



**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, 29 January 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 20 November 2018 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      Petition: Bus Lane, Stevenston**  
Submit report by the Chief Executive on the terms of a petition received in respect of the bus lane, Stevenston (copy enclosed).
- 4      Quarter Two 2018/19 Progress Report: Directorate Plan Performance**  
Submit report by the Chief Executive on the progress of the 2018/19 Directorate Plans as at 30 September 2018 (copy enclosed).
- 5      Internal Audit Reports Issued**  
Submit report by the Executive Director (Finance and Corporate Support) on the findings of Internal Audit work completed during November and December 2018 (copy enclosed).
- 6      Health and Social Care Partnership: Budget Monitoring Report**  
Submit report by the Director of the Health and Social Care Partnership on the projected financial outturn for the financial year as at October 2018 (copy enclosed).

- 7      Housing Services Annual Performance Update**  
Submit report by the Head of Services (Physical Environment) on Housing Services performance against the Scottish Government's Social Housing Charter indicators for 2017/18 and the key findings of the 2018 Tenant Satisfaction Survey (copy enclosed).
- 8      Brexit Quarterly Update**  
Submit report by the Chief Executive on the work the Council is doing in preparation for Brexit (copy enclosed).
- 9      Social Media and On Line Reporting**  
Submit report by the Executive Director (Finance and Corporate Support) on the online reporting of faults and the communication of service disruption (copy enclosed).
- 10     Audit Scotland Housing Benefit Performance Audit Annual Update**  
Submit report by the Executive Director (Finance and Corporate Support) on Audit Scotland's annual update on Housing Benefit Performance (copy enclosed).
- 11     2018 Half Yearly Complaint Report**  
Submit report by the Executive Director (Finance and Corporate Support) on the volume and trends of complaints received (copy enclosed).
- 12     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  
20 November 2018**

**IRVINE, 20 November 2018** - At a Meeting of the Audit and Scrutiny Committee of North Ayrshire Council at 10.00 a.m.

**Present**

Margaret George, Joy Brahim (Item 4 onwards), Alan Hill, Donald Reid and Tom Marshall.

**In Attendance**

L. Friel, Executive Director, P. Doak, Senior Manager (Internal Audit, Risk and Fraud) (Finance and Corporate Support); W. Turpie, Senior Manager (Waste Resources) (Place); S. Brown, Director and C. Whyte, Head of Finance (Health and Social Care Partnership); C. Amos, Head of Service (Inclusion) (Education and Youth Employment); R. Arthur, Senior Manager (Connected Communities) (Economy and Communities); and A. Little, Committee Services Officer (Chief Executive's Service).

**Chair**

Councillor George in the Chair.

**Apologies**

Marie Burns and John Sweeney.

**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 25 September 2018 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

The Committee was advised that Education and Youth Employment have arranged a meeting with the Chair of the Committee to discuss the range of information to be presented to future meetings on the use of PEF funds.

Noted.

### **3. Health and Social Care Partnership Financial Performance**

Submitted report by the Chief Finance and Transformation Officer on the projected financial outturn for the financial year as at September 2018.

Appendix A to the report provided the financial overview of the partnership position. Detailed analysis was provided in Appendix B, with full details of savings provided at Appendix C. Appendix D outlined the progress of the Recovery Plan and Appendix E highlighted the movement in the overall budget position for the partnership following the initial approved budget.

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

- the return of the three Towns Medical Practice to being operated by an independent provider, the service having operated under a 17c contract which is a particular type of contract with the Health Board; and
- reports that are provided to partner IJBs to ensure the agreement and sign off of services managed under lead partnerships.

The Committee agreed to note (i) the projected year-end overspend of £0.458m; (ii) the favourable movement in the projected outturn position and the future financial risk of further movement; (iii) the alternative saving as detailed at Section 2.10 of the report; (iv) the changes in funding as detailed in Section 2.12 and Appendix E to the report; and (v) the impact of the financial recovery plan and the progress being made in delivering financial balance.

Councillor Brahim joined the meeting at this point.

### **4. Internal Audit Reports Issued**

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of Internal Audit work completed between September and October 2018. Appendix 1 to the report detailed the areas where internal control reviews had been undertaken and provided the executive summary and action plan for each audit.

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

- work that is being done by Procurement to review the list of duplicate suppliers and deactivate suppliers as appropriate;
- clarification that is being sought at a national level on the inclusion of social media visits from the count of the number of visits to libraries and a recommendation from the Association of Public Libraries Scotland to include media visits in the count of the number of visits to libraries; and
- a number of empty Council properties and the setting of rents for the Council's property portfolio.

Noted.

## **5. Internal Audit Plan 2018/19: Mid-year Update**

Submitted report by the Executive Director (Finance and Corporate Support) on (a) progress in delivering the 2018/19 Internal Audit Plan, as outlined in the Appendix to the report; (b) details of the 12 reports published during the first half of 2018/19, 10 of which were from the 2017/18 plan and the remaining 2 have been completed from the current plan, (c) a further 7 reports at draft stage as at 30 September 2018, (d) 8 audits that are being worked on and (e) the remaining planned audits scheduled during Quarters 3 and 4.

Members asked a question in relation to the cost of Internal Audit services in comparison to other Councils and were advised that North Ayrshire's costs are the second lowest in Scotland.

The Committee agreed to (a) note the mid-year position; and (b) approve the withdrawal of two audits from the Plan.

## **6. Internal Audit and Corporate Fraud Action Plans: Quarter 1 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 30 September 2018. Appendix 1 to the report provided full details of the 7 actions that were not completed within the agreed timescales.

Members asked a question and were provided with further information in relation to a report that will be published by the Scottish Government in December on trend changes in local population, such as housing development and birth rates that will assist in long term decision making by Education and Youth Employment and this will be shared with Cabinet thereafter.

Noted.

## **7. Corporate Fraud Team: Mid-year Progress**

Submitted report by the Executive Director (Finance and Corporate Support) which provided a mid-year progress update on the work of the Corporate Fraud Team. The report provided details of (a) 190 referrals for investigation that had taken place and financial recoveries of over £30,000 for the Council, (b) a number of onward referrals made by the team to the DWP Single Fraud Investigation Service, Police Scotland and other Council Services, (c) investigation of 27 tenancy abandonments, (d) 18 Blue Badge referrals, (e) a number of House of Multiple Occupation investigations in conjunction with Licensing, Building Standards and the Private Sector Housing Team, (f) a pro-active review of all empty domestic properties in receipt of Council Tax relief that resulted in additional financial recoveries of around £8,000 and (g) the latest biennial National Fraud Initiative and International Fraud Awareness Week that took place between 11 – 17 November 2018.

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

- reports that are made to the Corporate Fraud Team on the misuse of Blue Badges;
- 190 investigations and £30,000 recovered in 2018, compared to 182 and £12,000 in 2017;
- a number of fraud awareness raising events that took place across North Ayrshire as part of International Fraud Awareness Week.

The Committee agreed to (a) note the report; and (b) that information on the number of Houses of Multiple Occupation be provided directly to Members.

## **8. Ayrshire Valuation Joint Board**

Submitted the Minutes of the Ayrshire Valuation Joint Board meeting held on 7 June 2018.

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

- the waiting time for people appealed the valuation of their properties; and
- whether the AVJB Minutes should continue to be reported to the Committee.

The Committee agreed that the Head of Democratic Services consider the need for the Committee to scrutinise Ayrshire Valuation Joint Board.

## **9. Urgent Items**

The Chair agreed that the following item be considered as a matter of urgency to allow it to be actioned without delay.

### **9.1 Council Website**

Councillor Reid advised that he had been assured that the Council website would show straplines of current information and changes to services, such as missed bin collections. This would keep the public up to date and prevent members of the public calling Members and the Contact Centre for information.

The Committee agreed that the Executive Director (Finance and Corporate Support) provide a report to the next meeting of the Committee on how the Council can proactively provide information on the website.

## **10. Exclusion of the Public**

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.

## **10.1 Corporate Fraud Reports Issued**

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of corporate fraud investigations completed between May and August 2018.

Noted.

The meeting ended at 11.05 a.m.



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**NORTH AYRSHIRE COUNCIL**

**29 January 2019**

**Audit and Scrutiny Committee**

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**Title:** **Petition relating to the Bus Lane, Kilwinning Road, Stevenston**

**Purpose:** To advise the Committee of the terms of a petition requesting that taxis are permitted to use the bus lane at Kilwinning Road, Stevenston.

**Recommendation:** That the Committee considers the terms of the petition and agrees, or otherwise, to make a recommendation to Cabinet.

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**1. Executive Summary**

- 1.1 In terms of the Scheme of Administration, the Audit and Scrutiny Committee has a remit "To receive all petitions and deputations submitted to the Council except those relating to the Council's planning functions, which shall be considered by the Planning Committee. The arrangements for receiving petitions are as set out in Appendix B to the Standing Orders relating to Meetings and Proceedings of the Council and Committees".
- 1.2 This report sets out the background to a petition supported by 518 signatories in relation to a current request from TOA Taxis to allow taxis to use the bus lane at Kilwinning Road, Stevenston.

**2. Background**

- 2.1 The petition is detailed below:-

"You may have read the article in the Ardrossan and Saltcoats Herald which considered our ongoing fight to allow taxis to use the bus lane in Kilwinning Road, Stevenston.

We are approaching the festive season again and a lot of you may remember the dreadful traffic build up last year. Your taxis were up to 30 minutes late and then you were stuck in traffic for another 30 minutes trying to get home. This caused ALL of our customers, more stress, more time and more money. This is UNFAIR.

Please sign our petition to ask North Ayrshire council to amend the Traffic Order to a BUS, TAXI and Cycle Lane in line with every other Scottish Council and allow Hackney Licensed Taxis to use this lane."

- 2.2 The Head of Service (Economic Growth) has provided a briefing note on the background to this matter, which is set out as an appendix to the report.
- 2.3 In terms of the procedure for petitions and deputations set out in Standing Orders, representatives of the petitioners have been invited to attend the meeting and to address the Committee. Spokespersons should be restricted to addressing the specific points raised in their petition.
- 2.4 The spokespersons have, collectively, 10 minutes to address the Committee. This may be extended at the discretion of the Chair.
- 2.5 Once the Committee has heard from the spokespersons for the petitioners, the Chair will invite Members of the Committee to ask questions of the spokespersons.
- 2.6 While it is for the Chair to decide the stage at which officers should speak to their briefing, previous Committee practice has been for the Cabinet Member or Officer to speak to this after the Committee has heard from the petitioners. The Cabinet Member or Officer will then respond to any questions that Members of the Committee may have.
- 2.7 The Committee will then deliberate and determine the matter.

### **3. Proposals**

- 3.1 It is proposed that the Committee considers the terms of the petition and agrees, or otherwise, to make a recommendation to Cabinet.

### **4. Implications**

<b>Financial:</b>	None at this stage of consideration of the petition.
<b>Human Resources:</b>	None at this stage of consideration of the petition.
<b>Legal:</b>	None at this stage of consideration of the petition.
<b>Equality:</b>	None at this stage of consideration of the petition.
<b>Environmental &amp; Sustainability:</b>	None at this stage of consideration of the petition.
<b>Key Priorities:</b>	None at this stage of consideration of the petition.
<b>Community Benefits:</b>	None at this stage of consideration of the petition.



## 5. Consultation

- 5.1 The Executive Director (Economy and Communities) and Head of Service (Economic Growth) were made aware of the terms of the petition and provided a briefing note which is attached as an appendix.

A handwritten signature in black ink, consisting of a large 'C' followed by a stylized 'H' and a horizontal line extending to the right.

CRAIG HATTON  
CHIEF EXECUTIVE

For further information please contact **Angela Little, Committee Services Officer** on **01294 324132**.

### **Background Papers**

Briefing paper by the Head of Service (Economic Growth)

# **Stevenston Bus Lane Briefing Paper**

## **Background**

North Ayrshire Council secured funding from the Public Transport Fund for a joint project with East Ayrshire Council for the development of a Quality Public Transport Corridor between Ardrossan and Kilmarnock. This delivered a range of improvements along the route including improved bus shelters, bus boarders and dedicated lanes between 2002 and 2006. These aimed to contribute to improved reliability and journey times as well as enhancing users' experience to encourage bus travel.

A bus lane was created on the A738 Kilwinning Road, Stevenston between the Pennyburn and Hayocks Roundabouts as part of this project. This was to address the delay at peak times between these locations which impacted significantly on the operation of the key quality bus route between Ardrossan and Kilmarnock. The location of the lane is outlined in the plan provided as Appendix A. Improvements to the route including Real Time Passenger Information (RTPI) were also funded through Strathclyde Partnership for Transport's (SPT) Capital Programme.

The A738 Kilwinning Road Stevenston (Bus Lanes) Order made in July 2006 restricts the use of the lane to buses adapted to carry eight or more passengers (exclusive of the driver) and pedal cycles. The bus lane is used by a range of vital bus services for local communities including:

- Service 11 which operates every 10 minutes between Kilmarnock and Ardrossan; and
- Service 585 which operates every 30 to 45 minutes between Ayr, Ardrossan and Greenock.

Improvements have been made to the bus lane since its introduction, a number of which aimed to improve vehicle flow and bus travel. Funding was secured from SPT's Capital Programme in 2016/17 to examine the feasibility and design improvements at Hawkhill Roundabout. This was to allow eastbound buses to continue along the existing nearside lane around the roundabout. This removed the need for buses continuing eastbound along the A738 required to change lanes from the bus lanes into the general traffic lane on the approach to Hawkhill Roundabout which at peak times resulted in delays. The design was then implemented in 2017/18 funded again through SPT's Capital Programme.

## **Current Position**

Requests were received from TOA Taxis in 2008 and 2018 to amend the Traffic Regulation Order (TRO) to enable taxis to utilise the bus lane. In 2008, the request was rejected informed by consultation with Police Scotland, then Strathclyde Police. This was on the basis that:

1. The purpose of the bus lanes on this section of the Quality Bus Corridor was to improve and stabilise journey times for public service vehicles carrying a significant number of passengers which in turn would encourage more people to use public transport.
2. In the eyes of the public a private hire taxi is no different to any other car/van using the road. All motorists consider their journey to be important and also feel frustrated by short term localised congestion at this location. As such, it would be anticipated that general road users would be aggrieved by taxis driving in the bus lanes especially when off hire or not carrying passengers. This in turn would likely encourage further abuse of bus lanes by other motorists.
3. Strathclyde Police are not generally in favour of such a proposal as they anticipate that it would make enforcement of the Order more difficult.

In their 2018 enquiry, TOA requested that the bus lane be opened to taxis on the basis that congestion in this area was resulting in delays and increased passenger fares. This advised that TOA operate a free phone from Morrison's and estimated that their average hire was around 1200 hires per month from this location. It also noted that they serve the neighbouring Hawkhill and Ashenyards Retail Parks but are finding it increasingly difficult to meet their customer demands. It claimed that this is due to congestion in the vicinity of the bus lane with drivers being held up in traffic for up to 40 minutes at peak times.

It highlighted that a large proportion of their customers are elderly or have mobility issues and have to meet the costs of the increased fares. It advised that TOA believe that access to the bus lane would address this issue, reduce fares and enable them to meet their customers' needs. It also highlighted that every other Council in the West of Scotland allow taxis who are subject to Hackney Licence rules and regulations to use the bus lanes.

The position taken in relation to the 2008 request was reconsidered at this stage. This was informed by consultation with the relevant organisations including SPT, Police Scotland, the main local bus operator and internal Council Services. The outcome of the consultation was as follows:

- Police Scotland – advised that they would have no objection in principle to extending use of the bus lane to taxi licensed vehicles provided road safety would not be negatively affected.
- SPT – as the Regional Transport Partnership and previous funder of the scheme advised that they noted the previous refusal of this proposal and did not see any compelling reason why the current situation should be altered. SPT may object to the inclusion of taxis in the bus lane on the basis of the impact on the bus transport network.
- Stagecoach West Scotland – advised that they have identified this area that as being a major pinch point on their network and as a key section of the 11 service route. They stated that the inclusion of taxis in the bus lane would: increase traffic in the bus lanes; increase the potential for bus / taxi / cyclist conflict; and slow down the frequent bus services. The request raised road safety concerns regarding the potential for conflict between buses and taxis in particular at the Hawkhill and Pennyburn Roundabouts. They also advised that this would also be against the objectives of the planned improved bus priority measures on the 11 service route and not support the air quality agenda. They advised that they would object to any relaxation of the current restrictions on which vehicles can use the bus lane at this location.

Accident data for this section of road was also reviewed this identified that in the last:

- 3 years between 1 May 2015 and 30 April 2018 there had been 1 Fatal, 1 Serious and 3 slight accidents; and
- 5 years between 1 May 2013 and 30 April 2018 there had been 1 Fatal, 1 Serious and 5 slight accidents.

In relation to TOA's 2018 request it was determined that the position remained that it would not be appropriate to amend the existing TRO to allow taxis to use the bus lane. The rationale for this was similar to that of 2008 in that:

1. The purpose of the bus lanes on this section of the Quality Bus Corridor continue to be to improve and stabilise journey times for public service vehicles. Buses carry a significant number of passengers and this measure aims to encourage more people to use public transport.
2. All motorists consider their journey to be important and can be frustrated by short term localised congestion at this location. Private hire taxis appear no different to other road users than any other car/van using the road. As such, it would be anticipated that general

road users would be aggrieved by taxis driving in the bus lanes especially when off hire or not carrying passengers. This in turn could encourage abuse of bus lanes by other motorists.

3. The main local bus operator has indicated that they would object to an amendment to the TRO. They have already raised concerns about delays to public transport in this area to ourselves and Strathclyde Partnership for Transport. They are of the opinion that these issues would increase if taxis were allowed to utilise the bus lanes.

A further response was received to this position from TOA which advised that they took issue with point 2 in that T.O.A are clearly identifiable as taxis. This stated that TOA are Hackney Licensed vehicles with roof signs displaying our telephone number and taxi call sign and as such could not be mistaken for private vehicles. It reiterated the point that customers travelling to Morrison's and the Retail Parks were paying a higher price for a comparable length of journey in the opposite location.

It also highlighted that there is no direct bus journey from either Hayocks or Ardeer areas so customers without access to a car have limited options other than to use a taxi. It also noted that whilst the main local bus operator may object TOA were of the opinion that this should not present a barrier to consulting on the proposal and all interested parties should have the right to hear the objections and present their case.

This response was considered with further input from SPT and Council Services. TOA were advised in writing that the position remained that it would not be appropriate to progress this request. This was on the basis of the: information provided; the potential resource implications of progressing an amendment to the TRO; and aforementioned consultations.

A meeting was then held with representatives of TOA and SPT to further consider the request. This was attended by Councillor Montgomerie and Officers from Economic Growth and Commercial Services. The meeting considered the perspectives of all parties. It was agreed surveys would be undertaken of the bus lane and adjacent road to establish the levels of current and potential use. This would then be used to assess the impact of the additional vehicular traffic on the bus operations and inform a final decision on the request. The TOA representatives requested that Officers also consider amending the TRO for the section between Cemetery and Hawkhill Roundabout in isolation on the basis that this is the most congested section and within peak periods. The petition being considered by this Committee was presented by TOA representatives to Council Officers at the end of the meeting. This requests that the full bus lane be opened up for use by taxis at all times.

## **Traffic Surveys**

The traffic survey was commissioned in December 2018 from an independent company, Traffic Data Collection. This was comprised of a full junction count at of the bus lane and associated junctions on a weekday and Saturday. This counted all vehicles including buses and taxis with taxis being separated into Hackney and Private Hire. To reduce the potential for increased levels of traffic associated with the festive period, the counts were undertaken on Saturday 5 January and Tuesday 8 January 2019. The survey company advised that not all Private Hires could be counted due to difficulties distinguishing them from private cars.

The outcome of the survey is presented in Appendix B. This illustrates that:

- A greater number of Private Hire cars entered and exited the Hawkhill Retail Park than Hackney taxis. This equated to 105 private hire cars on the Tuesday and 150 on the Saturday in comparison to 34 Hackneys on the Tuesday and 40 on the Saturday.

- On the Tuesday 265 taxis used the length of road between Hawkhill and Hayocks roundabouts and 295 on the Saturday.
- On the Tuesday 151 buses used the length of road between Hawkhill and Hayocks Roundabouts and 144 on the Saturday.
- Based on the count data the estimated number of taxis accessing the Hawkhill Retail Park would be in the region of 1,500 to 1,600 per month.

The impact of this volume of traffic on bus operations including journey times is not known at this stage and further assessment would be required. Stagecoach, as the main local bus operator, advise that it would have a detrimental impact on local services.

## **Order Amendment**

The petition submitted by TOA Taxis requests that the Council amend the TRO to allow Hackney taxis to use the lane. There are options available to the Council are to:

- a) Uphold the previous decisions and reject the request to allow taxis to use the bus lane on the basis of the previous positions. This would be on the basis of the reasons previously stated.
- b) Agree to pursue the inclusion of taxis within the bus lane through the promotion of a modification to the TRO. It should be noted that this would result in the lane being available for use by both Private Hire and Hackney Licenced vehicles. For this a decision would be required as to the extent of bus lane that can be used by taxis. For this two options are available:
  1. To promote an Experimental TRO. This offers Local Authorities the opportunity to introduce changes to a permanent TRO for a limited period of time for up to a maximum 18 months. This process still requires consultation with Police Scotland and SPT however there is no requirement to publish the proposals and no right to objection. This trial period could be monitored and assessed for any negative impact on bus operations and misuse by non-taxi vehicles. The cost of the time and resources required to promote this would also require to be borne by the Council.
  2. To promote an amendment to the existing TRO would require to be promoted under the Local Authorities' Traffic Orders (Procedure) (Scotland) Regulations 1999. The cost of the time and resources required to promote the Order would require to be borne by the Council. The timeline for introducing an amendment for the inclusion of Taxis in the Bus Lanes to the existing permanent TRO could take anything between 6 and 18 months. This is informed by the knowledge that Stagecoach, SPT and potentially other affected parties may lodge objections which would be difficult to seek a withdrawal. For this:
    - The Council would require to agree a reason for the change to the Order.
    - Advertise the proposal and invite representations. This would include consultation with Police Scotland, SPT and other potentially affected parties.
    - Objections would then be formally submitted to the Council by affected and interested parties.
    - The Council would then require to discuss these with the objectors to alleviate their concerns with a view to where possible obtaining a withdrawal of the objection.
    - If no objections are received, or if all objections made are then withdrawn, the proposal would then be approved under delegated authority in accordance with the Scheme of Delegation.
    - Where objections cannot be resolved through further explanation or alterations to the proposals, the proposal would then require either to be abandoned or a public hearing held by a Reporter appointed by the Planning and Environmental Appeals Division (DPEA). The costs of time and resources for which will require to be met by the Council

- The conduct of the hearing will follow the procedure set out in Regulations and be led by the Reporter.
- Once the Reporter has made their recommendations. A report on the outcome would require to be considered by the Council's Cabinet in accordance with the Scheme of Delegation.

### **Service Recommendation**

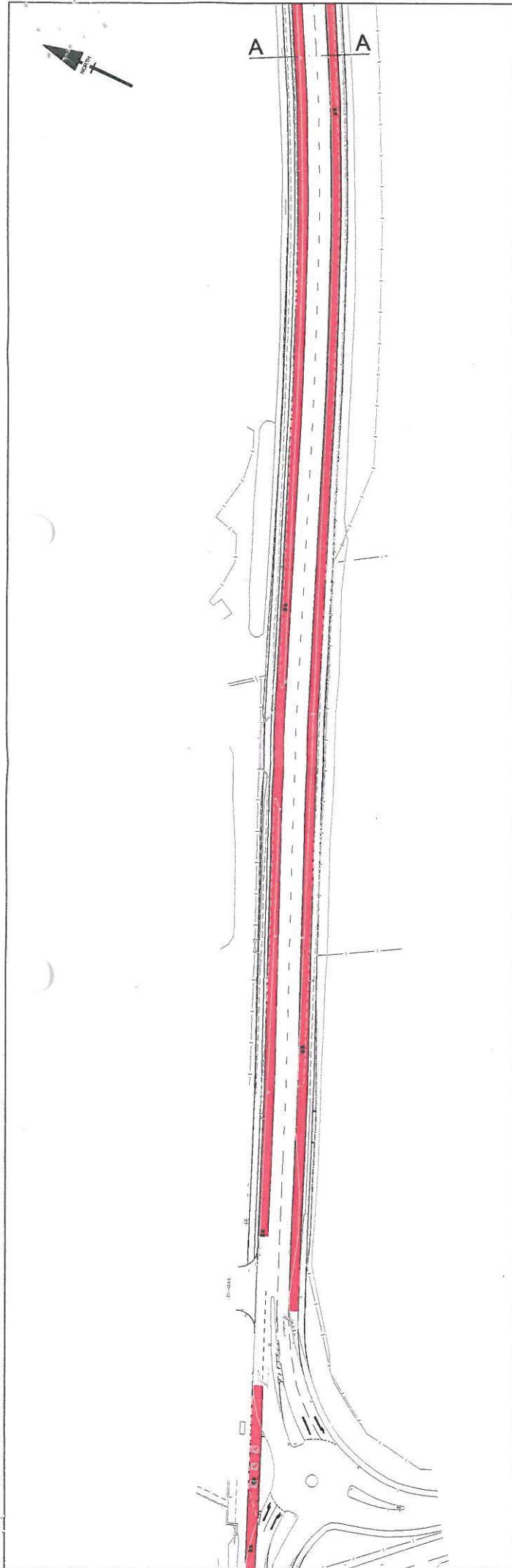
It is noted that an experimental TRO would provide the opportunity to assess the impact of the inclusion of taxis in the bus lane however there would be costs associated with option. For example it would require to be monitored and assessed for any negative impact on bus operations and misuse by non-taxi vehicles. The potential cost of this is estimated as between £6,800 and £8,000 and includes the: cost of the experimental TRO; advertisement of the TRO; additional signage; and cost of monitoring usage over the trial period. This does not include Officer time to respond to issues during the operation of an experimental TRO.

There are currently no budgetary allocations available to meet these costs. These would therefore require to be met from existing budgets which could have an impact on service delivery. It is therefore recommended that Committee remits to the relevant Officers to further investigate this option alongside complementary measures to improve the traffic flow and ease congestion within this localised area.

This would include further consultation with relevant stakeholders including SPT, Police Scotland, bus operators, taxi companies and cyclists. This process would aim to address stakeholder's concerns, further consider road safety implications and the impact on bus services and identify solutions where possible. It should be noted that Stagecoach West Scotland has been in touch with the Council more generally about network performance and congestion amongst other matters. This proposal would need to be considered within that context. The outcome of this would then be reported to Cabinet for a recommendation thereafter.







*J. T. M.*

**NORTH AYRSHIRE COUNCIL**  
ROADS SERVICES  
PERCETON HOUSE, IRVINE, KA11 2AL

HEAD OF ROADS  
**R J SMALL** BSc, CEng, MICE.

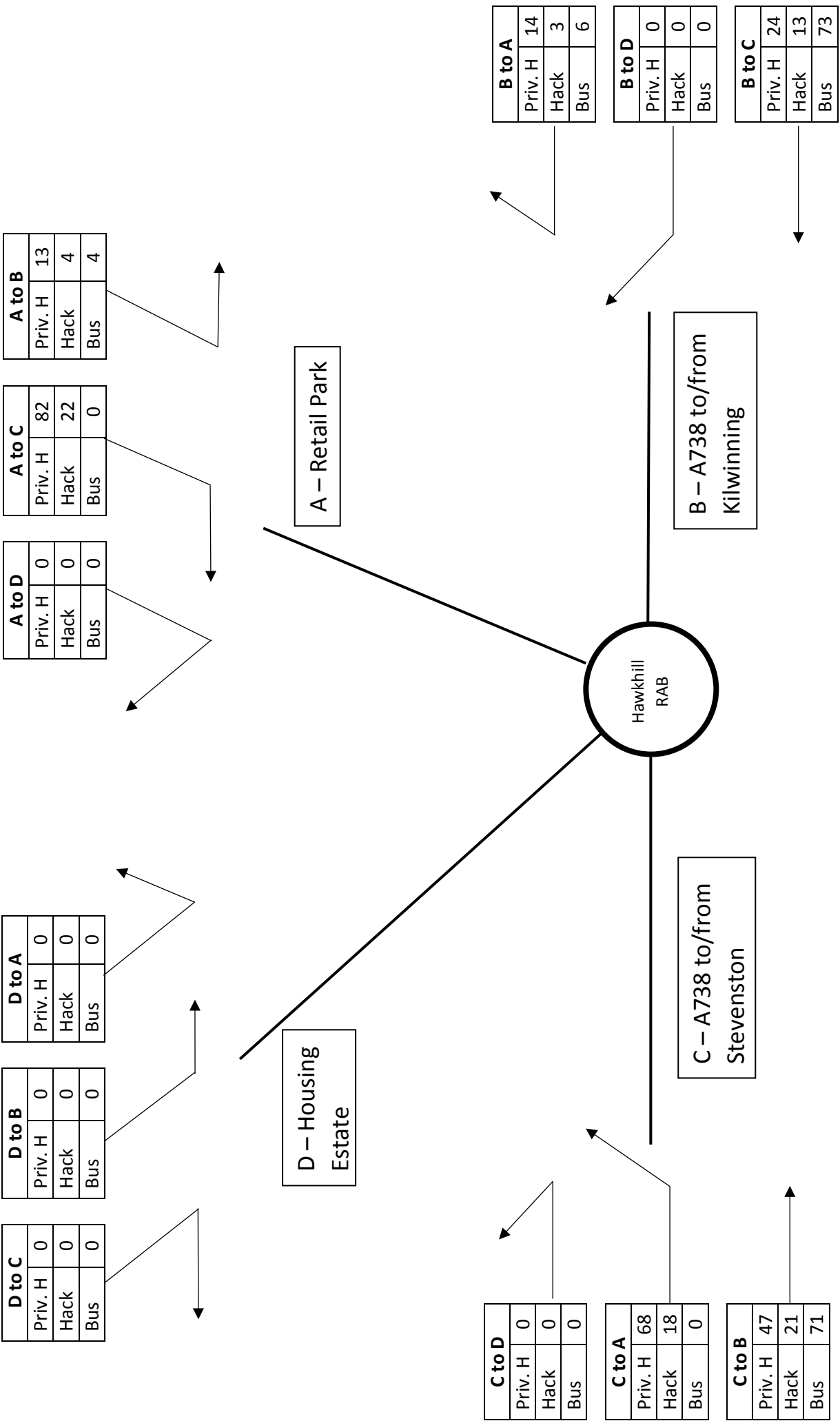
**Proposed Bus Lanes**

<p>Reproduced from the Ordnance Survey Mapping with the permission of the Controller of Her Majesty's Stationery Office Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. North Ayrshire Council SLA Licence No. 100023393.</p>		<p>Prepared by Acad by Checked by Date Issued by</p>	<p>D HILDITCH D. HILDITCH 27 APRIL 2006</p>	<p><b>NORTH AYRSHIRE COUNCIL</b> (A738, KILWINNING ROAD, STEVENSTON) (BUS LANES) ORDER 200..</p>	<p>Drawing No: QPTC/TM06004/ORDER PLAN 2</p> <p>File No: 1: 1250</p> <p>Status: P C T R</p>
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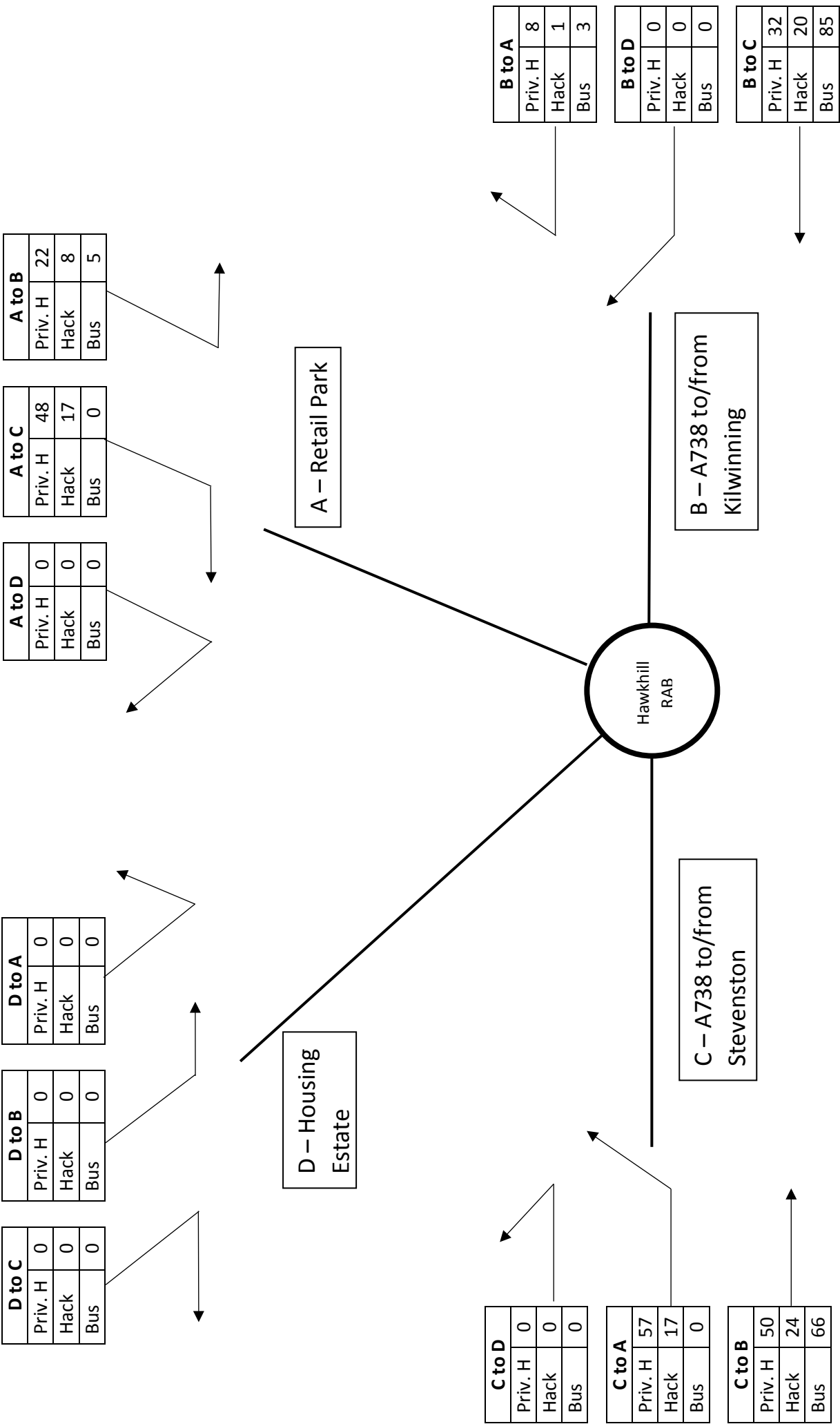
Hawkhill Roundabout, Stevenston – Taxi and Bus Traffic Counts  
Saturday 5 January 2019, 7am to 7pm

Total Flows



Hawkhill Roundabout, Stevenston – Taxi and Bus Traffic Counts  
Tuesday 8 January 2019, 7am to 7pm

Total Flows



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**NORTH AYRSHIRE COUNCIL**

**29 January 2019**

**Audit and Scrutiny**

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**Title:** **Quarter Two 2018/19 Progress Report - Directorate Plan performance**

**Purpose:** To advise as to the progress of the 2018/19 Directorate Plans as at 30 September 2018.

**Recommendation:** That Committee agree to note and scrutinise the performance of all Directorates against the priorities in the 2018/19 Directorate Plan Updates.

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**1. Executive Summary**

- 1.1 This report provides an update on the Quarter 1 and 2 progress of the 2018/19 Directorate Plans. These Plans deliver the Council Plan's strategic priorities.

**2. Background**

- 2.1 Council agreed that Council Plan progress would be reported annually and that Directorate Plans would form the basis for reporting progress on the Council Plan. The Directorate Plans for 2018/19 were approved by Cabinet on the 1 May 2018. This report deals with performance for the first two quarters of 18/19.
- 2.2 To ensure robust scrutiny of Directorate performance, all Directorates presented their six monthly performance to a Panel chaired by the Chief Executive,
- 2.3 A number of highlights and areas for focus are noted below. More detailed information is included in the Directorate performance reports attached at Appendices 1 to 6.
- 2.4 **Highlights** include:

**Growing our economy, increasing employment and regenerating towns**

- Accelerated Ayrshire Growth Deal Negotiations – there has been significant progress with a final list of 21 projects making up the programme bid at a value of £324m
- Over £1 million has been generated for residents via the Better Off North Ayrshire project which continues to provide financial advice to North Ayrshire residents

- £3 million external funding has been secured which will improve active travel, green networks and public transport across North Ayrshire
- 273 jobs have been created by businesses in North Ayrshire supported by Business Development

### **Working together to develop stronger communities**

- After the success of the Three Towns pilot, participatory budgeting in relation to grounds maintenance and open space management will be rolled out to all six localities
- The Year of Young People 2018 events to date have seen attendances of 2,838 young people
- Due to the success and national recognition of the North Ayrshire CPP Active Communities Strategy, North Ayrshire Council alongside NHS Ayrshire and Arran, were asked to be one of three national 'Trailblazers' sites, for the new national Public Health priority 'diet and healthy weight'

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

- There has been a steady increase in the proportion of children meeting their early years developmental milestones at the point at which they start school, rising from 69% in 2014 to 77% in 2018
- Targeted nurture approaches are having a significant impact on social and emotional wellbeing of learners in 8 secondary schools, 20 primary schools and 9 early learning and childcare establishments
- Awards at National 5 A-D have increased to 86%, up from 82% in the previous year. Higher results are broadly in line with the previous year, with slightly higher presentations and passes per pupil. Advanced Higher results are in line with previous years, with a slightly higher proportion of learners achieving 3 or more passes at A-C than in the previous three years.
- The phased expansion of Early Learning and Childcare Expansion to 1140 hours has continued to be rolled out with 2 initial pilot sites reaching completion. Evaluation from the pilot period indicated this has had a positive impact on children's development both at nursery and home. Three further pilot sites commenced delivery of 1140 hours from August 2018.
- We appointed a Care-experienced Young People's Coordinator and assistant, using the Poverty Challenge Fund, to meet our Child Centred resolution to ensure positive post-school destinations for care-experienced and disadvantaged young people

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

- Secondary school counselling supported 350 young people in the 2017-18 school year and this has had a positive impact on mental wellbeing, reducing barriers to learning and improving social skills
- The length of time that children and young people are on the Child Protection Register has reduced from 185 days to 111 days
- Production of the North Ayrshire Young Carer Statement (YCS) to help identify young carers and ensure their voices are heard and support offered. 126 young carers have been identified and offered the opportunity to prepare their Young Carer Statement.
- Extra members have been recruited to the Mental Health Crisis team. This will assist frontline police officers in providing timely and appropriate support to people experiencing a mental health crisis. This was in response to recognising that individuals were frequently coming to the attention of Police Scotland.
- Following consultation with tenants and owners, a decision was reached on the future of high rise accommodation. In Irvine the blocks will be demolished and 275 new homes will be built. In Saltcoats the blocks will be refurbished.
- Implementation of our housebuilding programme included:
  - The completion of our 28 unit new build Sheltered Housing complex at Bill Smith Court, Glencairn House, Stevenston
  - Works commencing on site at the second phase of our Dickson Drive, Irvine project which will deliver 24 new general needs homes, amenity homes and homes suitable for wheelchair users
  - Works commencing on site at Watt Court, Dalry. The site will deliver a new 22 unit Sheltered Housing complex (incorporating a Community Hub); 15 Supported Accommodation homes for people with additional support needs; a new Local Housing Office and 8 amenity bungalows.
  - Works commenced on site at the £6.54m Health and Social Care facility at Tarryholme Drive in Irvine, this project will provide both residential and day care facilities and is being progressed in partnership with the NHS.

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

- An increase in the generation of energy from waste following closure of Shewalton Landfill as part of the Zero Waste Strategy
- The approval of the Plastic Waste Prevention Action Plan in June 2018 will assist the Council to become a 'Single Use Plastic Free Council' by 2022
- A variety of major capital plan projects have been progressed:

- The new £2.98m office development at Quarry Road in Irvine was completed and occupied by KA Leisure
- The £2.35m window replacement and partial over-cladding of Auchenhavrie Academy was completed, enhancing both the appearance and energy performance of the building. Internal refurbishment works are also underway
- Alterations to accommodate the provision of 1140 hours of Early Learning and Childcare by 2020 have commenced, with £0.39m of works now complete
- Work has also begun on the second phase of the £5.60m Quarry Road development to create indoor and outdoor sport and leisure facilities.

## 2.5 Highlights which underpin the Key Priorities include:

- Increased municipalisation activity has resulted in additional income streams in commercial waste, catering and cleaning
- The increasing uptake of the Staff News 'web app' which now has over 6,000 'users' accessing staff news and more than 180,000 views. It also won the Silver Award for Best Internal Communications Campaign in the Chartered Institute of Public Relations (CIPR) Awards.
- Commencement of the technology strategy, which includes the Platform, Office 365 and securing Cyber Essentials Plus
- Implementation of the General Data Protection Regulations (GDPR) and securing significantly improved performance in Freedom of Information (FOI). FOI performance at the end of Q.2 showed 100% of requests being completed within the timescale.
- The work of the Finance Business Partnering Team helping the Council develop its strategic financial plans including housing investment, the Ayrshire Growth Deal and Early Years Childcare Expansion

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

- Preparing for the Best Value audit
- Preparing for the enhanced waste collection and recycling services
- Engagement and consultation on the new Council Plan 2019/24
- Securing a signed Heads of Terms for the Ayrshire Growth Deal
- Minimising the number of children on the Child Protection Register
- Development of a Community Wealth Action Plan
- Development of 1140 Early years Expansion with 7 pilot centres
- Approval of sustainable budget
- Implementing Office 365
- Producing and agreeing the Child Poverty Action Plan
- Development of the transformational change programme to improve or maintain services at a time of increasing demand and reducing resource

### 3. Proposals

- 3.1 It is proposed that Committee agree to note and scrutinise the performance of all Directorates against the priorities in the 2018 Directorate Plans.

### 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 The report was discussed by the Executive Leadership Team on the 12 and 20 December 2018 and will be reported to Cabinet on the 15 January 2019.



Craig Hatton  
Chief Executive

For further information please contact **Anne Todd, Senior Policy and Performance Officer** on **01294 324140**.

#### **Background Papers**

Council Plan 2015/20

Directorate Plans 2018/19



North Ayrshire Council

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# Democratic Services

## Q2 Performance Review

2018/19

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

	Action	Progress
1.	Revise report	Completed after last meeting
2.	Extend Reach of Vlogs	There has been on-going promotional activity to encourage staff to actively view more vlogs. Most recently a presentation and Q &A session was given to head teachers to promote vlogs and the uptake of the Staff News app - specifically targeting probationer teachers, given they are new to the Council and may be unaware of this internal communication channel.
3.	Reflect best value preparation in next performance report	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

## 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

- **The team** have been heavily involved in planning for the next Best Value Audit. The Performance Management Forum supported by Policy and Performance Staff have been reviewing BV toolkits produced by Audit Scotland to assess our current performance in a range of areas against a set of criteria. These toolkits have established definitions of basic, better and advance practice in a wide range of areas. Evidence has been provided to support staff judgement on how we are performing. All published best value audits to date have been analysed and best practice and areas for improvement in each of the published audits have been identified. The work to date will support a Chief Officer Workshop in November to develop a BV Improvement Plan.
- Development of the Annual Performance Report 2017/18 as a visually accessible document.
- Support for the development of a new Council Plan including the creation of the plan on a page and a narrative for staff and the public.
- The development and production of a revised Performance Management Framework including an e-learning performance management module for all staff.
- Analysis and reporting of the Local Government Benchmarking Framework (LGBF) 2016/17 supported Directorates to review and prioritise their improvements in relation to the LGBF.
- Elections- highlights include planning for the current review of Polling Districts and Places in the North Ayrshire voting area, and the renewal of the Pan Ayrshire Electoral Services Framework contract. .
- The Ayrshire Area Support Team, on behalf of all three Ayrshire authorities, carried out an extensive annual Children's Panel recruitment exercise.
- Our Fair for All Advisory Panel and Steering Group has continued to support the delivery of the Fair for All Strategy. Significant progress has been made in relation to areas of work such as the Fair for All Commission, delivery of the food pledges and the development of a mapping tool that illustrates where grants and benefits are paid. A flash report template has been developed to capture progress across the pledges in a consistent way. It has been agreed that a "one year on" report will be created so that our progress can be shared publically. There will also be a Community Planning Board focused on Fair for All so that we can raise awareness at a senior level across the CPP.
- Our Locality Partnerships and their supporting working groups have continued to meet and are tackling the local priorities. A number of Community Investment Fund (CIF) applications have been developed in conjunction with the Locality Partnerships, approved by them and then been signed off at Cabinet. These wide ranging initiatives present creative ways to address the local priorities. The pilot for the participatory budgeting approach for a mainstream budget, i.e. grounds maintenance is being extended across all localities. Locality Partnerships are also linking into their local PB events, with applications aligned to CPP and locality priorities.
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- The Equality and Health Policy Officer supported the development and consultation of the Ayrshire Shared British Sign Language (BSL) Local Plan which aims to strengthen infrastructure, employee engagement and governance across public bodies, resulting in an improved person-centred, safe service for BSL users.
- For the fifth year in succession the Council obtained the Healthy Working Lives Gold Award.

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

- Continue the preparation for the Best Value Audit
- Support the process of finalising the Council Plan 2019-24
- Develop a new Directorate Planning approach aligned to the new Council Plan
- Analyse and coordinate LGBF 17/18
- Administer the induction process following completion of this year's children's panel member recruitment campaign.
- The November Community Planning Board will have a focus on Fair for All. An impact report will also be created to publically share our progress.
- Over coming months further CIF applications will be developed across the localities. We will also work with Locality Partnerships on their membership, engagement with the wider community and addressing local inequalities.

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

### Key Highlights

- Support for major Council projects including affordable housing projects and initiatives, the Quarry Road development, including completion of the necessary land purchases to complete site assembly, Ardrossan Harbour, Irvine Harbour/Ardeer, and the winding up of the Municipal Bank.
- The team also completed a number of council house buy-backs to address social housing need in pressured areas.
- An amendment to the Planning Bill has been promoted to address the status of the Special Development Order at Ardeer which remains an impediment to development.
- Legal Work has been done for North Ayrshire Ventures Trust Ltd including sales and leases.
- The Garnock Flood Prevention Scheme was confirmed on 3<sup>rd</sup> October 2018 and agreement has been reached with all owners
- The Council's reviewed Governance arrangements were approved by Council in June 2018
- Pan Ayrshire governance for the Ayrshire Economic Strategy and Ayrshire Growth Deal has been developed
- Once again, in the last six months there have been no successful court challenges of Council decisions.
- The Licensing Section has ingathered data, undertaken consultation and analysis to inform the Licensing Board's Policy Statement and Overprovision Policy, to be adopted in November.
- The Licensing team have implemented the process of Minimum Unit Pricing, engaged with licensees and provided advice and assistance by carrying out a programme of visits to licensed premises
- The Licensing team, working with Communications and the Chair of the Licensing Board, has raised the national profile of issues relating to the renewal of personal licences. These have the potential to seriously impact on licensees.
- 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).

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

- Support for the Council's capital programme including the Quarry Road Development, Irvine Harbourside, Ardrossan Harbour and new housing projects and initiatives
- Support for municipalisation projects as they come forward
- Support for the Ayrshire Growth Deal as the projects develop



- Legal support for GDPR to continue
- Progress the Compulsory Purchase Orders approved by Council
- Complete the winding up of the CCTV Company
- Legal Support for the Millport Flood Prevention Scheme as required once the consultation period has concluded

## Priority 3. Effective delivery of Communications

### Key Highlights

- In terms of keeping our workforce up-to-date, highlights include producing **25** weekly **News in Briefs** and vlogs (video logs) and two editions of **Staff Talk** magazine. The team also launched a new '**Staff News**' website, allowing both office and remote workers to access the Council's main corporate communications channels. Since its launch in June 2017 the web app now has over **6,000** 'users' accessing staff news from their desktop mobile phone or tablet and more than **180,000** unique page views. The **Staff News 'web app'** recently won the Silver Award for Best Internal Communications Campaign in the CIPR Awards.
- The team successfully co-ordinated a major visit by the Scottish Government Cabinet to Arran as part of their 'Rolling Cabinet' programme. Two ministerial visits were also co-ordinated: the official opening of Largs Campus by the First Minister and the Scottish Government launch of their Period Poverty funding programme by Aileen Campbell MSP, at Ardrossan Academy.
- The team delivers a highly effective proactive and reactive media service. We responded to **234** press inquiries, issued **179** proactive press releases, managed **21** photocalls and were on-call 24/7 to provide an emergency out-of-hours media service. This work has helped us secure **479** individual pieces of media coverage. We secured substantial national print, TV, radio and online coverage of the expansion of our period poverty programme.
- Online activity has seen us build the corporate **Twitter** account to a followership of over **19,618**. Seven new social media accounts have been created with training delivered to council teams. News items continue to be uploaded regularly to the Council's external website and Staff News.
- Working across all Directorates, the team has delivered **87** marketing projects and assisted in the delivery of **21** Council events. Key projects include Foster Care Fortnight marketing campaign, GDPR Animations, Watt Court and Glencairn House Opening Events, '13 Ways to support your friend if they are struggling' suicide prevention campaign and the Annual Performance Report.
- By the end of Quarter Two, **21** 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. National/sectorial coverage was secured in Commercial Property magazine for a focus on Hunterston and an Inward Investment advert.
- The **Bitesize Business** e-bulletin was refreshed and three editions have been issued to our database of over 500 local businesses. **North Ayrshire for Business** now has over **910** followers on Twitter and the **North Ayrshire Council Linked In** page has over **3,489** followers.
- Key business events this quarter include the Modern Apprentice recruitment and induction events and the re-location and opening of Ardrossan Employability Hub.

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

- Support the development of the new Council Plan and create a new narrative
- Support the following projects –
  - Household waste and recycling changes
  - Hunterston oil rig decommissioning site plans





- Ardrossan Harbour plans
  - Strategic Housing Investment Plan – including the High Flats project
  - The Council's 'winter ready' approach
  - Ayrshire Growth Deal, pathfinder project and Basic Income pilot
  - Irvine Town Centre regeneration works
- Develop the International Investment offer for North Ayrshire and deliver an integrated marketing campaign to promote this
- Quarry Road Development branding and communication plan
- Provost's Civic Pride Awards and Charity Dinner

## 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 2017/18						
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. Four of these are reported quarterly.

Directorate Plan Performance Summary– As at Q4 2017/18						
Priority	No of Indicators					
<i>Supporting the Council and its Partners to Make it Happen</i>	9 (3 quarterly)	3				
<i>Provide a comprehensive and responsive Legal Service</i>	3					
<i>Effective delivery of Communications</i>	3 (1 quarterly)				1	

### 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 first.

LGBF Indicators 2016/17						
Service Area	No of Indicators					
<i>Supporting the Council and its Partners to Make it Happen</i>	1	1				

## 5. Quarter 2 Summary

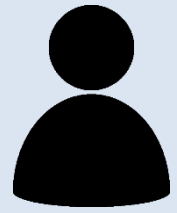
### Democratic Services 2018/19



**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 (17/18)



**100%** of staff have had a PPD interview in last 12 months (17/18)



**9,476** – value of media<sup>1</sup> (print/online/ TV/ radio) coverage secured for North Ayrshire Council (Q1 and Q2 18/19)

**96%** very satisfied and satisfied customers (Legal Services 17/18)



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



**96.32%** of invoices paid within 30 days for Democratic Services (Q2 18/19)



**66%** - staff satisfaction with internal communications, an increase from 59% (17/18)

**131,118** Social Media impressions and engagements arising from proactive digital media campaign (17/18)



**0.99** Absence Days Lost (*improvement from Q2 last year – 1.63 days*)

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

## 6. Best Practice

Democratic Services has a well- established and attended Staff Reference Group with representation from all teams. The Group was instrumental in establishing the criteria for a small Staff Innovation Fund which is being piloted during 2018. To qualify for funding applications must be able to demonstrate innovation and improve processes, employee engagement and/or staff morale. Initiatives may be focused on a specific team or the wider service. To date two submissions have been approved.

Themed sessions continue to be offered to staff. Sessions to date include Mindfulness, Therapet and CPR.

## 7. Employees

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

The figure at September 2018 is 0.99 days which exceeds our target of 2.52 days, is lower than the figure of 1.63 days as at September last year and currently the lowest Directorate absence rate in the Council. Absences are effectively managed and staff are supported to get back to work as soon as they are able.

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

The Service continues to implement the Employee Engagement Improvement Plan. Tea with Andrew continues to be a strength in communicating with staff on an informal basis. A Service Workshop is planned for the 21 November 2018. The Staff Reference Group has been consulted in terms of agreeing a team building exercise for the workshop. The workshop will also focus on transformation.

## 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.






# Performance Review Report Q2 18/19 – Appendix 1






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

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Employee Engagement Level - Democratic Services	81.6%	Data Only		Annual indicator					
Percentage of Key Corporate Governance Document that are up to date	100%	100%		Annual indicator					
Implementation of the Performance Management Forum Work Plan	95%	100%		20%	25%		50%	50%	
Percentage of Elected Members very satisfied or satisfied with services provided	100%	100%		Annual indicator					
Percentage of Respondents who agree that Locality Partnerships are helping to address local issues and local inequalities	New PI for 2018/19			Annual indicator					
SCORP01: Support services as a % of total gross expenditure	2.28% (2016/17)	2.5%		Annual indicator					
Absence rate - Days lost per employee per annum for Local Government Employees in the Service	0.69	1.25		0.44	1.26		0.99	2.52	
% of Democratic and Administration Services staff who have had a PDR/PPD interview in last 12 months	100%	100%		Annual indicator					
% of invoices paid within 30 days for Democratic Services	92.2%	95.5		99.1%	96%		96.32%	96%	

## 2. Provide a comprehensive and responsive Legal Service

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Percentage of very satisfied and satisfied customers (Legal Services)	96%	95%		Annual indicator					
Total cost of the legal function as a percentage of organisational running costs (expenditure)	0.17%	0.29%		Annual indicator					
Average hourly rate of in-house legal team compared to other in-house legal teams per SOLAR benchmarking.	£54	£60		Annual indicator					

## 3. Effective delivery of Communications

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 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	5,702	Data Only		4,464			5,012		
Staff satisfaction levels with internal communications via annual staff Internal Communications Survey	66%	Data Only		Annual indicator					
The number of Social Media impressions and engagements arising from proactive digital media campaigns	131,118	Data Only		Annual indicator					



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# Finance and Corporate Support

## Mid-Year Review

### 2018/19

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

	Action	Progress
1.	Review format/content of Attendance Reports/bring report to ELT	Quarterly absence management reports will be utilised to form discussion with Directorate specific supplementary reports providing deeper analysis of areas of concern.
2.	Procurement Board to review effectiveness of procurement process and end result.	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 will meet quarterly and will be responsible for ensuring compliance with external legislation, driving the Procurement Improvement Plan and identifying opportunities to maximise impact on local communities.
3.	Report to ELT on Brexit and actions being undertaken to mitigate the implications of Brexit	<p>An update report was submitted by Democratic Services to both the ELT and the Audit &amp; Scrutiny committee.</p> <p>People Services are working in partnership with Economy &amp; Communities and East and South Ayrshire Councils to design and agree a communication and support strategy for Ayrshire residents and Council employees who are Non UK EU Nationals.</p> <p>Employees who are Non UK EU Citizens have been identified; People Services will support these employees to apply for pre and settled status.</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

##### Key Highlights

##### ➤ Office 365

80 staff in IT Services and Transformation Team have moved to Office365. As a result of the 'test and learn' phase, staff have moved to an upgraded email system in Outlook and are using key features of Microsoft Teams and SharePoint. In particular, Microsoft Teams has supported the staff to work more closely and productively bringing teams together and enabling a more collaborative approach to project delivery. 'Teams' also supports agile and mobile working as staff have been able to video and conference call from various locations benefitting service delivery.

##### ➤ The Salesforce Service Platform

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

HR & Payroll System Replacement - XCD (new HR & Payroll system) will replace the Chris21 System in 2019.

The new HR and Payroll system is being designed in collaboration with all Directorates to ensure that end to end processes will be delivered via self-service. Work is well underway with the aim of implementing the solution by June 2019. The solution will deliver:

- A highly configurable and scalable cloud HR and Payroll solution
- All key human resources information on one screen, within one database and with only one login. Information at anytime, anywhere and from any device
- Self-service, automated workflows and reports at the click of a button using real-time data, allowing service teams to work smarter, not harder.

IT Service Desk Replacement - Phase one will replace the existing Lotus Notes based service desk system (EHD) by Samanage (ITSM). Project initiation and planning are well underway. Samanage training, design and configuration workshops have taken place. 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 - Work is underway to detail all customer focused processes that will move onto the new platform. These include the 77 online transactions on the website.

These will contribute to the wider corporate transformation programme.

➤ **Virtual Desktop / Enablement**

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

➤ **Cyber Essentials**

As part of the Cyber Resilience Strategy for Scotland, the Council achieved Cyber Essential Plus accreditation in September. Cyber Essentials is a government backed, industry supported scheme to help organisations protect themselves against common online threats.

## **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; while Outlook will deliver an improved email system.

➤ **IT Platform**

HR & Payroll System Replacement - Build by XCD will take place and testing will be carried out prior to a number of parallel runs taking place to ensure integrity of the new system.

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.

Customer Focused Processes – Implementation of phase one will include Complaints, FOIs and Revenues and Benefits. Phase 2 will be well underway and will include online payment processes with Phase 3 commencing including fault reporting and access to Council Tax and Housing online.

➤ **Virtual Desktop / Enablement**

Early in 2019 a device loan system will be established in the Transformation team and IT Services. This will be followed by a full rollout of the virtual desktop solution across Cunninghame House in 2019. 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 will provide a singular focus and reporting line in managing the financial resources within the Partnership and supporting its Transformation programme.

#### ➤ Supplier Invoices

There has been a marked improvement in the performance of supplier invoices paid on time during the 1st half of the financial year. The Council target is 96% and cumulative performance to 30 September 2018 is 95.77%, therefore just slightly under target. To put this in context, performance to 30 September 2017 was 91.97% and last full year to March 2018 was 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.

#### ➤ Corporate Procurement

A Procurement Board has now been established with 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 to 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.

#### ➤ 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.

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

A review of the pay and grading structure has been undertaken to understand pressure points resulting from the accelerated increase of the Living Wage.

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.

➤ **Key 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 assisted Education services in developing a service model for the delivery of the Early Years Childcare Expansion programme and the subsequent submission of 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 Economies and Communities service in relation to Ardrossan Harbour developments.

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

➤ **Medium Term Financial Plan**

Production of the Medium Term Financial Plan covering the period 2019/20 to 2021/22. This will consider funding levels from Scottish Government and relevant financial pressures, including pay and demographics, identifying the savings and Transformation activity required to deliver a balanced budget for consideration by Council in February 2019.

Development of a Capital Investment Strategy that 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 Council. This will be considered by Council in February, 2019.

➤ **Capital Investment Programme**

Update the Capital Programme to reflect the Council's Investment plans for the period 2019 - 2028 to maximise capital grant and be delivered within available sources of funding and where necessary prudential borrowing. This will be considered by Council in February 2019.

➤ **Procurement and Commercial Improvement Programme**

The Procurement Team is preparing for the upcoming Procurement & Commercial Improvement Programme (PCIP) audit. This audit is an independent assessment, carried out by Scotland Excel, reviewing Procurement activities across the Council. The audit focuses on four key areas: Procurement Leadership and Governance, Specification and Tender Development, Contract Management and Key Procurement Processes. The outcome of the audit will be shared across the sector and reported to Scottish Government. It will also be used to refine the Council wide Procurement Improvement Plan.

The Procurement Board will establish a clear plan to drive forward its approach to maximising community wealth.

➤ **Key Business Partnering**

The Business Partnering focus will be on progressing development of the project business cases that underpin the Ayrshire Growth Deal and continue to support Education services in the delivery of the Early Years expansion programme. A key focus for the team will also be to provide the necessary support to the Council's next phase Transformation programme.

➤ **Transformation and Business Improvement programme**

The establishment of the Transformation Think Tank creates an opportunity 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 will continue to be a key focus in 2018/19 and workstreams will be progressed across areas including;

- Debt management and recovery – incorporating billing values and frequency, income collection channels and debt recovery process.
- Income Maximisation – further consideration to 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 evolving process as we move forward with Services. As well as reviewing future requirements, this will also include discussions/planning around the talent pipeline for the future – succession planning for key roles, attracting/retaining/developing key skills – including Modern Apprentice and Graduate Apprentice programmes.

Span of Control will be rolled out in conjunction with workforce planning to support the creation of our workforce of the future.

To support the remodelling of the pay and grading structure options will be explored and presented for consideration aiming to future proof against further corrosion of pay differentials.

➤ **Benefits**

The Benefits team which is responsible for processing of Benefits, Council Tax Reduction and Discretionary Housing Payment has moved into Customer Services with effect from 1st October 2018. 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.



## 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) commenced in early September 2018 with 2 Cohorts currently 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.

#### ➤ **Employee Benefits**

Increasing the disposable income of our employees continues to be a priority and the pay advance scheme has been expanded to include new starts on all pay grades. Communications relating to pay have been refreshed to sign post 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, 844 employees have registered for this service.

#### ➤ **Freedom of Information**

Quarter 2 of 2018/19 saw a 22% increase in requests closed compared with recent previous quarters. This can be attributed to the successful drive to close all historic requests. A new FOI system is now embedded with all users trained and new management information reports produced and emailed weekly to Heads of Service. This has enabled performance to increase with the last four weeks of Quarter 2 PI results being 88%, 89%, 100% and 100% respectively, an average of 94.25%, exceeding the PI for the first time in 2 years.



➤ **GDPR Project**

The GDPR Project has 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/GDPR 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**

➤ **Mobilisation**

Output from Cunninghame House flexible touchdown space will be completed and outcomes will inform the next steps. By the end of 2018/19, it is expected that there will be a clear roll out plan for mobilisation linked to service redesign.

➤ **Internet of Things**

Work will continue with a number of pilot projects planned across various Council Services to capture data which will help focus service delivery and achieve savings.

➤ **Employee Benefits Hub**

73% of employees have signed up to have their payslip sent to them electronically, reinforcing a desire for digital communication. The Employee Services Team will expand their digital offering to employees by implementing an employee benefits hub. The employee benefits hub will offer a range of retail and leisure discounts to our employees, helping them 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. The employee benefits hub will include both local retailers supporting economic growth within North Ayrshire.

## 4. Directorate Performance Indicators

### 4.1. Council Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made by Finance and Corporate Support towards the Council Plan priorities. 10 indicators are measured by FACS. 7 of the indicators are annual.

Council Plan Performance Summary– As at Q2 2018/19						
Priority	No of Indicators					
<i>Underpinning Delivery</i>	3	3				

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

There are no performance indicators which are slightly or significantly adrift of target.

### 4.3 Directorate Plan Performance Indicators Summary









Finance and Corporate Support measures progress of 26 Performance Indicators and 16 of these are measured quarterly. The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities.








Directorate Plan Performance Summary– As at Q2 2018/19						
Council Priority	No of Indicators					
<i>Growing Our Economy, Increasing Employment and Regenerating Towns</i>	1	1				
Directorate Priority						
<i>Digital First</i>	5	4		1		
<i>Planning for the Future</i>	2		1	1		
<i>Our Approach</i>	8	3	1	4		

### 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 FACS staff with no sickness absence and Percentage of customers seen within 15 minutes by the Service were slightly adrift of target.

Description	Q2 2017/18	Q2 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
<i>Speed of processing Housing Benefit (Change of circumstances) days</i>					11.65 days	11.00 days	Although slightly short of target, performance continues to improve. The overall volume of changes continues to reduce as expected due to Universal Credit with 28% less in comparison to Q2 2017/18. Recent staff turnover may impact on performance in Q3 however performance management software is due to be introduced to allow productivity to be measured and highlight opportunities for improvement in order to achieve target.

Description	Q2 2017/18	Q2 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
<i>Speed of Processing (Council Tax Reduction) new claims (days)</i>					28.79 days	22 days	61% of new claimants are in receipt of Universal Credit which takes longer to process due to the delay in the DWP providing the necessary information required. The introduction of Universal Credit full service in November 2017 has therefore impacted on the processing time. Recent staff turnover may impact on performance in Q3 however performance management software is due to be introduced to allow productivity to be measured and highlight opportunities for improvement in order to achieve target.
<i>Speed of processing (Council Tax Reduction) changes of circumstances (days)</i>					8.71 days	4.4 days	The increase in volume of claimants in receipt of Universal Credit has impacted on the speed of processing as the Department of work and Pensions notifies the council of all changes regardless of whether the change impacts on the claim. This means that all changes received are required to be manually checked to determine those requiring a change to be processed. Recent staff turnover may impact on performance in Q3 however performance management software is due to be introduced to allow productivity to be measured and highlight opportunities for improvement in order to achieve target.

Description	Q2 2017/18	Q2 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
<i>Ebilling for Council Tax Customers</i>	n/a				9,216	12,500	There are currently 9216 customers signed up to receive E-Bills which is lower than our target of 12,500. Campaign leaflets are being issued with all bills. Take up has been lower than expected, therefore the promotion of E-Billing has been included as normal practice for Contact Centre staff when handling calls in order to help encourage staff to sign up customers. Recent system changes have been made to simplify this process. There will be a continued focus on pushing the campaign on Social Media. There are currently 9216 customers signed up to receive E-Bills which is lower than our target of 12,500.
<i>Sickness absence days per employee (FACS) per FTE</i>					1.81 days	1.62 days	During quarter two 2018/19 Finance and Corporate Support employees averaged 1.81 days lost per full time equivalent. Whilst the target has not been met, sickness absence levels are improving. Several employees on long term absence have been supported to return to work and a pilot scheme to reduce the number of single day absences had been launched with a successful take up, resulting in a reduction in the number of single day absences reported. It is anticipated that these interventions will support a continued improvement in absence levels within the Directorate.






The indicator below is measured across the Council by FACS.

Description	Q2 2017/18	Q2 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
<i>Freedom of Information requests responded to in 20 working days (%) (Council Wide)</i>					76%	94%	Although Q2 as a whole was short of the target, there was an increase in performance in the last 4 weeks with 88%, 89%, 100% and 100% of requests respectively being completed within the timescale, exceeding the PI for the first time since 2016/17 Q3. This is a result of the introduction of new Freedom of Information (FOI) system and processes. Planned actions next quarter to maintain the target are: FOI legislation training for the corporate FOI and Health and Social Care Partnership (HSCP) teams, learning events for senior managers, and a lunchtime event for Chief Officers.

## 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 two annual indicators are measured through the Directorate Plan. Three LGBF performance indicators are annual.

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

LGBF Indicators 2017/18						
Service Area	No of Indicators					
<i>Customer and Digital Services</i>	0					
<i>Finance</i>	2	2				
<i>People Services</i>	1		1			
<i>Internal Audit &amp; Corporate Fraud</i>	0					

## 4.6 LGBF Performance Indicators – Red and Amber Status

The performance indicator which is slightly adrift of target is - Sickness Absence Days per Employees (Excluding Teachers).

# 5 Mid-year Summary

## Finance and Corporate Support 2018/19



**3.1%**

**Increase in Business Rates collected compared to mid-year 2017/18**



**838** number of weeks employment through community benefits clauses

9 Workwell events have taken place during the first half of 2018/19



**Workwell**

**89% of Customer Calls Answered**



**81% Customers delighted**



**54% FACS staff with no sickness absence**



**41.87%** of Self Service Transactions now accessed online by members of the public

**O365 migration well underway**



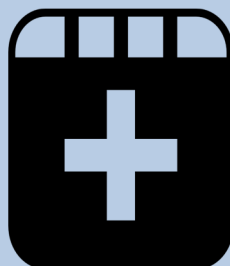
**New Corporate Health and Safety steering Group**



**Medium term financial plan in progress**



**0.14** days improvement in sickness absence days per employee (FACS) per FTE compared to mid-year 2017/18



**12** Internal Audit Reports Published

**New Freedom of Information System has been implemented on Lagan**

## 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 will meet quarterly and shall be responsible for ensuring compliance with external legislation and driving a Procurement Improvement Plan across the Council.

### ➤ Benefits Service

The Benefits Service works collaboratively with local Jobcentres, DWP, major housing associations and third sector to deliver Universal Credit support and helping vulnerable claimants with digital applications and personal budgetary support in conjunction with Better off North Ayrshire.

### ➤ Employee Services

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.

The directorate has piloted the introduction of 'personal days' for 6 months and the impact will be reviewed in November 2018. Employees are also encouraged to work from home where appropriate to reduce sickness absence.

The Council provides Occupational Health services which offer a programme of "mini health checks", physiotherapy and 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.

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 mid-end absence figure for FACS was 3.57 days per FTE against a target of 3.24 days, which is slightly above the target by 0.33 days and also represents a slight improvement of 0.14 days per FTE from mid-year 2017/18. The top reasons for sickness absence within FACS in 2017/18 were musculo-skeletal, stress and anxiety.



## 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 or improvement actions has been monitored during the first half of the year and a summary update was presented to the Heads of Service in October, following which an update will be provided to FACS staff.

### Awards and Recognition

**North Ayrshire Achieves 2018** once again had a wealth of nominations telling us about our people and the work they do. FACS had five finalists who attended the awards ceremony at the beginning of November and were successful across three categories – Learning Champion, Modern Apprentice of the Year and Skills for Life.

**FACS Recognition Scheme** had 85 nominations during the first three quarters of the year. There have been 15 individual and one team winners for quarters one and two in the categories of Focus, Passion and Inspiration. Quarter three winners will be selected during November.

## 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	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
No of weeks employment through using Community Benefit clauses	1,190	1,000	✓	391	300	✓	838	600	✓

### Priority DP1 Digital First; Underpinning Delivery

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Percentage of FACS Invoices that were paid within 30 days	94.44%	96.5%	⚠	98.07%	97%	✓	96.61%	97%	✓
Percentage of business rates collected in year	96.1%	95.8%	✓	21.6%	19%	✓	61.1%	58.4%	✓
% of Self Service Transactions	52.5%	30%	✓	39.28%	35%	✓	41.87%	35%	✓
Ebiling for Council Tax Customers	Not measured in quarters			8,945	9,500	⛔	9,111	12,500	⛔
SCORP07: Percentage of income due from council tax received by the end of the year %	94.8%	94.7%	✓	29.7%	29.8%	✓	57.5%	57.5%	✓

### Priority DP2 Planning for the Future; Underpinning Delivery

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Percentage of FACS staff with no sickness absence (rolling year figure)	48%	55%		48%	55%		54%	55%	
Sickness absence days per employee (FACS) per FTE	1.99	1.75		1.75	1.62		1.81	1.62	

### Priority DP3 Our Approach; Underpinning Delivery

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Speed of processing HB (New Claims)	13.38	21		8.8	18		9.38	18	
Speed of processing HB (Change of circumstances)	11.98	13		11.82	11.25		11.65	11	
Speed of Processing (CTR) new claims (days)	25.97	26		28.52	22		28.79	22	
Speed of processing (CTR) changes of circumstances (days)	3.58	4.6		6.61	4.4		8.71	4.4	
Percentage of Customers delighted with the overall Customer Service	88%	77%		Half Year PI			81%	77%	
Percentage of Calls Answered within the Contact Centre	88%	90%		78%	90%		89%	90%	
% of customers seen within 15 minutes by the Service	95%	92%		87%	92%		89%	92%	
Freedom of Information requests responded to in 20 working days (%) (Council Wide)	74%	94%		77%	94%		76%	94%	



North Ayrshire Council

Comhairle Siorrachd Àir a Tuath

Proud to be  Overall Council of the Year 2017

# Economy and Communities

## Q2 Performance Review

2018/19

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**Focus. Passion. Inspiration.**



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

	Action	Progress
1.	Carry out one-off exercise on destination of Modern Apprentices	Data on retention of Modern Apprentices within the council has now been reviewed and used to inform future delivery. Wider exercise to obtain data on Modern Apprentices who left the council is now underway and will be completed during Quarter 3.
2.	Review Performance Review Report to make it more focused on key areas.	Completed.
3.	Review target of 1,000 jobs created by Business Development by April 2019.	Due to exceptional performance by the Business Development Team the target of 1,000 jobs was achieved 18 months early. The target for 2018/19 has been increased from 333 to 450 jobs and will continue to be monitored.

## 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
- 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)
- Irvine Public Realm

### 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

- Ayrshire Regional Partnership
- 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 negotiations with Scottish & UK governments**

The final list of 21 projects making up the programme bid at a value of £324m has been confirmed with support from key stakeholders and partners. Successful negotiation could result in significant investment at Ardrossan, Hunterston, Great Harbour (Irvine and Ardeer), i3 and our marine infrastructure - transforming our economy to focus on digital automation and advanced technology, low carbon energy, environmental sustainability and tourism.

##### **36 live inward investment enquiries, potentially equating to over 2,000 jobs**

There are currently 36 active investment enquiries with potential for over 2,000 new jobs. Understanding the barriers to securing these investments is central to our policy development and are the subject of ongoing discussion with partners and Government. The first meeting of the Ayrshire Export Partnership has taken place.

##### **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**

Over £3 million of external funding has been secured to improve active travel, green networks and public transport from a range of external sources. Match funding was utilised from the Council's Capital Programme and the Cycling, Walking and Safer Streets allocation from Transport Scotland.

##### **Regeneration Highlights**

- **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.
- **Ardrossan** – The Ministerial Task Force met in June and the Cabinet Secretary heard the proposals to improve the long term resilience of the harbour to create a more integrated transport hub.
- **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. Phase two sports facility works have started with the Closed Cycle loop due for completion in December 2018.
- **Lochshore** – Proposals have got through to stage two Regeneration Capital Grant Fund (RCGF) for £1.45m.
- **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.

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

Making Waves tourism action plan has been approved by the Tourism Industry Forum with the key priority to develop a fresh industry led approach to promoting the area. Routes branding and company structure have been agreed.

##### **Local Development Plan 2**

The Local Development Plan (LDP) has been submitted to the Scottish Government for examination following approval by the LDP committee. The process is expected to take six to nine months. Due to our sector leading approach, officers are presenting at national planning events and have been invited by Nesta to be the focus of their digital planning work.

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

- Securing the Ayrshire Growth Deal with UK and Scottish Governments and commence delivery of key projects
- Launching our Coig (a visitor destination route) with a Ministerial announcement in Jan 2019 and the formal launch date expected in Spring 2019
- Identifying funding opportunities for regeneration, active travel and transport in 2019/20
- Developing the LDP2 Delivery Plan



## Priority 2. Locality Planning

### Key Highlights

#### Mainstreaming Participatory Budgeting 3 Towns Pilot

The successful Mainstreaming Participatory Budgeting (PB) pilot in the Three Towns, engaging more than 600 residents and allocated £750k of grounds maintenance budget, will be rolled out to all six localities by the end of March 2019.

North Ayrshire are 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)

The first CIF projects have been approved by Cabinet. This includes intergenerational cycling in the North Coast and Cumbraes, a Men's Shed in the Garnock Valley, a Community Development Trust in Ardrossan and a Digital Irvine project. To date, £195,404 has been allocated, with a number of projects in the pipeline.

#### Year of Young People 2018

So far within our Year of Young People (YOYP) programme, 61 events have taken place resulting in 2,838 attendances by young people. We hosted the Scottish Youth Parliament Brexit Event, National Awards and Sitting, welcoming people from all around Scotland to make decisions at national level.

A first of its kind Joint Cabinet Live featured digital representation from all secondary schools in North Ayrshire and was extremely successful. Key partnerships were created with the Police and NHS to ensure young people have the information they need to make informed decisions.

The Council's Leadership Team proposed a range of projects with young people. The Head of Service for Connected Communities is leading the Child Poverty reporting work and will speak at the first national event in December.

#### 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, it will 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.

#### Active Communities

Due to the success and national recognition of the North Ayrshire CPP Active Communities Strategy, North Ayrshire Council alongside NHS Ayrshire and Arran, were asked to be one of three national 'Trailblazers' sites, for the new national Public Health priority 'diet and healthy weight'.

DrEAM planning is advancing well with Scottish Government buy-in. It will culminate in DrEAM week in November.

Active Schools' participation has increased significantly and 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

- Mainstreaming Participatory Budgeting (PB) in all six localities by end of March and wider commitment of budgets to PB approaches
- Reviewing Community Facilities and Libraries with North Ayrshire Federation of Community Organisations (NAFCO)
- Hosting the first ever Pan-Ayrshire Community Council Conference in November 2018
- Working with E&YE, HSCP, Team North Ayrshire and community leaders to progress care-experienced young people's mentoring.
- Working with SportScotland Partnership to secure funding for Active Schools

## Priority 3. Inclusive Growth

### Key Highlights

#### Better Off North Ayrshire reached £1 million financial gains

During the first 18 months of operation, the Better Off North Ayrshire project has provided £1,057,855 of financial gains to North Ayrshire residents as at 31<sup>st</sup> July (most recent data available) and this continues to increase. On average those who have participated are £1,000 better off through maximising income, savings on interest on high cost debts, debts written off, energy savings and other reduced outgoings. During this period 1,580 residents have financially benefitted or received advice from the Better Off North Ayrshire team.

#### 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 would be the first growth deal in the UK to be developed with Inclusive Growth at its core. Economic Growth has been developing three specific projects designed to ensure excluded groups can fully benefit from the deal. These three projects would secure £19m of resources:

*Working for a Healthy Economy* - a one stop shop occupational health/condition management service available to businesses and residents with health barriers to employment.

*Fair Work Ayrshire* - an Ayrshire wide recruitment and job brokerage service for local businesses to address their recruitment needs and make it easier for residents to access opportunities across Ayrshire.

*CoHubs* - bridging the existing gaps between asset based community development, social enterprise, employability and business support.

#### 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.

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

Funding extension bids are being submitted to European Social Fund 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.

Another successful Skills for Life Programme has concluded with 71% of participants (lone parents) getting a permanent job or going into full time education.

#### Disability 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 aim is to launch the service during spring/summer 2019.

#### Development of new three year plan for Modern Apprenticeship programme

A refreshed three year Modern Apprentice programme is in development which will see more focus on supporting care experienced and disabled young people into opportunities.

#### 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 will attend a half day workshop in North Ayrshire. The aim is to explore how we can identify and secure the wealth that already exists in a local area.

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

- 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

## Priority 4. Service Transformation

### Key Highlights

#### Ayrshire Regional Partnership

It has been agreed to establish a governance structure for the Ayrshire Regional Partnership. Agreement of robust pan-Ayrshire governance is required in order to achieve sign-off of the Ayrshire Growth Deal as it will become the governance body for the Ayrshire Growth Deal and oversee the Ayrshire Regional Economic Strategy, a key condition of Scottish Government funding.

#### Scottish Basic Income 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. A short International Learning Report is currently being drafted and will be made available publicly by Carnegie UK Trust.

#### Building Control Mobile

Building Control Mobile has been implemented to further enable the team to provide an end to end digital service.

#### 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.

#### 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.

#### 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.

Recent 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.

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

- Establishing the Ayrshire Regional Partnership governance structure and developing the Ayrshire Regional Economic Strategy focusing on inclusive growth
- Exploring the feasibility of the a Scottish Basic Income Pilot in a cross-Council study with partners in preparation for the first progress report to the Scottish Government in March 2019
- 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
- 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 Q2 2018/19						
Priority	No of Indicators					
SP1 – Growing our economy, increasing employment and regenerating towns	5	3			2	
SP2 – Working together to develop stronger communities	3	3				
SP3 – Ensuring people have the right skills for learning, life and work	1	1				
SP4 – Supporting all of our people to stay safe, healthy and active	1	1				

### 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 38 performance indicators in our Directorate Plan.

Directorate Plan Performance Summary – As at Q2 2018/19						
Priority	No of Indicators					
<i>Investment</i>	0 – this is monitored through progress against actions.					
<i>Locality Planning</i>	3	2				1*
<i>Inclusive Growth</i>	5	4		1**		
<i>Service Transformation</i>	10	4			4	2
<i>Best in Class – the 2020 Challenge</i>	17	8	3***	2***	2	2
<i>Essential Ingredients</i>	3	1	1		1	

\*The original Directorate Plan PI CC\_03 "Local and neighbourhood plan completion", now has limited value due to locality plans being established as well as sub groups merging, resulting in fluctuations in the number of plans. Following discussions with Democratic Services it is proposed we adopt one of their new PIs "% of respondent who agree that Locality Partnerships are helping to address local issues and local inequalities". As it is a new PI the status is unknown at present.

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

The performance indicators which are slightly adrift of target are:


\*\* EG\_20 Number of unemployed people registered with employability hubs - Performance is 34.6% higher than the same period last year. Ardrossan Hub officially opened in August and momentum is growing in terms of numbers accessing that hub. The addition of Ardrossan Hub is expected to bring performance back on target in the 2nd half of the year. The hub at Kilwinning College is not attracting expected numbers and plans are being developed to market that hub differently, with a focus on attracting college students in the months before they leave college. Open days are planned for all hubs during Quarter three to increase number of registrations.

\*\*\* These PIs relate to LGBF indicators which were reported on in the 2017/18 Quarter 4 report.

This PI is the directorate employee engagement level which was reported on in the 2017/18 Quarter 2 report (76.4% with a target of 78%).

#### 4.4. LGBF Indicators – Priorities

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

\*\*\*\*  SOL\_C&L05d % of adults satisfied with leisure facilities – please see 2017/18 Performance Review Report section 4.4 for details.



## 5. Quarter 2 Summary Economy and Communities 2018/19

2838 participants  
in Year of Young  
People



**Young people  
co-designing  
Council services**

Food mapping  
and additional  
food with  
dignity  
opportunities  
developed



**Child Centred  
Council**  
resolutions  
being delivered

**Poverty  
Challenge Fund**

£500k for supported  
employment

£120k for corporate  
parenting mentoring  
project

36 inward investment  
enquiries—potentially  
over 2,000  
jobs



Proposed Local  
Development Plan  
submitted to Scottish  
Government



Over £1 million returned to  
residents from Better Off  
North Ayrshire



**339 residents  
supported into  
work**

Over 4,100  
opportunities  
promoting democracy  
accessed by Young  
People

More than  
**£1 million  
Big Lottery  
investment**  
in communities

**£3 million of external funding**

for active travel, green networks and  
public transport.

**National  
Trailblazer site for  
new diet and  
healthy weight  
Public Health  
priority**

**557 businesses  
supported**



**273 new jobs  
created**



Community  
Investment Spend  
of £195,404

**72 Modern  
Apprentices**  
employed by North  
Ayrshire Council

**Mainstreaming PB  
pilot to be rolled  
out to all six  
Localities**

## 5. 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
- Food mapping
- Kindness Research with Carnegie UK Trust
- Employee Engagement including online Suggestions and Questions

## 6. Employees

### 6.1. *Sickness Data*

Overall attendance is above the Council average but this continues to be closely monitored. Detailed sickness reports including analysis of the past three years per service have informed a draft action plan due to be discussed at the Senior Management Team meeting in November. The main causes of sickness at directorate level so far in 2018/19 are musculo skeletal, mental health issues and gastrointestinal illness.

There has been an in-depth review of one day absences and no patterns could be established.

### 6.2. *Other Employee Information*

Employee Engagement continues to be a focus for Economy and Communities. The action plan resulting from the Engagement Survey in 2017 is being 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.
- 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.

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. A briefing to Cabinet has been prepared on workload and we are encouraging home working where appropriate.



## 7. 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.

North Ayrshire Council's Planning Performance Framework has been submitted to the Scottish Government, with feedback expected before the end of December.

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









## 8. 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	2015/16			2016/17			2017/18		
		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.	2.03	N/A		3.27	N/A		3.43	N/A	

## Priority 2. Locality Planning

PI Code & Short Name	PI Description	Q4 2017/18			Q1 2018/19			Q2 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.)	8	1		0	0		0	0	
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%	96%		100%	96%		100%	96%	

## Priority 3. Inclusive Growth

PI Code & Short Name	PI Description	Q4 2017/18			Q1 2018/19			Q2 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.)	90	85	✓	0	0	✓	72	29	✓
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	98%	95%	✓	98%	96%	✓	100%	96%	✓
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.)	635	900	✗	201	200	✓	346	400	✗
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.)	1,693	1,435	✓	341	267	✓	684	534	✓
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.)	818	573	✓	142	143	✓	339	286	✓

## Priority 4. Service Transformation

PI Code & Short Name	PI Description	Q4 2017/18			Q1 2018/19			Q2 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 is a cumulative PI, i.e. figures for Q2 contain Q1 and Q2 data and so on with any duplication of individuals removed.) 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		290	N/A		78	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 is a cumulative PI, i.e. figures for Q2 contain Q1 and Q2 data and so on and will include duplication of individuals as it is recording the opportunities not the individuals.) 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		1,534	N/A		793	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.	588	333		152	113		273	226	
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.	243	239		255	255		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.	70*	100		284	100		273	100	

\*Annual target exceeded by 61%.

PI Code & Short Name	PI Description	2015/16			2016/17			2017/18		
		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.	428,320	480,000		442,840	489,600		479,990	450,000	
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	N/A	N/A	N/A	5,000	5,000	
EG_26 Value of investment secured for North Ayrshire	This is the value of investment secured for North Ayrshire and is separate from the amount of external funding brought into the council. The first update to this PI is due at Quarter 4 2016/17.	N/A	N/A	N/A	£16,500,000				£3,000,000	
EG_32 Tourism visitor numbers trend	<p>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.</p> <p>Calendar Year data: 2016 data entered against 2016/17, 2017 data entered against 2017/18.</p>	1,421,840	N/A		1,426,740	N/A		1,506,210	N/A	
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.	11	N/A		Data pending	N/A		Data pending	N/A	



North Ayrshire Council

Comhairle Siorrachd Àir a Tuath

Proud to be  Overall Council of the Year 2017

# **Education & Youth Employment**

## **Q2 Performance Review**

### **2018/19**

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**Focus. Passion. Inspiration.**

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

	Action	Progress	Responsible
1.	Refocus on positive destinations/role of SDS and college	The Directorate have continued to further strengthen partnership working with local colleges, universities and Skills Development Scotland to enhance the range of learning pathways to support achievement of qualifications and awards at all levels.	E&YE Directorate
2.	Review how we tell the narrative of the positive impact our work is having on individuals and communities	The Directorate of Education & Youth Employment have recently established an internal Business Improvement Board, which has a key focus on improving communication & sharing the positive impact of the Directorate across North Ayrshire.	E&YE Directorate/ELT
3.	Consider how sector leading practice is continued throughout the Council after attainment challenge funding ceases	The Directorate of Education & Youth Employment, have begun to develop a formal sustainability plan and held our first consultation event with head teachers on the 6 <sup>th</sup> November 2018 to obtain views on impact & areas of prioritised funding.	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 8 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 77% for primary children and 87% for learners in secondary schools. Similar improvements were also observed in the diagnostic strand of this assessment: (early years – 88%; primary – 75%; secondary - 72%). These figures represent significant improvements in social and emotional wellbeing for these young people.
- Education and Youth Employment's Respect for All policy was launched in June 2018 and is for schools, educational establishments and organisations working with young people. This provides a consistent process for responding to instances of bullying behaviour and is supporting schools to further embed an ethos of anti-bullying in the 2018-19 academic session.
- Secondary school counselling supported 350 young people in the 2017-18 school year and this has had a positive impact on mental wellbeing, reducing barriers to learning and improving social skills.
- The phased expansion of Early Learning & Childcare Expansion to 1140 hours has continued to be rolled out across North Ayrshire with 2 initial pilot sites reaching completion. Evaluation from the pilot period indicated this has had a positive impact on children's development both at nursey and home. 3 further pilot sites commenced delivery of 1140 hours from August 2018.
- Analysis of data obtained during the 2017-18 academic year has highlighted the local authority has continued to make good progress in reducing the poverty related attainment gap. This is also reinforced through Education Scotland's external inspection report on the local authority's progress in improving learning, raising attainment and closing the poverty related attainment gap, which was published in July 2018. The key strengths and aspects for development are attached at Appendix 1.
- Family learning has continued to be embedded in North Ayrshire schools and the wider community. Analysis of the team's activity in the 2017-18 academic session, has highlighted increasing numbers of family learning opportunities and schools engaged in this initiative in North Ayrshire's areas of highest deprivation.
- The new Largs Campus was officially opened by the First Minister in June 2018 and marks the introduction of new state of the art learning and leisure facilities for communities on the North Coast.

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

- Further roll out of 1140 Early Years Expansion with 7 pilot centres and classes throughout North Ayrshire to inform future roll out in the lead up to completion by 2020.
- Extend family learning focus to include exploring opportunities to contribute to NAC anti-poverty initiatives and support practice sharing and capacity building through a family learning network.
- Refine and update our approaches to supporting resilience and mental wellbeing for all children and young people.

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

### Key Highlights

- The Professional Learning Academy (PLA) has continued to deliver a comprehensive training programme for teachers, early years practitioners and support staff. Throughout 2017-18 the PLA worked with 26 primary schools in North Ayrshire's highest areas of deprivation. A total of 14 programmes took place in establishments over 8 – 14 weeks depending on the nature of the support. This led to direct impact upon 384 practitioners and 2,506 learners who were involved in a range of training and interventions which took place in their establishments. In addition to this, 1,594 practitioners attended twilight training events. A summary of impact has been provided at Appendix 2.
- A new literacy strategy is in development, as a result of research into best practice and an analysis of our performance over the last 3 years.
- A focus on high quality learning and teaching is being supported through the Visible Learning approach. This encourages teachers to evaluate their own teaching and see learning through the eyes of their learners. This approach is being supported by the PLA.
- Through the Scottish Attainment Challenge a range of leadership programmes were offered in the 2017/18 academic session to ensure we develop high quality leaders of learning. This included a North Ayrshire Head Teachers Leadership Academy, Middle Leadership programme, Coaching & Mentoring diploma and a Parental Empowerment programme. Programme evaluations have indicated this is having a positive impact on school leaders, practitioners and families.
- A new early years planning tool for 3-5 year olds has been developed to ensure robust and consistent tools are in place to build learning pathways to monitor progress of children in early years settings. Training was delivered to managers and senior practitioners in 10 establishments as a pilot in the 2017-18 academic session and training is currently being rolled out to all establishments.

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

- Further development of professional capacity of staff through the Professional Learning Academy. This will include the roll of Reading Recovery in a number of primary schools located in North Ayrshire's areas of highest deprivation and partnership working with East Ayrshire to develop the professional capacity of P1 staff to deliver dynamic and motivating literacy curriculum.
- The curriculum from Early Years through to Senior Phase will continue to be evaluated and enhanced through a programme of curriculum reviews. This will include production of a short report after each establishment review, which details actions that should be taken in relation to identified areas of curriculum. There will be a specific focus on the Senior Phase in secondary schools. Schools have further flexibility to design a curriculum model in consultation with all stakeholders that reflects their own context, curriculum rationale and meets the needs of all learners. Schools will continue to be supported and challenged by the local authority to ensure that the school's curriculum provides each learner with appropriate learning pathways.
- The new literacy strategy will be completed and this will contribute to the new overall learning, teaching and assessment strategy.

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

#### Key Highlights

- The Directorate Quality Improvement Framework process has been identified as sector leading practice by HMIE during the inspection of local authorities – Scottish Attainment Challenge July 2018.
- A new approach to quality improvement visits is currently being piloted, which involves more involvement of head teachers and other senior school leaders in quality improvement visits to other schools. In addition, the frequency of quality improvement visits has been reduced from three per year to two. A more proportionate approach has been developed whereby a third visit is only negotiated with head teachers where specific support is required, as identified through visits 1 and 2 and the school self-evaluation process.
- Schools have made significant progress in becoming data literate through focused work as part of the Scottish Attainment Challenge. Data Coaches exist within every school and they work directly with practitioners to support them in data analysis and data-driven improvement at class level. Head Teachers focus on using data to drive improvement priorities and curriculum decision making at school and cluster level.
- The establishment of the Regional Improvement Collaborative has provided further opportunities at scale for colleagues to take the lead on a range of key improvement issues as they emerge from establishments themselves. The current areas of focus are: leadership; closing the gap; assessment & moderation; and early learning & childcare.
- The creation of Education & Youth Employment's internal Business Improvement Board is supporting the Directorate to enhance central support team improvement planning and performance management.

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

- Further development of strategies to support data literacy in schools. This will include the development of a data visualisation tool for school leadership teams.
- A group of senior school leaders will develop and take forward a programme of improvement activities across schools, based on their reflections and learning from their participation in our Head Teachers' Leadership Academy programme.
- Implementation of measures to evaluate the actions taken by the Directorate to reduce workload pressures and bureaucracy, which were identified in the Employee Engagement Survey.

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

### Key Highlights

- There has been a steady increase in the proportion of children meeting their early years developmental milestones at the point at which they start school, rising from 69% in 2014 to 77% in 2018.
- Overall, attainment in both literacy and numeracy at primary and secondary stages (up to S3) has continued to improve over the last three years. Teacher professional judgement data shows that there is an improving trend overall in numeracy attainment levels with the greatest gains being the proportion of pupils achieving third or fourth level by S3 and the percentage attaining second level by P7. Raising attainment in numeracy remains broadly in line with the national average. Attainment in literacy has increased at each of the main stages from 2016 to 2018. This is illustrated in the tables below:

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

	Literacy	Numeracy
2016	64%	74%
2017	70%	77%
2018	72%	80%

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

	Literacy	Numeracy
2016	70%	82%
2017	86%	81%
2018	91%	92%

- There has been further progress in reducing the gap in attainment between North Ayrshire's most and least deprived learners. Overarching performance measures, show a significant reduction in the gap in literacy & numeracy attainment overall in primary & secondary schools.
- In 2018, at National 5, awards at A-D have increased to 86%, up from 82% in the previous year. Higher results are broadly in line with the previous year, with slightly higher presentations and passes per pupil. Advanced Higher results are in line with previous years, with a slightly higher proportion of learners achieving 3 or more passes at A-C than in the previous three years.
- The continuation of partnership working with Ayrshire College has enhanced the range of vocational programmes to pupils in the Senior Phase, as well as supported delivery of a new Foundation Apprenticeship to enable more learners to secure an appropriate learning pathway. 25 pupils from North Ayrshire schools are currently working towards a Foundation Apprenticeship qualification in Engineering.

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

- There will be an authority-wide focus on improving attainment in maths, particularly at secondary level. A steering group will take forward agreed actions in all schools.
- Continued focus through the quality improvement framework on what actions schools are taking to raise attainment for all learners and address inequity.

