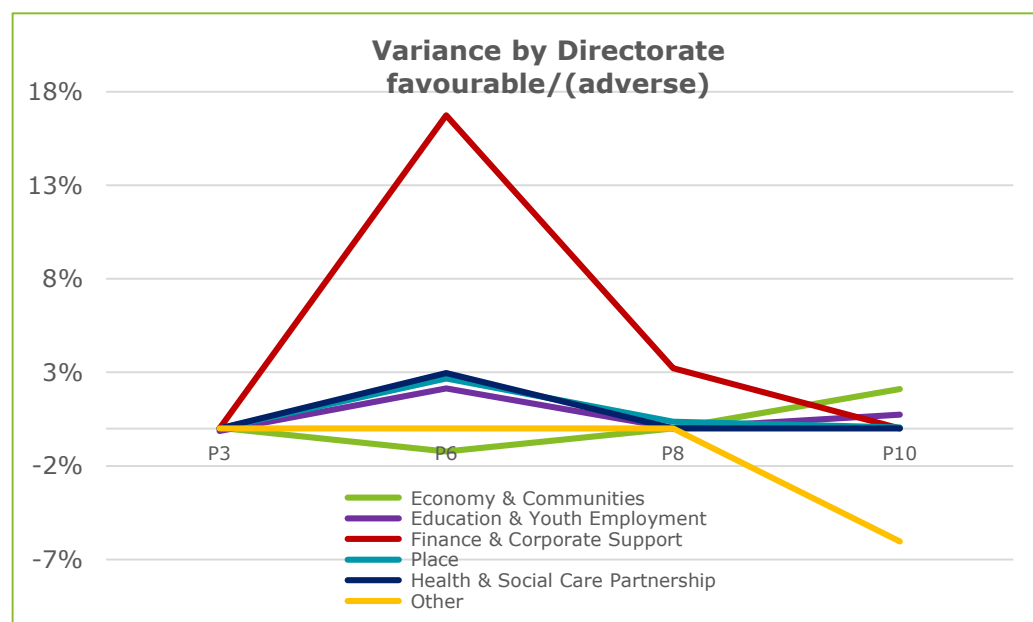
## Budgetary control systems

### Capital programme

The key areas of capital expenditure for delivering the CIP in 2018/19 by the Council were roads, schools and infrastructure which totalled £36.80m. Funding for this spend came from a number of sources:

Funding source	£m	Funding source	£m
General Capital Grant	3.19	Specific Capital Grant	3.08
Reserves	0.29	Current Revenue	1.06
Other grants & contributions	5.94	Borrowing	23.24

The performance against budget in the year is illustrated in the graph below:



For variances over 5% the key drivers were:

- *Finance & Corporate Support (P6)* – variance related to the Digital Strategy, Agile Working and the PC replacement programme which will not be utilised until 2019/20.
- *Other (P10)* – underspends within other services were transferred into “flexibility” with uncommitted funds used to support future projects.

In addition, capital expenditure on the Council Housing stock is delivered through the HRA Capital Programme which totalled £28.28m at P10.

Funding source	£m	Funding source	£m
Capital Grant	9.61	Current Revenue	13.23
Reserves	4.92	Borrowing	0.52

### Financial reporting

The Council has effective financial planning and management arrangements in place. The ELT and Cabinet review financial performance bi-monthly and reporting to senior managers is carried out on a monthly basis.

From review of the Council's performance reports to Cabinet throughout the year, it is clear the Council have strong financial monitoring arrangements where large variances in budgets are highlighted and fully explained. Generally, variances over £0.05m are highlighted and explained in the report to Cabinet.

### Financial capacity

The Finance Team is led by the Executive Director (Finance and Corporate Support) and Head of Finance, both of whom are experienced in local government finance roles. We have not identified any issues with the financial skills, capacity and capability of the Finance Team.

It should also be noted that in 2018/19 the North Ayrshire Integration Joint Board appointed a new Head of Finance and Transformation further enhancing resources and capability within the HSCP. Previously, this role had been performed by the Head of Finance of the Council.

# Financial management (continued)

## Systems of internal financial control

### Internal audit

The Council's Internal Audit function has independent responsibility for examining, evaluating and reporting on the adequacy of internal controls. During the year, we have reviewed all internal audit reports presented to the Audit and Scrutiny Committee and the conclusions have helped inform our audit work, although no specific reliance has been placed on the work of internal audit.

From our review of the internal audit reports issued during 2018/19, we have noted a number of key findings and action points, including issues identified from internal audit around lack of internal controls. We note that no fraudulent activity has been identified as a result of these issues, and management has either addressed or made plans to address the risks highlighted.

### Standards of conduct for prevention and detection of fraud and error

We have reviewed the Council's arrangements for the prevention and detection of fraud and irregularities. Overall we found the Council's arrangements to be operating effectively.

### National Fraud Initiative (NFI)

In accordance with Audit Scotland planning guidance, we are required to monitor the Council's participation and progress in the NFI during 2018/19. An NFI audit questionnaire will be completed and submitted to Audit Scotland by 30 June 2019, which will detail the Council's engagement in the exercise. NFI data was received in March 2019 and the process closes in 2020. Overall, we are satisfied the Council is fully engaged with the NFI exercise.

A summary of the matches reported on the NFI system is provided in the table below:

NFI 2018/19	Total
Total matches flagged	3,214
Total matches flagged as high risk	516
Total high risk matches processed	14
Remaining high risk matches to be processed	502

It is important that the Council progress its review of high risk matches to identify whether any are indications of fraud. We will report on the Council's progress on processing matches identified during the NFI exercise in our final audit report in September 2019.

### Deloitte view – Financial management

The Council has strong financial management arrangements which are robust enough to sufficiently manage financial activity and capture and address any challenges to the achievement of financial targets.

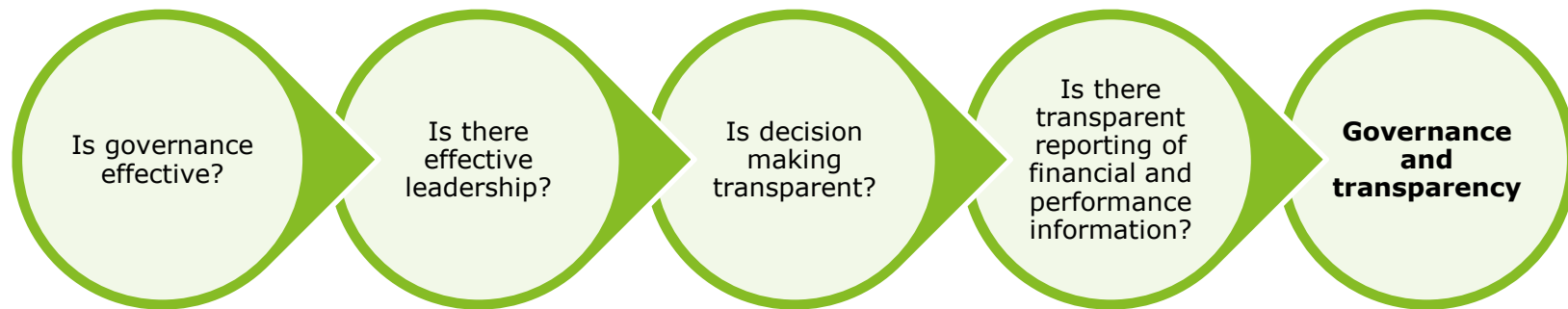
From review of the Council's performance reports to Cabinet throughout the year, it is clear that underlying financial performance including in-year changes to funding is transparently presented. The reports to Cabinet identify any large variances in budgets are highlighted and fully explained.

We have not identified any concern with the financial skills, capacity and capability of the Finance Team. The addition of the Head of Finance and Transformation for the HSCP further enhances resources and capability within the Finance Team as this role was previously performed by the Head of Finance of the Council.

# Governance and transparency

## Overview

**Governance and transparency** is concerned with the effectiveness of scrutiny and governance arrangements, leadership and decision making, and transparent reporting of financial and performance information



### Audit risks

Within our audit plan we identified a number of risk as follows:

- Changes to the management structure may have an adverse impact on service delivery;
- governance arrangements between the Council, NHS Ayrshire and Arran and North Ayrshire Integration Joint Board (IJB) are not effective; and
- the Council's approach to openness and transparency is not keeping pace with public expectations and good practice.

# Governance and transparency (continued)

## Leadership

### Leadership

The Council has had changes to leadership in 2018/19. Former Chief Executive, Elma Murray, retired in October 2018 and was replaced by Craig Hatton, former Executive Director (Place). An internal recruitment process was conducted to support the Council's ethos of "growing our own talent", if this had been unsuccessful a full external recruitment process would have been carried out. This decision was supported by a business case which considered best value implications. We have reviewed the business case which was approved by the Staffing and Recruitment Committee on 24 August 2018 and conclude that the recommendations were reasonable and represent best value to the Council. This is justified by the following:

- Voluntary early retirement costs were £26,000 on the basis that the Chief Executive will take reduction in her pension.
- Internal recruitment costs incurred were approximately £4,000.
- External recruitment costs incurred would have been at least £12,000.

In addition, the Council considered Audit Scotland's 'Bye Now, Pay Later' report which sets out a number of recommendations to be applied when senior management leave. The Council considered these recommendations and concluded that the cost of early retirement was reasonable, and it could result in significant future savings through Directorate restructure as discussed below.

### Directorate Restructure

While the Chief Executive post was replaced it also allowed the Council to look at a wider Directorate restructure. It was proposed that the new structure would reduce from four Executive Directors to two Assistant Chief Executive's working together with the Chief Executive. This type of structure has been in place for a number of years in other councils across Scotland.

To allow this structure to be implemented there would need to be a realignment of Heads of Service remit to allow them to fully support the Council Plan, however, the final decision for restructure had been left for the new Chief Executive to take forward.

The new Council structure was approved at Staffing and Recruitment Committee on 8 May 2019 and the restructure is expected to be fully in place by 2020/21. It is important that the Council monitors the restructure closely to ensure that the change in structure will not have an adverse impact on capacity to deliver services.



# Governance and transparency (continued)

## Vision and governance arrangements

### Council Plan

The Council Plan sets out the vision and mission of the Council:

"A North Ayrshire that is 'Fair for All'."

"Working together to improve well-being, prosperity and equity in North Ayrshire."

The Council Plan has identified 3 strategic priorities to help make this happen:

**Aspiring Communities**

**Inspiring Place**

**A Council for the Future**

### North Ayrshire Community Planning Partnership (CPP)

The CPP Local Outcomes Improvement Plan (LOIP) sets out the vision:

"North Ayrshire – A Better Life."

"To achieve this we need to make sure that life is 'Fair for All' in North Ayrshire."

The LOIP has identified 4 strategic priorities to help make this happen:

**A Working North Ayrshire**

**A Healthier North Ayrshire**

**A Safer North Ayrshire**

**A Thriving North Ayrshire**

### Governance and scrutiny arrangements

The Council's ELT has seven members, including the Director of the Health & Social Care Partnership. The ELT is responsible for reporting to the Cabinet and Council. We have found reporting in the year to be effective and robust.

This Council is made up of 33 elected Members and there is currently a minority Labour administration. The Cabinet is the main decision making body within the Council and consists of six elected members including the Leader of the Council. The Cabinet reviews financial monitoring reports every two to three months and all Cabinet and Council meeting minutes and agenda items are publicly available.

The Audit and Scrutiny Committee consists of seven elected members and the chairperson is the leader of the main opposition in line with best practice. From our observation at meetings and following review of meeting minutes and agenda items we have concluded that Committee meetings are well attended and effective levels of scrutiny and challenge are provided.

In order to ensure that the governance and scrutiny framework is continually improving, we would encourage the Council to consider annual self-assessment of Committee and Council performance. The results of which should be made publicly available through the publication of an annual report.

# Governance and transparency (continued)

## Openness and transparency

### Openness and transparency

Taking an **open approach** to business can support good governance.

It is about behaviours, centred on a preference for sharing information about how and why decisions are made. In the public sector, this is based on the recognition that public services are delivered for the public good using public money.



**Transparency** can be seen as a process. Access to information provides insight into decision-making and how the organisation work. Transparency in the public sector is supported by statutory requirements and regulations. These are minimum requirements and it is for individual organisations to decide whether the content and volume (in terms of quantity and amount of detail) of the information that they make available contributes to increased understanding. There are judgements to be made, and an approach designed to increase transparency rather than comply with minimum standards is more likely to satisfy the good governance test.

**Openness and transparency** are individually important, and working well together they help demonstrate that public organisations are acting in the public interest.

We have considered the Council's approach to openness and transparency, how good the Council's information is and its commitment to improving openness and transparency and concluded:

- The Council complies with CIPFA's 'Delivering Good Governance in Local Government' framework.
- The Council are open in their decision making and make the majority of their reports and committee minutes available on their website. Generally, only reports containing commercial sensitivity are not published.
- The Council allows members of the public to attend meetings and has recently started webcasting allowing members of the public to watch live council meetings and archived council meetings.
- Overall, we are satisfied that the Council is open and transparent with its residents and relevant stakeholders.



# Governance and transparency (continued)

## Following the public pound and community engagement

### Following the public pound

The statutory requirements to comply with the Following the Public Pound Code, in conjunction with the wider statutory duty to ensure Best Value, means that Councils should have appropriate arrangements to approve, monitor and hold third parties accountable for public funding provided to them.

Within the Internal Audit plan there is specific time set aside to review "Following the public pound" during the year as part of the work performed. This includes an annual audit of Community Councils accounts' to ensure Council funding is used in accordance with the Council's Scheme of Administration and an annual audit of the accounts of various Tenants and Residents Associations. Additionally, the Council supports KA Leisure and the Community Investment Fund, where collaborative projects are developed, supported and monitored by the Council within the locality planning framework. We are therefore satisfied that the Council complies with the Following the Public Pound Code.

### Community engagement

The Council is proud of its history of working closely with its communities and of how it has subsequently embraced the principles of the Community Empowerment Act.

The Council fully supports community empowerment and recognises the importance of building community capacity, this has been recognised through a number of awards over the last few years including: Consultation Institute Skills Development Award (UK), the COSLA Gold Award for Youth Engagement and Participation, the Herald Award for Community Campaign of the Year and the Herald Award for Young People's Digital Project of the Year.

The Council is currently developing a Community Engagement and Consultation Centre of Excellence which will allow the Council to get feedback from members of the public about the work that the Council is doing in the community. The Council is also piloting a new digital participation tool which allows members of the public to join online debate around specific topics.

As mentioned on page 6, the Council also considers the impact savings will have on the community through 'Boston Grid' analysis in which all savings are plotted in terms of high to low community impact. These were all discussed and debated helping Members to get an understanding of the impact of savings on the community.

This analysis allows members of the public to see how proposed savings will impact on their local community and has largely been welcomed.

We would like to highlight the Council's approach to community engagement as best practice and sector leading.

# Governance and transparency (continued)

## Integration of health and social care

### North Ayrshire IJB

As reported in our 2017/18 annual report, the IJB ended 2017/18 with a carried forward deficit of £5.807m payable to the Council as a result of cumulative overspend in the last two years. This presented a recoverability risk to the Council.

The monitoring position of the IJB to date indicates a projected break even position, however, the actual outturn position has yet to be confirmed for 2018/19. To reduce the deficit, the IJB has agreed to repay a sum of £0.700m to the Council in 2018/19, with the remainder being paid over the next three years. A balanced budget has been set for 2019/20, however, this includes significant efficiencies that need to be achieved.

The expected final financial position for the IJB in 2018/19 is an improvement on the overspend position that was expected during the year, particularly given historical overspends. Improvements have been made to the quality and frequency of financial monitoring reports and there is now an effective integrated budget monitoring arrangement in place.

Given the importance of the IJB and the significant overspends in previous years, the Council's Audit and Scrutiny Committee has received reports on the IJB's financial performance on a regular basis and we have noted that reporting from the IJB to the Council is effective. The ultimate responsibility for IJB budget being met lies with the IJB and not the Council, however, the Council must recognise the potential impact of any deficits in the IJB and consider this as part of future financial planning.

### Deloitte view

The Council has had changes to leadership in 2018/19 with the appointment of a new Chief Executive, this has also allowed the Council to approve a wider Directorate restructure. Whilst the new structure isn't expected to be fully implemented until 2020/21, the Council needs to ensure that the change in structure will not have an adverse impact on capacity to deliver services.

We have noted that reporting from the IJB to the Council is effective. The ultimate responsibility for IJB budgets being met lies with the IJB, however, the Council must recognise the potential impact of any deficits in the IJB and consider this as part of future financial planning.

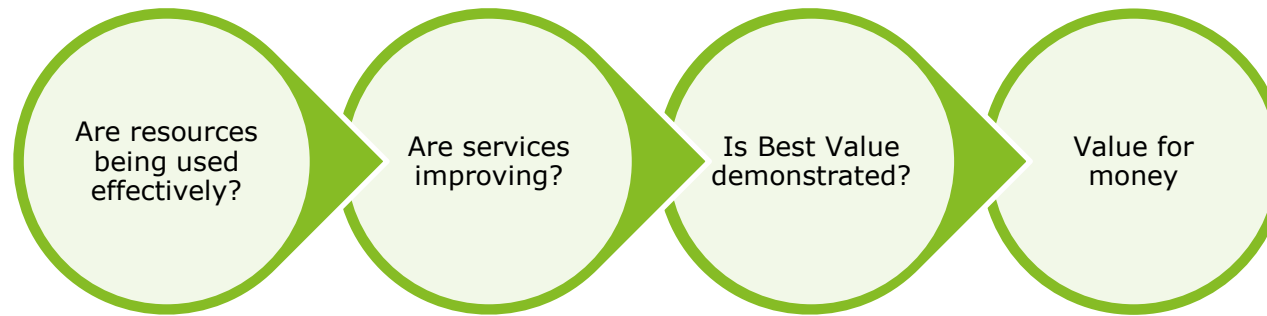
We have considered the Council's approach to openness and transparency, how good the Council's information is; and its commitment to improving openness and transparency and we are satisfied that the Council is open and transparent with its residents and relevant stakeholders.

The Council fully supports community empowerment and recognises the importance of building community capacity, we would like to highlight the Council's approach to community engagement as best practice and sector leading.

# Value for money

## Overview

**Value for money** is concerned with using resources effectively and continually improving services.



### **Audit risks**

Within our audit plan we identified a number of risk as follows:

- The Council's approach to focused performance improvement in specific areas is not effective; and
- the Council does not clearly report on its contribution towards the national outcomes.

# Value for money (continued)

## Performance management

### Performance management

The Council gathers performance information to monitor, track and improve service delivery. The Council Plan and the Annual Performance Report are used to plan for and report on the Council's performance. The Council monitors performance using the following measures:

- Local indicators detailed in Directorate and Service Plans;
- Local Government Benchmarking Framework (LGBF); and
- Statutory indicators set by the Accounts Commission.

The Council has established its key priorities and performance indicators through the Council Plan. This outlines key priorities as well as lower level aims to be achieved in order to meet those priorities. The North Ayrshire Performance Management Framework and the LOIP are the main strategic tools which are used to plan for the Council's performance in line with the Council Plan.

Performance tracking is primarily performed through the Council's 'North Ayrshire Performs' tool, which tracks performance against key indicators and allows for comparison with other local authorities.

The Council presents bi-annual performance reports to Cabinet comparing its actual performance against the performance objectives included within Directorate Plans. Detailed reports are produced at directorate level showing how each directorate has performed against the Council's key priorities per the council plan, and performance against relevant performance indicators is reviewed as appropriate for each directorate

### Best value

The best value (BV) framework follows a five year approach to auditing BV. 2018/19 represents year three of the BV audit plan. The Best Value Assurance Report (BVAR) report for North Ayrshire Council is planned for year four in the five year programme (i.e. 2019/20).

The BV audit work in 2018/19 was integrated into our audit approach, including our work on the audit dimensions discussed throughout this report.

### Statutory performance indicators (SPI)

The Accounts Commission places great emphasis on Councils' responsibility for public performance reporting. The Commission does not prescribe how Councils should report this information but expects them to provide the public with fair, balanced and engaging performance information.

For 2018/19, two SPIs were prescribed:

- SPI 1: Covering a range of information relating to service performance and local outcomes
- SPI 2: Relates to reporting of performance information as required by the LGBF.

Overall, we concluded that the Council's arrangement for publication are satisfactory. A summary of the council's performance results is set out on page 24.

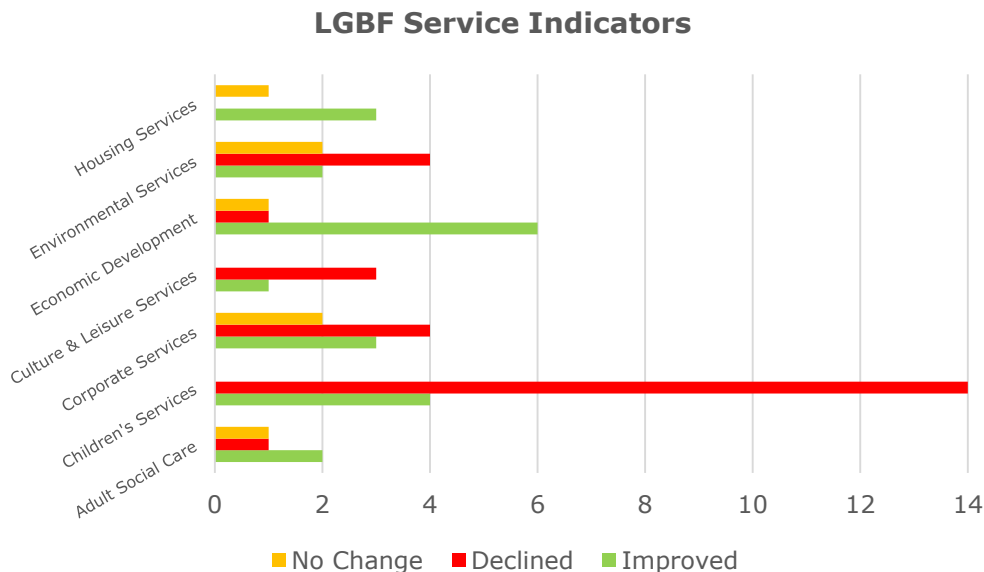
# Value for money (continued)

## Overview of Performance

### Performance data – LGBF

We have drawn on the LGBF to make a high level assessment of the Council's performance, relative to all Scottish councils, in 2017/18 (the latest data available). The LGBF includes a number of indicators organised under common service areas.

The LGBF data was presented to the Cabinet for consideration in 2018/19, the latest data was obtained by Deloitte and the following analysis compared to prior year carried out:

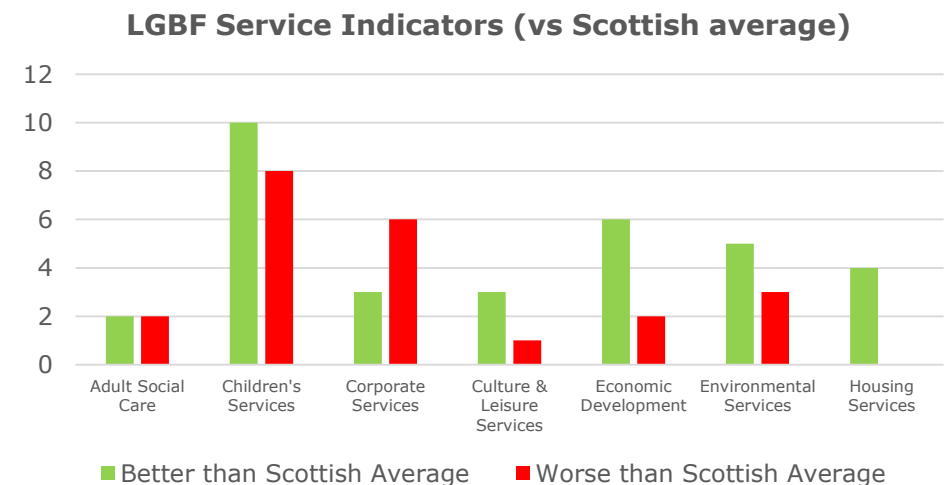


In 2017/18, Council service performance improved in 21 areas, declined in 27 areas, with no change identified in 7 areas. Of note is the decline in Children's Services where performance decreased in 14 service indicators.

Whilst the LGBF data is showing a decline in Children's Services performance in comparison with the prior year, it should be noted that there has been a steady trend of improvement over the past five years in this area.

The decline in Children's Services is not a true reflection of the data as most indicators have only declined slightly and the Council is in the second LGBF quartile. This is considered a good achievement given the Council is one of the local authorities with the highest concentration of deprived areas.

Although overall performance has declined locally, it is important to note that the Council performance is better than the Scottish average in 60% of performance indicators as illustrated below:



We note that the Council carried out comprehensive analysis for each LGBF performance area which was presented to Cabinet on 14 May 2018.

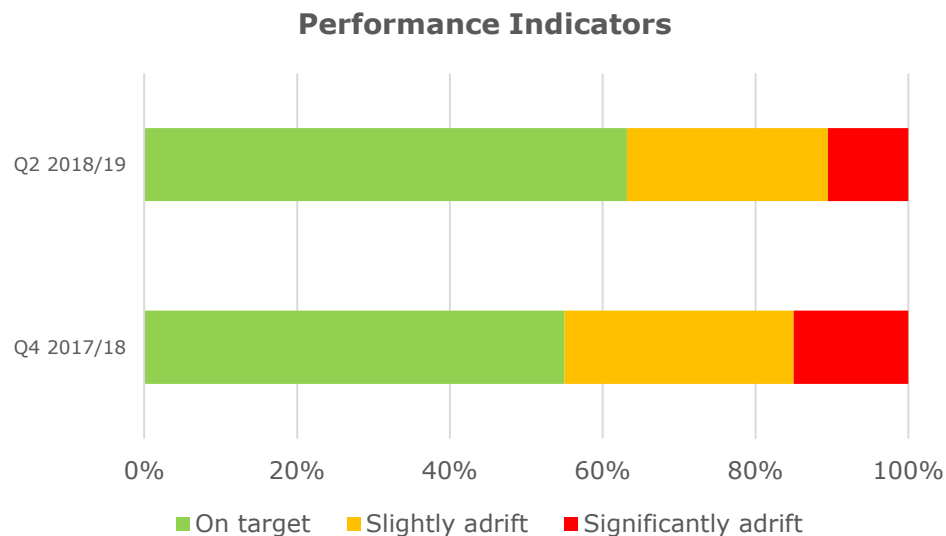
Following publication of the LGBF data, work has been undertaken with Directorates to analyse the Council's performance and plan for improvements in key priority areas.

# Value for money (continued)

## Overview of Performance

### Performance data – local indicators

The graph below illustrates the Council's performance as at September 2018 compared to March 2018.



Performance against indicators which fell significantly adrift of targets reduced from 15% to 11% in 2018/19, whilst performance indicators on target increased from 55% to 63%. Targets which were slightly adrift decreased from 30% to 26%.

This evidences that improvements have been made between the end of 2017/18 and the mid-year point of 2018/19. End of year performance reports for 2018/19 are expected to be presented to the Audit and Scrutiny Committee in September 2019.

### Deloitte view – Value for money

Council performance against local indicators which fell significantly adrift of targets reduced from 15% to 11% in 2018/19, whilst performance indicators on target increased from 55% to 63%. This evidences that performance improvements have been made between the end of 2017/18 and the mid-year point of 2018/19. We conclude that the Council's approach to focused performance improvement in specific areas is effective, as evidenced by the improvement in local performance indicators.

In the 2017/18 Local Government Benchmarking Framework exercise Council service performance improved in 21 areas, declined in 27 areas, with no change identified in 7 areas. We conclude that the council is fully engaged with its contribution towards national outcomes, evidenced by carrying out comprehensive analysis on LGBF indicators.



## Other specific risks

As set out in our Audit Plan, Audit Scotland identified a number of areas as significant risks faced by the public sector. We have considered these as part of our audit work on the four audit dimensions and summarised our conclusions below.

Risk	Areas considered	Conclusion
EU Withdrawal	We have assessed what work the Council has done to prepare for the impact of EU withdrawal, specifically considering people and skills; finance; and rules and regulations.	<p>The Council is working closely with relevant partners to ensure it is as prepared as possible for the impact of EU withdrawal. The Council has set up a working group which meets regularly and reports into the Committee, in addition detailed risk register tied into national resilience is monitored on a regular basis.</p> <p><i>People and skills</i> - workforce assessment carried out by the Council indicated potential impact as being very low.</p> <p><i>Finance</i> – the largest direct impact is likely to be in relation to EU grant funded employment programmes and economic regeneration projects. Funding for most EU grant programmes is currently guaranteed until 2021, however, the Council’s long term financial planning acknowledges that risks that are still likely to arise as a result of EU withdrawal.</p> <p><i>Rules and regulations</i> – The Council is contributing to action being taken at a national level in collaboration with COSLA.</p> <p>From our work performed, we are satisfied that the Council is sufficiently prepared for the impact of EU withdrawal.</p>
Changing landscape for public financial management	As part of our audit work on financial sustainability we have considered how the Council have reviewed the potential implications of the Scottish Government’s Medium Term Financial Strategy for its own finances, including long term planning.	<p>The Council has a clear process in place for long term and medium term financial planning. The Council has reviewed and considered the MTFS as part of it's medium and long term financial planning, however, it recognises that the MTFS does not give any specific details for local government.</p> <p>In line with the MTFS the Council has considered funding scenarios, public service reform and improving outcomes as part of their LTFO.</p>

## Other specific risks (continued)

Risk	Areas considered	Conclusion
Care income, financial assessments and financial guardianship	We have reviewed the arrangement for financial assessment of those requiring care and assessed whether they were subject to a significant backlog.	<p>The North Ayrshire HSCP 'Social Care Charging Policy' details the arrangements for financial assessment of those requiring care. The policy is reviewed annually and any revisions to charges and financial assessment rules are approved by Cabinet as part of the annual budget setting process.</p> <p>There are currently named individuals fulfilling the role of Financial Interveners, they include the Senior Manager Finance of the Council and the Principal Manager – Finance of the HSCP. There are also two Financial Intervention Officer posts.</p> <p>The HSCP has a team dedicated to carrying out financial assessments and focussing on collecting care income. There is currently no significant backlog and we have not identified any risks from our audit work.</p>
Openness and transparency	We have considered the Council's approach to openness and transparency as part of our audit work on governance and transparency.	Overall, we are satisfied that the Council is open and transparent with its residents and relevant stakeholders, as discussed on page 19.

## Other specific risks (continued)

Risk	Areas considered	Conclusion
Dependency on key suppliers	We obtained a detailed breakdown of expenditure by supplier and performed an analysis to identify if there were any risks of dependency on key suppliers.	<p>From our analysis, 10 suppliers made up 26% of the council's expenditure in 2017/18 and 32% in 2018/19. The two largest suppliers being Scottish Water and PPP Services (North Ayrshire) Ltd. which make up 8% and 6% of the council's expenditure in 2018/19.</p> <p>The reason that spend levels are so high with Scottish Water is due to the fact that the Council collect council tax payments which include the water element of the charge. This is then passed onto Scottish Water, therefore, Scottish Water is not classed as a key supplier.</p> <p>The services offered by PPP Services (North Ayrshire) Ltd. relate to contracts offered under the Governments Public Private Partnership programme. Specifically this relates to the management of four schools for North Ayrshire Council.</p> <p>To mitigate the risk of a key supplier failing the Council has a number of controls in place:</p> <ul style="list-style-type: none"> <li>• Supplier fitness to undertake a contract is an embedded part of the tender process.</li> <li>• Alerts have been set up to provide notification of any changes to financial strength of companies. This is currently utilised across Health and Social Care contracts.</li> <li>• For recent new contracts suppliers are asked to complete an annual declaration on business continuity.</li> <li>• Completion of an exercise to identify all business critical contracts across the Council.</li> <li>• A review structure currently in place for "at risk" suppliers.</li> </ul> <p>PPP Services (North Ayrshire) Ltd. has not been identified as being an "at risk" supplier during these exercises, we are therefore satisfied that the council does not have risk of dependency on key suppliers.</p>

# Appendices



# Purpose of our report and responsibility statement

## Our report is designed to help you meet your governance duties

### What we report

Our report is designed to help the Council discharge their governance duties.

Our report includes the results of our work on the following:

- Financial sustainability
- Financial management
- Governance and transparency
- Value for money.

### What we don't report

As you will be aware, our audit is not designed to identify all matters that may be relevant to the Council.

Also, there will be further information you need to discharge your governance responsibilities, such as matters reported on by management or by other specialist advisers.

This report has been prepared for the Council, as a body, and we therefore accept responsibility to you alone for its contents.

We accept no duty, responsibility or liability to any other parties, since this report has not been prepared, and is not intended, for any other purpose.

We welcome the opportunity to discuss our report with you and receive your feedback.



for and on behalf of Deloitte LLP  
Glasgow

3 June 2019

# Action plan

## Recommendations for improvement

We have followed up the recommendations made in our 2017/18 annual report in relation to the wider scope areas and are pleased to note that 2 of the total 2 recommendations made have been fully implemented. The following recommendations have been made for 2018/19 and we will continue to monitor these as part of our audit work.

Area	Recommendation	Management Response	Responsible person	Target Date	Priority
<i>Financial sustainability – Transformation</i>	<p>The proposed savings targets for the next phase of transformation are ambitious, therefore, it is important the Council has the supporting infrastructure in place. We recommend the Council has detailed plans in place to deliver the next phase of transformation and monitors the progress of key objectives and outcomes of these with appropriate benefit realisation tools.</p> <p>(see page 10 for further details)</p>	The Transformation Think Tank will review the governance that underpins planning and delivery of our transformation programme. This will include benefits realisation.	Chief Executive	December 2019	High
<i>Financial sustainability – Workforce planning</i>	<p>The Council's new approach to workforce planning is still in its early stages, so it is important that the Council monitor this new way of working closely to ensure workforce planning across the whole Council is effective.</p> <p>(see page 11 for further details)</p>	Our workforce planning has been evolving since being established in 2018. This is a key component of our planning framework and regular updates on progress will continue to be provided.	Executive Director (Finance and Corporate Support)	March 2020	High
<i>Governance and transparency – Self evaluation</i>	<p>The Council should consider annual self-assessment of Committee and Council performance. The results of which should be made publicly available through the publication of an annual report.</p> <p>(see page 18 for further details)</p>	CIPFA's "Delivering Good Governance in Local Government" is already adopted and an annual report to Council reviewing core governance documentation is produced. To assess the effectiveness of the current Audit and Scrutiny committee a self-assessment will be undertaken in line with best practice frameworks.	Chief Executive	March 2020	Medium

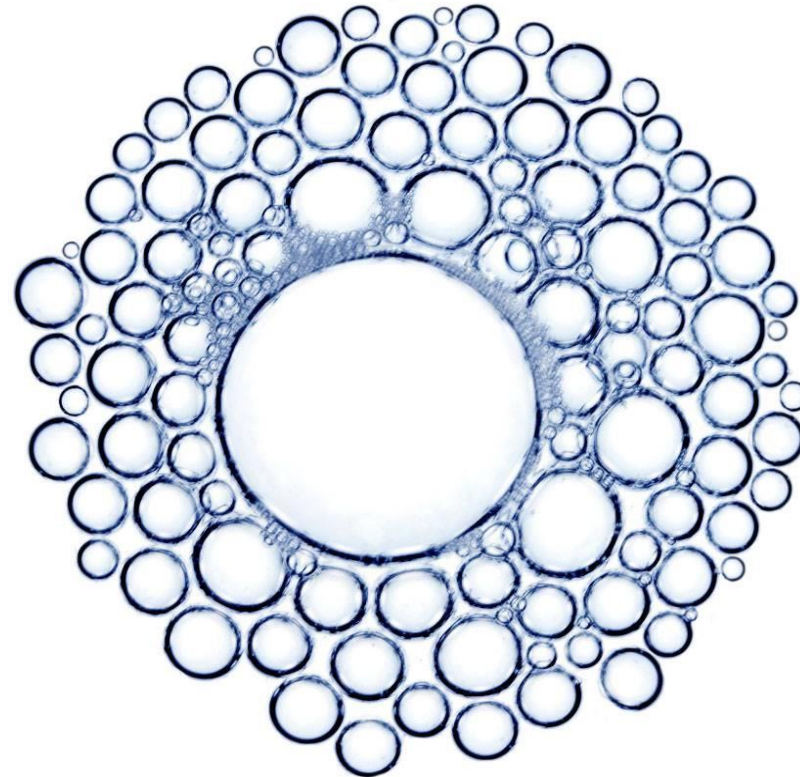
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# Contents

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## Sharing our research, informed perspective and best practice

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# Introduction

## Sharing our research, informed perspective and best practice

As part of our “added value” to the audit process, we are sharing our research, informed perspectives and best practice from our work across the wider public sector. In particular, we have included the following within this report:

### **1. Keeping pace? Government’s technology transformation – Research** (pages 4 to 6)

Technology is a key driver for public sector transformation, making government departments more effective and public services accessible for those who rely on them.

Snapshot research with 815 civil servants has identified their views on the role and adoption of technologies, skills and training, as well as confidence levels in dealing with cyber-attacks. Whilst the results tell us that there is an appreciation of the impact and risks of technology developments, and progress is underway, the public sector appears to be struggling to keep pace.

### **3. Best practice case studies** (pages 7 to 12)

We have provided some case study data where Deloitte have been involved in transformational work with Councils in England.

### **4. Deloitte Perspective** (page 13)

We have shared our perspectives and insights which are informed through our daily engagement with companies large and small, across all industries and in the private and public section.

# Keeping Pace?

## Government's technology transformation

Technology is a key driver for public sector transformation, making government departments more effective and public services accessible for those who rely on them.

Snapshot research with 815 civil servants has identified their views on the role and adoption of technologies, skills and training, as well as confidence levels in dealing with cyber-attacks. Whilst the results tell us that there is an appreciation of the impact and risks of technology developments, and progress is underway, the public sector appears to be struggling to keep pace.

Area	Survey results	Action
Role of technology in government	<p>Respondents were asked which technologies have the most potential to impact on their department and on service delivery. Transformation of existing IT (88 per cent), cyber security (81 per cent) and data analytics (73 per cent) were the top three for greatest effect on the department. For service delivery, online interaction with citizens and cyber security were joint first (72 per cent), followed by transformation of existing IT (63 per cent) and mobile technology (60 per cent).</p> <p>On the other hand, digital currencies, blockchain, Internet of things and augmented reality are viewed as the least likely to impact either department operations or service delivery. These new technologies may have the power to revolutionise how we do things, however our survey suggests that while IT professionals in the public sector are aware of them, they perceive them to be well down the list of priorities.</p> <p>But is there a need for the public sector to be at the 'leading edge' or at least be 'faster followers'? Transforming existing IT, the clear priority for survey respondents, and a focus of existing investment is arguably more likely to generate service improvements for citizens and drive savings internally.</p> <p>Equally the use of advanced data analytics to drive better insights for example, is now well established and delivering real benefits for many public sector organisations.</p>	<p>It will be important of course for public sector Chief Information Officers (CIOs) to keep a "watching brief" on new technology. Technology that was new one year can become mainstream the next as functionality matures and the price point reduces.</p>

# Keeping Pace? (continued)

## Government's technology transformation (continued)

Area	Survey results	Action
Adoption of technology	<p>When asked which technologies they had explored for adoption, respondents highlighted those which might be considered more 'mainstream': transformation of IT (78 per cent), cyber security (64 per cent), cloud computing (59 per cent), mobile technology (56 per cent) and data analytics (54 per cent).</p> <p>Interestingly, while 72 per cent felt that online interaction with citizens had potential for the greatest impact on service delivery, only 46 per cent have explored the area for adoption.</p> <p>It's a well-worn stereotype that people working within the public sector believe they are behind the private sector in many areas. Our survey backs up this perception in relation to the adoption of new technologies; whilst 35 per cent felt they were behind others in the public sector, 64 per cent felt they were behind private sector organisations.</p> <p>Barriers highlighted include lack of budget (82 per cent), perceived cost (74 per cent) and 'fear of failure' culture (42 per cent).</p>	<p>The key lessons from our experience that help accelerate technology adoption:</p> <ul style="list-style-type: none"> <li>• Develop a coherent business case that clearly describes the benefits from the investment. This can help achieve buy-in and ensure the project is appropriately prioritised.</li> <li>• Have a clear Digital Strategy that supports the delivery of the business strategy: leadership and direction are at the core of driving successful technology adoption.</li> <li>• Involve citizens and service users in the design and delivery of new technology. This is critical for realising benefits and delivering 'fit for purpose' solutions.</li> <li>• Work closely with procurement teams to encourage technology innovation and accelerate the procurement process.</li> </ul>
Cyber	<p>The survey was conducted approximately one month after one of the biggest cyber-attacks ever within the UK public sector with the WannaCry attack on the NHS.</p> <p>The survey presents a conflicting message in the response to questions of cyber security.</p> <p>When asked which technology developments have the greatest potential to impact on the department and service delivery, cyber security was flagged by 81 per cent and 71 per cent respectively. This shows a significant realisation of the real and present threat and potential for impact.</p> <p>However almost half (44 per cent) are not sure or do not have confidence in their organisation's ability to withstand a cyber-attack. Interestingly the more senior civil servants are, the more likely they are to express confidence. This could be due to the senior group having more visibility of what the department is doing organisation-wide to reduce the risk of cyber-attack, or it could be down to this group having less awareness of the risks and exposure that exists.</p> <p>The survey showed that 56 per cent were confident which could be attributed to an increased awareness amongst users, strengthening of cyber security policy across government and more stringent compliance requirements e.g. GDPR and NIS Directive.</p>	<p>It is clear that the public sector understands the importance of strong and robust cyber security technology.</p> <p>We would encourage organisations to adopt a holistic approach to cyber security including people, processes and technology, and use the clear interest in cyber to promote awareness amongst staff.</p>

# Keeping Pace? (continued)

## Government's technology transformation (continued)

Area	Survey results	Action
Skills and training	<p><b>Skills</b> Digital skills gaps provide a barrier to adoption according to 68 per cent of respondents. For many CIOs, figuring out the answer as to where to invest in skills can be challenging. The IT industry is constantly morphing with skills that were readily available a month ago being in short supply today. There is a clear move within the public sector towards user-centred design, Agile and data analytics, and it is perhaps not surprising that these figure large in terms of skills gaps in the survey.</p> <p>In our experience an added complication is the disparity in salaries between IT staff in the public and private sector. There is a fear factor of training people up only for them to get a better paid job elsewhere.</p> <p>Beyond the IT team, digital skills for the entire workforce need to be considered and addressed. One respondent suggested that there is a need for a standardised set of digital skills for all staff while another pointed to the need for more structured programmes to support upskilling.</p> <p>Investment in skills, for both the IT team and wider workforce, needs to be linked to the organisation's IT Strategy. Once an organisation has established what it wants to achieve, it can then establish a plan, including the volume and type of skills required. This will typically be a mix of in-house and outsourced resource dependent upon the nature of the project. Many public sector clients we work with are training staff up as scrum masters and in Agile more generally due to the volume of projects using this approach.</p> <p><b>Training</b> 'On the job' training continues to be the most important means through which civil servants acquire the digital skills they need to perform their job effectively (64 per cent).</p> <p>Given the pervasiveness of technology in the workplace and at home, a potential working assumption is that all staff have, or will acquire on the job, the digital skills they need. This a potentially dangerous assumption. There are still many people within the workplace who are uncomfortable with technology. If they have not been given the right support and training, the risk is that they will become less effective in the workplace and the benefits of the organisation's investment in technology will not be fully realised.</p>	<ul style="list-style-type: none"> <li>• Involve HR professionals in skills analysis, including the digital skills required for the entire workforce as well as the more specific skills for the IT team. The principles behind training needs analysis are still as relevant as they ever were: identifying people's current skill levels and any gaps is crucial to IT benefits delivery.</li> <li>• Embed a structured training programme based on the skills analysis.</li> <li>• Consider partnerships with universities, local employers and trusted suppliers. Some of the skills needed in the public sector can be accessed in small bites. For example, skills necessary with particular new technologies do not require long-term continuity of resource. External resources can deliver pace, capability and, with larger suppliers, an element of risk transfer that justifies the higher cost in the short and medium term.</li> <li>• In-house academies and training programmes can be used to upskill the existing workforce. Well-designed programmes can have a big impact on culture and levels of buy-in. Delivering programmes or partial programmes via e-learning will be time efficient and help to keep skills up-to-date</li> </ul>

# Best practice case studies

Our team have worked with an English Council to support it through its transformation programme. The following page gives a high level view of the full transformation programme and the activities undertaken as well as the key learning on its success.

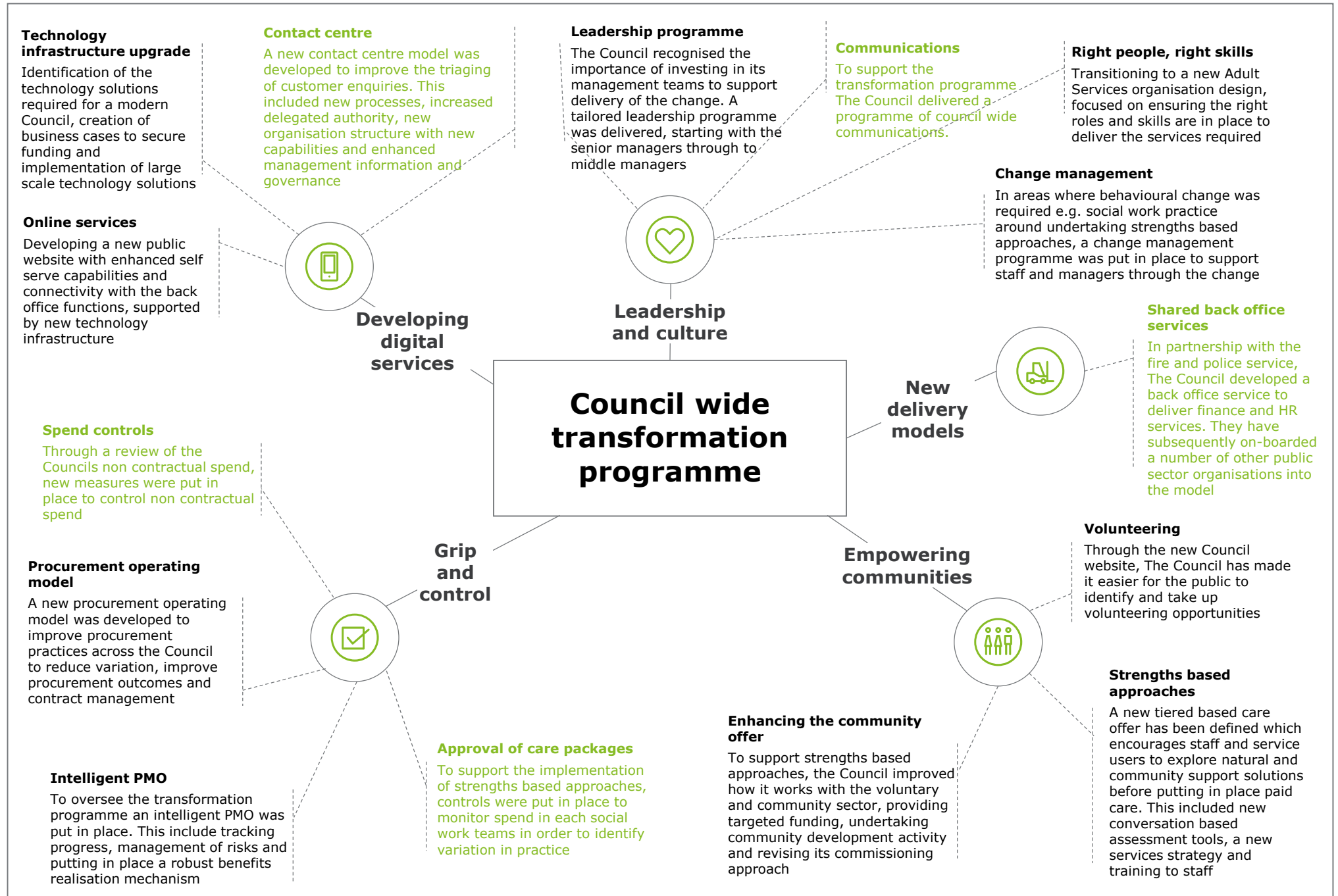
The subsequent pages then give further detail on specific examples of how they have applied demand management to transform services, including:

- **New Adult Services front door** – this increased contact centre capabilities and resolution at the first point of contact.
- **Digital services** – this enhanced online self service and automated reporting capabilities and improved digital infrastructure and digital capacity and capability.

