



**North Ayrshire Council**  
Comhairle Siorrachd Àir a Tuath

## **Cabinet**

A Meeting of the **Cabinet** of North Ayrshire Council will be held in the **Council Chambers, Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 21 January 2020** at **14:30** 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 Cabinet held on 26 November 2019 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

### **EDUCATION ITEMS FOR DECISION**

**3      Teaching Representation on Cabinet (Education)**

Submit a report by the Head of Service (Democratic Services) on the appointment of Jacqui MacKenzie to fill the vacancy as the representative of the professional teaching associations on Cabinet (Education) (copy enclosed).

**4      Pupil Equity Funding in North Ayrshire – Progress Report**

Submit a report by the Executive Director (Communities) on the use of Pupil Equity Funding (PEF) in North Ayrshire and the impact this is having on children's outcomes (copy enclosed).

### **PRESENTATION**

- 5 Attainment Outcomes for Care Experienced Young People**  
Submit a report by the Executive Director (Communities) on the progress being made by care experienced learners, specifically in literacy and numeracy; and the achievements of school leavers SQA examinations (copy enclosed).

## **GENERAL BUSINESS FOR DECISION**

### **Reports by the Chief Executive**

- 6 Radiation Emergency Preparedness, and determination of the Detailed Emergency Planning Zone (DEPZ) for Hunterston A and B Nuclear Power Stations**  
Submit a report by the Head of Service (Democratic Services) on the Detailed Emergency Planning Zone (DEPZ) for Hunterston A and B Nuclear Power Stations and governance arrangements for new Council duties imposed under the Radiation Emergency Preparedness and Public Information Regulations) 2019 (copy enclosed).
- 7 Council Plan Progress Update: Q2 2019/20**  
Submit a report by the Chief Executive on the the progress of performance against the Council Plan 2019-24 as at Quarter Two 2019-20 (copy enclosed).

### **Reports by the Executive Director (Finance and Corporate Support)**

- 8 Revenue Budget 2019/20: Financial Performance to 30 November 2019**  
Submit a report by the Executive Director (Finance and Corporate Support) on the financial performance for the Council at 30 November 2019 (copy enclosed).
- 9 Capital Programme Performance to 30 November 2019**  
Submit a report by the Executive Director (Finance and Corporate Support) on the Capital Investment Programme as at 30 November 2019 (copy enclosed).
- 10 Our Voice Employee Survey**  
Submit a report by the Executive Director (Finance and Corporate Support) on the results of the recent employee survey (copy enclosed).

### **Reports by the Executive Director (Place)**

- 11 Tackling Funeral Poverty North Ayrshire Respectful Funeral Service**  
Submit a report by the Executive Director (Place) on proposals for the procurement of partner funeral directors who will offer to provide a new affordable Respectful Funeral Service package for bereaved families to tackle funeral poverty in North Ayrshire (copy enclosed).

- 12 Climate Change**  
Submit a report by the Executive Director (Place) on progress on tackling climate change in North Ayrshire (copy enclosed).

**Reports by the Executive Director (Communities)**

- 13 Proposals for Community Investment Fund (CIF) Expenditure**  
Submit a report by the Executive Director (Communities) on applications by Locality Partnerships to allocate CIF funding to proposed projects (copy enclosed).
- 14 Small-Grant Awarding Participatory Budgeting**  
Submit a report by the Executive Director (Communities) on proposals to implement small-grant awarding participatory budgeting approaches by Locality Partnerships (copy enclosed).

**CONTRACTS**

- 15 Award of Upgrade of External Building Fabric at Lambie Court and O'Conner Court, Saltcoats**  
Submit a report by the Executive Director (Finance and Corporate Support) on the result of the tendering exercise for the Upgrade of External Fabric at Lambie Court and O'Conner Court, Saltcoats (copy enclosed).
- 16 Urgent Items**  
Any other items which the Chair considers to be urgent.
- 17 Exclusion of the Public - Para 9**  
Resolve in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following item of business on the grounds indicated in terms of Paragraph 9 of Part 1 of Schedule 7A of the Act.
- Non Disclosure of Information**  
In terms of Standing Order 19 (Disclosure of Information), the information contained within the following report is confidential information within the meaning of Section 50A of the 1973 Act and shall not be disclosed to any person by any Member or Officer.
- 17.1 HR & Payroll Contract**  
Submit a report by the Executive Director (Finance and Corporate Support) on the current position with the HR & Payroll Contract.

**Webcasting**

Please note: this meeting may be filmed for live and subsequent broadcast via the Council's internet site. At the start of the meeting, the Chair will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act 1998. Data collected during the webcast will be retained in accordance with the Council's published policy, including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

Generally, the press and public seating areas will not be filmed. However, by entering the Council Chambers and using the press or public seating area, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in them for webcasting or training purposes and for the purpose of keeping historical records and making those records available to the public.

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact [committeeservices@north-ayrshire.gov.uk](mailto:committeeservices@north-ayrshire.gov.uk).



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## Cabinet Sederunt

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**Elected Members**

Joe Cullinane (Chair)  
John Bell (Vice-Chair)  
Robert Foster  
Alex Gallagher  
Louise McPhater  
Jim Montgomerie

**Church Representatives**

Mr Andrew Bruce  
Mr Ian Haining  
Ms Babs Mowat

**Teaching Representative**

Vacant

**Youth Council Representatives**

Chair:

Apologies:

Attending:

**IRVINE, 26 November 2019** - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

**Present**

Joe Cullinane, John Bell and Alex Gallagher.

**In Attendance**

C. Hatton, Chief Executive; R. McCutcheon, Executive Director, D Hammond, Head of Service (Interim) (Commercial), J. Miller, Senior Manager (Planning), and L. Cree, Senior Manager (Property Management and Investment) (Place); L. Friel, Executive Director, and D. Forbes, Senior Manager (Financial Management) (Finance and Corporate Support); A. Sutton, Executive Director (Interim) and R. Arthur, Head of Service (Interim) (Connected Communities) (Communities); S. Brown, Director, and D. MacRitchie, Senior Manager (Children and Families) (Health and Social Care Partnership); J. Hutcheson, Senior Communications Officer (Communications) and E. Gray, H. Clancy and A. Little, Committee Services Officers (Democratic Services).

**Chair**

Joe Cullinane in the Chair.

**Apologies**

Robert Foster, Louise McPhater and Jim Montgomerie.

**1. Chair's Remarks**

The Chair welcomed those present to the meeting and announced that the Cabinet meeting would be webcast and that all decisions are subject to the Call In Procedure detailed at Standing Order 24.

**2. 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.

**3. Minutes**

The accuracy of the Minutes of the meeting of the Cabinet held on 29 October 2019 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

**4. Revenue Budget 2019/20 : Financial Performance to 30 September 2019**

Submitted a report by the Executive Director (Finance and Corporate Support) on the financial performance for the Council at 30 September 2019. Reports for each directorate were set out at Appendices 1-7 of the report, Virement/Budget Adjustment Requests at Appendix 8 and the HSCP Period 5 Report at Appendix 9.

The Executive Director (Finance and Corporate Support) provided a verbal update on the financial position of the Health and Social Care Partnership following the approval of the Period 6 Budget Report by the Integration Joint Board on 21 November 2019.

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

- concerns around the finances of the Health and Social Care Partnership;
- the effectiveness of the recovery plan which has been adopted; and
- how services can be targeted to allow savings to be realised.

The Cabinet agreed to (a) note (i) the information and financial projections outlined in the report; and (ii) the current financial projection for the Health and Social Care Partnership; (b) approve the virements detailed in Appendix 8 of the report; and (c) request that a revenue budget update is provided to each meeting of the Cabinet going forward.

## **5. Capital Programme Performance to 30 September 2019**

Submitted a report by the Executive Director (Finance and Corporate Support) on the progress in delivering the Capital Investment Programme as at 30 September 2019. The full Capital Investment Programme was set out at Appendix 1 to the report and the HRA Capital Statement at Appendix 2.

Members asked questions and were provided with further information in relation to the delay of the opening of Trindlemoss and the impact which this would have on achieving the desired savings of the project.

The Cabinet agreed to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 30 September 2019; and (ii) the forecast expenditure to 31 March 2020.

## **6. Treasury Management and Investment Mid-Year Report 2019/20**

Submitted a report by the Executive Director (Finance and Corporate Support) on the Treasury Management update for the period 1 April to 30 September 2019. The 2019/20 Mid-Year Report was set out at Appendix 1 to the report.

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

- the overall reduction of the Council's planned borrowing in comparison to the forecast provided in February 2019 and how these reductions were achieved; and
- the source of the Council's borrowing which offers a reduced interest rate in comparison to the Public Works Loans Board.

The Cabinet agreed to (a) endorse the contents of the Treasury Management and Investment Mid-Year Report for 2019/20; and (b) note (i) the Prudential and Treasury Indicators; and (ii) the changes arising from the review of Loans Fund Advances.

## **7. Millport Coastal Flood Protection Scheme**

Submitted a report by the Executive Director (Place) on the feedback from the most recent community consultations regarding the Millport Coastal Flood Protection Scheme and plans to submit a formal Scheme Notification to Scottish Government. A summary of the August 2019 consultation feedback was set out at Appendix 1 to the report and a visualisation of proposed scheme at Appendix 2.

Members asked questions and were provided with further information in relation to the step ashore proposals and whether any timing issues around the Ayrshire Growth Deal funding have been anticipated.

The Cabinet agreed to (a) note (i) the work carried out including the extensive engagement which has helped to develop community support for the proposed scheme; and (ii) that officers will finalise the scheme notification documents; and (b) agree that officers will submit the Formal Scheme Notification to the Scottish Government.

## **8. Proposed Flood Protection Schemes for Submission to SEPA as part of the Flood Risk Management Cycle of National Prioritisation**

Submitted a report by the Executive Director (Place) on the three flood protection scheme proposals for submission to SEPA for the next stage of evaluation for potential funding. The Lower Irvine Valley Flood Extent Map and Proposed Scheme Layout was set out at Appendix 1 to the report, the Keppen Burn, Fairlie Culvert Upgrade Scheme Layout at Appendix 2 and the Brodick and Lamblash Flood Extent Maps at Appendix 3.

Members asked questions and were provided with further information in relation to the percentage of the total cost of the projects, which equates to £3.7M, which the Council would be responsible for should they be taken forward and how they would be funded.

The Cabinet agreed to approve (i) the Lower Irvine Valley Flood Scheme proposal; (ii) the Keppen Burn Culvert Upgrade proposal and (iii) the Brodick & Lamblash Flood Scheme proposal for submission to SEPA for evaluation.

## **9. Proposed Regional Spatial Strategy for Ayrshire**

Submitted a report by the Executive Director (Place) on the Regional Spatial Strategy which was introduced through the Planning (Scotland) Act 2019 and proposals for Ayrshire Regional Spatial Strategy.

The Cabinet agreed to (a) approve the proposed programme for undertaking a Regional Spatial Strategy; (b) delegate authority to officers to work collaboratively with East and South Ayrshire Councils to prepare an Ayrshire Regional Spatial Strategy; and (c) request that a report on the completed Regional Spatial Strategy is brought to a future meeting for approval.

## **10. Disposal of Hazeldene Interlink site, Blair Road, Kilwinning**

Submitted a report by the Executive Director (Place) seeking approval to market the surplus Hazeldene Interlink site, Kilwinning.

The Cabinet agreed to approve the demolition of the property and subsequent disposal of the site.

## **11. Community Asset Transfer of Dunlop Memorial Hall**

Submitted a report by the Executive Director (Communities) on the transfer of ownership of Dunlop Memorial Hall from North Ayrshire Council to the Scottish Charitable Incorporated Organisation, Irvine and Dreghorn Brass Band.

The Cabinet agreed to (a) approve (i) the asset transfer of Dunlop Memorial Hall from North Ayrshire Council to the Scottish Charitable Incorporated Organisation, Irvine and Dreghorn Brass Band; and (ii) the recommended terms of transfer on this occasion at 10% of the property valuation (£4000); and (b) authorise officers to conclude the associated legal and community asset transfer processes.

## **12. Chief Social Work Officer Annual Report**

Submitted a report by the Director (Health and Social Care Partnership) on the Chief Social Work Officer's annual update. The Chief Social Worker Officer's report was set out at Appendix 1 to the report.

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

- the differences between the Early Intervention scheme which was introduced previously and the scheme which was introduced in the past 18 months which was highlighted in the report;
- improvements which have been made across the service and how these are evidenced; and
- the role out of the Locality Approach to social work and the progress which has been made with this.

The Cabinet agreed to endorse the Chief Social Worker Officer's annual report.

The Meeting ended at 3.30 p.m.

## **NORTH AYRSHIRE COUNCIL**

**21 January 2020**

### **Cabinet**

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<b>Title:</b>	<b>Teaching Representation on Cabinet (Education)</b>
<b>Purpose:</b>	To seek the appointment of Jacqui MacKenzie to fill the vacancy as the representative of the professional teaching associations on Cabinet (Education).
<b>Recommendation:</b>	That the Cabinet (a) agrees to appoint Jacqui MacKenzie as the representative of the professional teaching associations on Cabinet when it meets to consider Education Authority business; and (b) record its appreciation of the contribution made by the former teaching representative, the late Gordon Smith.

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### **1. Executive Summary**

- 1.1 This report notes the vacant role of Teaching Representative on Cabinet (Education) following the recent passing of Gordon Smith. It seeks to appoint Jacqui MacKenzie as the representative of the professional teaching associations on Cabinet when it considers Education Authority business.

### **2. Background**

- 2.1 The Council's Scheme of Administration reflects the provision of a representative of the of the professional teaching associations as a non-voting member when considering Education Authority business and that the representative will be nominated by the Local Negotiating Committee for Teachers.
- 2.2 At the Council meeting on 17 May 2017, Gordon Smith was appointed as the representative of the professional teaching associations on Cabinet when it considers Education Authority business. Following Mr Smith's recent passing, the teaching unions have nominated Ms Jacqui MacKenzie to fill the vacancy.

### **3. Proposals**

- 3.1 It is recommended that the Cabinet (a) agrees to appoint Jacqui MacKenzie as the representative of the professional teaching associations on Cabinet when it meets to consider Education Authority business; and (b) record its appreciation of the contribution made by the former teaching representative, the late Gordon Smith.

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

##### **Financial**

4.1 None arising from this report.

##### **Human Resources**

4.2 None arising from this report.

##### **Legal**

4.3 None arising from this report.

##### **Equality/Socio-economic**

4.4 None arising from this report.

##### **Environmental and Sustainability**

4.5 None arising from this report.

##### **Key Priorities**

4.6 Not applicable.

##### **Community Wealth Building**

4.7 Not applicable.

#### **5. Consultation**

5.1 Consultation was undertaken with the teaching unions, resulting in the current nomination.

Andrew Fraser  
Head of Democratic Services

For further information please contact **Euan Gray, Committee Services Officer**, on **telephone number 01294 324130**.

#### **Background Papers**

[Click here to enter text.](#)

## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

<b>Title:</b>	<b>Pupil Equity Funding in North Ayrshire – Progress Report</b>
<b>Purpose:</b>	To provide an update on the use of Pupil Equity Funding (PEF) in North Ayrshire and the impact this is having on children's outcomes.
<b>Recommendation:</b>	It is recommended that Cabinet notes the progress made to date.

### 1. Executive Summary

- 1.1 North Ayrshire Council schools have received in the region of £4.4m for each of the last three financial years as Pupil Equity Funding to reduce the poverty-related attainment gap. Up to the end of the financial year 2018-19, North Ayrshire had cumulatively spent 94% of this allocation, compared with 84% nationally.
- 1.2 Plans have been created in every school which outline how PEF will be spent. Almost all interventions focus on improving literacy, numeracy and health & wellbeing. In 2018-19, 57% of overall spend was on staff costs, while 43% was used for purchasing additional resources.
- 1.3 Schools report good progress is being made towards planned outcomes. An increasing amount of data and supporting evidence is emerging. The overall attainment in literacy and numeracy is improving, with some reduction in the gap between learners from the most and least deprived areas of North Ayrshire.
- 1.4 Good practice is being shared through case studies within North Ayrshire about what is working well and collaborative conferences across the Regional Improvement Collaborative, with plans to extend this approach further over the next year.

### 2. Background

- 2.1 In February 2015, the Scottish First Minister launched the Scottish Attainment Challenge and the £750m Attainment Scotland Fund. This initiative aims to provide targeted support to increase the educational attainment and outcomes of children in Scotland's highest concentrated areas of deprivation.
- 2.2 In February 2017, it was announced that £120m of the Attainment Scotland Fund would be allocated directly to schools in the form of the Pupil Equity Fund to support schools to use additional resource to target a reduction in the poverty-related attainment gap.



- 2.3 Every council area benefits from Pupil Equity Funding and 95% of schools in Scotland have been allocated funding for pupils in P1-S3 known to be eligible for free school meals. For every child that is registered, the school receives £1,200 in addition to their normal budget. In total, in North Ayrshire, the Pupil Equity Fund in 2017-18 amounted to £4.39m. This rose to £4.41m in 2018-19 and £4.46m in 2019-20. Full details of the amounts allocated to North Ayrshire schools are attached at Appendix 1.
- 2.4 During 2017-18 schools spent £2.3m of the £4.3m allocation and were able to carry forward £2m into the next financial year. Challenges in the recruitment of staff in the initial stages of the fund were responsible for a significant proportion of the carry-forward. By the end of March 2019, the carry-forward amount from financial year 2018-19 had been reduced to £0.5m, meaning that cumulatively 94% of the funding allocated to North Ayrshire had been spent, compared with 84% nationally.
- 2.5 Pupil Equity Funding is to be used at the discretion of head teachers in partnership with their school community. Guidance has been prepared by senior officers to support schools in how to use this funding effectively and this was approved by Cabinet on 26 September 2017, as part of the annual PEF monitoring and reporting arrangements.
- 2.6 All schools work with their school community to decide on how to invest PEF in order to impact positively on pupil outcomes. Plans are developed, which are incorporated into the annual School Improvement Plan. Schools have begun to take a participatory approach to the allocation of PEF in their school communities.
- 2.7 In 2018-19 a wide range of interventions were identified. Almost all interventions focus on the National Improvement Framework (NIF) priorities of improving attainment in literacy and numeracy and improving children's and young people's health and wellbeing. A summary of how each school planned to spend their 2018-19 PEF allocation is accessible at Appendix 2.
- 2.8 At the end of 2018-19, £5.9m of PEF was spent. The table below provides a summary of this was spent by schools:

<b>Description</b>	<b>Amount spent 18/19</b>	<b>% overall spend 18/19</b>
Teaching Staff	£1.8m	31%
Support Staff	£1.6m	26%
Resources	£2.5m	43%
<b>Total</b>	<b>£5.9m</b>	<b>100%</b>

- 2.9 Schools report on the impact of PEF through the annual Standards and Quality Report and a specific PEF impact summary. A selection of extracts from school PEF Impact Summary statements for the 2018-19 academic year is attached at Appendix 3.
- 2.10 The majority of schools report that progress is being made towards planned outcomes, with some schools reporting significant progress. An increasing amount of data and supporting evidence is emerging which demonstrates impact. Almost all schools report that the interventions they are implementing are having a positive impact. Where schools have identified that an intervention is not having as much impact as envisioned,

reasons have been identified and appropriate planning has been put in place to amend, refocus or discontinue the intervention.

- 2.11 Schools evaluate the impact of individual PEF interventions on the group of learners on which the intervention is focused. At directorate level, the range of PEF interventions is part of our overall approach to reducing the poverty-related attainment gap and progress must be seen in the context of the reduction in the gaps in literacy, numeracy and health & wellbeing across the Service. Poverty related attainment gaps were outlined in the paper “Scottish Attainment Challenge in North Ayrshire – Progress Report”, which was presented to Cabinet on 29 October 2019. A copy of this paper is accessible [here](#). It is not possible to isolate one specific intervention or approach as making the most difference. It is more likely a combination of factors in our overall strategic approach which contribute to the reduction in the poverty-related attainment gap.
- 2.12 There has been broad alignment between the areas of focus for interventions funded through PEF in individual schools and those co-ordinated centrally by Senior Managers as a Scottish Attainment Challenge (SAC) ‘Challenge Authority’. North Ayrshire is one of nine ‘Challenge Authorities’ and receives additional funding, through the Attainment Scotland Fund, to reduce the poverty related attainment gap due to high local levels of deprivation. The Education Service’s Quality Improvement Framework (QIF) and Senior Manager QIF visits ensure that PEF and SAC activities complement each other.
- 2.13 As part of the evaluation of PEF in 2018-19 academic year, practice has been identified which would be of benefit to share more widely across the local authority. Case studies from a number of schools have been developed and are being shared. A sample of these case studies is available at Appendix 4.
- 2.14 As a member of the South West Educational Improvement Collaborative, North Ayrshire has participated in collaborative working across the regional improvement collaborative local authorities. A regional event in March 2019, which was coordinated in partnership with Scottish Government, provided an opportunity for school leaders to collaborate on approaches to reducing the poverty-related attainment gap and develop next steps. This led to the creation of 22 families of comparator schools across the region and has enabled primary schools to share key data, discuss thematic areas for development and take forward common improvement priorities in collaboration. In June 2019, an event for middle leaders to share the impact of PEF interventions took place and this has led to plans for further opportunities for middle leaders to work together.
- 2.15 Financial governance of PEF is carried out through regular monitoring under the Education Service’s Attainment Challenge Programme Board. Reporting on progress at school level is managed through the Education Service’s Quality Improvement Framework. At Service level, evidence from school reports is included in the annual report on progress towards the NIF priorities, produced in September each year.
- 2.16 For session 2019-20, further work is planned on professional learning to strengthen the measurement of outcomes. This will be linked to on-going work to further improve data literacy at all levels across the service. Furthermore, a more systematic approach to sharing good practice and the impact of PEF on pupil outcomes across the system will be developed.

### **3. Proposals**

- 3.1 To provide an update on the use of Pupil Equity Funding (PEF) in North Ayrshire and the impact this is having on children's outcomes.

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

#### **Financial**

- 4.1 Pupil Equity Funding is external funding, provided annually by the Scottish Government as a grant.

#### **Human Resources**

- 4.2 None at this time. All temporary staffing is funded through the Scottish Government's Attainment Scotland Fund. There are workforce implications, for which the service is currently planning, following the anticipated cessation of funding in 2022. As part of this approach, the service has developed key sustainability principles which are informing the future planning process.

#### **Legal**

- 4.3 None.

#### **Equality/Socio-economic**

- 4.4 The focus of the Pupil Equity Fund is to reduce the impact of poverty on outcomes for our young people.

#### **Environmental and Sustainability**

- 4.5 None.

#### **Key Priorities**

- 4.6 Council Plan Priorities:  
"Children experience the best start in life."  
"Active and strong communities."

#### **Community Wealth Building**

- 4.7 The continued reduction of the poverty related attainment gap ensures wider access to local economic and employment opportunities.

### **5. Consultation**

- 5.1 At school level, regular consultation and evaluation from parents/carers, partners and staff is collected and evaluated on an on-going basis to support future programme improvements and development.

Audrey Sutton  
Interim Executive Director, Communities

For further information please contact **Andrew McClelland, Head of Service (Education)**, on **01294 324413**.

## **Background Papers**

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# North Ayrshire - Pupil Equity Funding Allocations 2017-20

Appendix 1

Local Authority	Seed Code	School	Stage	Allocation 2017-18	Allocation 2018-19	Allocation 2019-20
North Ayrshire	8212627	Abbey Primary School	Primary	£ 84,000	£ 87,600	£ 82,800
North Ayrshire	8218323	Annick Primary School	Primary	£ 63,600	£ 73,200	£ 76,800
North Ayrshire	8214123	Ardeer Primary School	Primary	£ 98,400	£ 88,560	£ 79,200
North Ayrshire	8210829	Beith Primary School	Primary	£ 105,600	£ 104,400	£ 93,960
North Ayrshire	8212724	Blacklands Primary School	Primary	£ 48,000	£ 44,400	£ 57,600
North Ayrshire	8200122	Brodick Primary School	Primary	£ 7,200	*	*
North Ayrshire	8218625	Caledonia Primary School	Primary	£ 104,400	£ 93,960	£ 99,600
North Ayrshire	8211825	Castlepark Primary School	Primary	£ 217,200	£ 229,200	£ 242,400
North Ayrshire	8200327	Corrie Primary School	Primary	*	*	*
North Ayrshire	8212821	Corsehill Primary School	Primary	£ 68,400	£ 66,000	£ 79,200
North Ayrshire	8218226	Cumbræ Primary School	Primary	£ 8,400	£ 7,560	£ 9,600
North Ayrshire	8210926	Dalry Primary School	Primary	£ 121,200	£ 118,800	£ 117,600
North Ayrshire	8211124	Dreghorn Primary School	Primary	£ 74,400	£ 78,000	£ 82,800
North Ayrshire	8213429	Dykesmains Primary School	Primary	£ 81,600	£ 94,800	£ 85,320
North Ayrshire	1003127	Elderbank Primary School	Primary	£ 193,200	£ 198,000	£ 204,000
North Ayrshire	8211221	Fairlie Primary School	Primary	£ 7,200	£ 8,400	£ 10,800
North Ayrshire	8215634	Garnock Community Campus-Primary	Primary	£ 38,400	£ 43,200	£ 38,880
North Ayrshire	8211329	Gateside Primary School	Primary	£ 7,200	*	*
North Ayrshire	8211922	Glebe Primary School	Primary	£ 84,000	£ 82,800	£ 96,000
North Ayrshire	8214328	Glencairn Primary School	Primary	£ 79,200	£ 79,200	£ 86,400
North Ayrshire	8214220	Hayocks Primary School	Primary	£ 160,800	£ 148,800	£ 150,000
North Ayrshire	8200424	Kilmory Primary School	Primary	*	*	*
North Ayrshire	8218420	Lamlash Primary School	Primary	£ 9,600	£ 8,640	£ 12,000
North Ayrshire	1004336	Largs Primary School	Primary	£ 104,400	£ 98,400	£ 90,000
North Ayrshire	8218722	Lawthorn Primary School	Primary	£ 51,600	£ 51,600	£ 46,800
North Ayrshire	8212120	Loudoun-Montgomery Primary School	Primary	£ 69,600	£ 78,000	£ 70,200
North Ayrshire	8213623	Mayfield Primary School	Primary	£ 79,200	£ 80,400	£ 72,360
North Ayrshire	8211523	Moorpark Primary School	Primary	£ 82,800	£ 74,520	£ 66,000
North Ayrshire	8212929	Pennyburn Primary School	Primary	£ 112,800	£ 110,400	£ 103,200
North Ayrshire	8200521	Pirnmill Primary School	Primary	*	*	*
North Ayrshire	8200629	Shiskine Primary School	Primary	*	*	*
North Ayrshire	8213925	Skelmorlie Primary School	Primary	*	*	*
North Ayrshire	8214026	Springside Primary School	Primary	£ 39,600	£ 46,800	£ 42,120
North Ayrshire	8213720	St Anthony's Primary School	Primary	£ 70,800	£ 63,720	£ 57,600
North Ayrshire	8211620	St Bridget's Primary School	Primary	£ 66,000	£ 79,200	£ 84,000
North Ayrshire	8218528	St John Ogilvie Primary School	Primary	£ 63,600	£ 63,600	£ 79,200
North Ayrshire	8214425	St John's Primary School - Stevenston	Primary	£ 48,000	£ 55,200	£ 49,680
North Ayrshire	8217025	St Luke's Primary School	Primary	£ 40,800	£ 43,200	£ 50,400
North Ayrshire	8217521	St Mark's Primary School - Irvine	Primary	£ 109,200	£ 117,600	£ 109,200
North Ayrshire	8213224	St Mary's Primary School - Largs	Primary	£ 15,600	£ 15,600	£ 18,000
North Ayrshire	8211027	St Palladius' Primary School	Primary	£ 21,600	£ 22,800	£ 24,000
North Ayrshire	8210721	St Peter's Primary School - Ardrossan	Primary	£ 63,600	£ 57,240	£ 50,400
North Ayrshire	8213127	St Winning's Primary School	Primary	£ 39,600	£ 43,200	£ 48,000
North Ayrshire	8210527	Stanley Primary School	Primary	£ 182,400	£ 175,200	£ 178,800
North Ayrshire	8214522	West Kilbride Primary School	Primary	£ 46,800	£ 49,200	£ 51,600
North Ayrshire	8216924	Whitehirst Park Primary School	Primary	£ 31,200	£ 28,080	£ 27,600
North Ayrshire	8200726	Whiting Bay Primary School	Primary	*	£ 7,200	£ 6,480
North Ayrshire	8210624	Winton Primary School	Primary	£ 73,200	£ 79,200	£ 74,400
North Ayrshire	8212422	Woodlands Primary School	Primary	£ 182,400	£ 194,400	£ 175,200
North Ayrshire	8214638	Ardrossan Academy	Secondary	£ 124,800	£ 129,600	£ 126,000
North Ayrshire	8200831	Arran High School	Secondary	£ 14,400	£ 12,960	£ 9,720
North Ayrshire	8216134	Auchenharvie Academy	Secondary	£ 127,200	£ 121,200	£ 132,000
North Ayrshire	8215634	Garnock Community Campus-Seconda	Secondary	£ 114,000	£ 106,800	£ 115,200
North Ayrshire	8215030	Greenwood Academy	Secondary	£ 178,800	£ 166,800	£ 178,800
North Ayrshire	8215138	Irvine Royal Academy	Secondary	£ 133,200	£ 133,200	£ 138,000
North Ayrshire	8217831	Kilwinning Academy	Secondary	£ 108,000	£ 116,400	£ 122,400
North Ayrshire	8215839	Largs Academy	Secondary	£ 64,800	£ 58,320	£ 61,200
North Ayrshire	8210039	St Matthew's Academy	Secondary	£ 181,200	£ 177,600	£ 174,000
North Ayrshire	8217742	Haysholm School	Special	£ 22,800	£ 26,400	£ 28,800
North Ayrshire	8217440	James Mcfarlane School	Special	*	£ 8,400	£ 32,400
North Ayrshire	8216541	James Reid School	Special	£ 26,400	£ 27,600	£ 32,400
North Ayrshire	8217149	Stanecastle School	Special	£ 14,400	£ 13,200	£ 13,200
<b>Totals</b>				<b>£ 4,389,600</b>	<b>£ 4,413,960</b>	<b>£ 4,464,240</b>

For schools where revealing the allocation level may be disclosive to individuals, their results have been redacted and replaced with a \*.

## **Appendix 2**

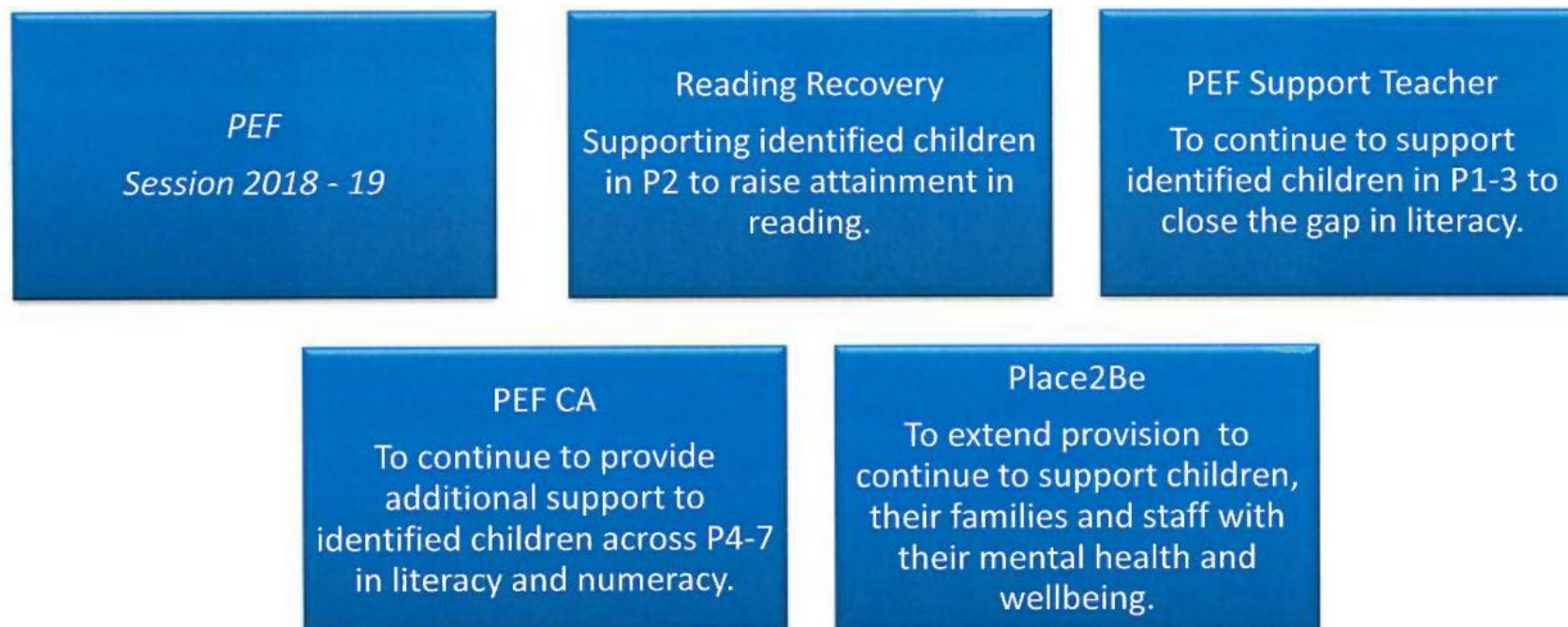
# **Overview of school PEF plans 2018-19**



## Strategic Plan 2018-19: Abbey Primary School



Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:





## Strategic Plan 2018-19: Annick Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Two Early Years Practitioners (EYPs) to support out P1-4 pupils, including MVPs, who 'may not achieve the level' with a particular focus on literacy and numeracy.*

The EYPs will work with small groups of our MVPs, and children identified through PASS assessment with a nurture focus. They will use PEEP to work with our families.

Classroom assistant to work with individual pupils to help support their learning in the classroom and to support EYPs in delivering nurture interventions.

Classroom assistant with a focus on supporting literacy across the school, particularly enhancing the use of our library to support literacy across the curriculum. They will also be involved in supporting our pupils with a 'severe and persistent' literacy need

Principal Teacher (0.2) to support the work of the management team in leading approaches to help close the attainment gap.

## Strategic Plan 2018-19: Ardeer Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Further develop family learning opportunities within the school P1-3 and community P4-7.*

Raise expectations and experiences in reading P1-7 by implementing new resources and embedding methodology.

Develop personal achievement in maths and numeracy across P1-7 using new approaches to learning.

Provide additional classroom support across P1-7 to further develop learning experiences and challenge.

Promote positive mental wellbeing and introduce visible learning through Growth Mindset.

## Strategic Plan 2018-19 Beith Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Literacy Improvements: Promote reading for enjoyment and literacy through library improvements, using SHORS, Bug Club and targeted support as required to improve attainment.*

Targeted Teacher and Classroom Assistant support using Talkboost, Reading Recovery, Nurture and Number Talks to improve attainment for identified learners.

Nurture - support identified pupils in a targeted way to develop their emotional and mental well being, enhancing their resilience.

Nurture: Access training in de-escalation and trauma awareness to support our most vulnerable learners.

Health & WellBeing: Develop and enhance use of outdoor space to promote wellbeing; Focus on healthy eating & tackle obesity.



## Strategic Plan 2018-19: Brodick, Corrie, Kilmory, Pirnmill, Shiskine, Whiting Bay Primaries and EYC

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Nurture Class to  
promote inclusion, 2  
days weekly

Introduce Accelerated  
Reader to increase  
attainment in Literacy

Implement new  
resources to support  
Accelerated Reader

Nurture Class staffing  
of Teacher and  
Classroom Assistant

Implement new  
resources to  
encourage Outdoor  
Learning

## Strategic Plan 2018-19: Blacklands Primary and Early Years Class

Here is an overview of how we intend to use our Learner Equity Funding to support improvement:

*DHT top up funded from PEF.  
DHT has responsibility for  
Health and Wellbeing*

Classroom Assistant funded  
from PEF. C/A is trained to  
use Talkboost to raise  
attainment in literacy.  
Talkboost intervention for  
identified pupils P1-P7

*Teacher 0.2 top up funded  
from PEF. Teacher will  
backfill DHT to be released  
to team teach to raise  
attainment in literacy*

Place 2 Be funded from PEF.  
To support children's  
wellbeing and mental health

## Strategic Plan 2018-19: Caledonia Primary

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*HWB; Place2Be Targeted children across P1-7 from PASS and group work*

Breakfast club; SIMD 1 and 2, poor attenders/latecomers

0.6 PEF Teacher  
Reading Recovery;  
Targeted children in P2

0.3 PEF Teacher  
Numeracy;  
Targeted groups in P3-P7

Literacy;  
0.3 PEF Teacher; Listening  
and Talking P1-3

STEM;  
Experiences/visitors to  
enhance application of  
maths and literacy skills.

## *Strategic Plan 2018-19: Castlepark Primary School*

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Outdoor Learning  
Resources*

*Raising Attainment -  
targeted teaching*

*Early Years  
Practitioner input in  
P1 & P2*

*Resources to support  
L&T across the  
curriculum*

*Enhancing the  
learning environment  
to promote pupil  
engagement*



## Strategic Plan 2018-19: Corsehill Primary School and Early Years Class

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

**Mindset Matters** - whole school programme for pupils, staff and families for developing a growth mindset culture, building resilience and raising aspirations

**Classroom Assistant trained in P1 Pedagogy** - Early Intervention to raise attainment in Literacy and Numeracy and increase Parental Engagement at P1.

**Nurture Trained Classroom Assistant** - To lead Talk Boost - supporting identified EY to P7 children with language and communication skills by providing whole class and group sessions weekly following staff training session. To support and enhance a whole school Nurturing Approach.

**0.4 Teacher** - To raise attainment in Literacy through Reading Recovery Intervention with targeted groups of learners.

**Musical Instruments** - To develop creativity and aspirations with targeted groups through musical tuition. To support wellbeing through family music therapy sessions.



## Strategic Plan 2018-19: Cumbrae Primary

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Forest School training  
for staff to develop  
outdoor learning across  
school*

Cogmed intervention  
programme to improve  
working memory for a  
targeted group of P6  
children.

Nessy Reading and  
Nessy Spelling  
programme to raise  
Literacy attainment for  
targeted pupils

'My Big Life Journal' -  
Growth Mindset  
resource for P3 to P7  
pupils

Personal Planner  
Diaries for P3 to P7  
pupils to target visible  
learning and involve  
parents

## Strategic Plan 2018-19: [Dalry Primary School]

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Reading Recovery - Targeted intervention with identified P2 pupils.*

*Pastoral & HWB Groups - Targeted intervention groups across the school to promote resilience, self-esteem and health and wellbeing.*

*Campus Liaison Officer - partnership support within the cluster to promote positive community links and improve pupil outcomes.*

*Healthy Start Club - Targeted support for identified pupils to promote soft start, self-esteem and positive relationships.*

*Seasons for Growth - Targeted intervention programme to enhance support for change and loss.*

*Additional Classroom Assistant support to improve attainment and health & wellbeing.*

## Strategic Plan 2018-19: Dreghorn Primary School, ESR and Early Years Class



Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Nurture teacher funded from PEF. Nurture teacher will carry out observations and Boxall to ensure targeted support for those who require it most.*

*Nurture Classroom Assistant funded from PEF. C/A will support groups identified by the Nurture teacher both in class and within a small group setting.*

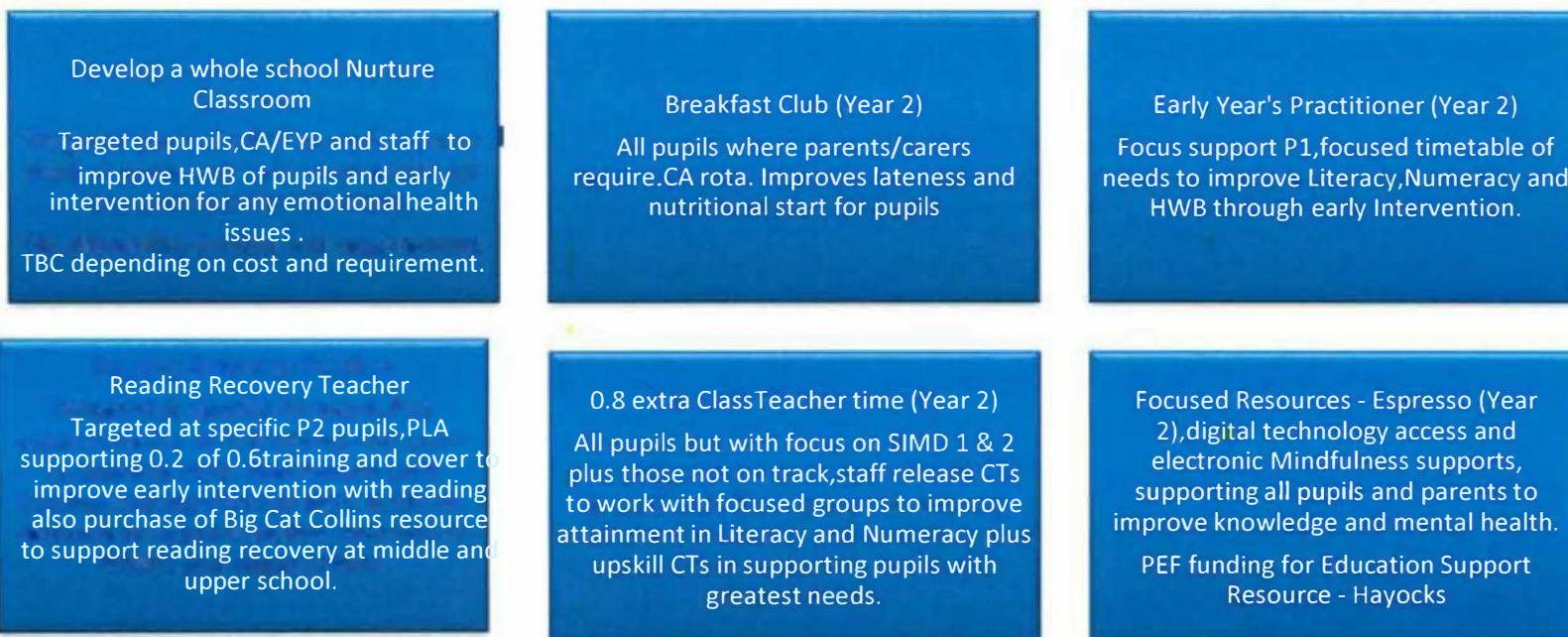
SpellingCity programme funded from PEF. SpellingCity will run alongside our new spelling programme to raise attainment in literacy.

Early Years Practitioner funded from PEF to raise attainment in Literacy and Numeracy. EYP will work with identified groups of children from P2-4 to raise attainment.



## Strategic Plan 2018-19: Dykesmains Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:



## Strategic Plan 2018-19 Gateside Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Literacy Improvements: Promote reading for enjoyment and literacy through new reading materials, using SHORS, Lexia and targeted support as required to improve attainment.*

Install digital interactive learning platforms in Infant and middle classes to enhance experiences.

Nurture - support identified pupils in a targeted way to develop their emotional and mental wellbeing, enhancing their resilience.

Health & Wellbeing: Develop and enhance use of outdoor space to promote wellbeing; Focus on healthy eating & tackle obesity.

## **Strategic Plan 2018-19: Elderbank Primary Early Years, Supported Learning and Enhanced Deaf Provision**

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Depute Head Teacher to manage the Pupil Equity Fund workstreams and manage the Assessment and Data Information to ensure it underpins interventions and focuses on securing improvements. Also to provide Staff Professional Learning and Targeted Support for pupils. To integrate the Pupil Support input to maximise the effect deployment of staff to support pupils.  
£61,000

0.8FTE Class Teacher to deliver targeted Support in Numeracy and Literacy to identified pupils. Pupils identified through Teacher Professional Judgement and Standardised Assessments.  
£37,122.05

0.4FTE Family Learning Teacher to support Parental Engagement across the school with a particular focus on Enhanced Deaf Provision and Supported Learning. To provide holiday Programmes for families and sibling groups. To provide community support and support parents and carers to ensure they can independently support their children's needs.  
£16,787.76

Senior Early Years Practitioner to provide targeted Numeracy and Literacy Support in Primary 1 and 2. Pupils identified through Teacher Professional Judgement and Standardised Assessments.  
£15,277.02

Classroom Assistant 9.5 hours per week to provide reinforcement of skills in numeracy and literacy for identified pupils. To provide support with Working Memory  
£3243.30

BSL Tutor to provide BSL After School Club to support Health and Wellbeing and Communication for all pupils. To support Personalisation and Choice.  
£2,800

Cluster Transition Collaboration - Principal Teacher to support consistency across the cluster and to facilitate high quality professional collaboration to support staff and pupils with the BGE. Summer transition programme for identified pupils.  
£5,340

Digital Technology to support learning in Numeracy and Literacy. Purchase of Licenses and access to Digital Teaching and Support Packages, this includes promoting parental engagement through Digital App- Show my Homework  
£12,229.80

Purchase of Evisense and BSquared profiling to plan individually for pupils with additional support needs. To track progress and identify next steps in learning  
£1,530.00.

To provide training for staff in Rebound Therapy to improve the wellbeing and readiness to learn for pupils on a regular basis.  
£726.00

To provide training in Communication (PECs) for parents.  
£500

To employ a Children's First Worker 3 days per week to support the Health and Wellbeing of identified pupils.  
£24,410.40

To provide access to a Money Advice Worker 3.5 hours a week to support parents to manage their finances and to reduce the associated stress to allow them to provide the capacity to support children to access all appropriate experiences.  
£3,845

To support all pupils to access the Outdoor learning Residential experience offered for Primary 7 pupils and to promote social inclusion, build resilience and skills in living independently with peers.  
£3,000

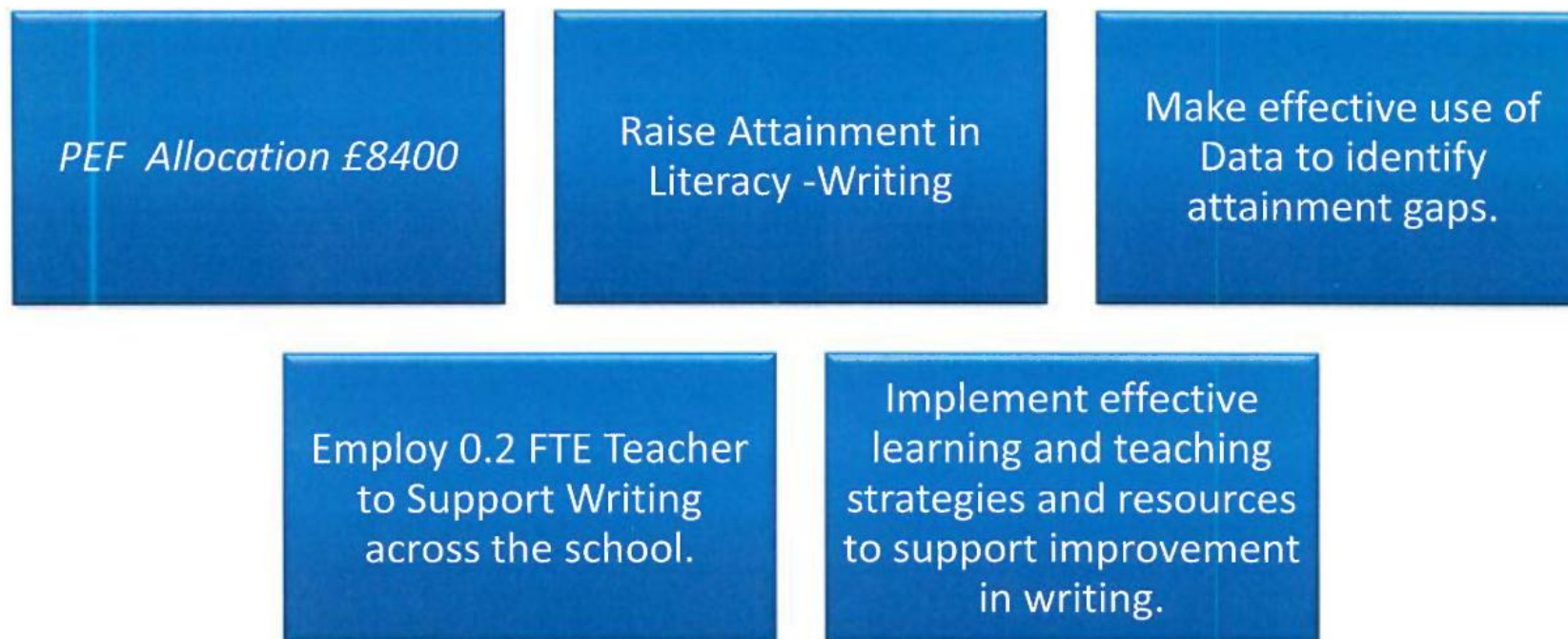
Administration Charge  
£7920

Staff Training Costs  
£1800 -KEY TO LEARNING  
Associated Resources £13, 146  
£500 - DEAF INCLUSIVE PRACTICE



## Strategic Plan 2018-19: Fairlie Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:





## Strategic Plan 2018-19: Glebe Primary

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Two EYPs to support  
Literacy/Numeracy  
at the early stages  
(P1-4)*

*Nurture teacher to  
support emotional  
HWB for our most  
vulnerable pupils*

*Reading Recovery  
Programme and  
staff to implement*

*Resources/training  
to support Nurture  
eg Lego Therapy*

*85 iPads to enhance  
digital literacy and  
parent engagement*

*Talk Boost and staff  
to implement*

## Strategic Plan 2018-19: Glencairn Primary School & Early Years Classes

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

### School Counsellor 0.6

- To support pupils & families who have been identified as requiring support for personal issues.
- To provide guidance & training for staff to support pupils & families
- To ensure all pupils are fully supported & enabled to learn and achieve their full potential

### Home Inclusion Worker 1.2

- To support pupils & families
- To develop and deliver strategies that help parents support their children's learning
- To develop and deliver programmes that build on learners' strengths and promote resilience

### Talk Boost Resources

- To give pupils with delayed language the opportunity to develop these skills and to help catch up with their peers

### Reading Resources

- To ensure school can provide resources for struggling readers
- To provide novels to promote reading for enjoyment & ensure pupils who require it are challenged
- To provide Read & Respond books across all stages to enhance classroom teaching & learning

### Classroom Assistant 0.6

- To support pupils within classes to achieve their full potential

### Reading Recovery 0.6 Teacher

- To raise attainment in literacy
- To provide training for staff member

## Strategic Plan 2018-19: [Hayocks Primary & Early Years Class]

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

<p><b><u>0.4 Teacher</u></b></p> <p>Building leadership capacity – Professional learning – Partnership working.</p> <p>Teacher will cover classes to allow for CPD opportunities for staff within and outwith the local authority. It will provide further opportunities for Partnership Working, Distributed Leadership, Sharing good practice, expertise and experiences.</p>	<p><b><u>1.0 Teacher</u></b></p> <p>Targeted approaches to literacy and numeracy</p> <p>Customise learning support for those not achieving their targets (P1-P7)</p>	<p><b><u>Printine Costs and Resources</u></b></p> <p>Engaging Beyond the School, Partnership Working, Targeted Approaches to Literacy and Numeracy</p> <p>Family Learning Sessions in each class on Numeracy and Literacy – Resources and Family Packs to extend learning at home</p> <p>Develop open areas/learning areas, learning through providing high quality play activities</p>
<p><b><u>0.5 Early Years Practitioner</u></b></p> <p>Support children not achieving their milestones in P1 and P2 - support play experiences, with a focus on Numeracy and Literacy</p>	<p><b><u>Cluster Attendance Support Worker</u></b></p> <p>Support Families with attendance issues, home routines, parenting skills</p>	<p><b><u>Supported Study - Homework Clubs and Family Fun Nights</u></b></p> <p>Social and emotional wellbeing, Promoting healthy lifestyles, Family Learning, Partnership Working</p> <p>Homework clubs offered to all children – 4 week blocks each term – Teacher and Support Staff in each club</p> <p>Evening Family Fun Nights – 4 activities on offer each session – Involve Staff and Partners</p> <p>Variety of Parent Classes – example, cooking within a budget</p>
<p><b><u>Author visits/School and Class Libraries</u></b></p> <p>Replenish school and class libraries –provide a variety of genres in class libraries</p> <p>Raising attainment in literacy for all children</p> <p>Motivate boys to engage</p>	<p><b><u>Educational Trips</u></b></p> <p>Social and Emotional Wellbeing</p> <p>Providing high quality learning experiences, learning through real life experiences</p> <p>3 Educational Trips over session for each class</p>	<p><b><u>Free Fruit and Smoothies</u></b></p> <p>Promoting Healthy Lifestyles - twice a week for all children</p>

## Strategic Plan 2018-19: HAYSHOLM SCHOOL

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

1. To provide staff cover to enable HT and DHT to deliver ELKLAN training to classroom assistant staff in 'Communication with Children with Severe and Complex Communication Needs.

Once trained Classroom Assistants will be better able to recognise stages of communication development in order to support learners who have severe and complex additional support needs.

*Classroom assistants to attend 6 planned sessions over 3 terms. Classroom assistants will then be able to support learners with their communication.*



## Strategic Plan 2018-19: [James McFarlane School]

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

1. To provide staff cover to enable HT and DHT to deliver ELKLAN training to classroom assistant staff in 'Communication with Children with Severe and Complex Communication Needs.

Once trained Classroom Assistants will be better able to recognise stages of communication development in order to support learners who have severe and complex additional support needs.

*Classroom assistants to attend 6 planned sessions over 3 terms. Classroom assistants will then be able to support learners with their communication.*

## Strategic Plan 2018-19 – James Reid

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Optimise parental engagement:  
enhance community and create wider  
and more diverse opportunities for  
parental involvement.

Asset Based Community Development  
projects building on parent skills using  
parent council as fulcrum.

## Strategic Plan 2018-19: Arran High School and Lamlash Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Increase further levels of literacy by implementing Accelerated Reader programme across our cluster primary schools and in Arran High School, with a particular focus upon those with greatest need.

Develop the capacity of teaching staff by focussing upon using research evidence and data to inform teaching.

## Strategic Plan 2018-19: Lawthorn Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

### **Raising attainment in Literacy**

- \* Purchase of materials to support Active Literacy.
  - \* Additional staffing will enable team teaching/ boost group opportunities from P1 - P3, developing staff capacity and capability.
  - \* Staff training opportunities.
- Purchase of Nessy Reading and Spelling to support children with literacy difficulties.

### **Improving children's physical, mental and emotional wellbeing.**

- \* Purchase of coaching sessions to increase opportunities for extra curricular activities.

### **P7 Transition**

- \* A cluster transition teacher will be funded to support Primary/ Secondary transition.

### **Raising attainment in Numeracy**

- \* Purchase of materials to support Professional Development.
- \* Additional staffing will enable team teaching/ boost group opportunities from P4 - P7, developing staff capacity and capability.
- \* Staff training opportunities.



## Strategic Plan 2018-19: Loudoun-Montgomery Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Provide support for pupils through Early Years Practitioner provision.*

*Additional hours for Classroom Assistant support.*

*Provide training for Classroom Assistants in Literacy and Numeracy to allow them to support children.*

*Provide workshops for parents to enable them to support children at home.*

*Purchase additional resources to support children and enhance learning and teaching in Literacy and Numeracy.*

*Enriching the use of ICT through the provision of additional electronic devices to enhance digital literacy.*

## Strategic Plan 2018-19: Mayfield Primary and Early Years

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Breakfast Club will support pupils in SIMD 1&2

Member of staff employed 0.6 to develop Outdoor Learning, sustainability and with a further focus on Motivating Boys P4-P7

Help with funding for resources for Nurture

Member of staff employed 0.6 for Targeted Literacy and Numeracy Support

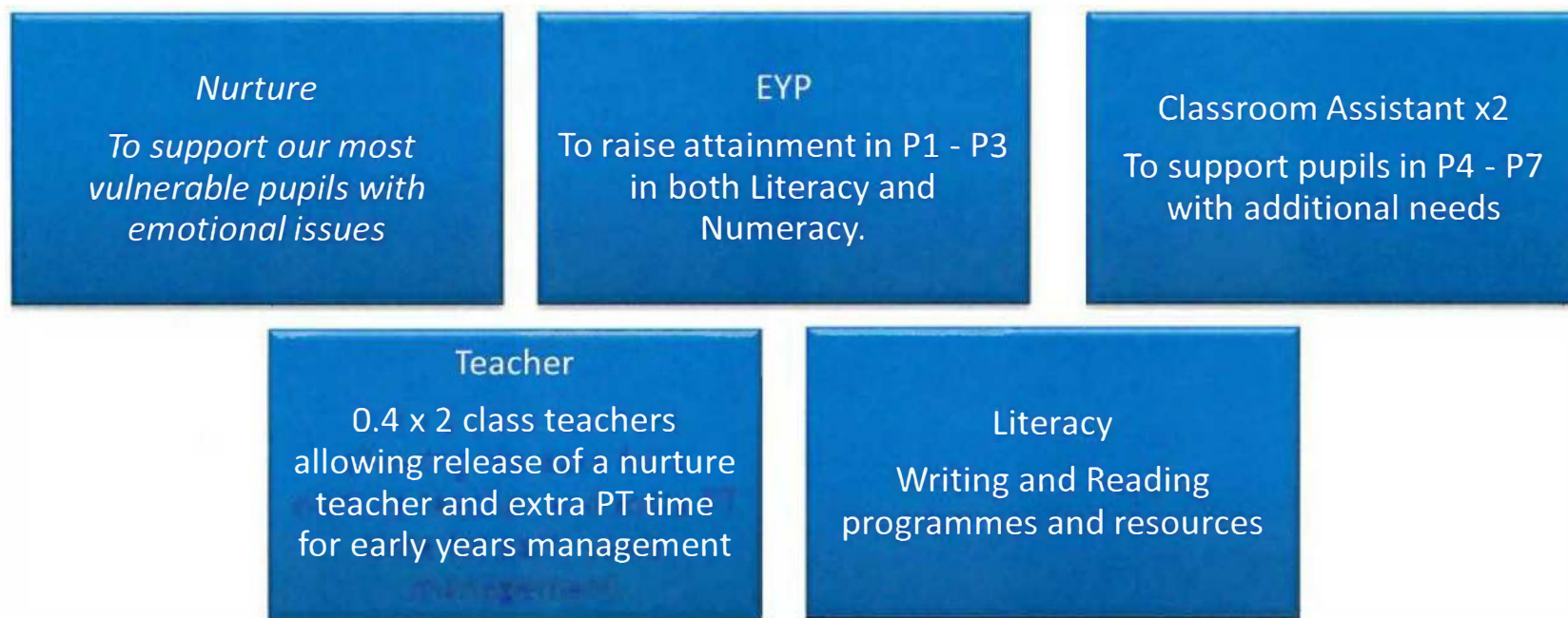
Help with funding for Family Learning Worker activities e.g. Monday homework and outdoor activities club and Partnership Parents Scotland Project.