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

### Key Highlights

- All schools are offering a broader range of vocational options to their pupils, including some options which are delivered in partnership with Ayrshire College and West College.
- Skills development has continued to be a key component in the Curriculum for Excellence curriculum, with employers engaging with schools to support curriculum delivery & ensure that learning is continuing to be delivered in meaningful contexts.
- All secondary schools have audited their practice against national career and workplace standards.
- Effective partnership working with Ayrshire Chamber of Commerce has continued to support a range of work placements for young people with Additional Support Needs. This has included delivery of training to current and prospective employers in North Ayrshire.

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

- Further strengthening of existing partnerships with local employability partners, Developing the Young Workforce and universities as part of their Widening Access programmes.
- Delivery of a CPD event for primary schools to support embedding of national career and workplace standards.
- Continuation of effective working with Skills Development Scotland, Ayrshire Chamber of Commerce and local authority colleagues to ensure that young people are receiving appropriate & timely information about MA opportunities.
- Completion of a small scale programme with 3 local employers to offer pupils a one year work experience placement with a view to them considering offering MA places at the academic year end. This programme will be evaluated to inform next steps.

## 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 Q2 2018/19						
Priority	No of Indicators					
3 – <i>Ensuring people have the right skills for learning, life and work.</i>	5	1	3	n/a	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 Q2 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 – <i>Self-evaluation and performance improvement are embedded throughout our schools and central support teams.</i>	3	2	n/a	n/a	n/a	1
4 – <i>Levels of attainment and achievement are improving for all learners.</i>	4	3	n/a	1	n/a	n/a
5 – <i>High numbers of our young people are entering positive and sustained post-school destinations.</i>	3	1	2	n/a	n/a	n/a
<b>Total PI Indicators</b>	<b>11</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>n/a</b>	<b>1</b>



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

The performance indicators which are slightly adrift of target are:

Description	Q4 2016/17	Q4 2017/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
	Status	Status					
Average total tariff score of the lowest 20% attainment cohort.					174	189	Although the value of the indicator for the average total tariff score of the lowest attaining 20% of the school leaver cohort has been lower in 2017 than in the last two years, it remains above national performance and is closely related to the reduction in the average number of courses taken by S4 pupils. By encouraging our learners to stay in school beyond their minimum school leaving age and diversifying the curricular choices for each subsequent year they remain in school there is a strong expectation that this is only a temporary slippage in performance of the "lowest attaining 20%" of our young people.
% of Leavers attaining numeracy at National 5 (SCQF Level 5).					66.83%	70%	There was a slight dip in performance in this indicator in 2017 compared to 2016 exam diet but the 5-year trend is still an increasing one. As our targets are aspirational and adjusted annually to take into account the most recent past performance, any slippage in performance compared to a previous year will fall short of the target. The focused work on improving learning and teaching in maths will help to address this.
% of school leavers entering positive destinations.					93.4%	95.5%	After a few years of rapidly improving performance in the positive school leaver destinations indicator in North Ayrshire (the 2015 performance recorded 96% was one of the highest in Scotland), the value of this indicator has been adrift of trend and target for the second year running. As this is still in line with National performance, it has immediately triggered the performance monitoring concerns over medium to long term trends and is now being investigated as a priority area for improvement for the service.

### 4.4. LGBF Indicators – Priorities

LGBF Indicators 2016/17						
Service Area	No of Indicators					
Children Services	22	1	1	0	10	10

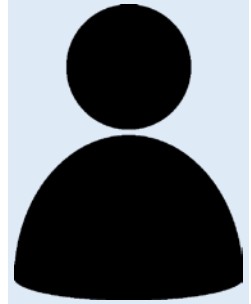


## 5. Quarter 2 Summary Sheet

### Education and Youth Employment Directorate 2018/19



**School Leavers from North Ayrshire are outperforming pupils from similar areas of socio-economic deprivation (in all SIMD deciles)**



**87.2%** of young people in S4 chose to continue into S5 in 2018/19 academic session. This is the highest stay on rate reported in the last five years.

**89% of 1440 respondents to the annual family learning survey reported they are confident in dealing with matters related to their child's education.**

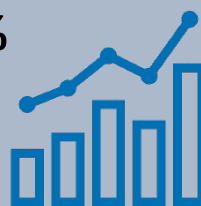


**81.6%** of school leavers attaining Literacy at Level 5 or better



**School exclusion rates have dropped consistently over the last 5 years and are better than National performance**

**91.1%**



**Participation rate of 16 to 19-year-olds in education, employment or training in 2017/18**

**Looked After children from North Ayrshire schools are achieving better than**



**Looked after children elsewhere**

## 5. Best Practice

The Directorate Quality Improvement Framework has been externally evaluated as sector leading and is contributing significantly to improvements in educational outcomes across the service.

## 6. Employees

### 6.1. *Sickness Data*

The figure at September 2018 is 1.96 days lost per FTE which is below the year to date target of 3 days. This demonstrates a positive trend of reducing absence. Absences are effectively managed across the Directorate and staff are supported to get back to work as soon as they are able. 56% of staff have had no absence over the last year.

### 6.2. *Other Employee Information*

The Employee Engagement Survey opened on the 25 September 2017 and the response rate was 25%, equating to 655 responses from 2565 employees. This is 5.9% lower than the response rate in 2015 which was 31.4%. The Council wide response rate for 2017 was 35.5%, this is 2% lower than the response rate for 2015.

The top three response rates were; Senior Managers at 100%, Psychological Services at 92.3% and Headquarters Staff at 68.2%. Therefore, responses from school establishments will be a focus for the next survey.

Education and Youth Employment employee engagement level is 69.6%, a slight decrease of 0.9% since the 2015 survey which was 70.5% and an overall increase of 16.1% since the initial survey in 2012, when the engagement level was 53.5%. In comparison to the Council wide engagement level which is 71.2%, Education and Youth Employment are only 1.3% lower in the engagement level.

The main areas for improvement identified were; workload, staffing levels, pay/job grade, recognition and communication. These improvement areas mirror those of the Council as a whole. In response to identified areas of improvement, the Directorate of Education & Youth Employment put in place a number of actions and activity is currently underway to determine the impact on employee engagement.

## 7. External Evaluations

Education Scotland carried out 1 inspection in our schools in the period between 1<sup>st</sup> of April 2018 and 31<sup>st</sup> of September 2018. The evaluations were as follows:

### Primary

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 October	[Not assessed]	Good	Good	[Not assessed]

## APPENDIX 1

### Extract from Education Scotland Inspection Report, July 2018

# To what extent is the education authority improving learning, raising attainment and narrowing the poverty-related attainment gap?

North Ayrshire Council is making **very good** progress with improving learning, raising attainment and narrowing the poverty-related attainment gap. HM Inspectors are confident that the evidence and evaluation to date indicates the following strengths and aspects for development.

## Strengths

- The central officer team's drive, vision and capacity for continuous improvement, supported by strong governance structures, provide opportunities for innovation within an appropriate framework of accountability at all levels.
- There are shared values and common purpose where school staff feel valued and very well supported.
- The very strong leadership of the Executive Director and leadership team is driving improved outcomes for children and young people.
- Partnership working within the Scottish Attainment Challenge thematic workstreams is leading to improved outcomes for children, young people and their families living in the highest areas of deprivation.
- Very effective self-evaluation is leading to improved learning, raised attainment and a narrowing of the poverty-related attainment gap.
- Very strong approaches to staff development are evident across the whole authority led by the work undertaken by the PLA. The development of leadership at all levels is building leadership capacity across the authority.

## Aspects for development

- The authority should continue to build on identified areas of strong and sector leading practice.
- The authority should continue to engage a wider range of stakeholders, including parents and pupils, in self-evaluation, planning and governance of the Scottish Attainment Challenge across North Ayrshire Council.
- The authority should further strengthen the information provided to the cabinet to further enhance scrutiny and transparency.
- The authority should confirm formal exit strategies for Scottish Attainment Challenge workstreams as a matter of priority and share them with elected members to ensure sustainability.

## APPENDIX 2

### Summary of Professional Learning Academy Interventions and Impact

The 7 **literacy interventions** included those with a speech and language focus, reading comprehension, Reading Recovery, phonological awareness and leadership in writing. The introduction of **Strathclyde Higher Order Reading Skills (SHORS)** into 10 establishments was an important highlight. The first block of SHORS interventions demonstrated that learners increased their reading comprehension skills by an average of 1.5 years of progress during the 12 week intervention. By the second block this had increased to nearly 2 years of progress.

**Talk Boost 1 and 2** are speech and language support programmes which have also had an impact on learners' attainment. The interventions took place in 13 establishments with 164 learners and 61 practitioners. In line with our delivery model, practitioners are trained at the PLA before returning to their establishment and implementing the approach. The PLA team then visit schools and early years classes to team-teach, model practice and provide additional support, advice and guidance. This helps practitioners embed the new approaches and ensures that the necessary skills are in place to support sustainable change. The greatest impact was in the area of 'social interaction and conversations' with learners in the intervention group increasing their skills by an average of 75 percentage points. In other elements of the assessment the learners increased their skills in all other areas by a minimum of 35 percentage points.

**Reading Recovery** took place in one school as our teacher leader in training is completing this course. The impact of this work on the 4 pupils involved was significant. All of these learners can now read and are reading at the level of their peers with two reading above their chronological age. This work also had an impact on their skills in writing and all can compose 2 sentences independently. Considering these learners began the intervention as non-readers this is significant.

There were 5 **numeracy and STEM interventions** which included leadership in numeracy, Number Sense, maths through coding and maths through science, along with the numeracy framework support and training. The nature of the assessment process within the **Number Sense** intervention meant that we could track the reduction in the attainment gap. Following the 8 week intervention the targeted groups had increased their scores by an average of 29% whilst the rest of the learners had only increased by 8%. This represents the gap reducing by 21 percentage points. Post-intervention learning conversations with learners themselves demonstrated that they felt much more confident in numeracy and were able to work alongside their peers which was an important factor for them. Teachers reflected that the target groups demonstrated markedly increased levels of confidence, motivation and independence. Learners were observed applying learned strategies to unfamiliar tasks and problems.

**Twilight training** events were very positively received with almost all participants either agreeing or strongly agreeing that courses were professionally relevant and of a very high standard. There were 17 different literacy events (583 participants), 13 events focused on Early Level learning (321 participants), 30 focused on numeracy (350 participants) and 21 with a pedagogical focus (340 participants). Literacy events were very positively received with almost all participants stating they felt confident transferring learning into practice. Speech and language based events were extremely popular and this links with the demand for speech and language interventions for the new academic session. In laying the groundwork for our new work on Visible Learning, a range of twilight sessions were offered covering differentiation and feedback. These were well received by participants and the demand for support in Visible Learning over the new academic session has been overwhelming with 50% of all schools participating in this work. Numeracy events were also well attended with training on dyscalculia being the most popular.



## APPENDIX 3

### Summary of Directorate Performance Indicators

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			3 YEAR TREND	Benchmark	Targets		
			15/16 (data from 14/15)	16/17 (data from 15/16)	17/18 (data from 16/17)			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.	74.1%	79.4%	81.6%	↑	72.6%	82%	85.5%	89%
SP3	E&YE_PI_D04	% of leavers attaining SCQF Level 5 in Numeracy.	64.9%	68.5%	66.8%	↑	62.4%	70%	73%	76%
SP3	E&S_P_A07	Average total tariff score of the highest 20% attainment cohort.	1719	1779	1785	↑	1832	1780	1802	1842
SP3	E&S_P_A06	Average total tariff score of the middle 60% cohort.	756	786	805	↑	820	802	876	906
SP3	E&S_P_A05	Average total tariff score of the lowest 20% attainment cohort.	186	161	174	▬	182	189	210	262
SP3	E&S_P_A08	Average total tariff score of pupils living in SIMD 30% most deprived areas.	665	660	697	↑	634	718	728	N/A
SP3	SOL_CHN11	% of school leavers in a positive destination.	94.5%	94.1%	93.4%	↓	92.3%	95.1%	95.4%	95.7%



Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			3 YEAR TREND	Benchmark	Targets		
			15/16 (data from 14/15)	16/17 (data from 15/16)	17/18 (data from 16/17)			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.	85%	76%	96%	▬	N/A	98%	98%	98%
Enabler	E&S_P_D02	% of teaching staff who have had a PRD in the last twelve months.	95%	89%	98%	↑	98%	98%	98%	98%
Enabler	E&S_P_D03	Employee Engagement Level.	65.6%	N/A	69.9%	↑	69.6%	73%	N/A	N/A



North Ayrshire Council

Comhairle Siorrachd Àir a Tuath

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# Place

## Q2 Performance Review

### 2018/19

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## 1. Update on actions from last performance review meeting with Chief Executive in May 2018

	Action	Progress
1.	Consider how we present our progress with assets, with before and after pictures. Use the PPR to highlight asset transformation.	<p>Property Management and investment have developed a template which can be used to present information about our property projects.</p> <p>Display boards relating to our recent major projects, based on this template, have been developed.</p> <p>The strategy for displaying these boards has still to be agreed and "rolled-out" in the coming months.</p> <p>In addition to displays it is intended that asset transformation will be highlighted in the public performance report.</p>
2.	Ensure children and young people's views are reflected in open space satisfaction surveys	<p>Young people's views were sought through the Open Space Customer Satisfaction Survey and the pilot for Participatory Budgeting in the Three Towns.</p> <p>A programme of waste awareness sessions is being held across North Ayrshire, engaging young people as part of the review of waste changes. Visits are being made to schools and a competition was held with primary children to name the waste mascot, promoting the new purple bin.</p>
3.	Report future thinking around Building Services to members in 12-18 months.	<p>Future thinking around Building Services will be reported to members on completion of:</p> <ul style="list-style-type: none"> <li>• Building Services 5 year plan</li> <li>• Dickson Drive pilot (expected completion August 2019)</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 a variety of Capital Projects throughout North Ayrshire, linking to key strategies and transformational programmes: rationalisation of four schools into the new Largs Campus (£51.93m); completion of £10.98m other significant non-housing capital projects, and; completion of the new Bill Smith Court Sheltered Housing Unit, Stevenston (£5.2m) and refurbishment of Dickson Court, Irvine (£1.9m).
- Working with and listening to our communities we have implemented a pilot infrastructure of improvements scheme in Bourtreehill, Irvine, addressing parking provision and grounds maintenance issues along with other environmental improvements.
- Carriageway and footway resurfacing programme determined through our Roads Asset Management Plan is 80% complete.
- Achieved Transport News 2019 Local Authority Fleet Operation of the Year which recognises the effectiveness of our Transport Hubs approach to Fleet Asset Management.
- Shewalton Landfill site has been successfully closed as part of the Zero Waste Strategy which has enabled an increase in the generation of energy from waste.
- Additional Support Needs Campus Project team have submitted the full Planning Application and approval of the Contractor's "Stage One" design and cost submission.

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

Continue to implement actions from the Open Space, Fleet, Roads Property and Housing Asset Management Plans, supporting investments, key areas include:

- Continue to develop and deliver projects within the General Service's Capital Programme and progress the rationalisation of the Council's property estate
- Continue to develop and deliver projects within the Strategic Housing Investment Plan and improve existing stock to achieve SHQS and EESSH standards
- Finalise proposals for a comprehensive new Estate Based Regeneration Programme to focus investment in our Council housing estates over the next 10 years
- Continue to maximise allocated investment in the roads assets
- Continue to work with community groups with an interest in open space asset transfers and use technology to maximise effect in the recording of asset information
- Continuing to review municipalisation and further business development opportunities for our fleet and other assets such as roundabouts

## Priority 2. Environment Sustainability

### Key Highlights

- Secured grant funding to assist with the delivery of the Environmental, Sustainability and Climate Change Strategy:
  - £0.168m from the Switched on Towns and Cities programme, working with the Energy Saving Trust, exploring options for a further 8 future electric vehicle charging infrastructure (EV charge points).
  - £138,780 Switched on Fleet grant funding in connection with the purchase or lease of “Ultra-Low Emission Vehicles (ULEVs)”.
  - £1.51m of Scottish Government funding, for a further 355 external wall installations in homes in Irvine, helping to reduce fuel poverty and lower carbon emissions.
- Survey work now complete for the first phase of the Social housing solar retrofit programme. Installation will commence November 2018 at no cost to tenants. The benefits include:
  - Financial savings for tenants up to £1m
  - Carbon savings of up to 6,500 tonnes
  - UK Government feed-in tariff grant subsidy of up to £1.2m
- Commenced work on our second district heating scheme, at Watt Court, Dalry. This scheme will service almost 50 properties, including Dalry Primary School, the new Dalry Local Housing Office, a sheltered housing complex, a supported accommodated complex, and a number of amenity bungalows.
- Construction work has commenced on two ground breaking ‘sustainable demonstrator homes’ at Dickson Drive, Irvine. The units are due for completion in summer 2019, and will showcase the latest in sustainability and smart home technology. A range of features will be included, such as a solar thermal heating and hot water system, voice control heating and lighting, and secure keyless entry.
- An innovative partnership with the University of Glasgow has seen the results of engineering student’s feasibility studies being used to inform the re-scoping of the existing central Irvine district heating feasibility study, now that a decision has been made to demolish the tower blocks in Irvine.
- Work has commenced to implement the £2m ‘Garnock Connections’ Heritage Lottery funded partnership with RSPB, Scottish Natural Heritage and Scottish Wildlife Trust. The project will deliver a range of environmental improvements in the River Garnock catchment area, including major habitat enhancement, access improvements, and training opportunities, contributing to delivery of our Local Biodiversity Action Plan.
- Continued development of Flood Protection Schemes at Upper Garnock Valley and Millport.
- Ayrshire Shoreline Management Plan was approved and adopted by both North and South Ayrshire Councils in September 2018.
- Following the introduction of Travel Hierarchy and CarShare pool cars in 2015, the number of grey fleet business miles travelled has reduced from 2.5 million to 1.9 million in 2017/18 overall with 133,000 miles now facilitated by our pool of low emission and electric vehicles. This is a 600,000 miles reduction in grey fleet travelled and equates to 177 tonnes reduction in carbon emissions.
- Plastic Waste Prevention Action Plan was approved in June 2018 to assist North Ayrshire to become a “Plastic Free Council” by 2022.
- LEAMS performance score for our street cleanliness standards continue to improve from 92.2 to 93.7 in the first six months of this year.
- Environmental Enforcement Team have served 142 Fixed Penalty Notices (FPNs) in the first 6 months of the year for litter, fly tipping, dog fouling and other environmental issues.

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

- Continued implementation of the Council's Environmental Sustainability and Climate Change Strategy 2017-2020, in particular completion of installation of solar panels on up to 500 Council owned homes, launch of a new white label energy supply partnership, and continuing to develop and deliver further district heating schemes
- Continue construction of 24 new Council homes at Dickson Drive, Irvine, which incorporates our two 'sustainability demonstrator' homes, showcasing the latest in home energy efficiency and smart technology
- Launch of a new Low Carbon Behaviour Strategy for Council staff in autumn 2018, to help further reduce energy consumption in our own estate
- Complete installation of eight new electric vehicle charging points across North Ayrshire
- Ensuring that our capital construction projects, including our ambitious Council house building projects, reflect the latest sustainability technologies and standards
- Continued implementation of the Councils Zero Waste Strategy 2018-2022, including the implementation of enhanced kerbside recycling services
- Work with community partners, local businesses and 3<sup>rd</sup> Sector Organisations to implement the initial actions contained within the Plastic Waste Prevention Action Plan
- Continued development of the Flood Protection Schemes at Upper Garnock and Millport

## Priority 3. Service Transformation

### Key Highlights

- Progress our participatory budgeting pilot in the 'Three Towns'. Inviting local communities to embark on working with us to deliver how they want their open space environment to be maintained. Workshops were held with over 600 local residents taking part and sharing a plethora of ideas. The value of the works once completed across the area will be £750,000.
- Estates Team are now working successfully with the external partner (Graham and Sibbald) to manage the industrial property portfolio with occupancy rates reaching 100%.
- Completed a review of the homeless service, assessing the current service delivery in line with local and national priorities, taking into account stakeholder views. We benchmarked resources and costs, against other Local Authorities and services. The review will inform how future homeless services in North Ayrshire are delivered, ensuring we continue to meet our statutory responsibilities whilst continuing to deliver best value.
- First Minister opened the new £52M Largs Campus. The Property Management & Investment team led this project adopting a multi-agency approach working with Sports Scotland, external contractors and Education. The campus was completed on time, within budget and most importantly is now providing both a new innovative learning environment and offering enhanced community services.
- The 2017 catering services review outcome agreed £409k was to be realised over three years (£55k 18/19, £165k 2019/20 and £189k 2020/21). These savings were taking into consideration the impact of the Early Years provision during these three years. Lunches will be provided for vulnerable 2 year olds, and 3 and 4 year olds. Therefore if a child is in attendance at an Early Years centre for 6 hours, they will be provided with a free lunch. Maximising the use of the HUB and Spoke model is key to achieving the agreed savings and to date this has been successful and is being monitored and reviewed on a regular basis to ensure the savings will be realised.
- Collaborative working has seen FM services, Waste Managers and Early Years colleagues and parents working on the early years expansion programme, resulting in the implementation of new menu options for all our young children, ensuring we continue to meet our waste recycling ambitions by introducing a new slogan 'Jimmy and his green dog say 'don't waste food'.
- A municipalisation work plan has been developed which will be presented to the Transformation Board for approval in the last quarter of this year.
- Early work has seen an increase in commercial waste income, catering income and income for MOTs at the Transport Hub.
- Route optimisation for street cleaning, facilitated by in-cab devices that are interactive and which help improve route scheduling through the capture of management information that is used to increase productivity and cleanliness standards, has been successfully rolled out as a pilot in the North Coast and Garnock.

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

- Continued development of our 'Municipalisation approach' through a comprehensive Municipalisation work plan
- Implementing enhancements to waste collection methodologies, amending collection frequencies and the introduction of a new hygiene collection service
- A new Respectful Funeral Service Package for North Ayrshire residents which will not only offer a dignified, affordable and local service it will help contribute to reducing funeral poverty across North Ayrshire
- Continued revision of janitorial services and catering as each premise moves forward with the 1140 hours of early learning and childcare expansion to meet the needs of very young people. We will be operational in a further three early years centres taking the number of centres to ten
- Continued development of Participatory Budget approach within Streetscene

- Continue to roll out Route Optimisation and potential further mobilisation opportunities in Roads and Streetscene
- Pursue asset rationalisation opportunities, led by the locality approach to service delivery and in accordance with the Council's Estates Strategy
- Continue to improve the management of the Council's industrial property portfolio by: improving condition through capital investment; achieving market rental values, and; reviewing the needs of local businesses in respect of these assets
- Develop a fully costed Rapid Rehousing Transition Plan, in partnership with key stakeholders, which details how homeless services will be transformed and delivered over the next five years



## Priority 4. Safe Communities

### Key Highlights:

- Following consultation with tenants and owners, a decision was reached on the future of high rise accommodation. In Irvine the blocks will be demolished and 275 new homes will be built. In Saltcoats the blocks will be refurbished.
- Successful consultation event held in June 2019 with internal and external stakeholders, including the HSCP and Police Scotland, to shape our forthcoming Estate Based Regeneration Programme
- Increased the Council's housebuilding programme to 1375 new homes through approval of the SHIP 2019-24, bringing together the expertise of Housing, PMI, Building Services and H&SCP, to meet the Council's March 2022 target to build 1,000 new homes, but also to provide replacement accommodation following the demolition of the Fullarton tower blocks and through some of our Estate Based Regeneration Programme.
- Entered into a ground breaking partnership with Hope Homes to provide 31 affordable new homes for social rent as part of a wider private market development. Hope Homes are looking at adopting the use of this innovative off-site construction method which reduces construction timescales, reduces waste, and improves the thermal performance of the home.
- Private Sector Housing Team recognition from Shelter, for bringing empty homes back into use. Purchasing more ex-local authority properties from the open market, allowing us to access more Scottish Government funding.
- The transformation of our Sheltered Housing Units such as the project at Bill Smith Court (former Glencairn House, Stevenston) consisting of 28 sheltered housing units. Following evaluation and engagement this complex demonstrates considerable social benefits for residents in relation to accessibility, efficiency, and tackling loneliness and social isolation.
- Working in partnership with a number of services and DWP, a range of initiatives have been implemented to mitigate the impact of Welfare Reforms. Universal Credit has seen an impact on rent arrears, increasing from £0.9m to £1.3m. Despite this we have maintained our sector leading performance, ranked 3rd in 2017/18 out of 32 councils.
- Completed a review of Homeless Service and Rapid Rehousing, which includes 'Housing First'. LA's in partnership with H&SCP require to have a 5 year plan in place by December 2018. Two homeless task force events have now taken place and an action plan has been developed.
- Roll out of the Safer North Ayrshire Partnership resulting in progression of the best outcomes for local communities. The published Crime Statistics for 2017/18 demonstrate reductions in crime (6.7%), reductions in domestic violence rates (4.1%), reductions in disorder crimes (14.8%) and drug deaths (29.7%). The recent Safer Shores initiative has been heralded as a success by Police Scotland and wider partners.
- Served 14,423 meals as part of the out of school term time activity and meals programme.

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

- Continue to implement the new Local Housing Strategy 2018-22
- Continued development of the Council's increased house building programme
- Increase partnership working with private home owners to improve condition of mixed tenure housing stock
- Work with private sector landlords to improve housing conditions for tenants
- Continue to mitigate the impacts of Welfare Reform
- Continue to implement marketing activities and introduce toolkits in schools, in conjunction with Education and Youth Employment to encourage better eating/better learning, and support young people to make healthier choices
- Continue with the high rise accommodation rehousing programme at Irvine and refurbishment works at Saltcoats
- Continue to implement the Road Safety Improvement Strategy and initiatives
- Pilot the delivery of a Housing Support programme to all young people being rehoused into a Council tenancy within the Garnock Valley



## Priority 5. Customer Service

### Key Highlights

- Reviewed the North Ayrshire Housing Allocation Policy in line with statutory guidance, making the policy fairer and simpler. Will be presented to Cabinet in December and implemented on 1 May 2019.
- Scottish Housing Network presented North Ayrshire Council, 2017/18 performance as sector leading, ranked 1st for service and value for money in 2017/18; 99.2% of tenants are satisfied with Housing repairs and maintenance service; following a satisfaction survey conducted by Research Resource on behalf of North Ayrshire Council we are showing significant improvements in satisfaction levels across the board.
- Enhanced service information provided through campaigns, visits to local Groups and programmed information sharing (for example severe winter weather, street lighting, and road condition) to improve customer perception of Roads services.
- Implemented North Ayrshire's Bereavement Charter in collaboration with Funeral Directors & Clergy. Following a national review of children's burial charges, Council have removed charges for internment and purchase of a lair for children under age of 18. This scheme has been extended to local crematoriums.
- Implemented waste awareness campaigns and initiatives such as
  - 'Right stuff Right bin' campaign promoting waste prevention and the re-use and recycling of waste
  - 'The WARP-IT re-use portal diverting 20 tonnes of office furniture to landfill and introducing recycling caddies/bins to all Council premises
  - 'Love Food Hate Waste' campaign providing promotion of waste reduction tips
  - Working with Eco Savvy on Arran to develop a 'pilot' Public Partnership to deliver a community composting facility
- Roll out of our period poverty programme placing North Ayrshire Council as the first local authority in the UK to introduce free sanitary products in our public buildings.
- Building Services financial performance has improved following a financially challenging period at the beginning of the year where a loss of £215k was reported to Cabinet at period 3. Collaborative working with Housing Services and PMI to secure additional income has resulted in a year end position of break even.

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

- Waste Awareness Team providing quality control through shadowing collection crews to observe, log and analyse reasons for missed bins, tagging correctly for contamination and report on crews communication with members of public
- Continue to analyse complaint data to identify areas for improvement in service delivery
- Collaborative working towards engaging with young people
- Continue to develop digitalisation opportunities to improve the customer journey through enhanced mobilisation of front line services
- In partnership with Education services, develop a further education programme which prepares young people who are on the housing waiting list for independent living
- We are preparing to relocate the Kilbirnie and Kilwinning housing offices to improved premises. The new Kilbirnie Housing Office integrates a full range of housing services with the existing health & social care partnership facilities. The existing building at 34-36 Main Street will be redeveloped to create new Council housing. The new Kilwinning office at 35 Main Street will incorporate a pleasant reception area, with rooms for meetings and interviews offering an improved environment for customers and staff. New offices are scheduled to open in 2nd half of this year.

## 4. Directorate Performance Indicators

The Directorate uses 52 key performance indicators that align to our priorities and link into the Council Plan, Directorate Plan and LGBF. 12 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: 92.5% meeting/exceeding target, 5% slightly adrift and 2.5% significantly adrift of target.

### 4.1. Council Plan Performance Indicators Summary

Place Directorate has 11 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	8	3	0	0	5
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	5	1	0	5
5. Protecting and enhancing the environment for future generations	19	19	0	0	0
Underpinning our Service Delivery	22	13	1	1	7

### 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	19	2	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 six month target (4.5) days lost due to sickness has not been met with the figure achieved exceeding this by 1.03 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. 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. Further work also has concentrated on a closer analysis of the type of absence, correlations between services and whether trends can be seen in specific areas. The findings have shown an increase in long term stress related absence, musculo-skeletal and medical instances.



- % of tenancies to applicants who were assessed as homeless sustained for more than a year. Achieved 78.28% against a target of 81%. 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. Early indications are showing an improvement in the proportion of households sustaining their accommodation for more than a year.

The improved performance is as a result of a change to the way we deliver services to homeless households at the point of resettlement. For the last 18 months, we have provided support provision for homeless people at the point of resettlement into a mainstream tenancy. This support will continue for a 12 month period and each household has a dedicated support worker, ensuring that the range of support needs are understood and responded to.

- % of adults satisfied with parks and open spaces. Latest performance 81% against a target of 88%. 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.

## 5. Quarter 2 Summary

### Place 2018/19

600,000 miles reduction in grey fleet travelled  
177 tonnes reduction in carbon emissions.



Operate 4 household waste recycling centres together with 2 transfer stations. Latest recycled level of household waste is 58.7%.

Collect refuse from 69,372 household and commercial premises. 1.94% energy recovered from waste collected in 2017/18.



Committed to building 1375 new homes by 2022

**Future of High Rise**

Irvine to be demolished  
Saltcoats to be refurbished



82%

of tenants and residents took part during the consultation period

24% reduction in overall carbon emissions in last 5 year primarily due to reduction in gas and electricity usage, including through generation of energy from our renewable assets

Council committed to becoming plastic free by 2022

2 engineering feasibility studies undertaken by students at Glasgow University are complimenting work to develop a large scale heat network in Irvine.

£750,000 of the grounds maintenance budget will be influenced by the communities through participatory budgeting.

Over 600 residents submitted a survey highlighting their priorities and suggestions for grounds maintenance



To accommodate the 1140 hours of Early Learning and Childcare Expansion:

- Glencairn and Loudon Montgomery schools are now operational, following internal alterations
- Full FM Service is being provided, supporting six Early Years Centres. In 1st six months more than 70,000 meals were provided

The programme is providing opportunities for part time employees across FM to increase their hours of working and earning opportunities

Millport Coastal Flood Protection



Upper Garnock Flood Protection

completed the required site management qualifications

Identified a pool of current craft/trade employees within the workforce with previous experience of house building

costing exercise has been completed by Building Services and falls within an acceptable tolerance



Dickson Drive House Build Pilot

Planning application submitted for ASN Campus, creating a new Additional Support Needs educational campus and providing respite & residential accommodation, rationalising four aging properties which are no longer suitable for the delivery of Additional Support Needs teaching and learning.



Ayrshire Shoreline Management Plan adopted by North & South Ayrshire Council





## 6. Best Practice

### **Performance information**

- 'Performance on a Page', widely used across the Directorate
- 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 development boards to communicate progress with asset transformation and capital projects
- Introduction of a Communication Officer for Roads & Streetscene to promote our Services
- Introduction of VLOGS to promote Services e.g. winter preparation, street lighting

### **Service Plan Briefings Sessions for all employees**

- Following the success of previous years the Directorate Plan briefing sessions 2018/19 took place across the Directorate. 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

## 7. Employees

### **7.1 Sickness Data**

At September 2018 the average days lost per FTE for the Directorate was 5.53 days, this is above the YTD target of 4.50 days against an overall annual target of 9 days. Performance is comparatively slightly higher than same time in 2017 at 5.46 days.

Across the Directorate the highest reason for sickness absence is muscular/skeletal injury, 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. This has been effective and has reduced musculoskeletal absences by 25%. 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. Further work also has concentrated on a closer analysis of the type of absence, correlations between services and whether trends can be seen in specific areas.

## 7.2 Other Employee Information

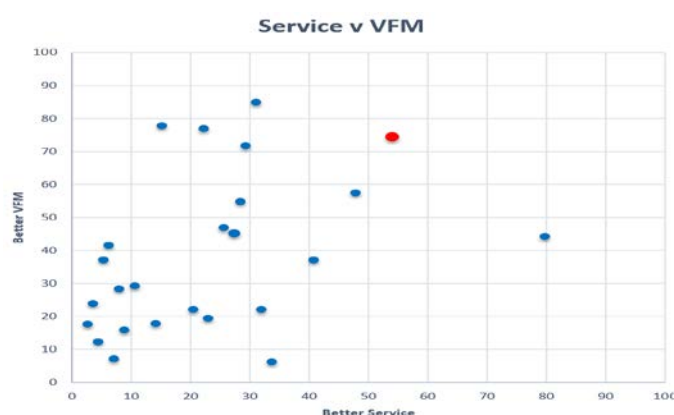
Place have doubled the Employee Engagement survey response rate since 2014 which is an excellent achievement and could be attributed to the new approach which involve Senior Managers holding focus groups to discuss employee engagement and explain the way in which the survey results are integrated into 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.

## 8. 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
- Education Scotland HM inspectorate in meeting food nutrition Standards at Mayfield Primary School showed that all nutrient standards are being met if children take all that they are entitled to as part of their lunch & children spoke very positively about the high quality of school lunches

### 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

- MOT test station evaluated by DVSA – improved score to green flag stat

## Appendix 1 – List of all performance Indicators

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

PI Description	Annual								
	2015/16			2016/17			2017/18		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of new build Council housing units reaching completion on a yearly basis	56			7			34		
Number of presentations	744			761			1,044		
% of new tenancies to applicants who were assessed as homeless sustained for more than a year	81.57			80	80		78.28	81	
Number of people killed or seriously injured in road accidents	59			41			48		
Number of children killed or seriously injured	0			7			3		
Number of people slightly injured in road accidents	195			210			173		

PI Description	Quarter								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
% Uptake of free school meals (Primary)	88.33%	87%		88.09%	86.25%		85.7 %	85.39%	
% uptake of free school meals (Secondary)	75.18%	74.55%		87.98%	55.15%		75.87 %	71.29%	
% of ASB cases reported in the last year which were resolved within locally agreed targets	101.6%	95%		92.7%	94%		95.38 %	94%	
Average length of time taken to re-let properties in the last year (days)	16.71	17		19	17		17	17	
% uptake of school meals	58.45%	63%		63.02%	57.23%		58.03 %	57.82%	

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

**Annual**

PI Description	2015/16			2016/17			2017/18		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
% of lamps restored to working condition within seven days	69.5%	91%		94%	92%		96.7 %	95%	
Proportion of internal floor area of operational buildings in satisfactory condition %	99.52%	100%		99.7 %	100%		99.7 %	99.7%	
Proportion of operational buildings that are suitable for their current use %	89.8%	91%		91.6 %	90%		89.9 %	91%	
Amount of energy generated from low carbon sources across the Council's estate							9,029	9,000	
Number of empty homes brought back into use				32			43	43	
% of unclassified roads that should be considered for maintenance treatment	35.4%	36.5%		34.6 %	36.2%		35.2 %	36%	
Average time taken to complete non-emergency repairs	8.91	9		7.85	9		5.51	7	
% of Class A roads that should be considered for maintenance treatment 10-12	35.6%	34.5%		36.2 %	34.8%		36.2 %	37%	
% of Class B roads that should be considered for maintenance treatment 10-12	33.6%	34.5%		36.8 %	34.7%		39.2 %	38%	
% of Class C roads that should be considered for maintenance treatment 10-12	48.7%	51.1%		50.8 %	51.1%		51.3 %	52%	
% of the road network that should be considered for maintenance treatment.	37.8%	39%		38.3 %	39.1%		39.1 %	39.1%	



PI Description	Quarter								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Overall carbon emissions (tonnes)	12,571	15,476		9,518	11,104		7,802	9,402	
% of stock meeting the Scottish Housing Quality Standard (SHQS).	99.14%	98.2%		97.14%	99.4%		98.8%	99.4%	
Street Cleanliness Score	92.5	94		93.7	94		93.7	94	
% of total household waste that is recycled	51.3%	54.5%		49.1%	54.5%		58.7%	54.5%	
% 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	99.92%	99.5%		99.88%	99.95%		99.96%	99.95%	
% of waste reused (MSW)	0.72%	0.5%		0.56%	0.5%		NA	0.5%	-
% of fly-tipping incidents on public land cleared within five working days	98%	98%		98.3%	98%		98.8%	98%	
% of instances of graffiti removed within 5 working day timescale	100%	97%		100%	97%		97.8%	97%	

**Priority - Underpinning the delivery of our strategic priorities**

PI Description	Annual								
	2015/16			2016/17			2017/18		
	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%	91.3%		87.6%	87%	
Employee Engagement Level (Place)	62.8	75		62.8	75		68.5	65	
Net cost of Waste collection per premise	£55.75	£60.81		£54.60	£54.16		NA	£53.29	
Net waste disposal cost per premises	£107.49	£88.77		£101.81	£115.40		NA	£116.40	
% of adults satisfied with refuse collection	88.33%	90%		87.67%	85%		NA	85%	
% of adults satisfied with street cleaning	79.67%	80%		78.33%	80%		NA	80%	
Cost of street cleaning per 1,000 population £	£14,875.49	£16,783.00		£14,784.02	£15,185.00		NA	£15,563.00	
% of adults satisfied with parks and open spaces	85.33%	90%		81%	88%		NA	86%	
Cost of Parks and Open Spaces per 1,000 of the Population	£29,817.00	£46,366.00		£29,450.29	£46,662.00		NA	£23,290.00	
Net cost per school meal (£)	£2.78	£2.85		£2.63	£2.81		NA	£3.10	
Road cost per kilometre £	£10,820.85			£11,216.70	£12,218.00		NA	£11,015.00	

PI Description	Quarter								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of days lost within 'Place' due to sickness absence per FTE per annum (days)	2.75	2.25		2.86	2.25		5.53	4.50	
Number of stage 1 complaints received 'Place Directorate'	259			329			445		
Number of stage 2 complaints received 'Place Directorate'	7			10			5		
Number of UC arrears cases - HRA	875			1,161			1,578		
Value of UC arrears - HRA	£373,024.31			£510,977.38			£731,749.50		
% of homeless presentations as a result of evictions/landlord actions (all tenures)	30%			27.57%			23%		
TEMPORARY ACCOMMODATION - Current rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year	7.73%			14.51%			8.82%		
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	3.59%	4%		3.22%	4.5%		3.83%	4.5%	
% of rent due in year that was lost due to voids	0.35%	0.6%		0.34%	0.5%		0.41%	0.5%	
% of tenants satisfied with repair service	97.37%	98%		97.07%	98%		99.2%	98%	
% of tenants on universal credit that are in rent arrears	79.1%			78.8%			82.1		



NORTH AYRSHIRE  
**Health and Social Care Partnership**

# Joint Performance Review Report

April 2018 – September 2018

Version 1, November 2018

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## Introduction

The purpose of this report is to afford a high level overview of the progress being made in 2018-19 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 4.

## Overview

We have started 2018-19 with a new Partnership strategy and 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 2018-19 we will continue to monitor progress on core performance areas while benchmarking and setting targets for new actions undertaken to support our strategic objectives.

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

We have a projected 2018-19 outturn of a year-end overspend of £0.458m. The main areas of pressure continue to be care homes, looked after children, Learning Disability care packages, elderly and adult in-patients within the lead partnership and the unallocated NHS CRES (Cash-Releasing Efficiency savings).

We will continue to consider all available options to reduce our absence levels and ensure a continuity of service as our absence rate of 3.49 days per NAC employee is already 26.5% above target of 2.76 days for 2018-19.

## Children, Families and Justice Services – Key Highlights

### Children Services and Quality Improvement

- Progression of plans for ASN (Additional Support Needs) Residential and Respite units to be two separate buildings

### Child Protection Team – Evaluation (October 2017 – March 2018)

- The CP Team comprises seven Social Workers and one Team Manager. The decision to establish such a team was based on an analysis of procedural timescales which were not being adhered to. This evaluation covers the period October 2017 – March 2018.
- The evaluation showed:-

The length of time that children and young people are on the Child Protection Register has reduced in general and over the last 3 months from being on the register for 185 days, this has reduced to 111 days.

The numbers of children and young people who have been removed from the Child Protection Register after three months has increased due to improved home situations.

There are less children and young people removed from home, i.e. from October 16 to October 17 - 26 % of children were accommodated - however from October 17 to June 18 - only 9% of children have been accommodated.

All Child Protection Investigation Reports are hand delivered to families prior to the Child Protection Case conference which enables staff to discuss the process of the conference as well as their recommendations, which are noted within this update. As a result, families are more informed and can have greater involvement in the process.

A new template is now used with parents/families, based on the 'Signs of Safety' approach, whereby they are able to express their views on the process in terms of what has gone well, what has not gone so well and what needs to happen.

Since the formation of the Team, 72% of Child Protection investigations have been completed within 14 days.

### Intervention Services

- The MAASH team continues to deliver on significant outcomes for Child Concerns, Domestic Violence and Adult Concerns as well as providing savings to the HSCP and our partners. The team can now evidence 47% reduction in domestic violence over the past 5 years as well as 47% reduction in the number of children referred to the Children's reporter for concerns. As service delivery has developed and increased, a practice team manager has also been appointed to support the MAASH team.

## Health and Community Care – Key Highlights

### Carers:

- Being a young carer can have a big impact on the things that matter at various ages and stages of growing up. Both HSCP (Health and Social Care Partnership) & E/EY (Education/ Early Years) staff agree that young carers should be supported to be children and young people first and foremost and be protected from undertaking caring responsibilities or tasks that are inappropriate with regard to their age and maturity.
- We have jointly produced North Ayrshires Young Carer Statement (YCS), Eligibility Thresholds, Processes and Guidance Framework to help identify young carers and ensure their voices are heard and support offered.
- We have delivered support sessions to Head Teachers/Pastoral Staff/Social Work Teams and Unity have visited all Schools in North Ayrshire (P5 - 6th Year assemblies) to raise awareness of the caring role. This work has seen an increase in referrals and registrations from 63 - 107 young carers, with the hopes it continues to rise.
- The Named Person and our Social Work Teams are the agreed responsible authorities for supporting young carers in the preparation of their YCS.
- A new process for Self-Directed Support Option 2 - Individual Service Funds (where people tell us who they want to commission their support from and we arrange this, then the person directs their care with the Provider) has been implemented. We are looking at making the process less bureaucratic and quicker in relation to the commissioning of support once funding has been released. Option 2 numbers for 2016/17 and 2017/18 were 23.
- 126 young carers have been identified and offered the opportunity to prepare their Young Carer Statement. This offer was sent via letter to the young person (119 from the Health and Social Care Partnership and 7 from Unity) and directed them to their Head Teacher or Pastoral Care staff for further information and indeed if they wanted to accept this offer.

### Ward 2, Woodland View Palliative/End of Life Care

- Ward 2 has 6 beds that are designated for end of life care. Historically end of life patients were admitted to where ever the empty bed in the ward was situated. The ward worked with 3 teams each with a registered nurse and 2 Nursing Assistants for their allocated 10 patients.
- Having end of life patients mixed in with complex care proved to be very stressful for the staff as they felt they had little time to spend with the palliative patients and their relatives.
- After much discussion it was decided that we would keep the 6 palliative beds together (from room 25 to 30 ) and work it as a separate team still having 1 Registered Nurse and 2 Nursing Assistant for the 6 patients. This has proved to be successful. Staff have more time to spend with the patients and their relatives.



## Mental Health Services – Key Highlights

### MDT (Multi-Disciplinary Team) Screening Pilot

As part of the ongoing Adult Community Mental Health Change Programme a working group consisting of mental health nursing, mental health social work, occupational therapy, psychiatry and psychology developed a process for screening external non-urgent referrals into the integrated adult Community Mental Health Service in North Ayrshire. The follow recommendations/conclusions were made;

- Identification of possible service outcomes
- The importance of systems training (CareFirst/Care Partner)
- System access for admin staff
- The multi – disciplinary approach to screening was a strength of the pilot (with all parts of the integrated service involved) and the group agreed this approach should continue for any future joint screening process
- Staff reported benefits in terms of relationship building with colleagues and an increased understanding of the roles of different disciplines.
- The group suggested that the design of any co-location should take account of the improved relationships and increased understanding of each other's roles arising from staff sharing the same room and interacting on an informal basis.

### Mental Health Conversation

- The online questionnaire for the Mental Health Conversation closed on the 17<sup>th</sup> of September. The findings will create responses (national, pan-Ayrshire and North Ayrshire) that will align services in Ayrshire with the national vision. This was in response to the recent publication of the Scottish Governments 10-year Mental Health Strategy in March 2017 - a vision for wellbeing – to achieve parity between mental and physical health.

### Mental Health Practitioner




- Interviews have taken place for the new Mental Health Practitioner role. As such, the Mental Health Practitioner Pilot aims to scope the low level mental health requirements for GP practices, develop and test a future service model for GP practices and specialised mental health services, provide education and support to general practice staff around low level mental health for GP practices and improve early advice and signposting for GP practices to community level support for people with mental health problems in North Ayrshire.

### Crisis Team

- Extra members have been recruited to the Crisis team. This will allow the successful implementation of the Mental Health Triage pathway to assist frontline police officers in providing timely and appropriate support to people experiencing a mental health crisis. This was in response to the recognised individuals that were coming to the attention of Police Scotland where there were concerns that the person may have a mental health difficulty. At this time the only recourse Police Scotland has is to remove the individual from wherever they were at that time and transported to the Emergency Department (ED) for further assessment.

## 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				-		
Q4				-		

## **Key Performance Measures – Red and Amber Status**

### **Priority 1. Tackling Inequalities**

\*The Tackling Inequalities PI's are currently meeting set targets (see Appendix 1).

## Priority 2. Engaging Communities





NAHSCP_07	Description			National Outcome
EC	Number of Adults accessing Direct Payments			Independent
	Value	Target	Status	Short Trend
Q4 2017/18	112	110		
Q1 2018/19	112	110		
Q2 2018/19	100	110		
Q3 2018/19				
Q4 2018/19				

### Value Context and Commentary

**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.

### Priority 3. Bringing Services Together

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
Q4 2017/18	2,095	1,936		
Q1 2018/19	1,331	1,936		
Q2 2018/19				
Q3 2018/19				
Q4 2018/19				







#### Value Context and Commentary

**2018/19 - Quarter Two Update:** Due to a system transition within NHS we have not been able to achieve the validated data for this quarter. The Partnership is creating a team to be based within the hospital, focussing on cleansing the data and reducing delayed discharges.

**2018/19 - Quarter One Update:** Due to a system transition within NHS we have not been able to achieve the validated data for this quarter.

**2017/18 - Quarter Four Update:**

Excludes code 9 complex (there are 12 Complex Code 9's taking up 1468 bed days (3 at LM, 4 at ACH, 4 at XH))







NAHSCP_75	Description			National Outcome
BST	Average working days lost to sickness absence per employee. (Previously SPSS_P_G01)			Engaged Workforce
	Value	Target	Status	Short Trend
Q4 2017/18	15.38	11		
Q1 2018/19	3.49	2.75		
Q2 2018/19	6.8	5.5		
Q3 2018/19				
Q4 2018/19				

#### Value Context and Commentary

**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.

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.

NAHSCP_76	Description			National Outcome
BST	Percentage working days lost to sickness absence (HSCP NHS Staff)			Engaged Workforce
	Value	Target	Status	Short Trend
Q4 2017/18	6.19%	4.5%		
Q1 2018/19	5.2%	4.5%		
Q2 2018/19	5.76%	4.5%		
Q3 2018/19				
Q4 2018/19				

#### Value Context and Commentary




##### 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.

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.

## Priority 4. Prevention & Early Intervention



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
Q4 2017/18	6,305.42	4,000		↓
Q1 2018/19	1,795.75	1,000		↑
Q2 2018/19	3,513.25	2,000		↓
Q3 2018/19				
Q4 2018/19				

### Value Context and Commentary

**2018/19 - Quarter Two Update:** 1717.5 hrs of CAH were lost due to cancelled hospital discharges in Q2. 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.

**2017/18 - Quarter Four Update:**  
1792.93hrs of CAH were lost due to cancelled hospital discharges in Q4







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
Q4 2017/18	29	0		↑
Q1 2018/19	31	0		↑
Q2 2018/19				
Q3 2018/19				
Q4 2018/19				

### Value Context and Commentary

**2018/19 - Quarter Two Update:** Due to a system transition within NHS we have not been able to achieve the validated data for this quarter. The Partnership is creating a team to be based within the hospital, focussing on cleansing the data and reducing delayed discharges.

**2018/19 - Quarter One Update:** Due to a system transition within NHS we have not been able to achieve the validated data for this quarter.

## Priority 5. Improving Mental Health & Well being







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
Q4 2017/18	74%	90%		
Q1 2018/19	73%	90%		
Q2 2018/19	74%	90%		
Q3 2018/19				
Q4 2018/19				

### Value Context and Commentary

**2018/19 - Quarter Two Update:** 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.

**2017/18 - Quarter One Update:** 74% of people referred to North PCMHT started treatment within 18 weeks from referral in 17/18, an 2% increase from 16/17.

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
Q4 2017/18	90	23		
Q1 2018/19	71	23		
Q2 2018/19	56	23		
Q3 2018/19				
Q4 2018/19				

### Value Context and Commentary

**2018/19 - Quarter Two Update:** 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.

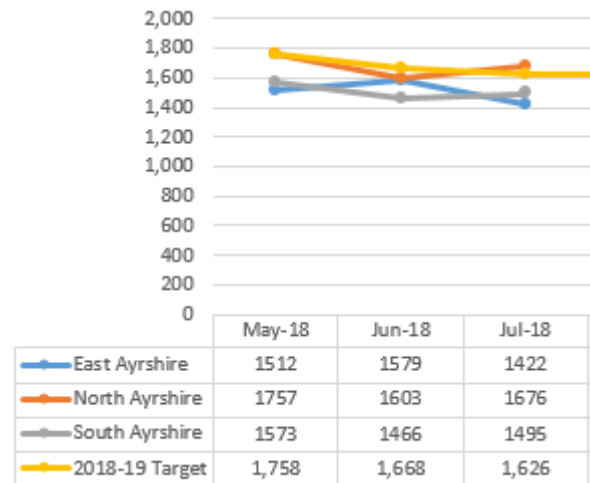
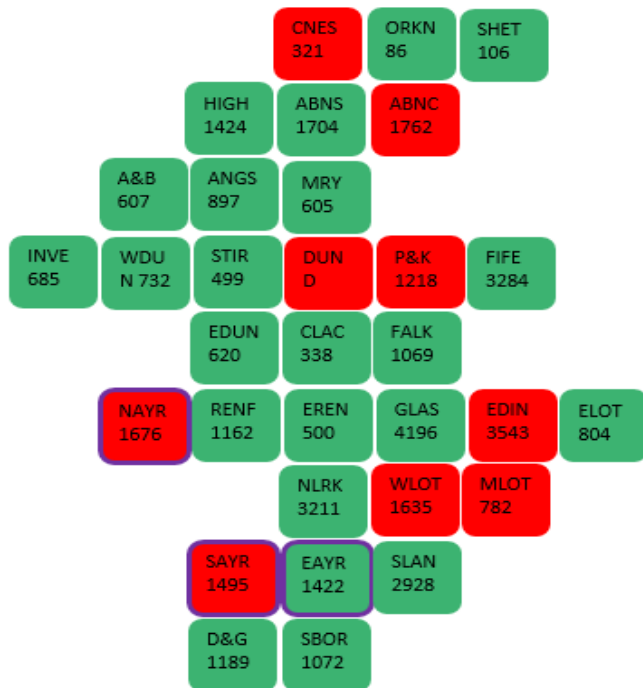
**2018/19 - Quarter One Update:** 71 CAMHS referrals were accepted with presenting complaint of anxiety or depression, 19 less from Q4 2017-18. A seasonal drop could be the reason behind this.



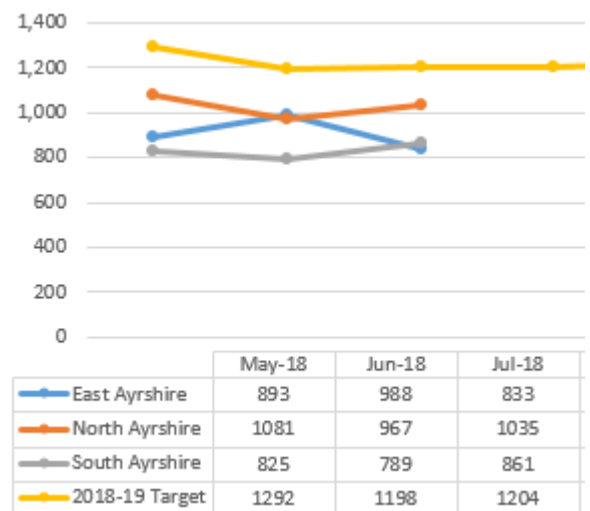
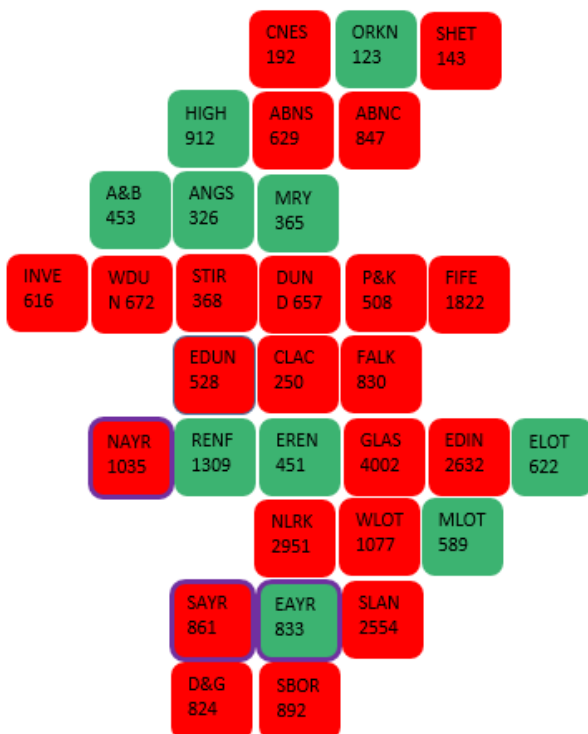
## MSG Indicators

The MSG map represents the comparison of the last 3 months.

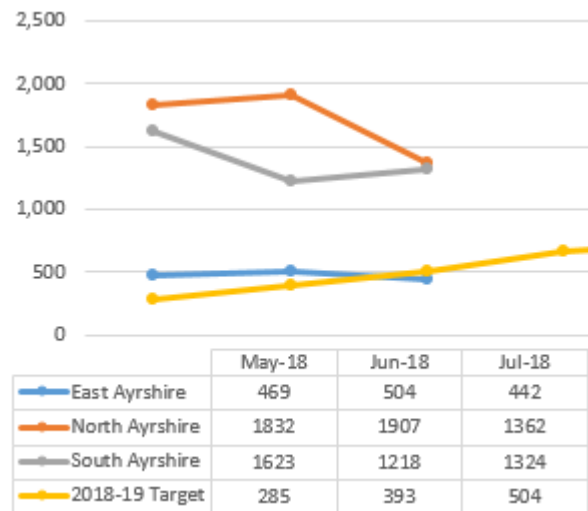
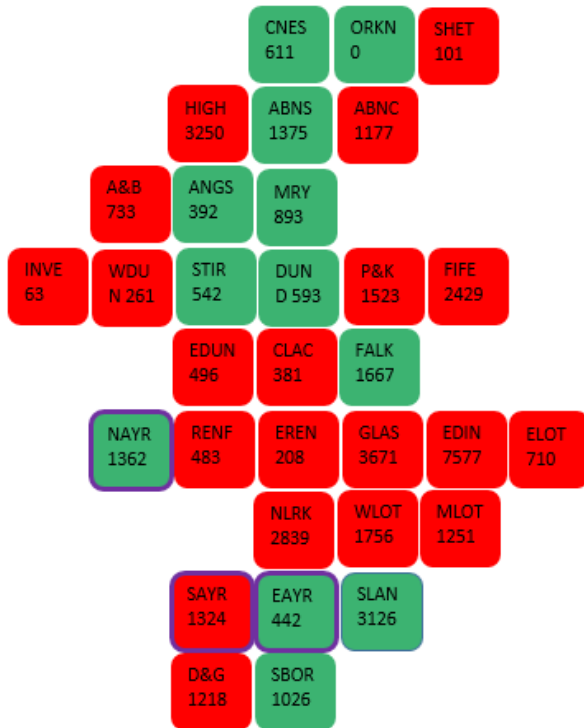
### Emergency Admissions



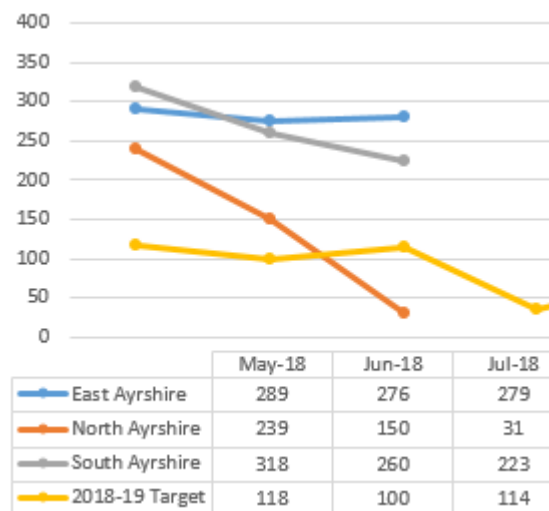
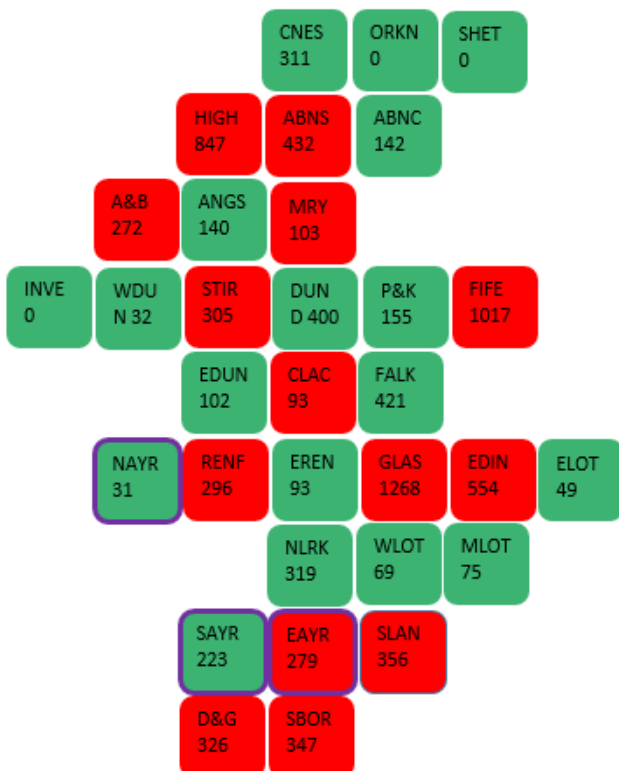
### Emergency Admissions from A&E



## 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.

## Change Programme 2018-19

PROJECT	STATUS
Health and Community Care	<p><u>Care Home Savings</u></p> <ul style="list-style-type: none"> <li>Increased use of respite placements</li> <li>Favourable movements of £229 – reduction of 15 placements from previous month</li> </ul> <p><u>Challenge Fund – Review Physical Disabilities Caseloads</u></p> <ul style="list-style-type: none"> <li>Calculated savings per month</li> <li>Team Managers checking current financial spreadsheets to ensure accuracy of recording</li> <li>Team Managers have confirmed that all their Physical Disability cases that require to be reviews are now reviewed with the exception of Three Towns Locality</li> </ul> <p><u>Prescribing Savings</u></p> <ul style="list-style-type: none"> <li>North Ayrshire HSCP (Health and Social Care Partnership) Prescribing budget likely to be just over £30 for 2018/19</li> <li>4% CRES has been asked for by the Board and plans have been submitted by the prescribing team as to how we might achieve this</li> <li>CRES planned from North Ayrshire is just over £1 Million</li> <li>Planned CRES from projects completed by prescribing team is £316K plus £186K carried forward from work completed at the latter end of 17/18</li> <li>£296K is planned to come from off patents</li> <li>Polypharmacy should give around £50K</li> <li>ScriptSwitch (A real-time decision support tool to GP surgeries) about £150K</li> </ul>
	<p><u>Warrix Avenue – Tarryholme</u></p> <ul style="list-style-type: none"> <li>Building Services tender has been accepted and they confirm a commencement date of 30<sup>th</sup> July 2018</li> <li>Consultation with staff from Ward 7A/7B re changes to the service model</li> </ul> <p><u>Adult Community Mental Health Team Integration</u></p> <ul style="list-style-type: none"> <li>Engaged consultant to develop the new model for aCMHS (Adult Community Mental Health Services)</li> <li>Consultant meetings with all team leaders/managers</li> <li>Evaluation of MDT screening pilot</li> </ul> <p><u>Integration of Learning Disability Team</u></p> <ul style="list-style-type: none"> <li>Commenced use of Health Inequalities Self-Assessment tool</li> </ul>

- Appointment of Learning Disability Development Manager linked to strategy implementation
- Capital funding bid has been proposed to relocate Learning Disability Team to Ayrshire Central Hospital
- Meeting arranged with UWS (University of West Scotland) re. possible implementation of LIFE programme

#### Day Services Recommissioning

- Engagement with Health Improvement staff around exploring existing practice/staff wellbeing
- Engagement to develop revised staff structure to support activity at new site
- Staff survey and skills bank exercise combined with ongoing information sessions for staff
- Meeting held with ARC (Association for Real Change) Development Worker. Supporting service user involvement in the relocation process agreed as a priority for them in North Ayrshire
- Planning session with staff from both Hazeldene and Fergushill, to involve manager's architects, and Health Improvement Staff, with OD support. To be held 31<sup>st</sup> October or 1<sup>st</sup> November
- Fergushill staff and Learning Disabilities managers involved in Care Inspectorate visit to day centre
- Met with Glasgow School of Art to explore possibility of MSc Product Design Students becoming involved in New Year, to work with staff in looking at use of spaces within the new site.

#### Review of care packages

- Identification of social worker to form part of review team
- Desktop exercise to review existing 2:1 supports and opportunities for change
- Engagement with external consultant regarding possible review approach

#### Challenge Fund – Universal Early Years

- Perinatal Mental Health Nurse is going out to recruitment
- Speech and Language to be extended
- Family Nurturer to be reduced from 3FTE to 2 FTE

#### MAASH (Multi Agency Assessment Screening Hub)

#### **Children Services**

- An SBAR has been completed and agreed at the Social Work governance board on the 28<sup>th</sup> September. This now enables the Social Workers with the MAASH (Kilmarnock Police station) to use discretion in what Adult concerns/ASP referrals they record on CareFirst. This brings the Hub in line with GDPR and data protection.
- There is now a practice manager within the MAASH who continues

to carry a small case load and to provide direct management to the team.

**System Wide**

Cap Respite Services

- Changes in current practice for Learning Disabilities and Adult Care Home respite has been communicated to team but this has not yet released savings.

Sickness Absence

- Maximising attendance training for managers led by HR team
- Promotion of health and wellbeing for all staff
- IJB approved the attendance promotion scheme
- Introduction of additional staff resource for occupational health put in place

## Employee Attendance

Staff absence to 30<sup>th</sup> September 2018 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 21.14% above target of 5.5 days at 6.8 days. This is an improvement on the same period in 2017-18 of 7.14 days.

NHS sickness absence for staff in the partnership to September 2018 was 5.76%. Compared to the same period in 2017-18 this is an improvement from 7.20%.

## Finance

The projected outturn is a year-end overspend of £0.458m for 2018-19, taking account a number of mitigating actions and the improvement from implementation of the financial recovery plan. There is scope for this position to fluctuate due to in-year cost and demand pressures and assumptions in relation to funding and the achievement of savings. The position as at August was a projected overspend of £1.247m therefore a significant improvement in the position is now reported.

The improvement in the projected outturn position is encouraging, it should be noted that the improvement is due to a number of factors:

- The impact of the financial recovery plan where to date £0.740m of the mitigation has been achieved;
- A slowing down of expenditure and commitments by services, for example the level of vacancy savings continues to increase;
- Closer scrutiny and review of the Health projections during period 6, which has resulted in the Health element of the budget reporting an overall projected underspend;
- Unanticipated benefits, for example the impact of the reallocation of AHPs.

There are further actions on the financial recovery plan which will potentially further improve the position and services will continue to deploy tight financial management controls. If the financial recovery plan does not deliver the required improvement to the financial position there is a risk that further actions will require to be identified and service quality and performance may be compromised to achieve financial balance.

Overall the main areas of pressure continue to be care homes, looked after children, learning disability care packages, elderly and adult in-patients within the lead partnership and the unallocated NHS CRES savings.

The projected financial position assumes that the remaining balance of unallocated CRES for 2018-19 (£1.668m) will not be met in 2018-19. This balance will be formally addressed as part of the planning for the 2019-20 budget.

It is essential that the IJB operates within the delegated budget and commissions services from the Council and Health Board on this basis. Financial balance has not been delivered in previous years and in the current financial year there is a projected overspend position. More is being done to ensure the financial sustainability of the partnership and to deliver financial balance for the current year. The service transformation programme and the delivery of the those service changes will be at the forefront as this will have the greatest impact on the delivery of financial balance and the ongoing sustainability and safety of services.







The IJB require to commence planning for the budget for 2019-20 onwards, a budget outlook will be presented to the IJB in December. There is a great deal of uncertainty around the funding for further years and there is expected to be some clarity following the Scottish Government budget on 12 December.

Services have commenced planning for the future financial challenges and are currently developing service transformation plans to ensure the IJB are able to approve a balanced budget by 31 March. This work will be shared with the IJB in the coming months.















## Appendix 1 – List of all Performance Indicators



### Priority 1. Tackling Inequalities










PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Balance of Care for looked after children: % of children being looked after in the Community	88.16%	90%		88.17%	90%		89.14%	90%	
Number of LAAC who have 3 or more moves in the past 12 months	12	10		6	10		8	10	

### Priority 2. Engaging Communities

























PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Adults accessing Direct Payments	112	110		112	110		100	110	
Number of Children accessing Direct Payments	42	41		45	41		42	41	
Actively recruit new in-house foster carers (Previously SPSS_P_B06)	103	85		104	85		105	85	
Number of LD service users in voluntary placements.	67	43		61	43		63	43	



### Priority 3. Bringing Services Together

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of days people spend in hospital when they are ready to be discharged (Bed	2,095	1,936		1,331	1,936				










PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
days lost).									
Average working days lost to sickness absence per employee. (Previously SPSS_P_G01)	15.38	11		3.49	2.75		6.8	5.5	
Percentage working days lost to sickness absence (HSCP NHS Staff)	6.19%	4.5%		5.2%	4.5%		5.76%	4.5%	
Percentage of purchased care service covered by a contract	85%	70%		90%	70%		97.02%	70%	

#### Priority 4. Prevention & Early Intervention

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Service users receiving Care at Home	2,021	1,703		1,884	1,703		1,899	1,703	
Percentage of ICES service users seen within 1 day of referral	95.66%	90%		91.4%	90%		100%	90%	
Percentage of ASP Inquiries completed within 5 working days	56.5%			47.9%			51.6%		
Addictions referrals to Treatment within 3 weeks (Alcohol)	96.5%	90%		94.9%	90%				
Addictions referrals to Treatment within 3 weeks (Drugs)	99%	90%		96.4%	90%				
Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	93.2%	92.2%		89.7%	92.2%				
Preschool children protected from disease through % uptake of child immunisation programme (MMR1)	93.9%	98.2%		95.2%	98.2%				
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	6,305.42	4,000		1,795.75	1,000		3,513.25	2,000	
Number of patients waiting for CAH package (Hospital)	50	80		38	80				
Number of Service Users delayed due to funding being confirmed	29	0		31	0				

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Service Users delayed in discharge to a care home after funding confirmed	11	30		12	30				

**Priority 5. Improving Mental Health & Well being**

PI Description	Quarters								
	Q4 2017/18			Q1 2018/19			Q2 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number waiting for PCMHT (North) more than 18 weeks	80	48		40	48		36	48	
Referral to Treatment Times – Psychological Therapies (North) as at the end of the quarter	74%	90%		73%	90%		74%	90%	
Number of accepted CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)	90	23		71	23		56	23	

## Appendix 2 – MSG Indicator Table

Performance Indicator	Monthly Data						Performance Data Last Update
	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	
	Value	Value	Value	Value	Value	Value	
Number of Emergency Admissions to Acute Hospitals	1,593	1,763	1,652	1,755	1,603	1,676	July 2018
Emergency Admissions to Acute Hospitals Rate per 1000	11.8	13	12.2	13.0	11.8	12.4	July 2018
Number of Admissions from Emergency Dept.	1,000	1,131	1,095	1,081	967	1,035	July 2018
Admissions from Emergency Dept. Rate per 1000	7.4	8.4	8.1	8.0	7.1	7.6	July 2018
Emergency Dept. conversion rate	35	34	33	30	28	30	July 2018
Number of unscheduled hospital bed days in Acute	9,954	8,798	11,714	10,867	9,324	7,637	July 2018
Unscheduled Hospital Bed days in acute rate per 1000	73.5	65	86.5	80.3	68.9	56.4	July 2018
Number of Emergency Dept. Attendances	2,826	3,292	3,303	3,558	3,476	3,469	July 2018
Emergency Dept. attendances Rate per 1000	20.9	24.3	24.4	26.3	25.7	25.6	July 2018
Number of Delayed Discharges bed days (all reasons)	1,499	1,889	1,631	1,832	1,907	1,362	July 2018
Number of Delayed Discharges bed days (all reasons) rate per 1000	13.7	17.3	14.9	16.7	17.4	12.4	July 2018
Number of Delayed Discharges bed days (code 9)	241	279	273	239	150	31	July 2018
Number of Delayed Discharges bed days (Code 9) rate per 1000	2.2	2.5	2.5	2.2	1.4	0.3	July 2018

## Appendix 3 – Employee Attendance

Table 1a NAC 2018-19 Data

#	Directorate / Service	FTE	April	May	June	Jul	Aug	Sep	YTD	YTD Target	Variance
	Business Administration	169.93	0.81	0.80	0.60	0.95	1.17	1.16	5.49	1.10	4.39
	CF - Fieldwork	93.10	0.57	0.86	0.62	0.99	1.08	1.27	5.39	5.52	-0.13
	CF - Intervent Serv	76.57	1.39	1.56	0.76	0.38	0.40	0.81	5.30	5.52	-0.22
	CF - Justice Services	65.91	1.33	1.77	1.06	0.49	1.08	1.59	7.32	5.52	1.80
	CF - LAAC	101.67	0.79	0.64	0.54	0.69	0.49	0.47	3.62	5.52	-1.90
	CF - Pract Dev & Rev	10.00	0.42	0.00	0.27	2.09	2.09	2.00	6.87	5.52	1.35
	CF - Univer Early Yrs	11.40	0.15	0.04	0.00	0.00	0.96	1.75	2.90	5.52	-2.62
	HCC - Arran Services	10.36	0.41	0.41	0.00	0.10	0.00	2.83	3.75	5.52	-1.77
	HCC - Comm Care Serv	548.29	1.30	1.46	1.35	1.26	1.27	1.14	7.78	5.52	2.26
	HCC - Locality Services	88.23	0.88	0.64	0.52	0.95	0.86	0.96	4.81	5.52	-0.71
	HCC - Long Term Cond	20.58	1.62	0.73	0.59	0.00	0.34	0.10	3.38	5.52	-2.14
	HCC - Primary Care Serv	5.00	0.40	0.40	0.00	0.00	0.00	0.00	0.80	5.52	-4.72
	HCC - Rehab & Reable	14.00	0.00	0.21	0.21	1.57	1.79	1.43	5.21	5.52	-0.31
	HSCP - Finance	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.52	-5.52
	Management Team	7.00	0.00	0.00	0.00	0.00	3.29	2.86	6.15	5.52	0.63
	MHS - Addictions	15.60	4.26	4.71	3.60	2.33	1.11	1.09	17.10	5.52	11.58
	MHS - Community	17.80	3.03	3.09	2.87	1.40	1.18	0.22	11.79	5.52	6.27
	MHS - Learning Diff	49.28	1.95	2.35	2.91	2.79	2.80	1.22	14.02	5.52	8.50
	Plan & Performance	17.00	2.22	1.39	1.31	1.29	1.35	0.00	7.56	5.52	2.04
	<b>HSCP</b>	<b>1,324.72</b>	<b>1.16</b>	<b>1.26</b>	<b>1.07</b>	<b>1.07</b>	<b>1.14</b>	<b>1.08</b>	<b>6.78</b>	<b>5.52</b>	<b>1.26</b>

Table 1b NAC 2017-18

Days Lost per FTE	FTE	Apr	May	Jun	Jul	Aug	Sep	YTD	YTD Target	Variance
Bus Sup - Operations	170.26	0.82	1.11	1.24	0.82	1.08	0.97	6.04	3.75	2.29
Bus Sup - Strategy	13.00	0	0	0	0	0	0	0	3.75	-3.75
CF - Criminal Justice	48.10	2.1	1.24	1.42	1.18	1.85	1.53	9.32	3.75	5.57
CF - Fieldwork	116.26	0.7	0.79	0.98	0.87	1.12	1.02	5.48	3.75	1.73
CF - Intervent Serv	74.39	0.51	1.19	1.45	1.73	1.32	1.18	7.38	3.75	3.63
CF - LAAC	111.55	1.64	1.51	1.27	0.84	1.51	0.88	7.65	5	2.65
CF - Pract Dev & Rev	13.50	0.55	1.11	1.22	0.78	1.59	0.74	5.99	2	3.99
CF - Univer Early Yrs	7.40	0.11	1.53	2.33	0	1.56	0.95	6.48	3.75	2.73
HCC - Arran Services	7.14	3.75	2.21	2.21	0	0	0	8.17	3.75	4.42
HCC - Comm Care Serv	507.95	1.1	1.35	1.4	1.29	1.43	1.1	7.67	5.5	2.17
HCC - Locality Cumbræ	82.43	1.13	1.05	1.15	0.62	1.14	1.33	6.42	3.75	2.67
HCC - Long Term Cond	21.23	1.35	1.59	0.93	0.78	1.36	1.79	7.8	3.75	4.05
HCC - Rehab & Reable	24.00	1.13	0.83	1.13	0.17	1.25	1.33	5.84	3.75	2.09
HSCP - Finance	2.00	0	0	0	0	0	0	0	2	-2
Management Team	8.00	0	0.63	0	0	1.75	0	2.38	2	0.38
MHS - Addictions	18.80	1.54	2.23	1.6	1.12	0.59	0.27	7.35	3.75	3.6
MHS - Community	19.10	0.1	0.73	2.72	1.1	1.68	1.1	7.43	3.75	3.68
MHS - Learning Diff	52.92	1.15	2.21	2.32	2.07	2.25	1.51	11.5	3.75	7.76
Plan & Performance	17.80	0	0.06	0.11	0.39	0.67	1.12	2.35	2	0.35
<b>Health &amp; Social Care</b>	<b>1,315.81</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>7.14</b>	<b>5.5</b>	<b>1.64</b>

Table 2 NHS 2018-19



Organisation & HR Development

Workforce Information

Attendance summary by Service/Department - September 2018

North Ayrshire H&SCP

	Current month absence for September 2018										Current year accumulative as at 30 September 2018									
	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	%
<b>North Ayrshire H&amp;SCP</b>																				
<b>Business Support North</b>																				
Community Locality Admin North	1589	38	2.36%	225	14.16%	16.52%	0	0.0%	0	0.00%	8979	80	0.89%	991	11.04%	11.93%	0	0.0%	86	0.96%
Mental Health Support	19498	372	1.91%	943	4.84%	6.74%	0	0.0%	192	0.98%	122943	1338	1.09%	4487	3.65%	4.74%	0	0.0%	1297	1.06%
North Ayrshire Management & Admin	1996	14	0.69%	75	3.76%	4.45%	0	0.0%	0	0.00%	11814	74	0.63%	530	4.48%	5.11%	0	0.0%	63	0.53%
<b>Business Support North</b>	<b>23083</b>	<b>423</b>	<b>1.83%</b>	<b>1243</b>	<b>5.39%</b>	<b>7.22%</b>	<b>0</b>	<b>0.0%</b>	<b>192</b>	<b>0.83%</b>	<b>143737</b>	<b>1492</b>	<b>1.04%</b>	<b>6007</b>	<b>4.18%</b>	<b>5.22%</b>	<b>0</b>	<b>0.0%</b>	<b>1446</b>	<b>1.01%</b>
<b>Children's Health / Care &amp; Justice Services North</b>																				
Child Services	1755	36	2.06%	0	0.00%	2.06%	0	0.0%	5	0.28%	10940	154	1.40%	270	2.47%	3.87%	259	2.4%	5	0.05%
Early Years Children & Families North	12425	8	0.06%	285	2.29%	2.35%	450	3.6%	91	0.73%	75916	564	0.74%	2303	3.03%	3.78%	2718	3.6%	1302	1.72%
School Nursing	1208	23	1.86%	0	0.00%	1.86%	0	0.0%	0	0.00%	7525	75	0.99%	0	0.00%	0.99%	0	0.0%	37	0.49%
<b>Children's Health / Care &amp; Justice Services North</b>	<b>15389</b>	<b>66</b>	<b>0.43%</b>	<b>285</b>	<b>1.85%</b>	<b>2.28%</b>	<b>450</b>	<b>2.9%</b>	<b>96</b>	<b>0.62%</b>	<b>94382</b>	<b>792</b>	<b>0.84%</b>	<b>2573</b>	<b>2.73%</b>	<b>3.56%</b>	<b>2977</b>	<b>3.2%</b>	<b>1344</b>	<b>1.42%</b>
<b>Community Health &amp; Care Services North</b>																				
Community Health & Social Care North	4238	40	0.94%	263	6.19%	7.13%	0	0.0%	25	0.59%	27177	481	1.77%	2393	8.80%	10.57%	0	0.0%	93	0.34%
District Nursing North	9299	60	0.65%	364	3.91%	4.56%	131	1.4%	128	1.37%	56755	366	0.64%	2190	3.86%	4.50%	2106	3.7%	533	0.94%
North Partnership Management Team	568										3524	0	0.00%	0	0.00%	0.00%	0	0.0%	15	0.43%
Older People Services North	13243	328	2.47%	618	4.67%	7.14%	0	0.0%	126	0.95%	80422	2251	2.80%	3532	4.39%	7.19%	0	0.0%	753	0.94%
Packages of Care North	2816	35	1.23%	252	8.95%	10.18%	0	0.0%	15	0.53%	18485	518	2.80%	2141	11.58%	14.38%	626	3.4%	207	1.12%
Rehabilitation & Reablement Service North	4930	16	0.31%	0	0.00%	0.31%	150	3.0%	19	0.38%	30333	293	0.97%	113	0.37%	1.34%	975	3.2%	293	0.96%
Remote & Rural North	7279	282	3.87%	0	0.00%	3.87%	0	0.0%	69	0.95%	42793	732	1.71%	470	1.10%	2.81%	0	0.0%	495	1.16%
<b>Community Health &amp; Care Services North</b>	<b>42372</b>	<b>759</b>	<b>1.79%</b>	<b>1497</b>	<b>3.53%</b>	<b>5.32%</b>	<b>281</b>	<b>0.7%</b>	<b>381</b>	<b>0.90%</b>	<b>259489</b>	<b>4641</b>	<b>1.79%</b>	<b>10837</b>	<b>4.18%</b>	<b>5.96%</b>	<b>3707</b>	<b>1.4%</b>	<b>2387</b>	<b>0.92%</b>

	Current month absence for September 2018										Current year accumulative as at 30 September 2018									
	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	%
North Ayrshire H&SCP																				
Lead Partnership North																				
Addictions North	9716	88	0.90%	321	3.31%	4.21%	150	1.5%	32	0.33%	60133	765	1.27%	1420	2.36%	3.63%	1650	2.7%	533	0.89%
Adult Mental Health Community	1011										6170	0	0.00%	0	0.00%	0.00%	0	0.0%	104	1.69%
Associate Medical Director	6291	38	0.60%	160	2.54%	3.15%	320	5.1%	8	0.13%	52927	389	0.73%	1040	1.96%	2.70%	2040	3.9%	118	0.22%
EMH In-patient North	23076	512	2.22%	1340	5.81%	8.03%	440	1.9%	397	1.72%	143071	3307	2.31%	6159	4.30%	6.62%	3238	2.3%	2255	1.58%
Health & Social Care Management	1736										10614	4	0.04%	0	0.00%	0.04%	0	0.0%	8	0.07%
MH - Adult Community North	9893	51	0.51%	159	1.61%	2.12%	270	2.7%	163	1.65%	61738	573	0.93%	1021	1.65%	2.58%	1329	2.2%	1322	2.14%
MH - Adult Mental Health In Patient	42795	1126	2.63%	2837	6.63%	9.26%	787	1.8%	404	0.94%	264506	5817	2.20%	14187	5.36%	7.56%	5131	1.9%	3270	1.24%
MH - Child & Adolescent Mental Health	6493	16	0.24%	488	7.51%	7.75%	0	0.0%	84	1.29%	42929	939	2.19%	1725	4.02%	6.21%	0	0.0%	649	1.51%
MH - EMH Community North	129										784	15	1.91%	0	0.00%	1.91%	0	0.0%	15	1.91%
MH - Learning Disabilities	10620	169	1.57%	490	4.53%	6.09%	0	0.0%	116	1.08%	60576	1054	1.74%	3782	6.24%	7.98%	0	0.0%	422	0.70%
MH - Psychology	12966	250	1.93%	225	1.74%	3.66%	255	2.0%	41	0.32%	83607	1331	1.59%	1039	1.24%	2.84%	3210	3.8%	958	1.15%
Lead Partnership North	124927	2250	1.80%	6020	4.82%	6.62%	2222	1.8%	1244	1.00%	787054	14195	1.80%	30371	3.86%	5.66%	16598	2.1%	9652	1.23%
North Ayrshire H&SCP	205770	3497	1.70%	9044	4.40%	6.09%	2953	1.4%	1913	0.93%	1284662	21119	1.64%	49788	3.88%	5.52%	23282	1.8%	14829	1.15%
total for North Ayrshire H&SCP	205770	3497	1.70%	9044	4.40%	6.09%	2953	1.4%	1913	0.93%	1284662	21119	1.64%	49788	3.88%	5.52%	23282	1.8%	14829	1.15%

Table 3 NHS Training

# **Organisation & HR Development**

Workforce Information



## **MAST activity by department as at 30 September 2018 (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*)		(18 months*)		(2 years*)		(1 year*)		(once)		(3 years*)		(3 years*)		(once)		(once)		(once)		(once)		(once)	
Business Support North																									
Community Locality Admin North	14	12	86%	12	86%	12	86%	12	86%	12	86%	11	79%	12	86%	12	86%	12	86%	11	79%	14	100%	11	79%
Mental Health Support	158	117	74%	126	80%	116	73%	91	58%	99	63%	116	73%	124	78%	154	97%	151	96%	151	96%	153	97%	140	89%
North Ayrshire Management & Admin	22	18	82%	20	91%	19	86%	20	91%	18	82%	20	91%	21	95%	22	100%	22	100%	22	100%	22	100%	22	100%
Business Support North	194	147	76%	158	81%	147	76%	123	63%	129	66%	147	76%	157	81%	188	97%	185	95%	184	95%	189	97%	173	89%
Children's Health / Care & Justice Services North																									
Child Services	24	15	63%	14	58%	14	58%	16	67%	14	58%	13	54%	16	67%	20	83%	22	92%	21	88%	22	92%	21	88%
Early Years Children & Families North	94	85	90%	83	88%	81	86%	77	82%	63	67%	83	88%	90	96%	90	96%	87	93%	90	96%	91	97%	84	89%
School Nursing	9	7	78%	7	78%	6	67%	5	56%	3	33%	6	67%	7	78%	9	100%	8	89%	7	78%	9	100%	7	78%
Children's Health / Care & Justice Services North	127	107	84%	104	82%	101	80%	98	77%	80	63%	102	80%	113	89%	119	94%	117	92%	118	93%	122	96%	112	88%
Community Health & Care Services North																									
Community Health & Social Care North	28	17	61%	18	64%	16	57%	13	46%	8	29%	17	61%	19	68%	24	86%	22	79%	24	86%	24	86%	25	89%
District Nursing North	73	60	82%	64	88%	61	84%	55	75%	41	56%	56	77%	57	78%	62	85%	59	81%	62	85%	62	85%	58	79%
North Partnership Management Team	4	1	25%	1	25%	1	25%	0	0%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%
Older People Services North	98	60	61%	75	77%	90	92%	63	64%	31	32%	84	86%	85	87%	94	96%	91	93%	91	93%	93	95%	91	93%
Packages of Care North	19	15	79%	16	84%	18	95%	14	74%	8	42%	17	89%	14	74%	17	89%	16	84%	16	84%	16	84%	14	74%
Rehabilitation & Reablement Service North	35	26	74%	27	77%	32	91%	22	63%	15	43%	28	80%	26	74%	33	94%	32	91%	33	94%	33	94%	32	91%
Remote & Rural North	53	48	91%	45	85%	49	92%	47	89%	34	64%	45	85%	48	91%	52	98%	51	96%	51	96%	53	100%	51	96%
Community Health & Care Services North	310	227	73%	246	79%	267	86%	214	69%	138	45%	248	80%	250	81%	283	91%	272	88%	278	90%	282	91%	272	88%



# Lead Partnership North

Addictions North	64	61	95%	60	94%	62	97%	59	92%	44	69%	63	98%	63	98%	64	100%	64	100%	64	100%	64	100%	64	100%
Adult Mental Health Community	8	5	63%	7	88%	5	63%	4	50%	2	25%	5	63%	5	63%	7	88%	7	88%	8	100%	8	100%	7	88%
Associate Medical Director	43	28	65%	31	72%	28	65%	29	67%	16	37%	29	67%	35	81%	38	88%	39	91%	39	91%	39	91%	35	81%
EMH In-patient North	152	139	91%	143	94%	148	97%	132	87%	97	64%	139	91%	145	95%	152	100%	150	99%	149	98%	152	100%	150	99%
Health & Social Care Management	11	8	73%	8	73%	8	73%	8	73%	6	55%	8	73%	9	82%	8	73%	8	73%	8	73%	10	91%	10	91%
MH - Adult Community North	67	56	84%	57	85%	54	81%	52	78%	41	61%	61	91%	62	93%	64	96%	64	96%	66	99%	65	97%	64	96%
MH - Adult Mental Health In Patient	283	240	85%	261	92%	266	94%	232	82%	163	58%	257	91%	266	94%	279	99%	276	98%	279	99%	282	100%	277	98%
MH - Child & Adolescent Mental Health	43	24	56%	27	63%	26	60%	18	42%	15	35%	28	65%	34	79%	38	88%	35	81%	39	91%	37	86%	38	88%
MH - EMH Community North	1	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	1	100%	1	100%	1	100%	1	100%	1	100%	1	100%
MH - Learning Disabilities	72	70	97%	71	99%	70	97%	70	97%	66	92%	70	97%	71	99%	71	99%	72	100%	72	100%	72	100%	72	100%
MH - Psychology	93	92	99%	92	99%	91	98%	89	96%	89	96%	91	98%	92	99%	93	100%	93	100%	93	100%	93	100%	93	100%
Lead Partnership North	837	723	86%	758	91%	758	91%	693	83%	539	64%	751	90%	783	94%	815	97%	809	97%	818	98%	823	98%	811	97%
total for North Ayrshire H&SCP	1468	1204	82%	1266	86%	1273	87%	1128	77%	886	60%	1248	85%	1303	89%	1405	96%	1383	94%	1398	95%	1416	96%	1368	93%

"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

Objective Summary Report as at 30th September 2018

Partnership Budget - Objective Summary	2018/19 Budget									2018/19	
	Council			Health			TOTAL			Over/ (Under) Spend Variance at Period 5	Movement in projected budget variance from Period 5
	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>COMMUNITY CARE AND HEALTH</b>	<b>53,591</b>	<b>53,324</b>	<b>(267)</b>	<b>11,688</b>	<b>11,799</b>	<b>111</b>	<b>65,279</b>	<b>65,123</b>	<b>(156)</b>	<b>243</b>	<b>(399)</b>
: Locality Services	24,708	25,331	623	4,178	4,246	68	28,886	29,577	691	946	(255)
: Community Care Service Delivery	25,793	25,180	(613)	0	0	0	25,793	25,180	(613)	(590)	(23)
: Rehabilitation and Reablement	1,050	879	(171)	1,437	1,286	(151)	2,487	2,165	(322)	(223)	(99)
: Long Term Conditions	1,735	1,604	(131)	4,315	4,560	245	6,050	6,164	114	136	(22)
: Integrated Island Services	305	330	25	1,758	1,707	(51)	2,063	2,037	(26)	(26)	0
<b>MENTAL HEALTH SERVICES</b>	<b>23,514</b>	<b>24,283</b>	<b>769</b>	<b>49,445</b>	<b>49,046</b>	<b>(399)</b>	<b>72,959</b>	<b>73,329</b>	<b>370</b>	<b>391</b>	<b>(21)</b>
: Learning Disabilities	18,000	18,885	885	477	349	(128)	18,477	19,234	757	695	62
: Community Mental Health	4,131	4,050	(81)	1,628	1,380	(248)	5,759	5,430	(329)	(287)	(42)
: Addictions	1,383	1,348	(35)	1,226	1,177	(49)	2,609	2,525	(84)	(88)	4
: Lead Partnership Mental Health NHS Area Wide	0	0	0	46,114	46,140	26	46,114	46,140	26	71	(45)
<b>CHIDREN'S AND JUSTICE SERVICES</b>	<b>31,463</b>	<b>31,606</b>	<b>143</b>	<b>3,523</b>	<b>3,133</b>	<b>(390)</b>	<b>34,986</b>	<b>34,739</b>	<b>(247)</b>	<b>(146)</b>	<b>(101)</b>
: Intervention Services	3,772	3,684	(88)	303	317	14	4,075	4,001	(74)	(19)	(55)
: Looked After & Accomodated Children	15,980	16,336	356	0	0	0	15,980	16,336	356	157	199
: Fieldwork	4,588	4,609	21	0	0	0	4,588	4,609	21	(14)	35
: CCSF	319	277	(42)	0	0	0	319	277	(42)	(44)	2
: Justice Services	2,655	2,655	0	0	0	0	2,655	2,655	0	0	0
: Early Years	321	242	(79)	2,847	2,457	(390)	3,168	2,699	(469)	(200)	(269)
: Policy & Practice	3,828	3,803	(25)	0	0	0	3,828	3,803	(25)	15	(40)
: Lead Partnership NHS Children's Services Area Wide	0	0	0	373	359	(14)	373	359	(14)	(41)	27
<b>PRIMARY CARE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,308</b>	<b>49,222</b>	<b>(86)</b>	<b>49,308</b>	<b>49,222</b>	<b>(86)</b>	<b>0</b>	<b>(86)</b>
<b>ALLIED HEALTH PROFESSIONALS</b>				<b>4,570</b>	<b>4,418</b>	<b>(152)</b>	<b>4,570</b>	<b>4,418</b>	<b>(152)</b>	<b>0</b>	<b>(152)</b>
<b>MANAGEMENT AND SUPPORT COSTS</b>	<b>5,132</b>	<b>5,250</b>	<b>118</b>	<b>515</b>	<b>1,074</b>	<b>559</b>	<b>5,647</b>	<b>6,324</b>	<b>677</b>	<b>714</b>	<b>(37)</b>
<b>CHANGE PROGRAMME</b>	<b>658</b>	<b>630</b>	<b>(28)</b>	<b>1,274</b>	<b>1,354</b>	<b>80</b>	<b>1,932</b>	<b>1,984</b>	<b>52</b>	<b>45</b>	<b>7</b>
<b>TOTAL</b>	<b>114,358</b>	<b>115,093</b>	<b>735</b>	<b>120,323</b>	<b>120,046</b>	<b>(277)</b>	<b>234,681</b>	<b>235,139</b>	<b>458</b>	<b>1,247</b>	<b>(789)</b>

## 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>CYPSG</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



**NORTH AYRSHIRE COUNCIL****29 January 2019****Audit and Scrutiny Committee**

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<b>Title:</b>	<b>Internal Audit Reports issued</b>
<b>Purpose:</b>	To inform the Committee of the findings of Internal Audit work completed during November and December 2018.
<b>Recommendation:</b>	That the Committee (a) considers the outcomes from the Internal Audit work completed; and (b) challenges services where there are significant weaknesses in internal controls.

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**1. Executive Summary**

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

**2. Background**

- 2.1. This report provides information on Internal Audit work completed during November and December 2018. Internal control reviews have been completed in respect of the areas detailed in Appendix 1 to this report. The aim of these reviews is to provide assurance that the internal control framework within the areas examined is appropriate and operating effectively.
- 2.2. The findings from each audit assignment have been notified in writing to the Chief Executive, the Executive Director (Finance and Corporate Support) and the relevant Executive Director and service managers on the completion of each assignment. Where appropriate, this has included an action plan detailing recommendations for improving internal control. Appendix 1 includes the executive summary and action plan from each audit.
- 2.3. Full copies of all Internal Audit reports are provided to all Elected Members, in confidence, through the Council's intranet site. Reports are held within the dedicated 'Members' information' area at:

<http://naconnects.north-ayrshire.gov.uk/elected-members/audit-reports/audit-reports.aspx>

2.4. The findings from three separate audit assignments are detailed at Appendix 1 to this report. There are no significant findings which is a positive position.

### 3. Proposals

3.1. It is proposed that the Committee (a) considers the outcomes from the Internal Audit work completed during November and December 2018; and (b) challenges services where there are significant weaknesses in internal controls.

### 4. Implications

<b>Financial:</b>	None
<b>Human Resources:</b>	None
<b>Legal:</b>	None
<b>Equality:</b>	None
<b>Children and Young People:</b>	None
<b>Environmental &amp; Sustainability:</b>	None
<b>Key Priorities:</b>	The work of Internal Audit helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.
<b>Community Benefits:</b>	None

### 5. Consultation

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



Laura Friel  
Executive Director (Finance & Corporate Support)

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

## **EXECUTIVE SUMMARY**

### **FINANCIAL CONTROLS WITHIN PRIMARY SCHOOLS**

#### **Background**

This audit was conducted as part of the 2018/19 audit plan.