We have also been involved in work with another English Council , in helping them achieve significant savings targets. We have set out on pages 11 and 12 two specific case studies that formed part of this work and the outcomes achieved:

- **Re-defining the care offer within its Social Care service** - this included planning and delivering targeted reviews of care packages, re-defining the care offer and rolling out strength based approaches as well as a new contact model.
- **Procurement and contract management** – here we created a whole view of third party spend, adopted a category approach to prioritise focus and addressing spend errors, policy compliance contract control and re-negotiation of contracts. We then developed a procurement service operating model to improve capabilities and model to provide enhanced procurement support council wide.

# Best practice case studies (continued)



# Best practice case studies (continued)

## Council– New Adult Services front door

### Overview

In 2015, an English Council embarked on a £100m efficiency programme. Adult Social Care directorate was expected to contribute £43.1m to this target, approximately 15% of their operating budget. This is in the context of an ageing population with increasing social care needs, workforce pressures and a complex provider marketplace.

### The challenge

To improve demand management at the 'front door' in order to reduce pressures on front line operational teams through an enhanced contact centre function and a new digital service.

### What we did

We set up a project team that combined experienced operating model practitioners from Deloitte with Adult Services staff to bring deep operational expertise:

- As part of a department wide operating model the team defined a channel strategy that described how Adult Services would interact with customers and professionals.
- We worked with the leadership team to agree an agile approach to developing a new contact and assessment team to shift operational activity to the phone channel.
- Starting with a high level design of the contact centre, the team worked through three test cycles to design and implement: new processes; changes to internal policy around information management and financial delegation; an organisation structure with new capabilities; enhanced management information; and a transparent governance structure.
- The team collaborated with digital developers to design a new digital service to improve customers' access to information and advice and transform the processes that describe how they interact with Adult Services.

### Outcomes

The bespoke digital service and contact centre:

- Increased the contact centre resolution rate from 30% to 70%; and
- Reduced the cost to serve customers by 25%.

Adult Services have been able to make a compelling business case for investing in the contact centre to deliver longer term savings across their front line teams.



# Best practice case studies (continued)

## Council– Digital services

### Overview

An English Council had set out their vision to continue delivering great services to its citizens, while responding to the challenge of reducing costs, through the use of digital capabilities.

### The challenge

Three main objectives were set as part of the Council's digital vision:

- To be digital by default
- To be cost effective in delivery of services
- To increase the productivity of the Council

### What we did

Deloitte supported the Council in the development of a digital strategy and seconded an individual as Digital Director for an agreed period. We identified the technology solutions required to deliver the large scale change required and supported the procurement of multiple technology components for the platform.

We provided the core design to support the implementation phase which included:

- Creating a new Customer Service Model.
- Designing a new transactional website with personalisation and 25 new online services for use by the public, ranging from map-based pothole reporting to secure access to care information for the elderly.
- Designing a new multi-channel customer platform to handle queries from phone, email and social media.
- Designing a tiered security model that allows members of the public to register for secure online services that handle sensitive information.

### Outcomes

The online services for customers have made services simpler and more accessible and shifting transactions to cheaper channels.

The scope contributed towards directly realising and enabling approximately £45m of recurring savings, and built the capability to identify further reductions.

# Best practice case studies (continued)

## Council – Re-defining the care offer

### Overview

The Council was facing a significant funding gap, which was challenging the future sustainability of the Council. This was in the context of an aging population and increased demand for adult social care services.

### The challenge

To identify and deliver a number of change initiatives across Adult Services to reduce spend and better manage projected increased demand. As part of this there was a need to address inconsistency in social work practice and inequity of care packages.

### What we did

**Re-defined the care offer:** jointly with staff we developed a strengths based, tiered model was developed to promote a consistent approach among social care practitioners. The approach promotes reablement and considers alternative creative approaches to meeting need which draws on a person's natural support.

A framework was developed to guide staff in their practice and we then delivered training and communications to upskill staff and promote the new approach. This was supported by a benefits tracking system to monitor progress across the service and to address variance between teams.

**Targeted reviews:** through a diagnostic of the social care data, we prioritised a number of service user reviews (adults and children with disabilities). We worked with the Council to put in place a dedicated team and support them to undertake strengths based reviews which included preparing and delivering an induction programme; putting in place a benefits tracking system; and undertaking regular reporting and team meetings to discuss progress and unblock issues.

**New front door:** We supported the Council to put in place a new approach for managing demand at the front door, redesigning the customer journey including the promotion of digital channels. We redesigned processes and increased the skills and delegated authorities of call handlers in the contact centre to improve resolution at the first point of contact.

### Outcomes

The Council had a savings target for the whole council that they asked us to help them jointly achieved of £10.5m over 2 years. We helped them deliver £15.5m over 3 years. £9m of this was from adult and children with disabilities services and the remaining on procurement initiatives (see other case study).

# Best practice case studies (continued)

## Council – Procurement transformation

### Overview

An English Council was facing significant financial pressures which if they continued it was projected that the Council would run out of money in three years time. The Council spends a large proportion of its budget with third party suppliers so visibility and grip of this spend was critical to addressing the financial pressures.

### The challenge

The Council did not have visibility of its third party spend in one single place. Council staff were often not using agreed frameworks and were spot purchasing. The small central procurement team had limited influence over spending across the Council, with many procurement activities taking place in a devolved manner.

### What we did

**Category savings identification and delivery:** we aggregated all the data from across the whole Council on third party spend providing the Council with visibility of spend for the first time. This enabled us to identify invoicing errors to clawback over payments and develop categories of spend to prioritise areas of focus. The categories identified included spend on temporary staff and transport. Working in partnership with procurement staff, we put in place better controls around spend in these areas and supported the Council to undertake work to rationalise its spending and utilise contractual levers to deliver savings.

**Procurement operating model:** to facilitate longer term change, we worked hand in hand with the Council to develop and implement a new procurement operating model and to carry out stakeholder engagement with business owners across the Council to gain their buy in. We assisted the procurement team in navigating the necessary governance processes, creating new job descriptions and delivering training to upskill staff and increase their confidence to support the different business areas.

### Outcomes

Our support helped the Council to unlock savings of over £6.5m on third party spend with a year. We also enabled the procurement team to boost their influence across the organisation, gain better rigour over their external spend and increase value-for-money from their contracts.

# Deloitte perspectives

## Talking Public Sector: Our podcast series on government and public services

Our podcast explores the big challenges facing the public sector, how citizens want the public services to be run and what the future holds by drawing on expert opinion and exclusive research. Aimed at anyone who works in or with the public sector, this podcast brings together leaders from government and the public services, industry experts and commentators to provide an insights on the big issues facing public bodies in the UK and around the world.

Listen and subscribe to Talking Public Sector:

<https://www2.deloitte.com/uk/en/pages/public-sector/articles/talking-public-sector.html>

## Tech Trend 2019: A Government and Public Services Perspective

Our recently published 10<sup>th</sup> edition of the Tech Trends report reflects on a decade of disruptive change and demystifies the future of digital transformation. The story of technology trends is inseparable from the story of the public sector.

Technology can help make government more effective by protecting and maintaining infrastructure, creating more personalised and secure citizen interactions, or automating tasks so workers can focus on more value-added jobs.

As leaders work to reshape their organisations and realise these possibilities, they rely on fresh, relevant insights. We are delighted to share [our perspective](#) which provides a UK Government and Public Services lens on Deloitte's *Technology Trends 2019: Beyond the digital frontier*.

<https://www2.deloitte.com/uk/en/pages/public-sector/articles/public-sector-tech-trends.html>

## Digital government: It's all about the people *a view from Government and Public Sector Lead Partner, Rebecca George*

Deloitte has published our third Digital Disruption Index. Based on a survey of the UK's most senior digital leaders from both private and public sectors, the index explores levels of digital maturity in their organisations. The results reinforce my belief that the defining factor in getting digital right is not the technology – which of course needs to deliver – but is people: the people who lead digital transformation and the people with the skills to make it happen.

Read Rebecca's full view at:

<https://www2.deloitte.com/uk/en/pages/public-sector/articles/digital-government-all-about-people.html>

The Digital Disruption Index is available online:

<https://www2.deloitte.com/content/campaigns/uk/digital-disruption/digital-disruption/digital-disruption-index.html>

**One of the key insights is around Artificial Intelligence (AI)** which is increasingly a strategic priority. After Cloud, Cyber-security and Data analytics – three foundational digital pillars – respondents to our survey rated AI as the most important technology to their digital strategy.

The use of advanced data science, whether explicitly AI or a combination of AI, Robotic & cognitive automation (RCA) and Data analytics, is at the centre of much current debate about ethics and the societal impact of digital technology. A significant number of senior leaders seem unaware of these ethical considerations. We believe that what is unethical in the real world is unethical in the digital world, and we explore how organisations are able to make AI decision-making as transparent as human decision-making.

**We have recently been engaged with NHS Lothian where we have gone live, as part of a data gathering and piloting phase, with two unattended and six attended robots. These are helping clinicians to triage referrals quicker and are also automating the invoice raising process in the finance department.**

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## NORTH AYRSHIRE COUNCIL

18 June 2019

### Audit and Scrutiny Committee

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<b>Title:</b>	<b>Audit Scotland report: Local Government in Scotland: Challenges and performance 2019</b>
<b>Purpose:</b>	To inform the Committee of the findings of the recent Audit Scotland national report.
<b>Recommendation:</b>	That the Audit and Scrutiny Committee notes the findings and position in North Ayrshire.

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#### 1. Executive Summary

- 1.1. Audit Scotland recently published its national report 'Local Government in Scotland: Challenges and performance 2019'. The summary with key messages and recommendations is attached at Appendix 1 with the full report and scrutiny tool for councillors available via the links below:

[Challenges and Performance 2019 Report](#)

[Scrutiny Tool](#)

- 1.2. The report complements the Audit Scotland report "Local Government; Financial overview 2017/18" which was considered by Council at its meeting on 13 February 2019.
- 1.3. This covering report highlights the key messages and issues from the recent Audit Scotland report and provides an update on North Ayrshire's position.

#### 2. Background

- 2.1. The Audit Scotland report 'Local Government in Scotland: Challenges and performance 2019' provides a high-level view of the challenging role of Councils as they respond to the changing needs of their localities and delivery of a range of key national priorities for Scotland. This is in the context of tightening finances, reducing local flexibility, increasing demand for services and more people living in poverty.
- 2.2. The report highlights the challenges in planning for the future due to high levels of uncertainty including; the UK's withdrawal from the EU, changes to Scottish Government's financial powers and the review of local governance.

- 2.3. Good progress in developing medium term financial plans through savings, use of reserves and income generation is noted, recognising that Councils have stepped up to the challenge, but that more fundamental transformational change is needed.
- 2.4. Particular focus is given to the use of data which is fundamental to assessing performance, benchmarking and service improvement. The importance of good quality workforce data is noted as an essential underpin for effective workforce planning, supporting future service delivery.
- 2.5. The report highlights the Accounts Commission's report "Health and Social Care Integration" which identifies some of the barriers to the pace of change within health and social care partnerships. This is the subject of a separate report on the agenda.
- 2.6. A high level summary is supported by more detailed analysis in three parts:
- the context for councils;
  - how councils are responding;
  - council performance and the impact on communities.
- 2.7. Part 1- The context for councils
- 2.7.1. The need for councils to respond to an increasingly complex policy agenda with high levels of uncertainty alongside reducing resources and increasing demand is highlighted. Some of the issues are noted below:
- the UK withdrawal from the EU;
  - Scotland's new financial and social security powers with the potential for Scottish budgets to become more variable and for this to impact on resources for public services, in particular those which are not protected, including core funding for local government;
  - the review of local governance and the impact of this on power and responsibilities between national and local government and communities and partnerships with other organisations, such as the NHS.
- 2.7.2. The report notes that this context, the lack of transparency of funding allocations and annual Settlements make medium and long term financial planning more challenging and reinforces the importance of effective scenario planning around funding and demand for services.
- 2.7.3. The significant role for councils, alongside community planning partners, in delivering the National Performance Framework is set out. Examples of this are highlighted; the expansion of early learning and childcare, improving educational outcomes, delivering affordable housing and implementing the Fairer Scotland Duty to reduce inequalities.
- 2.7.4. The history of councils working with other organisation and balancing regional working, e.g. economic development, including growth deals, and health and social care, alongside maintaining a focus on local priorities, is recognised in the report.
- 2.7.5. Various aspects of the Community Empowerment Act which seeks to devolve powers to communities are noted, including; community asset transfer, participatory decision making and participatory budgeting.

- 2.7.6. There is a recognition that more collaborative working can result in more complex governance arrangements but with overall accountability for performance and scrutiny being retained by the Council. Some examples of this include; ALEOs and health and social care partnerships.
- 2.7.7. The reduction in revenue funding since 2013/14 alongside forecasts of further funding reductions to local authorities over the medium term is noted. The report outlines a number of the factors that are impacting on local government service delivery:
- The growing proportion of local government funding that is protected to support Scottish Government priorities including elements of education e.g. teachers and pupil equity fund, and health and social care. Other factors that are highlighted include loan charge commitments and funding the pay award. The “gearing” effect of protected local government services on future savings options and the impact this may have on sustainability of current services is recognised;
  - The challenges associated with shifting demographics and the potential impact this would have on funding levels to meet the additional costs associated with this;
  - The pressure on local government services and income as a result of an increase in the number of people living in poverty and the rise in income inequality.

## 2.8. Part 2 – How councils are responding

- 2.8.1. The report highlights the key ingredients of the transformational change that is required to take place if councils are to address the challenges they face including:
- effective leadership, good governance, robust options appraisal and sufficient change resources;
  - Medium and long term financial planning in anticipation of further real reductions in funding for core local government services alongside pressures from demographic changes to ensure well informed decisions are made which align with the council's key priorities;
  - robust organisation wide workforce planning that recognises the aging workforce, recruitment and retention challenges in some business areas, having suitably skilled, valued and engaged workforce and strong leaders that fit with the development and delivery of future service models;
  - Partnership working including opportunities for shared services, the need to speed up progress through integration authorities alongside the opportunities of more effective relationships with communities, including those from more deprived areas and harder to reach groups, in influencing how resources are applied, and community planning partners via the Local Outcome Improvement Plan;
  - Digital solutions including the collaborative with the Digital Office, increasing online service availability, recognising that on-line is not suitable for all services or residents and the need to ensure compliance with GDPR;
  - Effective use of good quality information and data including benchmarking and performance information.
- 2.8.2. The report considers different ways to increase income including the ability to raise local income via council tax, future discretionary local taxes e.g. tourist tax,



commercial income and charges for services. Reference is made to the development of commercial services and the anticipated CIPFA guidance around this to ensure any ventures don't expose the Council to future more significant risks.

## 2.9. Part 3 – Council performance and the impact on communities

- 2.9.1. The report notes the need to better link resources to councils' visions and priorities ensuring this is reflected in their budget setting arrangements and evident from delivery of outcomes and performance.
- 2.9.2. The importance of self-evaluation as a tool for understanding performance and making improvements is highlighted alongside easy access to focussed performance information as a key element of accountability to the public.
- 2.9.3. Development and evolution of the National Performance framework is referenced, noting less progress with health outcomes and lack of availability of a number of the indicators at a local level with the Community Planning Outcome Profile tool allowing communities and councils to drill down to more local data.
- 2.9.4. Nationally it appears that councils have maintained or improved their performance, despite the reduction in funding, recognising that this varies across local authorities with some evidence that performance improvement is slowing down. The report emphasises the importance of benchmarking as a way of sharing learning and improving service delivery.
- 2.9.5. Some examples are set out of how service performance has changed over time with narrative on variations between councils. Particular attention is given to education attainment and homelessness, noting that specific audits will consider these during 2019/20. The challenge within social care of meeting demand is recognised.

### North Ayrshire position

- 2.11. A summary of the position in North Ayrshire on the key issues raised is provided below:

#### 2.11.1. Financial Planning

- The Council has a robust financial planning and management framework including its long term financial outlook, rolling medium term financial plans, reserves strategy and in year monitoring of financial performance;
- Financial Planning aligns with the Council Plan with a revised Budget Report in 19/20 which increased the transparency between decisions and community and equalities impact;
- A new medium term financial planning framework is being developed to support the 2020/21+ medium term financial plan;
- The financial framework is supported by collaborative working across Services with information and options shared with all Members;
- Budget engagement is in place with communities with this being progressed more recently as part of the engagement on the new Council Plan;
- The Council's updated Capital Investment Strategy sets out the key strategies and plans which inform the council's investment decisions and underpins the ten-year capital investment programme.

#### 2.11.2. Transformation

- Consultation on the draft Council Plan is underway, this sets out clearly the next phase transformation;
- A Transformation Think Tank has been established to develop a pipeline of initiatives that will help the council address its future funding challenge with bimonthly reports to the Chief Officers Leadership Team;
- The Council has a discrete team which supports delivery of the Council's transformation agenda, this is complemented by a Change Fund which meets the cost of transformation;
- The Health and Social Care Partnership (HSCP) has a discrete Chief Finance and Transformation Officer who leads transformation within the service seeking to secure financial sustainability, this has delivered improvements during 2018/19;
- Digital and technology are key elements of the future transformation of the Council with significant investment being made to deliver this, evidence of this is provided through an improvement in service uptake via online channels.

#### 2.11.3. Workforce

- A revised framework for workforce planning, underpinned by robust data analytics, was rolled out during 2018/19, this will develop organically as service redesign is implemented influencing the shape of our future workforce;
- Work force plans are refined through regular engagement with services and consider; service redesign, span of control, career development and succession planning, high risk posts and training and development requirements;
- Significant investment is made in leadership through the Blue Wave of Change programme augmented with structured learning and development across our workforce.

#### 2.11.4. Performance

- A refresh of the Performance Management Framework was undertaken during 2018/19 reflecting an approach of Plan / Do / Learn / Act
- In 2017/18 our analysis of the local government benchmarking framework (LGBF) indicators highlight an improvement of more than 10% of indicators in quartiles 1 and 2;
- Use of data to improve performance and support digital mobilisation has been launched across the Streetscene service. Data analysis through Power Business Intelligence software has been vital in supporting services develop their workforce plans.
- A recent Community Learning and Development self-evaluation involving a range of partner organisations delivered one of the best CLD inspection results in Scotland with “very good” across the board and aspects of excellence.
- Preparation for the next stage Best Value audit is underway with the Performance Management Forum learning from the published best value audits.

#### 2.11.5. Community Engagement

- Significant progress has been made in rolling out community empowerment including the establishment of Locality Partnerships and development of the Local Outcome Improvement Plan;
- North Ayrshire has a sector leading approach to its relationship with communities this includes active engagement with communities on how resources are spent e.g. street scene, community asset transfers, application of the Community Investment Fund and participatory budgeting;
- The council is developing its approach to community conversations via a new tool “Consul”, this is being rolled out during 2019/20.

#### 2.11.6. Partnership Working

- Effective partnership working is in place with community planning partners, communities via Locality Partnerships and with the Health and Social Care Partnership;
- The Ayrshire Growth Deal has now been secured; this will be progressed on a pan Ayrshire basis to deliver the anticipated economic benefits over the next 10 years.
- The Council continues to work with the Clyde Valley Partnership to deliver a long-term residual waste treatment solution. Dunbar Energy from Waste Facility is now operational.
- North Ayrshire is one of 3 early adopter sites in Scotland leading on the public health priority of “new diet and healthy weight”. Working alongside NHS Ayrshire and Arran and building on the success and national recognition of the CPP Active Communities Strategy.

#### 2.11.7. Elected Members

- Significant investment is made in meeting the training and development needs of the Council’s Elected Members to ensure they are kept up to date on emerging issues;
- The Policy Advisory Panel provides an opportunity for cross party engagement on key council business.

### **3. Proposals**

- 3.1. It is proposed that the Committee notes the findings of the Audit Scotland national report and position in North Ayrshire.

#### 4. Implications/Socio-economic Duty

<b>Financial:</b>	None
<b>Human Resources:</b>	None
<b>Legal:</b>	None
<b>Equality/Socio-economic Duty:</b>	None
<b>Children and Young People:</b>	None
<b>Environmental &amp; Sustainability:</b>	None
<b>Key Priorities:</b>	The external audit report provides reassurance that the Council is operating efficiently and effectively.
<b>Community Benefits:</b>	None

#### 5. Consultation

5.1. No consultation has been required in the preparation of this report.

Laura Friel  
Executive Director (Finance & Corporate Support)

For further information please contact **Laura Friel, Executive Director (Finance and Corporate Support)**, on **01294 324512**.

#### Background Papers

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# Summary

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## Key messages

- 1** Councils face an increasingly complex, changing and uncertain environment which places different demands and expectations on them. Councils are also central to delivering many high-level public sector objectives, such as the integration of health and care services and involving citizens more in decisions about public services.
- 2** These reforms require councils to collaborate with partners, with the third sector and with communities, to think differently about how they deliver and fund services. Thinking differently about services is important to meet the growing and changing needs of their communities in the coming years. New ways of working can lead to increasingly complicated lines of accountability.
- 3** Scottish Government revenue funding to councils has reduced in real terms between 2013/14 and 2019/20, while national policy initiatives continue to make up an increasing proportion of council budgets. This reduces the flexibility councils have for deciding how they plan to use funding. At the same time, demands for council services are increasing from a changing population profile. All councils expect an increase in the proportion of people aged over 65 and almost a third of councils expect an increase in the proportion of children under 15.
- 4** Councils have made good progress in developing medium-term financial planning and continue to manage their funding gaps through savings and use of reserves. All councils increased council tax to the maximum three per cent in 2018/19 and many increased their fees and charges to raise income. Some councils are looking at other options to raise income.
- 5** Councils need to ensure they have the staff, skills and leaders to deliver change. This requires effective workforce planning, but the quality of planning is inconsistent across councils. An increasing proportion of the workforce is nearing retirement. If there is insufficient succession planning, skills and knowledge will be lost as these people retire. Recruitment into some service areas is becoming increasingly difficult, but national workforce data is insufficient to clearly understand how individual services areas are affected.

- 6** Despite reducing funding and increasing demands, across local government most performance indicators are improving or being maintained, although some service areas show more strain. There remains performance variation among councils that cannot be readily explained by differences in context or spend. Better use of data and benchmarking could lead to further improvement and efficiencies.
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## Recommendations

While councils have continued to find ways to manage funding gaps and have made good progress with medium-term financial planning, they face an increasingly complex, changing and uncertain time ahead. To continue to improve the outcomes for their communities within this context, councils need to be open to transformational change and implement new ways of working.

### To make effective progress councils should:

- assure themselves that they have adequate leadership and management capacity in place. This should include development arrangements that prepare and support councillors and senior managers to respond to the challenging and changing local and national demands
  - undertake long-term financial planning to set out how they will deliver national policy commitments, while continuing to sustain local services with reducing budgets and increasing demands
  - continue to seek and implement innovative ways of working and collaborate with communities, partners and the third sector to drive transformational change
  - improve data to:
    - help inform the difficult decisions councils have to make
    - support benchmarking, learning and sharing of experience and effective practice with others that will contribute to improving service quality, efficiency and outcomes for communities
  - ensure they have workforce planning that is clear about the workforce needed now and in the future, where the gaps are and what training or other action is needed to fill them. This should be supported by better workforce data
  - be able to demonstrate how spending decisions and priorities have impacted on service delivery and the outcomes of residents, as well as how they are delivering against the national performance framework.
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**NORTH AYRSHIRE COUNCIL**

**18 June 2019**

**Audit and Scrutiny**

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**Title:** **End of year 2018/19 Council Plan / Directorate Plan performance reports**

**Purpose:** To present for approval the end of year 2018/19 Council Plan/Directorate Plan performance reports.

**Recommendation:** That the Audit and Scrutiny agrees to note the end of year 2018/19 Council Plan/Directorate Plan performance reports.

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**1. Executive Summary**

- 1.1 This report provides information on the 2018/19 performance of the Performance Measures and Directorate Plans which support the current Council Plan.

**2. Background**

- 2.1 The Council Plan 2015/20 was approved by Council on the 18 March 2015. The 2018//19 Directorate Plans were approved by Cabinet on the 1 May 2018.
- 2.2 Council agreed that Council Plan progress would be reported annually and that the Directorate Plans would form the basis for reporting progress on the Council Plan and be reported on a six monthly basis to the Executive Leadership Team and Committee.
- 2.3 On 27 March 2019 Council agreed (a) to approve the new Council Plan 2019-2024, for formal consultation with communities, partners and other agencies; and (b) that, following the collation and consideration of feedback through formal consultation, a final Council Plan be considered for agreement by Council prior to the summer recess. Since then, Directorate structures have also been refreshed, meaning that the attached Directorate Plans are likely to be the last in their current format. Council on 26 June 2019 will consider whether Directorate Plans remain the best means of reporting on the Council Plan or whether a refreshed Delivery Plan and Performance Framework would be a better means of both taking forward and reporting on the priorities of the new Council Plan.
- 2.5 Performance Review meetings took place throughout the months of May. All Executive Directors presented their six-monthly performance to a Panel chaired by the Chief Executive.

## 2.6 Directorate **Highlights** include:

### **Growing our Economy, increasing employment and regenerating Towns**

- We have secured major investment through The Ayrshire Growth Deal, which was signed off on the 8th March. Not only has this secured funding from the UK and Scottish governments, it will also unlock private funding and deliver 7,000 jobs across a wide range of sectors.
- We have managed to secure external investment in our communities including over £1m by Big Lottery in a number of projects including the Three Towns Growers, the Ardrossan Music Experience and Whitlees Community Association and Centre.
- We have also secured £3 million via external funding to be used for Active Travel and Transport.
- We have a number of major projects in progress, including, i3, Ardrossan Harbour, Great Harbour, Hunterston, Quarry Road, Lochshore, Irvine Public Realm and the Training Station in Saltcoats.

### **Working Together to develop stronger communities**

- Participatory Budget continues to develop and involve more people. Marketplace, mainstream budget and youth Participatory Budget opportunities are influencing Council and partner spend and are involving residents in how services are designed.
- Eight Community Investment Fund projects have been approved by Cabinet, allowing collaboration in localities to address locally identified priorities.
- A pilot to combine the work of the Arran Locality Partnership and Health and Social Care Locality Forum has been approved.
- In the 2018 Year of Young People we hosted the Scottish Youth Parliament sitting, Brexit event and National Awards, welcoming people from all around Scotland to make decisions at a national level. A first of its kind Joint Cabinet Live featured digital representation from all secondary schools in North Ayrshire. Key partnerships were created with the Police and NHS to ensure young people have the information they need to make informed decisions.
- Better off North Ayrshire provides over £1.6 million of financial gains for our residents. The project has assisted 1,739 residents, of whom 40% have a disability. Of those who took financial action, the average gain was £969 per person. Others received financial advice.
- Inclusive growth has become mainstreamed into Council operations, with the priorities moving towards Community Wealth Building, developing a regional inclusive growth strategy and further development of the Ayrshire Growth Deal projects to ensure they maximise inclusive growth.
- Ardrossan employability Hub officially opened in August, providing a much-needed resource in the area.
- Over 400 unemployed residents attended a jobs fair at Saltcoats Town Hall with 42 employers attending with vacancies.
- We received an investment of £500k from the Poverty Challenge Fund for supported employment. This was approved by Cabinet in June 2018, with the aim to support disabled residents into employment.



## **Ensuring people have the right skills for learning, life and work**

- Our innovative family learning team has been engaging with over 4000 families and supporting them with their children's learning at home.
- North Ayrshire's Professional Learning Academy was recognised nationally for their sector leading work in developing the skills of the education workforce through the Scottish Public Service Awards.
- Attainment in literacy and numeracy continues to improve at almost all levels and the gap in attainment between learners from the most deprived and least deprived areas continues to decrease.
- The proportion of young people leaving school to enter a positive destination has increased to 95.6% this year, well above the national average. We are expanding our innovative extended work placements and apprenticeship programme to support this.

## **Supporting all our people to stay safe, healthy and active**

- North Ayrshire and NHS Ayrshire and Arran have been selected to be an early adopter for the new Public Health priority relating to diet and healthy weight.
- Active Schools' sector-leading work in relation to the North Ayrshire Sports Academy and anti-sectarian projects is receiving national recognition.
- The Provost's Civic Pride Awards saw three finalists from Active Schools including two winners in the Sports Award Category and overall Provost's Award. All the finalists are involved in the North Ayrshire Sports Academy (NASA) year-long leadership programme.

## **Protecting and enhancing the environment for future generations**

- We continue to protect our natural environment for future generations with a further seven per cent reduction in carbon emissions in the past year.
- Our first district heating project is now delivering cheap, renewable heating to Glencairn Primary School and the Glencairn House sheltered housing complex.
- We have reduced environmental crime, issuing 489 fixed penalty notices for littering, fly-tipping, fly-posting and dog fouling. This has contributed to a 1.6 per cent increase in street cleanliness standards.
- We recycled over 55 per cent of our household waste, re-affirming our commitment to reduce the impact of waste on our environment. We continue to be one of Scotland's top performing Councils in this area.

2.7 Democratic Services and Finance and Corporate Services continue to support the Directorates in the delivery of the strategic priorities. Highlights include:

- There have been no successful court challenges of Council decisions.
- The latest internal communications survey carried out in December 2018, showed that staff satisfaction with internal communications has increased by 11 per cent from the previous year
- We delivered a robust communications plan supporting the 2019 bin changes. One of the key messages is to encourage local residents to download their bin collections

into their smartphone's calendar. After only one week into our promotion of this feature almost 1,000 new downloads were completed.

- The Council achieved PSN compliance in January.
- A tender exercise of the Council's corporate insurance resulted in an annual saving in the region of £0.7 million.
- Development of the Medium-Term Financial Plan to support delivery of the Council's strategic priorities
- Establishment of a Procurement Board with a key focus on Community Wealth Building


2.8 Our key **Areas of Focus** for the next six months include:

- Approval of the new Council Plan supported by a Performance Management Framework and Delivery Plan
- Development of business cases for Ayrshire Growth Deal Projects
- Ongoing development of projects at the key strategic sites – Ardrossan, Hunterston, Great Harbour, Lochshore, i3
- Developing the peripatetic employability hub
- Exploring the feasibility of a Scottish Basic Income Pilot in a cross-Council study with partners
- Developing the Millport Coastal Flood Protection Scheme as an enabler for enhanced coastal and marine tourism opportunities and work with the local Millport Community to help develop a proposal for a Marina facility
- Develop and implement an Electric Vehicle Strategy, and deliver further electric charging infrastructure throughout North Ayrshire
- Implement the Tenant Participation Strategy 2017-2022, building on our approach to involving underrepresented groups and ensuring our tenants' views are used to shape future service delivery
- Transformation programme activity across the Council will continue to be a key focus in 2019/2020 and support will continue to be provided to Services

### **Council Plan 2015/20**



2.9 A status summary from 1 April 2018 to 31 March 2019 for each of the 31 performance measures is provided in Appendix One.

2.10 The **latest available** expected outcomes shown for the performance measures with values and targets indicate that 84% of measures are on target or slightly adrift of target:

		
On target	Slightly adrift of target	Significantly adrift of target
64%	20%	16%

2.11 Detailed explanations for those measures adrift of target are provided in Appendix Two.

- 2.12 Performance improved in 57% of indicators with trend information over the one-year period and in 43% over the three year period.

<b>2017/18 Summary of short term/long term trends</b>		
	<b>Short Term</b>	<b>Long Term</b>
 Improved	57%	43%
 Declined	43%	57%

### ***Directorate Performance Reports***

- 2.13 The Directorate performance reports attached at Appendices 3 to 8 provide more narrative about the 2018/19 performance of Directorates to deliver the strategic priorities of the Council Plan.
- 2.14 Detailed progress on performance including the Council Plan indicators will be reported to the Elected Members in the Public Performance Reporting/Annual Performance Report 2018/19.

## **3. Proposals**

- 3.1 It is recommended that Audit and Scrutiny agrees to note the end of year 2018/19 Council Plan/Directorate Plan performance reports.

## **4. Implications**

<b>Financial:</b>	There are no financial implications, as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
<b>Human Resources:</b>	There are no human resources implications as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.

<b>Legal:</b>	There are no legal implications.
<b>Equality:</b> <b>Children and Young People:</b>	The plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities. The plans outline Directorates' contributions to a Child Centred Council.
<b>Environmental &amp; Sustainability:</b>	The Plans support the Strategic Priority - <i>Protecting and enhancing the environment for future generations.</i>
<b>Key Priorities:</b>	The Directorate Plans support delivery of the Council's Strategic Priorities.
<b>Community Benefits:</b>	There are no community benefit implications.

## 5. Consultation

- 5.1 Performance Reports were reviewed by a Panel chaired by the Chief Executive, and were agreed by Cabinet on the 11 June 2019.

Insert Director's electronic signature when final version approved  
 Insert Director's name  
 Insert Director's title

For further information please contact Neil Sugden, Policy and Performance Officer on **01294 324163**.

### Background Papers

Council Plan 2015/20





















Directorate Plans 2015/18

## Appendix 1













# Council Plan 15/20 - List of all PIs

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### Priority 1. Growing our economy, increasing employment and regenerating towns

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_DE_P04 Number of Modern Apprentices supported through North Ayrshire sponsored initiatives	176		85			
EG_11 Leverage of External Funding	3.43		3.04			
EG_21 Number of jobs created by businesses in North Ayrshire supported by Business Development.	588		555			
EG_28 Town Centre Footfall	7,137,409		6,726,874			
WR18 Numbers accessing the employability pipeline	1,693		1,149			

### Priority 2. Working together to develop stronger communities

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CC_04 The number of community management and ownership initiatives	8		0			
CC_11 Total number of activities, programmes and learning event opportunities which support participation in democracy accessed by young people	10,259		9,515			
CC_12 Percentage of community group respondents who feel the Council is an effective partner in helping them deliver their aspirations (was E&S_P_C05)	100%		100%			

### Priority 3. Ensuring people have the right skills for learning, life and work

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CC_01 The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	98%		97.13%			
E&S_P_B01 % of children achieving their developmental milestones at the time the child starts primary school	77.2%		Available June 2019			
E&YE_PI_D02 % of leavers attaining literacy at National 5 (SCQF Level 5)	83.54%		Available Feb 2020			
E&YE_PI_D04 % of leavers attaining numeracy at National 5 (SCQF Level 5)	70.04%		Available Feb 2020			
E&YE_PI_D06 % gap in attainment of Looked After Children	99.6%		Available Feb 2020			
SOL_CHN11 % of school leavers entering positive destinations	95.6%		Available Feb 2020			

#### Priority 4. Supporting all of our people to stay safe, healthy and active

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
FM_PI001 % uptake of free school meals (Primary)	85.52%		87.5%			
FM_PI002 % uptake of free school meals (Secondary)	73.38%		75.45%			
HS - PI003 Number of new build Council housing units reaching completion on a yearly basis	34		64			
HS - PI005 Number of homeless presentations	1,044		1,032			
SOA_SSNA5 Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	19%		Not available. Survey carried out every two years.			
SP_DE_C18 Percentage uptake of school meals	59.04%		59.5%			
SPI 10_B_01 Number of attendances per 1,000 population for indoor sports and leisure facilities excluding pools	13,605		13,897			

#### Priority 5. Protecting and enhancing the environment for future generations

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_FCS_001 Overall carbon emissions (tonnes)	43,756		39,549			
PL_PI024 Total installed capacity of low carbon heat and electricity generation across the Council's estate	9,029		9,682			
SENV03b Street Cleanliness Index - % Clean	92.2		94.5			

#### Priority 6. Underpinning Delivery

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_FACS_004 Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	68.4%		Available June 2019			
CP_FACS_005 Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	54.9%		Available June 2019			
CP_FCS_002 Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure	96%		Available June 2019			
CP_FCS_003 Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure	99.1%		Available June 2019			
CP_FCS_008 Percentage of Capital Projects completed within budget	94.1%		Available June 2019			
DP_DS_P15 The value of media (print/online/TV/radio) coverage secured for North Ayrshire Council	18,683		18,062			
SOL_CORP06 Sickness absence days per employee full time equivalent (FTE) for the whole council	9.6		9.62			

## Council Plan exception report




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### Priority 1. Growing our economy, increasing employment and regenerating towns




Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
EG_28	Town Centre Footfall	7,137,409	6,800,000	✓	6,726,874	6,800,000	⚠	↓	↓	<b>2018/19 - Quarter Four Update:</b> Town Centre Footfall has fallen behind target at year end. The main contributing factors are a decrease in footfall at Irvine (-8.9% or 361,039) and Largs (-5.54% or 67,278, the third year of reduction). Saltcoats has seen a slight rise in footfall of 0.95% or 17,782. The reduction is largely due to changes in the retail mix. In turn, this is effected by the rise of internet shopping.

### Priority 3. Ensuring people have the right skills for learning, life and work




Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
E&YE_PL_D02	% of leavers attaining literacy at National 5 (SCQF Level 5)	83.54%	85.5%	⚠	Available Feb 2020	85.5%		↑	↑	<b>2018/19 - Quarter Four Update:</b> North Ayrshire has increased the percentage of school leavers achieving Level 5 Literacy significantly over the five academic years. In 2014, 67.6% of our school leavers had attained at this level whilst in 2018 this had increased to 83.5%. This is slightly lower than our ambitiously set target of 85.5%
E&YE_PL_D04	% of leavers attaining numeracy at National 5 (SCQF Level 5)	70.04%	73%	⚠	Available Feb 2020	73%		↑	↑	<b>2018/19 - Quarter Four Update:</b> North Ayrshire has increased the percentage of school leavers achieving Level 5 Numeracy significantly over the five academic

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
										years between 2013/2014 and 2017/18. In 2017/18 performance has reached 70% - the highest performance ever recorded in this indicator.
E&YE_PL_D06	% gap in attainment of Looked After Children	99.6%	80%		Available Feb 2020	78%				<b>2018/19 - Quarter Four Update:</b> The % gap in North Ayrshire has a decreasing trend over the last five academic years from a figure of 122% in 2011/12 to 86% in 2016/17. The apparent increase in the gap in 2017/18 is not indicative of any loss of targeted efforts in raising the attainment of Looked after Children. Given the small number of the Looked After school leavers cohort, the year-on-year performance is subject to large variation induced by random factors.














#### Priority 4. Supporting all of our people to stay safe, healthy and active

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
FM_PI001	% uptake of free school meals (Primary)	85.52%	87%			86.25%				<b>2018/19 - Quarter Three Update:</b> The current quarter is 3.4% below target, reasons for this, are increased absence in schools, small increase in packed lunches and last year was a similar outcome due to festive activities etc. Continue to work in schools to promote free school meals with attendance at parents nights taster evenings and updating Catering Supervisors at schools of their individual uptake performance figures.

#### Priority 6. Underpinning Delivery

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
CP_FACS_004	Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	68.4%	98.5%		Available June 2019	99%				<b>2017/18 - Quarter Four Update:</b> The information presented represents the delivery of the maximum capital budget for 2017/18. Regular reports are provided to Cabinet during the year which refines the anticipated spend taking account of the wider environment, project specification and profile



Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
										of expenditure as the project develops. The percentage delivery of the final programme as reported to Cabinet in March 2018 was almost 90%. More detailed information is provided in the appendix presented to Cabinet on 4 September 2018.
CP_FACS_005	Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	54.9%	95%		Available June 2019	95.5%				<b>2017/18 - Quarter Four Update:</b> The information presented represents the delivery of the maximum capital budget for 2017/18. Regular reports are provided to Cabinet during the year which refines the anticipated spend taking account of the wider environment, project specification and profile of expenditure as the project develops. The percentage delivery of the final programme as reported to Cabinet in March 2018 was almost 97%. Slippage against the maximum programme relates primarily to the reprofiling of the New Build and Sheltered Housing programmes.
CP_FCS_002	Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure	96%	98.8%		Available June 2019	99%				<b>2017/18 - Quarter Four Update:</b> The underspend has resulted from vacancy management and the early delivery of future year savings and higher than budgeted income across a range of services. In addition there has been planned underspends in relation to resources set aside for the Community Investment and Poverty Challenge funds not being fully drawn down in year, Scottish Government Funding received in advance and lower loan charges aligned to the Council's Capital Investment Programme.
CP_FCS_008	Percentage of Capital Projects completed within budget	94.1%	98%		Available June 2019	99%				<b>2017/18 - Quarter Four Update:</b> Two projects were completed above budget during 2017/18. Two projects reported minor overspends of less than 5%.
SOL_COR P06	Sickness absence days per employee full time equivalent (FTE) for the whole council	9.6	7.53		9.62	7.92				<b>2018/19 - Quarter Four Update:</b> The year end figure of 9.62 days is above the target of 7.92 days and is a marginal increase of 0.02 days on the reported figure in 2017/18. The main causes for sickness absence continue to be Musculo/Skeletal and Stress/Anxiety. Maximising Attendance continues to be measured and reported on a regular basis with a number of policies, procedures and initiatives in place to support employees back to work such as; Case Management Discussions, HR Support, Financial Wellbeing Advice, Livewell (a health and wellbeing programme for Council employees, run by Council employees).

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
										<p>In addition to employee led initiatives there are several Directorate led activities; Well-being Wednesdays occur within the Place directorate and enable employees to drop in during working time for blood pressure and 'mini health checks', information on weight loss and healthy eating; advice and support from HR on our various Family Friendly and Worklife Balance policies. A pilot of Personal Days was undertaken within the FACS Directorate which allows employees to take annual leave at short notice, this pilot proved successful in reducing single day absences and will be rolled out Council wide from April 2019.</p> <p>A volunteering policy is in place "Get Connected", this scheme provides an opportunity for employees to give something back and encourages involvement in the community. Volunteering offers many benefits for both mental and physical health and can counter the effects of: stress and anxiety.</p> <p>The Council provides Occupational Health services which offer a programme of 'mini health checks', physiotherapy, counselling and enables employees to self-refer. Physiotherapy and Employee Counselling services are promoted as a preventative measures rather than a cure. Employees are also encouraged to self-refer for minor issues before they escalate to absences.</p>



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# Democratic Services

## Performance Review

### 2018/19

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## 1. Update on actions from last meeting in November 2018

	Action	Progress
1.	Strengthen the community planning narrative in the report making the link to the work being done to address poverty and inequality in partnership	Completed for Q2 reports to Committee.
2.	Expand narrative in report on Council Plan	Completed for Q2 reports to Committee.

## 2. Our Priorities

# Council Plan 2015-18

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities

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

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

Protecting and enhancing the environment for future generations

## Democratic Services Priorities 2015-18

### 1. Supporting the Council and its Partners to Make it Happen

- Lead corporate performance initiatives e.g. Council Plan, Best Value Review, Public Performance Reporting
- Support Fair for All, the CPP's Strategy to promote equity
- Support the Council to develop evidence based policy
- Work with staff to improve engagement and wellbeing
- Support delivery of Locality Action Plans and use these, with participatory budgeting and the Community Investment Fund to engage communities and enhance partnership working
- Support equality mainstreaming across the Council
- Successfully deliver elections, particularly the Largs Bid election
- Support the democratic process and outside body appointments

### 2. Provide a comprehensive and responsive Legal Service

- Provide comprehensive support for major Council initiatives e.g. Pan-Ayrshire Economic Partnership, the developing Ayrshire Growth deal, new housing initiatives, GDPR, and municipalisation activities
- Finalise and implement an evidence based Licensing Policy Statement and Overprovision Assessment for the Licensing Board
- Re-licence all Personal Licences under the Licensing (Scotland) Act 2005
- Review the Council's governance arrangements
- Through the Monitoring Officer ensure that the Council complies with all legal requirements

### 3. Effective delivery of Communications

- Implement the commitments and standards outlined in the Communications Strategy and review progress
- Transform the service to better reflect the increasingly digital nature of communications
- Embed improved internal communications channels to drive and support council priorities
- Enhance and promote North Ayrshire Council to local, regional and national audiences

### 3. Directorate Priorities

#### Priority 1. Supporting the Council and its Partners to Make it Happen

#### Key Highlights

##### Policy and Performance

- Development and corporate messaging of the new Council Plan and supporting Performance Management Framework
- Planning for the next Best Value Audit by completion of Audit Scotland templates, reviewing published Best Value audits and supporting the COLT to develop improvement plans.
- Analysis and reporting of the Local Government Benchmarking Framework (LGBF)
- A new corporate approach to children to comply with the Child Poverty (Scotland) Act 2017
- Support to SIMD working group on mapping of data
- Production and publication of Equality Mainstreaming report
- Maintained Healthy Working Lives Gold Award
- Submission of the Council/CPP/SOLAR response to the Local Governance Review in a timescale designed to influence other submissions (e.g. COSLA)
- Support for the Islands Bill/Act including appearance at Parliamentary Committee
- Led the Council's response to Brexit

##### Community and Locality Planning

- With Connected Communities, development of Locality Partnerships through participatory budgeting, Community Investment Fund (CIF) applications, Locality Storymaps etc
- Development of Community Engagement Centre of Excellence including updated website

##### Committee and Member Services

- Children's Panel Member profile initiative designed to reassure and support young people attending hearings
- The success of our Modern Apprentice in winning Outstanding Modern Apprentice for Democratic Services as part of Modern Apprentice Week
- The Member Services Satisfaction survey which showed 95% as satisfied/very satisfied with services provided to them
- Supported preparations for the European Parliamentary elections

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

- Finalisation of performance, delivery and communication arrangements for the implementation of the Council Plan
- Continue the preparation for the Best Value Audit
- Fair for All review
- Develop an online Equality, Socio-economic Duty, Islands and Children's Rights Impact assessment tool
- Retain the Healthy Working Lives Gold Award
- Finalisation of Child Poverty Action Plan
- Continue to support community councils and encourage their establishment in new areas
- Refresh of the Provost's Civic Pride Awards on a locality basis
- Pilot "Ask the Leader" on live social media platform for public consultation

- The next Children's Panel Recruitment campaign
- Support for the national Local Governance Review, particularly in relation to communities, islands and the Power of General Competence
- Support the Council in Brexit planning



## Priority 2. Provide a comprehensive and responsive Legal Service

### Key Highlights

#### Legal

- Support for major Council projects including affordable housing projects and initiatives, the Quarry Road development, Ardrossan Harbour, and Heads of Terms for Great Harbour
- Completion of council house buy-backs to address social housing need in pressured areas.
- Successful promotion of an amendment to the Planning Bill to pave the way for revocation of the Special Development Order at Ardeer.
- Pan Ayrshire governance for the Ayrshire Economic Strategy and Ayrshire Growth Deal implemented.
- No successful court challenges of Council decisions.
- The cost of the in-house team for 2017/18, as opposed to external solicitors, continues to deliver benefits in terms of cost and organisational knowledge (in-house team are £54 per hour compared to 3 times that cost when outsourced).
- The Council's RIPSAs training was highlighted as the only Scottish example of best practice in the annual report of the Investigatory Powers Commissioner

#### Licensing

- The Licensing Section ingathered data, undertook consultation and analysis for the new Licensing Board Policy Statement, Overprovision Policy, and Gambling Policy Statement
- Contribution to development of national licensing policy through membership of Alcohol Focus Scotland, the MESAS Governance Board on minimum unit pricing, Stirling University study on the impact of public health teams on licensing and through publicity on personal licences

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

- Support for the Council's capital programme including the Quarry Road Development, Great Harbour, Ardrossan Harbour and new housing projects and initiatives
- Support for the Ayrshire Growth Deal projects and governance
- Support for the consultation and implementation of the Ardrossan Hub project
- Support for municipalisation projects
- Complete the winding up of the CCTV Company
- Legal Support for the Millport Flood Prevention Scheme
- The Licensing team will work to issue all personal licence holders with new 10-year licences within the tight timescales set
- Implement the consultation and adoption process for taxi fare review

## Priority 3. Effective delivery of Communications

### Internal communications:

- We issued **50** weekly News in Briefs and vlogs (video logs) and **four** editions of Staff Talk magazine.
- Circa **6,700** 'users' are accessing the 'Staff News' website and there has been almost **193,000** unique page views since its launch in June 2017.
- The latest internal communications survey carried out in December 2018, showed that staff satisfaction with internal communications has increased by **11 per cent** from the previous year
- Some changes to Take Two have now been implemented to help build greater appreciation and satisfaction with the series, including reducing the frequency of vlogs to focus on quality over quantity.