Home-Link Worker will provide support for SIMD 1&2 pupils in school and at home.

Assistive resources to improve attainment in numeracy and literacy e.g Rapid Readers, Clicker 7, 5 Minute Boxes

## Strategic Plan 2018-19: Moorpark Primary

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:





## Strategic Plan 2018-19: Pennyburn PS

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Employ a class teacher to work with small groups of children (P4-7) identified by the teacher, who are almost on target within literacy and numeracy in short bursts of targeted support*

Employ 2 Early Years Practitioners to train and implement Talkboost for 2 x 10 week input throughout the school (children will be identified and a baseline taken) CT & EYP

Allocate 0.6 CT to be trained in Reading Recovery. Children will be identified through a baseline assessment and then a 16 week intervention will be implemented. This will raise attainment in P2 reading

Employ a CA to work with the Family Learning Team to support families to engage with their child's learning. Families of children who live in SIMD 1 & 2 will be targeted. This will address some of the issues associated with the poverty gap

Revise SMT structure to have 2 PTs. This will help with the management of PEF resources and monitor the progress and improvement brought about by the other initiatives

## Strategic Plan 2018-19: SKELMORLIE PRIMARY AND EARLY YEARS CLASS

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

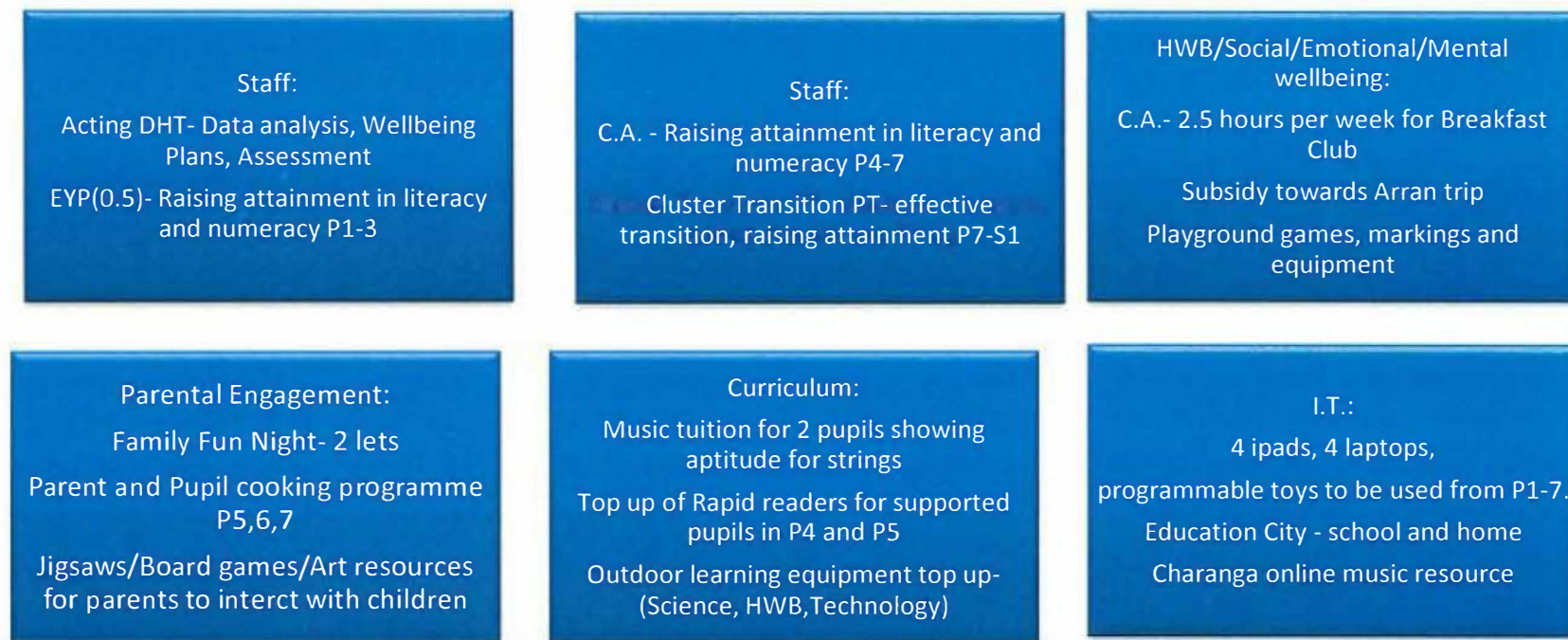
Funding will be used to purchase new reading materials, dictionaries and other literacy resources to support writing and help raise attainment across all areas of literacy

Identified resources outlined by PLA maths strategy group will be purchased to support numeracy , active learning, mental agility and problem solving to help raise attainment in numeracy and mathematics

Promethian board to be purchased for a classroom to support delivery of high quality lessons and interactive learning experiences

## Strategic Plan 2018-19: Springside Primary and Early Years Class

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:



## Strategic Plan 2018-19: [Stanecastle School]

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Makaton Training for 15 staff/ 2 in-service days/communication with pupils in Stanecastle then moving towards merge

Play Therapist/targeted support for specific pupils/allow children to express and communicate their feelings through play

Mindfulness/mental health training/all pupils/give pupils a better understanding how to support their own mental health and wellbeing

Capall Dorcha theatre workshops/Senior Phase/developing C & YP opportunities to express themselves through expressive arts



## Strategic Plan 2018-19: Stanley Primary School and Early Years Class

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Continue to employ 2 current Acting PT's for 1 day each/week to assist with tracking of attainment and development work in Literacy and Numeracy.*

Employ 4 EYP's to work with P1 and P2 children to raise attainment in Literacy and Numeracy.

Train a teacher in Reading Recovery techniques to improve children's attainment in Literacy.

Continue to employ 3 Classroom Assistants, currently permanent on extended hours to run the Breakfast Club and improve pupils Health and wellbeing.

Employ 2.6 FTE teachers and 3 Classroom Assistants to work with identified groups of children to raise attainment in Literacy .

Install an all weather outdoor gym to improve children's Health and wellbeing.

Purchase a mobile library and replenish the stock to encourage and promote literacy.

Fund a forest schools initiative, P1-3, Skiing for P4-5, Sailing for P6 and Arran Residential trip for P7. This will improve children's Health and wellbeing.



## Strategic Plan 2018-19: St. Anthony's Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Reading Recovery

Literacy and  
Numeracy Teacher

Classroom Assistant  
to support Nurture

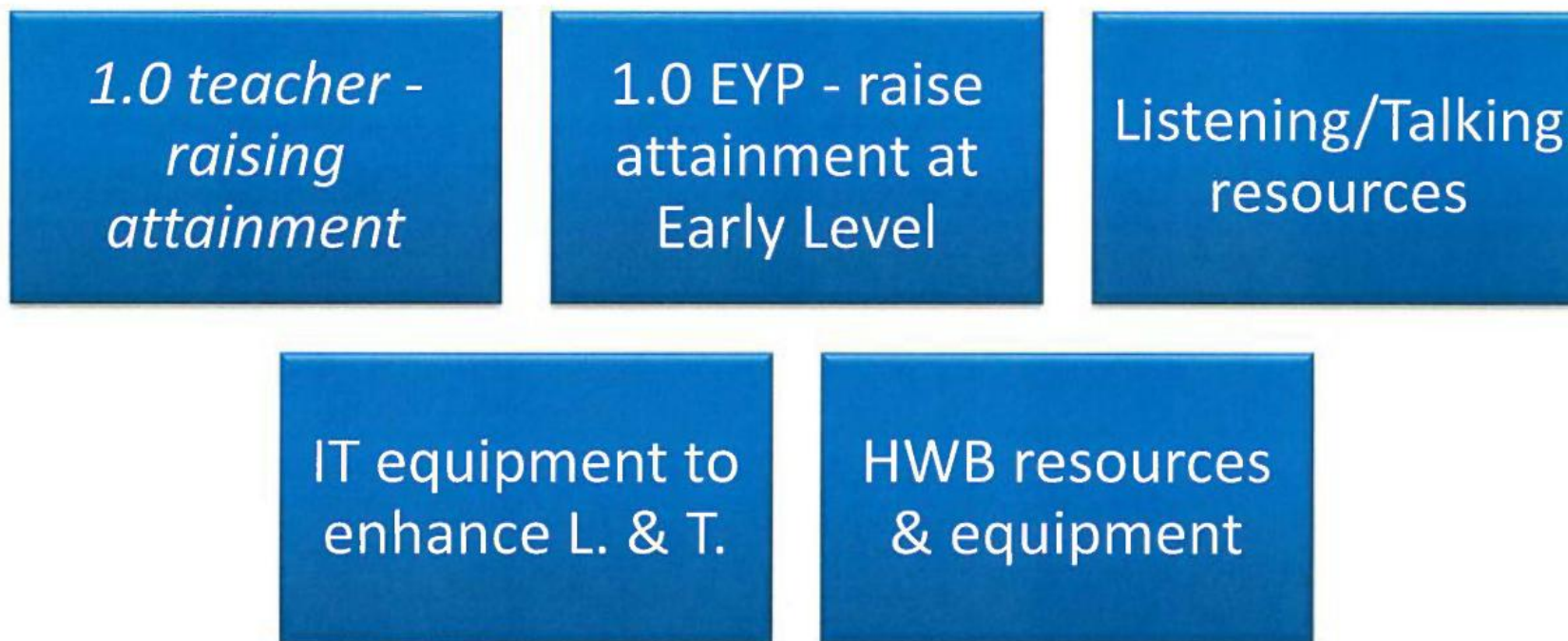
Centre Stage/ Growth  
Mindset

Health and Wellbeing

Texthelp to help  
learners with literacy  
difficulties

EYP to support Talking  
and Listening

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:



## Strategic Plan 2018-19: ST JOHN'S PRIMARY & EARLY YEARS CLASS

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Reading Recovery to raise attainment in literacy with targeted children in P2

New reading scheme and resources to engage all learners and raise attainment in reading particularly with boys

2 Classroom Assistants to support Literacy, Numeracy & mental Health & wellbeing

Introduce Texthelp app to support Dyslexic learners

Growth Mindset and Visible Learning to improve quality of learning and teaching and engagement of children in their learning



## Strategic Plan 2018-19: St John Ogilvie Primary and Early Years

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

### **SCHOOL PRIORITY 1: Literacy**

*Active comprehension and spelling resources for P3-P7 stages.*

*Implement specific resources with dyslexic pupils to develop spelling strategies at P3 - P7 stages.*

*Effective software to enhance 1+2 at all stages.*

*Implement Talk Boost KS1 and KS2 'ICAN Toolkits' with small groups of children at all stages to support their learning in literacy.*

*Classroom Assistants to develop literacy skills.*

### **SCHOOL PRIORITY 2: Numeracy**

*Implement specific resources from Number Box with targeted pupils to develop numeracy skills at all stages.*

*Individual Numeracy Box for targeted P3-P7 pupils to develop numeracy skills.*

*Classroom Assistants to develop numeracy skills.*

### **SCHOOL PRIORITY 3: Visible Learning**

*Effective CLPL input from Dr John Paul Fitzpatrick on Growth Mindset incorporating Visible Learning at cluster and individual school level to help embed these areas at all stages.*

### **SCHOOL PRIORITY 4: Early Years**

*Implement Talk Boost KS1 'I CAN Toolkit' with small groups of children to support their learning in literacy at early level.*

*Makaton training to support the development of communication for specific children at early level.*

### **SCHOOL PRIORITY 5: HWB**

*Implement new resources to develop specific aspects of HWB at all stages.*

*STAR Room will assist targeted children in developing emotional wellbeing.*

*Application for RRS Silver Award as a result of all children developing a deeper understanding of their rights.*

## Strategic Plan 2018-19: St Luke's

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*ASN teacher to support individual children or groups with learner's needs*

*Classroom Assistant to assist supporting learner's needs*

*Mindfulness to enable children to cope with anxiety and build resilience*

*Mindfulness opportunities for parents to complete modules in mindfulness to support themselves and their children at home*

*Read and Write ICT programme purchased to support learner needs*



## Strategic Plan 2018-19: ST. MARK'S PRIMARY SCHOOL AND EARLY YEARS CLASS

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

### EMPLOY EARLY YEARS PRACTITIONER TO WORK WITHIN NURTURE CLASS - £8,000

Fund difference between employing classroom assistant and an early years practitioner to facilitate continuity from last year by maintaining same personnel who have already established relationships with children. Provide nurturing environment and activities for 3 groups of children to improve their capacity and ability to learn.

### EMPLOY TEACHER TO RAISE ATTAINMENT IN LITERACY AND NUMERACY - £30,154

Support individuals and small groups of children especially those living in deciles 1 and 2 to improve literacy and numeracy skills by targeting children and specific aspects of the reading, writing and numeracy curriculum.

### EMPLOY 2 CLASSROOM ASSISTANTS TO RAISE ATTAINMENT IN LITERACY AND NUMERACY - £22,000

Support individuals and small groups of children in primary 1,2 and 3 especially those living in deciles 1 and 2 to improve literacy and numeracy skills by targeting children and specific aspects of the reading, writing and numeracy curriculum.

### PURCHASE PROGRAMME OF COUNSELLING SUPPORT PROVIDED BY PLACE2BE - £30,000

Improve mental health and wellbeing of individual pupils and relationships between pupils to build a positive mindset and enable better learning. Support also provided for staff and parents. Individual consultations and group meetings available for pupils.

### PAY DEPOSIT FOR ALL PRIMARY 7 PUPILS TO ATTEND ARRAN OUTDOOR CENTRE RESIDENTIAL EXPERIENCE AND HELP FUND VISIT FOR ANY PUPILS UNABLE TO DO SO THEMSELVES - £2,000

Pupils will benefit from a healthy, active lifestyle during his residential experience and will participate in activities which will promote life skills and build confidence and self-esteem.

### PURCHASE RESOURCES TO EQUIP DYSLLEXIA FRIENDLY CLASSROOMS £600

Pupils have access to resources which reduce barriers to learning and make it easier for them to achieve.

### RIGHT RESPECTING SCHOOL ACCREDITATION COSTS £600



## Strategic Plan 2018-19: St. Mary's Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*The plan for 2018/19 is to spend PEF on 2 days PT to continue to enhance attainment in maths/numeracy.*

Only by having this teaching flexibility can we continue high quality small group work to ensure we are closing the attainment gap.

We will also have a specific focus on dyscalculia and identify children in need of individualised programme based on current research.



*0.4 Teacher*

27.5 hours  
Classroom Assistant

The 0.4 teacher will deliver a Reading Recovery type intervention for pupils identified in Primary 2 and early Primary 3 with specific difficulties in literacy.

The Classroom Assistant will support children in Primary 1 and Primary 2 and deliver the 'Talk Boost' intervention to pupils with speech and language difficulties.

## Strategic Plan 2018-19: St. Peter's Primary School

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*The snug nurturing space staffed by an EYC practitioner.*

Additional Principal Teacher (top up of class teacher and management time) to lead Visible Learning.

Teacher to develop the teaching of numeracy across the school. (Term 1 only)

## Strategic Plan 2018-19: St Winning's PS

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

### Closing the learning Gap – Focused Intervention

Two classroom assistants trained in Reading Recovery/ phonics, writing and numeracy

1. Accelerated learning for targeted children (SMID 1 & 2, & children).
2. Pupil Progress meetings between class teacher and class assistant and Fri 9 -10 am
3. Training for C A from Irene Halbert at PLA in numeracy literacy & in-house Nurture training by Mary Hector.

S I P - Priority 1 & 2

### Developing Emotional Resilience – A Triangulated Approach

1. Onside Ayrshire - project working with specific group of children (ACE)
  - building resilience
  - developing 'new self talk'
  - setting and achieving goals
  - building better relationships
  - increased family capacity and cohesion
2. Weekly pm sessions for all children and families
3. 2 X full day parent and carer workshops to further engage and build capacity for this work to be continued at home .
4. Staff in-service from Onside Ayrshire to further up skill staff

### Closing the learning Gap – Text Help Dyslexia

To further develop our work on reading our cluster schools will each purchase Text and Read

1. Purchase this new software after cluster Head teachers are shown demonstration/training
2. All staff will be trained in the usage of this scheme
3. Identified children will be trained in how to use Text Help to aid fluency and comprehension
4. Workshop for parents/carers to further engage with children's reading
5. Evaluate effectiveness and other training needs

S I P - Priority 1 & 3





## Strategic Plan 2018-19: Winton Primary School and EYC

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Principal Teacher of Raising Attainment will support the teaching of Literacy and Numeracy in P3, P4 and P5.

Principal Teacher of Raising Attainment will support teachers with data analysis to inform practice.

Teacher will deliver Reading Recovery Programme to identified children in Primary 2 in conjunction with NAC's PLA

Early Years Practitioner will support Early Intervention for identified children in Primary 2 during Term 1

Early Years Practitioner will support Early Intervention in Primary 1 across the session

Classroom Assistant will deliver targeted support in Literacy and Numeracy for identified children in infant department (5 minute literacy and numeracy boxes)

A new reading scheme will be purchased to support the teaching of Phonics across the infant department

The school will work with 'Village Storytelling' to deliver a year long programme across all stages which will support the development of imagination, communication, language, wellbeing and social enterprise.

All teaching staff and classroom assistants will undertake MAKATON Training (Level 1) in conjunction with Speech and Language Therapists

Parents will be offered MAKATON training (Level 1) by Speech and Language Therapists

The Breakfast Club's opening times will be extended to support parents into employment and also support the development of Literacy and Numeracy skills within the sessions

The Family Learning Worker will be funded to deliver a 'CAN' (Cheap and Nutritious) cooking course to parents and children.

## Strategic Plan 2018-19: West Kilbride Primary and Early Years Class

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Provide targeted  
support to  
identified learners.

*Cooperative  
Learning Training*

Accelerated  
Reading P6&7

Wellbeing Support  
from Quarriers

Additional Support  
Needs PT and  
admin



## Strategic Plan 2018-19: Whitehirst Park Primary

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*Resources to develop high quality early level learning environment- indoor and outdoor*

*Resources to support closing the gap in Literacy and Numeracy*

*ICT Resources to support closing the gap in Literacy and Numeracy*

*Family Learning Worker to support universal and targeted family learning programmes*

*Afternoon Nurture Provision provided by Family Learning Worker*

## Strategic Plan 2018-19: Woodlands Primary and Early Years Class

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Raising attainment  
through targeted  
teaching in reading  
recovery

Providing extra  
support for SfL pupils  
through CAs and  
additional SfL teacher.

Acting DHT to provide  
support for raising  
attainment and child  
protection.

CAs to staff after  
school library  
/homework clubs

Parental engagement  
through Family  
Learning team events

Literacy resources  
purchased for spelling  
and reading



## **Education and Youth Employment**

### **Secondary Schools SIP Extracts for PEF**

## Strategic Plan 2018-19: Ardrossan Academy

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*DHT in charge of PEF  
strategy **and**  
implementation*

*Campus Police Officer*

*PT posts - Family  
learning, DYW, Data  
coach, Learning and  
teaching and mental  
health*

*Literacy, numeracy and  
health and wellbeing  
**strategies***

*Attendance  
improvement - **Area  
Inclusion Worker***

## **Strategic Plan 2018-19: Arran High School**

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

**Develop the capacity of teaching by implementing Accelerated Reader programme across primary schools and in Arran High School, with a focus upon those with greatest need.**

**Develop the capacity of our staff by focussing upon using research evidence and data to inform teaching.**



## Strategic Plan 2018-19: Auchenharvie Academy

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Improve the effectiveness of literacy and numeracy interventions through ever-more robust tracking and monitoring and data analysis and enhanced staffing.

Create Literacy and Numeracy Intervention groups to raise learners' attainment and to work towards closing any poverty-related attainment gaps. Supported by enhanced staffing.

Improve Health and Wellbeing through pro-active interventions and through clubs and extra-curricular activities supported by staff.

Enhance our work with parents and carers through Family Learning programmes lead by our PT Family Learning.

Poverty proof our curriculum and tackle the cost of the school day.

Support learners into positive pathways and destinations by supporting DYW Initiatives.

## Strategic Plan 2018-19: Garnock Community Campus (Secondary, Primary & Early Years)

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Targeted Teacher & Classroom Assistant Support - Our most vulnerable pupils will receive targeted support to improve attainment in literacy and numeracy. Additional staffing in Maths

Leadership role - Enhanced Principal Teacher role will lead to the successful implementation and ongoing evaluation of PEF spending. PT Skills Leadership to promote opportunities across secondary.

Literacy - Clicker 7 and IDL resources purchased to support children who are not yet on track in literacy across campus

Literacy - Reading Resources purchased to improve attainment in P4-7 and to support struggling readers in P1-3. Whole campus writing resource will be purchased to raise attainment for all children at all stages. Additional staffing in English.

HWB - Develop the outdoor space to improve physical and mental wellbeing for all children. Provide outdoor learning for PEF Targeted Pupils to support wellbeing and achievement.

Nurture - Employ an additional classroom assistant to allow us to maintain our enhanced nurture provision. Employ campus Police Officer to support all pupils.

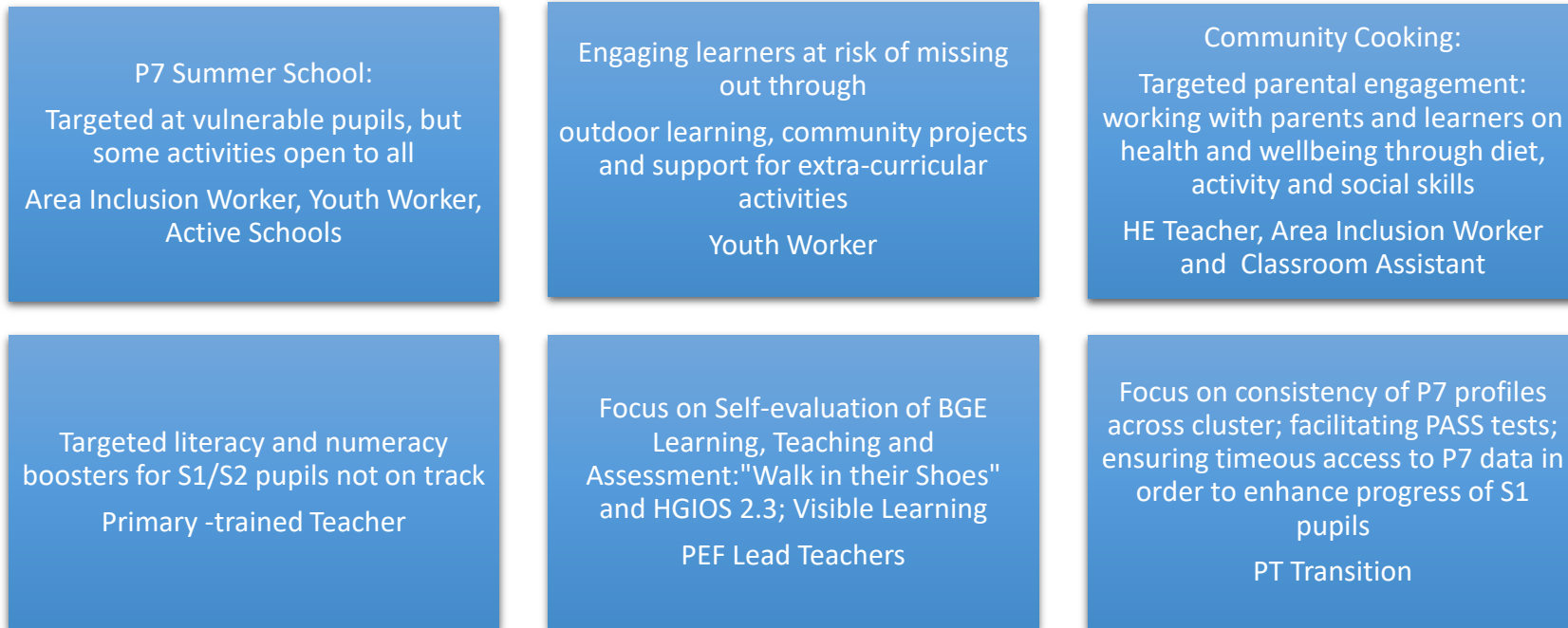
Canine-Coaching for targeted pupils to focus on aspirations.

Nurture - Significantly develop the sensory room to aid de-escalation and to improve emotional and mental wellbeing. Roots to Empathy for P5.

Nurture - Peer mediator training provided to P6 and P5 children to foster a positive ethos in the playground

## Strategic Plan 2018-19: Greenwood Academy

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:



## Strategic Plan 2018-19: Irvine Royal Academy

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

Appointment of  
additional staffing  
for specific  
interventions

Forensic analysis  
of key statistics:  
knowing our gaps

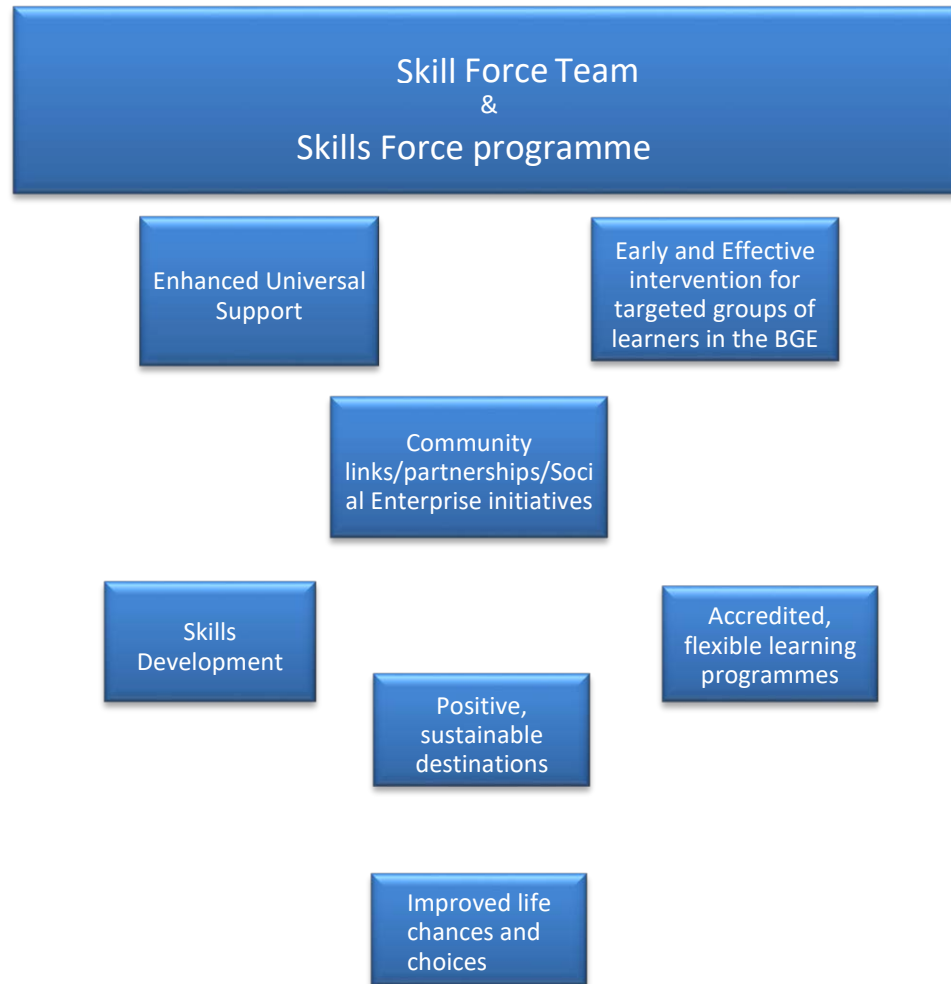
Leadership  
Development

Reading Recovery  
&  
Maths/Numeracy  
interventions

Relentless focus on  
Learning and  
Teaching

## Strategic Plan 2018-19: Kilwinning Academy

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:





## Strategic Plan 2018-19: LARGS ACADEMY

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

### **1. Improvement in attainment, particularly in literacy and numeracy**

ShowMyHomework; Supported Study; Peer Assisted Learning; Study weekends.

#### **Literacy:**

Reading Recovery programme and English boost group; Accelerated Reader.

#### **Numeracy:**

Maths boost group.

### **2. Closing the attainment gap between the most and least disadvantaged children:**

Use of data to inform improvement; Focus on Feedback Programme; Recruitment of Youth Worker, Nurture Teacher and Nurture Classroom Assistant.

### **3. Improvement in children and young people's health and wellbeing:**

Mentor Programme; Attendance Focus; Restorative practice; Relationships Policy; RRS Group.

#### **Health and Wellbeing continued:**

Anti-Bullying Policy; Mental Health Strategy; Nurture Group; WRAP; PIP; HWB Group.

### **4. Improvement in employability skills and sustained, positive school-leaver destinations for all young people:**

DYW strategies; Recognising Wider Achievement; Curriculum design; College Partnership.

## Strategic Plan 2018-19: Saint Matthew's Academy

Here is an overview of how we intend to use our Pupil Equity Funding to support improvement:

*We will secure additional staffing to focus on Literacy & Numeracy.*

*We will facilitate the role of Campus Police Officer*

*We will continue to provide SNAG breakfast club*

*We will secure additional staffing and resources to focus on Family Engagement.*

*We will enable staff to access funding for enrichment experiences for targeted young people.*

*We will secure additional staffing to focus on Pupil Support.*

*We will target those pupils who meet the criteria for Pupil Equity Funding and other individual pupils who may benefit.*

## APPENDIX 3 - Pupil Equity Fund Impact Summary Extracts 2018-19

### ARDEER PRIMARY SCHOOL

How has the Pupil Equity Fund improved the experiences and outcomes of our learners in 2018-19?

<b>OBJECTIVE</b>	Raise expectations and experiences in reading P1-7 by implementing new resources and embedding methodology.
Total amount spent in this area	<ul style="list-style-type: none"> <li>£15,517.89 purchasing Collins Big Cat reading scheme across P1-P7.</li> </ul>
Focus on short/medium/long term outcomes. What was the intended impact of this intervention?	<b>3.2 Raising Attainment and achievement</b> <ul style="list-style-type: none"> <li>Increased enjoyment, confidence and engagement in reading activities for all pupils</li> <li>Pupils will have access to a range of new stimulating learning resources.</li> <li>Raised achievement and attainment in reading.</li> </ul>
What has improved/changed for the target group? What difference did PEF make?	<ul style="list-style-type: none"> <li>The new reading material has provided stimulating books across the stages which interest, engage and challenge our learners. We have been able to implement Strathclyde Higher Order Thinking Skills (SHORS) approaches across P4-7.</li> </ul>
How do you know this? What does the evidence show?	<ul style="list-style-type: none"> <li>Attainment results in reading at early and second level have increased significantly. Results at first level are fair considering the specific challenges and individual needs within this class.</li> </ul>
How did you evaluate the intervention?	<ul style="list-style-type: none"> <li>Pupil learning conversations and feedback from all stages has shown that the children are enjoying the new material. Some comment that the books are more challenging, others prefer the range of books, some of our boys are liking the vast range of non-fiction material.</li> <li>Attainment at each stage is reviewed, tracked and discussed.</li> </ul>
In what ways is this supporting you to reduce the poverty-related attainment gap?	<ul style="list-style-type: none"> <li>This investment has allowed us to provide new and exciting books for all children and raise attainment for all.</li> </ul>
Next Steps	Monitor and track pace and challenge at each stage.

<b>OBJECTIVE</b>	Develop personal achievement in maths and numeracy across P1-7 using new approaches to learning.
Total amount spent in this area	<ul style="list-style-type: none"> <li>£2,694.50</li> </ul>
Focus on short/medium/long term outcomes. What was the intended impact of this intervention?	<b>3.2 Raising Attainment and achievement</b> <ul style="list-style-type: none"> <li>Introduce 'Big Maths Beat That' to support mental maths skills.</li> <li>Pupils will be more able and confident at the core numerical skills.</li> </ul>
What has improved/changed for the target group? What difference did PEF make?	<ul style="list-style-type: none"> <li>PEF allowed us to purchase a licence to have access to a range of support materials in mental maths to support learning.</li> <li>Two members of staff have had training on 'Big Maths' and are leading a working party to implement change.</li> <li>Our target children responded very well to the new approaches and were driven to improve their results.</li> </ul>
How do you know this? What does the evidence show?	<ul style="list-style-type: none"> <li>Our target group are now more confident and are consistently attaining better results.</li> <li>Progress was tracked carefully for each child, recorded, monitored and discussed at planning and tracking meetings.</li> </ul>
How did you evaluate the intervention?	<ul style="list-style-type: none"> <li>Pupil voice was built into all sessions and feedback was very positive.</li> <li>Assessment data along with evaluative comments from teachers have shown that for those who have been involved in the intervention there has been significant value added.</li> </ul>
In what ways is this supporting you to reduce the poverty-related attainment gap?	<ul style="list-style-type: none"> <li>Big maths beat that has allowed us to target groups of children who with some additional support can progress forward in the development of numeracy skills.</li> <li>Our target groups consist mainly of pupils in SIMD 1 and 2, however, our interventions are focussed on raising attainment for all and as a result our approach is universal.</li> </ul>
Next Steps	Trained staff will deliver CPD to the rest of the school team and we will develop these approaches across all stages.

## ST MARK'S PRIMARY SCHOOL

OBJECTIVE	Raise Attainment in Literacy and Numeracy		
Outcomes	<ul style="list-style-type: none"> <li>Targeted intervention in literacy and numeracy in P1 and P2/1</li> <li>Targeted intervention to develop HWB, leadership and resilience in P4-P7</li> </ul>		
Approach	Recruitment of three additional full time classroom assistants to lead targeted literacy, numeracy and health & wellbeing interventions.		
Results	<p><b><u>2 classroom assistants assigned to early level (P1 – P3)</u></b></p> <ul style="list-style-type: none"> <li>93% of P1 have achieved a Band 4 or higher in recent literacy Scottish National Standardised Assessments (SNSA) (30% Band 6+, 41% Band 5, 22% Band 4)</li> <li>92% of P1 have achieved a Band 4 or higher in recent numeracy SNSA (48% Band 6+, 37% Band 5, 7% Band 4)</li> <li>Staff have been trained in Makaton, which will be rolled out across the school, to enhance approaches to support young people with identified communication difficulties</li> <li>Development of speech and language therapy strategies to support children with specific communication difficulties which has increased access and engagement with the curriculum</li> </ul> <p><b><u>1 classroom assistant assigned to upper stage (P4 – P7)</u></b></p> <ul style="list-style-type: none"> <li>Enable the school to run a Young Sports Leaders programme to increase leadership within P7 pupils</li> <li>Support for pupils with specific social/emotional difficulties to improve resilience</li> </ul>		
Evaluations	<ul style="list-style-type: none"> <li>Classroom assistants have worked in conjunction with class teachers and the School Management Team to evaluate the effectiveness of interventions</li> <li>Speech and Language Therapy progress is meticulously documented in order to measure progress and plan next steps</li> <li>Interventions have been evaluated at departmental, staff and attainment meetings with staff involved in the programmes</li> </ul>		
Outcome	<p><b><u>2 classroom assistants assigned to early level (P1 – P3)</u></b></p> <ul style="list-style-type: none"> <li>Raised attainment in P1 literacy and numeracy during the second half of the year with school results above the national average based using the virtual comparator BGE Improvement Tool.</li> </ul> <p><b><u>1 classroom assistant assigned to upper stage (P4 – P7)</u></b></p> <ul style="list-style-type: none"> <li>Anecdotal evidence indicates targeted children have more calm and focused time in class engaging with the curriculum and less frequent escalations. This supports better engagement with the curriculum and supports raised attainment.</li> <li>Children in P3 benefitted from an increase in skills due experiences provided by P7 sports leaders. This has added to the positive ethos of the school and developed more confident individuals and effective contributors aligned to the principles of Curriculum for Excellence.</li> </ul>		
Summary: <b><i>Progress made and a key part of on-going strategy to reduced attainment gap.</i></b>		2018/2019 Funding	£46,000
		=	
		2019/2020 Funding	Continue
		=	

## AUCHENHARVIE ACADEMY

**OBJECTIVE:** *Improve Health and Wellbeing through pro-active interventions and through clubs and extra-curricular activities supported by staff*

### Approach and Intended Impact

As a school we are acutely aware of the socio-economic and wellbeing issues that can present as barriers to the attainment and achievement of our learners. This has led to us prioritising pro-active and responsive approaches to interventions to support learners via additional resourcing and capacity. We have benefited from the services of a Campus Police Officer, further enhance Nurture support, the funding of supported study sessions and the funding of a small number of additional activities clubs, including 'Girls Make Your Move', a Gaming Club and an enterprise group.

**Total Spend: £32,242.52**

### Evaluation

- Our new Campus Police Officer (CPO) has made an immediate and tangible contribution to the work and life of the school. Positive staff and parental feedback have highlighted that our CPO prioritises the wellbeing of young people. The school have benefited from our CPO's focus on engaging with our young people in relation to diversionary activities. In addition, our CPO has already developed, and in places implemented, extensive plans for involvement in the curriculum, namely with regards to Modern Studies and Developing the Young Workforce (DYW).
- Additional funding for Nurture has made a positive contribution to existing provision and has supported learners to develop interpersonal skills beyond their groups and the school, as demonstrated from staff feedback.
- Wellbeing clubs were limited this session due to a prioritised need to fund supported-study activities. The provision of supported study sessions has increased opportunities for learners to receive bespoke support across the curriculum. The school have recently begun a 'Technical Enterprise Group' to encourage learner participation and this has already contributed to work around developing our House System ethos.

### Next Steps

- We will continue to part-fund our CPO into next session due to the excellent level of service the current CPO provides and the additional benefits they will bring to aspects of the curriculum.
- Nurture will continue to be supported with a budget for basic resources and supplies.
- Moving forward, a targeted approach to monitoring participation will be implemented to ensure a strategic approach to supporting evaluating impact of participation in any PEF supported clubs.

**OBJECTIVE:** *Enhance our work with parents and carers through Family Learning programmes lead by our PT Family Learning.*

### Approach and Intended Impact

Engaging families and supporting learning through working with parents and carers has been a significant aspect of our work supported by PEF. Our approach has blended universal and targeted approaches to improving engagement, supporting families and subsequently improving outcomes for learners. Our approach has been driven forward by our Principal Teacher of Family Learning (0.6fte), additional funding for our Area Inclusion Worker and resourcing to support parental activities.

**Total Spend: £14,787.18**

### Evaluation

- Impact statements and pre- & post- questionnaires from Parents In Partnership (PIP) cohorts continue to highlight a positive impact in relation to parental engagement and confidence. In addition, further positive impact is highlighted through some parents achievement of SQA accredited learning; 100% attendance at parents' evenings from the targeted parent group; and targeted parents involved in further education and/or employment following participation in the PIP programme.
- Universal approaches to parental engagement remains an area of focus and the school are building on this by trialling inserts to parents' evenings and distribution of study cards.

### Next Steps



- Family learning will continue next session through PEF and there will be an additional focus on using tracking and monitoring data to shape the design of the programme for parents with enhanced links to impact on literacy, numeracy and health and wellbeing outcomes for young people.
- Universal approaches to increasing and improving parental engagement are embedded in our School Improvement Plan (SIP) for next session and will focus on a modifying the format of parents' evening and enhancing the use of digital technology to support home learning.

**OBJECTIVE:** *Poverty proof our curriculum and tackle the cost of the school day.*

### Approach and Intended Impact

As a school we are dedicated to providing an equitable learning environment and as a result PEF was allocated to raise aspirations and mitigate against the potentially negative impact of learners' socio-economic context. This has centred on ensuring access to resources to support learning at school and at home across the curriculum, including: curriculum-related excursions, celebrating success events, access to uniform and any other resources required for full participation.

**Total Spend: £15,725.05**

### Evaluation

- Professional dialogue with staff, particularly those planning trips and events, has led to a deeper understanding of more inclusive approaches towards mitigating the cost of the school day.
- Evidence from self-evaluation activities, including Faculty Health Checks of Science and Health and Wellbeing, demonstrates effective approaches to poverty-proofing and ensuring all learners can participate. This has included approaches include: creation of electronic resources to support home learning; cost-absorption and reduction in Home Economics; and sensitive approaches to supplying kit in Physical Education. Moreover, staff have been encouraged to think creatively about accessing alternative funding to ensure equity and poverty-proof our curriculum. Additional funding has been secured from Historic Environment Scotland for transport and the Duke of Edinburgh.
- Based on a sample survey of parents, the school has continued to provide a good amount of notice on upcoming costs associated with school trips or activities.
- There has been an increase in participation and positive pupil feedback from a range of curricular and social events, including: theatre experiences to enrich the English and Drama curriculum. Funding has also supported celebrating success events to support the school's approach to Positive Relationships.
- PEF support has also enabled learners to access learning experiences that have further enriched their education, including summer schools.

### Next Steps

- Following a curriculum activities audit, the school will continue to support curricular events and excursions with a revised participation and activity tracking system. This will allow the school to more strategically identify and target any identified gaps in activity participation from pupils experiencing poverty.

## WHITEHIRST PARK PRIMARY SCHOOL

**INTERVENTION:** *Resources to develop high quality early level learning environment – indoor and outdoor*

**Approx. total spend:** £ 7414.58

**Objective:** To provide a high-quality learning environment to engage all pupils.

**Impact on target group:** Attainment in current P1 cohort is very good. 100% of Primary 1 Pupils are on track or ahead in Literacy and Numeracy. 51% of the cohort are in the top 5% of Scottish National Standardised Assessment (SNSA) Literacy and 72% are in the top 5% for Numeracy.

**Evidence:** Class Quality Assurance visits and staff evaluation reveal high levels of engagement within this cohort.

**Evaluation:** The early level learning environment is improved and will continue to be developed in Session 2019-20.

**Impact on reducing the poverty-related attainment gap:** 5/10 of Primary 1 pupils in SIMD 1 and 2 are ahead and 5/10 are on track in Literacy and Numeracy. 3/10 pupils are in the Average Band for Literacy and Numeracy SNSA.

**Next Steps:** Embed use of resources. The resources were a one off purchase to enhance the learning environment. Outdoor Learning is an Improvement Priority for Session 2019-20 and the resources purchased will continue to embed Outdoor Learning in our Early Years Curriculum.

**INTERVENTION:** *Resources and staffing to support closing the gap in Literacy and Numeracy*

**Approx. total spend:** £3544.23 (resources) £ 7000 (classroom assistant)

**Objective:** To reduce the attainment gap in Literacy and Numeracy

**Impact on target group:** Pupils who are not on track from P2-7 have had access to targeted support from classroom assistant and pupil support teacher using Toe by Toe, Nessy, IDL and 5 minute box. 46/60 (76.6%) of identified pupils have made progress across a level in literacy.

Additional evidence, provided below, highlights all pupils as having made progress in their learning.

**Evidence:** A range of assessments were completed including: New Group Reading Test; Progress Test English; Progress Test Maths; Baseline Writing; and Pupil Attitude to Self and School. Attainment was tracked and impact statements or progress updates were recorded by classroom assistants on the effectiveness of interventions.

**Evaluation:** The resources and intervention supported by the pupil support teacher and classroom assistant, alongside work in class, are having a positive impact on pupil literacy attainment. Next session the focus will be on numeracy.

**Impact on reducing the poverty-related attainment gap:** Of the 36 pupils in SIMD 1 and 2, 12 are not on yet on track. However, 8/12 of these pupils (66.7%) have made progress across a level in literacy.

**Next Steps:** Embed the use of resources with a greater focus on numeracy in the 2019-20 academic year.



## **APPENDIX 4**

# **PUPIL EQUITY FUND IN NORTH AYRSHIRE**

Sample Case Studies (November 2019)

## **Annick Primary School – PEF intervention case study**

### **P1 Literacy Intervention – Developing Early writing skills**

Annick Primary School has used most of their PEF budget on two Early Years' Practitioners costing approximately £64,000 per year. The Early Years Practitioners provide targeted support to P1-3 pupils experiencing difficulties in literacy, numeracy and health and wellbeing with a clear focus on closing the attainment gap through early intervention. The Early Years Practitioners were initially recruited to support interventions in Primary 1 and provide a range of interventions to support class work as well as parental engagement.

The school has developed an approach to ensure pupils with greatest need are identified and enhanced support can be put in place to raise attainment. Targeted pupils receive an enriched learning experience and are encouraged to take part in the range of after school clubs with a guaranteed place should they wish to attend. This approach ensures a greater focus on closing the poverty related attainment gap.

Initially the decision was made to use our Early Years Practitioners to support our new Primary 1s to reduce the attainment gap through early intervention. In session 2018-19, the school were able to access interventions from the Professional Learning Academy (PLA) and a range of PLA twilight sessions delivered to teaching staff and Early Years Practitioners. The focus was on guided reading and talk for writing. The talk for writing intervention took place with P4 classes and the Story Grammar programme with P1 pupils.

The Story Grammar intervention focused on looking at the same traditional tale; Goldilocks and the Three Bears over the course of six sessions. Pupils began by listening to the story and completed a variety of activities which encouraged the retelling of the story. It was important that the intervention was sustainable and able to be replicated by the Early Years Practitioners. Following the Professional Learning Academy intervention, the Early Years Practitioners replicated the process using a different traditional tale with a focus on targeted children identified by class teachers. This was also extended to identified children in P2 and P3 to help them develop their ability to sequence a story.

The Primary 1 teachers, who were supported by the Early Years Practitioners, introduced the concept of story mapping as a way to plan writing activities. The knowledge and understanding gained from the Story Grammar intervention allows children to develop their writing, listening and talking skills at an appropriate level.

Significant improvements in P1 writing are shown in the table below which captures teacher judgement of pupils expected to achieve expected Curriculum for Excellence levels before and after the programme.

<b>Literacy component</b>	<b>% of pupils projected to achieve expected Curriculum for Excellence level</b>	<b>% of pupils who achieved expected Curriculum for Excellence level</b>
Listening & talking	93%	96%
Reading	98%	96%
Writing	78%	89%

The school plans to continue to use the Story Grammar intervention early in Primary 1 to support all learners develop the skills for early writing with a key focus on structuring a story. Early years practitioners will also use this as an intervention to support P2 pupils who are not on track to achieve expected levels in their writing.



## **Cumrae Primary School – PEF intervention case study**

**Intervention name:** Increasing learning and engagement through our local environment

**Target group:** Primary 6/7 initially leading to whole school involvement, partners and the local community

**Theme:** Leading learning & sustainability

### **Intended Outcomes:**

- To develop self-esteem, confidence, creativity and a positive disposition for learning
- To provide opportunities for children to take risks, cooperate, improve resilience make choices and initiate their own learning
- To help children understand, appreciate and care for their natural environment and unique rural island community
- To enable children to play an active role in their unique island community and have the opportunity to take on purposeful leadership roles which have a positive impact on the island and its future

**PEF Spend** – approx. £2,000

### **PEF enabled the school to:**

- Buy in an instructor to train one staff member in Forest Schools principles and methodology over a six-week period with the P6/7 class.
- Buy suitable clothing for participants who did not have any.
- Buy equipment including poly tunnels, fire lighting equipment & gardening equipment.

### **Impact:**

- The class were fully involved in planning experiences, participating in activities, writing risk assessments and evaluating the successes of the sessions. From these activities the school saw a remarkable difference in the children's writing attainment because of the pupils saw purpose and value in the writing they were involved in. Pupil vocabulary was also expanded because of learning through practical activities.
- Throughout the 6-week period all children were fully engaged and motivated by activities. Pupils showed initiative and creativity through the learning experiences and at the end of the block were able to discuss with their teacher how to take the learning forward to benefit the whole school. Pupils planned and produced a whole day of forest school learning for their parents/ grandparents which received positive feedback. This evidenced their growth in confidence, knowledge, creativity and leadership skills. Numeracy and literacy skills, specifically in Listening and Talking, were developed in meaningful and valuable contexts.
- The valuable learning opportunities experienced through the Forest Schools encouraged the children to further develop their links with the community and establish a community garden in partnership with a local church. This enabled children to plant and harvest fruit, veg and herbs for their families and school lunches. Six months on and the school have now cooked and served our second 'Community Cafe'. Children are leaders of the whole initiative and advertise, plan, cook, display and serve the food.

- Through being involved in the planning, building, planting and regularly harvesting the foods from our garden, the children truly see the value in home grown cooking. This includes gathering seaweed from our shores as fertilizer for our beds, learning all about different plants and their properties. The children have developed relationships with various intergenerational groups on and off island while developing this project. This is a interdisciplinary learning project with purpose, which has given the children a valuable experience in building their Developing the Young Workforce skills.
- Results from pupil and parent questionnaires evidenced that children were motivated by the experiences and learned about the outdoor environment while developing their leadership skills. In addition, the project has demonstrated a positive impact on Pupil Attitudes to Self and School assessments, which were completed by pupils participating in the project.
- Through classwork the school has seen improvements in attainment in literacy and numeracy for all learners. In addition, this project is enabling the children to engage purposefully in learning across the curriculum, while building a community initiative that will be of benefit to the whole island for years to come.

#### **Next Steps:**

All staff will be trained in forest schools by the school's Principal Teacher and P7 children. Pupils will lead the learning to ensure the 'forest schools' learning experiences can be taken further to other areas of the island which can be accessed by bike. Bikes will be hired through PEF for those who do not have the appropriate equipment to participate in the next phase of the project.

## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

<b>Title:</b>	<b>Educational achievement of care experienced learners in North Ayrshire</b>
<b>Purpose:</b>	To update Cabinet on: (1) Curriculum for Excellence Broad General Education (BGE) attainment levels of care experienced learners; (2) Senior Phase attainment of care experienced learners; (3) Post-school participation of care experienced learners.
<b>Recommendation:</b>	<ul style="list-style-type: none"> <li>(i) Agree to note: the content of the report; the progress being made by care experienced learners, specifically in literacy and numeracy; and the achievements of school leavers SQA examinations.</li> <li>(ii) Agree to receive an annual progress report on the performance of care experienced learners as part of a suite of annual attainment reports.</li> </ul>

### 1. Executive Summary

- 1.1 This report summarises the key performance measures of care experienced learners, focusing specifically on the published 2018 attainment data and trends over time. Overall, educational outcomes for care experienced learners have improved over the last four years. However, there remains a significant gap between the educational outcomes achieved by care experienced learners and all learners, both in North Ayrshire and nationally.
- 1.2 In the Broad General Education, care experienced learners are achieving better in literacy and numeracy than the national care experienced cohort at P4, P7 and S3.
- 1.3 Care experienced school leavers are achieving broadly in line with or better than in literacy and numeracy than their counterparts nationally and in the South West Educational Improvement Collaborative (SWEIC) and there has been a positive trend in average total tariff score over the last 8 years. The proportion of care experienced learners entering a positive destination has been above the national figure for this group for the last 5 years.

## 2. Background

2.1 Care experienced young people are categorised for the purposes of our management information system SEEMIS as: Looked After at Home, Looked after Away From Home and Previously Looked After. The total number of care experienced young people in North Ayrshire at the annual census date in September each year are shown in the charts in Appendix 1.<sup>1</sup>

2.2 This Report focuses on the following key measures:

1. Attainment in Literacy and Numeracy across the Broad General Education for care experienced learners.
2. Attainment in Literacy and Numeracy and overall attainment in all qualifications at Senior Phase level for care experienced school leavers
3. Post-school participation of care experienced school leavers.

2.3 **Attainment in Literacy and Numeracy in Broad General Education for care experienced learners** (see Appendix 2).

2.3.1 The charts indicate that the performance of care experienced learners in 2018 is generally in line with or better than national levels at P4, P7 and S3. However, there is still a significant gap between the performance of care experienced learners compared with the performance of the general population at each stage.

2.3.2 The performance of North Ayrshire care experienced learners in P1 in 2018 is lower than the national cohort of care experienced P1 learners in both literacy (Reading, Writing, Listening and Talking) and numeracy. Internal data shows that the performance of P1 care experienced learners has improved since the publication of this data and will be more in line with the national picture for 2019.

2.3.3 In 2018, the gap between the proportion of care experienced learners and all learners achieving the expected Curriculum for Excellence level is smaller in P4 and S3 than at other stages. It is currently too early to extrapolate trend data from Curriculum for Excellence levels to show a benchmarked attainment picture over time, but this will be included in the next annual attainment report in May 2020.

2.4 **Attainment in Literacy and Numeracy and overall attainment in all qualifications at Senior Phase level for care experienced school leavers** (see Appendix 3).

2.4.1 It should be noted that the cohort size for care experienced school leavers varies from year to year and is generally between 40-50 young people. Care must therefore be taken when analysing variations in performance for this group. For example, one care experienced learner attaining/not attaining a specific qualification may account for more than 2 percentage points of a difference in the overall attainment measures for care experienced learners (whereas in the

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<sup>1</sup> Care should be taken when comparing educational performance of Looked After children at national level. While national statistics categorise a looked after cohort according to the Local Authority that is responsible for the child being looked after, our local measures and strategies are concerning all looked after pupils being educated in North Ayrshire schools, irrespective of the authority responsible for the child being looked after. Approximately 15-20% of the pupils identified as looked after in North Ayrshire come from another authority (and a similar proportion of pupils looked after by North Ayrshire are studying in other authorities)

general population, one pupil would make less than 0.07 percentage points of a difference in the same attainment measure).

- 2.4.2 Performance in Literacy and Numeracy at SCQF levels 4 and 5 is consistently lower for care experienced school leavers than for the overall school leaver cohort in North Ayrshire. However, North Ayrshire care experienced school leavers perform consistently as well or better than their counterparts nationally and in the SWEIC authorities (see Appendix 3a).
- 2.4.3 Over the last eight years, the trend for average tariff scores for North Ayrshire care experienced school leavers has been positive. Since 2012, North Ayrshire performance has been above the national figure every year (see Appendix 3b).
- 2.4.4 Appendix 3c presents a comparison between North Ayrshire/National care experienced school leavers in terms of levels of qualification achieved. Over the last four years care experienced school leavers in North Ayrshire have performed better than the corresponding national cohort at SCQF levels 4, 5 and 6. For example, in 2018, 47% of care experienced school leavers in North Ayrshire left school with at least one SCQF Level 5 qualification (equivalent to National 5), compared with 39% nationally.
- 2.4.5 A number of care experienced learners in North Ayrshire are currently choosing to leave school at the end of S4 or S5 compared to the general school population. For example, in North Ayrshire the stay-on rate from S4 into S5 is around 70% for care experienced learners, compared to 87% for all learners. This is reflected in the national statistics, which show that around 55-60% of S4 care experienced learners stay on to S5 (compared with 85-90% of all S4 learners).

## **2.6 Post-school participation of care experienced school leavers (see Appendix 4).**

- 2.6.1 The overall percentage of North Ayrshire care experienced school leavers entering a positive destination has remained above the national performance for this group over the last five years.
- 2.7 The Education Service continues to focus on improving positive outcomes for care experienced learners at all stages. It is acknowledged that, whilst educational outcomes for care experienced learners have improved over the last four years, there is still significant scope for further improvement. Attainment and achievement for this group of learners is an area of focus during quality improvement visits in all schools and the annual attainment review in each secondary school. The operational plan for the Education Service makes specific reference to actions impacting positively on care experienced learners.
- 2.8 Scottish Government funding has been allocated to support improvements in outcomes for care experienced young people and the spend for this has been agreed jointly between Education and the Health and Social Care Partnership. This includes specific funding to extend a targeted social work locality model within our schools and funding for a champions board which empowers the care experienced young people themselves to make decisions about what would help to improve outcomes for them. Furthermore, significant additional funding has been secured through the Scottish Attainment Challenge to support a mentoring programme from 2020, which will operate across six



of our secondary schools, following a successful pilot last year in one North Ayrshire school.

### **3. Proposals**

- 3.1 It is proposed that Cabinet agrees to note the content of the report and the achievements of care experienced learners and school leavers as highlighted in this report and agrees to receive an annual progress report on the performance of care experienced learners as part of a suite of annual attainment reports.

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

#### **Financial**

- 4.1 None.

#### **Human Resources**

- 4.2 None.

#### **Legal**

- 4.3 None.

#### **Equality/Socio-economic**

- 4.4 Tackling inequality is a key aspect of this report. The Council is committed to a continued focussed approach to improve outcomes for care experienced learners.

#### **Environmental and Sustainability**

- 4.5 None.

#### **Key Priorities**

- 4.6 NAC Council Plan 2019-2024: Aspiring Communities: “Children and young people experience the best start in life”.

In 2019-20, this work relates to the following high-level action: “We will support our children and young people to become successful learners, confident individuals, effective contributors and responsible citizens.”

#### **Community Wealth Building**

- 4.7 The Council will continue to take into account the pillars of community wealth building in any future developments in this area.

## **5. Consultation**

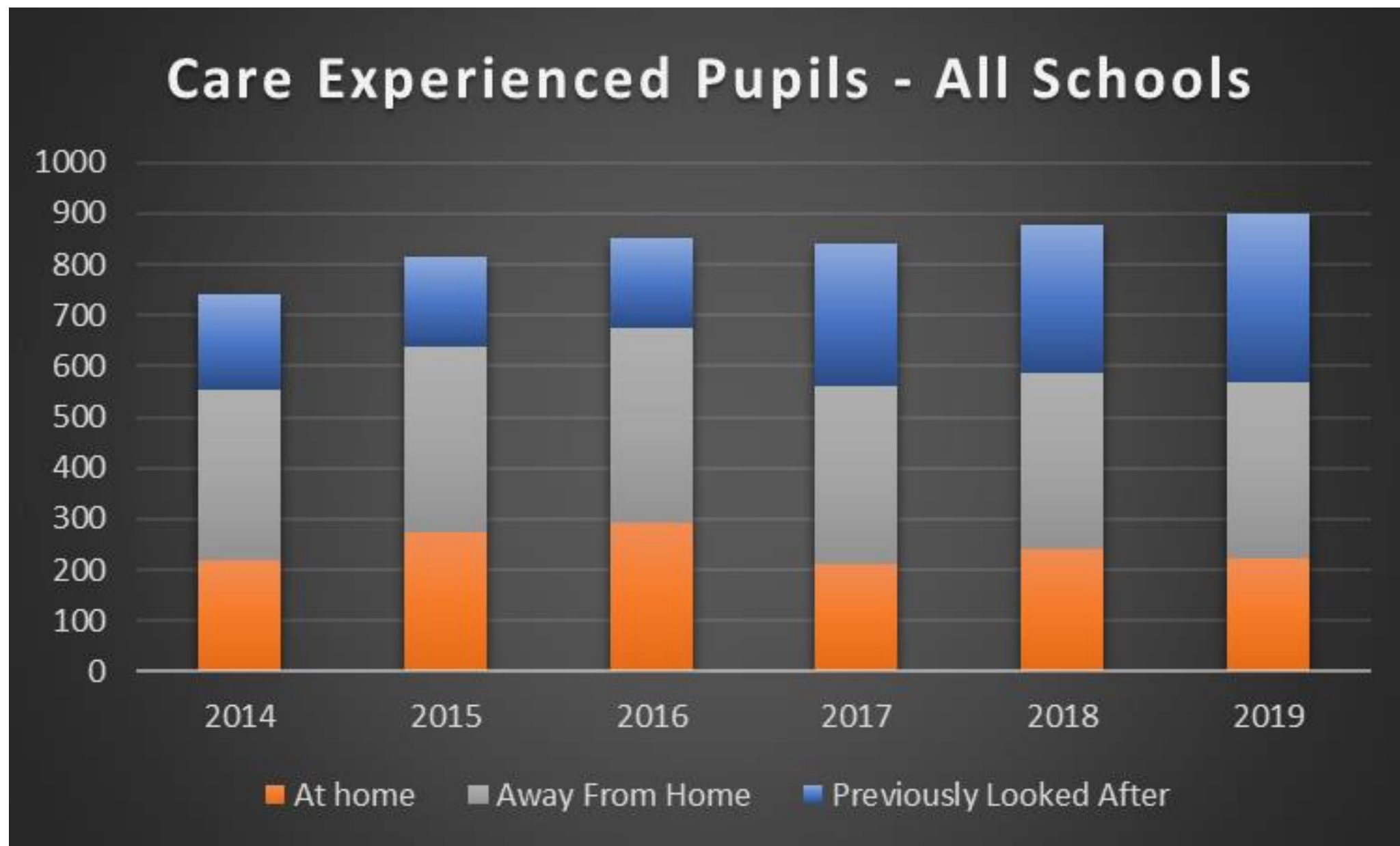
5.1 None specifically related to this report.

