

Cunninghame House,
Irvine.
17 August 2017

Audit and Scrutiny Committee

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 22 AUGUST 2017** at **10.00 a.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

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 (Page 7)

The accuracy of the Minutes of the meeting of the Audit and Scrutiny Committee held on 30 May 2017 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

3. Call In: Closure of Arran Public Toilets (Page 15)

Submit report by the Chief Executive on a Call In Request received in respect of the decision taken by the Cabinet at its meeting on 20 June 2017 in respect of the report on the Petition in respect of the Closure of Arran Public Toilets (copy enclosed).

- 4. Internal Audit Reports Issued (Page 51)**
Submit report by the Executive Director (Finance and Corporate Support) on the findings of Internal Audit work completed between 1 May and 31 July 2017 (copy enclosed).
- 5. Internal Audit and Corporate Fraud Action Plans: Quarter 1 update (Page 73)**
Submit report by the Executive Director (Finance and Corporate Support) on the progress made by Council services in implementing the agreed actions from Internal Audit and Corporate Fraud reports as at 30 June 2017 (copy enclosed).
- 6. Local Scrutiny Plan and National Scrutiny Plan 2017/18 (Page 81)**
Submit report by the Executive Director (Finance and Corporate Support) on the Local Scrutiny Plan (LSP) for 2017/18 prepared by the Local Area Network of external scrutiny bodies and the National Scrutiny Plan, which brings together all LSPs and is prepared by the Strategic Scrutiny Group (copy enclosed).
- 7. Audit Scotland Housing Benefit Performance Audit annual update 2016/17 (Page 111)**
Submit report by the Executive Director (Finance and Corporate Support) on the findings of Audit Scotland's review of Housing Benefit Performance Audit annual update 2016/17 (copy enclosed).
- 8. End of year 2016/17 Progress Reports - Council Plan/Directorate Plans (Page 133)**
Submit report by the Chief Executive on the Council Plan 2015/20 and Directorate Plans 2015/18 as at 31 March 2017 (copy enclosed).
- 9. 2016/17 Complaint Report (Page 287)**
Submit report by the Executive Director (Finance and Corporate Support) on the volumes and trends of complaints in financial year 2016/17 and the improvement actions undertaken by the services (copy enclosed).
- 10. Maximising Attendance Trends (Page 321)**
Submit report by the Executive Director (Finance and Corporate Support) on sickness absence for the period 2012/13 – 2016/17 (copy enclosed).
- 11. Urgent Items**
Any other items which the Chair considers to be urgent.

EXEMPT INFORMATION

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

Non Disclosure of Information

In terms of Standing Order 19 (Disclosure of Information), the information contained within the following report is confidential information within the meaning of Section 50A of the 1973 Act and shall not be disclosed to any person by any Member or Officer.

12.1 Corporate Fraud Reports Issued

Submit report by the Executive Director (Finance and Corporate Support) on the findings of Corporate Fraud investigations completed between 1 May and 31 July 2017

Audit & Scrutiny Committee

Sederunt:

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

Chair:

Attending:

Apologies:

Meeting Ended:

Audit and Scrutiny Committee
30 May 2017

Irvine, 30 May 2017 - At a Meeting of the Audit and Scrutiny of North Ayrshire Council at 10.00 a.m.

Present

Marie Burns, Joy Brahim, Margaret George, Alan Hill (Items 1 - 4), Tom Marshall, Donald Reid and John Sweeney

In Attendance

E. Murray, Chief Executive; L. Friel, Executive Director, P. Doak, Senior Manager (Internal Audit, Risk and Performance) D.Forbes, Senior Manager (Financial Management), S. Humphries, Chief Benefits and Revenues Officer (Finance and Corporate Support); A. McClelland, Interim Head of Service (Learning and Improvement)(Education and Youth Employment); Y. Baulk, Head of Service (Physical Environment) (Place); S. Brown, Interim Director (Children, Families and Criminal Justice); C. McAuley, Head of Service (Economic Growth); A. Fraser, Head of Democratic Services, H. Clancy, Committee Services Support Officer, E. Gray, Committee Services Support Officer and A. Little, Committee Services Officer (Chief Executive's).

Also In Attendance

P. Kenny (Deloitte), H. Paton (Principal Petitioner), B. Calderwood (Arran Community Council), J. Howe (Pierhead Tavern), K. Forsyth (Petitioner) and Councillor Billings.

Chair

Councillor Burns in the Chair.

1. Declarations of Interest

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

2. Order of Business

In terms of Standing Order 9.4, the Chair agreed to vary the order of business to allow consideration of Item 12 - Audit Scotland: A Review of Housing Benefit Fraud Investigation Liaison Arrangements in Scotland, following Item 4 on the agenda.

3. Petitions

3.1 Petition relating to the Closure of Arran Public Toilets

Submitted report by the Chief Executive on a petition of 10 signatures, supported by 2,000 online signatures, that had been received requesting that the Council reconsiders the closure of Arran Public Toilets. Appendix 1a to the report provided details of a letter from Pierhead Tavern, Lamlash, requesting that the decision be reconsidered. The letter was accompanied by a further 194 signatures.

Correspondence, posters and a further 100 signatures were attached at Appendix 1b to the report. Appendix 1c to the report outlined email correspondence from a constituent of Councillor Billings. The Executive Director (Place) provided a briefing note on the background to the closure of public toilets and this was appended at Appendix 2 to the report.

The principal spokesperson, Hilary Paton, asked the Committee to reverse the decision of the previous administration. She referred to her childhood holidays on the island and that she had worked and lived on Arran during school and university holidays. Mrs Paton, her husband who had been born and raised on Arran and their two young children are frequent visitors to Arran. The closure of the toilets will be an inconvenience to all visitors and residents on Arran, including families with young children, those who have medical conditions and elderly people. The decision to close the toilets will have a detrimental effect on the islands tourism and local businesses, the environment and public health

Ms Jane Howe, owner of Pierhead Tavern, Lamlash reported that since the toilets in Lamlash have closed, she has had up to 40 people a day using the facilities in her establishment. Other local establishments have now placed a restriction on the use of their facilities and whilst Ms Howe does not want to turn people away, her business is not a replacement for the public facilities that have been closed. She placed a petition within her establishment and received over 400 signatures in support of the toilets being reopened. She urged the Committee to rethink the decision that had been taken.

Bill Calderwood, Arran Community Council, referred to a number of meetings that had taken place that have resulted in the Asset Transfer of toilet facilities to the communities of Whiting Bay, Kilmory, Sandbraes and Glen Sannox. For a number of reasons, other Arran villages were not in a position to progress to an Asset Transfer and have requested further time to explore all available options. He referred to the dispersal of the £3.1m Community Investment Fund to the Locality Planning Partnerships that would allow officers to work with the community on alternative proposals and called for the Council to reverse its previous decision, as it had in respect of the toilets in Ardrossan and Saltcoats

Councillor Billings expressed the view that the toilets are a valued part of the infrastructure that are much appreciated by the large number of visitors to Arran. Lochranza is a main transport hub within the island and with no other toilet facilities for 11 miles, requires public toilets for departing and arriving ferry passengers. He referred to the Council Plan which states "We are hugely ambitious for North Ayrshire and its residents and are committed to making sure the areas reaches its fullest potential". He also referred to the Plan's priorities such as growing our economy, increasing employment and regenerating towns and to have sustainable island communities and asked that the Council work with the people and businesses of Arran to find an alternative to the closure of the toilet facilities.

The Head of Service (Physical Environment) referred to the written update that provided information on the closure of the public toilets in North Sannox, Blackwaterfoot, Lochranza, Lamblash and Brodick. The update also gave details of the progress of arrangements for the asset transfer of the public toilets at Cumbrae, Irvine Beachpark, West Kilbride, Whiting Bay, Kilmory, Sandbraes and Glen Sannox.

Members asked questions and received information from the Petitioners on the following areas:-

- that the volume of users, the existing condition and the costs to upgrade the toilets in Brodick had resulted in a lack of interest in this facility;
- that one size does not fit all and some local communities require more time to work with the Council to find alternatives to the closure of toilets;
- that communities had examined a range of options in order to take over these facilities, including income streams and running costs; and
- the location of the toilet provision at Blackwaterfoot that requires to be explored further.

Members asked questions and were received information from officers on the following areas:-

- the high cost of Pay as You Go facilities that had discounted this scheme as a replacement for existing facilities;
- that seasonal opening of facilities could be examined as an option for some areas; and
- the budget saving that comprised mainly staff costs, including water, rates, utility and cleaning costs, but excluded building maintenance costs.

Councillor Hill, seconded by Councillor Marshall, moved that the Committee refer the petition to Cabinet for its consideration. There being no amendment, the motion was carried.

Accordingly, the Committee agreed to refer the petition to Cabinet for its consideration.

4. Directorate Plans 2017/18 Update

Submitted report by the Chief Executive on the Council's 2017 update on the 2015/18 Directorate Plans. Appendices 1-5 set out the Directorate Plan for Democratic Services, Finance and Corporate Support, Education and Youth Employment, Economy and Communities, and Place, respectively. The 2015/18 Strategic Plan for the Health and Social Care Partnership, which was approved in August 201, was attached at Appendix 6.

Members asked questions, and received further information, on the following:-

Democratic Services

- the retirement of the Communications and Members Services Manager and the interim appointment of two members of staff to the post of Acting Senior Communications Manager;

Finance and Corporate Support

- the development of a robust marketing campaign to encourage the take up of ebilling for Council Tax;
- work that will be done to address the sickness absence rate;
- the percentage of Council Tax and business rates collected in the year that is on target;
- the development of digital access channels, including the 'Report It' smartphone app;
- the ICT Security Policy framework that addresses cyber risk; and
- assistance that is provided to those who are unable to access services digitally.

Education and Youth Employment

- reducing the attainment gap for children from disadvantaged groups and information that can be broken down by Scottish Index of Multiple Deprivation (SIMD) areas; and
- the Modern Apprenticeship Programme that will provide 250 places over a 3 year period.

Councillor Hill left the meeting at this point.

Economy and Communities

- work that will be done to assist business start ups who are interested in securing properties the Council have marketed for sale;
- the national method of calculating tourism numbers that can result in fluctuations in statistics; and
- details of the proposals for the strategic outcomes that will be presented to a future meeting of Cabinet.

Place

- temporary accommodation that can be provided on a short term tenancy to tenants;
- the identification of specific homes as suitable for use as temporary accommodation;
- monitoring of temporary accommodation properties and reclassification of these properties if required; and
- information that will be provided to Members on the number of people assisted within North Ayrshire as part of the five programmes of resettlement for Refugees, Asylum Seekers and Unaccompanied Asylum seeking Children that the Home Office and COSLA asked the Council to assist with;

- changes to the housing allocation policy that would be reported to Cabinet;
- Housing Induction for Councillors on 30 June 2017, that will include information on sheltered housing; and
- a review of street cleaning that will be undertaken.

North Ayrshire Health and Social Care Partnership

- 'What Matters to You' day on 6 June 2017 that will encourage and support more meaningful conversations between people who provide health and social care and the people, families and carers who receive these services

The Committee agreed to (a) note the 2017 updates of the 2015/18 Directorate Plans at Appendices 1-5 that will be reported to Cabinet for approval on 23 May 2017, (b) receive 6-monthly progress reports and, (c) note the Health and Social Care Partnership's Strategic Plan at Appendix 6; and (d) note that information on the number of people assisted within North Ayrshire as part of the Refugees, Asylum Seekers and Unaccompanied Asylum Seeking Children will be provided to Members directly.

12. Audit Scotland: A review of Housing Benefit Fraud investigation liaison arrangements in Scotland

Submitted report by the Executive Director (Finance and Corporate Support) on (a) the findings of Audit Scotland's review of housing benefit fraud liaison arrangements in Scotland, as set out in Appendix 1 to the report; and (b) examples of good practice and recommendations alongside the Council's position, as set out in Appendix 2 to the report.

Members asked questions and were provided with further information in relation to existing regulations that do not require an application for Housing Benefit to be dependent on Landlord Registration for that particular property

Noted.

4. Annual Governance Statement 2016/17

Submitted report by the Executive Director (Finance and Corporate Support) on the Council's Annual Governance Statement for 2016/17 which was attached at Appendix 1 to the report. The Annual Governance Statement will be included in the Annual Accounts and outlined the governance framework in place and changes made to strengthen the framework during 2016/17.

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

5. Accounting Policies 2016/17

Submitted report by the Executive Director (Finance and Corporate Support) on the most significant changes to the Accounting Policies for 2016/17, outlined in Appendix 1 to the report, and the accounting policies which will be adopted in the preparation of the Council's annual accounts for the year to 31 March 2017, detailed in Appendix 2 to the report.

The Committee agreed to approve the accounting policies as detailed in Appendix 2 to the report.

6. Internal Audit Reports issued

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of Internal Audit work completed between 1 November 2016 and 30 April 2017. The findings from seven audit assignments were detailed at Appendix 1 to the report, together with their respective executive summary and action plans.

The Committee agreed to note the outcome from the Internal Audit work carried out during the period.

7. Internal Audit Annual Report 2016/17

Submitted report by the Executive Director (Finance and Corporate Support) on the Internal Audit Annual Report 2016/17 (Appendix 1) that outlined the performance and main findings of Internal Audit during 2016/17 and the governance, risk management and internal control environment of the Council.

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

- actions that have now been completed in respect of compliance with procurement regulations by the Health and Social Care Partnership;
- the publication of the annual Audit Plan, which outlines the service areas to be audited, the anticipated timescales for each audit and early completion of audits that frees up time to undertake other work, including unplanned investigations

Noted

8. Internal Audit and Corporate Fraud Action Plans: Quarter 4 Update

Submitted report by the Executive Director (Finance and Corporate Support) on the progress made by Council services in implementing the agreed actions from Internal Audit and Corporate Fraud reports as at 31 March 2017.

Members asked questions and were provided with further information in relation to an update that will be provided at the next meeting by the Executive Director (Education and Youth Employment) in respect of the outstanding action - Teaching staff with access to IT equipment should read and sign the Corporate Acceptable

Computer Use Policy.

Noted.

8. External Audit Plan 2016/17

Submitted report by the Executive Director (Finance and Corporate Support) on the External Audit plan for 2015/16, attached at Appendix 1, which summarised Deloitte LLP's assessment of the key risks and challenges facing the Council and the audit work proposed in the 2016/17 financial year.

Members asked questions and were provided with further information in relation to the current level of unallocated reserves that has not been considered as a significant risk.

Noted

9. External Audit Action Plans: Quarter 4 update

Submitted report by the Executive Director (Finance and Corporate Support) which provided (a) information on the progress made in implementing the agreed action plans arising from the external audit of the Council's 2014/15 and 2015/16 accounts; and (b) details of all the incomplete actions, along with the latest management comments (Appendix 1).

Noted.

10. Audit Scotland report: Local Government in Scotland: Performance and Challenges 2017

Submitted report by the Executive Director (Finance and Corporate Support) which highlighted the key messages and issues from the Audit Scotland national report 'Local Government in Scotland: Performance and Challenges 2017' which was attached at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to a range of briefing sessions that will be provided for Members to ensure they have the knowledge and skills to enable them to fulfil their role effectively.

Noted.

12. Corporate Fraud Annual Report 2016/17

Submitted report by the Executive Director (Finance and Corporate Support) on the work of the Corporate Fraud team during 2016/17, which included information on the internal and external investigations undertaken, an agreement with East Ayrshire Council to extend the reach of the Team to cover the East Ayrshire area and the success of the Team in winning the award for 'Team of the Year' at the Finance and Corporate Support Awards and details of future planned work during 2017/18.

Noted.

14. Strategic Risk Register 2017/18 and Risk Management Framework

Submitted report by the Executive Director (Finance and Corporate Support) which provided details of (a) a review of the Strategic Risk Register undertaken for 2017/18 and the addition of 3 new strategic risks, namely Health and Safety, Information and Brexit, that was attached at Appendix 1 to the report; and (b) a review of the Risk Management Framework, that revised the Policy and Strategy to enhance the role of the Corporate Risk Management Group in co-ordinating risk management activity and implementing a risk management and attached at Appendix 2 to the report.

Noted.

16. Exclusion of the Public

The Committee resolved, in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting, the press and public for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 7A of the Act.

16.1 Investigation Reports issued

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of investigations completed by Internal Audit and the Corporate Fraud team between 1 February and 30 April 2017. Appendix 1 to the report provided an executive summary and action plan from each of the investigations concluded.

Members asked questions and were provided with further information in relation to management actions to address the issues outlined in the reports.

Noted.

The meeting ended at 12.45 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

22 August 2017

Audit and Scrutiny Committee

Title: **Call In: Closure of Arran Public Toilets**

Purpose: To allow the Committee to consider a Call In Request in respect of the decision taken by Cabinet at its meeting on 20 June 2017 about the Petition relating to the Closure of Arran Public Toilets.

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

1. Executive Summary

1. Executive Summary

- 1.1 In terms of the Scheme of Administration (Section 24), the Audit and Scrutiny Committee has a remit to consider Call in Requests and invite at least one of the Members who has requested the reference to Call In to attend the Committee to explain the request.
- 1.2 This report sets out the background to the Call In Request in respect of the decision taken by Cabinet at its meeting on 20 June 2017 relating to the report on the Petition about the Closure of Arran Public Toilets.

2. Background

- 2.1 At its meeting on 30 May 2017, the Audit and Scrutiny Committee considered a report on a petition, signed by at least 10 petitioners and supported by approximately 2,000 online signatories, asking the Council to reconsider the closure of Arran public toilets. The terms of the petition and supporting documentation were outlined in Appendix 1 to the report. The Executive Director (Place) provided a briefing note on the background to the matter, which was set out at Appendix 2. The Committee heard from a number of the Petitioners and Councillor Billings in support of the petition and asked questions and received information from the Petitioners and officers of the Council. The Committee agreed to refer the petition to Cabinet for its consideration.

- 2.2 The Cabinet, at its meeting on 20 June 2017, considered a report on the outcome of the Audit and Scrutiny Committee's consideration of the petition in relation to Arran toilets and heard from the principal petitioner, Mr Calderwood, and the Head of Service (Physical Environment). The Cabinet agreed to make no change to the decision of Council on 17 February 2016 and to support the continued work between Facilities Management, Connected Communities and the local community groups on Arran.
- 2.3 A request was received in terms of the Call In procedure set out in the Council's Scheme of Administration and Standing Orders, that the Scrutiny and Petitions Committee examine the decision taken by the Cabinet.
- 2.4 The Call In request, which was signed by Councillors Billings, Gallacher and Stephen, is in the following terms:-

"Reason for Call In - The closure of the toilets is causing real hardship that the Council has not recognised. Arran is a rural community with a very large number of visitors. The lack of public toilets in key sites is causing public nuisance and is a threat to public health.

A proposal for funding the toilets was put forward that was not investigated or considered.

The closure of the toilets was designed to save money, however, there is a possibility that no actual saving has been achieved, in which case the toilets could be reopened at no cost. The staff involved has been 'allocated other duties'.

The Council continues to avoid making a statement that the provision of publicly available toilet facilities, and there is nothing that requires the Council to take toilet provision in to account when making decisions about future developments or plans for public spaces or infrastructure.

Desired Outcome - to confirm that a real saving has been made in closing the toilets on Arran, and to explain how that saving has been made.

To fully investigate the possible use of the Community Investment Fund to pay for reopening the 4 closed toilets.

To obtain agreement that the provision of public toilets is an essential part of community planning, and that the Council develops a strategy that ensures the provision of publicly available toilets is enshrined in the Councils approach to community planning.