The audit was performed by requiring each primary school to complete a self-assessment questionnaire. Each questionnaire response was reviewed in detail, and followed up as necessary. In addition, a sample of schools was visited to allow more detailed audit testing to be performed.

#### **Key Objectives**

The objective of this audit was to review financial controls within the Council's primary schools.

The questionnaire and detailed testing were designed to gain assurance that:-

- Staff are aware of all relevant Council governance procedures.
- All cash is being held securely and is being properly managed.
- Cash withdrawals made via the Procurement Card are being used for appropriate types of expenditure, and all transactions are being properly recorded.
- A full audit trail exists for all school fund income and expenditure transactions.

#### **Key Findings and Actions**

All the recommended actions arising from this audit are detailed in the action plan which follows this Executive Summary. The key findings are as follows:

- Not all head teachers had attended the Council's 'Financial Regulations and Standing Orders Relating to Contracts' training course, or were familiar with other relevant governance policies.
- Keyholder registers were not being held and maintained by all schools.
- Schools fund records were not always being reconciled to bank statements timeously.
- Consideration should be given to whether existing school fund bank accounts are fit for purpose.
- A review of the current G4S cash uplift schedule should be undertaken.

#### **Audit Opinion**

Overall, reasonable assurance was obtained with regard to the financial controls in place within primary schools.

## ACTION PLAN

### FINANCIAL CONTROLS WITHIN PRIMARY SCHOOLS

<b>Action</b>	a
<b>Action Description</b>	A list of the main governance policies and procedures should be circulated to head teachers, along with an instruction to undertake all necessary training courses and familiarise themselves with all policies and procedures. Going forward, a copy of the list should be included within induction packs for new head teachers.
<b>Risk</b>	A lack of awareness of these procedures may result in unacceptable decisions being taken, which could put the Council at risk.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.6
<b>Assigned to</b>	Senior Manager, Resources and Infrastructure
<b>Due Date</b>	31/01/19
<b>Management Response</b>	A communication will be sent to all Head Teachers containing the main governance policies, along with an instruction to undertake all necessary training courses and familiarise themselves with all policies and procedures. Going forward, a copy of the list will be included within induction packs for new Head Teachers.

<b>Action</b>	b
<b>Action Description</b>	Keyholder registers should be held and maintained for all schools.
<b>Risk</b>	The lack of a formal record showing who has authority to access cash can cause issues should a loss occur – both in terms of hampering the ensuing investigation and also invalidating the insurance cover.
<b>Priority (1, 2, 3)</b>	1
<b>Paragraph Reference</b>	3.11
<b>Assigned to</b>	Senior Manager, Resources and Infrastructure
<b>Due Date</b>	31/01/19
<b>Management Response</b>	A communication will be sent to all Head Teachers with a link to the Keyholder register template.

<b>Action</b>	c
<b>Action Description</b>	School fund records should be reconciled to the bank statement monthly. However, if transaction numbers are very low, then it may be acceptable to do this quarterly.
<b>Risk</b>	Errors are not noted timeously
<b>Priority (1, 2, 3)</b>	1
<b>Paragraph Reference</b>	3.13
<b>Assigned to</b>	Senior Manager, Resources and Infrastructure
<b>Due Date</b>	31/01/19
<b>Management Response</b>	Education Business Managers will be reminded at monthly meetings of the need to reconcile school fund records timeously.



<b>Action</b>	d
<b>Action Description</b>	Those schools who currently use the cash withdrawal facility of the GPC card should consider whether this remains necessary. Consideration should be given to whether purchases could be made via an alternative method.
<b>Risk</b>	Holding cash unnecessarily increases the risk of theft; inefficient use of staff time to administer cash.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.18
<b>Assigned to</b>	Senior Manager, Resources and Infrastructure
<b>Due Date</b>	31/01/19
<b>Management Response</b>	Education Business Officers will be asked to review the need for any cash withdrawals across all schools.

<b>Action</b>	e
<b>Action Description</b>	Steps should be taken to mitigate the risks associated with staff having to bank school fund cash via mobile banks. This may be by sending two members of staff to the mobile bank, by accepting the additional charges of using G4S uplifts, or by considering whether a Clydesdale bank account (which would mean G4S uplift costs would be covered by the main Education contract) would suit the needs of the school.
<b>Risk</b>	The inability to vary banking times increases the risk to staff when transporting cash to the mobile bank.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.25
<b>Assigned to</b>	Senior Manager, Resources and Infrastructure
<b>Due Date</b>	31/03/19
<b>Management Response</b>	Education Business Officers will be asked to review current processes. This action is linked to Actions f and g.

<b>Action</b>	f
<b>Action Description</b>	Consideration should be given to whether better flexibility and facilities could be gained from changing school fund bank accounts to ones which offer facilities such as debit cards and online banking.
<b>Risk</b>	Inefficient use of staff time.
<b>Priority (1, 2, 3)</b>	3
<b>Paragraph Reference</b>	3.27
<b>Assigned to</b>	Senior Manager, Resources and Infrastructure
<b>Due Date</b>	31/03/19
<b>Management Response</b>	Education Business Officers will be asked to review current processes. This action is linked to Actions e and g.

<b>Action</b>	g
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<b>Action Description</b>	A review of current G4S uplift scheduling for the primary schools should be undertaken to allow routes to be revised to better reflect the actual need for service.
<b>Risk</b>	Better use could be made of Council budgets.
<b>Priority (1, 2, 3)</b>	3
<b>Paragraph Reference</b>	3.28
<b>Assigned to</b>	Senior Manager, Resources and Infrastructure
<b>Due Date</b>	31/03/19
<b>Management Response</b>	Education Business Officers will be asked to review current processes. This action is linked to Actions e and f.

#### Priority Key used in Action Plan

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

## **EXECUTIVE SUMMARY BUSINESS CONTINUITY**

### **Background**

This audit was conducted as part of the 2018/19 audit plan. Business Continuity is an on-going process of risk assessment and management with the purpose of ensuring that critical services can continue to be provided during periods of disruption.

### **Key Objectives**

The main objectives of this audit were to ensure that:

- There are suitable arrangements for co-ordination and oversight of business continuity
- Services have put in place suitable business continuity plans and comply with corporate arrangements
- Business continuity arrangements have been disseminated to all relevant officers
- Regular testing of business continuity arrangements is undertaken and lessons learnt from these and real-life experiences
- Suitable business continuity arrangements are built into contracts for outsourced functions

### **Key Findings and Actions**

All the recommended actions arising from this audit are detailed in the action plan which follows this Executive Summary. The key findings are as follows:

- A small number of Priority 1 services did not have a Business Continuity Plan in place as required in the Council's Business Continuity Management Strategy
- 3/10 Business Continuity Plans reviewed had not been revised in the previous 12 months.
- Most of the plans in the sample had some information missing
- Some officers are not aware that they are named in the Business Continuity Plans

### **Audit Opinion**

Overall, reasonable assurance was obtained with regard to Business Continuity arrangements at North Ayrshire Council although a number of specific issues were identified. A few individual Services need to produce or update Business Continuity Plans. Improvements have been suggested to the completion, communication and testing of Business Continuity Plans. Some Services require regular updates from suppliers on their business continuity arrangements and this could be replicated for other business-critical contracts.

## ACTION PLAN BUSINESS CONTINUITY

<b>Action</b>	a
<b>Action Description</b>	The Business Continuity Strategy and associated documents should be reviewed and thereafter a cycle should be established of reviewing them periodically, in line with best practice.
<b>Risk</b>	Business Continuity practices at North Ayrshire Council are not based on current knowledge and Council structures.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.1
<b>Assigned to</b>	Team Manager, Risk and Insurance
<b>Due Date</b>	30/06/19
<b>Management Response</b>	The strategy and associated documents will be updated. Where possible alignment with relevant authorities/partners will take place to ensure documentation is appropriately standardised. A diarised cycle will be established with prompts to review issued to Services.

<b>Action</b>	b
<b>Action Description</b>	Formal Terms of Reference should be established for the Business Continuity Liaison Group and a timetable of regular meetings established.
<b>Risk</b>	Services are not properly engaged in the Business Continuity process. Representatives are unsure of their responsibilities.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.4, 3.16
<b>Assigned to</b>	Team Manager, Risk and Insurance
<b>Due Date</b>	29/03/19
<b>Management Response</b>	It is anticipated that the BC liaison group will play a more active role going forward. A ToR will be created for the liaison group to have involvement/oversight of the improvement actions required. This will involve a level of training for all liaison group members.

<b>Action</b>	c
<b>Action Description</b>	Education and Youth Employment should produce a Business Continuity Plan for their Headquarters services and upload it to either the current Business Continuity Quickr site or the planned Resilience Direct website.
<b>Risk</b>	Business Continuity Plans are not in place and readily available in the event of an incident. Failure to comply with corporate Business Continuity processes.
<b>Priority (1, 2, 3)</b>	1
<b>Paragraph Reference</b>	3.9
<b>Assigned to</b>	Head of Service (Learning, Teaching and Curriculum), Senior Project Officer (Improvement)
<b>Due Date</b>	31/10/18
<b>Management Response</b>	BIA and BCP to be developed by EYE and submitted to Internal Audit and Risk and Insurance by end October 2018

<b>Action</b>	d
<b>Action Description</b>	Services to ensure that their Business Continuity Plans are completed, signed off by an appropriate Senior Manager or Head Teacher and classed as live as soon as possible.
<b>Risk</b>	Confusion over whether the available version of the plan is a live document and the correct version. Managers are unaware of or have not approved the content of the plans.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.11, 3.12, 3.13, 3.14,3.16
<b>Assigned to</b>	Team Manager, Risk and Insurance
<b>Due Date</b>	30/06/19
<b>Management Response</b>	Risk and Insurance will remind services of the requirement. Appropriate quality control measures will be built into associated documents including guidance as per action 'a' to enable an appropriate sign off process. Whilst Services will be reminded to ensure completion and sign off, the responsibility for doing so will remain with the Service.

<b>Action</b>	e
<b>Action Description</b>	Risk and Insurance should consider putting additional measures in place to improve the quality of completion of the Business Continuity Plan template by Services. This could include a system of peer review and also building features such as more specific questions, drop-down menus, conditional formatting or hints and tips for completion into the fields of the template
<b>Risk</b>	Poor quality completion of the template means that the documents are less useful in the event of an incident.
<b>Priority (1, 2, 3)</b>	3
<b>Paragraph Reference</b>	3.14, 3.16
<b>Assigned to</b>	Team Manager, Risk and Insurance
<b>Due Date</b>	30/06/19
<b>Management Response</b>	This will be considered and actioned alongside actions a, b & d. Business Impact Assessment documents and plans will be updated to ensure they are fit for use. Options around service level peer review will be explored as there are capacity issues around all plans being reviewed by Risk and Insurance. Sample audits will also be considered by the liaison group and common issues identified for action.

<b>Action</b>	f
<b>Action Description</b>	Risk and Insurance, in conjunction with Property Management and Investment, should carry out a review with Services of plans for accommodation and relocation in Business Continuity Plans, and produce advice to Services in order for them to update their plans.
<b>Risk</b>	Plans relating to accommodation and relocation are unclear in the Services' Business Continuity Plans and not fit-for-purpose in the event of an incident
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.15
<b>Assigned to</b>	Team Manager, Risk and Insurance Senior Manager, PMI
<b>Due Date</b>	30/06/19
<b>Management Response</b>	Initial consultation has taken place between Risk and Insurance and PMI. An updated Business Impact Assessment will be undertaken across all Services in order to gather information on criticality of service, service needs and expectations. This will focus on main sites in the first instance.

<b>Action</b>	g
<b>Action Description</b>	Risk and Insurance should remind Services to ensure that officers named in their Business Continuity Plans are aware of this, know what is expected of them and receive a copy of the plan if appropriate.
<b>Risk</b>	Officers are unaware of the actions required of them in the event of an incident.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.18
<b>Assigned to</b>	Team Manager, Risk and Insurance
<b>Due Date</b>	31/12/18
<b>Management Response</b>	Appropriate quality control measures will be built into associated documents including guidance to enable appropriate awareness levels within the Service. Whilst Services will be reminded to ensure appropriate communication with service staff the responsibility for doing so will remain with the Service.

<b>Action</b>	h
<b>Action Description</b>	Risk and Insurance should complete the preparation of the Risk Management e-learning and also arrange refresher training or awareness-raising for Business Continuity representatives and other relevant officers. They should also advise the service representatives to organise training and awareness-raising as well as testing exercises within their own Services.
<b>Risk</b>	Officers are unaware of the actions required of them in the event of an incident. Officers are not familiar with how to use the plans; gaps, errors or points for improvement in the plans are not identified
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.19, 3.20, 3.22
<b>Assigned to</b>	Team Manager, Risk and Insurance
<b>Due Date</b>	Face to Face training for Liaison group reps 29/03/19 E-learning 30/06/19 General awareness sessions 30/06/19
<b>Management Response</b>	The training of business continuity liaison representatives within Services will be prioritised in order to allow meaningful involvement in the overall process improvements and subsequently deliver service training/awareness raising sessions. E-learning will be developed.

<b>Action</b>	i
<b>Action Description</b>	Risk and Insurance should run cross-service Business Continuity tests.
<b>Risk</b>	Officers are not familiar with how to use the plans; gaps, errors or points for improvement in the plans are not identified
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.22
<b>Assigned to</b>	Team Manager, Risk and Insurance
<b>Due Date</b>	30/09/19
<b>Management Response</b>	This will be progressed in line with the updated BC strategy and associated documentation as per previous actions. Services will run their own exercises and cross-Service exercises will be coordinated by Risk and Insurance for critical scenarios.

<b>Action</b>	j
<b>Action Description</b>	IT should introduce a periodic check of business continuity arrangements for the LAN contract and other business-critical contracts e.g. requesting up-to-date business continuity documentation on an annual basis
<b>Risk</b>	The Council is unaware that a supplier of a business-critical service does not have up-to-date business continuity plans
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.26
<b>Assigned to</b>	Team Manager (Infrastructure)
<b>Due Date</b>	21/12/18
<b>Management Response</b>	IT Services will review current contract management procedures with the aim of adding an annual check of business continuity plans.

<b>Action</b>	k
<b>Action Description</b>	The Corporate Procurement Unit should recommend to Services that they introduce an annual supplier business continuity health-check for business-critical contracts, similar to those already undertaken by the HSCP. They should include Business Continuity for critical contracts in the Procurement Manual.
<b>Risk</b>	The Council is unaware that a supplier of a business-critical service does not have up-to-date business continuity plans. Services do not review the Business Continuity arrangements of key suppliers.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.26, 3.27
<b>Assigned to</b>	Senior Manager (Corporate Procurement)
<b>Due Date</b>	31/12/18
<b>Management Response</b>	The following action will be undertaken a) The Contract strategy documentation will be undated to include identification of business critical contracts prior to tendering. b) The tender documentation will then reflect the need for an annual business continuity health check for those identified contracts. c) The Procurement Manual will be updated to reflect Business continuity for business critical contracts.

<b>Action</b>	l
<b>Action Description</b>	FACS managers should arrange a disaster recovery test of Integra at a time agreed to minimise disruption to Services
<b>Risk</b>	The Council does not have sufficient assurance over the disaster recovery arrangements for the system. Officers are not familiar with the relevant procedures.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.27
<b>Assigned to</b>	Senior Manager (IT)
<b>Due Date</b>	31/12/18
<b>Management Response</b>	Capita has provided details of its disaster recovery procedures and require at least two weeks' notice to carry out a test. As the test requires system downtime, to minimise any disruption the recommended time to run this test is the end of the calendar year 2018. This will be arranged between Capita and the Council's IT team.

### Priority Key used in Action Plan

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



# **EXECUTIVE SUMMARY INCOME COLLECTION**

## **Background**

This audit of the Council's income collection system was carried out as part of the 2018/19 annual audit plan. Previously, income collection had been audited in 2014/15 and 2016/17.

Currently there are 11 locations using the PARIS receipting system; 3 were selected for sample testing which were:

- Harbour Arts Centre
- Kilbirnie Social Work Office
- Arran Local Office

## **Key Objectives**

The main objectives of this audit were to ensure that:

- procedures are adequate, current and readily available to all system users
- user access is appropriate to role and reflects current staffing complement
- all transactions are recorded correctly
- cash transactions are reconciled to bank statements, and any variances are investigated
- money laundering procedures are being followed

## **Key Findings and Actions**

All the recommended actions arising from this audit are detailed in the action plan which follows this Executive Summary. The key findings are as follows:

- procedures were current and all locations visited had access to them
- some movers and leavers records had not been amended on the PARIS system
- transactions had been accurately recorded onto PARIS by the different locations, with corrections properly updated
- in the main the upload to Integra from PARIS matched
- daily reconciliations were accurately completed and appropriately approved
- bank reconciliations could not be automatically completed from the records provided

## **Audit Opinion**

Overall, reasonable assurance was obtained with regard to income collection in the three sites visited. Not all staff interviewed showed an awareness of the Council's Money Laundering Procedure.

A small number of users who had left the Council or had moved were found to still have access to the PARIS system.

## ACTION PLAN INCOME COLLECTION

<b>Action</b>	a
<b>Action Description</b>	The Council's Money Laundering Reporting Officer should remind all staff members responsible for handling cash of the requirements for reporting cash payments over £3,000.
<b>Risk</b>	The Council's Money Laundering Procedure is not adhered to and cash from the proceeds of crime could be accepted.
<b>Priority (1, 2, 3)</b>	2
<b>Paragraph Reference</b>	3.13
<b>Assigned to</b>	Senior Manager (Internal Audit, Risk and Fraud)
<b>Due Date</b>	31/01/2019
<b>Management Response</b>	A reminder of the policy will be issued to staff with responsibility for cash collection.

### Priority Key used in Action Plan

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

**29 January 2019****Audit & Scrutiny Committee**

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**Title:** **HSCP – Budget Monitoring Report**

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**Purpose:** To provide an update on the projected financial outturn for the financial year as at October 2018.

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

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**1. Executive Summary**

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

**2. Background**

- 2.1 The Audit and Scrutiny Committee agreed to receive regular reports on the financial performance of the Health & Social Care Partnership. The Budget Monitoring report presented to the IJB on 13 December 2018, outlined the projected financial outturn for the financial year as at October 2018 and is attached as an appendix.

**3. Proposals**

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

#### 4. Implications

<b>Financial:</b>	The implications are outlined in the attached report.
<b>Human Resources:</b>	The implications are outlined in the attached report.
<b>Legal:</b>	The implications are outlined in the attached report.
<b>Equality:</b>	The implications are outlined in the attached report.
<b>Environmental &amp; Sustainability:</b>	The implications are outlined in the attached report.
<b>Key Priorities:</b>	The implications are outlined in the attached report.
<b>Community Benefits:</b>	The implications are outlined in the attached report.

#### 5. Consultation

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



Stephen Brown  
Director Health & Social Care Partnership

For further information please contact **Caroline Whyte** on **01294 324954**.

#### Background Papers

None

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**Integration Joint Board**  
**13 December 2018**

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**Subject:** **Budget Monitoring – Month 7 (October 2018)**

**Purpose:** To provide an update on the projected financial outturn for the financial year as at October 2018.

**Recommendation:** It is recommended that the IJB:

- a) Note the projected year-end overspend of £0.481m;
- b) Approve the changes in funding as detailed in section 2.12 and Appendix E; and
- c) Note the impact of the financial recovery plan and the progress being made in delivering financial balance.

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**Glossary of Terms**

NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
MH	Mental Health
CAMHS	Child & Adolescent Mental Health Services
BRAG	Blue, Red, Amber, Green
UNPACS	UNPACS, (UNPlanned Activities) – Extra Contractual Referrals
ARG	Allocation of Resources Group
CRES	Cash Releasing Efficiency Savings
NES	NHS Education Scotland – education and training body

**1. EXECUTIVE SUMMARY**

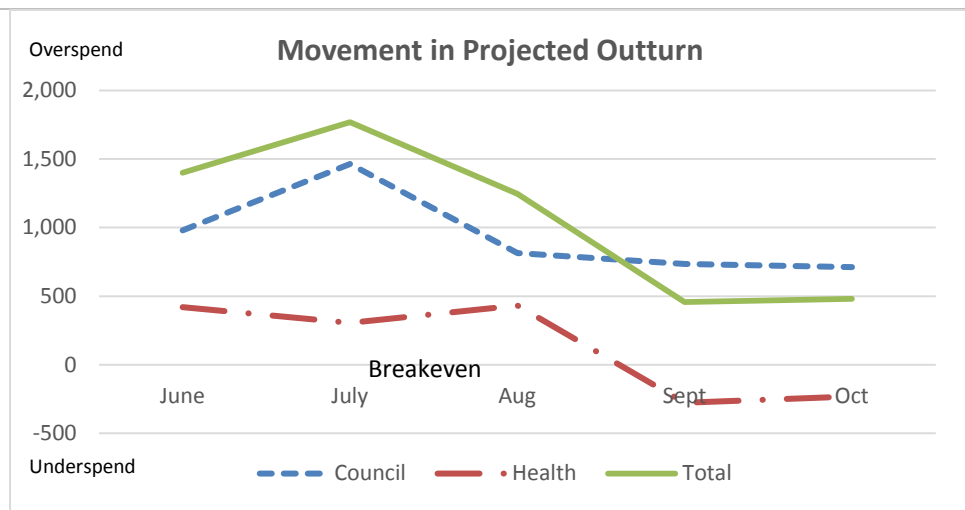
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|-----|--|
| 1.1 | The report provides an overview of the financial position for the partnership and outlines the projected year-end outturn position informed by the projected expenditure and income commitments, these have been prepared in conjunction with relevant budget holders and services. It should be noted that although this report refers to the position at the October period end that further work is undertaken following the month end to finalise projections, therefore the projected outturn position is as current and up to date as can practicably be reported. |
| 1.2 | The projected outturn is a year-end overspend of £0.481m for 2018-19, taking account a number of mitigating actions outlined in the report and the improvement from implementation of the financial recovery plan. There is scope for this position to fluctuate due to in-year cost and demand pressures and assumptions in relation to funding and the achievement of savings.   |
| 1.3 | The position as at September was a projected overspend of £0.458m, this excluded the impact of the workforce savings target therefore a deterioration in the position is now reported. The projected outturn position has not changed materially which provides assurance over the reliability of projections and further confidence that the scale of the projected overspend is reducing to a level whereby financial balance is possible by the year-end.   |

	<p>There are further actions on the financial recovery plan which will potentially further improve the position and services will continue to deploy tight financial management controls. If the financial recovery plan does not deliver the required improvement to the financial position or there is a significant deterioration to the projected position there is a risk that further actions will require to be identified and service quality and performance may be compromised to achieve financial balance.</p>
1.4	<p>Overall the main areas of pressure continue to be care homes, looked after children, learning disability care packages, elderly and adult in-patients within the lead partnership and the unallocated NHS CRES savings.</p> <p>The main adverse movements from period 6 are in relation to independent living services, charging order income and residential placements for children. The main favourable movement was in relation to community mental health reflecting resource following patients from hospital to community.</p>
1.5	<p>It is essential that the IJB operates within the delegated budget and commissions services from the Council and Health Board on this basis. Financial balance has not been delivered in previous years and in the current financial year there is a projected overspend position. More is being done to ensure the financial sustainability of the partnership and to deliver financial balance for the current year and significant progress is being made to work towards this. The service transformation programme and the delivery of the those service changes will be at the forefront as this will have the greatest impact on the delivery of financial balance and the ongoing sustainability and safety of services.</p>
<b>2.</b>	<b>CURRENT POSITION</b>
2.1	<p>The report includes an overview of the financial position including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery, actions required to work towards financial balance and progress with delivery of the recovery plan.</p>
	<b>FINANCIAL PERFORMANCE</b>
2.2	<p>Against the full-year budget of £234.552m there is a projected overspend of £0.481m (0.2%). An integrated view of the financial position should be taken, however it is useful to note that this overall position consists of a projected overspend of £0.712m in social care services partly offset by a projected underspend of £0.231m in health services.</p> <p>Appendix A provides the financial overview of the partnership position. The sections that follow outline the significant variances in service expenditure compared to the approved budgets with detailed analysis provided in Appendix B.</p>
2.3	<b>Health and Community Care Services</b>
	<p>Against the full-year budget of £65.279m there is a projected overspend of £0.137m (0.2%). The main reasons for the projected overspend are:</p> <ul style="list-style-type: none"> <li>a) Care home placements including respite placements – projected to overspend by £0.885m. This is a favourable movement of £0.035m from period 6 mainly due to reduced use of respite placements.</li> </ul>

	<p>b) Independent Living Services are projected to overspend by £0.382m which is an adverse movement of £0.088m mainly due to two new residential care packages.</p> <p>c) Over-recovery of Charging Order income of £0.200m which is an adverse movement of £0.090m based on a review of projected income.</p> <p>d) Equipment and Adaptations are projected to underspend by £0.200m in line with the mitigation approved in period 4.</p> <p>e) Packages of care are projected to overspend by £0.230m due to the use of supplementary staffing and one additional package assumed from early 2019 onwards.</p> <p>f) Care at home (purchased and in house) projected underspend of £0.612m. The projected underspend has reduced by £0.048m due to increased demand..</p> <p>g) Long Term Conditions (Ward 1), projected overspend of £0.411m which is mainly due to an overspend in employee costs to ensure staffing levels are at a safe level. This is a recurring pressure for which funding requires to be identified, this will be addressed as part of the 2019-20 budget process.</p> <p>h) District Nursing is projected to underspend by £0.165m due to vacant posts.</p>
2.4	<p><b>Mental Health Services</b></p>
	<p>Against the full-year budget of £72.875m there is a projected overspend of £0.133m (0.2%). The main reasons for the projected overspend are:</p> <p>a) Learning Disabilities – projected overspend of £0.685m of which £0.635m is in relation to care packages and £0.223m for direct payments. These overspends are partially offset by vacant posts.</p> <p>b) Community Mental Health – is projected to underspend by £0.524m mainly due to vacancy savings and an underspend in care packages. The underspend in care packages has increased by £0.195m due to funding being released for patients being discharged from hospital into the community.</p> <p>c) Lead Partnership – overall projected overspend of £0.056m which consists of:</p> <p><i>Overspends:</i></p> <ul style="list-style-type: none"> <li>• Adult inpatients £0.466m - mainly due to the delay in generating income from other areas in respect of forensic beds. All of the beds are expected to be sold and in use by the end of January 2019. The recovery plan assumes a fifth bed will be sold prior to the end of the financial year. This is dependent on ensuring delayed discharges in ward 6 are discharged to the community. This is a risk as some of the delayed discharges are South partnership patients and would require SAHSCP to provide funding to facilitate the discharge.</li> <li>• Psychiatry £0.131m - primarily due to locum costs, an unfunded EMH liaison post and a reduction in funding for trainee psychiatrists. There is an increased use of locum staff in the absence of being able to recruit permanent posts.</li> </ul>

	<ul style="list-style-type: none"> <li>• Elderly Inpatients £0.399m – due to the use of supplementary staffing.</li> <li>• CRES £0.986m - lead partnership share of the unachieved CRES carried forward, this element of the historic CRES will remain aligned to the Mental Health lead partnership and will be addressed as part of the budget planning for 2019-20.</li> </ul> <p><i>Underspends:</i></p> <ul style="list-style-type: none"> <li>• UNPACS £0.334m – due to the delay in the two new care packages assumed in year. The underspend is partially attributable to the availability and use of beds in ward 6 which have prevented more costly external placements.</li> <li>• Learning Disabilities £0.261m - due to a delay in the transfer of an UnPACs patient, this transfer has now taken place.</li> <li>• CAMHS £0.370m – due to vacancies and delays with recruitment.</li> <li>• Psychology £0.430m – due to vacancies.</li> </ul>
2.5	<b>Children Services &amp; Criminal Justice</b>
	<p>Against the full-year budget of £35.235m there is a projected underspend of £0.275m (0.8%). The main reasons for the projected underspend are:</p> <ul style="list-style-type: none"> <li>a) Residential Schools and Community Placements – projected overspend of £0.812m. The projection is based on the current number of placements and estimated discharge dates for each placement based on the support from the Challenge Fund investment. The overspend has increased by £0.069m due to a delay in the planned discharge dates, the delivery of further planned discharges continues to be a risk to the projected outturn position.</li> <li>b) Looked After Children Placements – projected underspend of £0.408m due to the current demand for fostering, adoption and kinship payments. The underspend has decreased by £0.026m mainly due changes in the assumptions on future demand.</li> <li>c) Early Years – are projected to underspend by £0.472m mainly due to the level of vacancies in health visiting.</li> </ul>
2.6	<b>Projected Outturn Movement</b>
	The movement in the projected outturn position is illustrated in the chart below:





The position has fluctuated significantly in the five months of reporting this financial year. This is reflective of the demand driven nature and high cost of some services. The position has significantly improved and become more stable period 5 mainly because the adverse movements have been offset by favourable variances, the position will continue to be closely monitored.

There are a number of high risk areas that may impact on the movement in the projected outturn position in future months:

- Children's Residential School Placements
- Remand Placements within Children's Services
- Learning Disability Care Packages
- Local Government pay award settlement
- Impact of any delays in discharge of South Ayrshire patients
- Impact of Lead Partnership services

## 2.7 Primary Care - Prescribing

Against a full year budget of £49.308m primary care prescribing and general medical services are projected to be underspend by £0.086m, this is in relation to an underspend in enhanced services.

## 2.8 CRES update

	Permanent or Temporary	£ 000's
CRES Saving brought forward		2.557
Additional Workforce savings	P	0.055
<b>TOTAL</b>		<b>2.612</b>
Arrol Park employee costs	T	(0.250)
Payroll turnover target increase	T	(0.215)
Additions	P	(0.364)
Children's services employee costs	P	(0.060)
<b>Balance still to be achieved in 2018-19</b>		<b>1.723</b>

Of the £1.723m still to be achieved £0.986m is allocated to the Lead Partnership for Mental Health and the balance of £0.737m remains to be allocated across other services and is reported against Management and Support costs.

Given that overall there is a projected underspend in the Health element of the budget the unidentified CRES savings are being offset on a non-recurring basis for 2018-19.

There is a requirement to formally identify these savings as part of the 2019-20 budget process.

The £0.986m aligned to the Lead Partnership against Mental Health services should remain aligned to those services. The service are developing plans to re-design Elderly Mental Health beds, this will deliver significant savings to contribute to this target. The business case for the review will be brought to a future IJB meeting for approval.

2.9

Savings Progress

a) The 2018-19 budget included £4.003m of savings plus £2.557m of carried forward NHS CRES savings (total £6.560m). A further workforce saving of £0.055m was approved in period 6 taking the total to £6.615m.

BRAG Status	Position at Budget Approval £m	Position at Period 7 £m
Red	3.148	2.424
Amber	0.519	0.649
Green	2.893	0.676
Blue	0.000	2.866
<b>TOTAL</b>	<b>6.560</b>	<b>6.615</b>

b) The projected year-end outturn position assumes that the Red savings will not be delivered as planned and this is reflected in the overall projected outturn position, these are:

- i. Reduction in care home places £0.391m
- ii. Challenge Fund – physical disability care packages £0.200m
- iii. Capping of respite £0.070m
- iv. NHS CRES savings carried forward £1.668m
- v. Reduction in mileage - £0.040m
- vi. Additional Workforce saving - £0.055m

If progress is made to deliver the savings this would improve the overall outturn position. It is encouraging that the level of savings with red status has reduced since the budget was approved, recognising a greater level of confidence of delivery and the progress made so far with identifying savings against the CRES target.

The projected financial position assumes that all remaining savings on the plan will be delivered. Progress with savings delivery requires to be closely monitored to ensure the impact on the financial position can be assessed and corrective action taken where necessary. Appendix C provides full detail on the savings.

A Transformation Board is in place to provide oversight and governance to the programme of service change. A focus of the Board is to ensure plans are in place to deliver savings and service change, with a solutions focussed approach to bringing programmes back on track. This also includes ensuring we have the right resources in place to support the delivery of service change programmes.

2.10

Financial Recovery Plan

	<p>The IJB approved the recovery plan in August and progress against this is provided in appendix D. The impact of the plan so far has been to improve the financial position by £0.740m.</p> <p>There are a number of additional actions noted on the plan for which the financial impact cannot be quantified at this stage but these actions are expected to contribute positively to the financial position.</p> <p>The plan will be an iterative document to remain under review. Progress with the financial recovery plan will continue to be monitored to ensure it has the required impact. There is a risk that if the planned impact is not achieved that further actions will require to be added to the plan and these may include actions that would impact on the quality and performance of front line services.</p>
2.11	<p><b>Budget Changes</b></p> <p>The Integration Scheme states that <i>“either party may increase it’s in year payment to the Integration Joint Board. Neither party may reduce the payment in-year to the Integration Joint Board nor Services managed on a Lead Partnership basis.....without the express consent of the Integration Joint Board”</i>.</p> <p>Appendix E highlights the movement in the overall budget position for the partnership following the initial approved budget.</p> <p><b><i>Reductions Requiring Approval:</i></b></p> <p>The specific reductions that the IJB are required to approve are:</p> <ul style="list-style-type: none"> <li>• Medical Pay Award £0.064m – correction to the pay award uplift which was wrongly allocated last month..</li> <li>• Ailsa Hairdressing £0.011m – transferred to the South partnership.</li> <li>• Medical Training Grade adjustment £0.009m - NES have reduced the number of posts being funded by 0.4WTE.</li> </ul> <p>It is recommended that the IJB approve the budget reductions outlined above.</p> <p><b><i>Future Planned Changes:</i></b></p> <p>Further areas which are outstanding and will be included in future reports include:</p> <ul style="list-style-type: none"> <li>• The North Ayrshire share of the Intermediate Care and Rehab (ICR) investment;</li> <li>• The disaggregation of some mental health wards from the lead partnership arrangement.</li> </ul>
2.12	<p><b>Lead Partnerships</b></p> <p><b><i>North Ayrshire HSCP</i></b>  Services managed under Lead Partnership arrangements by North Ayrshire Health and Social Care Partnership are projected to be £0.043m overspent, this includes the allocation of the unachieved CRES target carried forward.</p> <p><b><i>South Ayrshire HSCP</i></b></p>

	<p>Services hosted and/or led by the South Partnership are forecast to overspend by £0.200m as at month 7. This primarily relates to a projected overspend of £0.212m over on the Community Equipment Store.</p>
	<p><b><i>East Ayrshire HSCP</i></b></p> <p>Services managed under Lead Partnership arrangements by East Ayrshire Health and Social Care Partnership are projected to overspend by £0.295m. This represents an improved position on the £1.211m month 4 projected overspend.</p> <p>The overall Primary Care Lead Partnership projected overspend is £0.398m and this variance mainly relates to additional payments within Primary Medical Services to GP practices currently experiencing difficulty (£0.785m). This pressure was offset in the previous financial year by non-recurring slippage on the Primary Care Transformation Fund, as well as non-recurring Dental Services savings. A non-recurring allocation of funding for Out of Hours services £0.305m which has been applied to Ayrshire Urgent Care Services (AUCS) has assisted in reducing the projected overspend. The overspend for AUCS is £0.165m which has improved due to a redesign of appointment allocation and better control of rates through positive management action.</p> <p>Dental Services is projected to underspend by £0.475m however it should be noted that recruitment is ongoing for specialist posts which may impact in the final quarter of the current financial year.</p> <p>Prison and Police Healthcare is projected to underspend by £0.095m predominately as a result of staffing savings which have resulted from vacancies within the service.</p>
	<p>Further work is being taken forward to develop a framework to report the financial position and impact of risk sharing arrangements across the 3 partnerships in relation to hosted or lead service arrangements. This is to ensure the IJB are fully sighted on the impact for the North Ayrshire partnership. The IJB will be kept informed of progress with this work which is being progressed by the Ayrshire Partnership Finance Leads.</p>
2.13	<p><b>Set Aside</b></p> <p>The Integration Scheme makes provision for the Set Aside Budget to be managed in-year by the Health Board with any recurring over or under spend being considered as part of the annual budget setting process.</p> <p>The 2018-19 set aside budget for North HSCP is £28.055m, based on expenditure in 2017-18. The acute directorate, which includes the areas covered by the set aside budget, is projected to overspend of circa £11.4m.</p> <p>129 additional and unfunded beds were open at the 31st March 2018. This had reduced to 58 by the 31<sup>st</sup> October 2018. There are clear plans in place to reduce these in a phased manner ensuring continuation of service and patient safety.</p> <p>During 2017-18 the North Partnerships use of the set aside resources was £28.055m against the NRAC 'fair share' of £26.563m which is £1.492m above the 'fair share'. There is an expectation that the North Partnership will move towards its 'fair share'. The Models of Care programmes including the Intermediate Care and Rehab investment and the Palliative End of Life proposals being developed represent agreed or potential investment by NHS A&amp;A to invest in community services with a view to reducing acute beds. This is in effect a mechanism to reduce the set aside resources.</p>

<b>3.</b>	<b>PROPOSALS</b>
<b>3.1</b>	<b><u>Anticipated Outcomes</u></b>
	<p>Continuing to closely monitor the financial position will allow the IJB to take corrective action where required to ensure the partnership can deliver services in 2018-19 from within the available resource, thereby limiting the financial risk the funding partners, i.e. NAC and NHS AA.</p> <p>The transformational change programme will have the greatest impact on the financial sustainability of the partnership, the IJB require to have a clear understanding of progress with plans and any actions that can be taken to bring the change programme into line.</p>
<b>3.2</b>	<b><u>Measuring Impact</u></b>
	Updates to the financial position will be reported to the IJB throughout 2018-19.
<b>4.</b>	<b>IMPLICATIONS</b>
<b>Financial:</b>	<p>The financial implications are as outlined in the report.</p> <p>Against the full-year budget of £234.552m there is a projected overspend of £0.481m (0.2%). The report outlines the action being taken and proposed action to reduce the projected overspend.</p> <p>The recovery plan totals £1.255m with £0.740m delivered to date. There are a number of other actions are being progressed to reduce the overspend further.</p> <p>The main areas of financial risk which may impact on this position are highlighted in the report.</p>
<b>Human Resources:</b>	None
<b>Legal:</b>	None
<b>Equality:</b>	None
<b>Children and Young People</b>	None
<b>Environmental &amp; Sustainability:</b>	None
<b>Key Priorities:</b>	None
<b>Risk Implications:</b>	If the financial recovery plan does not deliver the required improvement to the financial position there is a risk that further actions will require to be identified and service quality and performance may be compromised to achieve financial balance.
<b>Community Benefits:</b>	None

	Direction to :-	
	1. No Direction Required	√

<b>Direction Required to Council, Health Board or Both</b>	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

<b>4.</b>	<b>CONSULTATION</b>
4.1	<p>This report has been produced in consultation with relevant budget holders and the Partnership Senior Management Team.</p> <p>The report is shared with the Director of Finance for NHS Ayrshire and Arran and the Executive Director Finance and Corporate Support for North Ayrshire Council.</p>
<b>5.</b>	<b>CONCLUSION</b>
5.1	<p>It is recommended that the IJB:</p> <ul style="list-style-type: none"> <li>a) Note the projected year-end overspend of £0.481m;</li> <li>b) Approve the changes in funding as detailed in section 2.12 and Appendix E; and</li> <li>c) Note the impact of the financial recovery plan and the progress being made in delivering financial balance.</li> </ul>

**For more information please contact:**

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# 2018-19 Budget Monitoring Report–Objective Summary as at 31 October 2018

# Appendix A

Partnership Budget - Objective Summary	2018/19 Budget									2018/19	
	Council			Health			TOTAL			Over/ (Under) Spend Variance at Period 6	Movement in projected budget variance from Period 6
	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>COMMUNITY CARE AND HEALTH</b>	<b>53,591</b>	<b>53,589</b>	<b>(2)</b>	<b>11,688</b>	<b>11,827</b>	<b>139</b>	<b>65,279</b>	<b>65,416</b>	<b>137</b>	<b>(156)</b>	<b>293</b>
: Locality Services	24,708	25,488	780	4,178	4,260	82	28,886	29,748	862	691	171
: Community Care Service Delivery	25,793	25,231	(562)	0	0	0	25,793	25,231	(562)	(613)	51
: Rehabilitation and Reablement	1,017	903	(114)	1,437	1,286	(151)	2,454	2,189	(265)	(322)	57
: Long Term Conditions	1,735	1,624	(111)	4,315	4,575	260	6,050	6,199	149	114	35
: Integrated Island Services	338	343	5	1,758	1,706	(52)	2,096	2,049	(47)	(26)	(21)
<b>MENTAL HEALTH SERVICES</b>	<b>23,514</b>	<b>24,017</b>	<b>503</b>	<b>49,361</b>	<b>48,991</b>	<b>(370)</b>	<b>72,875</b>	<b>73,008</b>	<b>133</b>	<b>370</b>	<b>(237)</b>
: Learning Disabilities	18,000	18,813	813	477	349	(128)	18,477	19,162	685	757	(72)
: Community Mental Health	4,131	3,856	(275)	1,628	1,379	(249)	5,759	5,235	(524)	(329)	(195)
: Addictions	1,383	1,348	(35)	1,226	1,177	(49)	2,609	2,525	(84)	(84)	0
: Lead Partnership Mental Health NHS Area Wide	0	0	0	46,030	46,086	56	46,030	46,086	56	26	30
<b>CHIDREN'S AND JUSTICE SERVICES</b>	<b>31,712</b>	<b>31,829</b>	<b>117</b>	<b>3,523</b>	<b>3,131</b>	<b>(392)</b>	<b>35,235</b>	<b>34,960</b>	<b>(275)</b>	<b>(247)</b>	<b>(28)</b>
: Intervention Services	3,772	3,696	(76)	303	317	14	4,075	4,013	(62)	(74)	12
: Looked After & Accomodated Children	16,229	16,680	451	0	0	0	16,229	16,680	451	356	95
: Fieldwork	4,588	4,572	(16)	0	0	0	4,588	4,572	(16)	21	(37)
: CCSF	319	266	(53)	0	0	0	319	266	(53)	(42)	(11)
: Justice Services	2,655	2,655	0	0	0	0	2,655	2,655	0	0	0
: Early Years	321	242	(79)	2,847	2,454	(393)	3,168	2,696	(472)	(469)	(3)
: Policy & Practice	3,828	3,718	(110)	0	0	0	3,828	3,718	(110)	(25)	(85)
: Lead Partnership NHS Children's Services Area Wide	0	0	0	373	360	(13)	373	360	(13)	(14)	1
<b>PRIMARY CARE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,308</b>	<b>49,222</b>	<b>(86)</b>	<b>49,308</b>	<b>49,222</b>	<b>(86)</b>	<b>(86)</b>	<b>0</b>
<b>ALLIED HEALTH PROFESSIONALS</b>				<b>4,570</b>	<b>4,417</b>	<b>(153)</b>	<b>4,570</b>	<b>4,417</b>	<b>(153)</b>	<b>(152)</b>	<b>(1)</b>
<b>MANAGEMENT AND SUPPORT COSTS</b>	<b>4,883</b>	<b>5,006</b>	<b>123</b>	<b>460</b>	<b>1,074</b>	<b>614</b>	<b>5,343</b>	<b>6,080</b>	<b>737</b>	<b>677</b>	<b>60</b>
<b>CHANGE PROGRAMME</b>	<b>658</b>	<b>629</b>	<b>(29)</b>	<b>1,284</b>	<b>1,301</b>	<b>17</b>	<b>1,942</b>	<b>1,930</b>	<b>(12)</b>	<b>52</b>	<b>(64)</b>
<b>TOTAL</b>	<b>114,358</b>	<b>115,070</b>	<b>712</b>	<b>120,194</b>	<b>119,963</b>	<b>(231)</b>	<b>234,552</b>	<b>235,033</b>	<b>481</b>	<b>458</b>	<b>23</b>

# 2018-19 Budget Monitoring Report – Detailed Variance Analysis per service

## Appendix B

	Budget £000's	Projected Outturn £000's	Projected Over/ (Under) Spend Variance £000's	
<b>COMMUNITY CARE AND HEALTH</b>	<b>65,279</b>	<b>65,416</b>	<b>137</b>	
Locality Services	28,886	29,748	862	<p><b>Older People permanent care homes</b> - permanent placements are projected overspend of £0.930m based on 841 placements (584 Nursing and 257 Residential) and an assumption that placements are on a one in one basis to the end of the year. This is an increase of 5 places from prior month. Respite care projected overspend of £0.045m, favourable movement of £0.042m based on the spend to date. This also reflects the £0.300m of agreed funding from the Carers allocation which was agreed as part of the recovery plan in period 4.</p> <p><b>Independent Living Services :</b></p> <ul style="list-style-type: none"> <li>* Direct Payment packages projected underspend of £0.093m on 59 current packages.</li> <li>* Indirect Payment packages no charges to date, projected underspend £0.045m based on prior year spend.</li> <li>* Adult respite care projected overspend £0.050m based on current spend to date.</li> <li>* Residential Packages projected overspend of £0.042m which is an adverse movement of £0.067m based on 39 current packages and an expected net decrease in packages of 2.</li> <li>* Community Packages (physical disability) overspend of £0.428m based on 64 current packages, and an expected decrease of 1 package.</li> </ul> <p><b>Equipment Budget</b> - £0.318m budget for equipment- projected £0.100m underspend in line with approved mitigation.</p> <p><b>Employee costs</b> - projected £0.188m underspend: Money Matters structure approved resulting in part year vacancies.</p> <p><b>NHS Packages of Care</b> - projected overspend of £0.230m due to high use of supplementary staffing.</p> <p><b>District Nursing</b> - projected underspend of £0.165m assuming Band 6 vacancies are filled.</p> <p><b>Income from Charging Orders</b> - over recovery of £0.200m expected per income received to date and projected income receivable.</p>
Community Care Service Delivery	25,793	25,231	(562)	<p><b>Care at home</b></p> <ul style="list-style-type: none"> <li>- <b>in house service</b> - projected underspend of £0.342m based on current costs. The cost of recruiting 30 staff in October and November will be funded by a reduction in casual and overtime costs.</li> <li>- <b>Purchased Care at home</b> - projected underspend of £0.270m based on current level of spend continuing to end of year.</li> </ul> <p><b>Direct Payments</b> - projected underspend of £0.056m based on 33 current package less 10% expected recovery from underspent balances.</p> <p><b>Transport costs</b> - projected overspend of £0.079m due to increase in staff mileage within care at home and ferry charges.</p> <p><b>Admin costs</b> - projected overspend of £0.099m mainly due to mobile phone equipment.</p> <p><b>Voluntary Organisations</b> - projected overspend £0.080m (CLASP HOPE £0.020m and Alzheimer £0.060m).</p> <p><b>Income</b> - projected over recovery £0.142m based on current receipts and an increase in Community Alarm income.</p>



	Budget £000's	Projected Outturn £000's	Projected Over/ (Under) Spend Variance £000's	
Rehabilitation and Reablement	2,454	2,189	(265)	<b>Employee costs</b> - projected underspend £0.190m due to vacancies. Adaptations Budget - £0.487m - projected £0.100m underspend in line with approved mitigation.
Long Term Conditions	6,050	6,199	149	<b>Carers Centres</b> - projected £0.100m underspend based on additional funding for the Carers Strategy. <b>Ward 1</b> - projected overspend of £0.411m assuming current staffing levels continue. <b>Ward 2</b> - projected underspend of £0.045m, assuming funding from East HSCP for Kirklandside Ward. <b>Elderly CMHT</b> - projected underspend of £0.097m assuming current staffing levels continue.
Integrated Island Services	2,096	2,049	(47)	<b>Outwith the threshold for reporting</b>
<b>MENTAL HEALTH SERVICES</b>	<b>72,875</b>	<b>73,008</b>	<b>133</b>	
Learning Disabilities	18,477	19,162	685	<b>Residential Packages</b> - projected underspend of £0.038m based on current 38 packages £2.439m less 2% invoice variances.  <b>Community Packages</b> - projected overspend of £0.635m based on current 338 packages less 9.75% invoice variances and a net movement in year of 3 new packages. Challenge Fund savings of £0.256m expected to be achieved.  <b>Direct Payments</b> - projected overspend of £0.223m based on 40 current packages less 10% underspent balances and an expected increase of 3 packages in year.  <b>Employee costs</b> - projected underspend £0.220m mainly due to vacant posts  <b>Income</b> - projected under recovery of £0.100m based on current receipts and no income from other local authorities for use of Taigh Mor respite service as this is being fully utilised to meet the respite needs of North service users.
Community Mental Health	5,759	5,235	(524)	<b>Community Packages</b> - projected underspend of £0.276m based on 99 packages less assumed invoice differences between planned and actual service delivered plus a net increased of 4 packages. This underspend includes £0.150m in relation to additional funding projected for hospital discharges. <b>Employee costs</b> - projected underspend £0.249m mainly due to vacant posts
Addictions	2,609	2,525	(84)	<b>Addictions Team</b> - projected underspend of £0.084m due to in year vacancies. Assumes that any ADP underspend will require to be carried forward for use in future years.

	Budget £000's	Projected Outturn £000's	Projected Over/ (Under) Spend Variance £000's	
Lead Partnership (MHS)	46,030	46,086	56	<p><b>Adult Community</b> - projected underspend of £0.079m due to vacancies in the crisis team.</p> <p><b>Adult Inpatients</b>- projected overspend of £0.466m due to a delay in bed sale income. The projection assumes three low secure beds from November and a further bed from January.</p> <p><b>UNPACs</b> - projected to underspend by £0.334m. Assumption that there will be no change to NHS GG&amp;C charge and there will be 2 new care packages in-year.</p> <p><b>LDS</b> - projected to underspend by £0.261m due to delay in UNPACs transfer.</p> <p><b>Elderly Inpatients</b> - projected to overspend by £0.399m due to use of supplementary staff.</p> <p><b>CAMHS</b> - projected underspend is £0.370m based on projected staffing levels.</p> <p><b>MH Admin</b> - projected underspend of £0.076m. This is after the transfer of services to East and South.</p> <p><b>Psychiatry</b> - projected to overspend by £0.131m, primarily due to locums and a reduction in Dean funding. EMH Liaison post remains unfunded.</p> <p><b>MH Pharmacy</b> - projected to underspend by £0.082m mainly within substitute prescribing due to the benefit on over-accrual in 2017-18.</p> <p><b>Psychology</b>- projected to underspend by £0.430m based on projected staffing levels.</p> <p><b>CRES target</b> - projected overspend of £0.986m in relation to savings still to be identified.</p> <p><b>Projected underspends in other areas</b> - include Associate Nurse Director budgets £0.033m, slippage on mental health allocations of £0.070m and resource transfer reserve £0.098m.</p>
<b>CHIDREN'S SERVICES AND CRIMINAL JUSTICE</b>	<b>35,235</b>	<b>34,960</b>	<b>(275)</b>	
Intervention Services	4,075	4,013	(62)	<p><b>Employee costs</b> - projected underspend £0.147m mainly due to vacant posts.</p> <p><b>Care Leavers</b> - projected overspend Of £0.057m based on current number of service users.</p>

	Budget £000's	Projected Outturn £000's	Projected Over/ (Under) Spend Variance £000's	
Looked After & Accom Children	16,229	16,680	451	<p><b>Looked After Children placements - projected underspend of £0.408m based on the following:-</b></p> <p><b>Kinship</b> - projected overspend of £0.167m. Budget for 302 placements, currently 319 placements and projecting 320 by the year end.</p> <p><b>Adoption</b> - projected underspend of £0.028m. Budget for 78 placements, currently 68 placements and projecting 71 by the year end.</p> <p><b>Fostering</b> - projected underspend of £0.307m. Budget for 140 placements, currently 116 placements and projecting 130 placements by the year end.</p> <p><b>Fostering Xtra</b> - projected underspend of £0.142m. Budget for 32 placements, currently 26 placements and projecting 26 by the year end.</p> <p><b>Private fostering</b> - projected underspend of £0.080m. Budget for 16 placements, currently 11 placements and projecting 12 by the year end.</p> <p><b>Fostering respite</b>- projected on-line.</p> <p><b>IMPACCT carers</b> - projected underspend of £0.007m based on 3 carers providing support for full year.</p> <p><b>Adoption Fees</b> - projected overspend of £0.070m due to external agency fees and 2 placements from other Councils.</p> <p><b>Residential School placements including community packages</b> - projecting an overspend of £0.812m. Projection based 2 current secure placements, one projected to December, one projected to March. 22 residential and community placements projected to leave as 1 in November, 1 in December, 6 in January and 1 from February with 13 placements remaining at March 2019.</p> <p>Remand budget of £100k, at present projection assumes this will be spent</p> <p><b>Employee Costs</b> - projected underspend of £0.088m due to vacancies.</p>
Fieldwork	4,588	4,572	(16)	<b>Outwith the threshold for reporting</b>
CCSF	319	266	(53)	<b>Employee costs</b> - projected underspend £0.041m mainly due to vacant posts.
Criminal Justice	2,655	2,655	0	<b>Assumed to come in line with budget</b>
Early Years	3,168	2,696	(472)	<p><b>Employee costs</b> - projected underspend of £0.418m due to vacancies.</p> <p><b>CAMHS budget</b> - projected underspend of £0.056m</p>
Policy & Practice	3,828	3,718	(110)	<b>Children with a disability care packages</b> - projected underspend of £0.100m based on current placements.
Lead Partnership (CS & CJ)	373	360	(13)	<b>Outwith the threshold for reporting</b>

	Budget £000's	Projected Outturn £000's	Projected Over/ (Under) Spend Variance £000's	
PRIMARY CARE	49,308	49,222	(86)	Prescribing - projected underspend of £0.086m based on activity to date.
ALLIED HEALTH PROFESSIONALS	4,570	4,417	(153)	Employee costs - projected underspend due to vacancies.
Management & Support Services	5,343	6,080	737	CRES savings - projected overspend of £0.682m relating to CRES savings still to be identified and £0.055m in relation to workforce savings.
CHANGE PROGRAMME and challenge Fund	1,942	1,930	(12)	Outwith the threshold for reporting
TOTAL	234,552	235,033	481	

*Threshold for reporting is + or - £50,000*

# North Ayrshire Health and Social Care Partnership

## 2018/19 Savings

Appendix C

### Council Commissioned Services

Service	Description	RAG Status at budget setting	Updated Rag Status	Gross Saving 2018/19 £000's	Net Saving 2018/19 £000's	Net Saving Projected to be Achieved at Period 7 £000's	Projected Shortfall
Children & Criminal Justice	Children & Criminal Justice Challenge Fund Projects - Investment in Universal Early Years	Green	Amber	100	47	47	-
Children & Criminal Justice	Children & Criminal Justice Challenge Fund Projects - School-based Approach to Reducing Looked After (LAC)/Looked After and Accommodated Numbers(LAAC)	Green	Amber	200	106	106	-
Children & Criminal Justice	Children & Criminal Justice Challenge Fund Projects - Reduction in Needs for Residential School placements enhancing our community supports with a new team.	Green	Amber	536	340	340	-
Children & Criminal Justice	Children & Criminal Justice Challenge Fund Projects - Expansion of the Multi Agency Assessment and Screening Hub (MAASH )	Green	Amber	37	26	26	-
Children & Criminal Justice	Reallocation of Partnership Forum budget with associated savings	Green	Blue	40	40	40	-
Children & Criminal Justice	To reduce the Learning and Development team	Amber	Blue	75	75	75	-
Children & Criminal Justice	Reduction in Staffing	Green	Blue	25	25	25	-
Children & Criminal Justice	To discontinue the mentoring project for young people	Green	Green	25	25	25	-
Community Care & Health	Community Care & Health Challenge Fund Projects - Physical Disabilities	Green	Red	200	200	-	200
Community Care & Health	Community Care & Health Challenge Fund Projects - Reablement	Green	Blue	228	181	181	-
Community Care & Health	Reduction in staff from the Arran social work team	Amber	Blue	13	13	13	-
Community Care & Health	Withdrawal of funding to Crossroads, Largs	Green	Blue	14	14	14	-
Community Care & Health	Additional projected income	Green	Green	155	155	155	-
Community Care & Health	WRVS saving	Green	Blue	8	8	8	-
Community Care & Health	Reduction in Care Home Placements - proposal to reduce 25 placements.	Red	Red	391	391	-	391
Community Care & Health	Reduction in Care at Home	Red	Blue	200	200	200	-

Service	Description	RAG Status at budget setting	Updated Rag Status	Gross Saving 2018/19 £000's	Net Saving 2018/19 £000's	Net Saving Projected to be Achieved at Period 7 £000's	Projected Shortfall
Mental Health	Mental Health - Challenge Fund Projects	Green	Green	226	226	226	-
Mental Health	Redesign and recommission a mental health support service at a reduced cost.	Amber	Blue	30	30	30	-
Mental Health	Reduction in Caley Court Learning Disability Team.	Amber	Green	48	48	48	-
Mental Health	Reduction in staff at Hazeldene Day service	Amber	Green	35	35	35	-
Management & Support	Review all support secondments/posts which could be provided by parent organisations to the HSCP.	Amber	Blue	50	50	50	-
Management & Support	Operational savings generated by the business support review.	Amber	Green	150	150	150	-
Management & Support	Planning and Performance Team - reduction in staffing	Green	Green	37	37	37	-
Cross Service	Pilot Sickness Absence Taskforce within the HSCP	Green	Blue	100	75	75	-
Cross Service	Staff Mileage - 10% reduction across the partnership	Green	Red	40	40	-	40
Cross Service	Bring forward phase 2 Challenge Fund savings from 2019/20 to 2018/19	Green	Blue	250	250	250	-
Cross Service	Cap respite across all services to 35 days	Green	Amber	200	200	130	70
Change and Improvement	Change Team Restructure	Green	Blue	108	108	108	-
Change and Improvement	Integrated Care Fund - reduction in spend and discontinued projects	Green	Blue	218	218	218	-
<b>TOTAL</b>				<b>3,739</b>	<b>3,313</b>	<b>2,612</b>	<b>701</b>

**NHS Commissioned Services**
**Appendix C**

Service	Description	RAG Status at budget setting	Updated Rag Status	Gross Saving 2018/19 £000's	Net Saving 2018/19 £000's	Net Saving Projected to be Achieved at Period 7 £000's	Projected Shortfall
Change and Improvement	Integrated Care Fund - reduction in spend and discontinued projects	Green	Blue	242	242	242	-
Planning and Performance	Change Team Restructure	Green	Blue	108	108	108	-
Mental Health	Review of Psychology Services - Phase 2	Green	Blue	47	47	47	-
Mental Health	Prescribing - Secondary 1%	Amber	Blue	7	7	7	-
Mental Health	Add UNPACS 1%	Amber	Blue	23	23	23	-
Mental Health	Psychiatry 1%	Amber	Blue	55	55	55	-
Mental Health	Addictions 1%	Amber	Blue	13	13	13	-
Community Care & Health	Arran	Amber	Blue	20	20	20	-
Community Care & Health	Delayed Discharge Funding	Green	Blue	53	53	53	-
Community Care & Health	District Nursing Supplies	Green	Blue	7	7	7	-
Community Care & Health	Reduction in staffing - Arran	Green	Blue	30	30	30	-
Cross Service	Supplies	Green	Blue	80	80	80	-
Cross Service	Transport	Green	Blue	5	5	5	-
Cross Service	Savings carried forward from 2017/18	Red	Red	2,557	2,557	889	1,668
Cross Service	Workforce saving allocation	Red	Red	55	55	-	55
<b>TOTAL</b>				<b>3,302</b>	<b>3,302</b>	<b>1,579</b>	<b>1,723</b>
<b>GRAND TOTAL</b>				<b>7,041</b>	<b>6,615</b>	<b>4,191</b>	<b>2,424</b>

**Financial Recovery Plan (IJB approved Sept 2018)**
**Appendix D**

Ref	Service Area	Recovery Action Proposed	Status: Complete In Progress Delayed	Estimated Benefit £ 000's	Achieved (included in the projected outturn) £ 000's	Remaining Balance £ 000's	Responsible Officer
1	Care Homes	Phased reduction in care home numbers as more people will be supported at home. This would focus on a reduction in residential care placements by utilising the capacity in community services (eg care at home, district nursing) to support people to remain supported in their own homes.	Complete	200	200	-	Stephen Brown (David Rowland)
2	Learning Disability	From September there will be a full time care manager seconded to a dedicated learning disability review team. This will assist in achieving the planned Challenge Fund savings and contribute to the financial recovery plan.	In Progress	100	-	100	Thelma Bowers
3	Learning Disability	Sleepovers - the current sleepovers are being reviewed to assess which could be provided using the existing out of hours responder service. There is not currently a savings target aligned to sleepover services.	In Progress	100	-	100	Thelma Bowers
4	Learning Disability	Review of all 2:1 supports for clients, from reviews already undertaken a reduction has been delivered, plan to review remaining supports.	In Progress	75	-	75	Thelma Bowers
5	Cross Service	Review of all transition cases (e.g. LD adults aged 65+) to ensure the appropriate care is provided (saving is estimate net of alternative care provision).	In Progress	150	-	150	Thelma Bowers
6	Cross Service	Audit of compliance with the charging policy to ensure consistency of application across services.	In Progress	50	-	50	Caroline Whyte
7	Carers	Increased demand for Respite services, contributing to overall overspend, use element of Carers Act funding for support for respite. Non recurring basis for 2018-19, reviewed as part of 2019-20 budget in line with plan for Carer's Act funding and implementation.	Complete	300	300	-	Stephen Brown (David Rowland)
8	Equipment	Temporary reduction (2018-19 only) in the equipment budget due to the Challenge Fund investment being used to clear the waiting list. This will be kept under review together with any waiting lists and impact on delivery of community based services.	Complete	100	100	-	Stephen Brown (David Rowland)
9	Adaptations	Temporary reduction (2018-19 only) in the adaptations budget. This will be kept under review together with any waiting lists and impact on delivery of community based services.	Complete	100	100	-	Stephen Brown (David Rowland)
10	MH Inpatients	Current plans assume 4 bed sales to support service costs, actively market a 5th bed.	In Progress	40	-	40	Thelma Bowers
11	Learning Disability	Cease payment of Resource Transfer for a historic arrangement in relation to one patient moving outwith NHS A&A.	Complete	40	40	-	Thelma Bowers
<b>TOTAL</b>				<b>1,255</b>	<b>740</b>	<b>515</b>	



### Other actions being taken:

Ref	Service Area	Action	Responsible Officer
1	Learning Disability	Extension of CM2000 to adult services which will enable payment to care providers based on actual service delivered. Greatest potential impact will be from 2019-20.	Thelma Bowers
2	Learning Disability	Developing alternative approaches to personal assistant provision to accompany service users to social events	Thelma Bowers
3	Learning Disability	Developing alternative approaches to transport for service users to social events.	Thelma Bowers
4	Cross Service	The partnership vacancy scrutiny group continues to review all vacant posts which leads to non-recurring savings. This has been added to by the NHS also undertaking a workforce management review group.	Stephen Brown
5	Cross Service	The absence pilot approved by the IJB in August may lead to reduced sickness rates and associated reduced absence related costs.	Julie Davis
6	Mental Health	A review and redesign of Elderly Mental Health wards is being undertaken. There will be no savings in 2018-19 but outcome may reduce the projected overspend.	Thelma Bowers
7	Commissioned services	Review all outstanding contractual uplifts	Caroline Whyte

## 2018/19 Budget Reconciliation

## Appendix E

<b>COUNCIL</b>	<b>Period</b>	<b>Permanent / Temporary</b>	<b>Budget £000's</b>
Initial Approved Budget	2		92,353
Resource Transfer	2	P	22,317
ICF Procurement Posts - Transfer to Procurement	2	T	(89)
Additional Pension Costs	4	P	(9)
Reduction in Criminal Justice Settlement	5	P	(243)
Budget from Education - Activity Agreements at Rosemount	6	T	29
<b>Period 7 reported budget</b>			<b>114,358</b>

<b>HEALTH</b>	<b>Period</b>	<b>Permanent / Temporary</b>	<b>Budget £000's</b>
Initial Approved Budget (including estimated pay award funding)	2		138,638
Resource Transfer	2	P	(22,317)
GIRFEC – Health Visitors	3	P	47
Remove estimated pay award	4	P	(1,496)
Actual pay award	4	P	1,462
Specialist Pharmacist upgrade	4	P	11
MH Admin – transfer to East and South	5	P	(1,198)
NES junior doctor funding	5	P	(80)
HD424 - NMAHP Clinical Lead	5	P	16
Allocation of the AHP budget	6	P	4,570
Mental Health Strategy - Action 15	6	P	571
ADP CRES Reduction	6	P	462
Medical Pay Award	6	P	204
Medical Training Grade Adjustment	6	P	49
Band 3 Admin funding transferred from East	6	P	14
Breast Feeding Programme - Health Visitor	6	P	9
Mental Health Admin Split to South/East(Supplies)	6	P	(72)

Prescribing Reduction	6	P	(567)
Biggart Ward Closure 2017 - North Split	7	P	10
Medical Pay Award Correction	7	P	(64)
Ailsa Hairdressing transferred to South	7	P	(11)
Medical Training Grade Adjustment	7	P	(9)
Workforce saving allocation	7	P	(55)
<b>Period 7 reported budget</b>			<b>120,194</b>

<b>GRAND TOTAL</b>			<b>234,552</b>
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**NORTH AYRSHIRE COUNCIL**

**29 January 2019**

**Audit and Scrutiny Committee**

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**Title:** **Housing Services Annual Performance Update**

**Purpose:** To provide the Committee with an overview of Housing Services performance against the Scottish Government's Social Housing Charter indicators for 2017/18 and also the key findings of the 2018 Tenant Satisfaction Survey.

**Recommendation:** That the Committee (i) notes the Housing performance information contained in this report; and (ii) notes that Housing Services performance reports will be produced annually for the Committee.

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**1. Executive Summary**

- 1.1 North Ayrshire Council's sector leading Housing Service has been ranked 1st for service and value for money in the Scottish Housing Network's benchmark comparison of Scotland's local authorities for 2017/18.
- 1.2 Housing Services continues to perform excellently in a number key areas of our service. We are the top performing local authority in Scotland in terms of managing our void properties quickly and efficiently. Despite the roll out of Universal Credit Full Service in North Ayrshire late last year, we retained our position as third in Scotland for rent arrears levels.
- 1.3 We have a robust process for managing antisocial behaviour, and are ranked first in Scotland for the percentage of cases resolved within our locally agreed targets. Our efficient homeless service ensures applicants spend the least amount of time in temporary accommodation across Scotland, whilst over 98% of homeless customers are satisfied with the quality of their temporary accommodation.
- 1.4 Our most recent tenant satisfaction survey was undertaken over the summer, and we have seen a marked improvement in satisfaction across the majority of areas since our last survey in 2016, which will improve our overall performance in the next reporting year.
- 1.5 This report outlines the Council's excellent performance across a number of areas and also highlights improving satisfaction with the services we provide to tenants and other customers.

## 2. Background

### Housing Services Performance

- 2.1 The Scottish Housing Regulator (the Regulator) requires all social landlords to provide them with key information on their performance in achieving the outcomes and standards in the Scottish Social Housing Charter (the Charter). The Regulator uses landlords' Annual Return on the Charter (ARC) submissions to report publicly on their progress in achieving the Charter outcomes and standards.
- 2.2 The Scottish Government's Social Housing Charter sets out the standards and outcomes that tenants and other customers can expect from social landlords, in terms of the quality and value for money of the services they receive, the standard of their homes, and opportunities for communication and participation in the decisions that affect them.
- 2.3 Each year, social landlords send the Regulator information to show how they have performed against the standards and outcomes of the Charter and the Scottish Housing Network (SHN) uses this information to benchmark and report on local authority Housing Services performance, as attached at appendix 1.
- 2.4 The Council continues to perform very well across a number of Charter indicators. The following information compares some of the key data from 2017/18 against performance information from 2016/17. The data also benchmarks our performance against the national average. The ARC was submitted to the Regulator in May 2018. Information relating to satisfaction levels was taken from the Tenants Satisfaction Survey in 2016.

- Indicator 7 – Percentage of stock meeting the Scottish Housing Quality Standard

	2016/17	2017/18
<b>NAC</b>	<b>98.67</b>	<b>99.14</b>
National Average	93.63	94.20

- Contextual Indicator 33 – Percentage of houses meeting the Energy Efficiency Standard for Social Housing

	2016/17	2017/18
<b>NAC</b>	<b>94.70</b>	<b>97.00</b>
National Average	74.50	79.90

- Indicator 11 – Average length of time taken to complete emergency repairs (hours)

	2016/17	2017/18
<b>NAC</b>	<b>2.53</b>	<b>2.30</b>
National Average	4.66	3.96

- Percentage of emergency repairs completed within 4hrs target (Scottish Housing Network)

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>97.4</b>	<b>96.2</b>
National Average	93.9	96.8

- Indicator 12 – Average length of time taken to complete non-emergency repairs (days)

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>7.85</b>	<b>5.51</b>
National Average	7.08	6.38

- Percentage of non-emergency repairs completed within target (Scottish Housing Network)

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>99.5</b>	<b>99.9</b>
National Average	91.4	92.9

- Indicator 15 – Percentage of properties that require a gas safety check and completed by the anniversary date

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>99.77</b>	<b>99.97</b>
National Average	99.89	99.81

- Contextual Indicator 17 – Average weekly rent (COSLA)

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>66.52</b>	<b>£68.38</b>
National Average	67.74	£70.55

- Indicator 30 – Rent collected from tenants as a percentage of total rent due

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>99.84</b>	<b>99.75</b>
National Average	99.61	99.38

- Indicator 31 – Gross rent arrears (all tenants) as at 31 March as a % of rent due

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>3.39</b>	<b>3.59</b>
National Average	5.30	5.18

- Indicator 34 – Percentage of rent lost through properties being empty

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>0.33</b>	<b>0.35</b>
National Average	0.87	0.74

- Indicator 35 – Average length of time to re-let properties in the last year (days)

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>15.44</b>	<b>16.71</b>
National Average	31.53	30.72

- Indicator 28 - the percentage of homeless households satisfied with the quality of temporary or emergency accommodation

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>98.21</b>	<b>98.24</b>
National Average	85.89	87.92

### **Homelessness Information (taken from Scottish Government Homelessness statistics)**

- HL1 – Average number of weeks to close a case

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>26</b>	<b>26</b>
National Average	34	34

- HL1 – Assessment within 4 weeks

	<b>2016/17</b>	<b>2017/18</b>
<b>NAC</b>	<b>96.1</b>	<b>99.5</b>
National Average	87.8	88.6

- HL3 – Temporary Accommodation length of stay (days)

	<b>2017/18</b>
<b>NAC</b>	<b>130</b>
National Average	171



## Tenants Satisfaction Survey 2018

- 2.5 The Council commissioned an independent market research agency to carry out the 2018 tenant satisfaction survey on our behalf. A total of 1,500 interviews were carried out with the Council's tenants in order to assess satisfaction with the Council and the services it provides. Interviews took place between the 29th June and the 7th August 2018.
- 2.6 Key findings and changes in satisfaction levels from the survey will be reported to the Scottish Housing Regulator in our next ARC submission in May 2019. Some of the key findings are listed in Table 1 and the full report is attached at appendix 2.

Table 1 – Key findings from 2018 Tenant Satisfaction Survey

Scottish Housing Regulator indicators				
	2013	2016	2018	Movement Since 2016
Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by North Ayrshire Council as your landlord? ( <i>% very/ fairly satisfied</i> )	91%	88%	93%	+5%
How good or poor do you feel North Ayrshire Council Housing Services is at keeping you informed about their services and decisions? ( <i>%very good/ fairly good</i> )	97%	83%	94%	+11%
How satisfied or dissatisfied are you with the opportunities given to you to participate in North Ayrshire Council Housing Services decision making process? ( <i>% very/ fairly satisfied</i> )	89%	89%	94%	+5%
Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by North Ayrshire Council Housing Services? ( <i>% very/ fairly satisfied</i> )	93%	82%	92%	10%
Overall, how satisfied or dissatisfied are you with the quality of your home? ( <i>% very/ fairly satisfied</i> )	92%	86%	94%	+8%
Overall, how satisfied or dissatisfied are you with your landlord's management of the neighbourhood you live in? ( <i>% very/ fairly satisfied</i> )	93%	86%	92%	+6%
Taking into account the accommodation and services North Ayrshire Council provides, to what extent do you think that the rent for this property represents good or poor value for money? Is it... ( <i>% very good value/ fairly good value</i> )	79%	74%	92%	+18%

- 2.7 For the majority of key indicators, there has been an increase in overall satisfaction for the period from 2016 to 2018.
- 2.8 Overall satisfaction is high, with 93% of tenants who responded stating that they are very or fairly satisfied with the overall service provided by North Ayrshire Council as their landlord.

Tenant priorities in terms of landlord services were:

- Day to day repairs service (85%)
- Planned improvements to their home (57%)
- Managing the common areas around their home (53%)

- 2.9 The repairs service is top priority for tenants and, positively, has seen a significant increase in satisfaction compared to 2016, rising from 82% satisfied with the last repair they had carried out in the last 12 months to 92%. Moreover, satisfaction with a range of aspects of the repairs service have all increased, most notably so with regard to the follow up service (rising from 69% to 93% satisfaction) and the repair being carried out properly first time (rising from 79% to 92% satisfaction).
- 2.10 Planned improvements to the home was tenants' second top priority and also an area where significant increases in satisfaction have been seen, with 95% of those who have had major works carried out stating that they were satisfied overall with the major works service. This has increased from 87% in 2016. Quality of the home has also seen an increase in satisfaction rising from 86% in 2016 to 94% in 2018.
- 2.11 In terms of management of the neighbourhood, satisfaction has also increased compared to 2016 rising from 86% satisfaction up to 92% satisfaction in 2018.
- 2.12 In terms of heating the home, 84% of tenants stated they find it either very or fairly easy to heat their home to a comfortable level in the winter months, 8% find it neither easy nor difficult and 8% find it difficult. The main reasons for this were noted as being the cost of fuel. 16% of respondents said that they spent more than 10% of their household income on fuel (defined as being in fuel poverty). The groups most likely to report being in fuel poverty were households with children and those who were long term sick or disabled.
- 2.13 The methods of customer contact used and preferred remain similar to those reported in previous years with telephone being the method that is both most likely to be used (68%) and preferred (68%) for contact. Satisfaction with customer contact by telephone is very high for the majority of factors, however, satisfaction with the quality of advice and assistance given is lower (81%) and has fallen since 2016 (91%). Satisfaction in this respect is lower in particular when contact relates to complaints.

2.14 The survey asked about awareness of a range of support services provided by North Ayrshire Council Housing Services. Awareness has fallen for these services.

- 14% aware of Housing Support Service (45% in 2016)
- 19% aware of the Welfare Reform Advice Team (41% in 2016).

2.15 Where tenants stated that they were aware of these services, the source of awareness was often via letters or newsletters, or Council staff. This also correlates with how tenants wish to be kept informed:

- 58% wish to be kept informed via individual letters or leaflets sent to their home
- 55% wish to be kept informed via newsletters
- 13% wish to be kept informed by telephone.
- 8% wish to be kept informed via website.

2.16 Despite the fact that awareness has fallen, satisfaction has tended to increase with respect to these services:

- 91% satisfied with Housing Support Service (87% in 2016)
- 97% satisfied with the Welfare Reform Advice Team (94% in 2016)

2.17 Tenants were very positive about being kept informed with 94% stating that they believe the Council's Housing Services were either very good or fairly good in that respect (increasing from 83% in 2016). Ratings were high and increasing with respect to letters and leaflets sent to their home (98% rate as good) and the newsletter (90% rate as good). These are also the ways in which tenants were most likely to say they get information from the Council's Housing Services (87% letter / leaflets sent to the home and 78% newsletters).

2.18 The vast majority of tenants (94%) were satisfied with the opportunities given to them to participate in North Ayrshire Council Housing Services decision making processes. This has increased from 87% in 2016. Awareness of how to become a member of a Tenants or Residents Association has also risen (from 40% in 2016 to 54% in 2018). Despite this, fewer tenants stated that they are interested in participating in the Council's decision making processes with 90% stating that they are not interested in getting involved (up from 60% in 2016).

2.19 Perception of value for money for rent has increased to 92% (rising from 74% in 2016). Moreover, where tenants have had contact with the housing office regarding rent difficulties, the service provided is rated very positively with 90% stating that the service provided was either very or fairly good (rising from 84% in 2016). However, wider awareness of this service is lower with just over half of tenants (53%) stating that they were aware that if they had rent arrears North Ayrshire Council may offer them debt advice or refer them to other agencies. Moreover 35% stated that they did not know that North

Ayrshire Council would do if they were having difficulties paying their rent (increasing from 19% in 2016).

2.20 The Housing management team and internal working groups have analysed the ARC and Tenant Satisfaction information. They will continue to benchmark against other local authorities to identify other areas of best practice and ideas for improvement. The Tenants satisfaction survey has helped us understand what is important to tenants and how satisfied they currently are. Whilst the survey shows that the majority of tenants are satisfied with their homes, their estates and the services provided by us we recognise that our service can be improved in some areas.

### 3. Proposals

3.1 It is proposed that a report on Housing Services performance is produced annually for the Committee.

### 4. Implications

<b>Financial:</b>	There are no financial implications as a result of this report.
<b>Human Resources:</b>	There are no human resources implications as a result of this report.
<b>Legal:</b>	There are no legal implications as a result of this report.
<b>Equality:</b>	There are no equality implications as a result of this report.
<b>Children and Young People:</b>	There are no implications for children and young people as a result of this report.
<b>Environmental &amp; Sustainability:</b>	There are no environmental and sustainability implications as a result of this report.
<b>Key Priorities:</b>	Excellent performance across the Housing service supports the Council Plan strategic priority 'supporting our people to stay safe, healthy and active'.
<b>Community Benefits:</b>	Better performance in Housing Services can be translated into better services and improved value for money for tenants.

### 5. Consultation

5.1 The Council takes a collaborative approach to performance improvement and the following stakeholders have been involved in the review process:

- Scottish Housing Regulator
- Scotland's Housing Network
- North Ayrshire Tenants Network

- North Ayrshire Council tenants

5.2 The Housing management team review performance with staff at all levels through monthly team meetings, Service development meetings and individual staff performance meetings.



YVONNE BAULK  
Head of Physical Environment

For further information please contact **Yvonne Baulk, Head of Physical Environment** on **01294 324542**.

### **Background Papers**

Appendix 1 – Scottish Housing Network Benchmark Annual Performance Review

Appendix 2 – Tenants Satisfaction Survey 2018

# North Ayrshire Council

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PERFORMANCE ANALYSIS 2017/18

# Peer group

Medium LAs

10,000 to 20,000

+ South Ayrshire Council

- Aberdeenshire Council
- Dundee City Council
- East Ayrshire Council
- Falkirk Council
- **North Ayrshire Council**
- Renfrewshire Council
- The Highland Council
- West Dunbartonshire Council
- West Lothian Council
  
- South Ayrshire Council

# Satisfaction

## Survey details

- Tenants surveyed: **1000**
- Method: **Face-to-face**
- Date: **January 2016 for ARC**
- All LAs: **14 new surveys, 13 older data**

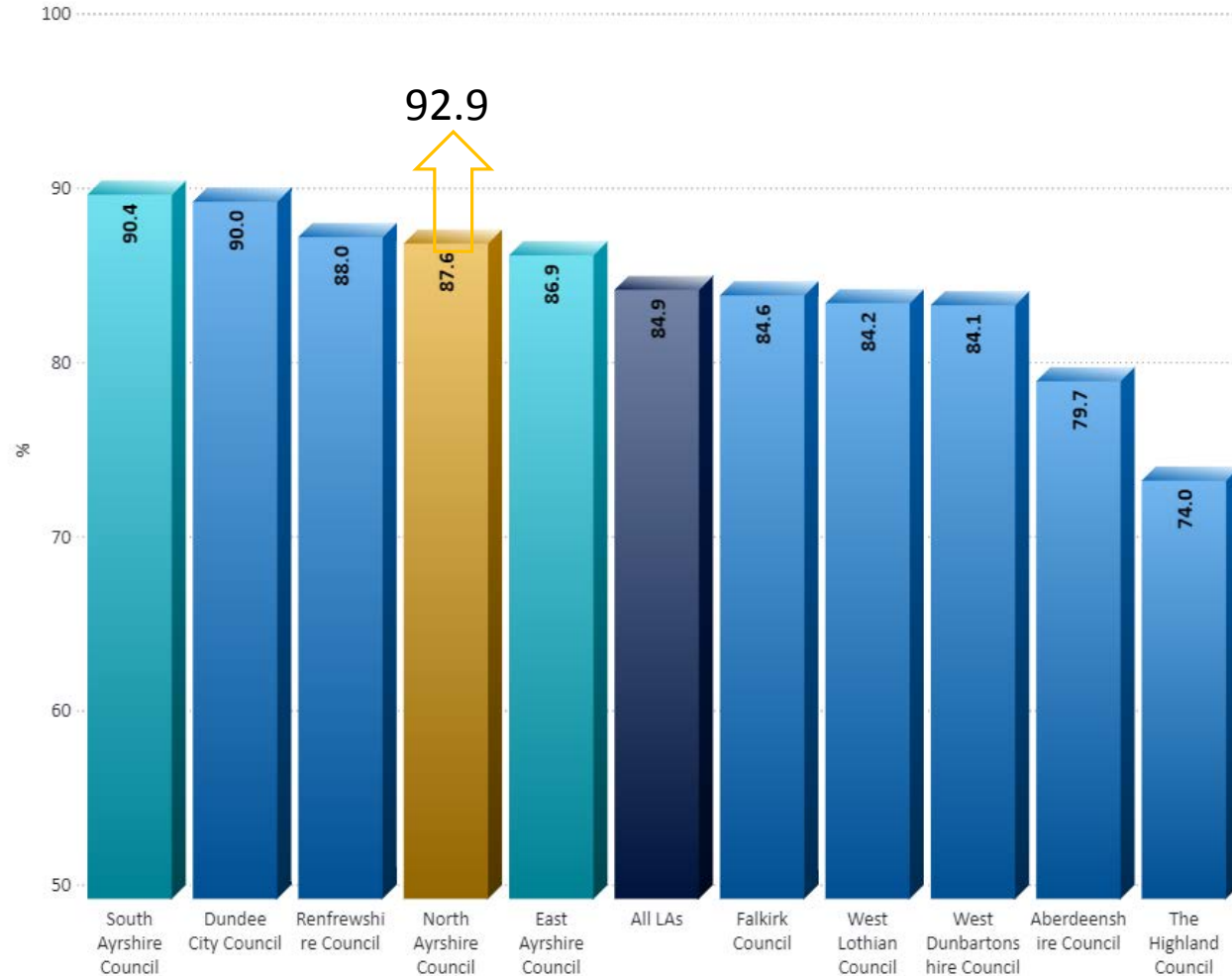


# Satisfaction

**Indicator 1:** Percentage of tenants satisfied with overall service.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>87.6</b>	<b>87.6</b>	<b>87.6</b>
Small LAs	81.6	85.7	84.5
Medium LAs	83.3	84.1	84.3
Large LAs	86.8	86.5	86.7
All LAs	83.3	85.3	84.9
National Average	89.0	90.2	90.7

I1: Overall Satisfaction

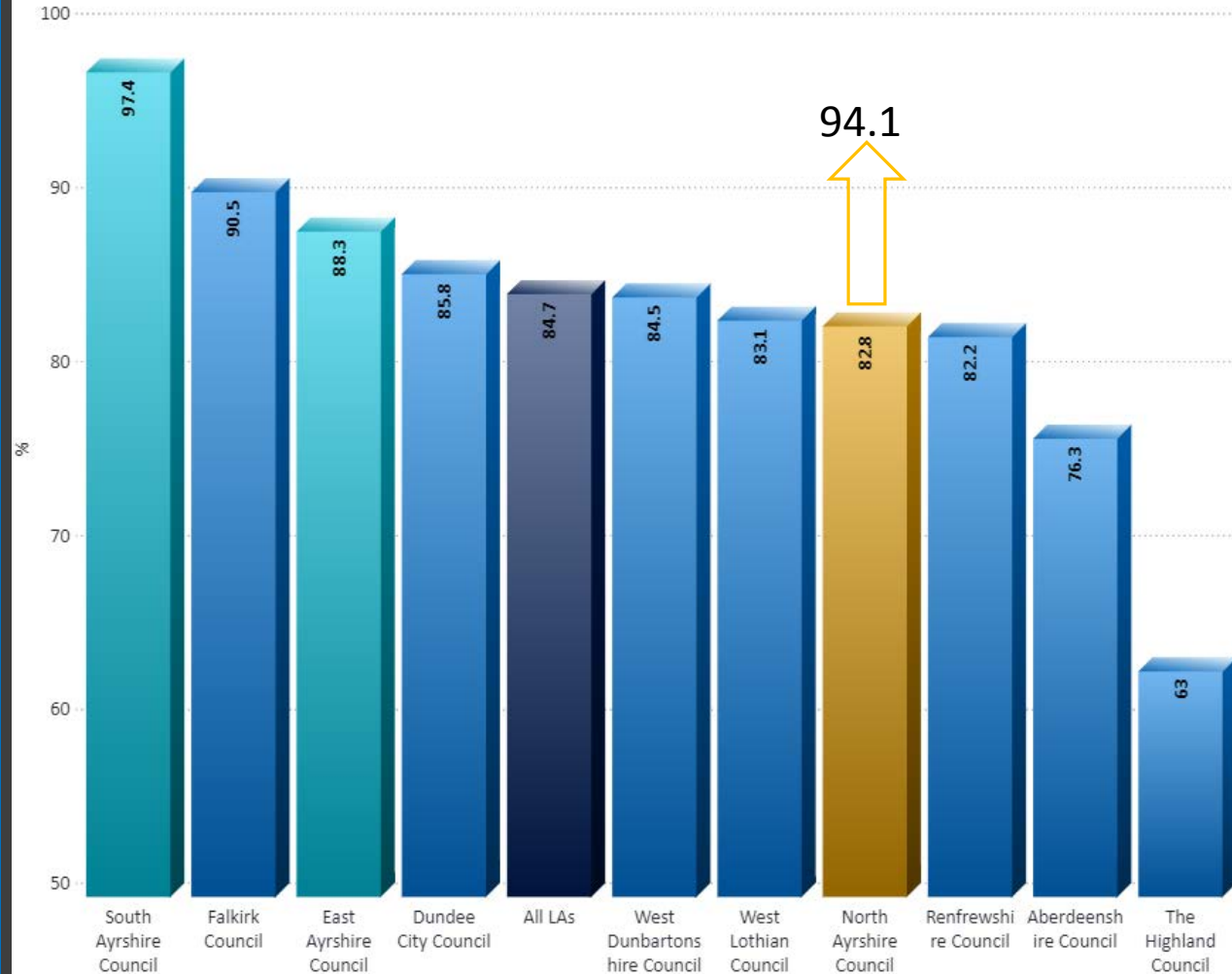


# Satisfaction

**Indicator 3:** percentage of tenants who feel their landlord is good at keeping them informed about their services and outcomes

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>82.8</b>	<b>82.8</b>	<b>82.8</b>
Small LAs	80.9	86.5	86.4
Medium LAs	79.7	81.7	81.8
Large LAs	85.4	84.9	85.3
All LAs	81.5	81.5	84.7
National Average	90.6	91.1	92.2

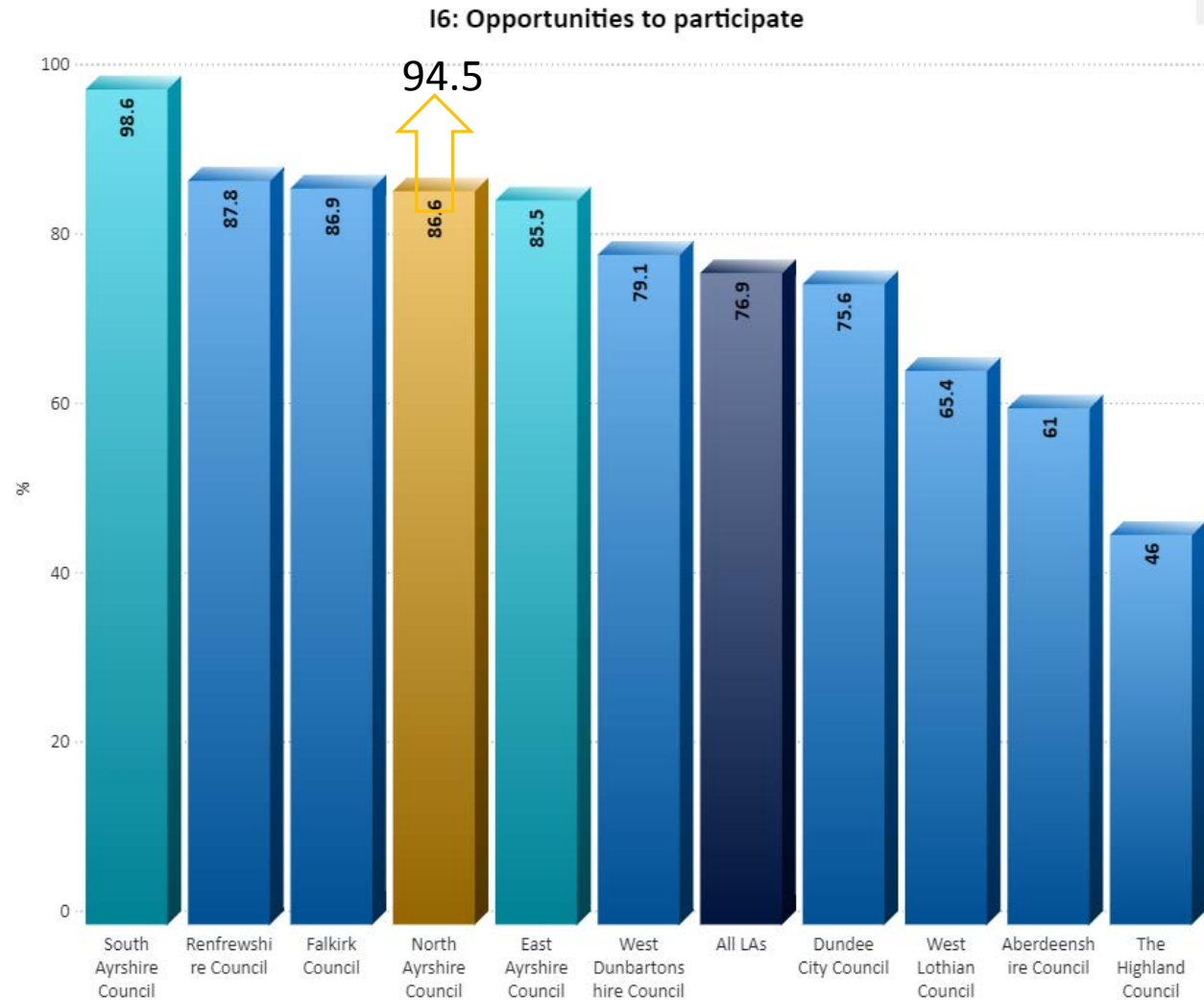
## I3: Keeping tenants informed



# Satisfaction

**Indicator 6:** percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>86.6</b>	<b>86.6</b>	<b>86.6</b>
Small LAs	69.7	78.2	78.4
Medium LAs	70.4	71.7	74.9
Large LAs	76.0	74.0	77.0
All LAs	71.3	72.4	76.9
National Average	81.3	83.8	86.4

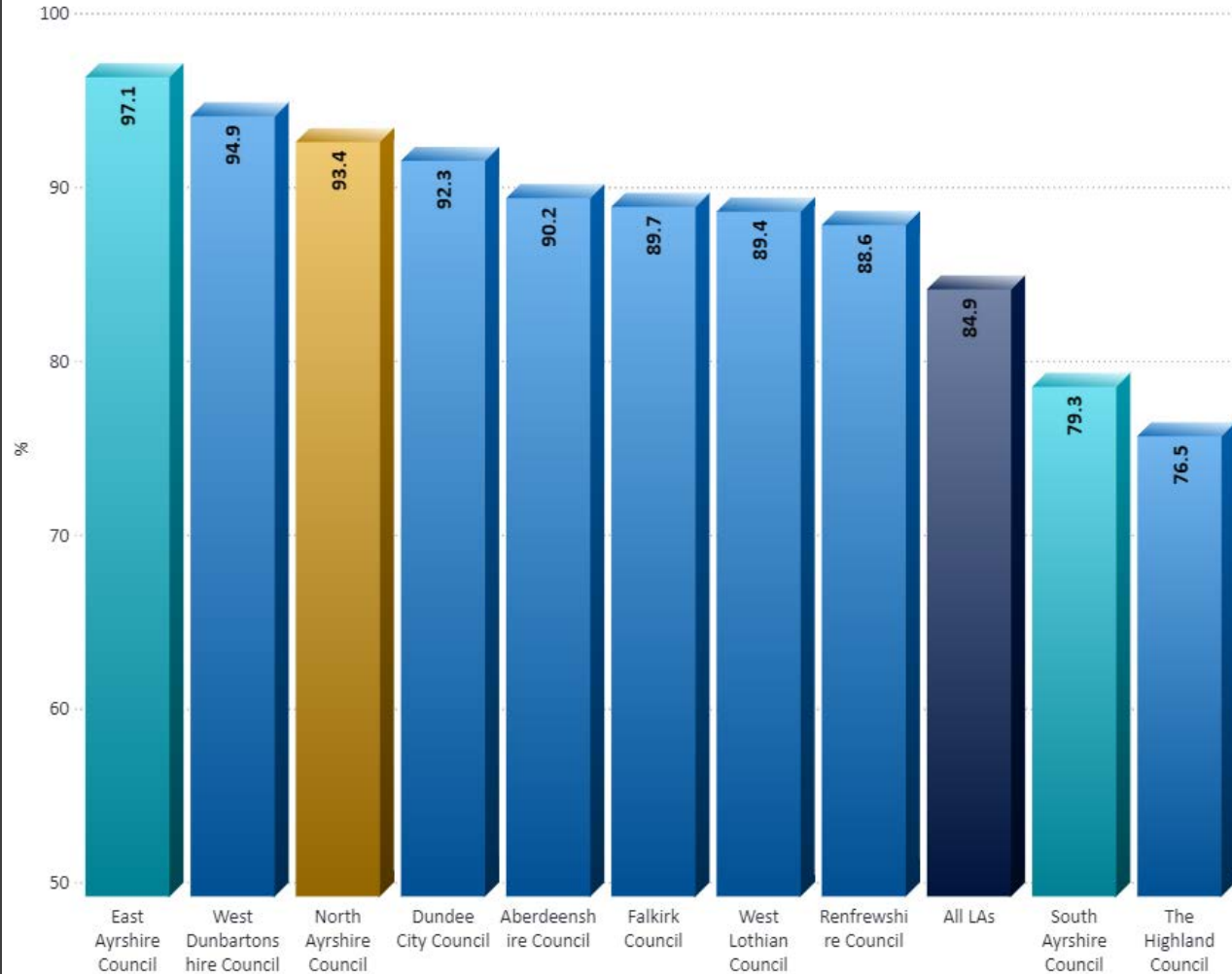


# Satisfaction

**Indicator 9:** percentage of tenants satisfied with the standard of their home when moving in

%	2015/16	2016/17	2017/18
NAC	90.8	90.8	93.4
Small LAs	83.0	84.2	83.3
Medium LAs	86.5	86.4	90.2
Large LAs	83.4	82.2	80.3
All LAs	84.3	85.0	84.9
National Average	87.7	90.0	90.2