Audrey Sutton  
Executive Director of Communities (Interim)

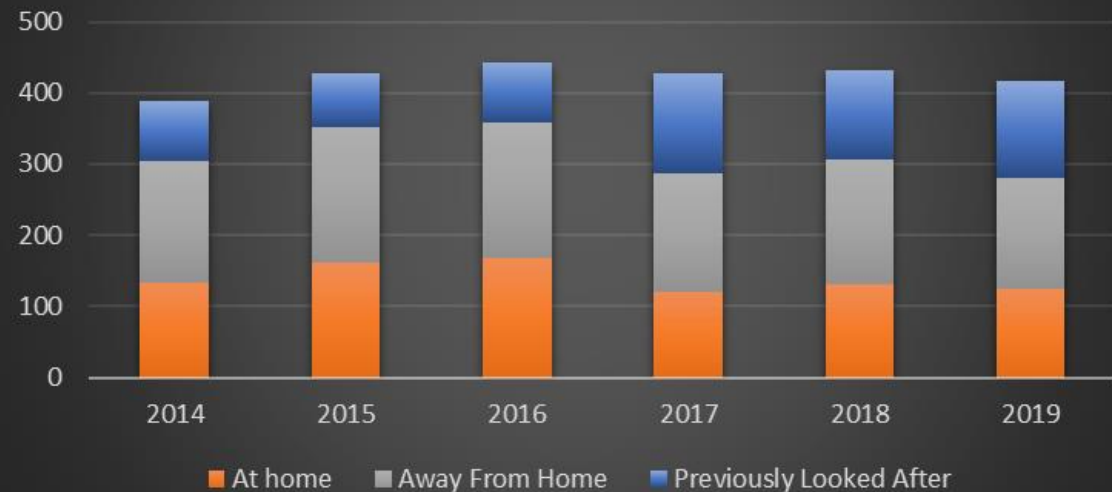
For further information please contact **Andrew McClelland, Head of Service**, on **01294 324413**.

### **Background Papers**

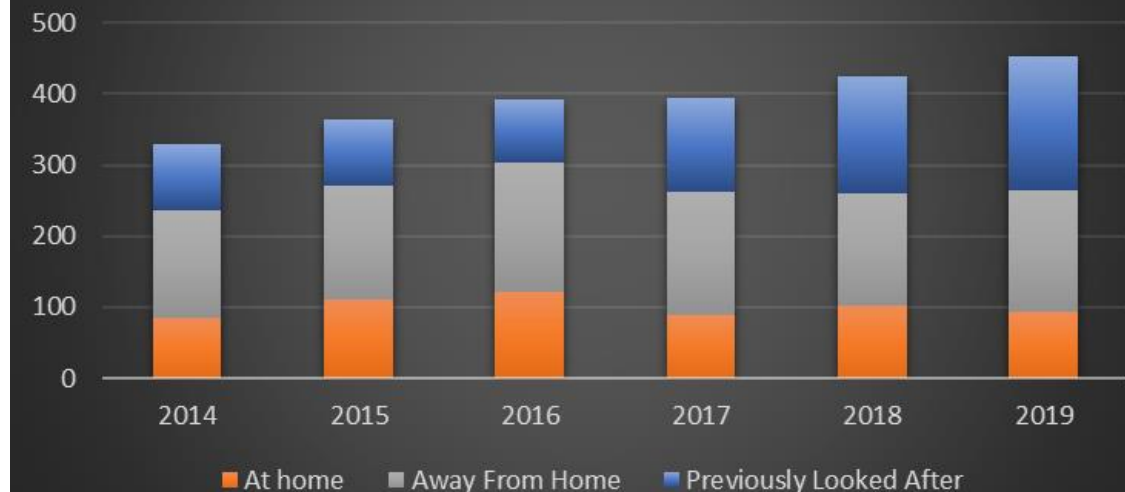
N/A



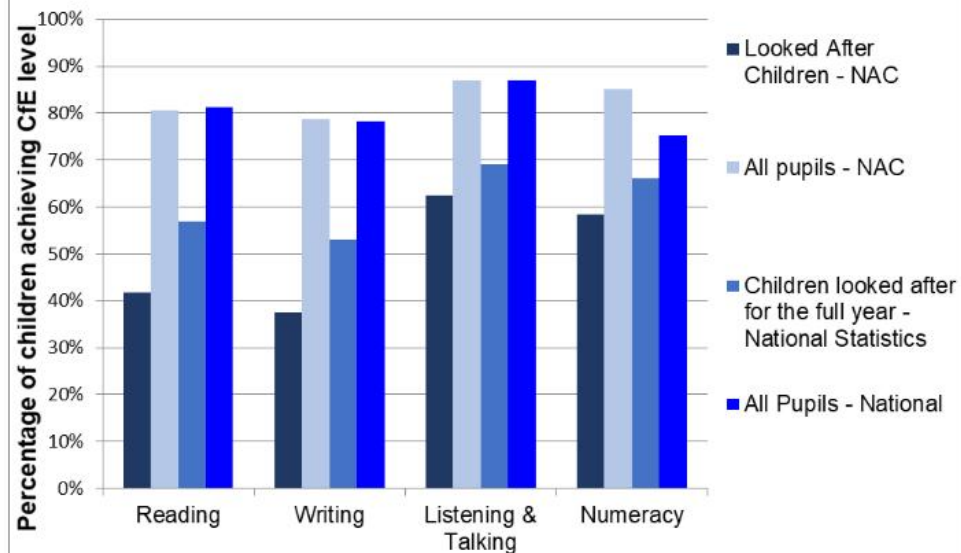
### Care Experienced - Pupils - Primary Schools



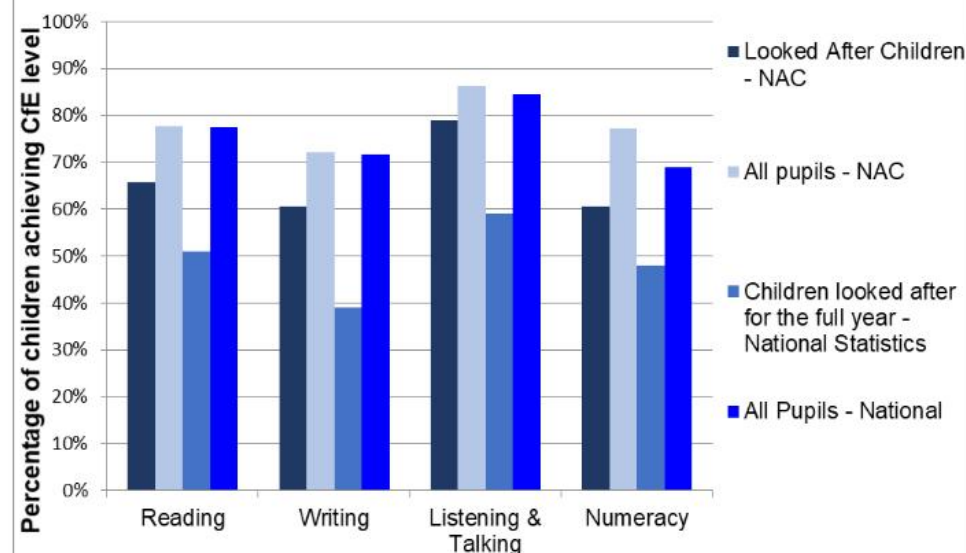
### Care Experienced Pupils - Secondary Schools



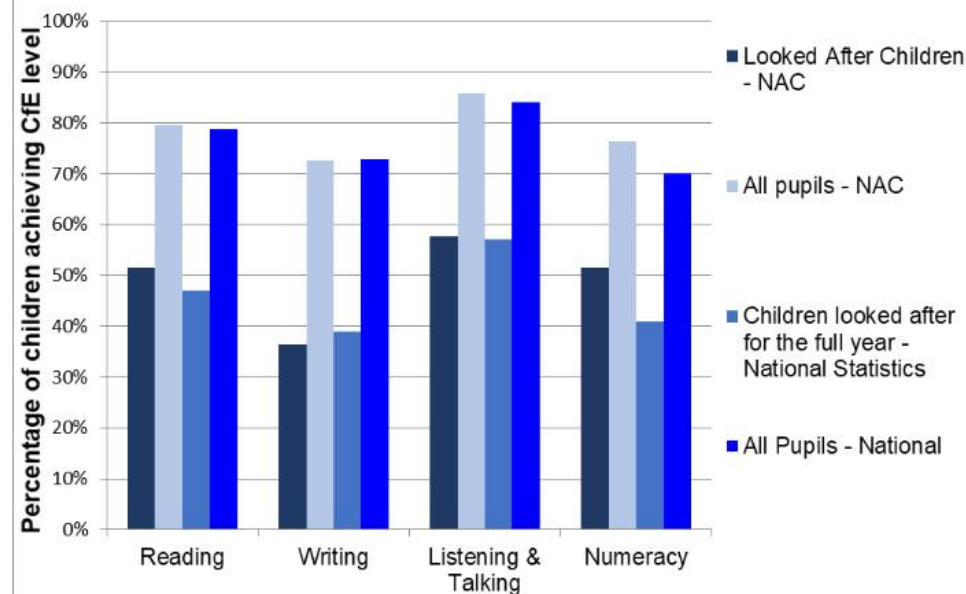
**P1 - Early Level**



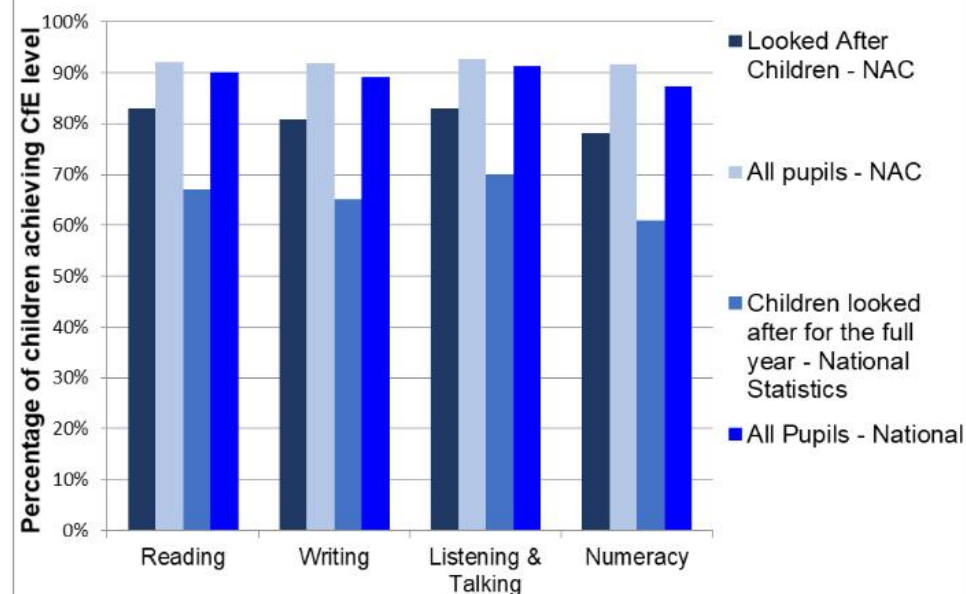
**P4 - First Level**



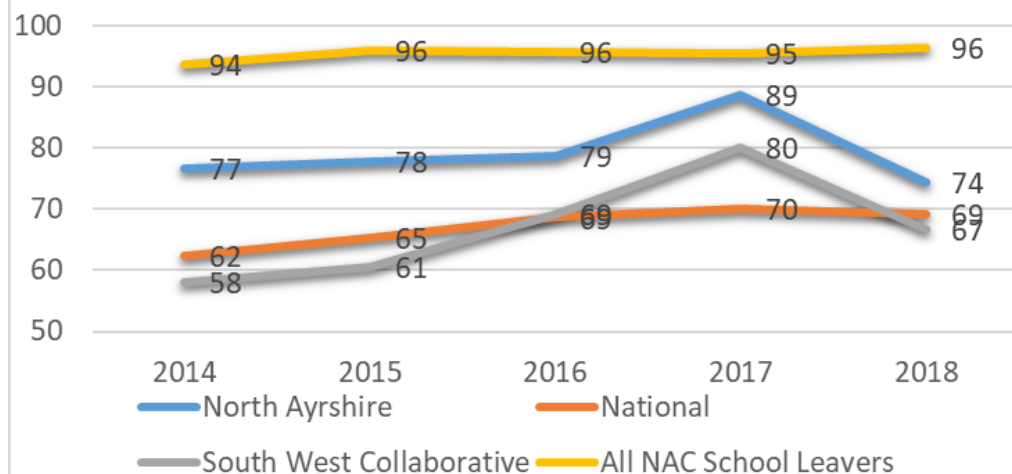
**P7 - Second Level**



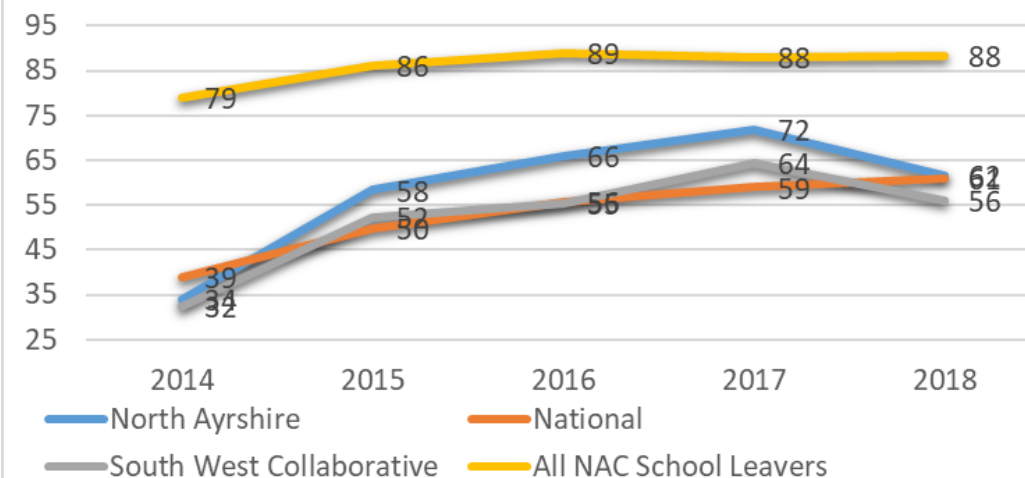
**S3 - Third Level or Better**



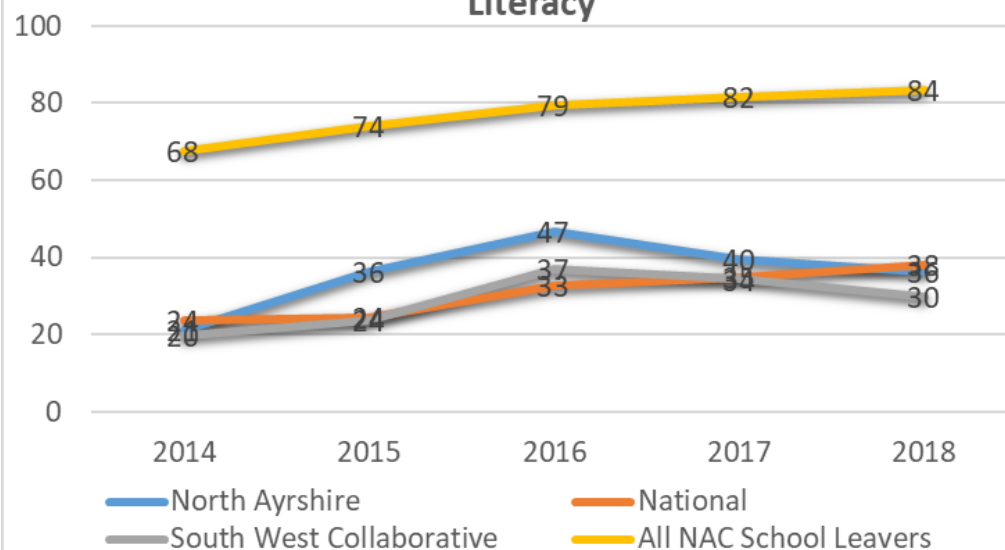
**Percentage of LAC Leavers attaining Level 4 Literacy**



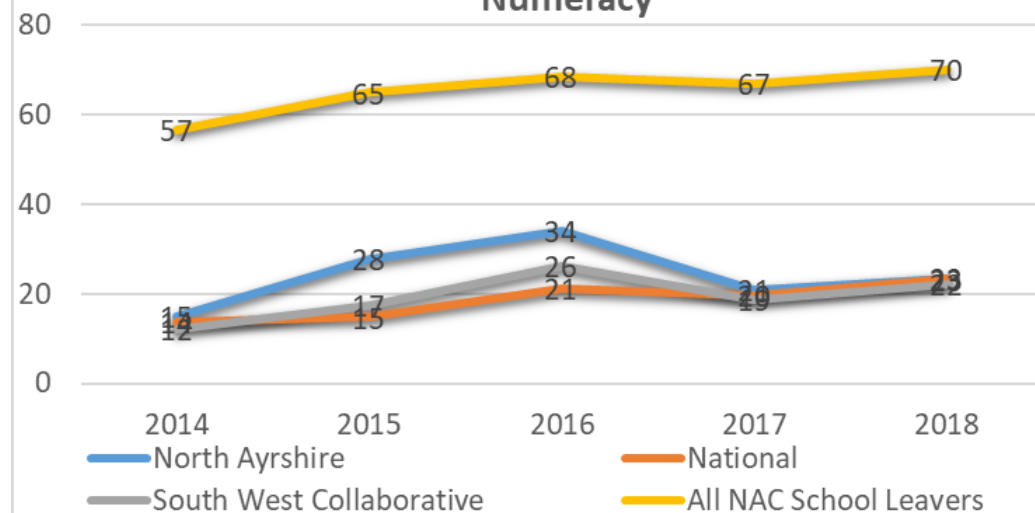
**Percentage of LAC Leavers attaining Level 4 Numeracy**



**Percentage of LAC Leavers attaining Level 5 Literacy**

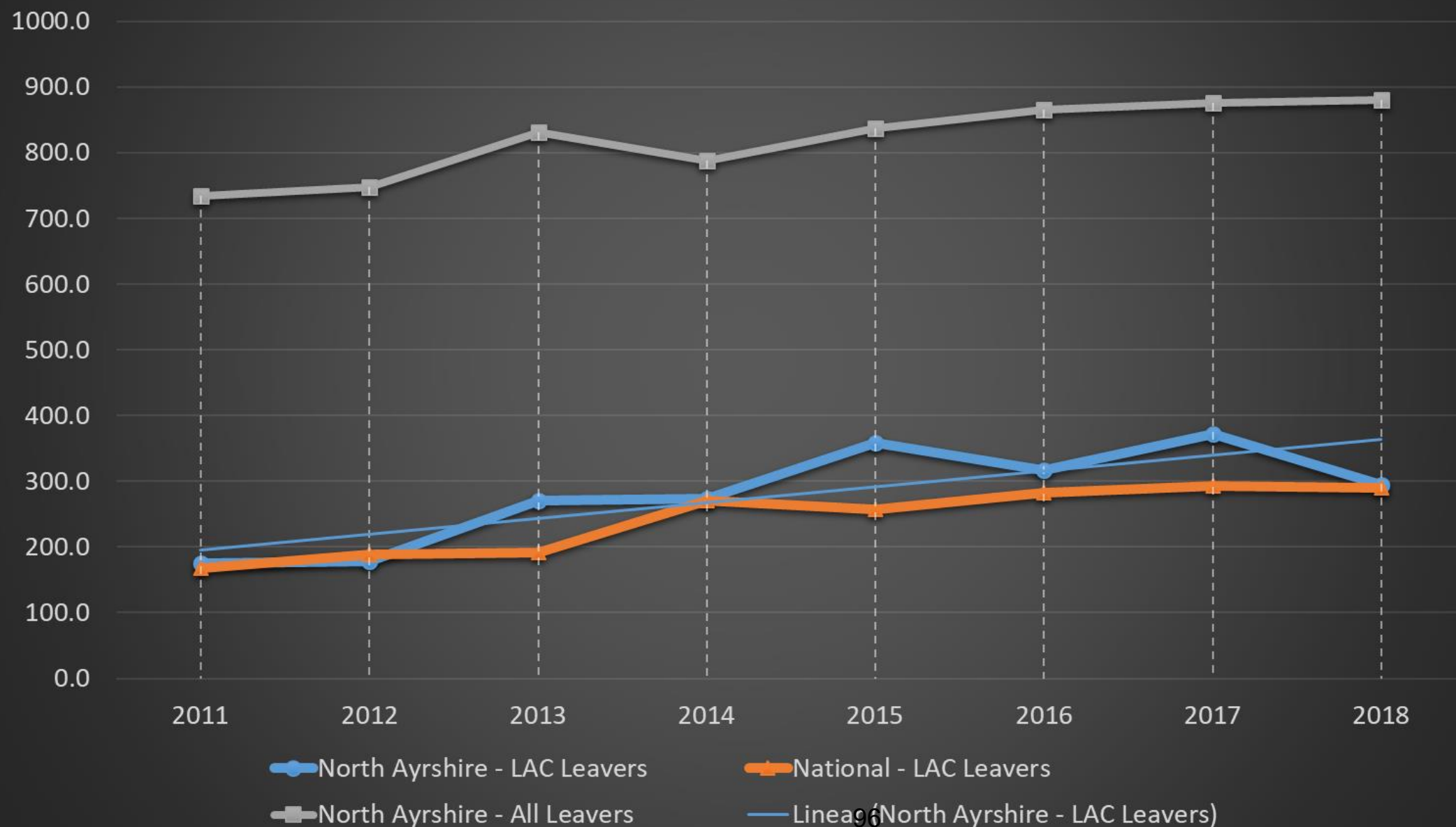


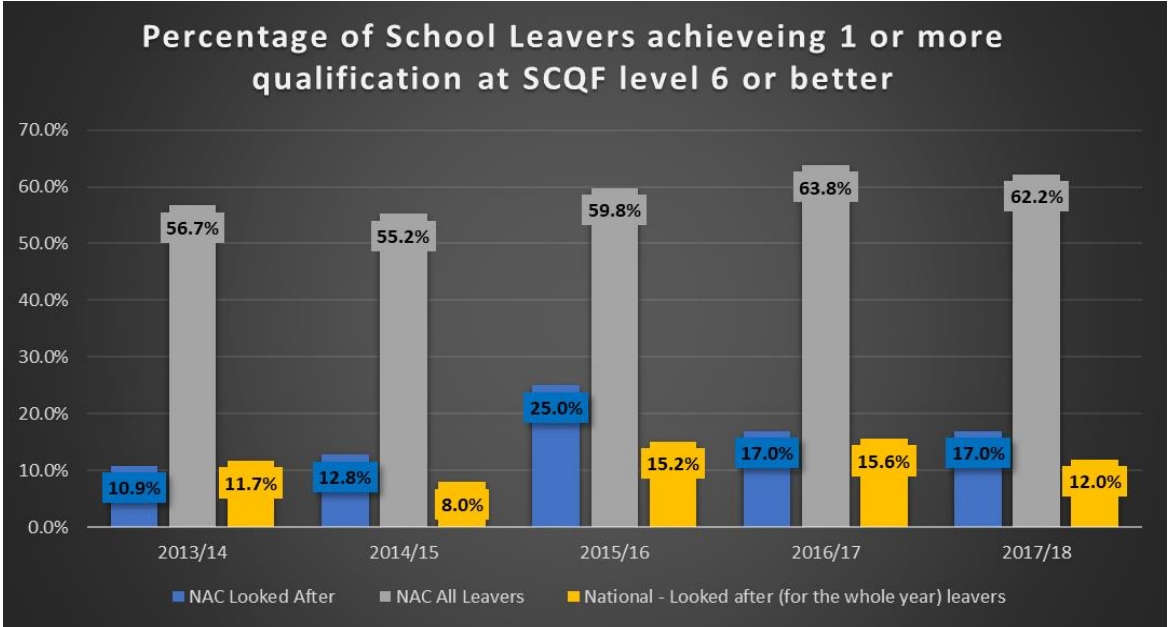
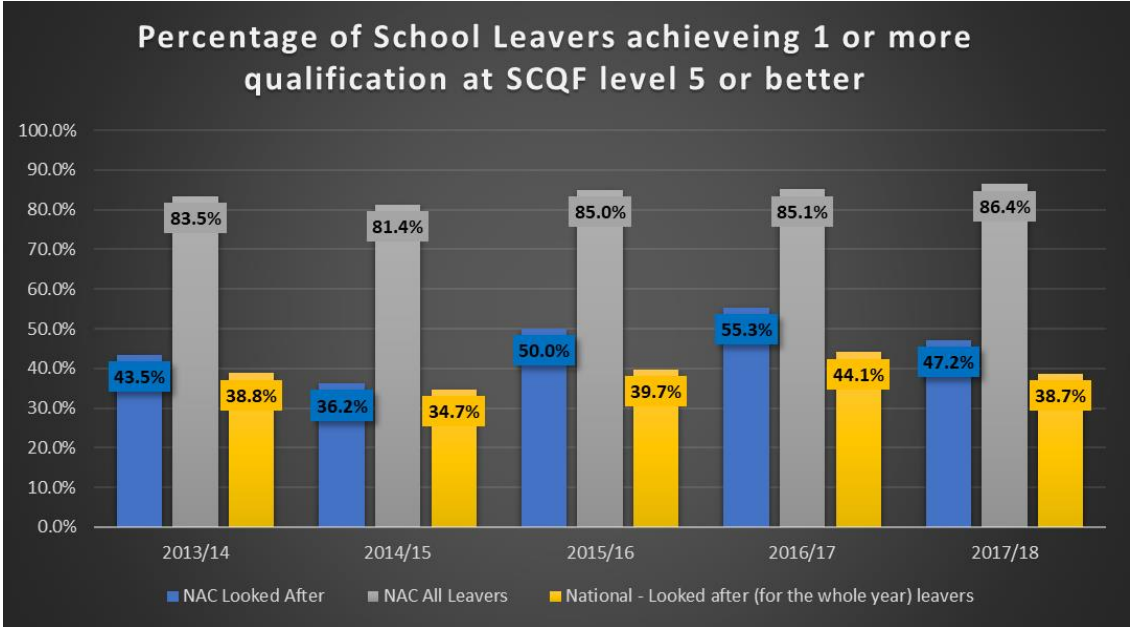
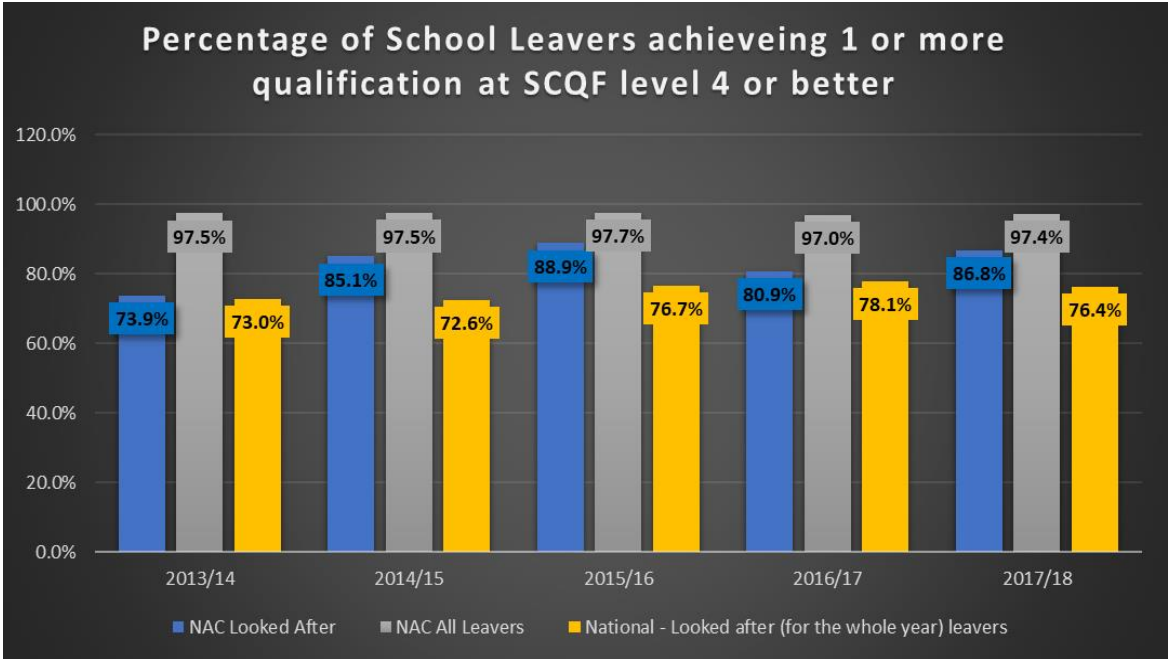
**Percentage of LAC Leavers attaining Level 5 Numeracy**



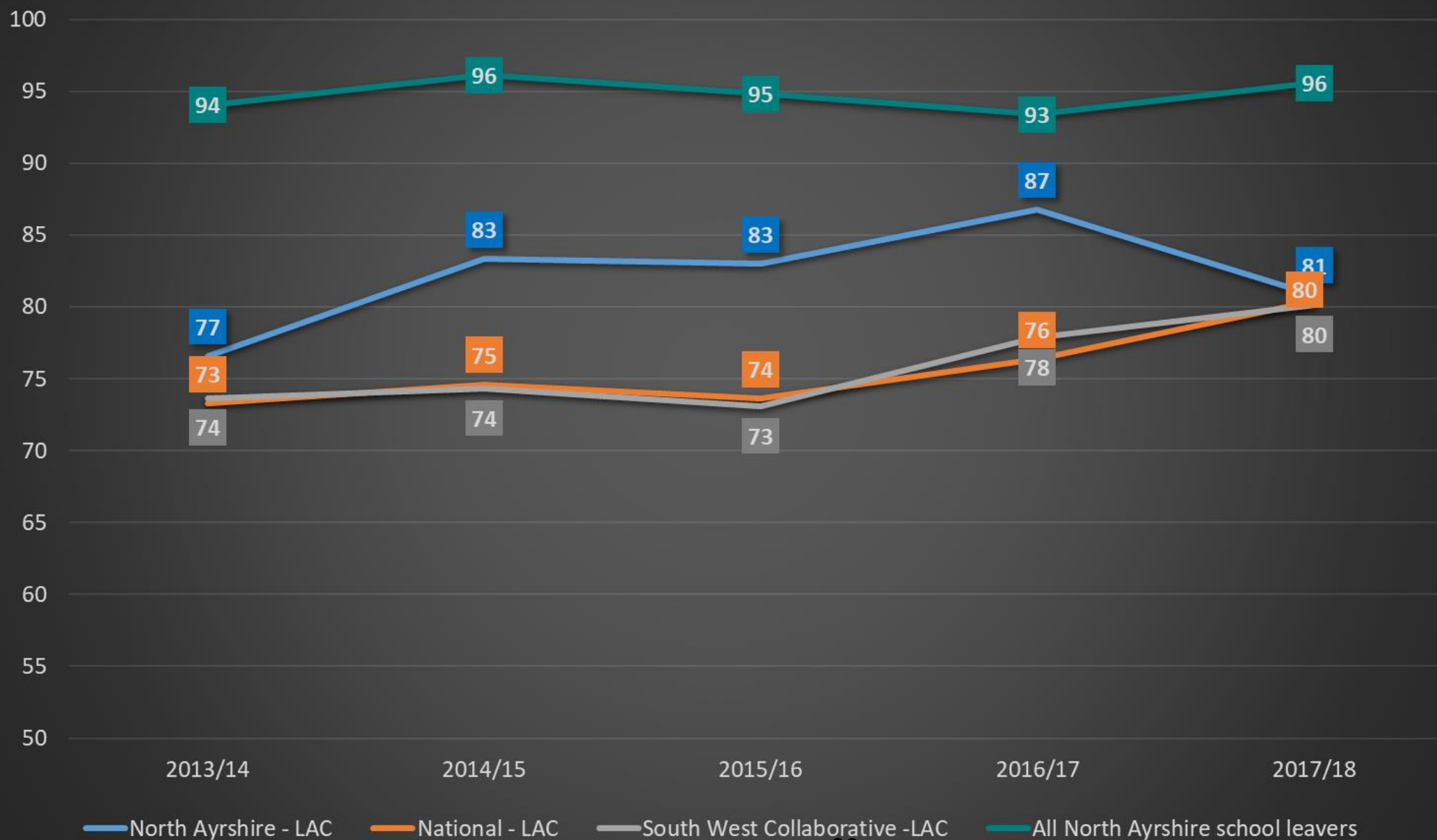


## Average Total Tariff Score of School Leaver Looked after/All Leavers





## Percentage of Looked After Leavers entering a Positive Destination



## **NORTH AYRSHIRE COUNCIL**

**21 January 2020**

### **Cabinet**

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**Title:** **Radiation Emergency Preparedness, and determination of the Detailed Emergency Planning Zone (DEPZ) for Hunterston A and B Nuclear Power Stations**

**Purpose:** To agree the extent of the Detailed Emergency Planning Zone (DEPZ) for Hunterston A and B Nuclear Power Stations, and to make governance arrangements for new Council duties imposed under the Radiation Emergency Preparedness and Public Information Regulations 2019 (REPPIR)

**Recommendation:** Cabinet agrees to (1) amend the Scheme of Delegation to Officers to delegate public information duties under REPPIR 2019 to the Head of Democratic Services and remaining operational functions to South Ayrshire Council as lead authority for the Ayrshire Civil Contingencies Team; (2) determine the DEPZ for Hunterston A as 0km as recommended by the Operator, and (3) determine that the boundary of the DEPZ for Hunterston B should include all households currently within the DEPZ, as shown delineated in black on the plan attached to the report.

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### **1. Executive Summary**

- 1.1 The Radiation Emergency Preparedness and Public Information Regulations) 2019 came into effect on 22 May 2019 and imposes new duties on the Council.
- 1.2 Many of the duties are operational in nature, including revision of the Hunterston B Nuclear Power Station Off Site plan which will require to be revised to adhere to the regulations by 21 May 2020. This report deals with the delegation of such functions. Any functions which involve the determination of policy would, in terms of the Council's existing Schemes of Administration and Delegation to Officers, be for Cabinet. This includes the following duty.
- 1.3 The Regulations require the Council to determine the boundaries of the DEPZ (Detailed Emergency Planning Zones) around Hunterston A and B. Subject to certain provisos these must be 'on the basis of' the Operators recommendations contained in their 'Consequences Report'. Currently the boundary is 2.4km from Hunterston B, whereas the respective Consequences Reports propose a boundary of 2km for Hunterston B and 0km for Hunterston A. The Council has

limited powers to extend the boundary, but in the case of Hunterston B it is recommended that there are advantages in retaining the existing 2.4km boundary.

## **2. Background**

2.1 The new REPPiR legislation became part of UK law on 22 May 2019, as part of the UK's commitment to continuously improve preparedness in line with international best practice. It applies to all nuclear sites across the UK and is not specific to Hunterston A or B.

2.2 The revised regulations place the following new duties onto local authorities:

2.2.1 The duty to determine the size and shape of the DEPZ around the site now lies with the local authority (it was previously with the Office for Nuclear Regulation (ONR) as regulator).

To quote the REPPiR Code of Practice:- "The DEPZ must be based on the minimum geographical extent proposed by the operator in their Consequences report and should:

- a. Be of sufficient extent to enable an adequate response to a range of emergencies; and
- b. Reflect the benefits and detriments of protective action by considering an appropriate balance between:
  - i. Dose averted, and
  - ii. The impact of implementing protective actions in a radiation emergency across too wide an area.

In defining the boundary of a detailed emergency planning zone, geographic features should be used for ease of implementing the local authority's off-site emergency plan. Physical features, such as roads, rivers, railways or footpaths should be considered as well as political or postcode boundaries, particularly where these features and concepts correspond with other local authority emergency planning arrangements."

2.2.2 Each nuclear site requires an Outline Planning Zone (OPZ). The extent of this is set in the regulations, being 30km in relation to Hunterston B and 1km relating to Hunterston A. The latter reflects the non-operational and decommissioned nature of Hunterston A.

"The presence of an outline planning zone should assist the local authority in planning for extremely unlikely but more severe events. The central aim of the outline planning zone is to support the decision making of emergency responders in the event that detailed or generic arrangements are not sufficient. Outline planning is about identifying what protective actions may be needed at a strategic level, where those capabilities could be obtained from and the anticipated time frame over which they will become available rather than having them in place ready to mobilise without delay". (REPPiR Code of Practice)

2.2.3 To provide prior warning and information to the public living within the both the DEPZ and the OPZ.

“Prior information should be supplied in an appropriate manner and in an accessible format to members of the public who are in the detailed emergency planning zone, without their having to request it, so far as reasonably practicable.

Prior information should be available in an appropriate manner and in an accessible format to members of the public in the outline planning zone. If members of the public request such information they should be directed to it or provided with access to a hard copy if requested.” (REPPiR Code of Practice)

2.3 Determination of the DEPZ

The DEPZ is the area close to the site where protective countermeasures are to be applied in the event of an off-site release from Hunterston B. These protective countermeasures are:

- Sheltering
- Taking stable iodine tablets
- Evacuation

2.4 All residents living within the DEPZ currently receive a calendar every year advising them of what to do if an emergency is declared. NHS Ayrshire and Arran also ensure that the residents have a supply of stable iodine tablets. The administration of stable iodine in tablet form is carried out to reduce or prevent uptake of radioactive iodine by the thyroid. EDF provide a telephone warning service whereby residents can register to be notified by telephone if an emergency is declared.

2.5 Previously, the DEPZ was decided by ONR, as independent regulators of the nuclear industry. REPPiR states that in determining the boundary of the DEPZ, the local authority must do so “on the basis of the operator’s recommendation” in their Consequences Report. The Council may extend that area in consideration of—

- (a) local geographic, demographic and practical implementation issues;
- (b) the need to avoid, where practicable, the bisection of local communities; and
- (c) the inclusion of vulnerable groups immediately adjacent to the area proposed by the operator.

The local authority and operator may also agree that if there are other arrangements in place which sufficiently mitigate the consequences of any radiation emergency, that no detailed emergency planning zone is necessary.

2.6 The Council have received Consequence Reports from both Operators. REPPiR defines the factors which must be taken into account in any such Report. EDF Energy has considered a wide range of accident scenarios in the hazard evaluation process and its recommendations are based on the scenario of shortest time to release, the largest quantity of radioactivity and the longest duration of release in the determination. The EDF Consequences Report recommends the distance of the DEPZ should be 2km from Hunterston B.



- 2.7 The Council has also received a Consequences Report from Magnox in respect of Hunterston A. As the boundary of the wider OPZ is set at 1km, this Report states that there is no requirement for a DEPZ for Hunterston A. This reflects the non-operational and decommissioned nature of this site. In practice, as Hunterston A and B are next to each other, a 2 or 2.4km boundary for 'B' will result in an area around 'A' being within a DEPZ.
- 2.8 Whilst the legislation is clear that local authorities should base their DEPZ area on the Consequences Report, the Council has also sought and received from PHE (Public Health England) their independent advice on the DEPZ distance for Hunterston B. PHE provide independent radiation advice to councils across the UK. The PHE advice agrees with that of EDF and states that the protective countermeasures are only required to a distance of 2km from Hunterston B.
- 2.9 The current DEPZ is a 2.4km circle around the site, which dates from when Hunterston A was an operating nuclear power station. In 2016, ONR determined that Hunterston A (by then a decommissioning site) was no longer considered a risk under the REPIR 2001.
- 2.10 There are currently 50 households within the current 2.4km DEPZ. This would reduce to 32 households within the recommended 2km DEPZ. However, if a 2km boundary was to be imposed, this would now be aligned with physical features such as the A78. This would mean that with the exception of 10 properties all of those included previously within the 2.4km DEPZ would be included in the new 2km DEPZ. Appendix 1 shows the boundary of the existing 2.4km boundary and a 2km boundary
- 2.11 Consultation was carried out by ACCT by writing to all residents within the DEPZ. At that stage indications from EDF were that the Consequences Report would recommend a DEPZ of 1km, rather than the 2km now proposed. Only one resident from within the DEPZ commented, seeking further information. They advised they would prefer not to be included in the DEPZ area but would still like to receive both the calendar and the stable iodine tablets. In addition, the Chair of the Site Stakeholders Group has written to North Ayrshire Council and ONR expressing her wish that the DEPZ is extended to include all of Fairlie. Fairlie is 3.5km from the site, which is beyond the area which could be reasonably considered for inclusion within the DEPZ, in terms of the considerations relevant to the Consequences Report. Fairlie is however included in the OPZ, as discussed in the following paragraph.
- 2.12 Outline Planning Zone (OPZ)

The current OPZ is set at 10km however, this is now being extended to 30km for all operational civil nuclear power station sites. In the case of Hunterston B this zone now includes the local authorities of East Ayrshire, South Ayrshire, Argyll and Bute, Renfrewshire, East Renfrewshire and Inverclyde. Following best practice advice from DECC (Department of Environment of Climate Change) in 2015, the OPZ planning was increased to 20km. Accordingly the current plan already includes information relating to our immediate neighbouring councils (East Ayrshire, South Ayrshire and Argyll and Bute. This will be extended to include other council areas out to 30km. These councils will provide the following information to support planning for the OPZ:

- Town populations
- Schools
- Healthcare facilities
- Care / Elderly homes
- Camping and Caravan sites
- Public footpaths, parks golf courses, large parks and stadia
- COMAH sites
- Reservoir and Treatment works
- Railway stations, ports and harbours

## 2.13 Prior Information to the Public

2.13.1 Previously, EDF provided prior information to the residents within the DEPZ in the form of a calendar and the residents are also given the opportunity to register with EDF to be contacted by telephone in the case of an offsite emergency (although this is not compulsory). Under REPPiR 19 this responsibility now falls to the local authority and would be undertaken by the Council's Communications team. All residents within the DEPZ will continue to receive the calendar and the stable iodine tablets.

2.13.2 With regards to the OPZ, the Council's Communications Team will work closely with colleagues in the other council areas to ensure the same messaging and public information is provided on their respective websites directing them to North Ayrshire Council's website for further information on how being inside the OPZ may affect them and how to access a copy of the public Hunterston Offsite Contingency plan.

## 3. Proposals

3.1 It is proposed that public information duties under REPPiR are delegated to the Head of Democratic Services and the remaining operational duties under REPPiR are delegated to South Ayrshire Council as lead authority for ACCT.

3.2 In relation to the DEPZ for Hunterston A, as the OPZ is set under the regulations as 1km, the only reasonable option is to set the DEPZ for Hunterston A as 0km. in practice this has little effect as a DEPZ for Hunterston B will include ground around Hunterston A.

3.3 In relation to the DEPZ for Hunterston B, the Council has a statutory duty to determine the DEPZ "on the basis of the Operator's recommendation as contained in their Consequences Report". This can be extended but any extension has to be justifiable having regard to the factors detailed in 2.5. In essence, there are two realistic options. Firstly, to go with the Operator's recommendation of 2km, the reasonableness of which has been confirmed by Public Health England. Alternatively, to retain the current households within the boundary, having regard to the communication and certainty advantages which such a long-standing boundary brings in an emergency. In both cases the boundary would now be aligned with geographic features, rather than being a simple circle around the site. As regards the suggestion from Fairlie Community Council that the DEPZ should be extended to include Fairlie, having regard to the role of the DEPZ and OPZ,

and the factors detailed in 2.5 which are relevant to determination of the boundary, there is no case for extending the DEPZ to this extent.

- 3.4 Risks arising from the operation of Hunterston B, in terms of REPPIR form part of the Operator's Hazard Evaluation which in turn informs the Operator's Consequences Report. However, such risks are not a relevant consideration for the Council in determining the boundary of the DEPZ. The council can only extend the DEPZ based on the factors detailed in 2.5.
- 3.5 On balance, it is recommended to retain the current households within the DEPZ, but to better align this with geographical features, as shown in the plan annexed to the report.

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

##### **Financial**

- 4.1 There are no financial implications as this work is chargeable to EDF under REPPIR.

##### **Human Resources**

- 4.2 None.

##### **Legal**

- 4.3 A primary purpose of this report is to address the new legal duties imposed under REPPIR.

##### **Equality/Socio-economic**

- 4.4 There are no significant equalities or socio-economic implications of this report.

##### **4.4.1 Children and Young People:**

There are no significant implications of this report.

##### **Environmental and Sustainability**

- 4.5 This report advises about new emergency planning duties in relation to Hunterston A and B, about the governance around these and determination of the DEPZ. It is important to recognise that this report is not about wider issues of the sustainability or environmental impact of nuclear power.

## **Key Priorities**

- 4.6 Implementation of REPPIR will support the Council Plan theme of:
- Helping all of our people to stay safe, healthy, and active

## **Community Wealth Building**

- 4.7 None

## **5. Consultation**

- 5.1 There has been consultation with local Category 1 and 2 emergency planning partners, the Communications Manager, relevant officers in neighbouring authorities and residents within the DEPZ. There has also been consultation with Public Health England who are the authority who provide independent radiation advice to Councils across the UK.

Andrew Fraser  
Head of Democratic Services

For further information please contact **Jane McGeorge, Civil Contingencies Coordinator**, on **01292 270463**.

## **Background Papers**

- 1- REPPIR
- 2- Consequences Report for Hunterston A
- 3- Consequences Report for Hunterston B







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## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

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**Title:** Council Plan Progress Update – Quarter Two 2019-20

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**Purpose:** To advise Cabinet on the progress of performance against the Council Plan 2019-24 as at Quarter Two 2019-20

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**Recommendation:** That Cabinet agrees to (a) approve the performance of the Council Plan as at 30 September 2019; and (b) submit the report and appendices to Audit and Scrutiny Committee for consideration at the next available date.

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### 1. Executive Summary

- 1.1 The Council Plan 2019-24 Progress Update (Mid-Year 2019-20) and appendices provide detailed information on the progress being made towards our strategic priority outcomes and includes key highlights, areas of focus, case studies and best in class examples.

### 2. Background

- 2.1 The new Council Plan 2019-24 was approved by Council on 26 June 2019 and sets out our vision and priorities for the next five years. Appendix 1, The Council Plan 2019-24 Progress Update (Mid-Year 2019-20) and appendices provide details of our progress for each of the priorities - Aspiring Communities, Inspiring Place and a Council for the Future.
- 2.2 This report represents the first six monthly progress report against the Council Plan 2019-24. This report forms part of our Public Performance Reporting commitments and compliments our other reporting activities such as our Annual Performance Report, Local Government Benchmarking Framework reporting and other specific performance reporting.

### 2.3. Performance Summary

- Working with our Communities we have contributed to the Audit Scotland publication **‘Principles for Community Empowerment’** guiding the National approach. **Mainstreaming Participatory Budgeting** which has empowered over 1,200 residents to help direct the Council budget.
- Our first joint **Child Poverty Action Plan and Report** was developed.



- We have commenced construction of the modern, fully accessible **Additional Support Needs campus** in Stevenston.
- We have established a **Foundation Apprenticeship Course in Social Services and Healthcare**, enabling pupils to combine classroom and work placement activities. **12 Modern Apprenticeships** for care experienced and disabled young people have been secured.
- We have implemented the first phase of the **North Ayrshire Housing Transition Plan**, seeking to reduce homelessness and repeat offending and improve outcomes for people with complex needs.
- Ensuring we have homes that meet our residents' needs, we have agreed a **£25 million housing project** in Largs.
- We are proud to have supported a further 17 Syrian Refugees through the **Vulnerable Persons Resettlement Scheme** and are due to welcome another 35 refugees by March 2020, following the Council's decision to increase its commitment to 200.
- Our longer-term key area of strategic focus, the **Ayrshire Growth Deal**, will significantly boost our economy. Our approach to inclusive growth is recognised nationally in a report for the Poverty and Inequality Commission.
- We have declared a state of **Climate Change Emergency** and our key ambition is to be net-zero carbon, achieving a balance between carbon emissions and carbon removal.

## 2.4. Areas of Focus





Our progress report sets out our ambitions to continue to drive our performance and make further improvements. Our key **Areas of Focus** for the next six months include:

- Progressing the development of our **Community Charter** that will see us come together with local communities to set out things we will jointly commit to do to improve localities.
- We will also be progressing the extensive property adaptations and the Facilities Management support required to deliver the **1140 hours of Early Learning and Childcare Expansion**.
- We will launch the Scottish Government's whole system approach to the **diet and healthy weight Public Health priority** in October with our other partners such as NHS and Leeds Beckett University. We are one of three early adopter sites for this priority and have agreed one of four in-depth partnerships with sportscotland to progress a shared approach.
- We will also focus on securing a major **inward investment** opportunity to bring new business to the area as well as progressing the **Ardrossan Harbour investment** pending announcement of potential funding package.

- We will be working on delivering the Strategic Housing and Investment Programme and housing estates regeneration programme, which will ensure that we meet our target to provide 1,732 **new homes that meet residents' needs**.
- We will work with householders to increase participation in our **recycling** schemes through the refreshment of the 'Right Stuff Right Bin' campaign and we will work with communities to agree a **new Climate Change Strategy**.
- We will be concluding our **2020/23 Medium Term Financial Plan (MTFP)** and associated transformation programme as well as finalising our **Municipalisation Strategy**. We will also be developing a targeted approach to **stakeholder management** to align and lever additional external funding behind key priorities.

## 2.5. Performance Indicators

2.5.1. Appendix 2 details the Performance Indicators (34) from the Council Plan Performance Framework. A summary of indicators against traffic light status is outlined below. Of the 23 indicators that have a target, 82.6% are on target and 17.4% are slightly adrift of target. Where no quarterly data is available, the latest annual data is used. This shows us that we are continuing to demonstrate good performance against our key priorities.

2019-20 Summary of Traffic Light Status		
Traffic Light		Indicators
	on target	19 (82.6%)
	slightly adrift	4 (17.4%)
	significantly adrift	0 (0%)
	data only	11

2.5.2. Historically, 11 indicators show as data only. We have since set targets for 2019-20 for all of these indicators, eliminating data only measures.

## Actions

### 2.6.

- 2.6.1 Appendix 3 lists the actions (116) aligned to the Council Plan 2019 - 24. There are two actions (1.7%) that are slightly adrift of target and one action (0.9%) that is significantly adrift of target.
- 2.6.2 The progress being made in our actions demonstrate that our work towards the aims and outcomes set out in our Council Plan is continuing very well. Monitoring of our actions at this level allows us to ensure we are focussed on the right areas and working towards our vision of a North Ayrshire that is fair for all.

2.6.3 There have been minor changes to the Actions that were agreed in the Council Plan Delivery Plan (reducing from 118 to 116 actions). These have been agreed by the Finance and Corporate Support Directorate and subsequently the Executive Leadership Team and are detailed below:

- a) CP38a - We will deliver the Council's Technology Strategy and Digital Strategy *has been deemed a duplicate and now we will only be updating action*: CP38b - We will undertake a Council-wide review of business application software.
- b) CP40b - The Transformation Think Tank will develop a pipeline of initiatives which will support integrated service delivery including opportunities with CPP partners *has been deemed a duplicate and now we will only be updating action*: CP37a – We will identify opportunities for more integrated service delivery through implementation of the Council's Medium-Term Financial Planning Framework.

### **3. Proposals**

3.1 Cabinet are requested to (a) note and approve the Council Plan 2019-24 Progress Update (Mid-Year 2019-20) and appendices and (b) agree to submit the report and appendices to the Audit and Scrutiny Committee.

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

#### **Financial**

4.1 None. All commitments in the Council Plan are aligned with the Council's agreed budgets.

#### **Human Resources**

4.2 None.

#### **Legal**

4.3 None.

#### **Equality/Socio-economic**

4.4 The report outlines the Council's commitment to fulfilling its statutory duty in terms of Equalities and Socio-economic duties.

#### **Environmental and Sustainability**

4.5 The report highlights the Council's commitment to Environmental and Sustainability priorities as outlines in the Council Plan priorities.

#### **Key Priorities**

4.6 The report provides information on our performance progress against the key Council Plan priorities.

## **Community Wealth Building**

4.7 None.

### **5. Consultation**

5.1 The Executive Leadership Team discussed and approved the Council Plan Progress Update Quarter Two 2019-20 report and appendices on 11 December 2019.

**Craig Hatton**  
**Chief Executive**

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

**Background Papers**  
Council Plan 2019-24



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

Council Plan 2019-24  
Progress Update  
(Mid-Year 2019-20)  
Appendix 1

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Welcome to our first six monthly progress report on our new **Council Plan 2019-24**. The report will show how we are working towards our vision of **a North Ayrshire that is Fair For All**.

Progress against our Council Plan Actions and Performance Measures are progressing well as demonstrated below:



We continued to deliver against our priorities through local delivery whilst working with and influencing partners and agencies both regionally and nationally. We were one of only two local authorities invited to make a significant contribution to “**Principles for Community Empowerment**”, an Audit Scotland publication that will guide the national approach for years to come. **Mainstreaming participatory budgeting**, where communities are supported to direct the council budget, is a key example of our work with communities. This has empowered over 1,200 residents to decide how a proportion of our ground’s maintenance budget should be assigned over the next three years.

We developed our first joint **Child Poverty Action Plan and Report 2018/19** in partnership with NHS Ayrshire and Arran. Initial feedback from the Scottish Government has been positive.

We commenced the development of a **Community Wealth Building** approach to facilitate inclusive growth, enhanced community empowerment, stronger local economy and an increase in fair employment.

We will continue to design and deliver programmes to ensure equity for all learners and we have commenced construction of the new **Additional Support Needs** school and residential facility in Stevenston which will provide modern, fully accessible facilities to meet a range of additional needs.

With the Health and Social Care Partnership, we have established a **Foundation Apprenticeship course in Social Services and Healthcare**, enabling pupils to combine classroom-based activity with a one day per week work placement. We have also secured **12 Modern Apprenticeships for care experienced and disabled young people**.

We have implemented the first phase of the **North Ayrshire Rapid Rehousing Transition Plan**, which seeks to reduce homelessness and repeat offending and improve outcomes for people with complex needs.

To ensure we have homes that meet residents' needs, we have agreed a **£25 million housing project** in Largs.

We have supported our wider vision for our North Shore with the announcement of funding and plans for a new **Ardrossan Campus**, providing a state of the art educational and community facility in Ardrossan.

We are proud to have supported a further 17 Syrian Refugees through the **Vulnerable Persons Resettlement Scheme** and are due to welcome another 35 refugees by March 2020, following the Council's decision to increase its commitment to 200. The current number of families living in North Ayrshire is 34 (165 people).

In terms of our longer-term key areas of strategic focus, the **Ayrshire Growth Deal (AGD)** which will significantly boost our economy. Central to this is our approach to **inclusive growth**, recognised nationally in a recent report for **the Poverty and Inequality Commission**. We have developed a programme-based approach to the delivery of the AGD that should allow better decision making, interdependencies of projects will be known and will drive better value outcomes and efficiencies. Progress has been made on the advancement of all AGD projects, including the draft Outline Business Cases for the early delivery projects.

We have declared a state of **Climate Change Emergency**, and our key ambition is to be **net-zero carbon**, achieving a balance between carbon emissions and carbon removal. The first 6 months of this year has seen the introduction of our enhanced waste and recycling service, now recycling 61.2% of all household waste and using alternative Energy from Waste (EfW) technology rather than landfill for managing the other wastes generated.

**Together we continue to improve our services so that we deliver our vision,  
a North Ayrshire that is Fair For All.**

## Our Priorities

### Aspiring Communities

- ▶ Active and strong communities
- ▶ Children and young people experience the best start in life
- ▶ Inclusive, growing and enterprising local economy
- ▶ Residents and communities enjoy good life-long health and well-being
- ▶ Residents and communities are safe

### Inspiring Place

- ▶ Well connected with effective infrastructure
- ▶ Homes that meet residents' needs
- ▶ Vibrant, welcoming and attractive environment
- ▶ A sustainable environment

## Our Vision

A North Ayrshire  
that is 'Fair For All'

## Our Mission

Working together to  
improve well-being,  
prosperity and  
equality in  
North Ayrshire

### A Council for the Future

- ▶ An accessible Council that puts residents and communities at the heart of what we do
- ▶ An efficient Council that maximises resources and provides value for money
- ▶ A valued workforce that delivers high quality services
- ▶ A powerful and respected voice



Mid-Year  
Illustration  
2019-20

**261** businesses  
supported by  
Business Support  
& Development  
creating  
**296** jobs

**81%** of our  
customers are  
delighted with  
overall Customer  
Service

Street Cleanliness score  
increased by 4.5% to **99%**  
since April

Significantly reduced  
processing times for  
New Housing Benefit  
Claims by 33.3% in first  
6 months of this year

Delivering **1,140**  
expanded hours  
childcare in **15**  
establishments

Work commenced on  
the new Additional Support  
Needs Campus in Stevenston

Contract  
signed to  
build **122**  
Council Houses  
in Largs

**61.2%** of household  
waste is recycled

**£932,000** of external  
funding secured by  
Community Investment  
Fund projects



### ► Active and strong communities

- £932,404 of external funding has been secured to date by Community Investment Fund (CIF) projects. CIF investment is addressing key Community Planning, Council Plan and **Community Wealth Building** priorities such as improving lands and assets including Millport Town Hall and The Training Station at Saltcoats and the appointment of a Digital Skills Officer in Irvine to improve digital skills to aid employability.
- We held the first **Joint Community Planning Partnership (CPP) Locality Partnership and Health and Social Care Partnership (HSCP) Locality Planning Forum** on Arran in September, a pilot which is the first of its kind in Scotland and which will further develop a place-based approach to designing and delivering local services.
- Extensive consultation with young people and partners to refresh our award-winning **Young People's Citizenship and Participation Strategy** is ensuring our young people continue to have a voice in local and national decisions that affect them.
- Our **Youth Ambassadors** are contributing to our **Youth Poverty Commission**, the first in Scotland, as part of the Year of Young People Poverty and Inequality workstream.
- Our **Fairer Food Participatory Budgeting** event in Eglinton Country Park attracted over 400 attendees, fully funded 16 third and voluntary sector groups and partially funded a further three to develop food growing, education and food with dignity initiatives. The Food Forum now has a community representative as chair.
- **Mainstreaming Participatory Budgeting** is progressing well. Following last year's pilot in the Three Towns Locality, the views of over 1,200 residents in the remaining five localities have been received. The most popular three ideas in each locality will now be implemented by our Streetscene Service, such as relaxed grass cutting, more wild flower meadows, planting of fruit trees and more support for volunteers.
- Connected Communities completed two extensive **community engagement** consultations to inform new ways of working with the network of community centres and libraries.