- 2.5 A copy of the original report presented to the Cabinet on 20 June 2017 is attached as Appendix 3 to the report. Appendix 4 provided an updated briefing note that has been provided by the Executive Director (Place).
- 2.6 The Call In request is valid for consideration by the Committee. The request was received within the appropriate timescale, it was signed by three Elected Members and details were provided on both the reason for the Call In and the desired outcome.
- 2.7 The Elected Members who have submitted the Call In will be invited to address the Audit and Scrutiny Committee to explain the Call In request. The appropriate Cabinet Member, accompanied by senior officers, will then be invited to clarify the reasons for the decision. The Committee will have an opportunity to ask questions of both parties and of those officers in attendance.
- 2.8 The Committee will then debate the Call In request and decide whether or not it agrees with the decision of the Cabinet.
- 2.9 Where the Committee does not agree with the decision of the Cabinet, the matter will be referred to the next meeting of the Cabinet with recommendations from the Audit and Scrutiny Committee for alternative action. The Audit and Scrutiny Committee therefore has to:-
- i) decide if it agrees or not with the decision of the Cabinet; and
 - ii) consider what alternative action the Committee would recommend to the Cabinet if it does not agree with the decision.
- 2.10 When the matter is considered by the Cabinet, the Chairperson or another member of the Audit and Scrutiny Committee will have the right to attend the Cabinet and speak in support of any recommendation.
- 2.11 In the event the Cabinet declines to accept the recommendation from the Audit and Scrutiny Committee the matter will be referred to the next meeting of the Council for determination. The decision of the Council will be final.

3. Proposals

- 3.1 It is proposed that the Committee considers the Call In Request.

4. Implications

Financial:	None arising from this report.
Human Resources:	None arising from this report.
Legal:	None arising from this report.
Equality:	None arising from this report.
Environmental & Sustainability:	None arising from this report.
Key Priorities:	None arising from this report.
Community Benefits:	None arising from this report.

5. Consultation

5.1 No further consultation has been undertaken in compiling this report.



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

NORTH AYRSHIRE COUNCIL

Agenda Item 2.1

30 May 2017

Audit and Scrutiny Committee

Title:	Petition relating to the Closure of Arran Public Toilets
Purpose:	To advise the Committee of the terms of a petition in respect of the Closure of Arran Public Toilets
Recommendation:	That the Committee considers the terms of the petition and agrees, or otherwise, to make a recommendation to the Cabinet.

1. Executive Summary

- 1.1 In terms of the Scheme of Administration, the Audit and Scrutiny Committee has a remit "To receive all petitions and deputations submitted to the Council except those relating to the Council's planning functions, which shall be considered by the Planning Committee. The arrangements for receiving petitions are as set out in Appendix B to the Standing Orders relating to Meetings and Proceedings of the Council and Committees".
- 1.2 This report sets out the background to a petition signed by at least 10 petitioners and supported by more than 2,000 online signatories in relation to the Closure of Arran Public Toilets.

2. Background

- 2.1 The petition, signed by at least 10 petitioners and supported by approximately 2,000 online signatories, asks in the following terms that the Council reconsiders the closure of Arran public toilets:-

"Stop the Closure of Arran's Public Toilets.

This is a beautiful island which relies heavily on tourism. Tourism is successful on this island because we provide facilities which help tourists enjoy their visit. Whether its a day trip or a week. This petition was started to persuade you, the decisions makers, that these facilities are a valued part of the infrastructure on the island.

As you can see many people who have signed the petition are keen to keep the public conveniences, they include families, older folks, people with medical conditions, disabilities, cyclists, walkers, locals, delivery drivers, business owners, visitors, tourists, and normal everyday visitors to this island.

As a visitor and sometime resident of the Island of Arran over the last 40 years, I have been saddened to learn that NAC is planning to shut the majority of the islands toilets.

I now have young children and our days out around the island are planned around access to toilets and facilities. As you will see from the comments attached to this petition, others feel the same, in fact 1131 people to be exact. Visitors, tourists, residents and workers on the island all use these toilets and are astonished as am i that they will be either closed completely or forced to use toilets in shops. This is not a practical solution to the problem, neither is asking communities to adopt the toilets. Closing these toilets will send out a message to visitors that we are not a welcoming community and make days out doubly difficult for the elderly, unwell and those who have disabilities - as well as young children. People have huge choice of holiday destination nowadays and will simply not return if the facilities are not up to scratch.

Please reconsider this decision and keep Arran open and inclusive for all visitors as well as business.

I implore you to keep Arran's toilets OPEN!"

- 2.2 Supporting documentation has also been submitted in respect of the petition:-

Appendix 1a - letter from the Pierhead Tavern (Lamlash) (which was accompanied by a further 194 signatures, available for inspection as background papers)

Appendix 1b - correspondence and posters submitted by the lead petitioner (accompanied by some further 100 signatures and a copy of the electronic petition, available for inspection as background papers)

Appendix 1c - email correspondence from a constituent of Councillor Timothy Billings

- 2.3 The Executive Director (Place) has provided a briefing note on the background to this matter, which is set out at Appendix 2.

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

3. Proposals

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

4. Implications

Financial:	None arising from this report.
Human Resources:	None arising from this report.
Legal:	None arising from this report.
Equality:	None arising from this report.
Environmental & Sustainability:	None arising from this report.
Key Priorities:	None arising from this report.
Community Benefits:	None arising from this report.

5. Consultation

- 5.1 The Executive Director (Place) was made aware of the terms of the petition and invited to provide a briefing note (Appendix 1).

A handwritten signature in black ink, reading "Elma Murray". The signature is written in a cursive, flowing style.

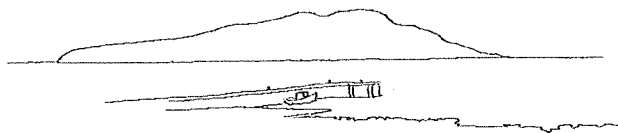
ELMA MURRAY
Chief Executive

Reference :

For further information please contact Melanie Anderson, Committee Services Team Leader on 324131

Background Papers

Details of signatories to the petition and their comments are available for inspection in the Members' Lounge or by contacting Committee Services on tel: 01294 324131.



THE PIERHEAD TAVERN
LAMLASH - ISLE OF ARRAN
01770 600418 - WWW.THEPHT.CO.UK

2nd May 2017

FAO Elma Murray - The Chief Executive of North Ayrshire Council
& Joe Cullinane - Council Leader
North Ayrshire Council
Cunninghame House
Irvine
KA12 8EE



Dear Sir/Madam,

Stop the Closure of Arran's Public Toilets.

- Documents in support of the deputation raised by Hilary Paton

I am writing to you to present the latest petition sheets and comments that I have collected regarding the closure of the public toilets. ^{as proposed by the above.} There is a very strong anger present both from the community and tourists regarding the needless closure of a basic facility.

This is a beautiful island which relies heavily on tourism. Tourism is successful on this island because we provide facilities which help tourists enjoy their visit. Whether its a day trip or a week. This petition was started to persuade you, the decisions makers, that these facilities are a valued part of the infrastructure on the island and since the closure of the toilet opposite my business in Lamlash, I have been greatly affected by this.

The Pierhead Tavern is directly opposite the playground and the now closed lavatories on the shore. Over the Easter holidays we counted 45/50 people a day using our facilities. This meant that I was constantly cleaning the floor, sweeping up sand & mud walked in from the beach along with people in wet gear from boats and swimming. Furthermore, we had to replace a flush in the toilet and on several occasions, unblock the men's loos due to the constant use.

Visitors, tourists, residents and workers on the island all use the public toilets and are astonished as am I that they have been closed completely, forcing people to run around looking for facilities in local businesses. This is not a practical or fair solution to the problem, neither is asking communities to adopt the toilets, especially the Lamlash toilet which will cost a huge amount to bring up to standard and maintain. Closing these toilets will send out a message to visitors that we are not a welcoming community and make days out doubly difficult for the elderly, unwell and those who have disabilities - as well as young children. People have huge choice of holiday destination nowadays and will simply not return if the facilities are not up to scratch. Please see the comments attached and note that there are several visitors talking about not returning to Arran due to this issue.

Please reconsider this decision and keep Arran open and inclusive for all visitors as well as business.

Yours sincerely

Jane Howe, Owner of The Pierhead Tavern

Melanie Anderson
 North Ayrshire Council
 Committee Services Team Leader
 Committee Services
 North Ayrshire Council,
 Cunninghame House,
 Irvine, KA12 8EE

13 May 2017

Dear Madam,

Petition, “Stop the Closure of Isle of Arran Public Toilets”

Further to my earlier email submission of the above petition, I am writing in response to the letter from Melanie Anderson of NAC dated 24th March, I was advised by Melanie Anderson that the following was required for the petition to be heard by the forthcoming Audit & Scrutiny Committee on 30th May.

1. Steps Taken by Communities on Arran to resolve the issue prior to Submission –

- 1.1. **Arran Community Council** has continually been fighting the issue and trying to come to an arrangement with NAC for the last 18 months. Indeed they have 243 items of letters and emails on the subject over the last 18 months. **In March 2016, NAC confirmed to the ACC that they did not have a statutory responsibility to provide toilets for humans, but did have to provide dog poo bins and bags for dogs and their owners to use.**
- 1.2. **Villages Improvements Committees** on the island have all addressed the issue and many have concluded that they simply don't have the funds to adopt the toilets and provide adequate provision to upgrade, maintain and clean the facilities as they stand. A general lack of investment in the facilities over the years has let them to be in a poor state of repair. Now the sum of £26,500 will be needed to bring the various facilities up to standard. Can't really blame improvement associations for not wanting to take this on.
- 1.3. **Lochranza Community** has approached CalMac to ask them to adopt the Lochranza toilets as they do not have their own at the nearby ferry terminal however Cal Mac had previously refused to take responsibility for these toilets, saying they do not need toilets as they are provided on the ferry. Now CMAL are reviewing all port facilities and Lochranza may yet be upgraded. There is also a community effort started to support a commercial approach to operate the toilets while CMAL decide what they are doing.
- 1.4. **Lamlash Improvements Association** do not currently have funds and have no way of raising significant funds to take on toilets.
- 1.5. **Brodict Improvements Committee** Also do not currently have the funds to take ownership of the Brodict Green toilets, also they feel that the provision at the public hall is insufficient as it has limited opening hours, i.e. it is closed Mon, Wed, Sat & Sun.

- 1.6. **Corrie & Sannox** have built and opened their own toilets outside the village hall. These are excellent.
- 1.7. **Kilmory** have adopted and improved their toilets by way of funds from NAC which were to be used to dismantle the toilets when they were decommissioned, and they remain open. Kilmory await the ownership paperwork.
- 1.8. **Glen Sannox** toilet are closed but apparently will re-open in August when NAC provide a new facility and transfer ownership to the community there.
- 1.9. **Whiting Bay** at Sandbraes remain open and are to be adopted by the local community and sponsored by Howdens Kitchens which does business on the Island.

2. Steps Taken by myself to resolve the issue of the closure of Arrans Public toilets

- 2.1. I have written to the following and received replies from some, varying from interested and helpful to completely unable to help and washing their hands of the issue and passing it back to NAC. Their responses are also attached.
 - 2.1.1. **Patricia Gibson MP**, Unable to help & directed me back to NAC as it is their decision. Mentions local tourist offices taking over toilet provision but Arran only has one tourist office right next to the pier where toilets are provided already.
 - 2.1.2. **Kenneth Gibson MSP**, Unable to help directs me back to local Authority as their decision, tells me that all 30 NAC councilors agreed to the closure of the toilets, **even the ones supposedly representing Arran!** Says it a non-statutory service
 - 2.1.3. **John Bruce NAC Councilor**, tried to be helpful to my requests, sent me a detailed briefing report on the condition of each toilet building. Contacted Director of Place Craig Hatton & Cllr Jim Montgomery on my behalf, I did not receive a reply from either member. Cllr Bruce explained the situation about toilet provision going forward with no reference to an attempt to change the decision.
 - 2.1.4. **Anthony Gurney NAC Councilor**, No Reply
 - 2.1.5. **John Hunter NAC Councilor**, replied to say he was making further enquiries then heard nothing. Assume he realized John Bruce was responding.
 - 2.1.6. **Peter McNamara NAC Councilor**. Initially Replied said he'd make further enquiries and then heard nothing, assume he realised John Bruce was responding.
- 2.2. I have written to the Arran banner several times, to encourage others to make representations
- 2.3. I have made FOI requests to NAC to gain information on the running costs, condition and budgetary reasons for this closure.
- 2.4. I have contacted ACC, LIC, BIC, Lochranza Community Member, Chris Trail and many others on Arran and asked them for assistance.
- 2.5. I wrote to the BBC, who came and filmed on the island which helped to raise the profile of the issue. The Glasgow Herald, Ardrossan & Saltcoats Herald, West FM and many other publications have also featured interviews and articles about the issue.
- 2.6. I have made much use of social media and gained a lot of support for the issue, none more than after the toilets were Closed in April and local business started to feel the strain of providing a public service with small and substandard plumbing which was not built to cope with increased demand of so many extra visitors. Local business owners not only found this challenging at first but they are still at a loss as to how to explain the logic of such a decision.
3. When the toilets were closed at the end of March 2017, the council wasted no time in erecting the "For Sale" boards on the Lochranza, Lamash and Blackwaterfoot buildings, despite some villages and

communities not having fully finalised their paperwork to save them. Additionally, the closing date was extremely short therefore not allowing the interested parties time to formalise any bids.

4. I have already submitted more than 10 pen & ink signatures (now, 255, as required by section 2.3 of the guidance) from different households as well as the online 2138 digital signatures which have been obtained at www.change.org I understand that these will be accepted as I have submitted the paper ones as well.
5. I know that several other letters have been received by you pertaining to this matter will be added to the tally of representations received. This will demonstrate how strongly the Island residents and visitors feel about the closure of the toilets.
6. I have chosen a selection of the comments from the online petition and pasted them below to help you visualise the problem people are facing.
 - 6.1. *"I have a 90 year old father who worries about going out in case there are no toilets available in the vicinity. Closing the toilets would mean anyone caught short no doubt using any area of cover and is it not an offence to urinate/defecate in a public place?"*
 - 6.2. *"As a frequent visitor to Arran I think it's a travesty closing these amenities ☹️ I'm on the island most months of the year walking and camping , basically I and my companions RELY on the toilets . Please rethink these proposed closures"*
 - 6.3. *"I'm born and bred on Arran and quite honestly, we have had enough of the Council cut backs. It always seems to be Arran that suffers even though it is a thriving island. Public toilets seem inconsequential to some but they ARE an essential part of our island."*
 - 6.4. *"It is surely a basic human right to have adequate toilet facilities provided. In Sannox it is many miles from the public toilets to any other toilet facilities. In an area which encourages hundreds of walkers and cyclists, the alternative to no public toilets is disgusting, not to mention a health hazard. The dog population has far superior facilities."*
 - 6.5. *"I think it is a shockingly short sighted decision"*
 - 6.6. *"What an absolute disgrace to be even considering this. Visit Arran on a regular basis and ALL of the toilets are necessary in the villages - for example: Lochranza ferry terminal what would you do without them for the dozens of people waiting around? Do not get rid of the toilets, getting rid of them will make life inconvenient to THOUSANDS of people."*
 - 6.7. *"I was born and raised on Arran, and know the amount of tourists that visit. Public toilets are an ESSENTIAL necessity for visitors. If the tourist industry is to continue to expand on Arran, the visitors need to have access to all public amenities, and therefore a) will be encouraged to revisit; and b) tell all their friends of their positive experience, thus widening the visitor pool."*

6.8. *“How can visitors be expected to enjoy a visit without toilet facilities. I would feel awkward asking to use the toilet in public buildings or finding a sports center and what happens if those buildings are closed?”*

It is also my hope that you will read and digest the full list of comments posted online (pdf submitted) and written on the paper petitions (attached). In doing so I hope you will understand the strength of feeling myself, local people and visitors from around the world have on this issue. **You will understand that this issue has not gone away and that people, including many who are your constituents and who pay council tax, are asking you to reverse the decision made by the previous administration in Feb 2016 and REOPEN Arrans public toilets.**

About me: I am a frequent visitor to the island myself, my parents brought my sister and I to Arran as babies and loved it so much my father proceeded to build our own family holiday home on the Island. Over the years I have lived and worked on the island, both during school and university holidays. Now 40 years later I am married to an Arran boy, Josh Paton, who was born in Lamlash hospital and learnt his trade to become a mechanic in Angus Lambies Garage, now we have two children together, we visit the island frequently with our 2 young children who are 2 and 5. Not only is the closure of the toilets inconvenient to myself and other parents with young children, who need the toilet every ten minutes, I can see that the decision to close the toilets will have a detrimental effect on the islands tourism numbers and thereafter the economy. I have spoken to many people both online and in person about the subject and I know it is already affecting their decision of where to holiday “next time”. Simply put there are better more well equipped places to go which cater wholeheartedly for families, it’s hard enough dealing with stroppy toddlers or a crying baby having no facilities when away from home would be something I would seek to avoid. When on holiday people want an easy life, places like Centre Parks and other holiday villages do this VERY well. Arran must compete with these places or it will lose out!

I trust the above meets with your approval and will enable the petition to be validated and heard by the Audit & Scrutiny committee on 30th May. At the time of writing we have 2138 online and 255 written signatures.

We wish to send 3 people to the meeting, Hilary Paton (Lead), Jane Howe (owner of the Pier Head Tavern Public House, Lamlash) and Bill Calderwood from Arran Community Council.

Yours faithfully

Hilary Paton (Mrs)

(By Email)

Also of The Rustics, Brodick, West Mayish, Isle of Arran, KA27 8AF

Enc. Written Petition signature pages, Letter from Lamlash Improvements Committee, copies of letter from the Arran Banner, (Updated Comments & updated digital online signatures emailed along with a copy of this letter to Melanie Anderson)

15th May 2017

Councillor Timothy Billings - timothybillings@north-ayrshire.gov.uk
Councillor Anthony Gurney - agurney@north-ayrshire.gov.uk
Councillor Ellen McMaster - ellenmcmaster@north-ayrshire.gov.uk

Dear Sirs and Madam,

REQUEST FOR PUBLIC TOILETS TO BE REPROVIDED ON THE ISLE OF ARRAN

Congratulations on your recent success in being elected as councillors for Ardrossan and Arran, North Ayrshire Council.

As councillors for Ardrossan and Arran you will be very aware of the controversy surrounding the council's decision to close public toilets on Arran, with effect from 1st April 2017. We are writing to request your support in reversing the council's decision to close public toilets on Arran, in particular those in Lamlash, where we live. The reasons for this request include:

- Impact on Tourism and Economic Development
- Impact on Businesses
- Impact on the Environment
- Impact on Public Health
- Impact on the Local Community, including Families, the Elderly and People with Health Conditions / Disabilities
- Impact on Public Behaviour and Decency

We would also like to draw the council's attention to the:

- Inability of Lamlash Improvements Association to assume financial operation of the public conveniences
- Willingness of Lamlash Improvements Association to Engage in Discussions with Council Officers

Impact on Tourism

Arran is a tourist destination, and many local businesses in Arran and Ardrossan are dependent on tourism and visitors from mainland Scotland. Visitors to the Island frequently express dismay at the lack of public conveniences in the island, since their closure.

The island community is highly dependent on tourism and visitor numbers to keep businesses and the local economy strong. Attractive, clean and well maintained public conveniences are a visible sign that the island is open (or closed) for business. Lack of public toilets is potentially hindering economic development on the island and Ardrossan, despite economic development being within the remit of the council.

Lamlash is a popular destination for large events and visiting groups due to its picturesque location. In 2017, Lamlash has hosted over 700 scouts at a jamboree, and will host Grinduro, an international whole island cycling event, in addition to other long distance cycling and triathlon events.