### Media:

- We responded to **401** press inquiries, issued **362** proactive press releases, managed **28** photocalls and were on-call 24/7 to provide an emergency out-of-hours media service.
- This work has helped us secure **1031** individual pieces of media coverage.
- National coverage included the Council's Period Poverty programme, rent exemption for care experienced young people and the counsellors in schools initiative.
- By the end of Quarter Four, **36** proactive press releases were issued to promote North Ayrshire as a leading location for business and a great place to live, work, visit and invest.

### Digital:

- The corporate Twitter account has a followership of over **20,500**.
- **Eleven** new social media accounts have been created with training delivered to council teams.
- The Team has continued to deliver innovative digital media campaigns to meet Council priorities during 2018/19 the average impressions were **38,990** and the average engagement rate was **3.3%**.
- The Bitesize Business e-bulletin was refreshed and is now issued bi-monthly to over **995** local businesses, the average open rate for the 2018-19 was **19%**.
- North Ayrshire for Business now has **953** followers on Twitter and the North Ayrshire Council Linked In page has **4,000** followers.

### Marketing and Events:

- Working across all Directorates, the team has delivered **167** marketing projects and assisted in the delivery of **35** Council events.
- We delivered a robust communications plan supporting the 2019 bin changes. One of the key messages is to encourage local residents to download their bin collections into their smartphone's calendar. After only one week into our promotion of this feature almost **1,000** new downloads were completed.
- A new Graphic Design and Digital Media Framework was launched on 1 February 2019 and is now used for various marketing work including design, filming, AV services and marketing consultancy.
- Team North Ayrshire exhibited at the Scotland Build Expo in March 2019 to showcase North Ayrshire as a business destination and to attract inward investment. Other key business events this quarter include Modern Apprentice Week and Ministerial Visit by Fiona Hyslop to launch 'The Coig'.
- The success of the Provost's Recognition Awards ceremony held at the Portal

## Key Areas of Focus for the next six months

- Launch the new Council Plan, promoting the Council's vision to be 'Fair for All' to internal and external audiences
- Lead press and media relations on behalf of the Ayrshire Growth Deal and provide a full communications service for the North Ayrshire aspects of the Ayrshire Growth Deal
- Deliver the Council's communications plan for the Ardrossan Harbour Regeneration Project (including Ardrossan Harbour)
- Implement the communications plan for Council House Building Project
- Continue to support the April 2019 waste changes with an integrated communications plan and prepare a comprehensive evaluation report on the campaign
- Review and refresh the Take Two vlog series
- Produce a North Ayrshire promotional film to be launched in Summer 2019 to showcase the area and attract inward investment
- Launch the new This is North Ayrshire website in Summer 2019 to attract inward investment and promote our services for businesses
- Finalise the branding and marketing material for The Circuit (Quarry Road Development) and deliver the communication plan to promote its services for business
- Create a Campaign Calendar which will include proactive campaigns to promote the new Council Plan priorities

### **Other Key Areas of Focus for the next six months- Information Governance**

- Commence work to rewrite the Information Governance Strategy to align with the new Council Plan and structure, GDPR & Data Protection Act 2018 legislation, the Council's 2017 Digital Strategy, and the new major technology projects (SharePoint and Salesforce platform).
- Commence work to re-design the Information Governance Framework
- Reduce Freedom of Information enquiries through increase in targeted open data
- Refresh of the Council-wide mandatory data protection and records management training programme
- Provide data protection and records management support to Office 365 and SharePoint projects

## 4. Directorate Performance Indicators

### 4.1. Council Plan Performance Indicators Summary

Democratic Services has one indicator that contributes to the Council's Strategic Priorities.

Council Plan Performance Summary– As at Q4 2018/19						
Priority	No of Indicators					
The value of media (print/ online/ TV/ radio) coverage secured for North Ayrshire Council	1				1	

### 4.2. Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities. We have 15 performance indicators in our Directorate Plan. For those where data is not available, 17/18 data has been used

Directorate Plan Performance Summary– As at Q4 2018/19						
Priority	No of Indicators					
<i>Supporting the Council and its Partners to Make it Happen</i>	9	3				
<i>Provide a comprehensive and responsive Legal Service</i>	3	3				
<i>Effective delivery of Communications</i>	3				3	

### 4.3. Directorate Plan Performance Indicators – Red and Amber Status

There are no Performance Indicators that are reported quarterly that are at red or amber status.

### 4.4. LGBF Indicators – Priorities

The measure - *Support services as a % of total gross expenditure* - is under the responsibility of the Finance and Corporate Support Directorate but Democratic Services makes a contribution to the performance of this measure. This indicator performs well against the target set and also compares favourably to other local authorities with North Ayrshire being ranked **second**.

LGBF Indicators 2017/18						
Service Area	No of Indicators					
<i>Supporting the Council and its Partners to Make it Happen</i>	1	1				

## 5. Quarter 4 Summary

### Democratic Services 2018/19



**0.17%** - Total cost of the legal function as a % of running costs of the whole Council (17/18)  
(0.14% in 16/17)



**100%** of Key Corporate Governance Document up to date (18/19)



**100%** of staff have had a PPD interview in last 12 months (18/19)



**18,062** – value of media<sup>1</sup> (print/online/ TV/ radio) coverage secured for North Ayrshire Council (18/19)

**96%** very satisfied and satisfied customers (Legal Services 18/19)



**81.6%** - Employee Engagement Level – an increase from 69.9% (17/18)



**97.5%** of invoices paid within 30 days for Democratic Services (18/19)



**38,990** Social Media impressions and engagements arising from proactive digital media campaign (18/19)



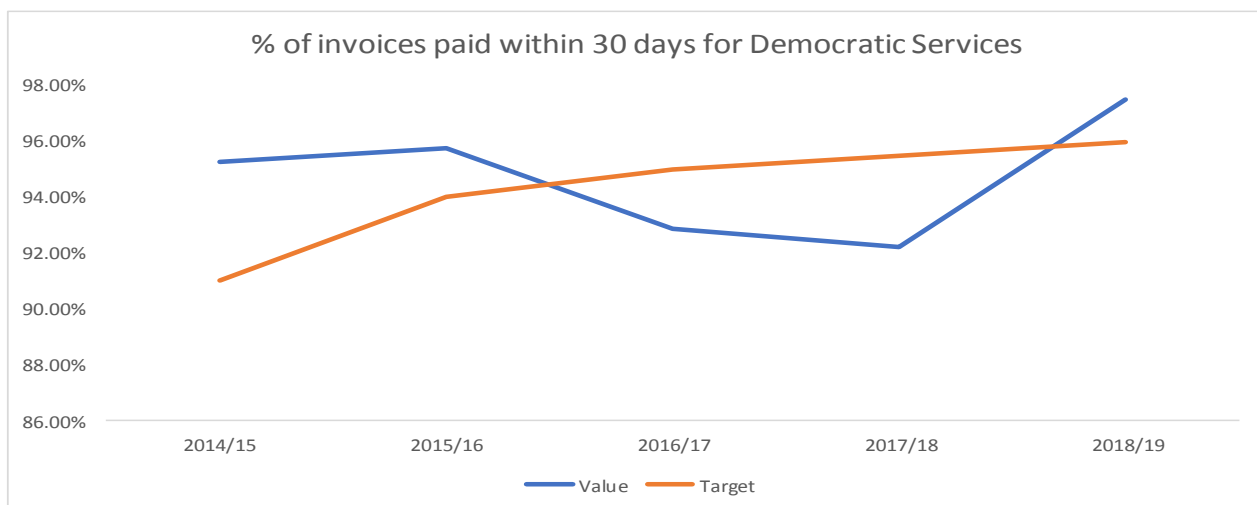
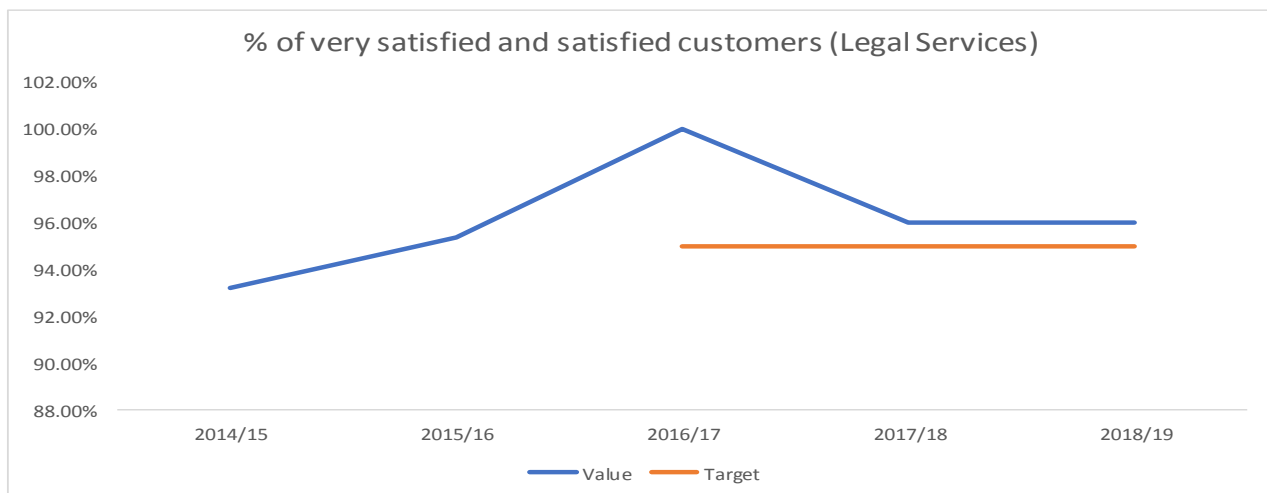
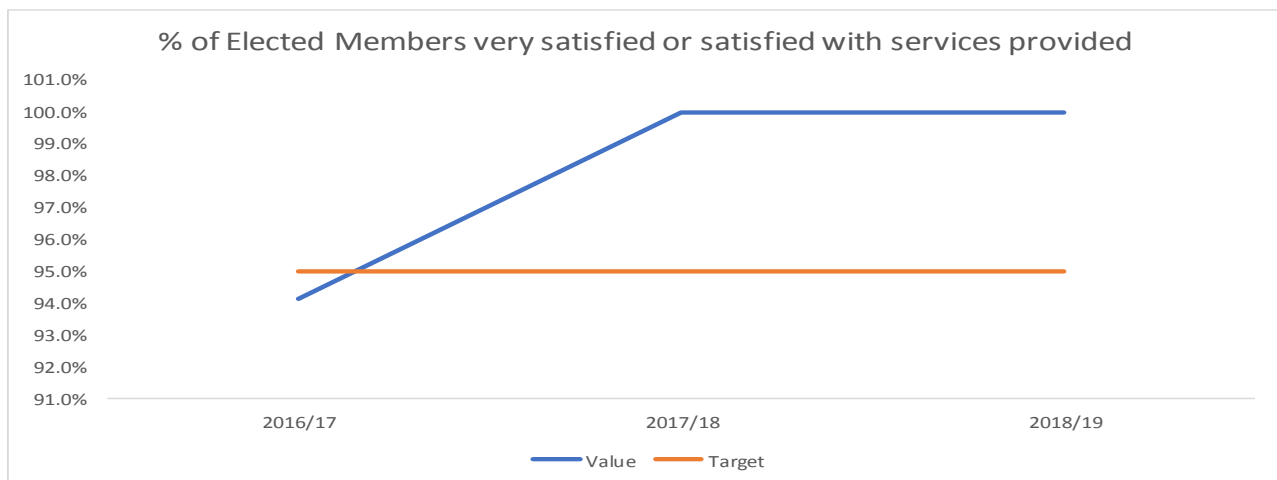
**3.7** Absence Days Lost (*improvement from last year – 5.17 days*)

**77%** - staff satisfaction with internal communications, an increase from 66% (18/19)

<sup>1</sup> This figure is derived from a formula that assesses media coverage based on prominence and tone.

## 6. Performance Trends

### Performanc Trends



## 7. Employees

### **7.1. *Sickness Data***

The figure at 31 March 2019 for absence days is 3.7 days lost per employee. This is a significant drop in comparison to last years rate of 5.17 days and is also below the target of 5%.

Absences are effectively managed and staff are supported to get back to work as soon as they are able.

### **7.2. *Other Employee Information***

Tea with Andrew continues to be a strength in communicating with staff on an informal basis. A Service Workshop on transformation took place on the 21 November 2018 and 15 April, whilst further workshop are planned for throughout the year. Our Staff Reference Group also continues to meet regularly and assists with communication within the wider service.

## 8. External Evaluations

We continue to liaise closely with our external auditor in relation to our performance and public performance reporting arrangements and community planning. This is particularly important in light of our forthcoming Best Value audit which has now been confirmed for 2020.






## Performance Review Report Q4 18/19 – Appendix 1










### Priority 1. Supporting the Council and its Partners to Make it Happen

PI Description	Annual								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Employee Engagement Level - Democratic Services				81.6%			Not available. Next survey in 2019.		
Percentage of Key Corporate Governance Document that are up to date	100%	100%		100%	100%		100%	100%	
Implementation of the Performance Management Forum Work Plan	95%	100%		95%	100%		100%	100%	
Percentage of Elected Members very satisfied or satisfied with services provided	94.12%	95%		100%	95%		100%	95%	
Percentage of Respondents who agree that Locality Partnerships are helping to address local issues and local inequalities							62.2	Data Only	
<b>SCORP01: Support services as a % of total gross expenditure</b>	2.28%	2.5%		2.49%	2.5%			2.5%	
Absence rate - Days lost per employee per annum for Local Government Employees in the Service	4.46	6		5.17	5		3.7	5	
% of Democratic and Administration Services staff who have had a PDR/PPD interview in last 12 months	100%	100%		100%	100%		100%	100%	
% of invoices paid within 30 days for Democratic Services	92.86%	95%		92.2%	95.5%		97.5%	96%	

**Priority 2.** Provide a comprehensive and responsive Legal Service

	Annual								
PI Description	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Percentage of very satisfied and satisfied customers (Legal Services)	100%	95%		96%	95%		96%	95%	
Total cost of the legal function as a percentage of organisational running costs (expenditure)	0.14%	0.29%		0.17%	0.29%		Not available. Will be available in June 2019		
Average hourly rate of in-house legal team compared to other in-house legal teams per SOLAR benchmarking.	49.09	60		54	60		Not available. Will be available in June 2019		

**Priority 3.** Effective delivery of Communications

	Annual								
PI Description	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
The value of media (print/ online/ TV/ radio) coverage secured for North Ayrshire Council	19,592	Data Only		18,683	Data Only		18,062	Data Only	
Staff satisfaction levels with internal communications via annual staff Internal Communications Survey	59%	Data Only		66%	Data Only		77%	Data Only	
The number of Social Media impressions and engagements arising from proactive digital media campaigns				131,118	Data Only		38,990	Data Only	



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# Finance and Corporate Support Year-End Review

## 2018/19

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## 1. Update on actions from last meeting in December 2018

	Action	Progress
1.	Further roll out of personal days.	Personal Days were launched Council-wide during April 2019.
2.	Provide the panel with details on what the Neurological sickness category covers.	Information was provided to the Chief Executive, Executive Directors and Heads of Service.
3.	Various changes to the Performance Report as noted to ensure focus and suitability for audience.	The changes were completed ahead of submission to Cabinet.
4.	Investigate potential to link Council Tax e-billing to digital benefits systems.	<p>E-billing is being promoted at Employee Perks roadshows.</p> <p>Forms to sign up are being introduced to the recruitment process to encourage new employees to sign-up.</p> <p>Employee text messaging service will be used to send a link to sign up.</p>

## 2. Our Priorities

# Council Plan 2015-20

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities

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

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

Protecting and enhancing the environment for future generations

## Finance and Corporate Support Priorities

### 1. Digital First

- Develop customer-focussed, end to end digital services
- Support customer access and develop digital skills
- Implement the Technology Strategy
- Support Services to maximise the use of technology, transforming service delivery and reducing costs

### 2. Planning for the Future

- Align our resources to Council Plan Priorities
- Use the Council's information to shape future service delivery
- Realise benefits through development and delivery of Transformation programme

### 3. Our Approach

- Deliver excellent customer service
- Develop an empowered and inspired workforce
- Work collaboratively across the Council and with Partners
- Establish effective master data management

**Driving Transformational Change**

### 3. Directorate Priorities

#### Priority 1. Digital First

##### ➤ Office 365

570 staff have been successfully migrated from Lotus Notes to Outlook and are now using O365 applications. This includes staff from Finance, Commercial Services, People Services, Customer and Digital and the Chief Executive's Service. A programme of work has been scheduled for the forthcoming months and is on track to have all Council staff moved to O365 by end of July 2019. Feedback has been very positive with applications such as Teams, enabling staff to video and conference call from various locations both internally and externally, saving time and expense of travelling to a meeting venue.

##### ➤ The Salesforce Service Platform

Implementation is well underway for a number of key service delivery areas:

HR & Payroll System Replacement - XCD will replace the Chris21 System in 2019 and is being designed in collaboration with all Directorates to ensure that end to end processes will be delivered via self-service. Requirement gathering was completed in January with this element of the project taking longer than initially planned due to the complex nature of our payroll requirements. An agile approach to system design and testing is now being undertaken; co-design and development are underway with two of the packages of work tested and signed-off. The new system is on track for implementation in November 2019. The solution will deliver:

- A highly configurable and scalable cloud HR and Payroll solution
- All key HR information on one screen, within one database and with only one login.
- Information will be accessible anytime, anywhere and from any device
- Self-service, automated workflows and reports will be available at the click of a button using real-time data and allowing service teams to work smarter

IT Service Desk Replacement - Phase one will replace the existing Lotus Notes based service desk system (EHD) by Samanage (ITSM). System configuration is well underway with implementation due June 2019. The solution will deliver:

- A full end to end IT Services Management solution that aligns IT Service delivery with business needs
- Increased efficiency by delivering workflow and task automation and thereby reducing the effort and time required for managing IT Services delivery and ICT assets.

Customer Focused Processes (Lagan Replacement) – Design and development of all customer focused processes has been completed for Phase 1. This includes 77 online transactions which will improve the customer journey with a view to building on the increased uptake of online self-service transactions. Detailed training and testing are underway with Services.

### ➤ **Transformation Think Tank**

The Transformation programme (Making our Future) has been aligned with the Council Plan Strategic themes, our financial savings and mapped to key components.

The Transformation Think Tank has been established to improve collaboration, monitor and track the programme, share best practice and generate innovative ideas. Work is underway to streamline the governance for transformation projects across the Council ensuring that this is robust and accountable with regular reporting to the Chief Officer Leadership Team.

### ➤ **Virtual Desktop / Enablement (VDI)**

20 hot desks have been established at Cunninghame House with availability of a laptop loan supporting the roll out of mobile and flexible working.

Significant work has been required to integrate the Microsoft Outlook email application to support Windows 10, to ensure that the Council's VDI solution remains compatible with Office 365.

### ➤ **Cyber and ICT Security**

The Council achieved PSN compliance in January. Significant work was carried out by IT Services throughout the year to ensure this is secured.

A new iLearn Cyber Essentials e-learning training course has been developed and it is anticipated that this will be live by the end of April. It will be mandatory for all staff to complete.

As part of the Public Sector Action Plan on Cyber Resilience, the draft Scottish Public Sector Cyber Resilience Framework has been published for initial consultation. IT Services are currently drafting the Council's response.

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

### ➤ **Office 365**

All staff will have moved over to Office365 and will be benefitting from the new technology such as Microsoft Teams which will improve the way teams and services work together and support a more agile and dynamic workforce.

SharePoint will enhance communication and collaborative working across the Council where documents and files can be shared easily among and across Services. A prerequisite for migrating information to Sharepoint includes data cleansing and adherence to records management policies. Plans are in place to support services to complete this work which will continue over the next 2 years. Resources within the Transformation Team will require to be extended to support this period of work.

### ➤ **Salesforce Service Platform**

HR & Payroll System Replacement – completion of the build will take place by both Council and XCD experts. Testing will be carried out prior to a number of parallel runs taking place to ensure integrity of the new system ready for go live in November 2019.

IT Service Desk Replacement - The first phase of this project will be implemented, and Phase 2 will explore development and roll out of IT Service management capabilities within Samanage which will further improve IT service delivery. This will include integrated asset management,



change management, service level management, and greater automation and business intelligence.

Customer Focused Processes – A data cleansing and migration plan is currently being developed with implementation due in September 2019. Implementation of phase one will include Complaints, FOIs, Council Tax and Benefits. Phase 2 will be well underway and will include online payment processes with Phase 3 commencing including fault reporting and customer access to Council Tax and Housing online.

#### ➤ **Virtual Desktop / Enablement**

The device loan system was established in Ground Floor West in January and rollout of the virtual desktop solution across Cunninghame House will begin in April. Communication will be issued around the benefit that virtual desktop brings and the agility of the device loan system as the rollout progresses to ensure individuals take full advantage of the mobile working opportunities.

The solution will:

- Enable colleagues to access the systems applications and information they need wherever they are.
- Provide consistent device hardware and software, thereby simplifying support and reducing the need for device administration
- Rationalise the current estate of 2,700 devices
- Prolong the lifetime of devices

## Priority 2. Planning for the Future

### Key Highlights

#### ➤ **Annual Accounts**

Successful closure of the 2017/18 financial year end and production of the Annual Accounts within the statutory timeframe. The Accounts received a positive External Auditor's report without any qualification and highlighted a number of areas of best practice.

#### ➤ **Financial Services**

In addressing one of the key financial risks to the Council, completion of a staffing restructure within the Finance team to transfer finance and accountancy staff to the Health and Social Care Partnership. This move ensures clear accountability in managing the financial resources within the Partnership and supporting its Transformation programme.

#### ➤ **Medium Term Financial Plan**

Production of the Medium-Term Financial Plan covering the period 2019/20 to 2021/22. A balanced budget was approved by Council on 27 February 2019.

### ➤ **Capital Investment Programme**

Refresh of the Council's Capital Programme to reflect the Investment plans for the period 2019 – 2028 and the required funding to support this investment. This was approved by Council on 27 February 2019 and incorporated an acceleration of projects including Montgomerie Park School and the Community Campus at Ardrossan as well as increased levels of investment in the Ayrshire Growth Deal.

The Capital Investment Programme was underpinned by the Capital Investment Strategy which provides an overview of how capital expenditure plans, capital financing and treasury management activity contribute to the infrastructure and provision of services for North Ayrshire communities and citizens.

### ➤ **Supplier Invoices**

There has been an improvement in the performance of supplier invoices paid on time during the 2018/19 financial year. The Council target is 96% and cumulative performance to 31<sup>st</sup> March 2019 was 94.89%. Although still under target this compares to performance to 31<sup>st</sup> March 2018 of 91.83%. To support this positive progress, data analysis has been issued across Directorates that allows managers to identify and address specific areas of underperformance. Work is under way to explore a fully centralised accounts payable function which should further improve performance.

### ➤ **Corporate Procurement**

A Procurement Board has been established with representation from senior managers across all Directorates. The purpose of the Board is to provide strategic leadership, governance and direction for procurement activity across the Council, meeting the needs of our communities and supporting the delivery of the Council's strategic priorities. Key focus areas include community wealth building, examining efficiency opportunities through forward planning around tenders, contract and supplier management and spend analysis to determine the appropriate procurement approach for categories of expenditure.

In order to comply with external procurement legislation, the Corporate Procurement team published the Council's first annual report. The report demonstrates how the Council has performed against the three-year Procurement Strategy and shows progress against the action plan.

In December the Procurement team underwent a Procurement and Commercial Improvement Programme (PCIP) audit. The audit is an independent assessment carried out by Scotland Excel, reviewing Procurement activities across the Council. The audit focussed on four key areas: Procurement Leadership and Governance, Specification and Tender Development, Contract Management and Key Procurement Processes. The outcome of the audit was a positive score of 77% which is an improvement from the previous audit score of 68% and, within the national context, this places North Ayrshire Council in the second quartile.

### ➤ **Business Partnering**

The Finance Business Partnering team has worked with Housing Services to complete a comprehensive review of the HRA 30-year business plan, ensuring it continues to support the ambitious house build targets and maintaining the quality standard of existing housing stock. The team also supported Education services in developing a service model for the delivery of the Early Years Childcare Expansion programme and the subsequent submission of a financial framework to Scottish Government. Financial costing advice was given to the Building Services team as part of a tender submission for works with a local Housing association and financial

advice and risk assessment analysis was undertaken to support the Economy and Communities Directorate in relation to Ardrossan Harbour developments and the Ayrshire Growth Deal.

### ➤ **Strategic Workforce Planning and Governance**

Regular meetings are now in place with Services to develop workforce plans to analyse the current workforce and identify future requirements. As a result, each Service now has a completed PESTLE analysis specific to their area of the organisation. This is viewed as an ongoing iterative process.

Services have been provided with workforce profiles, to assist them conjoin multiple contracts of employment, enhancing the employment contract of their employees, undertake succession planning and review job roles with the aim to enrich these to reflect the impact of living wage on the pay differentials.

Due to the ongoing requirement for Services to focus on service re-design, an approach to determine an appropriate Span of Control methodology has been developed. This approach will tie in with the Scheme of Delegation process which has also been reviewed with a view to introducing a more effective process to meet customer needs.

As a result of the introduction of this methodology, discussions have taken place with each Head of Service to review spans of control, potential successors for senior roles and career development options. This has enabled data to be captured in terms of potential succession/skills gaps, particularly at Head of Service and Senior Manager level, as well as high risk and hard-to-fill posts. Discussions have also included the talent pipeline and attracting/retaining/developing key skills for the future – including Modern Apprentice and Graduate Apprentice programmes.

A review of the pay and grading structure has been completed to understand pressure points resulting from the accelerated increase of the Living Wage. A new approach has been implemented to consolidate the living wage and Heads of Service will be supported to review structures that are impacted by this. This will be incorporated into workforce planning discussions going forward.

### ➤ **Insurance**

A tender exercise was concluded for the Council's corporate insurance policies and new contracts awarded for the period 2019 to 2024. Through the approach of retendering and increasing our excess levels, an annual saving in the region of £0.7m is anticipated which will contribute to reducing the financial challenge faced by the Council.

### ➤ **Benefits Service**

The Benefits team which is responsible for processing of Benefits, Council Tax Reduction and Discretionary Housing Payment moved into Customer Services in October 2018. Staff relocated at the end of February to the first floor in Bridgegate House beside the contact centre to enable closer working and integration of the service into Customer Services.

A full review of the service will be carried out over the next 6 months in order to identify business improvement opportunities to increase performance and improve the service delivered to our most vulnerable customers. Initial analysis has taken place into processes, procedures and volumes of workload.

### ➤ **Use of Council Data**

The GIS & Analytics team is involved in key projects to use existing information to improve services across the Council. These projects include:

- Using existing information from the HR system to improve the Movers and Leavers process to make sure access to systems and directories is being removed and to update and improve the information held as this is used by Office365.
- Launch of a pilot in Streetscene to improve the use of existing data on ground maintained and to allocate work to the squads via mobile apps. This will improve Service knowledge of what is maintained whilst ensuring the Council is meeting its SLAs and that costs are being fairly allocated.
- Using Power BI, the team has created a HR Reporting Suite that provides more interactive access to HR data to provide greater insight into the Council's workforce, absence figures and use of overtime and casual workers.

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

### ➤ **Annual Accounts**

Closure of the 2018/19 financial year end and production of the Annual Accounts will commence from April 2019. Plans are in place to accelerate activities and build on the areas of best practice evidenced in the 2017/18 accounts.

### ➤ **Business Partnering**

The Business Partnering team will focus on supporting key strategic projects including the development of detailed business cases across Ayrshire Growth Deal projects and financial analysis to support the Municipalisation programme. To address the anticipated funding gap in 2020/21 and 2021/22 a programme of work will commence to support the Medium-Term Financial Plan and will involve detailed analysis of Directorate budgets within the context of resources, outcomes and performance.

### ➤ **Transformation and Business Improvement programme**

The establishment of the Transformation Think Tank has created the vehicle to develop and deliver the Council's transformation agenda at scale and pace delivering better outcomes for local communities and helping the council secure financial sustainability.

Transformation programme activity across the Council will continue to be a key focus in 2019/2020 and support will continue to be provided to Services. Within FACS an example of the workstreams that will be progressed are:

- Debt management and recovery – incorporating billing values and frequency, income collection channels and debt recovery process.
- Income Maximisation – further consideration of opportunities through benchmarking analysis and full cost recovery.
- Procure to Pay – develop the optimum model to support supplier payment on time and enable faster progression of e-invoicing supporting further process efficiencies.

### ➤ **Strategic Workforce Planning and Governance**

This is an ongoing iterative process as we move forward with Services. As well as reviewing future requirements to support service re-design, including updating of PESTLE analysis and associated action plans as appropriate, in light of the work undertaken on Pay and Grading, Services will be supported in relation to re-design of roles impacted by the Living Wage.

In terms of the succession and skills gaps data, the intention is that this will also start to form part of workforce planning conversations going forward. Services will also be supported in the creation of development plans for key roles and potential succession candidates.

➤ **Benefits Service**

Workshops are planned with staff to map out “As Is” processes and identify particular areas of focus for improvement. Review to be completed with full options appraisal for future service delivery model.

➤ **Best Value**

FACS is leading the corporate preparations for the forthcoming Best Value Audit with a specific responsibility for 7 of the 13 self-assessment frameworks. This work will be supported throughout 2019/20.

### Priority 3. Our Approach

#### Key Highlights

➤ **Mobilisation**

The Transformation team has progressed a number of projects supporting workforce mobilisation – in particular working with the Welfare Reform team, Protective Services and Building Standards and supporting the introduction of Virtual Desktop Infrastructure in Cunninghame House.

➤ **Internet of Things (IoT)**

Over the last 6 months the Transformation team has been working closely with Vodafone to identify and test out IoT technology, ensuring data protection and data sharing arrangements are in place, identifying sites and viability for sensor technology and establishing the current baseline. The team has also been working in collaboration with the Scottish Government in line with the SG Digital Strategy representing the Council as part of the User Intelligence Group. This group is assisting in the development of the opportunity assessment for IoT technologies and services across Scotland.

➤ **Strategic Leadership Development**

A new Strategic Leadership programme (Blue Wave of Change) which commenced in early September 2018 has now begun its 3<sup>rd</sup> Cohort with the first 2 Cohorts well underway. The programme is aimed at Senior Managers across the organisation and has been introduced to foster a culture of innovation and creativity which in turn will support the Council’s transformation agenda in relation to how we do things. This is a key element of supporting and creating leadership skills for the future. The Chief Officer group has engaged in some elements of this programme both within their own learning event and by attendance on various days at the Blue Wave Workshops.

## ➤ **Employee Benefits**

Increasing the disposable income of our employees continues to be a priority. The pay advance scheme has been expanded to include new starts on all pay grades. Communications relating to pay have been refreshed to signpost employees to the 'Money Matters' and 'Better off North Ayrshire' teams for advice and support.

An employee text messaging and email facility has been introduced to ensure employees who elect to be are kept up to date with health and financial wellbeing initiatives and other employee benefits that are available to them, this service has grown from 844 employees who had registered by October 2018 to 1,237 employees receiving text messages and 2,176 employees receiving email alerts routinely on our latest offers. 76% of employees receive an electronic payslip and 43% of employees have signed up to receive digital alerts, reinforcing a desire for digital communication.

Free bus travel for one week for each new start to the Council has been secured from Stagecoach in addition to a 10% discount on weekly and monthly bus tickets.

A soft launch drop-in session on Employee Perks – our employee benefits hub - was held for employees within Legal Services and People Services and 39 employees dropped in to sign up for this service.

Employee Perks will offer a range of retail and leisure discounts to our employees, helping employees to make their pay go further, stay fit and healthy and extend their disposable income. As 77% of our employees are North Ayrshire residents it important that as an employer we offer employee benefits that not only benefit our employees but also have a positive impact on their family and lifestyle, the wide range of discounts available will support this. Employee Perks includes local retailers supporting economic growth within North Ayrshire.

## ➤ **Freedom of Information**

Performance has improved considerably, with a weekly average of 91% of requests closed on time in Quarters 3 and 4, the highest in 2 years. The Council's Model Publication Scheme was audited by the Scottish Information Commissioner's Office under a "mystery shopper" exercise and received a successful assessment with no actions required. A centralised FOI team was established, a new FOI system embedded, and formal FOI Act training completed. The backlog of requests was cleared, and new management information reports are now emailed weekly to Heads of Service. Senior Manager learning event training sessions were delivered in conjunction with Legal Services and Corporate Communications.

## ➤ **Information Governance**

The GDPR Project was officially closed with a final report submitted to the Head of Service Group and Executive Leadership Team. Services are responsible for maintaining the Information Asset Register and ensuring maximum uptake of mandatory training. The Data Service is responsible for the Council's corporate data protection and will continue to monitor and progress operational aspects, report risks via the Corporate Risk Management Group, and provide quarterly reports to the Executive Leadership Team.



## Key Areas of Focus for the next six months

### ➤ **Strategic Leadership Development**

This programme will continue until November 2019 for the first 2 Cohorts and into March 2020 for the 3<sup>rd</sup> Cohort. Chief Officers will continue to be involved at various points within this programme. How this programme continues to evolve beyond 2020 will be scoped out over the next 6 months.

### ➤ **Employee Perks – Employee Benefits Hub**

Roadshows to promote Employee Perks have been scheduled across the Council from the 15<sup>th</sup> April to 17<sup>th</sup> May 2019 to raise awareness, assist employees to sign up and where required provide support to set up a personal email address to those who don't currently have one. The take up will be monitored and on-going promotion activities will continue throughout the year.

### ➤ **Employee Survey**

A new version of the employee survey will be introduced later in the year. This will measure employee engagement and attitudinal questions in relation to healthy working lives, Health and Safety culture and Stress.

### ➤ **Master Data Management**

Our new Salesforce Platform provides the Council with Master Data Management capability. As applications are moved to Salesforce, customer and employee data will be centralised to provide a single view of our customer and employee records.

The first phase underway will see centralisation of the following:

- employees from Chris Payroll System move to the new XCD system and employees from EHD IT Service Desk system move to Samanage, providing a single set of employee records.
- customers from Lagan CRM system and Streetscene and Roads systems move to Salesforce, providing a single set of customer records.

## 4. Directorate Performance Indicators

### 4.1. Council Plan Performance Indicators Summary

The table below provides a high-level view of the progress made by Finance and Corporate Support towards the Council Plan priorities. 10 indicators are measured by FACS. 6 of the annual Council Plan performance indicators are cost based financial indicators and do not yet have year-end information. These indicators will be updated during June 2019.

Council Plan Performance Summary– As at Q4 2018/19						
Priority	No of Indicators					
<i>Underpinning Delivery</i>	10	3	0	1	0	6

### 4.2 Council Plan Performance Indicators – Red and Amber Status

There is one performance indicator which is significantly adrift of target.

Description	Q4 2017/18	Q4 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Sickness absence days per employee full time equivalent (FTE) for the whole council					9.62	7.92	<p>The year-end figure of 9.62 days is above the target of 7.92 days and is a marginal increase of 0.02 days on the reported figure in 2017/18. The main causes for sickness absence continue to be Musculo/Skeletal and Stress/Anxiety.</p> <p>Further information on interventions that have taken place is provided in Section 7 of this report.</p>



### 4.3 Directorate Plan Performance Indicators Summary









Finance and Corporate Support measures progress of 26 Performance Indicators. The table below provides a high-level view of the progress made towards the Directorate's strategic priorities. Five of the annual Directorate Plan indicators do not yet have information and will be updated during June 2019. The two 'data only' indicators relate to the Procurement and Commercial Improvement Programme (PCIP) external assessment and Percentage of Procurement Spent on Local Enterprises, which do not have targets.

Directorate Plan Performance Summary– As at Q2 2018/19						
Council Priority	No of Indicators					
<i>Growing Our Economy, Increasing Employment and Regenerating Towns</i>	2	1	0	0	1	0
Directorate Priority						
<i>Digital First</i>	9	3	0	1	1	4
<i>Planning for the Future</i>	5	3	0	1	0	1
<i>Our Approach</i>	10	4	2	4	0	0

### 4.4 Directorate Plan Performance Indicators – Red and Amber Status

The table below shows the progress of the indicators that were significantly adrift of the target. Two indicators – Percentage of Calls Answered within the Contact Centre and Percentage of Customers Seen Within 15 mins by the Service were slightly adrift of target.

Description	Q4 2017/18	Q4 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Ebilling for Council Tax Customers					9,464	22,000	There has only been a 10% increase in the number of customers signed up to receive EBills this year. A number of marketing campaigns have been delivered, however the number of customers signing up for this facility has remained lower than the expected target throughout the year.  Further opportunities will be explored via the Platform and Facebook.
Number of Reportable Incidents (RIDDOR) per 100,000 employees					578	520	The incidence rate for 2018/19 is based on an actual total of 34 RIDDOR Incidents during the year. This compares to a total of 28 RIDDOR incidents for the previous year. To improve the safety culture within the council, an additional safety adviser is being sought with the intention of increasing the number and type of training courses currently on offer.

Description	Q4 2017/18	Q4 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Speed of Processing (Council Tax Reduction) new claims (days)					28.28	22	The increase in processing time is attributable to delays in obtaining Universal Credit award information. This delay is outwith the Council's control and the target for 2019/20 reflects this. Resource has been diverted to this area of work to ensure Council Tax Reduction is awarded as quickly as possible once information is received. Looking ahead to 2019/20, the service will investigate the automation of Universal Credit related tasks and work with the Transformation Team to review service delivery in view of the changing demands on the team.
Speed of processing (Council Tax Reduction) changes of circumstances (days)					7	4.4	The increase in processing time is attributable to the increasing Council Tax Reduction workload following the Universal Credit rollout on 22 November 2017. Resource has been diverted to this area of work to ensure Council Tax Reduction is awarded and updated as quickly as possible. Looking ahead to 2019/20, the service will investigate the automation of Universal Credit related tasks and work with the Transformation Team to review service delivery in view of the changing demands on the team.

The two indicators below are measured across the Council by FACS.

Description	Q4 2017/18	Q4 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Percentage of Subject Access Requests responded to within legislative timescale	-		-	-	45	90	A central recording system for Subject Access Requests (SARs) was developed under the General Data Protection Regulations project during 2018/19 and launched at the start of Q3 2018 with appropriate training and communications. Whilst there is no data available prior to Q3 (as the previous process was non-standardised so retrospective calculations are not possible), the 45% value is reflective of SARs closed on time in Q3 and Q4. Performance by Directorate was Place 100%, Education 40%, HSCP 38% and Cross-service requests 100%. Going forward, SAR requests will be monitored by the Data Protection Officer to ensure timescales are met (whenever possible) and that reasons for requests breaching are clearly documented.
Freedom of Information requests responded to in 20 working days (%) (Council Wide)					83	94	1,561 requests were closed during 2018/19 with 83% being closed on time. Analysis shows requests closed on time in the second half of the year was significantly improved compared to the first half – Q1 and Q2 achieved 74% and 76% respectively, while Q3 and Q4 achieved 92% and 91% respectively. This was due to a number of factors, including recruiting and training new FOI Team members, upskilling existing Team members, introducing a new FOI request workflow system and introducing triage to coordinate requests. These changes were fully embedded in the second half of the year and the Team now actively monitor and track open requests, provide reporting/analysis of requests to management and act as a knowledge base for Services in terms of FOI and EIR request processing.

## 4.5 LGBF Indicators – Priorities

FACS collates 9 performance indicators which are part of the Local Government Benchmarking Framework (LGBF). One of these indicators is measured through the Council Plan and four annual indicators are measured through the Directorate Plan.

The table below demonstrates a high-level view of the Directorate's other 4 LGBF performance indicators.

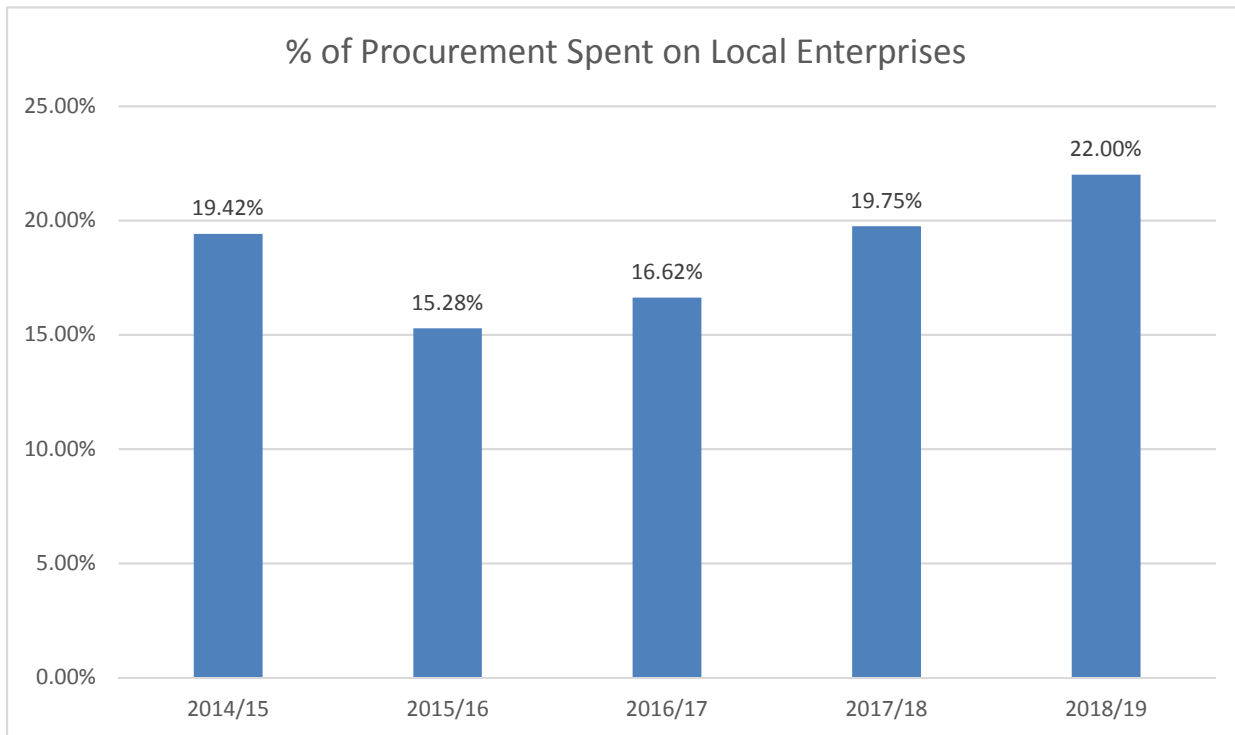
LGBF Indicators 2017/18						
Service Area	No of Indicators					
Customer and Digital Services	0	0	0	0	0	0
Finance	1	0	1	0	0	0
People Services	3	1	0	1	1	0
Internal Audit & Corporate Fraud	0	0	0	0	0	0

## 4.6 LGBF Performance Indicators – Red and Amber Status

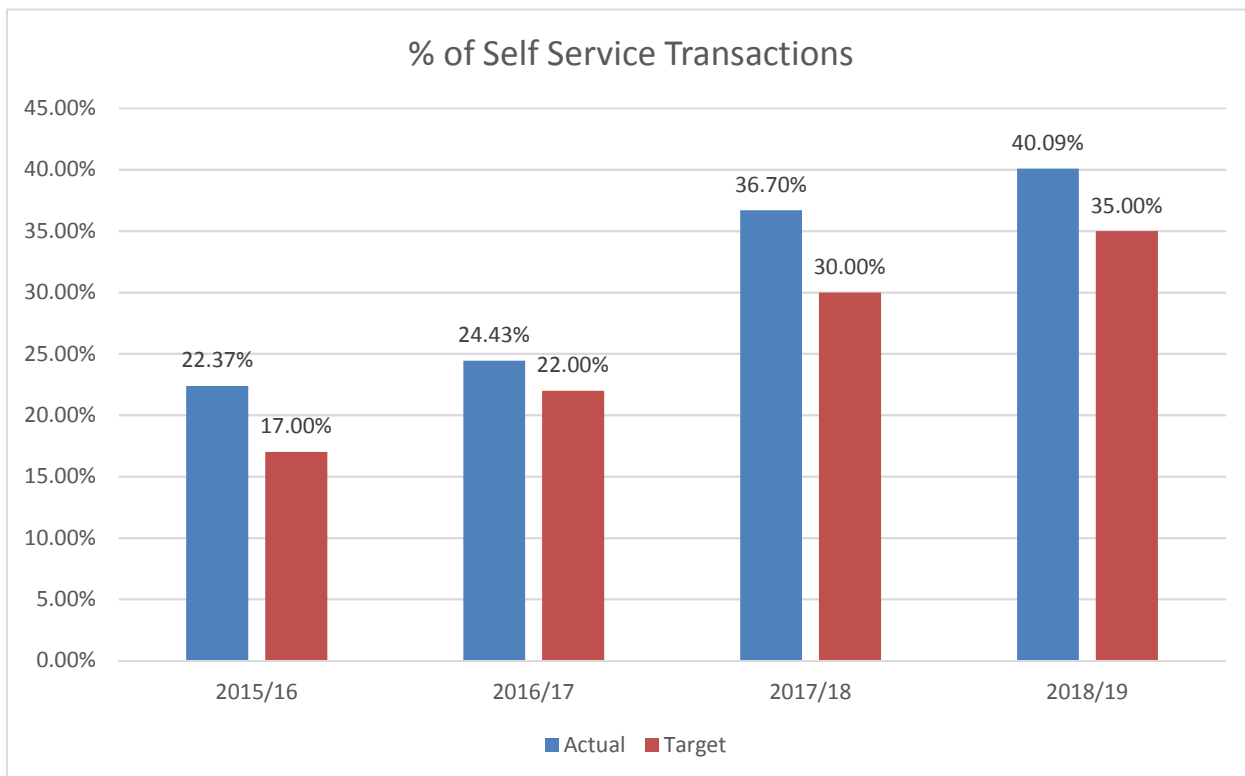
The table below shows the progress of the indicator which was significantly adrift of target. One other indicator – Percentage of invoices sampled that were paid within 30 days – was slightly adrift of target. Both of these indicators are measured across the Council by FACS.