### ► Children and young people experience the best start in life

- We developed our first joint **Child Poverty Action Plan and Report** 2018/19 with NHS Ayrshire and Arran. This was submitted to the Scottish Government in June 2019 and initial feedback suggests we are demonstrating more progress than many other local authorities to prevent and mitigate the effects of child poverty and reduce future levels.
- Our **Early Learning and Childcare Expansion** is now delivering 1,140 expanded hours of childcare in 15 of our establishments and are on target for delivery in 42 establishments by August 2020.
- We have established a **Foundation Apprenticeship course in Social Services and Healthcare** with our Health and Social Care Partnership. This enables pupils to combine classroom-based activity with a one day per week work placement.
- The Health and Social Care Partnership has developed our '**Family Firm**' corporate parenting policy, procedures and protocols, which supports young care experienced people with training and employability.
- The uptake of **childhood immunisation** continues to increase with North Ayrshire's rates in all immunisations being higher than the Scottish average.





- The percentage of babies being exclusively breastfed at 6-8 weeks in North Ayrshire has now increased from 17.3% in 2017/18 to 19.2% in 2018/19. The overall percentage of babies being exclusively breastfed at 6-8 weeks at Ayrshire & Arran level has increased from 18.1% in 2017/18 to 20.1% in 2018/19 and is the highest recorded rates since 2007.
- North Ayrshire has now fully implemented the **National Health Visiting Pathway** and this pathway promotes the importance of prevention and early identification: getting the right support for families at the right time.
- The roll-out of the Wellbeing model in Largs campus following a pilot in Kilwinning is underway. This is developing an enhanced wellbeing model to **support our young people's mental health**.
- Our **Promoting Positive Relationships Policy** was launched in September. It provides the vision for inclusive education and a framework for establishments to develop their own policy.
- Our Education Service's Quality Improvement Framework was revised to align to "How Good is OUR School" national resource that supports learners to take part in self-evaluation and school improvement.
- We have developed our **Standard Design Brief for high quality learning environments**, building on the Care Inspectorate "Space to Grow" guidance.
- Qualifications such as the Employability and Leadership Awards have been developed to support pupils to develop skills for life and work to ensure they enter **positive destinations**, with a bespoke model of work experience now accessible through our partnership with Ayrshire College.

### ► Inclusive, growing and enterprising economy

- We launched our **Community Wealth Building Commission** in September with the publication of the Centre for Local Economic Strategies (CLES) study of the North Ayrshire economy.
- Our new facility **The Circuit** at Quarry Road, Irvine has been set up to **support Social Enterprises and new businesses** with eight businesses in residence.
- We recruited 62 **Modern Apprentices** across the Council including 12 work placements for care experienced/disabled young people. We also supported 11 unemployed residents to graduate and welcomed 17 unemployed lone parents on a 'Skills for Life' programme to gain new skills and work experience within Council services.
- 50 people attended a Jobs Fair for the Care Sector at our Stevenston Employability Hub.
- There have been 30,174 sessions on public library computers and an increase of 10% between the first two quarters of this year due to additional **digital access and support** classes in the Garnock Valley.

### ► Residents and communities enjoy good, life-long health and well-being

- Our participation in the **Vulnerable Persons Resettlement Scheme** has provided a safe home for a further 17 Syrian Refugees in the first six months of this year, taking the total to 165. We are on target to resettle another 35 refugees by March 2020, following the Council's decision to increase its commitment to 200.
- Our Health and Social Care Partnership now has GP practice-based **Mental Health Practitioners** (MHPs) who are working as part of the wider multidisciplinary team.





- Every GP practice can now refer onto **Computerised Cognitive Behavioural Therapy (CCBT)**. CCBT brings all the benefits of CBT directly to patients through the use of computer and multi-media technology, enabling patients to access the treatment when and where they want.
- Our **school holiday meals initiative** was relaunched as Wrap, Run and Fun to have a more inclusive approach encouraging further uptake. (See case study below.)
- Our Health and Social Care Partnership assumed responsibility for two additional wards on the Ayrshire Central Hospital site, providing opportunities to **improve rehabilitation** opportunities for patients.
- Our exciting new **state of the art sport and leisure facilities** at Quarry Road, Irvine have been completed, are occupied by KA Leisure and proving extremely popular with communities.
- We have launched our new **Community Sports Hub programme** with KA Leisure, aiming for all KA Campus Facilities to be the focus for each Community Sports Hub. Gold, silver and bronze accreditation gives clubs the opportunity to access funding and further qualifications for coaches and volunteers.

### ▶ Residents and communities are safe

- A successful joint initiative with UK Border Force, Police Scotland, Housing Services and the Licensing Team was brought together by our Trading Standards and the Corporate Fraud Team to tackle human trafficking and houses in multiple occupation on a number of premises.
- The first phase of the North Ayrshire Rapid Rehousing Transition Plan has been implemented to reduce homelessness and repeat offending and improve outcomes for people with complex needs.

## Case Study – Wrap, Run and Fun

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

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

To continually improve, an ongoing review of the activities on offer has resulted in a wider partnership with KA Leisure and other community partners at various venues. The attendance over the summer period resulted in an additional 721 meals being served, which equates to a 5% increase compared to summer 2018. Facilities Management continues to develop the school holiday meals provision to maximise the number of children benefiting from this service. The ongoing review will include building on existing community partnerships and working with other stakeholders to widen the service into the community to reach those who need it most.

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

*"Holiday meals has been a great help for my family especially over the long summer period because I just need to give them something light to eat in the evening."*

- Parent



In the **next six months** we will work towards progressing the actions that will deliver the priority outcomes falling under **Aspiring Communities**, a society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.

### ► Active and strong communities

We will:

- Progress the development of our Community Charter that will see the Council and local communities come together and set out things they jointly commit to do to help improve localities.
- Improve Community and Locality Planning, including developing leadership and to ensure all partners in the whole system are focusing on shared Local Outcomes Plan priorities.
- Refresh our Strategic Community Learning Plan with partners.
- Develop the Community Leadership Collective in conjunction with Community Planning Partnership (CPP) and third sector partners and Ayrshire College. The Collective aims to identify a network of emerging community leaders, develop their skills then match them with the needs of localities. This knowledge and skills sharing will help empower more communities to deliver better outcomes across North Ayrshire.
- Support young people aged from 8 to 24 years to allocate £60,000 to projects important to them through Youth Participatory Budgeting.
- Develop a Participatory Budgeting process to address drug and alcohol addiction and deaths in North Ayrshire with the Alcohol and Drug Partnership (ADP), Community Learning and Development, service users, carers and people in recovery.
- Progress the “Community Book,” a facility to signpost residents and frontline organisations to appropriate support services within the community and beyond.
- Continue to provide opportunities for communities to continue to be involved as our Libraries and Community Centres review progresses to meet the demands of the Medium-Term Financial Framework.

### ► Children and young people have the best start in life

We will:

- We will consult with the public on our proposals for our new Ardrossan Campus that will provide a state of the art educational and community facility in Ardrossan.
- Provide a range of opportunities, with partners, for children and young people to develop the right skills for learning, life and work through vocational and wider achievement options and flexible work experience placements, which are linked to their future careers.
- Expand our professional learning programmes to increase the number of staff who are trained in nurturing and restorative approaches and further develop our Council’s whole system Nurturing North Ayrshire approach.
- Progress the extensive property adaptations and the Facilities Management support required to deliver the 1140 hours of Early Learning and Childcare Expansion.



- Ensure high quality outdoor learning environments to deliver 1140 hours of free childcare to eligible children including developing an outdoor play strategy.
- Drive forward the integrated Universal Early Years' Service to support early identification of children and family's needs to ensure the appropriate services/professionals are in place.
- Further progress the Positive Family Partnership Strategy.
- Progress the Multi-Agency Assessment and Screening Hub (MAASH) to respond swiftly to domestic abuse and child welfare concerns.

### ► Inclusive, growing and enterprising local economy

We will:

- Grow the number of businesses operating out of The Circuit (social enterprise / business incubation facility) from eight to twelve.
- Work towards securing a major inward investment opportunity to bring new business to the area.
- Formally launch our Disability Employment Service to support our disabled residents into employment.
- Open a new Employability Hub at Kilwinning Library to support unemployed residents into employment.
- Develop our Community Wealth Building strategy to enhance community wealth and local jobs.
- Submit the Scottish Basic Income Feasibility Study Final Report to Scottish Government.
- Seek to improve the productivity and competencies of our businesses by developing a digital laboratory in conjunction with Strathclyde University and Ayrshire College.
- Explore the opportunity to position North Ayrshire Council as a leader locality as part of the blue economy to sustain our ocean resources for Economic Growth.

### ► Residents and communities enjoy good, life-long health and well-being

We will:

- Launch the Scottish Government's whole system approach to the diet and healthy weight Public Health priority in October with our other partners such as NHS and Leeds Beckett University. We are one of three early adopter sites for this priority and have agreed one of four in-depth partnerships with sportscotland to progress a shared approach.
- Develop leadership programmes for our Young Leaders through the North Ayrshire Sports Academy to improve the health and wellbeing and physical activity of young people and their families.
- Develop targeted programmes with partners, especially KA Leisure, to be proactive in encouraging people with physical and emotional health conditions to be more active more often.
- Develop locality-based Health and Social Care Partnership Early Years Leadership Teams, beginning with the Kilwinning Locality, in line with the Health and Social Care integration agenda, to ensure multi-disciplinary, locality specific support for those who require Early Years support.
- Continue to work with Locality Partnerships, Older People's Forum and community hubs to develop a social isolation action plan and work with South and East Ayrshire Health and Social Care Partnerships to develop pan-Ayrshire training.



### ► Residents and communities are safe

We will:

- Continue to explore the wider business opportunities of our CCTV Service, supporting internal partners to meet wider Council objectives such as capturing fly tipping and fire alarm monitoring for the Council.
- Complete our Safer North Ayrshire Strategy in alignment with the North Ayrshire Local Policing Plan.
- Develop the wider Housing First Partnership Team and working principles.
- Implement and monitor the impact of the new Environmental Health inspection regime combining food standards and hygiene.
- Monitor and implement the outcomes of the Building Standards Futures Board in relation to Compliance, Enforcement and Fire Safety.





### ► Well connected with effective infrastructure

#### Irvine Enterprise Area developments:

- Successful Stage 1 bid for Regeneration Capital Grant Fund for additional office space at Annickbank Campus;
- Heads of Terms reached with two companies for Gateway Building and part of Block 7 at Annickbank.
- Commenced the development of a new **Additional Support Needs (ASN)** school and residential facility in Stevenston, co-locating the Council's four ASN schools into a single facility.

### ► Homes that meet residents' needs

- We have agreed a **£25m housing project** which will provide 122 new Council houses at Flatt Road, Largs and are exploring the opportunity to provide extra care sheltered housing for 29 units at St Colm's Place.
- Following the local consultation and the decision to demolish and rehouse tenants from Irvine High Flats, 149 (54%) of the 275 tenants have moved and we are on target to have all tenants rehoused by Autumn 2020.
- We have seen a significant increase in **new build housing completion rates** and in **new build starts** which is the highest figure nationally. Q2 data shows an increase from 59 (Q2 2018) to 194 (Q2 2019) in new build starts, and an increase from 65 (Q2 2018) to 77 (Q2 2019).

### ► Vibrant, welcoming and attractive environment

- **Participatory budgeting** engagement framework for grounds maintenance, in all localities, has now been implemented. Over 1,200 people within communities have had a say and influence on the service delivered which resulted in the introduction of relaxed grass cutting to promote biodiversity and planting of fruit trees to help alleviate food poverty.
- **COIG Ltd** – a local tourism industry led company was established in May 2019 with support from the Council. The company will oversee the promotion of five touring routes that are expected to attract an additional 100,000 visitors to North Ayrshire by December 2022.
- We have continued to improve street cleanliness through working in partnership with volunteers to ensure our local areas are attractive and well maintained. Our street cleanliness is currently showing 99%, an improvement of 6.8% since 2017/18.

### ► A sustainable environment

- We have declared a state of **Climate Change Emergency** and our key ambition is to be net-zero carbon, achieving a balance between carbon emissions and carbon removal. In the first 6 months of this year we have introduction of our enhanced waste and recycling service, with approximately 61,000 purple bins delivered to households on the mainland and Cumbrae. We now recycling 61.2% of all household waste, compared to 59.4% for the same period in 2018/19 and realising 6.22% recovery of energy from waste collected.



- We continued to work closely with the **Clyde Valley Residual Waste partnership** to make arrangements for the commissioning of the new residual waste treatment facility which will also incorporate energy recovery, removing or reducing our reliance on landfill.
- We successfully worked on a **Partnership project** with The Friends of Stevenston Community Group to facilitate the planting of three hectares of Woodland at Ardeer Quarry which will provide a community resource for physical activity, health & well-being, biodiversity and will secure carbon abatement benefits.
- We undertook a non-statutory consultation for the proposed **Millport Flood Protection Scheme** which was attended by approximately 180 residents and has informed the outline design of essential flood protection measures.

*"I am delighted to see that since the introduction of the enhanced waste and collection system that the latest figures show that household waste recycling is on the way up, which is great news for the local environment."*

- Senior Manager

## Case Study – Zero Waste Strategy

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

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

The initial recycling figures, which cover April to September, show that household waste recycling has increased to 61.2% compared to 58.4% for the same period last year.





In the **next six months** we will work towards progressing the actions that will deliver the priority outcomes falling under **Inspiring Place**, an enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place our residents are proud to live and work in.

### ► Well connected with effective infrastructure

We will:

- Implement the Local Development Plan 2 following adoption in November 2019. This sets out how we aim to guide development and investment in the area over the next 20 years.
- Progress the Ardrossan Harbour investment pending announcement of potential funding package.
- Continue to develop exciting regeneration proposals for the Lochshore while awaiting the outcome of the stage two application for Regeneration Capital Grant Funding.
- Complete the business case for a landmark building at i3 (Ayrshire Innovation Centre) to include the phase two and digital laboratory, commercial space and auxiliary facilities.
- Market next phases of house building to seek submission of bids from developers at Montgomerie Park, Irvine.
- Complete the Irvine High Street public realm project.
- Start on site of various projects funded through the Millport Conservation Area Regeneration Scheme.
- Improve town centre environments utilising the Town Centre Fund.
- Complete the industrial unit at Kyle Road, Irvine Industrial Estate and let the Gateway Unit at Irvine Enterprise Area, facilitating the expansion of a local companies into modern premises and the creation of additional employment.

### ► Homes that meet residents' needs

We will:

- Deliver the Strategic Housing and Investment Programme and housing estates regeneration programme, which will ensure that we meet our target to provide 1,732 new homes that meet resident's needs.
- Deliver a major housing planning application in Irvine, Three Towns, West Kilbride and Kilwinning to help tackle the decline in population forecasts and support community growth making housing more affordable to working age families.

### ► Vibrant, welcoming and attractive environment

We will:

- Submit an application for Decriminalised Parking Enforcement (DPE) to the Scottish Government ensuring implementation of traffic management within our Town Centres.
- Finalise design proposals to stage two for Maritime Mile at Irvine Harbourside and commence community and partner consultation and conclude proof of commercial concept for Great Harbour proposals.



- Secure funding required for the Year of Coasts & Waters 2020 themed events and festivals programme to attract tourists to North Ayrshire.
- Progress Ayrshire Growth Deal Marine Tourism development work including Ardrossan Marina extension business case, technical work and a partnership agreement with Clyde Marine Ltd.

### ► A sustainable environment

We will:

- Work with householders to increase participation in our recycling schemes through the refreshment of the 'Right Stuff Right Bin' campaign.
- Commission Energy from Waste with the Clyde Valley Residual Waste partnership to send our residual waste (grey bin) for recycling and energy recovery.
- Prepare for the formal notification of the Millport Coastal Flood Protection Scheme in early 2020.
- Issue the tender for construction works to deliver the Upper Garnock Valley Flood Protection Scheme.
- Conclude the studies and identification of potential projects for consideration as part of the next cycle of the Ayrshire Local Flood Risk Management Plan.
- Work with communities to agree a new Climate Change Strategy.



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

- Our Streetscene Service is being transformed through the roll-out of digital technology. The Bereavement Services, Street Cleaning, Grounds Maintenance and Play Parks are **using digital devices to** increase efficiency, productivity and an improved standard of maintenance of our public space.
- We are expanding our **self-service** delivery model providing local digital support and access across our communities to ensure people are able to participate.
- Implementation of our **digital strategy** progresses with the review of our software and procurement of our new telephony and network solutions.
- We have **significantly improved the processing times** for Housing Benefit Claimants. New claims reducing by 33.3% and change of circumstances claims reducing by 12.8% in the first 6 months of this year.

### ► An efficient Council that maximises resources and provides value for money

- Good progress is being made in developing our **Municipalisation Strategy** which will help us generate additional income streams in the future particularly in respect of land assets and renewable energy.
- Our **Medium-Term Financial Plan 2020/23** process has commenced with further high-level transformation workstreams being developed.
- Building Services commenced a new **house building pilot** in June which has been a great success, generating additional income, workforce sustainment, apprentice recruitment/retention and providing an increased skill base.

### ► A valued workforce that delivers high quality services

- Our investment in Leadership increases through the Blue Wave of Change and wider leadership development programmes, key to ensuring our leaders support us through our change and transformation programmes.
- We have put in place new initiatives, through our Healthy Working Lives programme to support the **health and wellbeing** of our workforce.
- We continue to focus on **customer satisfaction** with 81% of customers being delighted with the service they have received.
- Our **People Connect (People Strategy)** has been refreshed and will be launched later in 2019 to support the delivery of our Council Plan Priorities.

### ► A powerful and respected voice

- We were one of only two local authorities to contribute to the recent Audit Scotland publication: Principles for **Community Empowerment**. This will guide the national approach to supporting Community Empowerment in future years.
- The feasibility of a Scottish Basic Income pilot to reduce poverty and inequality is a step closer. This initiative is a partnership with three local authorities and NHS Health Scotland, supported by the Scottish Government and the Improvement Service.

In the **next six months** we will work towards progressing the actions that will deliver the priority outcomes to ensure our Council is forward thinking - motivated to transform and improve the services we provide for our communities, continuing to innovate and reshape what we do and how we do it and delivering value for money services which target resources towards our key priorities and secure financial sustainability.

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

We will:

- Undertake a programme of community engagement to seek views and input to our next phase of transformation.

### ► An efficient Council that maximises resources and provides value for money

We will:

- Conclude our 2020/23 Medium Term Financial Plan (MTFP) and associated transformation programme.
- Finalise our Municipalisation Strategy.
- Implement the next phase of our Digital Strategy including, cloud-based solutions, telephony and local and wide area networks.

### ► A valued workforce that delivers high quality services

We will:

- Complete the Employee Survey (Our Voice) and analyse the findings to identify areas for improvement together with improvement actions.
- Offer well-being events to our employees informed by the results of “Our Voice” employee survey.
- Continue to deliver ‘Fair Say’ engagement sessions to allow staff to meet and speak with the Council leader and Chief Executive about our new Council Plan and priorities and any other issues that are important to them.

### ► A powerful and respected voice

We will:

- In conjunction with regional and national partners we will prepare a 10-year regional strategy to transform the Ayrshire Economy.
- Develop a targeted approach to stakeholder management to align and lever additional external funding behind key priorities.



### Key



On target



Slightly adrift of target



Significantly adrift of target



Data only

## Aspiring Communities

- ▶ Active and strong communities
- ▶ Children and in life
- ▶ Inclusive, growing and enterprising local economy
- ▶ Residents enjoy good, life-long health and well-being
- ▶ Residents and communities are safe

### Performance Indicators



### Actions



## Inspiring Place

- ▶ Well connected with effective infrastructure
- ▶ Homes that meet residents' needs
- ▶ Vibrant, welcoming and attractive environment
- ▶ A sustainable environment

### Performance Indicators



### Actions



## A Council for the Future

- ▶ An accessible Council that puts residents and communities at the heart of what we do
- ▶ An efficient Council that maximises resources and provides value for money
- ▶ A valued workforce that delivers high quality services
- ▶ A powerful and respected voice

### Performance Indicators



### Actions



## Transformation

- ▶ The transformation programme has been aligned to our Council Plan themes to deliver better outcomes for our Communities and help the Council secure financial sustainability.

### Projects Delivering Expected Financial Savings



## Performance Indicators Adrift of Target

Our Council Plan Framework measures progress of 34 performance indicators and 10 of these are measured quarterly / half yearly. The remaining 24 performance indicators are annual. Where quarter two information is unavailable, the most recent data has been used.

### ▶ Aspiring Communities

#### ▲ CP\_12 Percentage of learning disability service users accessing employment support activities

Since quarter one 2019/20 the number of service users with employment support has increased to 129. There has been a slight decrease of service users with learning disabilities which accounts for the slight increase in percentage since the previous quarter, now showing slightly adrift of target. There is currently a plan in place to relaunch the employability work with the opening of Trindlemoss Day Services.

#### ▲ CP\_05 Average total tariff score of pupils living in SIMD 30% most deprived areas

The average total tariff score of pupils living in the SIMD 30% most deprived areas has consistently increased year on year over the last three years. The average total tariff score figure for 2017/18 is 2.5% below the target. Utilising Pupil Equity Fund (PEF) we have developed a number of initiatives to address and improve performance.

#### ▲ CP\_17 Emergency Admissions (Number)

The Chief Executive of NHS Ayrshire and Arran is sponsoring an Exemplar Leadership Group with a remit of unscheduled care/emergency admissions. The membership of the group is made up of senior personnel from both acute sites and North and East Partnerships. The group have already begun to examine business intelligence relating to trend analysis within the acute sites. It is anticipated that this will assist in better understanding of where and when the pressures are and to then plan how to minimise those interventions. The topic of unscheduled/emergency admissions is discussed, currently for NHS Ayrshire and Arran sites, daily to ensure that wherever possible presentations at hospital sites are not converted into admissions.

#### ▲ CP\_15 Number of attendances at indoor sports & leisure facilities (excluding pools)

The number of attendances at indoor sports and leisure facilities excluding pools has consistently increased since 2007/08, more than trebling in this time to 1.89 million. Quarter one was 2.76% below the same period last year. During this period potential equality issues were addressed by increasing the cost of the preferred partner discounted membership which had been lower than the concession rates. This affected 75% of members and forms part of a three-year pricing strategy. A closure at Auchenharvie gym and ice rink also affected attendance. Quarter two has returned to last year's levels, only 57 attendances below the same period last year (0.01%).

A fitness development plan is in place focussing on the three objectives of understanding customers, growing KAL's brand and improving the overall offer which will help minimise any impact.

### ▶ Inspiring Place

There are no performance indicators adrift of target

### ▶ A Council for the Future

There are no performance indicators adrift of target



### Actions Adrift of Target

Our Council Plan delivery plan measures 116 actions. There is one significantly adrift of target and two slightly adrift of target.

#### ▶ **Aspiring Communities**

##### ● **We will work in partnership to develop an Ayrshire Regional Skills Investment Plan**

This is a Skills Development Scotland led project which will require input from local authority partners and the wider Ayrshire Regional Economic Partnership. This has yet to commence and will begin following development and agreement of a Regional Economic Strategy. Timescale to be confirmed.

##### ▲ **We will help individuals to have better choice and control of their support at an early stage by reinvigorating Self-Directed support and the HSCP charging policy**

The tender process for the pan Ayrshire independent advice and guidance contract, currently held by Ayrshire Independent Living Network, has commenced. North Ayrshire is the lead authority and the specification is being revisited to accommodate local authority / service changes over the past five years. Completion date for the award of contract is 1st August 2020. Two Self-Directed Support (SDS) sessions are now being planned for later in November/December 2019. Staff consultation is being developed to consider Health & Social Care Partnership's approach to SDS. We plan to issue before the end of October 2019 to report findings at the two dates in November and December 2019. SDS has been the subject of internal audit.

The agreed SDS Officer Job Evaluation process has commenced (previously planned to recruit in September 2019).

#### ▶ **Inspiring Place**

There are no actions adrift of target

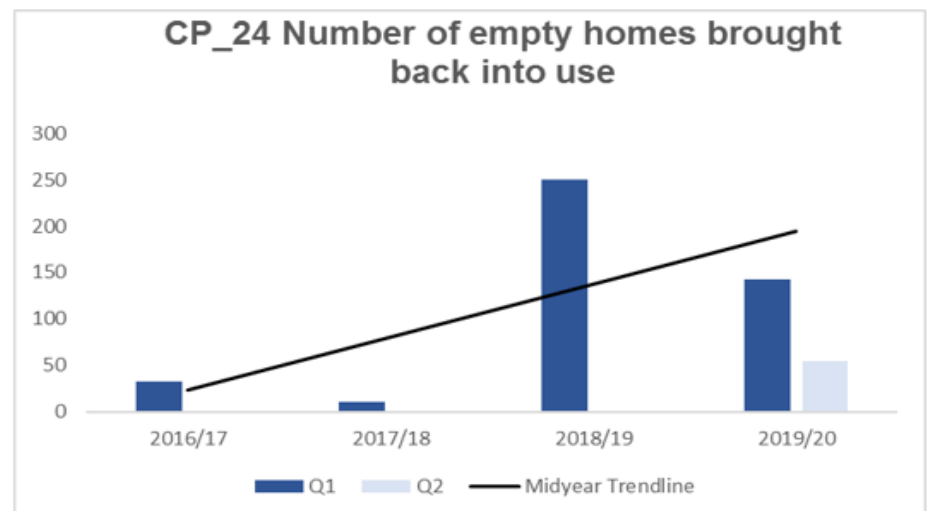
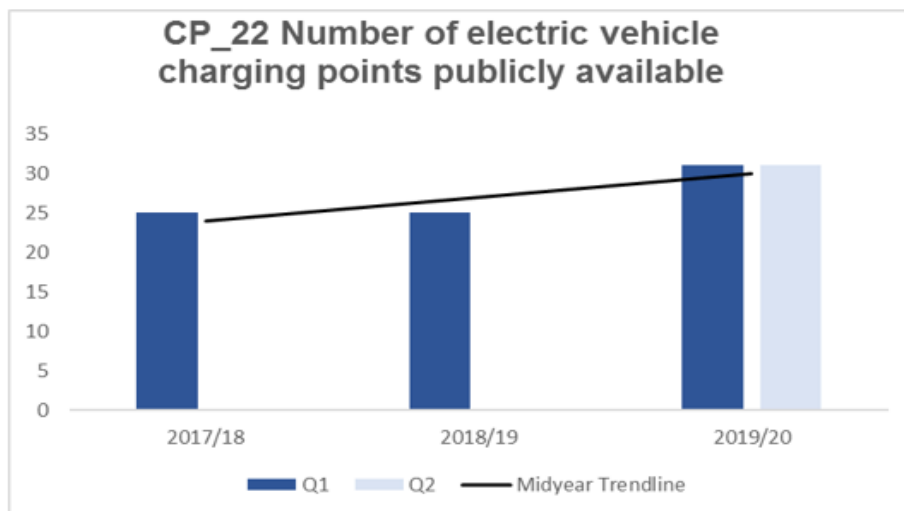
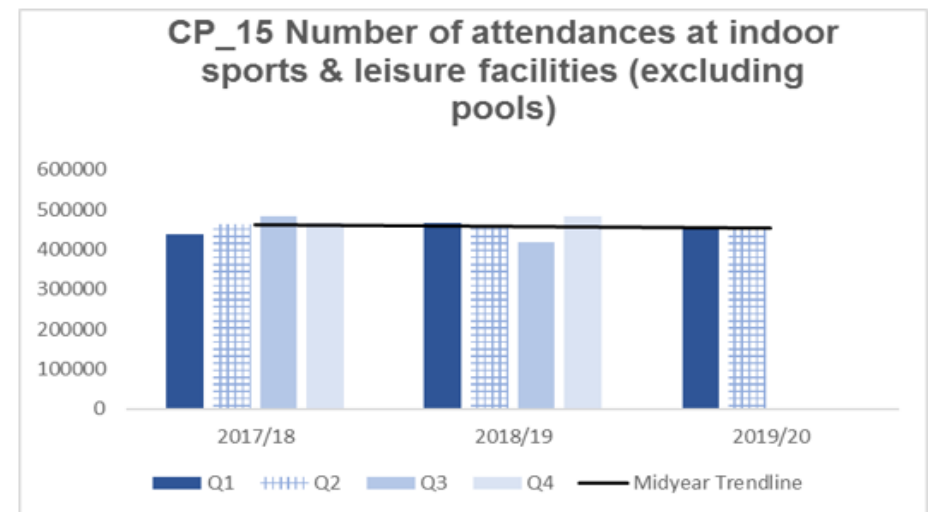
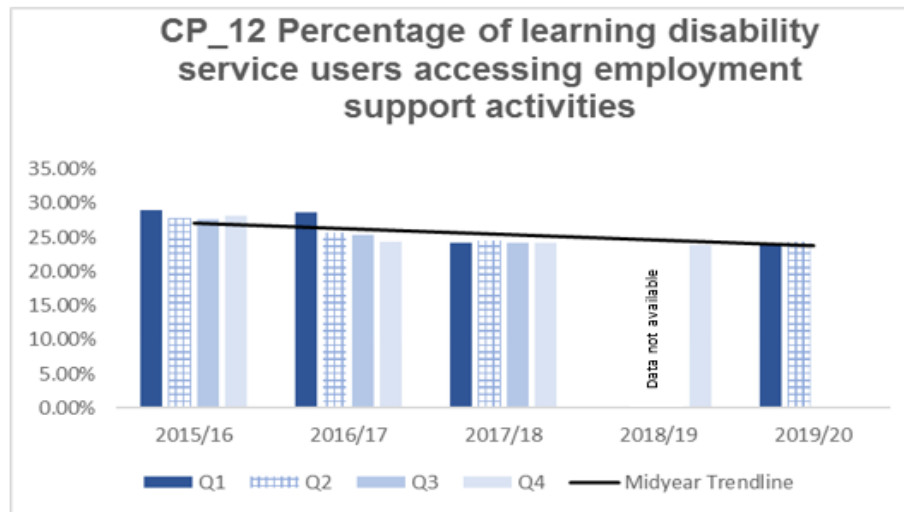
#### ▶ **A Council for the Future**

##### **We will deliver cloud-based solutions**

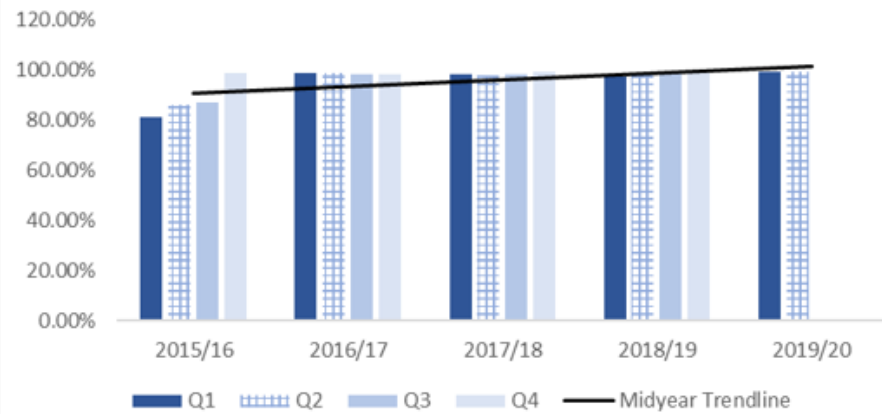
All 3,200 Lotus Notes email accounts have been migrated to Office 365. The data that we store on our network sites is moving to SharePoint which is cloud-based. Supplier build issues have pushed back original scheduled implementation dates and new timescales are under review.

Trend Charts are shown below for Performance Indicators where data is available. Further trends can be found on our website under “North Ayrshire Performs”.

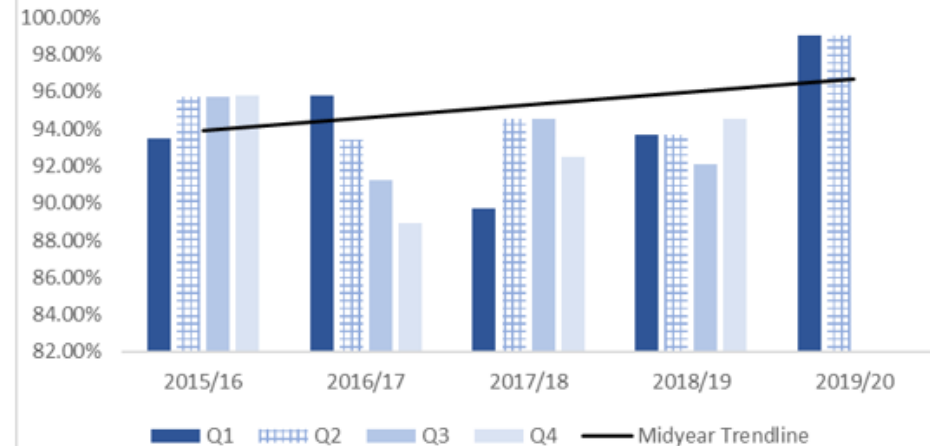
Midyear Trendline tracks performance as at Q2 each year.



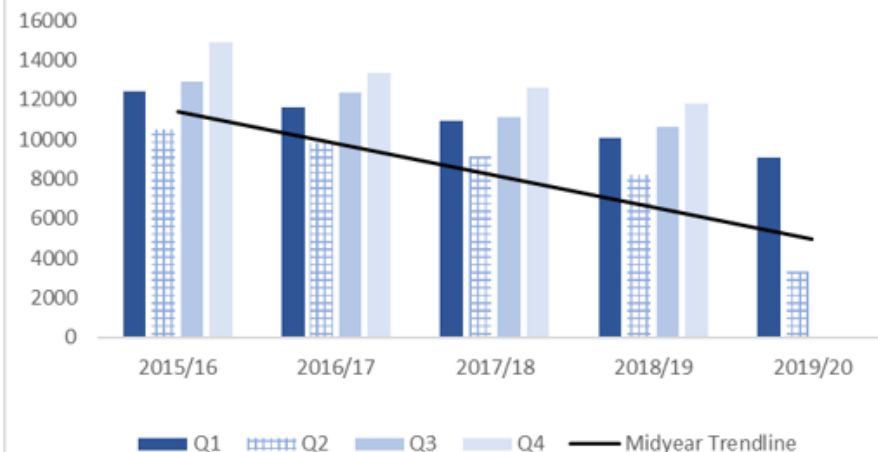
**CP\_25 % of Council dwellings that meet the Scottish Housing Quality Standard**



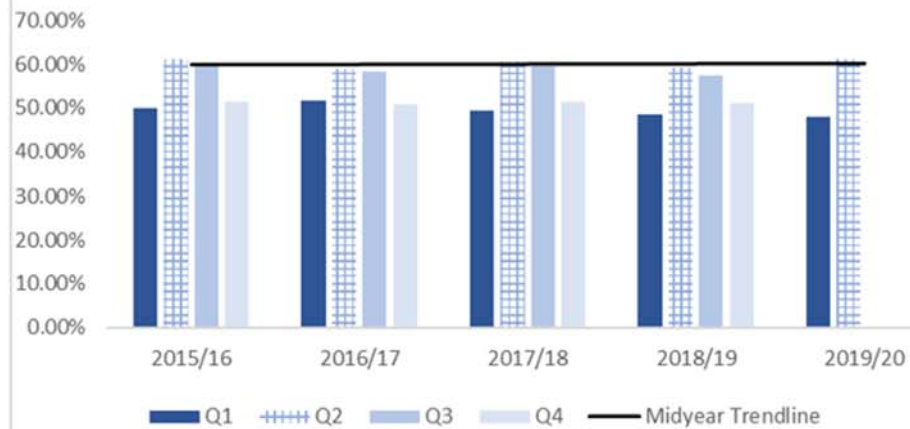
**CP\_27 Street Cleanliness Index - % Clean**



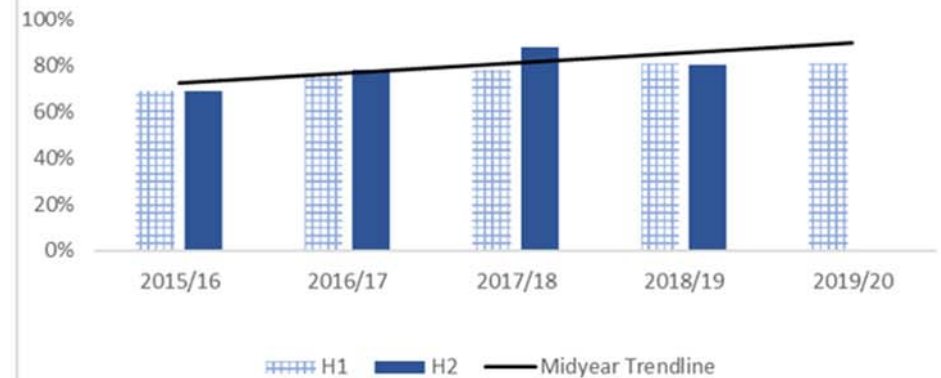
**CP\_29 Overall carbon emissions (tonnes)**



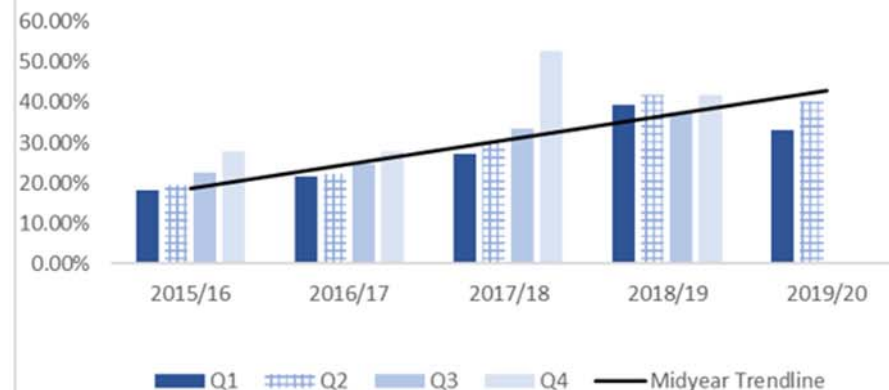
**CP\_31 % of total household waste that is recycled (calendar year as per SEPA)**



**CP\_32 Percentage of Customers delighted with the overall Customer Service)**



**CP\_33 Percentage of Customers delighted with the overall Customer Service)**



Best in Class identifies what we do well and where we learn from others to continually improve our performance.

### ► Sharing Learning

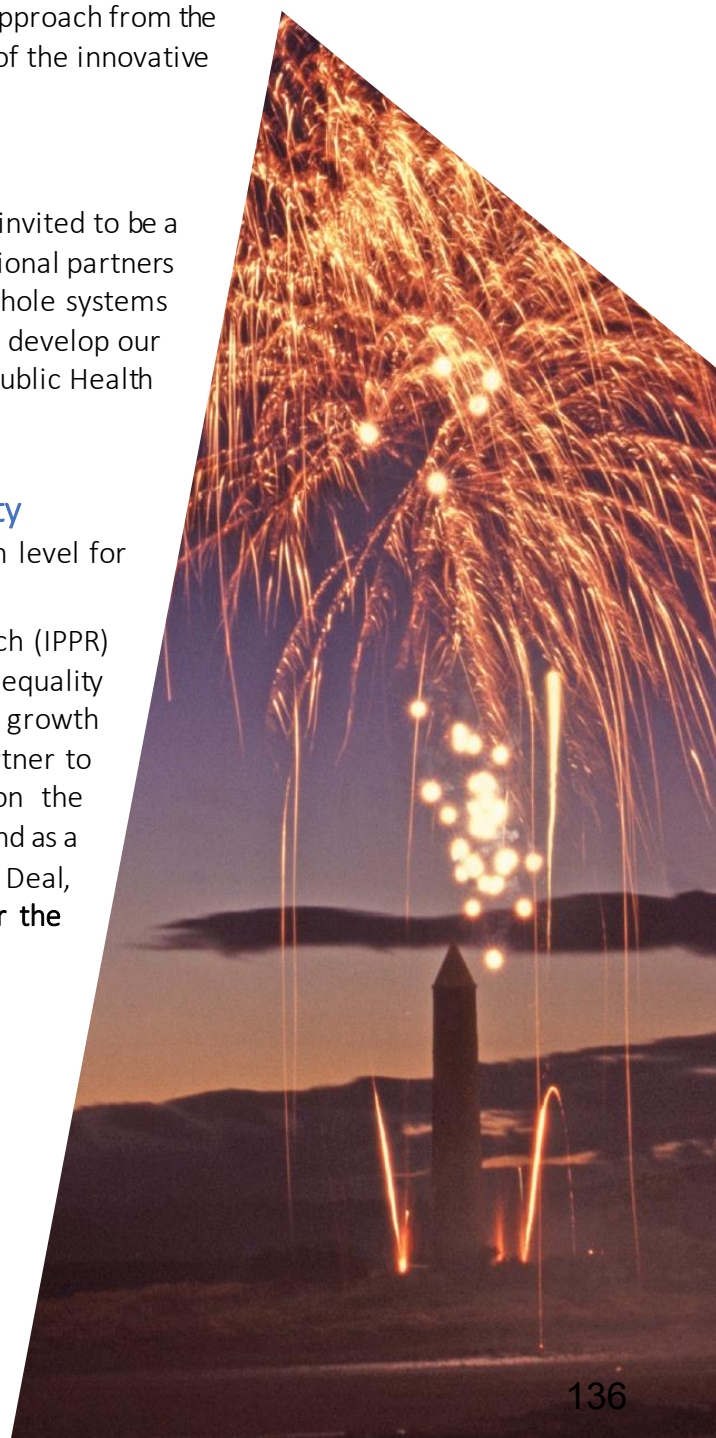
- We are being recognised for our **Kindness** work we are doing in partnership with Carnegie UK.
- We continue to share the best practice that has been developed in our **Professional Learning Academy**. Senior Managers from Education were asked to present on nurture at a SCEL (Scottish College for Educational Leadership) conference in January 2019.
- North Ayrshire's whole systems has led to us being invited to be an early adopter in the public health priority, **diet and healthy weight**.
- The Scotland Housing Network annual performance review demonstrates that once again North Ayrshire is the **best performing local authority housing service**.
- We have secured recognition for our **Inclusive Growth** approach from the London-based Centre for Progressive Policy for our use of the innovative North Ayrshire Inclusive Growth Diagnostic and policies.

### ► Areas Being Explored

- North Ayrshire is one of only four local authorities to be invited to be a Sportscotland ("in-depth" partner). This is bringing national partners together for the first time to address local issues in a whole systems approach. It should result in additional resource to help develop our sports development, directly linking to our work with Public Health Priorities.

### ► External Inspections and Self-Assessment Activity

- Our Housing Service continues to perform at Platinum level for **Investors In People**.
- A report by the Institute of Public Policy and Research (IPPR) Scotland for the Scottish Government's Poverty and Inequality Commission identified North Ayrshire as an inclusive growth incubator. The report notes "Having served as the partner to the Scottish Centre for Regional Inclusive Growth on the development of the Inclusive Growth Diagnostic Tool, and as a key partner of the development of the Ayrshire Growth Deal, **North Ayrshire has emerged as the key location for the development of inclusive growth in Scotland.**"





- Education Scotland published inspection reports in Q2 this year, on seven educational establishments in North Ayrshire for session 2018-19. The performance of our schools and centres was, in the main, very positive and overall evaluations were above the national average.
- The Care Inspectorate published inspection reports in Q2 this year, on twenty local authority early learning and childcare establishments for session 2018-19. The performance of these establishments was extremely positive.
- The annual Scottish Government **Planning** statistics show that our overall performance is the best in the country.

### ► Accreditations

- We retained **gold level 'Food for Life' accreditation** for all Primary Schools and one high school. Awarded by the Soil Association Scotland, it reflects our ongoing commitment to procuring locally sourced food.
- We received our **second gold award for Tenant Participation** from the Tenant Participation Advisory Service (TPAS)
- Our Planning Team were **finalists in the UK Local Authority Planning Team of the Year 2019** and nominated for Scottish Government Awards in Quality Planning 2019.
- We retained the Gold **Healthy Working Lives Award** for the fifth year running.



# What Our Customers Say

This section captures four selected compliments and comments and one complaint and resolution from our residents and businesses who have contacted the Council to highlight any issues they are facing.

"My Mum recently had a wet room put in to aid her. She wants to say that all concerned were polite and caring in every way. The staff from NAC Building Services were exceptional.

My mum had a fall when trying to get to the door and they both stayed until help arrived as she was locked in the house. The wet room is amazing and a godsend."

*North Ayrshire Resident*

"We had the most amazing day at Saltcoats Town Hall for our recent wedding. Great big thanks to the Community Facilities staff who were fantastic at helping me organise everything, nothing was a bother to them.

Thanks to the Catering Team for the amazing food and drinks, also to the Registrar for marrying us. People are still talking about how lovely the venue was. We just loved everything about it, so thanks again for making it so special for us."

*North Ayrshire Resident*

"I spoke with a Call Handler when I called tonight and she was absolutely outstanding. I had to rearrange planned works to my property in the morning as both of my children are really poorly. It totally slipped my mind during the day and I had to phone the out of hours number.

The Call handler was so professional, friendly and understanding. Very impressed with her customer service skills and overall manner. I was really stressed out and she totally put my mind at ease and was so pleasant to speak with. Amazing Customer Service Advisor!"

*North Ayrshire Resident*

"I'm emailing you to commend my daughter's school. I can honestly say I'm so proud of how the Primary School continually supports my daughter on a daily basis to overcome any fears she has and to help build her individual skills.

The Head Teacher has been a breath of fresh air, her leadership is recognised daily. The class teacher is amazing and has helped transform my daughter into a more confident individual in her last year at Primary, her dedication and commitment is second to none."

*North Ayrshire Resident*

"When you are clearing the riverbank, rubbish is being blown into the river. Please can you look into this?"

*North Ayrshire Resident*

"Thank you for letting us know. We have now instructed all of our teams to manually sweep the bottom section of pathways along the river. This will ensure litter does not reach the river edges and cause issues for our environment."

*North Ayrshire Council*

## Contact Us

For further information please contact:

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Website: [www.north-ayrshire.gov.uk/performance](http://www.north-ayrshire.gov.uk/performance)

*Delivering our services with* **Focus. Passion. Inspiration.**


















North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath













### Priority 1. Aspiring Communities

Code & Short Name	2016/17			2017/18			2018/19			Q2 2019/20		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_01 % of population who are involved in local decision making (see description)	New measure and baseline established for 2018-19						51%			N/A Annual	60% *	
CP_02 % of Council budget directed via participatory methods	New measure and baseline established for 2018-19						0.62%			N/A Annual	0.89% *	
CP_03 % of residents who agree they have access to opportunities to participate in their local community	New measure and baseline established for 2018-19						30%			N/A Annual	30% *	
CP_04 - % of children achieving their developmental milestones at the time the child starts primary school	77%			77.2%			78%			N/A Annual	79% *	
CP_05 - Average total tariff score of pupils living in SIMD 30% most deprived areas	697.1	718		709.8	728		Available Feb 2020	715	-	N/A Annual	718 *	
CP_06 - Average tariff score: All Leavers	875.6	870		880.2	880		Available Feb 2020	885		N/A Annual	895 *	
CP_07 - % of school leavers entering positive destinations	93.4%	95.5%		95.6%	95.4%		Available Feb 2020	95.7%	-	N/A Annual	96% *	
CP_08 - Children living in Poverty (after housing costs)	NA			29.26%			26.59%			N/A Annual	26.5%	
CP_09 - Percentage of working age population in employment	64.7%	64.7%		68.2%	64.7%		69.7%	64.7%		N/A Annual	70% *	
CP_10 - % of procurement spent on local enterprises	16.62%			19.75%			22%			N/A Annual	23% *	
CP_11 - Percentage of people earning less than the living wage	2%			21.4%			21.4%			N/A Annual	21% *	
CP_12 - Percentage of learning disability service users accessing	24.3%	30%		24.25%	30%		23.88%	30%		24.34%	25%	

\* Represents an annual target

Code & Short Name	2016/17			2017/18			2018/19			Q2 2019/20		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
employment support activities												
CP_13 - Percentage of children with BMI centile >91 at 27-month review	11%	10.5%		12.65%	10.5%		9.98%	10.5%		N/A Annual	10.5% *	
CP_14 - Number of households in fuel poverty	New measure in 2017/18			30%			26%	26%		N/A Annual	25.5% *	
CP_15 - Number of attendances at indoor sports & leisure facilities (excluding pools)	1,540,097			1,848,777			1,886,930			455,463	473,547	
CP_16 - % of people aged 65 and over with long-term care needs who receiving personal care at home				65.8%			Available Jan 2020	65.6%	-	N/A Annual	66% *	
CP_17 - Emergency Admissions (Number)				20,724	20,639		20,933	20,257		N/A Annual	20,257 *	
CP_18 - of new tenancies to applicants who were assessed as homeless sustained for more than a year	80%	80%		78.28%	81%		81.48%	82%		N/A Annual	82% *	

## Priority 2. Inspiring Place

Code & Short Name	2016/17			2017/18			2018/19			Q2 2019/20		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_19 - Proportion of operational buildings that are suitable for their current use	91.6%	90%		89.9%	91%		91%	92%		N/A Annual	93% *	
CP_20 - Overall percentage of road network that should be considered for maintenance treatment	38.3%	39.1%		39.1%	39.1%		38.1%	39.3%		N/A Annual	38.1% *	
CP_21 - Proportion of properties receiving superfast broadband	88%			92.35%			96.15%			N/A Annual	97% *	
CP_22 - Number of electric vehicle charging points publicly available	New measure in 2017/18			25			25	25		31	30	

\* Represents an annual target



Code & Short Name	2016/17			2017/18			2018/19			Q2 2019/20		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_23 - Number of new build Council housing units reaching completion on a yearly basis	7			34	63		64	64		N/A Annual	55 *	
CP_24 - Number of empty homes brought back into use	32			11	43		250	60		54	15	
CP_25 - % of Council dwellings that meet the Scottish Housing Quality Standard	98.67%	93%		99.14%	98.2%		99.19%	99.4%		99.18%	99.4%	
CP_26 - Tourism Visitor Numbers	1,426,740	-		1,506,210	-		1,519,260	-		N/A Annual	1,534,968 *	
CP_27 - Street Cleanliness Index - % Clean	90.6	96.5		92.2	94		94.5	94		99	94	
CP_28 - Hectares of vacant & derelict land in North Ayrshire	New measure in 2017/18			1,294			1,279			N/A Annual	1244 *	
CP_29 - Overall carbon emissions (tonnes)	47,076	54,283		43,756	50,198		40,666	45,137		3,299	8,257	
CP_30 - Total installed capacity of low carbon heat and electricity generation across the Council's estate	New measure in 2017/18			9,029	9,000		9,682	9,600		N/A Annual	9,700 *	
CP_31 - % of total household waste that is recycled (calendar year as per SEPA)	55.31%	56%		55.8%	54.5%		54.6%	54.5%		61.2%	64%	





















### Priority 3. A Council for the Future

Code & Short Name	2016/17			2017/18			2018/19			Q2 2019/20		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
CP_32 - Percentage of Customers delighted with the overall Customer Service	77%	77%		84%	77%		81%	77%		81%	80%	
CP_33 - % of Self-Service Transactions	24.43%	22%		36.7%	30%		40.09%	35%		40.13%	40%	
CP_34 - Staff Engagement Level - Council Wide	69.6%	65%		71.2%	70%		71.2%	70%		N/A Annual	70% *	

\* Represents an annual target

## Council Plan 2019-24 Actions


### Quarter Two 2019-20


Priority 1. Aspiring Communities		Status
Local Outcome 1. North Ayrshire will have active and strong communities		
CP_01a	We will establish an Engagement and Consultation Centre of Excellence for North Ayrshire to develop ways to explicitly involve communities in our work.	
CP_01b	We will continue to lead and extend the locality planning approach within the CPP, focusing on inequalities.	
CP_01c	We will refresh the Young People's Citizenship and Participation Strategy to deepen their relationship with and increase their influence on the work of the Council.	
CP_01d	We will implement the Tenant Participation Strategy 2017-2022, building on our approach to involving under-represented groups and ensuring our tenants' views are used to shape future service delivery.	
CP_02a	We will draft, consult on and finalise the Local Charter.	
CP_02b	We will develop local agreements, linked to Locality Plans.	
CP_03a	We will extend and mainstream our participatory approach to offer communities, including young people, more opportunities to lead in local decision-making.	
CP_03b	We will pilot and implement the use of the Scottish Government Consul platform to increase participatory approaches across the Council and communities.	
CP_03c	Implement the Health and Social Care Partnership (HSCP) Participation and Engagement Strategy.	
CP_04a	We will identify and develop a network of community hubs, to provide timely and preventative local access to information and support.	
CP_04b	We will create local community signposts and directories to enable and promote community opportunities and access to services.	
CP_04c	HSCP Locality Planning Forums will be more active in listening to communities by holding public events and using websites and social media to share information.	
Local Outcome 2. North Ayrshire children and young people experience the best start in life		
CP_05a	In 2019/20 we will create high quality indoor and outdoor learning environments that are fit for the purpose of delivering 1140, starting in Blacklands Primary School, St Luke's Primary School Castlepark Early Years Centre, Caledonia Primary School and Hayocks Primary School.	
CP_05b	We will build strong, collaborative partnerships across all funded providers and child minders that support a "provider neutral," high-quality service for children and families.	
CP_06a	We will continue to design and implement programmes to achieve excellence and equity for our learners, with a clear focus on reducing the poverty-related attainment gap.	
CP_06b	We will improve the attainment and achievement of our children and young people through high quality learning and teaching in our schools.	
CP_06c	We will ensure our children and young people are equipped with the right skills for learning, life and work and that high numbers of our school leavers are entering positive and sustained post-school destinations.	
CP_06d	We will develop continuous professional learning pathways that build the capacity of our staff and create future leaders of service delivery and learning, that ensure high quality experiences and the best possible outcomes for children and their families.	
CP_07a	We will implement a refreshed Parental Engagement Policy across the education service.	
CP_07b	We will build on our well-established programmes to support families with their child's learning.	

CP_07c We will ensure our children, young people, staff and communities are empowered to shape the education service in our schools.	●
CP_07d We will develop and build our Champions' Board to ensure young people with care experience have their voices heard.	●
CP_08a We will develop a coherent mental health strategy in partnership with other agencies.	●
CP_08b We will continue to extend our nurturing approaches and access to counselling in our schools.	●
CP_08c We will focus on promoting positive relationships within our school communities	●
CP_08d We will develop locality-based HSCP Early Years Leadership Teams to identify local early years priorities	●
<b>Local Outcome 3. North Ayrshire is an inclusive, growing and enterprising local economy</b>	
CP_09a We will work in partnership to develop an Ayrshire Regional Skills Investment Plan .	●
CP_09b Based on the findings of the innovative Inclusive Growth Diagnostic, we will continue to deliver inclusive growth by designing and implementing Phase 2 of European Social Fund including a new supported employment service .	●
CP_09c We will deliver a new Foundation Apprenticeship programme alongside our existing Modern Apprenticeship programme.	●
CP_09d We will continue to deliver support through our Employability Hubs.	●
CP_09e Working in partnership, we will design Ayrshire Growth Deal regional skills and inclusion programmes.	●
CP_10a We will continue to offer digital access and support through libraries and community centres.	●
CP_10b We will work in partnership to design our Ayrshire Growth Deal £3m digital infrastructure project.	●
CP_11a We will continue to deliver the innovative Team North Ayrshire Approach to business support.	●
CP_11b We will review how we can maximise our relationship with national and regional enterprise partners as part of the new Ayrshire Regional Economic Partnership .	●
CP_12a We will promote fair employment through Ayrshire Growth Deal inclusive growth action plan.	●
CP_12b We will promote our role as an accredited Living Wage Employer.	●
CP_13a We will work with the Centre for Local Economic Strategy (CLES), we will undertake a local wealth building diagnostic for North Ayrshire on the five pillars of CWB:	●
CP_13b We will work with East and South Ayrshire to co-design the £3m Ayrshire Growth Deal Community Wealth Building Fund with the Scottish Government, informed by North Ayrshire's work with CLES.	●
<b>Local Outcome 4. North Ayrshire residents and communities enjoy good life -long health and wellbeing</b>	
CP_14a We will submit an interim report on the feasibility of Scottish Basic Income pilots to Scottish Government in September 2019.	●
CP_14b We will share learning from commissioned research, including interactions between basic income and social security, and modelling of the potential economic impacts of a basic income in Scotland.	●
CP_14c We will produce and submit a full business case on the feasibility of Scottish Basic Income pilots to Scottish Government in March 2020.	●
CP_15a We will encourage communities to seek the correct health professional (dentist, GP, Pharmacist, optometrist) for their health concern advice .	●
CP_15b We will help individuals to have better choice and control of their support at an early stage by reinvigorating Self-Directed Support and the HSCP charging policy.	▲

CP_15c We will review the role of assistive technology in our new build Council housing and share our learning with Registered Social Landlord partners.	●
CP_16a We will provide opportunities for people to be more active more often, through the Active Communities Strategy.	●
CP_16b We will work with Scottish Government as a trailblazer site for the whole systems approach to diet and healthy weight (public health priority) .	●
CP_16c We will work with communities to provide opportunities for participation, volunteering and employment through physical activity and sport.	●
CP_16d We will improve emotional and mental health and wellbeing through physical and social participation in community activities, including for young people .	●
CP_16e We will provide more community link workers in GP practices to enable access to a wider range of local supports.	●
CP_16f We will place Mental Health Practitioners into GP practices to offer triage calls, urgent and routine face to face assessments as well as directing patients to the most appropriate support without unnecessary referrals to mental health services.	●
CP_16g We will facilitate access to an online CBT (Cognitive Behavioural therapy) model for those with low mood and anxiety and depression.	●
<b>Local Outcome 5. North Ayrshire residents and communities are safe</b>	
CP_17a We will further roll out the 24hr, 7day per week, Police Triage Pathway within the Crisis Resolution Team (CRT) to help prevent hospital admission and timely access to the right person at the right time.	●
CP_17b We will continue to provide a Mental Health practitioner in Ayrshire College campuses.	●
CP_17c We will establish a Drug death prevention group.	●
CP_17d We will roll-out the Child and Adult Mental Health Service (CAMHS) wellbeing model piloted in Kilwinning locality to all localities.	●
CP_17e We will develop and implement the Community Safety Strategy 2019-2024 along with our Community Planning partners.	●
CP_17f We will undertake a review of our CCTV service and identify opportunities to invest in new technology to improve community safety and increase crime prosecution rates.	●
CP_18a We will implement a 'Housing First' approach in our provision of homelessness services, providing mainstream, settled accommodation for our tenants as quickly as possible.	●
CP_18b We will further improve support to young people to enable them to sustain their tenancies.	●

Two actions are adrift of target within the **Aspiring Communities** priority. These are detailed below.