Whilst events such as these require organisers to provide toilet facilities at their main hub, large numbers of people are in the village, and need toilet facilities out with the main location.

Impact on Local Businesses

Whilst the council may have anticipated a positive consequence to the closure of the public toilets in Lamlash (due to increased footfall, and increased trade for local businesses), this has not in fact been the case.

Local businesses have experienced an increase in the number of people using their facilities, at a cost to the business for cleaning and supplies, without a corresponding increase in trade. A number of local businesses have now decided to opt out of the 'Toilets for Visitors' scheme that previously operated in the village, because of the adverse impact of the closure of the public toilets. The Pierhead Tavern, the pub closest to the former public toilets, now has over 50 additional people (not customers) /day using its toilets. This includes sailors who use the pub's toilets as a changing facility. The Pier Café has closed its door to non-customers.

There has been no rates relief for local businesses that are bearing the brunt of this decision.

Impact on the Environment and Public Health

The Village Green has been well provided with dog bins to collect dog waste. However, with the closure of the public toilets, human waste is becoming a much more serious issue.

Visitors to the beach have commented on human waste in the dunes. This has an impact both on the environment and on public health.

Human excreta are a known source of parasitic worms, blood borne viruses, and disease. It attracts flies and adds to general littering to downgrade the cleanliness of the environment.

Lack of handwashing in a clean public convenience, prevents good hand hygiene, after play on the beach, increasing the risk of spread of viruses such as norovirus.

Impact on the Local Community, Families, the Elderly, and People with Health Conditions and / or Disabilities

Most of the toilets available in local businesses are in hotels or on licenced premises.

Some of these are not accessible to people with disabilities. They have not been designed to be fully wheelchair accessible, as buildings predate DDA legislation.

Families with small children often do not choose to take children into a pub, however other businesses are some distance away from the pier and playpark in the village.

People with health conditions such as continence issues or a colostomy require private washing facilities which are not readily available elsewhere.

Impact on Public Behaviour and Decency

Since the public toilets closed, residents in the village have witnessed people urinating in public beside the bushes adjacent to the toilets. This is distressing to people who see this behaviour, and is against the law.

Inability of Lamlash Improvements Association to assume financial operation of the public conveniences.

The closure of the public toilets was debated at meetings of the Lamlash Improvements Association (LIA). Whilst acknowledging the importance of the public toilets, the LIA was unable to commit to meeting the costs of public liability insurance, water and waste water charges, electricity, supplies, cleaning, and maintenance including replacement of the waste system as these exceed the annual income of the LIA.

North Ayrshire had assessed the condition of the toilets as poor. The toilets are not on the mains sewage system. The council did not provide any information on the condition of the waste treatment / sewage plant in its report on the condition of the facilities.

The LIA hold less than £1,500 in funds. Getting the toilets into a suitable condition has been estimated by the council at approximately £6000. The costs of connecting to the mains was not quantified by the council.

As North Ayrshire Council will be aware, Lamlash does not have any other community assets that attract or generate income; Lamlash community facilities are part of the high school, and all income generated by hire of halls is routed into K A Leisure.

Willingness of Lamlash Improvements Association to Engage in Discussions with Council Officers

Whilst unable to take on ownership of the public toilets, Lamlash Improvements Association would be willing to discuss any other way that the council thinks we could assist in ensuring the public conveniences are open for the community and visitors.

We, the undersigned, call on North Ayrshire Council to reopen the public conveniences closed on 31st March 2017, particularly in Lamlash.

Thank you for giving this matter your full consideration. We look forward to receiving your response.

Kind Regards,

Kirsty Forsyth and Karine Russell
On behalf of Lamlash Improvements Association

CC

Karen Yeomans, Executive Director (Economy & Communities)

Craig Hatton, Executive Director (Place)

Arran Community Council Chair

Visit Arran

Arran Trust

Hilary Paton

Lamlash Improvements Association

- karenyeomans@north-ayrshire.gov.uk

- craighatton@north-ayrshire.gov.uk

- acc.chair17@gmail.com

- info@visitarran.com

- info@arrantrust.org

- Hilarybruce@hotmail.com

- info@lamlashimprovements.co.uk

Yours sincerely
Hilary Paton (Mrs)
BSc MSc



PLEASE Sign the Petition

ASKING

North Ayrshire Council

TO **RE-OPEN/SAVE** ARRAN'S
REMAINING PUBLIC TOILETS.



The toilets on Arran we closed by NAC in April 2017, some were adopted by community groups an others were simply closed, few alternatives remain for the thousands of visitors to the island. We think its a vital public service and so do 1800 other who have signed already, but we need more to show NAC we really care about the islands visitor facilities.

A new council has been elected and we are hoping that the new administration may vote to re-open and save Arrans public toilets.

Please take the time Google "arran toilets petition" or find the petition on www.change.org - and ask friends and family to sign it.



PLEASE Sign the Petition **ASKING** **North Ayrshire Council** **TO RE-OPEN/SAVE ARRAN'S** **REMAINING PUBLIC TOILETS.**

The toilets on Arran we closed by NAC in April 2017, some were adopted by community groups an others were simply closed, few alternatives remain for the thousands of visitors to the island. We think its a vital public service and so do 1800 other who have signed already, but we need more to show NAC we really care about the islands visitor facilities.

A new council has been elected and we are hoping that the new administration may vote to re-open and save Arrans public toilets.

Please take the time Google "arran toilets petition" or find the petition on www.change.org - and ask friends and family to sign it.

Email to Councillor Billings:

If this email is not something you can deal with it please pass to appropriate department.

The closure of the public toilets in Blackwaterfoot is a disgrace. I have now seen 5 people urinating on the grass behind the locked toilets and would like to know what can be done about this as it will only escalate during the holiday season.

Kinloch Hotel

BlackWaterfoot

Closure of Public Toilets

At its annual budget meeting in February 2016 the Council agreed to close the public toilets in Arran, Cumbrae, Irvine and West Kilbride from 1 April 2017. This decision and the associated saving of £55k recognised the severe financial challenges being faced by the Council and the need to protect statutory and essential services, including education and health and social care. There is no legal requirement for local authorities to provide public conveniences.

Officers have worked with local community groups during the last 12 months to identify options that would enable them to take responsibility for the toilets, through Community Asset Transfer agreements.

Arran: There are nine public conveniences on Arran. Council officers held discussions with representatives of the Community Council and local community associations during the last year. Support and advice was provided to assist them in creating a community business model which, following asset transfer, would enable them to assume operational responsibility for the facilities. The outcome of these negotiations is as follows:

- A temporary occupation licence has been granted to the local community association in respect of the facilities in Whiting Bay, pending finalisation of the formal Community Asset Transfer process. Some improvements were made to the Whiting Bay facilities before transfer to ensure they were handed over in reasonable working condition. The Whiting Bay chemical toilet waste disposal facility will be retained in its current location and maintained by the Council. The responsibility and ownership of the facilities at Kilmory and Sandbraes were transferred to local groups with effect from 1 April 2017. Grant funding was provided for each of the three facilities to support further improvement works and a small stock of cleaning supplies was also provided;
- The facilities at Glen Sannox are beyond their useful economic life and consequently were decommissioned and closed on 31 March 2017. New, equivalent prefabricated facilities are currently being procured by the Council. These are expected to be delivered and installed during August 2017, at which time the local community association will assume responsibility for their operation and maintenance through the Community Asset Transfer process.
- The toilets at North Sannox are beyond their useful economic life and consequently were decommissioned and closed on 31 March 2017. Demolition is currently being arranged;
- There were no expressions of interest in the Community Asset Transfer of the public conveniences at Blackwaterfoot, Lochranza or Lamblash prior to the Council's approved closure date of 31 March 2017. The premises were therefore decommissioned and closed on 31 March and marketed for sale.

Following receipt of several expressions of interest, a closing date of 25 April 2017 was set for formal offers to purchase the surplus buildings. The resultant offers are currently being considered by the Council's Estates team. The Council is currently working with officers from Scottish Water to develop options for the relocation of the existing chemical toilet disposal facility located adjacent to the public conveniences at Blackwaterfoot.

- Due to their condition and lack of local volunteers to provide ongoing maintenance, the public conveniences at Brodick Green closed on 31 March 2017, with members of the public able to access the nearby facilities in Brodick Hall during opening hours. Brodick Improvements Group have expressed their concerns regarding the limited opening hours of the hall, but so far have been unable to identify volunteers to enable a Community Asset Transfer of the facilities on the Green to take place. The Council has sought the approval of the landlord, Arran Estate, to demolish the surplus building.
- During the last year Council officers had discussions with CMAL, requesting that they take responsibility for the operation of the Lochranza toilets. CMAL confirmed that they did not wish to take on this responsibility.

Cumbrae: Extensive discussions took place in the last year with Cumbrae Community Development Company (CCDC) and other community groups on the island with a view to reaching an agreement on the community asset transfer of the five public toilets on the Island. The Council appointed a financial advisor to support CCDC in the preparation of a business plan. CCDC confirmed in late November 2016 that they were willing to take on this responsibility, subject to the following terms:

- All toilets to be handed over in working condition;
- The Council should transfer ownership of the six portaloos provided on the island to support major events;
- A grant of £65k to be provided to support essential improvement and accessibility works, also recognising the impact of the closure of Millport Town Hall in 2016; and
- A joint meeting should take place with Scottish Water to discuss long standing underground drainage works and issues in Millport.

CCDC assumed responsibility for the facilities on Cumbrae under a temporary occupation licence with effect from 1 April 2017, pending the finalisation of the formal CAT process.

East Road, Irvine: The East Road public conveniences closed on 31 March 2017. Members of the public have been redirected to the nearby Portal Leisure Centre, which has public toilets for use within the main entrance. Following receipt of several expressions of interest, a closing date of 25 April 2017 was set for formal offers to purchase the surplus building. The resultant offers are currently being considered by the Council's Estates team.

Irvine Beach Park: Coastwatch have assumed responsibility for the toilet pavilion at Irvine Beach Park under a temporary occupation licence, pending the finalisation of the formal CAT process. These facilities will remain operational and available to the general public. The Council carried out internal and external maintenance works prior to handover. Coastwatch are considering extending the use of the toilet block to incorporate a kiosk and office for their own operation.

West Kilbride: Following discussions with West Kilbride Civic Society, the group took responsibility for the public conveniences at Glen Road car park with effect from 1 April 2017 under a temporary occupation licence, pending completion of the CAT process. The Council has agreed to pay some servicing contract costs for the first year and has also provided the group with a stock of supplies.

Officers within Connected Communities are continuing to provide support and advice to all community groups concerned in order to finalise Community Asset Transfer agreements. The public conveniences subject to Community Asset Transfer have been operating under a licence agreement since 1 April 2017 and will continue to do so until the formal CAT process is completed later this year.

NORTH Ayrshire Council

Agenda Item 8

20 June 2017

Cabinet

Title:	Petition: Arran Toilets
Purpose:	To advise Cabinet of the outcome of consideration by the Audit and Scrutiny Committee of a petition in relation to Arran toilets.
Recommendation:	That the Cabinet considers the recommendation by the Audit and Scrutiny Committee to consider the terms of the petition.

1. Executive Summary

- 1.1 At its meeting on 30 May 2017, the Audit and Scrutiny Committee considered a report by the Chief Executive on a petition of 10 signatures, supported by 2,000 online signatures, that had been received requesting that the Council reconsiders the closure of Arran Public Toilets. Appendix 1a to the report provided details of a letter from Pierhead Tavern, Lamlash, requesting that the decision be reconsidered. The letter was accompanied by a further 194 signatures. Correspondence, posters and a further 100 signatures were attached at Appendix 1b to the report. Appendix 1c to the report outlined email correspondence from a constituent of Councillor Billings. The Executive Director (Place) provided a briefing note on the background to the closure of public toilets and this was appended at Appendix 2 to the report. Details of signatories to the petition and their comments were made available for inspection in the Members' Lounge.

2. Background

- 2.1 Petitioners, Hilary Paton, Jane Howe and Bill Calderwood, addressed the Committee and asked the Council to reverse the decision of the previous administration.
- 2.2 They expressed concern about the closure of the toilets on Arran which would be an inconvenience to all visitors and residents on Arran, including families with young children, those who have medical conditions and elderly people. The decision to close the toilets will have a detrimental effect on the islands tourism and local businesses, the environment and public health.

- 2.3 Ms Jane Howe, owner of Pierhead Tavern, Lamlash reported that since the toilets in Lamlash have closed, she has had up to 40 people a day using the facilities in her establishment. Other local establishments have now placed a restriction on the use of their facilities and whilst Ms Howe does not want to turn people away, her business is not a replacement for the public facilities that have been closed. She placed a petition within her establishment and received over 400 signatures in support of the toilets being reopened. She urged the Committee to rethink the decision that had been taken.
- 2.4 Bill Calderwood, Arran Community Council, referred to a number of meetings that had taken place that have resulted in the Asset Transfer of toilet facilities to the communities of Whiting Bay, Kilmory, Sandbraes and Glen Sannox. For a number of reasons, other Arran villages were not in a position to progress to an Asset Transfer and have requested further time to explore all available options. He referred to the dispersal of the £3.1m Community Investment Fund to the Locality Planning Partnerships that would allow officers to work with the community on alternative proposals and called for the Council to reverse its previous decision, as it had in respect of the toilets in Ardrossan and Saltcoats.
- 2.5 Councillor Billings expressed the view that the toilets are a valued part of the infrastructure that are much appreciated by the large number of visitors to Arran. Lochranza is a main transport hub within the island and with no other toilet facilities for 11 miles, requires public toilets for departing and arriving ferry passengers. He referred to the Council Plan which states "We are hugely ambitious for North Ayrshire and its residents and are committed to making sure the areas reaches its fullest potential". He also referred to the Plan's priorities such as growing our economy, increasing employment and regenerating towns and to have sustainable island communities and asked that the Council work with the people and businesses of Arran to find an alternative to the closure of the toilet facilities.
- 2.6 The Head of Service (Physical Environment) referred to the written update that provided information on the closure of the public toilets in North Sannox, Blackwaterfoot, Lochranza, Lamlash and Brodick. The update also gave details of the progress of arrangements for the asset transfer of the public toilets at Cumbræ, Irvine Beachpark, West Kilbride, Whiting Bay, Kilmory, Sandbraes and Glen Sannox.
- 2.7 Members asked questions and received information from the Petitioners on the following areas:-
- that the volume of users, the existing condition and the costs to upgrade the toilets in Brodick had resulted in a lack of interest in this facility;

- that one size does not fit all and some local communities require more time to work with the Council to find alternatives to the closure of toilets;
- that communities had examined a range of options in order to take over these facilities, including income streams and running costs; and
- the location of the toilet provision at Blackwaterfoot that requires to be explored further.

2.8 Members asked questions and received information from officers on the following areas:-

- the high cost of Pay as You Go facilities that had discounted this scheme as a replacement for existing facilities;
- that seasonal opening of facilities could be examined as an option for some areas; and
- the budget saving of £44,000 that comprised mainly staff costs, but included water, rates, utility and cleaning costs.

2.9 Councillor Hill, seconded by Councillor Marshall, moved that the Committee refer the petition to Cabinet for its consideration. There being no amendment, the motion was carried.

2.10 Accordingly, the Committee agreed to refer the petition to Cabinet for its consideration.

3. Proposals

3.1 The Cabinet is invited to consider the terms of the petition.

4. Implications

Financial:	None arising from this report.
Human Resources:	None arising from this report.
Legal:	None arising from this report.
Equality:	None arising from this report.
Environmental & Sustainability:	None arising from this report.
Key Priorities:	None arising from this report.
Community Benefits:	None arising from this report.

5. Consultation

5.1 The Executive Director (Place) was made aware of the terms of the petition and provided a briefing note to the Audit and Scrutiny Committee (Appendix 2).



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

Report to the Audit and Scrutiny Committee on 30 May 2017;

Appendix 1a - letter from Pierhead Tavern, Lamlash, requesting that the decision be reconsidered;

Appendix 1b - correspondence, posters and a further 100 signatures were attached to the report;

Appendix 1c - email correspondence from a constituent of Councillor Billings;

Appendix 2 - a briefing note by the Executive Director (Place)

Closure of Public Toilets

At its annual budget meeting in February 2016 the Council agreed to close the public toilets in Arran, Cumbrae, Irvine and West Kilbride with effect from 1 April 2017. This decision and the associated saving of £55k recognised the severe financial challenges being faced by the Council and the need to protect statutory and essential services, including education and health and social care. There is no legal requirement for local authorities to provide public conveniences.

The total approved saving of £55k to be achieved from toilet closures was removed from appropriate service budgets on a permanent basis with effect from 1 April 2017. The daily cleaning of the public conveniences on Arran was undertaken by Streetscene officers until they closed on 31 March 2017. Following the closure/transfer of the facilities, staff have been reallocated to other tasks. These tasks include carrying out verge maintenance, which was previously done by an external contractor. Overtime savings are also being achieved by not cleaning the toilets at weekends.

Officers have worked with local community groups during the last 12 months to identify options that would enable them to take responsibility for the toilets in their locality, through Community Asset Transfer agreements.

Arran: There are nine public conveniences on Arran. Council officers have had extensive discussions with representatives of the Community Council and local community associations during the last year. Support and advice has been provided to assist them in creating a community business model which, following asset transfer, would enable them to assume operational responsibility for the facilities. The outcome of these negotiations is as follows:

- A temporary occupation licence was granted to the local community association on 1 April 2017 in respect of the facilities in Whiting Bay, pending finalisation of the formal Community Asset Transfer process. Some improvements were made to the facilities before transfer to ensure they were handed over in reasonable working condition. Grant funding and a small stock of cleaning supplies was also provided. The Whiting Bay chemical toilet waste disposal facility will be retained in its current location and maintained by the Council;
- Full responsibility and ownership of the facilities at Kilmory and Sandbraes were transferred to local groups with effect from 1 April 2017. Grant funding was provided for each of the facilities to support further improvement works and a small stock of cleaning supplies was also provided;
- The facilities at Glen Sannox are beyond their useful economic life and consequently were decommissioned and closed on 31 March 2017. New, equivalent prefabricated facilities are currently being procured by the Council which, once delivered and installed, will transfer to the local community association through the Community Asset Transfer process;

- The toilets at North Sannox are beyond their useful economic life and consequently were decommissioned and closed on 31 March 2017. Demolition is currently being progressed;
- There were initially no expressions of interest in the Community Asset Transfer of the public conveniences at Blackwaterfoot, Lochranza or Lamlash prior to the Council's approved closure date of 31 March 2017. Consequently the premises were decommissioned and closed on 31 March and marketed for sale. Following receipt of several expressions of interest, a closing date of 25 April 2017 was set for formal offers to purchase the surplus buildings.

Community groups from each of the villages subsequently contacted the Council to express their interest in Community Asset Transfer of the buildings. This resulted in the toilets at Lochranza being transferred to the newly formed Lochranza Loos community group, under a temporary occupation licence, on 5 August. This was supported by essential repairs work undertaken by the Council in advance of the transfer and grant funding provided to the group to address further improvement works and operating costs. CMAL are planning to renovate the ferry waiting room at Lochranza pier in the near future and the improvements are understood to include customer toilet facilities.

Community asset transfer agreements are actively being progressed for the facilities at Blackwaterfoot and Lamlash;

- Due to their condition and lack of local volunteers to provide ongoing maintenance, the public conveniences at Brodick Green closed on 31 March 2017, with members of the public able to access the nearby facilities in Brodick Hall during opening hours. Following ongoing discussions with local Community Council members since the toilets' closure, Brodick Improvements Committee (BIC) signed a temporary occupation licence on 3 August. Similar to other agreements, the agreement was supported by essential repairs work undertaken by the Council in advance of the transfer and grant funding provided to BIC to address further improvement works and operating costs.