Description	Q4 2016/17	Q4 2017/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Sickness Absence Days per Employee (excluding teachers)					9.77	6	<p>The Council failed to achieve the target of 6 days. Sickness absence per employee (Excluding teachers) was 9.77 days and is a decrease of 1.04 days on the 2017/18 reported figure.</p> <p>Musculo/Skeletal, Stress/Anxiety and Surgical Procedures are the top three reasons for sickness.</p> <p>The Council continues to take a proactive approach to health and well-being with support from Occupational Health. This sits alongside close monitoring and management in accordance with the Maximising Attendance Policy and Procedures.</p> <p>A forthcoming report to the Chief Officer Leadership Team will consider our wellbeing approach and the monitoring and management of the Policy and Procedures.</p>

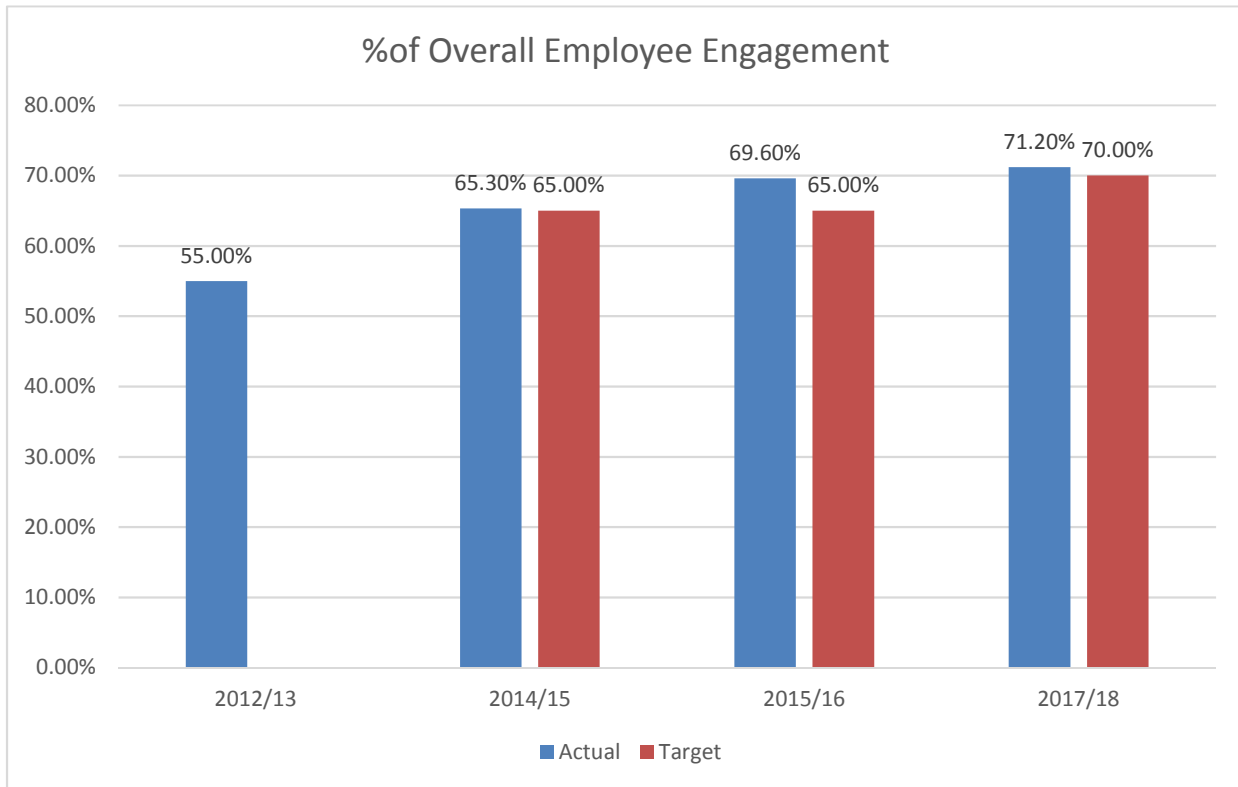
	2014/15	2015/16	2016/17	2017/18	2018/19
% of Procurement Spent on Local Enterprises	19.42%	15.28%	16.62%	19.75%	22.00%



		2014/15	2015/16	2016/17	2017/18	2018/19
% of Self Service Transactions	Actual		22.37%	24.43%	36.70%	40.09%
	Target		17.00%	22.00%	30.00%	35.00%



		2012/13	2014/15	2015/16	2017/18
% of Overall Employee Engagement	Actual	55.00%	65.30%	69.60%	71.20%
	Target		65.00%	65.00%	70.00%



\* No Target in 2012/13

# 5 Year-End Summary

## Finance and Corporate Support 2018/19



**96.5%**  
Business Rates  
collected for the  
year



**2,093** number  
of weeks  
employment  
through  
community  
benefits clauses

**15** Workwell events  
have taken place  
during 2018/19



Workwell

**77%**  
Procurement &  
Commercial  
Improvement  
Programme  
(increase of 9%  
on previous year)

**81%** Customers delighted



**55.51%** FACS  
staff with no sickness  
absence (**up 7.51%**  
on 2017/18)



**77**  
Self Service  
online transactions  
now available  
to members of  
the public

**570** staff migrated to  
Outlook



**Employee Perks**  
Launched



Medium Term  
Financial Plan  
**2019 – 2022**  
approved



Benefits Team  
moved to  
Customer  
Services to enable  
**closer working**  
and **integration**



**2.00** days improvement in  
sickness days  
compared to 2017/18



**PSN**  
**Compliance**  
Achieved



**27** Internal Audit  
Reports  
Published

Insurance  
Tender Savings  
of **£0.7m** per  
year



## 6 Best Practice

### ➤ Annual Accounts

As part of the 2017/18 Annual Accounts publication, the External Auditors stated that the Council's Management Commentary is a "good example of best practice." It is recognised that the shift to a more visual infographic approach has contributed to this opinion.

### ➤ Procurement Board

A Procurement Board has now been established with Senior Managers from all directorates. The first meeting was held in July and Terms of Reference have been agreed. The Board meets quarterly and is responsible for ensuring compliance with external legislation and driving a Procurement Improvement Plan across the Council.

### ➤ Workforce Planning

Provision of regular standardised reporting to support a consistent approach to workforce planning across all service areas.

## 7 Employees

### 7.1 Sickness Data

Pro-active measures to support staff well-being are in place, including a 'Workwell' group under the umbrella of 'Livewell' which supports staff with their wellbeing at work. In addition to employee led initiatives there are several Directorate led activities; Well-being Wednesdays occur within the Place directorate and enable employees to drop in during working time for blood pressure and 'mini health checks', information on weight loss and healthy eating; advice and support from HR on our various family friendly and Work/Life Balance policies.

The re-launch of 'Get Connected' as a community volunteering approach, provides the opportunity for employees to give something back to their local area. Volunteering offers many benefits for both mental and physical health and can counter the effects of stress and anxiety.

A pilot of Personal Days was undertaken within the FACS Directorate which allows employees to take annual leave at short notice, this pilot proved successful in reducing single day absences and will be rolled out Council wide from April 2019.

The Council provides Occupational Health services which offer a programme of 'mini health checks', physiotherapy, counselling and enables employees to self-refer. Physiotherapy and Employee Counselling services are promoted as a preventative measure rather than a cure. Employees are also encouraged to self-refer for minor issues before they escalate to absences.

Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures and this, coupled with support through Occupational Health referrals, has helped to reduce sickness absence levels.

The year-end absence figure for FACS was 5.46 days per FTE against a target of 6.48 days, exceeding our target by 1.02 days and representing an improvement of 2.0 days per FTE from year-end 2017/18. The top reasons for sickness absence within FACS in 2018/19 were stress/anxiety and gastro intestinal.



## **7.2 Other Employee Information**

### **Employee Engagement Survey**

FACS teams identified specific actions to improve the 6 Council-wide and 1 Directorate themes. The progress of improvement actions has been monitored during the year and a summary update was provided to Chief Officers in April.

There is an Employee survey planned for September 2019 which will incorporate 4 elements; employee engagement, employee stress, healthy working lives and health and safety culture.

### **Awards and Recognition**

FACS Recognition Scheme closed at the end of 2018 and 100 nominations were received. 31 quarter winners were selected across the three Head of Service areas in the categories of Focus, Passion and Inspiration.






At the end of March 2019, the Annual Ceremony was held and 9 winners, three for each Head of Service area and one for each category, were presented with their trophy. The Recognition Scheme will be reviewed with a view to continuing during 2019.

## **8 External Evaluations**

As part of the Cyber Resilience Strategy for Scotland and following on from achievement of Cyber Essentials accreditation in March 2018, the Council achieved 'Cyber Essentials Plus' accreditation in September 2018. Cyber Essentials is a Government backed, industry supported scheme to help organisations protect themselves against common online threats.

## Appendix 1 – List of all Performance Indicators

### Priority CP1 Growing Our Economy, Increasing Employment and Regenerating Towns

PI Description	Years								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
No of weeks employment through using Community Benefit clauses	-	-	-	1,190	1,000		2,093	1,200	
The percentage of procurement spent on local enterprises	16.62%	n/a		19.75%	n/a		17%	n/a	

**Priority** DP1 Digital First; Underpinning Delivery

PI Description	Years								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Procurement & Commercial Improvement Programme (PCIP)	-	-	-	68%	n/a		77%	n/a	
Percentage of FACS Invoices that were paid within 30 days	95.83%	97%		94.44%	96.5%		96.75%	97%	
Percentage of business rates collected in year	96.5%	96%		96.1%	95.8%		96.5%	96.5%	
% of Self Service Transactions	24.43%	22%		36.7%	30%		40.09%	35%	
Ebilling for Council Tax Customers	6,149	5,200		8,588	15,000		9,464	22,000	
The percentage accuracy rate in Registration.	97%	98.5%		95%	98.8%			99%	
Support services as a % of total gross expenditure	2.28%	2.5%		2.49%	2.5%			2.5%	
The cost per dwelling of collecting Council Tax	£7.67	£10.72		£7.65	£9.70			£7.25	
Percentage of income due from council tax received by the end of the year %	94.68%	94.69%		94.83%	94.69%		94.3%	94.69%	

## Priority DP2 Planning for the Future; Underpinning Delivery

PI Description	Years								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Gross administration cost per HB/CTB case (£)	£37.26	£40.14	✓	£34.88	£40.14	✓		£36.50	?
Overall Employee Engagement - FACS	65.6%	62.7%	✓	71.7%	68%	✓	71.7%	72%	✓
Percentage of FACS staff with no sickness absence (rolling year figure)	51%	55%	✗	48%	55%	✗	56%	55%	✓
Sickness absence days per employee (FACS) per FTE	10.17	7	✗	7.46	7	✗	5.46	6.48	✓
Number of Reportable Incidents (RIDDOR) per 100,000 employees	648	320	✗	482	545	✓	578	520	✗

## Priority DP3 Our Approach; Underpinning Delivery

PI Description	Years								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Speed of processing HB (New Claims)	20.32	25.5	✓	16.75	21	✓	8.51	18	✓
Speed of processing HB (Change of circumstances)	13.9	15.5	✓	11.25	13	✓	10.46	11	✓
Speed of Processing (CTR) new claims (days)	25.43	28.5	✓	22	26	✓	28.28	22	✗
Speed of processing (CTR) changes of circumstances (days)	4.44	8.5	✓	3.97	4.6	✓	7	4.4	✗
Percentage of Customers delighted with the overall Customer Service	77%	77%	✓	84%	77%	✓	81%	77%	✓
Percentage of Calls Answered within the Contact Centre	89%	95%	✗	89.4%	90%	✓	89%	90%	⚠
% of customers seen within 15 minutes by the Service	-	-	-	95%	92%	✓	91%	92%	⚠
Percentage of FACS who have had a PPD interview in the last 12 months	91%	99%	✗	86%	95%	✗	100%	95%	✓
Percentage of Subject Access Requests responded to within legislative timescale (Council Wide)	-	-	-	-	-	-	45%	90%	✗
Freedom of Information requests responded to in 20 working days (%) (Council Wide)	89%	94%	✗	80%	94%	✗	83%	94%	✗



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

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

# Economy and Communities

## Q4 Performance Review

2018/19

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## 1. Update on actions from last meeting in May 2018

	Action	Progress
1.	Review Performance Review Report to make it more focused on key areas.	Completed.



## 2. Our Priorities

# Council Plan 2015-18

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities

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

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

Protecting and enhancing the environment for future generations

## Economy and Communities Priorities 2015-18 (2018 Update)

### Investment

- Secure an Ayrshire Growth Deal
- Ayrshire Regional Partnership
- Develop strategic investment sites
- Develop inward investment proposition
- Making Waves Action Plan and COIG
- Maximise external funding to support E&C Priorities
- Local Development Plan 2
- Regeneration Capital Grant Fund (RCGF)
- Vacant and Derelict Land Fund
- £3m Active Travel and Transport
- Tax Incremental Finance (TIF)

### Locality Planning

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

### Inclusive Growth

- Better Off North Ayrshire
- Social Enterprise Strategy
- Employability Skills Pipeline
- Employability Hubs
- Co-hub development
- 270 Council Apprentices
- Poverty Challenge Fund
- Digital inclusion
- Fair for All
- Supported Employment
- Poverty and Social inclusion proposals
- Economic Footprint
- Community Wealth Building Proposals

### Service Transformation

- Connected Communities realignment to localities
- Community empowerment through co-design and co-delivery
- Volunteering
- Child Centred Council
- Year of Young People
- Basic Income Feasibility Study

### 3. Directorate Priorities

#### Priority 1. Investment

##### Key Highlights

##### Ayrshire Growth Deal Secured

The Ayrshire Growth Deal was secured on 31st January. The Heads of Terms for the Ayrshire Growth Deal was signed on 8<sup>th</sup> March 2019 by the Secretary of State for Scotland, David Mundell, the Cabinet Secretary for Infrastructure, Michael Matheson and the three Ayrshire Council Leaders. This historic investment in the Ayrshire economy totals £251.5 million, with the UK and Scottish Governments both investing £103m each over 10-15 years. The three Councils will match this investment with up to £45.5 million. Of this, circa £90 million has been allocated to North Ayrshire to support transformation to the economy, employability, inclusive growth and improving digital connectivity.

The funding is anticipated to leverage in further public and private sector investment. Ayrshire partners believe it will unlock private investment and deliver around 7,000 new jobs across a wide range of sectors.

Six physical projects across North Ayrshire will receive investment: Hunterston, i3, Marine Tourism, Ardrossan, The Great Harbour and a subsea transatlantic fibre optic cable landing in Irvine. Further to this, North Ayrshire will benefit from investment programmes in Skills and Inclusion, Digital, and Community Wealth Building. A regional transport appraisal will inform the future National Transport Strategy and National Transport Projects Review

##### 41 live inward investment enquiries

There are currently 41 active investment enquiries, 25 of these have been received during 2018-19. A number of major projects are in development with discussions with partners and Government progressing to unlock the opportunities.

##### Significant investment in our communities by a range of external funders

This includes recent investment of over £1m by Big Lottery in projects in the Our Place Ardrossan partnership, including the Three Towns Growers, the Ardrossan Music Experience and Whitlees Community Association and Centre.

##### £3 million external funding for Active Travel and Transport

A number of the projects were multi-year or with a completion date of May 2019 so on-going into the new financial year. Funding applications have been submitted to a range of partners including Strathclyde Partnership for Transport and the Central Scotland Green Network Development Fund following workshops with Elected Members in December and Cabinet agreement in January.

##### Major Projects

- **i3** – Developments at Annickbank, Gateway and the Strategic Investment Campus are now complete. Live enquiries are being progressed alongside work to determine the strategic direction. The Gateway Building and Block 7 at Annickbank continue to be marketed with a number of related enquiries. Research work to develop as a business campus with a focus on digital automation for i3 has begun with support from Scottish Enterprise and involves discussions with key stakeholders.
- **Ardrossan** – Work has been completed to identify the preferred solution to ensure the long term resilience to Ardrossan Harbour, work is also underway to develop proposals to create a more integrated transport hub.
- **Great Harbour** – Work is underway to develop the proposals for the Maritime Mile and discussions are being finalised to create a partnership agreement with NPL to develop the Great Harbour concept.
- **Hunterston** – Work continues to attract high quality investment and a number of major enquiries are being pursued.
- **Quarry Road** – Our Business Development Team and KA Leisure moved into their new offices at Quarry Road phase one. Work continues on site with phase 2 with the Scottish Government agreeing to increase the Vacant and Derelict Land Funding (V&DLF) allocation to £842,000. The construction of a new closed cycle loop was completed on time and will open to users in Summer 2019. The project is on programme with the changing facilities and 3G outdoor pitch underway and indoor football pitch structure erected. Phase 2 is due for completion in June 2019. Branding is currently in development for the site.

- **Lochshore** –The Scottish Government agreed a revised allocation of £400,000 from the V&DLF towards the project which has enabled the progress of masterplanning and business plan work. Feasibility and preliminary design work to deliver four new active travel routes and a gateway to the Lochshore site funded by Sustrans and CSGNT is complete.
- **Irvine Public Realm** – work has started on site on the £3.2m public realm improvements in Irvine town centre, alongside extensive consultation with local businesses to minimise disruption.
- **The Training Station, Saltcoats**: the proposal to regenerate Saltcoats Railway Station building was awarded £150,000 RCGF funding. This will develop a new community and active travel hub with the Karate Club as operator and anchor tenant as well as progress the regeneration of Saltcoats town centre.

### **Making Waves tourism action plan advanced**

We secured an initial £300,000 of funding as part of the £1million programme of funding from the Scottish Government for Tourism in Ayrshire, the Firth of Clyde and Clyde Islands. One main focus will be on the Coig “Five routes, one great adventure”. Although in the early stages, the Coig - five routes that take in the sights of all of these areas, will be a major pull for tourism through collaborative working with neighbouring councils and the private sector.

The events plan for the Year of Coast and Waters 2020 is under development and comprises a programme of local events and wider ambitions around a signature event that could be the subject of Scottish Government funding support.

### **Local Development Plan 2**

The Local Development Plan (LDP) has been submitted to the Scottish Government for examination following approval by the LDP committee. Good progress is being made, no hearing sessions by the Reporter are planned and a report back is expected in August with an adoption of the Plan in December 2019 being anticipated.

### **Ayrshire Regional Partnership**

A governance structure for the new Ayrshire Regional Economic Partnership incorporating a new Joint Committee and Sub Committee is being implemented and will meet for the first time in April 2019. This includes senior Elected Member representatives from across the region, national agencies, private sector and regional education institutions.

Development of a new Ayrshire economic strategy is well underway with a draft due to be discussed at the June 2019 meeting of the new Sub Committee with the aim of this being signed off later in 2019. The strategy will be owned and implemented by the new Ayrshire Regional Economic Partnership and will align to the delivery of the Ayrshire Growth Deal. Once the strategy is in place, a new Regional Skills Investment Plan, funded by SDS will commence.

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

- On going development of projects at the key strategic sites – Ardrossan, Hunterston, Great Harbour, Lochshore, i3
- Launching The Coig (a visitor destination route) in Autumn
- Develop a regeneration strategy
- Developing the LDP2 Delivery Plan
- Developing plans and proposals for new town centre fund - £1.418m
- Establishing the Ayrshire Regional Partnership governance structure and developing the Ayrshire Regional Economic Strategy focusing on inclusive growth

## Priority 2. Locality Planning

### Key Highlights

#### Locality Partnerships

A proposal to pilot an integrated approach to the Locality Partnership and the Locality Forum in Arran was accepted by the HSCP and NAC Cabinet in February. This will be the first joint approach in Scotland.

#### Mainstreaming Participatory Budgeting 3 Towns Pilot

Marketplace Events have been held in all six localities, with over £180,000 (including Green Health Partnership Funding) awarded to communities. The events attracted 2,273 attendances, 2,413 votes in person and online awarded 152 projects an average of £1,184.

Communities participated in deciding how £750,000 of Grounds Maintenance budget was allocated in the Three Towns Locality, attracting approximately 600 votes. Following this pilot, mainstream Participatory Budgeting is being rolled out to all localities, with over 200 suggestions on grounds maintenance received within the first month.

Youth PB encouraged 6,814 young people to award a share of £51,500 to 58 groups. Interest was high with 70 applications received. We expanded the age group to include all 8 to 24 year olds yet there were no spoiled ballots – suggesting high engagement with our young people.

A new tool to enable participation in local decision making, Consul, has been launched. Utilising the brand “Shaping North Ayrshire”, this allows for comment, discussion, online consultation and unique voting. It will underpin participatory budgeting and inform local decision-making. The tool launched with the consultation on the draft Council Plan and the public engagement on halls, centres and libraries.

North Ayrshire is one of two local authorities featured in a Scottish Government Mainstreaming PB film. We are also one of three local authorities involved in designing and testing a national digital PB tool.

Due to our Locality Planning, community empowerment and PB work, North Ayrshire alongside Glasgow City Council are the lead authorities in Scottish Government’s international Open Government Partnership.

#### Community Investment Fund (CIF)

Local decision-making on interventions to reduce inequalities through the Community Investment Fund (CIF) continues with a number of local projects which reduce health, digital, food poverty and age-related inequalities. All localities, with the exception of Arran, now have live CIF projects.

Eight CIF bids have been approved this year, with a further two pending approval in April 2019. These are summarised below.

Locality Partnership	Proposal	Amount approved
Garnock Valley Locality Partnership	<i>Creation of a Men’s Shed to address social isolation and to provide opportunities for community involvement, health and well-being and employment.</i>	£28,000
Three Towns Locality Partnership	<i>Match funding for a feasibility study to develop a community development trust in Ardrossan to capitalise on and progress the work done by a number of local organisations and initiatives to date</i>	£25,000
Irvine Locality Partnership	<i>Appointment of a “Digital Irvine” Project Officer to inspire and connect community, educational and business initiatives in Irvine to promote digital inclusion, participation and skills development.</i>	Maximum of £84,604
Kilwinning Locality Partnership	<i>Transformation of the former tennis court area at Kilwinning’s McGavin Park into a community play area and outdoor gym to encourage health and wellbeing.</i>	£35,000
North Coast and Cumbraes Locality Partnership	<i>Establish a Cycling Without Age initiative to be run in Fairlie, Largs and Millport.</i>	£22,800
Garnock Valley Locality Partnership	<i>The principal aim of the Travel Needs Analysis is to investigate what can be done to improve accessibility to employment, education, social and leisure activities and health services.</i>	£25,000
North Coast Locality Partnership	<i>The proposal will deliver Clearer Minds, a unique, practical programme to improve pupil mental health.</i>	£30,200

## Year of Young People 2018

In the 2018 Year of Young People we hosted the Scottish Youth Parliament sitting, Brexit event and National Awards, welcoming people from all around Scotland to make decisions at a national level. A first of its kind Joint Cabinet Live featured digital representation from all secondary schools in North Ayrshire. Key partnerships were created with the Police and NHS to ensure young people have the information they need to make informed decisions.

Our YOYP Ambassadors' also focussed on suicide prevention and were awarded the National YouthLink Award for Health and Wellbeing for their Thirteen Ways Suicide Prevention work. The animated series offers very effective advice and can be viewed at [https://www.youtube.com/playlist?list=PL\\_V-9JIW4I4OWgHm58aBVL2js7ClkJRau](https://www.youtube.com/playlist?list=PL_V-9JIW4I4OWgHm58aBVL2js7ClkJRau)

The YOYP Legacy Report was approved by Cabinet and will deliver further significant innovation in how young people influence the Council's work. The key themes are emotional and mental health and well-being, poverty and young people's voice and participation. Three workstreams have been established.

During the year 9,515 activities, programmes and learning event opportunities supporting democracy were accessed by young people.

The Council's Leadership Team proposed a range of co-design projects with young people. A presentation at the first national event on Child Poverty was delivered in December 2018. A range of peer research projects has been established including for national consultation responses.

A new young people's Fair for All Commission is being established in a sector leading move to ensure young people are advocating for themselves in this area.

## Food Strategy Food Opportunity Mapping

The food mapping exercise aims to reduce household food insecurity. An interactive food map hosted on Google Maps has been established to provide residents with access to information in a familiar format.

The exercise has identified 114 food related opportunities including lunch and activity clubs, community cafes, cooking and growing groups. (Garnock Valley Parklives delivered 9,125 portions of food over 12 weeks.) The approach supports our Child Centred resolution to give children and young people access to food during weekends and school holidays.

Our Food Forum Members are establishing a food charter to help take forward and connect earlier proposals.

A record 650 young people were involved in North Ayrshire's Holiday Meal and Activity Programme in partnership with community centres and other community settings. There has been an increase in the range of activities for children to take part in including food education. From across schools who host the programme, 450 young people have been part of an engagement to rename the programme and influence what it looks like as part of the Year of Young People activity. The new look name and programme will be unveiled in summer 2019.

The North Ayrshire Food Forum has now seen 27 organisations and 60 people become involved in the discussions and actions to tackle food poverty and improve wellbeing in North Ayrshire. A thematic "Fairer Food" participatory budgeting event has been arranged by members of the forum for 8th June 2019 at Eglington Park. The PB event will invite local groups to bid for up to £1,250 to tackle food poverty in dignified ways. As part of the day, a range of food orientated family activity and wellbeing opportunities will be available for people to participate in from planting, growing and horticulture to preparing food, cooking and health walks.

## Active Communities

Through their whole systems approach to Active Communities, North Ayrshire and NHS Ayrshire and Arran have been selected to be a "Early Adopter" site for the new Public Health priority relating to diet and healthy weight. This will involve a focus on children and young people, physical activity and the food environment.

Civic Pride Provost Awards saw three finalists from Active Schools including two winners in the Sports Award Category and overall Provost Award. All the finalists are involved in the North Ayrshire Sports Academy (NASA) year long leadership programme.

Sport Scotland have agreed to commit to a new four year partnership agreement that includes investment in Active Schools and the Community Sports Hubs. The recommendation of four years was due to Sport Scotland's confidence in our whole systems and locality approach. In addition, the Board have agreed a 3% increase to Sport Scotland Active Schools staffing investment and Community Sport Hub investment which will be signed off by the end of April.

DrEAM week as successfully held w/c 29<sup>th</sup> October, involving a range of partner organisations including community groups, schools, an increased range of clubs, Third Sector Organisations and public sector members. Social media was extensively used to promote key messages to a local and national audience.

Active Schools' sector-leading work in relation to the North Ayrshire Sports Academy and anti-sectarian projects progresses well.

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

- Continue exploring digital participatory opportunities through Consul platform.
- Fairer Food Participatory Budgeting event in June.
- Early Adopter public health status site
- Final consultation on review of Community Facilities and Libraries with North Ayrshire Federation of Community Organisations (NAFCO) in September. As a result of the NAFCO Working Group a widespread public engagement commenced in March to discuss what customers value in halls, centres and libraries. This is a significant undertaking to ascertain customer satisfaction and stakeholder perceptions for these services and to inform future delivery.
- Hosting the first ever Pan-Ayrshire Community Council Conference in spring 2019
- Working with E&YE, HSCP, Team North Ayrshire and community leaders to progress care-experienced young people's mentoring.



## Priority 3. Inclusive Growth

### Key Highlights

#### **Better Off North Ayrshire provides over £1.6 million of financial gains for our residents**

A new contract and funding arrangements were agreed with funders, with a payment of £850k received during Quarter four. Significant risks remain in terms of generating income, however mitigation measures are in place and an update will be provided to Cabinet in June.

Since its launch in February, the Better Off North Ayrshire project has provided £1,684,996.71 of financial gains to North Ayrshire residents and this continues to increase. The project has assisted 1,739 residents, approximately 40% of whom have a disability. Of those who took financial action (as some only sought advice), the average gain was £969 per person. Work continues to strengthen our understanding of service users, the barriers they face and how these can be overcome.

#### **Inclusive Growth**

The inclusive growth work has become mainstreamed into Council operations. Priorities moving forward are Community Wealth Building, developing a regional inclusive growth strategy and further developing the Ayrshire Growth Deal projects to ensure they maximise inclusive growth.

North Ayrshire has been chosen as a case study by Economic Development Association Scotland (EDAS) for their Inclusive Growth Community of Practice. The Improvement Service will use it as a case study for their Elected Member training. The Inclusive Growth Diagnostic was nationally recognised with a COSLA Bronze Award.

The Ayrshire Growth Deal will provide £8.5m for a new Regional Skills and Inclusion Programme. This will be informed by the three projects: Working for a Healthy Economy, Fair Work and Co hubs which made up the original 19, bids to governments. Working with partners, a re-prioritisation and re-design of a proposal is underway.

#### **Challenge Poverty Fund fully committed**

The balance of the £848k allocated to the Challenge Poverty Fund in 2017/18 has been allocated to support the extension of EU employability programmes to 2022. Funding extensions have been submitted to the Scottish Government (see “**Employability**” section below).

#### **Corporate Parenting project**

The funding has been used to employ a corporate parenting coordinator, support worker and a modern apprentice.

The team have developed a Care Experienced Champions Board, made up of young care experienced people between the ages of 14 and 20. They have developed their terms of reference and are focusing on representing the voices of all the 500+ care experienced children and young people.

Currently their main focus is mental health and advocacy, looking to challenge and change policy and practice so that their peers can be more empowered with the skills and knowledge to overcome financial, emotional and knowledge poverty. A 'Family Firm' policy and practice is in development to ensure that all corporate parents are providing opportunities for training and employment. The Family Firm will be fully implemented this year.

#### **Scottish Basic Income Pilot Feasibility Study**

A Basic Income Project Manager (Improvement Service) and Policy Officer (North Ayrshire) have been recruited and started in August 2018. North Ayrshire is the local authority lead for engagement with DWP on behalf of the Steering Group. In August six members of the Steering Group attended the Basic Income Earth Network (BIEN) Congress at the University of Tampere and met with key contacts to share information and learning from basic income pilots currently underway in Finland, Netherlands and Ontario.

During Challenge Poverty Week (1st-8th Oct) the Leader and Provost discussed the concept of a Citizen's Basic Income with secondary school pupils.

In January the International Learning Report from BIEN Congress was published by Carnegie Trust UK. Research on the potential interactions between a pilot of Citizens' Basic Income (CBI) and the UK Benefits system was commissioned and undertaken by Child Poverty Action Group. The CBI Steering Group published and submitted the first Feasibility Study Update report to Scottish Government on 5<sup>th</sup> March. The Feasibility Study Update Report was presented to NAC Policy Advisory Panel on 14<sup>th</sup> March.

On March 18<sup>th</sup>, representatives from the CBI Steering Group visited Whitehall to participate in discussions with DWP and HMRC in relation to pilot options.

## Employability

Ardrossan Employability Hub opened officially in August, providing a much needed resource in the area. Skills Development Scotland have co-located staff in the building. The existing hubs are being remodelled to ensure that customers have access to a wider range of provision. Ayrshire College have been key partners in developing a menu of new vocational training options within hubs. A new peripatetic hub model is being developed which will take the hub model and its services to outlying communities. The Kilwinning College hub has been reviewed and changes proposed which will result in a move to Kilwinning library. The hubs are reviewed regularly to ensure that there are being well used, offering the right services and overall meeting the strategic objectives originally set.

Over 400 unemployed residents attended a jobs fair in October at Saltcoats Town Hall with 42 employers attending with vacancies.

Funding extension bids were submitted to European Social Fund (ESF) for a funding package of over £7M, to cover 2019-2022. Inclusive Growth is a key facet of the funding proposals, with more focus on excluded groups such as those with disabilities, females and care experienced. The formal grant offer from the Scottish Government is pending.

## Supported Employment

An investment of £500k from the Poverty Challenge Fund for supported employment was approved by Cabinet in June to support disabled residents into employment. The recently recruited Supported Employment Programme Manager has quickly developed plans for further recruitment and is developing the service offer and referral routes. The service will be operational from June, with full launch in Autumn.

## Modern Apprenticeship Programme

We have recruited 277 Modern Apprentices since April 2016, exceeding our three year target of 270.

In November 2018 Cabinet approved proposals for 150 Modern Apprentices over the next three years. The refreshed three year Modern Apprentice programme will see more focus on supporting care experienced and disabled young people into opportunities.

A Modern Apprentice Event was held at the end of March in Saltcoats Town Hall and attracted over 150 local young people. A variety of council services promoted their vacancies to encourage applications for Modern Apprenticeships.

## Community Wealth Building

Economic Growth have carried out research into a “community wealth building approach” developed by Preston City Council, engaging our Elected Members and Community Planning Partners in discussions. The Leader of Preston City Council attended a workshop in North Ayrshire to share their experiences and explore how we can identify and secure the wealth that already exists in a local area. A research proposal has been agreed and resources are being sought to support an action plan. The Inclusive Growth Programme Manager has been working predominantly on proposals around Community Wealth Building, which will be progressed through a £3M fund created through the Ayrshire Growth Deal

## Social Enterprise Strategy

The Social Enterprise Conference was held in November, with 70 attendees. There are currently 133 Social Enterprises within North Ayrshire, of which 98 have been supported with 24 given funding approval.

## Key Areas of Focus for the next six months

- Exploring the feasibility of a Scottish Basic Income Pilot in a cross-Council study with partners
- Implementing the new Supported Employment service
- Developing the peripatetic employability hub
- Launching the 19/20 Modern Apprenticeship programme
- Securing approval for the Community Wealth Building action plan and related inclusive growth projects.
- Developing and launching a new Employability Delivery Framework following a confirmation of ESF funds
- Finalising the business case for AGD Skills and Inclusion projects



## Priority 4. Service Transformation

### Key Highlights

#### Building Control Mobile

Building Control Mobile has been implemented to further enable the team to provide an end to end digital service. We are working with the supplier to further develop the app.

#### Trading Standards

Working alongside partners such as Police Scotland, SEPA, the Tyresafe Charity and DVSA a successful Tyresafe campaign led to hundreds of potentially dangerous tyres being removed from sale to unsuspecting customers. The business operator was successfully convicted of multiple offences.

152 Call Blockers were fitted in vulnerable residents' homes, stopping thousands of cold calls and attempted telephone frauds. 48% of calls received by these householders were nuisance calls.

#### Connected Communities realignment to localities

The Community Learning and Development team has been reshaped to deliver and develop Locality Planning priorities. Smaller teams are now very focused on key areas of work in relation to young people, adults and communities.

#### Volunteering

We have been invited to be Volunteer Scotland's national partner in their Employer Supported Volunteering pilot in the Scottish Government Programme for Government. Alongside our developing Get Connected approach linking to the needs of localities, this contributes to the transformational approach of linking social capital in workforces with capacity building and skills development in communities. It will form part of our forthcoming Local Charter.

#### Environmental Health

A revised food safety inspection rating scheme is being introduced across Scotland following a successful pilot. NAC is an early adopter of the scheme which will be formally launched on 1<sup>st</sup> July. The new regime will combine hygiene and food standards inspection into one programme, thereby raising the profile and increasing importance of food standards and reducing duplication by having two separate schemes. As a result there will be an increasing focus on concentrating resources and efforts on known high risk or non compliant business.

#### Kindness

Our status as the national test site for kindness with Carnegie UK is resulting in a national profile for our peer research and our tests of change. The publication of Julia Unwin's recent report has further moved this debate up the agenda, and "kindness" is now publicly at the heart of the Scottish Government's Performance Framework. Funding for continuation of the North Ayrshire work has been approved by Carnegie UK.

#### Child Centred Council

After extensive engagement with young people the strategic group has identified three main themes which it aims to address. The Scottish Children and Young People's Commissioner spent a morning with our young people and our Child Centred Council Working Group and highlighted sector-leading practice in our Year of Young People strategic work.

During 2018/19 work has focussed on delivering children's rights training for a range of staff, including at a Leadership Conference and Customer Services Week, to help embed a child centred culture within the council. The Year of Young People working groups have made excellent progress with events to mark the Year of Young People (see Priority 2 above).

We appointed a Care-experienced Young People's Coordinator and assistant, using the Poverty Challenge Fund and they will work with MCR Pathways to meet our Child Centred resolution to ensure positive post-school destinations for care-experienced and disadvantaged young people.

As part of the streamlining of our approach to Children's Services, the Child Centred Working Group will be aligned to the Children's Services Improvement Board and pledges reported there.

Significant progress has been made against the pledges as follows:

1. **Care experienced young people and positive destinations:** A Care-Experienced Young People's Coordinator and Assistant have been appointed and the Council has become a partner in the MCR Pathways initiative which mentors young people in school settings to support them into positive destinations.
2. **Young people's voice:** Cabinet approved in March 2019 a refresh of the young people's citizenship and participation strategy and a range of peer research projects.
3. **Access to food:** a range of organisations meet in the Food Forum and have helped to map and increase the number of opportunities for children and families to access food in local communities.

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

- Considering recommendations from two national Building Standards Reviews
- Implementing Get Connected and work with the Open University and Volunteer Scotland to progress new volunteering relationships
- Integrating the Child Centred Council work into the Children's Services Strategic Partnership work to enable it to become "business as usual."
- Preparing for Brexit and implications for the local economy
- Refreshing the business offer to recognise growing regional and local focus.

## 4. Directorate Performance Indicators

### 4.1. Council Plan Performance Indicators Summary

Economy and Communities has 10 indicators that contribute to the Council's Strategic Priorities.

Council Plan Performance Summary – As at Q4 2018/19						
Priority	No of Indicators					
SP1 – Growing our economy, increasing employment and regenerating towns	5	2	1 <sup>1</sup>		1	1
SP2 – Working together to develop stronger communities	3	2			1	
SP3 – Ensuring people have the right skills for learning, life and work	1	1				
SP4 – Supporting all of our people to stay safe, healthy and active	1	1				

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<sup>1</sup> EG\_28 Town Centre Footfall has fallen behind target at year end. The main contributing factors are a decrease in footfall at Irvine (-8.9% or 361,039) and Largs (-5.54% or 67,278, the third year of reduction). Saltcoats has seen a slight rise in footfall of 0.95% or 17,782. Falling levels of footfall in our town centres is a reflection of changes in retail and shopping patterns and increase in on line purchases. Trends need to be analysed over a longer period and consider other data to ascertain overall performance of our town centres.

## 4.2. Directorate Plan Performance Indicators Summary

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

Directorate Plan Performance Summary – As at Q4 2018/19						
Priority	No of Indicators					
Investment	0 – this is monitored through progress against actions.					
Locality Planning	3	1			1	1
Inclusive Growth	5	3	1 <sup>2</sup>	1 <sup>3</sup>		
Service Transformation	9 <sup>4</sup>	3		1 <sup>5</sup>	2	3
Best in Class – the 2020 Challenge	17	10	2 <sup>6</sup>		2	3
Essential Ingredients	3		1 <sup>7</sup>	1 <sup>8</sup>		1

<sup>2</sup> EG\_20 Number of unemployed people registered with employability hubs is below target at year end but successfully operating at full current capacity. The target is over ambitious as it is approximately 50% higher than current capacity. The figures as a proportion of the over-arching employability service are higher than in previous years and in addition to reaching capacity, there are several areas that are affecting the number of registrations:

- A tightening labour market in recent years has reduced the number of job ready unemployed people and the focus has moved to support smaller numbers of people who need far more intensive support.
- Fair Start Scotland was introduced in April 2018. This is a Scottish Government Employability Programme that DWP in particular are encouraged to refer unemployed residents to. This has reduced the pool of unemployed residents who would access support through our services.
- Kilwinning Hub at Ayrshire College has not engaged customers at comparable levels to other hubs. As a result, the council is looking at other venues in Kilwinning and have agreed with Ayrshire College that services in the college will be delivered at specific times of the year.
- We have moved to a case management approach in the hubs, which means we are now only counting those people who fully register for the service.
- Elements of the hubs' offer have been in need of a refresh to ensure they are engaging – a new menu of activity was developed in early 2019 and is already demonstrating an impact. Skills Development Scotland have closed their main HQ and will now have a more regular presence in each hub – again we expect this to generate new customers in the coming year.

<sup>3</sup> SP\_DE\_08 Number of people participating in Council funded or operated employability programmes:

- Fair Start Scotland was introduced in April 2018. (Please see note above.)
- Funding for the ESF Youth Employment Initiative ended as planned in June 2018. This programme historically supported hundreds of job ready young people into employment, therefore the end of the programme has clearly impacted on the numbers we can report on.
- Some individual programmes have become more targeted – due to declining resources and the need to respond to the priority groups we have identified.
- A tightening labour market in recent years has reduced the number of job ready unemployed people and the focus has moved to support smaller numbers of people who need far more intensive support.

<sup>4</sup> EG\_26 Value of investment secured for North Ayrshire deactivated and removed from this category due to potential duplication with external funding PI (EG\_11).

<sup>5</sup> EG\_24 Sqm of business space created: The creation of new business space requires sources of grant funding to be identified. Developments at Irvine Enterprise Area were funded by the Council alongside the Irvine Bay Regeneration Company. A tender has recently been published for the development of space within Irvine Industrial Estate utilising Vacant and Derelict Land Funding. Significant funding has been secured through the Ayrshire Growth deal and will significantly impact this area.

<sup>6</sup> EG\_28 Town Centre Footfall (please see note 1 above)

SOL\_C&L05b % of adults satisfied with parks and open spaces – this PI is led by the Place directorate

<sup>7</sup> EC\_05 Employee Engagement Level within Economy and Communities. This was reported on in the 2017/18 Quarter 2 report (76.4% with a target of 78%). See section 6 for details on progress.

<sup>8</sup> EC\_03 Sickness absence days per employee – please see section 7.1.

### 4.3. LGBF Indicators – Priorities

LGBF Indicators 2017/18						
Service Area	No of Indicators					
Connected Communities	2					2 <sup>9</sup>
Economic Growth	1					1 <sup>10</sup>

---

<sup>9</sup> Targets have been set for 2018/19. **% of adults satisfied with libraries** is 91%, higher than the previous year's target. Library services are striving to provide a high-quality range of library services normally only available in affluent city-centres, within a tight budget. Aspirations are to sustain high satisfaction levels with a blend of innovative and traditional services, delivered by well trained staff. The introduction of programmes such as the pop-up digital events, DigiDabble, coding and Makerspaces have contributed to customer satisfaction and maintaining the second highest position in Scotland.

**Satisfaction with leisure facilities** is continuing to improve, as it is a three year average it will takes some time for the investment in new leisure facilities at Garnock Campus and the Portal to impact on these figures. In addition, facilities for disability groups have radically improved. Further investment in Largs Campus, a new ASN school campus and Ardrossan Academy's facilities provide opportunities for increasing satisfaction, along with the promotional work of the Active Communities Strategy. KA Leisure have a number of innovative health partnerships including for example, recovery from Heart/Stroke, Mind and Be Active etc. The DrEAM (Drop Everything and Move) event attracted significant social media engagement.

<sup>10</sup> **Number of business gateway start-ups per 10,000 population** is higher than previously recorded since 2013/14 at 22.39, just ahead of last year's figure of 22.37. It is hoped that start-ups can continue to rise. There is a focus on high value starts ups to help increase the impact on the local economy.

# Quarter 4 2018/19 Summary Sheet Economy and Communities

Child Centred  
Council  
resolutions  
being  
delivered

**277 Modern  
Apprentices  
recruited  
over 3 years**



above target of 270

Food mapping and  
additional food with  
dignity opportunities  
developed

**Young People  
co-designing  
Council services**

## Poverty Challenge Fund

£500k for supported  
employment

£120k for corporate  
parenting mentoring  
project

Mainstreaming  
participatory  
budgeting rolled out  
to all six localities

Proposed Local  
Development Plan  
submitted to Scottish  
Government



**Ayrshire Growth Deal worth  
£251.5 million secured**

616 residents  
supported into work



More than

**£1 million  
Big Lottery  
investment**

in Communities

**£1.68 million** back in  
the pockets of some of our  
most vulnerable residents



9,515 opportunities  
for promoting  
democracy accessed by  
Young People

National early  
adopter for  
new diet and  
health weight  
public health  
priority

**868**  
businesses  
supported

**555 new  
jobs created**



**Over £180,000 awarded  
through Participatory  
Budgeting to communities**

(including Green Health Partnership Funding)

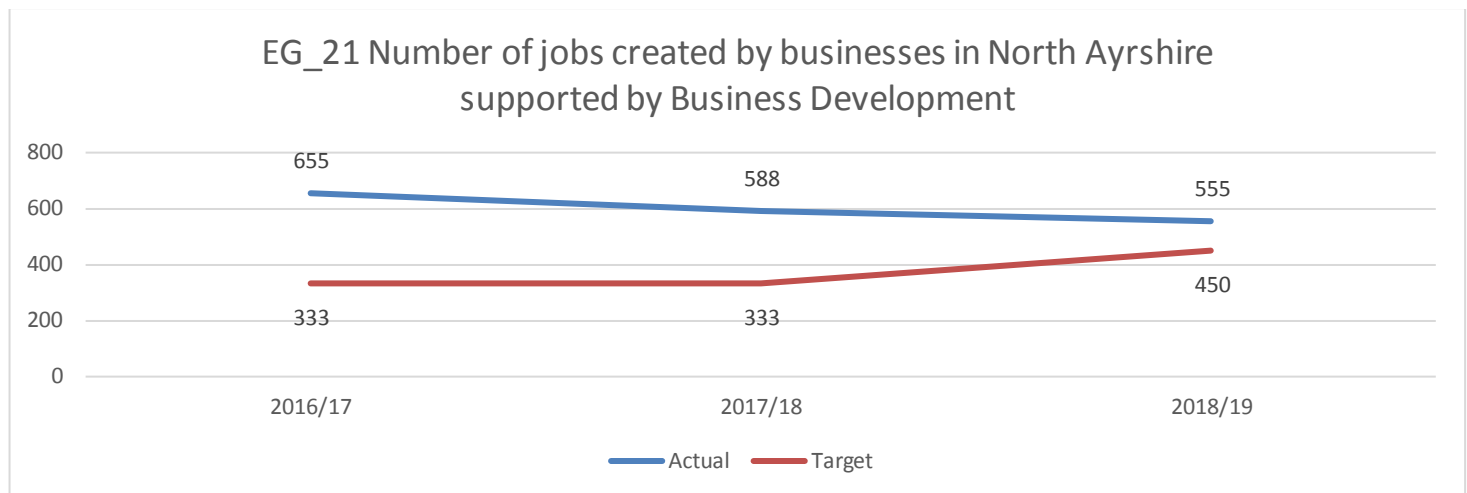
**41 live inward  
investment  
opportunities**



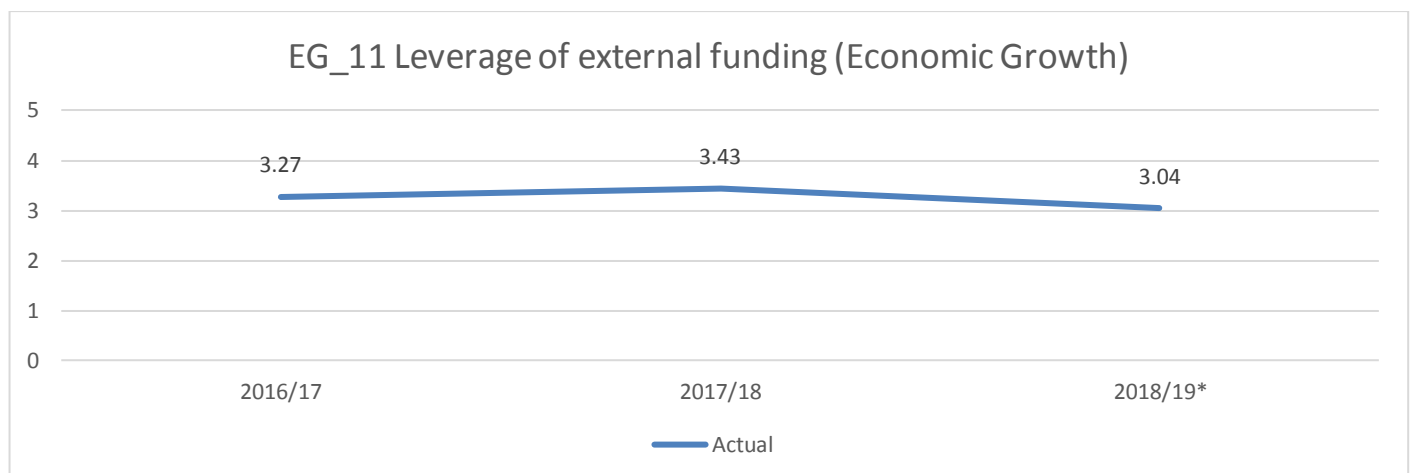
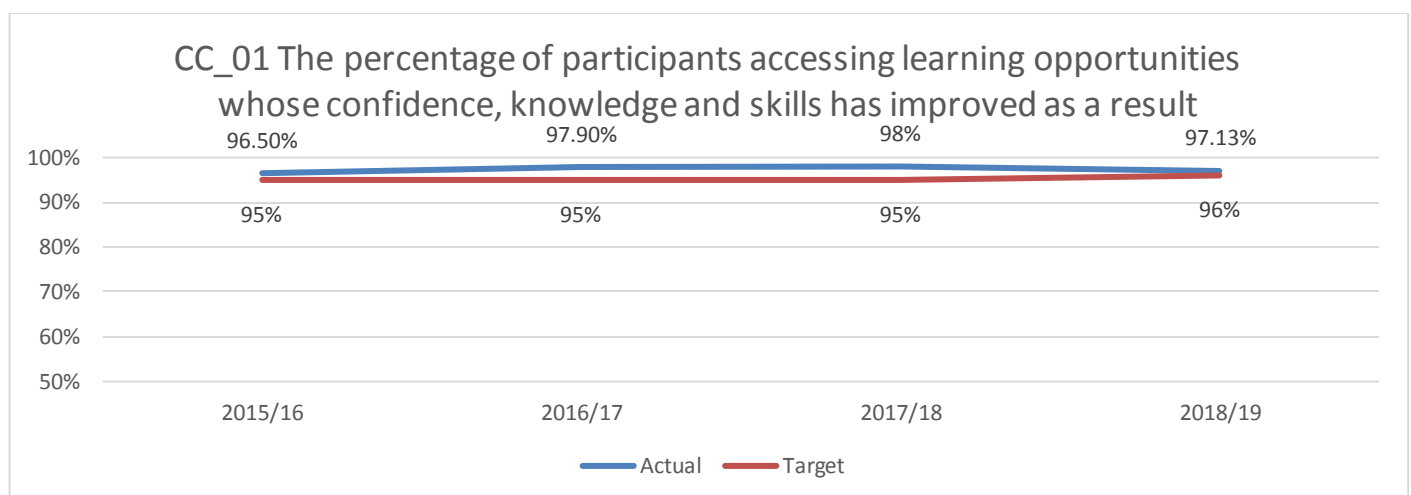
**Hundreds of  
unsafe tyres  
removed from  
sale**



## 5. Performance Trends



The three year target of supporting businesses to create 1,000 jobs by April 2019 has been exceeded by 80%, with 1,798 jobs created.