CP_09a We will work in partnership to develop an Ayrshire Regional Skills Investment Plan			
Exp Outcome	Progress	Latest Note	Due
	<div><div>0%</div></div>	<b>2019/20 - Quarter Two Update:</b> This is a Skills Development Scotland led project which will require input from local authority partners and the wider Ayrshire Regional Economic Partnership. This has yet to commence and will begin following development and agreement of a Regional Economic Strategy. Timescale to be confirmed.	31-Mar-2020















CP_15b We will help individuals to have better choice and control of their support at an early stage by reinvigorating Self-Directed Support and the HSCP charging policy			
Exp Outcome	Progress	Latest Note	Due
	<div><div>25%</div></div>	<b>2019/20 - Quarter Two Update:</b> The tender process for the pan Ayrshire independent advice and guidance contract, currently held by AILN, has commenced. North Ayrshire is the lead authority and the specification is being revisited to accommodate local authority / service changes over the past five years. Completion date for the award of contract is 1st August 2020. Two Self-Directed Support (SDS) sessions are now being planned for later in November/December 2019. Staff consultation is being developed to consider HSCP's approach to SDS. We plan to issue before the end of October 2019 to report findings at the two dates in November and December 2019. SDS has been the subject of internal audit.  The agreed SDS Officer Job Evaluation process has commenced (previously planned to recruit in September 2019).	31-Mar-2020




Priority 2. Inspiring Place		Status
Local Outcome 1. North Ayrshire is well-connected with effective infrastructure		
CP_19a	We will support the development of the Ayrshire Regional Transport Appraisal.	●
CP_19b	We will implement active travel and transport projects including the promotion of strategic active travel projects with partners including Sustrans and Strathclyde Partnership for Transport.	●
CP_19c	We will develop and implement an Electric Vehicle Strategy and work in partnership with government agencies to deliver further electric charging infrastructure throughout North Ayrshire.	●
CP_19d	We will further develop Sustainable Business Travel arrangements for our employees & reduce grey fleet business mileage.	●
CP_20a	We will agree a package of funding with partners to ensure the long-term resilience of Ardrossan Harbour.	●
CP_20b	We will promote the nationally significant infrastructure at Hunterston.	●
CP_20c	We will ensure the resilience of our road network and associated infrastructure through a robust Roads Asset Management Plan.	●
CP_21a	We will support the implementation of R100 to ensure super-fast broadband access to 100% of premises in North Ayrshire.	●
CP_21b	With partners we will support the development of proposals for an £11m investment for a subsea fibre optic cable with a landing point at Irvine.	●
CP_22a	We will manage our assets effectively by: maximising the efficiency of our property estate; rationalising surplus assets; increasing occupancy levels and income within the Council's commercial estate and; measuring and improving the condition.	●
CP_22b	We will implement a range of energy efficiency measures to non-domestic Council buildings, reducing carbon emissions and providing revenue savings.	●
CP_23a	With partners we will finalise Full Ayrshire Growth Deal agreements with UK and Scottish Government.	●
CP_23b	We will develop a new, ambitious NA Regeneration Plan.	●
CP_23c	We will progress and develop business cases for each of our AGD projects and key development sites and do this in collaboration with key stakeholders to maximise investment and outcomes.	●
CP_23d	We will develop major regeneration projects at our key development sites and maximise use of Vacant and Derelict Land Funds.	●
CP_23e	We will adopt and implement Local Development Plan Two.	●
CP_24a	We will work with communities and through Locality Partnerships to raise awareness of and support Community Asset Transfers.	●
CP_24b	We will engage with Locality Planning Partnerships to improve alignment of community planning and spatial planning.	●
CP_24c	We will look to encourage and support community regeneration projects linked to Regeneration Capital Grant Fund and Town Centre Fund.	●
Local Outcome 2. North Ayrshire residents have homes and houses that meet their needs		
CP_25a	We will build a total of 1,732 new homes by March 2024, with 384 Council homes completed by March 2020.	●
CP_25b	We will work with partners to ensure we develop, as far as possible, homes for life.	●
CP_25c	We will build two new 'sustainable demonstrator' homes to showcase our aspirations for sustainable living.	●
CP_26a	We will develop a strategy for the promotion of housing development on strategic regeneration sites, to stimulate development.	●
CP_26b	We will deliver an alternative affordable housing model – HOME – in one of our most pressured localities.	●

CP_26c We will develop an initial pilot site for self-build, including the provision of infrastructure.	●
CP_27a We will help private sector residents to improve the condition of their homes by implementing the actions within the North Ayrshire Scheme of Assistance.	●
CP_28a We will develop a White Label energy product.	●
<b>Local Outcome 3. North Ayrshire is a vibrant, welcoming and attractive environment</b>	
CP_29a We will seek opportunities to develop affordable housing in our town centres through our Strategic Housing Investment Plan.	●
CP_29b We will deliver the actions arising from the Open Space Strategy and the Litter, Fly Tipping and Dog Fouling Prevention Strategy.	●
CP_29c We will develop Decriminalised Parking Enforcement to manage town centre traffic.	●
CP_30a We will purchase empty homes through our Strategic Housing Investment Plan and bring them back into the affordable housing supply.	●
CP_31a We will engage with tenants and empower them to make decisions about improvement projects in their local neighbourhoods, through our Estate-based Regeneration Programme and Tenant-led Budgets.	●
CP_31b We will embed a participatory approach for grounds maintenance through locality partnerships.	●
CP_32a We will work with the local Millport community to help develop a proposal for a marina facility.	●
CP_32b We will work with partners to identify priorities to develop the tourist experience .	●
CP_32c We will work with partners to deliver a comprehensive programme of events for 2020 Year of Coasts and Waters.	●
CP_32d We will work with Clyde Islands to develop a major initiative to attract new significant investment to our islands.	●
<b>Local Outcome 4. North Ayrshire is a sustainable environment</b>	
CP_33a We will implement actions within the Zero Waste Strategy which will incorporate the implementation of enhanced waste and recycling services and move towards becoming a 'Plastic Free Council' by reducing use of single use plastic.	●
CP_34a We will develop two further district heating schemes in new housing developments as part of our Strategic Housing Investment Plan.	●
CP_34b We will develop the business case for a large -scale district heating scheme in Central Irvine.	●
CP_34c We will continue to implement a programme of retrofit solar panels on our Council housing.	●
CP_35a We will develop and deliver required flood protection schemes for the Upper Garnock Valley and Millport and complete studies of areas identified as potentially vulnerable to flooding in line with the approved Flood Risk Management Strategy and Action Plan.	●

No actions are adrift of target within the **Inspiring Place** priority.

Priority 3. A Council for the Future		Status
<b>Local Outcome 1. North Ayrshire puts residents and communities at the heart of what we do</b>		
CP_36a	We will involve communities in the co-production of local services which suit their needs, including through debates on Consul to co-design partnerships.	
CP_36b	We will continue to work with CPP partners across the whole system to plan and design services which meet the needs of residents.	
CP_37a	We will identify opportunities for more integrated service delivery through implementation of the Council's Medium-Term Financial Planning Framework.	
CP_38b	We will undertake a Council-wide review of business application software.	
CP_38c	We will deliver cloud-based solutions.	
CP_38d	We will support service redesign through digital and technology workstreams such as Mobilisation.	
CP_38e	We will update the Council's technology infrastructure.	
CP_38f	We will ensure that access to digital services is available in communities through libraries and community facilities.	
CP_38g	We will mobilise our frontline services through the use of new digital technology in Roads, Streetscene and Waste.	
<b>Local Outcome 2. A powerful and respected voice</b>		
CP_39a	We will work with partners to develop an ambitious new regional economic strategy for Ayrshire.	
<b>Local Outcome 3. North Ayrshire maximises resources and provides value for money</b>		
CP_40a	Implement the current transformation programme and work with the Think Tank to develop a pipeline of initiative.	
<b>Local Outcome 4. North Ayrshire has a valued workforce that delivers high quality services</b>		
CP_41a	We will strengthen leadership across the Council.	
CP_41b	We will involve our workforce in transforming how we work.	
CP_41c	We will support our people to develop, perform and thrive.	

One action is adrift of target within the **Council for the Future** priority. This is detailed below.

CP_38c We will deliver cloud-based solutions			
Exp Outcome	Progress	Latest Note	Due
	<div><div>40%</div></div>	<b>2019/20 - Quarter Two Update:</b> All 3,200 Lotus Notes email accounts have been migrated to Office 365. The data that we store on our network sites is moving to SharePoint which is cloud-based. Supplier build issues have pushed back original scheduled implementation dates and new timescales are under review.	31-Mar-2020

## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

<b>Title:</b>	<b>Revenue Budget 2019/20 : Financial Performance to 30 November 2019</b>
<b>Purpose:</b>	To advise Cabinet of the financial performance for the Council at 30 November 2019.
<b>Recommendation:</b>	That Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership at 2.8; and (c) approve the virements detailed in Appendix 8.

### 1. Executive Summary

- 1.1 The General Services Revenue Estimates for 2019/20 were approved by Council on 27 February 2019. The Housing Revenue Account (HRA) Revenue Budget for 2019/20 was approved by Council on 19 December 2018.
- 1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, financial performance reports are presented on a regular basis. This is the third report for 2019/20 and covers the period to the end of November 2019 (Period 8). Projections to the year-end have been made.
- 1.3 At Period 8 the General Fund is forecasting a net in-year underspend of £1.055m (0.3%) after transferring resources to other funds. The majority of savings are on track for delivery.
- 1.4 The Housing Revenue Account is forecasting a net breakeven position for the year.
- 1.5 The Health and Social Care Partnership is forecasting an overspend of £2.524m at the end of November 2019, a decrease of £0.445m from that reported at Period 6. The Council services element of the projected overspend is £2.607m, which is a decrease of £0.462m over the same period.
- 1.6 In addition to the projections included within this report, a number of additional risks to the forecast position have been identified. These include the current suspension of payments under the European Social Fund (ESF) and ongoing issues in relation to the recovery of funding from the Big Lottery in respect of the Better Off North Ayrshire programme. As part of the review of the commitments within Other Corporate Services, funds no longer required to support pension autoenrolment have been identified to mitigate these risks.

## 2. Background

### General Fund

2.1 The Council has set a breakeven budget for 2019/20. In addition to the budget approved on 27 February 2019, earmarked funds of £12.041m have been carried forward from 2018/19 for service expenditure in 2019/20 and are reflected in the figures within the 2019/20 financial performance reports as they are drawn down.

2.2 Current financial projections indicate that an in-year underspend of £1.055m, net of transfers to reserves, is anticipated for the year to 31 March 2020. This represents 0.3% of the Council's total budget.

2.3 Details of the current financial projections are summarised in the following table:

	Appendix No	Annual Budget £000's	Projection to 31 March 2020 £000's	Projected Variance for year (Fav)/Adv £000's	Projected Variance @ Period 6 (Fav)/Adv £000's	Movement £000's	Note
<b>Service Expenditure</b>							
Chief Executive and Democratic Services	1	3,820	3,759	(61)	(58)	(3)	
Communities	2	136,451	136,451	-	-	-	(i)
Finance & Corporate Support	3	16,552	15,923	(629)	(422)	(207)	(ii)
Place	4	64,204	64,204	-	(30)	30	(iii)
Other Corporate Services	5	14,311	13,910	(401)	-	(401)	(iv)
Sub Total		235,338	234,247	(1,091)	(510)	(581)	
Health and Social Care Partnership	9	96,302	96,302	-	-	-	2.8
Balance for Services		331,640	330,549	(1,091)	(510)	(581)	
Financing Charges	6	16,218	16,218	-	-	-	
Contribution to Loans Fund Reserve	6	3,058	3,058	-	-	-	
Total Planned Expenditure		350,916	349,825	(1,091)	(510)	(581)	
<b>Planned Income</b>							
Aggregate External Finance	6	(288,831)	(288,831)	-	-	-	
Council Tax	6	(56,789)	(56,753)	36	(108)	144	(v)
Use of Earmarked Funds	6	(5,296)	(5,296)	-	-	-	
Total Planned Income		(350,916)	(350,880)	36	(108)	144	
Net Expenditure/ (Income)		-	(1,055)	(1,055)	(618)	(437)	
Carried Forward Funds		-	-	-	-	-	
Revised Net Expenditure/(Income)		-	(1,055)	(1,055)	(618)	(437)	

2.4 The current projections include anticipated income in respect of European Structural Fund (ESF) projects, including £1.5m of outstanding income for prior year activities and a further £0.6m for ongoing current year activities. The national programme for ESF is currently under review following European Commission audit and, as a result, there remains a risk to the national programme which could impact on local authority ESF awards. Claims for all outstanding income will be submitted once the current situation has been resolved. The matter is being taken forward by COSLA with regular updates at Leaders' meetings. Whilst North Ayrshire Council's programme has not been highlighted as a particular concern, the national solution is changing the funding model and this could have a negative impact as it may affect all of Scotland.

- 2.5 Total outstanding income in relation to the Better Off North Ayrshire programme is currently estimated at £1.387m and, following recent claims experience with the Big Lottery, there is a risk that these funds may not be realised. The current projections include a prudent estimate that £0.747m of this income will be realised during 2019/20 reflected in the in year overspend of £0.326m reported in Appendix 4. The Council continues to engage with the Big Lottery with a view to recovering the full amount over the course of the programme.
- 2.6 The reported Planned Income includes a number of adjustments to Scottish Government funding from that reported at Period 6, as detailed in the following table:

	Revenue Support Grant £000's	Non Domestic Rates £000's	Specific Grants £000's	TOTAL AEF £000's
<b>Planned Income</b>				
<b>P6 Revised Planned Income</b>	<b>(232,549)</b>	<b>(40,954)</b>	<b>(15,288)</b>	<b>(288,791)</b>
<b>Movements:</b>				
Rapid Rehousing Transition Plan (Revised allocation)	(40)			(40)
<b>Revised Planned Income</b>	<b>(232,589)</b>	<b>(40,954)</b>	<b>(15,288)</b>	<b>(288,831)</b>

## 2.7 Commentary on Significant Movements from the Forecast at Period 6

The Council's overall financial forecast against the revised budget is an underspend of £1.055m. A brief explanation of the significant movements from the previous forecasts is outlined below:

### (i) Communities – a breakeven position

A net breakeven position continues to be reported relating to a number of over and underspends across the service. These are primarily related to an ongoing overspend on external specialist residential placements due to the ongoing high number of children in residential education, £0.337m, delays in the achievement of agreed savings in relation to the Music Service, £0.130m, and a higher than anticipated costs for teacher maternity and long term absence cover, £0.180m, which have been offset by a reduction in external day placements, (£0.236m), increased refunds under the PPP contract in relation to insurance and utilities, (£0.194m), reduced teacher entitlement across establishments in line with the pupil census, (£0.100m) and increased income across Connected Communities, (£0.068m).

### (ii) Finance and Corporate Support – underspend of £0.629m, an increase in underspend of £0.207m

The increased underspend is primarily related to vacancy management across services.



**(iii) Place – a breakeven position, a movement of £0.030m from the previously reported underspend**

The net breakeven position across the services reflects a number of over and underspends, including:

**Overspends:**

- An overspend on Waste Services' Employee and Transport Costs, £0.391m, related to the introduction of the new domestic waste recycling scheme;
- An overspend on Waste Services' Third Party Payments, £0.159m, related to recycle processing costs, contamination levels and Household Recycling Centre costs, partly offset by a successful reduction in residual waste arisings resulting from the recent new domestic waste recycling scheme;
- An overspend on Internal Transport, £0.070m, primarily related to increased demand for HSCP transport;
- An overspend within Streetscene, £0.141m, primarily related to temporary staffing costs and additional transport costs; and
- A projected underrecovery of income within Economic Development, £0.326m, in relation a prudent estimate of claims success arising from the Better Off North Ayrshire programme;

**Underspends:**

- An underspend on Property Management and Investment, (£0.077m), related to vacancy management;
- An underspend on Property Running Costs, (£0.244m), primarily related to Non Domestic Rates refunds and revaluations;
- An underspend on Other Housing costs, (£0.085m), related to additional income from temporary accommodation rents and vacancy management, partly offset by a write off of Universal Credit arrears;
- An overrecovery of income within Waste Services, (£0.243m), arising from the sale of recyclates, income from waste gas extraction and a one-off VAT refund; and
- An underspend on Planning and Protective Services, (£0.341m), related to vacancy management and increased planning and building warrant income.

**(iv) Other Corporate Services – underspend of £0.401m**

The underspend has been forecast within centrally held funds in relation to utilities inflation and other provisions which are not anticipated to be drawn down during 2019/20. Following completion of the recent pension re-enrolment cycle, a review of current provision in relation to pension autoenrolment has identified an overprovision within the current budget. However, in light of the risks highlighted in paragraphs 2.4, 2.5 and 2.8, it is not prudent to include this within the projected underspend at this time.

**(v) Council Tax – underrecovery of £0.036m, a movement of £0.144m from the previously reported overrecovery**

The underrecovery is primarily related to prior year adjustments, partly offset by a projected underspend on Council Tax Reduction.

## Health and Social Care Partnership

- 2.8 A copy of the HSCP financial performance report as at the end of November 2019 is attached at Appendix 9. The report highlights the key challenges and variances for the Partnership.

The key points for Cabinet to note are summarised as follows:

- Projected overspend of £2.524m, a decrease of £0.445m from that reported at Period 6, £2.607m of which relates to services delegated to the Council, a decrease of £0.462m from Period 6. This is partly offset by an underspend on the Health services element of £0.083m, a decrease of £0.017m;
- The movements since Period 6 are primarily related to updating assumptions for the future level of care at home services and plans to reduce the number of children's residential placements, partly offset by lower than anticipated level of reduction to Learning Disability care packages and an increased demand for fostering services;
- The Integration Joint Board has approved a financial recovery plan to work towards delivering financial balance with actions to address the areas of overspend this year whilst delivering a recurring benefit to ensure financial sustainability in future years. This has a total planned financial impact of £1.996m with £0.711m included in the forecast for delivery during 2019/20. Those areas with less confidence of delivery this year include a review of adult community care packages, £0.750m, review of adult sleepover policy, £0.128m, review of adult transition cases, £0.134m, a recruitment freeze on non front line posts, £0.200m and a moratorium on non-essential expenditure, £0.184m;
- The 2019-20 budget includes savings targets of £6.134m. £3.179m of the savings have been delivered successfully to date. However, the report identifies £0.448m of savings in relation to Learning Disability sleepovers, delays with the opening of the Trindlemoss services and the rollout of Multi Disciplinary Team's which will all still be delivered, but not within the original planned timescales;
- Delivery of the approved financial recovery plan is essential to minimise further financial risk to the Council within the context of the current debt of £5.139m. However, the report indicates that IJB will not be in a position to make any repayment towards the outstanding debt this year with the focus on limiting the in year overspend to a maximum of £1.5m;
- The Council has a budget of £1.5m to support repayment of the debt owed by the IJB.

## Savings Update

2.9 The 2019/20 General Services Revenue Estimates for 2019/20 included targets for savings of £6.278m across all services. At 30 November 2019, 91% of approved savings are on target for delivery by 31 March 2020. Exceptions include:

- Delays in the realisation of prior year Property Rationalisation savings, £0.077m, and savings from the review of Catering Options, £0.165m, within Place, with the projected shortfall met from the existing budgets within Property Running Costs and Facilities Management;
- Delays in realising savings from the review of School Library Services, £0.037m, and the redesign of the school music service, £0.120m. Shortfalls during 2019/20 are being met from underspends across Communities;
- Savings from Staff Cover Budgets within Communities which are not forecast to be achieved, with a reported overspend of £0.180m being met from other underspends across Communities; and
- A projected £0.058m shortfall in the residential placements element of the Transform Enhanced Support for Young People saving within Communities which is also being met from other underspends across Communities.

Services have confirmed that risks remain around the Property Rationalisation savings and those related to Support for Young People. The other savings will be in place for 2020/21.

## Housing Revenue Account

2.10 The Housing Revenue Account budgeted for a breakeven position in 2019/20 and a net breakeven position is currently projected. This is summarised in the following table with further details provided in Appendix 7.

	Annual Budget £000's	Projection to 31 March 2020 £000's	Projected Variance for year (Fav)/Adv £000's	Previous Variance @ Period 6 (Fav)/Adv £000's	Movement £000's	Note
Employee Costs	4,673	4,570	(103)	(70)	(33)	(i)
Property Costs	18,252	17,686	(566)	(502)	(64)	(ii)
Supplies and Services	225	199	(26)	(4)	(22)	
Transport and Plant Costs	38	36	(2)	(2)	-	
Administration Costs	1,860	1,862	2	14	(12)	
Third Party Payments	2,328	2,341	13	12	1	
Transfer Payments	211	211	-	-	-	
Other Expenditure	744	839	95	70	25	(iii)
Capital Financing	20,609	21,559	950	819	131	(iv)
Gross Expenditure	48,940	49,303	363	337	26	
Income	(48,940)	(49,303)	(363)	(337)	(26)	(v)
Net Expenditure	-	-	-	-	-	

## 2.11 Commentary Significant Movements from the Forecast at Period 6

A brief explanation of the significant movements from the revised budget is outlined below.

**(i) Employee Costs - underspend of £0.103m, an increase in underspend of £0.033m**

The movement is related to reduced turnover arising from staff secondments.

**(ii) Property Costs – underspend of £0.566m, an increase in underspend of £0.064m**

The underspend has increased due to a reduction in planned cyclical works, including Aids and Adaptations.

**(iii) Other Expenditure - overspend of £0.095m, an increase in overspend of £0.025m**

The overspend reflects increased rent arrears write offs during the year.

**(iv) Capital Financing – overspend of £0.950m, an increase in overspend of £0.131m**

The additional overspend reflects increased loan charges repayments, following the recent review of the loan charges repayments methodology, partly offset by a reduction in CFCR contribution in support of the HRA capital programme.

**(v) Income – overrecovery of £0.363m, an increase in overrecovery of £0.026m**

The reduced overrecovery reflects increased income from solar panel feed-in tariffs.

## 3. Proposals

- 3.1 It is proposed that Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership at 2.8; and (c) approve the virements detailed in Appendix 8.

## 4. Implications/Socio-economic Duty

### Financial

#### 4.1 General Services

The net projection for the year as at 30 November 2019 is an underspend for the year of £1.055m.

#### Housing Revenue Account

The net projection for the year as at 30 November 2019 is a net breakeven position.

### Human Resources

- 4.2 None.

## **Legal**

4.3 None.

## **Equality/Socio-economic**

4.4 None.

## **Environmental and Sustainability**

4.5 None.

## **Key Priorities**

4.6 This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

## **Community Wealth Building**

4.7 None.

## **5. Consultation**

5.1 Executive Directors have been consulted as part of the review of financial performance and have approved the projected variances contained in this report.

Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner)**, on **01294 324551**.

## **Background Papers**

Revenue Budget 2019/20: Financial Performance to 30 September 2019 - Cabinet – 26 November 2019

North Ayrshire IJB Financial Position – Audit and Scrutiny Committee – 27 November 2019

**DEMOCRATIC SERVICES**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Legal	461	462	1	0%	
Policy, Performance & Community Planning	832	823	(9)	(1%)	
Communications	449	429	(20)	(4%)	
Civil Contingencies	41	41	-	0%	
Committee Services	583	591	8	1%	
Member Services	1,116	1,119	3	0%	
Information Governance	338	294	(44)	(13%)	
Net Total	3,820	3,759	(61)	(2%)	1

Subjective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance
	£000	£000	£000	
Employee Costs	3,263	3,203	(60)	(2%)
Property Costs	7	8	1	14%
Supplies and Services	227	226	(1)	(0%)
Transport and Plant Costs	14	14	-	0%
Administration Costs	968	968	-	0%
Other Agencies & Bodies	218	222	4	2%
Transfer Payments	-	-	-	-
Other Expenditure	-	-	-	-
Capital Financing	-	-	-	-
Gross Expenditure	4,697	4,641	(56)	(1%)
Income	(877)	(882)	(5)	1%
Net Expenditure	3,820	3,759	(61)	(2%)



**DEMOCRATIC SERVICES**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Budget £000	Projected Variance £000	Variance as % of budget	Section
			Movement - There has been an increased underspend of (£0.003m) since period 6 mainly due to vacancy management
3,264	(60)	-2%	Employee costs - There is an anticipated underspend of £0.060m due to vacancy management
-	(1)	-	Other minor variances
	(61)	0%	

**COMMUNITIES****BUDGETARY CONTROL 2019/20****REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Early Years Education	17,431	17,431	-	0.0%	1
Primary Education	34,726	34,759	33	0.1%	2
Secondary Education	47,789	47,684	(105)	-0.2%	3
Additional Support Needs	16,131	16,195	64	0.4%	4
Education - Other	3,852	3,909	57	1.5%	5
Attainment Challenge	101	101	-	0.0%	
Pupil Equity Fund	5,071	5,071	-	0.0%	
Connected Communities	11,350	11,301	(49)	-0.4%	6
Net Total	136,451	136,451	-	0.0%	

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	113,300	113,334	34	0%
Property Costs	450	466	16	4%
Supplies and Services	16,795	16,778	(17)	(0%)
Transport and Plant Costs	245	243	(2)	(1%)
Administration Costs	1,134	1,151	17	1%
Other Agencies & Bodies	12,753	13,007	254	2%
Transfer Payments	580	580	-	0%
Other Expenditure	-	-	-	
Capital Financing	61	61	-	0%
Gross Expenditure	145,318	145,620	302	0%
Income	(8,867)	(9,169)	(302)	3%
Net Expenditure	136,451	136,451	-	0%

**COMMUNITIES**  
**BUDGETARY CONTROL 2018/19**

REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019

Budget £000	Projected Variance £000	Variance as % of budget	Section
<b>Note 1</b>			<b>Early Years Education</b>
			Financial year 19/20 is year 2 of the expansion programme. It is expected that there will be an additional 18 establishments providing 1140 hours. Budgets have been allocated from the new funding in order to reflect the increased level of provision required. As costs are being incurred a financial picture is emerging but the grant funding is ring fenced and it is expected that any underspends will be earmarked for future years.
<b>Note 2</b>			<b>Primary Education</b>
			Movement : the overspend has decreased by £0.002m since period 6
1,446	(10)	-1%	PPP unitary charge is projected to be underspent by £0.010m mainly due to expected refunds of utility costs at year end.
	43		Other minor movements across various budget lines
	33		
<b>Note 3</b>			<b>Secondary Education</b>
			Movement : there has been no movement from period 6
35,788	(100)	0%	Employee Costs: Teachers - there has been a reduction in the level of teacher entitlement across schools following the annual Pupil Census.
11,717	(40)	0%	PPP unitary charge is projected to be underspent by £0.040m mainly due to expected refunds of utility costs at year end.
	35		Other minor movements across various budget lines
	(105)		
<b>Note 4</b>			<b>ASN</b>
			Movement : the overspend has increased by £0.038m since period 6 due to a change in other minor movements
1,052	337	32%	An overspend on external specialist residential placements due to the ongoing high number of children in residential education. Currently there are 15 children in accommodation. Joint working is ongoing with HSCP to improve positive outcomes for these children.
1,010	(236)	-23%	There is an underspend on external day placements as a result of the screening process currently in place. This enables the children to remain in mainstream establishments or in-authority ASN establishments.
(325)	(49)	15%	Other Local Authorities income - other Local Authorities that choose to place children in NAC establishments. The projections indicate an over recovery due to an increase in charges together with an increase in demand.
	12		Other minor movements across various budget lines
	64		
<b>Note 5</b>			<b>Education Other</b>
			Movement : the overspend has increased by £0.032m since period 6 mainly due to an increased expectation of Teachers maternity and sickness cover of £0.080m; an increase in occupational health referrals of £0.033m; and additional overspends in employee costs of £0.027m. Offset against this is increased income from the PPP insurance rebate of £0.114m.
3,044	70	2%	Employee costs: overspends in Music Instructors of £0.130m due to a delay in implementing efficiencies (plans are in place which will achieve these savings going forward) and in Teachers maternity & long term sickness cover of £0.180m. This is offset by underspends due to an additional Early Years funding allocation of £0.150m and vacancy management of £0.090m after offsetting payroll turnover.
254	40	16%	Admin costs : Increased Licence costs from SEEMIS.
337	61	18%	Supplies and Services: mostly due to expected computer replacement costs of £0.028m and projected overspend of £0.033m on occupational health referrals/costs.
(1,635)	(119)	7%	Income : The PPP insurance rebate is expected to exceed budget by £0.144m but is partly offset against a reduced income of £0.025m for Music tuition fees. The number of pupils assigned to each Music instructor has increased leading to greater levels of group sessions.
	5		Other minor movements across various budget lines
	57		

Budget £000	Projected Variance £000	Variance as % of budget	Section
<b>Note 6</b>			<b>Connected Communities</b>
			Movement : the underspend has increased by £0.068m since period 6 mainly due to an decrease in employee costs and over achievement in income
6,067	51	1%	Employee Costs : There are projected overspends in Community Development of £0.057m, Arran Outdoor of £0.010m and £0.034m within Information & Culture, with £0.050m projected underspends within Community Facilities. This mainly due to the lack of turnover.
187	(23)	-12%	Admin costs : various underspends across Information & Culture
878	(29)	-3%	Supplies and Services : various underspends across Information & Culture
(936)	(68)	7%	Income : projected over achievement of £0.083m in Arran Outdoor, £0.048m in Arts and £0.010m in Community Facilities against £0.021m under achievement in Country Parks and £0.053m under achievement in Library income streams
	20		Other minor movements across various budget lines
<b>(49)</b>			

**FINANCE AND CORPORATE SUPPORT**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
<b>Directorate</b>	265	274	9	0%	
<b>Audit &amp; Risk</b>	580	594	14	0%	
<b>Finance</b>					
Head of Service	121	121	-	0%	
Business Support	1,320	1,092	(227)	0%	1
Corporate Procurement	782	778	(4)	0%	
Customer Services	4,903	4,682	(221)	0%	2
Financial Services	1,194	1,178	(16)	0%	
FMS Project	10	10	-	0%	
Revenues	(518)	(516)	2	0%	
<b>People &amp; Transformation</b>					
Head of Service	136	136	-	0%	
Employee Services	993	993	-	0%	
Human Resources & Organisational Development	759	759	-	0%	
ICT	4,470	4,294	(176)	0%	3
Transformation	1,538	1,529	(9)	0%	
<b>Net Total</b>	<b>16,552</b>	<b>15,923</b>	<b>(629)</b>	<b>0%</b>	

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	12,926	12,423	(503)	0%
Property Costs	79	93	14	0%
Supplies and Services	2,957	2,939	(18)	0%
Transport and Plant Costs	32	25	(7)	0%
Administration Costs	547	540	(7)	1%
Other Agencies & Bodies	1,819	1,819	-	2%
Transfer Payments	52,037	51,949	(88)	0%
Other Expenditure	200	200	-	0%
Capital Financing	0	0	-	-
Gross Expenditure	70,598	69,988	(610)	0%
Income	(54,045)	(54,065)	(19)	0%
<b>Net Expenditure</b>	<b>16,552</b>	<b>15,923</b>	<b>(629)</b>	<b>0%</b>

**FINANCE & CORPORATE SUPPORT**  
**BUDGETARY CONTROL 2018/19**

REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019

Budget £000	Projected Variance £000	Variance as % of budget	Section
<b>Note 1</b>			<b>Business Support</b>
			Movement - There is a movement of (£0.047m) from Period 6 mainly due to vacancy management.
1,484	(212)	-14%	Employee Costs - There is a projected underspend of £0.212m due to vacancy management.
(185)	(20)	11%	Income - There is a projected over recovery of £0.020m due to increased usage of the occupational health service
	5		Other minor variances
	(227)		
<b>Note 2</b>			<b>Customer Services</b>
			Movement - There is movement of (£0.194m) from Period 6 mainly due to a budget virement approved within Income to reflect historic trends.
2,191	(144)	-7%	Employee Costs - There is a projected underspend of £0.144m due to vacancy management
52,037	(88)	0%	Transfer Payments - There is a projected underspend of £0.088m due to the housing benefit mid-year estimate return to DWP
(50,961)	8	0%	Income - There is a projected under-recovery of £0.008m due to housing benefit overpayments £0.015m, registration income of £0.005m offset by an over-recovery of £0.012m within DHP overpayments recovered. A budget virement was also approved to reflect historic trends
	2		Other minor variances
	(221)		
<b>Note 3</b>			<b>ICT</b>
			Movement - There is movement of (£0.087m) from Period 6 mainly due to vacancy management
2,252	(137)	-6%	Employee Costs - There is a projected underspend of £0.137m due to vacancy management
2,342	(29)	-1%	Supplies & Services - There is a projected underspend of £0.029m due to software licences £0.010m, Systems Support Unix £0.013m and Systems Support Voice £0.013m offset with an overspend of £0.007m within Internet costs
	(10)		Other Minor Variances
	(176)		



**PLACE**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
<b>Directorate and Support</b>	233	233	-	0%	
<b>Physical Environment</b>					
Head Of Physical Environment	99	102	3	3%	
Building Services	(2,506)	(2,506)	-	0%	
Property Governance	(52)	(52)	-	0%	
Property Management & Investment	1,581	1,504	(77)	(5%)	1
Property Maintenance	3,706	3,706	-	0%	
Property Running Costs	5,215	4,971	(244)	(5%)	2
Energy and Sustainability	4,136	4,096	(40)	(1%)	
Facilities Management	12,830	12,830	-	0%	3
Other Housing	3,856	3,771	(85)	(2%)	4
<b>Total for Physical Environment</b>	<b>28,865</b>	<b>28,422</b>	<b>(443)</b>		
<b>Commercial Services</b>					
Head Of Commercial Services	210	212	2	1%	
Roads	6,786	6,786	-	0%	5
Streetscene	4,551	4,662	111	2%	6
Internal Transport	9,753	9,823	70	1%	7
Waste Resources	7,686	7,929	243	3%	8
<b>Total for Commercial Services</b>	<b>28,986</b>	<b>29,412</b>	<b>426</b>		
<b>Economic Growth and Regeneration</b>					
Management	318	346	28	0%	
Planning & Protective Services	1,589	1,248	(341)	(21%)	9
Economic Development	4,213	4,543	330	8%	10
<b>Total for Economic Growth and Regeneration</b>	<b>6,120</b>	<b>6,137</b>	<b>17</b>		
<b>Net Total</b>	<b>64,204</b>	<b>64,204</b>	<b>-</b>	<b>0%</b>	
Transfer to Earmarked Reserves			-		
<b>Net Total</b>	<b>64,204</b>	<b>64,204</b>	<b>-</b>		

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	51,838	51,413	(425)	(1%)
Property Costs	21,112	20,753	(359)	(2%)
Supplies and Services	11,063	11,005	(58)	(1%)
Transport and Plant Costs	9,457	9,855	398	4%
Administration Costs	1,346	1,380	34	3%
Other Agencies & Bodies	19,682	20,043	361	2%
Transfer Payments	1,223	1,227	4	0%
Other Expenditure	540	825	285	53%
Capital Financing	199	201	2	
Gross Expenditure	116,460	116,702	242	0%
Income	(52,256)	(52,498)	(242)	0%
Net Expenditure	64,204	64,204	-	0%

**PLACE**  
**FINANCIAL PERFORMANCE 2018/19**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Budget £000	Projected Variance £000	Variance as % of budget	Section
<b>Note 1</b>			<b>Property Management and Investment</b>
			Movement : the underspend has increased by £0.026m since P6 due to vacancy management
1,581	(77)	(5%)	Employee Costs : £0.077m underspend in employee costs - due to vacancy management.
	(77)		
<b>Note 2</b>			<b>Property Running Costs</b>
			Movement : the underspend has increased by £0.004m since P6 due to Non Domestic Rates (NDR) rebates and reduction in valuations
6,936	(328)	(5%)	Net Property Costs - Refund of NDR of £0.289m for 17/18 & 18/19 due to property revaluations and a reduction of £0.116m in NDR revaluations for 19/20 and overspends due to the current delay in delivery of property rationalisation savings of £0.077m.
(1,882)	48	(3%)	Income : under recovery of service charges of £0.038m and under recovery from other agencies of £0.010m
	36		Other Minor Movements
	(244)		
<b>Note 3</b>			<b>Facilities Management</b>
			Movement - There has been no movement since P6
3,596	(200)	(6%)	Supplies and services - Decrease in food costs due to reduced demand for school meals
(4,040)	200	(5%)	Income - Reduced uptake of school meals. Work continues to progress to encourage school meal uptake through promotional activities and an ongoing review of menu choices
	0		
<b>Note 4</b>			<b>Other Housing</b>
			Movement - The underspend has decreased by £0.166m since P6, due to a proposed write off of Universal Credits, partly offset with RRTP funding not in previous projections
3,832	(194)	(5%)	Employee Costs - There is a projected underspend of £0.194m due to vacancy management
2,498	(46)	(2%)	Third Party Payments - There is a projected underspend of £0.033m in Temporary Accommodation and £0.019m underspend in Ardrossan Hostel. This is offset with a £0.010m overspend in Community Safety for the SNAP Strategy
1,730	31	2%	Property Costs - The overspend relates mainly to property rent charges in Temporary Accommodation
201	283	141%	Other Expenditure - The overspend is the result of £0.337m of Universal Credit arrears being written off, following changes to the Universal Credit benefits
(4,914)	(134)	3%	Income - There is a projected over recovery of £0.134m income, as additional temporary accommodation properties are currently in use
	(25)		Other minor movements
	(85)		
<b>Note 5</b>			<b>Roads</b>
			Movement - There has been no net movement since P6
4,061	(178)	(4%)	Employee Costs - An underspend is projected as several vacant posts will not be filled until later in the year
2,043	63	3%	Supplies and Services - An overspend is projected in Network Coated Roadstone, which will be offset with an over recovery of income
2,143	249	12%	Third Party Payments - An overspend is projected in Network due to increased use of contractors
(1,719)	(143)	8%	Income - There is a projected over recovery of income in Network for Salaries Recovered From Capital, Fees and Charges and Construction Consent Income
	9		Other minor movements
	0		
<b>Note 6</b>			<b>Streetscene</b>
			Movement - There has been an adverse movement of £0.111m which is attributable to overspends in employee costs of £0.083m, transport costs of £0.084m and supplies and services of £0.020m offset against underspends in property costs of £0.041m, over recovery of income of £0.031m and other minor movements of £0.004m.
6,242	83	1%	Employee Costs: The overspend relates to additional temporary staffing in relation to vacancies and maternity / absence cover.
128	84	66%	Transport Costs: £0.057m of the overspend is in relation to the hire of skips. In addition, there are overspends in fuel costs of £0.007m and external hires of £0.014m. Work is being undertaken to review future business needs.
162	(41)	(25%)	Property Costs: Underspends in ground maintenance of £0.031m, woodlands of £0.011m, street furniture purchases and repairs of £0.017m offset against overspends in cleaning materials (due to graffiti gel) of £0.008m and plants and planting of £0.008m.
339	20	6%	Supplies and Services: Overspend for essential employee protective clothing.
2,501	(31)	(1%)	Income: Projected over-recovery of interments income.
	(4)		Other minor movements.
	111		

Budget £000	Projected Variance £000	Variance as % of budget	Section
<b>Note 7</b>			<b>Internal Transport</b>
			Movement - There has been no net movement since P6. An increase in repairs & maintenance costs of £0.050m has been offset by an underspend in employee costs of £0.011m and a reduction in transport provision costs and other minor movements overspends of £0.021m and £0.018m respectively.
1,488	(11)	(1%)	Employee Costs - there is a projected underspend of £0.011m, due to staff vacancies.
4,334	45	1%	Transport Provision Costs - there is a projected overspend of £0.045m, this is due to a £0.096m overspend in HSCP transport provision as a result of the continued trend of increased demand and is partially offset by a £0.050m underspend in Education journeys.
1,139	50	4%	Repairs & Maintenance Costs - there is a projected overspend of £0.050m associated with the maintenance works required to be carried out by contractors.
	(14)		Other minor movements
	70		
<b>Note 8</b>			<b>Waste Services</b>
			Movement - there has been a decrease in the projected overspend of £0.008m since P6 mainly due an increase in projected income of £0.110m in Special Uplifts partly offset by increases in expenditure of £0.038m for Employee costs, £0.032m for Diverted Waste (Household Recycling Centres) and £0.029m for External Hires & Fuel.
4,417	272	6%	Employee Costs - there is a projected overspend of £0.272m, including £0.050m of unachieved turnover, partly due to additional resources required to support the introduction of a new domestic waste recycling scheme in April. Also partly due to a requirement to supplement current resources to support seasonal and operational demands. Work is ongoing to review seasonal staffing and overtime levels to address this overspend.
457	(90)	(20%)	Supplies & Services - a projected underspend of £0.074m on aftercare costs of Shewalton Landfill Site which are being partly met from an existing provision and partly as a result of reduced leachate and trade effluent volumes, which can vary due to rainfall levels.
147	119	81%	Transport - a projected overspend of £0.083m re External Hires and Fuel due to the extension of additional vehicles required to support the introduction of a new domestic waste recycling scheme. Also a projected overspend of £0.037m in Haulage due to additional loads of materials being transported from Arran as a result of increased separation of recyclates and increasing waste arisings.
5,491	159	3%	Following successful implementation of the new domestic waste recycling scheme, there is a projected underspend of £0.402m for residual waste disposal costs, as more residual (grey bin) waste is being recycled. This has led to a corresponding increase in recyclate disposal costs, with a projected overspend of £0.410m. This overspend is higher than anticipated due to a reduction in market prices for recyclates and the level of contamination in blue bin waste. Awareness campaigns to improve recycling further and reduce contamination are ongoing. Projected overspends of £0.111m in Household Recycling Centre waste costs and £0.053m in the Bulky Waste contract residual processing costs are both the result of movement of residual waste processing costs to the bulky waste processing contract.
(3,000)	(243)	8%	Income - additional income projected of £0.054m due to increased separation and sale of scrap metal for recycling partly offset by reduced income from the Sale of Cardboard £0.016m. There is also £0.100m projected additional income from Waste Gas Extraction due to the capping and closure of the final landfill site cell. Includes £0.110m additional income as a result of VAT refund. Commercial refuse collection is now showing a projected shortfall of £0.016m in income.
	26		Other Minor Movements
	243		
<b>Note 9</b>			<b>Planning and Protective Services</b>
			Movement - There has been a favourable movement of £0.198m since P6 mainly due to over recovery of income in Planning (£0.131m) and Protective Services (£0.034m) as well as an increase in projected underspends in Employee costs in Protective services of £0.020m and Planning of £0.011m.
2,406	(179)	(7%)	Employee Costs - underspends due to vacancy management in Planning of £0.091m and Protective Services of £0.088m.
(1,286)	(165)	13%	Income - there is a projected over recovery of income within Planning of £0.131m in Planning Application fees. Also within Building Standards there is a projected over recovery of Building Warrants Income of £0.034m
	3		Other Minor Movements
	(341)		
<b>Note 10</b>			<b>Economic Development</b>
			Movement - There has been an increase in projected overspend of £0.013m since P6 mainly due to other minor movements.
	326		BONA - Income there is a shortfall of income projected of £0.326m based on a prudent assessment of the amount of successful claims likely to be achieved.
	4		Other Minor Movements
	330		

**OTHER CORPORATE ITEMS**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Strathclyde Passenger Transport	2,233	2,233	-	0%	
SPT Concessionary Fares	286	286	-	0%	
Ayrshire Joint Valuation Board	786	786	-	0%	
<b>Other Corporate Costs</b>					
Pension Costs	1,843	1,843	-	0%	
Central Telephones	86	86	-	0%	
Other Corporate Items (incl Transformation Costs, Bad Debt Provision, External Audit fees and other centrally held funding.)	9,077	8,676	(401)	(4%)	
Net Total	14,311	13,910	(401)	(3%)	

**OTHER CORPORATE ITEMS**  
**BUDGETARY CONTROL 2019/20**

REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 1			Pension Costs
9,077	(401)	-4%	An underspend of £0.401m is forecast in relation to centrally held funds in respect of utilities inflation and other provisions which are not anticipated to be drawdown during 2019/20.
(401)			

**MISCELLANEOUS ITEMS**  
**FINANCIAL PERFORMANCE 2019/20**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Objective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Financing Charges	16,218	16,218	-	-	
Contribution to Loans Fund Reserve	3,058	3,058	-	-	
Scottish Government Funding	(288,831)	(288,831)	-	-	
Council Tax	(56,789)	(56,753)	36	(0%)	1
Use of Earmarked Funds	(6,376)	(6,376)	-	-	
Net Total	(332,720)	(332,684)	36	(0%)	

**Note 1 Council Tax**

Income from Council Tax is forecasting to under recover by £0.036m primarily related to prior year adjustments partly offset by a projected underspend on Council Tax Reduction.



**HOUSING REVENUE ACCOUNT**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£	£	£		
Employee Costs	4,673	4,570	(103)	(2%)	1
Property Costs					
Responsive Repairs	1,759	1,733	(26)	(1%)	
Void Repairs	3,451	3,513	62	2%	
Planned and Cyclical Maintenance	7,664	7,195	(469)	(6%)	
Aids and Adaptions	1,849	1,576	(273)	(15%)	
Other property costs	3,529	3,669	140	4%	
Total for Property Costs	18,252	17,686	(566)		2
Supplies & Services	225	199	(26)	(12%)	
Transport Costs	38	36	(2)	(5%)	
Administration Costs	1,860	1,862	2	0%	
Third Party Payments	2,328	2,341	13	1%	3
Transfer Payments	211	211	-	0%	
Other Expenditure	744	839	95	13%	
Capital Financing Costs	20,609	21,559	950	5%	4
Gross Expenditure	48,940	49,303	363	1%	
Income					
Council House Rents	(48,025)	(48,358)	(333)	1%	
Other Rents	(323)	(306)	17	(5%)	
Recharges	(449)	(470)	(21)	5%	
Other Income	(143)	(169)	(26)	18%	
Transfer from HRA Reserves	-	-	-	0%	
Total Income	(48,940)	(49,303)	(363)	1%	5
Net Expenditure	-	-	-		

**HRA**  
**BUDGETARY CONTROL 2019/20**

**REPORT FOR THE 8 MONTHS TO 30 NOVEMBER 2019**

Budget £000	Variance £000	Variance as % of budget	Section
<b>Note 1</b>			<b>Employee Costs</b>
			There has been an increase in the projected turnover within employee costs of (£0.033m) since P6 due to revised timings on temporary secondments
4,672	(103)	-1%	There is an underspend of (£0.103m) due to vacancy management.
<b>(103)</b>			
<b>Note 2</b>			<b>Property Costs</b>
			There has been an increase in the underspend in property costs of (£0.064m) since P6 due to the reduced planned cyclical works, including Aids and Adaptations.
18,252	(567)	-3%	There is an underspend projected in Property Costs due to reduced planned cyclical works of (£0.469m) and reduced expenditure on Aids and Adaptations of (£0.300m) due to delays in work being requisitioned by HSCP. These have been partly offset by an increase in grounds maintenance charges including Fly Tipping, £0.070m, cleaning, £0.040m, and utilities, £0.030m.
<b>(567)</b>			
<b>Note 3</b>			<b>Other Expenditure</b>
			There has been an increased in overspend of £0.025m since P6 is due to the rent arrears write off
744	95	9%	There is an overspend of £0.095m projected to reflect an increase in arrears written off following the actual charge processed for the first half of the year.
<b>95</b>			
<b>Note 4</b>			<b>Capital Financing</b>
			The overspend has increased by £0.131m since P6 due to increased capital financing charges, following the review of loans fund repayments, partly offset by a reduction in CFCR contributions
12,212	945	10%	There is a projected additional CFCR contribution from the overall underspend within the HRA of £0.945m.
8,396	5	-5%	There is a projected overspend in capital financing costs of £0.005m following assessment of current borrowing requirements and the review of loans fund repayments.
<b>950</b>			
<b>Note 5</b>			<b>Income</b>
			The underspend has increase by £0.025m since P6 mainly due to increased projections in other income including feed in tariff for solar panels
(48,025)	(332)	1%	There is an over recovery of Council House rents due to a higher number of tenanted properties than budgeted at the start of the year.
(915)	(30)	0%	Increased income of £0.030m from Sheltered Housing Unit charges
<b>(362)</b>			

HRA reserves and balances	B/fwd from 2018/19	Transfer to / from Reserves	Use of Earmarked sums	Earmarking of in year surplus	Funding of Capital Projects	Balance at 31/03/19
	£m	£m	£m	£m	£m	£m
Council House Building Fund	7.025	-	-	-	(2.552)	4.473
Welfare Reform	3.000	-	-	-	-	3.000
Contingency Balance	1.000	-	-	-	-	1.000
Infrastructure Improvements	0.545	(0.240)	-	-	-	0.305
Major Refurbishment Works	0.052	-	-	-	-	0.052
Trindlemoss	0.791	0.240	-	-	(0.240)	0.791
	<b>12.413</b>	-	-	-	<b>(2.792)</b>	<b>9.621</b>

## Budget Management - 30 September 2019

## Virement/Budget Adjustment Requests

	Perm (P) / Temp(T)	2019/20	
		Virement £m	Directorate Total £m
<b>1) Budget Virements</b>			
<b>Place</b>			
Non-Domestic Rates	P	-0.150	
Industrial Property Income	P	0.150	
Transport - Fuel costs	P	-0.131	
Transport - Roads recharge to capital income	P	0.131	
Roads - Network - Payment to contractors	T	0.580	
Roads - Network - Income from other NAC departments	T	-0.580	<b>0.000</b>
<b>Communities</b>			
ASN Placement Fees - Other Local Authorities Expense	T	0.100	
ASN Placement Fees - Other Local Authorities Income	T	-0.100	<b>0.000</b>

**Integration Joint Board**  
**19 December 2019**

<b>Subject:</b>	<b>Budget Monitoring – Month 8 (November 2019)</b>
<b>Purpose:</b>	To provide an update on financial performance to November 2019, including the projected outturn for the 2019-20 financial year.
<b>Recommendation:</b>	<p>It is recommended that the IJB:</p> <ul style="list-style-type: none"> <li>a) Note the projected year-end overspend of £2.524m;</li> <li>b) Note the changes in funding as detailed in section 2.12 and Appendix E; and</li> <li>c) Note the North Ayrshire IJB position in the context of the national financial position for Integration Authorities across Scotland.</li> </ul>

<b>Glossary of Terms</b>	
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
CRES	Cash Releasing Efficiency Savings
NES	NHS Education Scotland – education and training body
NRAC	NHS Resource Allocation Committee

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>
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. This report reflects the position at the November period end and is as current and up to date as can practicably be reported.
1.2	The projected outturn is a year-end overspend of £2.524m for 2019-20 which is a favourable movement of £0.445m from the previous reporting period. 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. A financial recovery plan was approved by the IJB in September to work towards delivering financial balance. The plan includes actions to address the areas of overspend to help work towards financial balance this year whilst also delivering a recurring benefit to ensure financial sustainability in future years. Alongside the specific actions outlined in the financial recovery plan services will continue to deploy tight financial management controls to support bringing expenditure back into line with budget. We are in the process of meeting individually with budget managers across the

	partnership to help identify any further opportunities to reduce the projected overspend.
1.3	The main areas of pressure continue to be learning disability care packages, care at home, looked after children, and adult in-patients within the lead partnership. There has been a favourable movement in the position which mainly relates to updating assumptions for the future level of care at home services and plans to reduce the number of children's residential placements. Partly offsetting these reductions is a lower than anticipated level of invoice variances in Learning Disability care packages and an increase in demand for fostering services.
1.4	<p>Whilst the financial position is improving, this is not moving at the pace required to provide assurance that financial balance can be delivered by the year-end. It will be extremely challenging to recover this overspend by this point in the financial year, there would be a significant impact of short-term decisions and actions that would require to be taken to fully recover this position. Those actions would inevitably have longer term consequences, both financially and for individual people's outcomes and would not necessarily address the areas where we continue to have financial and operational pressures.</p> <p>North Ayrshire Council continue to hold £1.486m on behalf of the IJB to allow the repayment of the outstanding debt of £5.139m to the Council over the next 3-4 years. Realistically the IJB will not be in a position as planned to make this year's instalment and the IJB should focus on ensuring the final outturn position is limited to £1.5m, to ensure that there is no increase to the overall debt position at the year-end. The adjusted projected outturn position offset by the debt repayment budget is £1.038m.</p>
1.5	<p>Across Scotland Integration Joint Boards are facing similar financial challenges, whilst there are different individual local circumstances there are similarities with the factors contributing to financial pressures. The total budget delegated for Health and Social Care services to IJBs across Scotland is £9.3bn. The most recent collated Q2 position for 2019-20 reports that 25 out of 31 IJBs are reporting an overspend position totalling £86.3m, the main areas contributing to this are delays in delivering planned savings and demographic service pressures or increase in demand for services.</p> <p>With the exception of prescribing costs which in North Ayrshire are underwritten by the Health Board, these are all pressures recognised for the North Ayrshire IJB. The partnership continue to actively engage in national networks, best practice forums and review examples of good practice and transformation from other areas.</p>
<b>2.</b>	<b>CURRENT POSITION</b>
2.1	The report includes an overview of the financial position including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery and actions required to work towards financial balance.
	<b>FINANCIAL PERFORMANCE</b>
2.2	Against the full-year budget of £243.165m there is a projected overspend of £2.524m (1%). 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 £2.607m in social care services offset by a projected underspend of £0.083m in health services.

	<p>The Integration Scheme outlines that there is an expectation that the IJB takes account of the totality of resources available to balance the budget in year.</p> <p>Appendix A provides the financial overview of the partnership position. The sections that follow outline the significant variances in service expenditure compared to the approved budgets with detailed analysis provided in Appendix B.</p>
2.3	<p><b>Community Care and Health Services</b></p>
	<p>Against the full-year budget of £68.215m there is a projected overspend of £0.894m (1.3%) which is a favourable movement of £0.381m. 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 £0.089m (£0.001m favourable movement). Permanent placements will continue to be managed to bring the budget back into line. The projection can vary due to factors other than the number of placements e.g. the impact of interim funded places and outstanding requests for funding, this will require to be monitored closely. The overspend in permanent placements is partly offset by a projected over-recovery of Charging Order income of £0.200m which is based on income received to date and improved processes to track the charging orders. The care home budget has moved into a sustainable position and if this can be maintained over the winter period the opening position for the budget for 2020-21 will be an underspend. The IJB will be provided with an update as part of budget setting in March 2020 aligning the future resources with the Strategic Commissioning Plan for Care Homes.</li> <li>b) Independent Living Services are projected to overspend by £0.265m (adverse movement of £0.035m) which is due to an overspend on physical disability care packages within the community and residential packages. There will be further work undertaken with the implementation of the Adult Community Support framework which will present additional opportunities for reviews and will ensure payment only for the actual hours of care delivered.</li> <li>c) Packages of care are projected to underspend by £0.094m which is a favourable movement of £0.004m. This is due to delays in new packages offsetting the use of supplementary staffing for existing packages, this has improved from the 2018-19 position.</li> <li>d) Care at home is projected to overspend by £0.530m which is a favourable movement of £0.363m. The movement is due to updating the assumptions as follows: <ul style="list-style-type: none"> <li>i. A favourable movement due to an assumption on the number of hours potentially to be refunded following an internal review of the hours provided and an ongoing contractual issue with a commissioned provider</li> <li>ii. A favourable movement due to planned reviews to the year-end with a target for hours to reduce by 50 per week. This reduction will allow for capacity to be freed up in the internal service to facilitate hospital discharge and manage waiting lists and a reduction in cost from commissioned services.</li> </ul> </li> </ul>



The overspend for in-house services relates to providing additional hours to cover a service that a provider handed back and the in-house service had to increase capacity to ensure the safety of vulnerable service users within the community of the North Coast locality and also the need to facilitate patient discharges from Crosshouse Hospital. The service currently has, between hospitals and community a managed waiting list of individuals waiting on a care at home package or an increase in their existing care package. The additional cost of clearing this waiting list (part year costs) would be approximately £0.6m.

The planned action around reviews to reduce purchased care and maximise the capacity of the in-house service will reduce the ongoing overspend in care at home, despite this based on current plans there may remain an overspend moving into 2020-21. This will be addressed as part of the 2020-21 budget planning alongside consideration of demand pressure funding and savings to ensure a sustainable position moving forward.

- e) Long Term Conditions (Ward 1), projected overspend of £0.279m (adverse movement of £0.005m) 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 reviewed during 2019-20 along with other wards. Ward 2 is projected to be £0.010m underspent (adverse movement of £0.010m) but this is subject to continuing to receive £0.504m of funding from East HSCP for their patients, East have indicated their intention to reduce the number of commissioned beds, this is not anticipated to be implemented during 2019-20.
- f) Community Care employee costs are projected to overspend by £0.147m (favourable movement of £0.046m) due to supernumerary / unfunded posts and the non-achievement of payroll turnover. Some of these posts have been allocated to the care at home service and others have still to be allocated to the appropriate service to manage the costs within the delegated budget.
- g) Locality services employee costs are projected to overspend by £0.153m (favourable movement of £0.008m) due to a projected shortfall in payroll turnover targets.
- h) Carers Act Funding is projected to underspend by £0.268m (no movement) based on the currently committed spend. This could fluctuate depending on the number of carers' support plans undertaken and the level of demand/services identified from these plans. An allocation of £117k has previously been allocated to offset an overspend on care home respite placements.
- i) Intermediate Care (excluding Models of Care) is projected underspend by £0.092m (favourable movement of £0.003m) due to vacancies.
- j) Intermediate Care and Rehab Models of Care is projected to overspend by £0.247m (no movement) which represents the full year funding impact of the model. The projected overspend is based on the posts which are currently filled, with an assumption that any vacancies would be held until a longer-term decision on funding investment is taken.