Cumbræ: Extensive discussions took place in the last year with Cumbræ Community Development Company (CCDC) and other community groups on the island with a view to reaching an agreement on the community asset transfer of the five public toilets on the Island. The Council appointed a financial advisor to support CCDC in the preparation of a business plan. CCDC confirmed in late November 2016 that they were willing to take on this responsibility, subject to the following terms:

- All toilets to be handed over in working condition;
- The Council should transfer ownership of the six portaloos provided on the island to support major events;

- A grant of £65k to be provided to support essential improvement and accessibility works, also recognising the impact of the closure of Millport Town Hall in 2016; and
- A joint meeting should take place with Scottish Water to discuss long standing underground drainage works and issues in Millport.

CCDC assumed responsibility for the facilities on Cumbrae under a temporary occupation licence with effect from 1 April 2017, pending the finalisation of the formal CAT process.

East Road, Irvine: The East Road public conveniences closed on 31 March 2017. Members of the public have been redirected to the nearby Portal Leisure Centre, which has public toilets for use within the main entrance. Following receipt of several expressions of interest, a closing date of 25 April 2017 was set for formal offers to purchase the surplus building and the sale was subsequently concluded on 26 June.

Irvine Beach Park: Coastwatch assumed responsibility for the toilet pavilion at Irvine Beach Park under a temporary occupation licence on 2 December 2016, pending the finalisation of the formal CAT process. These facilities will remain operational and available to the general public. The Council carried out internal and external maintenance works prior to handover. Coastwatch are currently seeking the appropriate permissions and approvals to extend the use of the toilet block to incorporate a kiosk and office for their own operation.

West Kilbride: Following discussions with West Kilbride Civic Society, the group took responsibility for the public conveniences at Glen Road car park with effect from 1 April 2017 under a temporary occupation licence, pending completion of the CAT process. The Council has agreed to pay some servicing contract costs for the first year and has also provided the group with a stock of supplies.

Officers within Connected Communities and Property Management and Investment are continuing to provide support and advice to all community groups concerned in order to finalise Community Asset Transfer agreements. Ten public conveniences subject to Community Asset Transfer are currently operating under a licence agreement and will continue to do so until the formal CAT process is completed later this year.

NORTH AYRSHIRE COUNCIL

Agenda Item 4

22 August 2017

Audit and Scrutiny Committee

Title: **Internal Audit Reports Issued**

Purpose: To inform the Committee of the findings of Internal Audit work completed between 1 May and 31 July 2017.

Recommendation: That the Committee (a) considers the outcomes from the Internal Audit work carried out; and (b) challenges services where there are significant weaknesses in internal controls.

1. Executive Summary

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

2. Background

- 2.1 This report provides information on the Internal Audit reports published between 1 May and 31 July 2017. Internal control reviews have been completed in respect of the areas detailed in Appendix 1 to this report. The aim of these reviews is to provide assurance that the internal control framework within the areas examined is appropriate and operating effectively.

2.2 The findings from each audit assignment have been notified in writing to the Chief Executive, the Executive Director (Finance and Corporate Support) and the relevant Executive Director and service managers on the completion of each assignment. Where appropriate, this has included an action plan detailing recommendations for improving internal control. Appendix 1 includes the executive summary and action plan from each audit.

2.3 Full copies of all Internal Audit reports are provided to all Elected Members, in confidence, through the Council's intranet site. Reports are held within the dedicated 'Members' information' area at:

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

2.4 The findings from 5 separate audit assignments are detailed at Appendix 1 to this report. The key findings are as follows:

- guidance on the sending of personal and/or sensitive information within schools requires to be updated and re-issued, ensuring that staff sign up to the policy;
- data protection awareness training for schools requires to be agreed and implemented as a matter of priority;
- the Council's remote access policy for ICT equipment requires to be revised to take into account data protection and information governance requirements.

3. Proposals

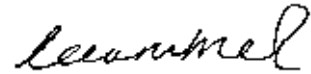
3.1 It is proposed that the Committee (a) considers the outcomes from the Internal Audit work carried out during the period; and (b) challenges services where there are significant weaknesses in internal controls.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Environmental & Sustainability:	None.
Key Priorities:	The work of Internal Audit helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.
Community Benefits:	None.

5. Consultation

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



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

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

Background Papers

None.

Background

This audit was conducted as part of the approved 2016/2017 Internal Audit Plan and reviewed the controls in relation to email across the Education network.

Key Objectives

The objectives of this audit were to ensure that:

- Adequate user access controls are in place for Glow email.
- The system is available when required.
- Staff are aware of their data protection and information security responsibilities.
- Adequate controls are in place for access to the corporate email system by Education school users.

Key Findings and Actions

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

- A number of guidance documents are available covering the sending of personal and/or sensitive data; however, the method to which guidance is disseminated to staff varies, not all staff are aware of the guidance and staff are not required to sign up to any policy covering the sending of personal and/or sensitive data emails.
- In-depth data protection and information awareness training has not been carried out in the schools.
- There is no standard disclaimer attached to Glow emails similar to the standard disclaimer attached to Lotus Notes emails.

Audit Opinion

Overall, limited assurance was obtained with regard to emails controls in Education. Although a number of guidance documents are available, employees are not required to sign up to a policy, not all employees are aware of the guidance, the method in which it is issued to staff varies and in-depth data protection and information awareness training has not been carried out.

The findings in this report will help strengthen email controls in Education.

ACTION PLAN

EMAIL CONTROLS IN EDUCATION

Action	a
Action Description	Guidance on the sending of personal and/or sensitive email within the schools should be reviewed, streamlined and re-issued, ensuring staff sign up to the policy as evidence that they have read and understood their data protection responsibilities.
Risk	Data Protection breaches could result in significant reputational damage for the Council and the possibility of a substantial financial penalty.
Priority (1, 2, 3)	1
Paragraph Reference	3.5, 3.6, 3.7
Assigned to	Senior Manager Education: Planning & Performance
Due Date	June 2017 (Review progress) September 2017 (New staff)
Management Response	This task is underway but will continue to be monitored and action taken where necessary to ensure completion.

Action	b
Action Description	Data Protection information awareness for schools training should be agreed and implemented as soon as possible.
Risk	Data Protection breaches could result in significant reputational damage for the Council and the possibility of a substantial financial penalty.
Priority (1, 2, 3)	1
Paragraph Reference	3.8
Assigned to	Senior Manager Education: Planning & Performance
Due Date	June 2018
Management Response	The newly appointed Senior Manager is working with the Data Protection Officer to refine the current presentation to enable all school staff to be trained. Due to the large numbers of staff to be trained, the numerous locations and the time constraints of the course instructors this will require a longer term training calendar to be established over 2017 -2018.

Action	c
Action Description	Education should investigate the possibility of attaching a standard disclaimer to Glow emails similar to the standard disclaimer attached to Lotus Notes emails.
Risk	The Council is liable for actions of an external recipient of an email.
Priority (1, 2, 3)	1
Paragraph Reference	3.9
Assigned to	No action
Due Date	n/a
Management Response	This cannot be done in the Glow environment. Classification within the Glow email environment does not exist at present. However, there is a trial utilising classification in West Lothian Council. Following this trial we would expect that classification be included within the Glow email environment.

Action	d
Action Description	Education should discuss with IT Services the need for an email access authorisation form to be completed for Education Services schools staff requesting Lotus Notes accounts.
Risk	Non-compliance with the Acceptable Computer Use Policy.
Priority (1, 2, 3)	3
Paragraph Reference	3.10
Assigned to	Senior Manager Education: Planning & Performance
Due Date	August 2017
Management Response	Existing processes and administration will be reviewed to ensure that Lotus notes user requests are actioned and logged appropriately. Starter / Leaver form for school staff will be redesigned to cater for the specific nature of education.

Action	e
Action Description	A reminder should be issued to the schools to contact the Glow Development Officer if a Lotus Notes account holder leaves the Council, to ensure the proper leavers' process is followed.
Risk	Accounts are not deactivated.
Priority (1, 2, 3)	2
Paragraph Reference	3.111
Assigned to	Senior Manager Education: Planning & Performance
Due Date	August 2017
Management Response	Existing processes and administration will be reviewed to ensure that Lotus notes user requests are actioned and logged appropriately. Starter / Leaver form for school staff will be redesigned to cater for the specific nature of education.

Priority Key used in Action Plan

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

EXECUTIVE SUMMARY

AGILE WORKING

Background

This audit was conducted as part of the approved 2016/2017 Internal Audit Plan and reviewed the Council's use of remote access and corporate wireless technologies.

The audit was restricted to remote access to the corporate network by employees and access to the corporate wireless network.

Key Objectives

The main purpose of the audit is to review a range of controls in relation to Agile Working across the Council, including remote access and wireless access to networks and systems and in particular to ensure that:

- appropriate controls are in place over the remote access process, particularly in relation to the authentication of users
- adequate security controls are in place surrounding logical and physical access to remote access devices and security is in line with PSN requirements
- appropriate controls are in place over the Corporate Wi-Fi access process, particularly in relation to the authentication of users
- adequate security controls are in place surrounding logical and physical access to wireless devices and security is in line with PSN requirements

Key Findings and Actions

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

- The remote access policy is out of date, does not cover data protection regulations or information governance requirements and users are not required to sign up to it.
- Specific training on the remote access policy is not currently provided.
- Only verbal approval is given by the IT Manager for Domain Admin access so there is no audit trail.
- Printing to a personal printer when working from home was permitted.
- A generic username has Super Admin (read/write) access to the wireless network management system.

Audit Opinion

Overall, limited assurance was obtained with regard to the remote access solution and reasonable assurance was obtained with regard to the corporate wireless solution.

The configuration settings which allow an employee to print to a personal printer when working from home should be investigated as a matter of urgency. The remote access solution and the corporate wireless solution provide appropriate controls over the authentication of users. The lack of policy and training on working remotely leaves the Council open to the risk of a fine from the Information Commissioner's Office.

The findings in this report will help strengthen access to network systems that support the remote access and corporate wireless solutions.

ACTION PLAN AGILE WORKING

Action	a
Action Description	IT Services and the Information Governance Team should work together to revise the Remote Access policy, to take into account data protection regulations and information governance requirements as well as the process for requesting and accessing remote access. It should be signed up to by remote access users and publicised on Connects, replacing existing guidance.
Risk	Data Protection breaches could result in a substantial financial penalty.
Priority (1, 2, 3)	1
Paragraph Reference	3.1
Assigned to	IT Manager, Team Manager (Information Governance)
Due Date	31 March 2018
Management Response	IT Services and the Information Governance Team will work together to update the Remote Access Policy as detailed in this action.

Action	b
Action Description	The Information Governance Team should arrange training to relevant staff on the new remote access policy as well as employees responsibilities when working out of the office.
Risk	Data Protection breaches could result in a substantial financial penalty.
Priority (1, 2, 3)	1
Paragraph Reference	3.2
Assigned to	Team Manager (Information Governance)
Due Date	31 May 2018
Management Response	Training on this is already included within the existing Information Security and Data Protection course for all staff. However as the scale of remote working grows, resource constraints will no longer enable such face to face training to capture all remote staff. Accordingly an e-learning package will have to be developed and included as an essential component of any remote worker's individual learning account.

Action	c
Action Description	The ICT Leaver Procedure Form should be updated to refer to the current remote access solution and to provide the name of the leavers line manager.
Risk	Relevant information is not recorded.
Priority (1, 2, 3)	3
Paragraph Reference	3.3
Assigned to	Team Manager (Strategy and Performance)
Due Date	31 August 2017
Management Response	IT Services will consult with HR to update the form. The remote access solution requires an Active Directory account. When someone leaves and we receive a leavers form, the AD account is deleted, therefore, remote access is automatically disabled.

Action	d
Action Description	Management approval for a new Domain Admin account should be evidenced and retained.
Risk	User access is set up without authorisation by the IT manager.
Priority (1, 2, 3)	1
Paragraph Reference	3.5
Assigned to	Team Manager (Infrastructure)
Due Date	Complete
Management Response	The only staff with Domain Access is the server team staff who require this access to carry out their duties. The process does not require the IT Manager to approve this type of access, this is controlled by the Server Team supervisor and is a main part of their agreed role.

Action	e
Action Description	IT Services should periodically request a list of users with access to the data centre to confirm access is suitably restricted to essential staff.
Risk	Kelio administrators set up non-essential users with access to the data centre without the IT Managers approval.
Priority (1, 2, 3)	2
Paragraph Reference	3.6
Assigned to	Team Manager (Infrastructure)
Due Date	Complete
Management Response	Business Support will advise IT on a 6 monthly basis of all access.

Action	f
Action Description	IT Services should investigate the ability for an employee to print to a personal printer when working from home and take action to ensure it is prohibited.
Risk	The configuration settings may lead to IT security issues and lack of technical measures increases the risk of a data protection breach which could result in a substantial financial penalty.
Priority (1, 2, 3)	1
Paragraph Reference	3.7
Assigned to	Team Manager (Infrastructure)
Due Date	31 May 2017
Management Response	IT Services were requested to provide this to elected members some time ago, however, this is now being ceased for everyone, in agreement with Democratic Services.

Action	g
Action Description	The leaver should be deactivated and users with more than 1 account should be investigated and deactivated if not required.
Risk	If users have more than 1 account it can increase the risk of duplicate work being carried out.
Priority (1, 2, 3)	2
Paragraph Reference	3.9
Assigned to	Team Manager (Infrastructure)
Due Date	31 July 2017
Management Response	Agreed, some staff have 2 accounts as one account is needed for elevated access to administer certain functions. This is still auditable and adds another level of security.

Action	h
Action Description	The NAC generic Super Admin (read/write) access should be reviewed and deactivated if not required.
Risk	Work carried out under the generic username cannot be traced to a specific user.
Priority (1, 2, 3)	1
Paragraph Reference	3.10
Assigned to	Team Manager (Infrastructure)
Due Date	30 June 2017
Management Response	Agreed, individuals have their own accounts but we will investigate the cessation of the Super Admin Account.

Priority Key used in Action Plan

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

EXECUTIVE SUMMARY

REVENUE BUDGET MONITORING (ECONOMY AND COMMUNITIES)

Background

The audit reviewed the effectiveness of revenue budget monitoring arrangements within the Economy and Communities directorate. This was the second in a rolling programme of audits looking at Revenue Budget Monitoring in each directorate. The first such audit looked at the Health and Social Care Partnership in 2015/16.

Key Objectives

The main objective of this audit was to review revenue budget monitoring arrangements for the Economy and Communities directorate including:

- Budget monitoring information provided to Senior Management and Members
- Budget monitoring activities by the Financial Services team
- Budget monitoring by individual cost centre managers within the directorate
- Information exchange between the directorate and Financial Services

Key Findings and Actions

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

- For most of the directorate, the Revenue Budget Monitoring process is working well, with good co-operation between officers in the directorate and Financial Services.
- Budget holders for Regeneration and Employability and Skills have declined key meetings with their key contact in Financial Services
- Employability and Skills programmes which straddle financial years are shown as having significant variances, partly due to overly optimistic allocation across years of the activity on the projects, where it was predictable from previous experience that activity would be less in the early part of the programmes

Audit Opinion

Overall, reasonable assurance was obtained with regard to revenue budget monitoring in the Economy and Communities Directorate. There are specific issues relating to Employability and Skills and, to a lesser extent, Regeneration. It is imperative that budget holders in these areas engage fully with the Financial Services team.

ACTION PLAN
REVENUE BUDGET MONITORING (ECONOMY AND COMMUNITIES)

Action	a
Action Description	The Head of Economic Growth should instruct Budget Holders in her service to ensure that they make themselves available for regular budgetary control meetings with Financial Services as a priority. This should be meetings with the Budget Holder themselves and not a deputy, except in exceptional circumstances.
Risk	Financial Services do not receive full information on issues affecting the budget position. Opportunities for Financial Services to provide advice on issues that arise at an early stage are missed. Budget holders do not take adequate ownership of the budgetary position in their cost centres.
Priority (1, 2, 3)	1
Paragraph Reference	3.10, 3.11
Assigned to	Senior Managers (Employability & Skills and Regeneration)
Due Date	30 th June 2017
Management Response	Agreed. Employability and regeneration budgets are complex and a structured approach to these meetings would ensure that Budget Holders afford appropriate time to input to these meetings and agree projections. Monitoring of specific budgets can be progressed with finance staff and senior officers based in these teams so that there is not a total reliance on the time of senior managers given pressures. (For clarity, Budget Holders are the 5 Senior Manager posts in Regeneration)

Action	b
Action Description	Financial Services should provide a summary report to the Head of Economic Growth on a regular basis.
Risk	The Head of Service does not have a sufficient understanding of the budget position of her service.
Priority (1, 2, 3)	2
Paragraph Reference	3.12
Assigned to	Senior Manager (Financial Services)
Due Date	30 June 2017
Management Response	The Team Leader (Financial Services) will provide the Head of Economic Growth with a summarised report on the financial performance of the section at the end of each period.

Action	c
Action Description	Economy and Communities should work with Financial Services to ensure that, where programmes of activity straddle more than one financial year, every effort is made to ensure that the activity is projected and allocated across years as accurately as possible for example by referring to data from previous similar programmes.
Risk	Large variances are reported on these programmes due to timing issues which could have been predicted. Information reported to Members and senior management is less accurate than it could be.
Priority (1, 2, 3)	1
Paragraph Reference	3.13
Assigned to	Senior Managers (Business Support, Employability and Skills and Regeneration)
Due Date	31 st August 2017
Management Response	We welcome a focus on improved profiling and recognise the importance of this to future service planning. These issues are relevant in the main to Employability and Skills and Regeneration Services which have a large number of multi year, multi funded projects.

Action	d
Action Description	Budget holders in Economy and Communities should complete the Council's Budget Holder Training as a refresher where required.
Risk	Budget holders are not familiar with their responsibilities and what assistance they can expect from Financial Services
Priority (1, 2, 3)	3
Paragraph Reference	3.15
Assigned to	Senior Managers (Business Support, Employability and Skills, Regeneration, Planning and Protective Services)
Due Date	December 2017
Management Response	Agreed where managers indicate a requirement. There may also be a requirement for senior officers with budget responsibilities to attend refresher training and we would ask that Senior Managers identify where this is of benefit.

Priority Key used in Action Plan

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

EXECUTIVE SUMMARY RECYCLING AND LANDFILL

Background

The audit was conducted as part of the 2017/18 audit plan.

Key Objectives

The main objectives of this audit were:

- To ensure contracts relating to recycling are being managed in accordance with Council Standing Orders
- To review the Council's performance in relation to recycling targets and to ensure that they are being accurately recorded
- To ensure there are suitable controls in place to prevent fraud, theft and error at Shewalton landfill site/transfer station.

Key Findings and Actions

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

- Waste Resources approach to waste management is efficient and logical;
- Financial Management have strong procedures in place to account for recycling income streams and are maintaining an excellent audit trail; however consideration should be given to documenting the procedures involved, for business continuity purposes
- The Contract Register held by Corporate Procurement needs to be updated to reflect the current position of all Waste Resources contracts
- A contract refresh has not been undertaken in accordance with the original Invitation to Tender (ITT)

Audit Opinion

Overall, substantial assurance was obtained with regard to the Council's recycling and landfill activities.

Waste Resources have robust systems in place to control and monitor all waste. This gives strong assurance that the Council is being charged accurately by contractors, and that all income is being maximised.