I9: Standard of home when moving in

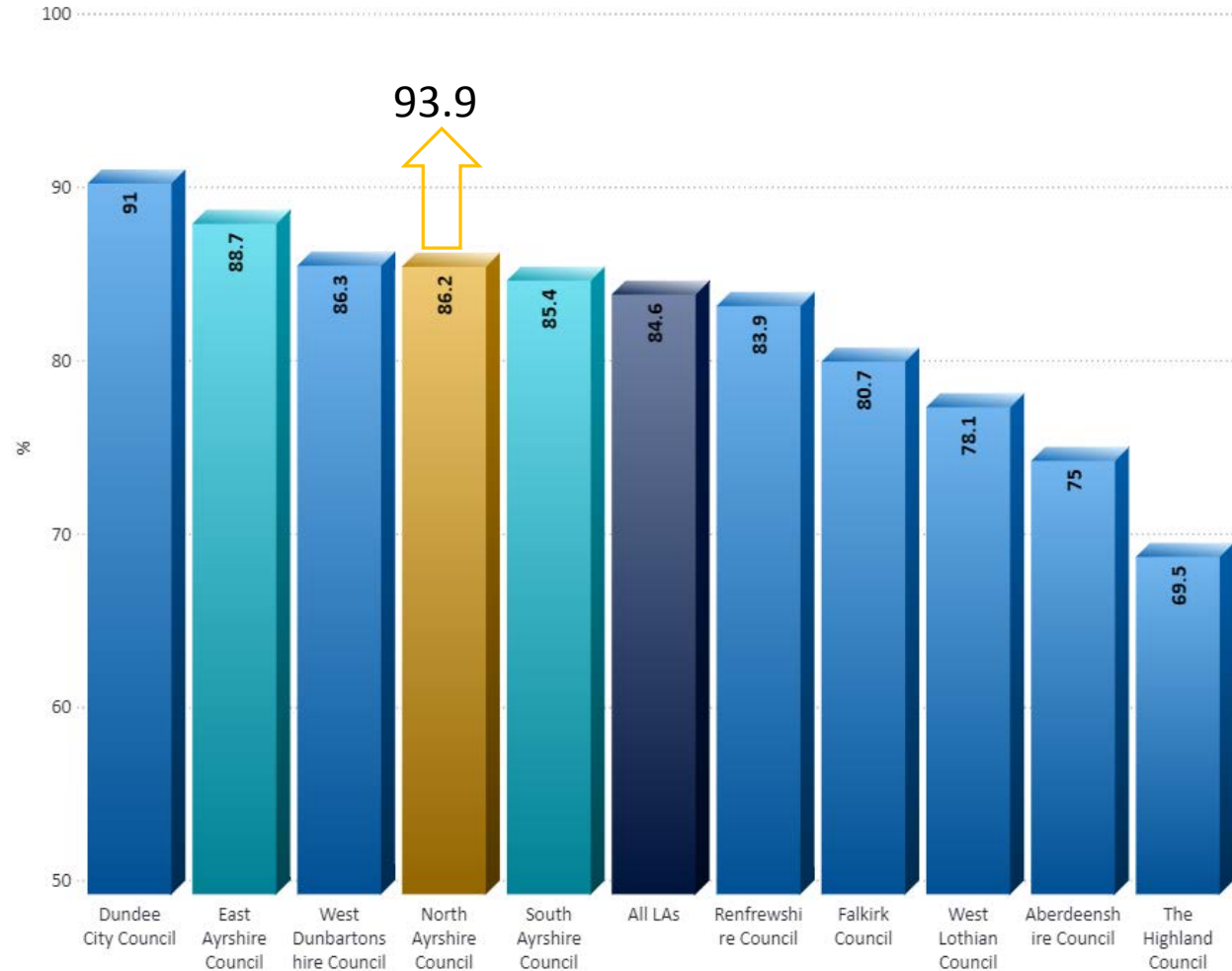


# Satisfaction

**Indicator 10:** percentage of existing tenants satisfied with the quality of their home.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>86.2</b>	<b>86.2</b>	<b>86.2</b>
Small LAs	84.6	83.3	85.3
Medium LAs	81.7	82.3	82.2
Large LAs	85.4	87.0	86.8
All LAs	83.8	80.8	84.6
National Average	86.5	86.9	88.4

I10: Quality of home

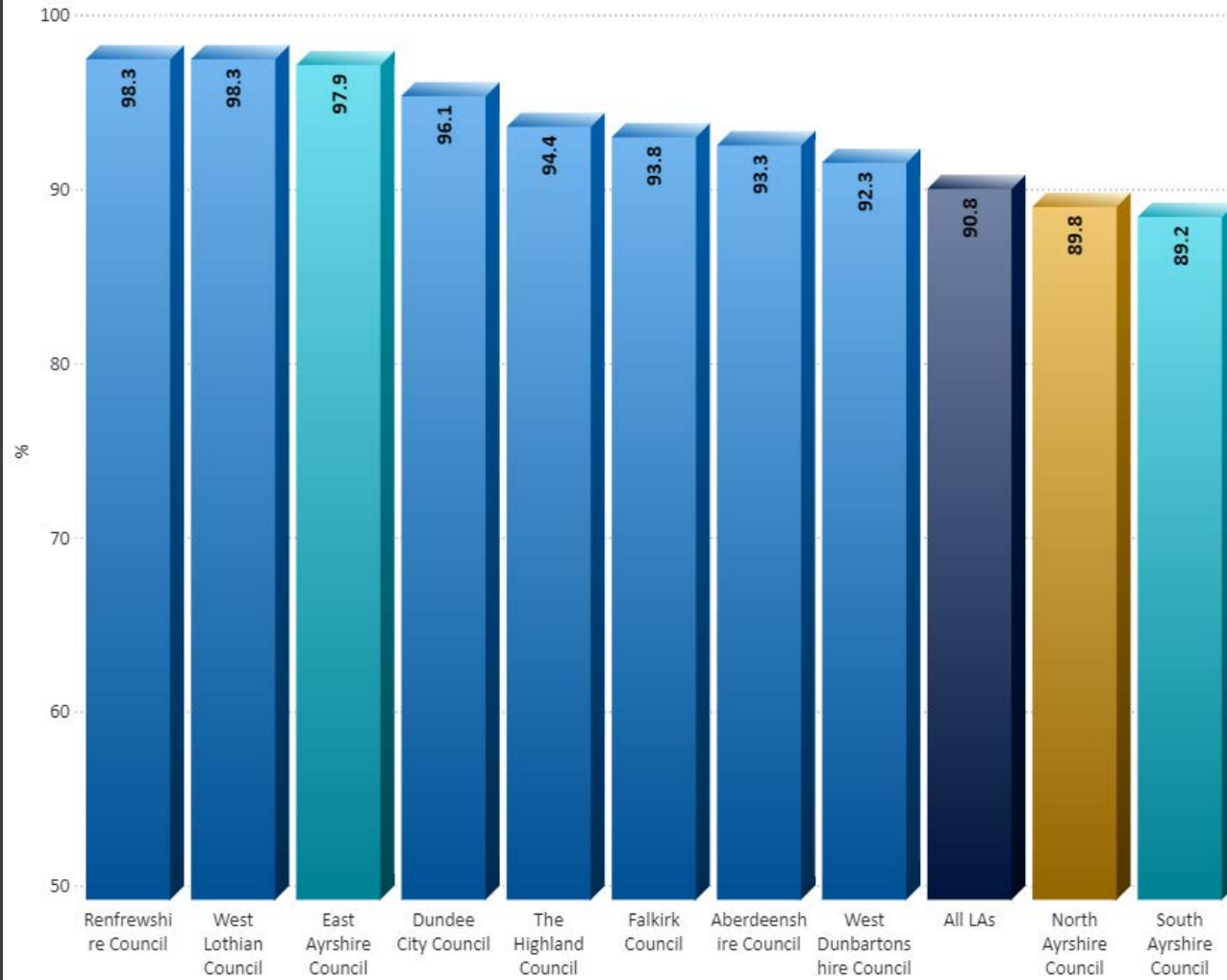


# Satisfaction

**Indicator 16:** percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>94.2</b>	<b>93.0</b>	<b>89.8</b>
Small LAs	84.3	86.2	86.9
Medium LAs	91.1	92.8	94.9
Large LAs	90.6	90.5	92.4
All LAs	88.0	86.2	90.8
National Average	90.0	90.6	92.1

I16: Repairs Service

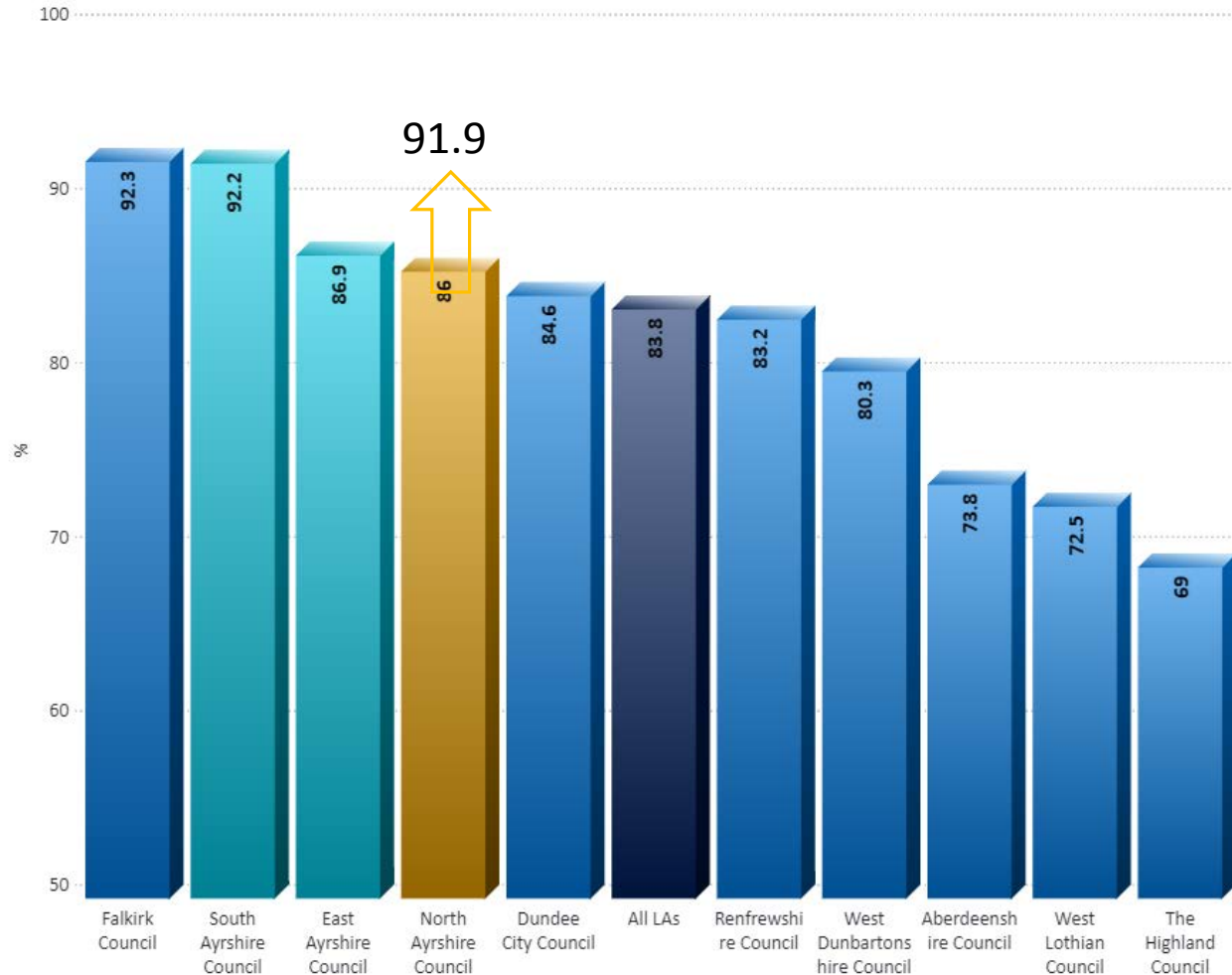


# Satisfaction

**Indicator 17:** Percentage of tenants satisfied with the management of the neighbourhood they live in

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>86.0</b>	<b>86.0</b>	<b>86.0</b>
Small LAs	80.9	83.6	83.7
Medium LAs	81.1	83.0	81.0
Large LAs	84.1	86.2	85.9
All LAs	81.2	80.7	83.8
National Average	86.0	87.1	88.5

I17: Management of the neighbourhood

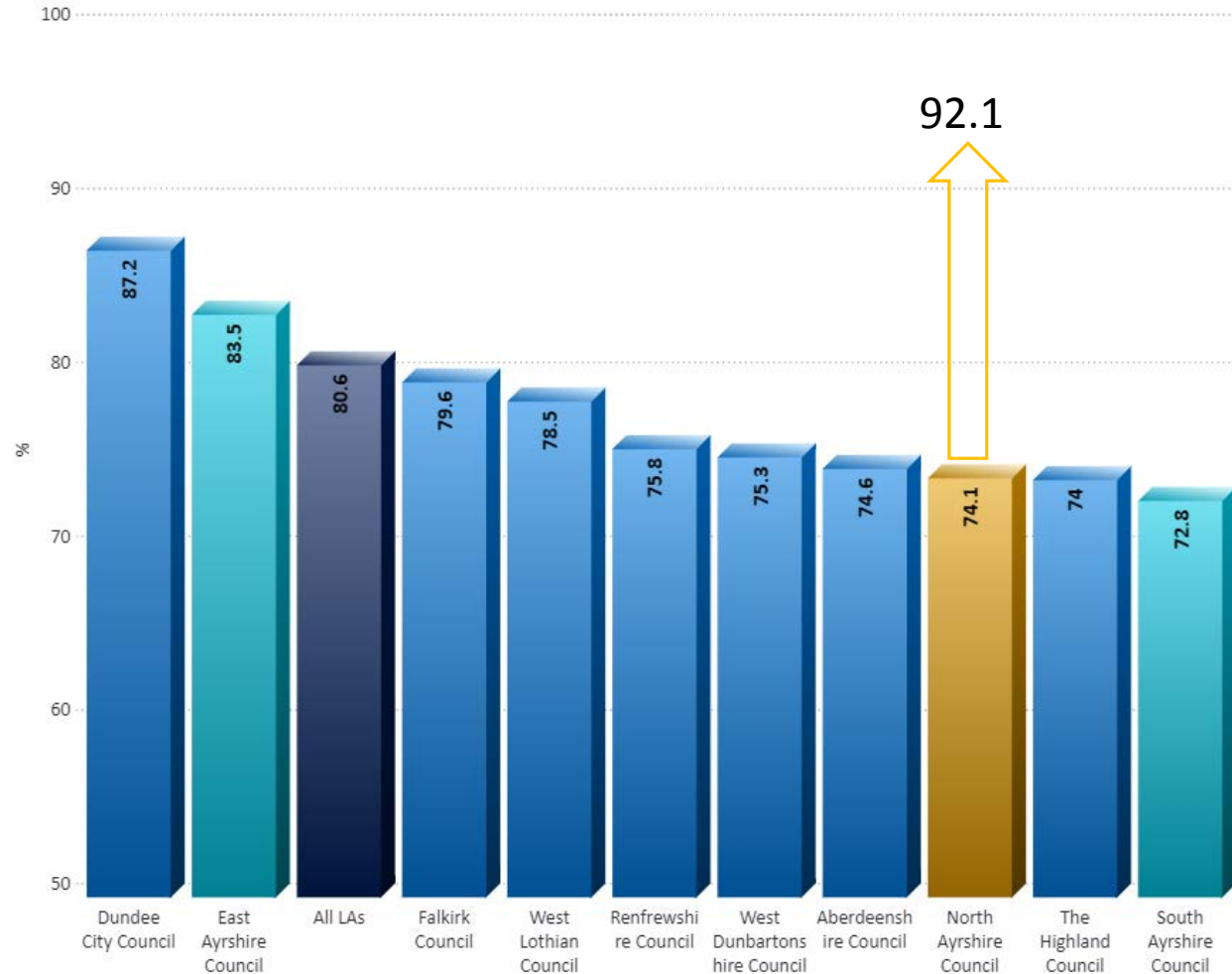


# Satisfaction

**Indicator 29:** percentage of tenants who feel that the rent for their property represents good value for money.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>74.1</b>	<b>74.1</b>	<b>74.1</b>
Small LAs	79.3	82.4	81.8
Medium LAs	77.5	77.2	78.1
Large LAs	80.8	82.4	81.9
All LAs	79.0	80.5	80.5
National Average	79.0	81.8	83.4

I29: Good value for money



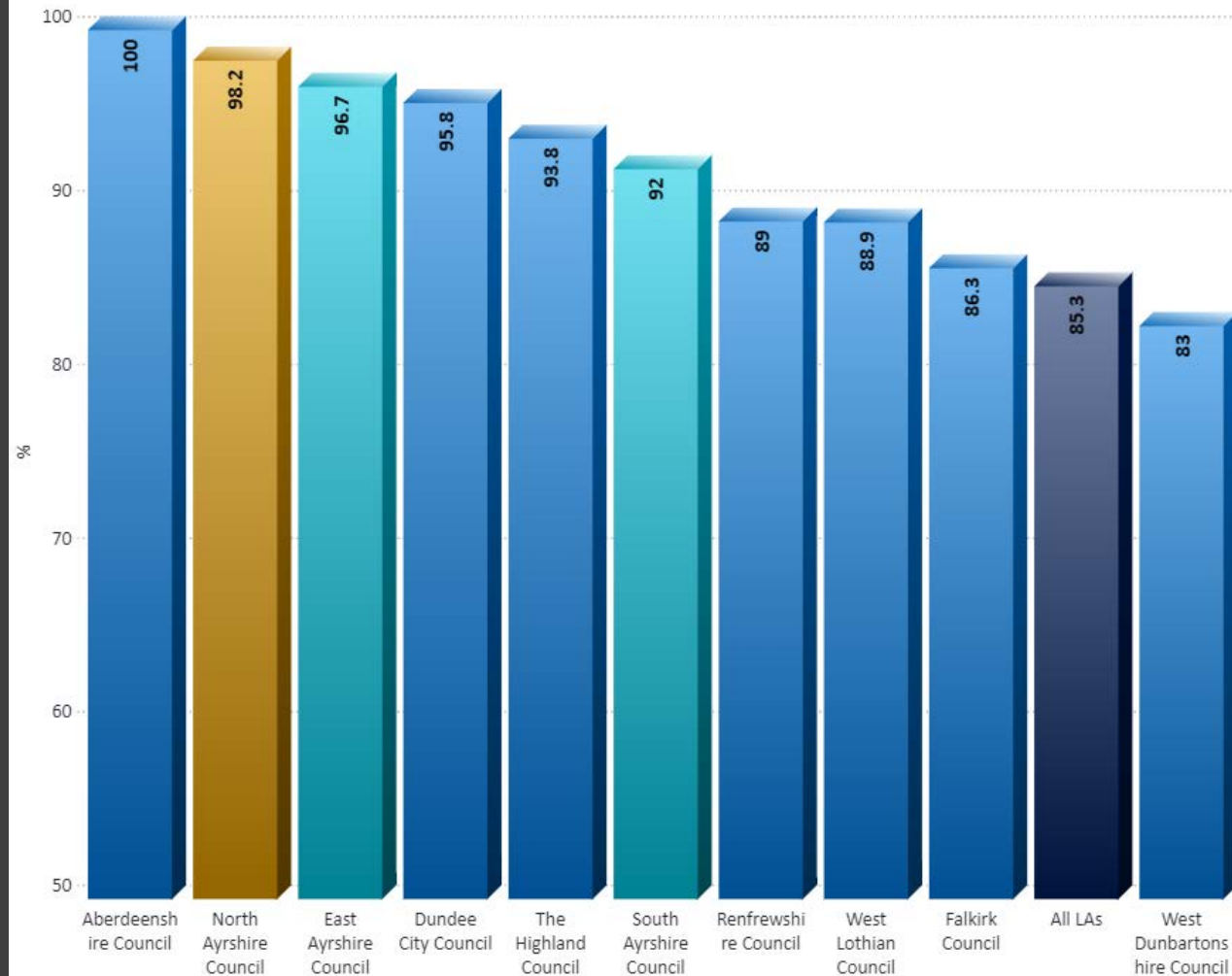


# Satisfaction

**Indicator 28:** Of those households homeless in the last 12 months the percentage satisfied with the quality of temporary or emergency accommodation.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>97.4</b>	<b>98.2</b>	<b>98.2</b>
Small LAs	84.5	85.7	84.2
Medium LAs	91.3	85.6	92.4
Large LAs	86.7	89.4	89.5
All LAs	86.9	85.9	87.9
National Average	86.9	85.9	87.9

I28: Temporary accomodation

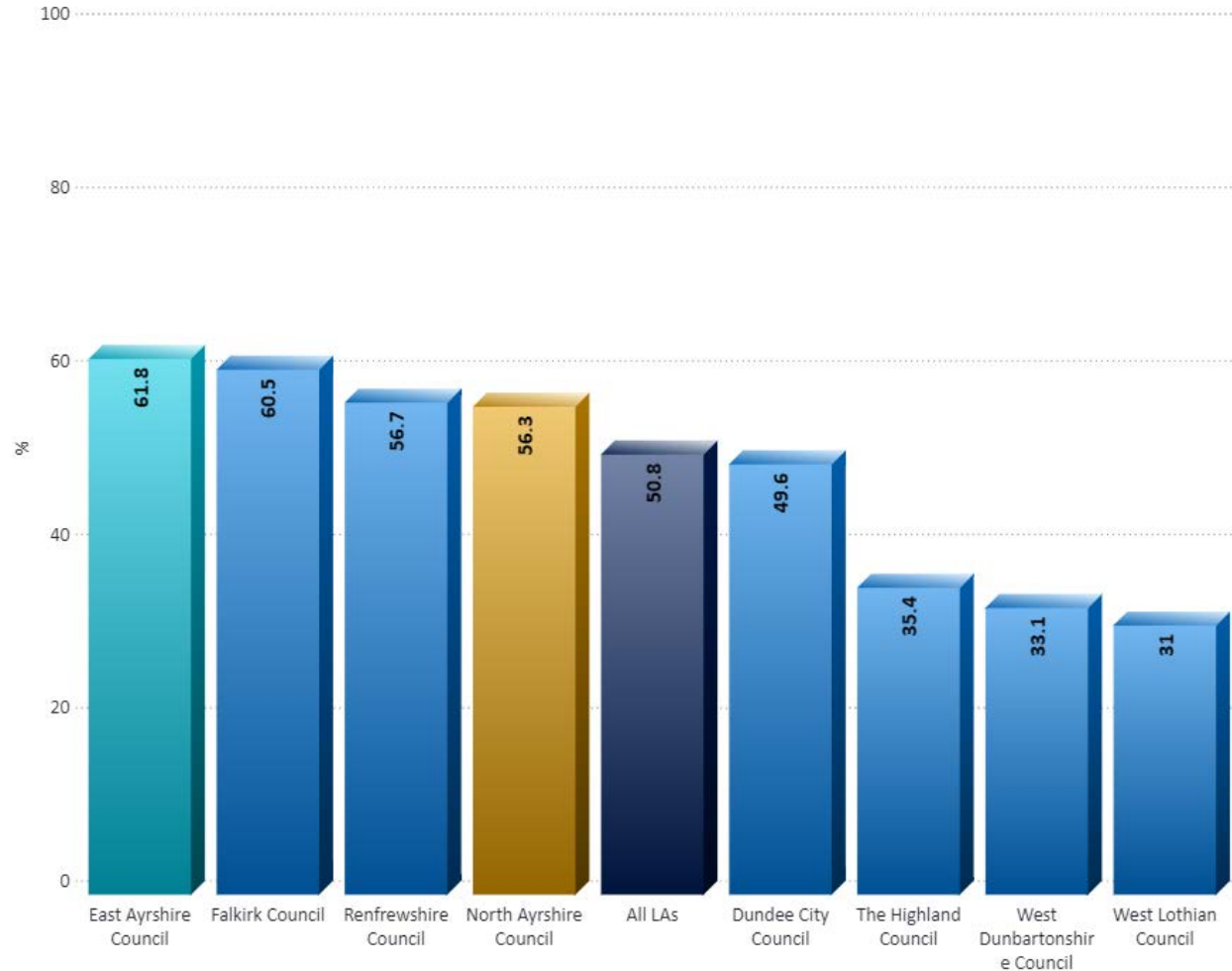


# Satisfaction

## Indicator 33: Satisfaction with factoring service

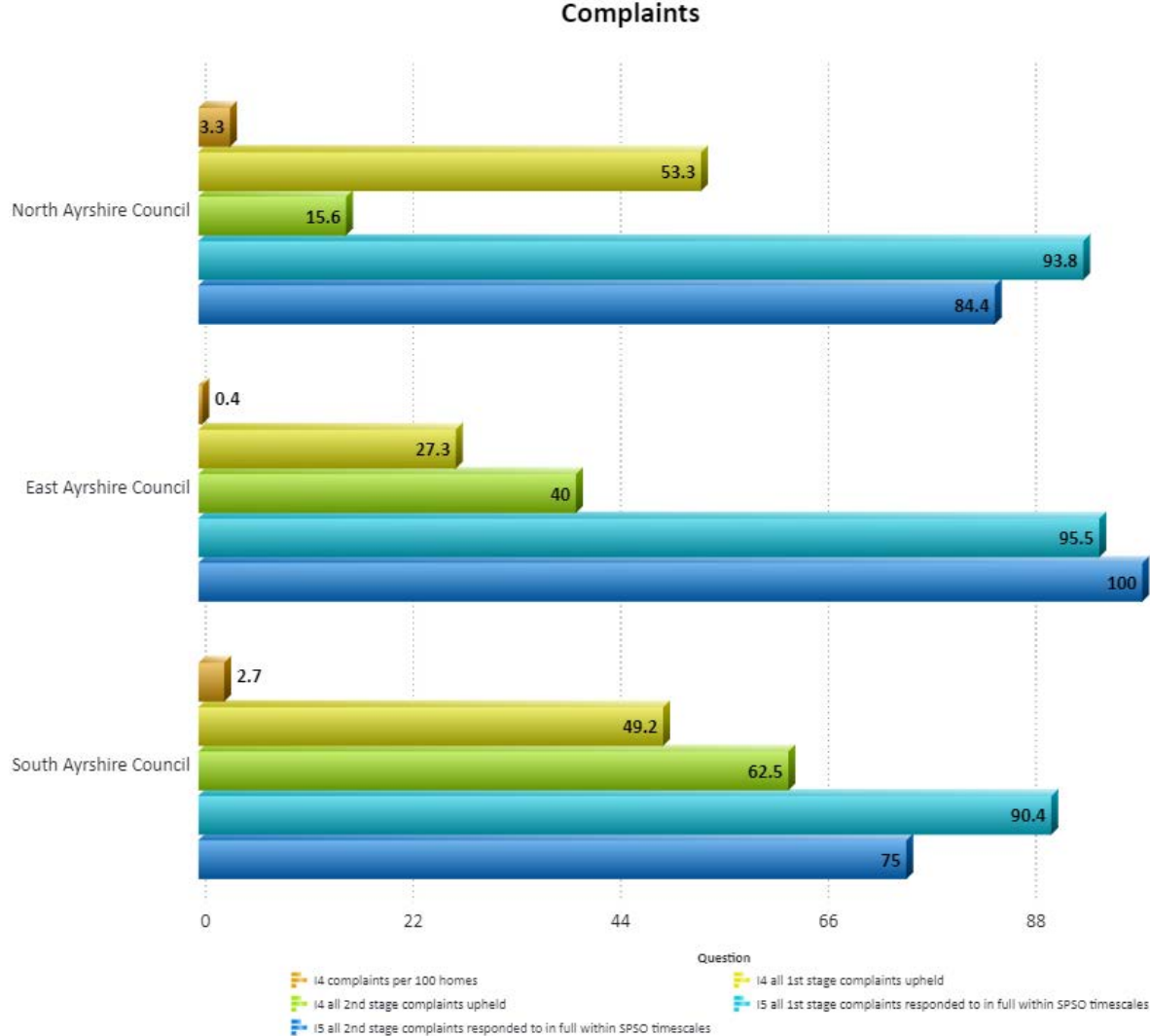
%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>100</b>	<b>83.3</b>	<b>56.3</b>
Small LAs	64.6	56.4	61.9
Medium LAs	62.6	61.4	47.8
Large LAs	49.6	49.7	50.3
All LAs	58.7	56.5	50.8
National Average	65.1	67.6	63.4

I33: Factoring service



# Complaints

	NAC	All LAs
1 <sup>st</sup> stage %	92.6	87.6
Per 100 homes	3.3	3.3
1 <sup>st</sup> stage upheld	53.3	46.4
2 <sup>nd</sup> stage upheld	15.6	41.8
1 <sup>st</sup> stage on time	93.8	83.2
2 <sup>nd</sup> stage on time	84.4	79.4

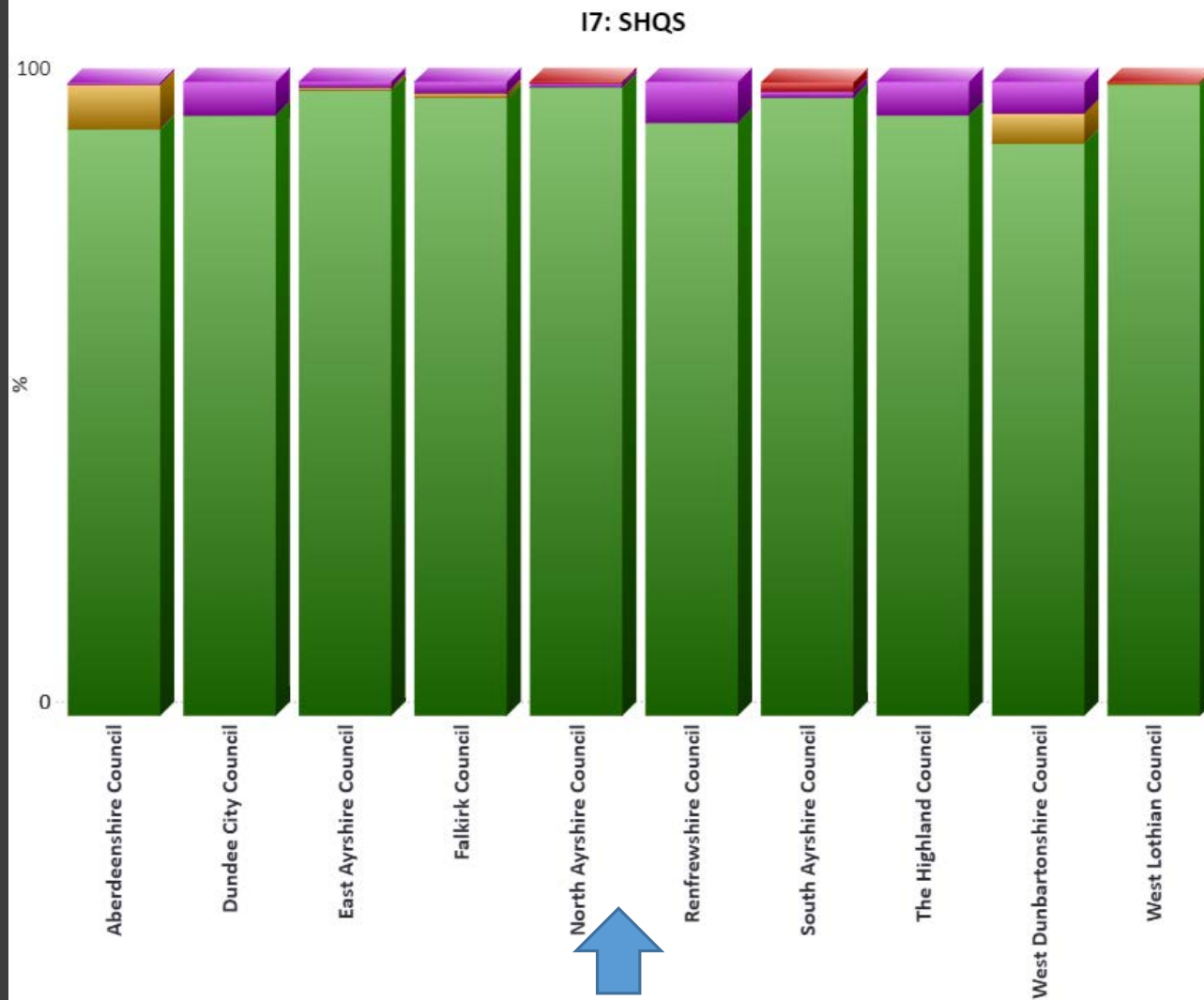


# Housing Quality & Maintenance

**Indicator 7:** Percentage of stock meeting the Scottish Housing Quality Standard

NAC	2015/16	2016/17	2017/18
Meeting SHQS	99.1	98.7	99.1
Exempt	0.0	0.0	0.0
Abeyances	0.9	0.9	0.6
Failing	0.0	0.4	0.2

%	2015/16	2016/17	2017/18
NAC	99.1	98.7	99.1
Small LAs	95.0	96.2	96.5
Medium LAs	93.0	94.3	95.8
Large LAs	92.5	93.2	92.7
All LAs	93.1	94.1	94.4
National Average	92.8	93.6	94.2

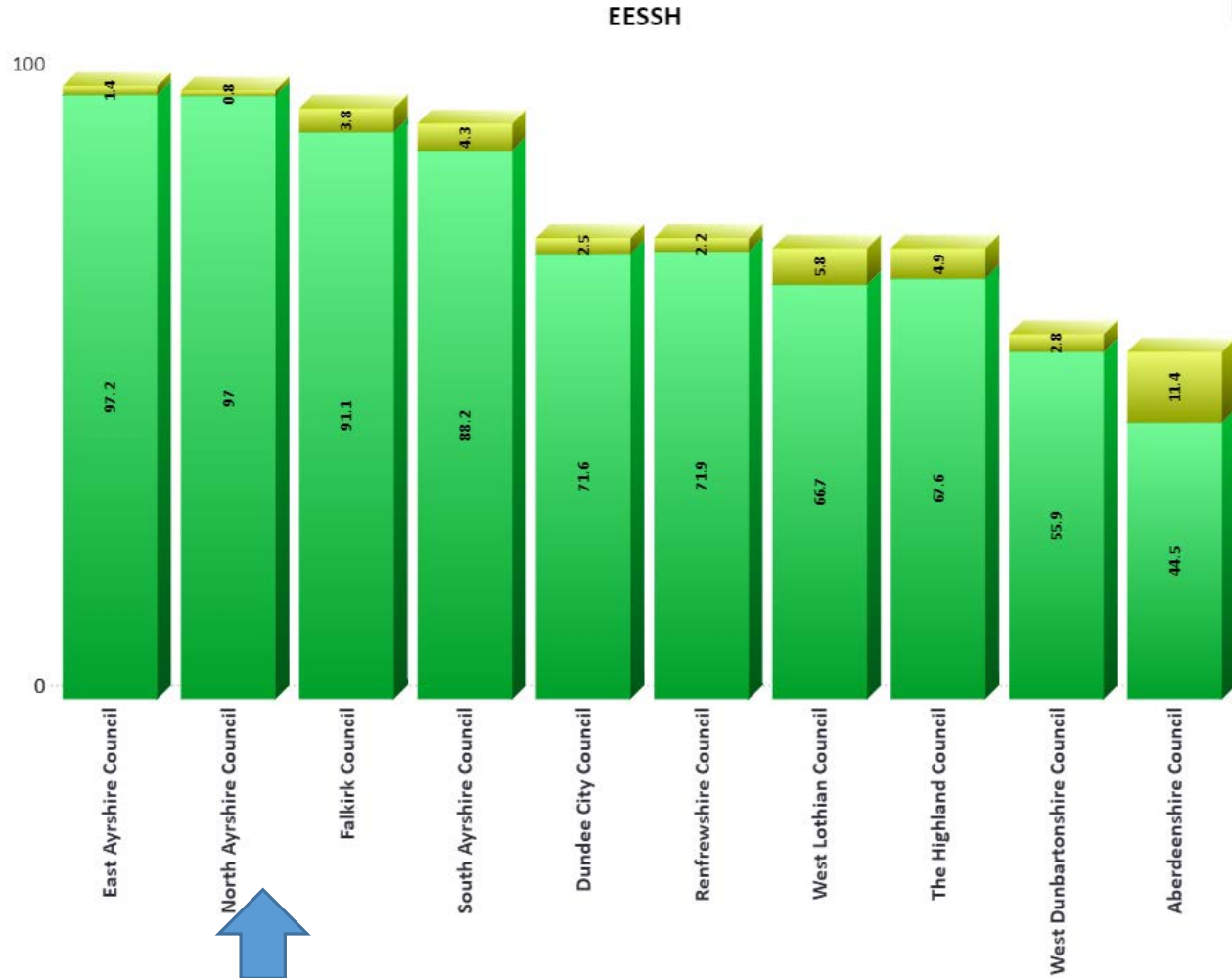


# Housing Quality & Maintenance

**Indicator C33:** Percentage of houses meeting EESSH standard

**Indicator C34:** Projected to meet EESSH within year

% meeting	2015/16	2016/17	2017/18
<b>NAC</b>	94.7	96.4	97.0
Small LAs	64.7	67.6	73.7
Medium LAs	66.3	70.3	74.5
Large LAs	70.9	78.7	81.5
All LAs	68.3	73.9	77.8
National Average	68.6	74.5	79.9

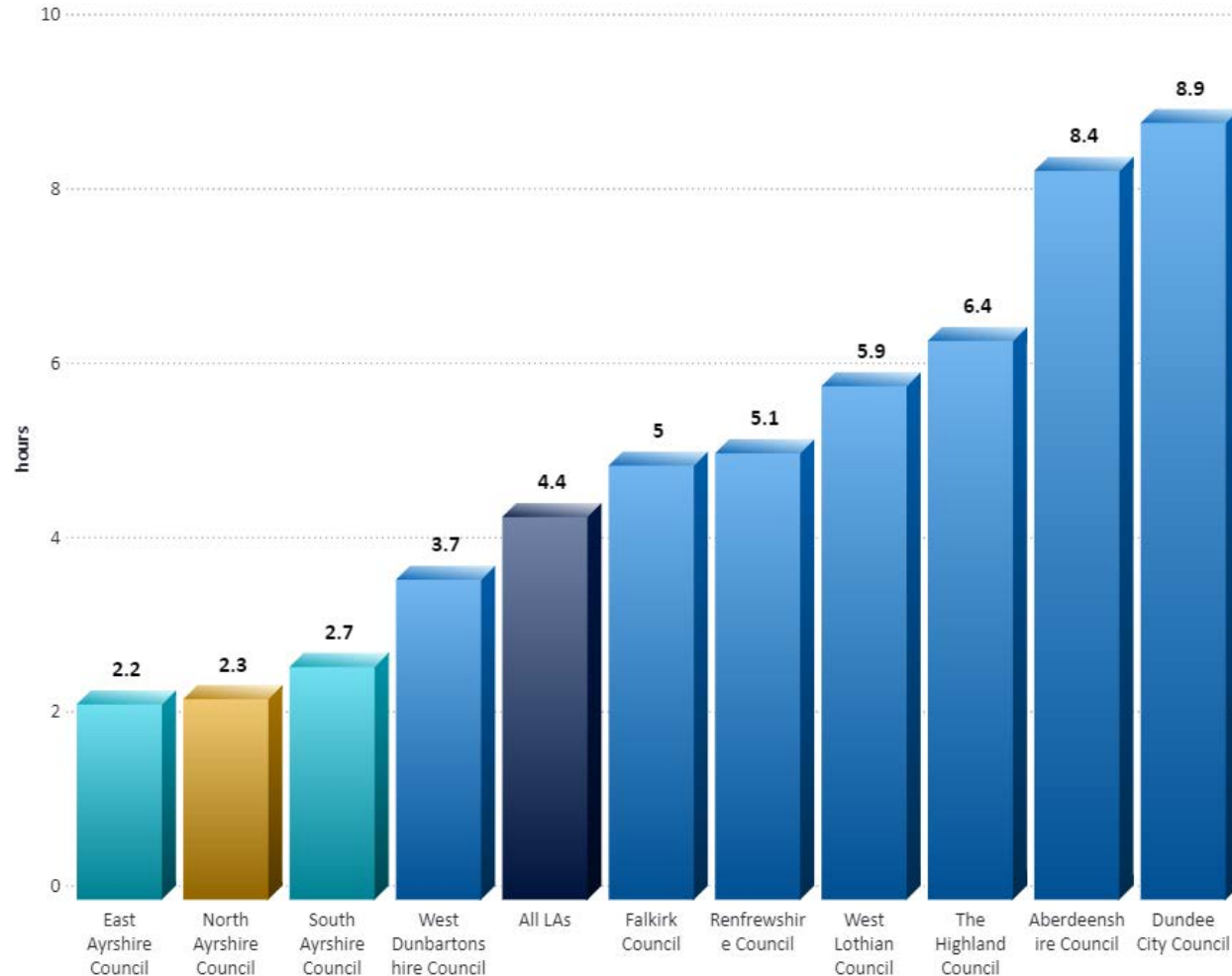


# Housing Quality & Maintenance

**Indicator 11:** Average length of time taken to complete emergency repairs (hours)

Hours	2015/16	2016/17	2017/18
<b>NAC</b>	<b>3.0</b>	<b>2.5</b>	<b>2.3</b>
Small LAs	4.9	4.3	3.9
Medium LAs	7.6	7.2	5.4
Large LAs	4.9	4.1	4.1
All LAs	5.8	5.1	4.4
National Average	5.1	4.7	4.0

I11: Time to complete Emergency repairs



# Housing Quality & Maintenance

**Indicator N22:** Percentage of emergency repairs completed within target.

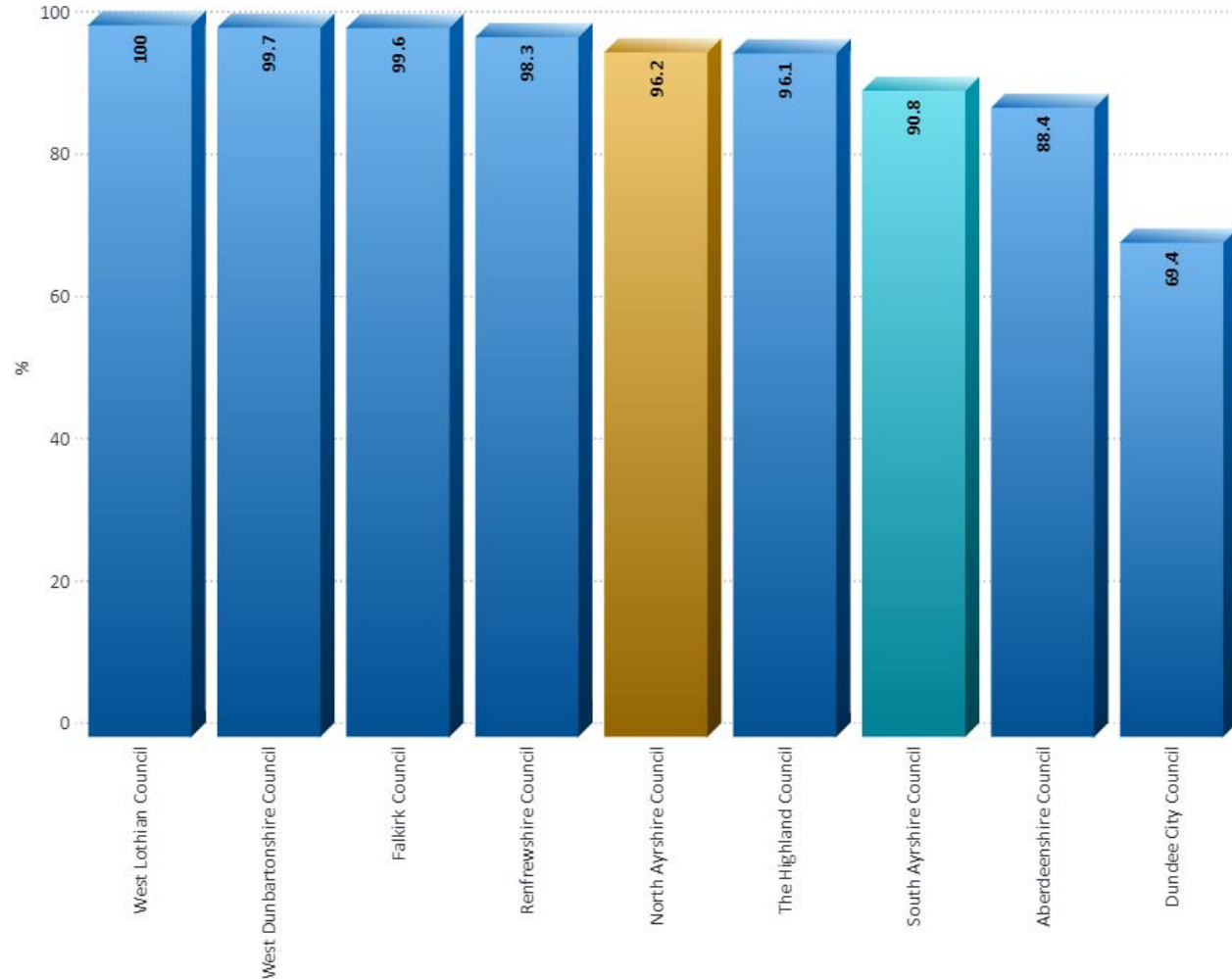
Target response time:

4 hours

Emergencies as percentage of repairs: 42%

%	2015/16	2016/17	2017/18
NAC	99.6	97.4	96.2
All LAs	93.0	96.6	97.1
National Average	95.7	93.9	96.8

N22: Emergency repairs

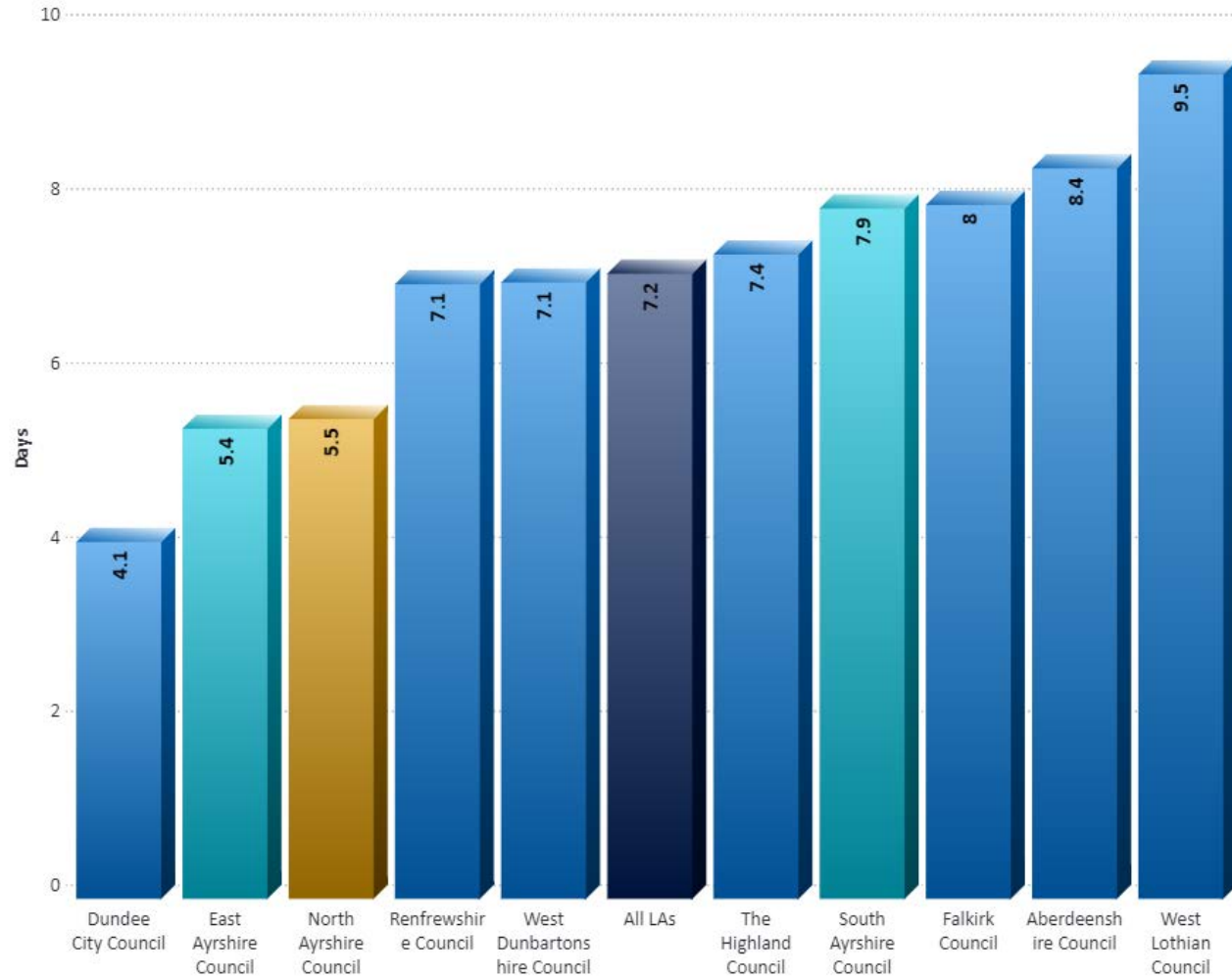


# Housing Quality & Maintenance

**Indicator 12:** Average length of time taken to complete non-emergency repairs (days)

Days	2015/16	2016/17	2017/18
<b>NAC</b>	<b>8.9</b>	<b>7.9</b>	<b>5.5</b>
Small LAs	8.6	9.0	7.7
Medium LAs	9.7	8.4	6.7
Large LAs	8.8	8.3	7.3
All LAs	9.1	8.4	7.2
National Average	7.5	7.1	6.4

I12: Time to complete non-emergency repairs





# Housing Quality & Maintenance

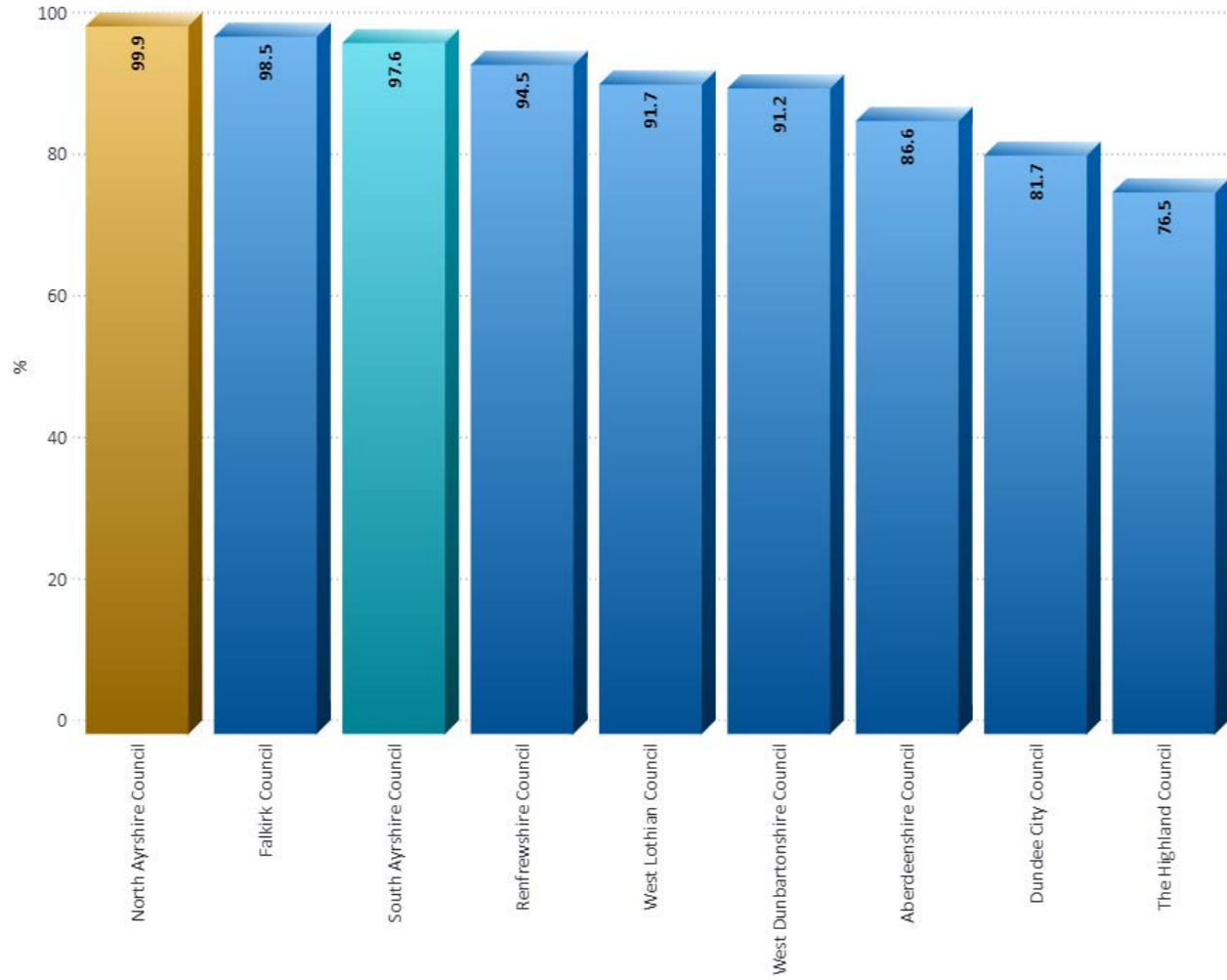
**Indicator N22:** Percentage of non-emergency repairs completed within target.

Target response time:

7 and 30 days

%	2015/16	2016/17	2017/18
N. Ayrshire	99.0	99.5	99.9
All LAs	88.3	92.4	93.1
National Average	92.1	91.4	92.9

N22: Non-emergency repairs

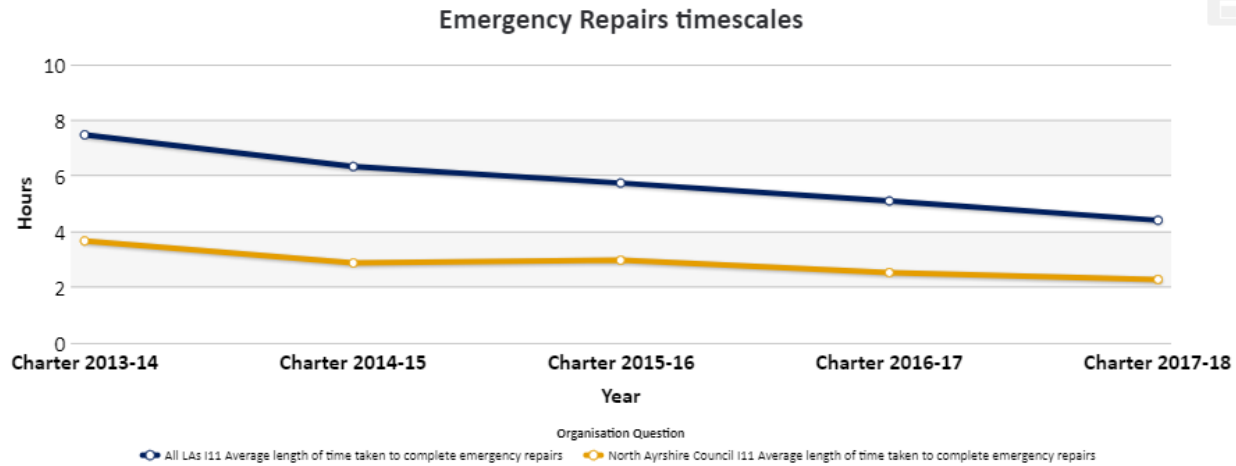


# Housing Quality & Maintenance

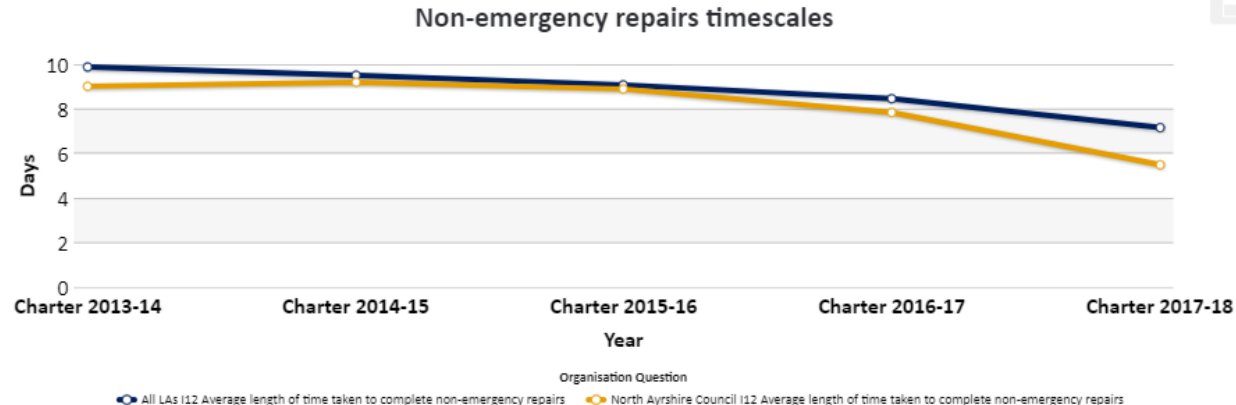
## Repair timescales:

Indicator 11 & 12 timescale trend comparison

	2015/16	2016/17	2017/18
Indicator 11	3.0	2.5	2.3
Indicator 12	8.9	7.9	5.5



### Window #1

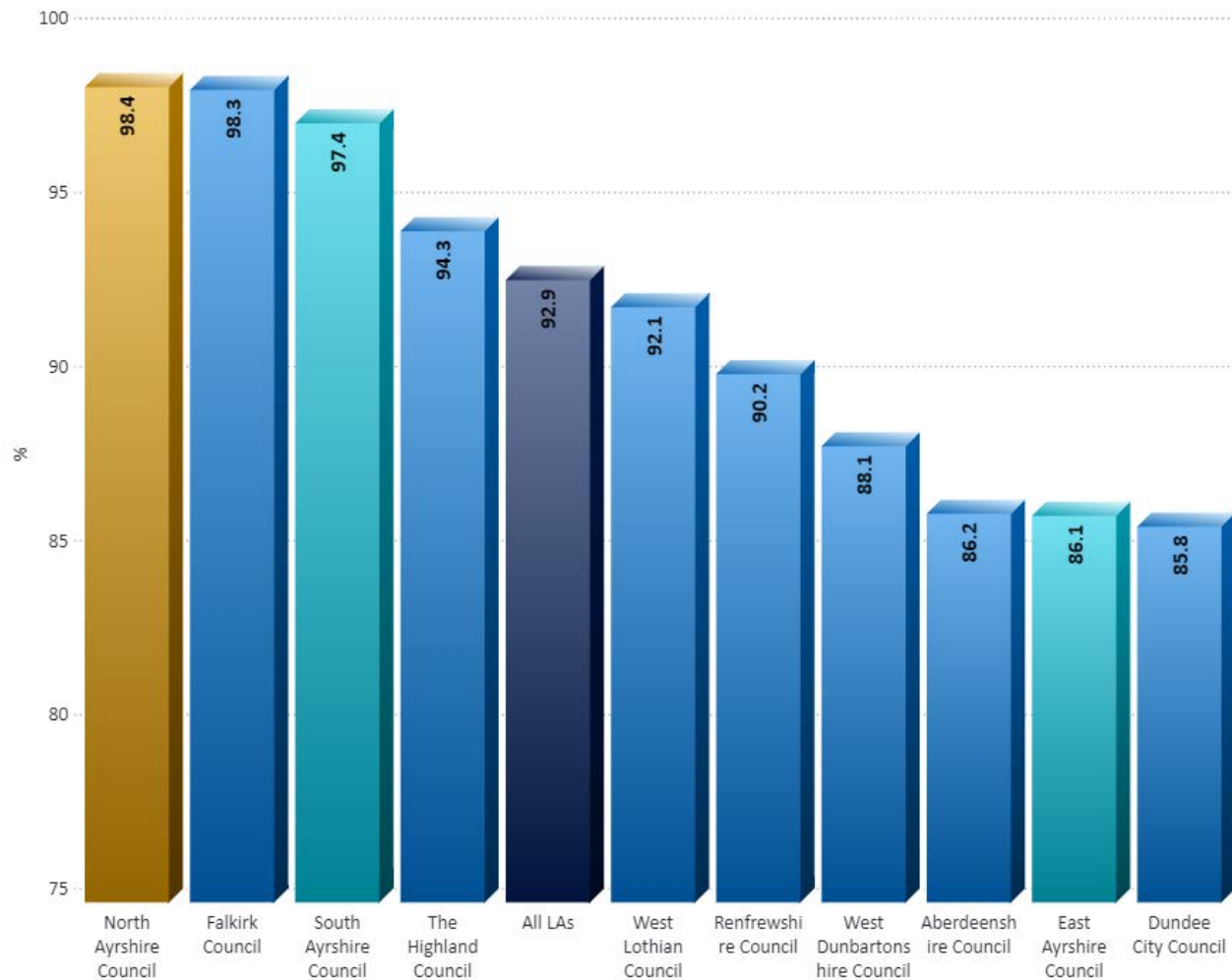


# Housing Quality & Maintenance

**Indicator 13:** Percentage of reactive repairs carried out in the last year completed right first time

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>97.1</b>	<b>98.4</b>	<b>98.4</b>
Small LAs	88.0	89.8	91.4
Medium LAs	90.2	90.7	90.9
Large LAs	93.6	95.5	95.3
All LAs	91.3	92.7	92.9
National Average	91.2	92.4	92.2

I13: Repairs right first time

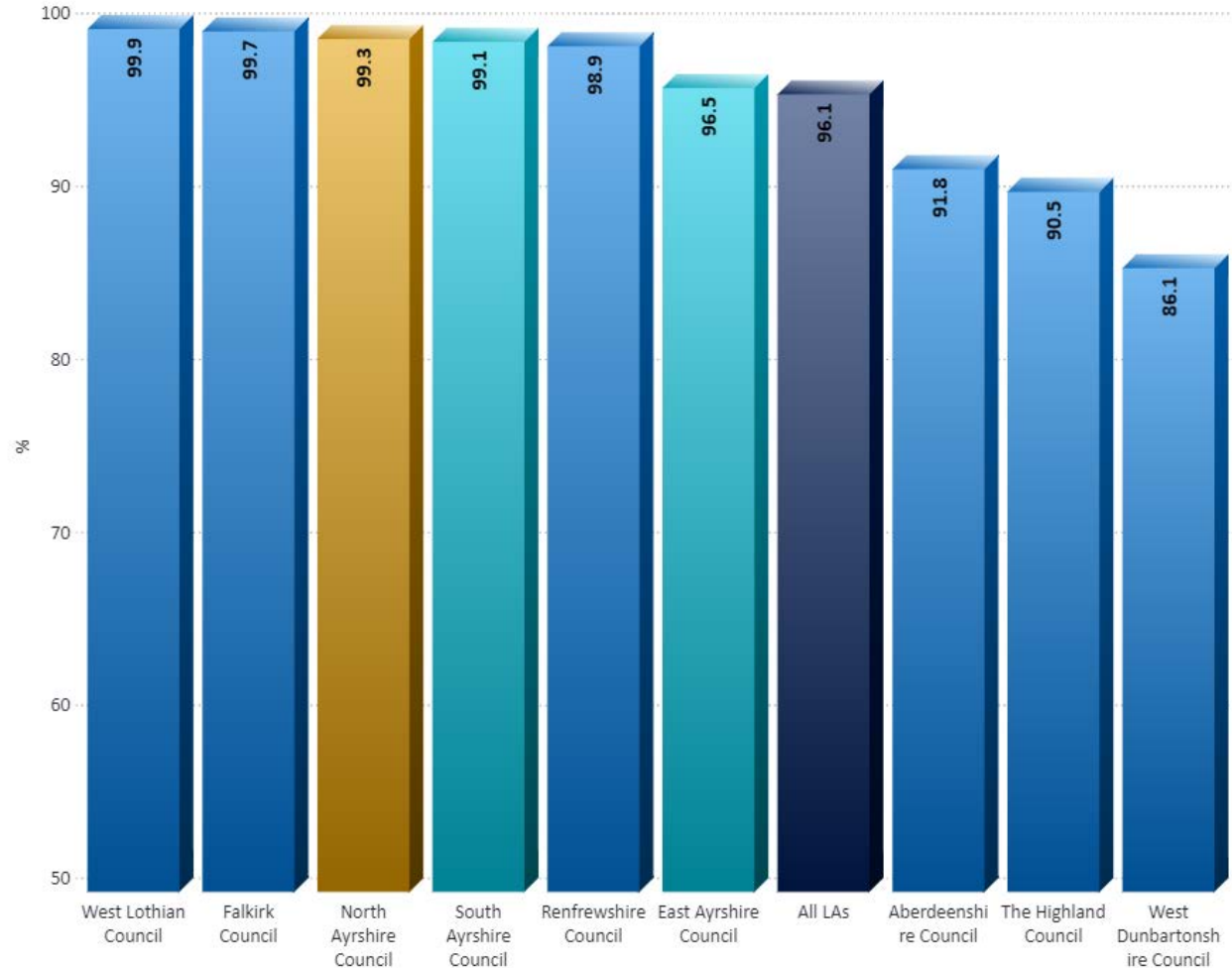


# Housing Quality & Maintenance

**Indicator 14:** Repairs appointment system - percentage of repairs appointments kept

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>97.3</b>	<b>98.6</b>	<b>99.3</b>
Small LAs	94.7	95.1	94.6
Medium LAs	96.9	96.3	96.7
Large LAs	92.6	96.3	96.3
All LAs	94.2	96.1	96.1
National Average	94.4	95.7	95.5

I14: Appointments kept



# Housing Quality & Maintenance

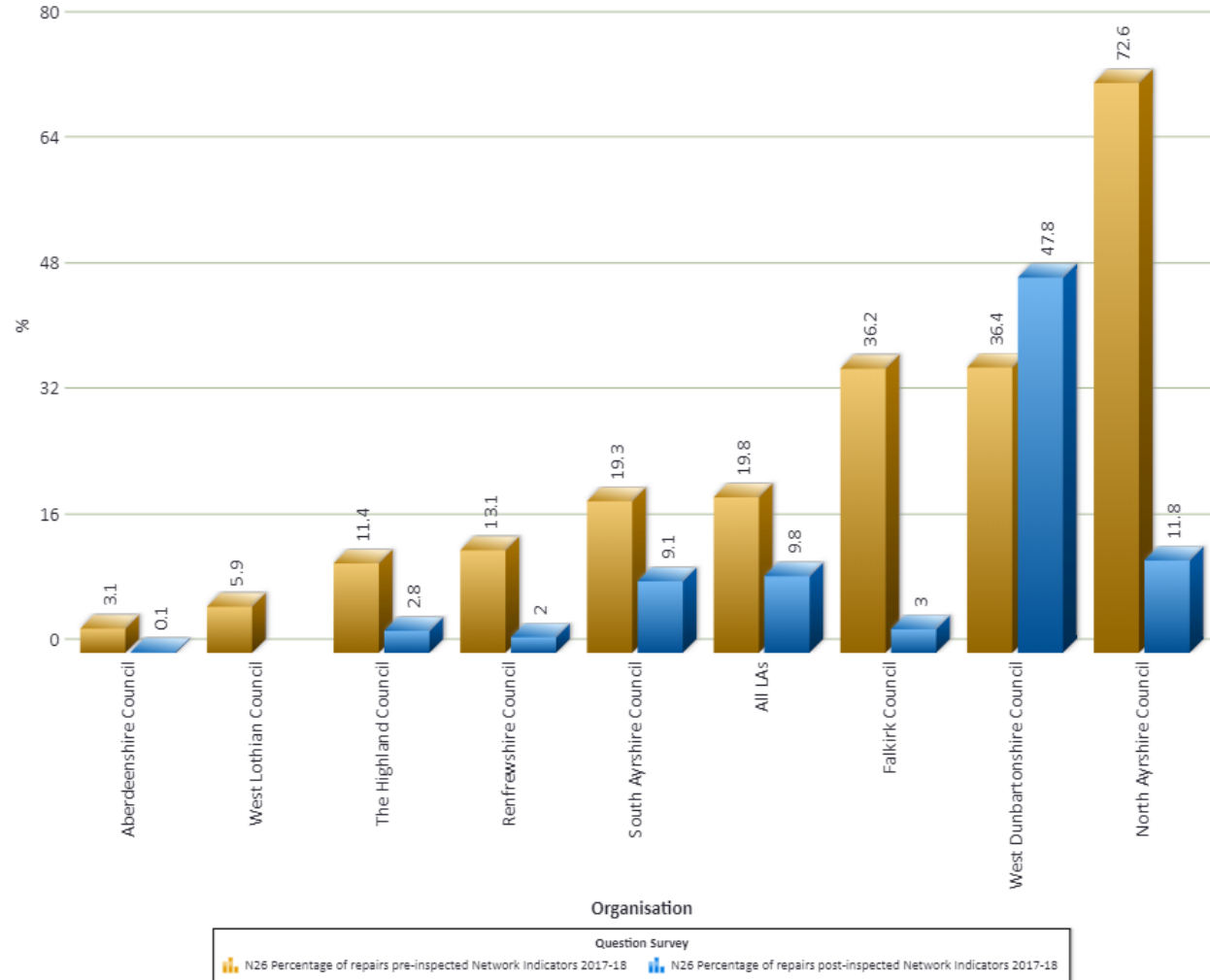
## N26: Pre inspections

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>6.4</b>	<b>37.7</b>	<b>72.6</b>
All LAs	17.6	18.6	19.8
National Average	17.3	16.1	17.8

## N26: Post-inspections

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>1.8</b>	<b>17.8</b>	<b>11.8</b>
All LAs	8.3	6.9	9.8
National Average	8.1	9.0	9.7

## Pre & Post Inspections

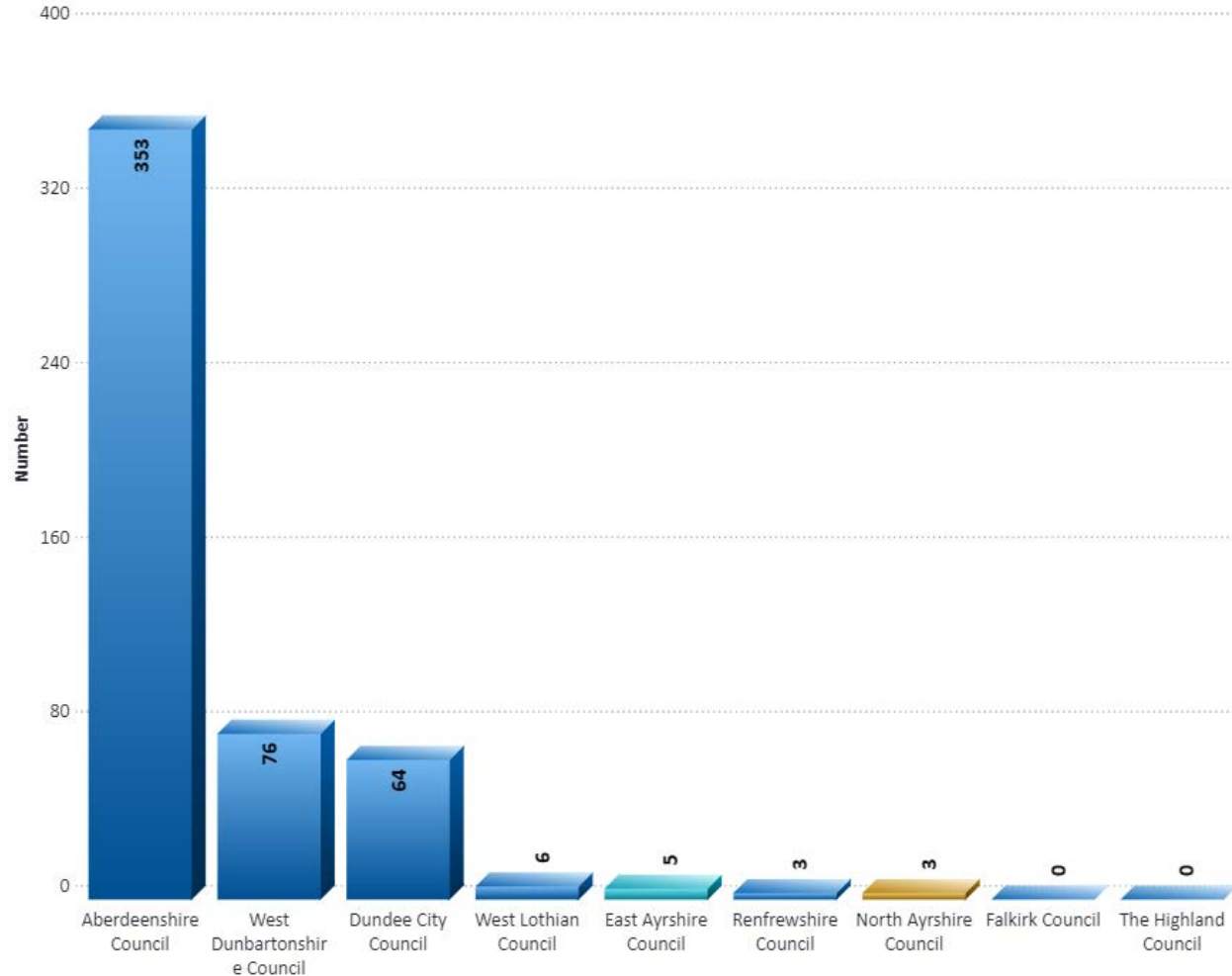


# Housing Quality & Maintenance

**Indicator 15:** Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date.

% (Fails)	2015/16	2016/17	2017/18
<b>NAC</b>	<b>99.9 (12)</b>	<b>99.8 (26)</b>	<b>99.97 (3)</b>
Small LAs	99.7	99.9	99.9
Medium LAs	99.6	99.8	99.5
Large LAs	99.7	100.0	99.9
All LAs	99.7	99.9	99.8
National Average	99.8	99.9	99.8

I15: Gas safety - fails

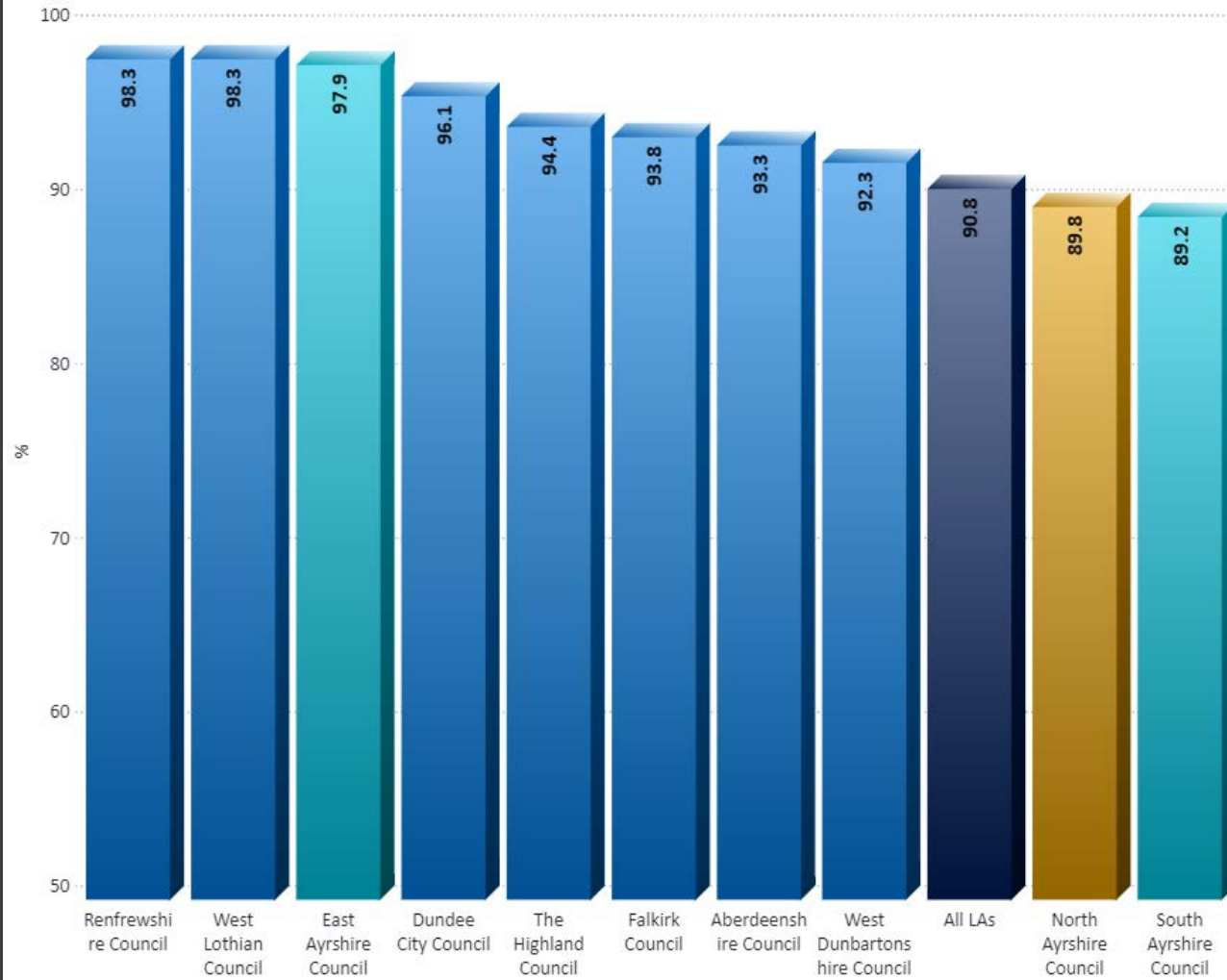


# Satisfaction

**Indicator 16:** percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>94.2</b>	<b>93.0</b>	<b>89.8</b>
Small LAs	84.3	86.2	86.9
Medium LAs	91.1	92.8	94.9
Large LAs	90.6	90.5	92.4
All LAs	88.0	86.2	90.8
National Average	90.0	90.6	92.1

I16: Repairs Service



# Access

## Housing lists & lets

- CHR in place: **yes**
- Suspensions: **134**
- Applicants: **4980**
- New applicants: **4300**
- General needs lets: **834**
- Supported lets: **133**
- Mutual exchange: **96**
- RSL stock in area: **4826**      **11 RSLs**    **27% of social housing**
- New-build in LA area: **34 LA, 84 by RSLs**

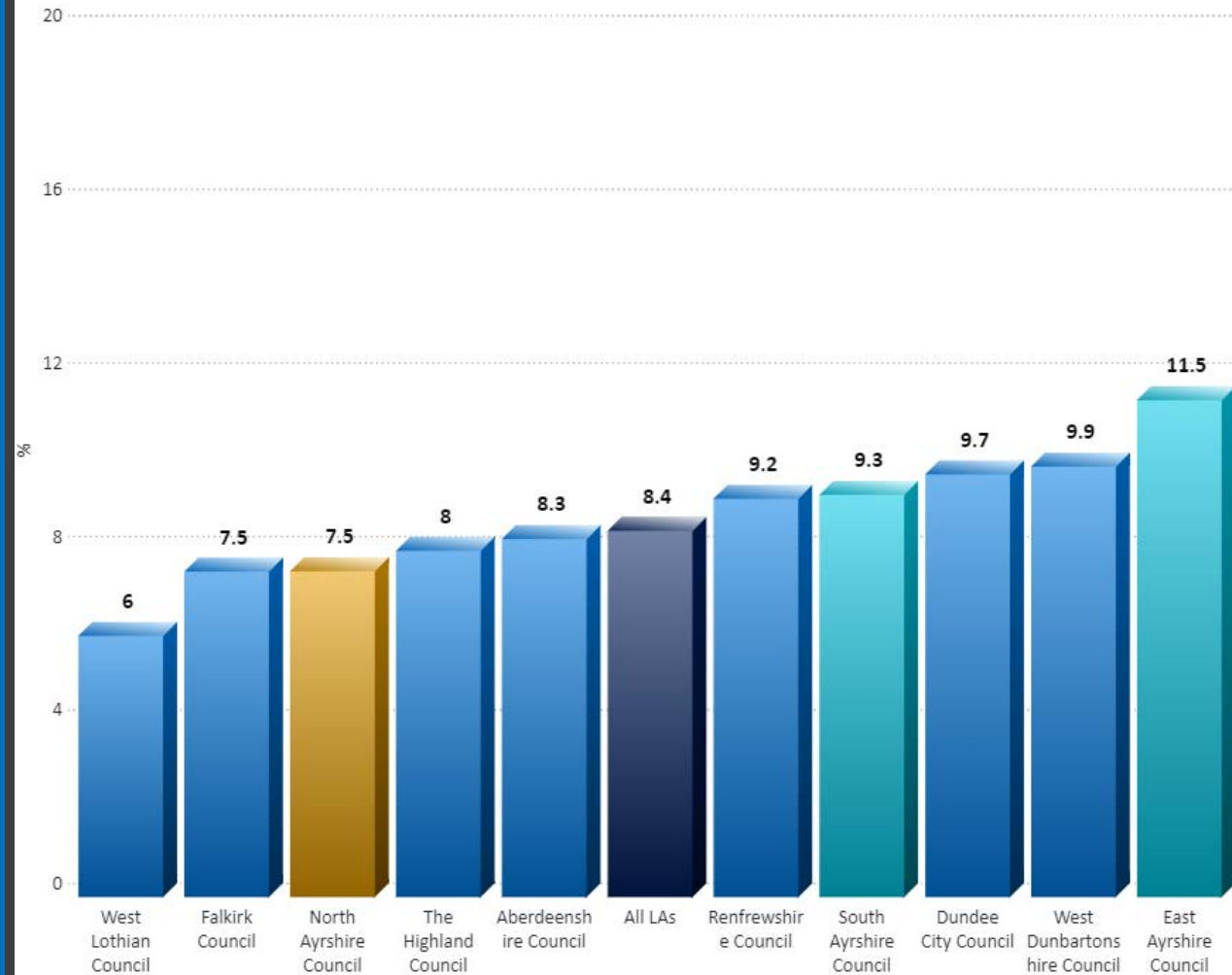


# Access

**Indicator 21:** Percentage of lettable houses that became vacant in the last year.

%	2015/16	2016/17	2017/18
NAC	8.2	7.9	7.5
Small LAs	7.3	7.8	7.8
Medium LAs	9.3	8.7	8.5
Large LAs	8.2	8.0	8.6
All LAs	8.4	8.2	8.4
National Average	8.6	8.4	8.6

I21: Vacant houses

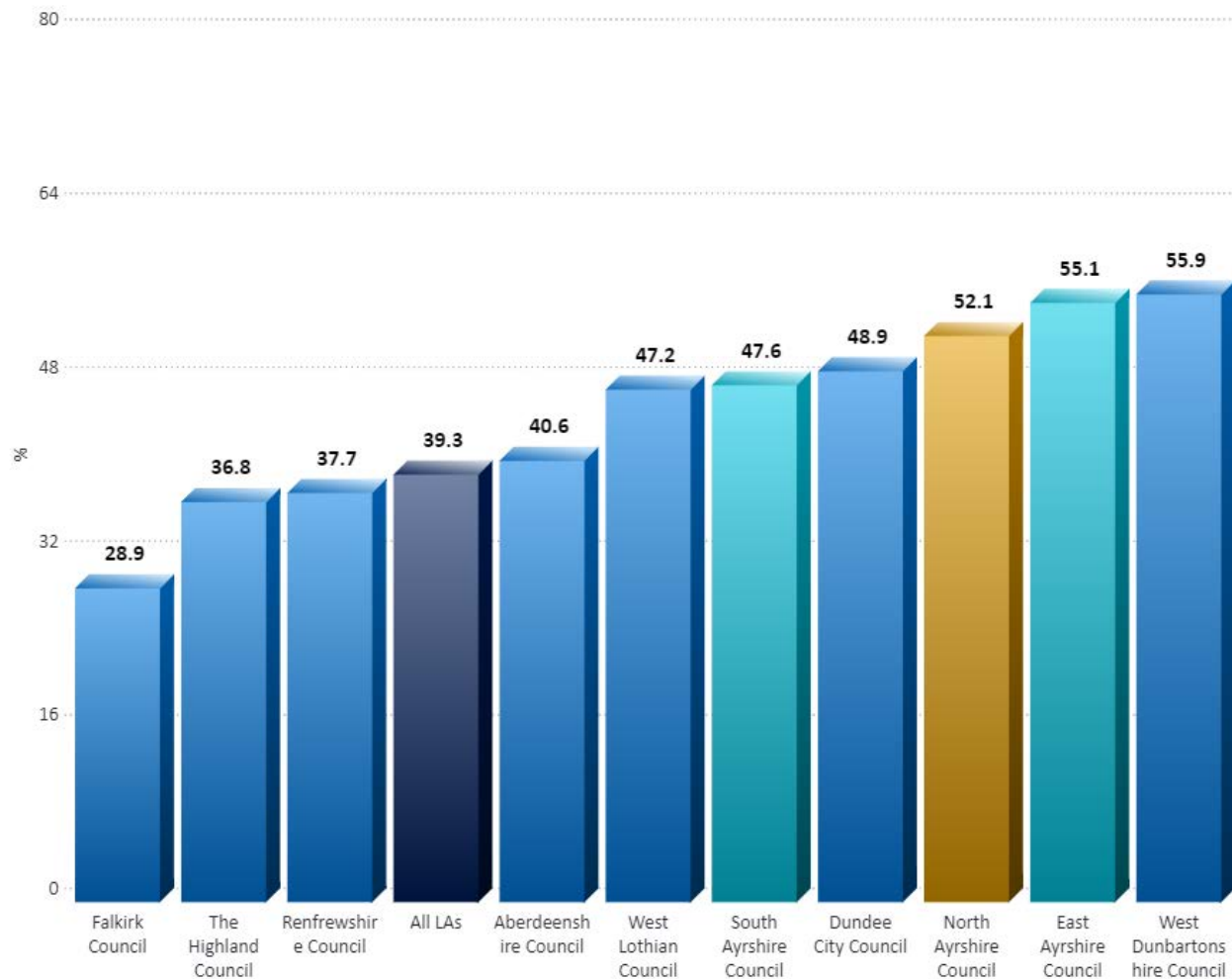


# Access

**Indicator 18:** Percentage of tenancy offers refused during the year.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>51.7</b>	<b>50.0</b>	<b>52.1</b>
Small LAs	44.8	42.8	38.7
Medium LAs	47.6	46.6	45.4
Large LAs	33.6	34.8	35.2
All LAs	40.7	40.5	39.3
National Average	37.8	37.3	35.9

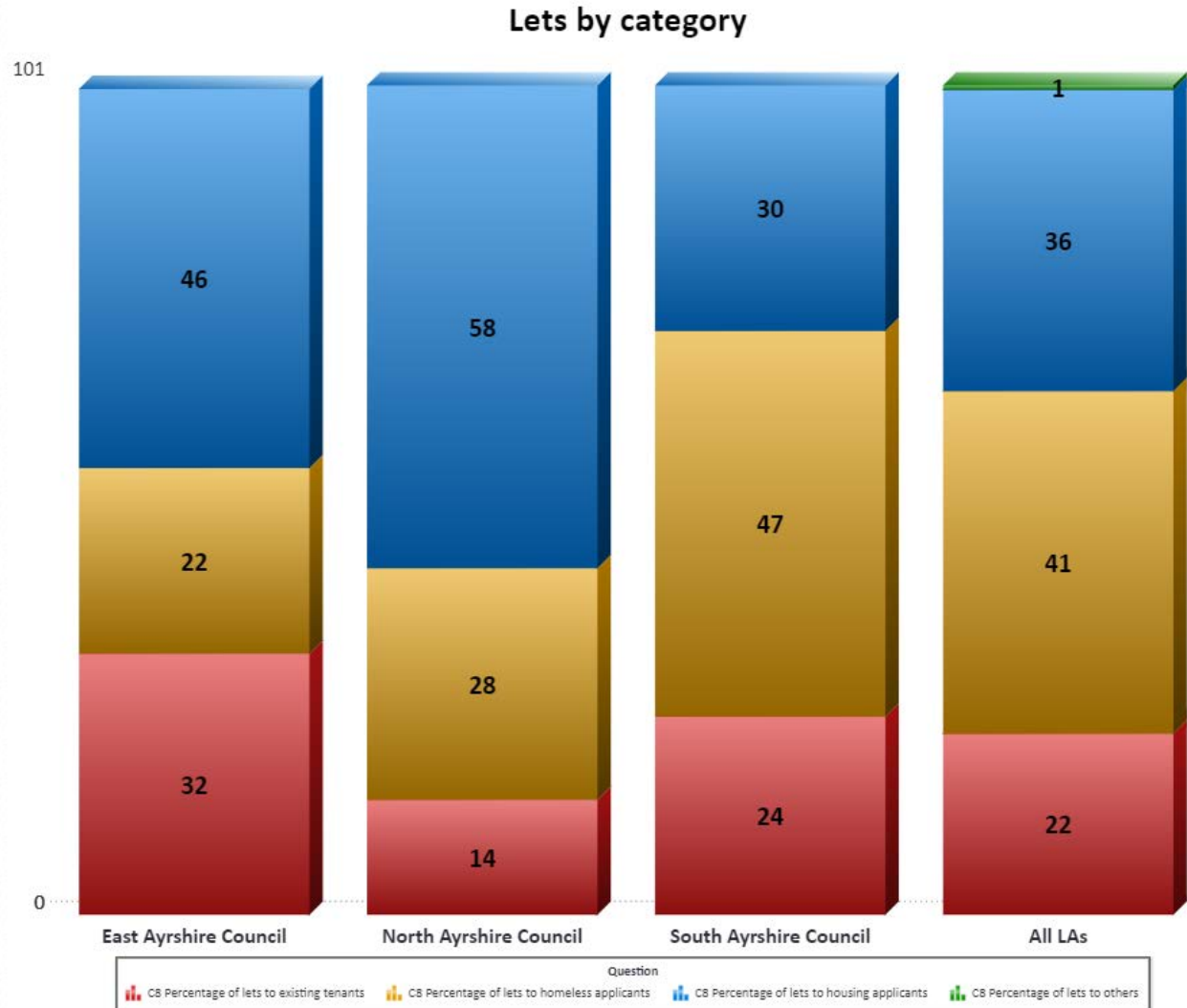
118: Offers refused



# Access

**Indicator C8:** The percentage of lets during the reporting year by source of let.

%	NAC	LA	SHN
Existing tenants	14	22	19
Homeless applicants	28	41	35
Housing list applicants	58	36	42
Others	0	1	3



# Access

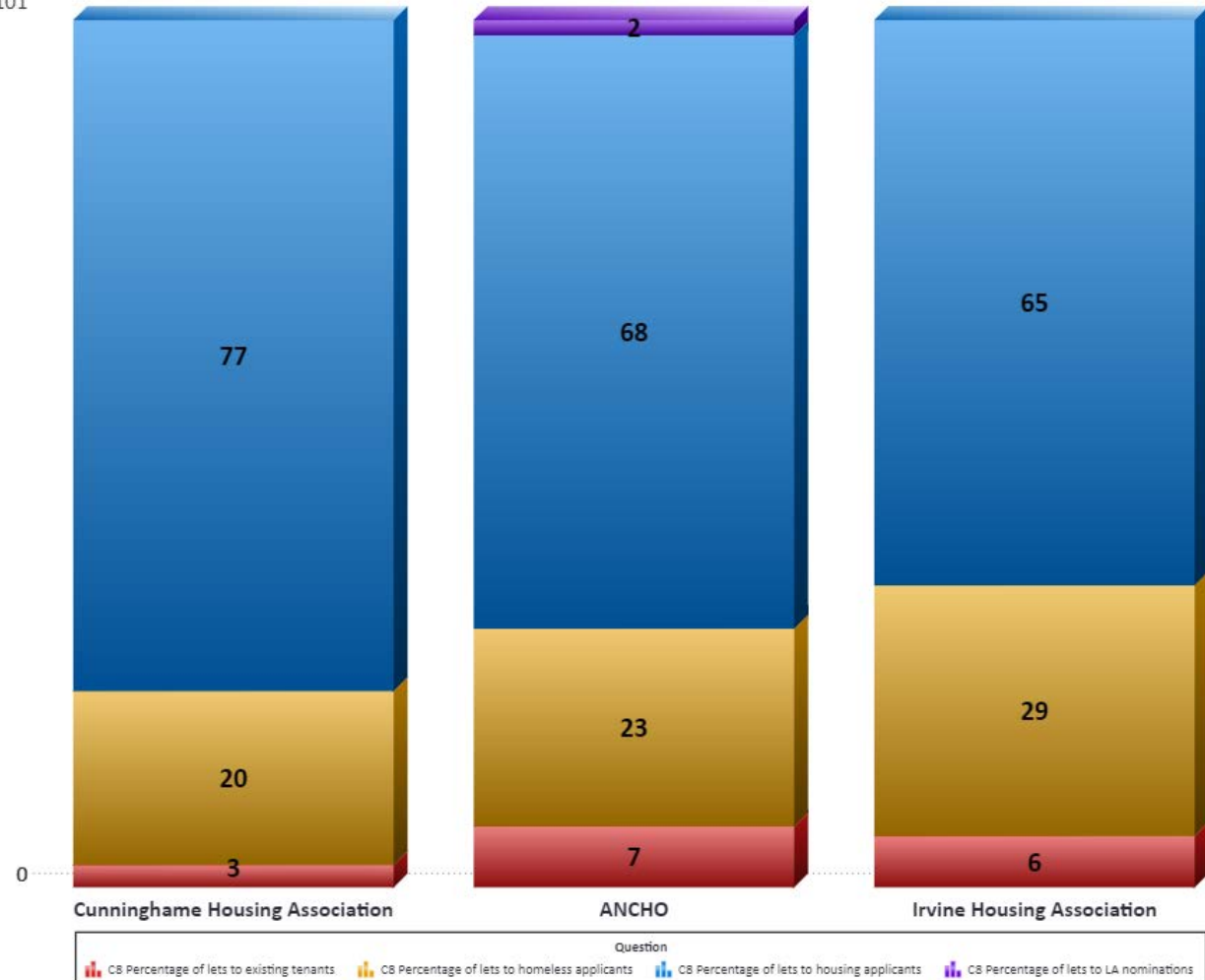
**Indicator C8:** The percentage of lets during the reporting year by source of let.