	<p>k) Aids and adaptations – are projected to underspend by £0.200m per the approved recovery plan.</p> <p>l) District Nursing – is projected to underspend by £0.055m due to vacancies.</p>
2.4	<p><b>Mental Health Services</b></p> <p>Against the full-year budget of £76.122m there is a projected overspend of £1.308m (1.7%) which is an adverse movement of £0.448m. The main reasons for the projected overspend are:</p> <ul style="list-style-type: none"> <li>• Learning Disabilities – projected overspend of £1.217m (adverse movement of £0.240m), of which £0.617m is in relation to community care packages, £0.330m for direct payments and £0.355m for residential placements. These overspends are partially offset by vacant posts. The projection assumes that savings of £0.289m will be made before the year end. The main reason for the adverse movement is a revision to the level of assumed invoice variations as several care packages have now been reviewed and it has become clear that the level of variation has been lower than expected and lower than in previous years. Community Learning Disability Care packages are proving to be one of the most challenging areas to address overspends, as the care packages are aligned to meet an individual's assessed needs. The recovery plan includes the prioritised review of all packages. Progress with the reviews has been slower than planned due to the implementation of the Adult Community Support Contract and also a number of packages that have been reviewed, particularly the higher cost packages, have concluded that no change is possible at this time. This work is ongoing and will continue to be a fluid position until the year-end, the financial implications for 2020-21 will require to be considered as part of the budget process for next year.</li> <li>• Community Mental Health – is projected to underspend by £0.166m (favourable movement of £0.043m) mainly due to vacancy savings and an underspend in care packages.</li> <li>• Addictions – is projected to be underspent by £0.104m (adverse movement of £0.006m) due to vacant posts.</li> <li>• Lead Partnership for Mental Health – overall projected overspend of £0.361m (adverse movement of £0.325m) which consists of:</li> </ul> <p><i>Overspends:</i></p> <ul style="list-style-type: none"> <li>• Adult inpatients £0.620m (adverse movement of £0.020m) - mainly due to the delay in closing the Lochranza ward on the Ailsa site. The ability to close Lochranza is dependent on discharging at least two patients from South Ayrshire. South HSCP have been advised that the Lochranza ward will close, the projection also assumes subsequent redeployment costs.</li> <li>• Psychiatry £0.145m (adverse movement of £0.120m) – overspend primarily due to agency costs. Agency staff are used in the absence of being able to recruit permanent posts. The adverse movement is due to the Medical Pay Award (£0.160m) which was not funded.</li> </ul>

	<ul style="list-style-type: none"> <li>• UNPACS £0.399m (£0.117m adverse movement) – based on current placements which increased by one and an increased charge from the state hospital for the period April to August 2019.</li> <li>• Elderly inpatients £0.200m (£0.100m adverse movement) - due to holding vacancies in relation to reconfiguring the wards. This resulted in using supplementary staff in the interim.</li> </ul> <p><i>Underspends:</i></p> <ul style="list-style-type: none"> <li>• CAMHS £0.228m (£0.042m adverse movement) – due to vacancies and delays with recruitment. This is after applying £0.150m of payroll turnover.</li> <li>• Psychology £0.253m (£0.053m favourable) – due to vacancies. This is after applying £0.150m of payroll turnover.</li> <li>• Adult Community Mental Health £0.100m (£0.002m favourable movement) - due to vacancies.</li> <li>• MH Pharmacy £0.132m (£0.028m adverse movement) – underspend due to continued lower substitute prescribing costs.</li> <li>• MH Admin £0.155m (favourable movement of £0.016m) - due to vacancies.</li> </ul>
2.5	<b>Children &amp; Justice Services</b>
	<p>Against the full-year budget of £35.671m there is a projected overspend of £1.260m (3.5%) which is a favourable movement of £0.155m. The main reasons for the projected overspend are:</p> <ol style="list-style-type: none"> <li>a) Residential Schools and Community Placements – projected overspend of £1.101m (£0.285m favourable movement). The projection is based on the current number of placements and estimated discharge dates for each placement. There are currently 20 external residential placements and 2 secure placements. The reported projection assumes the secure placements end in January 2020, 4 discharges by end of December with the remaining 16 assumed to be in place until March 2020. These assumptions are based on individual plans for children. There is no provision for any increase in placements. The service are working with housing colleagues to develop alternatives for older children in care to free up local care capacity to support the reduction in external residential placements. This work ties in with future plans to further reduce the requirement for residential placements and if the planned timescales are met by March 2020 then the budget will be back into a sustainable position and on track to deliver further savings moving into 2020-21.</li> <li>b) Looked After Children Placements – projected overspend of £0.203m (adverse movement of £0.120m) due to the current increased demand for fostering, adoption and kinship placements. External placements were made as there were no internal foster carers available. Unless additional internal foster carers are recruited there will be a continued need to use external foster placements. A recruitment campaign is planned to attract more in-house foster carers.</li> </ol>

	c) Children with Disabilities Employee Costs – projected overspend £0.087m (favourable movement of £0.005m) as the turnover target will not be met.																								
2.6	<b>Allied Health Professionals</b>																								
	AHP services are projected to underspend by £0.069m due to vacancies.																								
2.7	<b>Management and Support Costs</b>																								
	Against the full-year budget of £8.867m there is a projected underspend of £0.690m (7.8%) which is an adverse movement of £0.055m. The underspend relates to the potential delay in commitment for pressure funding set aside in the 2019-20 budget, the most significant element of this is linked to the delay in opening of the Trindlemoss development. The requirement for this funding will need to be closely monitored and may require to be delegated to services as and when required.																								
2.8	<b>Primary Care and Prescribing</b>																								
	Prescribing is the responsibility for the Health Board to fund and under the terms of the Integration Scheme the Health Board continues to underwrite the prescribing position across the three Ayrshire IJBs. At month 7 prescribing is projected to be £1.383m overspent (no movement). This is not included in the projected outturn due to the NHS underwriting the risk of overspend.																								
2.9	<b>Movement in Projected Outturn Position</b>																								
	<p>The table below shows the overall movement in the projected outturn position throughout the financial year:</p> <div><p><b>Movement in Projected Outturn</b></p><table><thead><tr><th>Month</th><th>Social Care</th><th>Health</th><th>Total</th></tr></thead><tbody><tr><td>June</td><td>2,900</td><td>-50</td><td>2,800</td></tr><tr><td>July</td><td>2,200</td><td>-50</td><td>2,000</td></tr><tr><td>Aug</td><td>2,300</td><td>-50</td><td>2,200</td></tr><tr><td>Sept</td><td>3,100</td><td>-50</td><td>3,000</td></tr><tr><td>Nov</td><td>2,500</td><td>-50</td><td>2,500</td></tr></tbody></table></div>	Month	Social Care	Health	Total	June	2,900	-50	2,800	July	2,200	-50	2,000	Aug	2,300	-50	2,200	Sept	3,100	-50	3,000	Nov	2,500	-50	2,500
Month	Social Care	Health	Total																						
June	2,900	-50	2,800																						
July	2,200	-50	2,000																						
Aug	2,300	-50	2,200																						
Sept	3,100	-50	3,000																						
Nov	2,500	-50	2,500																						
	<p>The partnership financial position has been challenging since the start of the year, with a significant projected overspend projected in the first reporting period. This is reflective of the challenges in delivering savings against a backdrop of continuing to prioritise and meet existing and new demand for services.</p>																								

The IJB approved a balanced budget for 2019-20 in March 2019. The budget was underpinned by a requirement to deliver savings of £6.1m and to manage a number of in-year unfunded pressures. Whilst the budget and savings plans are completely aligned to the IJB's Strategic Plan and ambitions within that to change how we deliver health and social care services, we have never underestimated the challenge in delivering service change across all services at pace whilst continuing to meet new demand for services. So many of the delegated services, particularly for social care, are demand led and for some services these are very specialist and high cost. This leads to a greater risk of being able to plan for and respond to in-year demands for services.

Whilst the financial position is improving, this is not moving at the pace required to provide assurance that financial balance can be delivered by the year-end. It will be extremely challenging to recover this overspend by this point in the financial year, there would be a significant impact of short-term decisions and actions that would require to be taken to fully recover this position. Those actions would inevitably have longer term consequences, both financially and for individual people's outcomes and would not necessarily address the areas where we continue to have financial and operational pressures.

North Ayrshire Council continue to hold £1.486m on behalf of the IJB to allow the repayment of the outstanding debt of £5.139m to the Council over the next 3-4 years. Realistically the IJB will not be in a position as planned to make this year's instalment and the IJB should focus on ensuring the final outturn position is limited to £1.5m, to ensure that there is no increase to the overall debt position at the year-end. The adjusted projected outturn position offset by the debt repayment budget is £1.038m.

## 2.10 Savings Progress

- a) The approved 2019-20 budget included £6.134m of savings.

RAG Status	Position at Budget Approval £m	Position at Period 7 £m
Red	-	0.270
Amber / Red	-	1.683
Amber	2.980	1.002
Green	3.154	3.179
<b>TOTAL</b>	<b>6.134</b>	<b>6.134</b>

- b) The projected year-end outturn position assumes:

- i) £0.270m of the Red savings in relation to reducing LD sleepovers (£0.215m) and the roll out of MDTs (£0.055m) will not be delivered as planned and this is reflected in the overall projected outturn position; and
- ii) The £0.328m risk of savings relating to Trindlemoss is partially reflected (£0.178m) in the projected overspend position as there is ongoing work to establish the deliverability of the saving given that the savings were based on the service being operational from September.

	<p>If progress is made to deliver the savings this would improve the overall outturn position or prevent the overspend increasing further.</p> <p>Some savings have been reclassified as Amber / Red as the budget has been removed from the service area, but these areas are overspending.</p> <p>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. It is essential that if a saving cannot be achieved by the year end that there are plans in place to achieve it moving into 2020-21.</p> <p>Appendix C provides an overview of the savings plan, this highlights that at this stage a total of £3.179m of savings have been delivered successfully.</p> <p>The Transformation Board is in place to provide oversight and governance to the programme of service change. A focus of the Board is to ensure plans are in place to deliver savings and service change, with a solution focussed approach to bringing programmes back on track.</p>
2.11	<p><b>Financial Recovery Plan</b></p> <p>The Integration Scheme requires the implementation of a recovery plan if an overspend position is being projected, to take action to bring overall service delivery back into line with the available resource. The previously approved financial recovery plan is included in Appendix D.</p> <p>This includes specific targeted actions with a focus on addressing the pressure areas, the actions will not only improve the projected overspend this year but will also address recurring overspends in service areas moving into future years. The plan requires the IJB support as whilst many of the actions are operational management decisions there may be some resistance from service users and communities to any changes to care packages and services.</p> <p>The plan will be monitored closely and is underpinned by more detailed plans with clear actions for high risk service areas. One of the most significant risk areas is Learning Disabilities, a more detailed plan with all actions including tracking progress with reviews is co-ordinated between the service and finance and transformation team. Weekly cross-service progress meetings are being held to track progress and to ensure progress at pace.</p> <p>The further actions noted below were subsequently noted to be undertaken:</p> <ol style="list-style-type: none"> <li>1) <b>Care at Home</b> – review feedback from the Thinking Differently Doing Better sessions to identify the main ‘themes’ that can be taken forward to maximise capacity, including visits, assessment and review process, electronic communication with staff. Since September almost all of the communication with staff has moved to an electronic format.</li> </ol>



	<p>2) <b>Learning Disability</b> – continue the focussed work with weekly progress updates. Hold a development session with the learning disability team to ensure that progress made to date is embedded moving forward. Progress the responder service on a geographical cluster basis with Trindlemoss being the piloted area.</p> <p>3) <b>In house fostering</b> – grow the number of in-house foster carers through a recruitment campaign (advertising, radio and social media campaign). Review the terms and conditions for foster carers. A recruitment campaign is being designed and will be launched in the coming weeks.</p> <p>4) <b>Children’s Residential Placements</b> – work with housing colleagues to develop alternatives for older children in care to ensure local capacity can be used to reduce the numbers of external placements.</p> <p>The plan includes actions to address the areas of overspend to help work towards financial balance this year whilst also delivering a recurring benefit to ensure financial sustainability in future years. Alongside the specific actions outlined in the financial recovery plan services will continue to deploy tight financial management controls to support bringing expenditure back into line with budget. We are in the process of meeting individually with budget managers across the partnership to help identify any further opportunities to reduce the projected overspend.</p>
2.12	<p><b>Financial Risks</b></p> <p>The 2019-20 budget setting paper noted unfunded pressures which could present a risk to the projected outturn position. This included:</p> <ul style="list-style-type: none"> <li>a) Paid as if at work is a pressure relating to health employed staff and the payment of a holiday pay element for regular additional payments, e.g. overtime. The cost across the Health Board is estimated to be £1.4m but is unclear at this stage what the cost will be for each service, for North Ayrshire this is estimated to be around £0.15m. When the cost pressure value is known the partnership will look to services to fund from within existing resources where possible. It is anticipated that this will be paid in December.</li> <li>b) There is a potential pressure in relation to GP practices in difficulty. This is a dynamic pressure which we will look to manage in-year. If this cannot be achieved, then the default position would be to fund the North fair share of this (circa £0.2m) from any underspend in the Primary Care Improvement Fund (PCIF). At month 7 there are no GP practices in difficulty.</li> </ul> <p>In addition to these pressures there is a potential reduction to the funding available for Ward 2 in Woodland View as East HSCP are reviewing the number of beds they want to commission from the ward. It is unlikely that this will be implemented during 2019-20 due to the limited notice given re the intent to reduce.</p>
2.13	<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>Reduction Requiring Approval:</b></p> <p>a) Transfer £0.010m to Communities for Youth Participatory Budgeting.</p> <p><b>Future Planned Changes:</b></p> <p>Further areas which are outstanding and will be included in future reports include:</p> <ol style="list-style-type: none"> <li>1) Transfer of hub funding to the Communities Directorate (approx. £57k)</li> <li>2) The transfer of the Douglas Grant and Redburn rehab wards from acute services to the North HSCP. The operational management of these wards has already transferred to the partnership, but the due diligence undertaken on the budget has highlighted a funding shortfall. It has been agreed with NHS Ayrshire &amp; Arran that the financial responsibility will not transfer until balance is found. In the meantime, we are managing services and working to reduce the projected overspend prior to any transfer.</li> </ol>
2.14	<b>Lead Partnerships</b>
	<p><b>North Ayrshire HSCP</b></p> <p>Services managed under Lead Partnership arrangements by North Ayrshire Health and Social Care Partnership are projected to be £0.361m overspent. Full detail on the underspend is given in section 2.4 above. This position is shared across the 3 partnerships on an NRAC allocation basis and is reflected in Appendix A.</p>
	<p><b>South Ayrshire HSCP</b></p> <p>Services hosted and/or led by the South Partnership are forecast to be £0.288m overspent (adverse movement of £0.063m). The Community Equipment Store was funded with an additional £0.280m as part of the budget for this year, however it continues to be a source of pressure and represents the majority of the overspend. It should be noted that expenditure is volatile depending on the timing of purchases. This issue is being discussed by SPOG.</p>
	<p><b>East Ayrshire HSCP</b></p> <p>Services managed under Lead Partnership arrangements by East Ayrshire Health and Social Care Partnership are projected to marginally overspend by £0.046m in total. This is a favourable movement on the month 4 projected overspend £0.288m. The overall Primary Care Lead Partnership marginal projected overspend is £0.006m (£0.266m at month 4) and this projected variance includes additional year-to-date payments within Primary Medical Services to GP practices currently experiencing difficulty (mainly practices that the NHS Board was administering due to previous GPs handing back contracts). The GP practices in difficulty issue is extremely fluid however negotiations with practices are completed with them returning to independent contractor status on 1 September 2019. Additional Ayrshire Urgent Care Services costs resulting from increased rates being paid to attract GPs over certain periods (which can prove challenging to fill without financial incentives). A non-recurring allocation of £0.370m has been included within the AUCS budget from the GP Out of</p>

	<p>Hours fund. This funding is not yet confirmed beyond 31 March 2020 and will potentially result in an additional financial pressure going forward.</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> <p>At month 7 the impact of the Lead Partnerships has been calculated based on the average NRAC share which is the method that was used in previous years and has been agreed by the Ayrshire Finance Leads. The NRAC shares are: North 36.6%, South 30.5% and East 32.9%</p>
2.15	<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. The 2019-20 set aside budget for North HSCP is £30.094m, based on expenditure in 2018-19. The acute directorate, which includes the areas covered by the set aside budget, is overspent by £7.8m after 7 months.</p> <p>58 additional and unfunded beds were open at the 31st March 2019. Crosshouse and Ayr hospitals have experienced a high level of demand and delayed discharges, resulting in increased operational pressures and additional expenditure.</p> <p>During 2018-19 the North Partnerships use of the set aside resources was £30.094m against the NRAC 'fair share' of £28.697m which is £1.127m 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 in community services with a view to reducing acute beds. This is in effect a mechanism to reduce the set aside resources. Currently however the funding for the ICR model is not able to be released from the acute set-aside budget due to service pressures and the overall overspend in acute services.</p>
2.16	<p><b>National Position</b></p> <p>Across Scotland Integration Joint Boards are facing similar financial challenges, whilst there are different individual local circumstances there are similarities with the factors contributing to financial pressures. The total budget delegated for Health and Social Care services to IJBs across Scotland is £9.3bn. The most recent collated Q2 position for 2019-20 reports that 25 out of 31 IJBs are reporting an overspend position totalling £86.3m, the main areas contributing to this are delays in delivering planned savings and demographic service pressures or increase in demand for services. The overview report provided to the Scottish Government is included as Appendix F.</p>

	<p>Key highlights include:</p> <ul style="list-style-type: none"> <li>• The challenge to deliver savings, in particular planned reductions in services not materialising due to increased demand being experienced</li> <li>• Increased activity of acute services</li> <li>• Additional demand for services and the increasing complexity of health and social care needs across older people, adult and children's services</li> <li>• The timeline to implement new models of service delivery taking longer than originally anticipated</li> <li>• Ongoing challenges associated with identifying further cost reduction and savings opportunities</li> <li>• Prescribing cost pressures; and</li> <li>• Staffing costs including the cost of locums.</li> </ul> <p>With the exception of prescribing costs which in North Ayrshire are underwritten by the Health Board, these are all pressures recognised for the North Ayrshire IJB. The partnership continue to actively engage in national networks, best practice forums and review examples of good practice and transformation from other areas.</p>
<b>3.</b>	<b>PROPOSALS</b>
<b>3.1</b>	<b><u>Anticipated Outcomes</u></b>
	<p>Continuing to implement and monitor the financial recovery plan will allow the IJB to work towards financial balance for 2019-20 whilst ensuring these plans align with securing financial sustainability in future years, 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 2019-20.
<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 £243.575m there is a projected overspend of £2.524m (1.3%). The report outlines the action being taken and proposed action to reduce the projected overspend.</p> <p>There are a number of assumptions underpinning the projections which could change as we progress through the year. We will continue to work with services to ensure the most accurate and reliable position is reported.</p>

	<p>The financial recovery plan details planned actions to reduce the projected overspend, delivery of the plan is being closely monitored.</p> <p>The main areas of financial risk which may impact on this position are highlighted in the report.</p> <p>North Ayrshire Council hold £1.486m on behalf of the IJB to allow the repayment of the outstanding debt of £5.139m to the Council over future years. This resource is not currently included in the projected outturn position, at this stage with the rate of financial recovery is it unlikely that the IJB will be in the position to make the planned debt repayment for 2019-20.</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>	Within the projected outturn there are various over and underspends including the non-achievement of savings which need to be addressed on a recurring basis to ensure financial sustainability in future years. The Financial Recovery Plan is focussed on those areas which will help the current year financial position but also support ongoing future financial sustainability of the partnership.
<b>Community Benefits:</b>	None

<b>Direction Required to Council, Health Board or Both</b>	Direction to :-	
	1. No Direction Required	
	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>
	<p>It is recommended that the IJB:</p> <ul style="list-style-type: none"> <li>a) Note the projected year-end overspend of £2.524m;</li> <li>b) Note the changes in funding as detailed in section 2.12 and Appendix E; and</li> <li>c) Note the North Ayrshire IJB position in the context of the national financial position for Integration Authorities across Scotland.</li> </ul>

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Partnership Budget - Objective Summary	2019/20 Budget									Over/ (Under) Spend Variance at Period 6 £'000	Movement in projected budget variance from Period £'000
	Council			Health			TOTAL				
	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
COMMUNITY CARE AND HEALTH	55,103	55,829	726	13,112	13,280	168	68,215	69,109	894	1,275	(381)
: Locality Services	25,454	25,616	162	4,561	4,435	(126)	30,015	30,051	36	140	(104)
: Community Care Service Delivery	26,081	27,164	1,083	0	0	0	26,081	27,164	1,083	1,356	(273)
: Rehabilitation and Reablement	1,765	1,548	(217)	1,946	2,043	97	3,711	3,591	(120)	(125)	5
: Long Term Conditions	1,443	1,167	(276)	4,595	4,807	212	6,038	5,974	(64)	(61)	(3)
: Integrated Island Services	360	334	(26)	2,010	1,995	(15)	2,370	2,329	(41)	(35)	(6)
MENTAL HEALTH SERVICES	24,246	25,500	1,254	51,876	51,930	54	76,122	77,430	1,308	860	448
: Learning Disabilities	18,427	19,727	1,300	511	428	(83)	18,938	20,155	1,217	977	240
: Community Mental Health	4,454	4,392	(62)	1,611	1,507	(104)	6,065	5,899	(166)	(43)	(123)
: Addictions	1,365	1,381	16	1,345	1,225	(120)	2,710	2,606	(104)	(110)	6
: Lead Partnership Mental Health NHS Area Wide	0	0	0	48,409	48,770	361	48,409	48,770	361	36	325
CHILDREN & JUSTICE SERVICES	32,061	33,278	1,217	3,610	3,653	43	35,671	36,931	1,260	1,415	(155)
: Intervention Services	3,786	3,843	57	325	368	43	4,111	4,211	100	46	54
: Looked After & Accomodated Children	16,325	17,339	1,014	0	0	0	16,325	17,339	1,014	1,278	(264)
: Fieldwork	4,713	4,838	125	0	0	0	4,713	4,838	125	120	5
: CCSF	322	288	(34)	0	0	0	322	288	(34)	(20)	(14)
: Criminal Justice	2,627	2,627	0	0	0	0	2,627	2,627	0	0	0
: Early Years	394	364	(30)	2,868	2,868	0	3,262	3,232	(30)	(48)	18
: Policy & Practice	3,894	3,979	85	0	0	0	3,894	3,979	85	40	45
: Lead Partnership NHS Children's Services Area Wide	0	0	0	417	417	0	417	417	0	(1)	1
PRIMARY CARE	0	0	0	47,170	47,170	0	47,170	47,170	0	0	0
ALLIED HEALTH PROFESSIONALS				5,131	5,062	(69)	5,131	5,062	(69)	(60)	(9)
MANAGEMENT AND SUPPORT COSTS	7,034	6,516	(518)	1,833	1,661	(172)	8,867	8,177	(690)	(635)	(55)
CHANGE PROGRAMME	1,025	953	(72)	964	964	0	1,989	1,917	(72)	(50)	(22)
TOTAL	119,469	122,076	2,607	123,696	123,720	24	243,165	245,796	2,631	2,805	(174)
Return Hosted Over/Underspends East	0	0	0		0	(119)			(119)	(12)	(107)
Return Hosted Over/Underspends South	0	0	0		0	(110)			(110)	(11)	(99)
Receive Hosted Over/Underspends South	0	0	0		0	105			105	82	23
Receive Hosted Over/Underspends East	0	0	0		0	17			17	105	(88)
REVISED PROJECTED OUTTURN	119,469	122,076	2,607	123,696	123,720	(83)	243,165	245,796	2,524	2,969	(445)

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
COMMUNITY CARE AND HEALTH	68,215	69,109	894	
Locality Services	30,015	30,051	36	<p><b>Older People permanent care homes</b> - projected overspend of £0.089m based on 816 placements. Respite care is projected to be online.</p> <p><b>Income from Charging Orders</b> - projected over recovery of £0.200m'</p> <p><b>Independent Living Services :</b></p> <ul style="list-style-type: none"> <li>* Direct Payment packages- projected overspend of £0.105m on 65 packages.</li> <li>* Residential Packages - projected overspend of £0.012m based on 35 packages.</li> <li>* Community Packages (physical disability) - projected overspend of £0.148m based on 49 packages</li> </ul> <p><b>NHS Packages of Care</b> - projected underspend of £0.094m due to use of supplementary staffing offset by slippage in other packages.</p> <p><b>District Nursing</b> - projected underspend of £0.055m due to vacancies.</p>
Community Care Service Delivery	26,081	27,164	1,083	<p><b>Care at home</b></p> <ul style="list-style-type: none"> <li>- in house service - projected overspend of £0.240m based on the current level of contracted costs remaining until the year end. Care at home staff have been incurring additional hours as there are moratoria on four of the purchased care providers.</li> <li>- Purchased Care at home - projected overspend of £0.290m. This is after reducing the budget by £0.500m to reflect the agreed 19-20 saving and assumes that the number of hours provided will reduce by 50 per week until the end of 19-20. It also assumes a refund from a provider in relation to an ongoing query on their costs.</li> </ul> <p><b>Direct Payments</b> - projected underspend of £0.042m based on 31 packages continuing until the year end.</p> <p><b>Transport costs</b> - projected overspend of £0.072m due to increase in staff mileage within care at home.</p> <p><b>Admin costs</b> - projected overspend of £0.091m mainly due to mobile phone equipment.</p> <p><b>Supplies and Services</b> - projected overspend of £0.133m in relation to uniforms and other supplies.</p> <p><b>Voluntary Organisations</b> - projected overspend £0.088m mainly in relation to the Alzheimer service.</p>

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
Rehabilitation and Reablement	3,711	3,591	(120)	<p><b>Employee costs</b> - projected underspend £0.157m due to vacancies.</p> <p><b>Intermediate Care and Rehab Models of Care</b> - projected to overspend by £0.247m which is the full year funding impact.</p> <p><b>Aids and Adaptations</b> - projected underspend of £0.200m per the approved recovery plan</p>
Long Term Conditions	6,038	5,974	(64)	<p><b>Ward 1</b> - projected overspend of £0.279m due to the use of supplementary staffing.</p> <p><b>Ward 2</b> - projected underspend of £0.010m assuming £0.504m of funding transfers from East HSCP in relation to Kirklandside patients.</p> <p><b>Elderly CMHT</b> - underspend of £0.061m due to vacancies.</p> <p><b>Carers Act Funding</b> - projected underspend of £0.268m based on the committed spend. This could fluctuate depending on the volume of carers' assessments undertaken and the level of demand/services identified from these assessments. This underspend will be used in the first instance to cover the projected overspend on care home respite placements.</p>
Integrated Island Services	2,370	2,329	(41)	<b>Outwith the threshold for reporting</b>
<b>MENTAL HEALTH SERVICES</b>	<b>76,122</b>	<b>77,430</b>	<b>1,308</b>	
Learning Disabilities	18,938	20,155	1,217	<p><b>Residential Packages</b> - projected overspend of £0.355m based on 41 current packages.</p> <p><b>Community Packages (inc direct payments)</b> - projected overspend of £0.947m based on 296 current packages less 3.75% invoice variances. The projection assumes savings of £0.490m will be achieved (£0.201m achieved to date) and that any new packages or increases to current packages will be cost neutral. The direct payments projection is based on 41 current packages with a net increase of 2 to the year end less £0.102m recovery of unspent balances.</p> <p><b>Employee costs</b> - projected underspend £0.083m mainly due to vacant posts</p>
Community Mental Health	6,065	5,899	(166)	<b>Employee costs - projected underspend £0.134m mainly due to vacant posts</b>
Addictions	2,710	2,606	(104)	<p><b>Employee costs</b> - projected underspend £0.120m due to vacant posts</p> <p><b>ADP</b> - projected online position as any underspend will be carried forward into 2020/21.</p>

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
Lead Partnership (MHS)	48,409	48,770	361	<p><b>Adult Community</b> - projected underspend of £0.100m due to vacancies.</p> <p><b>Adult Inpatients</b>- projected overspend of £0.620m due to a delay in closing the Lochranza wards.</p> <p><b>UNPACs</b> - projected overspend of £0.399m which includes the charges from the state hospital (April - August 2019).</p> <p><b>LDS</b> - assumed online pending completion of the relocation of services to Woodland View.</p> <p><b>Elderly Inpatients</b> - projected overspend of £0.200m due to use of supplementary staffing after ward closures. This could fluctuate pending the finalisation of the elderly mental health bed redesign.</p> <p><b>Addictions</b> - projected underspend of £0.025m due to vacancies.</p> <p><b>CAMHS</b> - projected underspend of £0.228m due to vacancies.</p> <p><b>MH Admin</b> - projected underspend of £0.155m due to vacancies..</p> <p><b>Psychiatry</b> - projected overspend of £0.145m due the medical pay award and agency costs.</p> <p><b>MH Pharmacy</b> - projected underspend of £0.132m mainly within substitute prescribing.</p> <p><b>Psychology</b>- projected underspend of £0.253m due to vacancies.</p> <p><b>Action 15</b> - assumed online position</p>
<b>CHIDREN'S AND JUSTICE SERVICES</b>	<b>35,671</b>	<b>36,931</b>	<b>1,260</b>	
Intervention Services	4,111	4,211	100	<p><b>Employee costs</b> - projected overspend £0.043m due to incremental drift.</p> <p><b>Third Party Payments</b> - projected overspend in relation to advocacy and functional family therapy services.</p>

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
Looked After & Accom Children	16,325	17,339	1,014	<p><b>Looked After Children placements - projected overspend of £0.203m based on the following:-</b></p> <p><b>Kinship</b> - projected overspend of £0.071m. Budget for 339 placements, currently 352 placement but projecting 356 placements by the year end.</p> <p><b>Adoption</b> - projected overspend of £0.001m. Budget for 74 placements, currently 74 placements.</p> <p><b>Fostering</b> - projected overspend of £0.218m. Budget for 120 placements, currently 138 placements</p> <p><b>Fostering Xtra</b> - projected underspend of £0.064m. Budget for 32 placements, currently 31 placements but projecting 30 placements by the year end.</p> <p><b>Private fostering</b> - projected overspend of £0.041m. Budget for 11 placements, currently 12 placements.</p> <p><b>IMPACCT carers</b> - projected underspend of £0.016m. Budget for 4 placements, currently 2 placements.</p> <p><b>Residential School placements including community packages</b> - projected overspend of £1.101m. The projection is based on the current number of placements and estimated discharge dates for each placement based on the support from the mainstreamed Challenge Fund project. There are currently 22 placements (inc 2 secure w3hich will end in January). The projection assumes 4 discharges in December with the remaining 16 assumed to be still in a placement at the year end. There is no provision for any increase in placements.</p>
Fieldwork	4,713	4,838	125	<p><b>Employee costs</b> - projected overspend of £0.102m in relation to non achieved payroll turnover. Various minor overspends on transport and the out of hours service.</p>
CCSF	322	288	(34)	<b>Outwith the threshold for reporting</b>
Criminal Justice	2,627	2,627	0	<b>Outwith the threshold for reporting</b>
Early Years	3,262	3,232	(30)	<b>Outwith the threshold for reporting</b>
Policy & Practice	3,894	3,979	85	<b>Employee costs</b> - projected overspend £0.087m due to the payroll turnover target not being met.
Lead Partnership (CS)	417	417	0	<b>Outwith the threshold for reporting</b>

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
PRIMARY CARE	47,170	47,170	0	Outwith the threshold for reporting
ALLIED HEALTH PROFESSIONALS	5,131	5,062	(69)	Employee costs - projected underspend £0.069m due to vacancies.
MANAGEMENT AND SUPPORT	8,867	8,177	(690)	Projected underspend - this underspend relates to pressure funding awarded as part of the 2019-20 and the pressures have not yet arisen. This funding will be closely monitored and delegated to services as and when required.
CHANGE PROGRAMME & CHALLENGE FUND	1,989	1,917	(72)	Projected underspend - in employee costs due to vacancies and slippage in projects.
TOTAL	243,165	245,796	2,631	

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



## 2019-20 Savings Tracker

## Appendix C

Savings reference number	Description	Responsible Senior Management Lead	Deliverability Status at budget setting	Approved Saving 2019/20 £	Deliverability Status Month 7	Net Saving Achieved at Period 7 £
	<b>Health and Community Care</b>					
SP-HSCP-19-02	Roll out of multidisciplinary teams - Community Care and Health	Helen McArthur	Amber	55,000	Red	0
SP-HSCP-19-04	Day Centres - Older People	Helen McArthur	Green	38,232	Green	38,232
SP-HSCP-19-05	Deliver the Strategic Plan objectives for Older People's Residential Services	Helen McArthur	Green	130,350	Amber	0
SP-HSCP-19-09	Care at Home - Reablement Investment	Helen McArthur	Amber	500,000	Amber / Red	0
SP-HSCP-19-12	Assessment and Self Directed Support	Isabel Marr	Green	150,000	Amber / Red	0
NHS - HSCP-9	Packages of Care	Isabel Marr	Amber	150,000	Green	150,000
	<b>Mental Health and Learning Disabilities</b>					
SP-HSCP-19-01	Integration of the Learning Disability team	Jan Thomson	Amber	56,000	Green	56,000
SP-HSCP-19-07	Mental Health - Tarryholme / Trindlemoss (Council element)	Jan Thomson	Amber	328,000	Amber	150,000
NHS - HSCP-1	Trindlemoss (full year impact is £0.370m)* NHS element	Jan Thomson	Amber	250,000	Green	0
SP-HSCP-19-10	LD - Reduction to Sleepover Provision	Jan Thomson	Amber	215,000	Red	25,000
SP-HSCP-19-11	Reprovide Fergushill/Hazeldene at Trindlemoss & redesign commissioned services	Jan Thomson	Green	111,000	Green	0
SP-HSCP-19-06	Adult Community Support - Commissioning of Services	Jan Thomson / Julie Barrett	Green	388,000	Amber / Red	1,500
NHS - HSCP-4	UnPACs - 7% reduction*	R Ralston	Green	200,000	Amber / Red	0
NHS - HSCP-5	Substitute Prescribing - 5% reduction*	R Ralston	Green	135,000	Green	135,000
NHS - HSCP-3	Review of Elderly Mental Health Inpatients*	William Lauder	Green	727,000	Green	0
NHS - HSCP-6	See a 5th bed at Woodland View MH inpatients*	William Lauder	Amber	90,000	Amber / Red	0

	Children, Families and Justice Services					
SP-HSCP-19-03	Fostering - reduce external placements.	Mae Henderson	Green	127,408	Amber	127,408
SP-HSCP-19-08	Children's residential placements (CF)	Mae Henderson	Amber	355,000	Amber / Red	0
	Partnership Wide					
SP-HSCP-19-13	Charging Policy	Lisa Duncan	Green	200,000	Green	200,000
NHS - HSCP-10	Reduce business admin services	Julie Davis	Green	50,000	Green	50,000
NHS - HSCP-11	ICF Project - Partnership Enablers	Michelle Sutherland	Amber	27,000	Green	27,000
NHS - HSCP-12	ICF Project - Buckreddan care home	Michelle Sutherland	Amber	16,000	Amber	8,000
NHS - HSCP-13	Uncommitted ICF Funding	Michelle Sutherland	Green	80,000	Green	80,000
SP-HSCP-19-20	Living Wage	n/a	Green	187,000	Green	187,000
NHS - HSCP-7	Resource Transfer to South Lanarkshire	n/a	Green	40,000	Green	40,000
SP-HSCP-19-14	19/20 impact of 18/19 part year savings	Stephen Brown	Green	113,000	Green	113,000
SP-HSCP-19-15	Respite	n/a	Green	200,000	Green	200,000
SP-HSCP-19-16	Payroll Turnover Target	Stephen Brown	Amber	500,000	Amber	208,333
SP-HSCP-19-17	Lean Efficiency Programme	Stephen Brown	Green	50,000	Amber	0
NHS - HSCP-2	Payroll Turnover Target - Mental Health *	Thelma Bowers	Amber	300,000	Green	300,000
NHS - HSCP-8	Payroll Turnover Target - Other Services	Thelma Bowers	Amber	365,000	Green	365,000
				<b>6,133,990</b>		<b>2,461,473</b>

Ref	Service Area	Action	Service Impact	IJB Support	Included in P8 Position £000's	Planned Impact £ 000's	Responsible Officer
<b>Health and Community Care:</b>							
1	Care at Home	<b>Reduction in Care at Home Provision:</b> - reduce weekly hours of purchased provision by between 50 and 100 hours per week, by closing cases for clients admitted to hospital. - review care packages with any reduction in hours closed to offset the overspend. - continue to review the actions of Independent Providers in the use of CM2000 for maximum efficiency - further roll out and embedding of reablement approach in CAH service to allow packages to be reduced	May lead to delays in care at home packages being delivered and may impact on hospital discharges and increase delayed discharges. May have impact on waiting list. Risk of this will be mitigated by ensuring resources are used efficiently, with a risk based approach to allocating resources.		225	200	Helen McArthur
2	Care Homes - Respite Placements	<b>Health and Community Care Service to enforce a policy and criteria in relation to emergency respite in commissioned care home settings:</b> - significant increase in emergency respite where in many cases residents are placed in long term care, action taken to fund long term placements in September - change of practice for social workers in relation to use of respite - provide clarity to commissioned care home providers that respite beds will be used for short term care to ensure expectations of service, care home and service user are aligned	Action has been taken to address current placements to ensure the service delivered is equitable, that the HSCP are appropriately financially assessing residents and that the commissioned care homes are funded for long term care placements. The appropriate use of emergency respite placements will be reinforced to the social work team. The longer term commissioning and use of respite provision for older people is being considered as part of the Care Home Strategy.	√	0	-	Helen McArthur
3	Equipment & Adaptations	<b>Temporary reduction (2019-20 only) in the equipment and adaptations budget.</b> - mirrors the reduction made in 2018/19 to assist with overall financial position, would not be sustainable on a recurring basis as provision of equipment fundamental to keeping people safe at home - priority for equipment provision will be: 1. support for end of life care 2. complete adaptations started or committed to in writing prior to tightened control of expenditure 3. maintain equipment and adaptations in situ and on which service users depend 4. provide essential equipment to support avoidance of hospital admission	Potential delays to equipment and adaptations for service users, this will be kept under review together with any waiting lists and impact on delivery of community based services, including monitoring the costs of any delays in supporting individuals to be supported in the community.		200	200	Helen McArthur

Ref	Service Area	Action	Service Impact	IJB Support	Included in P8 Position £000's	Planned Impact £ 000's	Responsible Officer
<b>Mental Health and Learning Disabilities:</b>							
4	Learning Disabilities	<b>Prioritised Review of Adult Community Packages:</b> <ul style="list-style-type: none"> <li>- targeted reviews to be carried out immediately, reviews co-ordinated on a prioritised list with a focus on individuals moving service provider following the outcome of the tender exercise and with high cost packages being prioritised</li> <li>- will be supported with significant additional LD social work capacity with additional professional lead, additional social workers and the employment of agency staff to accelerate planned reviews</li> <li>- reviews will ensure the split of personal and non-personal care is appropriate and equitable (to ensure equity of provision and charging)</li> <li>- direct payments to be reviewed to progress claw-back of underspends</li> <li>- incorporates looking at clients where the service provided has been less than than commissioned to formalise re-alignment of care packages based on need.</li> </ul>	Service users will be reviewed by a dedicated review team, the outcome should ensure that all reviews are up to date and appropriate and equitable levels of care are being provided. This process may cause some anxiety for service users as there is an expectation that significant reductions can be made to care packages. No reduction will be made to care packages unless deemed to be safe and appropriate by the service, however there may be some resistance to change from service users, their families and advocates.	√	0	750	Thelma Bowers
5	Learning Disabilities	<b>Trindlemoss development finalise the financial impact of the new service (LD day service, complex care unit and supported accommodation):</b> <ul style="list-style-type: none"> <li>- for 2019/20 require to plan to mitigate delay in savings being achieved</li> <li>- opportunities to further reduce cost of amalgamating day services</li> <li>- identifying supports required for service users in supported accommodation</li> <li>- policy in relation to eligibility and prioritisation for supported accommodation, model of care blueprint for other supported accommodation coming online</li> </ul>	The opening of the new service at Trindlemoss (originally planned August 2019) has been delayed due to delays in the building works, this has impacted on the timescales for service users and patients transferring. The service will require to be configured around the affordability of the care and support, taking into account the positive environment and the opportunities the shared accommodation space offers in terms of reducing existing high cost care packages.	√	0	tbc	Thelma Bowers
6	Learning Disabilities	<b>Sleepovers - develop policy in relation to 24 hour care for Adults in the Community:</b> <ul style="list-style-type: none"> <li>- policy decision to not provide one to one 24 hour sleepover service where there are: <ul style="list-style-type: none"> <li>* supported accommodation alternatives available;</li> <li>* opportunities for service users to share a service (will be identified by geographically mapping services); or</li> <li>* where technology supports can be provided supported by a responder service.</li> </ul> </li> <li>- Recovery plan action and financial impact is based on a plan to deliver a responder service from the Trindlemoss supported accommodation to support removal of sleepovers in the area</li> </ul>	This will result in the removal of one to one 24 hour support from service users, an enhanced overnight service will be provided from Trindlemoss to support capacity for response. Individual service user safety will be a priority and the one to one support will only be removed where safe to do so.	√	0	128	Thelma Bowers
7	Learning Disabilities	<b>Transition Cases (Adults aged 65+):</b> <ul style="list-style-type: none"> <li>- reviews undertaken jointly with LD and Older People's service which will deliver some savings, some work outstanding in relation to these reviews where changes to care packages have been identified</li> <li>- further action to scrutinise outcome of reviews and equity of service provision across client groups, particularly for high cost care packages which are not equitable with community care provided in Older People's services</li> <li>- requires a clear policy decision in relation to transitions of care and funding for community based supports</li> </ul> <i>Note that there have been several reviews undertaken which indicate that savings will be made. These savings can be limited in some of the more complex care packages as care is required on a 24/7 basis.</i>	Service users are being reviewed with a view to reducing the cost of packages as the clients transition to the Older People's service. Some reviews for high cost community packages have identified individuals suitable for the criteria of long term care but resistance from service users to change from current care and support. If care packages cannot be reduced the IJB will be asked to agree a policy decision on the level of care provided in such cases.		0	134	

Ref	Service Area	Action	Service Impact	IJB Support	Included in P8 Position £000's	Planned Impact £ 000's	Responsible Officer
8	Adult Community Packages	<b>Adult Resource Group no overall increase in care package provision:</b> <ul style="list-style-type: none"> <li>- ARG in place for Mental Health and Learning Disability care packages for approval, ARG will no longer be permitted to approve any increase to existing or new care packages unless there has been a reduction in service elsewhere</li> <li>- will require social workers to proactively review caseload and use finite resource available to support whole client group</li> <li>- arrangements will remain in place until the service brings the overall expenditure on community care packages back into line</li> </ul>	Service users assessed as requiring a service will have to wait until resource has been identified to fund the care package, this is equitable with waiting lists for other services where resources are limited. This may result in delays in supports being provided but will also ensure that the service is managing, directing and prioritising resources effectively.	√	0		Thelma Bowers
9	All	<b>Self Directed Support:</b> <ul style="list-style-type: none"> <li>- exploring how to embed this alongside the asset based approach promoted through the HSCP <i>Thinking Different, Doing Better</i> experience into services to change how we deliver services and balance service user and community expectations</li> <li>- undertaking self-evaluation for North Ayrshire against good practice, this will include stakeholder engagement to develop future approach</li> </ul>	Positive impact to embed Self Directed Support, with a view to being realistic in managing expectations of services and service users. Address a perceived inequity in how services are delivered and how embedded SDS is across social care services.	√	0	-	Stephen Brown
<b>Children and Families:</b>							
10	Looked After and Accomodated Children	<b>Children's External Residential Placements bring forward planned discharge dates:</b> <ul style="list-style-type: none"> <li>- overspend due to delays in bringing children back from expensive external residential placements due to timescales slipping, recovery action based on pulling forward all estimated timescales by one month and moving to planned level of 14 placements by March 2020</li> <li>- scrutiny of detailed plans for individual children, to be reviewed alongside the internal children's houses to free up capacity to bring children back to NA sooner</li> <li>- close working with Education services as shared ambition and requirements to provide educational supports within NA</li> <li>- formalise and reinforce governance arrangements for approval of new external children's placements</li> </ul>	Transformation plan to support more looked after children in North Ayrshire is focussed on delivering more positive outcomes for Children. Accelerating plans to move children to different care settings is challenging for the service as these are sensitive complex cases.		286	200	Alison Sutherland

Ref	Service Area	Action	Service Impact	IJB Support	Included in P8 Position £000's	Planned Impact £ 000's	Responsible Officer
<b>Other:</b>							
11	All	<b>Recruitment freeze non-front line posts:</b> - hold recruitment to all vacant non-front line care posts, eg support services, admin support - partnership vacancy scrutiny group remains in place and will ensure posts are not approved for recruitment until the new financial year	Minimal impact on front line services but depending on where vacancies arise during the rest of the year could have an impact on the capacity of support services, in particular to respond to service requests. The HSCP vacancy scrutiny group will ensure consideration is given to the impact on services when recruitment is delayed for individual posts.		0	200	Caroline Whyte
12	All	<b>Moratorium non-essential expenditure:</b> - communication issued to all budget holders (social care and health) with an instruction to delay or cease any areas of discretionary spend (areas including supplies and services, training, third party payments etc) - finance teams will liaise with budget holders as part of regular engagement and budgets will be removed non-recurringly to allow target reduction to be met	Minimal impact on front line services but is a short term one-off approach to reducing expenditure.			184	Caroline Whyte
13	All	<b>Systems improvements re care packages:</b> - Extension of CM2000 to adult services which will enable payment to care providers based on actual service delivered, being rolled out to some providers in advance of new tender - finance working with services to review areas where service delivered differs from that commissioned to improve systems and basis of financial projections, this work also supports ongoing reviews - action plan in relation to improving projections and actions identified from recent internal audit report re Community Based Care, including streamlining systems and processes to remove duplication, scope for error and reliability of information	Significant work required to review systems across social care services where different approaches are used for different service areas, some areas involve duplication of information and systems. Work will result in more assurance re the information reported, including financial projections and will also ensure the partnership has assurance that we only pay for the direct care delivered.		0	-	Thelma Bowers/ Helen McArthur/ Caroline Whyte
<b>TOTAL</b>					<b>711</b>	<b>1,996</b>	



## 2019-20 Budget Reconciliation

## Appendix E

<b>COUNCIL</b>	<b>Period</b>	<b>Permanent or Temporary</b>	<b>£</b>
Initial Approved Budget			95,067
Resource Transfer			23,112
ICF Procurement Posts - Transfer to Procurement	3	T	(85)
FPC under 65's Scottish Government Funding	3	P	702
Transfer to IT WAN circuit Kilwinning Academy	4	P	(3)
Waste Collection Budget	4	P	27
CLD Officer from ADP Budget to E & C	4	T	(31)
Transfer £10k to Communities for Youth PB	7	T	(10)
Challenge Fund Drawdown from Earmarked Funds	7	T	690
<b>Period 8 reported budget</b>			<b>119,469</b>

<b>HEALTH</b>	<b>Period</b>	<b>Permanent or Temporary</b>	<b>£</b>
Initial Approved Budget (based on month 9 of 2018-19)			145,425
Adjustments to reflect month 10 -12 of 2018-19 including non-recurring amounts			(1,845)
<b>Opening baseline budget for 19-20</b>			<b>143,580</b>
Resource Transfer			(23,112)
Superannuation Uplift	3	P	2,994
Voluntary Redundancy Scheme	3	P	271
Post from acute - PA to Clinical Nurse Manager, Long Term conditions	3	P	15
Post from acute - Clinical Nurse Manager, Long Term Conditions	3	P	34
Functional Electrical Stimulation Equipment from acute			10
Pharmacy Fees	3	P	19
HPV Boys Implementation	3	P	18
Action 15 (anticipated increase)	3	P	930
Post from Acute -Specialist Pharmacist in Substance Misuse	3	T	12
Old age liaison psychiatrist from acute	3	P	108
Patient Transport Service	3	P	49
Infant feeding nurse	3	T	41
Assoc Medical Director responsibility payment to Medical Director	3	T	(24)
Associate Medical Director sessions to the Medical Director	3	T	(71)
Contribution to the Technology Enabled Care (TEC) project	3	T	(50)
Superannuation Uplift Overclaimed	4	P	(270)
Action 15 overclaimed	4	T	(485)
Prescribing Reduction	5	P	(550)
Medical Training Grade Increase	5	P	51
Admin Transfer from South HSCP	6	P	19
NMAHP Clinical Lead	6	T	16
Woodland View – Hairdressing transfer from South			12

SLA Superannuation uplift			79
<b>Period 8 reported budget</b>			<b>123,696</b>
<b>GRAND TOTAL</b>			<b>243,165</b>

## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

<b>Title:</b>	<b>Capital Programme Performance to 30 November 2019</b>
<b>Purpose:</b>	To advise Cabinet of progress in delivering the Capital Investment Programme as at 30 November 2019.
<b>Recommendation:</b>	That Cabinet agree to (a) approve the revisions to budgets outlined in the report; and (b) note (i) the General Services and HRA revised budgets at 30 November 2019; and (ii) the forecast expenditure to 31 March 2020.

### 1. Executive Summary

- 1.1 The General Services Capital Investment Programme 2019/20 to 2027/28 was approved by Council on 27 February 2019. The Housing Revenue Account (HRA) Capital Investment Programme 2019/20 sits within the updated HRA Business Plan and was approved by Council on 19 December 2018.
- 1.2 This report identifies the current programme for 2019/20, taking account of adjustments made to the initial budgets. The report presents the revised budgets at 30 November 2019 and forecast expenditure to 31 March 2020.
- 1.3 At Period 8 the General Fund is forecasting a projected outturn of £51.368m. The HRA is forecasting a projected outturn of £42.359m.
- 1.4 The overspends identified in relation to the Trindlemoss development within the Health and Social Care Partnership have been funded by the allocation of additional resources within the General Fund and HRA capital programmes with the Council's main funding partner, NHS Ayrshire and Arran, expected to consider an additional allocation during January 2020.

### 2. Background

#### General Fund

- 2.1 The following table outlines the movements in the 2019/20 General Services budget:

	2019/20 £m
Budget approved as at 30 September 2019	52.865
a) Changes to Funding	0.043
b) Alterations to phasing of projects:-	
2019/20 to 2020/21	(1.826)
2020/21 to 2019/20	0.253
c) Revisions to the Programme	0.033
Budget as at 30 November 2019	51.368

## 2.2 (a) Changes to Funding

The capital programme has been updated to reflect the following changes:

- £0.050m funding from the RSPB in relation to the Access Paths Network project;
- £0.025m funding from Historic Environment Scotland in relation to Saltcoats Town Hall; and
- (£0.032m) reduction in NAVT funding for Saltcoats Public Realm.

## 2.3 (b) Alterations to the Phasing of Projects

Projects have been reprofiled for delivery in 2020/21 to reflect current programme plans, including:

- Place
  - (£0.509m) - Irvine High Street;
  - (£0.673m) - Cemetery Walls, Extensions and Infrastructure;
  - (£0.300m) - Vehicle Replacement Programme;
  - (£0.173m) - Lochshore; and
  - (£0.061m) - Annickbank Phase 3.

This has been partly offset by the acceleration of £0.253m to 2019/20, including:

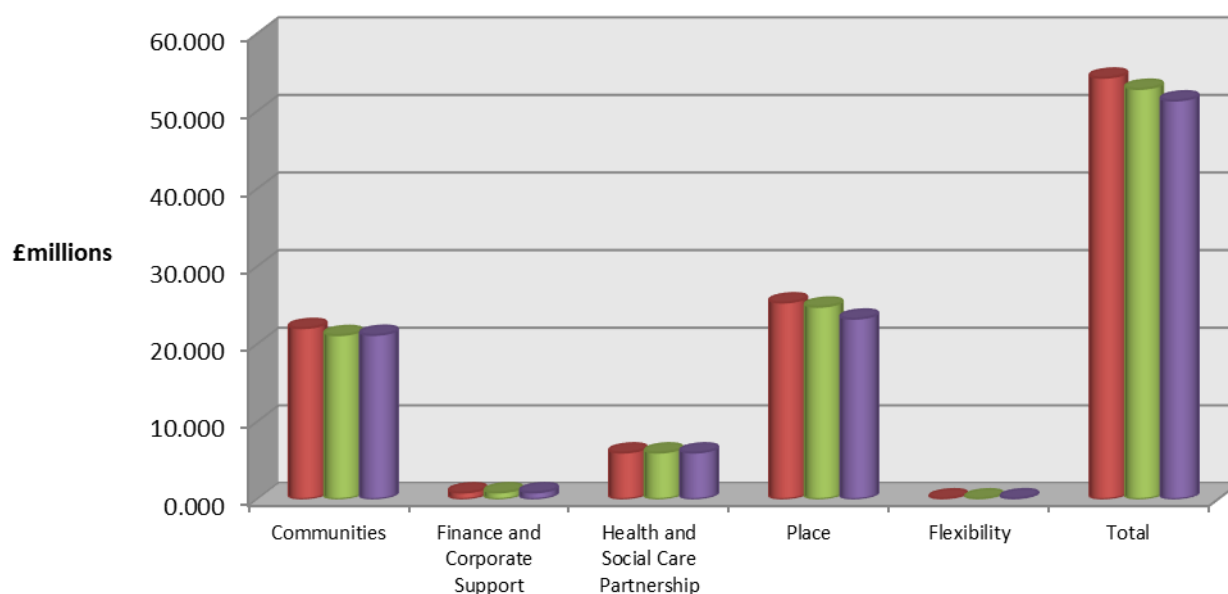
- Communities
  - £0.040m - Ardrossan Campus; and
- Place
  - £0.180m - Upper Garnock Flood Protection Scheme.

## 2.4 (c) Revisions to the Programme

The programme has been revised to include minor revisions to expenditure in relation to the vehicle replacement programme to be funded from additional Capital Funded from Current Revenue (CFCR) and Capital Receipts.

## 2.5 This has resulted in a revised 2019/20 budget at 30 November 2019 of £51.368m.

2.6 The following graph illustrates the movement in each programme on a service basis compared to the revised programme:



Revised Programme	22.036	0.852	6.000	25.337	0.081	54.306
Programme @ P6	21.131	0.866	6.000	24.787	0.081	52.865
Programme @ P8	21.159	0.866	6.000	23.250	0.093	51.368
Movement	(0.877)	0.014	-	(2.087)	0.012	(2.938)

2.7 The current projection on funding, elements of which are related to the profile of expenditure reported above, is a reduction of £1.497m from the revised budget, including:

- £0.202m - VDLF Specific Capital Grants reprofiled for use in 2020/21;
- £0.359m - Reprofiled utilisation of NAVT grant funding;
- (£0.033m) - Additional capital receipts and CFCR;
- (£0.043m) - Other minor adjustments to Grants and Contributions; and
- £1.012m - Reduced requirement for prudential borrowing.

## 2.8 Capital Projections to 31 March 2020

The projections are summarised by service in the following table:

	Budget 2019/20	Carry Forwards and Adjustments	Revised Budget 2019/20	Projected Expenditure / Income to 31 March 2020	Projected Variance Over / (Under)
	£000's	£000's	£000's	£000's	£000's
<u>Expenditure</u>					
Communities	21,131	28	<b>21,159</b>	21,159	-
Finance and Corporate Support	866	-	<b>866</b>	866	-
Health and Social Care Partnership	6,000	-	<b>6,000</b>	6,000	-
Place	24,787	(1,537)	<b>23,250</b>	23,250	-
Other including Flexibility	81	12	<b>93</b>	93	-
Total Expenditure	52,865	(1,497)	<b>51,368</b>	51,368	-
<u>Income</u>					
General Capital Grant	(15,125)	-	<b>(15,125)</b>	(15,125)	-
Specific Capital Grant	(12,016)	202	<b>(11,814)</b>	(11,814)	-
Use of Reserve Funds	(2,054)	-	<b>(2,054)</b>	(2,054)	-
Capital Funded from Current Revenue	(697)	(18)	<b>(715)</b>	(715)	-
Capital Receipts	(1,163)	(15)	<b>(1,178)</b>	(1,178)	-
Other Grants & Contributions	(4,254)	316	<b>(3,938)</b>	(3,938)	-
Prudential Borrowing	(17,556)	1,012	<b>(16,544)</b>	(16,544)	-
Total Income	(52,865)	1,497	<b>(51,368)</b>	(51,368)	-

Information on the progress of all projects can be found in Appendix 1.

- 2.9 An overspend of up to £0.802m was previously identified in relation to the Trindlemoss development arising from contract variations and delays. The funding for this project was drawn from the General Fund, NHS Ayrshire and Arran and the HRA. Although negotiations are ongoing with the main contractor to agree the final outturn position, additional resources have been identified from within the Council's General Fund and HRA capital programmes and NHS Ayrshire and Arran is expected to agree proposals for the allocation of additional resources during January 2020.

## Housing Revenue Account

2.10 The following table outlines the movements in the 2019/20 HRA Capital budget:

	2019/20 £m
Budget approved as at 30 September 2019	44.091
a) Alterations to phasing of projects:-	
2019/20 to 2020/21	(3.266)
2020/21 to 2019/20	0.988
Budget as at 30 November 2019	41.813

### 2.11 (a) Alterations to the Phasing of Projects

Projects have been reprofiled for delivery in 2020/21 to reflect current programme plans, including:

- (£0.730m) - General Council House Building Programme;
- (£0.028m) - Afton Court New Build;
- (£0.391m) - Springvale, Saltcoats;
- (£0.174m) - Refurbishment at Friars Lawn; and
- (£1.932m) - Detection Equipment.

This has been partly offset by the acceleration of £0.988m of projects for delivery during 2019/20, including:

- £0.500m - Initial fees at the Ayrshire Central Site;
- £0.263m - Bathroom Replacement Programme;
- £0.029m - Kitchen Replacement Programme; and
- £0.123m - Refurbishment of Connel Court.

2.12 This has resulted in a revised 2019/20 budget at 30 November 2019 of £41.813m.

2.13 The current projections on funding, elements of which are related to the profile of expenditure reported above, are summarised below:

- £0.295m - Reduced contribution from CFCR;
- (£2.396m) - Reprofiled contribution from the Scottish Government House Building Grant;
- (£0.069m) - Additional contribution from HRA reserve; and
- Reduced requirement for Prudential Borrowing, £4.448m.