\*2018/19 figure is provisional. Chart shows return per £1 of North Ayrshire Council match funding within Economic Growth

## 6. Best Practice

- Inclusive Growth approach
- External Funding and Investment
- Mainstreaming Participatory Budgeting / Community Consultation
- Community Asset Transfer approach
- Joint Cabinet Live – large scale live interactive online event with secondary schools
- Child Centred Council
- Planning Service approach
- Food mapping
- Kindness Research with Carnegie UK Trust
- Employee Engagement including online Suggestions and Questions

## 7. Employees

### 7.1. Sickness Data

The net workforce sickness statistics (excluding staff who have left the directorate) show Economy and Communities to have met their annual target of 6 days per FTE with a result of 5.52 FTE days lost to illness. Due to restructures within the directorate this figure excludes around 26% of FTE absences during 2018-19.

Including all staff for context, the average days lost per FTE during 2018-19 was 7.14 days, above the directorate target of 6 days, however lower than the council-wide status of 9.5 days. Overall attendance within the directorate is closely monitored, detailed sickness reports including an analysis of the past three years per service have informed a draft action plan.

Gastrointestinal was the most common cause of absence, with 60 occurrences during the year with an average of 2.7 days each. It accounted for approx. 5.1% of FTE days absence.

There has been an in-depth review of once day absences and no patterns could be established. One day absences amount to 19.6% of all absence occurrences.

### 7.2. Other Employee Information

Employee Engagement continues to be a focus for Economy and Communities. The action plan resulting from the Engagement Survey in 2017 continues to be implemented with no action area viewed in isolation. This includes:

- A fortnightly update from the Executive Director introduced in April, with readership monitored to ensure it is effective.
- Links between the Engagement Forum and Senior Management Team meetings have been strengthened through closer scheduling and standing items on each agenda. O365 Teams is being utilized to help maintain engagement when staff cannot attend forums due to workload, but not as a replacement for face to face communication.
- The away day approach has been overhauled, with a focus on networking and building support networks. This has resulted in significant positive feedback.
- The Kindness Research undertaken with the Carnegie UK Trust is attracting national attention.

We continue to benchmark and learn from other teams through the Employee Engagement Cross Service Working Group which meets regularly.



The “Suggestions and Questions” online shortcut has been rolled out to all PCs in Economy and Communities. This allows staff to immediately and confidentially raise suggestions or concerns. The Employee Engagement Forum is updated on actions taken.

Workload levels are being addressed through the changes in Connected Communities and aligning teams to Ayrshire Growth Deal requirements within Economic Growth. In addition,

## 8. External Evaluations

The Business Development team were awarded the APSE Award for "Best Public/Private Partnership Working Initiative" in September for their Team North Ayrshire approach.

The Inclusive Growth Diagnostic was nationally recognised with a COSLA Bronze Award.

Our first annual Community Asset Transfer and Empowerment report has been identified as best practice by Glasgow Caledonian University.

Feedback on North Ayrshire Council's Planning Performance Framework has been received from the Scottish Government. For the first time the status for all indicators was green, additionally our decision making timescales were well below the national average. We were highly commended for our actions during the year stating we had, “a number of examples of positive pre-application engagement” and “...one of your case studies highlights interdisciplinary working across other North Ayrshire Council services. Ongoing collaboration and engagement with Housing Services is also discussed at various points throughout your report.”.

The Planning Service were shortlisted in the Local Authority Team of the Year category of the Royal Town Planning Institute Awards for Planning Excellence 2019.

Sport Scotland have agreed to commit to a new four year partnership agreement that includes investment in Active Schools and the Community Sports Hubs. The four year recommendation was due to Sport Scotland's confidence in our whole systems and locality approach.

## 9. Appendix

### Priority 1. Investment

Progress for this priority is mostly monitored through actions and all actions are on target. PIs will be further developed following an Ayrshire Growth Deal, however the PI below gives an indication of the external funding element of this priority.

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
EG_11 Leverage of External Funding (Economic Growth)	Leverage of External Funding per £1 North Ayrshire Council contribution.	3.27	N/A		3.43	N/A		3.04*	N/A	

*\*provisional figure.*

## Priority 2. Locality Planning

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
CC_04 The number of community management and ownership initiatives	The number of community management and ownership initiatives. (Data per quarter shows the year to date figure rather than additional initiatives.)	5	N/A		8	N/A		0	N/A	
CC_05 Local access to opportunities and support	The percentage of people who feel able to access the opportunities and support they need in their local area	99.6%	96%		99%	96%		98%	96%	

## Priority 3. Inclusive Growth

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
SP_FCS_P_B01 Number of modern apprentices on North Ayrshire Council programmes	Number of modern apprentices on North Ayrshire Council programmes. This is the number of people directly employed by the council (internally) as Modern Apprentices. (Quarterly figures are cumulative.)	91	85		99	85		87	85	
CC_01 The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	97.9%	95%		98%	95%		97.1%	95%	
EG_20 Number of unemployed people registered with employability hubs	This shows the number of unemployed people registered with employability hubs. The figures are cumulative to ensure all registrations are captured during the year. (Quarterly figures are cumulative.)	631	900		635	900		597	900	
SP_DE_08 Number of people participating in Council Funded/Operated Employability Programmes	This is the number of people participating in Council Funded/Operated Employability Programmes. The vast majority are unemployed, with only a very few under employment. (Quarterly figures are cumulative.)	1,590	1,435		1,791	1,435		1,383	1,435	
SP_DE_A03 Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives. (Quarterly figures are cumulative.)	704	765		818	573		616	573	

## Priority 4. Service Transformation

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
CC_09a The number of unique volunteers who are active in Connected Communities and Third Sector Interface activities	This is the number of unique individuals actively volunteering in Connected Communities and Third Sector Interface activities. Individuals are counted once throughout the year. This PI was created following a split of the original CC_09 PI and should be viewed alongside CC_09b (volunteering opportunities) for context.	N/A	N/A	N/A	N/A	N/A	N/A	516	N/A	
CC_09b The number of volunteering opportunities participated in within Connected Communities and Third Sector Interface activities	This is the number of volunteering opportunities participated in within Connected Communities and Third Sector Interface (TSI) activities. Individuals may be counted more than once as this PI demonstrates the scale of volunteering within Connected Communities and the TSI. This PI was created following a split of the original CC_09 PI and should be viewed alongside CC_09a (number of unique volunteers) for context.	N/A	N/A	N/A	N/A	N/A	N/A	4,181	N/A	
EG_21 Number of jobs created by businesses in North Ayrshire supported by Business Development.	This shows the impact of the activities of Business Development. Quarterly figures are cumulative.	655	333		588	333		555	450	
EG_22 Number of businesses actively account managed by Business Development	This shows the number of businesses actively account managed by Business Development including Team North Ayrshire companies. Figures represent the number of account managed businesses at time of reporting.	240	223		243	239		255	255	
EG_23 Number of businesses receiving support from Business Development	This shows the number of businesses supported by Business Development. Team North Ayrshire account managed companies are only included in this figure if they have actively received support during the period. Business Gateway figures are not included in this figure.	667	400		644	400		868	400	

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
EG_13 Tourism bed nights within North Ayrshire	This indicator records all bed nights within North Ayrshire including hotels, B&Bs, self-catering and campsites.	442,840	489,600		479,990	450,000		Data available end of May 2019	455,000	
EG_24 Sqm of business space created	Shows the number of square metres of business space created by Economic Growth teams. First update due Quarter 4 2016/17.	N/A	N/A	N/A	5,000	5,000		0	2,000	
EG_32 Tourism visitor numbers	This shows the approximate number of tourists to North Ayrshire per calendar year, combining two reports. One for the mainland and Cumbraes as well as the Isle of Arran. As a result the actual figure may contain some duplication of figures and is approximate. The trend data is more important and is less affected by duplication.  Calendar Year data: 2016 data entered against 2016/17, 2017 data entered against 2017/18.	1,426,740	N/A		1,506,210	N/A		Data available end of May 2019	Targets set for 2019/20 onwards	
SP_DE_05 Hectares of vacant/derelict land developed	This indicator records the number of hectares of vacant / derelict land developed by North Ayrshire Council. This is a high level indicator; operational details required in terms of the Vacant and Derelict Land Fund (VDLF) are at team level. Due to complexities in developing land (e.g. level of contamination etc.) the number of hectares developed does not necessarily reflect the amount of funding required in each instance.	14 ha	N/A		Data not yet available	N/A				



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

Proud to be  Overall Council of the Year 2017

# Education & Youth Employment

## Q4 Performance Review

### 2018/19

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**Focus. Passion. Inspiration.**

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## 1. Update on actions from last meeting in November 2018

	Action	Progress	Responsible
1.	Revise performance report : <ul style="list-style-type: none"> <li>Add data to narrative</li> <li>Update PPD/PRD measure</li> <li>Add case study to demonstrate good practice in positive destinations</li> </ul>	The actions have been updated and incorporated into the Q4 performance report.	E&YE Directorate
2.	Establish process in schools for notification of PPD/PRD completion.	A Corporate template is sent out to all line managers requesting completion and return by a given date, normally start of April. In order to improve the completion of PPD/PRD's, the communication will be improved by sending reminders to line managers during September and January.	E&YE Directorate
3.	Analyse 1 day absence occurrences.	Analysis of 1 day absence occurrences have taken place and findings are detailed at Section 6.1.	E&YE Directorate
4.	Identify absence trends from monthly reports.	Absence trends have been analysed and information relating to this action is detailed at Section 6.1.	E&YE Directorate
5.	Continue to contribute to Regional Improvement Collaborative in areas that make a difference to our schools.	Education and Youth Employment currently actively contribute to the following Regional Improvement Collaboratives: <ul style="list-style-type: none"> <li>- Early Years</li> <li>- Staffing</li> <li>- Pupil Equity Fund</li> <li>- Assessment and Moderation</li> </ul>	E&YE Directorate

# Education and Youth Employment Directorate

## 2. Our Priorities

### Strategic Outcomes 2018-2019

“Ensuring people have the right skills for learning, life and work”

#### National Improvement Framework Priorities 2018:

1. Closing the attainment gap between the most and least disadvantaged children
2. Improvement in attainment, particularly in literacy and numeracy
3. Improvement in children and young people's health and wellbeing
4. Improvement in employability skills and sustained, positive school-leaver destinations

### Service Priorities 2018-2019

#### 1. We are reducing inequalities and delivering improved outcomes for children and young people

- Embed and extend nurturing approaches to promote inclusion across all education establishments.
- Within the framework of the corporate Fair for All and directorate inclusion strategy, ensure effective support for children and young people.
- Ensure effective implementation of Children & Young People (Scotland) Act 2014.
- Encourage and support active collaboration and engagement with parents, including family learning in partnership with other Council directorates and partners.
- Develop a range of strategies to support the mental and emotional wellbeing of our children and young people.
- Ensure we develop and deliver an effective early years' service which will provide flexible learning and a blended model of childcare provision.

#### 2. High quality learning and teaching is taking place in all our establishments

- Develop and implement a strategic vision for learning and teaching for all of our learners.
- Evaluate and enhance our curriculum from early level to Senior Phase.
- Support and strengthen the professional capacity of staff.
- Design and implement a framework to ensure we develop high quality leaders of learning.

#### 3. Self-evaluation and performance improvement are embedded throughout our schools and central support teams

- Consolidate our approach to self-evaluation to ensure a consistency of rigour which will support continuous improvement planning in all education establishments.
- Further refine our approaches to the use of data and research to inform effective teaching and learning, including benchmarking, Teachers' Professional Judgement, national standardised assessments and 'what works' elsewhere.
- Further develop reporting of management information to inform policy and practice, and to meet the requirements of the National Improvement Framework

#### 4. Levels of attainment and achievement are improving for all learners

- Raise attainment and achievement throughout the BGE and Senior Phase through innovative approaches to learning and teaching.
- Further develop a Senior Phase curriculum that blends different types of learning and provides a range of appropriate learning pathways leading to the achievement of qualifications and awards at all levels.
- Integrate a range of personal and wider achievement options into learning programmes to enhance the skills and qualifications of learners.

#### 5. High numbers of our young people are entering positive and sustained post-school destinations

- Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector.
- Continue to support young people with additional support needs (ASN) to secure a sustained destination that meets their needs.
- Ensure our young people leave school with the skills employers need.
- Work towards embedding national career and work placement standards.
- Work with key partners to enable young people to participate in appropriate apprenticeship programmes for our young people.

### 3. Directorate Priorities

Priority 1. We are reducing inequalities and delivering improved outcomes for children and young people

#### Key Highlights

- Targeted nurture approaches have been further embedded in North Ayrshire schools. This is having a significant impact on social and emotional wellbeing of learners in 7 secondary schools, 20 primary schools and 9 early learning and childcare establishments. All schools are focused on embedding whole-school approaches to nurture. In early learning and childcare settings, 95% of children showed improvement in the developmental strand of the Boxall Profile. This number was 76% for primary children and 76% for learners in secondary schools. Similar improvements were also observed in the diagnostic strand of this assessment, representing a significant improvement in social and emotional wellbeing for these young people.
- In primary and secondary schools, we continue to improve children and young people's access to supports for their emotional wellbeing. In addition to a range of resources to support good mental health, secondary school counselling has supported 558 young people from the beginning of the service in mid-2017 to February 2019, and this has had a positive impact on mental wellbeing, reducing barriers to learning and improving social skills, as demonstrated by improvements in Strengths and Difficulties Questionnaire scores.
- Our innovative Family Learning Team continues to support families and evidence shows that the number of families engaging has been sustained. As of March 2019, there have been 425 interventions which have supported over 4000 families since this team was established. Our evidence shows that families have increased knowledge, confidence and understanding in how to support their children's learning at home and in school. Our work in this area has been highlighted on the National Improvement Hub (<https://education.gov.scot/improvement/practice-exemplars/family-learning-in-north-ayrshire>).
- The Directorate has undertaken a significant exercise to explore options to deliver Early Learning and Childcare (ELC) that will provide high quality learning experiences for children, and flexible provision for families and communities. Nine pilot sites are delivering 1140 hours across North Ayrshire. A further six will become operational over next 6 months. A comprehensive evaluation of the pilot sites tells us that improvements are being achieved not only for the children, but for parents and carers too. There are 43 ELC infrastructure projects planned to deliver improvements to the learning environments. Ten of these are complete, with a further 8 scheduled for completion during 2019/20. The total budget for all projects is £11.4m.

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

- Continuing further roll out of 1140 Early Years Expansion. This will include a further 6 sites becoming operational with 3 partner providers also delivering 1140 hours. Eight infrastructure projects will be completed as part of this project. This will include the implementation of new working arrangements for ELC staff.
- Issuing the national parental involvement and engagement survey to all families, the findings of which will be used to shape further developments, including the publication of the NAC Parental Involvement Strategy 2019.
- Finalising and implementing a new positive relationships policy across all establishments.

## Priority 2. High quality learning and teaching is taking place in all our establishments

### Key Highlights

- The core strategic function of our Professional Learning Academy is to improve the quality of learning and teaching across our schools and early years establishments. Throughout this academic session the PLA has worked with 95% of establishments in North Ayrshire. Training and intervention programmes delivered in-school during the day have impacted directly upon 3,196 learners. There have been 14 interventions which have taken place over 8-20 weeks depending on the nature of the support and there have been 94 twilight events covering 28 different topics. Final participation data will be available with the annual impact data in June 2019.
- Reading Recovery has been a key focus this session and a member of the team is one of only three accredited Reading Recovery Teacher Leaders in Scotland. 12 primary schools have engaged in this year-long programme and now each has a qualified Reading Recovery Teacher. 48 children have completed the programme so far and have, on average, increased their reading age by 2 years. This intervention has also impacted significantly on their skills in writing and spelling with most increasing their spelling age by 8 months. High quality training for classroom assistants has complemented our approach to supporting children's reading skills, with the introduction of 'Boosting Reading at Primary & Secondary'. There are currently 15 schools who have trained these staff to deliver this 10 week intervention and early impact data is extremely positive.
- Phonological awareness training for practitioners in both early years and primary settings has had significant impact. Practitioners learned about the developmental stages of early reading skills and rated their knowledge and confidence in this area as having increased by 87%. Those involved shared their learning with colleagues in their establishments and ensured that robust programmes were in place to screen and support learners at this crucial stage of reading development.
- 9 schools, 54 teachers and 1,200 learners participated in the Coaching Approach to Maths over the course of the year. Assessments of learners' skills, understanding and knowledge in numeracy at primaries 1, 2, 3 and 4 showed an average increase in scores of 46%.

The Literacy Strategy is now in its final stages of development and has taken cognisance of the views, ideas and experiences of staff, families and learners, as well as the most impactful research into what works. The strategy outlines the key approaches taken in developing children's literacy skills throughout the Broad General Education.

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

- Developing training programmes and approaches to meet the needs of practitioners in the secondary and ASN sectors, with a particular focus on literacy and numeracy.
- Delivering an inter-authority programme (with East Ayrshire) to support pedagogical approaches to literacy learning at Primary 1
- Finalising and implementing the learning and teaching strategy and literacy strategy across all establishments.

## Priority 3. Self-evaluation and performance improvement are embedded throughout our schools and central support teams

### Key Highlights

- Through our Quality Improvement Framework, over 150 quality improvement visits were carried out by Heads of Service, senior managers and head teachers across our establishments this year. In addition to these visits, school reviews lasting one or two days were conducted by a team of senior officers in a total of eight schools this year. The thematic reviews focused on one of the following areas: inclusion; the quality of learning and teaching; the delivery of mathematics at secondary; the broad general education; leadership of change; and post-inspection follow-up. These reviews and quality improvement visits have enabled schools to focus on key aspects of self-evaluation and formulate plans for further performance improvement based on a validated self-evaluation approach.
- A full review of the Quality Improvement Framework is underway and will be completed before the summer. A key aspect of the development of the refreshed framework will be the increased focus on school empowerment.
- Education Scotland carried out an inspection of North Ayrshire's readiness for school empowerment in November 2018. The outcome of this inspection was very positive with several areas of strong practice being identified under the key themes of improvement, curriculum, staffing and finance.
- An evaluation of key school improvement planning documents has been carried out, resulting in a more streamlined approach being developed for implementation next session. Importantly, this will also include a summary of impact of the Pupil Equity Fund for each school.
- An important aspect of improvement through self-evaluation is the use of data and performance information to plan future improvement actions. Through a carefully planned programme of professional learning for data coaches in all schools, we have been able to recruit more class teachers into the role of data coach. This session 91% of our data coaches are class teachers compared with only 54% last session. Data coaches continue to support data analysis and data-driven improvement at class level within their own establishments. Within some of our schools, data coaches have led CLPL sessions for colleagues focusing on how best to utilise their own data to help improve outcomes for the learners within their class.
- With support from data coaches, over 80% of primary and secondary practitioners who completed the data confidence survey reported that they feel confident when it comes to analysing their own data and now readily use their data to assist them with their planning.
- Over the course of this session the HQ support team has been developing the use of Power BI. This data visualisation tool will enable school leadership teams to analyse their data more effectively to help plan for improvement and change. A pilot group will be trialling this in the new session.

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

- Finalising and implementing the refreshed Quality Improvement Framework to include 4 annual quality improvement visits per school and a focused programme of School Reviews. This will be supported by a comprehensive programme of professional learning for school staff.
- Planning next steps in taking forward the school empowerment agenda, including a specific review of the role, function and style of Head Teachers' meetings and cluster meetings.
- Implementing the pilot programme of using Power BI to enable schools to analyse their attainment and attendance data more flexibly.

## Priority 4. Levels of attainment and achievement are improving for all learners

### Key Highlights

#### P1-S3 Attainment

- Overall, attainment in both literacy and numeracy at primary and secondary stages (up to S3) has continued to improve over the last three years. This is illustrated in the tables below:

Percentage of primary pupils (P1/P4/P7) who achieved nationally expected levels of attainment:

	Literacy (NAC)	Literacy (National)	Numeracy (NAC)	Numeracy (National)
2016	64%	n/a	74%	n/a
2017	70%	69%	77%	76%
2018	72%	71%	80%	78%

Percentage of secondary pupils (S3) who achieved nationally expected levels of attainment:

	Literacy (NAC)	Literacy (National)	Numeracy (NAC)	Numeracy (National)
2016	70%	n/a	82%	n/a
2017	86%	87%	81%	88%
2018	91%	87%	93%	89%

- The gap between the attainment of learners from the most deprived and least deprived areas in literacy and numeracy (from Primary up to S3) continues to decrease and is consistently smaller than the corresponding figure on a national level.

#### Leavers' Attainment (S4-S6)

- Similarly, attainment in literacy and numeracy for our school leavers is also a steadily improving picture. Performance of North Ayrshire school leavers in attaining Literacy at Level 4 (96%) and Level 5 (84%) in 2018 has been the highest recorded to date. Numeracy continues to improve at Level 5, with 70% of all school leavers achieving this in 2018.
- The average total tariff score of the lowest attaining 20% of leavers has remained well above the Virtual Comparator and above National performance in four of the last five years. The performance of the middle attaining 60% of school leavers from North Ayrshire has steadily improved over the last 5 years. The performance of the highest attaining 20% of leavers has remained broadly consistent over the last three years, exceeding the corresponding performance of the Virtual Comparator.
- The gap between the attainment of leavers from the 20% most SIMD deprived areas and the ones from the rest of the SIMD Areas (80%) has reduced in 2018 to 37%, from 44% the previous year and is much smaller than the corresponding gap calculated for all leavers in Scotland (46%). (Further details of our attainment performance are contained in our report to Cabinet of 14 May 2019.)

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

- Continuing an authority-wide focus on improving attainment in maths, particularly at secondary level. Attainment at level 4 numeracy will be a specific focus.
- Continuing to focus on what actions schools are taking to raise attainment for all learners and address inequity – this will be facilitated through the newly designed PEF impact summary report.



## Priority 5. High numbers of our young people are entering positive and sustained post-school destinations

### Key Highlights

- The number of young people leaving school to enter a positive destination has positively increased to 95.6%, against a target of 95.7% and benchmark of 92.3%.
- There has been an increasing number of employers in the local area offering work placements to young people with ASN. There have been two successful transition events involving employers & training providers aimed at ensuring that young people and their parents have the best information to inform their post-school decisions. We are working collaboratively with the council's employability & skills team to ensure that their new supported employment service will include an offer to school leavers.
- For some of North Ayrshire's more vulnerable young people, Education and Youth Employment provides continued support through Activity Agreement programmes. At any one time there are approximately 25 young people participating in Activity Agreements in North Ayrshire. Almost 70% of participants move onto an immediate positive destination with the remaining youngsters continuing to have appropriate support and signposting by the most relevant post-school agency.
- The completion of a small-scale programme with local employers to offer pupils a one-year work experience placement with a view to them considering offering a modern apprentice place has been a mutually positive experience.

### Positive Destinations Case Study

- In conjunction with the Council's Business Growth team and Ayrshire Chamber of Commerce, schools were given the opportunity to identify pupils who may benefit from a flexible work experience placement. Although many pupils already do extended or more flexible placements, we specifically targeted local employers who had indicated that they may consider recruiting young people in the foreseeable future. Two pupils have successfully completed a full year with local employers. The time was built into the pupils' timetables so their learning on placement was an integral part of their school curriculum. This allowed them to gain valuable experience of the workplace while still completing their school studies. Their attendance at the workplaces has been excellent and their motivation has impressed the employers so much that this has led to offers of post-school employment. One of these is an engineering apprenticeship. The other is an offer of employment to a young person for whom making a successful post-school transition would have presented challenges. It is envisaged that this model, which has been small in scale, will grow and be one of a suite of opportunities matching pupils' aspirations to the recruitment plans of local businesses.

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

- Further developing the one-year work experience placement programme, with a view to increasing the number of young people being successful in moving into employment post-school.
- Promoting the use of appropriate resources such as "My World of Work" to ensure pupils at all stages are being supported with information, advice & guidance on career pathways.
- Further strengthening the relationships with local employers to develop the opportunities for work placements to young people with additional support needs.

## 4. Directorate Performance Indicators

### 4.1. Council Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Council Plan priorities.

There are 5 indicators linking to Priority 3 in the Council Plan connected to educational achievement and school leavers destinations.

- **E&S\_P\_B01** % of children achieving their developmental milestones at the time the child starts primary school
- **E&YE\_PI\_D02** % of leavers attaining literacy at National 5 (SCQF Level 5)
- **E&YE\_PI\_D04** % of leavers attaining numeracy at National 5 (SCQF Level 5)
- **E&YE\_PI\_D06** % gap in attainment of Looked After Children
- **SOL\_CHN11** % of school leavers entering positive destinations

Council Plan Performance Summary– As at Q4 2018/19						
Priority	No of Indicators					
3 – Ensuring people have the right skills for learning, life and work.	5	1	2	1	1	n/a

### 4.2. Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities. We have 12 performance indicators in our Directorate Plan.

Directorate Plan Performance Summary– As at Q4 2018/19						
Priority	No of Indicators					
1 – We are reducing inequalities and delivering improved outcomes for children and young people.	4	3	n/a	1	n/a	n/a
2 – High quality learning and teaching is taking place in all our establishments.	2	2	n/a	n/a	n/a	n/a
3 – Self-evaluation and performance improvement are embedded throughout our schools and central support teams.	3	2	1	2	n/a	n/a
4 – Levels of attainment and achievement are improving for all learners.	4	3	1	n/a	n/a	n/a
5 – High numbers of our young people are entering positive and sustained post-school destinations.	3	1	2	n/a	n/a	n/a

*Note: our Directorate Indicators align to more than one Priority.*



### 4.3. Directorate Plan Performance Indicators – Red and Amber Status

The performance indicators which are slightly adrift of target are:

Description	Q4 2016/17 Status	Q4 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Average total tariff score of the lowest 20% attainment cohort.					170	210	The performance of North Ayrshire school leavers in the "lowest attaining 20%" category has been improving steadily over time. Whilst performance in 2017/18 is slightly lower than in previous years, the drop has partly to do with the reduction in the number of courses taken in S4 across the authority. Schools now have greater flexibility to design senior phase to better meet the needs of their own school community.
% of Leavers attaining numeracy at National 5 (SCQF Level 5).					70%	73%	North Ayrshire has increased the percentage of school leavers achieving Level 5 Numeracy significantly over the five academic years between 2013/2014 and 2017/18. In 2017/18 performance has reached 70% - the highest performance ever recorded in this indicator.
% of leavers attaining literacy at National 5 (SCQF Level 5)					83.5%	85.5%	North Ayrshire has increased the percentage of school leavers achieving Level 5 Literacy significantly over the five academic years. In 2014, 67.6% of our school leavers had attained at this level whilst in 2018 this had increased to 83.5%. This is slightly lower than our ambitiously set target of 85.5%
Average total tariff score of the middle 60% attainment cohort.					815	876	The middle attaining 60% of school leavers in North Ayrshire have seen a steady improvement in their average total tariff score in the past six years.
% of non-teaching staff who have had a PPD in the last twelve months.					89%	98%	Improvements in the communications process around holding PPD's will be put in place to facilitate line managers to be on target.
% of teaching staff who have had a PRD in the last twelve months.					95%	98%	Improvements in the communications process around holding PRD's will be put in place to facilitate line managers to be on target.

### 4.4. LGBF Indicators – Priorities

LGBF Indicators 2016/17

Service Area	No of Indicators					
Children Services	22	2	0	0	15*	5

\*Please note: LGBF attainment indicators are for data only. The service uses INSIGHT for measuring attainment.

## 5. Quarter 4 Summary Sheet

### Education and Youth Employment Directorate 2018/19



**96% of School Leavers from North Ayrshire entered a positive destination.**

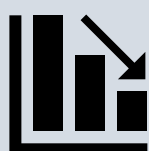


**12 schools** delivered a targeted programme of Reading Recovery. Children who participated in this programme increased their reading age on average by **2 years**.

**80%** of 1440 respondents to the annual family learning survey reported they were interested in finding out more about child development and how to support it at home.



**84%** of school leavers attained Literacy at Level 5 or better



The attainment gap in North Ayrshire between the most and least deprived learners has **reduced by 7 percentage points** since last year.

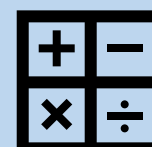
The attainment gap in North Ayrshire is **9%** smaller than the National figure.



**For the last 6 years**, care experienced children from North Ayrshire schools have consistently achieved better than care experienced children elsewhere in Scotland.



**91%** of S3 pupils attained level 3 or better in Literacy.

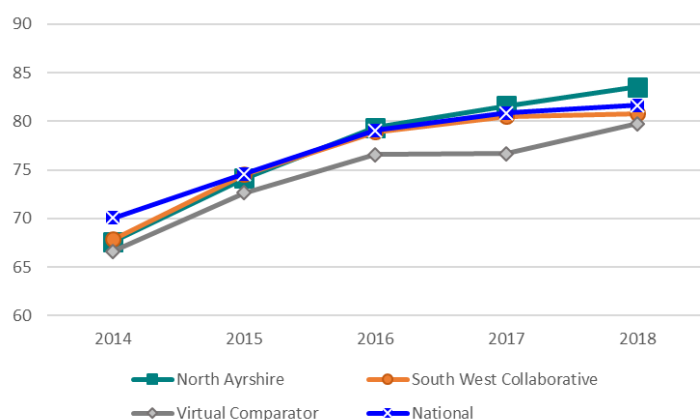


**92%** of S3 pupils attained level 3 or better in Numeracy.

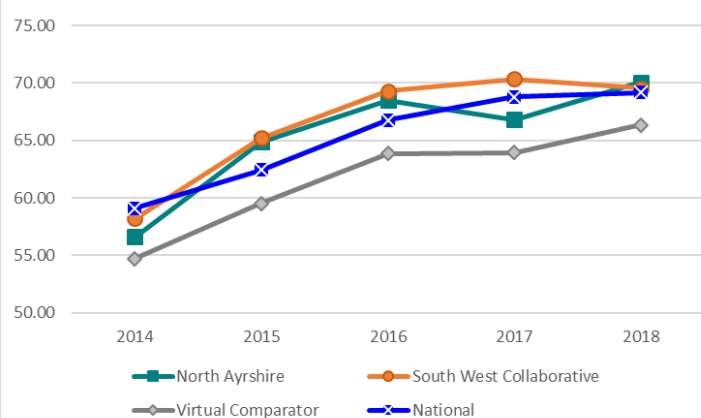
This exceeds the National performance in these measures.

## Trend Data for Directorate Performance Indicators (from INSIGHT)

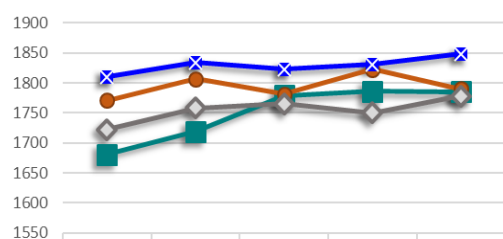
Percentage of school leavers attaining SCQF level 5 or better in Literacy



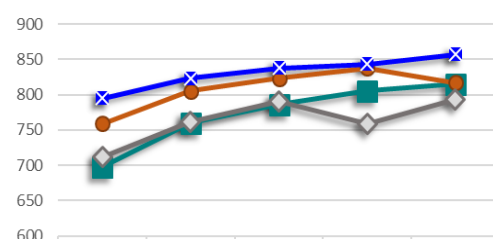
Percentage of school leavers attaining SCQF level 5 or better in Numeracy



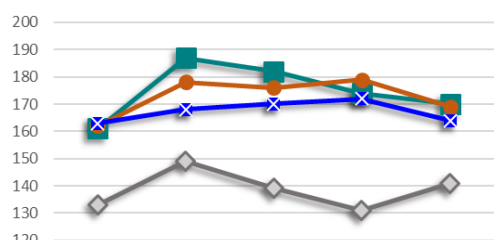
Attainment for All - Highest 20%



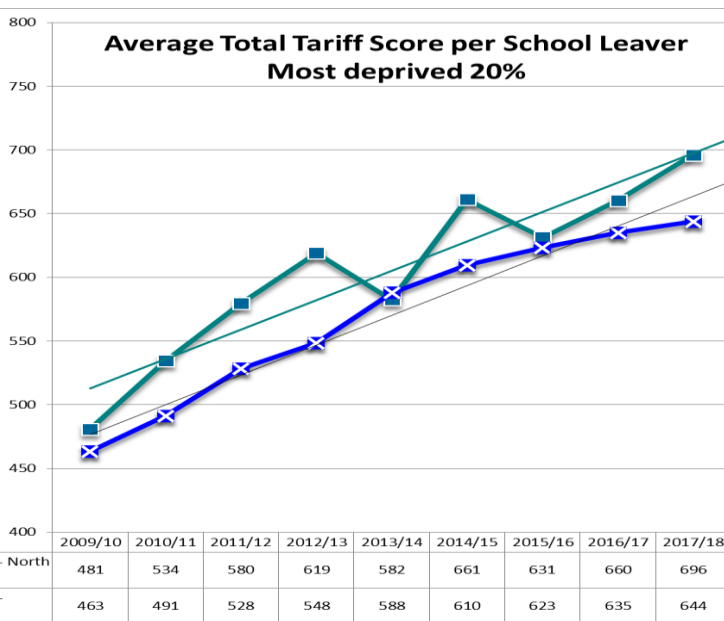
Attainment for All - Middle 60%



Attainment for All - Lowest 20%



Average Total Tariff Score per School Leaver Most deprived 20%



## 5. Best Practice

The Scottish Public Service Awards offer the opportunity to celebrate outstanding achievements within Scotland's civic landscape and North Ayrshire's Professional Learning Academy was awarded the Employee Development and Skills award at a ceremony in the Scottish Parliament building in December 2018.

This award is for excellence in promoting skills development across teams or operational units. This includes making a significant, innovative and sustainable contribution to employee development and embedding good practice, a great achievement for the team to be recognised nationally for the sector leading work established in North Ayrshire.

## 6. Employees

### 6.1. Sickness Data

The average days lost per FTE for 2018/19 for Education and Youth Employment as a whole was 6.44, against a target of 6.0.

The percentage of staff who have had **no** absences shows a positive trend, current at 56%, which is broadly in line with 2017/18 and an increase of 3% on 2016/17.

The number of one day absences has increased overall by 37 days, however, the number of 2 day absences has dropped by 70 days. The one day absences over the six month period from October 2018 to March 2019 have been analysed and the findings are as follows:

- A total of 283 single day absences, 86% were local government staff (LGS) and 14% teaching staff.
- Reasons for absence are as follows:

Sickness/diahorrea	135
Cold/flu	48
Viral/Chest Infection	20
Migraine	18
Tonsillitis	8
Stress/Anxiety	6
Food Poisoning	5
Diabetic problems	4
Various misc reasons	39
<b>TOTAL</b>	<b>283</b>

The sectors are broken down as follows:

Primary Sector	102
Secondary Sector	97
Early Years	58
Headquarters/Other	26
<b>TOTAL</b>	<b>283</b>

Just over half of the absences have taken place on either a Monday or Friday (52%), with the remaining days evenly split.

One day absences will continue to be monitored and analysed at headquarters and by each school in conjunction with the overall absences within the establishment and those of individuals. This has been incorporated into the revised Quality Improvement Framework for 2019-20.

We have reminded Head Teachers of their responsibilities in relation to monitoring and managing attendance and teacher absence. We intend to provide further training for Head Teachers and Education Business Officers working across schools and clusters. Once the new Corporate Management system is in place, we will ensure new reports are generated and responses made.

We have asked the Education Resources Manager to review our primary, ASN LGVT and ASN teacher absence to allow us to determine an appropriate response and to work with Head Teachers to support good attendance.

We also intend to review our Standard Circular relating to staff absence management.

However, we are keenly aware of the need to support the wellbeing of all of our staff and will seek ways to provide this in collaboration with our schools.

## 7. External Evaluations

Education Scotland carried out 5 inspections in our schools in the period between 1<sup>st</sup> of October 2018 and 31<sup>st</sup> of March 2019. The Care Inspectorate carried out 7 inspections in our Early Years during the same period. The evaluations were as follows:

### Education Scotland (HMle) – Primary/Secondary Schools

Establishment	Date of inspection published	Leadership of Change	Learning, Teaching and Assessment	Raising attainment and achievement	Ensuring wellbeing, equality and inclusion
St. Palladius' Primary School	30/10/2018	Not Assessed	Good	Good	Not Assessed
Mayfield Primary School	04/12/2018	Very Good	Very Good	Very Good	Very Good
Loudoun-Montgomery Primary School	12/03/2019	Weak	Weak	Weak	Weak
St. Winning's Primary School	12/03/2019	Not Assessed	Good	Good	Not Assessed
St. Matthew's Academy	30/04/2019	Not Assessed	Very Good	Very Good	Not Assessed

### Education Scotland (HMle) – Early Learning & Childcare Settings

Establishment	Date of inspection published	Leadership of Change	Learning, Teaching and Assessment	Securing Children's Progress	Ensuring wellbeing, equality and inclusion
Mayfield PS Early Years	04/12/2018	Very Good	Very Good	Very Good	Very Good
Loudoun-Montgomery PS Early Years	12/03/2019	Weak	Satisfactory	Satisfactory	Weak

## Care Inspectorate – Early Learning & Childcare Settings

Establishment	Date of inspection published	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
St. Bridget's PS Early Years	30/11/2018	Excellent	Excellent	Not Assessed	Not Assessed
Mayfield PS Early Years	04/12/2018	Very Good	Very Good	Very Good	Very Good
Blacklands PS Early Years	05/12/2018	Very Good	Very Good	Not Assessed	Not Assessed
Abbey PS Early Years	07/12/2018	Excellent	Very Good	Not Assessed	Not Assessed
Elderbank PS Early Years	11/12/2018	Excellent	Very Good	Not Assessed	Not Assessed
Garnock CC Early Years	29/01/2019	Good	Very Good	Not Assessed	Not Assessed
Loudoun-Montgomery PS Early Years	12/03/2019	Adequate	Good	Adequate	Adequate

Following the inspection of Loudoun-Montgomery Primary School and Early Years Class, a full action plan was developed to support the school to make improvements in the key areas identified by inspectors. Education Scotland will carry-out a follow-up inspection in this school within the next 6-12 months. An interim Head Teacher was appointed to lead the work of the school, following the retirement of the previous Head Teacher.

## APPENDIX 1

### Summary of Directorate Performance Indicators

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			3 YEAR TREND	Benchmark**	Targets		
			16/17 (data from 15/16)	17/18 (data from 16/17)	18/19 (data from 17/18)			17/18 (data from 16/17)	18/19 (data from 17/18)	19/20 (data from 18/19)
SP3	E&YE_PI_D02	% of leavers attaining SCQF Level 5 in Literacy.	79%	82%	84%	↑	75%	82%	86%	85%*
SP3	E&YE_PI_D04	% of leavers attaining SCQF Level 5 in Numeracy.	69%	67%	70%	↑	62%	70%	73%	71%*
SP3	E&S_P_A07	Average total tariff score of the highest 20% attainment cohort.	1779	1785	1785	↑	1834	1780	1802	1810*
SP3	E&S_P_A06	Average total tariff score of the middle 60% cohort.	786	805	815	↑	823	802	876	840*
SP3	E&S_P_A05	Average total tariff score of the lowest 20% attainment cohort.	161	174	170	▬	168	189	210	187*
SP3	E&S_P_A08	Average total tariff score of pupils living in SIMD 20% most deprived areas.	660	697	696	↑	610	718	665	700*
SP3	SOL_CHN11	% of school leavers in a positive destination.	94%	93%	96%	↑	93%	95%	95%	96%

\*These targets for 2019-20 have been amended in light of current actual performance.

\*\*Benchmark is based on the national figure from 2015.



Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			3 YEAR TREND	Benchmark	Targets		
			16/17 (data from 15/16)	17/18 (data from 16/17)	18/19 (data from 17/18)			17/18 (data from 16/17)	18/19 (data from 17/18)	19/20 (data from 18/19)
Enabler	E&S_P_D01	% of non-teaching staff who have had a PPD in the last twelve months.	76%	96%	89%	▬	N/A	98%	98%	98%
Enabler	E&S_P_D02	% of teaching staff who have had a PRD in the last twelve months.	89%	98%	95%	▬	98%	98%	98%	98%
Enabler	E&S_P_D03	Employee Engagement Level.	N/A	69.9%	69.6%	⬆	69.6%	73%	N/A	N/A





North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

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

# Place

## Q4 Performance Review

### 2018/19

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# 1. Update on actions from last performance review meeting with Chief Executive on 28 November 2018.

	Action	Progress
1.	Revise and sharpen performance review report – enhance the narrative including plastic free, PB and improved road condition	Complete
2.	Liaise with HR regarding potential pilot for managing absence	Working group established between HR/Business Manager Place and Waste Operations as a pilot to review the management of absence. HR graduate has been provided as a resource
3.	Review what is having biggest impact on reducing absence	<p>Analysis on type of absence and correlation between services has identified long term stress related absence and musculo-skeletal have increased. We continue to:</p> <ul style="list-style-type: none"> <li>• deliver Well-being Wednesdays</li> <li>• offer annual inoculations for Flu offered to all employees</li> <li>• offer annual employee health surveillance and mini health checks</li> <li>• offer mental health awareness training to supervisory staff</li> <li>• greater focus on manual handling training</li> </ul>

## 2. Our Priorities

# Council Plan 2015-18

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities

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

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

Protecting and enhancing the environment for future generations

## Place Directorate Priorities 2015-18 (2018 Update)

### Effective Asset Management

- Roads
- Property
- Housing
- Fleet
- Open Space
- Capital Projects

### Environment Sustainability

- Renewable Energy
- Sustainable Travel
- Waste Management
- Environmental Crime
- Energy Efficiency
- Flood Risk Management

### Service Transformation

- Catering
- Municipalisation
- Waste Management
- Homelessness
- Estates
- Locality Working
- Participatory Budgeting

### Safe Communities

- Community Safety Strategy
- Road Safety
- Housing Options
- Local Housing Strategy
- Council House Building
- Welfare Reform
- Equalities

### Customer Service

- Efficient Processes
- Right First Time
- Communication
- Policies & Procedures
- Value for Money

### 3. Directorate Priorities

#### Priority 1. Effective Asset Management

##### Key Highlights:

- Delivery of the Roads, Structures & Street Lighting maintenance programme for 2018/19, which included investment of £3.8m in the Road Network, realising a 1% improvement in our Road Condition Index (RCI)
- The 19th century Low Green Footbridge in Irvine has been refurbished, not only protecting our heritage, but giving a new lease of life to an asset that could continue to serve the community into the 22nd century. The footbridge is also part of the national cycleway network and makes a vital contribution to encouraging sustainable transport and promoting healthy lifestyles.
- Providing a safe and legally compliant fleet
  - 100% first time pass rate for vehicle presented for testing at DVSA facility
  - Local Authority Fleet Operator of the Year
  - Retaining Van Excellence Accreditation
- Property rationalisation, supporting revenue savings and capital receipts:
  - Supporting E&C / NAFCO in review of community facilities and libraries
  - Sale of Springvale Resource Centre, Kilmory School House and The Mount former care home and Montgomerie House
  - Kilwinning housing office project completed, offering an improved environment for customers and staff
  - Staff from West Road HSCP offices relocated to Bridgegate House
- Cabinet approval regarding site recommendation for replacement of Moorpark Primary School and commencement of design process
- Pilot projects completed within Early Learning and Childcare Expansion Programme and Cabinet approval received for the purchase of Marress House for refurbishment as part of the programme
- Key project milestone achieved for the new ASN campus at Stevenston, with completion of the design and attainment of planning permission
- Restoration of World War 1 memorials to commemorate the centenary of the end of WW1

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

We will work towards progressing the actions that will deliver the priority outcomes falling under the strategic theme 'Inspiring Place' for the Place Directorate:

- Refresh the Roads, Open Space, Fleet, Property and Housing Asset Management Plans
- Delivering the actions arising from the Open Space Strategy and the Litter, Fly Tipping and Dog Fouling Prevention Strategy
- Developing Decriminalised Parking Enforcement to manage town centre traffic flow
- Developing the Millport Coastal Flood Protection Scheme as an enabler for enhanced coastal and marine tourism opportunities and work with the local Millport Community to help develop a proposal for a Marina facility
- Developing and delivering the required flood protection schemes for the Upper Garnock Valley & Millport and complete studies of areas identified as potentially vulnerable to flooding in line with the approved Flood Risk Management Strategy & Action Plan
- Developing Sustainable Business Travel arrangements for our employees & reducing grey fleet business mileage
- Adopting the use of the Scottish Government's Place standard to ensure that our public places and town centres are vibrant, welcoming and attractive
- Delivering a regeneration programme to further invest in the housing stock and infrastructure in lower demand areas
- Seeking opportunities to contribute to regeneration by developing affordable housing in our town centres through our Strategic Housing Investment Plan

## Priority 2. Environmental Sustainability

### Key Highlights:

- Further reductions in our carbon emissions for 2018/19, maintaining our accelerated progress in meeting the 40% reduction target by 2030. Specific figures will be available in June 2019
  - Street Cleanliness LEAMS results improved by 2.3% to 94.5% whilst street cleaning costs have reduced – thereby improving productivity whilst also achieving improved cleanliness outcomes
  - Implementation of the ground-breaking solar pv retrofit programme, with installations completed on 200 Council homes as of end of March 2019
  - Construction work began in December 2019 on our second district heating system, which will provide renewable, affordable heat for almost 50 new homes at Watt Court, as well as Dalry Primary School and the new Dalry Local Housing Office
  - Completion of external wall installation on 369 homes through the annual HEEPS: ABS scheme. This includes allocation of additional funding in-year in response to our track record for delivery
  - Initial launch of a new Low Carbon Behaviour Strategy for staff, with a programme of events and promotional activity through the year
  - Construction started on two sustainable demonstrator homes at Dickson Drive, Irvine, which will feature a range of renewable energy, energy efficiency, and smart home technologies. The units are due for completion in summer/autumn 2019
  - Electric charging infrastructure:
    - Chargemaster appointed as contractor for the installation on three 22kw and three 50kw charging points
    - £39,500 Scottish Government grant awarded for warranty and maintenance of existing charge points
  - Following an update to Cabinet in December 2018 on the preferred option for the Millport Coastal Flood Protection Scheme, community consultation was undertaken, and positive feedback was received. A further non-statutory consultation will take place in August before the scheme is notified in January 2020
  - Deemed planning permission has been granted for the Upper Garnock Valley Flood Protection Scheme and 'Aecom' has been appointed as the designer
  - Successfully delivered a Waste and Recycling project programme including:
    - Changes to recycling methodologies
    - New contracts for recyclables
    - Opportunities for customers to enhance recycling
- All actions were successfully implemented within time and budget on 1<sup>st</sup> April 2019
- Single-use Plastic Waste Prevention Action Plan
    - Cross Service Working Group in place to deliver actions
    - Developed an internal communications plan and baseline survey linking to the Council's Low Carbon Behaviour Strategy.
    - Supported 'Think about Plastic'. on Arran to be the first community in Scotland to be accredited 'Plastic free Community'
  - Partnership working with the Clyde Valley Partnership to deliver a long-term residual waste treatment solution. Dunbar Energy from Waste Facility is now operational and Bargeddie waste pre-treatment facility is scheduled for commissioning in July 2019.
  - Closure of the landfill site has resulted in environmental improvements, including significant reduction in Co2 emissions from Council fleet which operated there upon`

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

We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic theme 'Inspiring Place' for the Place Directorate:

- Develop and implement an Electric Vehicle Strategy, and work in partnership with Government agencies to delivery further electric charging infrastructure throughout North Ayrshire
- Develop sustainable business travel arrangements for our employees and reduce grey fleet business mileage
- Implement actions within the Zero Waste Strategy which will incorporate the implementation of enhanced waste and recycling services and move towards becoming a 'Plastic Free Council' by reducing the use of single use plastic
- Develop two further district heating schemes in new housing developments as part of our Strategic Housing Investment Plan
- Develop a business case for a large-scale district heating scheme in central Irvine
- Continue to implement a programme of retrofit solar panels on our Council housing

## Priority 3. Service Transformation

### Key Highlights:

- Municipalisation:
  - Developed and presented Municipalisation approach and workplan Council wide
  - Established steering group
  - Generated additional income opportunities including successfully tendering for new contracts for catering and cleaning services for Temporary Furnished Flats
- Working in partnership with PMI, FM and Education Services successfully delivered the first phase of the Early Years Expansion Programme. This includes approval for the creation of 24 new jobs within FM Services
- Completion of Homeless Service Review and draft Rapid Rehousing Transition Plan
- Commencement of new inspection and monitoring regime within Contract Compliance & Maintenance team.
- Innovative approach to participatory budgeting is now being rolled out across all localities allowing the public to influence the grounds maintenance service delivery. 10 roadshows were delivered by Streetscene across the localities, in collaboration with the Community Development Team about our approach.
- Effectively piloted the optimisation of route planning and mobilisation for Street Cleaning in North Coast and Garnock localities.
- Successfully tested the use of sensors in communal waste containers to inform on potential benefits re productivity in waste collections
- Through the introduction of an innovative staff development programme, Building Services have transformed their workforce culture by introducing working groups to address engagement, improve recognition and develop joined up working. Sickness absence has reduced by 2.13 days, complaints have reduced by 4.12% and they have received 35 compliments.