Local RSLs (Note: covers all stock, not just in NAC)

%	NAC	RSLs	SHN
Existing tenants	14	15	19
Homeless applicants	28	25	35
Housing list applicants	58	52	42
Others	0	8	3

101

Lets by category

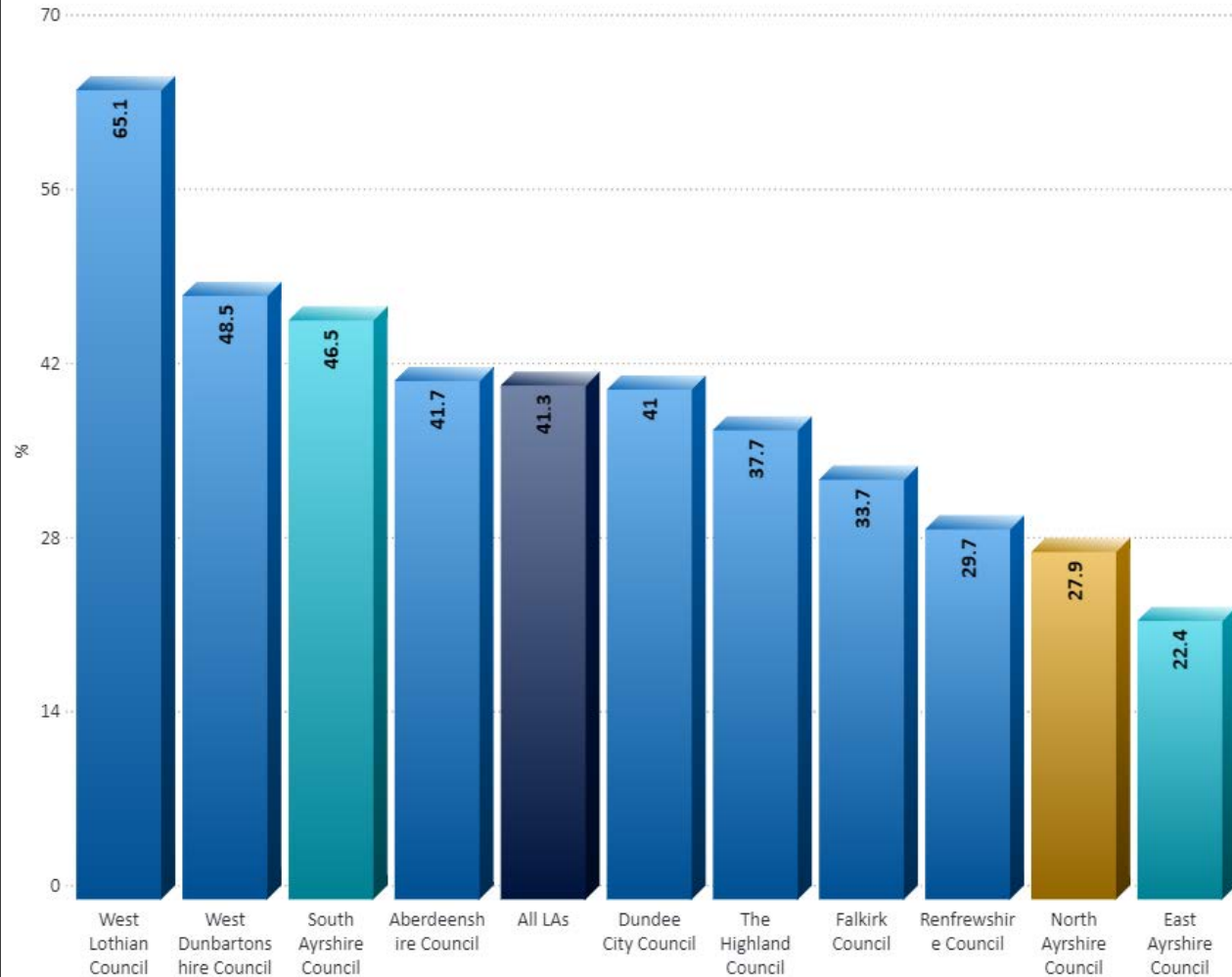


# Access

**Indicator C8:** The percentage of lets during the reporting year to tenants that have been assessed as statutorily homeless.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>24.8</b>	<b>27.2</b>	<b>27.9</b>
Small LAs	44.6	45.9	46.6
Medium LAs	33.3	34.2	37.9
Large LAs	35.0	41.5	41.7
All LAs	36.0	39.7	41.3
National Average	30.7	33.1	32.9

C8: Lets to homeless

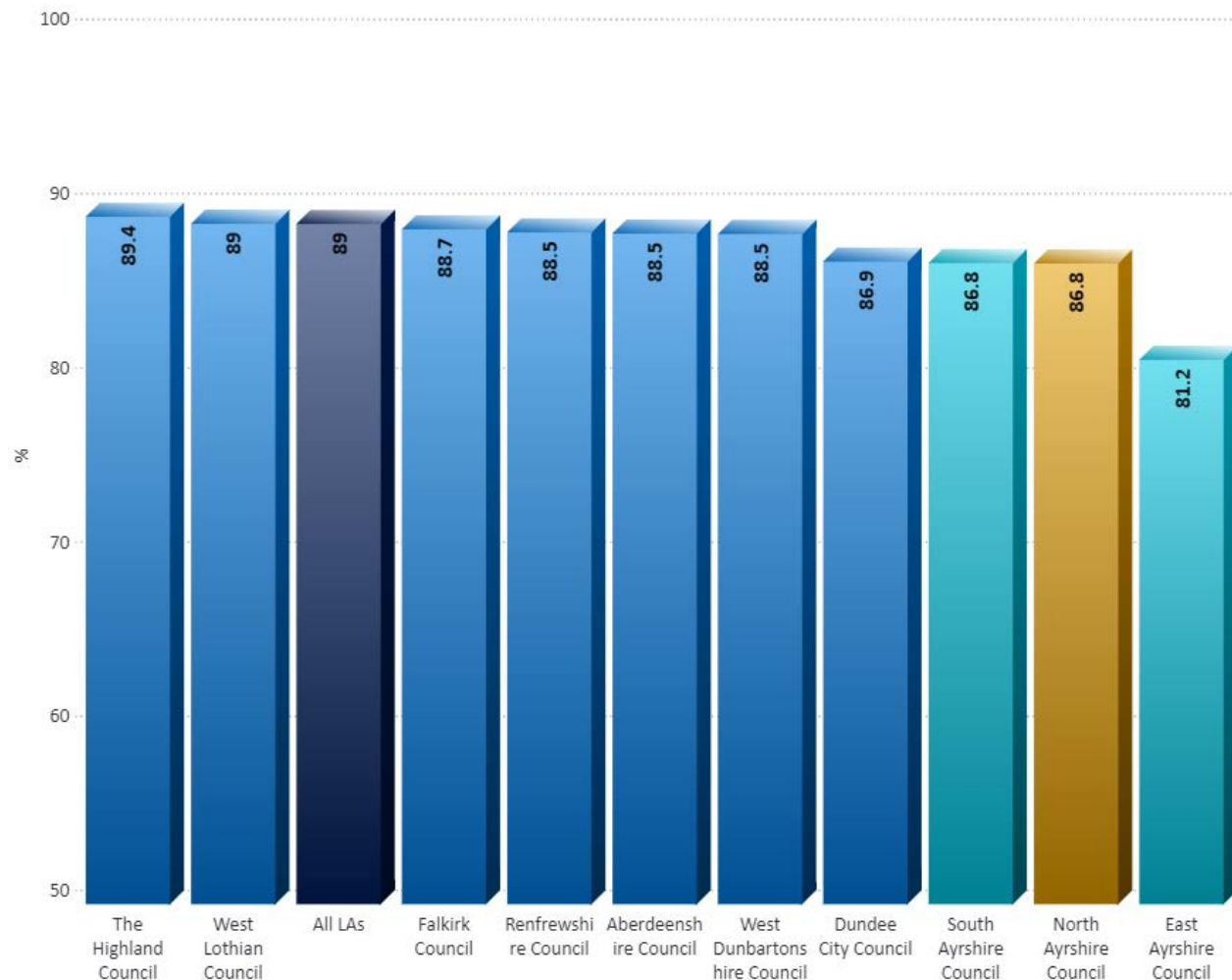


# Access

**Indicator 20:** Percentage of new tenancies sustained for more than a year; all sources of let.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>89.0</b>	<b>87.4</b>	<b>86.8</b>
Small LAs	89.7	90.1	89.9
Medium LAs	85.6	87.1	87.4
Large LAs	89.8	90.9	89.9
All LAs	88.3	89.4	89.0
National Average	88.3	89.0	88.7

I20: Tenancy sustainment

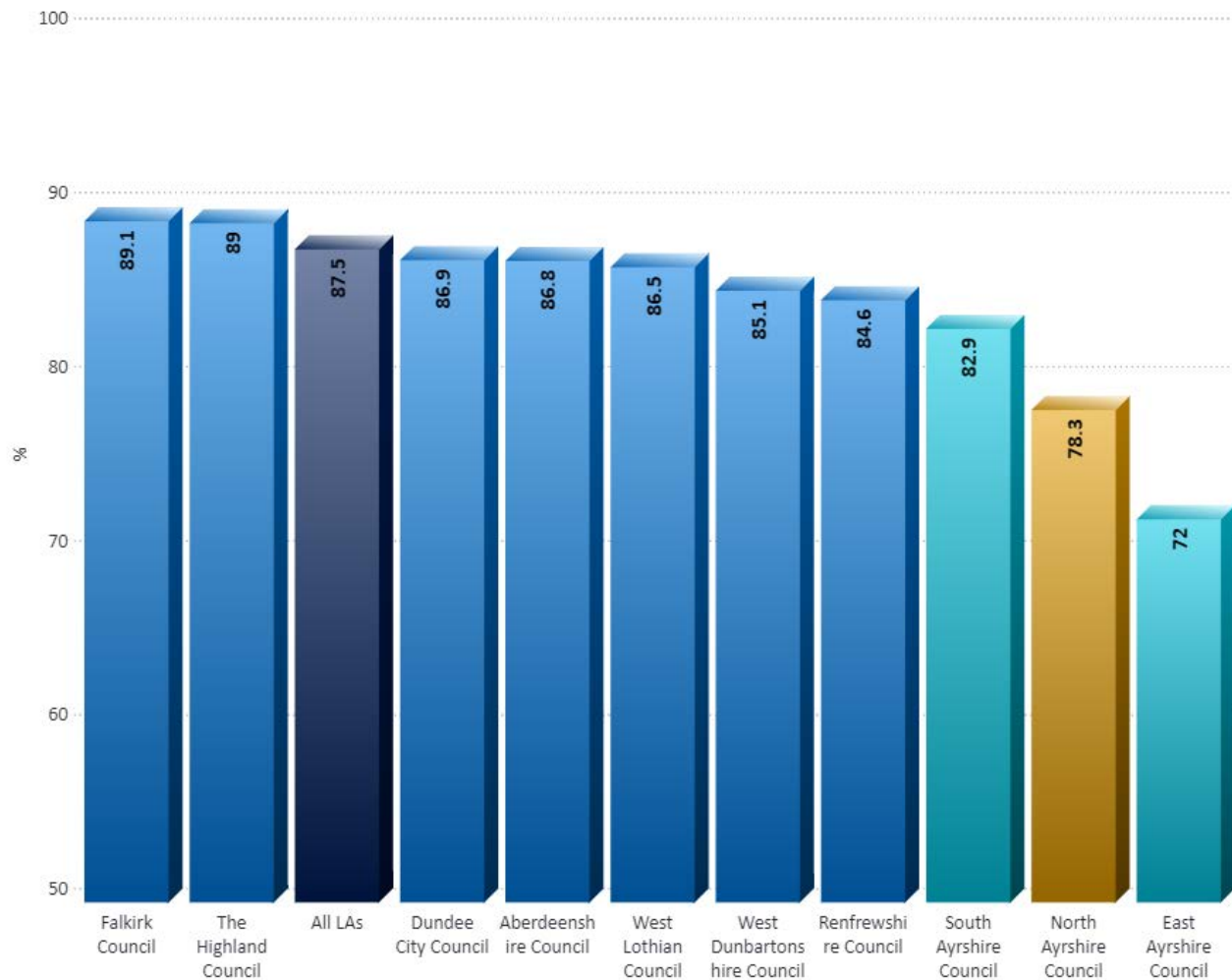


# Access

**Indicator 20:** Percentage of new tenancies sustained for more than a year; statutory homeless.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>81.6</b>	<b>80.0</b>	<b>78.3</b>
Small LAs	86.4	89.5	87.4
Medium LAs	84.4	85.4	85.5
Large LAs	88.2	89.3	88.8
All LAs	86.6	88.0	87.5
National Average	87.2	88.4	87.5

I20: Tenancy sustainment - statutory homeless

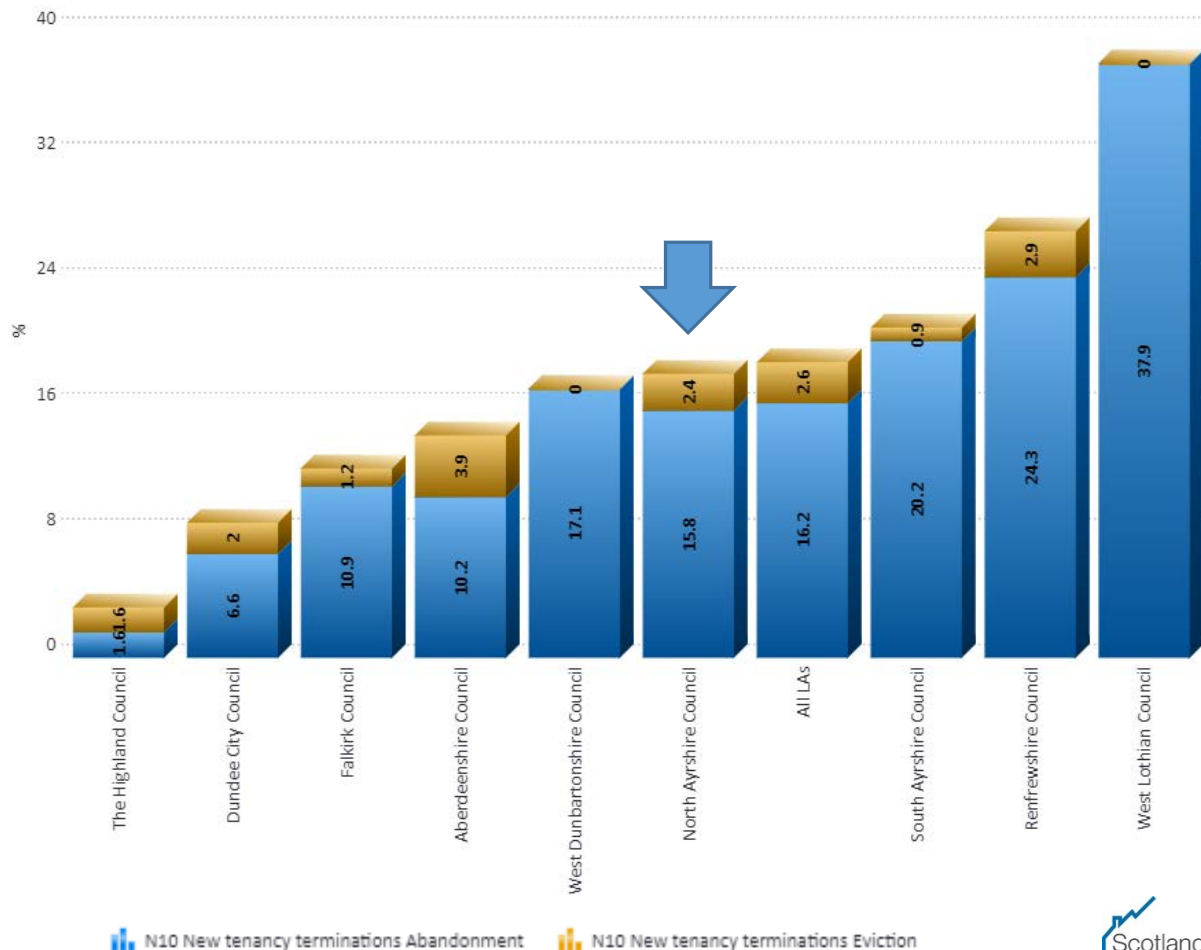


# Access

**N10 New tenancy terminations – percentage of terminations for ‘negative’ reasons**

%	Abandon	Evictions	Total
<b>N. Ayrshire</b>	<b>15.8</b>	<b>2.4</b>	<b>18.1</b>
All LAs	16.2	2.6	18.9
National Average	15.4	3.1	18.5

Terminations within 12 months - negative reasons





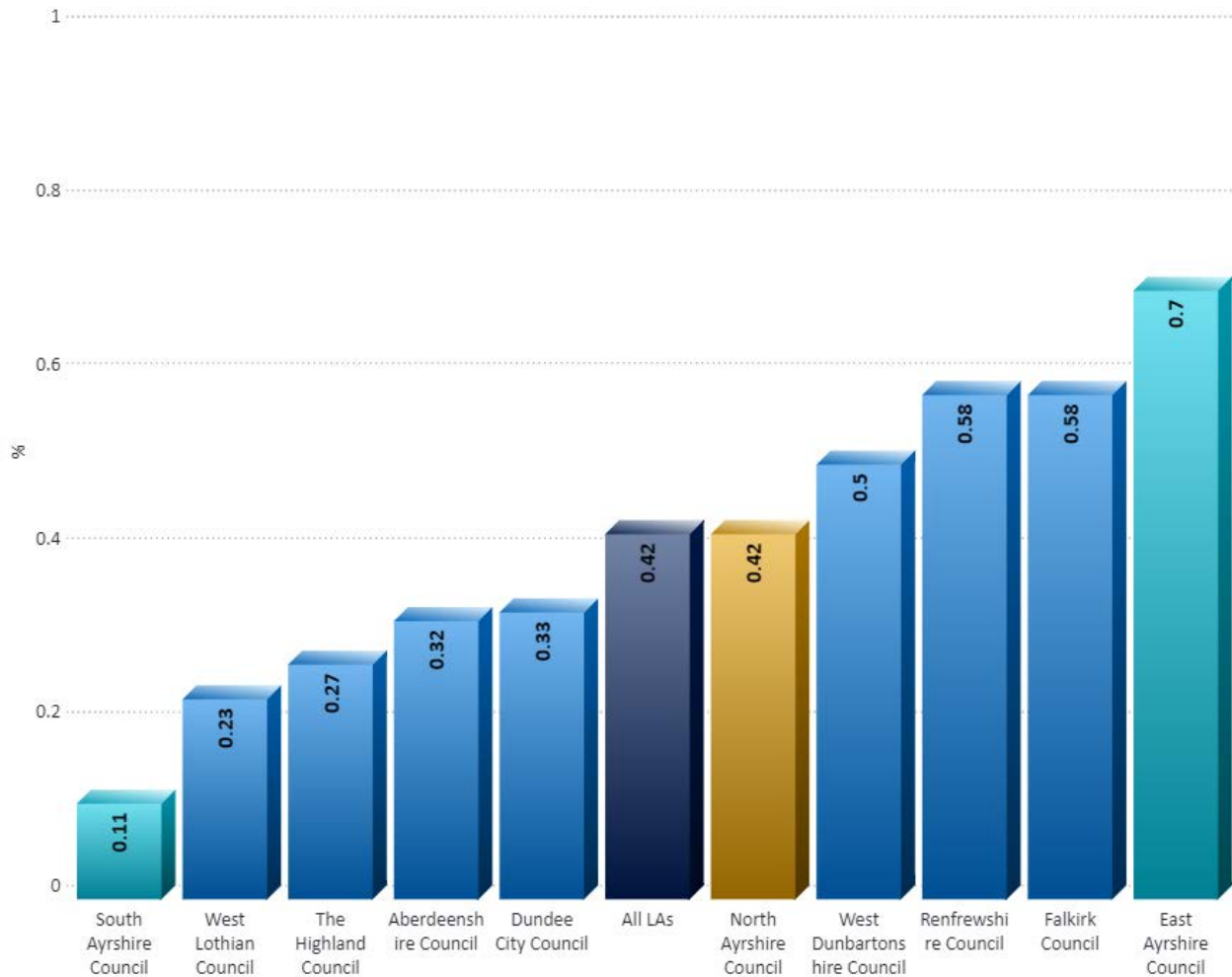
# Access

## Indicator 24: Evictions

Evictions as a percentage of stock

	2015/16	2016/17	2017/18
<b>NAC</b>	<b>0.3</b>	<b>0.4</b>	<b>0.4</b>
Small LAs	0.3	0.2	0.3
Medium LAs	0.4	0.4	0.4
Large LAs	0.4	0.5	0.5
All LAs	0.4	0.4	0.4
National Average	0.3	0.4	0.4

I24: Evictions



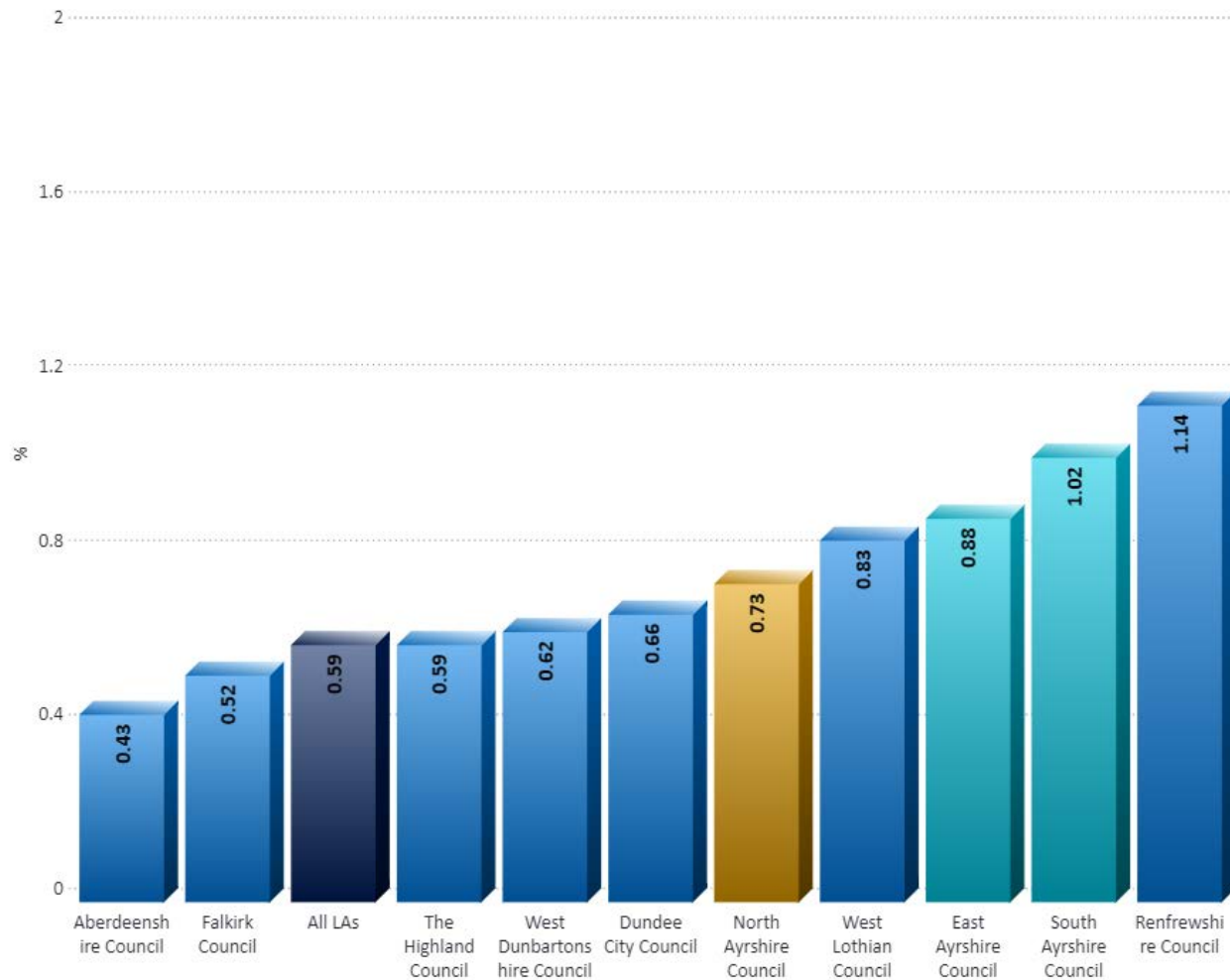
# Access

**Indicator C11:** Abandoned properties.

Abandonments as a percentage of stock.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>0.7</b>	<b>0.9</b>	<b>0.7</b>
Small LAs	0.6	0.5	0.5
Medium LAs	0.9	0.7	0.7
Large LAs	0.6	0.6	0.6
All LAs	0.7	0.6	0.6
National Average	0.7	0.6	0.6

C11: Abandonments

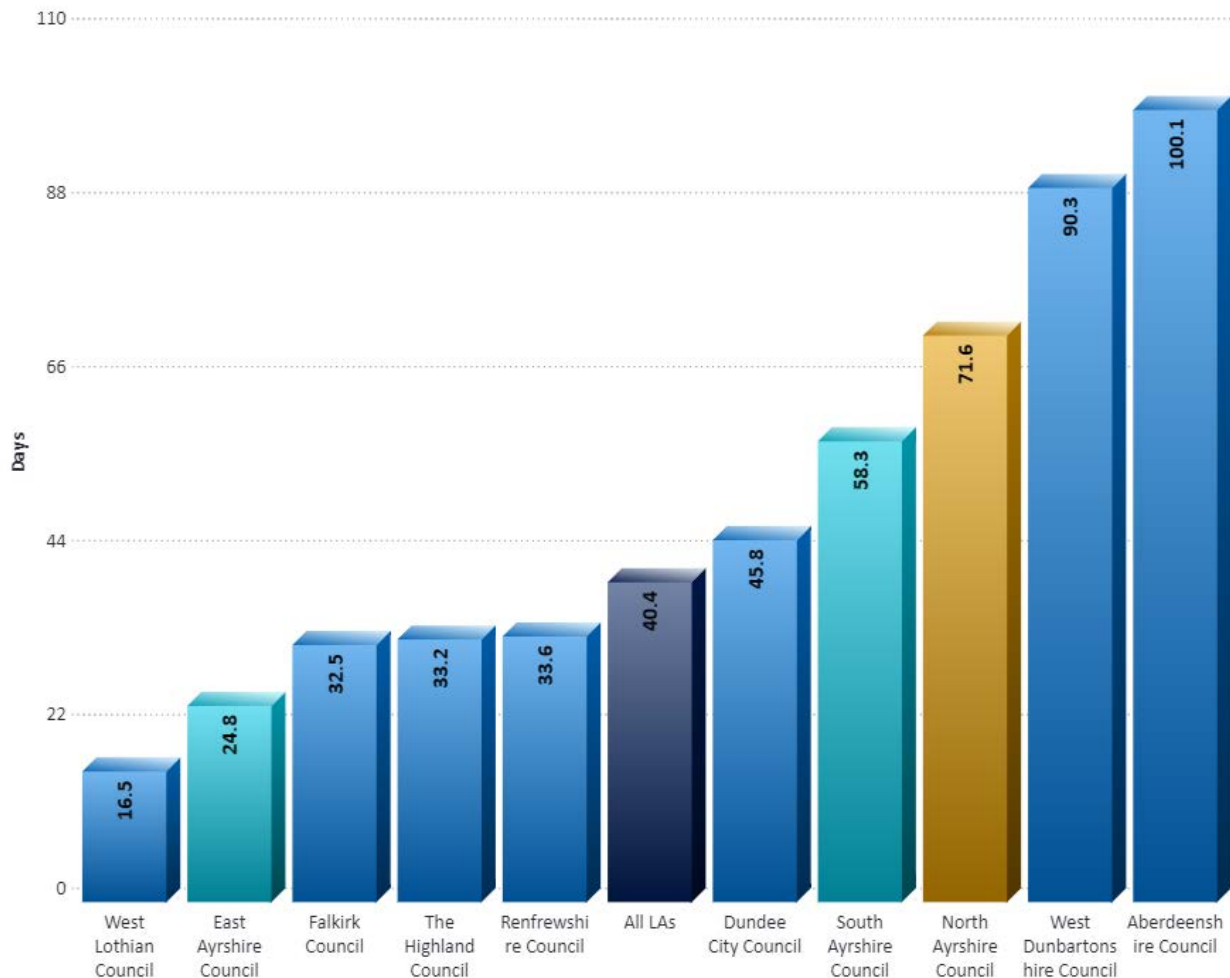


# Access

**Indicator 23:** The average time to complete medical adaptations during the reporting year.

Days	2015/16	2016/17	2017/18
<b>NAC</b>	<b>93.2</b>	<b>64.3</b>	<b>71.6</b>
Small LAs	38.1	44.4	41.8
Medium LAs	40.2	46.2	48.4
Large LAs	40.4	36.1	32.9
All LAs	39.8	41.3	40.4
National Average	46.7	48.5	48.1

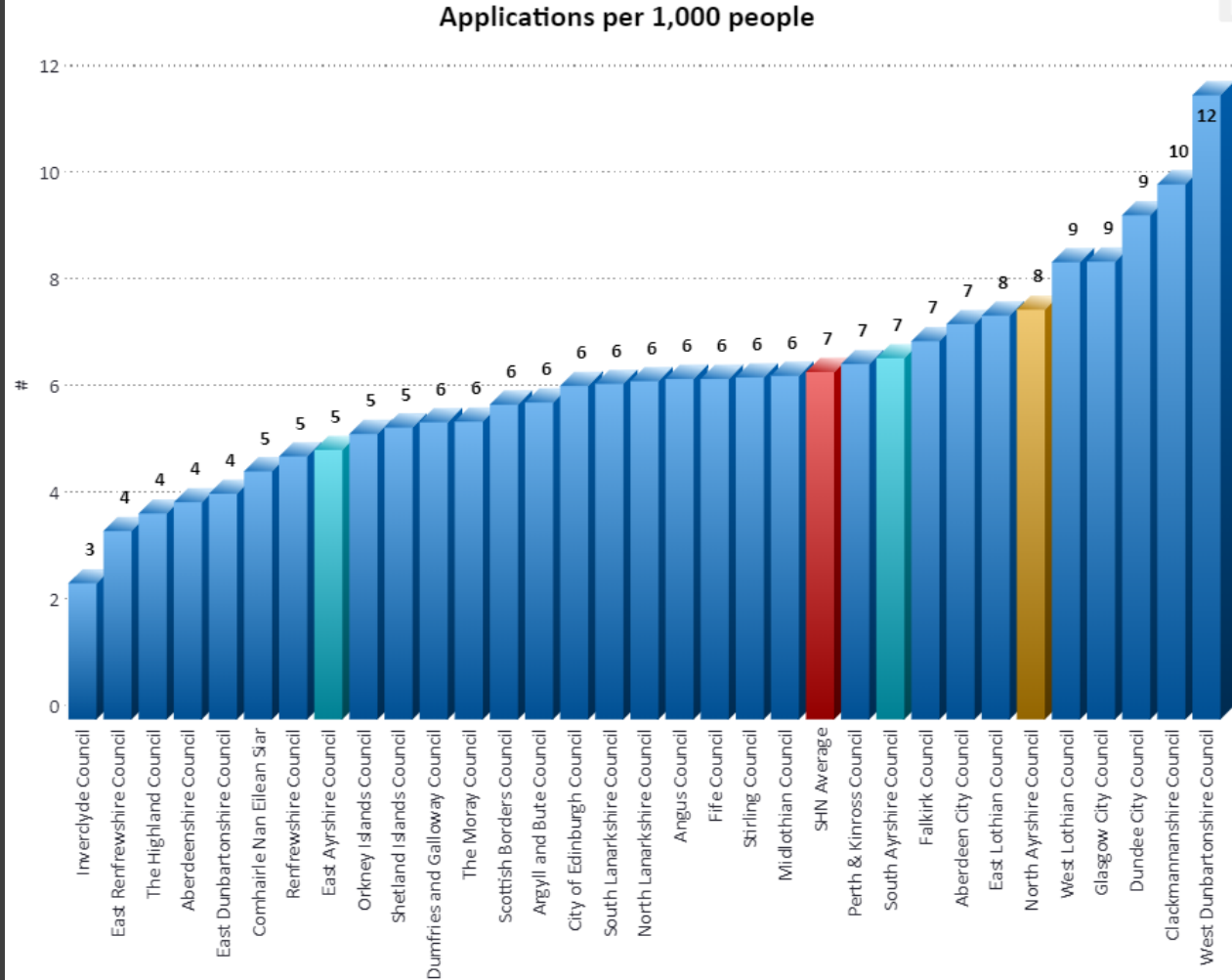
I23: Time to complete medical adaptations



# Homelessness

**HL1:** Homeless applications per 1000 people

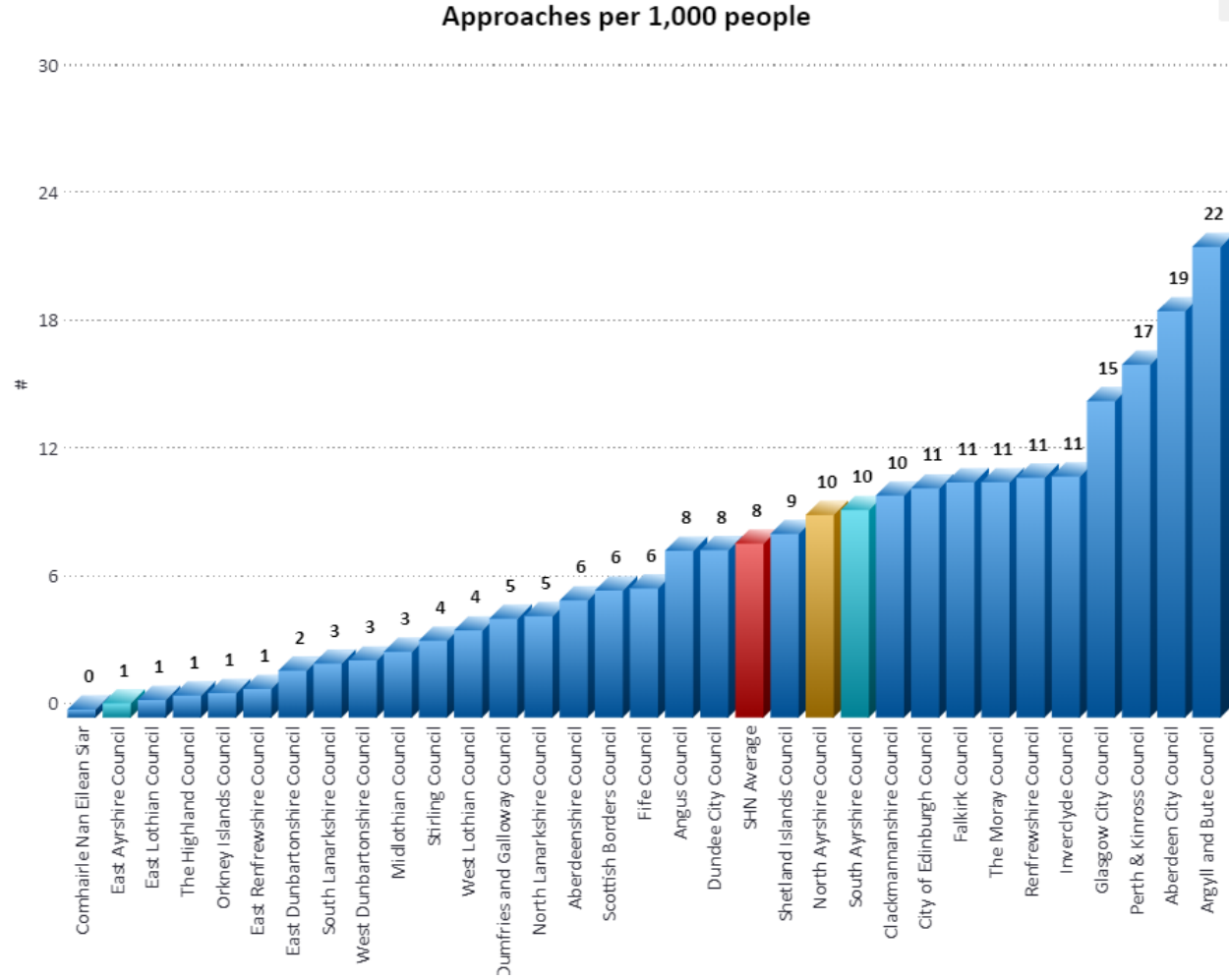
#	2015/16	2016/17	2017/18
<b>NAC</b>	5.5	5.6	7.7
<b>LA Average</b>	6.5	6.4	6.5



# Homelessness

**PREVENT1:** Approaches per 1000 people

#	2015/16	2016/17	2017/18
NAC	13.2	11.5	9.5
LA Average	10.5	9.7	8.2

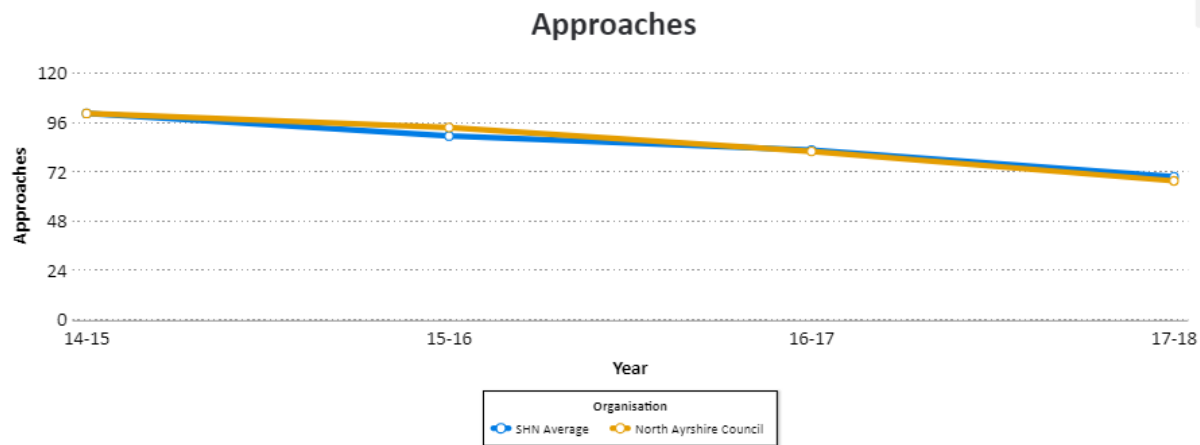
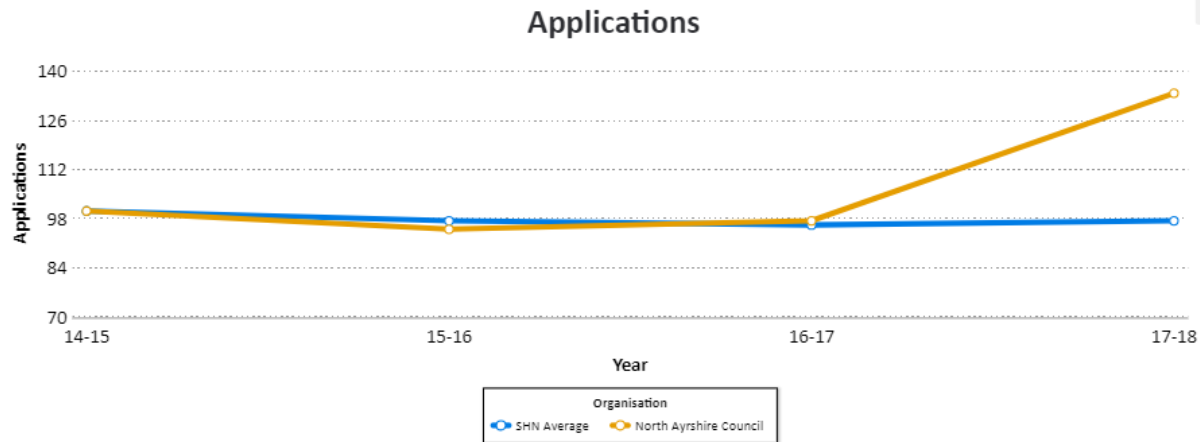


# Homelessness

HL1: Homelessness Applications

PREVENT1: Approaches

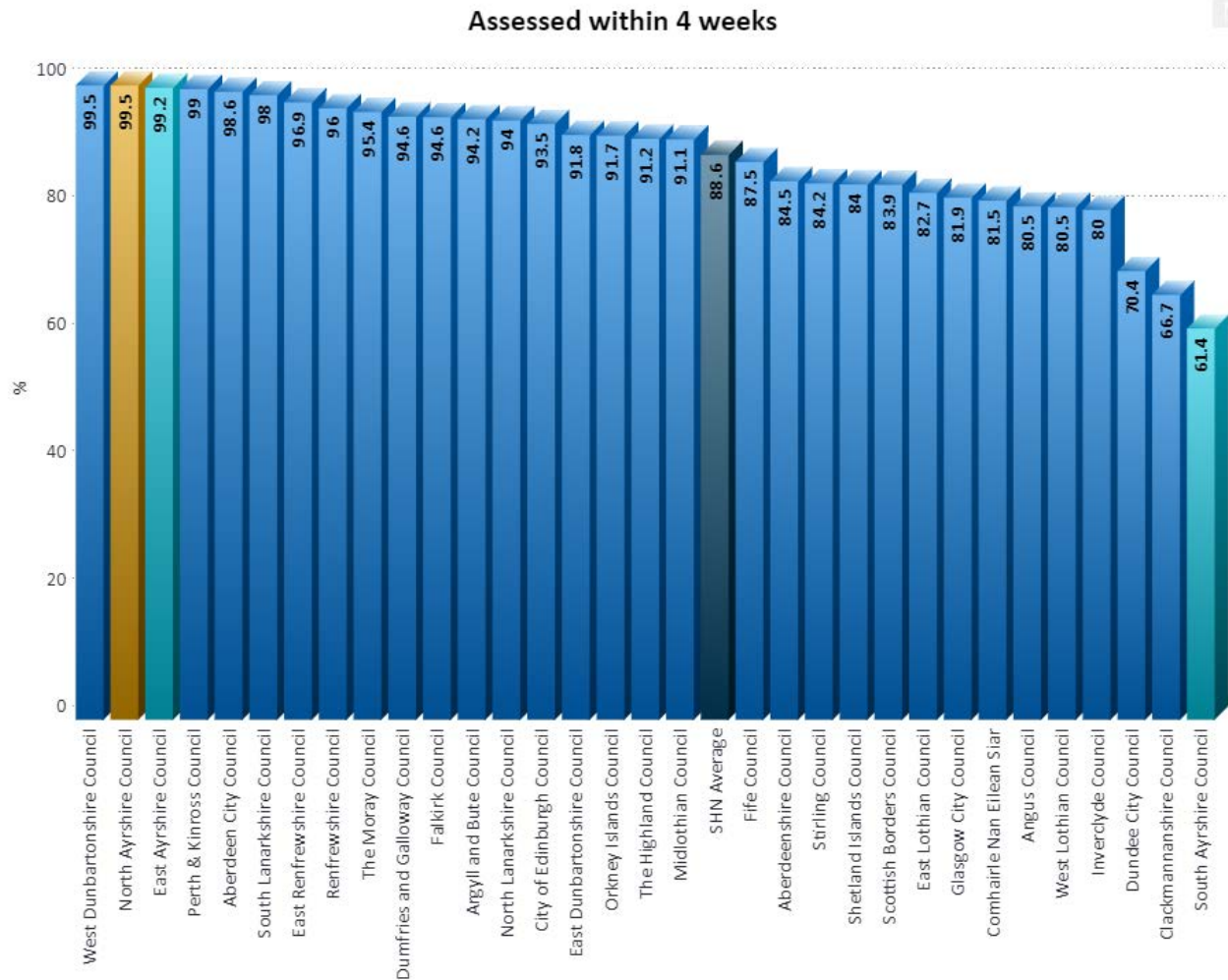
Index set at 100 for 2014-15



# Homelessness

HL1: Assessment within 4 weeks

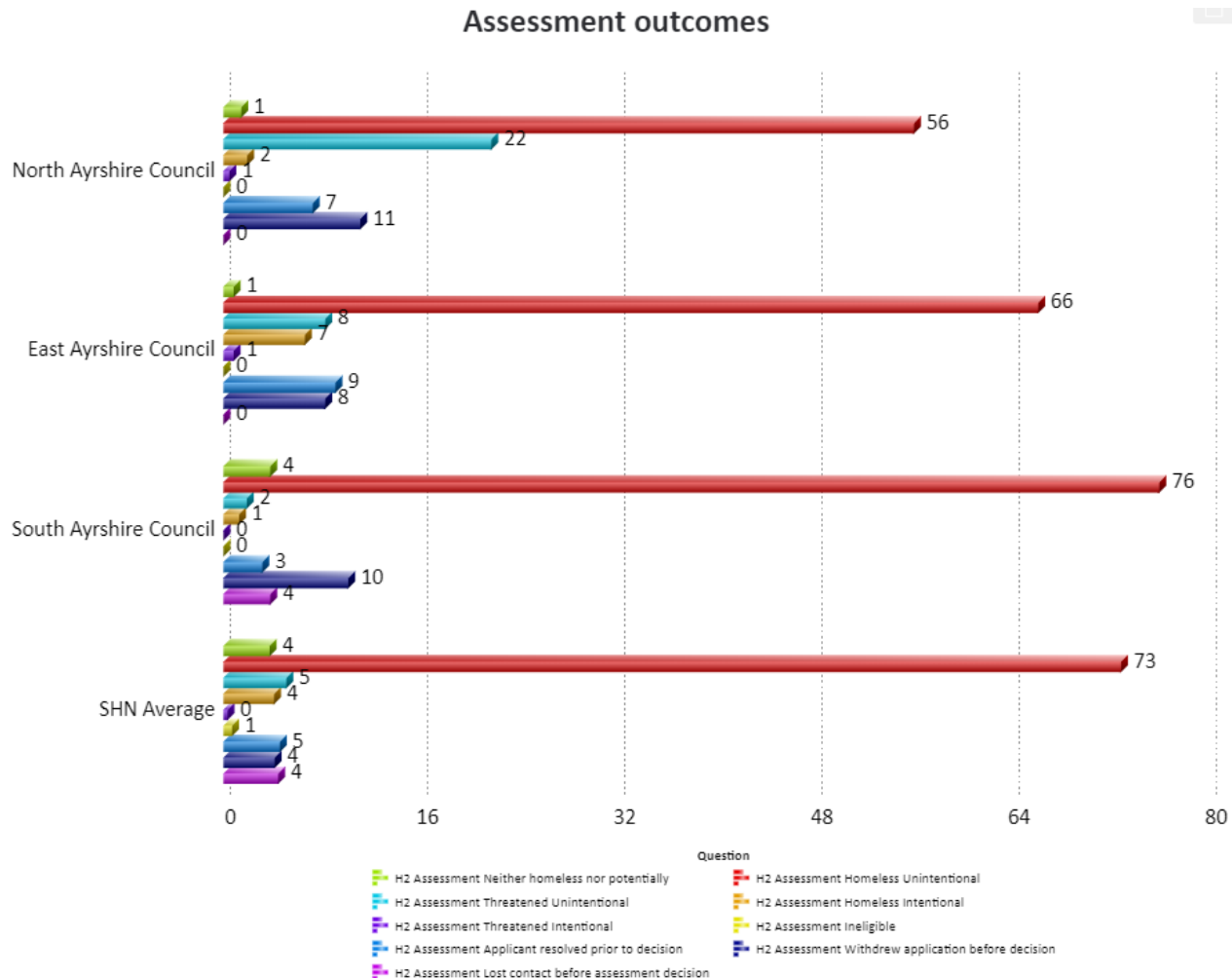
%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>97.4</b>	<b>96.1</b>	<b>99.5</b>
<b>LA Average</b>	<b>84.2</b>	<b>87.8</b>	<b>88.6</b>



# Homelessness

## HL1: Assessment

%	NAC	SHN
Resolved prior to assessment decision	7.3	4.6
Homeless Intentional	5.9	4.1
Homeless Unintentional	56.0	72.8
Ineligible for assistance	0	0.7
Lost contact before decision	0	4.4
Neither homeless / potentially homeless	1.5	3.8
Threatened with homelessness intentional	0.5	0.3
Threatened with homelessness unintentional	21.7	5.1
Withdrew application before decision	11.1	4.2

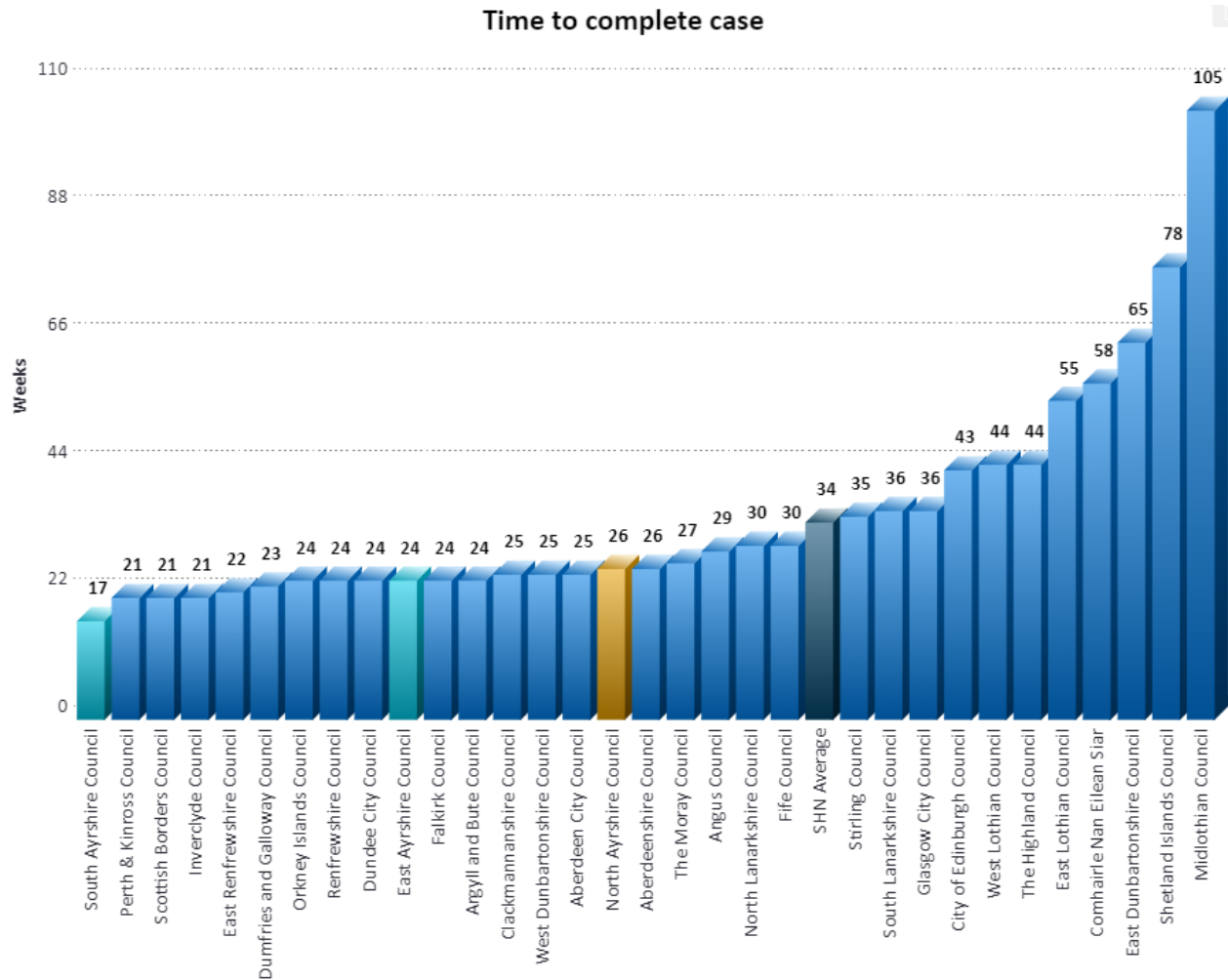




# Homelessness

**HL1:** Average number of weeks to close case

weeks	2015/16	2016/17	2017/18
NAC	20	26	26
LA Average	33	34	34

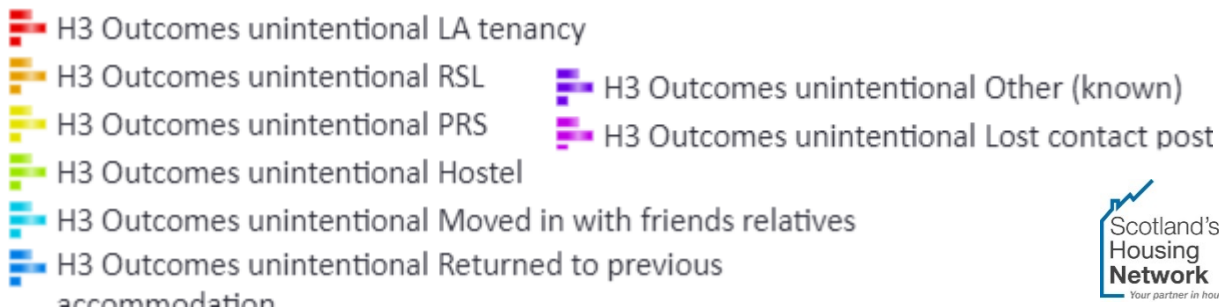
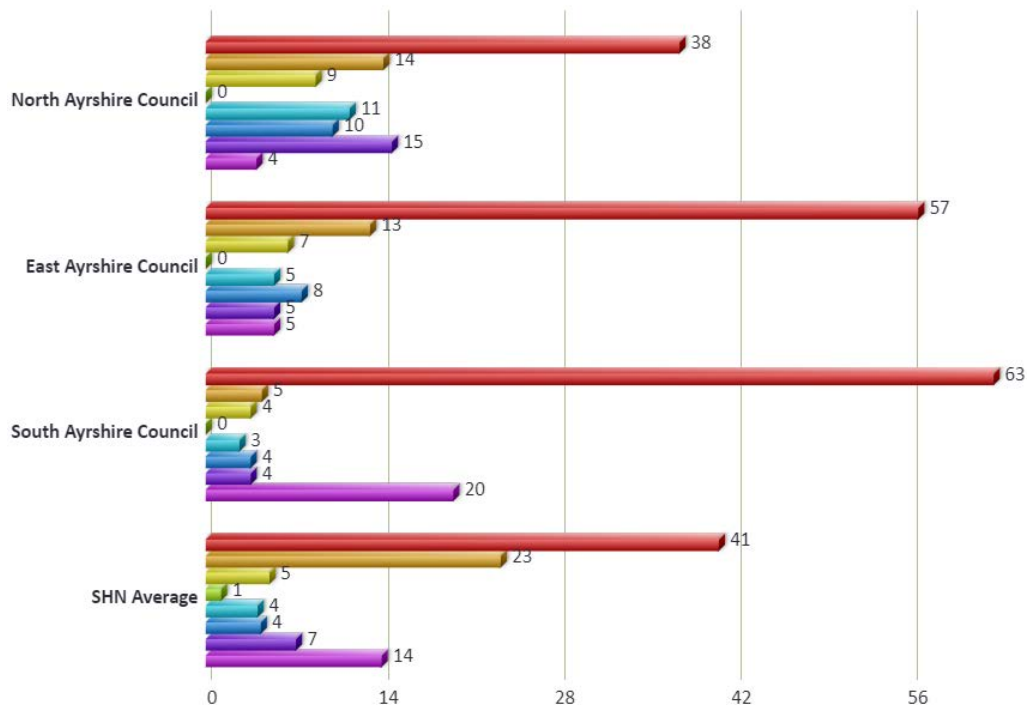


# Homelessness

## HL1: Homeless outcomes

%	NAC	SHN
LA tenancy	37.6	40.7
RSL tenancy	14.1	23.4
Private rented tenancy	8.7	5.1
Hostel	0	1.2
Previous accommodation	10.1	4.4
To friends / relatives	11.4	4.1
Other (known)	14.8	7.2
Not known / Lost contact	4.0	14.0

## Homeless outcomes

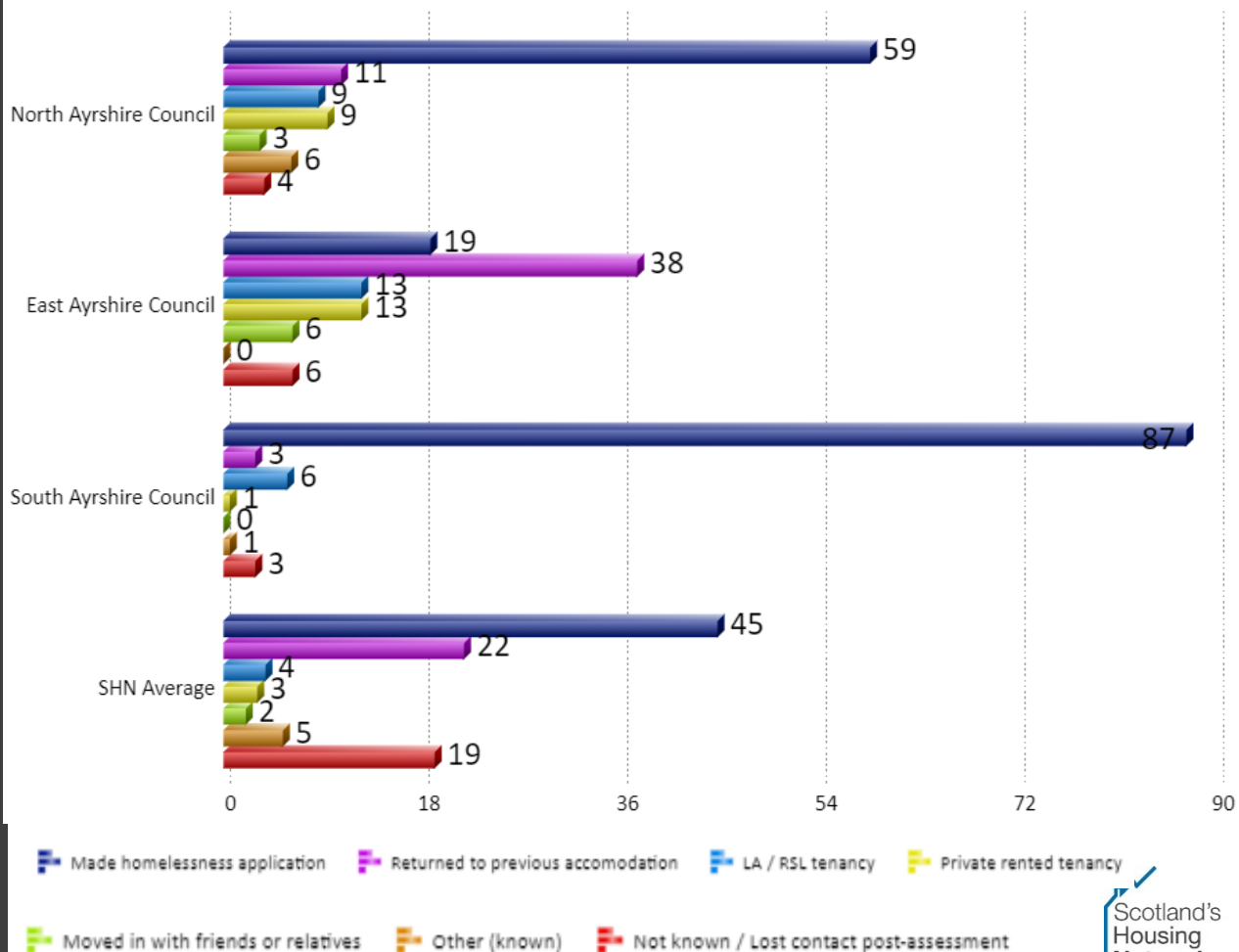


# Homelessness

## PREVENT1: Outcomes

%	NAC	SHN
Made homeless application	58.6	44.8
Returned to previous acc	10.7	21.8
LA / RSL tenancy	8.6	3.8
PRS tenancy	9.4	3.1
Moved in with friends relatives	3.3	2.0
Other known	6.2	5.4
Lost contact	3.7	19.1

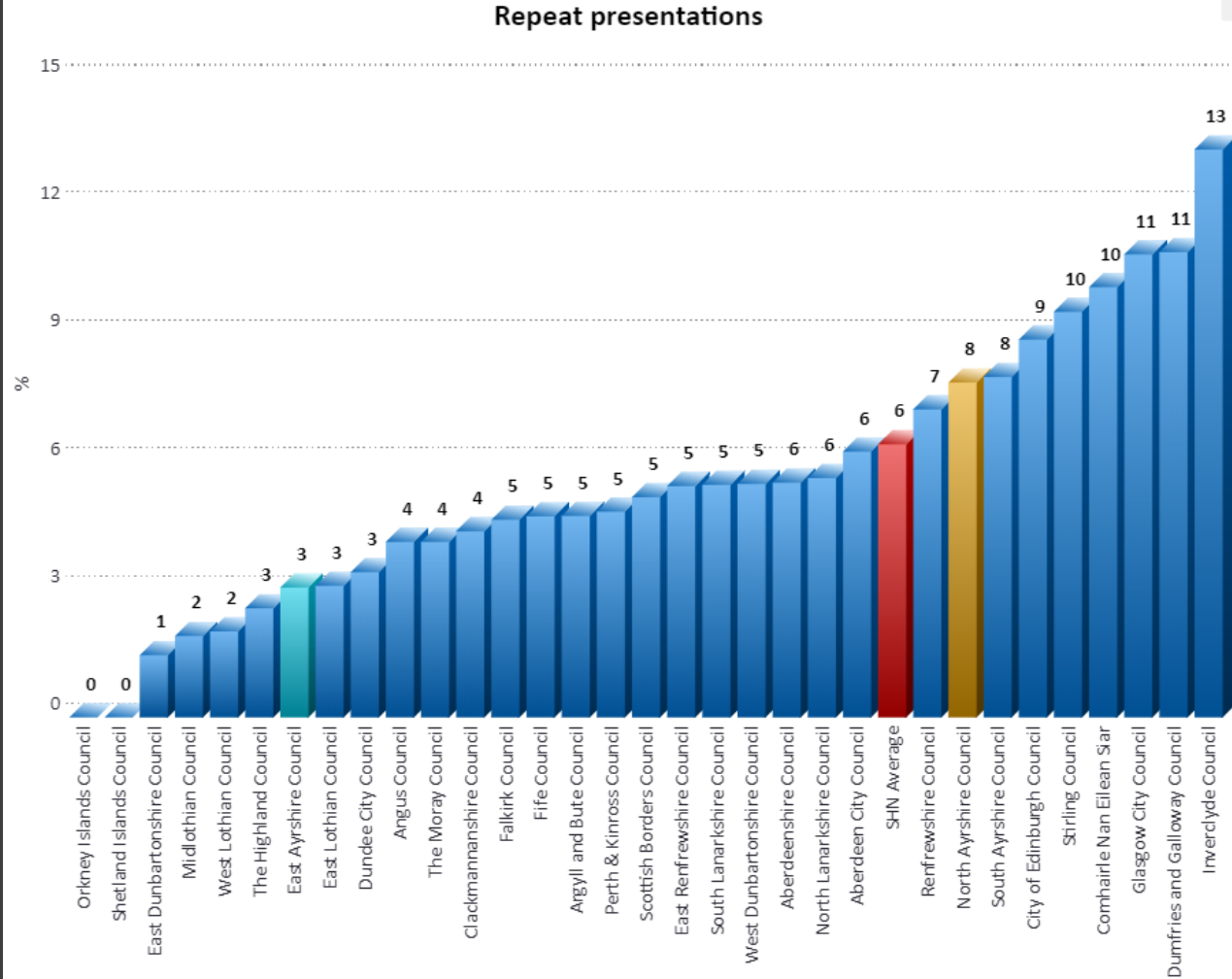
## Housing Options outcomes



# Homelessness

HL1: Repeat presentations

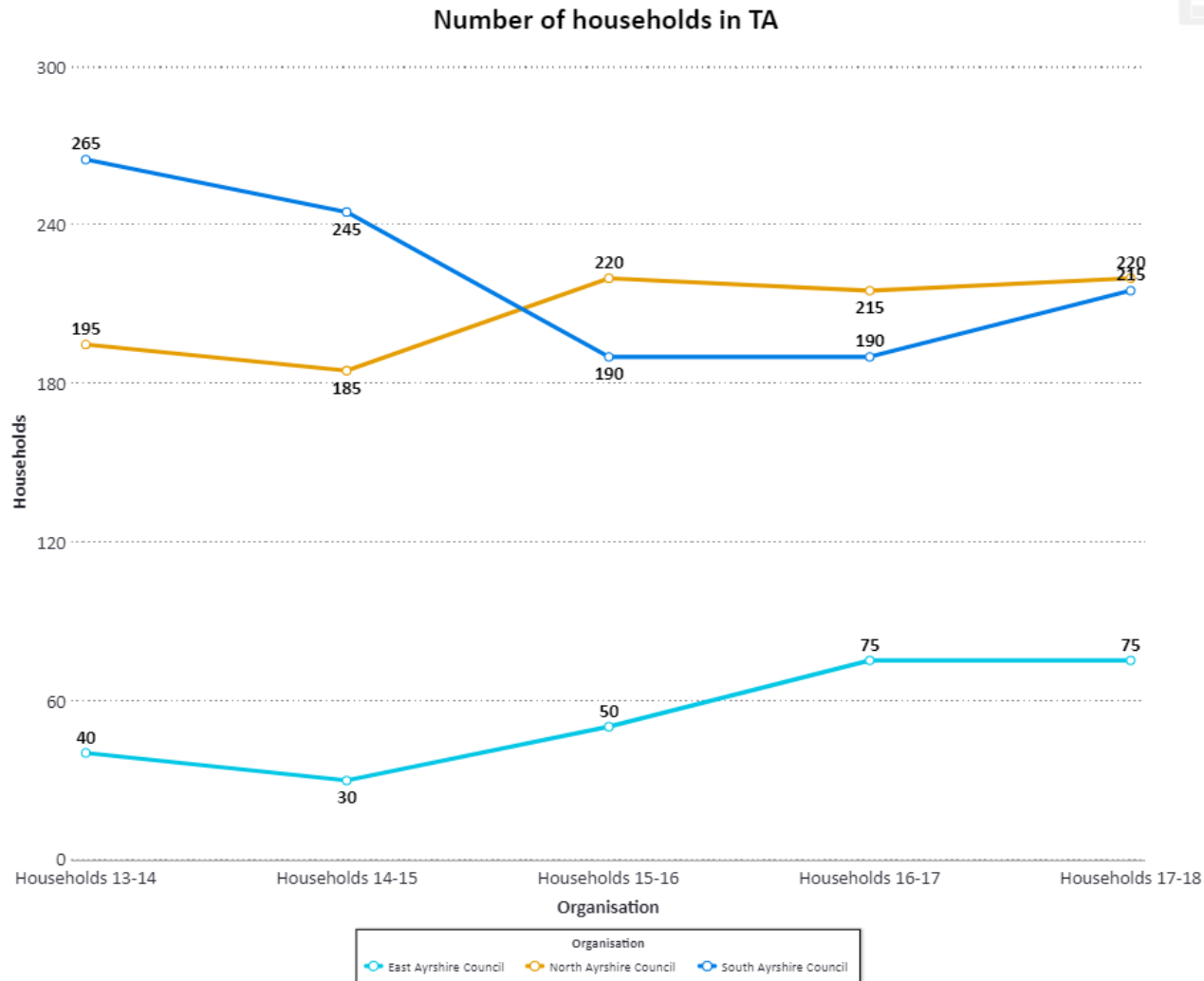
%	2015/16	2016/17	2017/18
NAC	9.0	9.8	7.9
LA Average	6.6	6.7	6.4



# Homelessness

**HL3** Number of households in temporary accommodation at year end (rounded to nearest 5)

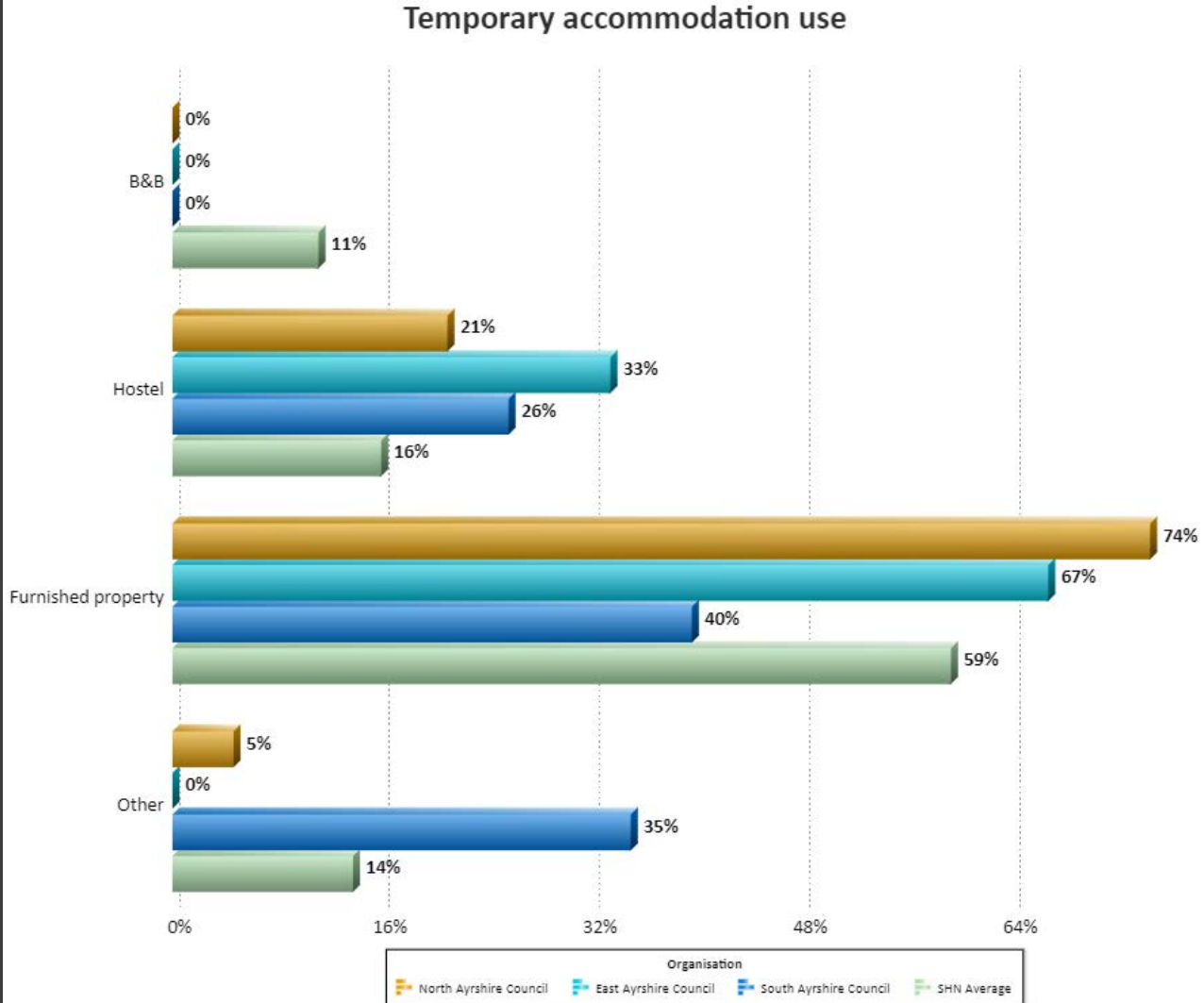
#	2015/16	2016/17	2017/18
NAC	220	215	220
Scotland total	10543	10873	10933



# Homelessness

## HL3 Temporary accommodation use

%	NAC	SHN
Social sector house	74	59
Hostel	21	16
B&B	0	14
Other	5	11

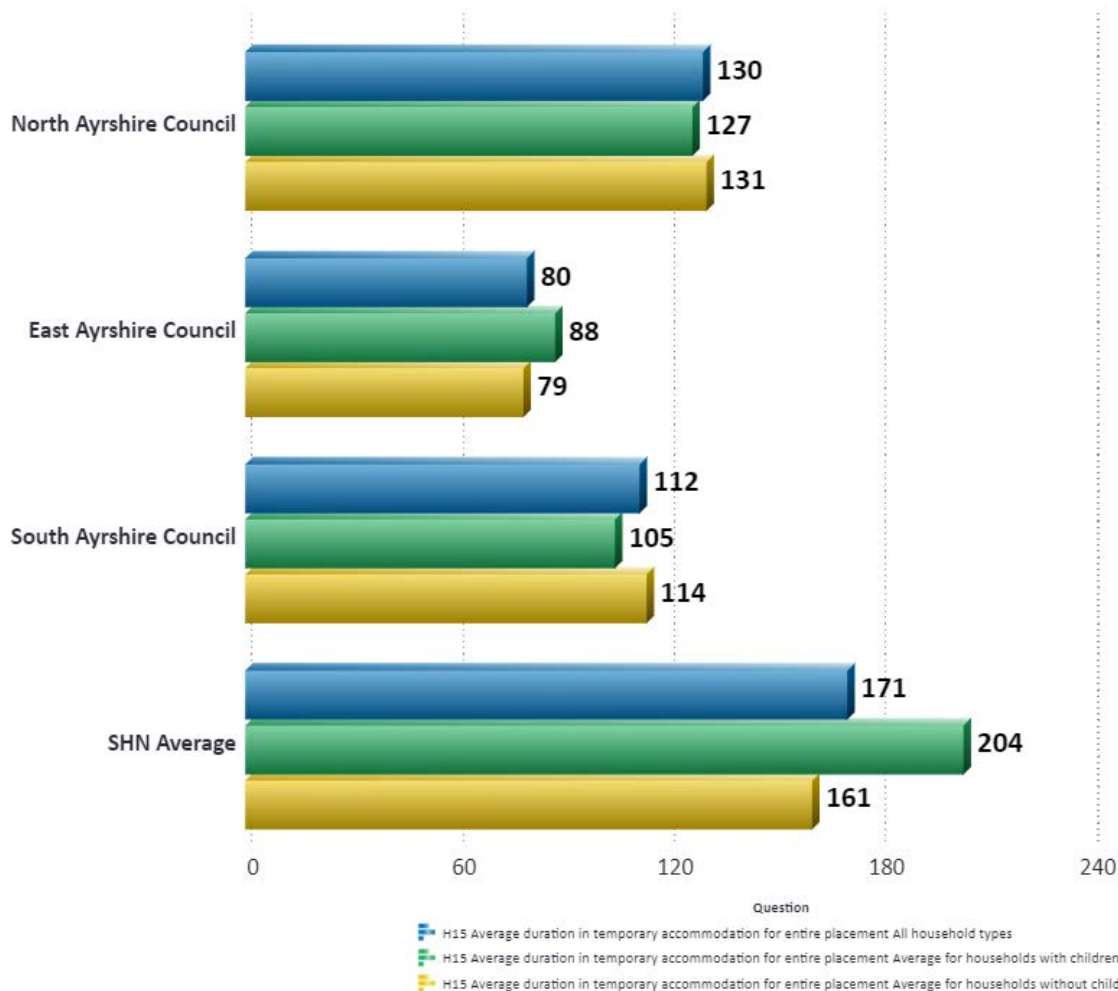


# Homelessness

**HL3** Temporary accommodation length of stay

days	NAC	SHN
All households	130	171
Households with children	127	204
Households without children	131	161

## Temporary accommodation length of stay



# Rent collection

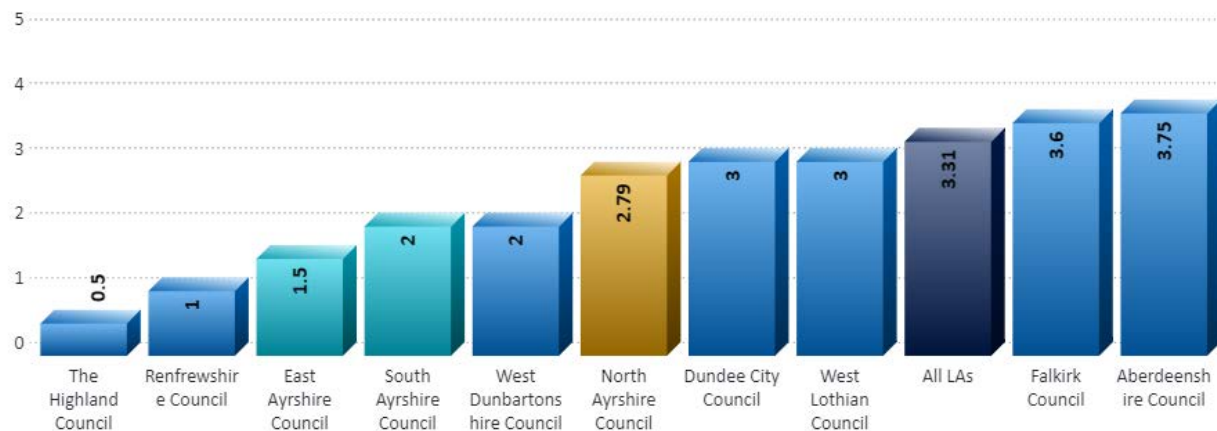
**C17:** Average weekly rent and rent increase

	2015/16	2016/17	2017/18
<b>NAC</b>	<b>65.60</b>	<b>66.60</b>	<b>68.50</b>
Small LAs	63.20	65.40	67.10
Medium LAs	67.90	70.40	71.80
Large LAs	70.50	72.00	73.50
All LAs	68.30	70.30	71.80
National Average	72.70	74.40	76.20

Average Weekly Rent



Annual Rent Increase

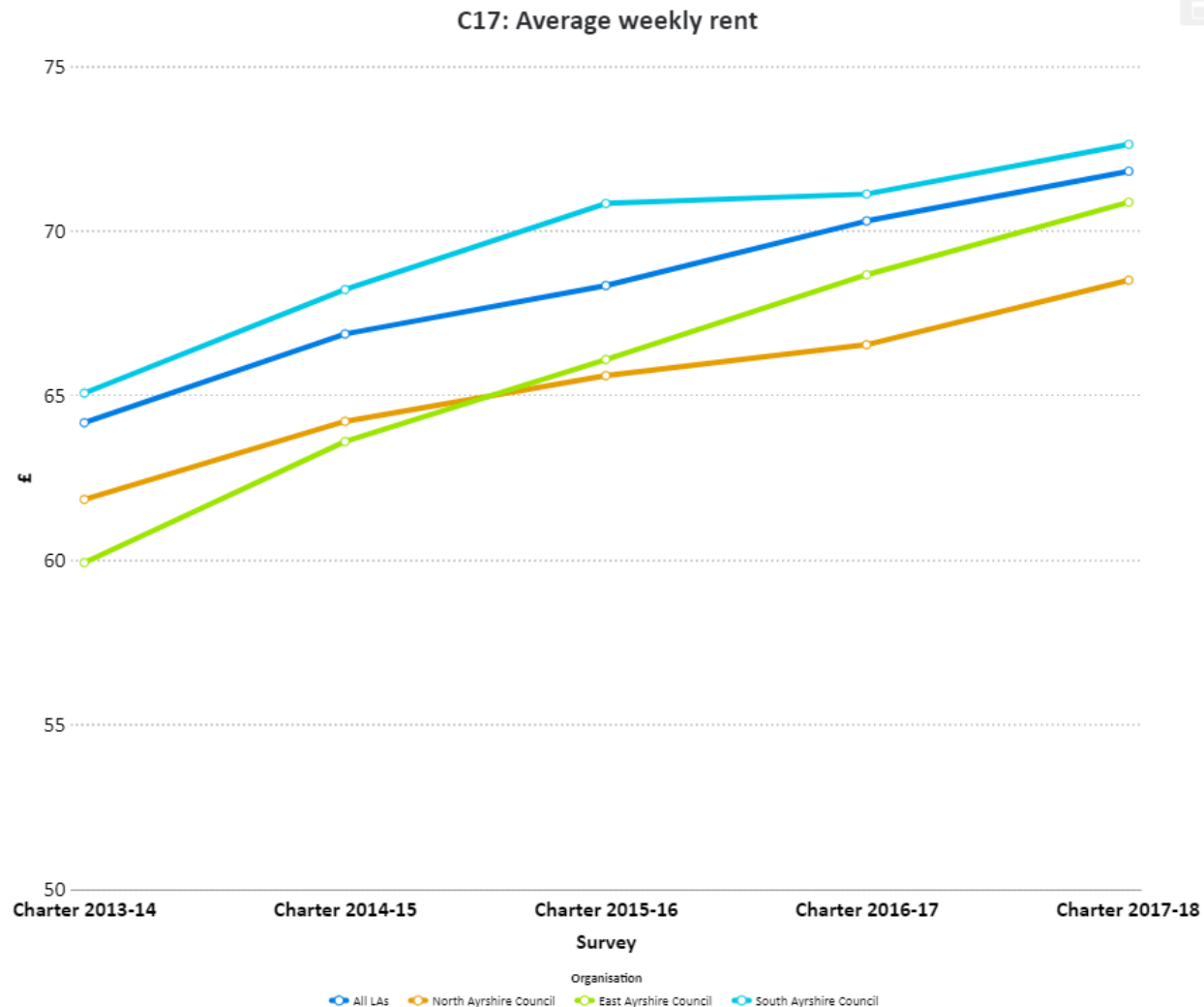




# Rent collection

## C21: Change in average rent

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>1.5</b>	<b>2.8</b>	<b>2.8</b>
Small LAs	3.2	2.7	3.3
Medium LAs	2.7	2.0	2.4
Large LAs	2.4	2.1	3.6
All LAs	2.8	2.6	3.3
National Average	1.9	2.3	3.2

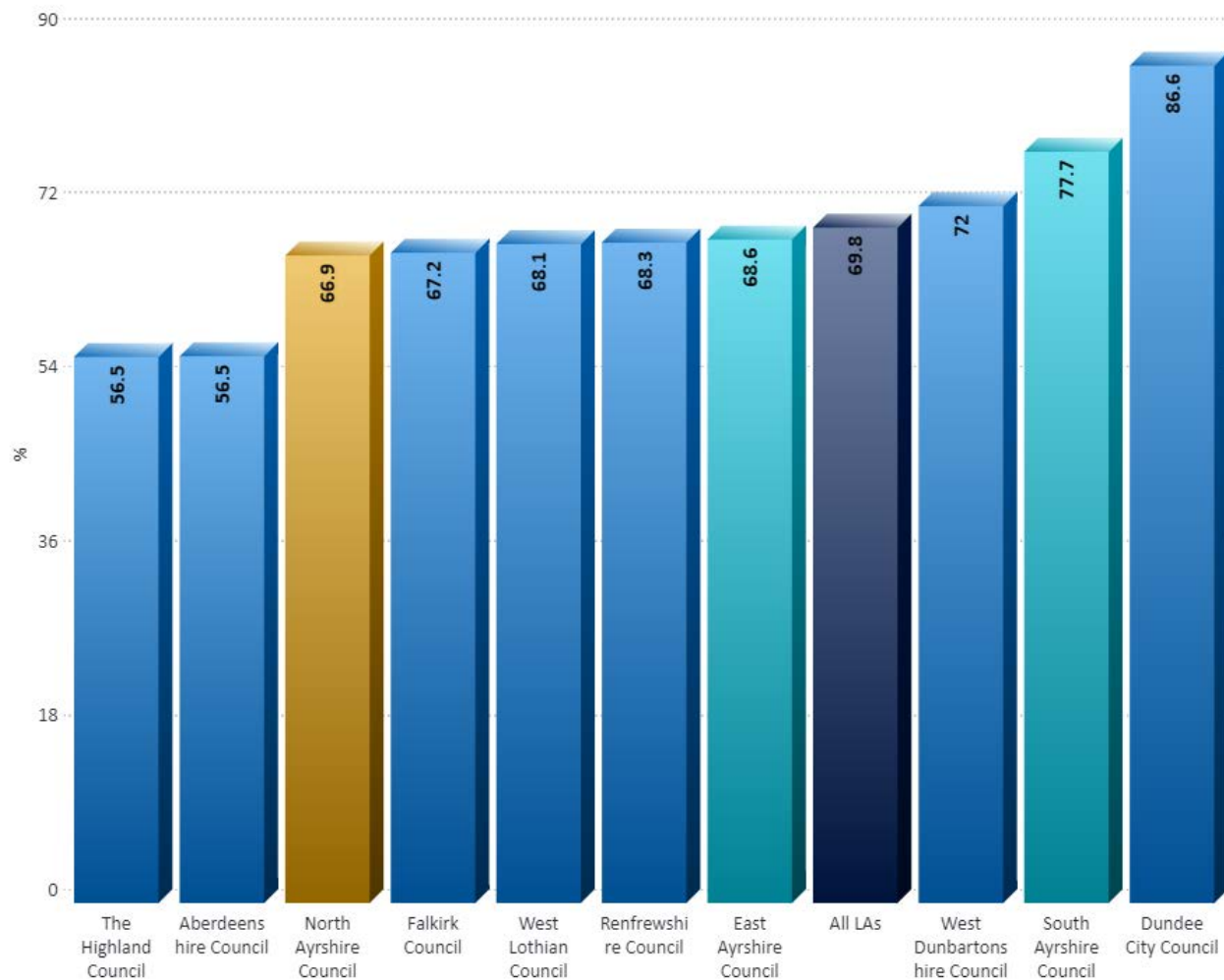


# Rent collection

**Context 22:** Percentage of households for which landlords are paid housing costs directly

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>71.9</b>	<b>61.0</b>	<b>66.9</b>
Small LAs	63.5	62.9	62.5
Medium LAs	71.9	68.8	67.6
Large LAs	73.4	74.5	74.0
All LAs	71.1	70.5	69.8
National Average	68.9	68.1	67.2

C22: % rent direct

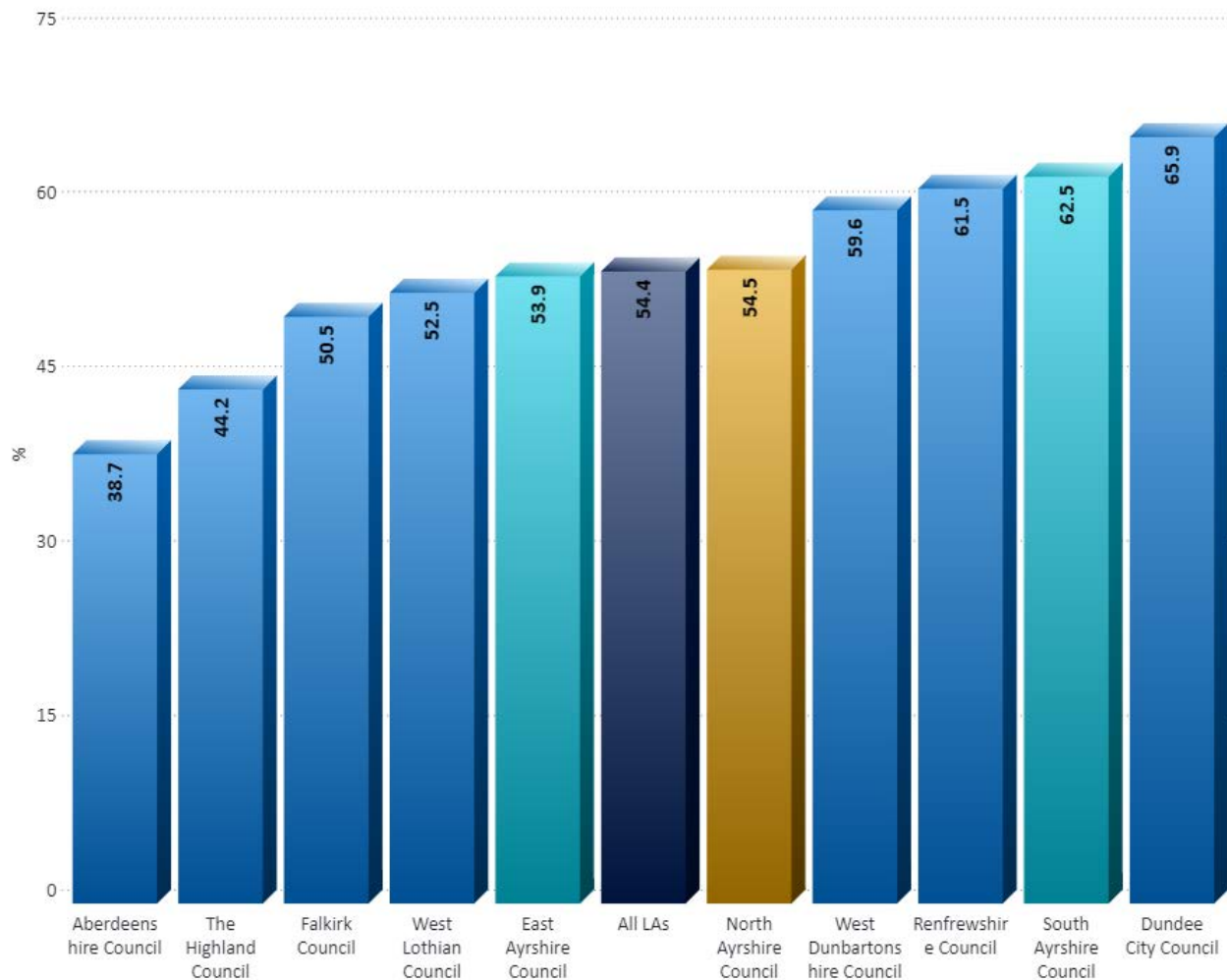


# Rent collection

**Context 22:** Percentage value of the direct housing payments received in the reporting year.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>58.8</b>	<b>56.2</b>	<b>54.5</b>
Small LAs	51.6	50.9	47.4
Medium LAs	55.9	54.3	53.0
Large LAs	59.3	57.5	57.7
All LAs	56.9	55.3	54.4
National Average	55.8	12475.4	53.3

C22: % value of rent direct

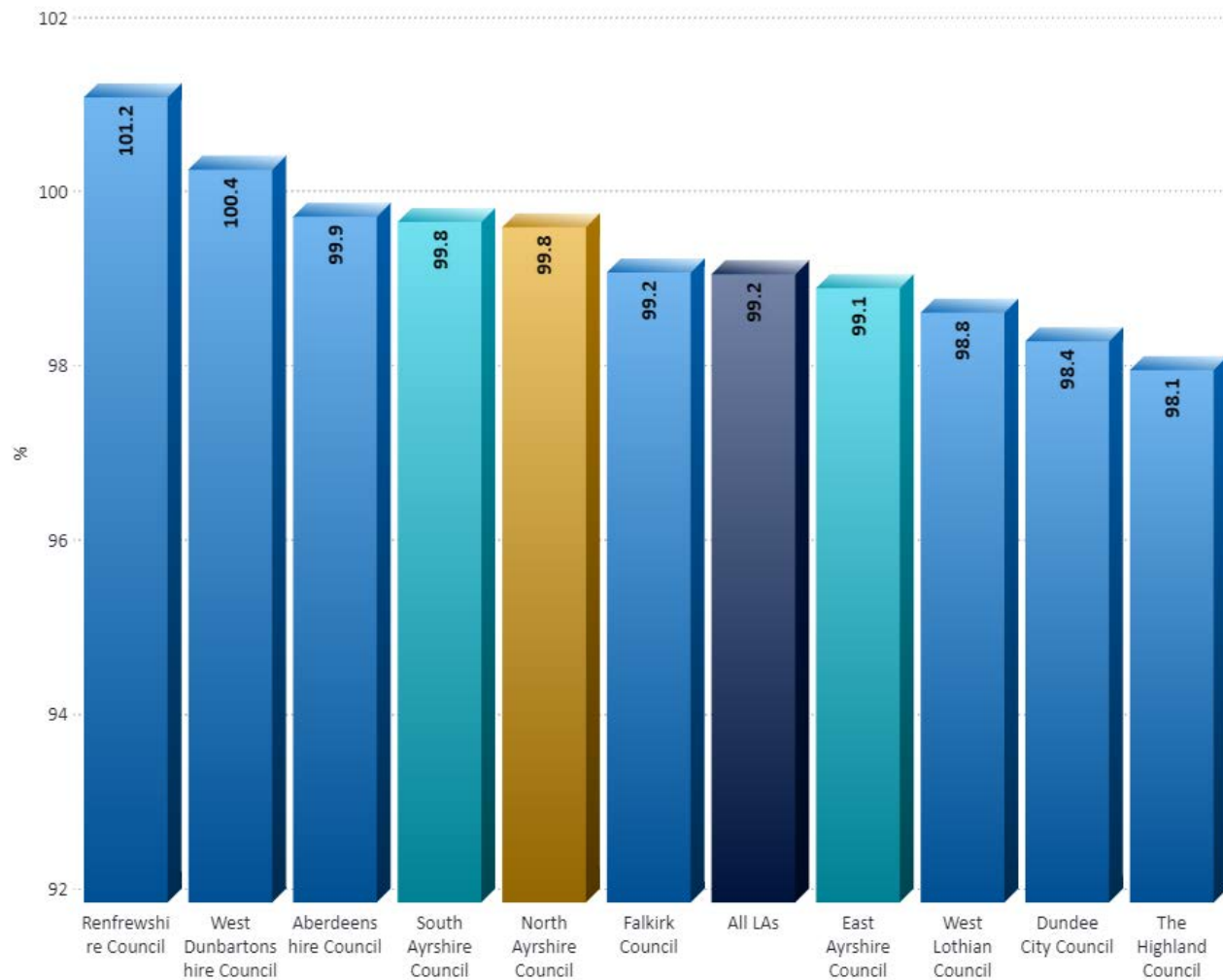


# Rent collection

**Indicator 30:** Rent collected from tenants as a percentage of total rent due in the reporting year

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>100.4</b>	<b>99.8</b>	<b>99.8</b>
Small LAs	99.4	99.5	99.2
Medium LAs	99.6	99.6	99.4
Large LAs	99.5	99.2	99.1
All LAs	99.5	99.4	99.2
National Average	99.6	99.6	99.4