ACTION PLAN RECYCLING AND LANDFILL

Action	a
Action Description	The Corporate Procurement contract register must be updated every time a contract is changed/refreshed, so that it always shows the current service provider. Waste Services must ensure that Corporate Procurement is notified of all changes.
Risk	Procurement contract breaches may occur because the most up to date information is not available.
Priority (1, 2, 3)	2
Paragraph Reference	3.5
Assigned to	Corporate Procurement Manager
Due Date	Complete
Management Response	Corporate Procurement have already agreed a change in the contract refresh process with Waste Services which will ensure any future updates are captured in the Contract Register.

Action	b
Action Description	<p>Whilst details of how a framework should operate is part of the detailed tender document, the Corporate Procurement Unit (CPU) should assist Services by providing additional support in the form of a step by step, plain English, guidance note. This note should be expanded to cover, not only frameworks, but also mini-competitions, tenders, contract refresh options etc.</p> <p>This document should spell out the Services roles, responsibilities and indicate when guidance should be sought from the CPU.</p>
Risk	The Council's reputation could be at risk if contracts are being awarded outwith the appropriate procurement procedures.
Priority (1, 2, 3)	1
Paragraph Reference	3.6
Assigned to	Corporate Procurement Manager
Due Date	21 December 2017
Management Response	Procurement policy and procedures are set out in the Contract Standing Orders and the Procurement Manual. The Procurement Manual contains specific instructions, guidance and support on this topic. The Procurement Manual is currently under review and the recommendations of this audit will be addressed within this review supported by additional communication to support contract managers in their role.

Action	c
Action Description	Procedures should be written detailing how to check/process the various streams of recycling income.
Risk	Reliance is being placed on the knowledge of existing staff.
Priority (1, 2, 3)	3
Paragraph Reference	3.17
Assigned to	Senior Manager Waste Resources (Strategy & Contracts) / Team Manager (Financial Management)
Due Date	31 st August 2017
Management Response	To ensure business continuity within the Waste and Finance teams, Waste Resources will liaise with the Finance team to prepare a process guidance document. The guidance document will detail the checks and actions required to be followed to facilitate invoicing of the various recycling income streams by Finance.

Action	d
Action Description	Ensure that the PI to monitor performance against the 2020 aspirational recycling target clearly reflects the target of 60% of household waste.
Risk	Councillors/public are not aware of the 2020 target (reliance cannot be placed upon the 2025 target PI, as the criteria for calculating this is different). The target is not achieved if issues are not identified at an early stage.
Priority (1, 2, 3)	3
Paragraph Reference	3.27
Assigned to	Senior Manager Waste Resources (Strategy & Contracts)
Due Date	31 August 2017
Management Response	The Solace performance indicator (SOL_ENV06) measures household waste recycling performance and progress against this indicator. Progress against this indicator is monitored and reported via the Place Directorate plan and in the Council's Annual Performance Report. Detailed progress against the indicator is reported on the North Ayrshire Performs portal. Information will be entered within the performance updates for this indicator to clarify that there is a Zero Waste Plan target of 60% by 2020 for this indicator.

Priority Key used in Action Plan

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

EXECUTIVE SUMMARY BLUE BADGE SCHEME

Background

The audit was conducted as part of the 2017/18 audit plan.

Key Objectives

The main objective of this audit was to review the arrangements in place for administering the Blue Badge scheme. The audit covered the following areas:-

- The procedures for assessing and recording blue badge applications,
- The updating of records for changes in blue badge holder details/circumstances,
- The income handling processes within the blue badge team,
- The steps taken to protect the personal data being handled by the blue badge team, and
- The procedure for making payments to Northgate for badges produced.

Key Findings and Actions

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

- Procedures need to be reviewed, and updated, in some areas.
- Some applications have been automatically approved, despite not meeting the appropriate criteria.
- The discretionary application form needs to be updated to highlight that payments shouldn't be made in advance of an application being approved.
- Paperwork is not always being retained for the appropriate timescale.
- There is no log kept of cash/cheques received in advance of an application being approved.
- Sensitive information is currently available to staff members who do not require access.
- No consideration is given as to whether essential users need full write access to the systems, or view only access.
- The data sharing agreement between the Council and Northgate needs to be located and reviewed to ensure it is sufficient.

Audit Opinion

Overall, reasonable assurance was obtained with regard to the administration of the blue badge scheme. However, there are areas where improvements are required. In particular, attention needs to be focussed on introducing a cash/cheques in advance log, and reviewing who, and at what level, staff have access to blue badge information via the various systems.

ACTION PLAN BLUE BADGE SCHEME

Action	a
Action Description	<p>Staff should be reminded to review, in detail, all paperwork supporting an application.</p> <p>Identification documents must be checked to ensure they are all consistent e.g. same name, date of birth etc. on all documents.</p> <p>Documents to prove eligibility for an automatic approval must be reviewed carefully to ensure the appropriate level of award of Disability Living Allowance (DLA), or Personal Independence Allowance (PIP) is listed.</p>
Risk	<p>Badges could be obtained fraudulently, via identity theft.</p> <p>Applications could be automatically approved, when they don't actually meet the criteria.</p>
Priority (1, 2, 3)	2
Paragraph Reference	3.9
Assigned to	Senior Business Support Officer
Due Date	1 st August 2017
Management Response	Communication via Business Support Officer reminding staff to review all paperwork in detail and update procedures accordingly

Action	b
Action Description	Staff should be reminded of the need to obtain records for the agreed period of time.
Risk	Paperwork is not available to justify the Council's decisions.
Priority (1, 2, 3)	2
Paragraph Reference	3.12 and 3.22
Assigned to	Senior Business Support Officer
Due Date	1 st August 2017
Management Response	Reminder via Business Support Officer that paperwork should be obtained for the appropriate timescale

Action	c
Action Description	All Blue Badge procedures should be reviewed, and updated where necessary.
Risk	Business continuity relies on up to date procedures being available.
Priority (1, 2, 3)	3
Paragraph Reference	3.13 and 3.27
Assigned to	Senior Business Support Officer
Due Date	1 st August 2017
Management Response	Communication via Business Support Officer that procedures require to be reviewed regularly

Action	d
Action Description	Changes of details by Blue Badge holders should be reflected on the internal Blue Badge spreadsheet.
Risk	Using out of date information could cause issues when trying to contact badgeholders, and also makes the detection of fraud more difficult.
Priority (1, 2, 3)	2
Paragraph Reference	3.18
Assigned to	Senior Business Support Officer
Due Date	Immediate effect
Management Response	Communication via Business Support Officer requesting that the BB spreadsheet is updated as and when changes are notified.

Action	e
Action Description	<p>Steps should be taken to ensure the return of blue badges after the death of the badgeholder.</p> <p>A reasonable period after the death, a letter should be sent to the next of kin to politely request that the blue badge be returned to one of the Council offices, either in person, or by post.</p>
Risk	Badges could be used fraudulently if not returned/destroyed after the death of the registered badgeholder.
Priority (1, 2, 3)	2
Paragraph Reference	3.19
Assigned to	Senior Business Support Officer
Due Date	1 st August 2017
Management Response	Communication via Business Support Officer requesting introduction of template letter to next of kin requesting return of blue badge of deceased persons. Definition of reasonable period of time to be agreed and added to procedures

Action	f
Action Description	The discretionary application form should be amended to say that the fee will be requested from the applicant only after the application has been approved.
Risk	The Blue Badge team are being made unnecessarily responsible for applicants' cash/cheques because fees are being submitted in advance of applications being approved.
Priority (1, 2, 3)	3
Paragraph Reference	3.29
Assigned to	Senior Business Support Officer
Due Date	1 st August 2017
Management Response	Communication via Business Support Officer requesting immediate amendment to the discretionary application form re requesting payment

Action	g
Action Description	A record should be kept of all cash/cheques being kept in the Caley Court safe. This should be reconciled weekly via a physical cash count.
Risk	Loss or theft of applicants' funds wouldn't be immediately obvious.
Priority (1, 2, 3)	1
Paragraph Reference	3.31
Assigned to	Senior Business Support Officer
Due Date	1 st August 2017
Management Response	Communication with Business Support Officer requesting that a running total of Blue Badge advance payments is kept and reconciled weekly via a physical cash count

Action	h
Action Description	Users with access to the blue badge folder on the Council network, or the BBIS system, should be reviewed. Access needs to be restricted to essential users. In addition, the level of access given to essential users should be considered – read only access may be suitable for the majority of staff.
Risk	Personal and sensitive data is available to staff who should not have access to it.
Priority (1, 2, 3)	1
Paragraph Reference	3.35 and 3.36
Assigned to	Senior Business Support Officer
Due Date	1 st August 2017
Management Response	Communication with Business Support Officer to review and update access list and appropriate access

Action	i
Action Description	Staff should establish whether a data sharing agreement is in place between the Council and Northgate. If data security isn't explicitly covered in any of the existing agreements/contracts then staff should arrange for a specific agreement be prepared and signed by both parties.
Risk	Sensitive personal data could be stolen/misused. Risk to the Council's reputation.
Priority (1, 2, 3)	2
Paragraph Reference	3.38
Assigned to	Senior Business Support Officer
Due Date	30 th September 2017
Management Response	Establish current position in relation to data sharing agreement and liaise with Data Protection Officer for assistance where required in ensuring appropriate agreement is in place and signed by both parties

NORTH AYRSHIRE COUNCIL

Agenda Item 5

22 August 2017

Audit and Scrutiny Committee

Title: **Internal Audit and Corporate Fraud Action Plans:
Quarter 1 update**

Purpose: To advise the Audit and Scrutiny Committee on the progress made by Council services in implementing the agreed actions from Internal Audit and Corporate Fraud reports as at 30 June 2017.

Recommendation: That the Committee (a) notes the current position with the implementation of Internal Audit and Corporate Fraud actions; and (b) challenges those services that have not implemented actions within the previously agreed timescales.

1. Executive Summary

- 1.1 The CIPFA document 'Audit Committee Principles in Local Authorities in Scotland' highlights that Audit Committees should monitor and review the progress made in implementing audit recommendations.
- 1.2 Service managers are responsible for ensuring that agreed actions arising from Internal Audit and Corporate Fraud reviews are implemented. This provides assurance that identified control weaknesses have been addressed and are being managed effectively.
- 1.3 All actions are monitored on the Covalent system and service managers are responsible for updating Covalent as they progress each action. This enables Internal Audit to monitor progress on a 'real-time' basis and address any delays in implementation.
- 1.4 This report details the position at 30 June 2017.

2. Background

- 2.1 The last report to the Audit and Scrutiny Committee on 30 May 2017 highlighted that there were 43 actions outstanding at the end of March 2017: 9 that had not been started or were only partially implemented and 34 where the due date had not yet passed.

- 2.2 In addition to these 43 'carried forward' actions, there have been 34 new actions agreed during quarter 1, giving a total of 77 action points for review.
- 2.3 Services have completed 27 actions since the last report. All services are required to retain evidence of work carried out in completing their actions and Internal Audit carries out 'spot-checks' on a sample of completed actions on an ongoing basis.
- 2.4 Of the remaining 50 actions, 11 were either not started or only partially complete at 30 June and the remaining 39 were not due for completion until after that date.
- 2.5 Appendix 1 to this report provides the Committee with full details of the 11 actions that were not complete within the agreed timescales.
- 2.6 One action relating to teaching staff signing the Council's Acceptable Computer Use Policy has been outstanding since 2014. The Executive Director (Education and Youth Employment) has attended the Committee to provide updates on progress and will provide a further update report to this meeting.

3. Proposals

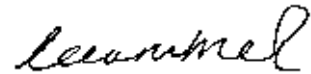
- 3.1 It is proposed that the Committee (a) notes the current position with the implementation of Internal Audit and Corporate Fraud actions; and (b) challenges those services that have not implemented actions within the previously agreed timescales.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Environmental & Sustainability:	None.
Key Priorities:	The effective implementation of agreed Internal Audit actions helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.
Community Benefits:	None.

5. Consultation

- 5.1 Council Services are consulted during the completion of each Internal Audit and Corporate Fraud review and have also provided updates on progress made in implementing action points.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

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

Background Papers

None.

Appendix 1

Actions due by 30th June but not started or partially complete

Generated on: 2 August 2017

Code	IA2014PA027c	Description	Education should ensure that all teaching staff with access to IT equipment should read and sign the Corporate Acceptable Computer Use Policy and have a process in place for ensuring new staff read and sign up to this policy.		
Priority	1	Latest Note	Head Teachers continue to work towards 100% completion rate for staff signing the Acceptable Computer Use Policy. To build on the previous sign-up rate from May 2017 there will be an email campaign organised for the beginning of the new academic term in August 2017. This campaign will be sent to all education staff and Head Teachers. August is the most effective time to do this as staff changes are high at this time and it will also include new staff joining the council, including probationer teachers. It is anticipated that this action will be completed by the end of September 2017.		
Progress Bar	<div><div>85%</div></div>	Original Due Date	31-Aug-2014	Due Date	30-Jun-2016
Parent Code & Title	IA2014PA027 Education and Skills Mobile Devices			Managed By	Andrew McClelland
				Assigned To	Calum Maxwell

Code	IA2016PA011s	Description	A documented procedure for facilitating and monitoring results of Zurich Risk Engineering Reviews should be documented. In particular, a formal process for identifying serious defects and ensuring the required action is taken should be documented and escalated to senior management or the relevant committee.		
Priority	1	Latest Note	2017/18- Quarter One Update: Significant progress has been made by the Insurance Team in reviewing information relating to all Council properties and identifying those which will require to be inspected by Zurich. Some issues have been identified which are currently being checked by PMI and then training on Crimson will be provided by Zurich to appropriate system users. This action should be complete by the end of October 2017.		
Progress Bar	<div><div>75%</div></div>	Original Due Date	30-Jun-2017	Due Date	30-Jun-2017
Parent Code & Title	IA2016PA011 Insurance			Managed By	Laura Friel
				Assigned To	Paul Doak

Code	IA2016PA021a	Description	The Corporate Transport Hub, supported by Legal Services, should continue to liaise with SPT to finalise a mutually acceptable Agency Agreement and have this signed at the earliest opportunity.		
Priority	1	Latest Note	NAC are still in discussion with SPT. A meeting has been planned on 16th August 2017 to try and reach a satisfactory conclusion.		
Progress Bar	<div><div>80%</div></div>	Original Due Date	31-Mar-2016	Due Date	30-Sep-2016
Parent Code & Title	IA2016PA021 Transportation			Managed By	Andrew Fraser; Russell McCutcheon
				Assigned To	Susan Adamson; Gordon Mitchell; Nicola Shearer

Code	IA2016PA021b	Description	The Corporate Transport Hub should ensure a data sharing agreement is in place with both SPT and contractors.		
Priority	1	Latest Note	NAC are still in discussion with SPT. A meeting has been planned on 16th August 2017 to try and reach a satisfactory conclusion.		
Progress Bar	<div><div>80%</div></div>	Original Due Date	31-May-2016	Due Date	30-Sep-2016
Parent Code & Title	IA2016PA021 Transportation			Managed By	Russell McCutcheon
				Assigned To	Susan Adamson; Gordon Mitchell

Code	IA2016PA023a	Description	Services should be issued with current guidance on maintenance procedures. This guidance should be made available on Connects.		
Priority	3	Latest Note	2017/18- Quarter One Update: Asset guidance has been reviewed by Head of Service and will be issued by the end of August following update of points noted by Head of Service.		
Progress Bar	<div><div>95%</div></div>	Original Due Date	31-Aug-2016	Due Date	30-Jun-2017
Parent Code & Title	IA2016PA023 Corporate Landlord - Maintenance			Managed By	Yvonne Baulk
				Assigned To	Laurence Cree

Code	IA2016PA024d	Description	Passwords controls for staff in the schools accessing the Education network should be tightened in line with best practice.		
Priority	2	Latest Note	All Mac devices used by teaching staff have been re-configured in readiness to issue force password change. This was delayed due to the annual exam diet and Education have taken the opportunity to evaluate a self-service password, in line with that used by corporate, however this is being tested on Mac devices. IT Services and Education have scheduled forced password reset in for late August/early September to avoid potential disruption in schools.		
Progress Bar	<div><div>90%</div></div>	Original Due Date	30-Jun-2016	Due Date	30-Jun-2017
Parent Code & Title	IA2016PA024 Education Network Controls			Managed By	Esther Gunn
				Assigned To	Iain Chisholm; Lorna Morley

Code	IA2016PA029g	Description	The Head of Democratic Services should consider renewing the Data Sharing Protocol for procurement with the Police		
Priority	2	Latest Note	2017/18- Quarter One Update: Advised by Police on 22 June 2017 that Protocol would be issued within the next few weeks. Issue raised with Divisional Commander at meeting on 25-07-17		
Progress Bar	<div><div>85%</div></div>	Original Due Date	31-Mar-2017	Due Date	31-Mar-2017
Parent Code & Title	IA2016PA029 Serious Organised Crime			Managed By	Andrew Fraser
				Assigned To	Andrew Fraser

Code	IA2017CFT010a	Description	The Service should liaise with Human Resources with regards to commencing disciplinary proceedings against the employee.		
Priority	1	Latest Note	2017/18 Quarter One Update: A full investigation as requested by audit was carried out and it has been found there is a case to hold a disciplinary hearing planned for 28 July 2017.		
Progress Bar	<div><div>90%</div></div>	Original Due Date	05-May-2017	Due Date	05-May-2017
Parent Code & Title	IA2017CFT010 Allegations Against a Facilities Management Employee			Managed By	Yvonne Baulk
				Assigned To	Ken Campbell

Code	IA2017PA002e	Description	A set timescale should be introduced for reviewing and taking action in relation to overpayments.		
Priority	2	Latest Note	2017/18- Quarter One Update: The new FMS system went live on the 8 June 2017; some staff from the debt recovery team are still involved in the project team but are expected back in the team shortly. Once back the overpayment situation will be reviewed and resources assigned in quarter 2 to work on reducing overpayments.		
Progress Bar	<div><div></div></div>	Original Due Date	30-Jun-2017	Due Date	30-Jun-2017
Parent Code & Title	IA2017PA002 Accounts Receivable			Managed By	Esther Gunn
				Assigned To	Stephen Humphries

Code	IA2017PA020c	Description	Education should investigate the possibility of attaching a standard disclaimer to Glow emails similar to the standard disclaimer attached to Lotus Notes emails.		
Priority	1	Latest Note	The current mail classification trail within the Glow environment has not been completed. It is expected that mail classification will be available nationally within the Glow environment once the trial is complete.		
Progress Bar	<div><div></div></div>	Original Due Date	05-Jun-2017	Due Date	05-Jun-2017
Parent Code & Title	IA2017PA020 Email Controls In Education			Managed By	Andrew McClelland
				Assigned To	Calum Maxwell

Code	IA2017PA024b	Description	Guidance on the completion of the ICT Leaver Procedure Form should be enhanced.		
Priority	3	Latest Note	2017/18- Quarter One Update: The leavers' process is under review alongside new starts, movers and long term planned and unplanned leave. The revised process will result in an eForm to guide staff and simplify data entry. This form is currently being designed and is likely to be implemented in August 2017.		
Progress Bar	<div><div></div></div>	Original Due Date	30-Jun-2017	Due Date	30-Jun-2017
Parent Code & Title	IA2017PA024 Leavers Process			Managed By	Esther Gunn
				Assigned To	Lorna Morley; Elaine Nixon

NORTH AYRSHIRE COUNCIL

Agenda Item 6

22 August 2017

Audit and Scrutiny Committee

Title: **Local Scrutiny Plan and National Scrutiny Plan 2017/18**

Purpose: To advise the Audit and Scrutiny Committee of the Local Scrutiny Plan (LSP) for 2017/18 prepared by the Local Area Network of external scrutiny bodies and the National Scrutiny Plan, which brings together all LSPs and is prepared by the Strategic Scrutiny Group.

Recommendation: That the Committee notes the Local and National Scrutiny Plans.