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

We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic themes for the Place Directorate:

- Mobilise our frontline services through the use of new digital technology:
  - Roll out Streetscene mobilisation and route optimisation to all localities
- Develop additional income streams through a 'Municipalisation approach'
  - Progress the income generation work plan actions including making more use of our assets through advertising on roundabouts
  - Develop the Municipalisation approach through the Council wide steering group
  - Complete a fleet review to ensure that we are maximising our fleet assets
  - Continue to explore and develop the opportunities for car parking charges and DPE
- Embed participatory budgeting for grounds maintenance through the locality partnership
- Review the service requirement and resources needed for Janitorial and Cleaning



## Priority 4. Safe Communities

### Key Highlights:

- Implementation of the LHS 2018-22 remains ahead of schedule. Highlights include:
  - Cabinet approval of a new Estate Based Regeneration Programme, which will provide £10m of investment in our Council housing estates over a ten-year period. The 2019/20 projects include parking and grounds maintenance improvements at Broomlands and at Castlepark
  - Cabinet approval of a new housing delivery model 'HOME' was secured, which will provide 33 new homes on the site of the former St Mary's Primary School in Largs. Marketing material is being prepared, site investigations have been instructed, and technical design work is underway
  - Cabinet approval of a six-unit self-build pilot project in Largs. Technical design work is underway in advance of launch of the plots for sale in summer 2019
  - Development of an approach to delivery of supported accommodation, working in partnership with the Health and Social Care Partnership. An allocation framework will be considered by Cabinet in June 2019, prior to completion of the first supported accommodation units at Trindlemoss, Irvine, in September 2019
- Completion of a £7m, 36 unit sheltered housing complex with community hub at Kyleshill Court, Saltcoats
- Completion of the refurbishment of the 22-unit Dickson Court, Beith sheltered housing complex
- Best national empty homes performance, with 234 homes brought back into use, as well as acquisition of five long-term empty homes in Nelson Street, Largs and at Craignaw Pl, Irvine, which will be refurbished and brought into the Council's affordable housing supply
- Cabinet approval for our new Scheme of Assistance, which includes the launch of our new pre-tenancy support service and missing shares scheme
- The Fullarton High Flats regeneration project is on target, with ongoing re-housing of tenants. A total of 26% of the flats are now empty, with further tenants scheduled to move
- Successful 16 Days of Action campaign to end violence against women. The work undertaken by North Ayrshire is receiving national attention
- Completion of CCTV migration of NAC CCTV Ltd and Housing Services Public Spaces TV Cameras in March 2019
- 21,515 out of terms school meals served in 2018/19, realising a 274% increase since 2015/16
- Despite the challenges of the Universal Credit implementation, we remain sector leading for gross rent arrears at 3.34% in 2018/19, a reduction of 0.25%. Currently ranked 3rd out of 32 local authorities

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

**We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic theme 'Aspiring Communities' for the Place Directorate:**

- Review the role of assistive technology in our new build Council housing and share our learning with RSL partners
- Develop and implement the Community Safety Strategy 2019-2024 along with our Community Planning partners
- Undertake a review of our CCTV service and identify opportunities to invest in new technology to improve community safety and increase crime prosecution rates
- Implement a 'Housing First' approach in our provision of homelessness services, providing mainstream, settled accommodation for our tenants as quickly as possible, decommissioning the hostel provision at Green Street and re-routing resources to the extension of Housing First provision in North Ayrshire
- Further improve support to young people to enable them to sustain their tenancies

**We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic theme ‘Inspiring Place’ for the Place Directorate:**

- Build a total of 1,732 new homes by March 2024, with 384 Council homes completed by March 2020
- Work with partners to ensure we develop as far as possible, homes for life
- Complete two new ‘sustainable demonstrator’ homes to showcase our aspirations for suitable living
- Develop a strategy for the promotion of housing development on strategic regeneration sites, to stimulate development
- Deliver an alternative affordable housing model – HOME – in one of our most pressured localities
- Develop an initial pilot site for self-build, including the provision of infrastructure
- Help private sector residents improve the condition of their homes by implementing the actions within the North Ayrshire Scheme of Assistance
- Develop a White Label energy product
- Continue to purchase empty homes through our Strategic Housing Investment Plan and bring them back into the affordable housing supply
- Engage with tenants and empower them to make decisions about improvement projects in their local neighbourhoods, through our:
  - Estate-based Regeneration Programme
  - Tenant-led budgets

## Priority 5. Customer Service

### Key Highlights

- The Bereavements Charter is operating successfully in partnership with the Council, funeral directors and clergy, offering residents a dignified local service
- The waste awareness communication campaign "Right Stuff Right Bin" continued to focus efforts on trying to reduce contamination levels in the recycling containers. Contamination levels in March for the blue bin continued to be below 15%, with a level of 14.25% being calculated by the Contractor
- Resource Modelling data gathering on activities and resources completed for Streetscene
- Successful trial for communal bin sensors recommendations made for potential expansion
- Fleetwave accidents module – pilot of new accident reporting screen is underway within Waste Resources
- Introduced new mobile technology to our commercial waste vehicles, improving processes, customer feedback and the efficiency of service communications
- The North Ayrshire Housing Allocation Policy review outcomes and recommendations were approved by Cabinet in December 2018 and successfully implemented on 1<sup>st</sup> May 2019
- The implementation of the updated housing repairs policy has seen significant improvements in response times:
  - 14.6% for emergency repairs, reduced to 2.16 days
  - 30.1% for non-emergency repairs, reduced to 5.45 days
- Implementing new initiatives has realised a reduction of 13.73% in overtime across the Place Directorate in 2018/19 such as:
  - Introducing task-based priorities allowing Streetscene to be proactive rather than reactive
  - Introducing new shift patterns within Streetscene to tackle paying premium rates
  - Actively managing the need for overtime within Roads Operations to ensure it is only undertaken to minimise disruption on the road network at busy times or to expediate works where this will provide improved efficiency
  - Recruitment of extra staff to reduce premium rates
- Across Place in 2018/19, overall complaints have remained static. Those classified and closed as complaints seen stage 1 increase by 2.3% (6 out of 8 services reduced) and stage 2 decrease by 41.5%
- There has been a 21.2% increase in Directorate compliments

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

We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic theme 'Inspiring Place' for the Place Directorate:

- Implement the Tenant Participation Strategy 2017-2022, building on our approach to involving under-represented groups and ensuring our tenants' views are used to shape future service delivery
- Implement the successful Blue Wave of Change staff development programme across Commercial Services teams ensuring that our staff are supported and have the skills, knowledge and attributes to deliver the Council's priority outcomes and transformation aspirations
- Roll out findings of the initial pilot with Waste Operations to review the management of absence to Place Directorate with a view to improve sickness absence
- Continue to reduce overtime
- Further analyse complaint data to identify areas for improvement, drilling down on outcome 'other' to ensure classification is correct
- Continue to develop work on funeral poverty through the Bereavement Charter
- Review of all venue booking arrangements to optimise customer service and remove duplication

#### 4. Directorate Performance Indicators

The Directorate uses 51 key performance indicators that align to our priorities and link into the Council Plan, Directorate Plan and LGBF. 10 of these indicators are used to analyse trends and are recorded for data purposes only. Typically, these indicators are informed by a range of sources, some of which are outside the control of the Council but help build an evolving picture and inform decisions on future intervention and service provision. The tables below highlight our good performance: 82.9% meeting/exceeding target, 12.2% slightly adrift and 4.9% significantly adrift of target.

##### 4.1. Council Plan Performance Indicators Summary

Place Directorate has 8 indicators that are reported through the Council Plan

Council Plan Performance Summary– As at Q2 2018/19					
Priority	No of Indicators				
4. Helping all of our people to stay safe, healthy and active	5	3	1	0	1
5. Protecting and enhancing the environment for future generations	3	3	0	0	0

##### 4.2. Directorate Plan Performance Indicators Summary

The table below demonstrates a high-level view of the progress made towards the Council's Strategic Priorities.

Directorate Plan Performance Summary– As at Q4 2017/18					
Priority	No of Indicators				
4. Helping all of our people to stay safe, healthy and active	11	4	2	1	4
5. Protecting and enhancing the environment for future generations	19	18	1	0	0
Underpinning our Service Delivery	21	12	2	1	6

##### 4.3. LGBF Indicators – Priorities

LGBF Indicators 2016/17					
Service Area	No of Indicators				
Further embed a culture of continuous improvement across the Council/ Support the Council's transformation	21	18	3	0	0

##### 4.4. Directorate Plan Performance Indicators – Red and Amber Status

The performance indicators that are adrift of target are:



- **Number of days lost due to sickness.**

*The directorate annual target (9) days lost due to sickness has not been met with the figure achieved exceeding this by 1.76 days, however comparatively on this time last year we have reduced by 0.34 days. This area continues to be monitored closely by all areas of the business and is a set agenda item for detailed discussion in all service performance meetings. Analysis on type of absence and correlation between services has identified long term stress related absence and musculo-skeletal has increased, we continue to:*

- offer well-being Wednesdays, which include inoculations
- carry out tool box talks
- offer annual employee health surveillance and mini health checks
- offer mental health awareness training to supervisors and above
- focus on manual handling training

- **Average length of time taken to re-let properties in the last year**

*Achieved 19.92 days against a target of 17 days. Performance has been affected by the decanting of people from the Irvine high rise flats into new accommodation of a high standard, with upgrade works being completed at void stage and taking longer to turn around. Performance is expected to improve on completion of this project. Although we have not met our target, we remain sector leading for this measure.*



- **Proportion of internal floor area of operational buildings in satisfactory condition**

*Achieved 95.54% against a target of 99.80%. Performance has slightly decreased because Ardrossan Academy was resurveyed during April 2018 and classified as condition D, deeming it unsuitable. Due to the size of the building and the fact the PI is based on floor space rather than the number of properties, overall performance has reduced. Overall property rationalisation has not progressed as quickly as anticipated, resulting in a higher proportion of retained older buildings.*

- **% of tenancies to applicants who were assessed as homeless sustained for more than a year.**

*Achieved 81.48% against a target of 82.00%. The Housing Support service has changed the level and duration of service provision for all new tenants being resettled into a council tenancy following a period of homelessness. Although this measure is slightly adrift of target, 2018/19 has seen a 3.56% improvement in the proportion of households sustaining their accommodation for more than a year.*

- **% of adults satisfied with parks and open spaces.**

*Latest performance (17/18) 78.3% against a target of 86%. The latest data on Scottish Government website is 'Scotland's People Annual Report Results from the 2016 Scottish Household Survey' published in September 2017. Work is progressing to improve satisfaction through greater community involvement in the Participatory Budget approach being rolled out giving communities more influence in grounds maintenance services. Customer surveys carried out as part of the Participatory Budget approach reflect improving satisfaction levels. It is hoped our Participatory Budget approach to grounds maintenance will continue to improve customer satisfaction with parks and open spaces.*

- **% of adults satisfied with Street Cleaning.**

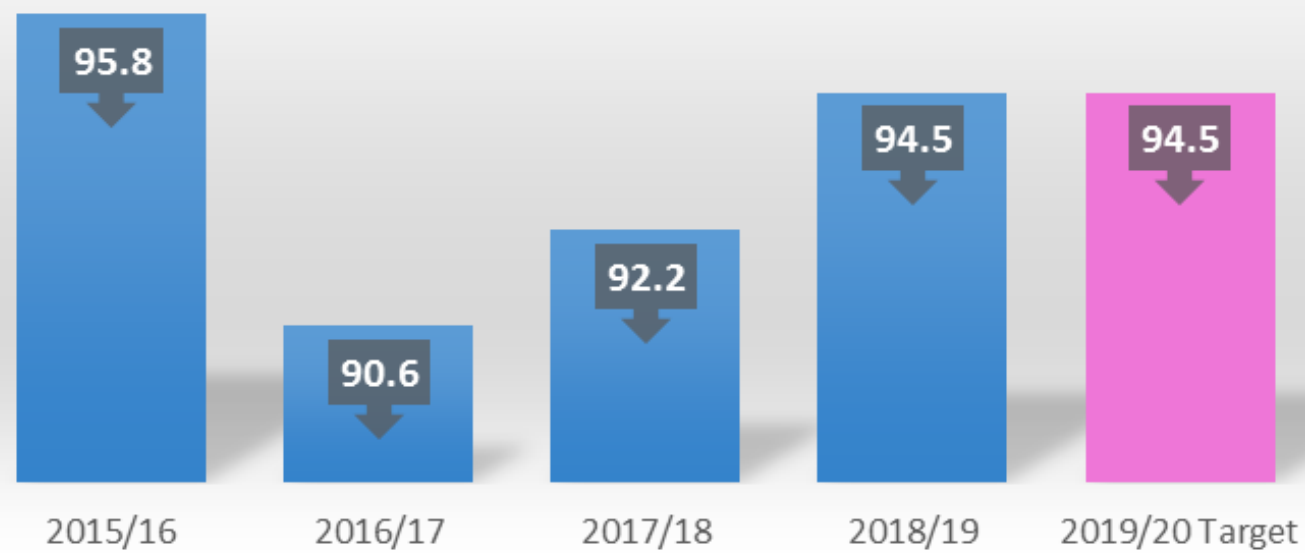
*Latest performance (17/18) 76.7% against a target of 80%. The latest data on Scottish Government website is 'Scotland's People Annual Report Results from the 2016 Scottish Household Survey' published in September 2017. Since publication of the Household Survey, street cleanliness LEAMS scores have significantly improved from 92.2 to 94.5. A similar improvement is expected in satisfaction when future Household Survey results are published.*

- **% uptake of free school meals (primary).**

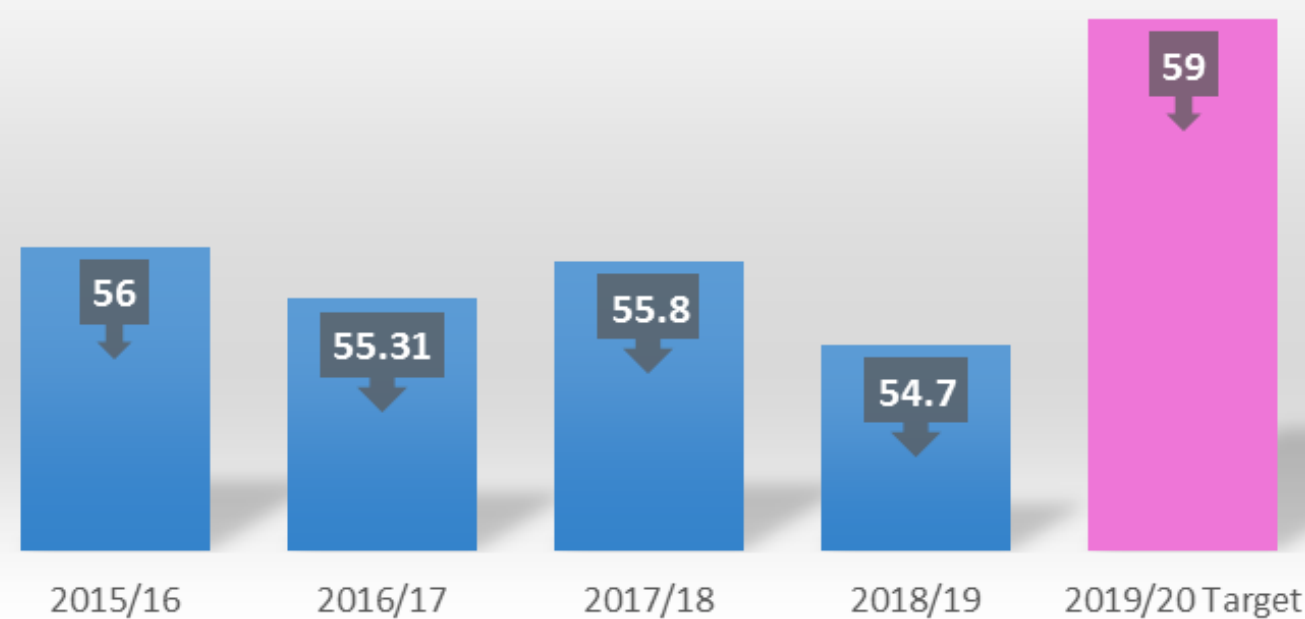
*Latest published performance for 17/18 is 85.52% against a target of 87.00%. We experience fluctuations in the uptake of free school meals. We continue to promote an overall experience for children in relation to lifestyle by providing healthy, high quality food and drinks, teaching children about health and diet as part of the curriculum and creating a positive ethos for healthy eating in our schools. Further promotional work will be undertaken with parents and pupils to encourage uptake.*

# Trends

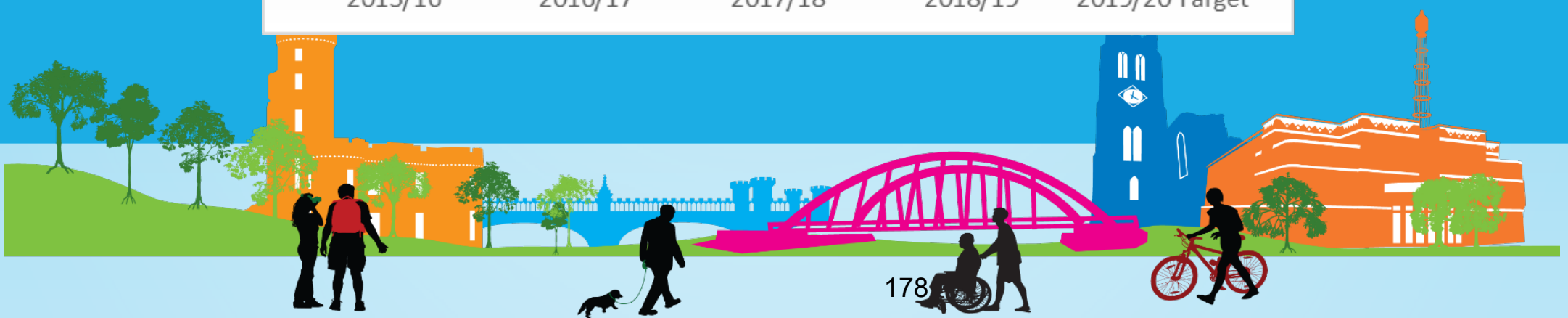
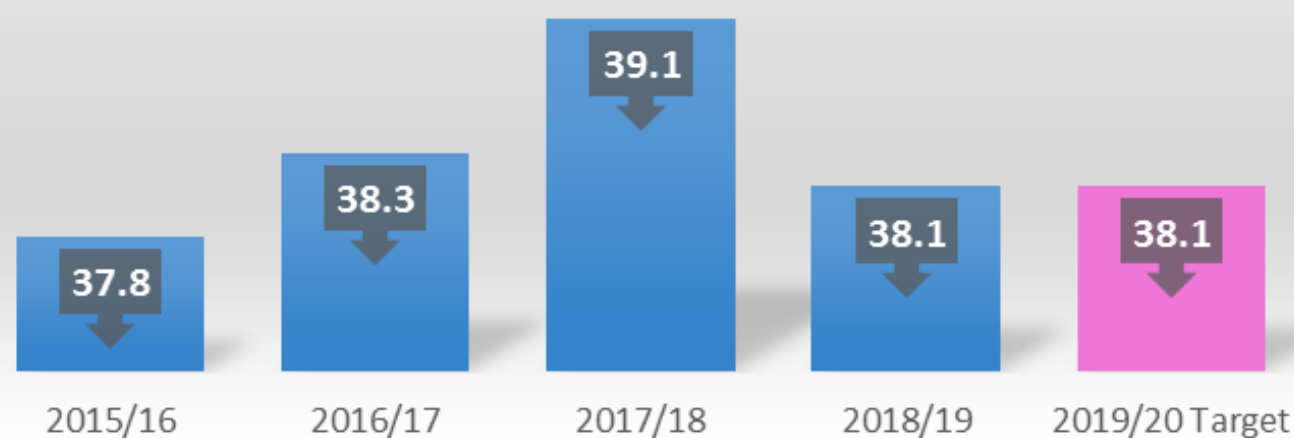
## % Street Cleanliness



## % Household Waste Recycling



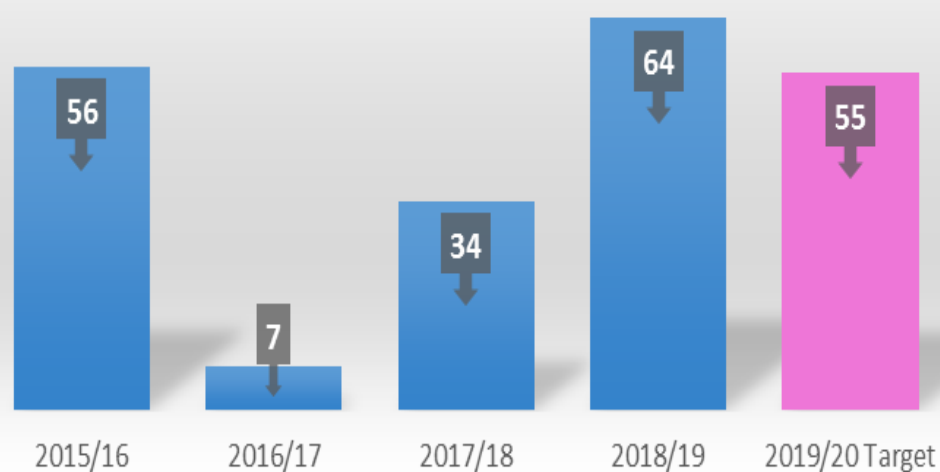
## Overall % of road network considered for maintenance treatment



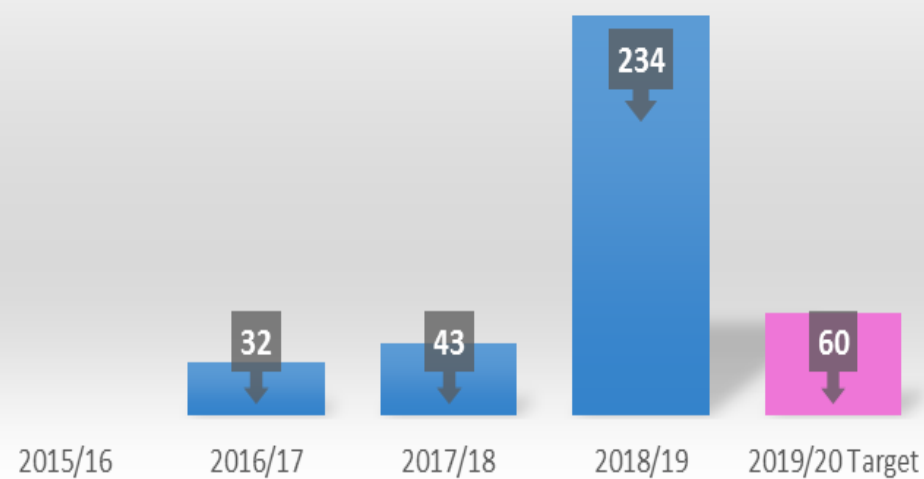


# Trends

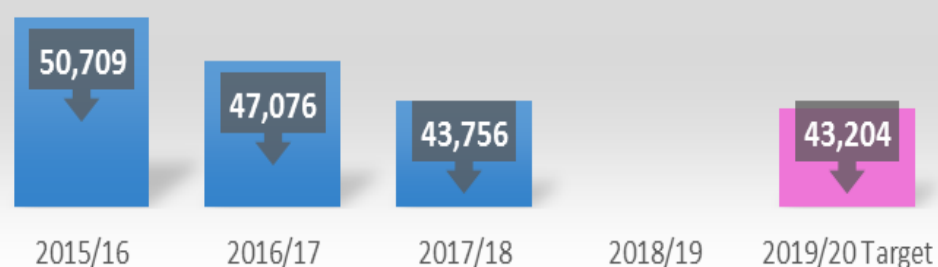
Number of new build Council housing units reaching completion



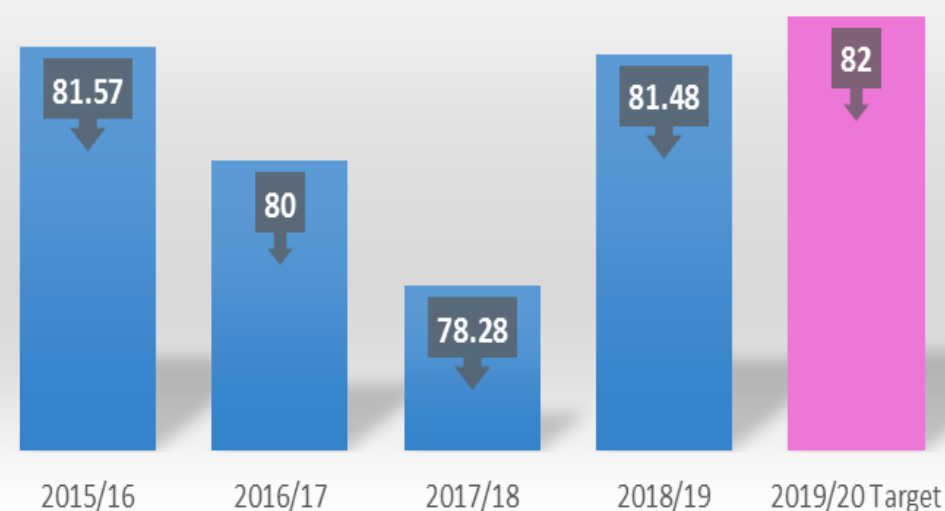
Number of empty homes brought back into use



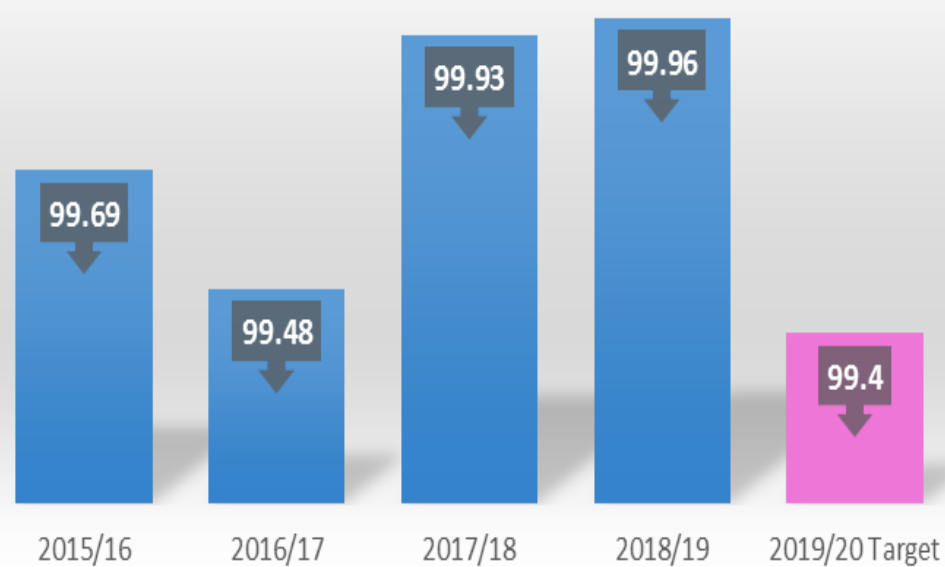
Carbon Emissions (Tonnes)  
although 2018/19 data is not available indications are showing a further reduction



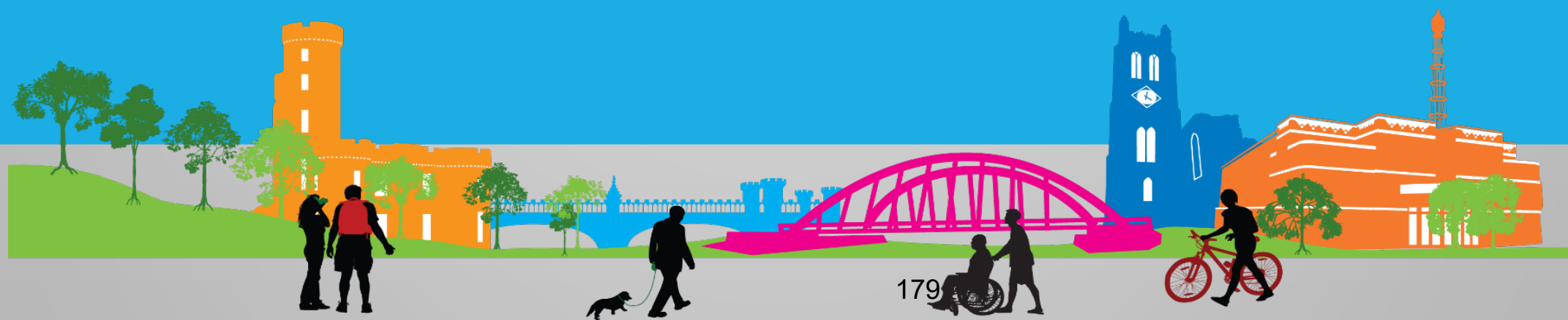
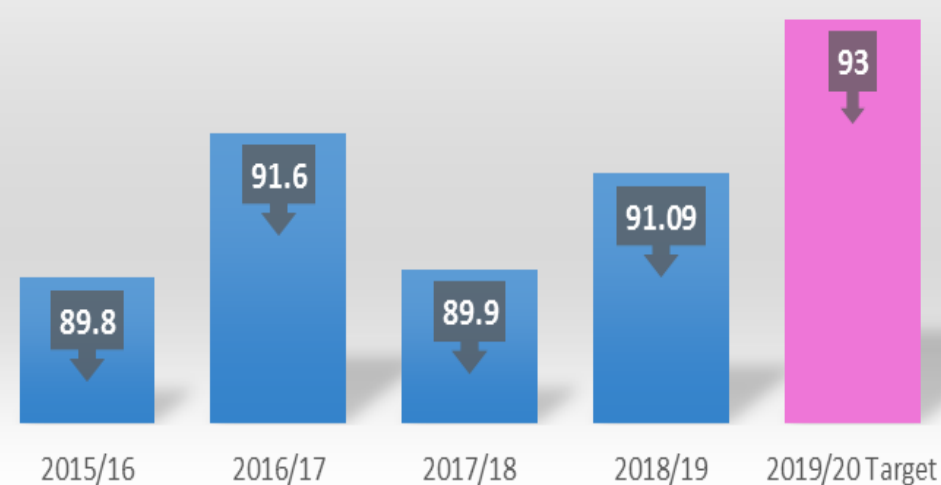
% Tenancy Sustainment Homeless

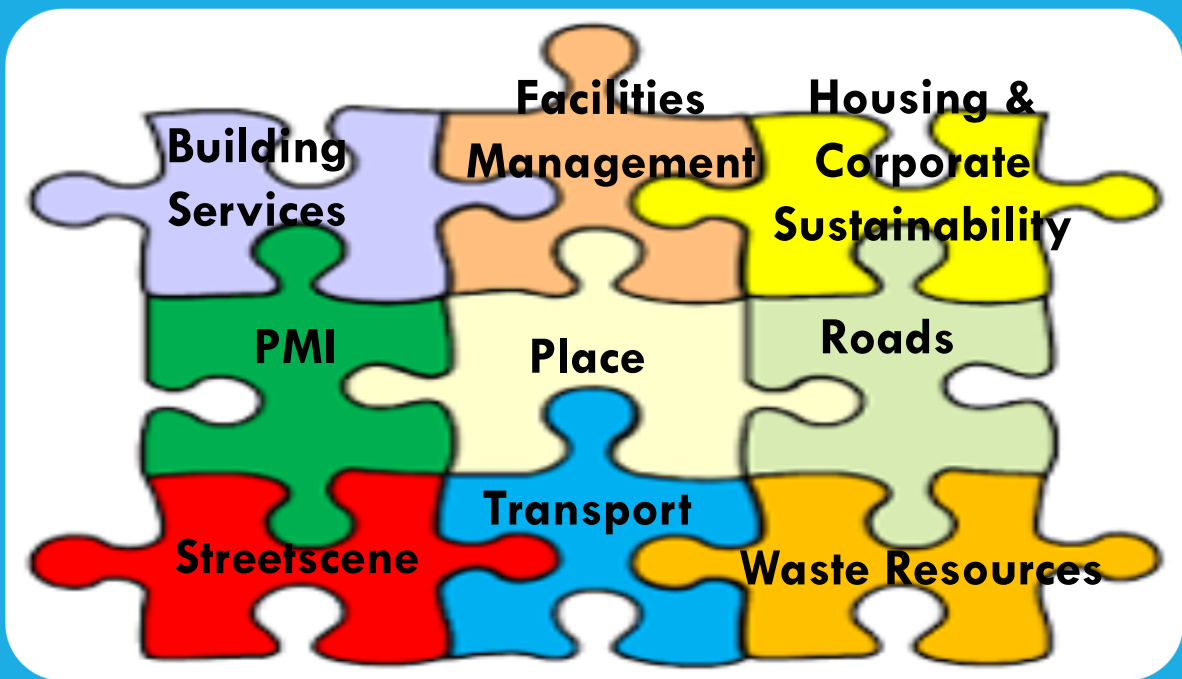


SHQS



Proportion of operational buildings suitable for their current use





64,000 Purple bins delivered



10 Roadshows delivered on Participatory Budgeting



Apprentice retention



CO2 Emissions from Council Fleet reduced 19.6%



External wall insulation on 369 homes



Clyde valley Partnership Dunbar Energy



Sustainable Demonstrator Homes at Dickson Drive



Millport Coastal Flood Protection Scheme



Successful Lean Six Sigma Projects



Waste Management



Low Carbon Behaviour Strategy for Staff



Leams Improve to 94.5% with reducing costs



New Bereavement Charter NAC, Clergy & Funeral Directors



1% Reduction in Road Condition Index



'Think about Plastic'



Grant for Electric Charging Infrastructure



Enhanced waste and recycling service



Property Rationalisation



ASN Campus approval for Stevenston



16 Days of Action Violence Against Women Campaign



21515 out of term School Meals Served



Providing a safe & compliant fleet



Restoration of world war 1 memorials



Digital Technology



Municipalisation Approach



19th Century Low Green Footbridge Refurbishment



200 Solar Panels Installed



Building 1732 new homes by 2024



Kyleshill Court & Dickson Court completions



Overtime reduction 13.73%



Compliments increase 21.2%



Approval for 24 new jobs to support 1140 years expansion





## 5. Best Practice

### *Performance information*

- Visual displays on TV screens showing updates from Cabinet, performance information, upcoming events and other service information
- Introduction of diarised desk time to provide service managers with time/support to update performance measures and actions
- Quarterly performance meetings for service managers to discuss performance with Head of Service
- Introduced the use of project development boards to communicate progress with asset transformation and capital projects

### *Service Plan Briefings Sessions for all employees*

- Following the success of previous years, briefing sessions took place across the Directorate in 2018/19. The sessions gave information about the Council, Directorate and services. To enhance the message this year we used video technology in the presentations allowing all staff to hear from their colleagues some of the changes implemented following their suggestions from the previous briefing sessions. The sessions continue to give all staff the opportunity to speak to senior managers and the Head of Service directly and raise any concerns they may have. Future briefings will include a session on Human Resources.
- 

### *Health & Wellbeing initiatives*

- As a commitment to our workforce, health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place
- Introduction of cross directorate working groups on initiatives such as health & safety, absence, employee engagement and communication
- Revised PPD process has been implemented to fit the wider workforce
- Introduced a Service Support Officer to take forward health and safety initiatives
- Tackling incidents of muscular/skeletal injuries through a renewed focus on manual handling training and correct posture displayed on TV screens and Directorate newsletter

## 6. Employees

### *6.1 Sickness Data*

At March 2019 the average days lost per FTE for the Directorate was 10.76 days, this is above the annual target of 9 days. Performance is comparatively lower than the same time in 2018 at 11.10 days.

Across the Directorate the highest reasons for sickness are absence is muscular/skeletal injury and stress related sickness. To address this, we have carried out extensive manual handling training, highlighting the six key principles of key movement to staff at team meetings and displayed in our staff newsletter and TV presentations throughout offices and depots and offered mental health awareness training to supervisors and above. Maximising attendance forms part of the discussion at quarterly performance meetings, where managers are encouraged to monitor sickness absence closely within the parameters of the maximising attendance procedure, pre planning trigger meetings in advance and ensuring meetings take place on time. A number of initiatives have been introduced to try to mitigate the absence level across the Directorate e.g. well-being Wednesdays, inoculations, a renewed focus on manual handling, tool box talks and mini health checks. Work continues with HR support, concentrating on closer analysis of the type of absence, correlations between services and whether trends can be seen in specific areas.

## 6.2 Other Employee Information

Place have doubled the Employee Engagement survey response rate since 2014, which is an excellent achievement and could be attributed to the new approach which involve Senior Managers holding focus groups to discuss employee engagement and explain the way in which the survey results are integrated into our improvement plans and our positive commitment on how we communicate and engage with our wider workforce. The 2017 results are showing improvements in all of our least positive 2015 statements. This is a positive trend for the Directorate and as such improvement plans have been developed with more localised team level improvements which are allowing us to look at best practice with other teams to ensure consistency is achieved for all. Key messages are communicated to staff via VLOGS prepared by Heads of Service on TV screens at key areas.

## 7. External Evaluations

### Physical Environment

#### Housing Service

Following submission of the Annual Return on the Charter to the Scottish Housing regulator we retained our sector leading position providing low cost value for money services.



#### Facilities Management

- FM Soil Association Gold food for life accreditation. Evaluated annually in last quarter of each year, latest accreditation showing excellent
- BSi accreditation awarded (Catering & Cleaning)

### Commercial Services

#### Waste Resources

In first 6 months of this year SEPA compliance assessments have taken place and results have been published at the following sites:

- Bartonholm HWRC - Excellent
- Paddockholm HWRC - Excellent
- Shewalton Landfill Site – Good

#### Roads

The Office of the Scottish Road Works Commissioner provided us with our annual performance review for 17/18 during September 2018 that has noted the improvements made in performance at North Ayrshire e.g.

- Reducing use of noticing failures from 10% to 3%
- Reducing use of early starts notices from 26% to 23%
- Reducing use of late starts notices from 3% to 1%
- Reducing the use of works extensions notices from 24% to 13%
- Increasing the number of sample inspections carried out on utility works from 92.5% to 98%

#### Transport Hub

- 100% first time pass rate for vehicles presented for DVSA testing
- Local Authority Fleet Operator of the Year
- Retaining Van Excellence Accreditation

## Appendix 1 – List of all performance Indicators

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

PI Description	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of new build Council housing units reaching completion on a yearly basis	7	54		34	63		69	64	
Number of homeless presentations	761			1,044			1,032		
% of new tenancies to applicants who were assessed as homeless sustained for more than a year	80	80		78.28	81		81.48	82	
Number of people killed or seriously injured in road accidents	41			48			NA		
Number of children killed or seriously injured	7			3			NA		
Number of people slightly injured in road accidents	210			173			NA		
% Uptake of free school meals (Primary)	86.46%	85%		85.52%	87%		<sup>1</sup> NA	86.25%	
% uptake of free school meals (Secondary)	70.7%	67.5%		73.38%	71%		<sup>1</sup> NA	71.25%	
% of ASB cases reported in the last year which were resolved within locally agreed targets	93.65%	93%		101.6%	93.5%		98.22%	94%	
Average length of time taken to re-let properties in the last year (days)	15.44	17		16.71	17		19.92	17	
Percentage uptake of school meals	59.55%	57%		59.04%	60%		<sup>1</sup> NA	59%	

## Protecting and enhancing the environment for future generations

PI Description	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
% of lamps restored to working condition within seven days	94%	92%		96.7%	95%		97.32%	95%	
SCORPAM02: Proportion of internal floor area of operational buildings in satisfactory condition %	99.7%	100%		99.7%	99.7%		95.54%	99.8%	
SCORPAM01: Proportion of operational buildings that are suitable for their current use %	91.6%	90%		89.9%	91%		91.09%	92%	
Amount of energy generated from low carbon sources across the Council's estate				9,029	9,000		9,682	9,600	
Number of empty homes brought back into use	32			43	43		234	60	
SENV04e: % of unclassified roads that should be considered for maintenance treatment	34.6%	36.2%		35.2%	36%		33.9%	36%	
HSN04b: Average time taken to complete non-emergency repairs	7.85	9		5.51	7		5.45	6	
SENV04b: % of Class A roads that should be considered for maintenance treatment 10-12	36.2%	34.8%		36.2%	37%		37.3%	37%	
SENV04c: % of Class B roads that should be considered for maintenance treatment 10-12	36.8%	34.7%		39.2%	38%		40.4%	40%	
SENV04d: % of Class C roads that should be considered for maintenance treatment 10-12	50.8%	51.1%		51.3%	52%		48.6%	52%	
22v) The percentage of the road network that should be considered for maintenance treatment.	38.3%	39.1%		39.1%	39.1%		38.1%	39.3%	
Overall carbon emissions (tonnes)	47,076	54,283		43,756	50,198		2WIP	45,137	
SHSN03: Percentage of stock meeting the Scottish Housing Quality Standard (SHQS).	98.67%	93%		99.14%	98.2%		99.19%	99.4%	

SENV03c: Street Cleanliness Score	90.6	96.5		92.2	94		94.5	94	
SENV06: % of total household waste that is recycled	55.31%	56%		55.8%	54.5%		3NA	54.5%	
SHSN05: Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year	99.48%	99%		99.93%	99.5%		99.96%	99.95%	
Percentage of waste reused (MSW)	0.47%	0.5%		0.58%	0.5%		3NA	0.5%	
Percentage of fly-tipping incidents on public land cleared within five working days	99.6%	98%		99.2%	98%		99.49%	98%	
Percentage of instances of graffiti removed within 5 working day timescale	93.4%	96.5%		98.5%	97%		99.33%	97%	

## Underpinning the delivery of our strategic priorities

PI Description	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by your landlord	87.6%	91.3%		87.6%	87%		92.93%	90%	
Employee Engagement Level (Place)	62.8	75		68.5	65		68.5	65	
SENV1a: Net cost of Waste collection per premise	£54.60	£54.16		£52.76	£53.29		1NA	£53.13	
SENV02: Net waste disposal cost per premises	£101.81	£115.40		£91.07	£116.40		1NA	£116.19	
SENV07a: % of adults satisfied with refuse collection	87.67%	85%		87.67%	85%		1NA	85%	
SENV07b: % of adults satisfied with street cleaning	78.33%	80%		76.67%	80%		1NA	80%	
SENV03a: Cost of street cleaning per 1,000 population £	£14,784.02	£15,185.00		£13,690.00	£15,563.00		1NA	£15,868.00	
SC&L05b: % of adults satisfied with parks and open spaces	81%	88%		78.33%	86%		1NA	86%	
SC&L04: Cost of Parks and Open Spaces per 1,000 of the Population	£29,450.29	£46,662.00		£23,426.00	£23,290.00		1NA	£22,860.00	
SENV04a: Road cost per kilometre £	£11,216.70	£12,218.00		£11,357.00	£11,015.00		1NA	£11,091.00	
Number of days lost within 'Place' due to sickness absence per FTE peer annum (days)	10.15	9		11.10	9		10.76	9	
Number of stage 1 complaints received 'Place Directorate'	1,104			1,188			1214		
Number of stage 2 complaints received 'Place Directorate'	42			52			31		



Number of UC arrears cases - HRA	299			875			2,490		
Value of UC arrears - HRA	£140,133.00			£373,024.31			£730,227.50		
% of homeless presentations as a result of evictions/landlord actions (all tenures)	12%			25%			25.22%		
TEMPORARY ACCOMMODATION - Current rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year	3.8%			7.7%	5%		4.33%	5%	
HSN01b: Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	3.39%	3.5%		3.59%	4%		3.34%	4.5%	
% of rent due in year that was lost due to voids	0.33%	0.6%		0.35%	0.6%		0.45%	0.5%	
Percentage of tenants satisfied with repair service	99.1%	98%		97.37%	98%		97.34%	98%	
Percentage of tenants on universal credit that are in rent arrears	78.3%			79.1%			74.02%		

1. **LGBF and APSE stats for 2018/19 will not be available until later in 2019**
2. **Overall carbon emissions figures will not be available until June 2019, however early indications are showing a positive result**
3. **Waste recycled, and reused stats will not be available until end May 2019**



NORTH AYRSHIRE  
**Health and Social Care Partnership**

# Joint Performance Review Report

January 2019 – March 2019

May 2019



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## Introduction

The purpose of this report is to afford a high level overview of the progress being made in by the Health & Social Care Partnership in delivering the strategic priorities as set out in our 3 year strategic plan.

A glossary of acronyms used within this report is contained in Appendix 5.

## Overview

The 2018-21 Partnership strategy has a developing focus on defining core impact actions that add tangible service benefits and have subsequent influence on associated areas of challenge and transformation. Throughout the period of this strategy we will continue to monitor progress on core performance areas while benchmarking and setting targets for new actions undertaken to support our strategic objectives. The performance measures provided during this period reflect the transformational change being undertaken as well as the continued demand impact on core services.

Through consultation we will continue to measure our performance against the retained 5 Strategic Priorities of:




- Tackling Inequalities
- Engaging Communities
- Improving Mental Health and Wellbeing
- Bringing Service Together
- Prevention and Early Intervention

During the 2018/19 financial year the IJB were working towards delivering financial balance, with £1.5m held on behalf of the IJB by the Council to commence repayment of the £5.8m outstanding debt for previous year social care overspends. Whilst it is positive to note that the IJB will repay a sum of £0.668m towards the debt to the Council during 2018/19, with the remainder to be repaid in future years, a surplus of £1.5m was not generated due to variations between projections and actual costs for social care services at the financial year-end. A number of unknown financial commitments arose at the year-end, including some relating to previous financial years which are non-recurring commitments. The year-end financial monitoring report to the IJB will include a plan to improve the accuracy of future financial projections. The IJB have also for the first time in 2018/19 accounted for the final year-end position in a truly integrated way with resource shifting from the NHS budget to Social Care and have also accommodated within the overall position the earmarking of specific ring-fenced Scottish Government funding.

We continue to consider all available options to reduce our absence levels and ensure a continuity of service as our absence rate per NAC employee is 23% above target of 11 days at 13.8 days for 2018-19.