I30: Rent collected

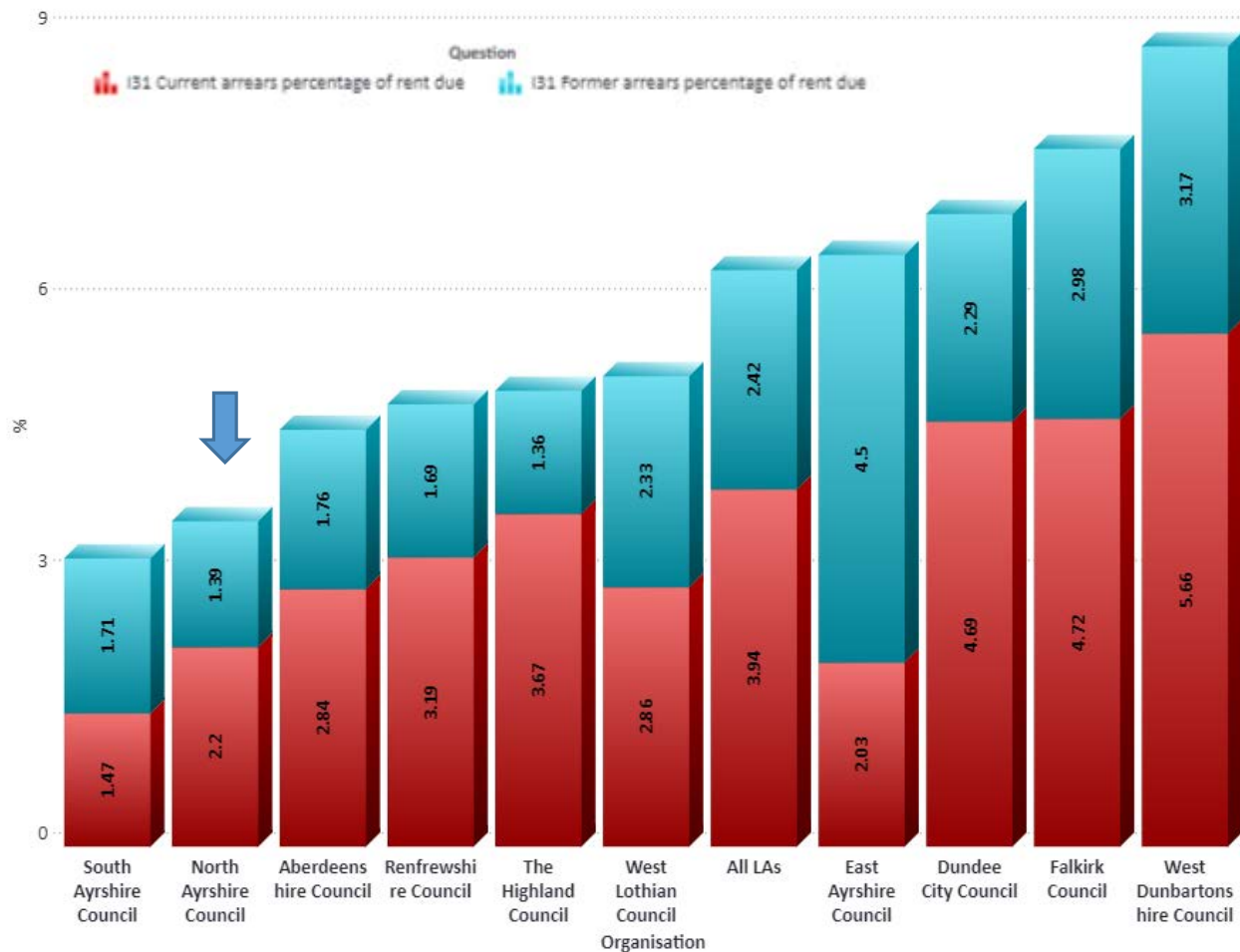


# Rent collection

**Indicator 31:** Current rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>2.0</b>	<b>2.0</b>	<b>2.2</b>
Small LAs	4.1	4.2	4.3
Medium LAs	3.3	3.3	3.8
Large LAs	3.5	3.8	4.1
All LAs	3.5	3.7	4.0
National Average	3.2	3.3	3.4

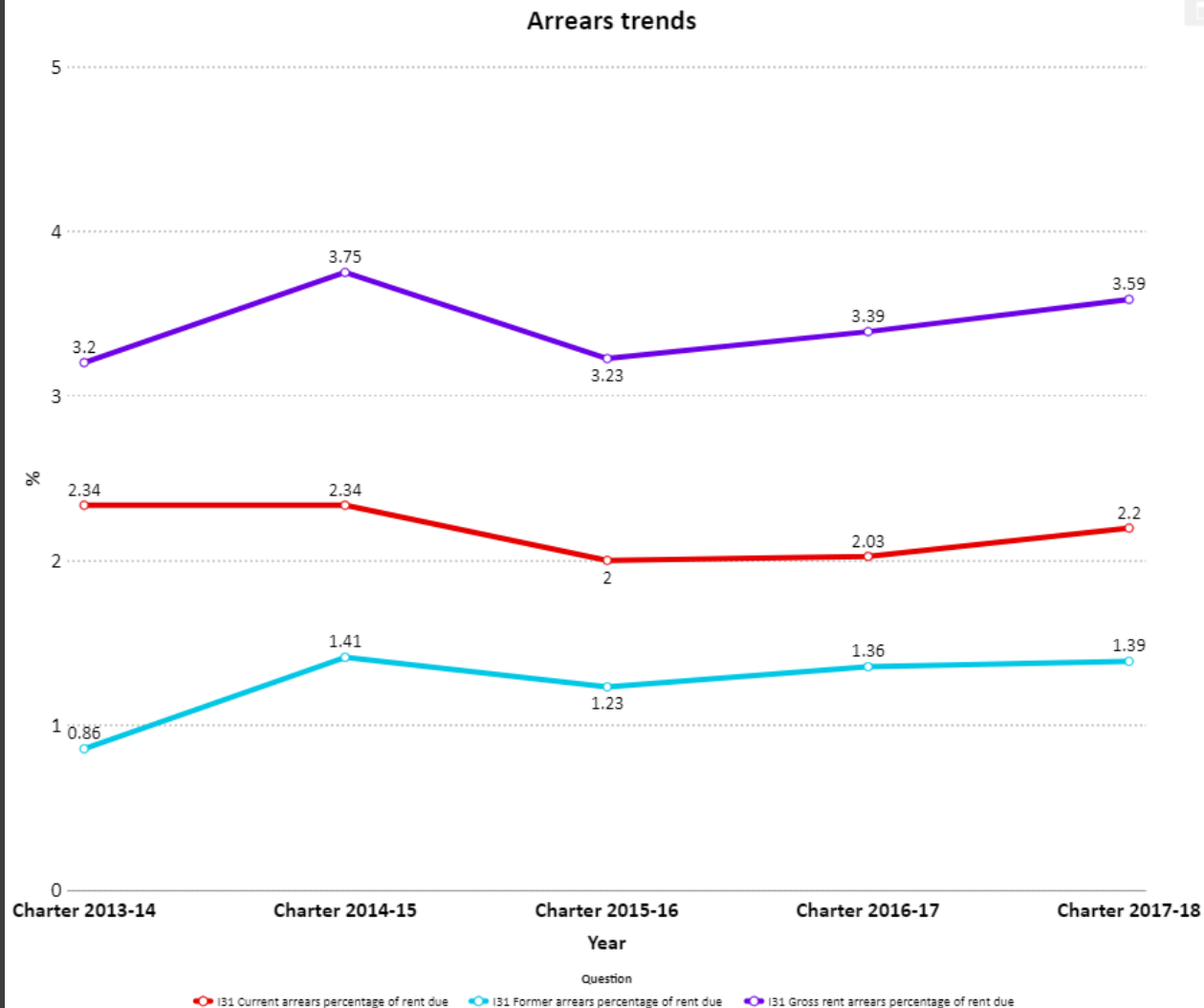
I31: Rent Arrears



# Rent collection

## Indicator 31: Gross Arrears trends

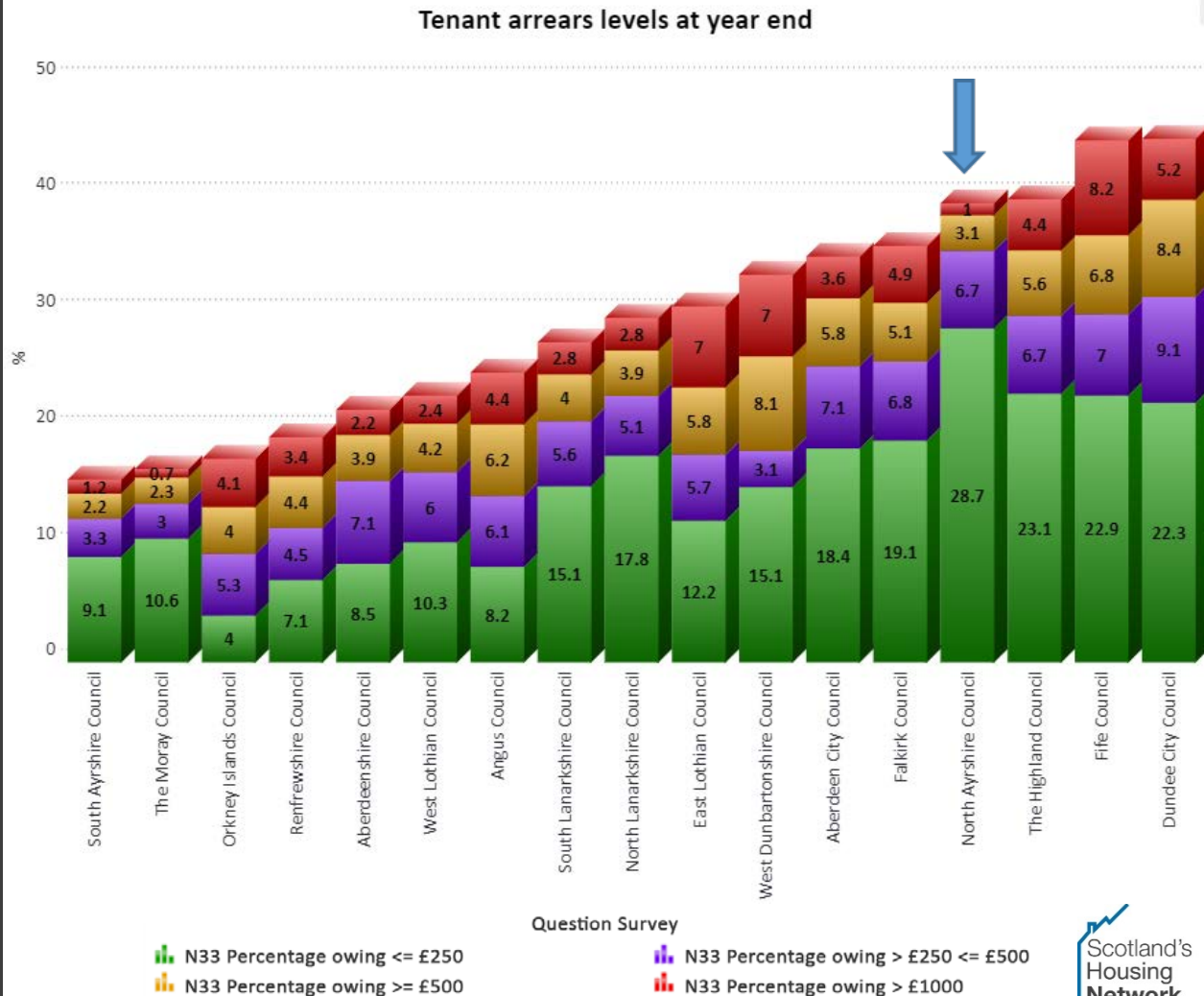
Gross arrears %	2015/16	2016/17	2017/18
<b>NAC</b>	<b>3.2</b>	<b>3.4</b>	<b>3.6</b>
Small LAs	7.0	7.3	7.5
Medium LAs	6.0	5.8	5.9
Large LAs	5.6	6.0	6.3
All LAs	6.0	6.1	6.4
National Average	5.3	5.3	5.2



# Getting good value from rents and service charges

**Indicator N33:** Percentage of tenants in arrears at year end

%	N. Ayrshire	LA	SHN
<£250	28.7	16.9	17.0
< £500	6.7	6.0	6.1
< £1000	3.1	4.2	5.0
> £1000	1.0	2.4	3.9
Total in arrears	39.4	22.9	32.0



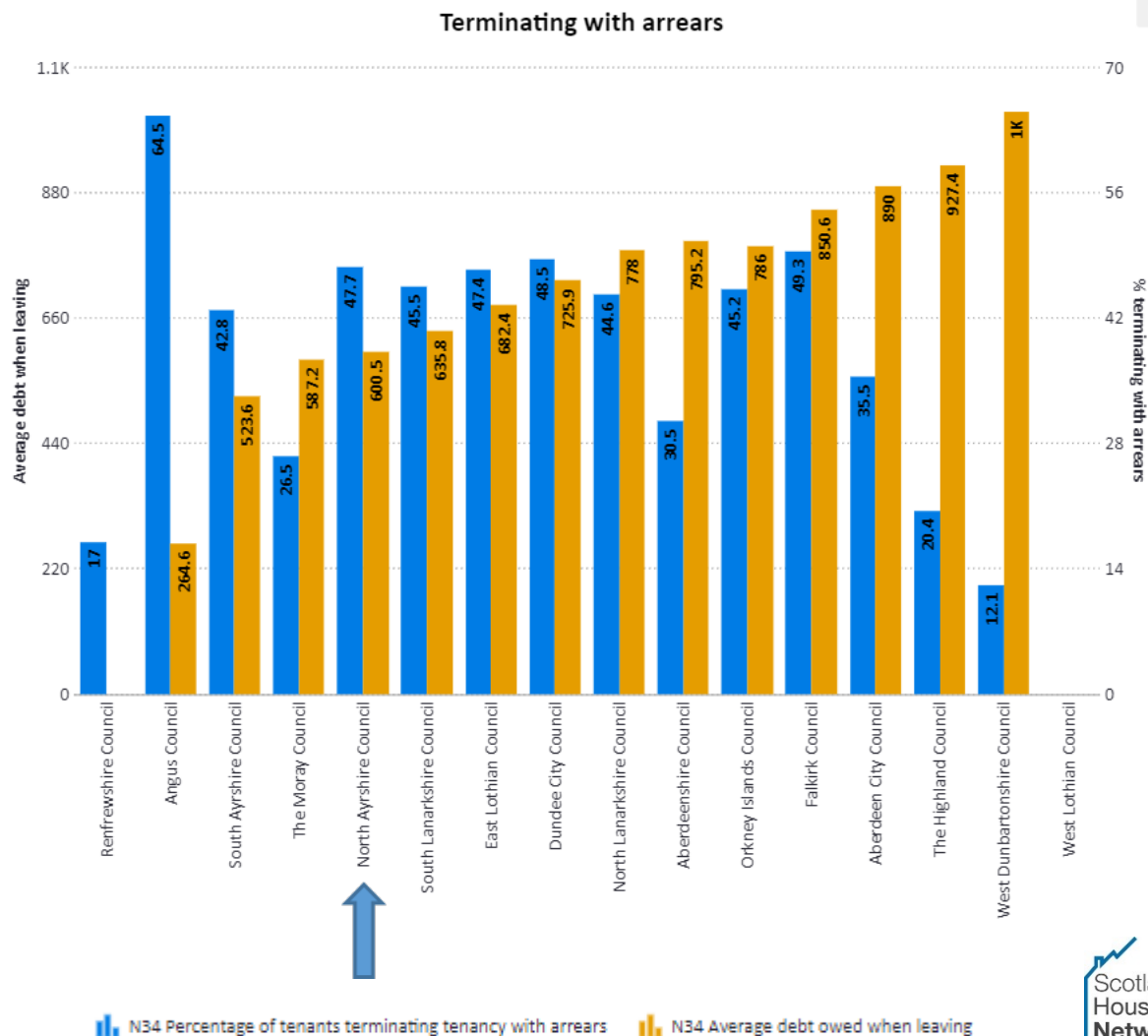
# Getting good value from rents and service charges

**Indicator N34:** Percentage of tenants terminating with arrears

&

Average level of arrears when leaving

	%	£
<b>N. Ayrshire</b>	<b>47.7</b>	<b>600</b>
All LAs	38.2	719
National Average	36.4	651



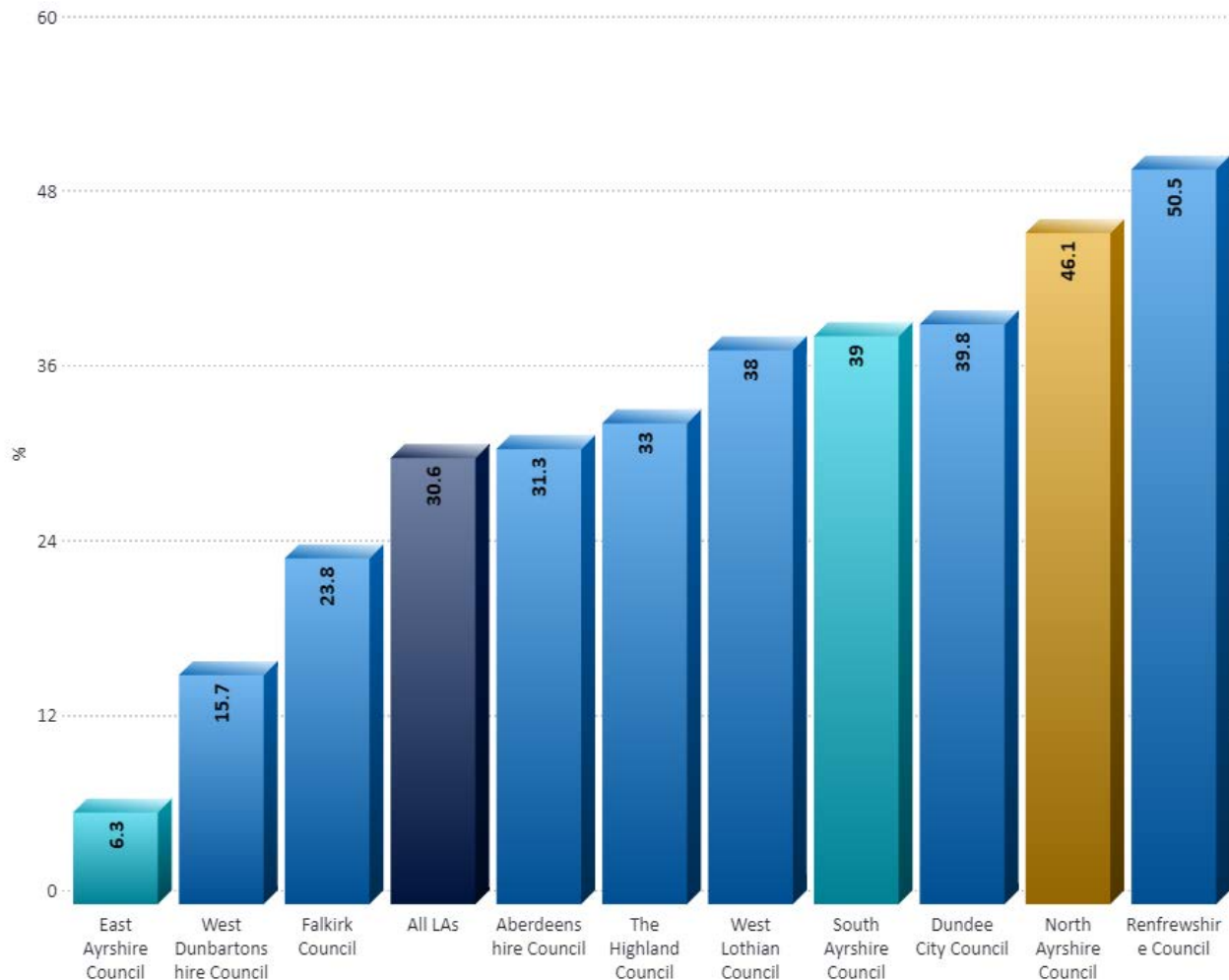


# Rent collection

**Indicator C23:** percentage of former tenant rent arrears written off at the year end.

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>43.5</b>	<b>43.2</b>	<b>46.1</b>
Small LAs	14.2	23.5	24.1
Medium LAs	32.3	30.2	30.3
Large LAs	37.4	40.4	36.1
All LAs	31.0	33.3	31.6
National Average	34.6	37.1	36.1

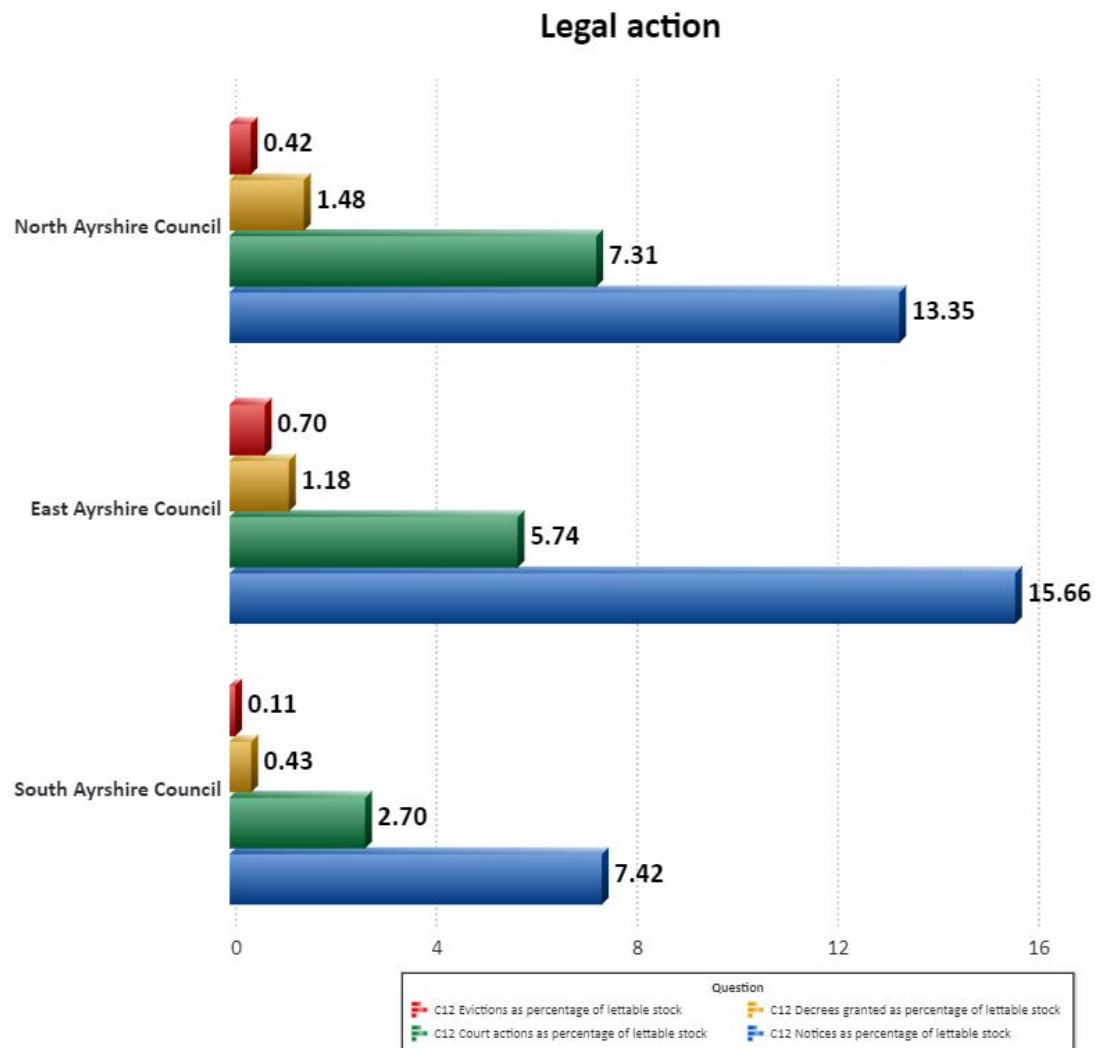
C23: rent arrears written off



# Rent collection

Legal action process as a percentage of lettable stock

%	NAC	LA	SHN
Evictions	0.4	0.4	0.4
Decrees	1.5	1.3	1.0
Court actions granted	7.3	2.8	2.4
NOPs	13.3	8.3	7.2

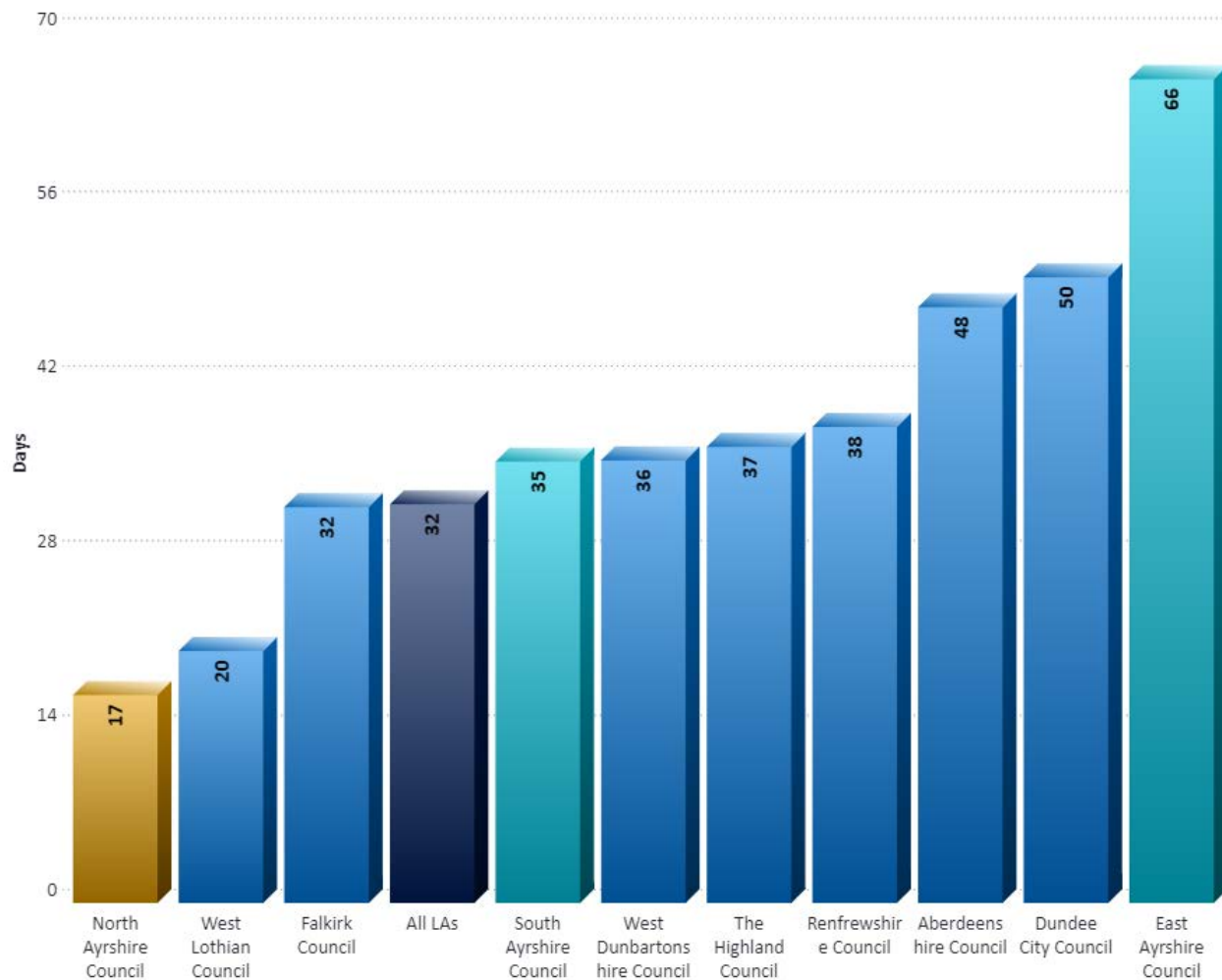


# Rent collection

**Indicator 35:** Average length of time taken to relet properties in the last year (days)

Days	2015/16	2016/17	2017/18
<b>NAC</b>	<b>16.1</b>	<b>15.4</b>	<b>16.7</b>
Small LAs	35.8	40.2	36.6
Medium LAs	45.5	42.0	39.4
Large LAs	34.5	25.1	25.5
All LAs	38.6	33.5	32.0
National Average	35.4	31.5	30.7

I35: Time to re-let properties

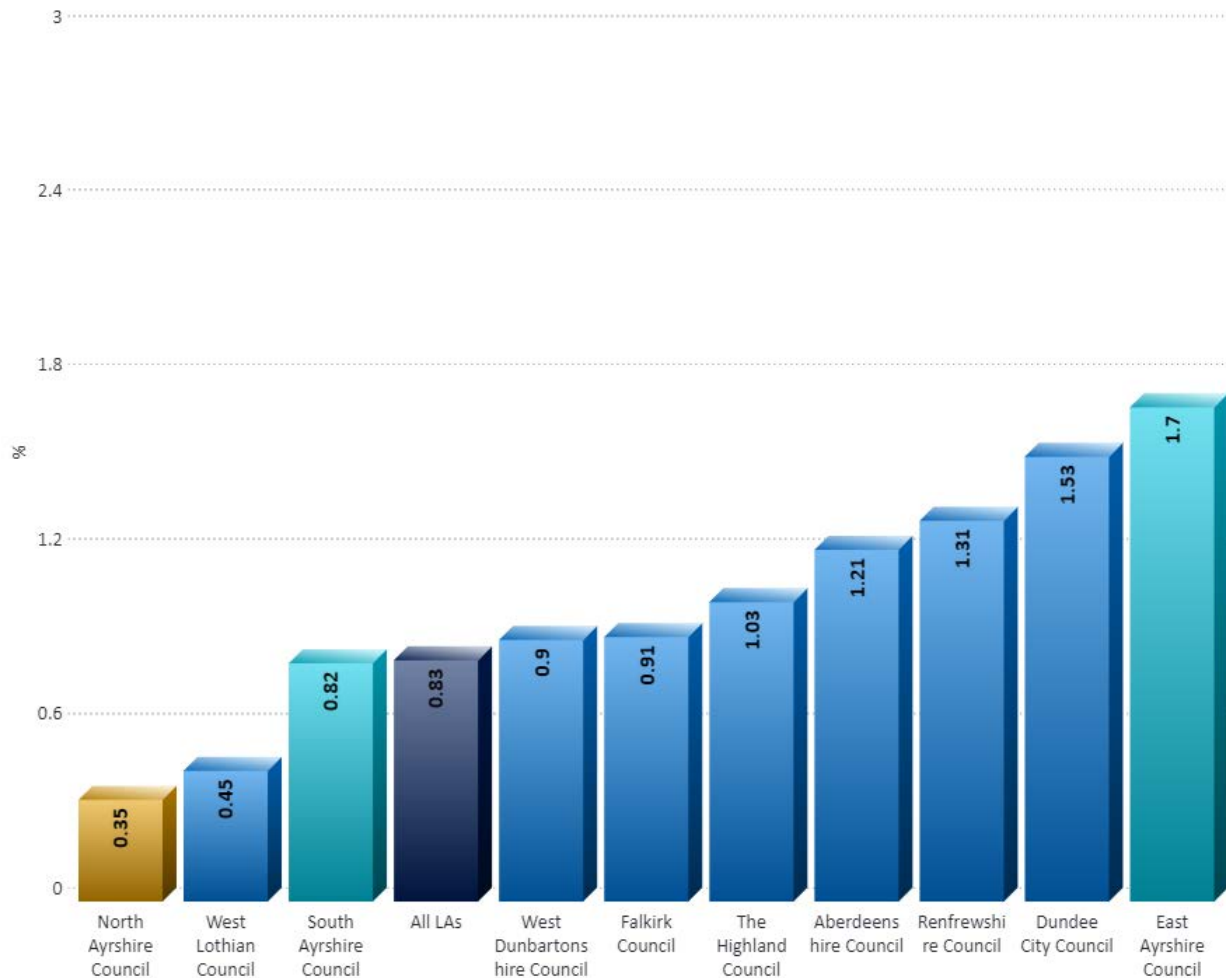


# Rent collection

**Indicator 34:** percentage of rent lost through properties being empty in the last year

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>0.3</b>	<b>0.3</b>	<b>0.4</b>
Small LAs	0.8	0.9	0.9
Medium LAs	1.2	1.2	1.1
Large LAs	0.8	0.6	0.7
All LAs	1.0	0.9	0.8
National Average	1.0	0.9	0.7

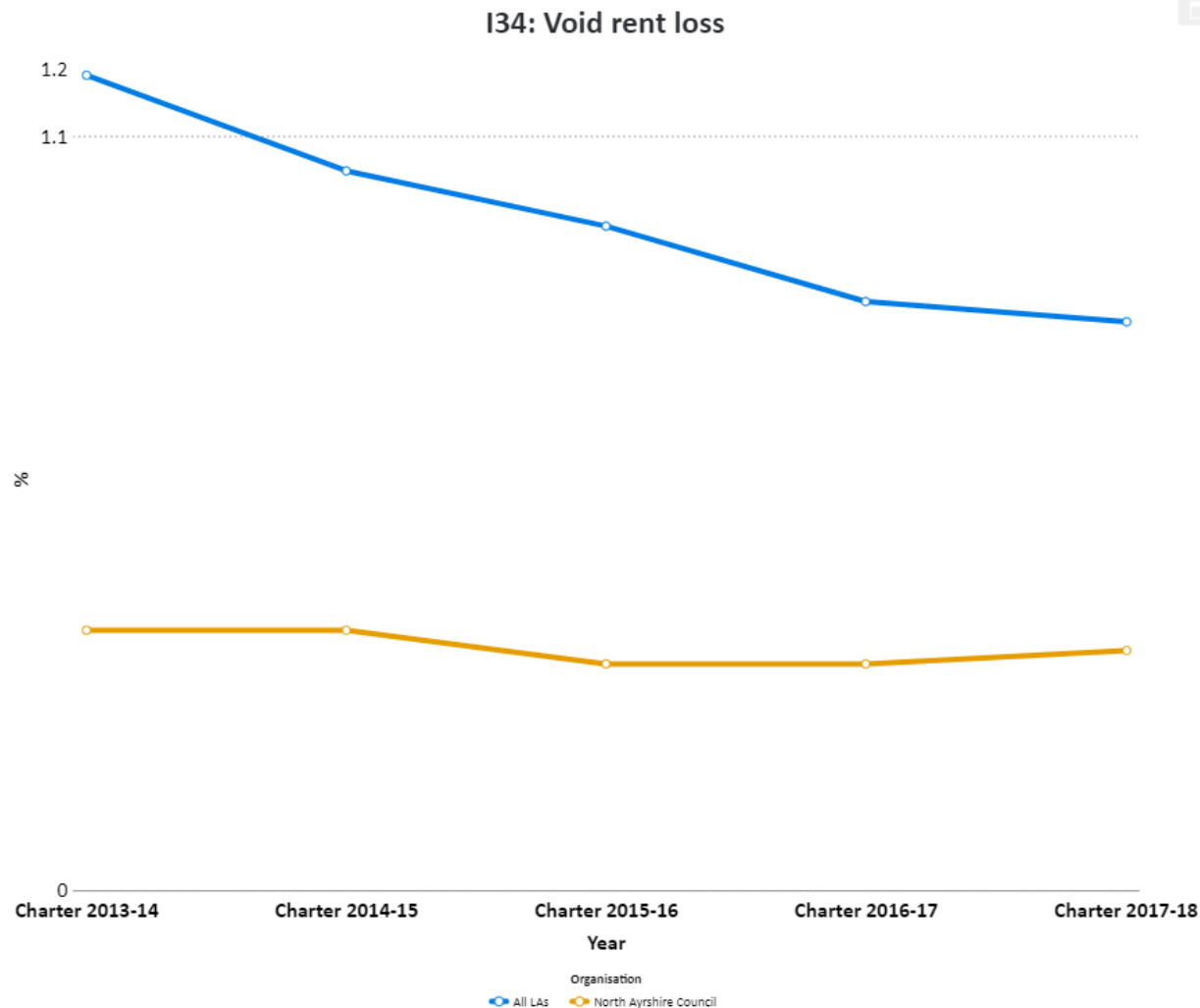
I34: Void rent loss



# Rent collection

**Indicator 34:** percentage of rent lost through properties being empty in the last year

%	2015/16	2016/17	2017/18
<b>NAC</b>	<b>0.3</b>	<b>0.3</b>	<b>0.4</b>
Small LAs	0.8	0.9	0.9
Medium LAs	1.2	1.2	1.1
Large LAs	0.8	0.6	0.7
All LAs	1.0	0.9	0.8
National Average	1.0	0.9	0.7



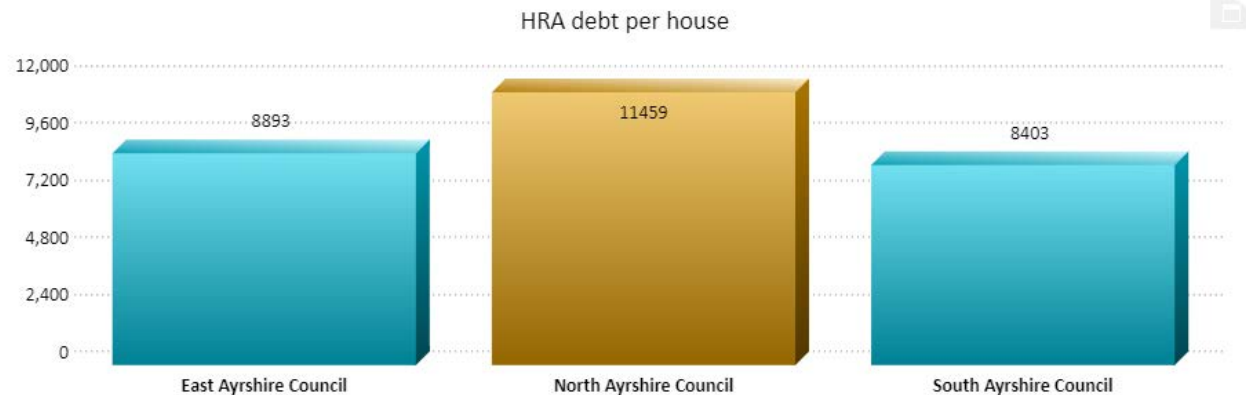
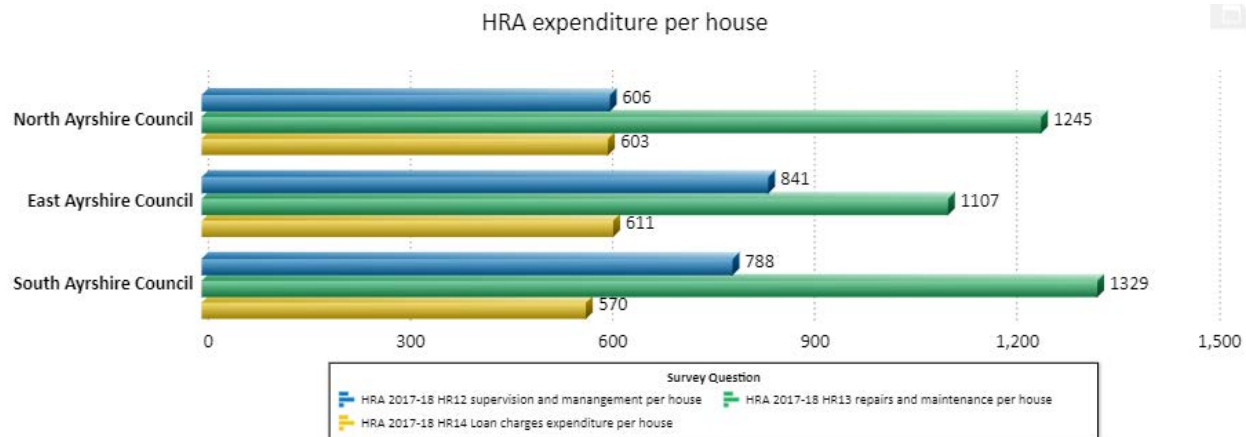
# HRA

## HRA: Expenditure – Cost per Unit

### 2017-18 estimate

	S&M	Maintenance	Loans
NAC	606	1245	603
National average	783	1172	867

	Debt per house
NAC	11459
National average	13237



# Landlord Report

Service and Value for Money

Landlord Report Indicators

## Service

---

- Satisfaction:
  - Overall
  - Keeping informed
  - Opportunities to participate
- SHQS
- Emergency repairs time
- Non-emergency repairs time
- Right first time
- Appointments kept
- Repairs satisfaction
- ASB cases within target

## Value for Money

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- Average weekly rent
- Annual rent increase
- Void relet time
- Void rent loss
- Rent collected

# Landlord report

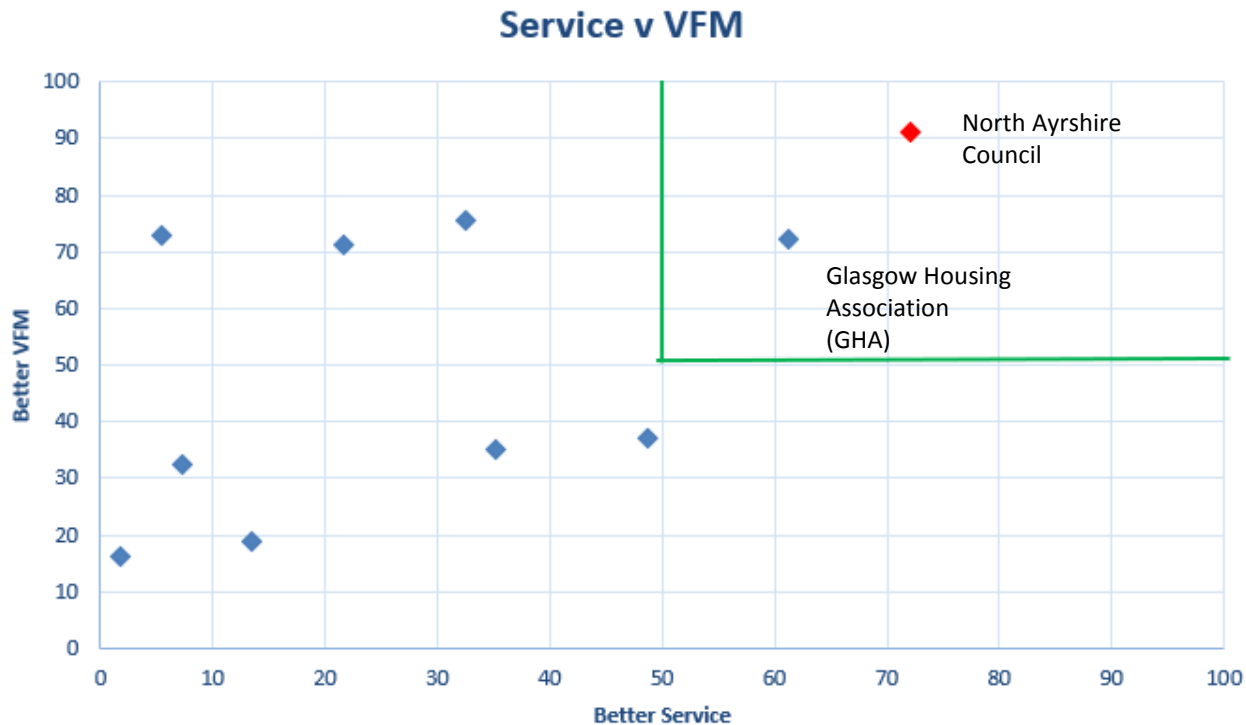
	I1 Satisfied with overall service	I3 Satisfied with keeping tenants informed	I6 Satisfied with opportunities to participate	I7 Properties meeting SHQS	I11 Time taken to complete emergency repairs	I12 Time taken to complete non-emergency repairs	I13 Repairs right first time	I14 Appointments kept	I16 Satisfaction with repairs service	I19 ASB cases resolved within targets	C17 Average weekly rent	C21 Rent increase	I30 Rent collected	I34 Void rent lost	I35 Time to re-let properties
South Ayrshire Council	90.4	97.4	98.6	97.46	2.67	7.93	97.37	99.13	89.2	79.64	72.62	2	99.81	0.82	35.47
Aberdeenshire Council	79.7	76.34	60.96	92.51	8.36	8.39	86.16	0	93.31	72.03	75.91	3.75	99.87	1.21	47.86
Dundee City Council	90	85.8	75.6	94.65	8.91	4.1	85.79	0	96.14	78.27	73.16	3	98.44	1.53	50.26
East Ayrshire Council	86.92	88.25	85.5	98.59	2.24	5.4	86.1	96.46	97.92	92.69	70.89	1.5	99.05	1.7	66.18
Falkirk Council	84.62	90.51	86.91	97.42	4.98	7.97	98.33	99.73	93.78	68.93	64.11	3.6	99.23	0.91	31.8
<b>North Ayrshire Council</b>	<b>87.6</b>	<b>82.8</b>	<b>86.6</b>	<b>99.14</b>	<b>2.3</b>	<b>5.51</b>	<b>98.41</b>	<b>99.29</b>	<b>89.78</b>	<b>101.6</b>	<b>68.49</b>	<b>2.79</b>	<b>99.75</b>	<b>0.35</b>	<b>16.71</b>
Renfrewshire Council	87.97	82.18	87.81	93.51	5.12	7.06	90.17	98.87	98.26	95.03	75.58	1	101.24	1.31	38.24
The Highland Council	74	62.96	46.01	94.68	6.41	7.4	94.27	90.46	94.38	82.43	75.2	0.5	98.11	1.03	36.64
West Dunbartonshire Council	84.06	84.46	79.08	90.23	3.67	7.08	88.1	86.05	92.31	81.37	76.82	2	100.41	0.9	35.56
West Lothian Council	84.18	83.13	65.37	99.47	5.89	9.47	92.09	99.87	98.26	79.82	69.86	3	98.77	0.45	20.24



# Summary




## Service v Value for money

Comparison with peer group LAs  
2017-18



# Improving indicators

Charter indicators improving

Charter outcomes	2015-16 	2016-17 	2016-17 
Satisfaction	9	9	16
Housing quality	7,11,12,13,14,15	7,11,12,14,15	
Access	21,23	21, C11	18,20,23
Rent collection			31,34,35
Totals	9	8	7



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 [Linkedin.com](https://linkedin.com/company/scotlandshousingnetwork) – Scotland's Housing Network



# North Ayrshire Council

## Tenant Satisfaction Survey

August 2018

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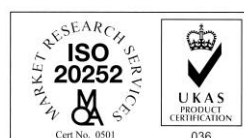
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Date: 27<sup>th</sup> August 2018

Reviewed by: Elaine MacKinnon

A handwritten signature in black ink, appearing to read 'Elaine MacKinnon'.

Date: 29<sup>th</sup> August 2018

# North Ayrshire Council

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# 1. EXECUTIVE SUMMARY

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## INTRODUCTION









- North Ayrshire Council commissioned Research Resource to carry out a tenant satisfaction survey on their behalf.
- A total of 1,500 interviews were carried out with North Ayrshire Council's tenants in order to assess satisfaction with the Council and the services it provides.
- Interviews took place between the 29<sup>th</sup> June and the 7<sup>th</sup> August 2018.
- 1,500 interviews provides data accurate to +/-2.4% accuracy (based upon a 50% estimate at the 95% level of confidence).
- Analysis of the profile of interviews shows that interviews represent the overall profile of North Ayrshire tenants geographically.
- This executive summary highlights the key findings from this programme of research.

## PERFORMANCE SUMMARY

The table over the shows the results for the Scottish Housing Regulator key indicators for the Scottish Social Housing Charter Annual Return for North Ayrshire Council.

The results in the table below show the levels of satisfaction reported in the Council's 2013, 2016 and 2018 tenant satisfaction surveys. The trend column shows the difference between 2016 and 2018. This column indicates where there has been a statistically significant change between 2016 and 2018, as is shown in the key below.

Key		
Significant increase (+3% or greater) 	No significant change (+/-2%) 	Significant decrease (-3% or more) 

Scottish Housing Regulator indicators				
	2013	2016	2018	Trend
Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by North Ayrshire Council as your landlord? ( <i>% very/ fairly satisfied</i> )	91%	88%	93%	+5% 
How good or poor do you feel North Ayrshire Council Housing Services is at keeping you informed about their services and decisions? ( <i>%very good/ fairly good</i> )	97%	83%	94%	+11% 
How satisfied or dissatisfied are you with the opportunities given to you to participate in North Ayrshire Council Housing Services decision making process? ( <i>% very/ fairly satisfied</i> )	89%	89%	94%	+5% 
Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by North Ayrshire Council Housing Services? ( <i>% very/ fairly satisfied</i> )	93%	82%	92%	10% 
Overall, how satisfied or dissatisfied are you with the quality of your home? ( <i>% very/ fairly satisfied</i> )	92%	86%	94%	+8% 
Overall, how satisfied or dissatisfied are you with your landlord's management of the neighbourhood you live in? ( <i>% very/ fairly satisfied</i> )	93%	86%	92%	+6% 
Taking into account the accommodation and services North Ayrshire Council provides, to what extent do you think that the rent for this property represents good or poor value for money? Is it... ( <i>% very good value/ fairly good value</i> )	79%	74%	92%	+18% 
How satisfied or dissatisfied are you with your landlords management of your site? ( <i>% very/ fairly satisfied</i> )	100%	83%	38%	-45% 

## SUMMARY OF KEY FINDINGS

Our review of the survey findings suggest the following key findings should be noted by North Ayrshire Council Housing Services:

- For the majority of key indicators, there has been a general trend of an increase in overall satisfaction over the period from 2016 to 2018. However, often satisfaction levels return to similar levels to those reported in 2013.
- **Overall satisfaction** is high, with 93% of tenants who responded stating that they are very or fairly satisfied with the overall service provided by North Ayrshire Council as their landlord.
- Tenant **priorities** in terms of landlord services were:
  - Day to day repairs service (85%)
  - Planned improvements to their home (57%)
  - Managing the common areas around their home (53%)
- The **repairs service** is top priority for tenants and, positively, has seen a significant increase in satisfaction compared to 2016, rising from 82% satisfied with the last repair they had carried out in the last 12 months to 92%. Moreover, satisfaction with a range of aspects of the repairs service have all increased, most notably so with regard to the follow up service (rising from 69% to 93% satisfaction) and the repair being carried out properly first time (rising from 79% to 92% satisfaction).
- **Planned improvements** to the home was tenants second top priority and also an area where significant increases in satisfaction have been seen, with 95% of those who have had major works carried out stating that they were satisfied overall with the major works service. This has increased from 87% in 2016. **Quality of the home** has also seen an increase in satisfaction rising from 86% in 2016 to 94% in 2018.
- In terms of **management of the neighbourhood**, satisfaction has also increased compared to 2016 rising from 86% satisfaction up to 92% satisfaction in 2018. There was a lower level of satisfaction reported in terms of the neighbourhood in the Three Towns area with the key issues reported tending to be focused on the behaviour of other tenants.

Satisfaction was also slightly lower in Dalry, with the key issue reported being garden maintenance.

- In terms of **heating the home**, 84% of tenants stated they find it either very or fairly easy to heat their home to a comfortable level in the winter months, 8% find it neither easy nor difficult and 8% find it difficult. The main reasons for this were noted as being the cost of fuel. 16% of respondents said that they spent more than 10% of their household income on fuel (defined as being in fuel poverty). The groups most likely to report being in fuel poverty were households with children and those who were long term sick or disabled.
- The methods of **customer contact** used and preferred remain similar to those reported in previous years with telephone being the method that is both most likely to be used (68%) and preferred (68%) for contact. Satisfaction with customer contact by telephone is very high for the majority of factors, however, satisfaction with the quality of advice and assistance given is lower (81%) and has fallen since 2016 (91%). Satisfaction in this respect is lower in particular when contact relates to complaints.
- The survey asked about **awareness** of a range of support services provided by North Ayrshire Council Housing Services. Awareness has fallen for these services.
  - 14% aware of Housing Support Service (45% in 2016)
  - 19% aware of the Welfare Reform Advice Team (41% in 2016).
- Where tenants stated that they were aware of these services, the source of awareness was often via letters or newsletters, or Council staff. This also correlates with how tenants wish to be **kept informed**:
  - 58% wish to be kept informed via individual letters / leaflets sent to their home
  - 55% wish to be kept informed via newsletters
  - 13% wish to be kept informed by telephone.
  - 8% wish to be kept informed via website.

The Council should consider this when raising awareness of these services.

- Despite the fact that awareness has fallen, satisfaction has tended to increase with respect to these services:
  - 91% satisfied with **Housing Support Service** (87% in 2016)
  - 97% satisfied with the **Welfare Reform Advice Team** (94% in 2016)
  
- Tenants were very positive about **being kept informed** with 94% stating that they believe the Council's Housing Services were either very good or fairly good in that respect (increasing from 83% in 2016). Ratings were high and increasing with respect to letters and leaflets sent to their home (98% rate as good) and the newsletter (90% rate as good). These are also the ways in which tenants were most likely to say they get information from the Council's Housing Services (87% letter / leaflets sent to the home and 78% newsletters).
  
- The vast majority of tenants (94%) were satisfied with the **opportunities** given to them to **participate** in North Ayrshire Council Housing Services decision making processes. This has increased from 87% in 2016. Awareness of how to become a member of a Tenants or Residents Association has also risen (from 40% in 2016 to 54% in 2018). Despite this, fewer tenants stated that they are interested in participating in the Council's decision making processes with 90% stating that they are not interested in getting involved (up from 60% in 2016).
  
- Perception of value for money for **rent** has increased to 92% (rising from 74% in 2016). Moreover, where tenants have had contact with the housing office regarding rent difficulties, the service provided is rated very positively with 90% stating that the service provided was either very or fairly good (rising from 84% in 2016). However, wider awareness of this service is lower with just over half of tenants (53%) stating that they were aware that if they had rent arrears North Ayrshire Council may offer them debt advice or refer them to other agencies. Moreover 35% stated that they did not know what North Ayrshire Council would do if they were having difficulties paying their rent (increasing from 19% in 2016).

## 2. INTRODUCTION, BACKGROUND AND OBJECTIVES

---

### 2.1 Introduction

This report represents and discusses the findings to emerge from North Ayrshire Council's Tenant Satisfaction Survey 2018.

### 2.2 Background and objectives

The aim of the research was to seek tenants' views on the services North Ayrshire Council provides and how well it performs these services and to help identify areas where the service can be improved.

Specifically the research was designed to collect data on tenant satisfaction with the key indicators required by the Scottish Housing Regulator for the Council's Annual Return on the Charter. This included:

- Overall satisfaction
- Satisfaction with being kept informed
- Satisfaction with opportunities for participation
- Quality of the home
- Satisfaction with repairs
- Management of the neighbourhood
- Value for money of rent.

It is against this background that Research Resource were commissioned to carry out North Ayrshire Council's Tenant Satisfaction Survey.

### 2.3 Research Method

The Ipsos MORI guidance prepared on behalf of the Regulator debates the use of a range of different methodologies for carrying out the survey, including postal, online, telephone and face to face survey methods. However, given the requirement for a minimum of a 40% response rate and ensuring representative samples of tenants, it was decided that the tenant survey was carried out utilising an interviewer led survey methodology.

Our primary reasons for recommending an interviewer led methodology were:

- Administering the survey utilising an interviewer led methodology allows us to maximise the response rate.
- The proposed methodology is an inclusive methodology and allows interviewers to ensure that, for example, elderly or those with a disability or literacy problems can be included in the process. It also lets us identify

any potential barriers to participation which can be raised and addressed in partnership with the Council.

- Facilitates high quality of survey output as it allows the interviewer to build up a rapport with the participant ensuring that the questionnaire is answered in full and allowing explanation of the necessity for asking personal data.

## 2.4 Questionnaire design

After consultation with North Ayrshire Council representatives, a survey questionnaire was agreed which fully met the information needs and requirements of the organisation and included all issues of importance for tenants.

In developing the questionnaire the following issues were considered:

- The information needs listed in the survey brief;
- The Scottish Social Housing Charter indicators upon which the Council is required to report;
- Research Resource experience in relation to customer satisfaction surveying.

A survey was designed which covered the following key areas:

- Customer Care
- Estate Management Services (including anti-social behaviour)
- Rent Collection and Arrears
- Rehousing Services
- Repairs and Capital Programmes
- Grounds Maintenance
- Housing Benefit
- Welfare Reform and Universal Credit
- Quality of information provided
- Tenant Participation
- Satisfaction with neighbourhood
- Service Standards
- Equal Opportunities

Importantly, it was designed in a way that allowed comparison to previous tenant satisfaction surveys. A copy of the final questionnaire is available in appendix 1 of this report.

## 2.5 Sample Size and Profile

The aim of the survey was to achieve a robust level of data upon which the Council can have confidence making decisions upon and to maximise the response to the survey.

Overall, a total of 1,500 interviews were completed with tenants, representing a 40% response rate and providing data accurate to  $\pm 2.4\%$  based upon a 50% estimate at the 95% confidence level. Tenant interviews were spread across each area of the Council's stock to ensure coverage of all geographical areas.

The table below shows the sample profile broken down by geographical area compared to the overall tenant population. As can be seen below, the interview profile is in line with the overall tenant population profile.

Locality	Population	% of Population	Interviews	% of Interviews	Difference
ARDROSSAN	1206	9.36%	140	9.33%	-0.02%
BEITH	701	5.44%	81	5.40%	-0.04%
CHAPELTOWN STEWARTON	1	0.01%	0	0.00%	-0.01%
DALRY	683	5.30%	80	5.33%	0.03%
DREGHORN IRVINE	315	2.44%	37	2.47%	0.02%
DRYBRIDGE IRVINE	7	0.05%	1	0.07%	0.01%
FAIRLIE LARGS	49	0.38%	7	0.47%	0.09%
GIRDLE TOLL IRVINE	313	2.43%	36	2.40%	-0.03%
IRVINE	3292	25.54%	384	25.60%	0.06%
KILBIRNIE	1132	8.78%	131	8.73%	-0.05%
KILWINNING	1448	11.23%	167	11.13%	-0.10%
LARGS	368	2.85%	45	3.00%	0.15%
LAWTHORN IRVINE	30	0.23%	3	0.20%	-0.03%
LONGBAR GLENGARNOCK	67	0.52%	8	0.53%	0.01%
MILLPORT	12	0.09%	0	0.00%	-0.09%
SALTCOATS	1268	9.84%	148	9.87%	0.03%
SKELMORLIE	48	0.37%	6	0.40%	0.03%
SPRINGSIDE IRVINE	228	1.77%	27	1.80%	0.03%
STEVENSTON	1462	11.34%	170	11.33%	-0.01%
WEST KILBRIDE	260	2.02%	29	1.93%	-0.08%
<b>Grand Total</b>	<b>12890</b>	<b>100.00%</b>	<b>1500</b>	<b>100.00%</b>	<b>0.00%</b>



The guidance from the Scottish Housing Regulator states that in all surveys, particularly postal surveys, some groups are more likely than others to respond. This means that certain subgroups will be under-represented and others will be over-represented in the final achieved sample (i.e. all the people who responded). Weighting ensures that received responses are representative of the whole survey population.

The profile of interviews has good coverage of the geographical areas covered by the Council's stock and we are therefore comfortable that the coverage of the tenant population is sufficiently close that weighting of survey data is not required.

## **2.6 Interviewing and Quality Control**

All interviewing was undertaken by Research Resource's highly trained and experienced field force, all of whom are highly experienced in undertaking customer satisfaction surveys for Housing Associations and Local Authorities.

Interviews were conducted in accordance with our ISO20252 accredited policies and procedures and in line with the Market Research Society Code of Conduct.

Interviewing took place between the 29<sup>th</sup> June and 7<sup>th</sup> August 2018.

## **2.7 Survey Analysis and Reporting**

Survey data has been analysed and reported on in a number of ways. Data has been analysed by key variables as agreed by the organisation. Where any particular trends or issues are found for any one key group, this is detailed in the survey report. Comparison has also been drawn to the Council's 2013 and 2016 customer satisfaction surveys.

Please note that not all percentages sum to 100% due to rounding.

## **2.8 Report Structure**

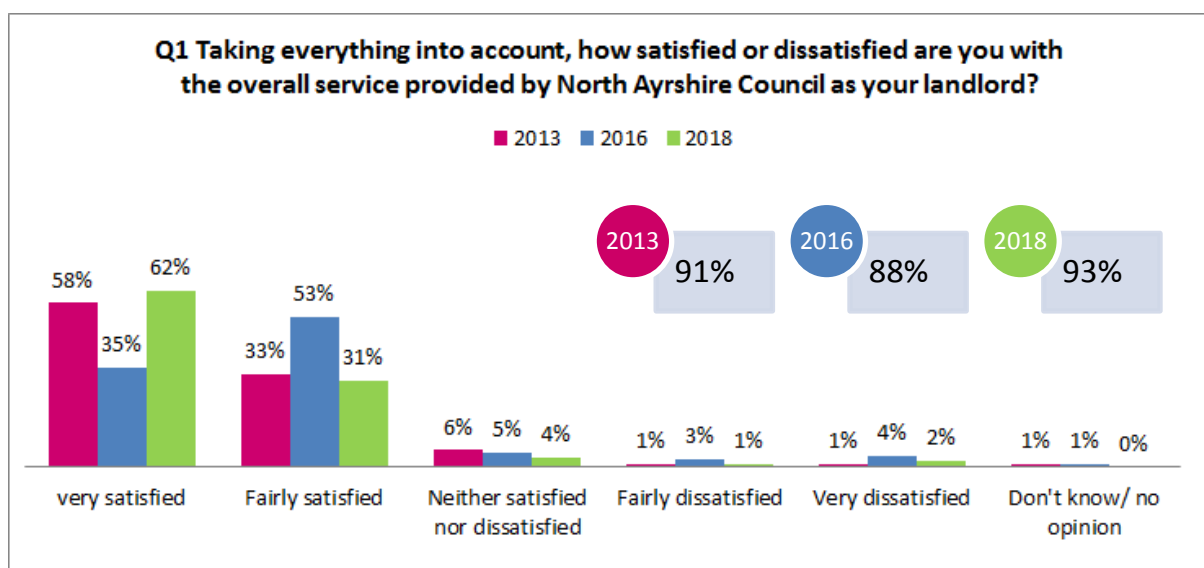
This document details the key finding to emerge from the survey, addressing the key findings of the survey for North Ayrshire Council.

### 3. OVERALL SATISFACTION

#### 3.1 Satisfaction with the overall service provided (Q1)

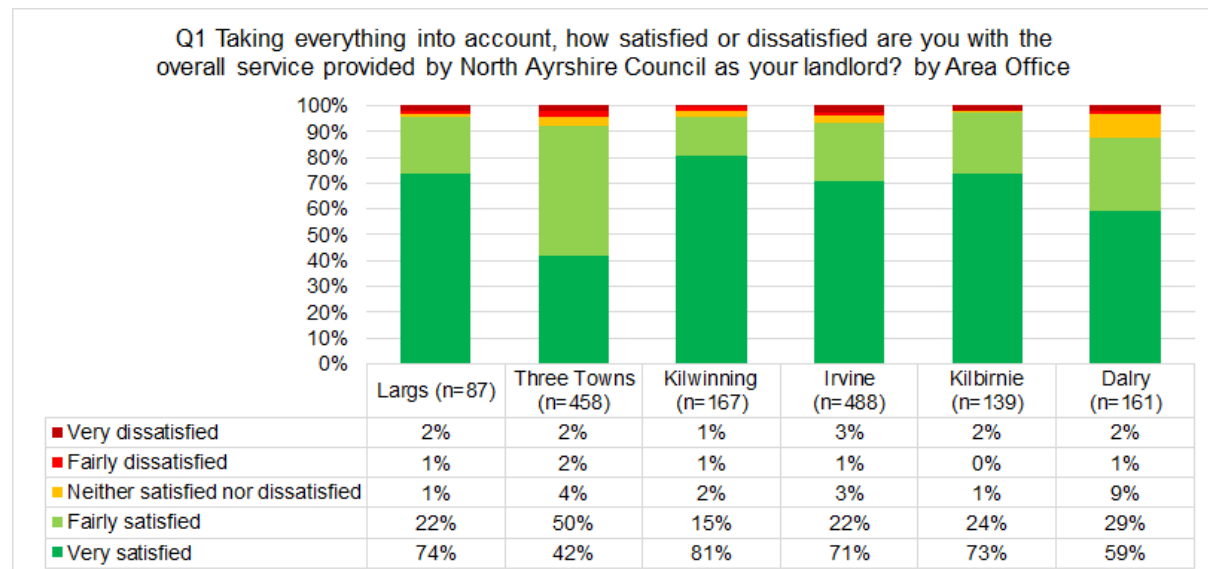
The survey opened by asking tenants how satisfied or dissatisfied they were with the overall service provided by North Ayrshire Council. Over 9 in 10 tenants (93%) said they were very or fairly satisfied with the overall service provided by the Council compared to 3% who were fairly or very dissatisfied and 4% who were neither satisfied nor dissatisfied.

As shown below, this is an increase from 88% in 2016 and 91% in 2013.



Base: All respondents 2018, n=1500

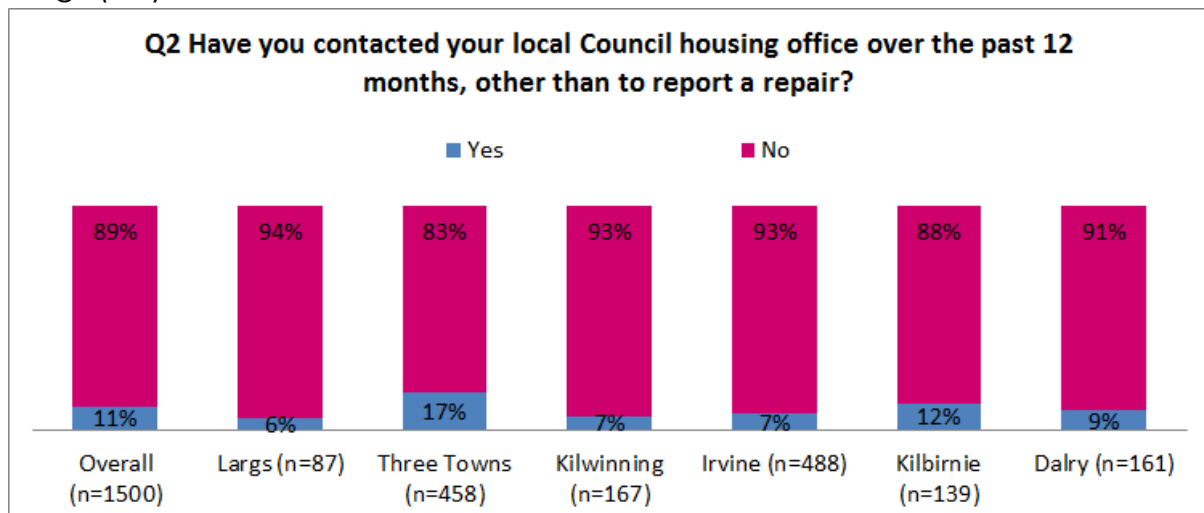
Whilst overall satisfaction (very and fairly satisfied) was fairly similar across all offices, analysis by Area Office shows considerable variance in the extent to which respondents were very satisfied with the overall service provided by North Ayrshire Council. Respondents in the Kilwinning Area Office were most likely to be very satisfied (81%) and respondents living in Three Towns Area Office (42%) were least likely to state that they were very satisfied.



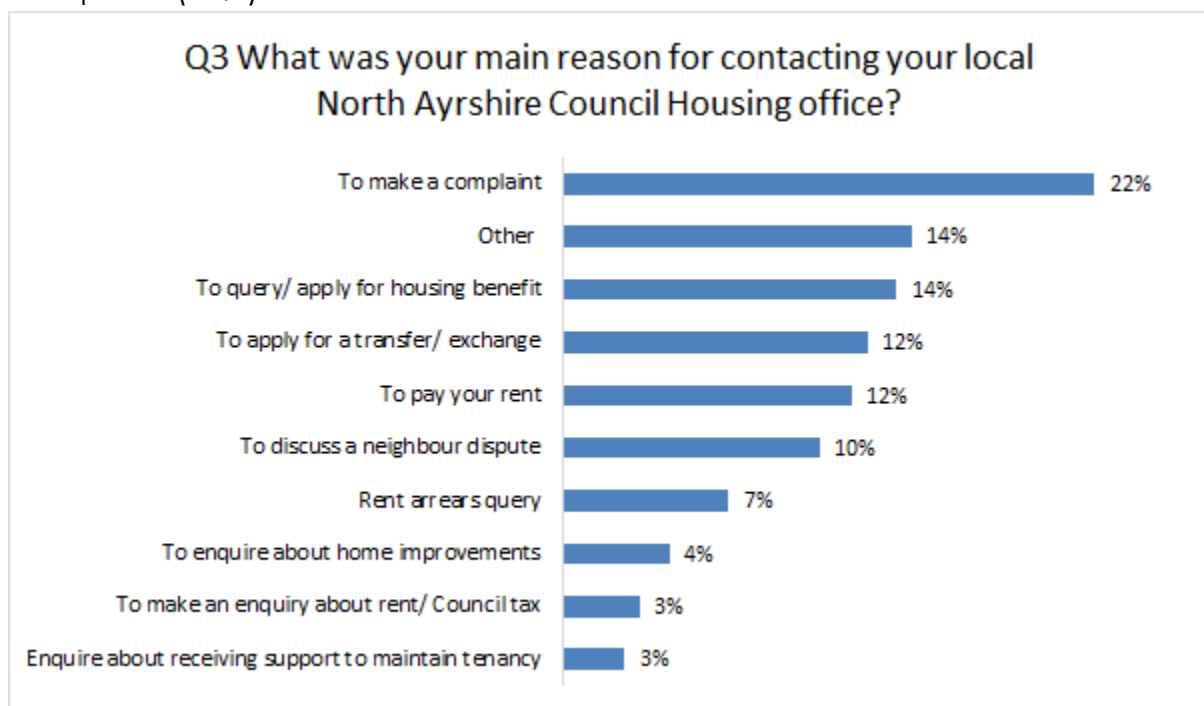
## 4. CUSTOMER CARE – LOCAL OFFICE

### 4.1 Contact with local offices over the past 12 month (Q2/3)

Just over one in ten respondents (11%) stated they had contacted their local Council housing office over the past 12 months other than to report a repair. As shown below, contact was greater in the Three Towns area (17%) than in Largs (6%).



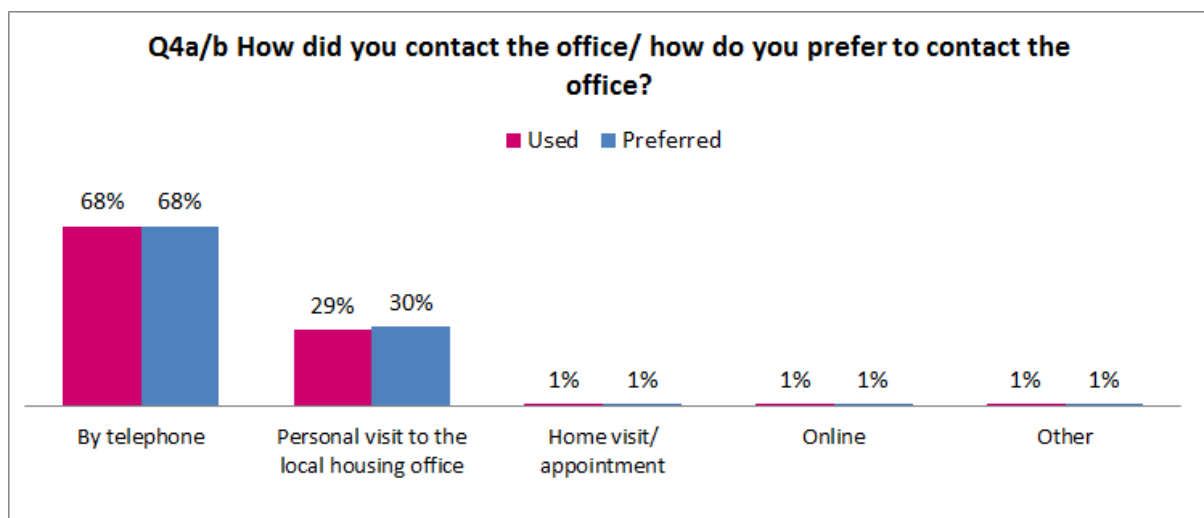
As shown below, the main reason for making contact was to make a complaint (22%).



Base: Made contact in last 12 months, n=163

## 4.2 Method of contact used and preferred (Q4)

Where respondents had made contact, they were asked how they contacted their local housing office and then how they preferred to contact their local housing office. As shown below, just over two thirds of respondents (68%) made contact by telephone. This was also their preference for contact. Contact methods used and preferences remain unchanged from 2016.



Base: Made contact in last 12 months, n=163

## 4.3 Satisfaction with telephone contact (Q5)

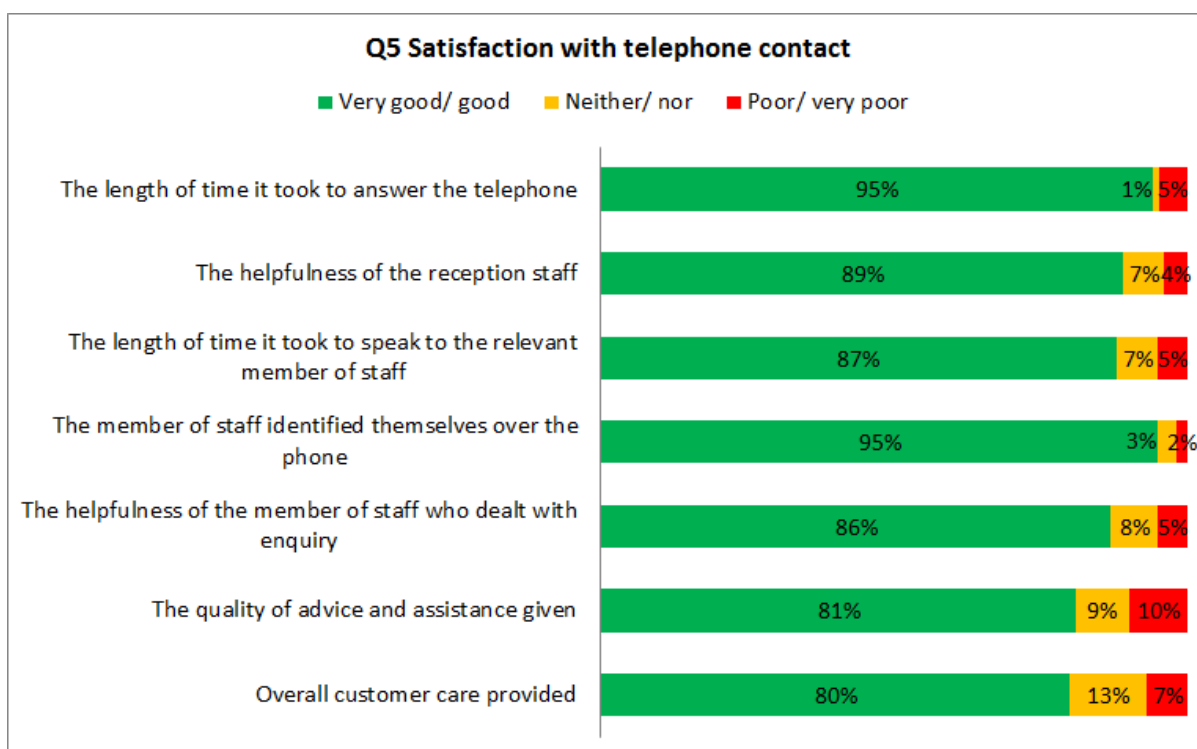
Where respondents had made contact by telephone (111 respondents), they were asked to rate the service received when they telephoned the local housing office. Respondents were most positive in terms of:

- The member of staff identified themselves over the phone (96% rated very good/ good)
- The length of time it took to answer the telephone (95% rated very good/ good)

They were less positive with respect to:

- Overall customer care provided (80% rated very good/ good)
- The quality of advice and assistance given (81% very good/ good)

Analysis by reason for contact shows that satisfaction with the quality of advice and assistance given and the overall customer care is lower for those who had made contact to make a complaint.



Base: Made telephone contact in last 12 months, n=111

Compared to 2016, satisfaction with telephone contact has improved significantly with respect to the length of time it took to answer the telephone (+21%). However, satisfaction has declined significantly with respect to the quality of advice and assistance given (-10%) and overall customer care provided (-12%).

Q5 How would you rate the following when you telephoned the local housing office?			
	2018 Very good/ good (n=111)	2016 very good/ good (n=181)	Trend
The length of time it took to answer the telephone	95%	74%	↑ 21%
The helpfulness of the reception staff	89%	94%	↓ -5%
The length of time it took to speak to the relevant member of staff	87%	91%	↓ -4%
The member of staff identified themselves over the phone	95%	94%	→ 1%
The helpfulness of the member of staff who dealt with enquiry	86%	93%	↓ -7%
The quality of advice and assistance given	81%	91%	↓ -10%
Overall customer care provided	80%	92%	↓ -12%

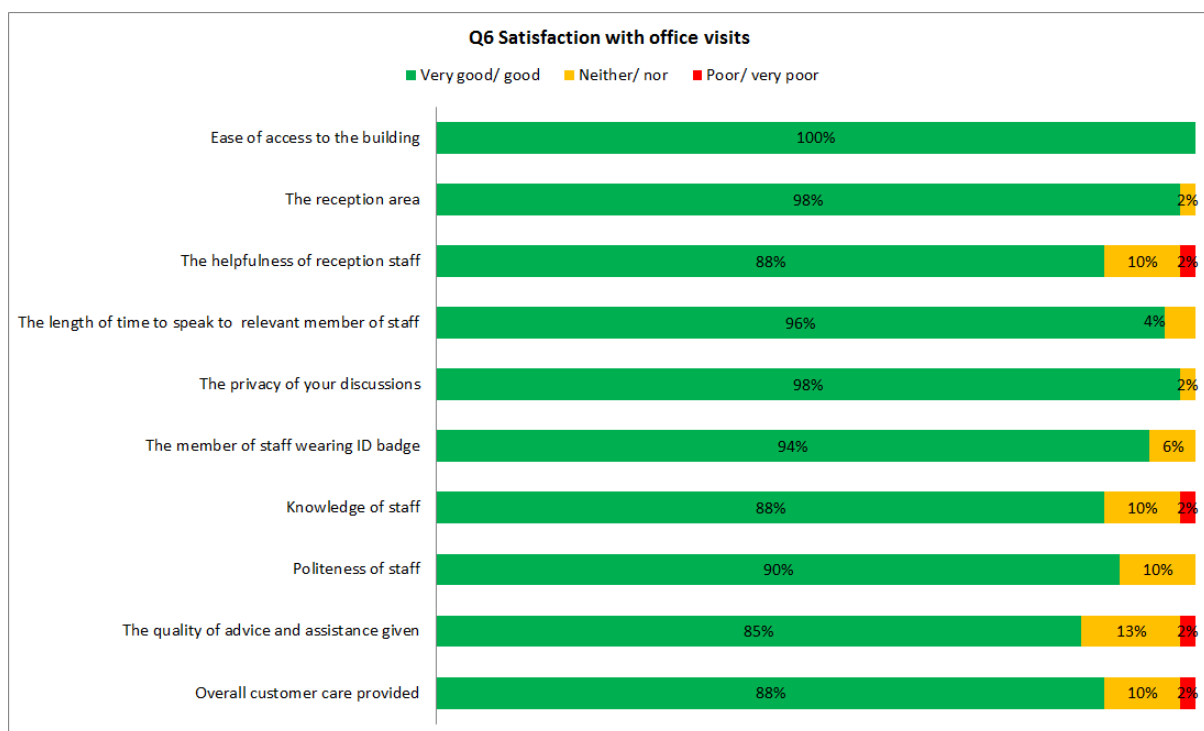
#### 4.4 Satisfaction with local office visits (Q6)

In terms of office visits, those who had visited an office (n=48) were asked to rate aspects of the service received. These respondents were most positive with respect to:

- Ease of access to the building (100% very good/ good)
- The reception area (98% very good/ good)
- The privacy of discussions (98% very good/ good)
- The length of time it took to speak to the relevant member of staff (96% very good/ good)

Respondents were less positive with regard to:

- The quality of advice and assistance given (85% very good/ good)
- Overall customer care provided (88% very good/ good)
- Knowledge of staff (88% very good/ good)
- The helpfulness of reception staff (88% very good/ good)



Base: Visited office in last 12 months, n=48

Compared to 2016, positive ratings have increased with some aspects of office visits and decreased with regard to others. The most significant increases can be seen with regard to the privacy of discussions (+19%), the length of time taken to speak to the relevant member of staff (+10%) and staff wearing ID (+9%).

However, the knowledge of staff and politeness of staff have both decreased by 10% points compared to 2016.

In terms of knowledge of staff, just 6 respondents did not rate this aspect as either very good or good. Of those, three were from the Three Towns area and three were from the Dalry area.

Care should be taken when drawing comparison between years due to the small number of respondents who had visited the local housing office.

Q6 How would you rate the following when you visited the local housing office?			
	2018 Very good/ good (n=48)	2016 very good/ good (n=81)	Trend
Ease of access to the building	100%	98%	↑ 2%
The reception area	98%	98%	→ 0%
The helpfulness of reception staff	88%	91%	↓ -3%
The length of time to speak to relevant member of staff	96%	86%	↑ 10%
The privacy of your discussions	98%	79%	↑ 19%
The member of staff wearing ID badge	94%	85%	↑ 9%
Knowledge of staff	88%	98%	↓ -10%
Politeness of staff	90%	100%	↓ -10%
The quality of advice and assistance given	85%	84%	↑ 1%
Overall customer care provided	88%	89%	↓ -1%

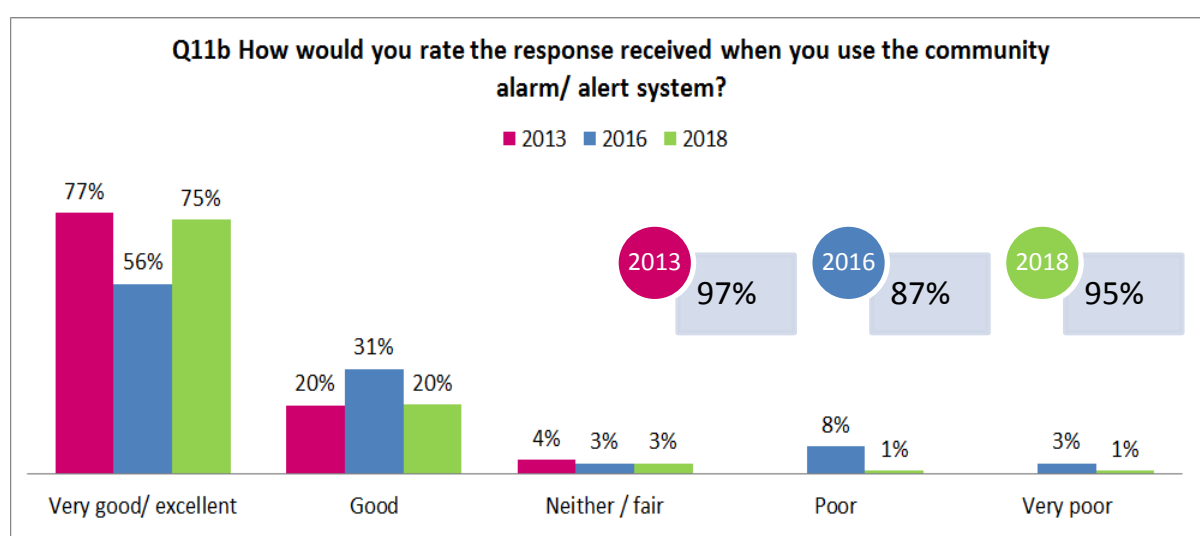


## 5. TENANCY SUPPORT

### 5.1 Community Alarm/ Alert System (Q7/8)

Just over one in ten respondents (12%) stated that they have a community alarm/ alert system.

Where they had used the system (n=128), 95% rated the response received as either very good or fairly good. This is a positive change compared to 2016 when 87% of those who had used the system rated the response received as very or fairly good.



Base: Used community alarm / alert system: 2018, n=128; 2016, n=144

### 5.2 Housing Support Service (Q9 – Q12)

Just over one in ten respondents (14%) stated that they were aware of North Ayrshire Council's Tenancy Support Service. This has decreased from 45% in 2016 and 28% in 2013.

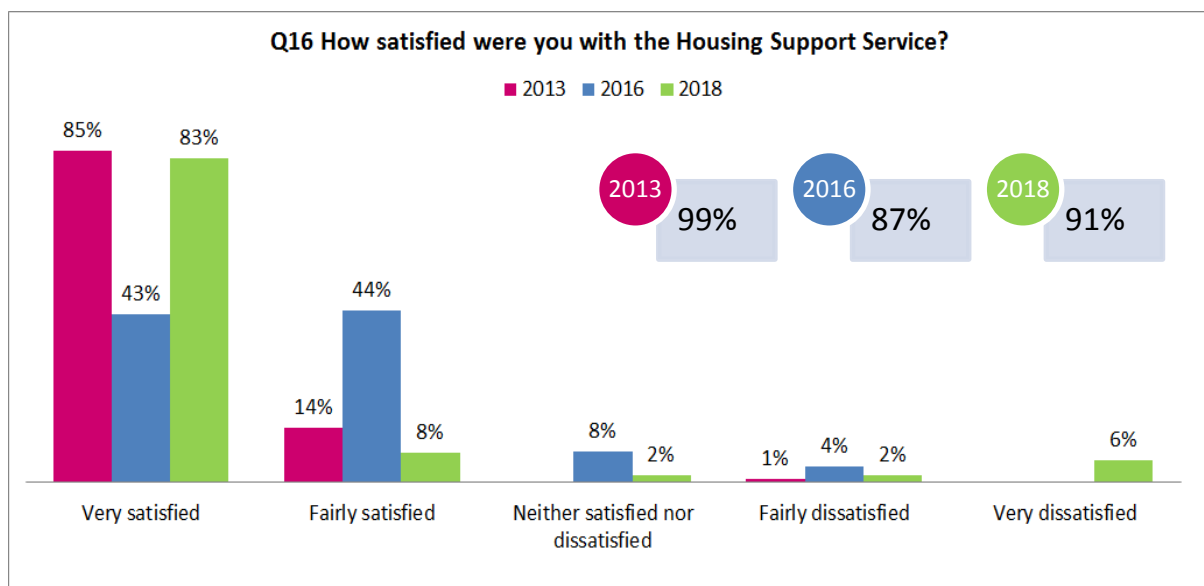
It is interesting to note that those most likely to be aware were aged under 55 and had children in the household. Whereas older respondents, particularly those who were aged 65 and over were less likely to be aware of this service.

Those who were aware were asked where they found out about the service. The most common ways of finding out about the service were:

- Newsletter (19%)
- Word of mouth (19%)
- Letter (18%)
- Staff - Housing officer/ support worker/ office staff (13%)
- General awareness/ knowledge (12%)
- Used the service (7%)

Where they were aware of the service, respondents were asked if they know how to access the service. Almost two thirds of these respondents (65%) stated that they did know how to access the service. This is not significantly different from 2016 when 64% of those who were aware of the service said they knew how to access it.

Where respondents had used the Housing Support Service (n=56), 91% stated that they were either very or fairly satisfied with the service. This is an increase from 87% in 2016.



Base: Used Housing Support Service: 2018, n=56; 2016, n=106

## 6. REPAIRS AND HOUSING QUALITY

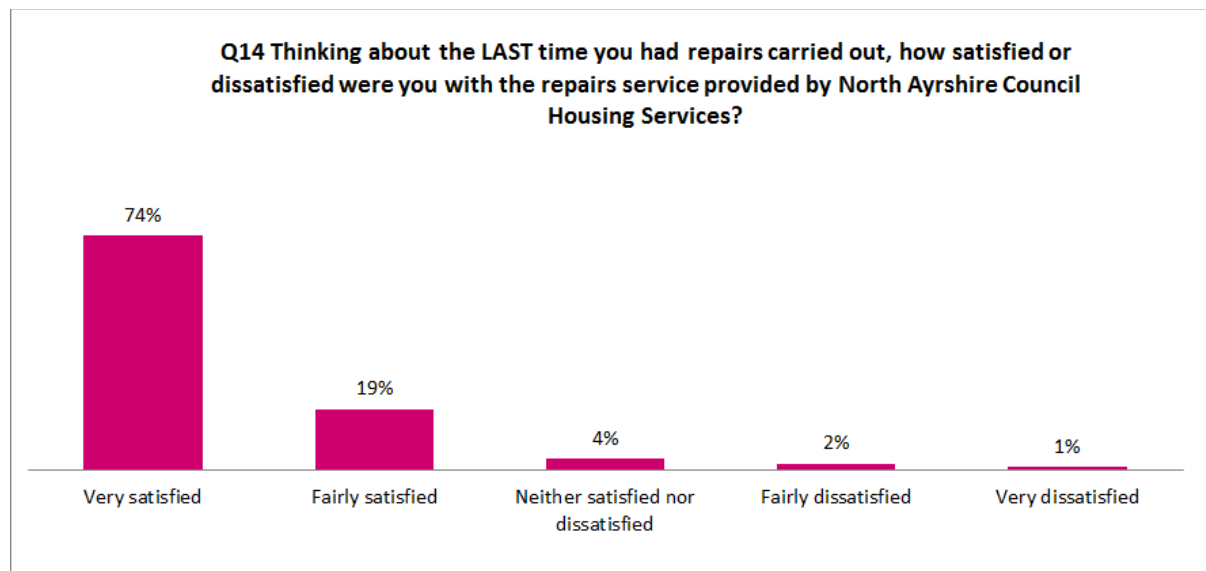
### 6.1 Awareness of the repairs service (Q13)

The next section of the survey went on to ask respondents about the Council's repairs service, beginning with a question on awareness of the repairs service. Awareness of the repairs service was high, and had increased compared to 2016:

- 97% were aware that repairs can be reported at the Call Centre 24 hours a day, 7 days a week (93% in 2016)
- 97% were aware that there is a repair appointment system for routine repairs (92% in 2016)
- 85% were aware that they have a 'right to repair' for small urgent repairs (80% in 2016)

### 6.2 Satisfaction with the repairs service (Q14/15)

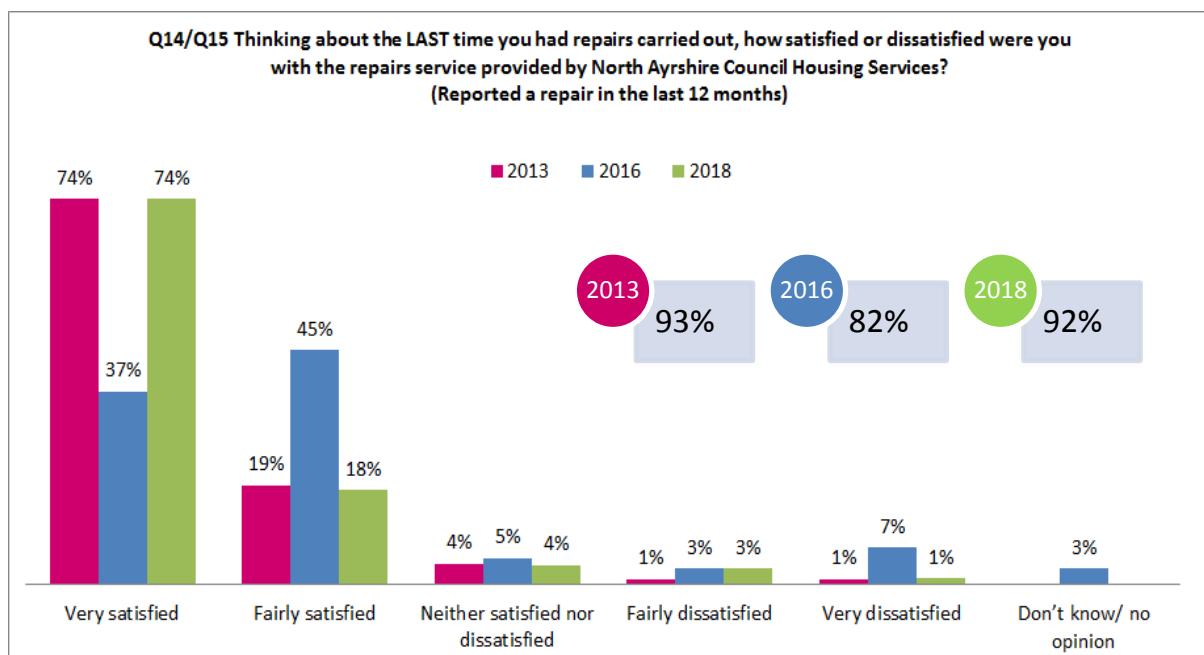
All respondent were asked to think about the last time that they had repairs carried out and asked how satisfied or dissatisfied they were with the repairs service provided by North Ayrshire Council Housing Services. Overall, 92% were either very or fairly satisfied with the last repair they had carried out.



Base: All respondents 2018, n=1500

Four in ten respondents (40%) have had repairs carried out in their property in the last 12 months. This question was then analysed for those that have had repairs carried out in the last 12 months to evaluate recent experience of the repairs service.

As shown below, 92% of those who had recent experience of the repairs service were either very or fairly satisfied with the service provided in 2018. This is an increase from 82% in 2016 and is in line with the level of satisfaction reported in 2013 which was 93%.

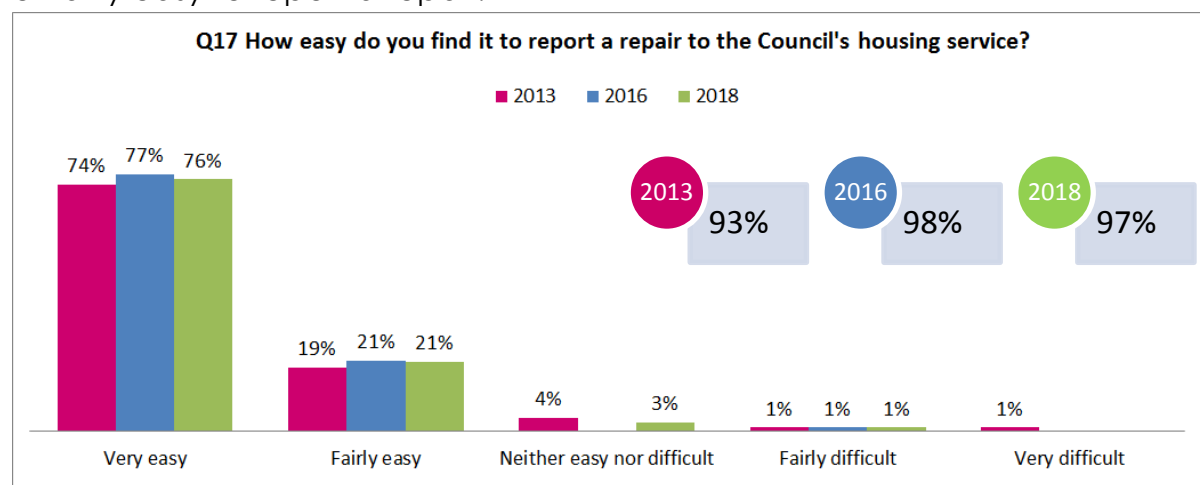


Base: Had repairs carried out in the last 12 months: 2018, n=597; 2016, n=558

### 6.3 Reporting repairs (Q16/17)

Two thirds of respondents (66%) who had had repairs carried out in the last 12 month stated that they normally report repairs by phoning the repairs call centre. 33% normally report repairs by using the freephone at the local housing office.

The vast majority (96%) stated that they find it either very or fairly easy to report a repair. This is similar to 2016 when 98% stated that they found it very or fairly easy to report a repair.