## 2.14 Capital Projections to 31 March 2020

The projections are summarised in the following table:

	Budget 2019/20	Carry Forwards and Adjustments	Revised Budget 2019/20	Projected Expenditure / Income to 31 March 2020	Projected Variance Over / (Under)
	£000's	£000's	£000's	£000's	£000's
<u>Service</u>					
Expenditure					
Housing Revenue Account	44,091	(2,278)	<b>41,813</b>	42,119	306
Total Expenditure	44,091	(2,278)	<b>41,813</b>	42,119	306
<u>Income</u>					
Sale of Assets	(19)	-	<b>(19)</b>	(19)	-
CFCR	(13,452)	295	<b>(13,157)</b>	(13,157)	-
Capital Grants	(10,856)	(2,396)	<b>(13,252)</b>	(13,252)	-
Use of Reserves	(2,483)	(69)	<b>(2,552)</b>	(2,792)	(240)
Affordable Housing Contribution	(2,063)	-	<b>(2,063)</b>	(2,063)	-
Other Contributions	(350)	-	<b>(350)</b>	(350)	-
Prudential Borrowing	(14,868)	4,448	<b>(10,420)</b>	(10,486)	(66)
Total Income	(44,091)	2,278	<b>(41,813)</b>	(42,119)	(306)

Information on the progress of all projects can be found in Appendix 2. A variance of £0.306m is projected within the HRA capital programme for 2019/20 arising from:

- £0.240m - Additional contribution to the Trindlemoss project, drawn from the HRA reserve;
- £0.030m - Increased costs in relation to Kilbirnie and Kilwinning Housing Offices;
- £0.025m - Additional costs arising from the Window Replacement Programme; and
- £0.011m - A minor increase in costs arising from the Dickson Drive phase 2 new build.

### **3. Proposals**

#### **3.1 It is proposed that :-**

*In General Services -*

The Cabinet is invited to (a) approve the further revisions to budgets outlined at Sections 2.1 to 2.7 and Appendix 1; and (b) note (i) the revised budget at 30 November 2019 and (ii) the forecast of expenditure to 31 March 2020.

*In the H.R.A. -*

The Cabinet is invited to (a) approve the further revisions to the budget outlined at Section 2.10 to 2.13 and Appendix 2; and (b) note the revised budget at 30 November 2019 and (ii) the forecast of expenditure to 31 March 2020.

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

#### **Financial**

- 4.1 The financial implications are as outlined in the report. Expenditure will continue to be closely monitored to ensure early action is taken regarding any projected underspends or overspends.

#### **Human Resources**

- 4.2 None.

#### **Legal**

- 4.3 None.

#### **Equality/Socio-economic**

- 4.4 None.

#### **Environmental and Sustainability**

- 4.5 None.

#### **Key Priorities**

- 4.6 This report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.

#### **Community Wealth Building**

- 4.7 None.

## **5. Consultation**

5.1 Progress as outlined in this report has been approved by Executive Directors.

Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner)**, on **01294 324551**.

### **Background Papers**

Capital Programme Performance to 30 September 2019 – Cabinet – 26 November 2019

North Ayrshire Council Capital Statement 2019/20  
Year Ended 31st March 2020

Period 8

Project Description	TOTAL PROJECT				CURRENT YEAR 2019/20							
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to date Variance 2019/20	Projected Expenditure to 31st March 2020	Actual Over/ (Under) Spend for 2019/20	True Over/ (Under) Spend	Brought / Carry Forward to 2020/21
	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE												
Communities												
Nursery Education	11,788,114	3,107,925	11,788,114	0	5,369,678	2,489,362	3,175,149	685,787	5,369,678	0	0	0
Primary Schools	19,281,433	177,328	19,281,433	0	550,889	10,667	88,843	78,176	550,889	0	0	0
Secondary Schools	36,830,857	2,832,317	36,830,857	0	1,430,156	382,700	473,030	90,330	1,470,156	40,000	0	40,000
Special Education	25,603,692	3,028,667	25,603,692	0	12,568,091	1,392,028	2,062,911	670,883	12,568,091	0	0	0
Information & Culture	156,926	9,128	156,926	0	150,363	1,816	2,566	750	150,363	0	0	0
Completed Projects	85,786,691	85,136,154	85,786,691	0	1,049,879	624,039	399,342	(224,697)	1,049,879	0	0	0
SUB TOTAL	179,447,713	94,291,519	179,447,713	0	21,119,056	4,900,612	6,201,840	1,301,228	21,159,056	40,000	0	40,000
Finance & Corporate Support												
Information Technology	924,048	807,573	924,048	0	312,041	77,040	81,248	4,208	312,041	0	0	0
Council IT Strategy	5,049,069	1,560,924	5,049,069	0	554,339	267,339	366,987	99,648	554,339	0	0	0
Completed Projects	340,870	340,870	340,870	0	0	0	0	0	0	0	0	0
SUB TOTAL	6,313,986	2,709,367	6,313,986	0	866,380	344,379	448,235	103,856	866,380	0	0	0
Health & Social Care												
Management & Support	804,598	723,627	804,598	0	100,784	19,813	19,813	0	100,784	0	0	0
Housing Non HRA	719,305	396,702	719,305	0	719,305	324,792	396,702	71,910	719,305	0	0	0
Adults	5,046,273	5,182,930	5,046,273	0	2,202,994	1,968,458	2,339,651	371,193	2,202,994	0	0	0
Young People	5,720,000	291,141	5,720,000	0	2,977,024	99,465	163,959	64,494	2,977,024	0	0	0
SUB TOTAL	12,290,175	6,594,401	12,290,175	0	6,000,107	2,412,528	2,920,127	507,599	6,000,107	0	0	0
Place												
Roads	52,634,198	6,411,095	52,634,198	0	5,734,994	4,687,048	3,440,946	(1,246,102)	5,914,994	180,000	0	180,000
Streetscene	3,576,403	1,014,963	3,576,403	0	2,202,768	147,894	313,938	166,044	1,530,158	(672,610)	0	(672,610)
Transport	1,835,959	539,177	1,835,959	0	1,835,959	539,176	539,177	1	1,553,927	(282,032)	0	(282,032)
Waste Services	15,011,315	14,578,095	15,011,315	0	352,298	88,292	82,078	(6,214)	352,298	0	0	0
Renewable Energy	1,120,001	852,536	1,120,001	0	142,744	0	(124,721)	(124,721)	142,744	0	0	0
Office Accommodation	2,198,496	610,277	2,198,496	0	2,198,496	1,256,966	610,277	(646,689)	2,198,496	0	0	0
Other Property	362,713	9,733	362,713	0	362,713	0	9,733	9,733	362,713	0	0	0
Regeneration	23,275,676	9,678,489	23,275,676	0	8,889,370	2,476,553	2,366,650	(109,903)	8,146,639	(742,731)	0	(742,731)
Ayrshire Growth Deal	12,617,000	86,079	12,617,000	0	133,333	84,847	86,079	1,232	133,333	0	0	0
Strategic Planning & Infrastructure	2,115,279	6,472,941	2,115,279	0	1,828,924	445,439	453,709	8,270	1,841,085	12,161	0	12,161
Completed Projects	19,451,786	18,397,747	19,451,786	0	1,105,313	109,023	51,274	(57,749)	1,073,344	(31,969)	0	(31,969)
SUB TOTAL	134,198,825	58,651,131	134,198,825	0	24,786,912	9,835,238	7,829,141	(2,006,097)	23,249,731	(1,537,181)	0	(1,537,181)
Other												
Other	92,412	0	92,412	0	92,412	0	0	0	92,412	0	0	0
SUB TOTAL	92,412	0	92,412	0	92,412	0	0	0	92,412	0	0	0
Total Project Expenditure	332,343,112	162,246,418	332,343,112	0	52,864,867	17,492,757	17,399,342	(93,415)	51,367,686	(1,497,181)	0	(1,497,181)
Total Project Income					(52,864,867)	(25,014,774)	(25,014,774)	0	(51,367,686)	1,497,181	0	1,497,181
Total Net Expenditure					0	(7,522,017)	(7,615,432)	(93,415)	0	0	0	0

The following classifications have been used to highlight financial performance against budget



On Target (+0.5% of budget)



Slightly off target (+ 0.5% to 2% of budget, or £0.125m, whichever is less)



Significantly off target (+2% or more of budget, or £0.500m, whichever is less)

The following classifications have been used to highlight delivery performance against original timescales set



On Target (up to 5% delay of original timescales)



Slightly off target (+ 5% to 10% of original timescales)






Significantly off target (+10% or more of original timescales)

**Capital Programme Funding 2019/20**

Funding Description	19/20 Budget at Capital Refresh Feb 2019	Carry Forward from 2018/19	Changes after Capital Refresh Feb 2019	Approved budget at Period 1 used as revised starting point 2019/20	Changes in Year	Revised Budget 19/20	Actual Income to 30 November 2019	Projected Income to 31st March 2020	Variance
	£	£	£	£		£	£	£	£
<b>CAPITAL BORROWING</b>									
Prudential Borrowing	25,968,425	1,881,465	369,319	28,219,209	-10,663,062	17,556,147	0	16,544,014	-1,012,133
<b>SUB TOTAL</b>	<b>25,968,425</b>	<b>1,881,465</b>	<b>369,319</b>	<b>28,219,209</b>	<b>-10,663,062</b>	<b>17,556,147</b>	<b>0</b>	<b>16,544,014</b>	<b>-1,012,133</b>
<b>SCOTTISH GOVERNMENT FUNDING</b>									
<b>Specific Capital Grants</b>									
Early Learning & Childcare	6,962,922	-86,161	100,872	6,977,633	-3,146,521	3,831,112	6,974,264	3,831,112	
Chargeplace Scotland Network	0			0	0	0	0	0	
Cycling / Walking /Safer Streets	222,000	77,927		299,927	0	299,927	122,893	299,927	
Flooding	3,017,000			3,017,000	0	3,017,000	0	3,017,000	
Vacant & Derelict Land Funding	2,141,000	1,733,218		3,874,218	-424,537	3,449,681	3,338,969	3,248,379	
Town Centre Regeneration				0	1,418,000	1,418,000	1,063,500	1,418,000	
<b>Capital Grants</b>									
General Capital Grant	15,125,000			15,125,000	0	15,125,000	12,119,336	15,125,000	
<b>SUB TOTAL</b>	<b>27,467,922</b>	<b>1,724,984</b>	<b>100,872</b>	<b>29,293,778</b>	<b>-2,153,058</b>	<b>27,140,720</b>	<b>23,618,962</b>	<b>26,939,418</b>	<b>-201,302</b>
<b>OTHER INCOME TO PROGRAMME</b>									
<b>Use of Funds :-</b>									
Capital Fund	0	0	64,288	64,288	1,910,712	1,975,000	0	1,975,000	0
Change & Service Redesign Fund	26,058	0	52,789	78,847	0	78,847	0	78,847	0
CFCR	600,000	0	147,629	747,629	-50,910	696,719	96,719	714,687	17,968
Grants & Contributions	1,384,339	467,754	510,041	2,362,134	1,891,857	4,253,991	606,647	3,937,821	-316,170
Capital Receipts	370,755	0	0	370,755	792,688	1,163,443	692,446	1,177,899	14,456
<b>TOTAL CAPITAL PROGRAMME FUNDING</b>	<b>55,817,499</b>	<b>4,074,203</b>	<b>1,244,938</b>	<b>61,136,640</b>	<b>-8,271,773</b>	<b>52,864,867</b>	<b>25,014,774</b>	<b>51,367,686</b>	<b>-1,497,181</b>

Project Description	TOTAL PROJECT				2019/20 BUDGETS								DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to date Variance 2019/20	Projected Expenditure to 31 March 2020	Actual Over/ (Under) Spend for 19/20	True Over/(Under) Spend	Brought / Carry Forward to 2020/21	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£			
<a href="#">Nursery Education</a>															
<a href="#">Early Years Programme</a>															
EARLY LEARNING & CHILDCARE FUTURE PROJECTS	90,404	4,073	90,404	0	86,331	0	0	0	86,331	0	0	0			Budget to be moved to individual projects once costed and approved. Anticipated that the overall funding will be required to deliver all ELC Projects
ST BRIDGETS EARLY YEARS	639,706	922	639,706	0	123,606	0	922	922	123,606	0		0			
ST LUKES EARLY YEARS	168	1,477	168	0	168	168	1,477	1,309	168	0		0			
CASTLEPARK EARLY YEARS	185,000	196,574	185,000	0	179,173	133,933	190,747	56,814	179,173	0		0			
LAWTHORN EARLY YEARS	185,000	33,355	185,000	0	185,000	3,411	33,355	29,944	185,000	0		0			
HAYOCKS EARLY YEARS	152,785	193,168	152,785	0	152,785	2,541	193,168	190,627	152,785	0		0			
WOODLANDS EARLY YEARS	198,139	153,713	198,139	0	198,139	169,479	153,713	(15,766)	198,139	0		0			
CORSEHILL EARLY YEARS	491,938		491,938	0	491,938	382,383	522,553	140,170	491,938	0		0			
CALEDONIA EARLY YEARS	173,736		173,736	0	173,736	134,532	203,186	68,654	173,736	0		0			
BLACKLANDS EARLY YEARS	184,085		184,085	0	184,085	182,436	162,409	(20,027)	184,085	0		0			
SPRINGSIDE EARLY YEARS	348,000		348,000	0	100,115	0	3,403	3,403	100,115	0		0			
KILMORY EARLY YEARS	26,290		26,290	0	0	0	0	0	0	0		0			
ST PETERS EARLY YEARS	1,198,660		1,198,660	0	697,856	152,856	131,423	(21,433)	697,856	0		0			
ST MARKS EARLY YEARS	355,304		355,304	0	347,437	307,470	281,708	(25,762)	347,437	0		0			
WEST KILBRIDE EARLY EARLY YEARS	804	804	804	0	804	804	804	0	804	0		0			
GATESIDE EARLY YEARS	417,944	11,884	417,944	0	219,378	0	11,884	11,884	219,378	0		0			
IRVINE EARLY YEARS	2,303,928		2,303,928	0	353,886	319,916	331,856	11,940	353,886	0		0			
<a href="#">Completed Nursery Education</a>					0										
GLENCAIRN / LOUDON MONTGOMERY EARLY YEARS	170,383	170,383	170,383	0	1,378	1,378	1,378	(0)	1,378	0		0	Complete	Complete	
ARDEER EARLY YEARS	230,000	206,455	230,000	0	24,790	0	1,245	1,245	24,790	0		0	Complete	Complete	
ST JOHNS EARLY YEARS	308,103	276,618	308,103	0	30,586	0	(899)	(899)	30,586	0		0	Complete	Complete	
STANLEY EARLY YEARS	27,000	27,514	27,000	0	23,385	0	23,899	23,899	23,385	0		0	Complete	Complete	
KILWINNING (PENNYBURN SCHOOL) EARLY YEARS	672,216	629,507	672,216	0	48,711	0	6,002	6,002	48,711	0		0	Complete	Complete	
DALRY PRIMARY SCHOOL EARLY YEARS	56,920	56,920	56,920	0	0	0	0	0	0	0		0	Complete	Complete	
SPRINGVALE EARLY YEARS	105,796	104,304	105,796	0	1,752	134	260	126	1,752	0		0	Complete	Complete	
ABBAY / ST LUKES PRIMARY SCHOOL EARLY YEARS	63,998	63,998	63,998	0	126	126	126	(0)	126	0		0	Complete	Complete	
<a href="#">Other Nursery Education</a>					0			0	0						
ANNICK PRIMARY EXT - EARLY YRS PROVISION	3,201,807	976,257	3,201,807	0	1,744,513	697,795	920,531	222,736	1,744,513	0		0			
<a href="#">Total Nursery Education</a>	11,788,114	3,107,925	11,788,114	0	5,369,678	2,489,362	3,175,149	685,787	5,369,678	0		0			
<a href="#">Primary Schools</a>															
MOORPARK PRIMARY	9,621,465	177,328	9,621,465	0	475,889	10,667	88,843	78,176	475,889	0		0			6 mth delay due to change in business case to accommodate Early Years Expansion
ANNICK PRIMARY PE FACILITIES	0	0	0	0	0	0	0	0	0	0		0			Budget to be combined with Annick Primary Early
MONTGOMERIE PARK SCHOOL	9,659,968	0	9,659,968	0	75,000	0	0	0	75,000	0		0			
<a href="#">Total Primary Education</a>	19,281,433	177,328	19,281,433	0	550,889	10,667	88,843	78,176	550,889	0		0			
<a href="#">Secondary Schools</a>															
AUCHENHARVIE PE WORKS	2,235,422	2,186,054	2,235,422	0	282,168	211,211	232,800	21,589	282,168	0		0			
KILWINNING LEARNING ENVIRONMENT	2,805,435	631,540	2,805,435	0	947,988	171,489	226,497	55,008	947,988	0		0			
AYRSHIRE COLLEGE PARTNERSHIP DEVELOPMENT	200,000	0	200,000	0	200,000	0	0	0	200,000	0		0			
ARDROSSAN NEW BUILD	31,590,000	14,723	31,590,000	0	0	0	13,733	13,733	40,000	40,000		40,000			
<a href="#">Total Secondary Education</a>	36,830,857	2,832,317	36,830,857	0	1,430,156	382,700	473,030	90,330	1,470,156	40,000		0			
<a href="#">Special Education</a>															
NEW BUILD ASN SCHOOL	25,603,692	3,028,667	25,603,692	0	12,568,091	1,392,028	2,062,911	670,883	12,568,091	0		0			25 day delay due to additional unchartered water drainage lines
<a href="#">Total Special Education</a>	25,603,692	3,028,667	25,603,692	0	12,568,091	1,392,028	2,062,911	670,883	12,568,091	0		0			
<a href="#">Information &amp; Culture</a>															
CASTLES & HISTORIC MONUMENTS	71,926	2,566	71,926	0	71,926	1,816	2,566	750	71,926	0		0	Holding Code	Holding Code	
ABBAY TOWER	85,000	6,563	85,000	0	78,437	0	0	0	78,437	0		0	On Hold	OnHold	
<a href="#">Total Information &amp; Cultural</a>	156,926	9,128	156,926	0	150,363	1,816	2,566	750	150,363	0		0			

Project Description	TOTAL PROJECT				2019/20 BUDGETS								DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to date Variance 2019/20	Projected Expenditure to 31 March 2020	Actual Over/ (Under) Spend for 19/20	True Over/(Under) Spend	Brought / Carry Forward to 2020/21	Delivery Status Financial	Delivery Status Physical	
Completed Projects															
HAYOCKS PRIMARY SCHOOL NURSERY ADAPTS	206,800	206,800	206,800	0	0	0	0	0	0	0	0	0	Complete	Complete	
LOUDON MONT PRIMARY SCHOOL NURSERY ADAPTS	702,332	700,223	702,332	0	3,417	1,308	1,308	0	3,417	0		0		Complete	
ELDERBANK PS	11,123,543	11,122,155	11,123,543	0	1,388	0	0	0	1,388	0		0	Complete	Complete	
ANNICK PRIMARY SCHOOL	547,030	549,230	547,030	0	0	0	2,200	2,200	0	0		0	Complete	Complete	
ST PALLADIUS PRIMARY SCHOOL	45,386	45,386	45,386	0	0	0	0	0	0	0		0	Complete	Complete	
ST BRIDGETS PRIMARY SCHOOL	143,178	139,878	143,178	0	26,350	23,050	23,050	0	26,350	0		0	Complete	Complete	
LEARNING ACADEMY AUCHENHARVIE	427,292	427,292	427,292	0	0	0	0	0	0	0		0	Complete	Complete	
LARGS ACADEMY	4,171,821	3,946,829	4,171,821	0	257,511	28,525	32,520	3,995	257,511	0		0		Complete	
GARNOCK CAMPUS	40,307,259	40,277,353	40,307,259	0	18,094	0	(11,812)	(11,812)	18,094	0		0		Complete	
AUCHENHARVIE SECONDARY ESTATE LEARNING ENVT	3,146,156	3,017,595	3,146,156	0	742,745	570,782	614,184	43,402	742,745	0		0	Complete	Complete	Budget to be taken from Secondary Schools Learning Environment
IRVINE ROYAL/COLLEGE ADAPTS	2,062,838	2,062,838	2,062,838	0	374	374	374	(0)	374	0		0	Complete	Complete	Budget to be taken from Secondary Schools Learning Environment
KILWINNING ESTATE SECONDARY PITCH	712,080	712,080	712,080	0	0	0	0	0	0	0		0	Complete	Complete	Budget to be taken from Secondary Schools Learning Environment
IRVINE LEISURE CENTRE	22,190,977	21,928,495	22,190,977	0	0	0	(262,482)	(262,482)	0	0		0	Complete	Complete	
Total Completed Projects	85,786,691	85,136,154	85,786,691	0	1,049,879	624,039	399,342	(224,697)	1,049,879	0		0			
Total Communities	179,447,713	94,291,519	179,447,713	0	21,119,056	4,900,612	6,201,840	1,301,228	21,159,056	40,000		0			



Project Description	TOTAL PROJECT				2019/20 BUDGETS								DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to Date Variance 2019/20	Projected Expenditure to 31 March 2020	Actual Over/ (Under) Spend for 19/20	True Over/(Under) Spend	Brought / Carry Forward to 2020/21	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£			
Information Technology															
PC REPLACEMENT/VIRTUAL DESKTOP *	181,000	37,756	181,000	0	181,000	36,585	37,756	1,171	181,000	0		0	✓	✓	
DATA RATIONALISATION & STORAGE	612,007	362,007	612,007	0	0	0	0	0	0	0		0	✓	✓	
PSN COMPLIANCE *	25,041	370,691	25,041	0	25,041	6,373	6,373	(0)	25,041	0		0	✓	✓	
AGILE WORKING *	106,000	37,120	106,000	0	106,000	34,082	37,120	3,038	106,000	0		0	✓	✓	
Total Information Technology	924,048	807,573	924,048	0	312,041	77,040	81,248	4,208	312,041	0	0	0			
Council IT Strategy															
WIRELESS ACCESS IN SCHOOLS	473,615	473,615	473,615	0	0	0	0	0	0	0		0	✓	✓	
MANAGED WAN SERVICES	717,979	713,165	717,979	0	6,000	0	5,186	5,186	6,000	0		0	✓	✓	
SCHOOLS ICT INVESTMENT *	366,339	304,548	366,339	0	366,339	236,696	304,548	67,852	366,339	0		0	✓	✓	
BUSINESS CONTINUITY	200,948	948	200,948	0	0	0	0	0	0	0		0	✓	✓	
INFRASTRUCTURE ENHANCEMENTS *	0	(0)	0	0	0	0	(0)	(0)	0	0		0	✓	✓	
DIGITAL STRATEGY	251,396	23,137	251,396	0	22,000	0	11,741	11,741	22,000	0		0	✓	✓	
TECHNOLOGY INFRASTRUCTURE	1,012,000	45,512	1,012,000	0	80,000	30,643	45,512	14,869	80,000	0		0	✓	✓	
WAN	357,100	0	357,100	0	20,000	0	0	0	20,000	0		0	✓	✓	
LAN/WiFi	1,173,000	0	1,173,000	0	30,000	0	0	0	30,000	0		0	✓	✓	
TELEPHONY	496,693	0	496,693	0	30,000	0	0	0	30,000	0		0	✓	✓	
Total IT Strategy	5,049,069	1,560,924	5,049,069	0	554,339	267,339	366,987	99,648	554,339	0	0	0			
Completed Projects															
FMS SYSTEM	340,870	340,870	340,870	0	0	0	0	0	0	0		0	Complete	Complete	
Total Completed Projects	340,870	340,870	340,870	0	0	0	0	0	0	0	0	0			
Total Finance & Corporate Support	6,313,986	2,709,367	6,313,986	0	866,380	344,379	448,235	103,856	866,380	0	0	0			

HEALTH & SOCIAL CARE

Project Description	TOTAL PROJECT				2019/20 BUDGETS								DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to Date Variance 2019/20	Projected Expenditure to 31 March 2020	Actual Over/ (Under) Spend for 19/20	True Over/(Under) Spend	Brought / Carry Forward to 2020/21	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£			
Management & Support															
HOME CARE SYSTEM	433,918	391,129	433,918	0	42,789	0	0	0	42,789	0		0	✓	✓	
CAREFIRST IT SYSTEM	120,678	84,620	120,678	0	36,058	0	0	0	36,058	0		0	✓	✓	
HSCP ICT INVESTMENT TO SUPPORT INTEGRATION	250,002	247,878	250,002	0	21,937	19,813	19,813	0	21,937	0		0	✓	✓	
Total Management & Support	804,598	723,627	804,598	0	100,784	19,813	19,813	0	100,784	0	0	0			
Housing Non HRA															
IMPROVEMENT GRANTS *	719,305	396,702	719,305	0	719,305	324,792	396,702	71,910	719,305	0		0	✓	✓	
CARE & REPAIR	0	0	0	0	0	0	0	0	0	0		0	✓	✓	
Total Housing Non HRA	719,305	396,702	719,305	0	719,305	324,792	396,702	71,910	719,305	0	0	0			
Adults															
TRINDLEMOSS	4,146,000	4,316,703	4,146,000	0	2,150,075	1,952,071	2,320,778	368,707	2,150,075	0	0	0	⚠	⚠	
WARRIX AVENUE	900,273	866,227	900,273	0	52,919	16,387	18,873	2,486	52,919	0		0	✓	✓	
Total Older People	5,046,273	5,182,930	5,046,273	0	2,202,994	1,968,458	2,339,651	371,193	2,202,994	0	0	0			
Young People															
RESIDENTIAL & RESPITE UNIT	5,720,000	291,141	5,720,000	0	2,977,024	99,465	163,959	64,494	2,977,024	0		0	✓	✓	
Total Young People	5,720,000	291,141	5,720,000	0	2,977,024	99,465	163,959	64,494	2,977,024	0	0	0			
Total Health & Social Care	12,290,175	6,594,401	12,290,175	0	6,000,107	2,412,528	2,920,127	507,599	6,000,107	0	0	0			

\* These projects are rolling programmes. Total budget only reflects current programmes

Place

Project Description	TOTAL PROJECT				2019/20 BUDGETS								DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to Date Variance 2019/20	Projected Expenditure to 31 March 2020	Actual Over/ (Under) Spend for 19/20	True Over/ (Under) Spend	Brought / Carry Forward to 2020/21	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£	£	£	£			
PHYSICAL ENVIRONMENT Roads															
ROADS IMPROVE/RECONSTRUCTION *	3,113,846	3,113,846	3,113,846	0	3,113,846	3,013,846	2,597,912	(415,934)	3,113,846	0		0	✔	✔	
LIGHTING *	1,015,354	(22,926)	1,015,354	0	1,015,354	525,000	(22,926)	(547,926)	1,015,354	0		0	✔	✔	
UPPER GARNOCK FPS	17,400,000	2,365,978	17,400,000	0	450,000	413,630	539,758	126,128	630,000	180,000		180,000	✔	✔	Reprofiling of SPEN utility diversion
MILLPORT COASTAL FPS	27,598,000	687,643	27,598,000	0	362,795	137,533	162,747	25,214	362,795	0		0	✔	✔	
MILLBURN FPS	1,100,000	73,472	1,100,000	0	55,000	20,006	24,756	4,750	55,000	0		0	✔	✔	
MILLPORT PIER	500,000	80	500,000	0	150,000	150,000	0	(150,000)	150,000	0		0	✔	✔	
BRIDGES INFRASTRUCTURE PROG *	431,949	112,283	431,949	0	431,949	316,983	112,283	(204,700)	431,949	0		0	✔	✔	
LARGS PROMENADE SEAWALL	1,200,000	80,718	1,200,000	0	81,000	35,000	26,416	(8,584)	81,000	0		0	✔	✔	
PARKING CHARGES & DPE	275,050	0	275,050	0	75,050	75,050	0	(75,050)	75,050	0		0	✔	✔	
Total Roads	52,634,198	6,411,095	52,634,198	0	5,734,994	4,687,048	3,440,946	(1,246,102)	5,914,994	180,000	0	180,000			
Streetscene															
CEMETERY EXTNS, WALLS & INFRA *	1,451,645	0	1,451,645	0	1,451,645	0	0	0	232,346	(1,219,299)		(1,219,299)	Holding Code	Holding Code	
LAMLASH CEMETERY EXTENSION	636,078	516,430	636,078	0	344,504	140,136	224,856	84,720	378,320	33,816	0	33,816	✔	✔	
HAYLIE BRAE CEMETERY WALLS	150,280	135,793	150,280	0	15,629	0	1,142	1,142	28,091	12,462		12,462	✔	⚠	Wall repairs still outstanding
ARDROSSAN CEMETERY PLOTS AND WALLS	140,089	86,288	140,089	0	127,069	6,149	73,268	67,119	151,299	24,230		24,230	✔	✔	
KILBIRNIE CEMETERY	176,390	23,230	176,390	0	153,160	0	0	0	11,180	(141,980)		(141,980)	✔	✔	
KILWINNING CEMETERY NEW	366,500	7,990	366,500	0	7,500	0	7,990	7,990	250,000	242,500		242,500	✔	✔	
KNADGERHILL CEMETERY INFRASTRUCTURE	239,050	238,549	239,050	0	501	0	0	0	0	(501)		(501)	✔	✔	
KNADGERHILL CEMETERY EXTENSION	323,610	4,754	323,610	0	10,000	0	4,754	4,754	250,000	240,000		240,000	✔	✔	
DALRY CEMETERY EXTENSION	92,760	1,928	92,760	0	92,760	1,609	1,928	319	37,123	(55,637)		(55,637)	✔	✔	
WEST KILBRIDE CEMETERY ROADS	0	0	0	0	0	0	0	0	93,000	93,000		93,000	✔	✔	
BEITH CEMETERY ROADS	0	0	0	0	0	0	0	0	62,330	62,330		62,330	✔	✔	
KILBIRNIE CEMETERY ROADS	0	0	0	0	0	0	0	0	36,469	36,469		36,469	✔	✔	
Total Streetscene	3,576,403	1,014,963	3,576,403	0	2,202,768	147,894	313,938	166,044	1,530,158	(672,610)	0	(672,610)			
Transport															
VEHICLES *	1,835,959	539,177	1,835,959	0	1,835,959	539,176	539,177	1	1,553,927	(282,032)		(282,032)	✔	✔	Delay in vehicle lead times
Total Transport	1,835,959	539,177	1,835,959	0	1,835,959	539,176	539,177	1	1,553,927	(282,032)	0	(282,032)			
Waste Services															
SHEWALTON LANDFILL	13,601,315	13,273,241	13,601,315	0	165,773	5,773	699	(5,074)	165,773	0		0	✔	✔	
WASTE COLLECTION REVIEW	1,410,000	1,304,854	1,410,000	0	186,525	82,519	81,379	(1,140)	186,525	0		0	✔	✔	
Total Waste Services	15,011,315	14,578,095	15,011,315	0	352,298	88,292	82,078	(6,214)	352,298	0	0	0			
Renewable Energy															
SOLAR PV RETROFIT EXTENSION	120,000	40,845	120,000	0	79,155	0	0	0	79,155	0		0	✔	✔	
NON DOMESTIC ENERGY EFFICIENCY PROGRAMME	1,000,000	811,691	1,000,000	0	63,589	0	(124,721)	(124,721)	63,589	0		0	✔	✔	
Total Renewable Energy	1,120,001	852,536	1,120,001	0	142,744	0	(124,721)	(124,721)	142,744	0	0	0			

Place

Project Description	TOTAL PROJECT				2019/20 BUDGETS								DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to Date Variance 2019/20	Projected Expenditure to 31 March 2020	Actual Over/ (Under) Spend for 19/20	True Over/ (Under) Spend	Brought / Carry Forward to 2020/21	Delivery Status Financial	Delivery Status Physical	
Office Accommodation															
PROPERTY LIFECYCLE INVESTMENT *	366,661	42,028	366,661	0	366,661	0	42,028	42,028	366,661	0	0	0			
PLI BRIDGEND COMMUNITY CTR*	19,854	19,854	19,854	0	19,854	0	19,854	19,854	19,854	0	0	0			
PLI PORTLAND PLACE*	0	2,825	0	0	0	0	2,825	2,825	0	0	0	0			
PLI GLENCAIRN PRIMARY SCHOOL*	0	6,462	0	0	0	0	6,462	6,462	0	0	0	0			
PLI ST BRIDGETS PRIMARY*	0	4,082	0	0	0	0	4,082	4,082	0	0	0	0			
PLI ST ANTHONY'S PRIMARY*	0	200	0	0	0	0	200	200	0	0	0	0			
PLI ST JOHN OGILVIE*	0	8,644	0	0	0	0	8,644	8,644	0	0	0	0			
PLI ST PETER'S PRIMARY*	100,000	80,702	100,000	0	100,000	69,000	80,702	11,702	100,000	0	0	0			
PLI ST WINNINGS PRIMARY*	0	3,927	0	0	0	0	3,927	3,927	0	0	0	0			
PLI WEST KILBRIDE PRIMARY*	0	500	0	0	0	0	500	500	0	0	0	0			
PLI 6A KILWINNING ROAD*	476,000	37,722	476,000	0	476,000	476,000	37,722	-438,278	476,000	0		0			
PLI AUCHENHARVIE ACADEMY*	170,786	113,384	170,786	0	170,786	112,771	113,384	613	170,786	0		0			
PLI IRVINE ROYAL ACADEMY*	0	3,827	0	0	0	0	3,827	3,827	0	0		0			
PLI ARDEER PRIMARY*	0	(4,171)	0	0	0	0	(4,171)	(4,171)	0	0		0			
PLI BLACKLANDS PRIMARY SCHOOL*	40,000	(12,665)	40,000	0	40,000	40,000	(12,665)	(52,665)	40,000	0		0			
PLI DALRY PRIMARY SCHOOL*	0	426	0	0	0	0	426	426	0	0		0			
PLI DYKESMAINS PRIMARY SCHOOL*	34,000	0	34,000	0	34,000	0	0	0	34,000	0		0			
PLI KILWINNING ACADEMY*	449,195	299,065	449,195	0	449,195	449,195	299,065	(150,130)	449,195	0		0			
PLI JAMES MCFARLANE SCHOOL*	0	450	0	0	0	0	450	450	0	0		0			
PLI ST LUKE'S PRIMARY SCHOOL*	40,000	0	40,000	0	40,000	0	0	0	40,000	0		0			
PLI CUMBRAE PRIMARY SCHOOL*	25,000	0	25,000	0	25,000	25,000	0	(25,000)	25,000	0		0			
PLI CORSEHILL PRIMARY SCHOOL*	25,000	32	25,000	0	25,000	25,000	32	(24,968)	25,000	0		0			
PLI BRIDGEGATE HOUSE*	0	2,122	0	0	0	0	2,122	2,122	0	0		0			
PLI REDBURN CC*	280,000	530	280,000	0	280,000	0	530	530	280,000	0		0			
PLI VIKINGAR*	130,000	331	130,000	0	130,000	60,000	331	-59,669	130,000	0		0			
PLI WHITEHIRST PARK PRIMARY SCHOOL*	42,000	0	42,000	0	42,000	0	0	0	42,000	0		0			
Total Office Accommodation	2,198,496	610,277	2,198,496	0	2,198,496	1,256,966	610,277	(646,689)	2,198,496	0	0	0			
Other Property															
INDUSTRIAL PORTFOLIO *	230,713	0	230,713	0	230,713	0	0	0	230,713	0		0			
HOME	0	7,693	0	0	0	0	7,693	7,693	0	0		0			
BUILD	0	465	0	0	0	0	465	465	0	0		0			
WOODLANDS PRIMARY PLAYINGFIELD DRAINAGE	132,000	1,575	132,000	0	132,000	0	1,575	1,575	132,000	0		0			
Total Property	362,713	9,733	362,713	0	362,713	0	9,733	9,733	362,713	0	0	0			
Regeneration															
TOWN CENTRE REGENERATION	1,418,000	32,772	1,418,000	0	1,418,000	9,866	32,772	22,906	1,418,000	0		0			
IRVINE HIGH STREET	3,393,927	2,130,780	3,393,927	0	1,890,073	999,274	776,856	(222,418)	1,530,644	(359,429)		(359,429)			Project will not complete until 2020/21
IRVINE HIGH STREET - SHOP FRONTS	150,000	0	150,000	0	150,000	0	0	0	0	(150,000)		(150,000)			Project will not complete until 2020/22
MILLPORT CARS	400,000	0	400,000	0	200,000	0	0	0	168,000	(32,000)		(32,000)			Procurement delays
MONTGOMERIE PARK MASTERPLAN	6,274,684	1,657,185	6,274,684	0	40,337	10,000	22,837	12,837	40,337	0		0			
LOCHSHORE, KILBIRNIE	1,592,710	162,362	1,592,710	0	529,858	76,615	99,510	22,895	357,000	(172,858)		(172,858)			Delayed pending Sustrans funding
VDLF 19-20 FUNDS	0	0	0	0	0	0	0	0	0	0		0			
VDLF - IRVINE KYLE ROAD SITE PREP*	1,273,202	312,552	1,273,202	0	1,052,647	75,199	124,553	49,354	1,085,203	32,556		32,556			
VDLF - GREENWOOD INTERCHANGE*	105,349	105,349	105,349	0	0	0	0	0	0	0		0			
VDLF - ARDROSSAN NORTH SHORE*	1,432,099	88,510	1,432,099	0	1,414,089	70,500	70,500	0	1,414,089	0		0			
VDLF - NACCO SITE*	27,182	27,182	27,182	0	0	0	0	0	0	0		0			
VDLF - ANNICKBANK PH 3*	81,000	0	81,000	0	81,000	10,000	0	(10,000)	20,000	(61,000)		(61,000)			Delay in appointment of architect
VDLF - I3 IRVINE ENTERPRISE*	691,981	0	691,981	0	300,000	0	0	0	300,000	0		0			
COMMUNITY INVESTMENT FUNDS	0	0	0	0	0	0	0	0	0	0		0			
VACANT & DERELICT LAND FUNDING 2018/19	0	0	0	0	0	0	0	0	0	0		0			
ARDROSSAN HARBOUR & LANDSIDE	0	0	0	0	0	0	0	0	0	0		0			
ARDROSSAN HARBOUR INTERCHANGE	1,072,044	72,050	1,072,044	0	300,000	0	6	6	300,000	0		0			
QUARRY ROAD PHASE 2	5,209,497	5,066,984	5,209,497	0	1,366,008	1,215,599	1,223,495	7,896	1,366,008	0		0			
VDLF - GAS WORKS (DALRY)*	90,001	10,381	90,001	0	86,240	0	6,620	6,620	86,240	0		0			
VDLF - MCDOWALL PLACE, ARDROSSAN*	64,000	12,382	64,000	0	61,118	9,500	9,500	0	61,118	0		0			
Total Regeneration	23,275,676	9,678,489	23,275,676	0	8,889,370	2,476,553	2,366,650	(109,903)	8,146,639	(742,731)	0	(742,731)			

Place

Project Description	TOTAL PROJECT				2019/20 BUDGETS								DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to Date Variance 2019/20	Projected Expenditure to 31 March 2020	Actual Over/ (Under) Spend for 19/20	True Over/ (Under) Spend	Brought / Carry Forward to 2020/21	Delivery Status Financial	Delivery Status Physical	
<a href="#">AYRSHIRE GROWTH DEAL</a>															
AYRSHIRE GROWTH DEAL	12,617,000	86,079	12,617,000	0	133,333	84,847	86,079	1,232	133,333	0		0	✔	✔	
<a href="#">Strategic Planning &amp; Infrastructure</a>				0											
CYCLING/WALKING/SAFER STREETS *	299,927	83,796	299,927	0	299,927	0	0	0	299,927	0		0	✔	✔	
ACCESS PATH NETWORK PROGRAMME *	1,048,173	5,950,940	1,048,173	0	1,048,173	322,031	301,859	(20,172)	1,098,638	50,465		50,465	✔	✔	
CAR PARK STRATEGY	317,179	278,875	317,179	0	38,304	0	0	0	0	(38,304)		(38,304)	✔	✔	Completion delayed until 2020/21
ELECTRIC VEHICLES INFRASTRUCTURE	450,000	159,330	450,000	0	442,520	123,408	151,850	28,442	442,520	0		0	✔	✔	
<a href="#">Total Strategic Planning &amp; Infrasturture</a>	2,115,279	6,472,941	2,115,279	0	1,828,924	445,439	453,709	8,270	1,841,085	12,161	0	12,161			
<a href="#">Completed Projects</a>															
CUNNINGHAME HOUSE PHASE 3-4	2,083,995	2,080,639	2,083,995	0	0	0	(3,356)	(3,356)	0	0		0	Complete	Complete	
CUNNINGHAME HOUSE PHASE 5	665,463	658,463	665,463	0	7,000	0	0	0	7,000	0		0	✔	Complete	
SALTCOATS TOWN HALL	3,720,893	3,720,893	3,720,893	0	3,544	0	3,544	3,544	3,544	0		0	✔	Complete	
SALTCOATS PUBLIC REALM	923,188	841,219	923,188	0	90,543	0	8,574	8,574	58,574	(31,969)		(31,969)	✔	Complete	Underspend awaiting confirmation
OLD BARONY CEMETERY WORKS	60,836	60,836	60,836	0	0	0	0	0	0	0		0	Complete	Complete	
KILWINNING CEMETERY INFRASTRUCTURE	117,845	117,845	117,845	0	0	0	0	0	0	0		0	Complete	Complete	Underspend to be transferred to Cemetery holding
DREGHORN CEMETERY	22,677	22,677	22,677	0	0	0	0	0	0	0		0	Complete	Complete	Underspend to be transferred to Cemetery holding
MILLPORT CEMETERY	35,412	35,412	35,412	0	0	0	0	0	0	0		0	Complete	Complete	Overspend to be transferred from Cemetery holding
SKELMORLIE CEMETERY WALL	131,939	131,939	131,939	0	0	0	0	0	0	0		0	Complete	Complete	
BEITH AULD KIRK	254,793	254,793	254,793	0	0	0	0	0	0	0		0	Complete	Complete	
GARDEN WEIR FISH PATH	55,825	55,825	55,825		0	0	0	0	0	0		0	Complete	Complete	
CCTV GENERAL	486,413	387,593	486,413	0	96,719	53,733	(2,102)	(55,834)	96,719	0		0	Complete	Complete	
RENEWABLE ENERGY PROGRAMME	51,018	51,018	51,018	0	0	0	0	0	0	0		0	Complete	Complete	
BIOMASS RETROFIT PROGRAMME	3,378,163	3,340,486	3,378,163	0	0	0	(37,678)	(37,678)	0	0		0	Complete	Complete	
PURCHASE OF STRATEGIC ASSETS	1,069,927	1,069,927	1,069,927	0	0	0	0	0	0	0		0	Complete	Complete	
STONEYHOLM MILL	47,346	48,946	47,346	0	0	0	1,600	1,600	0	0		0	Complete	Complete	
IRVINE ACTIVE TRAVEL HUB	1,370,298	1,367,639	1,370,298	0	32,591	13,541	29,932	16,391	32,591	0		0	Complete	Complete	
QUARRY ROAD PHASE 1	2,977,098	2,895,566	2,977,098	0	44,765	0	(36,766)	(36,766)	44,765	0		0	Complete	Complete	
IRVINE ENTERPRISE AREA *	120,000	59,910	120,000	0	120,000	41,598	59,910	18,312	120,000	0		0	✔	Complete	
VDLF - MOORPARK ROAD WEST	465,424	406,874	465,424	0	60,000	0	1,450	1,450	60,000	0		0	Complete	Complete	
VDLF - WINTON PARK	11,708	11,708	11,708	0	0	0	0	0	0	0		0	Complete	Complete	
KILBIRNIE CARS (KNOX INST)	333,877	333,877	333,877	0	0	0	0	0	0	0		0	Complete	Complete	
LARGS MASTERPLAN	336,055	336,055	336,055	0	0	0	0	0	0	0		0	Complete	Complete	
BUS CORRIDOR IMPROVEMENTS	100,000	0	100,000	0	100,000	0	0	0	100,000	0		0	Complete	Complete	
BUS ROUTE CONGESTION MEASURES	300,000	12,230	300,000	0	300,000	0	12,230	12,230	300,000	0		0	Complete	Complete	
CLEAN AIR	0	0	0	0	0	0	0	0	0	0		0	Complete	Complete	
CUMBRAE FERRY & BUS STOP	250,000	13,785	250,000	0	250,000	0	13,785	13,785	250,000	0		0	Complete	Complete	
ST BRIDE'S CHAPEL, ARRAN	81,592	81,593	81,592	0	151	151	151	0	151	0		0	Complete	Complete	
<a href="#">Total Completed Projects</a>	19,451,786	18,397,747	19,451,786	0	1,105,313	109,023	51,274	(57,749)	1,073,344	(31,969)	0	(31,969)			
<a href="#">Total Place</a>	134,198,825	58,651,131	134,198,825	0	24,786,912	9,835,238	7,829,141	(2,006,097)	23,249,731	(1,537,181)	0	(1,537,181)			

OTHER BUDGETS

Project Description	TOTAL PROJECT				2019/20 BUDGETS					
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2019/20	Year to Date Budget 2019/20	Actual Expenditure to 30 November 2019	Year to Date Variance 2019/20	Projected Expenditure to 31 March 2020	Over/ (Under) Spend for 19/20
	£	£	£	£	£	£	£	£	£	£
FLEXIBILITY / IMPROVEMENT FUND	92,412	0	92,412	0	92,412	0	0	0	92,412	0
<a href="#">Total Other Budgets</a>	92,412	0	92,412	0	92,412	0	0	0	92,412	0

					Budget Approved 19 December 2018	Budget B/Fwd/ (C/Fwd)	Approved Revisions to programme	Carry forward (to)/from future years	Revised Budget 2019/20	Actual Spend to 30/09/2019	Year End Projection	True Over / (Under)spend	Delivery Status Financial	Delivery Status Physical	Comments
Description	Total Budget £'000	Spend to Date £'000	Full Projection £'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
<b>Council House Build Programme</b>															
Council House Building General					-	1,349	(402)	(730)	217	72	217	-			
Acquisition Of Houses On Open Market					848	-	509	-	1,357	726	1,357	-	✓	✓	
New Build Glencairn House SHU	5,040				-	-	-	-	-	-	-	-	✓	✓	
New Build Canal Court	6,480				-	-	-	-	-	(171)	-	-	✓	✓	
New Build Dickson Drive Phase 2	2,891				386	1,331	76	-	1,793	793	1,804	11	✓	⚠	Completion of this project slipped from August 2018 to July 2019.
New Build Watt Court	7,549	4,104	7,549		-	3,429	(1,236)	7	2,200	1,206	2,200	-	✓	✓	
New Build Corsehillhead					-	-	-	-	-	8	-	-			
New Build Braithwic Terrace	6,293	33	6,293		1,500	567	(1,567)	-	500	116	500	-	⚠	⚠	
New Build Flatt Road Phase 1	19,148	1,498	19,148		10,500	224	(2,825)	-	7,899	4,643	7,899	-	✓	⚠	
New Build Towerlands	7,939	602			1,000	(39)	(461)	-	500	118	500	-	⚠	⚠	
New Build Tarryholme	1,531	500	1,531		-	1,006	-	-	1,006	935	1,246	240	✓	✓	Additional Contribution from HRA Reserves
New Build Kinnier Road	172		172		-	170	-	-	170	-	170	-	✓	✓	
New Build Ardrossan Road Seamill					4,621	20	(1,985)	-	2,656	2,329	2,656	-	✓	✓	
New Build St Colms	4,591	88			200	(89)	131	3	245	245	245	-	✓	✓	
New Build St Michaels Wynd	13,204	1,078			3,528	(238)	(2,690)	-	600	-	600	-	⚠	✓	
New Build Harbourside Irvine	13,141	927			6,000	(42)	(5,708)	-	250	78	250	-	⚠	✓	
New Build Afton Court					-	(28)	88	(28)	32	33	32	-	✓	✓	Revised initial fees ahead of project start in 20/21
New Build Caley Court	2,139				-	(10)	129	15	134	135	134	-	✓	✓	Initial fees ahead of project start in 20/21
New Build Springvale Saltcoats	2,906	6			1,000	(6)	(494)	(391)	109	109	109	-	⚠	⚠	Delay to start of project until January 2020
New Build Dalrymple Place	5,545				3,276	-	(2,076)	-	1,200	211	1,200	-	✓	⚠	
New Build St Beya Millport	2,835				700	-	(200)	-	500	110	500	-	⚠	⚠	
Garnock Academy Site					-	-	-	10	10	-	10	-	✓	✓	Initial fees ahead of project start in 20/21
Corsehillhead					-	-	-	10	10	-	10	-	✓	✓	Initial fees ahead of project start in 20/21
Ayrshire Central Site					-	-	-	500	500	-	500	-	✓	✓	Initial fees ahead of project start in 20/21
BourtreeHill Village					-	-	-	20	20	-	20		✓	✓	Initial fees ahead of project start in 20/21
<b>Total For Council House Build Programme</b>					33,559	7,644	(18,711)	(584)	21,908	11,697	22,159	251	-		
<b>Improvement to Existing Homes - Building Services</b>															
Window Replacement					-	-	-	-	-	25	25	25	✓	✓	Additional costs related to completed programme of works
Window Replacement - High Flats					-	1,525	(39)	-	1,486	61	1,486	-	✓	✓	
Bathroom Programme					1,061	-	-	263	1,324	483	1,324	-	✓	✓	
Kitchen Programme					1,375	-	-	29	1,404	284	1,404	-	✓	✓	
<b>Total For Improvements to Existing Homes - Building Services</b>					2,436	1,525	(39)	292	4,214	853	4,239	25			
<b>Improvement to Existing Homes - External Contractors</b>															
Central Heating					1,167	121	-	-	1,288	707	1,288	-	✓	✓	
Insulated Re-Rendering					1,831	(9)	-	-	1,822	671	1,822	-	✓	✓	
Electrical Rewiring					490	(182)	-	-	308	201	308	-	✓	✓	
<b>Total For Improvements to Existing Homes - External Contractors</b>					3,488	(70)	-	-	3,418	1,579	3,418	-			



HRA Capital Statement														APPENDIX 2
For Year Ended 31 March 2020														
Description	Total Budget	Spend to Date	Full Projection	Budget Approved 19 December 2018	Budget B/Fwd/ (C/Fwd)	Approved Revisions to programme	Carry forward (to)/from future years	Revised Budget 2019/20	Actual Spend to 30/09/2019	Year End Projection	True Over / (Under)spend	Delivery Status Financial	Delivery Status Physical	Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
Refurbishment Schemes														
Roofing & Rendering				3,527	96	-	-	3,623	1,604	3,623	-	✓	✓	
Refurb - Dickson Court				-	36	-	-	36	(76)	36	-	✓	✓	
Kilwinning Housing Office				-	-	-	-	-	3	3	3	✓	✓	Additional costs related to completed programme of works
Kilbirnie Housing Office				-	223	-	-	223	19	250	27	✓	⚠	Additional costs related to completed programme of works
Garrier Court	2,278			-	2,074	(1,258)	-	816	32	816	-	✓	✓	
Connel Court				-	1,253	(10)	123	1,366	832	1,366	-	✓	⚠	
Refurb Maress House				-	123	-	-	123	104	123	-	✓	✓	
Refurb Friars Lawn	2,135			947	234	(240)	(174)	767	103	767	-	✓	✓	
Total For Refurbishment Schemes				4,474	4,039	(1,508)	(51)	6,954	2,618	6,984	30			
Other Capital Works														
Energy Efficiency Standard				1,276	(2)	-	-	1,274	160	1,274	-	✓	✓	
Other Capital Works				6,218	(5,389)	(819)	(10)	-	8	-	-	✓	✓	
Health And Safety Works				-	207	-	-	207	-	207	-	✓	✓	
Major Improvements				-	(3)	68	-	65	65	65	-	✓	✓	
Detection Equipment				-	4,432	-	(1,932)	2,500	1,215	2,500	-	✓	✓	Remainder of programme to be completed in 20/21
Solar Panels				-	392	-	7	399	399	399	-	✓	✓	
Professional Management Charges				874	-	-	-	874	1,298	874	-	✓	✓	
Total For Other Capital Works				8,368	(363)	(751)	(1,935)	5,319	3,144	5,319	-			
TOTAL EXPENDITURE				52,325	12,775	(21,009)	(2,278)	41,813	19,892	42,119	306			
Sale Of Assets				-	-	(19)	-	(19)	(19)	(19)	-			
CFCR				(12,212)	-	(1,240)	295	(13,157)	-	(13,157)	-			
Capital Grants				(2,229)	(2,325)	(6,302)	(2,396)	(13,252)	(5,178)	(13,252)	-			
Affordable Housing Contribution				(193)	-	(1,870)	-	(2,063)	-	(2,063)	-			
Funding from Reserves				(1,229)	(791)	(463)	(69)	(2,552)	-	(2,792)	(240)			
Commuted Sums				-	-	(350)	-	(350)	-	(350)	-			
Prudential Borrowing				(36,462)	(9,659)	31,253	4,448	(10,420)	-	(10,486)	(66)			
TOTAL INCOME				(52,325)	(12,775)	21,009	2,278	(41,813)	(5,196)	(42,119)	(306)			
NET EXPENDITURE				-	-	-	-	-	14,696	-	-			

	The following classifications have been used to highlight financial	The following classifications have been used to highlight delivery performance against
✓	On Target (+0.5% of budget)	On Target (up to 5% delay of original timescales)
⚠	Slightly off target (+ 0.5% to 2% of budget, or £0.125m, whichever is less)	Slightly off target (+ 5% to 10% of original timescales)
⬮	Significantly off target (+2% or more of budget, or £0.500m, whichever is less)	Significantly off target (+10% or more of original timescales)

## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

<b>Title:</b>	<b>Our Voice Employee Survey</b>
<b>Purpose:</b>	To provide Cabinet with an update on the results of the recent employee survey.
<b>Recommendation:</b>	That Cabinet notes the key findings and next steps of the 2019 Our Voice survey.


### 1. Executive Summary

- 1.1 In September 2019, a new employee survey, 'Our Voice', was issued to all Council employees. This survey combined three surveys previously issued to employees on the topics of engagement, stress and healthy working lives, with the addition of a new element around health and safety culture. The aim of the Our Voice survey was to gain a holistic picture of how employees view the Council by focusing on a number of areas, whilst also reducing the number of surveys that employees are invited to complete.
- 1.2 The survey closed in October and the Council-wide findings have now been analysed. Managers have copies of the findings for their teams and are currently sharing these to identify further areas for improvement in their own teams.
- 1.3 Some of the positive findings from the survey included:
  - Participation levels increased with 46.2% of employees responding, compared to 35.5% in 2015;
  - The positive employee engagement level was broadly maintained at 70.7%;
  - People like the job that they are doing and the difference they make to the community;
  - People highlighted colleagues / staff they work with as a positive;
  - High awareness of health and safety issues and Livewell physical activity initiatives was shown.
- 1.4 Findings from the survey also identify areas for improvement, including:
  - Workload levels and how workload is managed;
  - Supporting employees with incidents in the workplace;
  - More awareness of and access to Healthy Working Lives initiatives.

- 1.5 This report summarises the key findings, as well as providing information on trends where these are available.

## 2. Background

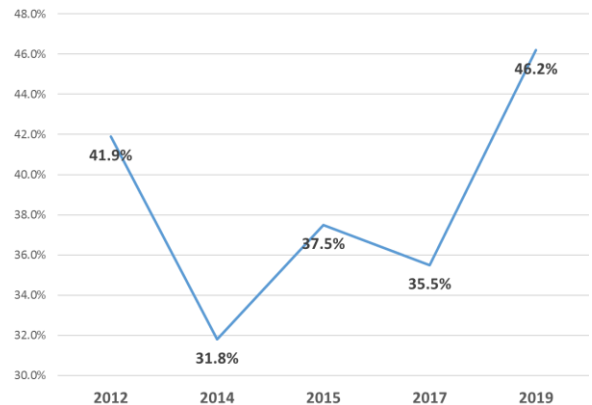
### Approach

- 2.1 Surveys on three different topics have been issued to all Council employees in recent years, focusing on their perceptions of working in the Council:
- **Employee Engagement Survey:** incorporating questions measuring engagement levels and employees' perceptions on a range of topics.
  - **Stress Survey:** to determine any risks within teams and the Council in relation to the six Management Standards, i.e. Demands, Control, Support, Relationships, Role, and Change.
  - **Healthy Working Lives:** this survey is a key requirement to maintain Gold accreditation of the National Healthy Working Lives (HWL) programme.
- 2.2 In addition to the above surveys, a further survey in relation to Health & Safety Culture had also been planned for 2019.
- 2.3 To reduce the number of surveys issued to employees, these surveys were combined into one employee survey, called '**Our Voice**'. The question set from all four surveys was reviewed to remove duplication and streamline the survey.
- 
- 2.4 The resulting questionnaire was issued to all permanent and temporary employees in September 2019 via either a link to an online survey or a paper copy. Various marketing methods were used to encourage employees to participate. The survey remained open for four weeks.
- 2.5 The results for the 2019 Our Voice survey were published on 18 November 2019. A summary of the Council-wide responses to all questions was made available on the Our Voice Sharepoint site, Connects and Glow to make this accessible to all employees. Hard copies are also available in those areas where employees do not have access to computers. Managers were also provided with the findings for the teams that they are responsible for on the Our Voice Sharepoint site.
- 2.6 Key findings, trends and improvements achieved are explored further in section 3 where these can be determined. It should be noted however that as this is the first combined survey and the question set has been altered from previous surveys, trends and improvements can mainly only be established for the employee engagement section.

### 3. Proposals

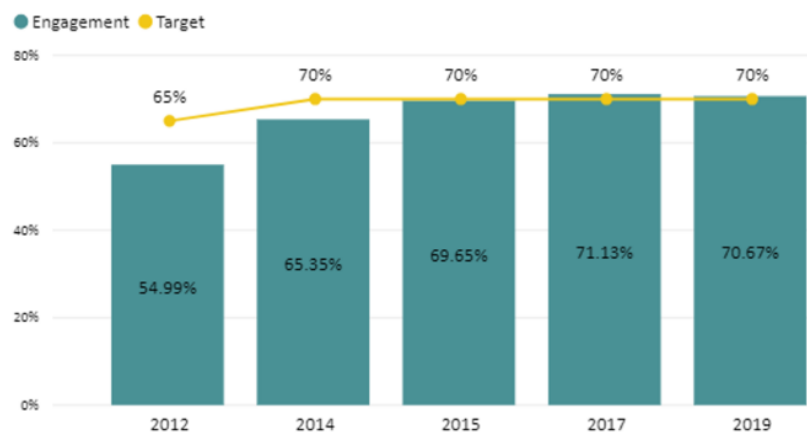
#### Response Rate

- 3.1 In total, 3,182 employees completed the survey, 46.2% of the total workforce of 6,881 as at 16 September.
- 3.2 In comparison to previous Employee Engagement Surveys, this was the highest response rate achieved – as seen on the chart on the right. The response rate was also much higher than achieved in the last Healthy Working Lives survey (19%).