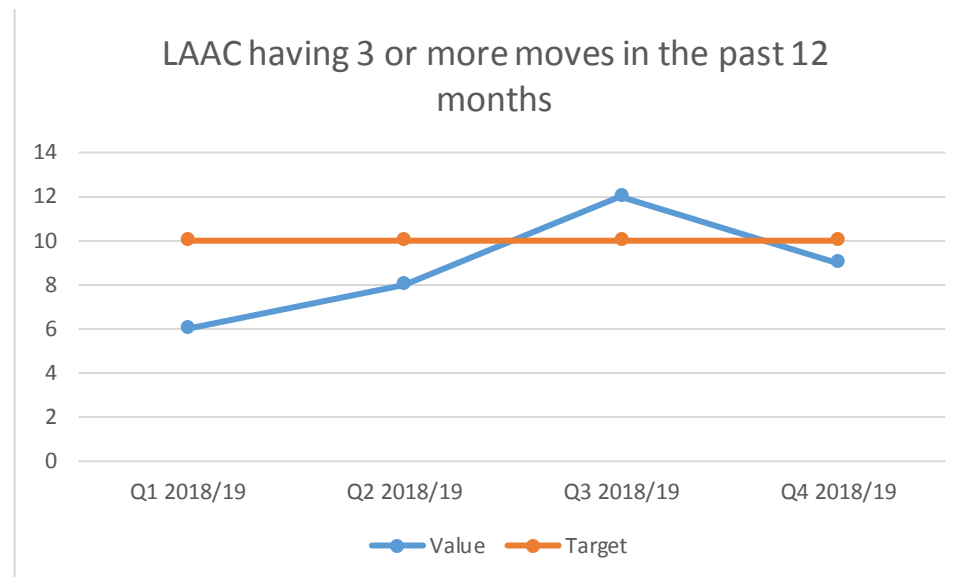
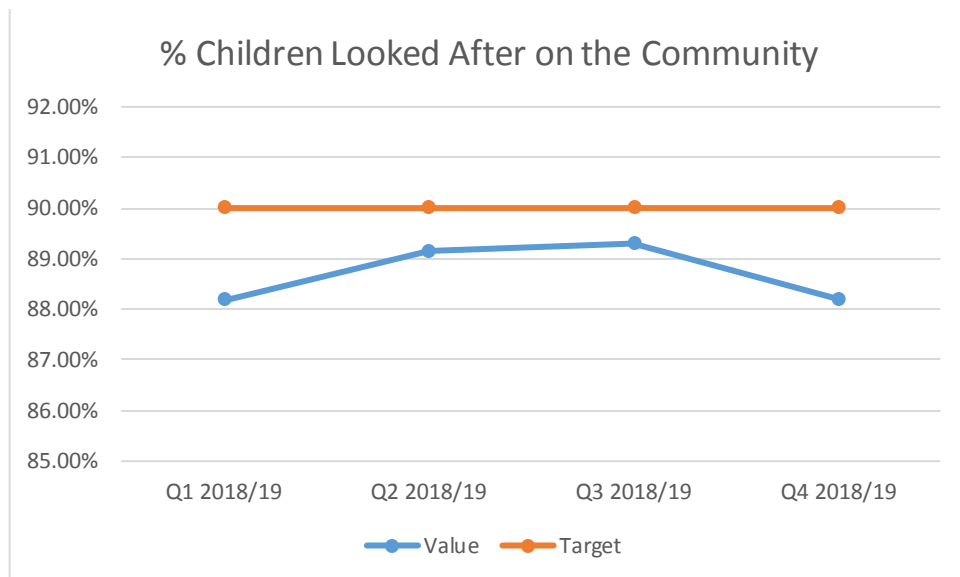
## Summary of Performance Measures

The table below shows a high level view of progress made against the Partnership strategic priorities with all measures presented in Appendix [1]. At the time of the report there are 24 measures attributed to the first year of our new Strategic Plan with those showing a Red or Amber status presented with commentary.

Quarter				Data	Reported 1 Qtr Behind	Data Not Available
Q1	5	1	6	3	4	5
Q2	6	0	9	1	4	4
Q3	10	1	8	1	4	0
Q4	6	1	8	1	7	1

**Note – due to report timing and the NHS validation process several updates remain outstanding and will be populated as measures are approved.**

## Children, Families and Justice Services – Highlights



### Children's Services and Corporate Parenting Plan Implementation

- The Corporate Parenting Audit and Evaluation group continue to meet and have agreed to arrange an evaluation day in April 2019 to finalise measurements from previously agreed actions and to agree new actions for 2019/20

#### Young Carers

- There has now been agreement that within Greenwood Academy, there will be an early identification process for those young people who require support. This model will help inform locality models moving forward.

- The model which has been implemented within Greenwood Academy and Elderbank has also been introduced within Kilwinning Academy as also within the Three Towns Localities. This will support those young people and children for whom there are vulnerabilities as well as those who are young carers. The Young Carers statement has now been introduced across North Ayrshire with the Named Person being responsible for identifying the appropriate person to support the completion of the statement and subsequent action plan.

### **Child Protection Figures**

- From October of last year, the number of children on the Child Protection Register has dropped from 156 to 117. Monthly case audits are undertaken by the Senior Manager(s) and Chief Social Work Officer reviewing current registration and placement status while providing essential professional risk and decision-making judgements appropriate for each case.

### **Justice Services – Desistance Officer**

- Meeting a commitment in our strategic plan a Desistance Officer has been appointed to support service user engagement with services. This is the first post of its type in Scotland.

### **Change Programme Update**

#### **Kilwinning Locality Team**

- Meetings have commenced with Headmaster and deputy Head at Kilwinning Academy to plan a future session with Universal Early Years, Social Work and Education staff.
- Monthly informal meetings have also commenced for Health and Social Care Partnership, Education and wider involved staff groups
- Correspondence with unions/partnership representative has taken place with a meeting taking place in January 2019.
- Short Life Working Groups have been formed; Information sharing and communication, Training, Pathways and Accommodation
- Building work delays of 2-3 weeks have resulted in the completion date being 26<sup>th</sup> April 2019. A risk assessment has been completed following a meeting with Health and Safety representatives and staff continue to engage in the four short life working groups. Communication with IT departments are ongoing to support improved agile working for Named Persons.

### **MAASH**

- Ongoing development of the model, however with significant turnover of Police staff, there is a perception that the model is under great pressure now with Police pushing every concern through the hub overwhelming the team.

- An evaluation of the MAASH project is currently underway. This has involved stakeholder consultation and interrogation of quantitative data. This evaluation will assist the project team in determining potential amendments to working and recording practices.

### **Universal Early Years**

- Recruitment under way for permanent Perinatal Mental Health Nurse post
- Speech & Language Therapist post made permanent
- Recruitment underway for second Family Nurture post, linking with Education around recruitment









### **Challenge Fund – School Based Approach**





- Irvine model has informed the Locality Modelling approach for Universal Early Years and Fieldwork Social Work teams to move into three towns locality, to work in partnership with Education colleagues
- Interviews this month for further 2.00 wte Social Workers to enable expansion into further localities

### **Challenge Fund – Reduction in residential school placements**





- Agreement to align 3 wte posts to the children's houses and is now managed by the Senior Manager for Children Looked After Children









## Children, Families and Justice Services – Value, Detail and Resolution

SOL_CHN09_(SSSP)	Description			National Outcome
TI7 (LGBF)	Balance of Care for looked after children: % of children being looked after in the Community			Positive Life chances
	Value	Target	Status	Short Trend
Q1 2018/19	88.17%	90%		
Q2 2018/19	89.14%	90%		
Q3 2018/19	89.3%	90%		
Q4 2018/19	88.19%	90%		
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b> As with previous quarters the work that is ongoing around the residential schools Challenge Fund project aims to get young people within accommodation back to North Ayrshire community setting.				
<b>2018/19 – Quarter Three Update:</b> There has been a slight decrease in % of children being looked after in the community from Q2 2018-19, although this is still within target. Work is ongoing around the residential schools challenge fund project and this aims to get young people back to the North Ayrshire community and within supported accommodation.				
<b>2018/19 - Quarter Two Update:</b> There has been a slight increase in % of children being looked after in the community from Q1 2018-19. Work is ongoing around the residential schools challenge fund project and this aims to get young people back to the North Ayrshire community and within supported accommodation.				
<b>2018/19 - Quarter One Update:</b> Although there has been a slight increase in % of children being looked after in the community it still falls short of the 90% target. Work is currently being done around the residential schools challenge fund project and this aims to get young people back to the North Ayrshire community and within supported accommodation.				

NAHSCP_28	Description			National Outcome
TI	Number of LAAC who have 3 or more moves in the past 12 months			Best Start Possible
	Value	Target	Status	Short Trend
Q1 2018/19	6	10		
Q2 2018/19	8	10		



Q3 2018/19	12	10		
Q4 2018/19	9	10		
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b> Of the 366 children looked after away from home as at 31/03/2019, 2 had experienced 3 placement moves in the last 12 months, 3 had 4, 3 had 5 and 1 had 6 moves.				
<b>2018/19 - Quarter Three Update:</b> Of the 362 children looked after away from home as at 31/12/18, 9 had experienced 3 accommodated placement moves in the last 12 months, 2 had 4 moves and 1 had 5 moves. Work continues around the Challenge Fund School - based approach in reducing Looked After (LAC)/Looked After and Accommodated Numbers (LAAC). The planned activity details three areas that will run concurrently to assess learning outcomes of each. Kilwinning bringing Universal Early Years/Fieldwork and Education together, Three Towns bringing Universal Early Years/Fieldwork/Education and Mentoring pathways together, Irvine integrating the School based programme with Universal Early Years/Fieldwork and expanding across the Irvine locality. Accommodation is to be scoped out with Education colleagues for further expansion into Irvine Royal Academy and North Coast and Garnock Valley.				
<b>2018/19 - Quarter Two Update:</b> Of the 377 children looked after away from home as at 30th September 2018, 5 had experienced 3 accommodated placement moves in the last 12 months, 2 had 4 moves and 1 had 5 moves.				
<b>2018/19 - Quarter One Update:</b> Of the 380 children looked after away from home as at 30th June 2018, 4 had experienced 3 accommodated placement moves in the last 12 months, 1 had 4 moves and 1 had 6 moves				

NAHSCP_08	Description			National Outcome
EC	Number of Children accessing Direct Payments			Positive Life chances
	Value	Target	Status	Short Trend
Q1 2018/19	45	41		
Q2 2018/19	42	41		
Q3 2018/19	40	41		
Q4 2018/19	41	41		
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b>				
<b>2018/19 - Quarter Three Update:</b> There has been a reduction of two children accessing direct payments. This is a result of a child now being recognised as an adult and the other's direct payment coming to an end.				

There has been a resurgence of interest in testing the value of thinking differently, more creative support planning and adventurous use of budgets. Children and Family Services are exploring this at the moment following an input from Tim Keilty - Qualified Social Worker and Associate of "In Control Scotland". His approach follows the question "What would it take?" i.e. what would it take you to get you to school? He shares real life stories where a small amount of money has made dramatic changes to young people and their families.

**2018/19 - Quarter Two Update:** There has been a decrease of 3 children with direct payments however this is still 1 above the target.

**2018/19 - Quarter One Update:** The number of Children accessing Direct Payments has increased by 3 since Q4 2017-18. Service target will be defined over the coming months.

NAHSCP_12	Description			National Outcome
EC	Actively recruit new in-house foster carers (Previously SPSS_P_B06)			Best Start Possible
	Value	Target	Status	Short Trend
Q1 2018/19	104	85	✓	↑
Q2 2018/19	105	85	✓	↑
Q3 2018/19	105	85	✓	-
Q4 2018/19	104	85	✓	↓

#### Value Detail

**2018/19 - Quarter Four Update:** A decrease of 1 from Q3 2018/19, although it continues to perform well and above target.

**2018/19 - Quarter Three Update:** No change in this PI from Q2 2018/19. It continues to perform well above target.

**2018/19 - Quarter Two Update:** The number of in-house foster carers has increased by 1 from Q1 2018-19, continuing to perform well about the identified target. Recruitment of foster carers continues to be a priority for North Ayrshire Health and Social Care Partnership and there are various campaigns held throughout the year. In addition, we make use of local radio and the local authority web site for this purpose. Both of these methods have featured foster carers themselves speaking about the rewards of fostering to encourage others to apply and have been successful. Use of external fostering placement are regularly reviewed and work is ongoing to ensure that children who are returning home from such placements are done so as promptly as possible.

**2018/19 - Quarter One Update:** The number of in-house foster carers has increased by 1 from Q4 2017-18. The family placement team held an open evening on June the 5th, allowing potential carers to drop in and chat to staff. This provided an opportunity to find out more about the fostering role.

NAHSCP_37	Description	National Outcome
PEI	Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	Best Start Possible

	Value	Target	Status	Short Trend
Q1 2018/19	89.7%	92.2%	✓	↓
Q2 2018/19	88%	92.2%	⚠	↓
Q3 2018/19	93.4%	92.2%	✓	↑
Q4 2018/19				

#### Value Detail

**2018/19 - Quarter Four Update:** not available at time of report

**2018/19 - Quarter Three Update:** Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus) has increased from Q2 2018 2019 by 5.4%. This PI is delivered one quarter behind due to data collection methods.

**2018/19 - Quarter Two Update:** Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus) has fallen from the previous quarter. Ongoing work around developing teams around the "family" will aid in increasing this. Monthly, informal meetings will commence from 31.01.19. This meeting will be for Health and Social Care Partnership, Education and wider staff groups involved. Four short life working groups have been formed; information sharing and communication, training, pathways and accommodation with the aim of developing this project further.

**2018/19 - Quarter One Update:** This PI is delivered one quarter behind due to data collection methods.

NAHSCP_38	Description	National Outcome
PEI	Preschool children protected from disease through % uptake of child immunisation programme (MMR1)	Best Start Possible

	Value	Target	Status	Short Trend
Q1 2018/19	95.2%	98.2%	✓	↑
Q2 2018/19	91.7%	98.2%	⚠	↓
Q3 2018/19	94.4%	98.2%	⚠	↑
Q4 2018/19				

#### Value Detail

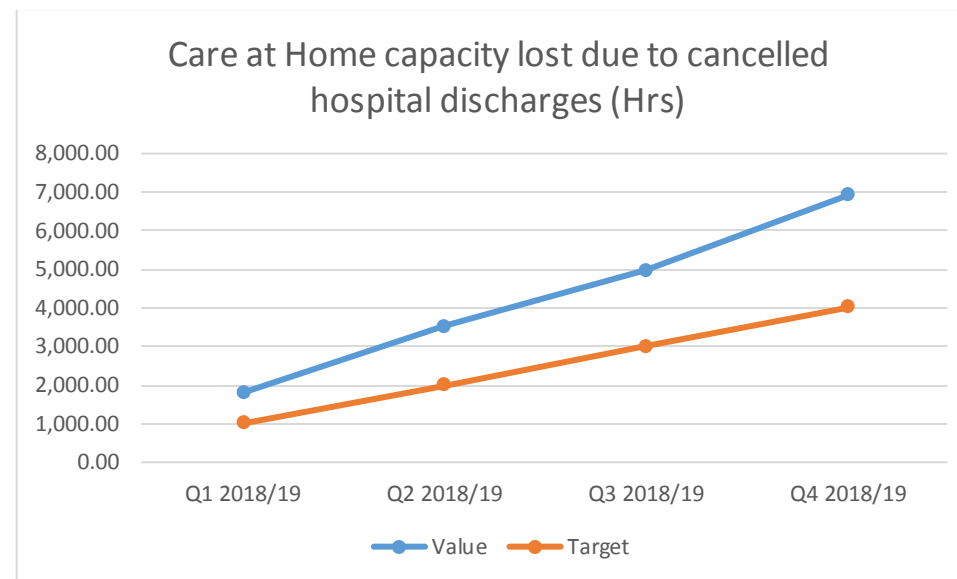
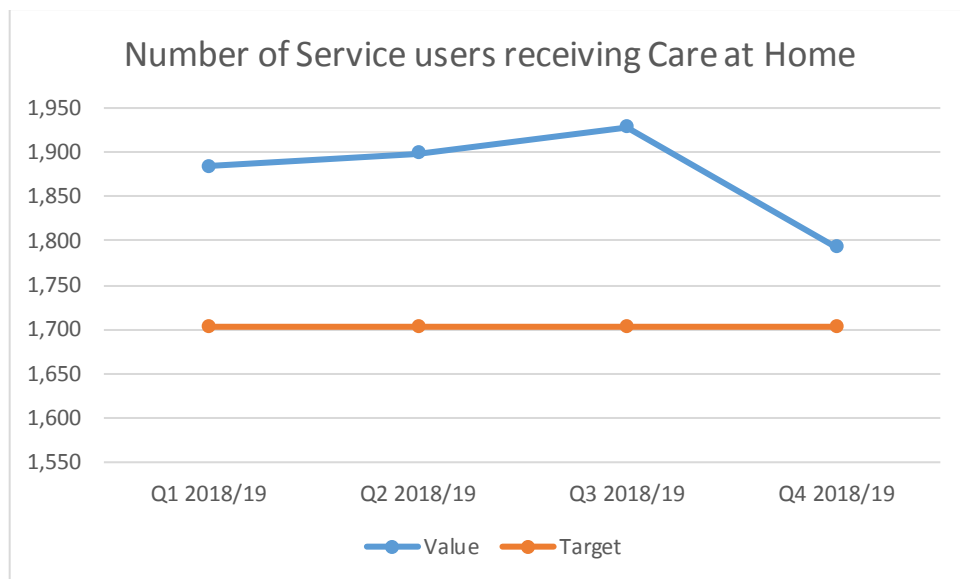
**2018/19 - Quarter Four Update:** not available at time of report

**2018/19 - Quarter Three Update:** Preschool children protected from disease through % uptake of child immunisation programme (MMR1) has increased from Q2 2018 2019 by 2.7%. This PI is delivered one quarter behind due to data collection methods.

**2018/19 - Quarter Two Update:** Preschool children protected from disease through % uptake of child immunisation programme (MMR1) has fallen from the previous quarter. Ongoing work around developing teams around the "family" will aid in increasing this. Monthly, informal meetings will commence from 31.01.19. This meeting will be for Health and Social Care Partnership, Education and wider staff groups involved. Four short life working groups have been formed; information sharing and communication, training, pathways and accommodation with the aim of developing this project further.

**2018/19 - Quarter One Update:** This PI is delivered one quarter behind due to data collection methods.

## Health and Community Care – Highlights



### Pan Ayrshire Model for Intermediate Care and Rehabilitation Launch

- The Pan-Ayrshire Model for Enhanced Intermediate Care and Rehabilitation, focusses on providing high quality care and support through early intervention and preventative action to help stop older people and people with complex needs becoming unwell in the first place or supporting them to manage their conditions more effectively at home or a homely environment.
- The enablers for this will include Technology Enabled Care (TEC) and locality based Multi – Disciplinary Teams.
- The pan-Ayrshire model for Enhanced Intermediate Care and Rehabilitation is developed around Intermediate Care and Rehabilitation Hubs which provide a single point of access, with screening and clinical triage, ensuring the person is seen by the right service, first time.
- The model supports people at different stages of their recovery journey and will link up and build on existing intermediate care and rehabilitation services. This will reduce duplication and fragmentation of services across Ayrshire and Arran.

- The hubs will operate 9am – 5pm, 7 days per week
- The Pan-Ayrshire Model for Enhanced Intermediate Care and Rehabilitation has shown early signs of meeting its outcomes - Faster, more co-ordinated response to deterioration/crisis, preventing unnecessary acute hospital admission, promoting early discharge and where possible supporting people's recovery at home or a homely environment. The project will be monitored to ensure all benefits are realised and maximised where possible.

## **Carers**

- The Adult Carer Support Plan is now live. The Short Break Statement is being developed to look at a range of suitable options for breaks from caring.
- The Digital Resource for carers is now live and being promoted. North Ayrshire Council is the first Partnership or Local Authority to go live with such a resource and this resource will be evaluated to ensure best use within North Ayrshire.
- Carer Positive Employer Level 2 – established draft submitted to the Chief Executive of North Ayrshire Council on March 19<sup>th</sup> for sign off to help support people who work for North Ayrshire Council and carry out a caring role
- Carer involvement in hospital discharge is progressing rapidly due to acute sites receiving funding for a concentrated time. Two carer support staff will identify and help carers through the discharge process with linking back to carer information and support in their communities. This ensures carers are being identified earlier and given the right level of information at the right time.
- The New Carer Strategy 2019 – 2024 consultation and research continues and specific topics are being concentrated on for both young and adult carers i.e. education, transport and employability.

## **Arran Complex Care Pilot**

- The Arran Complex Care pilot is currently under evaluation with a view to assessing its suitability for Arran wide implementation. This is in conjunction with the findings of the Arran Review carried out in 2017, which highlighted the desire for tailored services that placed patients at the centre of care and support, and, are delivered near or within their home.





## **Falls Prevention**

- Falls prevention drop in event was held at Brooksby in November linking with the seasonal flu clinic.

## **Ayrshire College**

- Ayrshire College began collaborating with the NHS to initiate a group in November 2018 that supported inpatients to recognise their learning in health and wellbeing while in hospital and evidence this with the support of OT staff and Ayrshire College tutor.

## Health and Community Care – Value, Detail and Resolution

NAHSCP_07	Description			National Outcome
EC	Number of Adults accessing Direct Payments			Independent
	Value	Target	Status	Short Trend
Q1 2018/19	112	110		▬
Q2 2018/19	100	110		↓
Q3 2018/19	101	110		↑
Q4 2018/19	100	110		↓

### Value Detail








**2018/19 – Quarter Four Update:** Work is continuing within the Partnership to promote the use of Direct Payments across all assessment teams.








**2018/19 - Quarter Three Update:** There has been an increase of 1 adult accessing direct payments from the previous quarter. This is a result of an individual transitioning from childhood into adulthood.

In order to increase the amount of adults accessing direct payments a new collaboration for the North Ayrshire Health and Social Care Partnership has been with the Community Brokerage Network (CBN) who are based and long established in East Ayrshire but secured funding recently to move further across Ayrshire and beyond. CBN employ brokers to work with people with social care needs to plan and organise their support. They help connect people back into their communities. Again though, some of these brokers have experience in directing their own support and use that to encourage people to be more creative in how they are supported.

**2018/19 - Quarter Two Update:** There has been a reduction of 12 adults accessing direct payments from the previous quarter. In the coming months further work will be undertaken to work with the health and social care teams to increase the number of service users making informed choices and ultimately directing their care in the manner that suits them.

**2018/19 - Quarter One Update:** There has been no change in value from Q4 2017-18. Service target will be defined over the coming months.

NAHSCP_14	Description			National Outcome
BST	Number of days people spend in hospital when they are ready to be discharged (Bed days lost).			Quality of Life
	Value	Target	Status	Short Trend
Q1 2018/19	4,804	1,936		
Q2 2018/19				
Q3 2018/19	4,808	1,936		
Q4 2018/19	3,579	1,936		
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b> Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.				
<b>2018/19 – Quarter Three Update:</b> Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.				
<b>2018/19 – Quarter Two Update:</b>				
<b>2018/19 - Quarter One Update:</b> Due to a system transition within NHS we have not been able to achieve the validated data for this quarter.				

NAHSCP_92	Description			National Outcome
BST	Percentage of purchased care service covered by a contract			
	Value	Target	Status	Short Trend
Q1 2018/19		70%		
Q2 2018/19	97.02%	70%		
Q3 2018/19	97%	70%		
Q4 2018/19	97%	70%		



**Value Detail**

**2018/19 - Quarter Four Update:** The year has ended meeting set targets from Q2 to Q4.

NAHSCP_20	Description			National Outcome
PEI	Number of Service users receiving Care at Home			Independent
	Value	Target	Status	Short Trend
Q1 2018/19	1,884	1,703	✓	↓
Q2 2018/19	1,899	1,703	✓	↑
Q3 2018/19	1,928	1,703	✓	↑
Q4 2018/19	1,793	1,703	✓	↓

**Value Detail**

**2018/19 – Quarter Four Update:** Although the numbers have fallen Q3 it remains 5% above the set target.





**2018/19 – Quarter Three Update:** A further increase this quarter sees this measure sitting at 13.2% above target.

**2018/19 - Quarter Two Update:** There has been a slight increase in the numbers of people receiving care at home placing us at 11.5% above target.



**2018/19 - Quarter One Update:** Data is taken from Carefirst the centralised Social Care Information System. This is a unique count of individuals as at 30/06/2018. There is a 6.78% decrease from Q4 2017-18.





NAHSCP_24	Description			National Outcome
PEI	Percentage of ICT service users seen within 1 day of referral			Effective Use of Resources
	Value	Target	Status	Short Trend
Q1 2018/19	91.4%	90%	✓	↓
Q2 2018/19	100%	90%	✓	↑
Q3 2018/19	100%	90%	✓	▬
Q4 2018/19	100%	90%	✓	▬

Value Detail
<b>2018/19 – Quarter Four Update:</b> In Q4 there was an increase in referrals to 360 received by the Intermediate Care Team
<b>2018/19 – Quarter Three Update:</b> 355 referrals received by ICT in this quarter.
<b>2018/19 - Quarter Two Update:</b> 417 referrals received by ICT in this quarter
<b>2018/19 - Quarter One Update:</b> 520 referrals received by ICT (Formerly called ICES) team with 475 seen within 24hrs

NAHSCP_29	Description			National Outcome
PEI	Percentage of ASP Inquiries completed within 5 working days			Safe
	Value	Target	Status	Short Trend
Q1 2018/19	47.9%			↓
Q2 2018/19	51.6%			↑
Q3 2018/19	55.6%			↑
Q4 2018/19	58.1%			↑

Value Detail
<b>2018/19 – Quarter Four Update:</b> 50/86 authorised within 5 working days
<b>2018/19 - Quarter Three Update:</b> 55/99 authorised within 5 working days
<b>2018/19 - Quarter Two Update:</b> 63/122 AP1s authorised within 5 working days.
<b>2018/19 - Quarter One Update:</b> 119 AP1s were authorised in this period, 57 of which were authorised within 5 working days of date assignee started.

NAHSCP_78	Description			National Outcome
PEI	Care at Home capacity lost due to cancelled hospital discharges (Hrs)			Effective Use of Resources
	Value	Target	Status	Short Trend
Q1 2018/19	1,795.75	1,000		↑
Q2 2018/19	3,513.25	2,000		↓

Q3 2018/19	4,958	3,000		
Q4 2018/19	6,907	4,000		

#### Value Detail









**2018/19 - Quarter Four Update:** Capacity lost increased by 39% from Q3 and remains above target.

Our hospital team is based within Crosshouse Hospital Discharge Hub and attends daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

**2018/19 - Quarter Three Update:** Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

**2018/19 - Quarter Two Update:** The value for this measure is an accumulation of each quarter over the year.

**2018/19 - Quarter One Update:** The value for this measure is an accumulation of each quarter over the year.

NAHSCP_80	Description			National Outcome
PEI	Number of patients waiting for CAH package (Hospital)			Effective Use of Resources
	Value	Target	Status	Short Trend
Q1 2018/19		80		
Q2 2018/19		80		
Q3 2018/19	139	80		
Q4 2018/19	26	80		

#### Value Detail

**2018/19 – Quarter Four Update:** Our hospital team is based within Crosshouse Hospital Discharge Hub and attends daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

**2018/19 - Quarter Three Update:** Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

**2018/19 – Quarter Two Update:**

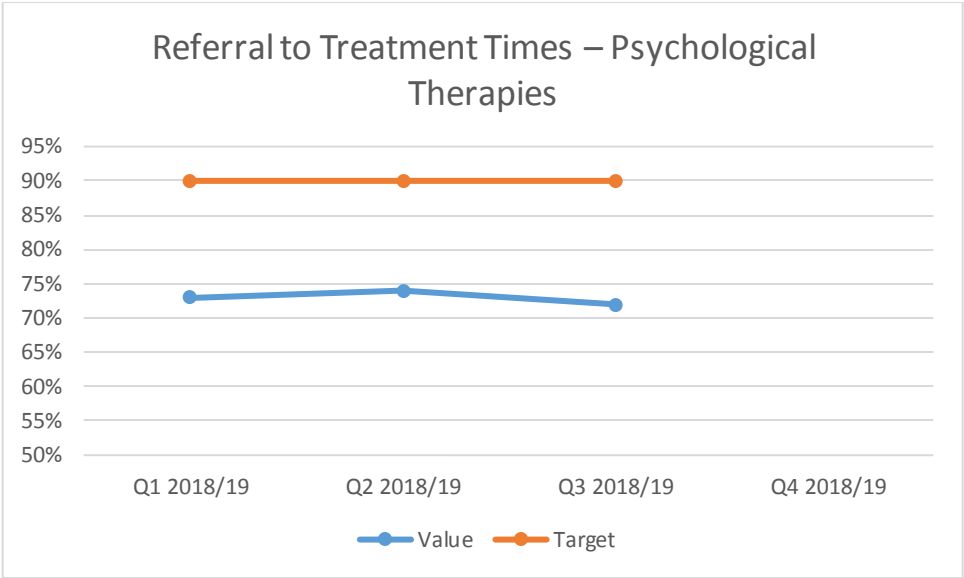
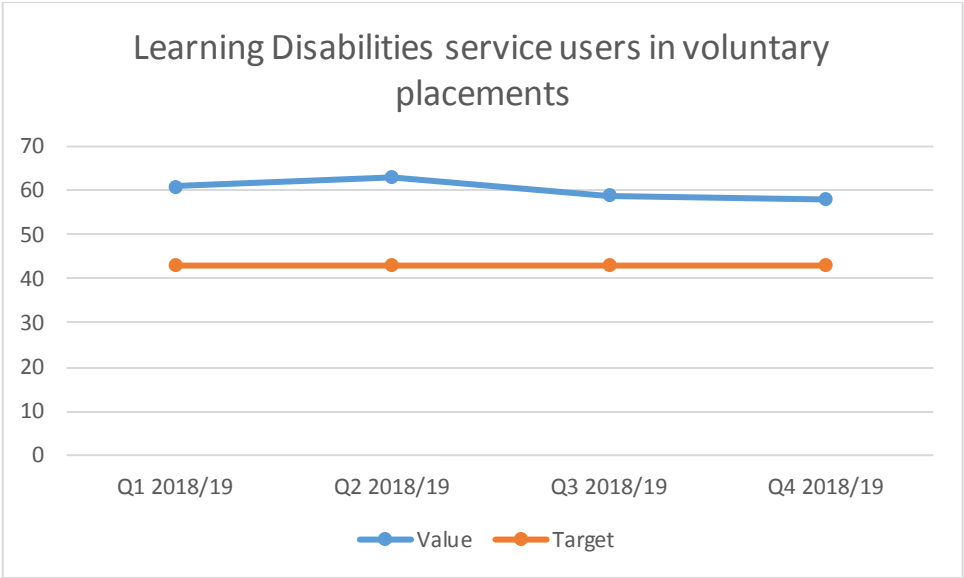
**2018/19 - Quarter One Update:** Due to a system within NHS we have not been able to achieve the validated data for this quarter.

NAHSCP_82	Description			National Outcome
PEI	Number of Service Users delayed due to funding being confirmed			Effective Use of Resources
	Value	Target	Status	Short Trend
Q1 2018/19			?	?
Q2 2018/19			?	?
Q3 2018/19	15	0	⬮	?
Q4 2018/19	47	0	⬮	⬇
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b> Our hospital team is based within Crosshouse Hospital Discharge Hub and attends daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.				
<b>2018/19 - Quarter Three Update:</b> Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure care is co-ordinated and discharges facilitated timeously.				
<b>2018/19 - Quarter Two Update:</b>				
<b>2018/19 - Quarter One Update:</b> Due to a system transition within NHS we have not been able to achieve the validated data for this quarter.				

NAHSCP_83	Description			National Outcome
PEI	Number of Service Users delayed in discharge to a care home after funding confirmed			Effective Use of Resources
	Value	Target	Status	Short Trend
Q1 2018/19				?
Q2 2018/19				?
Q3 2018/19	19	30	✓	?
Q4 2018/19	Data not available for report			

Value Detail
<b>2018/19 – Quarter Four Update:</b> No data available.
<b>2018/19 - Quarter Three Update:</b> Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure care is co-ordinated and discharges facilitated timeously.
<b>2018/19 – Quarter Two Update:</b>
<b>2018/19 - Quarter One Update:</b> Due to a system transition within NHS we have not been able to achieve the validated data for this quarter.

Mental Health Services- Highlights



Mental Health Conversation

- Findings from the Mental Health Conversation were used to inform the draft Ayrshire and Arran Mental Health Strategy in response to the national Mental Health Strategy (2017 – 2027) published by Scottish Government.
- This has ensured that the themes and outcomes discussed within the strategy are based largely on contributions from people who use Mental Health services and their families and carers, those who deliver those services, and people from the wider communities of Ayrshire and Arran.

Elderly Mental Health Inpatients Proposal

- A proposal was made to the Strategic Planning and Mental Health Change Programme Board in relation to changes in Elderly Mental Health Inpatient Services.
- The proposal was based around merging Croy and Ward 4 leading to a 'new' Ward 4, 17 bedded functional assessment ward, an additional 12.94 Rehabilitation Nurses, 13.93 Health Care Assistants across the Unit, reduced bed numbers in remaining wards to match average percentage occupancy, align services with longer term 'aim' on Ayrshire Central Hospital site and scope required works to enable better standard vacated adult wards on Ailsa site to be occupied.
- Some of the benefits as a result of this proposal are as follows; improved staffing skill mix and numbers, allow occupancy of best inpatient accommodation (Ailsa site and Woodland View), address concerns of Mental Welfare Commission regarding Ailsa accommodation, release resource for alternative investment, allow loved ones to be cared for closer to families (Iona and Lewis), improved care experience (not reliant on use of supplementary staff) and rationalise number of wards and beds making future re-provision more readily achievable.

#### **Engagement Plan for Alcohol and Drug Partnership Strategy Development**

- North Ayrshire Alcohol and Drug Partnership are looking to hear the views of people who access services, carers, family members and general public, in order to produce a meaningful strategy. The strategy will run from June 2019 – June 2022.
- The premise of this engagement would be to have open dialogue with the various target audiences listed above. There would be no direct mention of the North Ayrshire Alcohol Drug Partnership strategy in the discussions although a choice would be provided in relation to priorities.
- The engagement would be branded – The North Ayrshire Alcohol and Drugs Conversation in order to build profile and interest. There would be a commitment, at the outset, from senior management to review and respond to all comments received.
- Running alongside the engagement would be information sharing in relation to what the Alcohol and Drug Partnership must do, for example highlighting which priorities are already set.

#### **Warrix Ave and Trindlemoss**

- Warrix Avenue (Community Mental Health facility): Major refurbishments completed end of March 2019. Snagging being undertaken. Workforce recruited and care model pathways completed. Induction programme and orientation to commence April/May with first patients admissions mid-June 2019.

- Trindlemoss full site refurbishments and major works now scheduled for completion August/September 2019. Ongoing working groups in relation to new model of Learning Disability Day Services for preparation of transfer of Fergushill/Hazeldene to Trindlemoss.
- Workforce modelling for both care home and tenancies progressing as is identification of support plans of delivery aligned to opportunities for service users provided by new model of accommodation.

### **Change Programme Update**

#### **Day Services Recommissioning**

- Following on from the engagement event in November, work has continued with staff within the day services and service users themselves around issues such as signage, colour schemes and actions to prioritise. A recent development day with staff drew in contributions from the Scottish Commission for Learning Disabilities; TACT; Community Link Workers; and the Community Brokerage Network. University of the West of Scotland, who successfully bid for the evaluation of the move to the new site, were also present, and worked with staff to develop ideas for appropriate evaluation methods.

#### **Adult Community Mental Health Integration**

- Session with staff regarding configuration of the team going forward
- Completed interviews for Mental Health Practitioner posts and four preferred candidates agreed



## Mental Health Services – Value Detail and Resolution

NAHSCP_13	Description			National Outcome
EC	Number of LD service users in voluntary placements.			Independent
	Value	Target	Status	Short Trend
Q1 2018/19	61	43	✓	↓
Q2 2018/19	63	43	✓	↑
Q3 2018/19	59	43	✓	↓
Q4 2018/19	58	43	✓	↓
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b> The number of LD service users in voluntary placements has decreased from Q3 2018-19 by 1. Of the 58, 51 were unpaid, not seeking paid employment and 7 were engaged in voluntary work (unpaid), seeking employment.				
<b>2018/19 – Quarter Three Update:</b> The number of LD service users in voluntary placements has decreased from Q2 2018-19 by 4. Of the 59, 52 were unpaid, not seeking paid employment and 7 were engaged in voluntary work (unpaid), seeking employment.				
<b>2018/19 - Quarter Two Update:</b> The number of LD service users in voluntary placements has increased from Q1 2018-19 by 2. Of the 63, 56 were unpaid, not seeking paid employment and 7 were engaged in voluntary work (unpaid), seeking employment.				
<b>2018/19 - Quarter One Update:</b> Although the number of LD service users in voluntary placements has fallen from Q4 2017-18, it is still ahead of its target. Of the 61, 55 were unpaid, not seeking paid employment and 6 were engaged in voluntary work (unpaid), seeking paid employment. A voluntary placement is a service to which there is no cost attached to the LD service. This could be a service user accessing a lunch club or community group for social support but could also include undertaking voluntary work/work experience in a local charity shop or business.				

NAHSCP_30	Description			National Outcome
PEI	Addictions referrals to Treatment within 3 weeks (Alcohol)			Healthier
	Value	Target	Status	Short Trend
Q1 2018/19	94.9%	90%	✓	↓
Q2 2018/19	94%	90%	✓	↓

Q3 2018/19	100%	90%	✓	↑
Q4 2018/19				

#### Value Detail

##### 2018/19 - Quarter Three Update:

At Q3 we have further increased the percentage by 6% to 100%, remaining above the set target.

##### 2018/19 - Quarter Two Update:

At the end of each quarter, there is a lengthy scrutiny and validation process both locally and nationally to ensure that any potential information which could be published is accurate and up to date. As such all information is published one quarter behind.

**2018/19 - Quarter One Update:** At the end of each quarter, there is a lengthy scrutiny and validation process both locally and nationally to ensure that any potential information which could be published is accurate and up to date. As such all information is published one quarter behind.

NAHSCP_30	Description			National Outcome
PEI	Addictions referrals to Treatment within 3 weeks (Drugs)			Healthier
	Value	Target	Status	Short Trend
Q1 2018/19	96.4%	90%	✓	↓
Q2 2018/19	91%	90%	✓	↓
Q3 2018/19	100%	90%	✓	↑
Q4 2018/19				

#### Value Detail

##### 2018/19 – Quarters 1-3 Update:







Performance in Q3 has increased to 100% from the dip to 91% in Q2.

NAHSCP_41	Description	National Outcome
PEI	Number waiting for PCMHT (North) more than 18 weeks	Healthier









	Value	Target	Status	Short Trend
Q1 2018/19	40	48	✓	↑
Q2 2018/19	36	48	✓	↑
Q3 2018/19	26	48	✓	↑
Q4 2018/19				
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b> not available at time of report				
<b>2018/19 - Quarter Three Update:</b> From December-end report				
<b>2018/19 - Quarter Two Update:</b>				
<b>2018/19 - Quarter One Update:</b> The number waiting for PCMHT for more than 18 weeks has fallen by 50% from Q4 2017-18 to Q1. This may be as a result of the waiting times initiative that has been undertaken. For example holding clinics at the weekend.				



NAHSCP_43	Description	National Outcome		
PEI	Referral to Treatment Times – Psychological Therapies (North) as at the end of the quarter	Healthier		
	Value	Target	Status	Short Trend
Q1 2018/19	73%	90%	✗	↓
Q2 2018/19	74%	90%	✗	↑
Q3 2018/19	72%	90%	✗	↓
Q4 2018/19				
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b> not available at time of report				
<b>2018/19 - Quarter Three Update:</b> There has been a 2% decrease from the last quarter for referral to treatment times. With the new clinical psychologist in post this figure is expected to decline.				
<b>2018/19 - Quarter Two Update:</b> There has been a 1% increase from the last quarter for referral to treatment times. There has been an ongoing attempt to recruit a new clinical psychologist which should aid in meeting the target.				







**2018/19 - Quarter One Update:** There has been a decrease of 1% in referral to treatment times for Psychological Therapies. 17% below the 90% target.

NAHSCP_45	Description			National Outcome
PEI	Number of accepted CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)			Healthier
	Value	Target	Status	Short Trend
Q1 2018/19	71	23		
Q2 2018/19	56	23		
Q3 2018/19	66	23		
Q4 2018/19				
Value Detail				
<b>2018/19 – Quarter Four Update:</b> not available at time of report				
<b>2018/19 - Quarter Three Update:</b> There has been an increase of 10 referrals into CAMHS for either anxiety or depression. This increase is likely in reaction to the number of suicides that occurred in Ayrshire, with the transition from Primary to Secondary school also playing a role. Work is ongoing within the Kilwinning locality aiming to support young people at a much earlier stage, preventing escalation into crisis.				
<b>2018/19 - Quarter Two Update:</b> There has been a reduction of 15 referrals into CAMHS for either anxiety or depression. Work is ongoing within the Kilwinning locality aiming to support young people at a much earlier stage, preventing escalation into crisis.				
<b>2018/19 - Quarter One Update:</b> 71 CAMHS referrals were accepted with presenting complaint of anxiety or depression, 19 less from Q4 2017-18. A seasonal drop could be the reason behind this.				

## System Wide – Value Detail and Resolution

NAHSCP_75	Description			National Outcome
BST	Average working days lost to sickness absence per employee. NAC			Engaged Workforce
	Value	Target	Status	Short Trend
Q1 2018/19	3.49	2.75		
Q2 2018/19	6.8	5.5		
Q3 2018/19	10.25	8.25		
Q4 2018/19	13.8	11		
<b>Value Detail</b>				
<b>2018/19 – Quarter Four Update:</b> Absence remains above target and further analysis will be undertaken to determine where any areas of prevalence may lie for targeted action. As well as those ways listed previously the new staff 'Attendance Reward Scheme' in the Partnership has launched. At the end of every quarter, all staff who have full attendance will have their names put in a draw for a £1000 worth of vouchers of their choosing.				
<b>2018/19 - Quarter Three Update:</b> The Partnership is committed to a holistic approach designed to support good health and positive wellbeing for all staff. We do this in various ways, including supports such as Occupational Health Check, Additional Physiotherapy, Counselling, Healthy You Events, Provision of Flu Vaccination to all staff, Work-life Balance initiatives as well as intensive training in moving and handling and CALM.				
<b>2018/19 - Quarter Two Update:</b> Following an IJB decision in August of this year, the partnership will be launching a new 'Attendance Reward Scheme' for all staff in the North Ayrshire Health and Social Care Partnership. At the end of every quarter next year, all staff who have full attendance will have their names put in a draw for a £1000 worth of vouchers of their choosing. This will run for a year as a pilot and the findings will be shared with the wider NHS and Council colleagues. The Health and Social Care Partnership continues to support staff in a variety of ways, from counselling services to physio support, to restricted duties and phased returns.				
<b>2018/19 - Quarter One Update:</b> Musculoskeletal (MSK) and Counselling resources have been recruited for NAC and NHS staff in order to improve this.				

NAHSCP_76	Description			National Outcome
BST	Percentage working days lost to sickness absence (HSCP NHS Staff)			Engaged Workforce
	Value	Target	Status	Short Trend
Q1 2018/19	5.2%	4.5%		

Q2 2018/19	5.76%	4.5%		
Q3 2018/19	6.69%	4.5%		
Q4 2018/19	5.05%	4.5%		

#### Value Detail

**2018/19 – Quarter Four Update:** NHS figures show a decrease in overall percentage working days lost but remains above target.

As well as those ways listed previously the new staff 'Attendance Reward Scheme' in the Partnership has launched. At the end of every quarter, all staff who have full attendance will have their names put in a draw for a £1000 worth of vouchers of their choosing.

#### **2018/19 - Quarter Three Update:**

The Partnership is committed to a holistic approach designed to support good health and positive wellbeing for all staff. We do this in various ways, including supports such as Occupational Health Check, Additional Physiotherapy, Counselling, Healthy You Events, Provision of Flu Vaccination to all staff, Work-life Balance initiatives as well as intensive training in moving and handling and CALM.

#### **2018/19 - Quarter Two Update:**

Following an IJB decision in August of this year, the partnership will be launching a new 'Attendance Reward Scheme' for all staff in the North Ayrshire Health and Social Care Partnership. At the end of every quarter next year, all staff who have full attendance will have their names put in a draw for a £1000 worth of vouchers of their choosing. This will run for a year as a pilot and the findings will be shared with the wider NHS and Council colleagues.

The Health and Social Care Partnership continues to support staff in a variety of ways, from counselling services to physio support, to restricted duties and phased returns.

**2018/19 - Quarter One Update:** Musculoskeletal (MSK) and Counselling resources have been recruited for NAC and NHS staff in order to improve this.

## System Wide – Employee Attendance

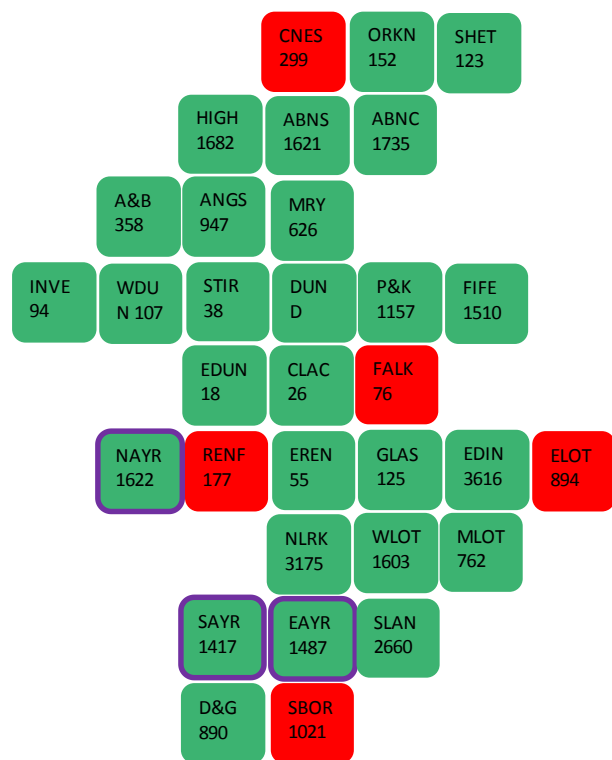
Staff absence to 31<sup>st</sup> March 2019 is detailed in Appendix 2 – Employee Attendance, with tables 1 and 1b (NAC Staff Group) and table 2 (NHS staff). Staff absence cannot as yet be compiled as one staffing group. Along with absence a detail of the training provided for NHS employees has been included in table 3.

Sickness absence from NAC staff in the partnership is 23% above target of 11 days at 13.8 days. This is an improvement on the same period in 2017-18 of 1.58 days.

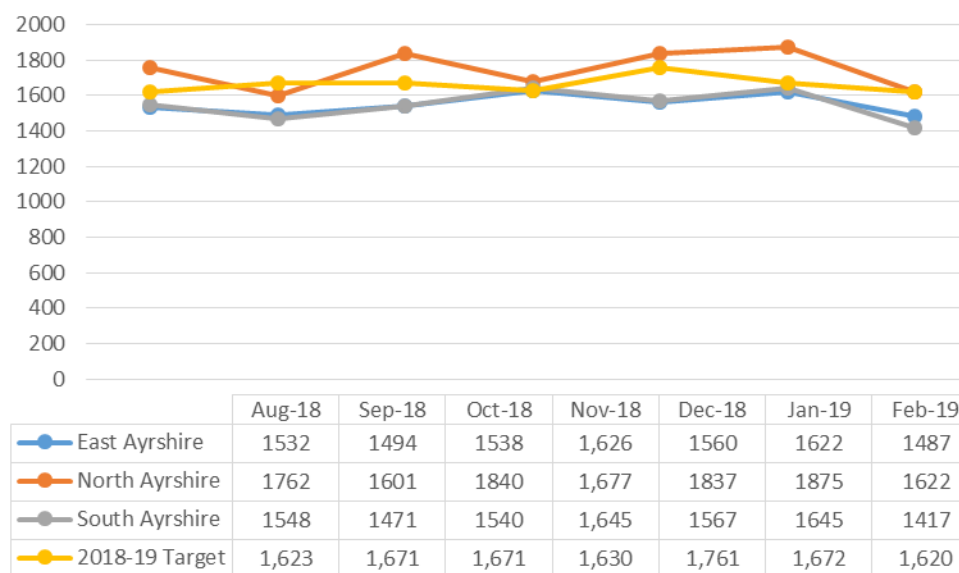
NHS sickness absence for staff in the partnership to March 2018 was 5.05%. Compared to the same period in 2017-18 this has decreased from 6.19%

## MSG Indicators

The MSG map represents the comparison of the last 7 months available data.