Base: Had repairs carried out in the last 12 months: 2018, n=597; 2016, n=558

## 6.4 Satisfaction with last repair reported (Q18/19)

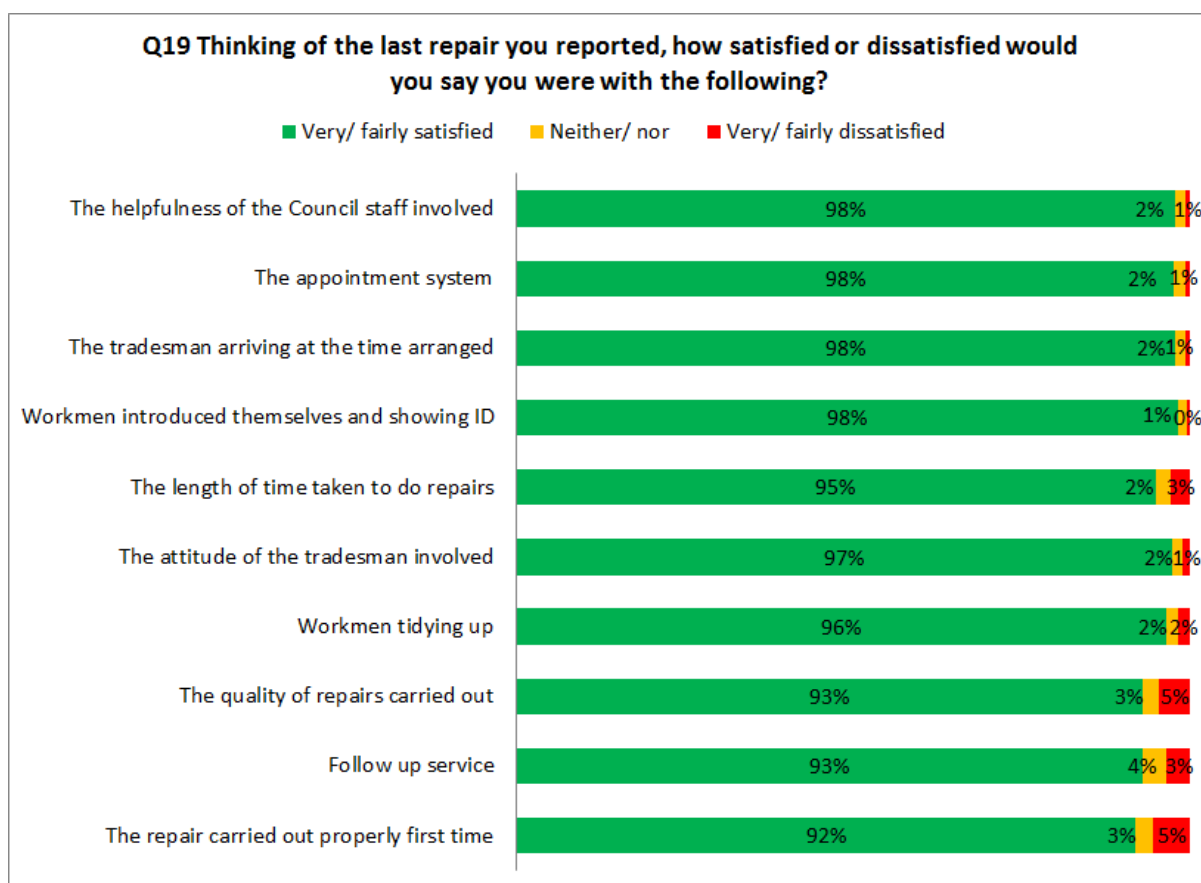
In terms of the nature of the last repair, repairs were fairly evenly spread across the different trades with 32% being plumbing repairs, 28% joinery, 23% heating repairs and 14% electrical.

Satisfaction with aspects of the repairs service was very high, with satisfaction highest with regard to:

- Helpfulness of Council staff involved (98% very/ fairly satisfied)
- Appointment system (98% very/ fairly satisfied)
- Tradesmen arriving at the time arranged (98% very/ fairly satisfied)
- Workmen introducing themselves and showing ID (98% very/ fairly satisfied).

Satisfaction was only slightly lower with regard to:

- The repair carried out properly first time (92% very/ fairly satisfied)
- Follow up service (93% very/ fairly satisfied)
- The quality of repairs carried out (93% very/ fairly satisfied).



Base: Had repairs carried out in the last 12 months: 2018, n=597

Compared to 2016, satisfaction has increased significantly with all aspects of the repairs service, most significantly with regard to the follow up service where satisfaction has increased by 24% points.

Q19 Thinking about the last repair you reported, how satisfied or dissatisfied would you say you were with the following?			
	2018 % very/ fairly satisfied	2016 % very/ fairly satisfied	Trend
The helpfulness of the Council staff involved	98%	87%	↑ 11%
The appointment system	98%	87%	↑ 11%
The tradesman arriving at the time arranged	98%	86%	↑ 12%
Workmen introduced themselves and showing ID	98%	87%	↑ 11%
The length of time taken to do repairs	95%	88%	↑ 7%
The attitude of the tradesman involved	97%	89%	↑ 8%
Workmen tidying up	96%	90%	↑ 6%
The quality of repairs carried out	93%	79%	↑ 14%
Follow up service	93%	69%	↑ 24%
The repair carried out properly first time	92%	79%	↑ 13%

Where respondents were dissatisfied with any aspect of the repairs service, they were asked to explain the reason for their dissatisfaction. A total of 65 respondents were not satisfied with some aspect of the repairs service. The majority of comments made related to:

- Poor quality of workmanship (42%, 27 comments)
- Time taken to complete the repair (23%, 15 comments)
- Repair not complete on first visit (17%, 11 comments)
- Lack of follow up on the repair (9%, 6 comments)
- Workmen left a mess (9%, 6 comments)

### **6.5 Repairs classification (Q20)**

Respondents were asked if they were given:

- A classification for the repair i.e. emergency, non emergency, right to repair, planned – 72% received this (up from 67% in 2016);
- A timescale for the length of time it would take for the repair to be completed – 84% were given this (up from 69% in 2016),

### **6.6 Major works (Q21 to Q23)**

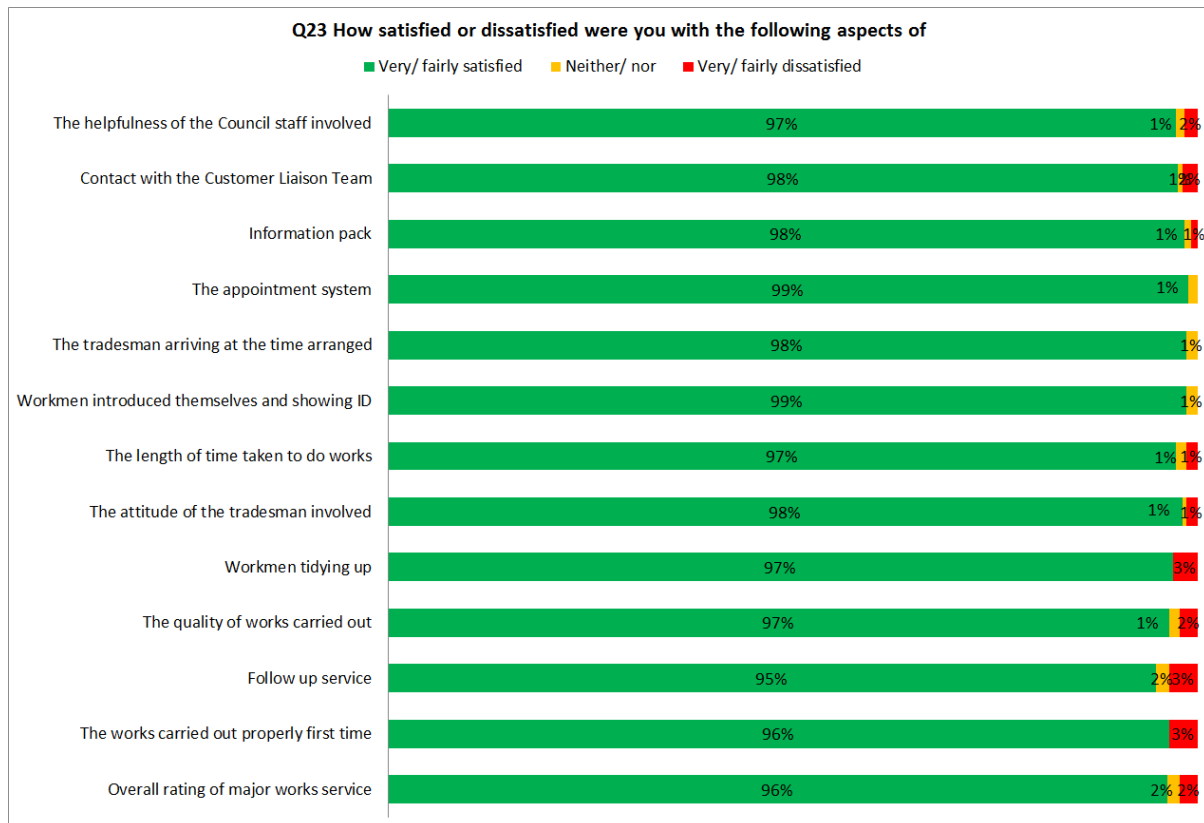
One quarter of respondents (25%) have had major works carried out by the Council in the last 3 years. These were most likely to be:

- Bathrooms (37%)
- Window replacement (22%)
- Kitchens (22%)
- Central heating (18%)
- Roughcasting (17%).

Satisfaction with aspects of the works was high for all aspects, with satisfaction levels of over 90% reported for all aspects of major works carried out. This was highest with regard to:

- The appointment system (97% very/ fairly satisfied)
- Tradesman arriving at the time arranged (97% very/ fairly satisfied)
- Workmen introducing themselves and showing ID (97% very/ fairly satisfied)
- The attitude of the tradesman involved (97% very/ fairly satisfied)

Satisfaction with all aspects of the major works carried out are shown in the chart below.



Base: Had major works carried out in the last 3 years: 2018, n=397

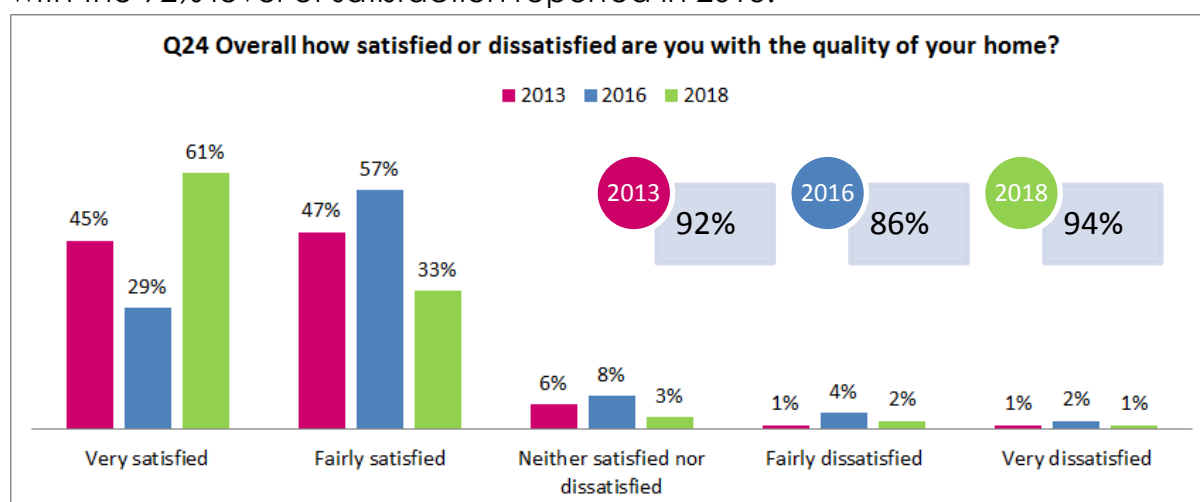


Compared to 2016, satisfaction with major works completed has increased for all aspects of the service, most notably with regard to the information pack (satisfaction has increased by 15% points) and contact with the Customer Liaison Team (satisfaction has increased by 14% points).

Q23 How satisfied or dissatisfied would you say you were with the following aspects of major works?				
	2018 % Very/ fairly satisfied	2016 % Very/ fairly satisfied	Trend	
The helpfulness of the Council staff involved	97%	92%	↑	5%
Contact with the Customer Liaison Team	98%	84%	↑	14%
Information pack	98%	83%	↑	15%
The appointment system	99%	91%	↑	8%
The tradesman arriving at the time arranged	98%	95%	↑	3%
Workmen introduced themselves and showing ID	99%	91%	↑	8%
The length of time taken to do works	97%	91%	↑	6%
The attitude of the tradesman involved	98%	91%	↑	7%
Workmen tidying up	97%	90%	↑	7%
The quality of works carried out	97%	87%	↑	10%
Follow up service	95%	82%	↑	13%
The works carried out properly first time	96%	88%	↑	8%
Overall rating of major works service	96%	87%	↑	9%

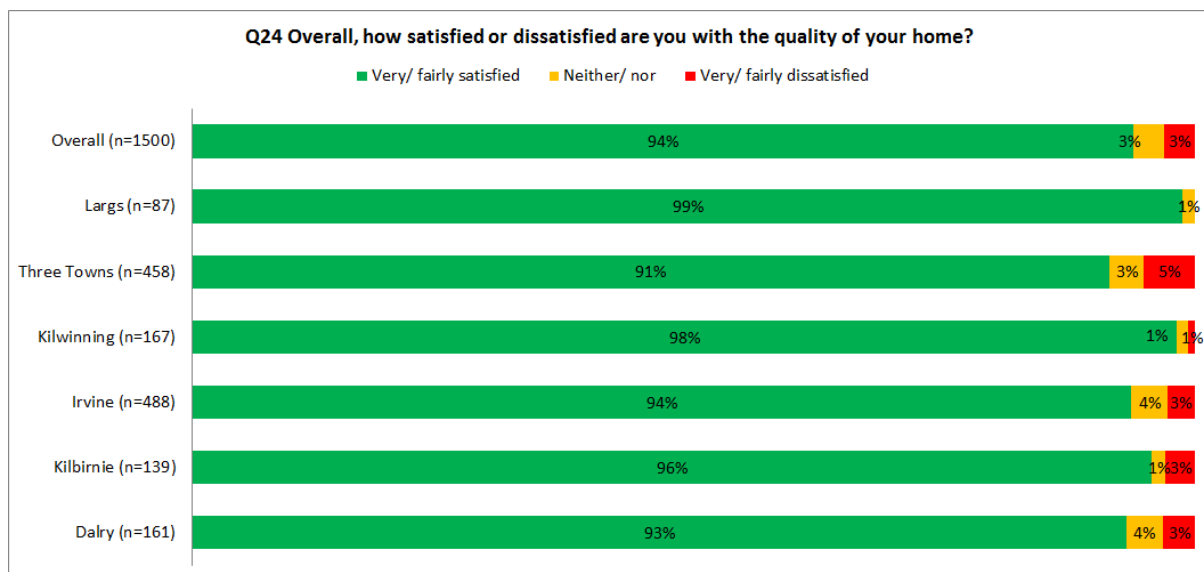
## 6.7 Satisfaction with quality of the home (Q24)

Over nine out of ten respondents (94%) were either very or fairly satisfied with the quality of their home. This has increased from 86% in 2016 and is in line with the 92% level of satisfaction reported in 2013.



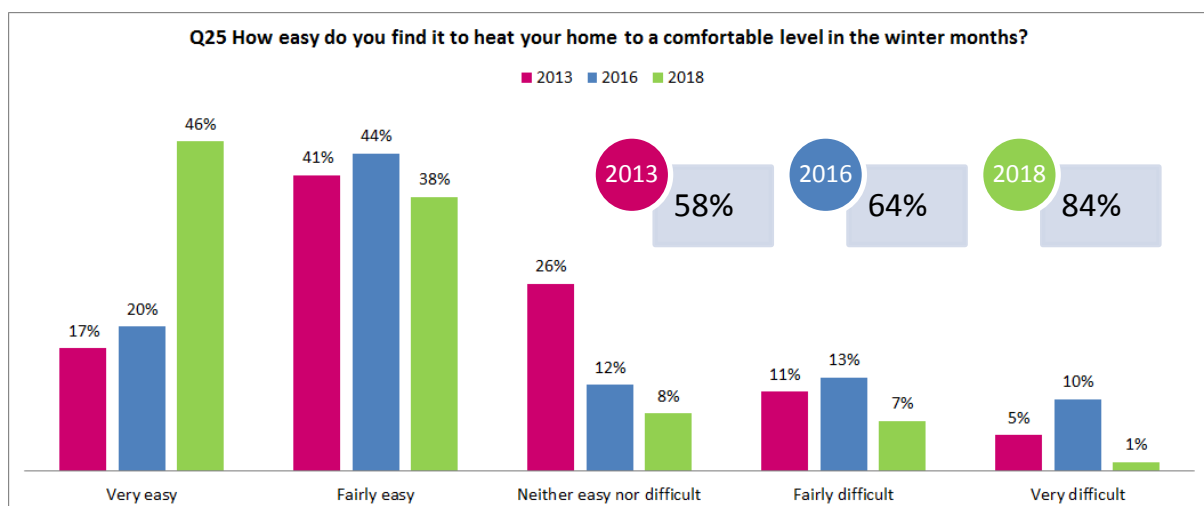
Base: All respondents 2018, n=1500

Analysis of satisfaction with the quality of the home by area office shows that satisfaction is greatest in Largs (99%) and Kilwinning (98%) and is lower in the Three Towns area (91%).



## 6.8 Heating the home (Q25/26)

In terms of heating the home, 84% of respondents stated that they find it either very or fairly easy to heat their home to a comfortable level in the winter months. This is a significant increase from 64% in 2016.



Base: All respondents 2018, n=1500

Those who were more likely to state that they find it difficult to heat their home were aged 25 to 34 and have children in the household.

When asked why they find their home difficult to heat, the most common reasons given were:

- Cost of heating/ fuel costs (61%)
- Lack of insulation (9%)
- Dampness in house (4%)
- Poor heating/ boiler system (4%)
- Old storage heater (4%)
- Draughts (3%).

When asked how much they spend on fuel for their home per month, the most common responses were between £50-£75 (32%) and between £76-£100 (30%). This is similar to previous years.

<b>Q26a How much do you spend per month (on average) on fuel (gas and electricity) your home?</b>			
	<b>2013</b>	<b>2016</b>	<b>2018</b>
Less than £50	14%	18%	14%
£50-£75	26%	33%	32%
£76-£100	27%	26%	30%
£101-£125	6%	4%	7%
£126+	4%	2%	5%
Included in rent	1%	-	4%
Depends/ varies	1%	-	1%
Don't know	21%	16%	8%
Refused	-	-	1%

Base: All respondents 2018, n=1500

All respondents were then asked if this amount represented more than 10% of their household income. 16% of respondents stated that it did.

Perhaps unsurprisingly, the greater the amount spent on fuel, the more likely respondents were to state that they spent more than 10% of their income on fuel. 45% of those that pay between £101 and £125 stated that this was more than 10% of their income and 37% of those who pay more than £126 stating that this was more than 10% of their income.

<b>Q26a How much do you spend per month (on average) on fuel (gas and electricity) your home? By Q26b Does this represent more than 10% of your household income?</b>			
	<b>Yes</b>	<b>No</b>	<b>Don't know</b>
Less than £50	10%	90%	1%
£50-£75	11%	86%	3%
£76-£100	19%	77%	4%
£101-£125	45%	45%	9%
£126+	37%	56%	7%

Respondents most likely to state that the amount they pay for fuel is more than 10% of their household income were:

- 1 parent family with 3 or more children (42%)
- 2 parent family with 3 or more children (36%)
- 1 parent family with 2 children (29%)
- 1 parent family with 1 child (26%)
- Unemployed (46%)
- Long term sick/ disabled (34%)
- Aged 25 to 34 (30%).

## 6.9 Priorities for improvement to the home (Q27)

Respondents were asked what (if any) the main improvements they think are needed in their home. They were asked to identify their top, 2<sup>nd</sup> and 3<sup>rd</sup> top priorities. These have been added together to derive an overall priority for improvement of the home. As shown, respondents top priority overall was:

- Kitchen upgrade/ replacement (19%)
- Bathroom upgrade/ replacement (18%)
- New internal doors (11%)
- Window replacement (10%).

**Q27 Can you please say what (if any) are the main improvements you think are needed in your home from those listed on the card. Please rank the three most important in order of priority?**

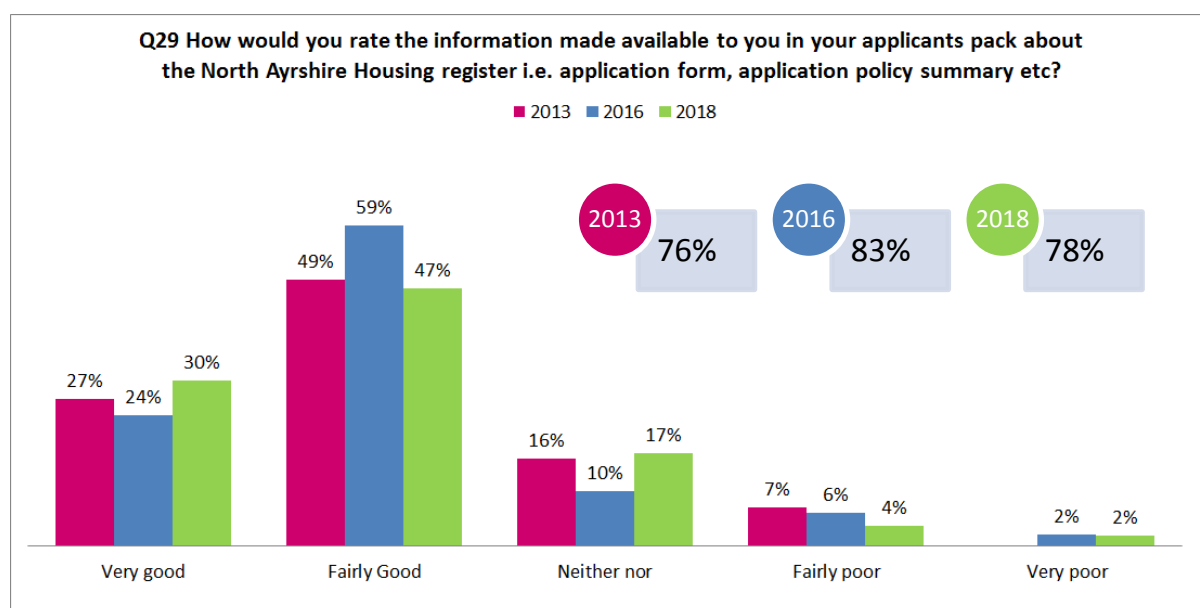
Base: n=1500	Top priority	2nd priority	3rd priority	Overall priority
Kitchen upgrade/ replacement	13.6%	4.0%	1.4%	19%
Bathroom upgrade/ replacement	8.8%	7.5%	1.3%	18%
New internal doors	6.7%	3.1%	0.9%	11%
Window replacement	4.9%	3.4%	1.7%	10%
Fencing/ lighting/ security	3.7%	4.0%	1.7%	9%
Other	5.6%	2.3%	1.3%	9%
Rewiring	1.2%	0.3%	0.1%	2%
External cladding	0.5%	0.3%	0.3%	1%
Entrance door to flat	0.3%	0.1%	0.2%	1%
None	44%			44%
Don't know	11%	14%	17%	42%

## 7. ALLOCATIONS AND TRANSFERS

### 7.1 North Ayrshire Housing Register (Q28/29)

Just under one in ten respondents (8%) have submitted an application to the North Ayrshire Housing Register. Of those, 79% were aware that the register is a shared housing register with other landlords.

Rating of the information made available to them in their applicants pack about the North Ayrshire Housing Register i.e. application form, application policy etc. was perceived relatively positively with 78% stating that it was either very good or fairly good, compared to 5% who stated that it was either fairly or very poor. This has fallen slightly from 83% who rated this information as good in 2016 and is marginally higher than 76% who rated this as good in 2013.



## 8. INFORMATION PROVIDED BY NORTH AYRSHIRE COUNCIL

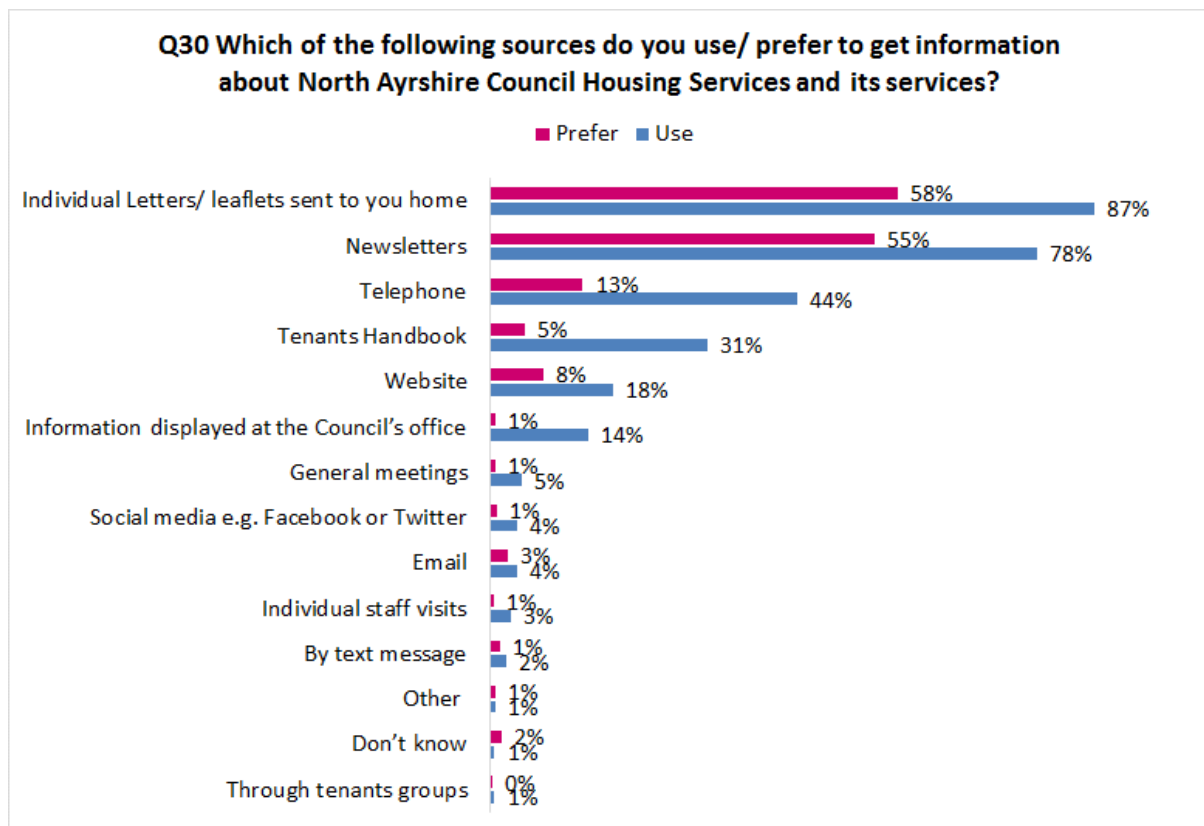
### 8.1 Sources of information used and preferred (Q30)

The survey then went on to ask respondents about the sources that they use to get and would prefer to use to get information about North Ayrshire Council Housing Services. As shown below, the methods which respondents were most likely to use were:

- Individual letters/ leaflets sent to home (87%) (75% in 2016)
- Newsletters (78%) (68% in 2016)
- Telephone (44%) (23% in 2016)
- Tenants Handbook (31%) (75% in 2016)

Preferred sources of information are similar to the sources which are most commonly used:

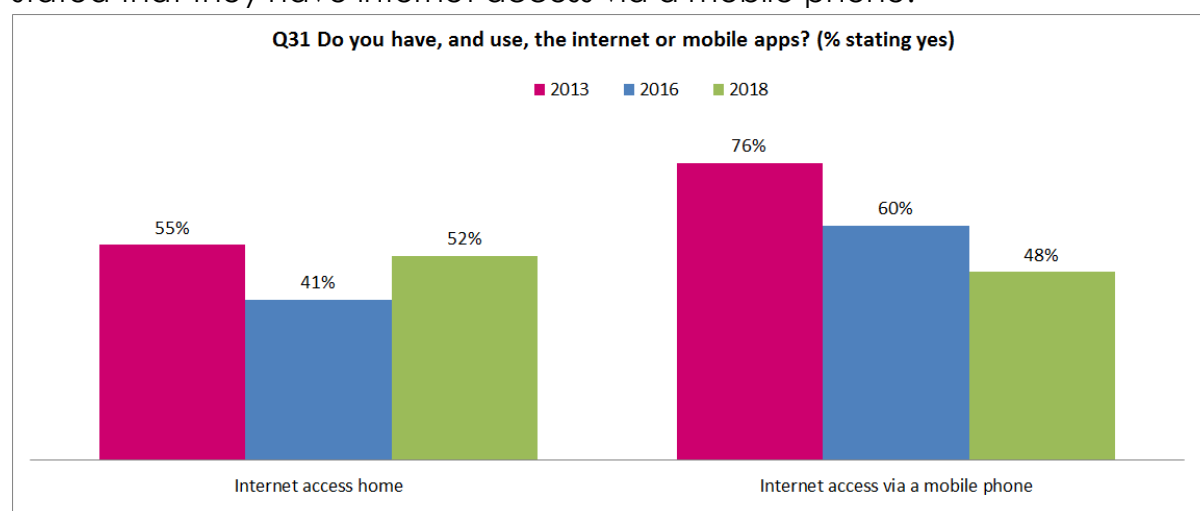
- Individual letters/ leaflets sent to home (58%) (58% in 2016)
- Newsletters (55%) (41% in 2016)
- Telephone (13%) (12% in 2016)



Base: All respondents 2018, n=1500

## 8.2 Internet usage (Q31 – Q33)

Just over half of respondents (52%) have internet access at home and 48% stated that they have internet access via a mobile phone.



Base: All respondents 2018, n=1500

Analysis by age shows that younger respondents are most likely to access the internet via a mobile phone with 96% of those aged 16-24 and 91% of those aged 25-34 accessing the internet in this way. In terms of home internet access, respondents aged 35-44 are most likely to have this, with 83% of this age group using the internet in this way. For both methods of access, those aged 65 and over were much less likely to have internet access.

Q66 Do you have, and use the internet or mobile apps by Q67 How old are you?							
	16-24	25-34	35-44	45-54	55-64	65-74	75+
Base	24	219	211	288	212	337	208
Internet access home	67%	78%	83%	75%	58%	21%	7%
Internet access via a mobile phone	96%	91%	84%	66%	41%	12%	2%

Respondents who do not use the internet were asked why not. The three most commonly stated answers were:

- Do not want to use the internet (72%)
- Limited or no computer skills (27%)
- Cost of internet access (7%)
- Cost of computer equipment or smartphone (3%)
- Concerned about privacy and security (3%)

Analysis by age shows no significant difference in terms of desire to access the internet by age. However, lack of computer skills was significantly more likely to be a barrier to access for respondents aged 65 and over whereas cost was more likely to be an issue for younger respondents.

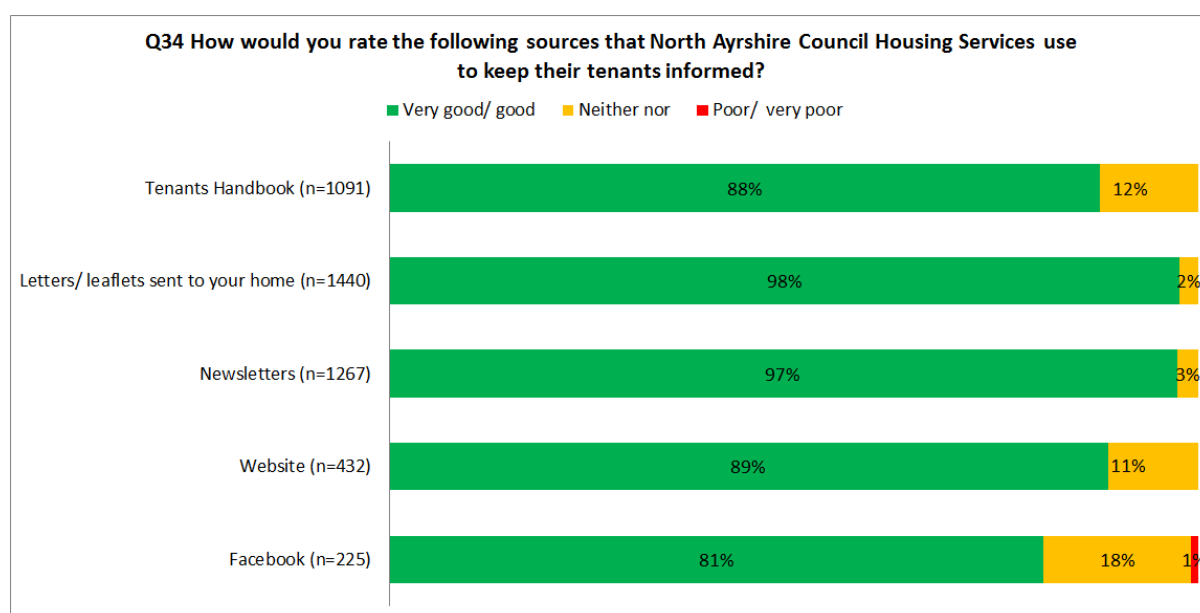


Just over half of respondents (53%) were aware that they can get free access to a computer and the internet in various locations throughout North Ayrshire. This has decreased from 85% in 2016.

### 8.3 Rating of sources of information (Q34/35)

All respondents were asked how they would rate a range of sources of information that North Ayrshire Council Housing Services use to keep their tenants informed. As shown below, respondents were most likely to rate positively:

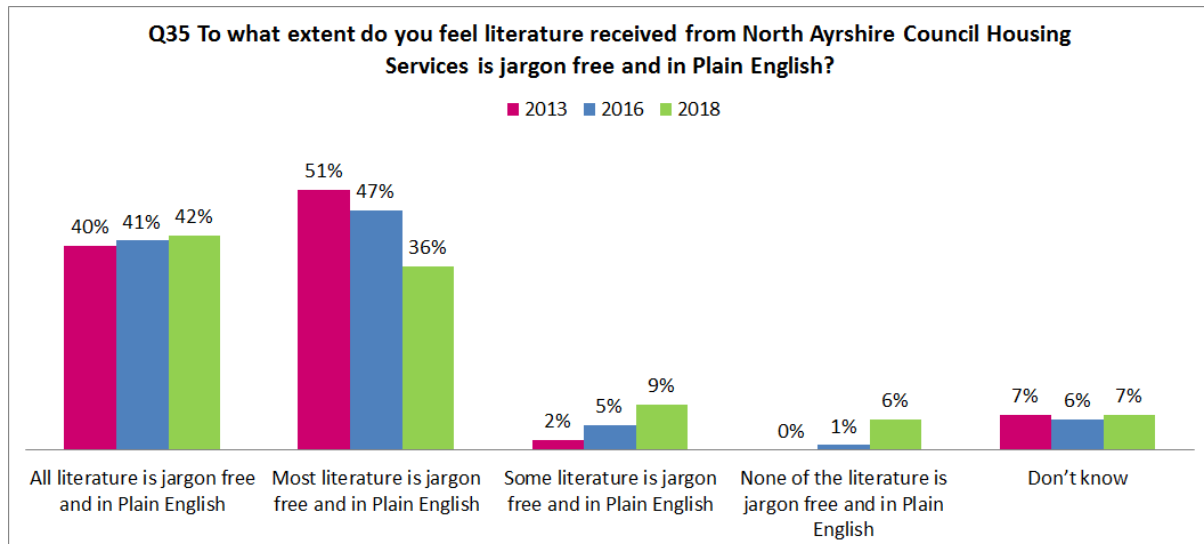
- Leaflets / letters sent to the home (98% very good/ good)
- Newsletters (97% very good/ good).



Compared to 2016, rating of communications sources has increased, most significantly with regard to Facebook (24% point increase) and letters/ leaflets sent to the home (22% point increase).

Q34 How would you rate the following sources that North Ayrshire Council Housing Services use to keep their tenants informed?			
	2016	2018	Trend
Tenants Handbook	88%	88%	→ 0%
Letters/ leaflets sent to your home	76%	98%	↑ 22%
Newsletters	90%	97%	↑ 7%
Website	71%	89%	↑ 18%
Facebook	57%	81%	↑ 24%

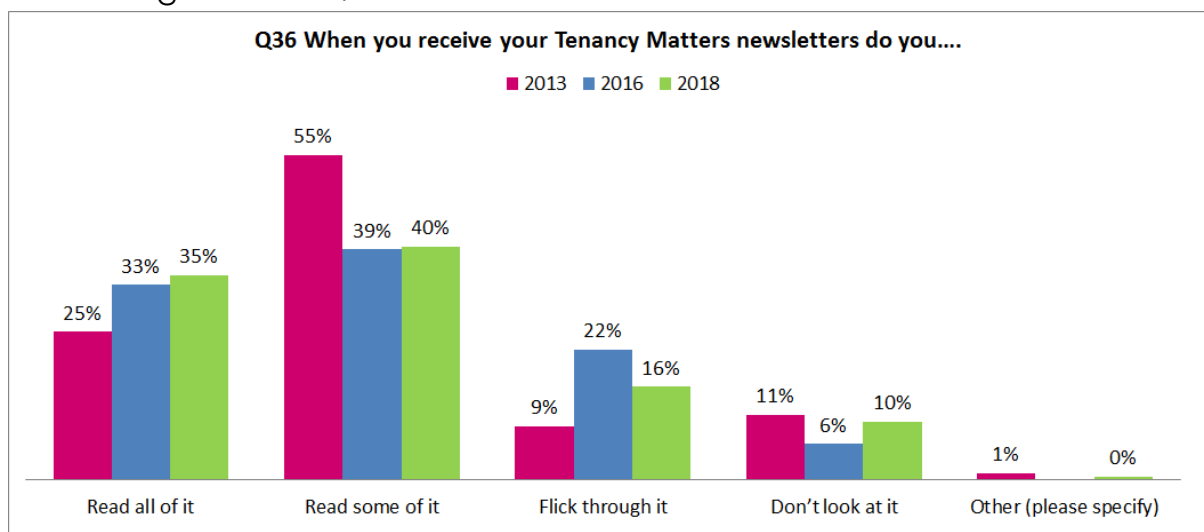
In terms of literature being jargon free and in Plain English, the majority of respondents feel that 'all literature is jargon free and in Plain English (42%)', 36% believe that 'most literature is jargon free and in Plain English', 9% believe 'some is jargon free and in Plain English' and 6% believe that 'none of the literature is jargon free and in Plain English'. This is an increase compared to 2016 when just 1% of respondents stated that 'none of the literature is jargon free and in Plain English'.



Base: All respondents 2018, n=1500

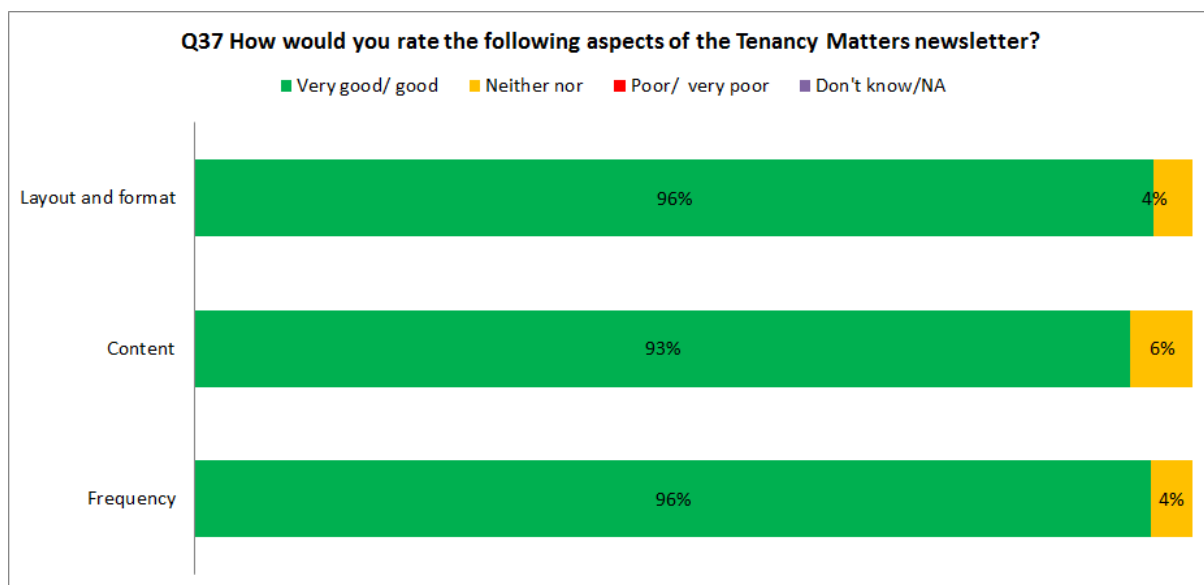
## 8.4 Tenancy Matters newsletter (Q36/37)

Just over one third of respondents stated that when they receive their Tenancy Matters newsletter that they read all of it, 40% read some of it, 16% flick through it and 10% don't look at it.



Analysis shows significant variance by age in terms of the extent to which tenants read Tenancy Matters. Most likely to read all of the newsletter were respondents aged 65 to 74 where almost half of respondents of this age group (47%) stated that they read all of the newsletter. Least likely to read all of the newsletter were younger respondents where less than one in five aged 25-34 (18%) stated that they read all of it.

Those that read Tenancy Matters Newsletter were asked how they would rate the newsletter. As shown below, these respondents were very positive about the newsletter, with 96% rating the layout and format as very good/ good and 96% rating the frequency as very good/ good.



This is a significant positive change compared to 2016 in all aspects of the Tenancy Matters newsletter.

Q37 How would you rate the following aspects of the Tenancy Matters newsletter?			
	2016	2018	Trend
Layout and format	81%	96%	↑ 15%
Content	80%	93%	↑ 13%
Frequency	80%	96%	↑ 16%

## 8.5 Requirement for information in other formats (Q38 – Q40)

Just under two thirds of respondents (63%) stated that they were aware that North Ayrshire Council provides its tenants with information in other formats. This has decreased from 85% in 2016.

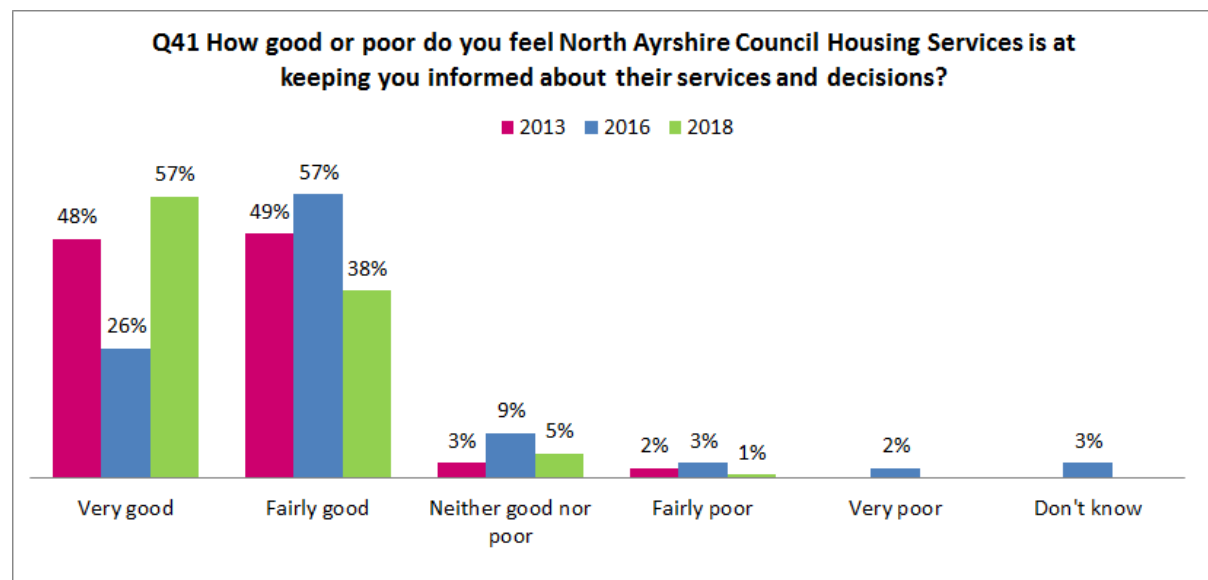
In terms of interest in receiving information in other formats, just 9 respondents stated that they have a requirement for information in other formats. 7 require large print, 1 requires information on tape and 1 would require someone else to read information to them.

Of these 9, 6 provided permission for this requirement to be passed to the Council.

## 8.6 Keeping tenants informed (Q41)

Over 9 in 10 tenants (94%) were of the opinion that North Ayrshire Council are either very or fairly good at keeping them informed about their services and decisions compared to 1% who felt the Council are fairly or very poor in this respect. 5% of respondents said the council are neither good nor poor.

This is a positive change compared to 2016 when 83% stated that they thought that North Ayrshire Council were either very or fairly good at keeping them informed.



Base: All respondents 2018, n=1500

## 9. TENANT PARTICIPATION

### 9.1 Awareness and interest in participation opportunities (Q42 – Q44)

Respondents were told that the Council's Housing Service provide a range of opportunities for tenants to become involved in decision making. They were asked firstly, if they were aware of opportunities to become involved and then if they would be interested in participating in any of these ways.

Just under half of respondents (44%) stated that they were aware of at least one way in which they could get involved. Awareness was greatest in terms of receiving regular information and providing views in surveys (32%), taking part in consultation exercises on specific issues (19%) and by becoming a member of a working group (16%).

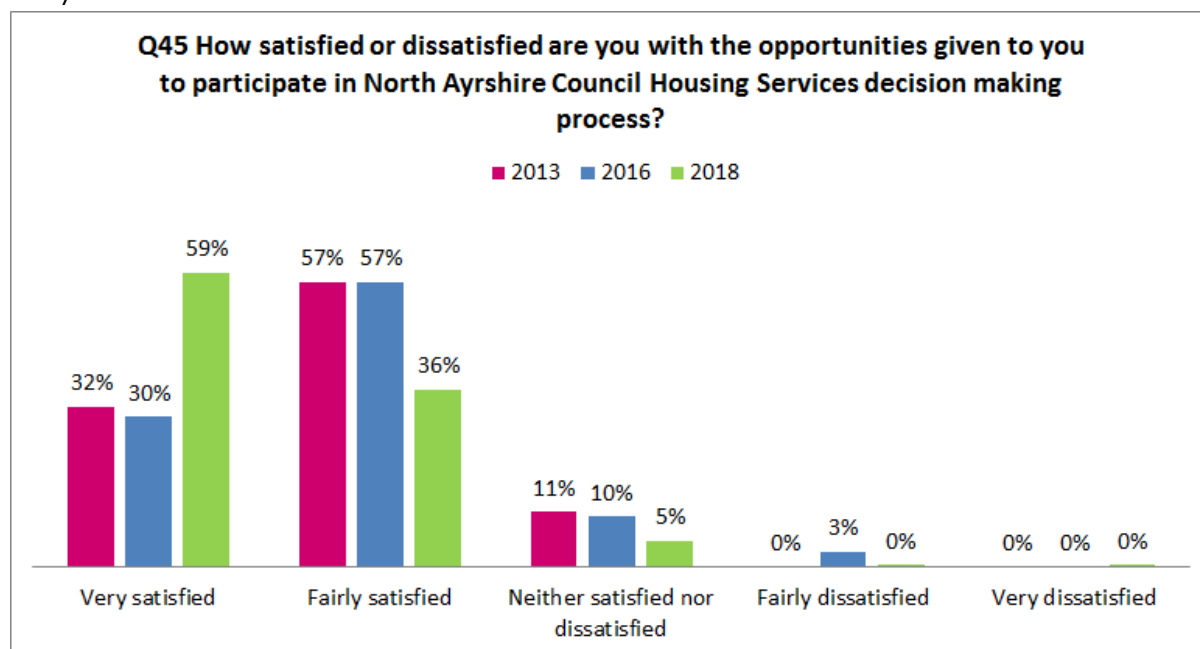
However, the vast majority (90%) stated that they would not be interested in getting involved.

Are you aware/ interested in becoming more involved in the Council's Housing Services decision making processes in any of the following ways?		
Base: n=1500	Aware	Interested
By receiving regular information about the Council's decisions and activities By providing your views in surveys such as this one	32%	9%
By taking part in consultation exercises on specific issues	19%	1%
By becoming a member of a working group e.g. working with Council staff to develop policies By attending a Tenant Fun Day or Tenant Conference	16%	1%
By being a Mystery Shopper where tenants test a service and complete a questionnaire about their experience	6%	1%
By becoming a Tenant Inspector to review a specific aspect of the Council's service By being involved in an Estate inspection	8%	-
Being involved in an Estate inspection	9%	1%
By being a member of a sheltered housing forum	2%	0%
By becoming part of a Youth Forum for ages 16 to 30	1%	-
By becoming involved in social media /digital participation	2%	0%
None	56%	90%

Just over half of respondents (54%) stated that they were aware of how to become a member of a Tenants or Residents Association in North Ayrshire. This has increased from 40% in 2016.

## 9.2 Satisfaction with opportunities for participation (Q45)

Over 9 in 10 respondents (94%) said they were very or fairly satisfied with the opportunities given to them to participate in North Ayrshire Council's decision-making processes compared to 0.5% who said they were fairly or very dissatisfied.



Base: All respondents 2018, n=1500

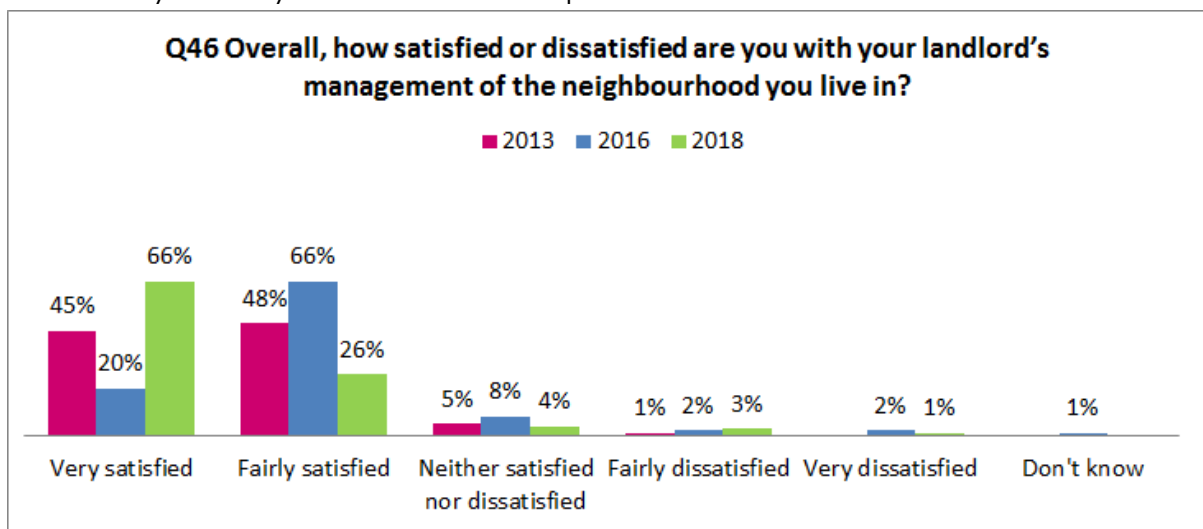
Where respondents were not satisfied with the opportunities for participation, they were asked how North Ayrshire Council could improve the opportunities it provides for tenants to get involved. A total of 83 respondents were not satisfied with the opportunities provided for participation. The most common responses given were:

- Not interested in participating (37%, 31 responses)
- Don't know (19%, 16 responses)
- Not aware of any opportunities (16%, 13 responses)
- Listen to tenants views (15%, 12 responses).

## 10. ESTATE MANAGEMENT

### 10.1 Satisfaction with management of the neighbourhood (Q46)

Respondents were asked overall how satisfied they were with North Ayrshire Council's management of the neighbourhood they live in. Over 9 in 10 respondents (92%) were very or fairly satisfied compared to 4% who were fairly or very dissatisfied and 4% were neither satisfied nor dissatisfied. This is a positive change compared to 2016 when 86% of respondents were either very or fairly satisfied in this respect.



Base: All respondents 2018, n=1500

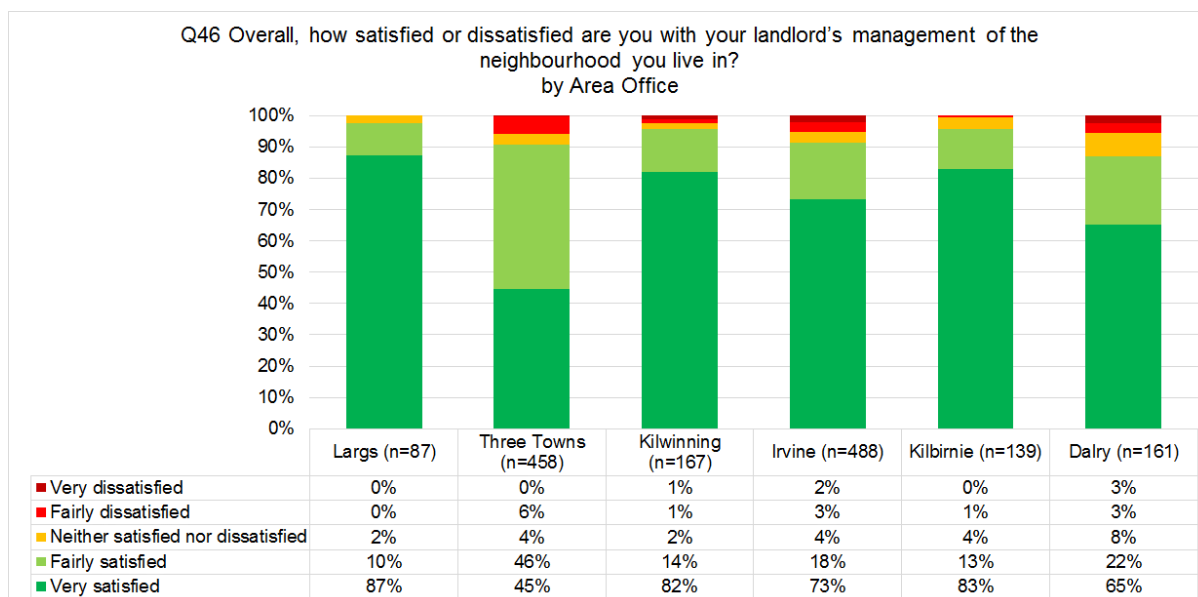
Analysis by area office shows significant differences in terms of the extent to which respondents were very satisfied with neighbourhood management.

Respondents least likely to be very satisfied were those in:

- Three Towns (45% very satisfied)
- Dalry (66% very satisfied)

Whereas those most likely to be very satisfied were those living in:

- Largs (87% very satisfied)
- Kilwinning (83% very satisfied).



Where respondents were not satisfied (n=121), they were asked to explain how North Ayrshire Council could improve its neighbourhood management. The most common responses given were:

- Garden maintenance (25%, 30 responses)
- Too many undesirables in the area (22%, 26 responses)
- Vet tenants (16%, 19 responses)
- Clean up litter/ rubbish (14%, 17 responses)
- Spend some money in the area/ area run down (8%, 10 responses)
- Inspect the area/ be more visible (5%, 6 responses)
- Deal with dog fouling (3%, 4 responses)
- Need speed bumps in the area (3%, 4 responses).

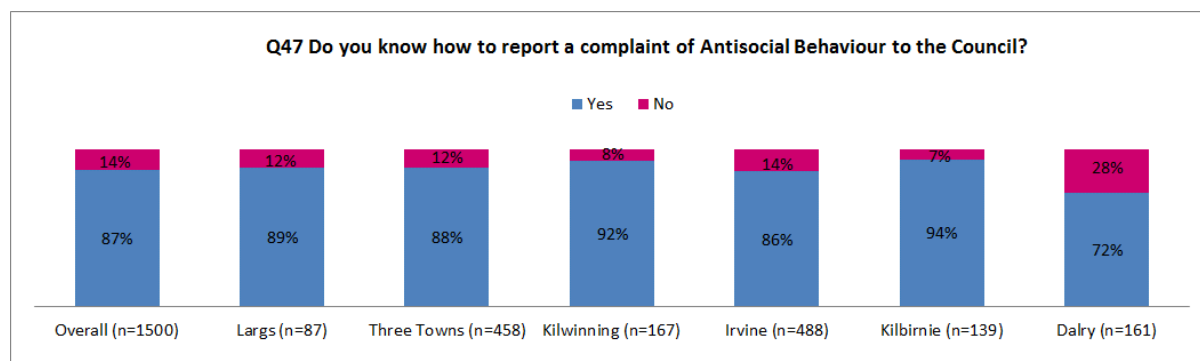
Analysis by area office showed that issues relating to undesirables and vetting tenants were more likely to be noted by those living in the Three towns area whereas garden maintenance was more likely to be noted in Dalry, Kilwinning and Irvine areas.



## 10.2 Anti-social behaviour (Q47 to Q49)

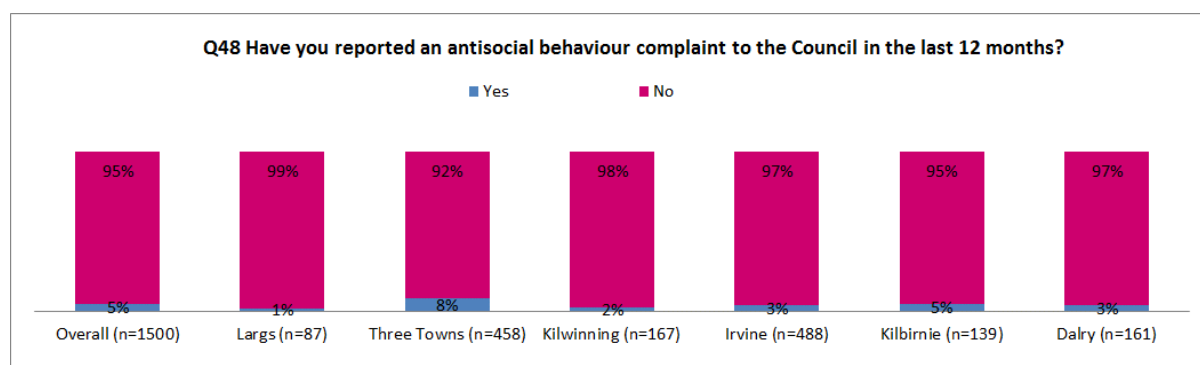
The majority of respondents (87%) stated that they were aware how to report a complaint of anti-social behaviour to the Council. This has increased from 71% in 2016.

Analysis by area shows similar levels of awareness across most areas, however, respondents in Dalry were less likely to be aware (72%) than those in other areas.

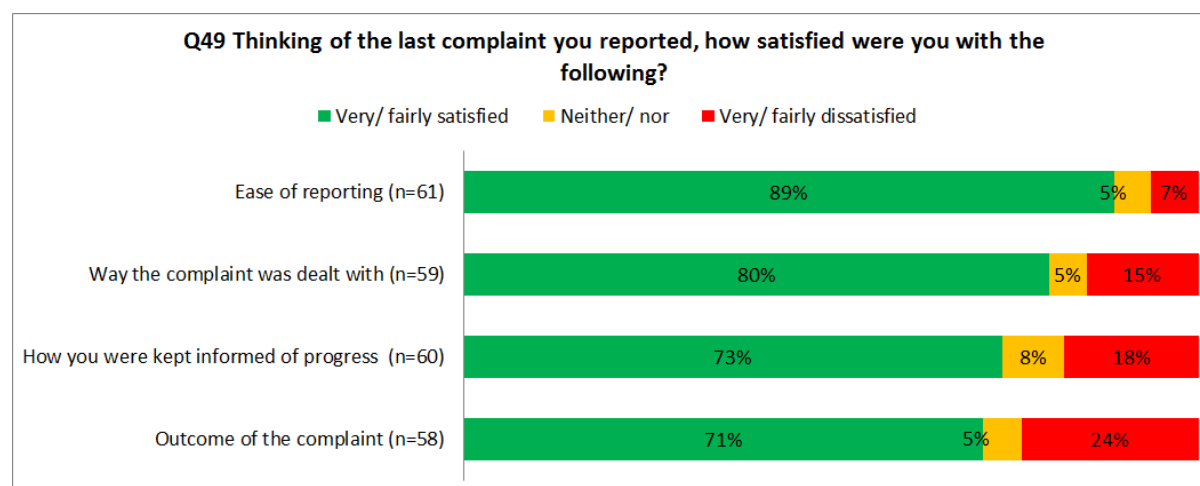


Just one in twenty (5%) respondents said they have reported an anti-social behaviour complaint to the Council in the last 12 months. This equates to 61 respondents and is the same level (5%) as stated they had made a complaint in 2016.

Analysis by area shows that the incidence of reporting anti-social behaviour complaints was greatest in the Three Towns area where 8% of respondents said that they had reported an anti-social behaviour complaint to the Council. Complaints related largely to anti-social behaviour of neighbours.



When asked how satisfied or dissatisfied they were with the way their complaint was handled, the majority were satisfied with regard to ease of reporting and the way the complaint was dealt with, but less so with regard to the outcome of the complaint.



When this is compared to satisfaction with anti-social behaviour complaints handling in 2016, satisfaction has fallen, most so with regard to being kept informed of progress, which has fallen by 15% points.

Care should be taken when drawing comparisons to these results due to the small number of respondents who have made an anti-social behaviour complaint. This means that the results are statistically less robust and that year on year changes are not as statistically significant.

Q49 Thinking of the last complaint you reported, how satisfied were you with the following?			
Base: made an ASB complaint, n=61	2016	2018	Trend
Ease of reporting	100%	89%	↓ 11%
The way the complaint was dealt with	71%	80%	↑ 9%
How you were kept informed of progress	88%	73%	↓ 15%
Outcome of the complaint?	82%	71%	↓ 11%

Where respondents were not satisfied with the way the complaint was handled, this was largely because they have not seen the outcome that they wanted or that they perceive nothing to have happened as a result of making the complaint.

## 11. RENT COLLECTION AND RENT ARREARS

### 11.1 Method of paying rent used (Q50)

When asked which method tenants use to pay their rent, the most commonly noted methods were:

- Housing benefit direct (49%)
- Direct Debit (25%).

Q50 Which payment method do you currently use to pay your rent?	Currently use
Base: n=1500	
Housing Benefit direct	49%
Direct Debit	25%
At the area housing office by cash or credit/ debit card	6%
Paypoint/ Payzone	5%
Universal Credit Housing Costs – Paid direct to landlord	4%
By phone	4%
Universal Credit Housing Costs – Pay on receipt	2%
Using the internet	2%
At a post office	2%
Standing order	2%
By automated telephone	0%
Other	1%

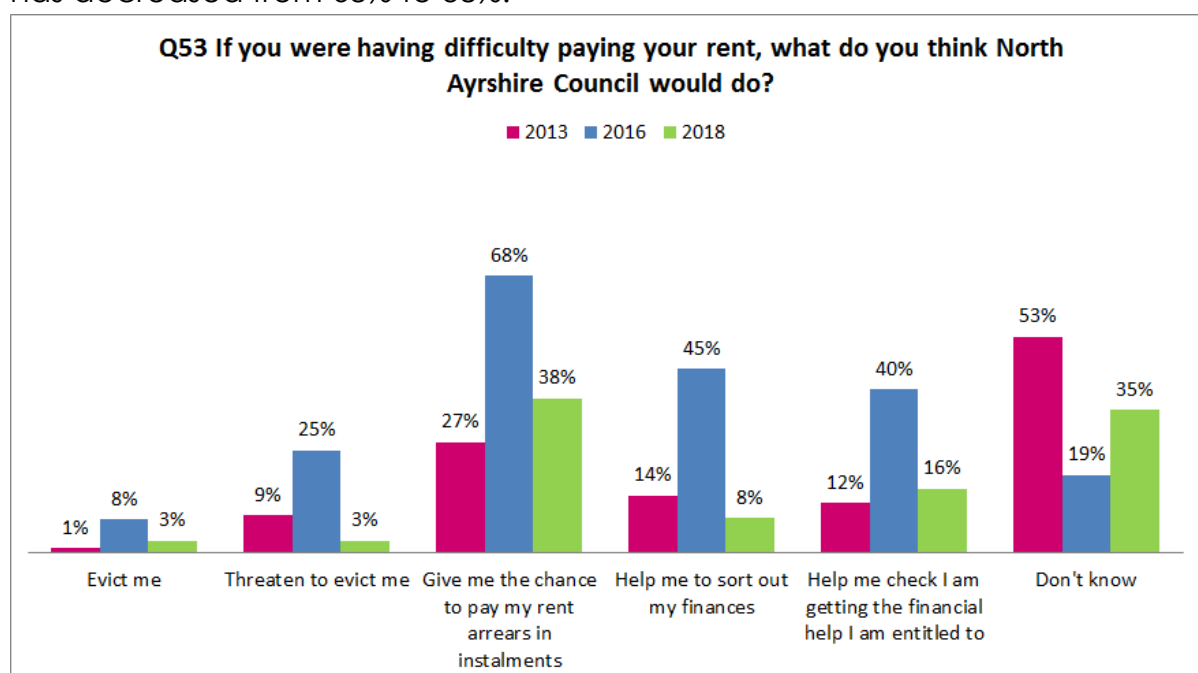
### 11.2 Direct Debit and online rent account access (Q51/52)

Almost three quarters of respondents (74%) stated that they pay bills by direct debit and 42% stated that they would be interested in paying their rent by direct debit.

47% were aware that they could access their rent account online.

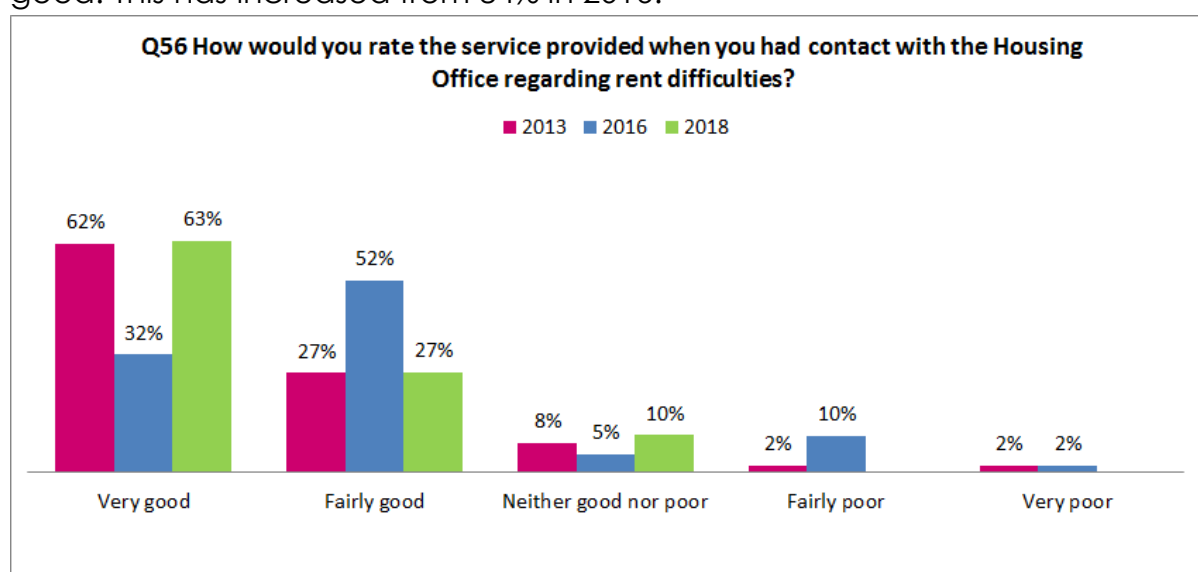
### 11.3 Difficulties paying rent (Q53 – Q56)

If they were having difficulties paying their rent, the greatest proportion of respondents thought that North Ayrshire Council would give them the chance to pay their rent in instalments (38%). This was the most common response given in 2016 also, however, the proportion noting this as an option has decreased from 68% to 38%.



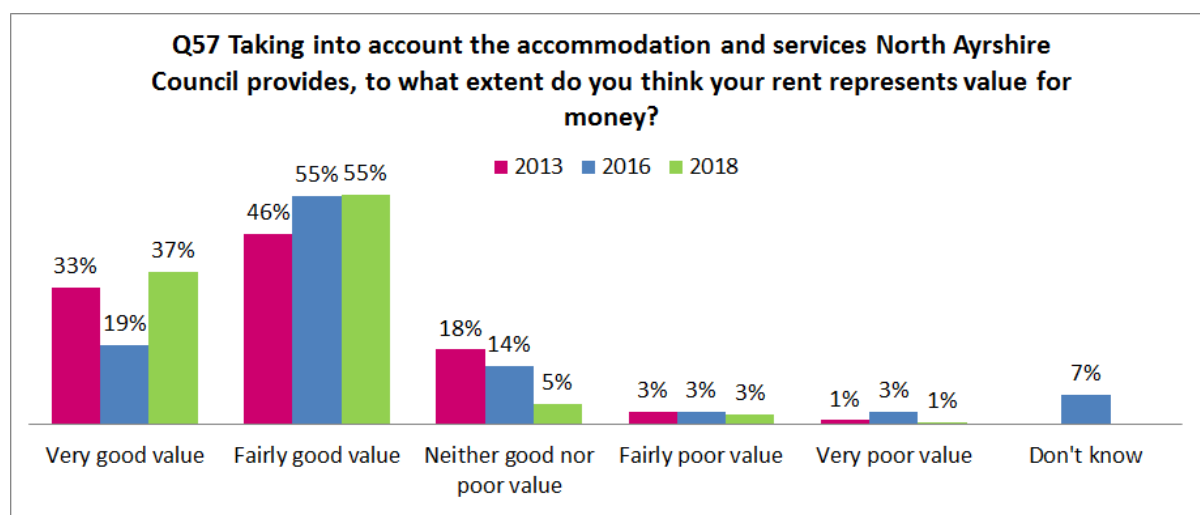
Base: All respondents 2018, n=1500

Just 4% of respondents (n=59) stated that they have had contact with the Housing Office regarding rent difficulties in the last 12 months. Where they have had contact, 90% rated the service provided as either very or fairly good. This has increased from 84% in 2016.



## 11.4 Value for money of rent (Q57)

When asked about the value for money of rent, 92% of tenants stated that they felt that their rent represents either very or fairly good value for money when they take into account the accommodation and services North Ayrshire Council provides. 5% stated that they believe it neither good nor poor value and 3% stated that they believe it is either fairly or very poor value for money. This is a positive change from 74% in 2016.



Base: All respondents 2018, n=1500

Those who did not feel that their rent was good value for money were asked how they felt North Ayrshire Council Housing Services could improve how they feel about value for money for rent. From the 119 respondents who did not believe their rent was good value for money, the most common answers given were:

- Stop increasing rents/ too expensive (38%, 45 respondents)
- Upgrade/ improve quality of home (15%, 16 respondents)
- Improve the services for the money we pay (11%, 13 respondents)
- Carry out repairs required (6%, 7 respondents)

One quarter of respondents who do not believe that rent is good value for money stated that they didn't know what the Council could do to improve their perception or that they get their rent paid for them through housing benefit therefore could not state whether value for money was either good or poor (25%, 30 respondents).

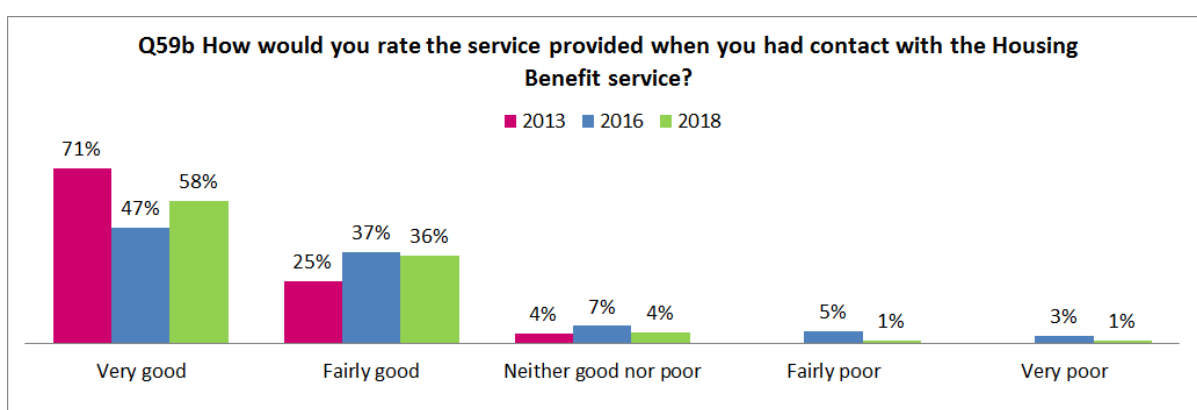
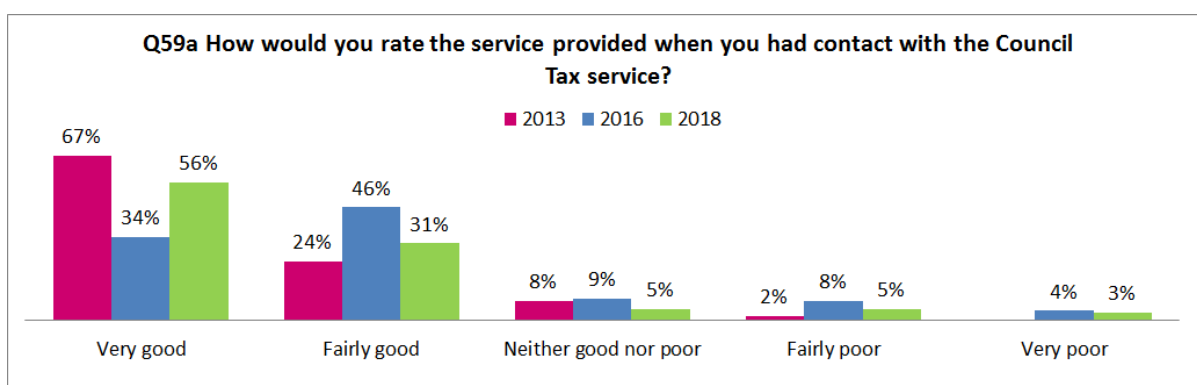
## 12. COUNCIL TAX, HOUSING BENEFIT AND WELFARE REFORM

### 12.1 Council Tax and Housing Benefit (Q58/59)

Just under one in twenty respondents (94%) have had contact with the Council Tax office in the last 12 months and 6% have had contact with the Council's Housing Benefit Service.

Those who have had contact with either service were asked how they would rate the service provided. As shown in the charts below, rating of the services is mainly positive with:

- 88%\* rating the Council Tax service as very good or fairly good (up from 80% in 2016); and
- 93%\* rating the Housing Benefit service as very good or fairly good (up from 84% in 2016).



\*please note that the overall rating of very good and fairly good is greater than the sum of very good and fairly good in the charts due to rounding.

## 12.2 Welfare Reform Advice Team (Q60 – Q63)

Just under one in five respondents (19%) stated that they were aware of North Ayrshire Council Housing Services Welfare Reform Advice Team. This has decreased from 41% in 2016.

Awareness of this service was significantly higher for younger tenants than older with 42% of respondents aged 16-24, 31% of those aged 25 to 34 and 54% of those aged 35-44 aware compared to just 8% of those aged 65-74 and 3% of those aged 75+ aware of this service.

The main ways of hearing about this service were:

- Letter/ newsletter (30%)
- Used the service (21%)
- General awareness (12%)
- Word of mouth (12%)
- Through housing officer (10%)
- Through office staff (8%)
- Leaflet (3%)
- Website (2%)

Of those that were aware, 87% said they knew how to access the service (up from 67% in 2016).

Just over half (55%) of those that were aware of the service and said they knew how to access the service said that they or a family member have accessed the service. This has increased from 39% in 2016.

Satisfaction with the service received from the Welfare Reform Advice Team was extremely high, with 97% of those who have used the service stating that they were very or fairly satisfied. This has increased from 94% in 2016).

## 13. SERVICE PRIORITIES

### 13.1 Most important services (Q64)

Respondents were shown or read a list of services provided by North Ayrshire Council as their landlord. They were then asked to identify their top three priorities in terms of importance. The results to this are shown in the table below, with an overall level of priority in the final column derived from adding together top, 2<sup>nd</sup> and 3<sup>rd</sup> top priority.

As shown, tenants' top priorities are:

- Day to day repairs service (85%)
- Planned improvements to their home (57%)
- Managing the common areas around their home (53%).

Looking at this list of services provided by North Ayrshire Council as your landlord, please choose your top 3 services in terms of importance?				
Base: n=1500	Top priority	2nd priority	3rd priority	Overall priority
The day to day repairs service	30%	34%	21%	85%
Planned improvements to your home	25%	24%	9%	57%
Managing the common areas around your home	17%	14%	21%	53%
Keeping you informed about the Council's activities and services	5%	7%	15%	27%
Customer Care provided at local offices	5%	4%	6%	15%
Dealing with anti social behaviour	4%	5%	6%	14%
Housing support service	5%	4%	5%	13%
Building new Council houses	2%	1%	5%	8%
Benefits advice and support	2%	3%	3%	8%
Rent collection	2%	1%	1%	4%
Lettings/ allocations	2%	1%	2%	4%
Providing opportunities for tenants to participate in helping to improve services	0%	0%	2%	2%
Other	1%	0%	0%	1%
Debt advice and assistance	0%	1%	0%	1%
None	0%	2%	7%	9%



### 13.2 Priority for service improvement (Q65)

Tenants were then asked to identify what they would suggest the top priority for improvement to the Council's Housing Service would be. This was asked as an open question so tenants could respond freely in their own words. The answers given to this question have then been grouped thematically in order to allow for analysis.

Positively, the majority of tenants could not spontaneously suggest a priority for improvement with 32% stating 'nothing' and 32% stating 'don't know'.

Furthermore, 6% stated that they were happy with things as they are.

The most common tangible improvements suggested were:

- Upgrading or improving homes (5%)
- Garden maintenance (4%)
- Improving repairs service (3%)
- Better allocation of homes/ vetting tenants (3%)

A full list of the coded suggestions are listed in the table over the page.

**Q65 If you could suggest one thing to the Council's housing service as priority for improvement, what would it be?**

<b>Base: n=1500</b>	<b>No.</b>	<b>%</b>
Nothing	479	32%
Don't know	477	32%
Happy as it is	82	6%
Upgrade/improve homes e.g. windows/bathrooms/kitchens	77	5%
Garden maintenance e.g. grass cutting/weeding/trees	55	4%
Improve repair service e.g. quality of workmanship/timescales for completion	48	3%
Better allocation of homes/vet tenants	38	3%
Outside maintenance required eg fence/roof/roughcasting	28	2%
Clean up the area of litter/rubbish	20	1%
Reduce rent/keep rents affordable	18	1%
Improve communication/provide information	16	1%
Deal with ASB/ASN	14	1%
Build more/new homes	12	1%
Listen more to tenants/residents	12	1%
Fix roads/pavements	11	1%
More for kids/children	11	1%
Bins e.g. more pick-ups	10	1%
Improve parking	10	1%
Provide grass cutting service for pensioners/disabled	8	1%
Deal with dog fouling/provide dog bins	5	0%
Provide a warden service	5	0%
Get rid of junkies/drugs	5	0%
Improve street lighting	4	0%
Improve heating/boiler system	3	0%
Other	79	5%

## 14. TRAVELLERS SITE

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### 14.1 Satisfaction with management of the travellers site (Q66)

A total of 8 interviews were achieved overall, representing a 67% response rate from a total of 12 residents who were currently at the site. There are 16 pitches on the site but 4 of those were away at the time of surveying.

The residents were asked about their overall satisfaction with North Ayrshire Council's management of their site. 38% of respondents were satisfied with the Council's management of the site. This has decreased from 100% satisfied in 2013 and 83% satisfied in 2016. However, care should be taken when comparing results due to the very small base numbers.

## 15. HOUSEHOLD PROFILE

### 15.1 Age and gender (Q67/68)

The final section of the survey sought to profile respondents. The table below shows the age and gender profile of respondents. As shown we interviewed more females (61%) than males (38%).

Respondents were spread across a wide range of age categories, with 30% being aged under 55 (24% in 2016), 33% aged between 35 and 64 (36% in 2016), 23% aged 65 to 74 (22% in 2016) and 14% aged 75 and over (17% in 2016).

Age/ Gender Profile of respondents				
Base: All respondents	Overall (n=1500)	Male (n=565)	Female (n=916)	Refused (n=19)
16-24	2%	2%	2%	-
25-34	15%	10%	18%	16%
35-44	14%	13%	14%	42%
45-54	19%	18%	20%	37%
55-64	14%	18%	12%	-
65-74	23%	28%	19%	-
75+	14%	12%	16%	-
Refused	0%	-	-	5%

### 15.2 Household composition (Q69)

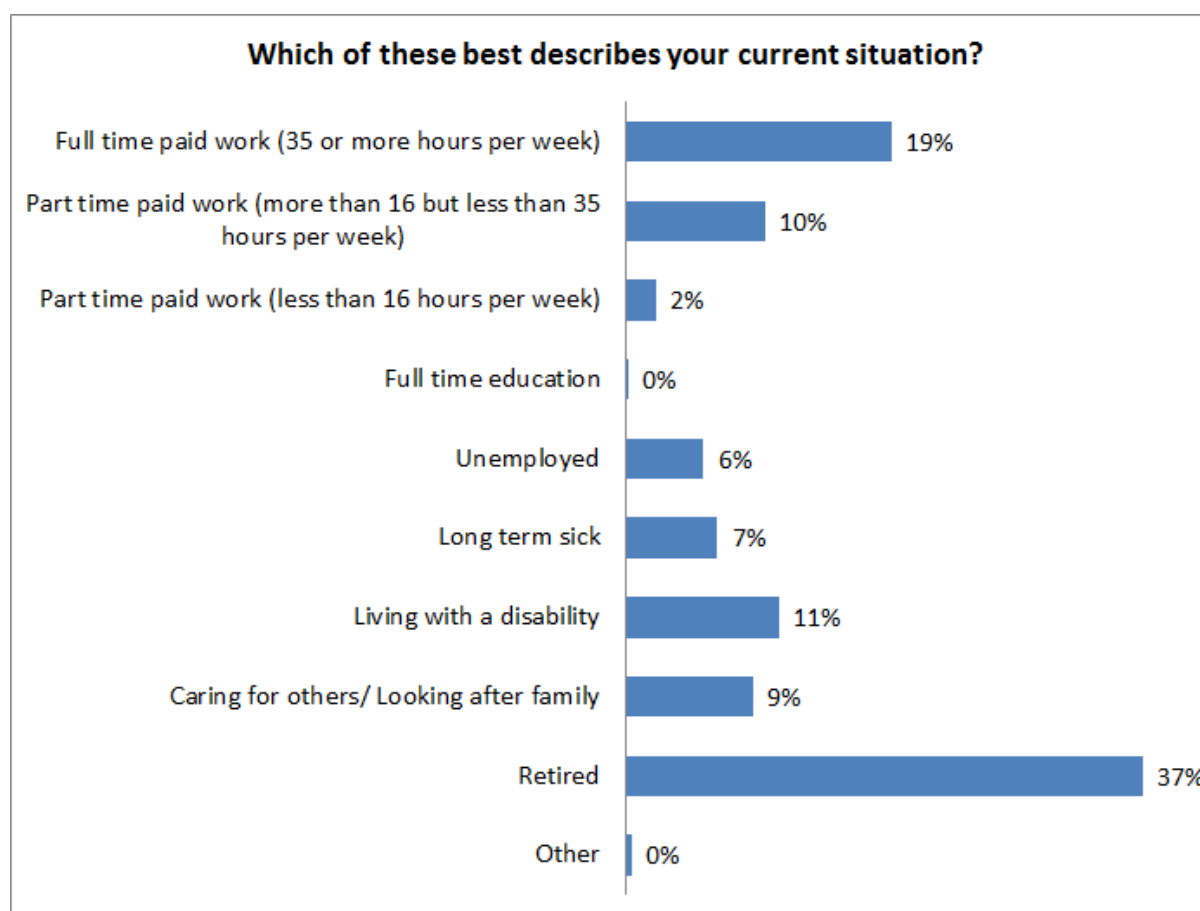
Single adult households were the most common household composition (45% - 45% n 2016), followed by two adults (25% - 27% in 2016).

Household composition		
Base: All respondents, n=1500	No.	%
Single adult	669	45%
Two adults	375	25%
Three or more adults, 16 or over	100	7%
1 parent family with 1 child under 16	66	4%
1 parent family with 2 children under 16	77	5%
1 parent family with 3 or more children under 16	24	2%
2 parent family with 1 child under 16	49	3%
2 parent family with 2 children under 16	69	5%
2 parent family with 3 or more children under 16	25	2%
Other	46	3%

### 15.3 Current situation (Q70)

In terms of current situation, the most common responses were:

- 37% described their situation as retired (43% in 2016),
- 19% were in full time paid work (up from 12% in 2016),
- 11% living with a disability and 7% long term sick (14% long term sick/ disabled in 2016)
- 10% in part time paid work or more than 16 but less than 35 hours (9% in 2016).



Base: All respondents 2018, n=1500

## 15.4 Health problems or disability (Q71)

Just under half of respondents (49%) described themselves or someone in their household as living with a long term illness, health problem or disability (50% in 2016).

The most commonly noted health problems or disabilities were:

- Mobility/ physical disability (26%)
- Chronic disease or illness (13%)
- Mental health condition (5%).

Household composition		
Base: All respondents, n=1500	No.	%
Mental health condition	81	5%
Mobility/ physical disabilities	394	26%
Learning difficulties	14	1%
Difficulties with sight	12	1%
Learning disability	11	1%
Difficulties with hearing	16	1%
Addiction to drugs or alcohol	6	0%
Chronic disease or illness e.g. cancer, diabetes, heart disease	193	13%
Other condition	7	1%
Don't know	4	0%
No health problem or condition	770	51%
Prefer not to say	102	7%

## 15.5 Ethnic origin (Q72)

Respondents were largely of white Scottish ethnic origin (98%). This is similar to 2016.

How would you describe your ethnic origin?		
Base: n=1500	No.	%
Scottish	1462	98%
Other British	16	1%
Irish	5	0%
Gypsy/ Traveller	4	0%
Polish	3	0%
Other white ethnic group, please specify	7	1%
Indian, Indian Scottish or Indian British	1	0%
Chinese, Chinese Scottish or Chinese British	1	0%
Prefer not to say	1	0%

## 15.6 Equalities issues (Q73)

Just 28 respondents (2%) said that they have suffered from any form of harassment due to an equalities issue such as their age, race, sexuality or disability.

This is the same as in 2016.

## APPENDIX 1: SURVEY QUESTIONNAIRE



Project number	P963
Project name	North Ayrshire Council Tenant Satisfaction Survey 2018

**INTRODUCTION (Read out)** 'Hello, my name is \_\_\_\_\_. I am from Research Resource and undertaking a survey for North Ayrshire Council's Housing Services to find out tenants' views on the service they receive. The survey also asks age, gender and ethnicity. This information is only used to create an overall picture of the profile of tenants housed by the Council and will help them develop services to meet those needs.

The survey will take about 20 minutes to complete. Can you spare the time to speak me just now?

Can I assure you that all your answers will remain totally confidential and anonymous. Nobody at the Council will know what answers you have given without your permission and we will provide them with an anonymous research report on the overall results to the research, not individual responses. You do not need to answer any questions you don't want to and you have the right to end the interview at any time. Can I confirm that you are happy to take part in the survey?

**INTERVIEWER: IF RESPONDENT IS HAPPY TO PARTICIPATE IN THE RESEARCH, ASK THEM TO TICK CONSENT BOX AND DATE AND INITIAL AGREEMENT SHEET – ENSURE RRID MATCHES FORM, CONSENT SHEET AND SAMPLE DATABASE**

INTERVIEWER RECORD FROM DATABASE:

RRID:

**INTERVIEWER DECLARATION:**

*I declare that this interview was carried out according to instructions, within the Market Research Society's Code of Conduct, and that the respondent was not previously known to me.*

Interviewer No:		Name:	
Questionnaire No		Signature:	
On quota:		Date:	
Edited by:		Duration	
Back checked by:			



## Overall Service

- 1. SHOWCARD 1** Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by North Ayrshire Council as your landlord?

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
Don't know/no opinion	6

## Customer Care – Local Offices

- 2. Have you contacted your local Council housing office over the past 12 months, other than to report a repair?**

Yes	1	Go to Q3
No	2	Go to Q7

- 3. SHOWCARD 2** What was your main reason for contacting your local North Ayrshire Council Housing office? **CIRCLE ONE ONLY**

To pay your rent	1
To query/ apply for housing benefit	2
To apply for a transfer/ exchange	3
To discuss a neighbour dispute	4
To make a complaint	5
To enquire about receiving support to maintain your tenancy	6
Rent arrears query	7
Other (please specify)	8

- 4. SHOWCARD 3**

**A) How did you contact the local housing office? CIRCLE ONE ONLY**

**B) Look at the same card, what is your preferred method of contact? CIRCLE ONE ONLY**

	A) Use	B) Prefer	
By telephone	1	1	Go to Q5
Personal visit to the local housing office	2	2	Go to Q6
Letter	3	3	Go to Q7
Email	4	4	
Home visit/ appointment	5	5	
Online	6	6	
Other (please specify)	7	7	

**5. SHOWCARD 4 [IF CONTACTED BY TELEPHONE AT Q4] Looking at this card, how would you rate the following when you telephoned the local housing office?**

	Very good	Good	Neither nor	Poor	Very poor
The length of time it took to answer the telephone	1	2	3	4	5
The helpfulness of the reception staff	1	2	3	4	5
The length of time it took to speak to the relevant member of staff	1	2	3	4	5
The member of staff identified themselves over the phone	1	2	3	4	5
The helpfulness of the member of staff who dealt with enquiry	1	2	3	4	5
The quality of advice and assistance given	1	2	3	4	5
Overall customer care provided	1	2	3	4	5

NOW GO TO Q7

**6. SHOWCARD 4 [IF VISITED THE LOCAL HOUSING OFFICE AT Q4] Looking at this card, how would you rate the following when you visited the local housing office?**

	Very good	Good	Neither nor	Poor	Very poor
Ease of access to the building	1	2	3	4	5
The reception area	1	2	3	4	5
The helpfulness of reception staff	1	2	3	4	5
The length of time it took to speak to the relevant member of staff	1	2	3	4	5
The privacy of your discussions	1	2	3	4	5
The member of staff wearing ID badge	1	2	3	4	5
Knowledge of staff	1	2	3	4	5
Politeness of staff	1	2	3	4	5
The quality of advice and assistance given	1	2	3	4	5
Overall customer care provided	1	2	3	4	5

## Tenancy Support

**7. [ASK ALL] Do you have a community alarm/ alert system?**

Yes	1	Go to Q8
No	2	Go to Q9

**8. How would you rate the response received when you use the community alarm/ alert system?**

Very good	1
Fairly good	2
Neither good nor poor	3
Fairly poor	4
Very poor	5
Not used the community alarm/ alert system	6



- 9. Are you aware of North Ayrshire Council's Housing Support Service? Housing Support aims to help tenants sustain their tenancies and prevent homelessness by helping them to develop the skills they need to manage their own home**

Yes (where did you find out about the service?)	1	Go to Q10
No	2	Go to Q13

- 10. Do you know how to access the service?**

Yes	1	Go to Q11
No	2	Go to Q13

- 11. Have you or a family member accessed this service?**

Yes	1	Go to Q12
No	2	Go to Q13

- 12. SHOWCARD 1 How satisfied were you with the Housing Support service?**

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
Don't know/no opinion	6

## Repairs and Housing Quality

- 13. Are you aware of the following facts about the Council's repairs service**

	Yes	No
Repairs can be reported at the Call Centre 24 hours a day, 7 days a week	1	2
There is a repair appointment system for routine repairs	1	2
You have the 'right to repair' for small urgent repairs	1	2

- 14. Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by North Ayrshire Council Housing Services?**

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5

- 15. Have you had any repairs carried out in this property in the last 12 months?**

Yes	1	Go to Q16
No	2	Go to Q21

**16. How do you normally report repairs to the Council's housing service?**

Phoning the repairs call centre	1
By using the freephone at the local housing office	2
Other (please specify)	3

**17. How easy do you find it to report a repair to the Council's housing service?**

Very easy	1
Fairly easy	2
Neither easy nor difficult	3
Fairly difficult	4
Very difficult	5

**18. What was the nature of the last repair you reported?**

Heating	1
Joinery	2
Electrical	3
Plumbing	4
Other (please specify)	5

**19. SHOWCARD 5 Looking at this card, and thinking about the last repair you reported, how satisfied or dissatisfied would you say you were with the following?**

	Very satis	Fairly satis	Neither nor	Fairly dissatis	Very dissatis
The helpfulness of the Council staff involved	1	2	3	4	5
The appointment system	1	2	3	4	5
The tradesman arriving at the time arranged	1	2	3	4	5
Workmen introduced themselves and showing ID	1	2	3	4	5
The length of time taken to do repairs	1	2	3	4	5
The attitude of the tradesman involved	1	2	3	4	5
Workmen tidying up	1	2	3	4	5
The quality of repairs carried out	1	2	3	4	5
Follow up service	1	2	3	4	5
The repair carried out properly first time	1	2	3	4	5
<b>IF DISSATISFIED with any aspect of the repairs service, can you explain why?</b>					

**20. Were you given....**

	Yes	No	Don't know
A classification for your repair i.e. emergency, non-emergency, right to repair, planned	1	2	3
A timescale for the length of time it would take for the repair to be completed	1	2	3

**[NB INTERVIEWER: FOR INFORMATION, IF ASKED]**

**Emergency** - make safe within 4 hours. Situations where there is real danger to life or limb, major damage to the property, flooding, or the home is insecure.

**Non-emergency** - repairs will be carried out by appointment. Target completion time of 7 working days on average.

**Right to Repair** - these are statutory repairs which must be carried out within a given timescale (as set out in legislation).

**Planned** - target completion time of 60 working days. This repair category is for larger jobs that require ordering and fitting (eg doors).]