1. Executive Summary

- 1.1 An annual Shared Risk Assessment is carried out by the Local Area Network (LAN) of the Council's external scrutiny bodies to determine any scrutiny risks for the Council.
- 1.2 For the fifth successive year, the LAN has concluded that no specific scrutiny is required in North Ayrshire. This is an extremely positive position for the Council.
- 1.3 To ensure the positive assurance from the Local Scrutiny Plan is sustained, it is essential that the Council continues to monitor the key scrutiny risks and sustains good performance in relation to its strategic objectives in order to meet the standards expected by the external scrutiny bodies.
- 1.4 Planned scrutiny activity across all Scottish Councils informs the National Scrutiny Plan, with all planned activity in North Ayrshire forming part of nationally driven scrutiny plans.

2. Background

- 2.1 An annual Shared Risk Assessment (SRA) approach is in place to ensure a well co-ordinated, proportionate and risk-based approach to external scrutiny plans.

- 2.2 The shared assessment is undertaken by a Local Area Network (LAN) of external scrutiny bodies, including Audit Scotland, Education Scotland, the Care Inspectorate and the Scottish Housing Regulator.
- 2.3 The Local Scrutiny Plan (LSP) for 2017/18 was published in May 2017 and is attached in full at Appendix 1 to this report.
- 2.4 The LSP does not identify all risks faced by the Council, only those which the LAN has identified as possibly requiring specific scrutiny or where scrutiny is planned as part of national activity. The scrutiny risks noted are:
- Financial Management - arrangements are viewed as being strong but the report notes that the appointed external auditor will continue to monitor the Council's plans to address future budget shortfalls in 2018/19 and 2019/20.
 - Transformation (T2) - it is noted that T2 continues to progress in line with timescales and that the LAN will continue to monitor progress.
 - Health and Social Care - the report notes the challenges in service redesign and addressing the budget shortfall and that the external auditor will review arrangements through the annual audit report.
 - Education - it is noted that there is no need for any specific scrutiny other than the ongoing cycle of establishment inspections, although the LAN will continue to monitor progress given the issues with some measures of educational attainment at the senior phase.
 - Housing - the Scottish Housing Regulator has assessed that no specific scrutiny is required for North Ayrshire Council.
- 2.5 The appendix to the Local Scrutiny Plan details a range of nationally driven scrutiny to which the Council may be subject during 2017/18. For some of this activity, the scrutiny bodies have still to determine their work programmes and which specific Council areas will be reviewed. Planned work includes:
- performance audits by Audit Scotland covering Arms-length External Organisations (ALEOs), Early Learning and Childcare and Health and Social Care Integration;
 - a programme of thematic inquiries by the Scottish Housing Regulator;
 - work by the Care Inspectorate in the areas of adult support and protection and self-directed support;
 - an inspection of Community Learning and Development by Education Scotland (undertaken in North Ayrshire during May and June 2017 with the report published in July).

- 2.6 The report also notes that a Best Value Assurance Report (BVAR) of North Ayrshire Council, under the new framework agreed by the Accounts Commission which requires every Council to be assessed during each five-year period, is not scheduled for 2017/18.
- 2.7 However, some Best Value audit work will be carried out during 2017/18 by the external auditors; this will focus on the Council's arrangements for demonstrating Best Value in financial and service planning, financial governance and resource management, and will be reported through the annual audit report.
- 2.8 It should be noted that the Local Scrutiny Plan only covers high-level scrutiny activity; the external scrutiny bodies will continue to carry out reviews within schools and care establishments which are outwith the scope of this plan.

National Scrutiny Plan

- 2.9 Planned scrutiny activity across all Scottish Councils informs the National Scrutiny Plan (NSP), which is attached at Appendices 2 and 3.
- 2.10 In setting the context, the report notes the unprecedented political, social and financial change that has taken place during the previous 12 months in Scotland, the UK and internationally, with future challenges to come through the further devolution of powers to Scotland, Brexit and the changing demand for public services.
- 2.11 The significant uncertainty associated with Brexit creates capacity pressures for both the Scottish and UK Governments and has wide-ranging consequences for funding streams to public bodies.
- 2.12 The demand for public services is changing, with particular pressures on health and social care. Major changes are taking place to the way in which services are delivered, such as through health and social care integration and greater community empowerment, as well as through a variety of new delivery models, involving public, private and third sector organisations or partnership arrangements.
- 2.13 The NSP provides further detail on the national scrutiny programmes which are planned during 2017/18. Those areas which may directly impact on North Ayrshire Council are noted at paragraph 2.5 above through the LSP.

2.14 The Plan also notes that the Strategic Scrutiny Group has an ambition to move beyond the co-ordination of scrutiny activity towards greater collaboration and integration of scrutiny activity and approaches. During 2017/18, priorities are to focus the collective efforts of the scrutiny agencies in areas that:

- will deliver improvements in efficiency and add value;
- create more public value through greater collaboration, and;
- will deliver more sharing of skills and expertise across scrutiny bodies.

3. Proposals

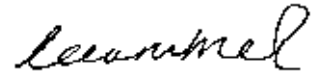
3.1 It is proposed that the Audit and Scrutiny Committee notes the Local Scrutiny Plan and National Scrutiny Plan for 2017/18.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Environmental & Sustainability:	None.
Key Priorities:	Effective external scrutiny helps to ensure that good governance arrangements are in place, underpinning delivery of the Council's key priorities.
Community Benefits:	None.

5. Consultation

- 5.1 The LAN consulted with the Executive Leadership Team during the preparation of the Local Scrutiny Plan.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

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

Background Papers

None.

North Ayrshire Council

Local Scrutiny Plan

2017/18



May 2017

North Ayrshire Council

Local Scrutiny Plan – April 2017 to March 2018

Introduction

1. This local scrutiny plan sets out the planned scrutiny activity in North Ayrshire Council during the financial year 2017/18. The plan is based on a shared risk assessment undertaken by a local area network (LAN), comprising representatives of all the scrutiny bodies who engage with the council. The shared risk assessment process draws on a range of evidence with the aim of determining any scrutiny activity required and focusing this in the most proportionate way.
2. This plan does not identify or address all risks in the council. It covers only those risk areas that the LAN has identified as requiring scrutiny, or where scrutiny is planned as part of a national programme. Planned scrutiny activity across all councils in Scotland informs the National Scrutiny Plan for 2017/18, which is available on the Audit Scotland website.

Scrutiny risks

3. Financial management is strong with a robust budget setting process in place to deliver services in line with the council's priorities. The LAN continues to monitor the council's financial position and the challenges to service delivery in the future from increased demand and reduced resources. The council carries out medium term financial planning on a rolling three year basis, supported by the council's Long Term Financial Strategy covering the period to 2022/23. The 2017/18 budget, together with indicative budgets for 2018/19 and 2019/20 was approved by council on 1 March 2017 with estimated funding gaps of £16.834 million and £14.891 million identified for 2018/19 and 2019/20 respectively. The appointed external auditor will monitor the council's plans to address these as part of their work in reviewing the council's long term financial sustainability.
4. The council is moving forward with Phase 2 of its Transformation Strategy (T2). The programme includes a number of service review options that were identified during the budget setting process. Recent progress reports indicate that all themes and work streams identified in the T2 programme are being progressed in accordance with the review programme and timescales. The LAN will continue to monitor progress.
5. North Ayrshire Health and Social Care Partnership continue to progress transformational service redesign through the Change Programme, with a steering group, supported by a change team to oversee the review and redesign of services. The scope and complexity of the change programme is significant. The Care Inspectorate has been leading a project on the validated self-evaluation of Alcohol and

Drug Partnerships (ADPs) across Scotland during 2016. Field work activity has concluded and all ADPs have received individual feedback to support continuous improvement and a national report will be published in May 2017.

6. 2015/16 saw the first year of operation for the North Ayrshire Health and Social Care Partnership. It is too early to determine if the partnership will bring about benefits for health and social care provision in North Ayrshire. There has been a recurring overspend of health and social care services in recent years, with the most recent projections estimating an overspend of £2.6 million for 2016/17. The appointed auditor will review the current arrangements including plans to address the overspends and report progress in the annual audit report.
7. Strategic scrutiny activity in Education and Youth Employment Services over 2016 involved a validated self-evaluation exercise focused on the impact of Educational Psychology Services and resulted in positive outcomes and evaluations, recognising the effectiveness of several aspects of the council's work. There is a clear commitment by the senior management team to reduce bureaucracy and address teacher workload concerns. The review visit carried out earlier in the session highlighted that the council had been proactive in taking steps to address workload demands. The council has spent the majority of its allocated Scottish Attainment Challenge funding. Plans for taking forward the Pupil Equity Funding (PEF) are under discussion. While there is no need for any additional scrutiny activity beyond the ongoing cycle of establishment inspections, given the prevailing issues with some measures of attainment at the senior phase the LAN will continue to monitor progress.
8. To assess the risk to social landlord services, the Scottish Housing Regulator (SHR) has reviewed and compared the performance of all Scottish social landlords to identify the weakest performing landlords. SHR has assessed that no additional scrutiny is required in this council beyond statutory/ongoing work during 2017/18. SHR will publish the findings of its thematic inquiry work into gas safety and repairs completed during 2016/17. It may carry out further thematic inquiries during 2017/18. SHR will also review the Scottish Social Housing Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2017/18. Where councils are to be involved in a thematic inquiry or a data accuracy visit, the SHR will confirm this directly with the council and the LAN lead.

Planned scrutiny activity

9. Audit Scotland plans to undertake performance audit work in a range of areas covering local government during 2017/18. These include Arm's Length External Organisations (ALEOs), City Deals, Children's Mental Health and Health and Social Care Integration. Any engagement with individual councils is still to be determined. Details of future audit work are available on the Audit Scotland website [here](#). Individual audit and inspection agencies will continue to monitor developments in key areas of council activity and will

provide support and challenge as appropriate. This will help to inform future assessment of scrutiny risk.

10. As shown in Appendix 1, the council will be subject to a range of risk-based based and nationally driven scrutiny activity between April 2017 and March 2018. For some of their scrutiny activity in 2017/18, scrutiny bodies are still to determine which specific council areas they will cover. Where a council is to be involved, the relevant scrutiny body will confirm this with the council and the appropriate LAN lead.
11. In addition to specific work shown in Appendix 1, routine scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively.
12. The Accounts Commission agreed the overall framework for a new approach to auditing Best Value in June 2016. Best Value will be assessed over the five year audit appointment, as part of the annual audit work. In addition a Best Value Assurance Report (BVAR) for each council will be considered by the Accounts Commission at least once in this five year period. The BVAR report for North Ayrshire is not planned in the period covered by this scrutiny plan. The Best Value audit work planned this year will focus on the council's arrangements for demonstrating Best Value in financial and service planning, financial governance and resource management, and will be reported in the Annual Audit Report.
13. Education Scotland will undertake an inspection of the Community Learning and Development functions of the council in May 2017.

May 2017

Appendix 1: Scrutiny plan

Scrutiny body	Scrutiny activity	Date
Audit Scotland	Audit Scotland has performance audits planned in 2017/18 on ALEOs, City Deals, Early Learning and Childcare, Health and Social Care Integration – Part 2. The councils to be included in these audits have yet to be determined.	Dates to be determined
	Best Value audit work this year will focus on the council's arrangements for demonstrating Best Value in financial and service planning, financial governance and resource management, and will be reported in the Annual Audit Report.	
Scottish Housing Regulator (SHR)	SHR will publish the findings of its thematic inquiry work completed during 2016/17. It may carry out further thematic inquiries during 2017/18. SHR will also review the Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2017/18. Where councils are to be involved in a thematic inquiry or a data accuracy visit, the SHR will confirm this directly with the council and the LAN lead.	Timing to be confirmed
Care Inspectorate and Healthcare Improvement Scotland	<p>The Care Inspectorate and Healthcare Improvement Scotland will introduce a revised approach to the joint strategic inspections of services for adults for 2017/18 which will assess the extent to which the planning, organisation and coordination of services comply with the principles of integration and contribute to the national health and wellbeing outcomes. Inspections will include a focus on joint strategic commissioning.</p> <p>In 2017/18, the Care Inspectorate will also lead on thematic activity in the areas of adult support and protection and self-directed support, working with a range of scrutiny partners.</p> <p>The Care Inspectorate will notify the council of any involvement in strategic inspection activity during 2017/18.</p>	Dates and locations to be determined.
Education Scotland	Inspection of Community Learning and Development.	May 2017

North Ayrshire Council

Local Scrutiny Plan

2017/18

A summary of local government strategic scrutiny activity

This report is available in PDF and RTF formats,
along with a podcast summary at:

www.audit-scotland.gov.uk 

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National scrutiny plan 2017/18

A summary of local government
strategic scrutiny activity



Prepared on behalf of the Strategic Scrutiny Group
May 2017

ACCOUNTS COMMISSION 

 AUDIT SCOTLAND



Inspectorate of
Prosecution in
Scotland



Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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Links

-  PDF download
 -  Web link
-


Background



1. The National Scrutiny Plan for local government has been jointly prepared by members of the Strategic Scrutiny Group (SSG). This group comprises Scotland's main public sector scrutiny bodies – the Accounts Commission, Audit Scotland, Education Scotland, the Care Inspectorate, Healthcare Improvement Scotland, Her Majesty's Inspectorate of Constabulary in Scotland, Her Majesty's Fire Service Inspectorate, Her Majesty's Inspectorate of Prisons, Her Majesty's Inspectorate of Prosecution and the Scottish Housing Regulator. Details of each body can be found in [Appendix 1](#). In this report, they are collectively referred to as scrutiny bodies.

2. The SSG was established in February 2008 to support the delivery of better coordinated, more proportionate and risk-based local government scrutiny. Since then, local government scrutiny bodies (including appointed auditors from private sector audit firms) have worked together through Local Area Networks (LANs) to share intelligence and agree the key scrutiny risks in each of Scotland's 32 councils. Annually, each LAN prepares a Local Scrutiny Plan (LSP) setting out the planned scrutiny activity for the council to respond to those specific risks. LSPs also include nationally programmed scrutiny, such as the Care Inspectorate's joint inspections of services for children, young people and families and joint inspections of adult health and social care services. This approach, called Shared Risk Assessment (SRA), is designed to ensure well coordinated, proportionate and risk-based scrutiny.

3. This 2017/18 National Scrutiny Plan (NSP) for local government is one of the key outputs from the SRA process. It summarises all planned strategic scrutiny activity from April 2017 to March 2018 in each of Scotland's 32 councils¹. It also covers work between scrutiny bodies and councils to validate self-evaluation that is designed to support improvement.

4. A separate table showing planned scrutiny activity is available on the [Audit Scotland website](#) .

¹ Strategic scrutiny work does not include scrutiny activity carried out at service unit or institution level, such as inspections of individual schools or care homes, or the annual financial audit of public bodies.

Part 1

Strategic context



5. This year's NSP has been prepared at a time when councils, other public bodies and their partners continue to review the way they deliver services in light of the financial and demographic challenges they face.

6. The last twelve months have seen unprecedented political, social and financial change in Scotland, the UK and internationally, and it's clear that the future holds more uncertainty. Public scrutiny has a vital role to play in holding public bodies to account and helping them to improve, and this is even more important in times of change.

7. The devolution of powers and responsibilities set out in the Scotland Acts of 2012 and 2016 requires a more strategic approach to Scottish public financial management and reporting as public bodies need to work within an increasingly complex budget process.

8. The outcome of the European Union (EU) referendum, the triggering of Article 50 and the options for Brexit bring significant uncertainty. This creates capacity pressures on the UK and Scottish Governments and has wide-ranging consequences for funding streams to public bodies. The outcome of the Brexit vote and the ongoing negotiations have also reframed the debate about Scottish independence and the prospects for a second independence referendum.

9. The demand for public services is changing, reflecting the make-up of Scotland's population, with greater pressures in particular on health and social care services. Major changes are taking place to how public services are delivered, for example through the integration of health and social care services and greater community empowerment. A consistent theme of much recent scrutiny activity has been the scale of the challenge of delivering transformational change and improving outcomes at a time of rising demand and reducing resources.

10. Public services are increasingly provided through a diverse range of public, private and third sector organisations or through partnership arrangements. This means that services can be delivered in new and innovative ways, but it also creates more complex lines of responsibility and accountability.

11. In this context, it is important that public scrutiny continues to support councils and their partners to work with their populations to ensure they have access to the services and support they need. Equally, objective and authoritative public scrutiny is essential in supporting a strong and effective system of service delivery and financial accountability and transparency in Scotland.

Part 2

Scrutiny activity



National scrutiny programmes

12. There is a range of national scrutiny activity planned across councils over the next year and beyond. Where activity has been identified for 2017/18 that impacts on individual councils and their delivery partners, it is included in the National Scrutiny Plan. In addition, there may be a range of other unplanned scrutiny that takes place across councils during the year. For example, Education Scotland undertook a focused review of local authorities' actions to tackle unnecessary bureaucracy and undue workload in schools in August 2016. This was at the request of the Cabinet Secretary for Education and Skills and was one strand within a wider set of actions announced in the Scottish Government's Delivery Plan. Education Scotland visited each of the 32 local authorities to review the demands placed on schools by local authorities in relation to Curriculum for Excellence. A summary of review findings was published in September 2016.

13. Significant pieces of national scrutiny activity that are planned during 2017/18, as well as developments in scrutiny approaches are outlined below.

Audit Scotland

Best Value


14. In December 2014, the Accounts Commission concluded its review of Best Value and set out principles for a new approach to auditing Best Value. These principles include the need for more frequent assurance on Best Value across all 32 councils, integrating the audit processes, an increased emphasis on driving improvement, and a strong focus on the quality of service experienced by the public and the outcomes achieved.

15. The new approach began to be rolled out from October 2016. It includes an assessment each year of aspects of Best Value as part of an integrated annual audit and a public Best Value Assurance Report (BVAR) for each council at least once in a five-year period that will bring together an overall picture of the council drawn from a range of audit activity. BVARs for the six councils in the first year of the programme will be reported to the Accounts Commission during 2017/18.

16. The five-year rolling Best Value programme will be reviewed and refreshed annually in agreement with the Accounts Commission. The results of the SRA process will make a significant contribution to the audit intelligence that inform decisions about the programme, both in terms of the sequencing and timing of audits and the focus of audit work at individual councils.

National performance audits

17. Audit Scotland carries out a programme of national performance audits that it undertakes on behalf of the Accounts Commission and Auditor General

for Scotland. Audit Scotland has several performance audits covering local government planned during 2017/18. It will be carrying out audits covering arm's-length external organisations (ALEOs), city deals, children's mental health and health and social care integration. Any engagement with individual councils is still to be determined. Details of the performance audit programme for 2017/18 is available [here](#) 

Housing benefit risk assessments

18. Audit Scotland will also continue to carry out a national programme of housing benefit risk assessments across councils during 2017/18. It will review its future approach to the scrutiny of benefits in light of the changing powers around social security in Scotland and recent changes to Best Value auditing.

Care Inspectorate

Alcohol and drugs partnerships

19. During 2016/17, the Care Inspectorate carried out Validated Self-Evaluation (VSE) activity with Alcohol and Drug Partnerships (ADPs). The purpose of this activity was to support the validation of ADP and services' self-assessment of local implementation and service compliance with the Quality Principles: Standard Expectations of Care and Support in Drug & Alcohol Services. The findings from this validation work will inform the future programme of national support for continuous improvement. The Care Inspectorate provided feedback from its work to individual ADPs in December 2016 and is due to publish a national overview report in May 2017.