#### Key findings – Employee Engagement

- 3.3 The 2019 responses largely maintained the overall level of employee engagement achieved in the previous survey at 70.7%. As this is based on a higher response rate than that achieved in previous years, this is a positive trend.



- 3.4 The main themes in relation to areas of **strength** continued the trend from previous years:
- **Clarity and purpose of job role:** Respondents commented on enjoying their job and the feeling of helping the community and making a difference and being very positive about working for the Council;
  - **Teamwork:** Points raised highlighted the importance of teams working together to serve our community better and that our teams regularly demonstrate our staff values of Focus, Passion and Inspiration;
  - **Effective Relationships:** Every employee engagement survey conducted has highlighted the relationships between colleagues as a strength of working for the Council.

3.5 Two additional strengths were identified from the 2019 survey, potentially due to the change in question set:

- **Support available and received** from colleagues and managers;
- **Flexible Working:** having the flexibility to adapt circumstances to suit personal needs, utilising flexi time and achieving a good work life balance.

3.6 Three of the main themes for **improvement** identified from the 2019 survey continue the trend from previous surveys. A summary of action taken since the 2017 survey for each of these themes is explained below:

### 3.6.1 Workload / Workload management:

The questions in relation to workload and workload management changed in the 2019 question set to include the equivalent questions from the previous stress survey, so a direct comparison is not possible. However, the questions and comments in both the 2017 and 2019 surveys highlighted workload demands and how these are managed as an area for improvement.

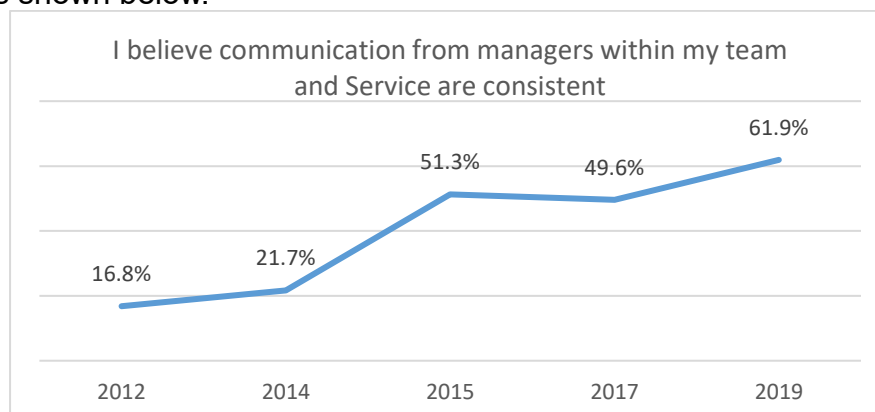
Since the 2017 survey, some of the actions taken to address this issue are:

- Clarifying roles and responsibilities within teams has been a key task for a number of directorates, whether as a result of filling long-term vacant positions, or reviewing roles as part of organisational restructures, or as part of upskilling teams to allow them to perform more varied tasks;
- Using existing policies and procedures to support individuals' circumstances, such as work life balance requests, flexible working, working from home, including introduction of 'hot desks' to facilitate agile working.
- Workload levels are monitored through a variety of means, including regular 1-2-1s and working groups have also been set up in some areas to review workload levels (e.g. teaching). Supervision procedure within the Partnership is also being reviewed to include greater focus on workload management.

### 3.6.2 Communication / Consultation:

The effectiveness of communications from management has been highlighted as an area for improvement in every engagement survey and remains the area that receives a high level of comments from respondents.

However, the responses have shown a positive trend since the initial survey in 2012, as shown below.



Since the 2017 survey, some of the actions taken to address this issue are:

- Expanding use of existing methods to encourage effective communications, e.g. use of new and existing staff groups to share information, use of information emails and newsletters, TV Screens, staff suggestion schemes (including a new version providing a link on all desktops), Development days and meetings.;
- Cross-team meetings, for example 'stand-ups' and 'meetups' have been introduced and/or extended to improve collaborative working and to share information and knowledge;
- Use of digital methods of engaging and communicating has been extended, including Office 365, Twitter.

**3.6.3 Feeling Valued / Recognition:** Slightly contradictory information was received in relation to this. In both 2017 and 2019, a large number of comments were received that feeling valued or recognition given to contribution made, needed to improve. However, the specific question '*I am given constructive feedback on the work I do*' received a fairly high level of positive responses.

Since the 2017 survey, some of the actions taken to address this issue are:

- Recognition events are in place to recognise achievements and the format of these have been reviewed to ensure they remain effective;
- Focusing recognition on engagement and conversations as ways to recognise contribution, using methods such as team building activities, highlighting of achievements via newsletters, team meetings, briefings from Chief Officers, etc.;
- A pilot 'Attendance Reward Scheme' for all staff within HSCP to recognise full attendance.

**3.7** Two additional areas for improvement have been identified that were not main themes for improvement for the 2017 survey. Therefore, a summary of activity undertaken since the 2017 is not available for these areas:

**3.7.1 Approach to change:** The questions in the 2019 survey in relation to management of change were different than the 2017 survey, reflecting areas from the previous stress survey. In line with communications / consultation mentioned above, opportunities to participate in the change process and being clear on how changes will work in practice were highlighted as less positive.

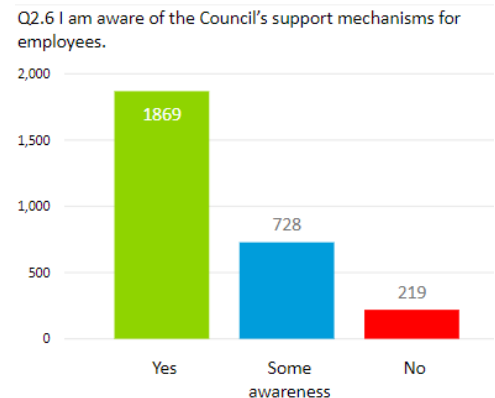
**3.7.2 Work life balance / Flexible working:** Although this has been identified as an area of strength as detailed above, the opportunities for flexible working and work life balance has also been highlighted as an area for improvement. This is potentially in line with workload levels noted earlier, which have an impact on employees' work life balance. It may be seen as an area for improvement in some specific Services, where it is perceived that there is less opportunity for flexible working and flexi time due to the nature of the services delivered.

## Key findings – Health & Safety Culture

**3.8** This section of the Our Voice survey focused on the Health & Safety culture within the Council. As this is the first year that the questions within this section of the survey have been asked, no comparisons can be made with previous years' findings.

3.9 Overall, the findings from this section of the survey were positive. The majority of questions had a high level of responses that agreed and strongly agreed. Some of the **strengths** identified within this section include:

- A high awareness of Health and Safety issues - as can be seen in the chart;
- Understanding of the importance of reporting incidents and near misses;
- Awareness of workplace risk assessments carried out;
- Managers' commitment to addressing health & safety concerns.



3.10 The areas for **improvement** identified include:

- Further work to raise awareness of the impact of negative behaviours in the workplace around health and safety and the methods available to address and support these;
- Greater awareness of Service Safety representatives;
- Other feedback in specific areas related to:
  - Further work around toolbox talks and safety briefings and additional health and safety training;
  - The provision of relevant equipment and personal protective equipment (PPE).

## Key findings – Healthy Working Lives

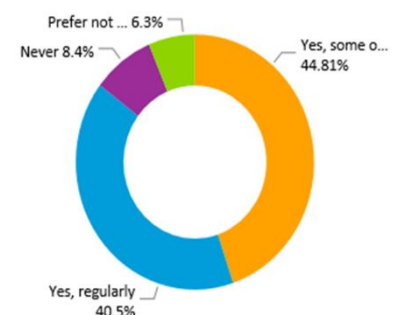
3.11 The Healthy Working Lives programme supports national and public health priorities around physical activity, healthy eating and mental health. With 77% of Council employees living in the local area, improving our employees' health and wellbeing also contributes to the wellbeing of the local community.

3.12 Combining the Healthy Working Lives into the Our Voice survey had a positive impact in terms of the response rate: The 46.2% response rate in 2019 was 27% higher than that achieved previously (19% in 2015).

3.13 The key areas of **strength** identified were:

- High levels of awareness of Livewell physical activity initiatives;
- A large proportion of respondents participate in at least moderate levels of physical activity, as can be seen on the chart on the right;
- The level of respondents that eat 5 or more fruit / vegetables per day is above the Scottish average of 20%;
- Nearly half of respondents drink within the daily recommended limits;
- The majority of respondents would be comfortable opening up a conversation with a colleague about their mental health and want a better understanding of mental wellbeing.

Q3.1 Do you participate in moderate or physical activity at least 150 minutes or more each week?





3.14 The key areas for **improvement** identified were:

- Although a high level of respondents was aware of Livewell initiatives, participation in these was less positive. This may be due to type of activities / initiatives, locations, working patterns, or communication around these. It may also be partly due to people undertaking activities outwith the Livewell programme;
- Nearly half of respondents felt that the Council understands what factors impact on mental health and wellbeing and that the Council supports mental health and wellbeing at work and further work is required around these areas;
- A large number of the comments within this section of the survey related to stress, a lot of which were related to workload levels as noted earlier in the report;
- Although only 12.6% of total responses, respondents stated that they are exposed to passive smoking or vapour from electronic cigarettes, the majority of locations for these were building entrance / access points, followed by clients/home visits and yards/open spaces, much of which is in contravention of the Council's Smoking Policy.

### **Cascading findings and Improvement Planning**

3.15 Managers are now sharing findings with team members and identifying areas for improvement relevant to their team. Support has been provided to Managers via:

- Managers' Briefings
- Guidance documents
- Guidance videos

3.16 Services are progressing improvement actions that are relevant to the Council-wide themes identified, as well as any additional areas identified within their own teams. These actions will be identified through discussions with Senior Management Teams, Managers and Employees, using methods which are suitable to the Service. This activity will be supported by Performance Representatives within Services.

3.17 In addition, the Corporate Health and Safety group and Livewell group will explore the relevant sections of the survey, identifying and progressing improvement activities relevant to these areas.

3.18 Improvement activity will be monitored within individual Services, sharing updates on progress via team operational plan updates, or using other suitable means. To share best practice and further monitor improvement activity, a series of 'We asked, you said, we did' case studies will be prepared during the Summer of 2020. These will be based on improvement activity undertaken within Services in relation to the key themes identified within this report.

3.19 The Cabinet is asked to note the key findings and next steps of the 2019 Our Voice survey.

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

##### **Financial**

4.1 None.

##### **Human Resources**

4.2 Services will progress improvement activity following the 2019 Our Voice survey in conjunction with managers and employees.

##### **Legal**

4.3 None.

##### **Equality/Socio-economic**

4.4 None.

##### **Environmental and Sustainability**

4.5 None.

##### **Key Priorities**

4.6 This report directly supports the Council priorities:

- Aspiring Communities:
  - North Ayrshire's residents and communities enjoy good life-long health and well-being.
- A Council for the Future:
  - A valued workforce that delivers high quality services;
  - A powerful and respected voice.

##### **Community Wealth Building**

4.7 None.

#### **5. Consultation**

5.1 The Chief Officer Leadership Team has been consulted at all stages of the Our Voice survey. The key findings from the survey have also been discussed and the approach to progress these have been agreed.

5.2 The Our Voice survey is a collaborative project, involving Organisational Development and Health & Safety teams within People and Transformation and the Health Improvement and Equalities Officer within Democratic Services.

5.3 The Our Voice survey has been discussed with a long-standing Cross Service Working Group. The group have been consulted throughout the planning and implementation of

the survey. The actions to cascade the findings and identify improvement activity has also been discussed with this group.

Laura Friel  
Executive Director (Finance & Corporate Support)

For further information please contact **Sheena Stewart, OD Adviser**, on **01294 324051**, or **Jackie Smillie, Senior Manager (HR & OD)**, on **01294 324671**.

## **Background Papers**

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## NORTH AYRSHIRE COUNCIL

21 January 2019

### Cabinet

**Title:** **Tackling Funeral Poverty: Developing a North Ayrshire Respectful Funeral Service**

**Purpose:** To outline a proposal to identify appropriate funeral directors with whom an agreement will be developed to facilitate the provision of a new affordable Respectful Funeral Service package for bereaved families to tackle funeral poverty in North Ayrshire.

**Recommendation:** That Cabinet approves the proposal to identify appropriate funeral directors with whom an agreement will be developed to facilitate the provision of a new Respectful Funeral Service package for bereaved families to tackle funeral poverty in North Ayrshire.

### 1. Executive Summary

- 1.1 In 2016, a review of funeral poverty in Scotland was undertaken by the Citizens Advice Bureau. The review confirmed that funeral poverty is an increasing societal issue and set out various recommendations to address the matter. The proposed actions included a recommendation that local authorities give due attention to the impact of bereavement costs on funeral poverty and seek ways to reduce, or at least limit, these charges.
- 1.2 In North Ayrshire, a Bereavements Working Group was established in 2017 and has sought to improve partnership working between stakeholders and to better support grieving families through the funeral arrangement process. The Group oversaw the creation of a new Bereavements Charter and has continued to actively consider further potential improvements.
- 1.3 An opportunity has been identified through the Bereavements Working Group to further tackle funeral poverty through the creation of a new Respectful Funeral Service package. This initiative would identify appropriate funeral directors to provide low-cost, fixed fee, dignified funeral service packages for North Ayrshire residents. This model has been successfully introduced elsewhere, and represents direct action to reduce funeral poverty, alleviate the burden of unknown costs for grieving families, improve local choice, and provides the potential to indirectly influence the local funeral provider market to provide lower costs generally.

- 1.4 A specification for undertakers' services to be provided within the new Respectful Funeral Service will be developed by officers and published on the Public Contracts Scotland portal to attract appropriate funeral director proposals. It is anticipated proposals received will offer reductions in fees for bereaved families. The Council would then promote the Respectful Funeral Service and partners offering the service via information leaflets and other means to make bereaved families aware of the availability of the service. It is expected that local bereaved families would then make arrangements directly with their chosen funeral director as necessary.
- 1.5 Cabinet is requested to approve the proposal to identify appropriate funeral directors with whom an agreement will be developed to facilitate the provision of a new affordable Respectful Funeral Service package for bereaved families. The new service would help tackle funeral poverty in North Ayrshire. The services to be included in the package are outlined at paragraph 2.6. The Council's continuing role will be to promote the availability of the service.

## **2. Background**

- 2.1 Funeral poverty is an increasing reality for many people throughout the UK who find themselves in a position where the cost of a funeral outweighs their ability to pay. The average cost of a funeral in Scotland is £3,500 (according to Citizen Advice Scotland) and meeting funeral costs brings added financial pressure to people on lower incomes at a particularly vulnerable time.
- 2.2 The North Ayrshire Bereavements Working Group was formed in 2017 to develop better partnership working and stronger relationships between all parties involved in the bereavement process. The group is chaired by the Depute Provost and meets quarterly with representatives from the Council's Bereavements and Registration Teams, as well as local funeral directors, local clergy and a representative from a local crematorium.
- 2.3 The Bereavements Working Group has assisted in the introduction of significant improvements to the bereavements process since its inception, including the development and implementation of the Bereavements Charter, a streamlined process for registration of deaths, and input to the abolition of child burial fees in North Ayrshire.
- 2.4 In North Ayrshire, a variety of steps have been taken to minimise funeral costs to date. These include consistently maintaining our interment charges below the Scottish average. In September 2018, we abolished our charge for a new lair for children under the age of 18 years and extended our policy not to charge for interments for under 16s to children under 18. We also removed charges for foundations for associated headstones.
- 2.5 There are further opportunities available for local authorities to lead action on tackling funeral poverty. The Bereavements Working Group has identified examples of good practice to address funeral poverty taking place within a number of local authorities who have partnered with local funeral directors to provide affordable, dignified funeral options that provide significant savings against the average cost of a funeral in Scotland.

2.6 These schemes involve funeral directors providing a tailored package, at a fixed price, consisting of:

- Collection of the deceased
- Care and preparation of the deceased
- A choice of coffin, including an environmental option
- A place of rest with viewing facilities
- A hearse and one family car
- Arrangements on the day of the funeral, including the actual burial or cremation

Additional options can be selected at additional cost, for example provision of a minister, priest or celebrant, or additional transportation.

2.7 Research has indicated that where an affordable funeral package is made available through such Respectful Funeral Service schemes, savings of between 30-60% based on the average cost for funeral director services can be achieved for families.

2.8 It is therefore proposed to develop and implement a similar partnership arrangement within North Ayrshire whereby funeral directors will provide a Respectful Funeral Service package for local families. A specification for undertakers' services to be provided will be finalised and published on the Public Contracts Scotland portal to attract appropriate funeral directors' proposals. It is anticipated proposals received will offer reductions in fees for bereaved families. The package would include fixed fees for the services listed at paragraph 2.6, with potential for further services to be included at additional cost. The Council would then promote the Respectful Funeral Service and details of the identified partners offering the service via information leaflets and other means to make bereaved families aware of the availability of the service. It is expected that local bereaved families will then make arrangements with their chosen funeral director as necessary. The objectives of the scheme are to:

- Reduce funeral poverty by providing a lower cost yet dignified funeral package
- Provide support to bereaved families by reducing the burden involved with arranging a funeral through up-front information on costs
- Emphasise local choice for bereaved families when selecting a funeral provider
- Influence the local funeral provider market to provide best value

2.9 The key steps and proposed timescales for the creation of the Respectful Funeral Service package are as follows:

- Early Spring 2020: Finalise specification of the Respectful Funeral Service package
- Summer 2020: Identify funeral director partners via the Public Contracts Scotland portal to obtain proposals from providers who will deliver the Funeral Service package
- Late Summer 2020: Launch the Respectful Funeral Service package, including a local advertising campaign and promotional materials to raise awareness of the services and funeral directors participating in it.

### **3. Proposals**

- 3.1 The proposed introduction of a Respectful Funeral Service package, promoted by the Council, will help tackle funeral poverty, reduce the burden on bereaved families, and provide local choice.
- 3.2 A specification for undertakers' services to be provided within the new Respectful Funeral Service will be developed by officers and published on the Public Contracts Scotland portal to attract appropriate funeral director proposals and a selection of partner providers will be identified through the portal during Spring/Summer 2020. The agreements will then be established, and the package will then be launched in late Summer 2020, including through extensive advertising to ensure residents are aware of the package and its benefits.
- 3.3 Cabinet is requested to approve the proposal to identify appropriate funeral directors with whom an agreement will be developed to facilitate the provision of a new Respectful Funeral Service package for bereaved families to tackle funeral poverty in North Ayrshire.

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

#### **Financial**

- 4.1 There are no financial implications arising from the report.

#### **Human Resources**

- 4.2 There are no human resource implications arising from the report.

#### **Legal**

- 4.3 The proposal aligns with the power contained in the Local Government (Scotland) Act 2003 which allows a local authority to promote or improve the well-being of its area and or/ the persons within that area.

#### **Equality/Socio-economic**

- 4.4 The provision of a Respectful Funeral Service package will contribute directly to the Council's equality and socio-economic duties by facilitating the provision of a low-cost, fixed fee funeral package. This will help tackle funeral poverty and reduce the financial burden for those on lower incomes.

#### **Environmental and Sustainability**

- 4.5 Not applicable.

#### **Key Priorities**

- 4.6 The Council Plan 2019-2024 sets out a vision for a North Ayrshire that is 'Fair for All'. The Respectful Funeral Service package contributes to this vision by reducing funeral poverty.



## **Community Wealth Building**

- 4.7 The proposal to develop and introduce a Respectful Funeral Service package for North Ayrshire residents will align to the 5 pillars of Community Wealth Building where appropriate.

### **5. Consultation**

- 5.1 Consultation has taken place with the membership of the North Ayrshire Bereavements Working Group.

RUSSELL McCUTCHEON  
Executive Director (Place)

For further information please contact **David Hammond, Interim Head of Commercial Services** on **01294 324570**.

### **Background Papers**

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## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

<b>Title:</b>	<b>Climate Change</b>
<b>Purpose:</b>	To provide an update on progress on tackling climate change in North Ayrshire.
<b>Recommendation:</b>	That Cabinet: i) Notes the progress made in implementing the Environmental Sustainability & Climate Change Strategy 2017-2020; ii) Agrees the proposed target year of 2030 to achieve net-zero emissions across North Ayrshire; iii) Notes the ongoing "Climate Change: Just Cool It" consultation; and iv) Notes the proposal to review the consultation findings to inform the Environmental Sustainability & Climate Change Strategy 2020-2023 which is currently being developed for future Cabinet consideration mid-2020.

### 1. Executive Summary

- 1.1 The United Nations Intergovernmental Panel on Climate Change (IPCC) published a report in October 2018 recommending immediate action be taken to reduce global warming, before the impacts of climate change become irreversible. This report has led to global declarations of a Climate Emergency, with governments and leaders being called upon to take action.
- 1.2 North Ayrshire Council has been proactive in tackling climate change, achieving almost 40% emission reduction since the 2005 baseline year, by consuming less fossil fuels and producing less waste across North Ayrshire through a number of initiatives including energy conservation and increased use of renewable energy sources. A coordinated approach across all services has been key to the successful implementation of emission reduction projects. The focus on clean energy is a key element of the draft Ayrshire Regional Economic Strategy which aims to position Ayrshire at a nationally strategically important location for renewable energy power generation.
- 1.3 The current Environmental Sustainability & Climate Change Strategy (ESCCS) 2017-2020 has continued to drive progress in actions detailed in thematic workstreams, setting an emission reduction target of 40% by 2030. The Council's declaration of a Climate Emergency in June 2019 has raised this aspiration to become a net-zero emission local authority.

- 1.4 An online consultation 'Climate Change: Just Cool It,' was launched in August 2019, seeking views on climate change from young people and those who live or work in North Ayrshire. The consultation is due to close in February 2020, following engagement with schools and community groups throughout North Ayrshire, with the responses used to develop the next Environmental Sustainability & Climate Change Strategy (ESCCS) 2020-2023.
- 1.5 The third ESCCS (2020-2023) is due to be published in Summer 2020, with actions identified to achieve the net-zero emission reduction target. It is proposed that this target be achieved by 2030. It is further proposed that two new workstreams are included in the strategy, to support climate change adaptation and emission absorption opportunities.

## **2. Background**

- 2.1 The United Nations Climate Change (UNCC) Paris Agreement's goal is to keep the increase in global average temperature to well below 2°C above pre-industrial levels, and to limit the increase to 1.5 °C. A report published by the Intergovernmental Panel for Climate Change (IPCC) has advised that there are only 10 years remaining to reduce emissions before climate change impacts become irreversible. Therefore, on 11th June 2019 North Ayrshire Council declared a Climate Emergency, committing to act on climate change and achieve net-zero emissions.
- 2.2 Net-zero emissions requires a balance between emissions released and emissions absorbed from the environment. Therefore, the Council must lead the way in:
  - Reducing emissions from buildings (domestic and non-domestic), transport and waste
  - Implementing methods to remove carbon dioxide from the atmosphere
- 2.3 The Scottish Government has announced plans to achieve net-zero emission across Scotland by 2045 (five years earlier than the UK Government, based on advice from the IPCC stating Scotland has more areas of land available to plant trees). The recent Scottish Government consultation (The role of Public Sector Bodies in tackling climate change) proposes that all Scottish local authorities publish a date by which they will achieve net-zero emissions, as part of the mandatory reporting duties. Some local authorities have published statements confirming target years of 2030, 2045, 2050 or 'as soon as reasonably practicable.'
- 2.4 North Ayrshire Council has been pro-active in reducing carbon emissions since establishing the Carbon Management Plan in 2005. Subsequently, the first Environmental Sustainability & Climate Change Strategy (ESCCS) was published in 2014 and was updated in 2017.
- 2.5 The ESCCS 2017-2020 builds on the success of the first strategy and sets an area wide target to reduce carbon emissions by 40% by 2030 (based on a 2005 baseline year). In order to achieve this ambition, a series of priorities were identified within five thematic workstreams (Affordable Warmth, A Green Economy, Transport & Travel, Natural & Built Environment and Sustainable Operations).

- 2.6 Some examples of achievements and successes delivered through the ESCCS and other strategies which have had a positive impact on climate change are given below:
- The current carbon reduction figures are 39.9% reduction across the Council's estate and 44.6% reduction North Ayrshire wide. The area wide emissions include those from industrial and commercial, domestic, and transport sectors.
  - Successfully securing approximately £10.5million of funding to provide external wall insulation to 2,231 homes through the Home Energy Efficiency Programme: Area Based Scheme to reduce heat loss and subsequent heating requirements.
  - Installing our first low carbon heat networks fuelled by biomass boilers during the redevelopment of two sheltered housing units in Dalry and Stevenston.
  - Installing solar PV panels on roofs of 290 Council houses, saving tenants on average £188 per year.
  - Investing nearly £1m in energy efficiency measures such as boiler replacement, LED lighting and enhanced controls to 14 non-domestic properties through the Non-Domestic Energy Efficiency framework.
  - The Council's operational vehicle fleet now incorporates 10 electric vehicles and a number of low emission vehicles
  - Our sustainable business travel arrangements and employee car pool scheme have contributed to a reduction of almost 900,000 miles driven per year on business. An increasing number of miles actually driven are now being facilitated by the pool of low emission and electric vehicles. This has contributed to a significant carbon emissions reduction.
  - Installing a number of publicly accessible electric vehicle charge points to support and encourage the uptake of electric vehicles across North Ayrshire.
  - The Council continues to be one of the highest performing for household waste recycling in Scotland with 54.6% achieved for 2018 (greater than the national rate of 44.7%).
  - A Plastic Waste Prevention Plan has been developed to support North Ayrshire Council's ambition to become a 'Plastic Free Council' by 2022
  - Working as part of the Clyde Valley Residual Waste Partnership to establish a 25-year contract with Viridor, delivering a solution to divert waste from landfill following the closure of Shewalton landfill site in March 2018. The solution recovers additional recyclates with the remaining non-recyclable waste delivered to a new Energy Recovery Facility to recover heat and produce electricity from the waste.
  - Successful implementation of the enhanced waste and recycling service, and implementation of a "Birth to Potty Real Nappy" initiative
  - Working in partnership with third sector organisations on Arran to progress Circular Economy opportunities on the island
- 2.7 In order to meet the required levels of emission reduction throughout North Ayrshire to achieve the net-zero target, a continued coordinated approach is required. Development of the ESCCS (2020-2023) is underway, taking cognisance of the most recently published climate change reports and continuing this cross-service approach.
- 2.8 An online consultation 'Climate Change: Just Cool It,' was launched in August 2019, seeking views on climate change from young people and those who live or work in North Ayrshire. A further 67 responses were collected from the recent Annual Youth Conference, and work is underway within primary schools to gather opinion through the Primary School Energy Challenge project. Feedback received so far from the consultation affirms respondents' views that climate change is a serious issue, and that setting a target to achieve net-zero carbon emission by 2045 is not ambitious enough.

Several respondents would welcome information on what the Council is currently doing to tackle climate change, and there is a call to create a Climate Change Steering Group, to provide representation on decision making platforms across the Council. The ESCCS (2020-2023) will include specific actions to address the views and requests received from this exercise, and future carbon reduction projects will be influenced by this consultation's output.

- 2.9 Following initial review of the ongoing consultation, it is proposed that the Council sets the target year to achieve net-zero carbon emissions as 2030. This is an ambitious goal based on emission data available and is within the 10-year timeframe set by the IPCC to prevent irreversible climate change. Based on current annual reduction trends a 73% reduction in emissions is projected by 2030 (based on a 2005/06 baseline year). We should seek to address this shortfall and support the reduction trend by investigating carbon absorption solutions, developing renewable energy generation opportunities and investing in new technologies to deliver low carbon heat and energy supplies across domestic, non-domestic and transport sectors.
- 2.10 The ESCCS (2020-2023) which is being developed will also contain new actions within the existing workstreams, to support the decarbonisation of the heat and transport networks, further economic opportunities and eradicate fuel poverty. Progress has already been made to forward the Climate Emergency agenda and move closer to achieving net-zero emissions, for example:
- Engaging with Strathclyde University to develop proposals for a solar farm project
  - Refreshing the business case for solar and wind projects
  - Securing funding to undertake a Local Heat and Energy Efficiency Strategy (producing a high-level plan to decarbonise the heat network and remove energy efficiency as a driver for fuel poverty across North Ayrshire)
  - Progressing work place charging point installations to increase the volume of electric vehicles in the Council's fleet
  - Investigating the feasibility of introducing competitive utility rates through an Energy White Label for North Ayrshire residents.
- 2.11 Following the Climate Emergency declaration, it is also proposed that two further workstreams be included in the ESCCS (2020-2023):
- Climate Change Adaptation
  - Emission Absorption
- 2.12 In October 2019, an Elected Members' event was held to highlight the value of adapting to the impacts of climate change. The event, facilitated by Adaptation Scotland, focussed on how climate impacts are affecting North Ayrshire communities, and how to identify local priorities. Adaptation is also a key feature in Zero Waste Scotland's Climate Change Assessment Tool (a continuous improvement tool used to assess climate change practices within organisations). It is therefore recommended that an Adaptation workstream be included in the next ESCCS together with appropriate actions to complement Adaptation Scotland's Capability Framework.
- 2.13 Carbon emissions can be absorbed naturally through trees (during photosynthesis) or by using technical solutions such as carbon capture and storage (CCS), where carbon dioxide from electricity generation and industrial processes is prevented from entering the atmosphere. Carbon dioxide is collected, transported and stored securely in

depleted oil and gas fields. The Council will not be able to achieve net-zero emission status without absorbing emissions, therefore a range of actions must be investigated in the next ESCCS. Some work is already underway in this regard with officers across the Council working to identify available suitable land, secure funding and investigate any commercial viability for tree planting. There is also an opportunity to further engage with primary schools in partnership with the Woodland Trust's Tree Planting programme. It is envisaged this will enhance the Primary School Energy Challenge, currently delivered to primary schools in North Ayrshire to encourage more sustainable behaviours in energy, waste and transport.

- 2.14 Further areas being developed for incorporation into the ESCCS (2020-2023) include expanding the Council's work on generating renewable energy. This has the potential to meet a variety of Council objectives, specifically reducing carbon emissions, tackling fuel poverty, generating income and supporting local jobs and businesses. A previous action within the Renewable Energy Strategy resulted in the production of business cases for solar and wind projects which were cost prohibitive at that time. The proposals are being updated to include current market values to assess viability.
- 2.15 An Electric Vehicle (EV) strategy is also being developed to support and encourage the uptake of EVs throughout North Ayrshire. Officers have recently begun working with external partners to investigate the feasibility of a proposal to generate renewable electricity to supply an Electric Vehicle charging hub and utilise battery storage opportunities. Cabinet will receive a future report outlining and seeking approval of the Electric Vehicle Strategy when finalised.
- 2.16 Action on climate change is resource intensive, made even more challenging by the removal of government subsidies for renewable technology. There are significant opportunities through the Ayrshire Growth Deal and regional economic work to lever external investment for both major renewable energy projects and local community solutions. The Corporate Sustainability team will continue to identify and secure external funding opportunities in order to best serve the community, as with the recently awarded Local Heat and Energy Efficiency Strategy (LHEES) funding to develop a 20 year energy efficiency and heat network decarbonisation strategy; the Home Energy Efficiency Programme: Area Based Scheme (HEEPS:ABS) funding to install external wall insulation to privately owned/rented homes; and Charge Place Scotland funding to install electric vehicle charge points across North Ayrshire.

### **3. Proposals**

- 3.1 That Cabinet notes the successes and progress made in implementing the Environmental Sustainability & Climate Change Strategy 2017-2020.
- 3.2 That Cabinet agrees the proposed target year of 2030 to achieve net-zero carbon emissions across North Ayrshire.
- 3.3 That Cabinet notes the ongoing "Climate Change: Just Cool It" consultation the findings of which will help inform the Environmental Sustainability & Climate Change Strategy 2020-2023 which is currently being developed for future Cabinet consideration mid-2020.

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

### **Financial**

- 4.1 The planned consultation activity and preparation of the third iteration of the Environmental Sustainability & Climate Change Strategy will be funded from existing revenue budgets. Any funding requirements for new initiatives identified through the ESCCS update, including business cases to be taken forward where appropriate, will be considered when the document is presented for approval.

### **Human Resources**

- 4.2 None

### **Legal**

- 4.3 None

### **Equality/Socio-economic**

- 4.4 The proposed new Environmental Sustainability & Climate Change Strategy will include actions to alleviate fuel poverty for those on the lowest incomes within North Ayrshire, supporting children and young people to have warm homes. The consultation with children and young people aims to empower them to share their views on tackling climate change within North Ayrshire.

### **Environmental and Sustainability**

- 4.5 The proposals contribute directly to the new Council Plan priority outcome of 'A Sustainable Environment' by encouraging action to further reduce emissions in North Ayrshire.

### **Key Priorities**

- 4.6 The proposals contribute directly to the new Council Plan priority outcome of 'A Sustainable Environment' by encouraging action to further reduce emissions in North Ayrshire.

### **Community Wealth Building**

- 4.7 The 5 pillars of community wealth building will be considered in the further development of the forthcoming Environmental Sustainability & Climate Change Strategy 2020-2023.



## 5. Consultation

- 5.1 Consultation is being undertaken with the public and young people to gather views on climate change. Responses are being monitored and used to develop the ESCCS 2020-2023. The consultation will close in February 2020.

RUSSELL McCUTCHEON  
Executive Director (Place)

For further information please contact **Yvonne Baulk, Head of Physical Environment**, on **01294 324398**.

## Background Papers

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## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

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<b>Title:</b>	<b>Proposals for Community Investment Fund (CIF) Expenditure</b>
<b>Purpose:</b>	To determine applications by Locality Partnerships to allocate CIF funding to proposed projects.
<b>Recommendation:</b>	<p>That Cabinet:</p> <ul style="list-style-type: none"><li>a) Reviews the enclosed application from the Irvine Locality Partnership in line with CIF criteria; and</li><li>b) Approves the CIF application, in relation to the Irvine Harbourside Men's Shed, subject to satisfactory reports from Legal and Finance Services.</li></ul>

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### 1. Executive Summary

- 1.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified through Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All strategy.
- 1.2 Locality Partnerships have subsequently continued to work on their local action plans and are refining proposals for expenditure in line with their locally identified needs. This is a challenging process, and it is a testament to the dedication of the Locality Partnerships and their community partners that proposals are now emerging to provide creative approaches to addressing local challenges.
- 1.3 This report brings forward a proposal, which responds to the specific need of the local community and which has been developed based on local circumstances and opportunities.
- 1.4 This proposal has been approved to be submitted to Cabinet through a process of collaboration and consensus by the Locality Partnership.

### 2. Background

- 2.1 Within its budget for 2017-18, North Ayrshire Council provided an allocation for the creation of an innovative fund to enable communities to address the priorities they have identified through Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All Strategy, to be distributed among

Localities as follows:

Locality	Population	Value
Irvine	29%	£754,000
Kilwinning	11%	£286,000
3 Towns	23%	£598,000
Garnock Valley	15%	£390,000
North Coast	18%	£468,000
Arran	4%	£104,000

2.2 It was agreed that the CIF will support proposals and projects that connect with:

- The North Ayrshire Fair for All Strategy;
- The Community Planning Partnership and Locality priorities; and
- North Ayrshire Council's values, priorities and business objectives.
- Fulfil a compelling need and do not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

2.3 The proposal development and application process has been agreed as follows:

- Locality Partnerships should continue to engage with their communities and stimulate interest in the CIF. Each Locality Partnership will then strategically assess the applications, make links and look at the funding 'in the round.'
- If the partnership supports a bid then the group will be encouraged to submit a full application form, which they will decide upon before making a proposal to Cabinet for final approval.
- The finalised proposal will go to the next suitable Cabinet for final approval.

2.4 The enclosed applications have been developed by community partners and the North Ayrshire Council officers and are now recommended for approval by Cabinet. The proposals are as follows:

#### 2.4.1 The Irvine Locality Partnership

The allocation and funds committed to date are outlined in the table below.

<b>Irvine Locality Partnership Allocation</b>	<b>£754 000</b>
Digital Officer	£84 604
Vineburgh and Fullarton Community Enablers	£100 000

Irvine Newtown Men's Shed	£10,000
<b>Balance</b>	<b>£559 396</b>

### **Creation of Men's Shed: Irvine Harbourside Men's Shed (Appendix 1)**

The Irvine Harbourside Men's Shed has been developed with the help and support of the Scottish Maritime Museum to meet a need for local, retired men to recapture the camaraderie of the workplace as a key support for mental wellbeing and to alleviate loneliness. The Irvine Harbourside Men's Shed is now established as organisation in its own right and part of the Scottish Men's Shed Association (SMSA).

Men's Sheds are community spaces in place to encourage groups of men to get together and participate in activities that are normally found in a garden shed – from engineering to creative writing and everything in between – for the benefit of men's health and wellbeing.

The Irvine Harbourside Men's Shed was launched in September 2018 and has strong support from North Ayrshire Council, North Ayrshire Health and Social Care Partnership, The Ayrshire Community Trust and other key organisations in the benefit and need for such an organisation in the area. The Museum has employed a Learning and Access Officer on a three-year Robertson Trust funded project to set up a Men's Shed at the Museum. A formal partnership agreement between the Irvine Harbourside Men's Shed and the Scottish Maritime Museum is in place.

A key factor in creating a successful shed is having a safe, comfortable and useful space that the men can own and use it to do activities, with a small workshop space and social space that are linked together. The funding requested is for building adaptations to create the working and digital space for the group within premises leased by the Scottish Maritime Museum at 36B Kyle Road.

## **3. Proposals**

### **3.1 That Cabinet:**

- a) Reviews the enclosed application from the Irvine Locality Partnership in line with CIF criteria;
- b) Approves the CIF application in relation to the Irvine Harbourside Men's Shed, subject to satisfactory reports from Legal and Finance Services.

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

### **Financial**

4.1 CIF funding is allocated within existing resources.

### **Human Resources**

4.2 None.

### **Legal**

4.3 None.

## **Equality/Socio-economic**

4.4 The purpose of Locality Planning is to reduce inequalities, increase community cohesion and advance community empowerment. Each of the CIF proposals is tested against that purpose before being presented to Cabinet.

## **Environmental and Sustainability**

4.5 Environmental and sustainability issues are considered in relation to each CIF application.

## **Key Priorities**

4.6 The proposals contained within the report support the North Ayrshire Council Plan priorities:

- Active and strong communities
- Inclusive, growing and enterprising local economy
- People enjoy good life-long health and wellbeing.

## **Community Wealth Building**

4.7 The applications support the following pillars of community wealth building:

- Advancing community enterprises;
- Advancing local ownership of underused land and buildings;
- Making financial power work for local places; and
- Supporting local business activities and increasing the variety of ownership models.

## **5. Consultation**

5.1 The proposals contained within this report have been developed by the Locality Partnerships, through consultation with local people, including young people.

Audrey Sutton  
Interim Executive Director of Communities

For further information please contact **Rhona Arthur, Interim Head of Connected Communities**, on **01294 324415**.

## **Background Papers**

Appendix 1: CIF Application: Irvine Harbourside Men's Shed



## Appendix 1 - Community Investment Fund: Proposal to Cabinet

<b>Organisation name</b>	<i>Irvine Harbourside Men's Shed and the Scottish Maritime Museum</i>
<b>Brief details of organisation</b>	<p>Irvine Harbourside Men's Shed was founded in September 2018. They currently have 70 members and have a 7-member committee. The group is in the process of applying for Scottish Charitable Incorporated Organisation status.</p> <p>The group is supported by the Scottish Maritime Museum, whose objectives include a commitment to support education and lifelong learning to 'inform, educate and inspire'. Through the Museum's community engagement and volunteering schemes, the Museum noted the volunteers (including some retired, male ex-engineers) often cited their reason for volunteering as loneliness, to keep busy in their retirement or to recapture the camaraderie of the workplace.</p> <p>This led to the creation of this further Men's Shed in Irvine. Men's Sheds are community spaces in place to encourage groups of men to get together and participate in activities, normally found in a garden shed – from engineering to creative writing and everything in between – for the benefit of men's health and wellbeing. The group has had strong support from North Ayrshire Council, North Ayrshire Health and Social Care Partnership, The Ayrshire Community Trust and other key organisations in the benefit and need for such an organisation in the area. The Museum has employed a Learning and Access Officer on a three-year Robertson Trust-funded project to set up a Men's Shed at the Museum.</p>
<b>Locality</b>	Irvine
<b>Amount requested</b>	£10,000
<b>Brief overview of proposal</b>	<p>Irvine Harbourside Men's Shed have now signed a Partnership Agreement with the Scottish Maritime Museum along with a lease agreement for Kyle Road, allowing them to use half of the unit. The Men's Shed will pay £1.00 per year. The Museum's public liability and buildings insurance will suffice for the Men's Shed. Permission for this has been granted from NAC Estates Department.</p> <p>However, building adaptations are required to make the premises suitable for the group's activities. These adaptations have been approved by North Ayrshire Council's Building Control officers.</p>

	<p>The CIF funding will be used to pay for a professional tradesperson to undertake the work, including partitioning off half of the unit to create separate work spaces within this partitioned section. This will include a work shop area, a recreation area for activities such as model making/musical instrument practise etc and a break out room. The money will also be used to purchase equipment such as work benches, tools etc to be used within the Men's Shed for various activities and allow them to furnish the area. They will use the money to have any required electrical work undertaken and smoke detectors fitted where necessary.</p>
<b><i>Timescales</i></b>	Spring 2020
<b><i>Contact details</i></b>	Elaine Baxter, Locality Officer, Connected Communities



## NORTH AYRSHIRE COUNCIL

21 January 2019

### Cabinet

**Title:** **Small-Grant Awarding Participatory Budgeting**

**Purpose:** To seek Cabinet approval for proposals to implement small-grant awarding participatory budgeting approaches by Locality Partnerships.

**Recommendation:** That Cabinet:

- a) Agrees in principle proposals for small-grant awarding participatory budgeting approaches by Locality Partnerships;
- b) Authorises officers to conclude the development of the proposed process for funding disbursement with Locality Partnerships, to be implemented from 2020/21; and
- c) Reviews progress at the end of 2020/21.

### 1. Executive Summary

- 1.1 On 29 October 2019, Cabinet agreed that, while small-grant awarding participatory budgeting (PB) was of proven value in creating community cohesion, the distribution of Community Investment Fund (CIF) funds via this approach failed to deliver the core objectives of the CIF, especially in relation to the sustainability of projects and the attraction of external match funding.
- 1.2 Cabinet therefore remitted officers to identify alternative sources of funding for small-grant awarding PB approaches for Locality Partnerships for consideration at a future meeting.
- 1.3 Distributing small local grants using participatory approaches has benefits in terms of “systemising deliberative democracy,” building strong local networks and reducing time-intensive application review processes.
- 1.4 The streamlining of local grant processes through PB will allow the re-direction of officer time to support groups with external funding applications, developing funding knowledge and skills and stimulating interest in applying for funding. This will add value and increase external funding for local communities.
- 1.5 The proposed approach is for Locality Partnerships to take ownership of local grant funding to promote small-grant awarding PB within their locality, guided by local steering groups established by the Locality Partnership and supported by officers.

- 1.6 It is proposed that a safety net of 10% of the total relevant funds will be retained for assisting new groups to become constituted or for emergency funding situations and will be disbursed under the guidance of Locality Partnerships.

## **2. Background**

- 2.1 On 29 October 2019, Cabinet agreed that, while small-grant awarding participatory budgeting (PB) was of proven value in creating community cohesion, the distribution of Community Investment Fund (CIF) funds via this approach failed to deliver the core objectives of the CIF in relation to the sustainability of projects and attraction of external match funding. Cabinet remitted officers to identify alternative sources of funding for small-grant awarding PB approaches for Locality Partnerships for consideration at a future meeting.
- 2.2 The Community Empowerment (Scotland) Act 2015, Community Wealth Building and the Scottish Government's Open Government Action Plan all support the greater involvement of local people in democratic and community activities, increased participation in local financial decision-making and, in particular, the increased use of participatory budgeting approaches. Participatory budgeting is a democratic way for people to have a direct say on how public money is spent. A PB process gives people the opportunity to identify and discuss what matters to them in their communities and to vote on their priorities.
- 2.3 PB is a way of making sure that everyone who is affected by a decision on how money is spent has an opportunity to share their views and listen to others. It provides a space for sharing information and for everyone involved to develop their knowledge about how public finances work. PB is a way for people who live and work in communities to work together to make sure that public money is used to achieve the best possible results.
- 2.4 When it is done well, PB helps to:
- Build strong relationships between people, communities and public organisations;
  - Build trust between people and make joint action possible;
  - Encourage democratic participation by reducing barriers to involvement and making sure that everyone who wants to take part can do so;
  - Target resources to where they are most needed;
  - Encourage the testing of new ideas to help transform communities in a positive way; and
  - Make sure that everyone who is affected can see how decisions about budgets are taken, how money is spent, and what happens as a result.
- 2.5 The Scottish Government has set a target of 1% for the use of participatory budgeting methods in public funds by 2020. North Ayrshire is sector leading in relation to developing this way of working with communities and is now allocating a range of budgets to be spent in partnership with communities.
- 2.6 Locality Partnerships have been pivotal to North Ayrshire's success in moving local decision-making into communities. They have each established their own priorities in relation to addressing local inequalities. They have developed asymmetrical ways of working, including some sub-groups to lead planning of their work and development of CIF applications. They have been closely involved in the development of participatory

approaches including establishing steering groups to guide the latest round of disbursement of PB funding made available from a range of funders, including Big Lottery, HSCP and the Green Health Partnership. The criteria for funding awards have on occasion been based on Locality Partnership priorities. This has led to some recent CIF awards which have built upon small grant PB awards and demonstrate community interest in seeing projects develop and continue. The “Clearer Minds” young people’s mental health project in the North Coast Locality Partnership is a good example of this.

- 2.7 After consideration at Cabinet on 29 October, it was reaffirmed that the purpose of the Community Investment Fund (CIF) is to develop projects which:
- Fulfil a compelling local need;
  - Impact on reducing inequalities; and
  - Provide long-term, sustainable, positive results for the greatest number of people possible.
- 2.8 Cabinet also reinforced the value of small grant awarding PB to local communities and remitted officers to identify alternative sources of funding for small-grant awarding PB options for Locality Partnerships.
- 2.9 North Ayrshire Council has responsibility for the disbursement of a number of community funds, Common Good Funds, historic charitable town trusts and other financial resources for the purpose of making payments to local organisations or individuals from within the area in terms of the relevant grant criteria.
- 2.10 For many years the grants have been distributed through a traditional application process, which has recently been analysed and found to be overly time-consuming for the small amounts of funding involved. The recent review revealed that the current processes of application, support, assessment, distribution and monitoring involves 7 officers in 23 different processes. The officers’ assessments are then considered by Locality Partnerships for approval. The approval of some funds, such as the Town Charitable Trusts, require Cabinet or Council approval. The value of the awards rarely exceeds £1,000. Ongoing reductions in the amount of officer resource available may in future reduce the effectiveness of this system.
- 2.11 Distributing small-grants using participatory approaches involves local people in understanding financial management and budgetary pressures, systemising deliberative democracy at a local level and reducing time-intensive processes. The value and importance of this approach has been proven in North Ayrshire since its introduction in 2016. Previous small-grant awarding participatory budgeting processes and events have proven popular, with extensive community participation, far exceeding that shown in the traditional grant application processes. Local networks have grown and developed and joint projects have emerged as a result of local collaborations. These PB approaches are described in Appendix I.
- 2.12 Given their pivotal role in moving local decision-making into communities and the experience which Locality Partnerships have in using participatory approaches, it is proposed that they take responsibility for setting the criteria and allocating small grants via PB. It is proposed that the Locality Partnerships would each be supported by Council officers to establish a steering group, comprising of elected and community members, including community councils, to organise small-grant awarding PB events. This would be done within the existing North Ayrshire Council small-grant awarding framework

which has been developed and used in previous rounds of PB and adopted by other local authorities to ensure rigour and consistency.

2.13 It is proposed that the role of the steering group (supported by Council officers) would be to:

- Design the grant criteria, aligned with Locality priorities;
- Issue the call for applications;
- Assess the bids;
- Apply for further funding to reinforce local funds;
- Organise small grant awarding PB events to distribute local funds and build community cohesion and leadership; and
- Monitor the impact of the grants.

2.14 It is proposed that the following funds be allocated via small grant awarding PB:

- Nurturing Excellence in Communities Fund (90%, with 10% of the total fund retained by Locality Partnerships for emergency situations);
- Youth Action Funds – which are already distributed via this approach and which would in future be more closely aligned to Locality Partnerships; and
- Nurturing Excellence in Arts and Culture.

2.11 The value of the NAC funds which are proposed for distribution via participatory approaches in the first phase include:

Nurturing Excellence in Communities Fund	£	97,377
Youth Action– already distributed via this approach	£	50,000
Nurturing Excellence in Arts & Culture	£	6,808
<b>Total</b>	<b>£</b>	<b>154,185</b>

2.13 It is acknowledged that community groups and organisations cannot always foresee financial demands to fit with the timing of a small grant awarding community PB event. This might be because they are newly established or have a specific pressure.

2.14 It is therefore proposed to retain 10% of the Nurturing Excellence in Communities Fund centrally to respond to requests for support by local groups or new groups which require an intervention out with the PB process.

2.15 Remaining local funds include the following:

Elderly Grants	£	59,530
Common Good Funds	£	77,877
Town Charitable Trust Funds	£	45,688
Margaret Archibald Bequest Fund	£	8,730
Speirs Trust	£	3,336
Community Benefit Fund	£	32,355
Nurturing Excellence in Sport	£	8,644
<b>Total</b>	<b>£</b>	<b>236,160</b>

2.16 These funds already have specific criteria attached. It is proposed that these continue to be disbursed via current methods for the time being.

2.17 Proposed funding allocations for Locality small grant awarding PB, allocated pro-rata by population is as follows:

Locality	Nurturing Excellence in Communities – 10% emergency fund	Youth PB	Nurturing Excellence in Arts & Culture	Total available
Arran	£2,937	£1,672	£250	£4,859
Garnock Valley	£13,391	£7,641	£1040	£22,072
Irvine	£25,187	£14,372	£1948	£41,507
Kilwinning	£11,174	£6,375	£870	£18,419
North Coast & Cumbraes	£13,706	£7,820	£1050	£22,576
Three Towns	£21,244	£12,120	£1650	£35,014
<b>Emergency Fund</b>	£9,738			£9,738
<b>Total</b>	<b>£97,377</b>	<b>£50,000</b>	<b>£6,808</b>	<b>£154,185</b>

2.18 The introduction of the steering groups and small grant awarding PB events, together with streamlining the officer requirement for reporting and monitoring small grants, would result in the release of officer time to support groups with external funding applications, develop funding knowledge and skills and stimulate interest in applying for funding.

### 3. Proposals

3.1 It is proposed that Cabinet:

- Agrees in principle proposals for small-grant awarding participatory budgeting approaches by Locality Partnerships;
- Authorises officers to conclude the development of the proposed process for funding disbursement with Locality Partnerships, to be implemented from 2020/21; and
- Reviews progress at the end of 202/21.

### 4. Implications/Socio-economic Duty

#### **Financial**

4.1 Local grant funding based on the funds included in the above proposals is currently agreed by Locality Partnerships. The proposed change of approach would be implemented within existing resources, systemising deliberative democracy through local community participatory budgeting in the allocation of £154,185 of Council funding. Finance is involved on an ongoing basis in assessing the appropriateness and probity

of small grant awarding PB in North Ayrshire and their support would be sought in designing further processes. Council officers will continue to monitor and evaluate financial expenditure.

### **Human Resources**

- 4.2 The introduction of small steering groups and focused small grant awarding participatory budgeting events, together with streamlining the officer requirement for reporting and monitoring small grants, would result in the release of some officer time for supporting groups with external funding applications, developing funding knowledge and skills and stimulating interest in applying for funding.

### **Legal**

- 4.3 No changes are proposed to the governance arrangements for the making of PB grants. In strict governance terms the Council cannot delegate powers to a Locality Partnership. Accordingly, in common with the Community Planning Partnership, 'decisions' of Locality Partnerships are authorised using the delegated powers of Officers. In relation to PB grants both expectation and practice is that the relevant officer will rubber-stamp the Locality Partnership's recommendation, unless its recommendation is outwith the grant purposes.

### **Equality/Socio-economic**

- 4.4 The purpose of Locality Planning is to reduce inequalities, increase community cohesion and advance community empowerment. It is envisaged that small grant proposals are aligned with the Locality Partnerships' priorities which are based on addressing local needs.

### **Environmental and Sustainability**

- 4.5 Improving the Environment are priorities in the Three Towns and Kilwinning Locality Partnership. Individual applications are likely to specifically address the environment and sustainability issues

### **Key Priorities**

- 4.6 The proposals contained within the report support the North Ayrshire Council Plan priorities:
- Active and strong communities
  - Ensuring children and young people have the best start in life
  - Inclusive, growing and enterprising local economy
  - People enjoy good life-long health and wellbeing.

### **Community Wealth Building**

- 4.7 Local grants support the following pillars of community wealth building:
- Advancing community enterprises;
  - Advancing local ownership of underused land and buildings; and

- Supporting local business activities and increasing the variety of ownership models.

## **5. Consultation**

- 5.1 The proposals contained within this report have been developed in response to CIF small grant awarding participatory budgeting projects brought forward by the Locality Partnerships, through consultation with local people, including young people. The proposals aim to increase participation in local democracy and budget allocation involving more local people than is currently the case within the current process.

Audrey Sutton  
Interim Executive Director of Communities

For further information please contact **Rhona Arthur, Interim Head of Connected Communities**, on **01294 324415**.

### **Background Papers**

Appendix 1 - Locality Partnership involvement in distributing small grants via participatory budgeting



## Appendix II

### **Locality Partnership involvement in distributing small grants via participatory budgeting**

The Locality Partnerships have helped to develop and deliver two rounds of participatory budgeting. In 2016/17 6 events allocated £103,500 to 152 groups, with 788 people voting at events utilising the 'Dragon's Den Approach'.

A second round concluded in March 2019, using a 'Market Place approach'. This time 103 projects were funded, with £136,406 allocated and 2413 people have voted. Projects funded all supported Locality Planning Partnership Priorities and the process was guided by Locality participatory budgeting steering groups; who were involved in decision making at all stages of the process. Voting was open to anyone aged 8 and above, who lives, works, studies or volunteers in North Ayrshire.

Partnership and thematic approaches to participatory budgeting have also been successful. The funding for participatory budgeting has been a mixture of NAC, Scottish Government, The Ayrshire Community Trust and Health and Social Care Partnership. In 2019, an additional pot of funding, of £30k, from the Green Health partnership, was distributed to 27 projects, with £5k available for bids at each Locality event. A successful Food-themed participatory budgeting event took place in June 2019, with 31 groups taking part.

Young People have taken part in their own process in large numbers. Three rounds, with a pot of £50k per event have taken place. Latterly these have been 100% digital, with projects uploaded onto the Young Scot Website and voting via the same site. Young People aged 8-25 are able to vote using their Young Scot card, or a unique temporary number. In February 2018, 6814 voted on projects supporting Year of Young People Themes. In November 2018, the focus was on Year of Young People Legacy Projects, this was another hugely successful initiative, with 6468 young people voting, the largest such event in Scotland that year.

### **Locality Partnership involvement in distributing small grants via participatory budgeting**

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## NORTH AYRSHIRE COUNCIL

21 January 2020

### Cabinet

**Title:** Award of Upgrade of External Building Fabric at Lambie Court and O'Conner Court, Saltcoats

**Purpose:** To advise Cabinet of the result of the tendering exercise for the Upgrade of External Fabric at Lambie Court and O'Conner Court, Saltcoats

**Recommendation:** Agree to approve the award of the contract to MP Rendering Ltd

### 1. Executive Summary

- 1.1 North Ayrshire Council requires to establish a new contract for the Upgrade of the External Building Fabric at Lambie Court and O'Conner Court, Saltcoats. The upgrade includes the replacement of the existing insulated render systems and the replacement of windows and frames.
- 1.2 In order to comply with EU Procurement Directives, Public Contracts (Scotland) Regulations 2015, The Procurement Reform (Scotland) Act 2014, the Procurement (Scotland) Regulations 2016 and the Council's Standing Orders Relating to Contracts a formal tendering exercise was undertaken.
- 1.3 The Contract term is for 40 weeks.

### 2. Background

- 2.1 A formal contract notice was advertised on 8th November 2019 under the Open procedure on Public Contracts Scotland and the procurement exercise was carried out via the PCS-Tender System. The return date for the Tender was 12 noon on 29th November 2019.
- 2.2 The contract notice attracted 18 expressions of interest of which 6 submitted a tender response.
- 2.3 The 6 tenders received were evaluated against the stated evaluation criteria of 80% Cost and 20% Quality

### **3. Proposals**

3.1 It is proposed that the contract is awarded to MP Rendering Ltd.

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

#### **Financial**

4.1 The total value of the overall Contract is £1,533,902.18. A budget of £2,400,000 is available for this requirement.

#### **Human Resources**

4.2 None.

#### **Legal**

4.3 In order to comply with EU Procurement Directives, Public Contracts (Scotland) Regulations 2015, The Procurement Reform (Scotland) Act 2014, the Procurement (Scotland) Regulations 2016 and the Council's Standing Orders Relating to Contracts a formal tendering exercise was undertaken.

#### **Equality/Socio-economic**

4.4 None.

#### **Environmental and Sustainability**

4.5 A sustainability test was carried out and the results were embedded in to the tender document.

#### **Key Priorities**

4.6 North Ayrshire Council Plan - Inspiring Place:  
Affordable, modern and well-designed homes that meets residents' needs

#### **Community Wealth Building**

4.7 Procurement - Community benefits were a minimum condition of this tender and successful tenderers will deliver the following community benefits over the duration of the contract:

- 125 weeks of Employment (3 jobs)
- Mentoring opportunities / workshops will be delivered to Third Sector Organisations.
- A Work placement for a minimum of 5 days for an S4, S5 or S6 pupil from a North Ayrshire School

Employment – The successful bidder is a living wage accredited employer.

Land and Assets – None

Financial Power - None

Democratic Ownership – None

## **5. Consultation**

- 5.1 There was consultation with Professional and Technical advisors throughout the tender process.

Laura Friel  
Executive Director (Finance and Corporate Support)

For further information please contact **Mark Milligan, Assistant Procurement Officer**, on **01294 324012**.

### **Background Papers**

NAC5005 Tender Outcome Report