**21. Have you had any major work carried out by the Council in the past 3 years (e.g. windows, doors, roofs, heating system etc)?**

Yes	1	Go to Q22
No	2	Go to Q24

**22. If yes, what was the nature of these works? CIRCLE ALL THAT APPLY**

Rewiring/ electrical upgrading	1	Doors	7
Window replacement	2	Roofing	8
Central heating	3	Roughcasting	9
Plumbing replacement	4	External lights	10
Kitchens	5	Footpaths	11
Bathrooms	6	Insulation works	12

**23. SHOWCARD 5 Looking at this card, how satisfied or dissatisfied would you say you were with the following aspects of major works?**

	Very satis	Fairly satis	Neither nor	Fairly dissatis	Very dissatis	Don't know
The helpfulness of the Council staff involved	1	2	3	4	5	6
Contact with the Customer Liaison Team	1	2	3	4	5	6
Information pack	1	2	3	4	5	6
The appointment system	1	2	3	4	5	6
The tradesman arriving at the time arranged	1	2	3	4	5	6
Workmen introduced themselves and showing ID	1	2	3	4	5	6
The length of time taken to do works	1	2	3	4	5	6
The attitude of the tradesman involved	1	2	3	4	5	6
Workmen tidying up	1	2	3	4	5	6
The quality of works carried out	1	2	3	4	5	6
Follow up service	1	2	3	4	5	6
The works carried out properly first time	1	2	3	4	5	6

Overall rating of major works service	1	2	3	4	5	6
---------------------------------------	---	---	---	---	---	---

**24. Overall, how satisfied or dissatisfied are you with the quality of your home?**

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5

**25. How easy do you find it to heat your home to a comfortable level in the winter months?**

Very easy	1
Fairly easy	2
Neither easy nor difficult	3
Fairly difficult	4
Very difficult	5

**If you find your home difficult to heat, why is this? E.g. fuel costs, lack of insulation**

**26. Thinking about the cost of heating your home.....**

How much do you spend per month (on average) on fuel (gas and electricity) your home?	£	
Does this represent more than 10% of your household income?	Yes 1	No 2

**27. SHOWCARD 6 Can you please say what (if any) are the main improvements you think are needed in your home from those listed on the card. Please rank the three most important in order of priority? SELECT ONE PER COLUMN**

	Top priority	2 <sup>nd</sup> priority	3 <sup>rd</sup> priority
Rewiring	1	1	1
Kitchen upgrade/ replacement	2	2	2
Bathroom upgrade/ replacement	3	3	3
New internal doors	4	4	4
Window replacement	5	5	5
Fencing/ lighting/ security	6	6	6
External cladding	7	7	7
Entrance door to flat	8	8	8
Other (please specify)	9	9	9
None	10	10	10
Don't know	11	11	11

## Allocations and Transfers

**28. I'd now like to ask about the North Ayrshire Housing Register.**

	Yes	No
A) Have you submitted an application for housing to the North Ayrshire Housing Register?	1	2

B) Are you aware this is a shared housing register with other landlords?	1	2
--	---	---

**IF SUBMITTED APPLICATION, CODE 1 AT Q28a GO TO Q29, IF NOT GO TO Q30**

**29. [IF SUBMITTED APPLICATION, CODE 1 AT Q28a] How would you rate the information made available to you in your applicants pack about the North Ayrshire Housing register i.e. application form, application policy summary etc.**

Very good	1
Fairly good	2
Neither good nor poor	3
Fairly poor	4
Very poor	5

## Information Provided by North Ayrshire Council

### 30. SHOWCARD 7

**A) Which of the following sources do you use to get information about North Ayrshire Council Housing Services and its services? CIRCLE ALL THAT APPLY**

**B) Looking at the same card, which of these sources would you prefer the Council's Housing Services to use when providing information about its services or matters affecting your home? CIRCLE ALL THAT APPLY**

	A) Use	B) Prefer
Tenants Handbook	1	1
Individual Letters/ leaflets sent to you home	2	2
Newsletters	3	3
Information displayed at the Council's office	4	4
General meetings	5	5
Individual staff visits	6	6
Telephone	7	7
Through Councillors	8	8
By text message	9	9
Website	10	10
Email	11	11
Social media e.g. Facebook or Twitter	12	12
Telephone directory	13	13
At local libraries	14	14
Through tenants groups	15	15
Don't know	16	16
Other (please specify)	17	17

**31. Do you have, and use, the internet or mobile apps?**

	Yes	No
Internet access home	1	2
Internet access via a mobile phone	1	2

**IF DO NOT USE THE INTERNET GO TO Q32, OTHERS GO TO Q33**

**32. [IF DO NOT USE THE INTERNET] Why do you not use the internet? ALL THAT APPLY**

Cost of computer equipment or smartphone	1
--	---



Cost of internet access	2
Limited or no computer skills	3
Concerned about privacy and security	4
Don't want computer or internet access	5

**33. Are you aware that you can get free access to a computer and the internet in various locations throughout North Ayrshire?**

Yes	1
No	2

**34. SHOWCARD 4 Looking at this card, how would you rate the following sources that North Ayrshire Council Housing Services use to keep their tenants informed?**

	Very good	Good	Neither nor	Poor	Very poor	Don't know/ NA
Tenants Handbook	1	2	3	4	5	6
Letters/ leaflets sent to your home	1	2	3	4	5	6
Newsletters	1	2	3	4	5	6
Website	1	2	3	4	5	6
Facebook	1	2	3	4	5	6

**35. To what extent do you feel literature received from North Ayrshire Council Housing Services is jargon free and in Plain English?**

All literature is jargon free and in Plain English	1
Most literature is jargon free and in Plain English	2
Some literature is jargon free and in Plain English	3
None of the literature is jargon free and in Plain English	4
Don't know	5

**36. When you receive your Tenancy Matters newsletters do you....**

Read all of it	1	Go to Q37
Read some of it	2	
Flick through it	3	
Don't look at it	4	Go to Q38
Other (please specify)	5	

**37. SHOWCARD 4 Looking at this card, how would you rate the following aspects of the Tenancy Matters newsletter?**

	Very good	Good	Neither nor	Poor	Very poor	Don't know/ NA
Layout and format	1	2	3	4	5	6
Content	1	2	3	4	5	6
Frequency	1	2	3	4	5	6

**38. Were you aware that North Ayrshire Council provides its tenants with information in other formats?**

Yes	1
-----	---

No	2
----	---

**39.**

**40. Would you be interested in receiving information in any of these other formats?**

Tape	1	Go to Q40
Large print	2	
Signer	3	
Braille	4	
Other language (please specify)	5	
Some other format (please specify)	6	Go to Q41
NO REQUIREMENT FOR INFORMATION IN OTHER FORMATS	7	

**41. If you would like information in other formats, do you give permission for Research Resource to pass your details to the Council so they can make sure you get this information?**

Yes	1
No	2

**42. How good or poor do you feel North Ayrshire Council Housing Services is at keeping you informed about their services and decisions?**

Very good	1
Fairly good	2
Neither good nor poor	3
Fairly poor	4
Very poor	5

## Tenant Participation

**43. SHOWCARD 8**

**A)The Council's Housing Service provide a range of opportunities for tenants to become involved in decision making. Are you aware that you could become more involved in the Council's Housing Services decision making processes in any of the following ways? CIRCLE ALL THAT APPLY**

**B)Are you interested in participating in any of these ways? CIRCLE ALL THAT APPLY**

	A)Aware	B)Interested
By receiving regular information about the Council's decisions and activities By providing your views in surveys such as this one	1	1
By taking part in consultation exercises on specific issues	2	2
By becoming a member of a working group e.g. working with Council staff to develop policies By attending a Tenant Fun Day or Tenant Conference	3	3
By being a Mystery Shopper where tenants test a service and complete a questionnaire about their experience	4	4
By becoming a Tenant Inspector to review a specific aspect of the Council's service By being involved in an Estate inspection	5	5
being involved in an Estate inspection	6	6
By being a member of a sheltered housing forum	7	7
By becoming part of a Youth Forum for ages 16 to 30	8	8
By becoming involved in social media /digital participation	9	9
Other (please specify)	10	10
None	11	11

- 44. [IF CODE 1 TO 10 AT 42B] If you would like get involved in any of these ways, do you give permission for Research Resource to pass your details to the Council so they can make sure you get information on these?**

Yes	1
No	2

- 45. Are you aware of how to become a member of a Tenants or Residents Association in North Ayrshire?**

Yes	1
No	2

- 46. How satisfied or dissatisfied are you with the opportunities given to you to participate in North Ayrshire Council Housing Services decision making process?**

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
<b>IF NOT SATISFIED [CODE 3,4,5] Can you explain how North Ayrshire Council Housing Services could improve the opportunities it provides for tenants to get involved?</b>	

## Estate Management

- 47. Overall, how satisfied or dissatisfied are you with your landlord's management of the neighbourhood you live in? [INTERVIEWER: Neighbourhood is defined as the street in which the tenant lives and the immediate surrounding area]**

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
<b>IF NOT SATISFIED [CODE 3,4,5] Can you explain how North Ayrshire Council Housing Services could improve its neighbourhood management?</b>	

- 48. Do you know how to report a complaint of anti-social behaviour to the Council?**

Yes	1	Go to Q48
No	2	Go to Q50

**49. Have you reported an anti-social behaviour complaint to the Council in the last 12 months?**

Yes (please describe the nature of this complaint)	1	Go to Q49
No	2	Go to Q50

**50. SHOWCARD 5 Looking at this card, how satisfied or dissatisfied were you with the following?**

	Very satis	Fairly satis	Neither nor	Fairly dissatis	Very dissatis	Don't know
Ease of reporting	1	2	3	4	5	6
The way the complaint was dealt with	1	2	3	4	5	6
How you were kept informed of progress	1	2	3	4	5	6
Outcome of the complaint	1	2	3	4	5	6
<b>If dissatisfied, why do you say this?</b>						

## Rent Collection and Rent Arrears

**51. SHOWCARD 9 Looking at this card, which payment method do you currently use to pay your rent? CIRCLE ALL THAT APPLY**

At the area housing office by cash or credit/ debit card	1	Go to Q51
By phone	2	
By automated telephone	3	
Using the internet	4	
At a post office	5	
Standing order	6	
Direct Debit	7	
Paypoint/ Payzone	8	Go to Q51b
Housing Benefit direct	9	
Universal Credit Housing Costs – Pay on receipt	10	
Universal Credit Housing Costs – Paid direct to landlord	11	
Other (please specify)	12	Go to Q51

**52. Thinking about direct debit...**

	Yes	No
a) Do you pay any of your bills by direct debit?	1	2
b) Would you be interested in paying your rent by direct debit?	1	2

**53. Are you aware that you can access your rent account online?**

Yes	1
No	2

**54. If you were having difficulty paying your rent, what do you think North Ayrshire Council would do?**

Evict me	1
Threaten to evict me	2
Give me the chance to pay my rent arrears in instalments	3
Help me to sort out my finances	4
Help me check I am getting the financial help I am entitled to	5
Don't know	6

**55. Are you aware that if you have rent arrears, North Ayrshire Council may offer you debt advice or referrals to other agencies?**

Yes	1
No	2

**56. Have you had contact with the Housing Office regarding rent difficulties in the last 12 months?**

Yes	1	Go to Q56
No	2	Go to Q57

**57. How would you rate the service provided when you had contact with the Housing Office regarding rent difficulties?**

Very good	1
Fairly good	2
Neither good nor poor	3
Fairly poor	4
Very poor	5

**58. Taking into account the accommodation and services North Ayrshire Council provides, to what extent do you think your rent represents value for money?**

Very good value	1
Fairly good value	2
Neither good nor poor value	3
Fairly poor value	4
Very poor value	5
<b>IF NOT SATISFIED [CODE 3,4,5] Can you explain how North Ayrshire Council Housing Services could improve how you feel about value for money for rent?</b>	

## Council Tax, Housing Benefit and Welfare Reform

**59. Have you had contact with either of the following in the last 12 months?**

	Yes	No
The Council Tax office	1 Go to Q59a	2 Go to Q60
The Council's Housing Benefit Service	1 Go to Q59b	2 Go to Q60

**60. How would you rate the service provided when you had contact with this service?**

	A) Council Tax	B) Housing Benefit
Very good	1	1
Fairly good	2	2
Neither good nor poor	3	3
Fairly poor	4	4
Very poor	5	5
<b>[IF RATED SERVICE AS POOR] Why do you say this?</b> <b>a) Council Tax</b>  <b>b) Housing Benefit</b>		

**61. Are you aware of North Ayrshire Council's Housing Services Welfare Reform Advice Team?**

Yes (how did you hear about this service?)	1	Go to Q61
No	2	Go to Q64

**62. Do you know how to access the service?**

Yes	1	Go to Q62
No	2	Go to Q64

**63. Have you or a family member accessed this service?**

Yes	1	Go to Q63
No	2	Go to Q64

**64. SHOWCARD 1 How satisfied were you with the service received from the Welfare Reform Advice Team?**

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
Don't know/no opinion	6

## Service priorities

**65. SHOWCARD 10** Looking at this list of services provided by North Ayrshire Council as your landlord, please choose your top 3 services in terms of importance? **SELECT ONE PER COLUMN**

	Top priority	2 <sup>nd</sup> priority	3 <sup>rd</sup> priority
Customer Care provided at local offices	1	1	1
Housing support service	2	2	2
Dealing with anti social behaviour	3	3	3
Managing the common areas around your home	4	4	4
Rent collection	5	5	5
Planned improvements to your home	6	6	6
The day to day repairs service	7	7	7
Keeping you informed about the Council's activities and services	8	8	8
Providing opportunities for tenants to participate in helping to improve services	9	9	9
Lettings/ allocations	10	10	10
Building new Council houses	11	11	11
Benefits advice and support	12	12	12
Debt advice and assistance	13	13	13
Other (please specify)	14	14	14

**66.** If you could suggest one thing to the Council's housing service as priority for improvement, what would it be?

## Travellers Site [ASK ONLY OF INTERVIEWS AT TRAVELLERS SITE, OTHERS GO TO Q67]

**67. SHOWCARD 1** How satisfied or dissatisfied are you with your landlords management of your site?

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
[IF CODE 3,4,5] Can you explain why you are not satisfied?	



## About you and your household

This final section asks about you and your household. The information you give is strictly confidential and will not be passed onto the Council. This information is used to create an overall picture of tenants living in Council properties.

### 68. How old are you?

16-24	1
25-34	2
35-44	3
45-54	4
55-64	5
65-74	6
75+	7

### 69. Are you?

Male	1
Female	2

### 70. Which of the following best describes your household? ONE ONLY

Single adult	1
Two adults	2
Three or more adults, 16 or over	3
1 parent family with 1 child under 16	4
1 parent family with 2 children under 16	5
1 parent family with 3 or more children under 16	6
2 parent family with 1 child under 16	7
2 parent family with 2 children under 16	8
2 parent family with 3 or more children under 16	9
Other (please specify)	10

### 71. SHOWCARD 11 Which of these best describes your current situation? ONE ONLY

Full time paid work (35 or more hours per week)	1
Part time paid work (more than 16 but less than 35 hours per week)	2
Part time paid work (less than 16 hours per week)	3
Full time education	4
Unemployed	5
Long term sick	6
Living with a disability	7
Caring for others/ Looking after family	8
Retired	9
Other (please specify)	10

**72. SHOWCARD 12 Do you or anyone in this household have any of the following long term illness, health problems or disabilities which limits their daily activities or the work they can do (including problems due to old age)? ALL THAT APPLY**

Mental health condition	1
Mobility/ physical disabilities	2
Learning difficulties	3
Difficulties with sight	4
Learning disability	5
Difficulties with hearing	6
Addiction to drugs or alcohol	7
Chronic disease or illness e.g. cancer, diabetes, heart disease	8
Other condition (please write in)	9
Don't know	10
No health problem or condition	11
Prefer not to say	12

**73. SHOWCARD 13 How would you describe your ethnic origin?**

WHITE	
Scottish	1
Other British	2
Irish	3
Gypsy/ Traveller	4
Polish	5
Other white ethnic group, please specify	6
MIXED OR MULTIPLE ETHNIC GROUPS	
Any mixed or multiple ethnic groups, please write in	7
ASIAN, ASIAN SCOTTISH OR ASIAN BRITISH	
Pakistani, Pakistani Scottish or Pakistani British	8
Indian, Indian Scottish or Indian British	9
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	10
Chinese, Chinese Scottish or Chinese British	11
Other, please specify	12
AFRICAN, CARIBBEAN OR BLACK	
African, African Scottish or African British	13
Caribbean, Caribbean Scottish or Caribbean British	14
Black, Black Scottish or Black British	15
Other, please specify	16
OTHER ETHNIC GROUP	
Arab, Arab Scottish or Arab British	17
Other group, please specify	18
Prefer not to say	19

**74. Have you ever suffered from any form of harassment due to an equalities issue such as your age, race, sexuality or disability?**

Yes	1
No	2

**75. If we wanted to follow up on any aspect of this questionnaire, would you be happy to be re-contacted to participate in further research?**

Yes	1
No	2

**[INTERVIEWER: CLOSE INTERVIEW BY READING OUT STATEMENT]**

**“Thank you very much for your help. Can I assure you once again that the information you have given will be treated as absolutely confidential and will only be used for the purposes of genuine market research.**

**THANK YOU AND CLOSE**

**INTERVIEWER CODE:**

Tenement	1
High rise	2
Low rise	3
Four in a block/cottage flat	4
Maisonette	5
Bungalow	6
Terraced	7
Semi detached	8
Detached	9
Traveller site	10
Sheltered housing	11
Other	12

## APPENDIX 2: TECHNICAL REPORT SUMMARY



### TECHNICAL REPORT SHEET – QUANTITATIVE RESEARCH

<b>Project number</b>	<b>P963</b>
<b>Project name</b>	<b>North Ayrshire Council Tenant Satisfaction Survey</b>
<b>Objectives of the research</b>	The aim of the research was to seek tenants' views on the services that North Ayrshire Council provide and how well it performs these services and to help identify areas where the service can be improved.
<b>Target group</b>	Tenants of the Council
<b>Target sample size</b>	The aim was to achieve 1,500
<b>Achieved sample size</b>	A total of 1,500 tenant interviews were achieved.
<b>Date of fieldwork</b>	Interviewing took place between 29 <sup>th</sup> June and 7 <sup>th</sup> August 2018
<b>Sampling method</b>	Interviews spread across Council stock.
<b>Data collection method</b>	Interviews were undertaken with the tenant or their partner on a face to face basis. All responses were recorded on a paper questionnaire and the data entered into a survey analysis package by a team of data processors.
<b>Response rate and definition and method of how calculated</b>	40% (1,500 interviews from a population of 3,750)
<b>Any incentives?</b>	No
<b>Number of interviewers</b>	8 interviewers were working on this.
<b>Interview validation methods</b>	10% of each interviewers work was back checked to ensure that interviews have been completed accurately and in line with ISO 20252 standards.
<b>Showcards or any other materials used?</b>	Showcards used as per instructions on questionnaire
<b>Weighting procedures</b>	Not applicable
<b>Estimating and imputation procedures</b>	Not applicable
<b>Reliability of findings</b>	Data accurate overall to +/-2.4% (based upon a 50% estimate at the 95% level of confidence)

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**NORTH AYRSHIRE COUNCIL****29 January 2019****Audit and Scrutiny Committee**

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**Title:** **Brexit Risks Update****Purpose:** To update the Committee on risks from Brexit and work of the Council to mitigate such risks.**Recommendation:** To note the report and receive a further quarterly report.

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**1. Executive Summary**

- 1.1 On 29 May 2018 the Audit and Scrutiny Committee considered a report on the work of the Council to mitigate potential risks from Brexit. The Committee agreed to receive a quarterly update and this report provides that update.

**2. Background**

- 2.1 Following the UK's vote to leave the EU, the UK Government triggered Article 50 in March 2017, starting a two year negotiation on a Withdrawal Agreement. In the absence of agreement by the UK and EU to extend the negotiation period, on 29 March 2019 the UK will leave the EU and all EU law will transfer into UK law.
- 2.2 A phased approach has been taken to the UK/EU negotiations. In December 2017 the first phase concluded, with progress on citizens' rights, the UK's contribution to the EU budget and participation in EU programmes and the Ireland/Northern Ireland border arrangements. The second phase concluded in March 2018, with agreement for a 21-month transition period until December 2020 where current arrangements will continue. The provisional agreements reached in relation to areas such as the status of EU citizens and the transition period only apply in the event that the overarching withdrawal agreement is ratified. The Brexit deal negotiated between the EU and the UK Government was approved by the EU on 25 November 2018, but rejected by the UK Parliament on 15 January 2019. On 29<sup>th</sup> January there will be a further vote on a Government motion, and amendments. The focus of these is likely to be on the Irish 'backstop' and a 'no-deal'.
- 2.3 A number of pieces of legislation will implement the UK's withdrawal from the EU. These include the European Union (Withdrawal) Act 2018, a Trade Bill which would allow the UK to operate its own trade policy after Brexit, a Taxation (Cross-border Trade) Bill which will replace EU customs rules and allow the UK to impose its own tariffs after Brexit, and an Immigration Bill. The Scottish Parliament's 'UK Withdrawal from the European Union (Legal Continuity) (Scotland) Bill' is not yet law. Following a reference under section 33 of the Scotland Act 1998, the Supreme Court ruled that some provisions of the Bill are

now outwith the legislative competence of the Scottish Parliament. As a result the Bill cannot be submitted for Royal Assent in its unamended form.

- 2.4 The risks to North Ayrshire depend on what form Brexit takes. Unfortunately there is significant uncertainty as to this. Following the UK Parliament's rejection of the deal brokered by the Prime Minister, it is difficult to foresee how this will play out. Whilst negotiations are ongoing there remains the potential risk for the UK to leave the EU in March 2019 with no deal, moving to World Trade Organisation (WTO) rules.
- 2.5 In broad terms there are two types of deal which have been considered from a risk perspective:-
- A negotiated deal which retains free trade between the UK and the EU. As free trade is based on principles which involve open procurement, free movement of labour etc. many existing EU rules, such as those on procurement, state aid, employment protection and data protection will continue to apply.
  - A 'no deal' whereby the UK would move to World Trade Organisation (WTO) rules, and try to negotiate bespoke trading deals with other countries such as the United States. In terms of risk, this has the greatest impact and is considered from 2.15 onwards.
- 2.6 The UK and EU could also agree to extend the negotiation period. The main additional impacts of any such extension are:-
- It extends the period of uncertainty, which could result in a further slowdown in business investment and a reduction in productivity and economic growth;
  - The extension means the UK is still in the EU on 23 May 2019, which under the current circumstances triggers an election to the European Parliament.
- 2.7 There are other constitutional scenarios, most of which involve a further period of uncertainty and similar risks to those in 2.6. At this time, no further planning around a further referendum or General Election is taking place beyond our normal state of preparedness.

### Negotiated Deal Risks

- 2.8 At the time of the last report to the Audit and Scrutiny Committee in September 2018, the risks considered largely related to those of a negotiated deal which retained free trade. The risks and actions identified in Appendix 1 to that report still remain valid for that scenario, however should a deal be agreed these will be updated to reflect the actual agreement.
- 2.9 EU Settlement Scheme- The settlement scheme states that EU citizens legally residing in the UK as at 29 March 2019 will be allowed to stay in the UK and vice versa for UK citizens living in the EU. The Scheme now being piloted will require EU citizens living in the UK to apply for 'settled status' if they wish to continue to live within the UK after June 2021. For those who have continuously lived in the UK for 5 years, they will be able to apply for 'settled status'. For those who haven't lived in the UK for 5 years they will be able to apply for 'pre-settled status'. On 21 January 2019 the Prime Minister announced

that applications would not incur a fee. The Settled Status Scheme is currently being piloted for health and social care workers, with the full scheme going live from 30 March 2019. COSLA is currently working with the Scottish Government and the UK Government to consider how best to communicate arrangements around the Settlement Scheme.

- 2.10 A full assessment of the workforce has been undertaken. North Ayrshire Council employs 30 Non-UK EU workers, with 14 working within Educational roles. This equates to 0.4% of the total workforce.
- 2.11 Impact on contractual arrangements- In terms of impact on existing procurement and contractual processes within the Council, it is unlikely that significant issues will emerge in the short term, if a deal which maintains free trade can be agreed. However this will require to continue to be assessed on an ongoing basis to consider any exposure to increased risk from fluctuations in currency prices where contracts in euros are in place, to assess impact on workforce as a result of migration issues and in relation to the operation of the supply chain in terms of goods such as food and construction materials in particular. In the longer term, future trade arrangements agreed could have an impact on contract renewals and negotiations. Instances could arise where suppliers challenge contractual arrangements on the basis of “force majeure” provisions. That is, Brexit has created such a substantial change to existing circumstances that there is a legal basis to alter the contract.
- 2.12 UK Shared Prosperity Fund -The UK Government has indicated that it intends to establish a UK Shared Prosperity Fund to replace the EU Structural Funds. A number of issues remain unresolved in relation to this Fund, regardless of the exit scenario. Specific issues include how much funding will be available through this route, how it will be allocated and what it will be used to fund. The key objective of the new fund will be to tackle inequalities between communities, by “strengthening the foundations of productivity”. The fund will operate across the whole of the UK and the UK Government will be required to engage with the devolved administrations.
- 2.13 Economic Uncertainty- In its recent Scotland’s Budget Report 2018, the Fraser of Allander Institute noted that the economic uncertainty which is linked to the Brexit negotiations, is weighing heavily on the financial outlook for both the UK and Scottish level economies. Regardless of the outcome implemented, the current uncertainty is a disincentive to investment.
- 2.14 In setting the UK Budget on 29 October 2018, the Chancellor of the Exchequer noted that overall spending would go up by 1.2% but noted the possible implications of Brexit on spending plans. In wider statements, the Chancellor noted that an emergency budget may be required should the UK leave the EU without a deal and noted that the October budget was set on the assumption of an “average type free trade deal” being reached, with clear fiscal headroom in place to address a no-deal scenario. Treasury officials confirmed that £4.2bn had been set aside as reserves in the event that a no deal scenario would result. In the event of an exceptional UK Budget in Spring 2019 the Scottish Government will also revisit budget assumptions and present revised proposals to the Scottish Parliament. It is currently unknown how large the consequential from an exceptional UK Spring Budget would be. The Fraser of Allander Institute in its “Scotland’s Budget 2018” report reiterated a view that a “no-deal” withdrawal outcome would

represent a significant shock to the UK economy with slower growth anticipated and the requirement potentially for intervention by the Bank of England to take measures to stabilise the economy. Alternatively if a 'positive' deal is reached whereby a favourable trade agreement and an appropriate transition period is agreed, the report notes the view of the Chancellor that resulting higher growth levels and the unlocking of the reserves held for Brexit would be a significant boost to the economy, with forecasters having mixed views as to the speed at which this will feed into the economy.

## No Deal Risks

- 2.15 Given the uncertain nature of the arrangements, the UK Government has published a range of contingency planning advice notes. The technical notes published are intended to support businesses and organisations to prepare for the potential outcome of a "no deal" Brexit, whereby a withdrawal agreement is not reached prior to the UK leaving the EU. A no-deal Brexit is likely to have significant implications in terms of:
- Business confidence and growth
  - Trading arrangements
  - Supply chains
  - Uncertainty experienced by EU nationals living and working within the UK and for UK nationals that are resident abroad.
- 2.16 At a regional and national resilience planning level, advisory groups that include representatives from Police, Fire, NHS and Councils have been actively considering this issue. At a local level, the Council and its partners have a range of well-developed and regularly tested contingency plans for incidents that address the 'consequences not causes' of disruptive events. The impact of a no deal Brexit could however be that a number of these consequences might happen together or in quick succession– requiring the Council and in particular national partners to respond effectively.
- 2.17 In December 2018 all Scottish local authorities completed a Brexit Preparedness Document detailing the main issues facing each authority in the case of a no-deal Brexit, and the action or mitigation to be taken. National Resilience coordinators have combined these to provide a national picture. This Council's response is attached at Appendix 1. Key issues identified include the following.
- 2.18 A negative impact on the national and local economy in terms of employment, investment and growth- National growth, or lack thereof, impacts on the monies available to fund public services. Recession or lower growth is likely to result in less funding for the public sector at a time of increased demand and greater cost (e.g. wage inflation, actuarial revaluation of pension funds etc.). Within Scotland there is nothing to suggest that cuts will not continue to be targeted at the local authority sector. There is also the potential for the increased cost of borrowing through higher interest rates and the initial reduced liquidity of Money Market Funds (MMF).
- 2.19 Costs could increase as a result of supply chain disruptions, the rising cost of goods through delays in importing, higher tariffs on good and services, weak pound, currency



fluctuation and labour shortages, particularly in agricultural sector (currently UK only produces 60% of what it needs to feed itself). Uncertainty discourages investment resulting in reduction in both productivity and overall growth. It will result in an increased requirement for business support from the Council, which, depending on funding, may not be possible. Business failure, unless replaced with new business will obviously result in higher unemployment, greater deprivation and greater demand for Council services.

2.20 To prevent unsafe goods entering the EU, the Council has powers under UK law to seize and detain EU goods in free circulation. Should the UK leave the EU without reaching a withdrawal agreement, there is likely to be an impact on the checks that are required on goods to and from the UK.

- In terms of food standards specifically, environmental health officers are responsible for ensuring food standards are maintained and this currently involves the issuing of export certificates for foodstuffs or products of animal origin leaving the EU. This will increase should the UK not be part of the single market, to goods that are destined for the EU.
- UK airlines currently have access to the European Common Aviation Area through the UK's membership of the EU. As airlines typically schedule flights at least 6 months in advance, there may be disruption to flights in the period after which the UK leaves the EU without agreement.

2.21 The UK Government previously indicated that the UK intends to 'opt-in' on police and justice matters on a third country basis. This would apply to instances of sharing intelligence in relation to matters such as terrorism and serious and organised crime. There is potential for these arrangements to be impacted should the UK leave the EU without a joint agreement.

2.22 Elections - If the negotiation period is extended beyond 23 May 2019, this will trigger elections to the European Parliament on that date. A General Election could also be a possibility, and in due course further referenda cannot be ruled out. All of these have to be organised by the Council

2.23 Council officers will continue to be involved in planning for Brexit through joint working with the Scottish Government, COSLA, and the West of Scotland Regional Resilience Partnership.

### **3. Proposals**

3.1 It is recommended that the Committee notes the contents of this report and agrees to receive a further quarterly report

### **4. Implications**

<b>Financial:</b>	A no-deal Brexit has potential implications for the Council, in terms of increasing demand for services, while reducing finance, and increasing borrowing and other costs.
<b>Human Resources:</b>	There are limited human resources implications.
<b>Legal:</b>	There are no current legal implications for the Council.
<b>Equality:</b>  <b>Children and Young People:</b>	A key issue is whether the UK remain signatories to the European Convention on Human Rights, and if not, what will replace it. The financial impact of a no-deal Brexit in reducing Council funding is likely to result in less services to support children and young persons.
<b>Environmental &amp; Sustainability:</b>	Much of our environmental legislation comes from Europe. In the short term this will continue, but the longer term impact is more uncertain.
<b>Key Priorities:</b>	A no-deal Brexit is likely to result in increased demand, e.g. support for businesses, in the care sector and through higher unemployment. It is also likely to result in less funding and higher borrowing costs, all of which will have a detrimental impact on the Council's key priorities.
<b>Community Benefits:</b>	There are no community benefit implications.

## 5. Consultation

### 5.1 Executive Directors were consulted in the preparation of Appendix 1

A handwritten signature in black ink, appearing to be 'CH', written over a horizontal line.

Craig Hatton  
Chief Executive

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

**Background Papers**

Appendix One – Brexit No Deal Preparedness

## Brexit Preparedness

The following section seeks information on issues relating to **Workforce**. You are asked to identify whether each issue is of high, medium or low priority for your council. You might also include any information on the actions that have been taken to mitigate the effects for each issue and list any additional support required, from the Scottish Government or elsewhere, to best mitigate the issue.

**A number of prompts are included which can be used when identifying the priorities for your area (please note that they are not an exhaustive list and you may include any issues you believe are relevant):**

<b>WORKFORCE:</b> <u>No Deal Specific (ie short-term impacts):</u> <ul style="list-style-type: none"><li>• The parts of your workforce (sectors/skills/services/areas) that are most at risk from the impact of EU withdrawal</li><li>• Any particular workforce issues that are specific to your local area</li><li>• The number of Non-UK EU workers in your organisation</li></ul> <u>Medium to longer term impacts:</u> <ul style="list-style-type: none"><li>• The implications of EU withdrawal in your long-term workforce planning</li><li>• The implications for the local workforce in your economic strategies</li><li>• Effect on your organisation of reduced access to EU Labour</li><li>• Effect on your ability to recruit were there to be a reduction in the currency value</li></ul>		
ISSUE	ACTION/MITIGATION	PRIORITY (High/Medium/Low)
No of Non-UK EU Nationals within North Ayrshire Council	<ul style="list-style-type: none"><li>• A full assessment of the workforce has been undertaken. North Ayrshire Council employs 30 Non-UK EU workers, with only 14 working within Educational roles. This equates to 0.004% of the total workforce.</li><li>• Each Directorate is responsible for workforce planning and where relevant will consider and address impact.</li></ul>	Low
Importance of migrants to local business, particularly tourism and Arran hospitality.	<ul style="list-style-type: none"><li>• Hosted pan Ayrshire event with Scottish Government and CoSLA for EU migrants, stressing the value placed by government Ministers and Ayrshire Council Leaders on migrant contribution to local and regional economy.</li><li>• Engaging in pan Ayrshire approach to raising awareness of EU Settled Status Scheme and supporting EU migrants who wish to continue to work in UK.</li></ul>	Medium

	<ul style="list-style-type: none"> <li>Supported SG commissioned research with EU migrants to identify key needs and aspirations re future migration policy (Arran workshop).</li> </ul>	
Longer term issue for business to attract skilled labour.	<ul style="list-style-type: none"> <li>Ayrshire Growth Deal and regional skills programme give priority to inclusive growth and to developing skills in the region.</li> <li>'Economic Strategy for North Ayrshire' and 'Fair for All' identify skills development as a key component of the strategy to secure inclusive economic growth in North Ayrshire.</li> </ul>	Medium

## Brexit Preparedness

The following section seeks information on issues relating to **Goods, Services and Supply Chains**. You are asked to identify whether each issue is of high, medium or low priority for your council. You might also include any information on the actions that have been taken to mitigate the effects for each issue and list any additional support required, from the Scottish Government or elsewhere, to best mitigate the issue.

**A number of prompts are included which can be used when identifying the priorities for your area (please note that they are not an exhaustive list and you may include any issues you believe are relevant):**

<b>GOODS, SERVICES &amp; SUPPLY CHAINS:</b> This section should be used to outline the issues identified within your authority in relation to the <b>goods and services both required and delivered by the council</b> .  <u>No Deal Specific (ie short-term impacts):</u> <ul style="list-style-type: none"><li>• The critical areas that may be impacted due to interruption to supplies (including care homes)</li><li>• The availability of resources and any requirements for stockpiling</li><li>• Relationship with 3rd sector providers and links to your contingency planning</li><li>• Discussions with suppliers directly or through Scotland Excel</li><li>• Effect on trading standards if mutual recognition ends between UK and EU</li><li>• Effect of new import and export checks that may be required</li></ul> <u>Medium to longer term impacts:</u> <ul style="list-style-type: none"><li>• The implications of any change to the state aid rules and/or processes</li><li>• Effects on your contracts of major currency fluctuations</li><li>• Resilience of your supply chain</li><li>• Particular goods or services that your local area rely on from EU countries</li><li>• Any opportunities for collaboration with or to help your suppliers</li></ul>		
ISSUE	ACTION/MITIGATION	PRIORITY (High/Medium/Low)
Providers in care home sector may face recruitment difficulties, driving up salaries in an area where there are already shortages.	All services considered critical have contingency plans in place	Medium

Supply chain disruptions, rising cost of goods through delays in importing, weak pound and labour shortages, particularly in agricultural sector (currently UK produces 60% of what it needs to feed itself)	<ul style="list-style-type: none"> <li>• Working with CoSLA, Government and agencies to improve understanding of issues and preparatory work required.</li> <li>• All services considered critical have contingency plans in place</li> </ul>	High
Regulatory standards and consumer protection- need for more checks and accreditation with accompanying delays in exports	<ul style="list-style-type: none"> <li>• Working with COSLA, regulatory and other networks to monitor developments, identify and pursue preparatory actions required by local authorities.</li> </ul>	Medium
State aid rules and processes.	<ul style="list-style-type: none"> <li>• Held training session for Council officials with SG State Aid Unit, examining regulatory framework up to Brexit and what may happen beyond. A report will be considered by Executive Leadership Team in early 2019.</li> </ul>	Low
Pressure on social enterprises.	<ul style="list-style-type: none"> <li>• Investment in programme to grow and sustain social enterprise in North Ayrshire.</li> </ul>	Low
Impact on procurement- increased demand for currency fluctuation conditions, contracts being terminated due to currency fluctuation, suppliers only willing to offer short-term contracts	<ul style="list-style-type: none"> <li>• Business and procurement teams collaborating to increase local suppliers' awareness of procurement opportunities, and their ability to engage.</li> </ul>	Medium

## Brexit Preparedness

The following section seeks information on issues relating to **Place**. You are asked to identify whether each issue is of high, medium or low priority for your council. You might also include any information on the actions that have been taken to mitigate the effects for each issue and list any additional support required, from the Scottish Government or elsewhere, to best mitigate the issue.

**A number of prompts are included which can be used when identifying the priorities for your area (please note that they are not an exhaustive list and you may include any issues you believe are relevant):**

<p><b>PLACE:</b> This section should be used to outline the issues identified in relation to your <b>wider place</b>.</p> <p><u>No Deal Specific (ie short-term impacts):</u></p> <ul style="list-style-type: none"><li>• Issues identified through discussions you have had with your CPP partners</li><li>• Issues identified through discussions or work you have undertaken with private sector partners</li><li>• Any dialogue you have had with your communities about possible effects of a no deal or plans to do so</li></ul> <p><u>Medium to longer term impacts:</u></p> <ul style="list-style-type: none"><li>• Effects outwith your organisation – eg any particular sectors in your area that rely on Non-UK EU workers</li><li>• Your priorities for providing support and assistance to communities</li><li>• Impact on transport networks</li><li>• Impact of large numbers of UK citizens returning from other parts of the EU</li></ul>		
ISSUE	ACTION/MITIGATION	PRIORITY (High/Medium/Low)
Vulnerability of local businesses to recession, increased costs, currency fluctuation, delays in import/export and skills shortages- profit margins are already very tight	<ul style="list-style-type: none"><li>• Strong commitment to 'Team North Ayrshire' connection with business, regional and strategic partners, and key decision makers.</li><li>• Engaging North Ayrshire businesses with SE, HIE and Business Gateway for Brexit preparedness.</li><li>• Working with Ayrshire Chambers to promote Brexit related information to local and regional business base</li><li>• Investigating potential development of export partnership in Ayrshire and consideration of export hub. Joint visit to France with Ayrshire Chamber.</li><li>• SDI workshop for Business team advisers to increase skills and knowledge to enable them to assist local business with action planning</li></ul>	High



Uncertainty discourages investment (including investment in growth deals) resulting in reduction in both productivity and overall growth	<ul style="list-style-type: none"> <li>• Strong commitment to 'Team North Ayrshire' connection with business, regional and strategic partners, and key decision makers.</li> <li>• Engaging North Ayrshire businesses with SE, HIE and Business Gateway for Brexit preparedness.</li> <li>• Increased public sector support required for businesses</li> </ul>	High
NHS concerns over staffing levels and medicine imports will result in greater levels of ill health and greater demand for care in the community, increasing demand on local authorities	<ul style="list-style-type: none"> <li>• Work with NHS, Government and partners</li> </ul>	Medium
Impact on capital projects- 40% of those involved in construction in London are EU nationals. If they leave London will draw others, resulting in regional shortages in construction labour	<ul style="list-style-type: none"> <li>• Monitor, particularly in relation to contract prices, number of tenderers</li> <li>• Contract monitoring. Particularly of timescales</li> </ul>	Long term
Government awareness of key local and regional issues	<ul style="list-style-type: none"> <li>• Engaged with Cabinet Minister Mike Russell via Joint Ayrshire CPPs meeting and meeting with islanders on Arran. UK Government engagement (see Funding).</li> <li>• Provided written responses to seven Brexit related consultations.</li> </ul>	Low
Potential for unemployment rate to rise, depending on economic impact	<ul style="list-style-type: none"> <li>• Investing in North Ayrshire Employability and Skills programmes and increasing support for Modern Apprenticeships.</li> </ul>	Medium term

## Brexit Preparedness

The following section seeks information on issues relating to **Funding**. You are asked to identify whether each issue is of high, medium or low priority for your council. You might also include any information on the actions that have been taken to mitigate the effects for each issue and list any additional support required, from the Scottish Government or elsewhere, to best mitigate the issue.

**A number of prompts are included which can be used when identifying the priorities for your area (please note that they are not an exhaustive list and you may include any issues you believe are relevant):**

<b>FUNDING:</b> This section should be used to outline the issues identified in relation to <b>finance or funding</b> . <u>No Deal Specific (ie short-term impacts):</u> <ul style="list-style-type: none"><li>• Impact of any fluctuations in the currency rate to your income (eg council tax, non-domestic rates)</li><li>• Impact of any fluctuations in the currency rate to your expenditure</li></ul> <u>Medium to longer term impacts:</u> <ul style="list-style-type: none"><li>• Impact of the loss of any EU Funding (eg European Structural Funds)</li><li>• Impact on future economic growth</li><li>• Impact on any infrastructure and regeneration projects and plans</li><li>• Impact on social inclusion issues (eg welfare fund)</li></ul>		
ISSUE	ACTION/MITIGATION	PRIORITY (High/Medium/Low)
Recession means less funding for the public sector at a time of increased demand and greater cost (e.g. wage inflation). Local government is the service most vulnerable to government cuts	Liaise via COSLA and the Review of Local Governance with Government regarding the budget settlement and greater financial empowerment	High
Increased cost of borrowing through higher interest rates	In liaison with financial advisers to keep a close watch on markets and Council funding requirements	Medium
Post Brexit regional policy and funding frameworks including	<ul style="list-style-type: none"><li>• Maximising benefit from current EU social, rural and regional development funding</li><li>• Council has effective audit and compliance procedures in place.</li></ul>	Medium

uncertainties around the UK Prosperity Fund.	<ul style="list-style-type: none"> <li>• EU funding level of support for business, skills &amp; employability, regeneration, tackling poverty, rural projects relatively safe given UK Treasury guarantee.</li> </ul>	
Increased demands on council services eg to mitigate potential economic impact	<ul style="list-style-type: none"> <li>• Applications submitted to extend EU support for local skills &amp; employability and business growth programmes to 2022.</li> </ul>	High
Access to future EU programmes eg Erasmus, Horizon, Interreg, Cross Border	<ul style="list-style-type: none"> <li>• Working with local and strategic partners to influence government thinking on benefits of securing access to education, innovation and regional cooperation programmes post Brexit.</li> </ul>	Medium



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**NORTH AYRSHIRE COUNCIL**

**29 January 2019**

**Audit and Scrutiny Committee**

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**Title:** **Social Media and On Line reporting of Issues**

**Purpose:** To inform the Audit and Scrutiny Committee about the online reporting of faults and the communication of service disruption.

**Recommendation:** Committee notes the report.

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**1. Executive Summary**

- 1.1 The Audit and Scrutiny Committee at its meeting on 20<sup>th</sup> November 2018 requested an update on the status of the Council's Report It App and the use of the website and social media to communicate service disruption information to members of the public
- 1.2 The fault which had been discovered in the Council's Report It App has been fixed, however subsequent changes required by Google Maps, which are being updated, will be in place on both Android and Apple devices by the end of January 2019.
- 1.3 Changes in the functionality offered by Twitter mean that the Council has had to put in place a temporary solution, which offers all the functionality as before, displaying service disruption on the NAC website. A new solution is being developed that will enable the Council to improve the provision of timely updates. It will utilise the most effective locations on the website, keeping residents up-to-date and reducing avoidable contact.

**2. Background**

- 2.1 The Audit and Scrutiny Committee at its meeting on 20<sup>th</sup> November 2018 requested an update on the status of the Council's Report It App and the use of the website and social media to communicate service disruption information to members of the public. A meeting was held with Councillor Donald Reid to get a clear understanding of the issues.
- 2.2 A summary of the issues and actions is noted below.

**Report It App**

- 2.3 A fault was identified with the Report It App at the end of September 2018. The third party that supports the App was contacted and the fault was investigated. This identified a fault with the transmission of data from the App to the Council's Lagan system as a result of the introduction of a new managed Firewall (a network security system that monitors and

controls incoming and outgoing network traffic) which was blocking the App data from reaching Lagan.

- 2.5 This issue was resolved by the end of November, but due to changes introduced by the mapping system used in the App it remained unusable. An update to resolve the mapping issue has been produced and tested. The Android version should be available by the middle of January. The iOS (Apple) version is likely to be available by the end of January.
- 2.7 Alternative options to the current Report It App are being explored through the new Platform technology to identify opportunities for increased functionality and ease of maintenance.

### **Service Disruption Information**

- 2.8 The Council's website and social media accounts are used to communicate service disruption information such as school closures, road closures and problems with bin collections.
- 2.9 Twitter is the primary method of pushing information out to residents (the Council has 20,000 followers), but the information must also be available to those not on Twitter. To maximise efficiency, the information posted to Twitter also updates the website.
- 2.10 Twitter recently removed the functionality that we had used to display specific Tweets on the website. When this happened, disruption information always remained available, but it was accessed via a link on the webpage rather than on the webpage directly. On discovering the issue, a temporary solution was put in place to display the information on the webpage.
- 2.11 A new solution is being developed that will allow service disruption information to be published once but utilised in various locations on the website. An example of this would be showing residents information about disruption to bin collections before they have the chance to report a missed bin online – thus reducing avoidable contact.
- 2.12 The new solution should be in place by the end of January 2019.

### **3. Proposals**

- 3.1 It is proposed the Committee notes the report and recognises the action being taken to improve the online reporting (Report It App and online forms) and the communication of service disruption.

#### 4. Implications

<b>Financial:</b>	None
<b>Human Resources:</b>	None
<b>Legal:</b>	None
<b>Equality:</b>	None
<b>Environmental &amp; Sustainability:</b>	None
<b>Key Priorities:</b>	None
<b>Community Benefits:</b>	None

#### 5. Consultation

- 5.1 Discussion took place with Councillor Donald Reid to get a full understanding of the issues.



Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **Andrew Fox** on **01294 322982**.

#### Background Papers

N/A





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**NORTH AYRSHIRE COUNCIL**

**29 January 2019**

**Audit and Scrutiny Committee**

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**Title:** **Audit Scotland Housing Benefit Performance Audit update 2017/18**

**Purpose:** To inform the Committee of the findings of Audit Scotland's review of Housing Benefit Performance Audit for 2017/18

**Recommendation:** That the Committee notes (1) the findings of Audit Scotland's review of Housing Benefit Performance Audit for 2017/18; and (2) the key risks identified alongside the Council's position, as set out at Appendix 1.

---

**1. Executive Summary**

- 1.1 In 2017/18 Audit Scotland visited five Councils and carried out a Housing Benefit risk assessment; a link to the report is provided below. Audit Scotland last visited North Ayrshire in May 2015 and their findings reported to the Audit and Scrutiny Committee on 24 August 2015.

<http://www.audit-scotland.gov.uk/report/housing-benefit-performance-audit-annual-update-2018>

- 1.2 Councils are risk assessed to determine the extent to which the benefit service is meeting its obligations to achieve continuous improvement in all its activities; and consider the effectiveness of the benefit service in business planning and reporting, delivering outcomes, accuracy, interventions and counter-fraud. It does not represent a full audit of a Council's benefits service.
- 1.3 Audit Scotland identified three key risks during their 2017/18 audit of five Councils:
- Business planning and performance reporting;
  - Accuracy levels; and
  - Interventions (Reviews of a benefit claim).

Recovery of overpayments, accuracy and interventions remain outstanding risks from their 2016/17 audit of Councils.

- 1.4 The roll out of Universal Credit Full Service, reduced DWP funding, budget pressures and reducing Housing Benefit caseloads has resulted in Benefit Service restructures, and Audit Scotland found the level of resource in the five Councils visited may not be sufficient to maintain or improve claim processing performance levels.
- 1.5 The Council's position in relation to mitigating all risks identified by Audit Scotland is outlined in Appendix 1.
- 1.6 The Scottish Social Security agency became operational in September 2018. Decisions regarding local presence of the agency across Scotland have still to be made by the Scottish Government in consultation with COSLA as part of a delivery agreement signed in December 2017.

## **2. Background**

- 2.1 Every Autumn Audit Scotland use a range of factors including speed of processing to risk assess all Scottish Councils and carry out a risk assessment where a Council is not performing well or performance has declined. During 2017/18 Audit Scotland visited five Councils and identified three key risks relating to business planning and performance reporting, accuracy checking and interventions. Recovery of Housing Benefit overpayments also remains an outstanding risk from 2016/17 audits. North Ayrshire's position relative to the risks is set out at Appendix 1; procedures and controls are in place for all risks. Audit Scotland last carried out a risk assessment against the Council's Benefit Service in May 2015.
- 2.2 Audit Scotland found that the reduction in Housing Benefit caseload together with an annual reduction in DWP Administration Grant and wider pressure on Council budgets has resulted in the restructure of Benefit Services with an increase in outsourced work and temporary staff. In all five Councils audited auditors reported that the level of resources may not be sufficient to maintain or improve claim processing levels. The Council's Benefit Service has been restructured in response to the roll-out of Universal Credit Full Service and to maintain the current speed of processing. The annual reduction in DWP Administration Grant to administer Housing Benefit continues to be met by the Council.
- 2.3 Audit Scotland report that the Housing Benefit caseload across all Scottish Councils has fallen by 15% over the period April 2013 to February 2018. The Council's Housing Benefit caseload fell by 15% over the same period from 15,674 to 13,309. Housing Benefit caseload is affected by economic conditions, unemployment levels, and UK Government Welfare Reforms including migration to Universal Credit Full Service.
- 2.4 During 2017/18 the number of Housing Benefit claims in Scotland fell by 4.7% between April 2017 and February 2018. The Council's caseload fell by 7% over the same period from 14,315 to 13,309 and continues to fall with 11,589 claims at October 2018. This is mainly due to claimants applying for Universal Credit Full Service instead of Housing Benefit.

- 2.5 The DWP has recently introduced two new services, Verification of Earnings (VEP) and the Debt Service to improve processing performance, reduce overpayments and improve debt recovery. VEP uses Her Majesty's Revenues and Customs (HMRC) real time data to verify earnings and pensions to ensure Housing Benefit is calculated quickly and accurately. The Debt Service data matches HMRC employment and pension data up to a maximum 1,200 debtor records per month to improve collection levels and recovery performance of Housing Benefit overpayments including lodging earning arrestments with employers. The DWP has provided funding for VEP and the Debt Service and this has been used to employ two temporary FTE within the Benefits Service. It is too early to say what impact this will have on the recovery of housing benefit overpayments but the position continues to be monitored.
- 2.6 The recovery of Housing Benefit overpayments through direct deductions from a claimant's Benefit is an effective method of recovery. Under Universal Credit a single deduction allocated equally between the recovery of an overpaid Tax Credit, Universal Credit or Housing Benefit will be made; this will reduce the amount of income received by the Council and take longer for Housing Benefit overpayments to be recovered. To mitigate this the Housing Benefit overpayment team will contact a customer to discuss repayment of their overpayment on an arranged basis provided this is affordable otherwise direct deductions from Universal Credit will continue.
- 2.7 The Scottish Social Security agency became operational in September 2018. Group members of the Council's Welfare Reform Working Group have met with the Scottish Government's Local Delivery Lead for the Social Security agency to discuss the potential for co-location opportunities to support customers with their benefits applications and enquiries.
- 2.8 The National Audit Office reported in June 2018 that Universal Credit is not delivering value for money and is creating additional costs for local authorities in terms of benefits administration and recovery of rent arrears. Universal Credit Full Service went live in North Ayrshire on the 22 November 2017 and the Department for Work and Pensions has provided funding to the Council to meet the cost of the increased benefits administration. Universal Credit is paid monthly but on the 4 October 2017 the Scottish Government introduced flexibilities to enable Universal Credit to be paid twice monthly and for the Housing Element to be paid direct to landlords to cover rent charges.

### **3. Proposals**

- 3.1 That the Committee notes (1) the findings of Audit Scotland's review of Housing Benefit Performance Audit for 2017/18; and (2) the key risks identified alongside the Council's position, as set out at Appendix 1.

#### 4. Implications

<b>Financial:</b>	None
<b>Human Resources:</b>	DWP funding has been used to employ two temporary FTE to verify earnings and pensions of claimants and to increase the collection levels of Housing Benefit overpayments.
<b>Legal:</b>	None
<b>Equality:</b> <b>Children and Young People:</b>	None
<b>Environmental &amp; Sustainability:</b>	None
<b>Key Priorities:</b>	None
<b>Community Benefits:</b>	None

#### 5. Consultation

5.1 There has been no consultation on the Audit Scotland report.



Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **Stephen Humphries Senior Manager Revenues and Benefits** on 01294 310106.

#### Background Papers

Audit Scotland Housing Benefit Performance Audit annual update 2017/18

## Appendix 1

Audit Scotland findings	NAC position
<p><b>Business planning and performance reporting</b> - in four councils Audit Scotland found that the benefit service was not formally reporting its performance to elected members. This means that there was limited assurance that, where performance was below expectations, the service was being challenged to improve. Audit Scotland also considered that an opportunity was being missed to raise the profile of the service, and for elected members to recognise good performance. The Accounts Commission view formal reporting to elected members of the performance of the benefit service as an important part of the assurance and scrutiny of the service.</p>	<p>Benefits performance is included in the current Directorate Performance Review reports. Reporting to Cabinet to raise the profile of the Benefits Service is under consideration.</p>
<p><b>Accuracy</b> – the levels of accuracy in two councils were in decline. One council was not routinely analysing the outcomes from its management checks to help identify trends and patterns of error that could help improve accuracy rates.</p>	<p>The 16/17 and 17/18 Subsidy Audits by Deloitte highlighted the risk of keying errors impacting on the Council's subsidy and accuracy procedures were updated as a result and 100% spot checks are routinely carried out. More focus is also given to checking those areas where there is the highest risk to the Council's subsidy levels for example keying of earned income.</p>
<p><b>Interventions</b> – in three councils Audit Scotland found that, although interventions outcomes were recorded, the level of detail was not sufficient to allow the council to determine the effectiveness of its approach in financial terms, or the effectiveness of each intervention campaign. This information could help ensure that future activity is informed, risk based, and cost effective.</p>	<p>Verification of Earnings and Pensions (VEP) was recently introduced by the DWP and this uses real time information from HMRC to verify data in respect of new claims, changes of circumstance and reviews (interventions). The DWP send VEP alerts to the Council to signify there is a change to earning and pension information for a live claim. The DWP has provided funding for 1 FTE and a new member of staff started on the 3 December 2018 to focus on VEP alerts and carry out reviews (interventions) of the HB caseload to reduce fraud, error and overpayments.</p>

<p><b>Overpayments</b> - DWP HB Debt recovery project provides councils with the opportunity to match outstanding HB debtors to real-time information on HMRC's employment and pension data. Councils can send up to 1,200 outstanding debtor files to the DWP for matching each to support improved collection and recovery performance.</p> <p>Once HB claimants move onto UC it may be more difficult for councils to recover any outstanding overpayments of HB from claimants. This is because one of the most effective and commonly used methods for recovering overpaid HB is through regular deductions from ongoing HB. Following the migration to UC, councils will no longer have this option. Councils can apply to have previous HB debt recovered from UC, but HB debt would be ranked along with other potential debts the claimant may have and is considered a low priority debt.</p>	<p>The Benefits Service has started to use the data matching service with HMRC. DWP funding for Universal Credit has been used to employ 1 FTE to work in the Housing Benefit overpayment team; this takes the team up to 2.1 FTE and there will be more focus on HMRC data matching with a higher volume sent each month and an increase in lodging earning arrestments with employers where applicable. This is expected to increase HB overpayment recovery levels for those no longer in receipt of HB.</p> <p>The debt recovery team is starting to make application to the DWP for recovery of HB overpayment for claimants now in receipt of UC (Housing Element). There is a risk that recovery of overpayments may not be as effective from people in receipt of UC (Housing Element) and recovery levels will be monitored by the debt recovery team and alternative action taken where possible.</p>
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**NORTH AYRSHIRE COUNCIL**

**29 January 2019**

**Audit and Scrutiny Committee**

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**Title:** **Q2 2018 YTD Complaint Report**

**Purpose:** To inform the Audit and Scrutiny Committee of the Council's complaint performance and the volumes and trends of complaints received covering the period 1 April 2018 to 30 September 2018 (referred to in the report as Q2 2018 YTD).

**Recommendation:** That the Committee note the report and the performance information provided.

---

**1. Executive Summary**

- 1.1 983 complaints were closed during the period.
- 1.2 The percentage of complaints closed on time, as well as the average number of days to close complaints under both Stages, was better than the national benchmark targets during the period.

**2. Background**

- 2.1 This section contains statistical information and commentary on some of the key complaint performance indicators devised by the SPSO in conjunction with all 32 Scottish councils. More information relating to the indicators can be found in the attached report.

## 2.2 Volume of complaints received and closed



## 2.3 Complaints closed as each Stage

The table below details the number of complaints handled at both Stages during the period:

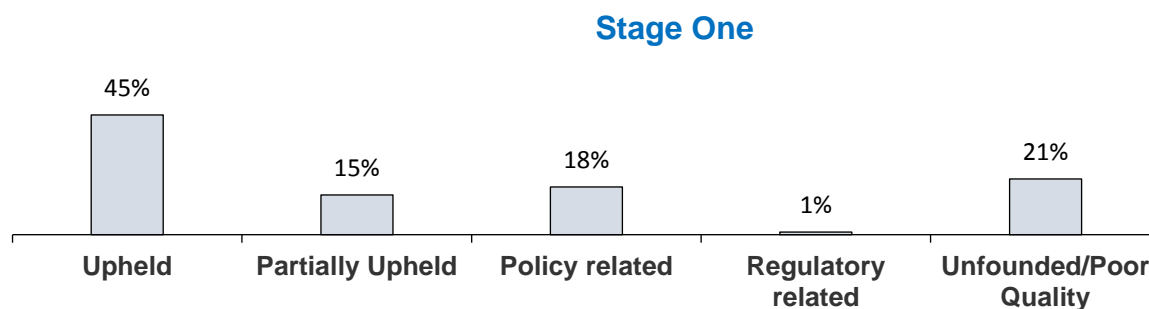
	Stage One	Stage Two
Volume of complaints closed	911	72

The table below shows the breakdown per Directorate:

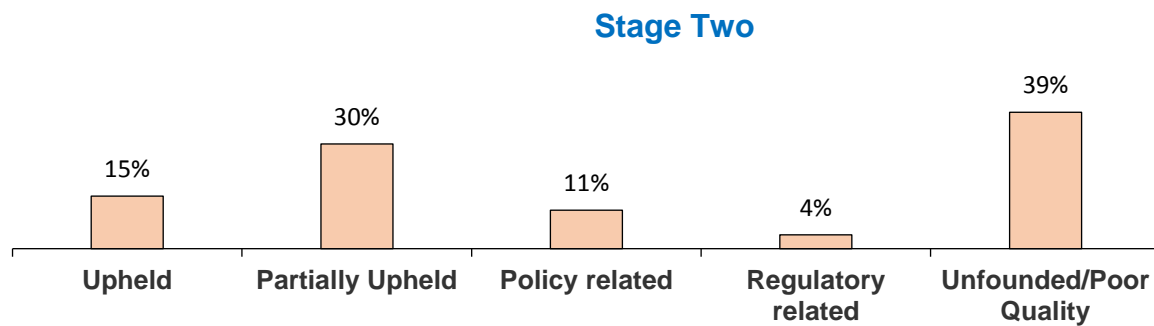
Directorate	Stage One	Stage Two
Place	646	19
Finance & Corporate Support	143	12
Health & Social Care Partnership	44	28
Education & Youth Employment	63	7
Economy & Communities	11	4
Chief Executive/Democratic Services	4	2
<b>Total</b>	<b>911</b>	<b>72</b>

2.3.1 Most complaints are typically straightforward in nature or easy to resolve and although there is no target for the volume handled under each Stage, the Council always seeks to maximise resolution at Stage One.

## 2.4 Complaint outcomes

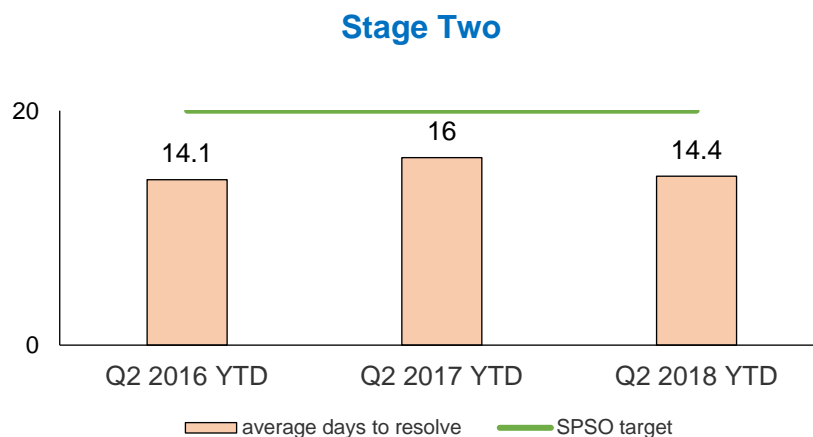
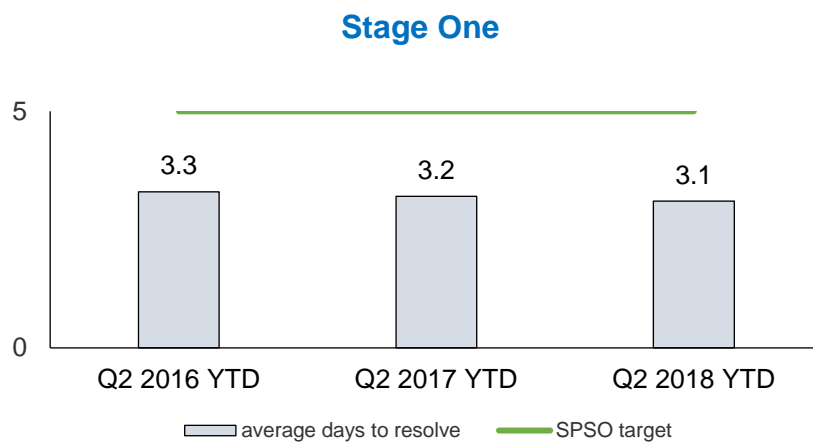






2.4.1 Further information regarding complaint outcomes can be found in the attached report.

## 2.5 *Average time in working days for a full response at each Stage*



2.5.1 The national target for the average number of days to close Stage One complaints is 5 days or less and for Stage Two complaints it is 20 days or less.

2.5.2 The Council's performance was better than the national target.

## 2.6 ***Complaints closed within timescale***



2.6.1 The national target for closing Stage One complaints on time is 80% and above and for Stage Two complaints it is 85% and above.

2.6.2 The Council surpassed both targets during the period by 13% and 9% respectively.

## 2.7 ***Complaint timescale extensions***

2.7.1 A total of 44 complaints had their timescales extended during the period and most were Stage Ones. The complaints related to various services in a number of Directorates.

2.7.2 Reasons for extending timescales included complainants being unavailable to assist with complaints, information being awaited from others to support investigations and the complexity of the complaints.

## 2.8 ***Changes or Improvements made as a result of complaints***

2.8.1 As a result of complaints received during the period, changes and improvements made included procedural and process amendments, targeted training and the introduction of new processes.

## 3. **Proposals**

3.1 It is proposed the Committee notes the report and the performance information listed in Section 2.

#### 4. Implications

<b>Financial:</b>	None
<b>Human Resources:</b>	None
<b>Legal:</b>	None
<b>Equality:</b>	None
<b>Children and Young People:</b>	None
<b>Environmental &amp; Sustainability:</b>	None
<b>Key Priorities:</b>	<p>The Two Stage CHP supports the Council's key priority of delivering more effective and efficient service provision.</p> <p>Timely reports are produced with a focus on analysing trends and identifying improvements.</p> <p>Support and guidance from the Complaint &amp; Feedback Manager ensures greater consistency in complaint handling, improvements in response times and a reduction in duplication of effort.</p>
<b>Community Benefits:</b>	The Two Stage CHP demonstrates a commitment to improve service delivery for North Ayrshire customers and residents.

#### 5. Consultation

- 5.1 Complaint Handling Satisfaction Surveys are issued to customers who have complained in order to capture their views on the Two Stage CHP and how Services handled their complaints. Full survey results are detailed in the end of year complaint report.



Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **Darren Miller** on **(01294) 322988**.

#### Background Papers

See attached



# Complaint Report Q2 2018 YTD



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## Introduction

This report details the Council's complaint handling performance covering the period 1 April 2018 to 30 September 2018 (referred in the report as Q2 2018 YTD). Performance is measured through a number of Scottish Public Services Ombudsman indicators, some of which have national targets.

North Ayrshire Council define a complaint as an expression of dissatisfaction from a member of the public about actions, or lack of actions, or about the standard of service provided by or on behalf of the Council.

To address these, the Council's complaint handling procedure (CHP) has two stages for handling complaints from the public:-

1

**Stage One** complaints (also known as *Frontline Resolution*) are straightforward, non-complex complaints the Council can resolve at the initial point of contact or as close to the point of service delivery as possible. The Council has up to **5 working days** to resolve these.

2

**Stage Two** complaints (also known as *Investigations*) are complaints the Council are typically unable to resolve at Stage One and need more time to carry out further investigation. This may be because the nature of the complaint is complex, serious or high risk. The Council has up to **20 working days** to resolve these.

Complaints must be made within six months of the date the complainant first knew of the problem, unless there are special circumstances that would cause this timescale to be extended.

Reporting complaints is a statutory requirement and is monitored by Audit Scotland.



## 1 Volume of complaints closed

983 complaints were closed during the period and the table below provides a breakdown per Directorate:



The following tables highlight the complaint volumes for each Stage:

Place	Stage One	Stage Two
Building Services	96	0
Facilities Management	4	0
Housing	33	7
Property Management & Investment	50	4
Roads	26	2
Streetscene	95	1
Transport	0	2
Waste	342	3
<b>Total</b>	<b>646</b>	<b>19</b>

Finance & Corporate Support	Stage One	Stage Two
Benefits	20	0
Customer Services	70	1
Finance Services	1	0
Multi-Service	10	7
Revenues	39	4
Risk & Insurance	3	0
<b>Total</b>	<b>143</b>	<b>12</b>

Health & Social Care Partnership	Stage One	Stage Two
Children, Families & Criminal Justice	20	17
Health & Community Care	16	7
Mental Health	5	4
Support Services	3	0
<b>Total</b>	<b>44</b>	<b>28</b>

<b>Education &amp; Youth Employment</b>	Stage One	Stage Two
Education HQ	29	2
Schools	34	5
<b>Total</b>	<b>63</b>	<b>7</b>

<b>Economy &amp; Communities</b>	Stage One	Stage Two
Information & Culture	4	1
Planning	3	1
Protective Services	3	2
Regeneration	1	0
<b>Total</b>	<b>11</b>	<b>4</b>

<b>Chief Executive/Democratic Services</b>	Stage One	Stage Two
Chief Executive Office	0	1
Licencing	3	1
Legal	1	0
<b>Total</b>	<b>4</b>	<b>2</b>

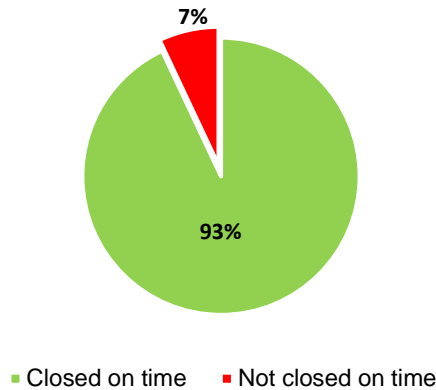
- Although there is no target for the volume of complaints handled under each Stage, the Council seeks to maximise closure at Stage One and 93% were handled at this Stage during the period.
- The majority of Stage One complaints were handled by Commercial Services within the Place Directorate.
- In Education, Stage One complaints are normally handled by schools and if complainants remain unhappy with the responses the complaints are escalated to Stage Two and handled by Senior Managers in Education HQ. The reason the data in the table above does not support this is because some Stage One complaints related to school employees and were handled by Senior Managers from the outset and not by the schools themselves.



## 2 Complaints closed on time

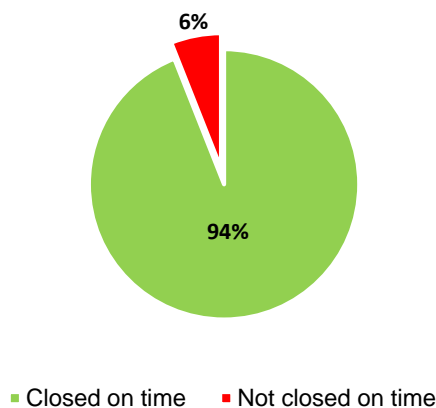
The percentage of complaints closed on time during the period under both Stages are noted below:

### Stage Ones



- The Council closed 93% of Stage One complaints on time during the period. The national target is 80% and above.
- The 93% value includes extended complaints that met their new due dates<sup>1</sup>.

### Stage Twos



- The Council closed 94% of Stage Two complaints on time during the period. The national target is 85% and above.
- The 94% value includes extended complaints that met their new due dates<sup>2</sup>.

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<sup>1</sup> Stage One complaints can be extended an additional 5 working days (10 if they relate to social work)

<sup>2</sup> Stage Two complaints can be extended to any agreed date in the future

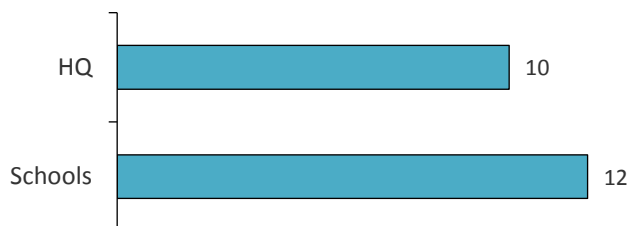
### 3 Volume of complaints not closed on time per Directorate

This section provides details of complaints not closed on time under each Stage and includes extended complaints that did not meet their new due dates.

#### Stage Ones

#### Notes

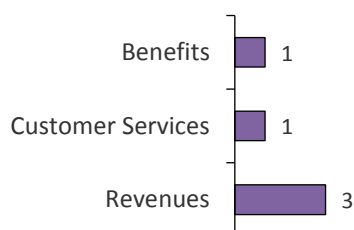
##### Education



Over half of all HQ complaints and half of all school complaints did not have the reasons why they breached noted in the closure forms. It is therefore unclear what caused the delays resolving them.

Some complaints required further investigation or were received during school closure periods so could have had their timescales extended or been escalated to Stage Two.

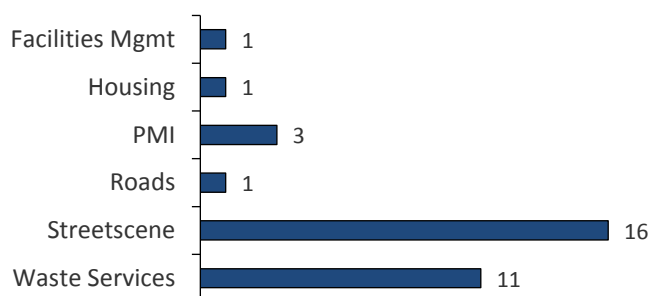
##### Finance & Corporate Support



The Benefits complaint and two Revenues complaints breached timescale due to delays with the complaints reaching the services.

The remaining Revenues complaint and the Customer Services (Contact Centre) complaint did not have the reasons why they breached noted in the closure forms so it is unclear what caused the delays resolving them.

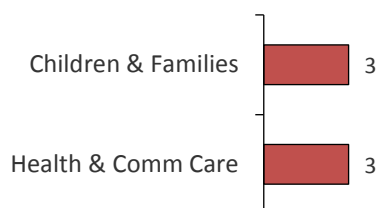
##### Place



Half of all complaints that breached timescale across the Place directorate (relating to Streetscene and Waste Services) did not have the reasons why noted in the closure forms so it is unclear what caused the delays.

The other complaints that breached were various in nature and included delays in signoff for responses, complaints requiring further investigation, customers being unavailable and complaints requiring thorough investigation before the outcome could be provided. Some of these complaints could have had their timescales extended or been considered at Stage Two.

##### HSCP (Social Work complaints)



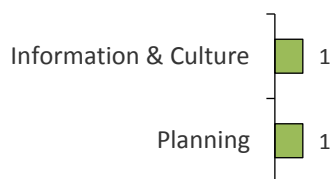
One Health & Community Care complaint breached due to a home visit being required to discuss the complaint with the service user and one Children & Families complaint breached due to a breakdown in communication.

The remaining four complaints did not have the reasons why they breached noted in the closure forms so it is unclear what caused the delays.

## Stage Twos

### Notes

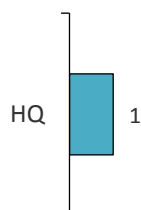
#### Economy & Communities



One Libraries complaint breached because the complaint handler went on annual leave and this hindered progress of the investigation. This complaint could have had its timescale extended.

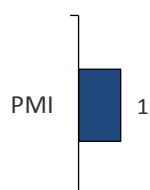
A delay in the final response letter being approved resulted in one Planning complaint breached its due date.

#### Education



Due to school holidays and a parent being unavailable to assist with the investigation, one Education HQ complaint breached its due date. This complaint could have had its timescale extended.

#### Place



The Property Management & Investment complaint breached due to a delay in the final response letter being signed off.

- 53% of all Stage One complaints that did not meet timescale had no reasons recorded in the closure forms why they breached. Reasons for breaching should always be recorded to allow trends and patterns to be identified.
- Some Services handled a small number of complex complaints at Stage One from the outset. This was due to human error and will be addressed through targeted training.
- Some complaints breached because no handovers took place. When a complaint handler is unavailable processes should be in place to allow complaints they were investigating to continue to be progressed.
- Stage Two complaints can have their 20 working day timescale extended if certain conditions are met. If a complaint handler determines a Stage Two complaint will not meet timescale and there are good reasons for this, extending the timescale should always be considered.
- Complaint response letters should be approved and issued promptly by senior management to reduce the number of complaints breaching timescale this way.

## 4 Key topics for upheld/partially upheld complaints

Key topics for upheld or partially upheld complaints within some Services during the period are listed below. Services will not be listed if no trends were identified or too few complaints were upheld to allow meaningful analysis.

### Education & Youth Employment

Service	Key complaint topics
HQ / Schools	<ul style="list-style-type: none"><li>• Service provision</li></ul>

### Finance & Corporate Support

Service	Key complaint topic(s)
Customer Services (Contact Centre and Customer Service Centres)	<ul style="list-style-type: none"><li>• Waiting times to speak to an Adviser</li><li>• Incorrect information provided</li></ul>
Revenues (Council Tax)	<ul style="list-style-type: none"><li>• Recovery of monies</li><li>• Standard of service</li></ul>

### HSCP (Social Work complaints)

Service	Key complaint topic(s)
Children, Families & Criminal Justice	<ul style="list-style-type: none"><li>• Employee Actions</li><li>• Service provision/delivery</li></ul>
Health & Community Care	<ul style="list-style-type: none"><li>• Employee Actions</li><li>• Service provision/delivery</li></ul>

### Place

Service	Key complaint topic(s)
Building Services	<ul style="list-style-type: none"><li>• Quality issues (work incomplete or poor workmanship)</li><li>• Follow up (not done yet)</li></ul>
PMI	<ul style="list-style-type: none"><li>• Capital Programme (planned works for tenants)</li><li>• Gas Central Heating (including maintenance)</li></ul>
Streetscene	<ul style="list-style-type: none"><li>• Grass/verge cutting</li><li>• Cemetery management</li><li>• Weed killing</li></ul>
Waste Services (Operations)	<ul style="list-style-type: none"><li>• Missed bins (primarily brown bins)</li><li>• Missed pullouts (primarily brown bins)</li><li>• Employee Actions</li></ul>

- Employee Actions appears as a key topic for some Services, however the definition is broad and has been used where customers perceive employee actions or behaviour to be unacceptable. This could include instances where:
  - The attitude of employees were considered inappropriate
  - The content/tone of letters from employees were considered inappropriate
  - Employees made inappropriate comments or offered inappropriate advice
  - Employees were considered 'officious' when quoting procedures, policies or regulations

Where Services did identify unacceptable behaviour, appropriate action will have been taken to address.

## Using 'Other' as a complaint topic

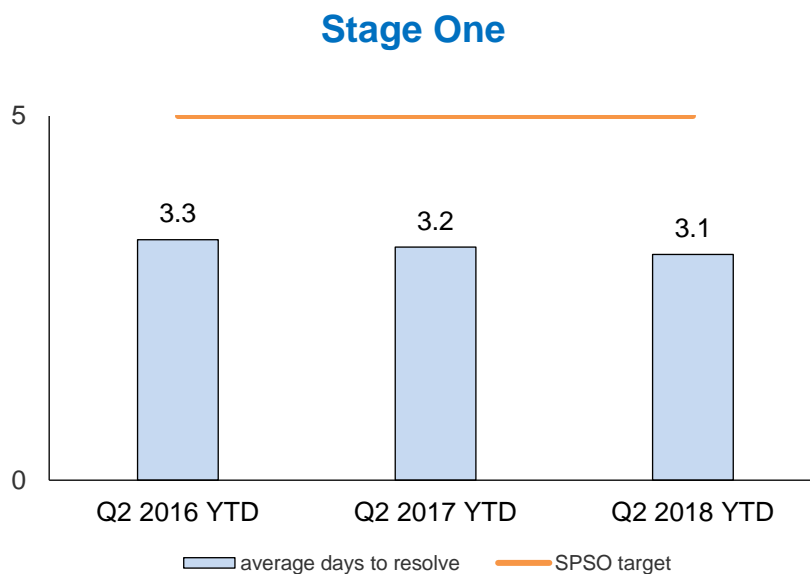
If a complaint is received but there is no topic for it, 'Other' can be selected. This option was used 267 times (27% of all complaints logged) during the period and there were many instances where no details were provided to support why it had been selected. There were also some instances where a topic was listed but 'Other' selected instead. Services therefore need to be mindful that:

- where 'Other' is selected as the topic, the complaint recorder should always add a brief note to support why it has been chosen. This will help determine if additional topics for the Service are required and help assist with trend analysis.
- Employees who record complaints (particularly Customer Services Advisers) should fully review the topic list to ensure the complaint topic is not listed before selecting 'Other'.

Should this issue continue, further analysis will be undertaken and the topic options reviewed to determine if they remain fit for purpose.

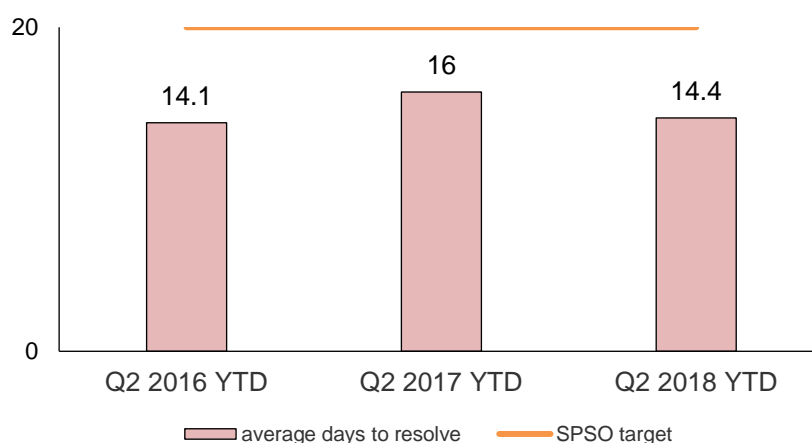
## 5 Average time in working days for a full response

The average time in working days to close complaints under both Stages during the period are noted below. The Q2 YTD averages for 2016 and 2017 have been provided for comparison purposes:



- The average time in working days for the Council to close Stage One complaints during the period was 3.1 days. The national target is 5 working days or less.

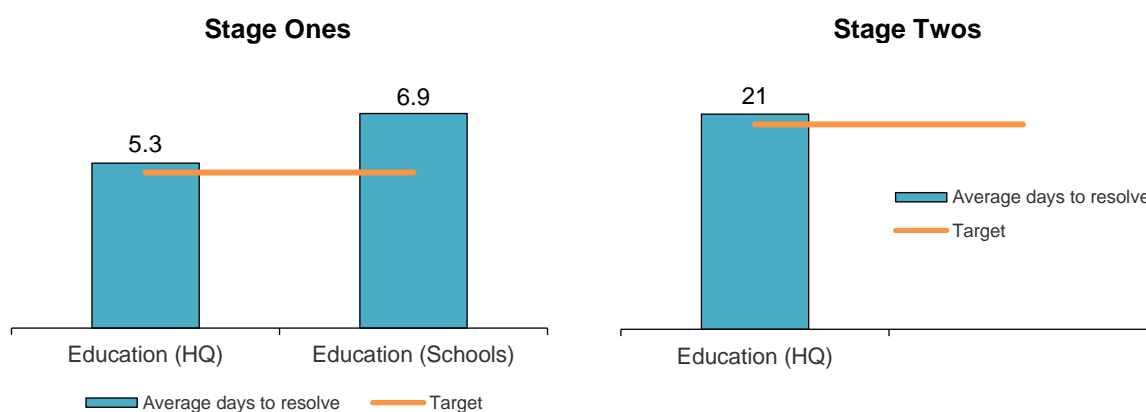
## Stage Two



- The average time in working days for the Council to close Stage Two complaints during the period was 14.4 days. The national target is 20 working days or less.

The charts below detail Services that did not meet the average time in working days for a response under either Stage. Services that met the target are not listed and any complaints that had their timescales extended have been excluded from the calculations.

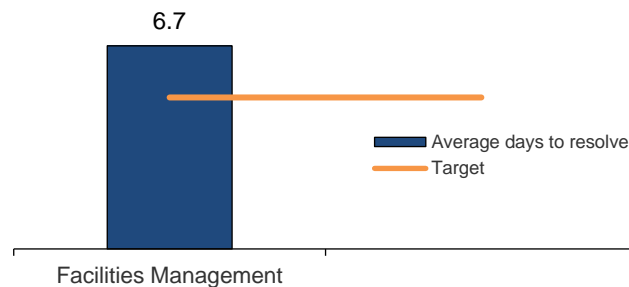
### Education & Youth Employment



- Several Stage One complaints for both schools and HQ were closed beyond the 5 working day timescale resulting in the target not being met. As highlighted in Section 3, over half of these had no details added why they breached timescale so it cannot be ascertained what caused the delays.
- Out of all Stage Two HQ complaints that were handled, only one was closed outside the 20 working day timescale and this resulted in the target being missed. This was due to a parent being unable to meet the complaint handler to discuss the issues. Consideration should have been given to extending the timescale for the complaint given there was a justified reason.

## Place

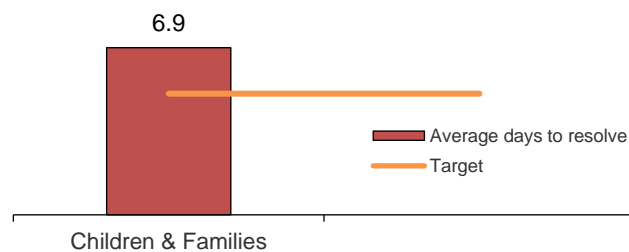
### Stage Ones



- A Stage One complaint for Facilities Management did not meet the 5 working day timescale resulting in the target not being met. The reason it breached was due to the complaint being initially routed to the incorrect workflow queue and subsequent issues with access rights to the queue (the issues were subsequently addressed).

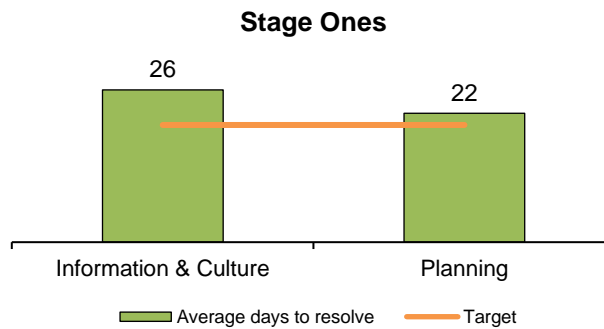
## HSCP (Social Work complaints)

### Stage Ones



- The Children, Families & Criminal Justice service resolved many Stage One complaints during the period but as three were closed outside the 5 working day timescale, this resulted in the target not being met. One complaint breached as it was not picked up in the system due to an administrative error and two had no details added why they breached so it could not be ascertained what caused the delays.

## Economy and Communities



- Information & Culture handled only one Stage Two complaint during the period but as it was closed on working day 26 the target was not met. The complaint breached due to employee annual leave hindering progress of the investigation. As mentioned earlier in the report, when a complaint handler is unavailable processes should be in place to allow complaints to continue to be progressed.
- Planning also handled only one Stage Two complaint but as it was closed on working day 22 the target was also not met. The complaint breached due to a delay in the response letter being approved by senior management. As mentioned earlier in the report, complaint response letters should be approved and issued promptly to reduce the number of complaints breaching timescale this way.

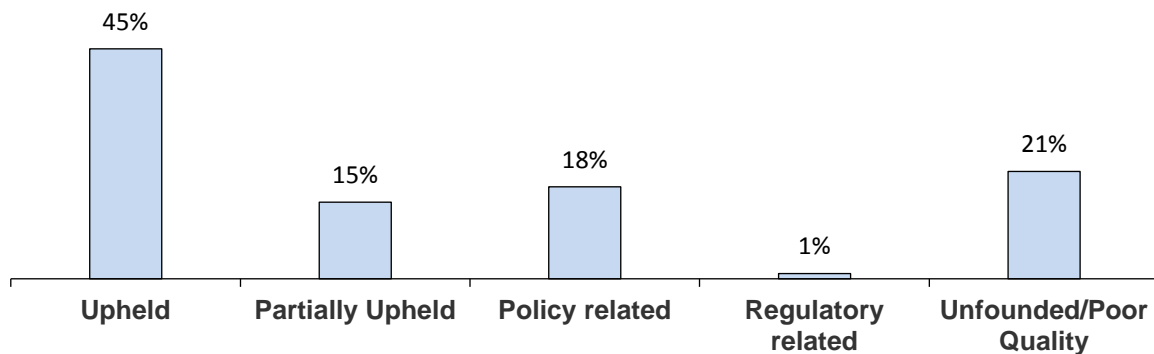
## 6 Extended complaints

- 44 complaints had their timescales extended during the period and most were Stage Ones. The complaints related to a number of services including those in Commercial Services, Physical Environment, Education and the Health & Social Care Partnership.
- There were sound reasons for extending including complainants being unavailable to assist with investigations, information being awaited from 3<sup>rd</sup> parties to support investigations and the complexity of the complaints.
- Of the 44 complaints extended, only 4 did not meet their new due dates.



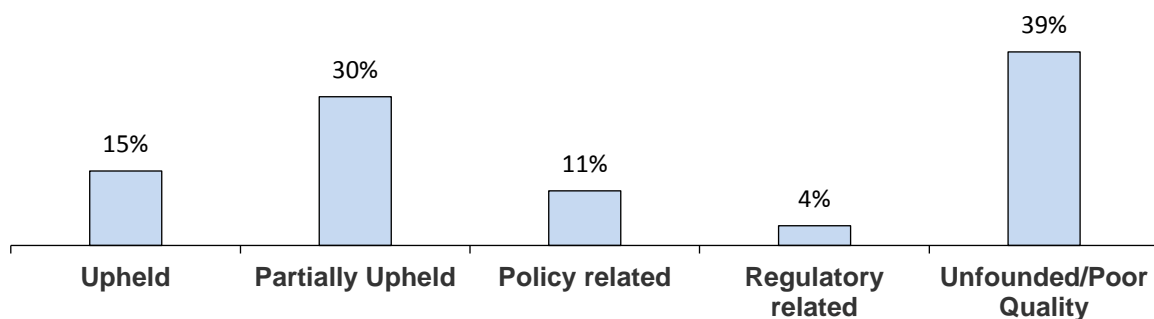
## 7 Complaint Outcomes

### Stage One



- Of the 45% of complaints that were fully upheld, one third related to waste collections and the remainder related to various services and issues.
- The policy related complaints were diverse in nature and related to internal and external policies.

### Stage Two



- A large volume of Stage Two complaints were, upon investigation, unsubstantiated or unfounded.

Improvements made as a result of upheld complaints are published on the North Ayrshire Council website under the banner 'You Said We Did'. Improvements made during the period related to a number of different issues (some unique to the complainants) and no specific trends or themes were identified.

## 8 SPSO Indicators - Thematic Reviews

Thematic reviews based on the SPSO performance indicators will be introduced into future complaint reports to pinpoint, examine and record patterns (or themes) with our complaint data.

The first thematic review relates to *Performance Indicator 2 – Complaints closed at Stage One and Stage Two as a percentage of all complaints closed*.

This indicator reports:

1. the number of complaints closed at Stage One as % of all complaints
2. the number of complaints closed at Stage Two as % of all complaints
3. the number of complaints closed at Stage Two after escalation as % of all complaints (i.e. complaints where customers were unhappy with their Stage One responses)

### Analysis

The tables below shows the volume resolved under each Stage in Q2 2018 YTD:

Volume of complaints received	983
-------------------------------	-----

Volume resolved at Stage One	910
<b>% resolved at Stage One</b>	<b>92.5%</b>

Volume resolved at Stage Two	67
<b>% resolved at Stage Two</b>	<b>6.8%</b>

Volume resolved at Stage Two after escalation from Stage One	6
<b>% of Stage One complaints escalated to Stage Two</b>	<b>0.6%</b>

- The majority of complaints the Council handle are Stage Ones
- A very small number of complaints are being escalated from Stage One to Stage Two

The Scottish national average for percentage of complaints resolved at Stage One in 2017/18 was **89%** and statistics provided by the other Scottish Councils shows many did not meet this average. Our assessment of this suggests:

- These Councils receive more complex, high risk or high-profile complaints than North Ayrshire
- Customers are less likely to take part in the Stage One process in these Councils than in North Ayrshire
- More customers are dissatisfied with the Stage One resolutions being provided by these Councils than in North Ayrshire
- These Councils are handling fewer complaints at Stage One due to insufficient complaint handling knowledge or ineffective processes.

Reviewing the percentage of complaints resolved at Stage One over the last 3 years, North Ayrshire Council has met or exceeded the 2017/18 Scottish national average each year:

	2015/16	2016/17	2017/18	2017/18 National target
Volume resolved at Stage One	91%	91%	89%	89%
Volume resolved at Stage Two	8%	8%	10%	8%
Volume of Stage Twos after escalation from Stage One	<1%	<1%	<1%	3%

Based on this analysis there are no concerns with the percentage of complaints being handled under each Stage or the volume being escalated from Stage One to Stage Two.

### **Conclusion**

The Council are mainly handling complaints under the correct Stages and the percentages handled at Stage One, Stage Two and those that have been escalated have been consistent over the last three years.

### **Next Review**

The next themed review will relate to *Performance Indicator 3 – The number of complaints upheld/partially upheld/not upheld at each stage as a percentage of complaints responded to in full.*

## 9 Compliments

Over 290 compliments were recorded across the Directorates during the period and the table below details the volumes:

Directorate	Volume
Chief Executive/Democratic Services	2
Economy & Communities	43
Finance & Corporate Support	64
Health & Social Care Partnership	65
Place	115

Of the compliments recorded:

- A number were cross-Council, with customers commending or praising more than one service.
- Some were internal, with employees complimenting other employees.
- Many related to specific individuals as well as teams.

The word cloud below details some of the feedback employees have received:



## 10 Improvements made

Some of the improvements made by Services during the period included the following:

- ✓ As a result of a complaint from a resident that their waste bin had been emptied but left in a position so it was blocking their driveway, collection crews were reminded of the process to follow when replacing waste bins.
- ✓ Due to a miscommunication with a customer regarding a window repair, a Building Services supervisor issued a communication to all tradesmen reminding them of the repair timescales as governed by the repairs policy and our out of hours service also addressed the issue through their training programme.
- ✓ As a result of incorrect letters being issued to customers requesting payment for outstanding Council Tax, the recovery process was reviewed and additional checks and parameters adopted to ensure such letters are suppressed in future.
- ✓ As a result of refuse bins not being emptied in a street, Waste Services agreed to update an internal digital noticeboard each day if there are any missed streets or issues as a result of no access. This has allowed Contact Centre Advisers to inform customers what caused the missed collections (if they call in) and reduce complaints being raised.
- ✓ A customer completed a change of address and wanted the direct debit to remain in place but this was not done and the customer received a reminder for the new account. As a result, training took place with the relevant employees and steps introduced to ensure additional checks are undertaken regarding the transferring of direct debits.
- ✓ As a result of complaints about waste being left in streets when refuse bins are being emptied, collection crews were reminded to clear up spillages from bins or the waste vehicle and to report larger spillages for clearance by Streetscene.

### Complaint Handling Review

Our Two Stage complaint handling procedure is designed to improve relationships with our customers/residents, enhance our reputation and improve our services by learning from complaints. The procedure is also designed to support our employees to do their jobs better.

As it has been several years since the complaint handling procedure was introduced, a review will be undertaken to ensure our complaint handling processes remain robust.

The review will include reviewing our corporate Two Stage complaint handling procedure, complaint handling guidance, complaint reporting and other processes.

Outputs from the review will be reported in the 2018/19 annual complaint report.

## 11 Glossary

### Term

### Explanation

#### Stage One

Stage One (aka *Frontline Resolution*) aims to resolve straightforward customer complaints that require little or no investigation. Any employee may deal with complaints at this stage and they can be resolved via any channel. The main principle is to seek resolution at the earliest opportunity and as close to the point of service delivery as possible. Stage One complaints must be responded to within 5 working days unless an extension (a maximum of 5 additional working days or 10 if the complaint relates to Social Work) is requested and approved by a senior manager. The Council should, however, always aim to resolve these types of complaints within 5 working days.

#### Stage Two

Not all complaints are suitable for Frontline Resolution and not all complaints will be satisfactorily resolved at that stage. Complaints therefore handled at Stage Two (aka *Investigation*) typically require a detailed examination before the Council can state its position. These complaints may already have been considered at Stage One, or they may have been identified from the outset as being complex, serious or high risk and needing immediate investigation. The investigation under a Stage Two should establish all the facts relevant to the points made in the complaint and give the customer a full, objective and proportionate response that represents our final position. Stage Two complaints must be responded to within 20 working days unless an extension is approved by senior manager in conjunction with the customer. Stage Two complaints require a written response, signed by a senior manager.

### Complaint criteria

When an expression of dissatisfaction is received the Council determines if the issue falls into one of six complaint categories:

- A service the Council should be providing is not being provided (or is available)
- A request for a service was provided but not to an appropriate standard
- A request for service has not been answered or actioned within the agreed timescale
- A Council employee was rude, unhelpful or unprofessional
- A Council employee did not attend an appointment or call-out on a date/time agreed
- The complaint relates to a policy (internal or external)

If the issue being raised relates to one or more of the above, the matter is considered a complaint and will be recorded and handled as such. If not, the matter will be handled as a request for a service, observation or enquiry and actioned accordingly.

**END OF REPORT**