Joint inspection of services for children

20. As part of the Child Protection Improvement Programme announced by the Minister for Childcare and Early Years in March 2017, the Care Inspectorate will lead the development of a future model of joint inspection of services for children that focuses on the experiences of, and outcomes for, the most vulnerable children. In developing the revised framework, the Care Inspectorate is chairing a short-life working group, which includes scrutiny partners, to consider all recommendations from inspections relevant to the Child Protection Improvement Programme. In particular, the group is looking at systems review, data, evidence and leadership. The group is also considering how scrutiny and improvement work can best be provided for services for all children and families, including collaborating with other partners to develop and improve the use of self-evaluation tools. The Care Inspectorate is scheduled to provide a report to ministers by 31 May 2017, recommending the way forward for a revised inspection framework, including the proposed scope of future inspections. This framework is to be in place by the time the current framework concludes in December 2017.

Coordinating national and local scrutiny of progress with health and social care integration

21. There are a number of scrutiny bodies with an interest in the performance of integration authorities and the progress that is being made nationally and locally in delivering health and social care integration:

- The Accounts Commission is responsible for appointing external auditors to integration authorities.
- During 2017/18 the Auditor General for Scotland and the Accounts Commission will be undertaking their second national performance audits on health and social care integration. This audit will follow up on

the emerging risks highlighted in their initial December 2015 report and will assess the early impact that health and social care integration is having in shifting the balance of care and improving outcomes for older people. It will consider issues such as: governance arrangements; budget setting; strategic planning; engagement with the voluntary sector, GPs, and housing providers; the development of locality planning; and, carer and user involvement.

- From 1 April 2017, the Care Inspectorate and Healthcare Improvement Scotland (HIS) have new responsibilities to inspect the planning, organisation or coordination of the services that health boards and local authority's delegate to integration authorities, as set out within their integration schemes. The Care Inspectorate and HIS must also review and evaluate the effectiveness of the integration authority's strategic plan, and encourage improvement in the effectiveness of that plan if necessary. They will commence a programme of joint inspections of health and care partnerships in 2017/18, focusing on joint strategic planning and commissioning, governance and leadership and outcomes for adults/older people.

22. Audit Scotland, the Care Inspectorates and HIS will coordinate their various audit and inspection interests in integration authorities and health and social care integration, drawing on each other's work and deploying joint teams where appropriate.


Thematic review of adult support and protection

23. Adult support and protection was included as a focus area during the Care Inspectorate-led joint inspections of services for older people undertaken between 2012/13 and 2016/17.

24. In light of reviewing the methodology for joint inspections of services for older people to focus on the quality of strategic commissioning, in 2017/18 the Care Inspectorate will lead on developing a joint approach to scrutinising adult support and protection. This is an approach that should identify strengths and areas for improvement that can be disseminated relatively quickly across partnership areas. It may also help inform policy planning, development and implementation, support improvement nationally and identify whether additional more targeted scrutiny and assurance may be required.

Thematic review of self-directed support implementation

25. This remains a key Scottish Government policy. Self-directed support was included as a focus area during the joint inspections of services for older people undertaken between 2012/13 and 2016/17. In light of the review of the methodology for joint inspections of services for older people, during 2017/18 the Care Inspectorate will lead on developing a thematic review of aspects of self-directed support. As with adult support and protection, this approach should help inform policy planning, development and implementation and identify whether additional more targeted scrutiny and assurance is required.

26. The Care Inspectorate's work on self-directed support will complement and build on the audit work that Audit Scotland has been carrying out over the past year in following up its first audit on [Self-directed support](#)  in June 2014. The outputs of the current audit work will be published during the summer of 2017.

Education Scotland

27. Education Scotland is currently reviewing arrangements for providing public assurance on the quality of the education functions of local authorities. Its inspectors

will undertake appropriate independent or joint evaluative activity within local authorities to report publicly on raising educational attainment and closing the attainment gap. During 2017/18, Education Scotland's scrutiny programme will continue to include validated self-evaluation of educational psychology services; strategic inspection of community learning and development provision; and scrutiny work on the quality of careers information and guidance services delivered by Skills Development Scotland across council areas.

Her Majesty's Fire Service Inspectorate (HMFSI)

28. HMFSI will continue to inspect Scottish Fire and Rescue Service (SFRS) local service delivery across Scotland. These inspections will examine, among other things, local scrutiny and engagement between the SFRS and councils. As part of its programme, HMFSI intends to inspect service delivery in three local authority areas during 2017/18. HMFSI also has a programme of thematic inspection planned, but this work is unlikely to result in contact with local authorities. However, HMFSI may also carry out ad hoc inspections in response to specific events, which could involve contact with local authorities.

Her Majesty's Inspectorate of Constabulary in Scotland (HMICS)

29. HMICS will continue to inspect local policing divisions across Scotland. Divisional inspections will cover partnership working and in particular, local scrutiny and engagement between Police Scotland and councils and the local Community Planning Partnership and Community Safety Partnership. Local police inspections also include a 'plus' element, which aims to investigate national issues through a local lens. These elements are subject to separate reports published on its website www.hmics.org.uk .

Her Majesty's Inspectorate of Prisons for Scotland (HMIPS)

30. HMIPS will inspect prisons in Scotland, jointly with Healthcare Improvement Scotland, Education Scotland, the Care Inspectorate and the Scottish Human Rights Commission. Each prison will be monitored on a weekly basis by volunteer Independent Prison Monitors who are allocated to each prison. Reports of findings from both inspection and monitoring are published regularly throughout the year. In 2017/18, HMIPS will also publish its report of a study of the lived experience of older prisoners in Scotland's prisons.

Inspectorate of Prosecution in Scotland (IPS)

31. The IPS will publish the findings of its thematic inquiry work completed during 2016/17, including a review of the investigation and prosecution of sexual crimes in Scotland, having regard to the availability of support agencies for victims provided in local authority areas. As part of its programme, IPS will continue to inspect service delivery by the Crown Office and Procurator Fiscal Service at both national and local level.

Scottish Housing Regulator (SHR)

32. The SHR will publish the findings of its thematic inquiry work into gas safety and repairs completed during 2016/17. It may carry out further thematic inquiries during 2017/18. The SHR will also review the Scottish Social Housing Charter data submitted by landlords and carry out data accuracy visits during the second quarter of 2017/18. Where councils are to be involved in a thematic inquiry or a data accuracy visit, the SHR will confirm this directly with the council and the LAN lead.

33. The SHR has identified four local authorities for scrutiny this year – Glasgow City, Dumfries & Galloway, Shetland Islands, and Highland councils. The SHR's engagement with Glasgow City and Dumfries & Galloway councils is continuing from last year because of serious performance issues around homeless services. Shetland Islands and Highland councils have been identified for scrutiny this year, because of their poor performance around a range of tenant service performance indicators, and in the case of Shetland, scrutiny risks in relation to its homeless service.

34. The SHR plans to carry out its scrutiny with these four councils by means of ongoing engagement throughout the year. It has not identified the need for any specific on-site scrutiny work and as such, its engagement with the councils is not reflected in the national scrutiny plan for 2017/18.

Part 3

Strategic scrutiny group priorities



35. Since it was established in 2008, the Strategic Scrutiny Group (SSG) delivered more coordinated scrutiny in local government by implementing the SRA process in Scotland's 32 councils.

36. The SSG also continues to act as a forum for scrutiny bodies to discuss key strategic scrutiny developments (eg, Accounts Commission's new approach to auditing Best Value in local government, Healthcare Improvement Scotland's new approach to assessing the quality of care in Scotland and building improvement capacity in the NHS, Education Scotland's developments in inspection approaches, and the Care Inspectorate-led joint review of approaches to inspecting children and adults' services) and identifying opportunities for aligning assessment frameworks and methodologies.

37. A key ambition for the SSG is to move beyond the coordination of scrutiny towards greater collaboration and integration of scrutiny activity and approaches.

38. Over the next year the SSG's priorities are to focus its collective efforts in areas that:

- will deliver improvements in efficiency and add value to how scrutiny is delivered;
- create more public value through greater collaboration and the alignment of scrutiny assessment frameworks and approaches; and
- will deliver more sharing of skills and expertise across scrutiny bodies and ensure that scrutiny partners are learning from each others good practices and from scrutiny approaches and methodologies.

39. The SSG has identified several cross-cutting themes (Community Empowerment, Integrated public service delivery, prevention, addressing inequalities and improvement) as potential lenses through which any future collaborative scrutiny can be viewed. There are also several practical areas already identified for scrutiny activity where greater collaborative scrutiny between SSG members can be developed, including:

- Health and social care integration
- Fire reform
- Mental Health (including prisoner healthcare and support)
- Housing

- Children's Services
- Educational attainment.

40. The SSG is keen to use future collaborative scrutiny activity as an opportunity to test new approaches to scrutiny in line with the recommendations of its 2016 short-life working group on 'Scrutiny in the 21st century'. This would mean:

- focusing on the impact that implementation of the community empowerment and integrated children's services agendas are having on improving outcomes and addressing inequalities within specific communities
- adopting more flexible approaches to resourcing scrutiny activity (shared leadership of scrutiny teams, staff secondments, etc.)
- testing common methodologies and scrutiny approaches.

Appendix 1

The Local Government Scrutiny Coordination Strategic Group members



Accounts Commission	The Accounts Commission is a non-departmental public body (NDPB). The Accounts Commission is the public's independent watchdog for local government in Scotland. Its role is to examine how Scotland's 32 councils manage their finances, help these bodies manage their resources efficiently and effectively, promote Best Value and publish information every year about how they perform.
Audit Scotland	Audit Scotland is a statutory body providing services to the Accounts Commission and the Auditor General for Scotland (AGS). Working together, the Accounts Commission, the AGS and Audit Scotland ensure that public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.
Care Inspectorate	The Care Inspectorate is a non-departmental public body (NDPB). Its purpose is to provide robust, independent assurance and protection for people who use social work and social care services and support innovation and improvement. It undertakes work itself or with scrutiny partners as in the case of children's services inspections.
Education Scotland	Education Scotland is an executive agency. It is the Scottish Government's national development and improvement agency for education. It is charged with providing support and challenge to the education system, from early years to adult learning, in line with the government's policy objectives.
Healthcare Improvement Scotland	Healthcare Improvement Scotland (HIS) is a health body. The function of HIS is to improve the quality of the care and experience of every person in Scotland every time they access healthcare by supporting healthcare providers.
Her Majesty's Fire Service Inspectorate	Her Majesty's Fire Service Inspectorate in Scotland exists to provide independent, risk based and proportionate professional inspection of the Scottish Fire and Rescue Service. Its purpose is to give assurance to the Scottish public and Scottish ministers that the Service is working in an efficient and effective way, and to promote improvement in the Service. Through this, the Inspectorate provides external quality assurance to the Service, and provides support to the Service in delivering its functions.
Her Majesty's Inspectorate of Constabulary in Scotland	Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) provides independent scrutiny of both Police Scotland and the Scottish Police Authority. Its approach is to support Police Scotland and the Authority to deliver services that are high quality, continually improving, effective and responsive to local needs. It can inspect other UK police services that operate in Scotland and are members of the National Preventive Mechanism, inspecting police custody centres to monitor the treatment and conditions for detainees.
Her Majesty's Inspectorate of Prisons for Scotland	Her Majesty's Chief Inspector of Prisons for Scotland provides oversight and scrutiny of the 15 prisons in Scotland, by way of inspection and monitoring, in order to report on the conditions in prison and the treatment of prisoners. Monitoring is conducted by volunteer Independent Prison Monitors, who are required to visit every prison every week, to respond to prisoners' requests and to monitor conditions. HMIPS also has responsibility for inspecting court custody cells and the conditions in which prisoners are transported.

Inspectorate of Prosecution in Scotland	The Inspectorate of Prosecution in Scotland is headed by HM Chief Inspector who reports directly to the Lord Advocate. The aim of the Inspectorate is to enhance the quality of service and public confidence in the Crown Office and Procurator Fiscal Service through independent inspection and evaluation.
Scottish Housing Regulator	The Scottish Housing Regulator (SHR) is a non-ministerial department. The statutory objective of the SHR is to safeguard and promote the interests of people who are or may become homeless, tenants of social landlords, or recipients of housing services provided by social landlords.

Appendix 2

Glossary



Local Scrutiny Plan (LSP)	Document which captures agreed areas of risk and good practice, and the resulting scrutiny response for each council. It is the primary planning document for scrutiny bodies.
Local Area Network (LAN)	There is a LAN for each council, comprising representatives of all the scrutiny bodies who engage with the council. LAN members ensure that information and intelligence held by each scrutiny body is shared.
Local Government Benchmarking Framework (LGBF)	The LGBF reports on how much councils spend on particular services, their performance and how satisfied people are with these services. It supports evidence-based comparisons between similar councils so that they can work and learn together to improve their services.
National Scrutiny Plan (NSP)	The aggregation of the individual council's scrutiny plans into a national plan detailing all the scrutiny work planned across Scottish councils.
Scottish Social Housing Charter	The Scottish Social Housing Charter sets the standards and outcomes that all social landlords should aim to achieve when performing their housing activities. The Charter was approved by the Scottish Parliament and came into effect from 1 April 2012 and has been revised with effect from 1 April 2017.
Shared Risk Assessment (SRA)	A joint approach using key information about local government to plan scrutiny activity that is proportionate and based on risk.
Validated self-evaluation (VSE)	Assistance provided by Education Scotland to councils on request, to help them develop their own methods and quality of self scrutiny.

National scrutiny plan 2017/18

A summary of local government strategic scrutiny activity

This report is available in PDF and RTF formats,
along with a podcast summary at:

www.audit-scotland.gov.uk 

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Council	Q1			Q2			Q3			Q4		
	April	May	June	July	August	September	October	November	December	January	February	March
Aberdeen City												
Aberdeenshire							CLD					CIAG
Angus			Police (Tayside)									
Argyll & Bute			EA F/U			EA F/U						
Clackmannanshire					BVAR					EPS		ASI
Dumfries & Galloway							CIAG		CLD	EPS		
Dundee City			Police (Tayside)									
East Ayrshire		EPS			CSI			CSI		CLD		
East Dunbartonshire		CLD		BV F/U			BVAR					
East Lothian	HB					EPS F/U	BVAR			CLD		
East Renfrewshire	BVAR											
City of Edinburgh								CIAG		Fire		
Eilean Siar	HB	CSI F/U						EPS F/U		ASI F/U		
Falkirk	BV F/U						EPS					
Fife						CIAG F/U	BVAR		CLD			
Glasgow City	CIAG F/U						BVAR					
Highland			Fire									
Inverclyde		CSI									CIAG	
Midlothian												
Moray						CSI F/U				CLD		
North Ayrshire		CLD										
North Lanarkshire			CLD						Fire			
Orkney Islands	BVAR					CIAG		CLD				
Perth & Kinross			Police (Tayside)				CSI		CSI	CLD		
Renfrewshire	BVAR							CIAG F/U				
Scottish Borders		EPS				CLD						
Shetland Islands							HB	EPS				
South Ayrshire						CIAG F/U				CSI F/U		
South Lanarkshire												
Stirling		EPS									ASI	
West Dunbartonshire							BVAR			CLD		
West Lothian	BVAR						HB					

Key

Audit Scotland

Best Value Follow-up (BV F/U)

Best Value Assurance Report (BVAR)

Housing Benefit Risk Assessment (HB)

Care Inspectorate/Multi-agency

Children’s Services Inspection (CSI)

Adult Services Inspection (ASI)

Education Scotland

Valided self-evaluation of Education Psychology Service (EPS)

Inspection of Careers Information Advice and Guidance (CIAG)/Follow Up (CIAG F/U)

Inspection of education authority (EA)/Follow Up (EA F/U)

Inspection of Community Learning and Development (CLD)/Follow Up (CLD F/U)

HMFSI

Local area inspections (Fire)

HMICS

Local policing inspection (Police)