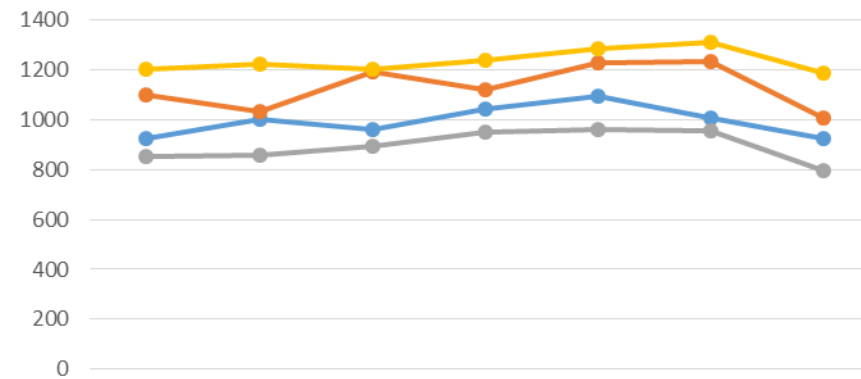
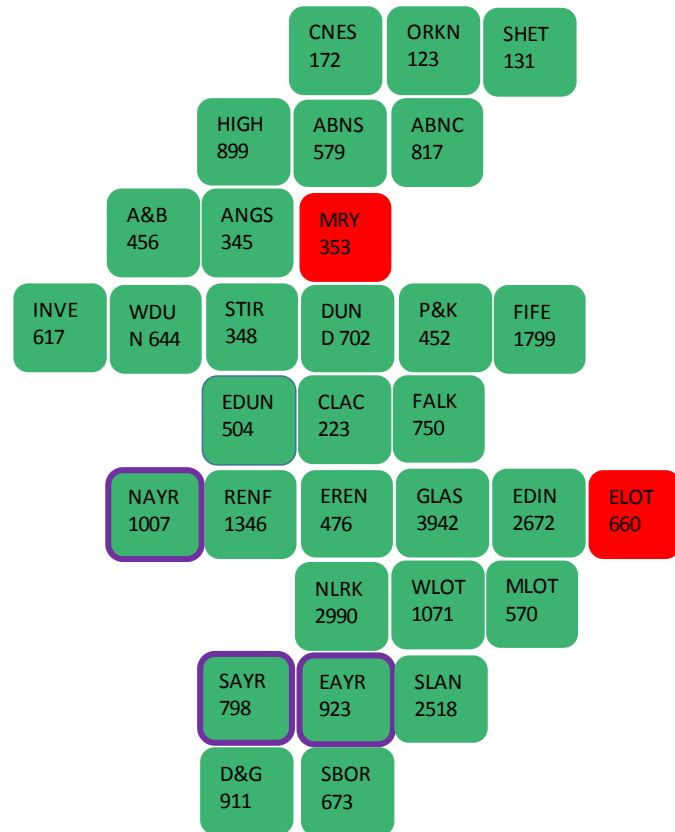


## Emergency Admissions



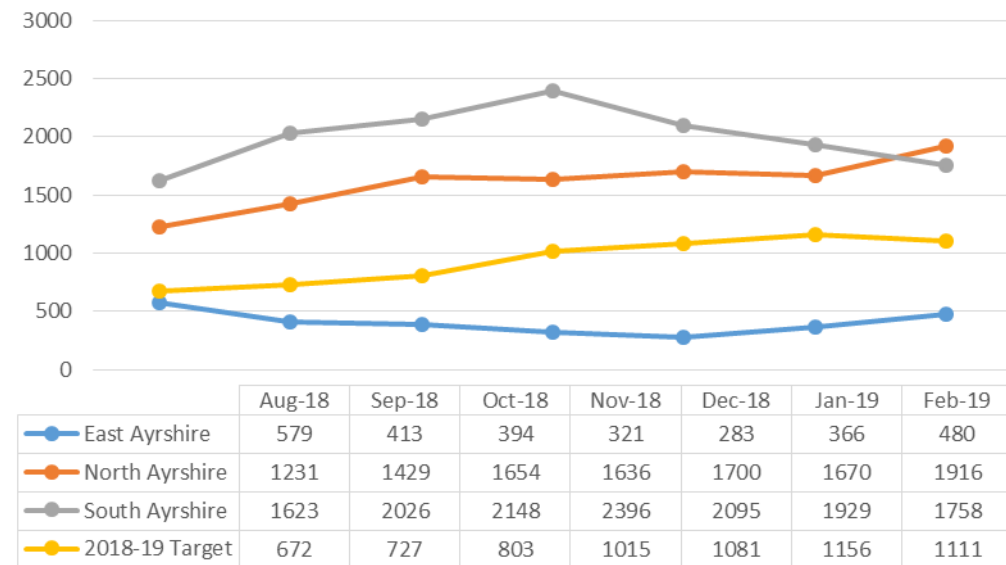
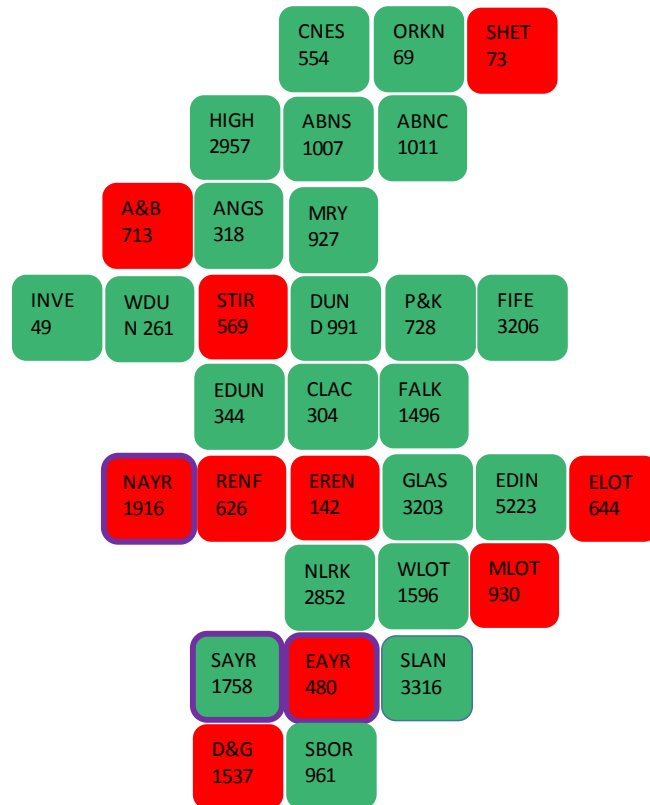


## Emergency Admissions from A&E

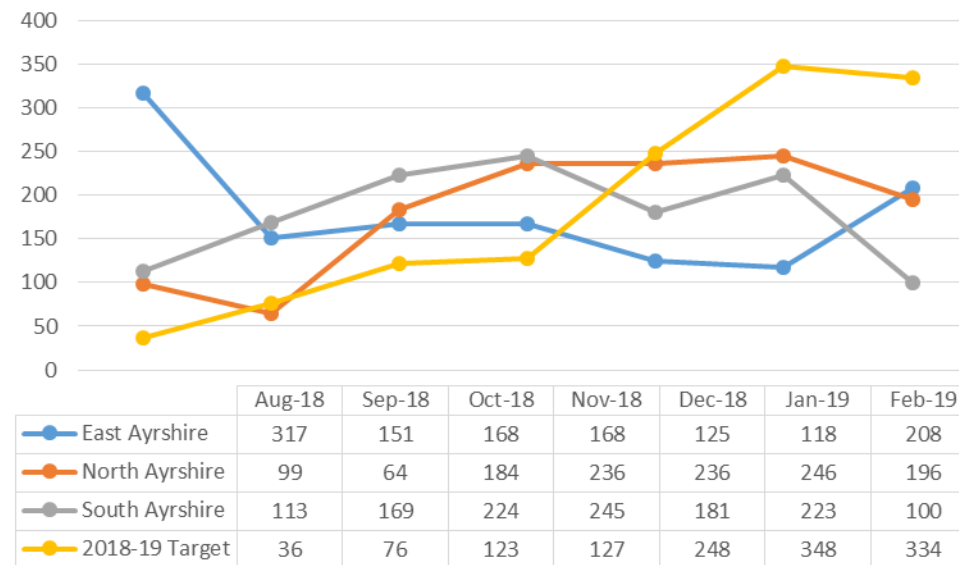
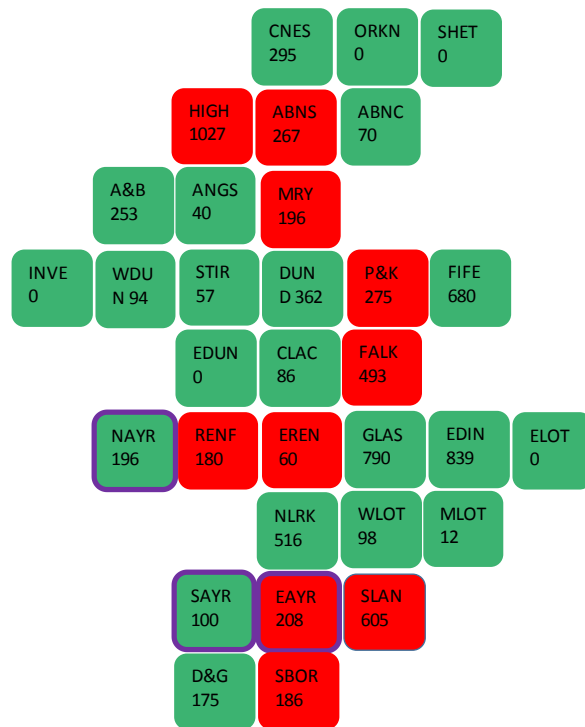


	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
East Ayrshire	924	1002	959	1042	1092	1009	923
North Ayrshire	1098	1032	1192	1118	1227	1235	1007
South Ayrshire	854	857	893	950	961	956	798
2018-19 Target	1204	1221	1204	1240	1283	1311	1188

## Delayed Discharges Bed Days



## Delayed Discharges – Code 9



Code 9 reasons include:

- Awaiting place availability in specialist facility for under 65s
- Awaiting place availability in specialist facility for over 65s
- Awaiting for completion of complex care arrangements in order to live in own home
- Awaiting bed availability in other NHS hospital/facility when no facilities exist in the NHS Board area
- Patients exercising statutory right of choice – where an interim placement is not possible or reasonable
- Adults with incapacity Act delays over 3 months. The cut-off point for these delays has been reduced from 6 months to 3 months to provide a fuller understanding of the reasons behind these delays









## Finance

### Key points:

















- Overall the IJB will report a year-end surplus of £0.945m against budget, this reflects the position after the £1.5m being held for the IJB by the Council has been transferred back to the partnership, prior to this transfer an overall year-end deficit of £0.541m would have been reported (£0.818m after adjustment for new earmarked balances)
- After earmarking ring-fenced Scottish Government funding for the ADP, Primary Care and Mental Health of £0.277m this leaves £0.668m which is the uncommitted amount available to commence repayment of the £5.8m debt to North Ayrshire Council
- The IJB have for the first time during 2018/19 accounted for the final year-end position in a truly integrated way with resource shifting from the NHS budget to offset Social Care costs, with a year-end transfer of £0.410m supporting the offset of in-year social care overspends and supporting the debt repayment
- It is positive to note that the IJB will commence repayment of the debt to the Council, however in working towards financial balance during 2018/19 there was a plan to repay £1.5m. This was not possible due to variations between projections and actual costs for social care services at the financial year-end
- The main movements from the period 10 projected position include a £0.6m adverse movement in Learning Disability services due to 2016/17 historic invoices and a responder service not included in financial commitments and an adverse movement of £0.2m in Children's Services due to a higher cost care package and another case where Education did not share costs for a residential placement
- An action plan to improve future social care financial projections will be presented to the IJB with the year-end financial monitoring report. The Social Care Finance Team moved across to the HSCP during 2018/19 to facilitate improved communication and joint working with front line HSCP services, this move supports the strengthening of financial management arrangements for the HSCP and the plans to improve financial projections and processes
- The main pressure areas continue to be Care Homes, Learning Disability care packages and residential placements for Children, offset by a number of areas with particularly high levels of vacancies
- The approved balanced IJB budget for 2019/20 includes plans to address these areas of overspend and in some areas the work undertaken during 2018/19 to improve the financial position will have a greater impact for the ongoing financial commitment in future years

## Appendix 1 – List of all Performance Measures



### Priority 1. Tackling Inequalities

PI Description	Quarters											
	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Balance of Care for looked after children: % of children being looked after in the Community	88.17%	90%		89.14%	90%		89.3%	90%		88.19%	90%	
Number of LAAC who have 3 or more moves in the past 12 months	6	10		8	10		12	10		9	10	



















### Priority 2. Engaging Communities

PI Description	Quarters											
	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Adults accessing Direct Payments	112	110		100	110		101	110		100	110	
Number of Children accessing Direct Payments	45	41		42	41		40	41		41	41	
Actively recruit new in-house foster carers (Previously SPSS_P_B06)	104	85		105	85		105	85		104	85	
Number of LD service users in voluntary placements.	61	43		63	43		59	43		58	43	

### Priority 3. Bringing Services Together

PI Description	Quarters											
	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of days people spend in hospital when they are ready to be discharged (Bed days lost).	4,804	1,936					4,808	1,936		3,579	1,936	
Average working days lost to sickness absence per employee. (Previously SPSS_P_G01)	3.49	2.75		6.8	5.5		10.25	8.25		13.8	11	
Percentage working days lost to sickness absence (HSCP NHS Staff)	5.2%	4.5%		5.76%	4.5%		6.69%	4.5%		5.05%	4.5%	
Percentage of purchased care service covered by a contract	85%	70%		97.02%	70%		97%	70%		97%	70%	

### Priority 4. Prevention & Early Intervention

PI Description	Quarters											
	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Service users receiving Care at Home	1,884	1,703		1,899	1,703		1,928	1,703		1,793	1,703	
Percentage of ICES service users seen within 1 day of referral	91.4%	90%		100%	90%		100%	90%		100%	90%	
Percentage of ASP Inquiries completed within 5 working days	47.9%			51.6%			55.6%			58.1%		
Addictions referrals to Treatment within 3 weeks (Alcohol)	94.9%	90%		94%	90%		100%	90%		Reported ¼ behind		
Addictions referrals to Treatment within 3 weeks (Drugs)	96.4%	90%		91%	90%		100%	90%		Reported ¼ behind		

Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	89.7%	92.2%	✓	88%	92.2%	⚠	93.4%	92.2%	✓	Not available for report		
Preschool children protected from disease through % uptake of child immunisation programme (MMR1)	95.2%	98.2%	✓	91.7%	98.2%	⚠	94.4%	98.2%	⚠	Not available for report		
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	1,795.75	1,000	✗	3,513.25	2,000	✗	4,958	3,000	✗	6,907	4,000	✗
Number of patients waiting for CAH package (Hospital)		80	?		80	?	139	80	✗	26	80	✓
Number of Service Users delayed due to funding being confirmed			?			?	15	0	✗	47	0	✗
Number of Service Users delayed in discharge to a care home after funding confirmed							19	30	✓			

## Priority 5. Improving Mental Health & Well being

PI Description	Quarters											
	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number waiting for PCMHT (North) more than 18 weeks	40	48	✓	36	48	✓	26	48	✓	Reported ¼ behind		
Referral to Treatment Times – Psychological Therapies (North) as at the end of the quarter	73%	90%	✗	74%	90%	✗	72%	90%	✗	Reported ¼ behind		
Number of accepted CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)	71	23	✗	56	23	✗	66	23	✗	Reported ¼ behind		

## Appendix 2 – MSG Indicator Table

Performance Indicator	Monthly Data						Performance Data Last Update
	Sep 2018	Oct 2018	Nov 2018	December 2018	January 2019	February 2019	
	Value	Value	Value	Value	Value	Value	
Number of Emergency Admissions to Acute Hospitals	1,601	1,910	1,677	1,837	1,875	1,622	February
Emergency Admissions to Acute Hospitals Rate per 1000	12	14.1	12.4	13.6	13.9	12.0	February
Number of Admissions from Emergency Dept.	1,032	1,192	1,118	1,227	1,235	1,007	February
Admissions from Emergency Dept. Rate per 1000	7.6	8.8	8.3	9.1	9.1	7.5	February
Emergency Dept. conversion rate	31	34	35	36	36	33	February
Number of unscheduled hospital bed days in Acute	7,331	8,854	9,338	9,197	9,348		January
Unscheduled Hospital Bed days in acute rate per 1000	70.02	65.4	69.0	67.9	69.1		January
Number of Emergency Dept. Attendances	3,283	3,463	3,225	3,428	3,416	3,039	February
Emergency Dept. attendances Rate per 1000	24.3	25.6	23.8	25.3	25.3	22.5	February
Number of Delayed Discharges bed days (all reasons)	1,429	1,654	1,636	1,700	1,670	1,916	February



Monthly Data							Performance Data Last Update
Performance Indicator	Sep 2018	Oct 2018	Nov 2018	December 2018	January 2019	February 2019	
	Value	Value	Value	Value	Value	Value	
Number of Delayed Discharges bed days (all reasons) rate per 1000	13.1	15.1	14.9	15.5	15.3	17.5	February
Number of Delayed Discharges bed days (code 9)	64	184	236	236	246	196	February
Number of Delayed Discharges bed days (Code 9) rate per 1000	0.6	1.7	2.2	2.2	2.2	1.8	February

## Appendix 3 – Employee Attendance

Table 1a NAC 2018 – 19 Data

#	Directorate / Service	FTE	April	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
45	Business Administration	168.64	0.81	0.80	0.60	0.95	1.18	1.16	1.25	1.21	0.52	0.30	0.61	0.79	10.18	11.04	-0.86
46	CF - Fieldwork	92.10	0.57	0.86	0.62	0.99	1.31	1.27	0.84	1.35	1.45	1.57	1.32	1.05	13.20	11.04	2.16
47	CF - Intervent Serv	76.41	1.39	1.56	0.76	0.38	0.39	0.81	1.46	0.83	0.38	0.64	1.48	2.07	12.15	11.04	1.11
48	CF - Justice Services	66.31	1.33	1.77	1.06	0.49	1.22	1.59	1.64	1.63	0.73	1.12	0.80	0.60	13.98	11.04	2.94
49	CF - LAAC	99.14	0.79	0.64	0.54	0.69	0.49	0.47	0.48	0.88	0.62	0.77	1.02	1.21	8.60	11.04	-2.44
50	CF - Pract Dev & Rev	13.00	0.42	0.00	0.27	2.09	2.09	2.00	2.30	1.55	0.42	0.00	0.08	0.38	11.60	11.04	0.56
51	CF - Univer Early Yrs	11.00	0.15	0.04	0.00	0.00	0.96	1.75	2.50	2.12	2.02	2.38	1.09	0.11	13.12	11.04	2.08
52	HCC - Arran Services	9.36	0.41	0.41	0.00	0.10	0.00	2.83	0.37	0.87	0.00	0.00	0.00	0.53	5.52	11.04	-5.52
53	HCC - Comm Care Serv	551.90	1.30	1.46	1.35	1.26	1.23	1.14	1.37	1.45	1.34	1.73	1.31	1.29	16.23	11.04	5.19
54	HCC - Locality Services	101.23	0.88	0.64	0.52	0.95	0.87	0.96	0.63	0.99	0.66	0.88	0.64	1.03	9.65	11.04	-1.39
55	HCC - Long Term Cond	22.49	1.62	0.73	0.59	0.00	0.31	0.10	0.63	0.33	0.89	0.18	0.67	1.16	7.21	11.04	-3.83
56	HCC - Primary Care Serv	5.00	0.40	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.40	0.00	1.20	11.04	-9.84
57	HCC - Rehab & Reable	13.40	0.00	0.21	0.21	1.57	1.79	1.43	1.79	0.64	0.93	1.91	3.58	1.57	15.63	11.04	4.59
58	HSCP - Finance	19.79	0.00	0.00	0.00	0.00	0.00	0.00	1.17	0.27	0.00	0.00	0.00	1.01	2.45	11.04	-8.59
59	Management Team	7.65	0.00	0.00	0.00	0.00	3.29	2.86	1.57	0.00	0.00	0.00	0.00	0.00	7.72	11.04	-3.32
60	MHS - Addictions	19.17	4.26	4.71	3.60	2.33	1.11	1.09	1.47	1.98	1.22	1.47	2.08	1.10	26.42	11.04	15.38
61	MHS - Community	17.80	3.03	3.09	2.87	1.40	1.18	0.22	1.52	1.24	1.24	2.08	1.91	0.56	20.34	11.04	9.30
62	MHS - Learning Diff	48.00	1.95	2.35	2.91	2.79	3.16	1.22	1.37	1.55	1.15	2.12	2.58	2.36	25.51	11.04	14.47
63	Plan & Performance	15.80	2.22	1.39	1.31	1.29	1.35	0.00	1.37	0.89	0.00	0.32	0.38	0.00	10.52	11.04	-0.52
64	HSCP	1,360.20	1.16	1.26	1.07	1.07	1.16	1.08	1.23	1.26	0.97	1.23	1.15	1.17	13.81	11.04	2.77

Table 1b NAC 2017-18 Data

Days Lost per FTE	FTE	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
Bus Sup - Operations	157.10	0.82	1.11	1.24	0.82	1.08	0.97	1.21	1.27	0.97	1.29	0.92	0.64	12.3	7.5	4.84
Bus Sup - Strategy	13.00	0	0	0	0	0	0	0	0	0.38	0	0.23	0	0.61	7.5	-6.89
CF - Fieldwork	104.66	0.7	0.79	0.98	0.87	1.12	1.02	0.91	0.94	1.44	1.98	1.31	1.18	13.2	7.5	5.74
CF - Intervent Serv	75.80	0.51	1.19	1.45	1.73	1.32	1.18	0.45	1.06	1.12	1.36	1.84	2.42	15.6	7.5	8.13
CF - Justice Services	86.64	2.1	1.24	1.42	1.18	1.85	1.53	1.81	3.08	1.96	2.25	2.74	2.25	23.4	7.5	15.91
CF - LAAC	103.53	1.64	1.51	1.27	0.84	1.51	0.88	1.1	1.17	1.24	1.32	1.72	1.3	15.5	10	5.5
CF - Pract Dev & Rev	13.00	0.55	1.11	1.22	0.78	1.59	0.74	0.46	0.77	0.08	0.85	0.38	0	8.53	4	4.53
CF - Univer Early Yrs	8.40	0.11	1.53	2.33	0	1.56	0.95	2.97	1.62	0.83	0.95	0.19	0	13	7.5	5.54
HCC - Arran Services	8.14	3.75	2.21	2.21	0	0	0	0.77	1.23	0.12	0	0.31	2.33	12.9	7.5	5.43
HCC - Comm Care Serv	519.45	1.1	1.35	1.4	1.29	1.43	1.1	1.37	1.55	1.29	1.45	1.33	1.37	16	11	5.03
HCC - Locality Cumbrae	80.73	1.13	1.05	1.15	0.62	1.14	1.33	1.27	1.11	1.34	1.57	1.79	1.87	15.4	7.5	7.87
HCC - Long Term Cond	22.14	1.35	1.59	0.93	0.78	1.36	1.79	1.56	1.11	1.42	1.56	2.21	2.31	18	7.5	10.47
HCC - Rehab & Reable	12.00	1.13	0.83	1.13	0.17	1.25	1.33	0.78	1.7	1.27	0.96	1.26	0.58	12.4	7.5	4.89
HSCP - Finance	2.00	0	0	0	0	0	0	0	0	0	0.5	0	1	1.5	4	-2.5
Management Team	8.00	0	0.63	0	0	1.75	0	0	0	0	0	0.75	0	3.13	4	-0.87
MHS - Addictions	17.60	1.54	2.23	1.6	1.12	0.59	0.27	1.18	2.48	2.57	2.77	3.64	2.72	22.7	7.5	15.21
MHS - Community	18.10	0.1	0.73	2.72	1.1	1.68	1.1	1.57	1.99	1.94	1.82	0.22	1.22	16.2	7.5	8.69
MHS - Learning Diff	50.97	1.15	2.21	2.32	2.07	2.25	1.51	1.68	2.35	2.46	2.47	1.66	1.63	23.8	7.5	16.26
Plan & Performance	15.80	0	0.06	0.11	0.39	0.67	1.12	1.24	0.69	0.27	0.15	0.05	1.08	5.83	4	1.83
<b>HSCP</b>	<b>1,317.05</b>	<b>1.05</b>	<b>1.25</b>	<b>1.33</b>	<b>1.08</b>	<b>1.35</b>	<b>1.08</b>	<b>1.21</b>	<b>1.42</b>	<b>1.3</b>	<b>1.5</b>	<b>1.41</b>	<b>1.4</b>	<b>15.4</b>	<b>11</b>	<b>4.38</b>

Table 2 NHS 2018 – 19

## Organisation &amp; HR Development

## Workforce Information

## Attendance summary by Service/Department - March 2019

## North Ayrshire H&amp;SCP



	Current month absence for March 2019										Current year accumulative as at 31 March 2019											
	Contracted Hours		Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*		Contracted Hours		Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*	
	Hrs	%	Hrs	%	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		
North Ayrshire H&SCP																						
Business Support North																						
Community Locality Admin North	1913	6	0.31%	0	0.00%	0.31%	0	0.0%	0	0.00%	18965	171	0.90%	1261	6.65%	7.55%	0	0.0%	216	1.14%		
Mental Health Support	20276	361	1.78%	461	2.27%	4.05%	90	0.4%	171	0.84%	241861	3705	1.53%	10079	4.17%	5.70%	90	0.0%	2398	0.99%		
North Ayrshire Management & Admin	2062	0	0.00%	113	5.46%	5.46%	0	0.0%	5	0.23%	23921	247	1.03%	785	3.28%	4.31%	0	0.0%	110	0.46%		
Business Support North	24252	367	1.51%	573	2.36%	3.88%	90	0.4%	175	0.72%	284747	4124	1.45%	12124	4.26%	5.71%	90	0.0%	2724	0.96%		
Children's Health / Care & Justice Services North																						
Child Services	1871	40	2.14%	0	0.00%	2.14%	0	0.0%	9	0.48%	21649	376	1.74%	465	2.15%	3.88%	259	1.2%	51	0.24%		
Early Years Children & Families North	12992	238	1.83%	23	0.17%	2.00%	284	2.2%	96	0.74%	154182	1491	0.97%	2625	1.70%	2.67%	5343	3.5%	2126	1.38%		
School Nursing	1282	142	11.08%	0	0.00%	11.08%	0	0.0%	0	0.00%	15051	354	2.35%	0	0.00%	2.35%	0	0.0%	37	0.24%		
Children's Health / Care & Justice Services North	16144	420	2.60%	23	0.14%	2.74%	284	1.8%	105	0.65%	190882	2221	1.16%	3090	1.62%	2.78%	5602	2.9%	2214	1.16%		
Community Health & Care Services North																						
Community Health & Social Care North	4279	30	0.70%	0	0.00%	0.70%	0	0.0%	38	0.89%	53016	890	1.68%	3576	6.75%	8.42%	0	0.0%	390	0.74%		
District Nursing North	9365	89	0.94%	555	5.93%	6.87%	295	3.1%	180	1.92%	111273	1244	1.12%	5039	4.53%	5.65%	3944	3.5%	1405	1.26%		
Intermediate Care & Rehabilitation Service North	2126	30	1.41%	0	0.00%	1.41%	0	0.0%	23	1.06%	10493	68	0.64%	0	0.00%	0.64%	0	0.0%	51	0.49%		
North Partnership Management Team	587	0	0.00%	122	20.71%	20.71%	0	0.0%	0	0.00%	6969	0	0.00%	488	7.00%	7.00%	0	0.0%	15	0.22%		
Older People Services North	13567	319	2.35%	457	3.36%	5.71%	473	3.5%	56	0.41%	159998	5801	3.63%	8772	5.48%	9.11%	1043	0.7%	1391	0.87%		
Packages of Care North	2883	89	3.09%	72	2.50%	5.58%	0	0.0%	0	0.00%	34713	1162	3.35%	2645	7.62%	10.97%	626	1.8%	520	1.50%		
Rehabilitation & Reablement Service North	5366	182	3.38%	75	1.40%	4.78%	0	0.0%	8	0.14%	60988	818	1.34%	555	0.91%	2.25%	1560	2.6%	451	0.74%		
Remote & Rural North	7841	23	0.29%	0	0.00%	0.29%	0	0.0%	191	2.43%	86848	1501	1.73%	650	0.75%	2.48%	0	0.0%	1022	1.18%		
Community Health & Care Services North	46014	761	1.65%	1280	2.78%	4.43%	767	1.7%	494	1.07%	524298	11483	2.19%	21724	4.14%	6.33%	7173	1.4%	5244	1.00%		

Organisation & HR Development

Workforce Information

Attendance summary by Service/Department - March 2019

North Ayrshire H&SCP



	Current month absence for March 2019										Current year accumulative as at 31 March 2019												
	Contracted Hours		Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*		Contracted Hours		Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*		
	Hrs	%	Hrs	%	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	Hrs	%	%	Hrs	%	Hrs	%	
North Ayrshire H&SCP																							
Lead Partnership North																							
Additions North	10349		153	1.48%		60	0.58%		2.06%	158	1.5%	90	0.87%	119422	2101	1.76%	2642	2.21%	3.97%	2436	2.0%	1101	0.92%
Adult Mental Health Community	1045													12306	0	0.00%	0	0.00%	0.00%	0	0.0%	120	0.98%
Associate Medical Director	6838		20	0.29%		112	1.64%		1.93%	264	3.9%	0	0.00%	93052	977	1.05%	1740	1.87%	2.92%	3280	3.5%	263	0.28%
EMH In-patient North	23062		567	2.46%		1228	5.32%		7.78%	0	0.0%	330	1.43%	280760	7933	2.83%	15510	5.52%	8.35%	4321	1.5%	4108	1.46%
Health & Social Care Management	1960		30	1.53%		0	0.00%		1.53%	0	0.0%	0	0.00%	21792	86	0.40%	0	0.00%	0.40%	0	0.0%	53	0.24%
MH - Adult Community North	11037		235	2.13%		158	1.43%		3.56%	126	1.1%	171	1.55%	123762	1871	1.51%	1898	1.53%	3.05%	2672	2.2%	2147	1.73%
MH - Adult Mental Health In Patient	44416		1535	3.45%		1909	4.30%		7.75%	348	0.8%	831	1.87%	523781	14363	2.74%	28508	5.44%	8.18%	9073	1.7%	7355	1.40%
MH - Child & Adolescent Mental Health	6658		229	3.44%		0	0.00%		3.44%	158	2.4%	86	1.28%	82222	1951	2.37%	2888	3.51%	5.88%	863	1.0%	1262	1.54%
MH - EMH Community North														784	15	1.91%	0	0.00%	1.91%	0	0.0%	15	1.91%
MH - Learning Disabilities	11137		502	4.51%		482	4.33%		8.84%	95	0.8%	222	1.99%	126076	2930	2.32%	7111	5.64%	7.96%	338	0.3%	1145	0.91%
MH - Psychology	13616		134	0.98%		158	1.16%		2.14%	630	4.6%	117	0.86%	162138	2836	1.75%	1786	1.10%	2.85%	6023	3.7%	1937	1.19%
Lead Partnership North	130118		3405	2.62%		4106	3.16%		5.77%	1778	1.4%	1847	1.42%	1546094	35063	2.27%	62083	4.02%	6.28%	29005	1.9%	19506	1.26%
North Ayrshire H&SCP	216528		4951	2.29%		5982	2.76%		5.05%	2918	1.3%	2621	1.21%	2546021	52891	2.08%	99021	3.89%	5.97%	41869	1.6%	29688	1.17%
total for North Ayrshire H&SCP	216528		4951	2.29%		5982	2.76%		5.05%	2918	1.3%	2621	1.21%	2546021	52891	2.08%	99021	3.89%	5.97%	41869	1.6%	29688	1.17%

Table 3 NHS Training

# Organisation & HR Development

Workforce Information

MAST activity by department as at 31 March 2019 (96% target for all topics)



North Ayrshire H&SCP	Headcount	Fire Safety (1 year*)	Management of Aggression (18 months*)	Moving & Handling (2 years*)	Infection Control (1 year*)	Safe Information Handling (once)	Adult Protection (3 years*)	Child Protection (3 years*)	Customer Care (once)	Display Screen Equipment (once)	Equality & Diversity (once)	IT Security (once)	PDR (once)
<b>Business Support North</b>													
Community Locality Admin North	15	14 93%	15 100%	15 100%	14 93%	15 100%	14 93%	15 100%	14 93%	15 100%	13 87%	15 100%	13 87%
Mental Health Support	160	123 77%	125 78%	131 82%	109 68%	128 80%	128 80%	129 81%	157 98%	155 97%	156 98%	155 97%	149 93%
North Ayrshire Management & Admin	23	21 91%	21 91%	21 91%	22 96%	22 96%	23 100%	23 100%	23 100%	23 100%	23 100%	23 100%	23 100%
<b>Business Support North</b>	198	158 80%	161 81%	167 84%	145 73%	165 83%	165 83%	167 84%	194 98%	193 97%	192 97%	193 97%	185 93%
<b>Children's Health / Care &amp; Justice Services North</b>													
Child Services	25	16 64%	17 68%	15 60%	16 64%	16 64%	17 68%	18 72%	23 92%	23 92%	23 92%	23 92%	22 88%
Early Years Children & Families North	99	87 88%	87 88%	92 93%	83 84%	87 88%	91 92%	94 95%	95 96%	92 93%	96 97%	97 98%	92 93%
School Nursing	10	9 90%	8 80%	9 90%	8 80%	8 80%	8 80%	9 90%	10 100%	9 90%	8 80%	10 100%	8 80%
<b>Children's Health / Care &amp; Justice Services North</b>	134	112 84%	112 84%	116 87%	107 80%	111 83%	116 87%	121 90%	128 96%	124 93%	127 95%	130 97%	122 91%
<b>Community Health &amp; Care Services North</b>													
Community Health & Social Care North	28	16 57%	17 61%	17 61%	15 54%	15 54%	19 68%	21 75%	25 89%	23 82%	25 89%	26 93%	26 93%
District Nursing North	70	60 86%	62 89%	60 86%	57 81%	50 71%	59 84%	58 83%	61 87%	60 86%	63 90%	61 87%	58 83%
Intermediate Care & Rehabilitation Service North	15	13 87%	14 93%	14 93%	14 93%	14 93%	13 87%	13 87%	13 87%	13 87%	13 87%	14 93%	14 93%
North Partnership Management Team	4	1 25%	1 25%	1 25%	1 25%	1 25%	1 25%	1 25%	1 25%	1 25%	1 25%	1 25%	1 25%
Older People Services North	94	57 61%	68 72%	89 95%	63 67%	53 56%	80 85%	80 85%	90 96%	88 94%	87 93%	88 94%	88 94%
Packages of Care North	19	13 68%	17 89%	18 95%	15 79%	12 63%	18 95%	16 84%	18 95%	17 89%	17 89%	17 89%	16 84%
Rehabilitation & Reablement Service North	35	26 74%	33 94%	34 97%	24 69%	25 71%	28 80%	28 80%	34 97%	34 97%	34 97%	35 100%	34 97%
Remote & Rural North	55	48 87%	44 80%	52 95%	47 85%	46 84%	48 87%	50 91%	54 98%	53 96%	53 96%	55 100%	54 98%
<b>Community Health &amp; Care Services North</b>	320	234 73%	256 80%	285 89%	236 74%	216 68%	266 83%	267 83%	296 93%	289 90%	293 92%	297 93%	291 91%

## Organisation & HR Development

### Workforce Information



### MAST activity by department as at 31 March 2019 (96% target for all topics)

North Ayrshire H&SCP	Headcount	Fire Safety		Management of Aggression		Moving & Handling		Infection Control		Safe Information Handling		Adult Protection		Child Protection		Customer Care		Display Screen Equipment		Equality & Diversity		IT Security		PDR	
		(1 year*)	(1 year*)	(18 months*)	(18 months*)	(2 years*)	(2 years*)	(1 year*)	(1 year*)	(once)	(once)	(3 years*)	(3 years*)	(3 years*)	(3 years*)	(once)	(once)	(once)	(once)	(once)	(once)	(once)	(once)	(once)	(once)
<b>Lead Partnership North</b>																									
Addictions North	67	63	94%	64	96%	62	93%	64	96%	65	97%	65	97%	63	94%	66	99%	66	99%	66	99%	66	99%	66	99%
Adult Mental Health Community	7	5	71%	6	86%	5	71%	5	71%	5	71%	6	86%	5	71%	6	86%	6	86%	7	100%	7	100%	7	100%
Associate Medical Director	42	28	67%	28	67%	31	74%	30	71%	27	64%	35	83%	34	81%	38	90%	40	95%	39	93%	40	95%	35	83%
EMH In-patient North	147	130	88%	133	90%	146	99%	139	95%	132	90%	145	99%	139	95%	147	100%	145	99%	144	98%	147	100%	147	100%
Health & Social Care Management	12	8	67%	8	67%	9	75%	8	67%	8	67%	9	75%	9	75%	10	83%	10	83%	10	83%	11	92%	11	92%
MH - Adult Community North	70	58	83%	59	84%	66	94%	62	89%	64	91%	65	93%	65	93%	68	97%	69	99%	69	99%	69	99%	68	97%
MH - Adult Mental Health In Patient	285	228	80%	248	87%	271	95%	248	87%	228	80%	265	93%	261	92%	280	98%	281	99%	281	99%	283	99%	280	98%
MH - Child & Adolescent Mental Health	41	24	59%	28	68%	29	71%	24	59%	24	59%	30	73%	35	85%	40	98%	38	93%	39	95%	39	95%	38	93%
MH - Learning Disabilities	69	63	91%	68	99%	64	93%	68	99%	68	99%	68	99%	69	100%	69	100%	69	100%	69	100%	69	100%	69	100%
MH - Psychology	101	97	96%	98	97%	99	98%	100	99%	100	99%	100	99%	101	100%	101	100%	101	100%	101	100%	101	100%	101	100%
<b>Lead Partnership North</b>	<b>841</b>	<b>704</b>	<b>84%</b>	<b>740</b>	<b>88%</b>	<b>782</b>	<b>93%</b>	<b>748</b>	<b>89%</b>	<b>721</b>	<b>86%</b>	<b>788</b>	<b>94%</b>	<b>781</b>	<b>93%</b>	<b>825</b>	<b>98%</b>	<b>825</b>	<b>98%</b>	<b>825</b>	<b>98%</b>	<b>832</b>	<b>99%</b>	<b>822</b>	<b>98%</b>
<b>total for North Ayrshire H&amp;SCP</b>	<b>1493</b>	<b>1208</b>	<b>81%</b>	<b>1269</b>	<b>85%</b>	<b>1350</b>	<b>90%</b>	<b>1236</b>	<b>83%</b>	<b>1213</b>	<b>81%</b>	<b>1335</b>	<b>89%</b>	<b>1336</b>	<b>89%</b>	<b>1443</b>	<b>97%</b>	<b>1431</b>	<b>96%</b>	<b>1437</b>	<b>96%</b>	<b>1452</b>	<b>97%</b>	<b>1420</b>	<b>95%</b>

\*It is not currently possible to revalidate e-Learning modules until they have expired. 1 calendar month has therefore been added to these revalidation periods to allow sufficient time to renew e-Learning modules after expiry.

For reference, a list of all courses/modules included in the measurement of the above topics are published on Athena in the "Attendance & Workforce Statistics" area in the "NHS Ayrshire & Arran summary reports" folder.



## Appendix 4 – Finance

### North Ayrshire Health & Social Care Partnership Objective Summary Report as at 31st March 2019

Partnership Budget - Objective Summary	2018/19 Budget									2018/19	
	Council			Health			TOTAL			Over/ (Under) Spend Variance at Period 10 £'000	in projected budget variance from Period 10 £'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		
<b>COMMUNITY CARE AND HEALTH</b>	<b>53,802</b>	<b>53,706</b>	<b>(96)</b>	<b>11,900</b>	<b>12,047</b>	<b>147</b>	<b>65,702</b>	<b>65,753</b>	<b>51</b>	<b>436</b>	<b>(385)</b>
: Locality Services	25,275	25,690	415	4,177	4,175	(2)	29,452	29,865	413	781	(368)
: Community Care Service Delivery	25,847	25,554	(293)	0	0	0	25,847	25,554	(293)	(220)	(73)
: Rehabilitation and Reablement	1,151	912	(239)	1,650	1,513	(137)	2,801	2,425	(376)	(297)	(79)
: Long Term Conditions	1,189	1,208	19	4,315	4,662	347	5,504	5,870	366	247	119
: Integrated Island Services	340	342	2	1,758	1,697	(61)	2,098	2,039	(59)	(75)	16
<b>MENTAL HEALTH SERVICES</b>	<b>24,030</b>	<b>25,097</b>	<b>1,067</b>	<b>49,408</b>	<b>48,015</b>	<b>(1,393)</b>	<b>73,438</b>	<b>73,112</b>	<b>(326)</b>	<b>(414)</b>	<b>88</b>
: Learning Disabilities	18,200	19,984	1,784	477	340	(137)	18,677	20,324	1,647	858	789
: Community Mental Health	4,290	3,705	(585)	1,631	1,352	(279)	5,921	5,057	(864)	(710)	(154)
: Addictions	1,540	1,408	(132)	1,216	1,157	(59)	2,756	2,565	(191)	(122)	(69)
: Lead Partnership Mental Health NHS Area Wide	0	0	0	46,084	45,166	(918)	46,084	45,166	(918)	(440)	(478)
<b>CHILDREN'S AND JUSTICE SERVICES</b>	<b>31,946</b>	<b>32,313</b>	<b>367</b>	<b>3,512</b>	<b>3,258</b>	<b>(254)</b>	<b>35,458</b>	<b>35,571</b>	<b>113</b>	<b>(61)</b>	<b>174</b>
: Intervention Services	3,827	3,674	(153)	303	330	27	4,130	4,004	(126)	(85)	(41)
: Looked After & Accommodated Children	16,264	17,045	781	0	0	0	16,264	17,045	781	667	114
: Fieldwork	4,616	4,550	(66)	0	0	0	4,616	4,550	(66)	0	(66)
: CCSF	304	235	(69)	0	0	0	304	235	(69)	(67)	(2)
: Justice Services	2,740	2,735	(5)	0	0	0	2,740	2,735	(5)	0	(5)
: Early Years	321	223	(98)	2,836	2,527	(309)	3,157	2,750	(407)	(468)	61
: Policy & Practice	3,874	3,851	(23)	0	0	0	3,874	3,851	(23)	(116)	93
: Lead Partnership NHS Children's Services Area Wide	0	0	0	373	401	28	373	401	28	8	20
<b>PRIMARY CARE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,916</b>	<b>48,839</b>	<b>(77)</b>	<b>48,916</b>	<b>48,839</b>	<b>(77)</b>	<b>(86)</b>	<b>9</b>
<b>ALLIED HEALTH PROFESSIONALS</b>				<b>4,636</b>	<b>4,588</b>	<b>(48)</b>	<b>4,636</b>	<b>4,588</b>	<b>(48)</b>	<b>(91)</b>	<b>43</b>
<b>MANAGEMENT AND SUPPORT COSTS</b>	<b>5,336</b>	<b>3,743</b>	<b>(1,593)</b>	<b>500</b>	<b>1,242</b>	<b>742</b>	<b>5,836</b>	<b>4,985</b>	<b>(851)</b>	<b>229</b>	<b>(1,080)</b>
<b>CHANGE PROGRAMME</b>	<b>1,400</b>	<b>1,266</b>	<b>(134)</b>	<b>1,284</b>	<b>1,086</b>	<b>(198)</b>	<b>2,684</b>	<b>2,352</b>	<b>(332)</b>	<b>(199)</b>	<b>(133)</b>
<b>TOTAL</b>	<b>116,514</b>	<b>116,125</b>	<b>(389)</b>	<b>120,156</b>	<b>119,075</b>	<b>(1,081)</b>	<b>236,670</b>	<b>235,200</b>	<b>(1,470)</b>	<b>(186)</b>	<b>(1,284)</b>



Return Hosted Over/Underspend East	0	0	0	0	50	50	0	50	50	256	(206)
Return Hosted Over/Underspend North	0	0	0	0	292	292	0	292	292	273	19
Return Hosted Over/Underspend South	0	0	0	0	(26)	(26)	0	(26)	(26)	0	(26)
Allocation of PCIF from East	0	0	0	0	(30)	(30)	0	(30)	(30)	0	(30)
Allocate the Action 15 underspend to East and South	0	0	0	0	239	239	0	239	239	0	239
<b>REVISED UNDERSPEND</b>	<b>116,514</b>	<b>116,125</b>	<b>(389)</b>	<b>120,156</b>	<b>119,600</b>	<b>(556)</b>	<b>236,670</b>	<b>235,725</b>	<b>(945)</b>	<b>343</b>	<b>(1,288)</b>
Less Earmarking	0	0	0	0	0	0	0	0	0	0	0
PCIF	0	0	0	0	30	30	0	30	30	0	30
Action 15	0	0	0	0	116	116	0	116	116	0	116
ADP	0	131	131	0	0	0	0	131	131	0	131
<b>FINAL OUTTURN POSITION</b>	<b>116,514</b>	<b>116,256</b>	<b>(258)</b>	<b>120,156</b>	<b>119,746</b>	<b>(410)</b>	<b>236,670</b>	<b>236,002</b>	<b>(668)</b>	<b>343</b>	<b>(1,011)</b>

The movement from period 10 is mainly in relation to the reallocation of the budgeted £1.5m to the IJB in relation to debt repayment partly offset by other final cost outturn movements in Learning Disabilities and Children's services.

## Appendix 5 – Glossary of Acronyms

Acronym	Description
<b>A&amp;E</b>	Assessment and Enablement
<b>ACH</b>	Ayrshire Central Hospital
<b>ADHD</b>	Attention Deficit Hyperactivity Disorder
<b>ARAF</b>	Ayrshire Risk Assessment Framework
<b>AWMH</b>	Arran War Memorial Hospital
<b>BIRD</b>	Brief Intervention & Recreational Drug Use
<b>C&amp;F</b>	Children and Families
<b>CAMHS</b>	Child and Adolescent Mental Health Team
<b>CareNA</b>	Care North Ayrshire
<b>CBT</b>	Cognitive Behaviour Therapy
<b>CMHT</b>	Community Mental Health Team
<b>CP</b>	Child Protection
<b>CYP SG</b>	Children & Young Peoples Strategic Group
<b>EMH</b>	Elderly Mental Health
<b>GP</b>	General Practitioner (Practice)
<b>HCC</b>	Health and Community Care
<b>HSCP</b>	Health & Social Care Partnership
<b>ICT</b>	Intermediate Care Team
<b>IGPAG</b>	Information Governance Pan Ayrshire Group
<b>LAA</b>	Looked After & Accommodated
<b>LAAC</b>	Looked After & Accommodated Children
<b>LD</b>	Learning Disabilities
<b>LOT</b>	Local Operational Teams
<b>MADART</b>	Multiple Agency Domestic Abuse Response Team
<b>MH</b>	Mental Health
<b>MH PRG</b>	Mental Health Public Reference Group

<b>MHS</b>	Mental Health Service
<b>MSG</b>	Ministerial Strategy Group for Health and Community Care
<b>NAC</b>	North Ayrshire Council
<b>NACAS</b>	North Ayrshire Citizens Advice Service
<b>NADARS</b>	North Ayrshire Drug and Alcohol Service
<b>ORT</b>	Opiate Replacement Therapy
<b>OT</b>	Occupational Therapy
<b>PAC</b>	Performance and Audit Committee
<b>PC</b>	Primary Care
<b>PCMHT</b>	Primary Care Mental Health Team
<b>PDS</b>	Post Diagnostic Support
<b>PRG</b>	Public Reference Group
<b>Res</b>	Resources
<b>SDS</b>	Self-Directed Support
<b>SSSC</b>	Scottish Social Services Council
<b>TCAT</b>	Transforming Care After Treatment