National Scrutiny Plan for Local Government 2017/18

Council	Previous scrutiny activity 2014/15 - 2016/17
Aberdeen City	Children’s Services Inspection (CSI) , 2014/15. Community Planning Partnership Audit (CPP) , Adult Services Inspection (ASI) , Multi-Agency Public Protection Arrangements (MAPPA) , Housing Benefit Risk Assessment (HB) , 2015/16.
Aberdeenshire	Children’s Services Inspection (CSI) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , 2015/16 . Housing Benefit Risk Assessment (HB) , Education Psychology Service (EPS) , Careers Information (CIAG) , 2016/17.
Angus	Adult Services Inspection (ASI) , 2014/15. Multi-Agency Public Protection Arrangements, (MAPPA) , Best Value Follow-up (BV F/U) , 2015/16 . Children’s Services Inspection (CSI) 2016/17.
Argyll & Bute	Housing Benefit Risk Assessment (HB) , Best Value Follow-up (BV F/U) , Skills Development Scotland (SDS) , 2014/15. Adult Services Inspection (ASI) , Multi-Agency Public Protection Arrangements (MAPPA) , Best Value Follow-up (BV F/U) , 2015/16.
Clackmannanshire	Housing Benefit Risk Assessment (HB) , Validated Self-Evaluation (VSE) , Skills Development Scotland (SDS) , 2014/15. Children’s Services Inspection (CSI) , 2014/15, Multi-Agency Public Protection Arrangements, (MAPPA) , 2015/16. Education Psychology Service (EPS) , Local Area Network additional work (LAN) , 2016/17.
Dumfries & Galloway	Additional annual audit work (AAA) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Validated Self-Evaluation (VSE) , Children’s Services Inspection, (CSI) , Adult Services Inspection (ASI) , Performance Investigation (SHR) , 2015/16. Performance Investigation (SHR) , Education Psychology Service (EPS) , 2016/17.
Dundee City	Multi-Agency Public Protection Arrangements (MAPPA) , Children’s Services Inspection (CSI) , Local area inspections (Fire) , 2015/16. Housing Benefit Risk Assessment (HB) , Education Psychology Service (EPS) , 2016/17.
East Ayrshire	Validated Self-Evaluation (VSE) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , 2015/16. Housing Benefit Risk Assessment (HB) , Education Psychology Service (EPS) , Careers Information (CIAG) , 2016/17.
East Dunbartonshire	Housing Benefit Risk Assessment (HB) , Best Value Follow-up (BV F/U) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Education Psychology Service (EPS) , 2015/16. Best Value Follow-up (BV F/U) , Performance Investigation (SHR) , 2016/17.
East Lothian	Multi-Agency Public Protection Arrangements (MAPPA) , Adult Services Inspection (ASI) , Housing Benefit Risk Assessment (HB) , 2015/16. Performance Investigation (SHR) , 2016/17.
East Renfrewshire	Housing Benefit Risk Assessment (HB) , Children’s Services Inspection (CSI) , 2014/15. Public Protection Arrangements (MAPPA) , Local area inspections (Fire) , 2015/16 Housing Benefit Risk Assessment (HB) , Education Psychology Service (EPS) , 2016/17.
City of Edinburgh	Housing Benefit Risk Assessment (HB) , Best Value Follow-up (BV F/U) , 2014/15. Public Protection Arrangements (MAPPA) , Local policing inspection (Police) , Best Value Follow-up (BV F/U) , 2015/16. Adult Services Inspection (ASI) , Careers Information (CIAG) , 2016/17.
Eilean Siar	Housing Benefit Risk Assessment (HB) , 2014/15. Children’s Services Inspection (CSI) , Adult Services Inspection (ASI) , Multi-Agency Public Protection Arrangements, (MAPPA) , Local area inspections (Fire) , 2015/16. Education Psychology Service (EPS) , 2016/17.
Falkirk	Targeted Best Value Audit (TBV) , Adult Services Inspection (ASI) , 2015/16. Multi-Agency Public Protection Arrangements (MAPPA) , Community Planning Partnership Audit (CPP) , Children’s Services Inspection (CSI) , Housing Benefit Risk Assessment (HB) , 2015/16. Best Value Follow-up (BV F/U) , Education Psychology Service (EPS) , Careers Information (CIAG) , 2016/17.
Fife	Adult Services Inspection (ASI) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Children’s Services Inspection (CSI) , Careers Information (CIAG) , 2015/16. Housing Benefit Risk Assessment (HB) , Education Psychology Service (EPS) , 2016/17.
Glasgow City	Housing Benefit Risk Assessment (HB) , Skills Development Scotland (SDS) , Adult Services Inspection (ASI) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Community Planning Partnership Audit (CPP) , Careers Information (CIAG) , 2015/16. Performance Investigation (SHR) , Children’s Services Inspection (CSI) , Local area inspections (Fire) , 2016/17.
Highland	Adult Services Inspection (ASI) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , 2015/16. Education Psychology Service (EPS) , 2016/17.
Inverclyde	Education Psychology Service (EPS) , Multi-Agency Public Protection Arrangements (MAPPA) , 2015/16. Housing Benefit Risk Assessment (HB) , 2016/17.
Midlothian	Education Psychology Service (EPS) , Housing Benefit Risk Assessment (HB) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , 2015/16.
Moray	Best Value Follow-up (BV F/U) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Best Value Follow-up (BV F/U) , Education Psychology Service (EPS) , Housing Benefit Risk Assessment (HB) , Community Planning Partnership (CPP) , 2015/16. Careers Information (CIAG) , Children’s Services Inspection (CSI) , Local area inspections (Fire) , 2016/17.
North Ayrshire	Multi-Agency Public Protection Arrangements (MAPPA) , Housing Benefit Risk Assessment (HB) , Community Planning Partnership (CPP) , 2015/16. Education Psychology Service (EPS) , 2016/17.
North Lanarkshire	Scottish Housing Quality Standard (SHQS) , Children’s Services Inspection (CSI) , Skills Development Scotland (SDS) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Housing Benefit Risk Assessment (HB) , 2015/16. Education Psychology Service (EPS) , 2016/17.
Orkney Islands	Performance Inquiry, Scottish Housing Quality Standard (SHQS) , Community Planning Partnership (CPP) , 2014/15. Education Psychology Service (EPS) , Multi-Agency Public Protection Arrangements (MAPPA) , Housing Benefit Risk Assessment (HB) , Performance Investigation (SHR) , Community Planning Partnership Audit (CPP) , 2015/16. Education Psychology Service (EPS) , Careers Information (CIAG) , Adult Services Inspection (ASI) , 2016/17.
Perth & Kinross	Multi-Agency Public Protection Arrangements (MAPPA) , Housing Benefit Risk Assessment (HB) , Careers Information (CIAG) , 2015/16. Performance Investigation (SHR) , 2016/17.
Renfrewshire	Housing Benefit Risk Assessment (HB) , Multi-Agency Public Protection Arrangements (MAPPA) , 2015/16.
Scottish Borders	Housing Benefit Risk Assessment (HB) , Additional annual audit work (AAA) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Careers Information (CIAG) , Community Planning Partnership Audit (CPP) , Children’s Services Inspection (CSI) , 2015/16. Local area inspections (Fire) , Adult Services Inspection (ASI) , 2016/17.
Shetland Islands	Adult Services Inspection (ASI) , Children’s Services Inspection (CSI) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Careers Information (CIAG) , Housing Benefit Risk Assessment (HB) , 2015/16.
South Ayrshire	Validated Self-Evaluation (VSE) , Best Value Follow-up (BV F/U) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Best Value Follow-up (BV F/U) , 2015/16. Local area inspections (Fire) , Best Value Follow-up (BV F/U) , Children’s Services Inspection (CSI) , 2016/17.
South Lanarkshire	Children’s Services Inspection (CSI) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Adult Services Inspection (ASI) , 2015/16. Housing Benefit Risk Assessment (HB) , 2016/17.
Stirling	Validated Self-Evaluation (VSE) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , 2015/16. Housing Benefit Risk Assessment (HB) , Education Psychology Service (EPS) , Careers Information (CIAG) , 2016/17.
West Dunbartonshire	Multi-Agency Public Protection Arrangements (MAPPA) , 2015/16. Children’s Services Inspection (CSI) , Careers Information (CIAG) , 2016/17.
West Lothian	Housing Benefit Risk Assessment (HB) , Community Planning Partnership Audit (CPP) , Skills Development Scotland (SDS) , 2014/15. Multi-Agency Public Protection Arrangements (MAPPA) , Education Psychology Service (EPS) , Community Planning Partnership Audit (CPP) , Local area inspections (Fire) , 2015/16. Children’s Services Inspection (CSI) , 2016/17.

NORTH AYRSHIRE COUNCIL

Agenda Item 7

22 August 2017

Audit and Scrutiny Committee

Title: **Audit Scotland Housing Benefit Performance
Audit annual update 2016/17**

Purpose: To inform the Committee of the findings of Audit Scotland's review of Housing Benefit Performance Audit annual update 2016/17

Recommendation: That the Committee notes (a) the findings of Audit Scotland's review of Housing Benefit Performance Audit annual update 2016/17, as set out at Appendix 1; and (2) the key risks identified alongside the Council's position, as set out at Appendix 2.

1. Executive Summary

- 1.1 In 2016/17 Audit Scotland visited eight Councils and carried out a Housing Benefit risk assessment; a report of their findings is set out at Appendix 1. The report makes reference to Audit Scotland's review of Housing Benefit fraud investigation liaison arrangements which was reported separately to Audit and Scrutiny Committee on the 30 May 2017.
- 1.2 The objective of a risk assessment is to determine the extent to which the benefit service is meeting its obligations to achieve continuous improvement in all its activities; and considers the effectiveness of the benefit service in business planning and reporting, delivering outcomes, accuracy, interventions and counter-fraud. It does not represent a full audit of a Council's benefits service.
- 1.3 Audit Scotland last visited the Council in May 2015 and their findings reported to the Audit Committee on the 24 August 2015. A progress report on the three risks identified relating to speed of processing, accuracy checking and minimising overpayments was provided to Audit Scotland in April 2016 and page 15 of Audit Scotland's report makes reference to the satisfactory progress made by the Council.
- 1.4 The current report highlights that in other local authorities the roll out Universal Credit full service and direct payment to the tenant has increased rent arrears; this may affect the Council as Universal Credit full services commences from 22 November 2017.

2. Background

- 2.1 Audit Scotland visited eight Councils and identified three key risks relating to accuracy checking, business planning and performance reporting and interventions. North Ayrshire's position relative to the risks is set out at Appendix 2; procedures and controls are in place for all three risks.
- 2.2 Audit Scotland found that the Housing Benefit caseload across all Scottish Councils fell by 10% over the period November 2012 to November 2016 from 481,834 to 433,440. Audit Scotland provided no explanation for the reduction in caseload. Housing Benefit caseload is affected by economic conditions, unemployment levels, and UK Government Welfare Reforms including migration to Universal Credit
- 2.3 The Council's caseload fell by 27% over the same period from 19,909 to 14,524 and continues to fall with 14,284 claims at June 2017. The Council's caseload has reduced due to a combination of the factors noted above; for example 1,764 claimants are in receipt of Universal Credit at June 2017.
- 2.4 Universal Credit for single working age claimants was introduced in three North Ayrshire job centres from 27 April 2015. From the 22 November 2017 Universal Credit full digital service will be rolled out in North Ayrshire to all working age claimants including couples and families. Audit Scotland found that the roll out of Universal Credit and direct payment of the Housing Element to the tenant and not the landlord has increased rent arrears; with one Council reporting a 12% increase from 1 April 2016 to 30 September 2016. The Scotland Act 2016 provides powers to the Scottish Government to vary the frequency of Universal Credit payments and make payments direct to a landlord, which may mitigate against increased rent arrears; the timetable for introduction of these powers is not known. The Council's Housing Services Welfare Reform Advice Team are actively engaging with Council tenants about Universal Credit and applying to the Department for Work and Pensions for managed payments to protect the payment of rent and sustain tenancies.
- 2.5 At present overpaid Housing Benefit can be recovered from on-going Housing Benefit entitlement but under Universal Credit a single deduction allocated equally between the recovery of an overpaid Tax Credit, Universal Credit or Housing Benefit will be made; this may affect the Council's recovery levels of Housing Benefit overpayments.

- 2.6 The Scotland Act 2016 devolves eleven benefits to the Scottish Parliament including Attendance Allowance, Personal Independence Payment and Winter Fuel Payment; these powers will be enabled by the Social Security (Scotland) Bill laid before the Scottish Parliament in June 2017. Ten of the benefits will be delivered by the Scottish Government's new Social Security Agency with Discretionary Housing Payments continuing to be delivered by local authorities. The Council receives funding from the Scottish Government for Discretionary Housing Payments and the Benefits Service administer this to mitigate the impact of welfare reform including under occupation (Bedroom Tax), benefit cap and general hardship.

3. Proposals

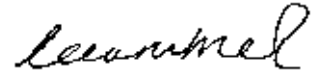
- 3.1 That the Committee notes (a) the findings of Audit Scotland's review of Housing Benefit Performance Audit annual update 2016/17, as set out at Appendix 1; and (2) the key risks identified alongside the Council's position, as set out at Appendix 2.

4. Implications

Financial:	The direct payment of Universal Credit to tenants may increase rent arrears but this may be mitigated by devolved powers contained in the Scotland Act 2016.
Human Resources:	None
Legal:	None
Equality:	None
Environmental & Sustainability:	None
Key Priorities:	None
Community Benefits:	None

5. Consultation

5.1 There has been no consultation on the Audit Scotland report.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : SH

For further information please contact Stephen Humphries Senior Manager
Revenues and Benefits on 01294 310106

Background Papers

Audit Scotland Housing Benefit Performance Audit annual update 2016/17

Housing Benefit Performance

Audit Annual Update 2016/17



 AUDIT SCOTLAND

June 2017

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Purpose

1. This report provides a summary of the performance audit work carried out by Audit Scotland on Scottish council's housing benefit (HB) services during 2016/17.

Key messages

2. During 2016/17, we issued eight reports to councils which identified 18 risks to continuous improvement that were accepted. We found that 80% of risks identified during our risk assessments in previous years had been either fully or partially addressed (85% in 2015/16). Council feedback on the performance audit process remains positive.

3. Benefit services that are well managed can deliver value for money and high quality services for customers. In two of the eight councils we found no risks to continuous improvement, and in two councils, only one risk was identified. This is extremely positive and helps to demonstrate the impact of our work. However, we identified that:

- Management checking was an issue in five of the eight councils. We found that the level of analysis carried out on the outcomes was insufficient to inform a risk-based approach to checking or training programmes.
- In three councils, we found business planning and performance reporting risks where targets were not set for all aspects of the benefit service and therefore holistic performance was not being reported to senior management and elected Members. As budgets are reducing we identified that the level of resources may not be sufficient to deliver continuous improvement, or maintain current performance levels in one council.
- Interventions were an issue in four councils. We found interventions outcomes were not recorded and analysed in sufficient detail to allow the service to determine the effectiveness of their approach.

4. Universal Credit (UC) continues to be rolled out across Scotland with all councils now having some local residents claiming UC. During 2016/17, the full digital UC service for all claimant types began to rollout nationally. The Department for Work and Pensions (DWP) expect a full roll-out across the UK to be completed by September 2018, with the migration of the remaining working age existing HB claimants to the full UC service to start thereafter and be completed by 2022.

5. The Scottish Parliament's newly devolved social security powers will result in some aspects of the devolved benefits being delivered by local authorities. Ten of the eleven devolved benefits will be delivered directly by the Scottish Government's new social security agency with discretionary housing payments (DHP) continuing to be delivered by local authorities. Further details are expected to be announced by the end of June 2017 in the Scottish Social Security Bill.

Background

6. During 2016/17, approximately 18% of Scottish households received financial support to help pay for their rent in the form of means tested HB. Scottish councils paid out £1.74 billion in HB awards in 2016/17 (£1.77 billion in 2015/16), a reduction in spend of 1.7%.

7. In 2016/17, Scottish councils received £25.2 million (£27.8 million in 2015/16) in funding from the DWP to deliver HB services. This 9% reduction in funding in 2016/17 is due to DWP assumed efficiency savings and the move of the cost of fraud investigations from local authorities to DWP.

8. The main objective of the benefit performance audit is to help councils improve their benefit services but it also holds councils to account for any failing services. The audit has two phases:

- a risk assessment phase that identifies risks to continuous improvement
- a focused audit phase that examines the service, or parts of it in more detail, if a council is unable or unwilling to address key risks identified in phase one.

9. Risk assessment reports are provided to council Chief Executives who are invited to prepare an improvement plan detailing the actions, with associated timescales, that they will take to address the identified risks. These reports are also copied to the DWP and the council's external auditors to provide assurances over how councils are performing.

10. When a focused audit is required, the Controller of Audit prepares a report to the Accounts Commission. Focused audit reports are provided to council Chief Executives and are also copied to the DWP, external auditors, and published on the Audit Scotland website.

11. We also carry out reviews of, and report on, particular themes relevant to providing housing benefit services

Work carried out during 2016/17

12. We reviewed our risk-based approach to our performance audit programme to ensure that the councils that we considered the highest risk were visited during the year. Appendix A contains the details of the eight risk assessment reports that were issued to council Chief Executives during 2016/17 (11 in 2015/16). No focused audits were carried out. The reduction in the number of risk assessments was due to the retirement of one of the two performance auditors in December 2016 who has not yet been replaced.

13. Following receipt and review of council improvement plans to address the risks identified in our risk assessment reports, further progress reports were requested from four councils. These are detailed in [Appendix 2](#).

14. We have received progress reports from all four councils. Action taken to address risks in North Ayrshire Council, Clackmannanshire Council and Aberdeenshire Council was considered satisfactory and therefore no further updates were required. East Dunbartonshire Council was requested to provide further updates on new claims processing performance. These further updates have been received and action taken to address the risks was considered satisfactory.

15. In line with Audit Scotland's objective of identifying and sharing good practice, one thematic study was undertaken during 2016/17. More information is provided in the following paragraphs.

A review of housing benefit fraud investigation liaison arrangements in Scotland

16. Following the completion of the transfer of responsibility for the investigation of HB fraud from councils to the DWPs Fraud and Error Service (FES) in April 2016, Audit Scotland carried out a review of effectiveness of the new fraud investigation liaison arrangements.

17. The key objective of the review was to determine the extent to which benefit services are meeting their obligations to achieve continuous improvement in respect of HB counter fraud activities. Information for the review was gathered from officers in Scottish councils and the DWP.

18. The review identified that the current process did not provide sufficient assurance that public funds administered by local authorities are being protected. The report concludes that despite the significant issues identified, DWP and local authorities in Scotland are committed to delivering process improvements and to implementing a structured and regular approach to local liaison. The report was published in January 2017 and is available on the Audit Scotland [website](#).

Outcomes of the 2016/17 risk assessments

19. Audit Scotland identified 18 risks to continuous improvement (45 in 2015/16) in the eight risk assessments completed in 2016/17. We are pleased to report that no risks to continuous improvement were identified in Inverclyde and South Lanarkshire councils and only one risk was identified in Aberdeenshire Council and East Ayrshire Council.

20. Our work identified that 80% (55 out of 69) of previously agreed actions had been fully or partially implemented (85% in 2015/16).

21. Improvement plans have been received from all councils visited. Analysis of the risks identified shows that:

- 100% (100% in 2015/16) of the identified risks were fully accepted by councils
- 20% (14/69) of agreed risks from previous risk assessments were carried forward (17% in 2015/16).

22. The outstanding risks relate to:

- limited reporting of performance to senior management and members in five councils
- limited analysis of intervention outcomes in three councils
- overpayment recovery performance, or limited analysis of performance to determine the effectiveness of recovery methods in three councils
- the accuracy checking approach in one council, and accuracy performance in one council
- speed of processing performance in one council.

23. Councils have cited resourcing issues and budget cuts as a reason why not all agreed actions have been fully implemented.

24. We have found that where benefit services are well managed they can deliver value for money and high quality services for claimants.

25. During 2016/17 Audit Scotland has identified weaknesses in the following key areas:

- Accuracy - we found that quality checking was not always risk based and results were not being routinely collated and analysed in detail to inform a risk based approach to checking or its training programme
- Business planning and performance reporting - we found that councils were not setting targets for all aspects of the benefit service and therefore holistic performance was not being reported to senior management and elected Members. As budgets are reducing we identified that the level of resources

were not sufficient to deliver continuous improvement, or maintain current performance levels in one council.

- Interventions - we found interventions outcomes were not recorded and analysed in sufficient detail to allow the council to determine the effectiveness of their approach, particularly in monetary terms.

Stakeholder feedback

26. In order to ascertain the effectiveness of the audit process from the council's perspective, and to help identify areas which could be improved, a feedback questionnaire is issued to the council after each risk assessment. During 2016/17, responses received were very positive and provided Audit Scotland with assurance that the audit methodology is fit for purpose and proportionate. The following comments were received:

- "The risk assessment process acknowledged the challenges and improvements made by the council's benefit service together with opportunities to enhance specific risks to deliver further continuous improvement".
- "The auditor's experience, knowledge, and manner was refreshing, and meant that the new team were very comfortable with the process".
- "The planning and set-up of the audit was professional and offered sufficient flexibility to enable the council to meet the deadlines".
- "The audit provided a focussed external challenge to our benefit service which was beneficial".

27. From the feedback received there were no comments on what Audit Scotland could have done better. However, we continually review our work with a view to minimising the impact of the risk assessment on the council, and discussions continue with benefit managers in respect of their particular requirements and needs prior to the submission of the self-assessment. We also try to take account of the challenges faced by council's when considering our work programme.

28. HB risk assessment reports continue to be shared with the DWP. Throughout 2016/17, we have continued to monitor our approach in conjunction with the DWP through quarterly meetings between the Manager - Benefits (Technical) and senior officers in the DWP's Housing Delivery Division.

Welfare reform

29. Councils continue to work with partners to help deliver the UK government's welfare reform agenda.

Universal credit (UC)

30. UC rollout has continued The rollout of UC across the rest of Scotland began in February 2015 for single people who would otherwise have been eligible for income based Jobseeker's Allowance, including those with existing HB. across Scotland during 2016/17. All Scottish councils have some local residents claiming UC.

Universal Credit Full Digital Service

31. The latest UC digital service allows users to make a claim, notify changes of circumstance and search for a job through a single account, making digital the primary channel for most working-age people to interact with the DWP.

32. On 23 March 2016, Musselburgh Job Centre, which serves East Lothian Council, was the first Job Centre in Scotland to provide the full UC digital service. Further rollouts of the full digital service have now taken place in jobcentres, which serve Highland, East Dunbartonshire, Inverclyde, and Midlothian Councils. The DWP expects a full rollout across the UK to be completed by September 2018, with the migration of the remaining working age existing HB claimants to the full UC digital service to be completed by 2022.

33. Councils have been reporting that the roll out of UC has had a detrimental effect on the collection of housing rental income. For example, East Lothian Council reported a 12% increase in rent arrears from 1 April to 30 September 2016. This is an increase of £156,000 of which the council could identify £79,000 relating directly to debt associated with UC. The council recognise that the remaining £78,000 may also be in part an indirect impact of UC e.g. officers spending time with UC claimants and increased volumes of DHP applications which detracts from the time available to spend dealing with other tenant arrears.

34. Once HB claimants move onto UC it may be more difficult for councils to recover any outstanding overpayments of HB from claimants. This is because one of the most popular methods for recovering overpaid HB is through regular deductions from on-going HB. Following the migration to UC, councils will no longer have this option. Councils can apply to have previous HB debt recovered from UC, but HB debt would be ranked along with other potential debts the claimant may have.

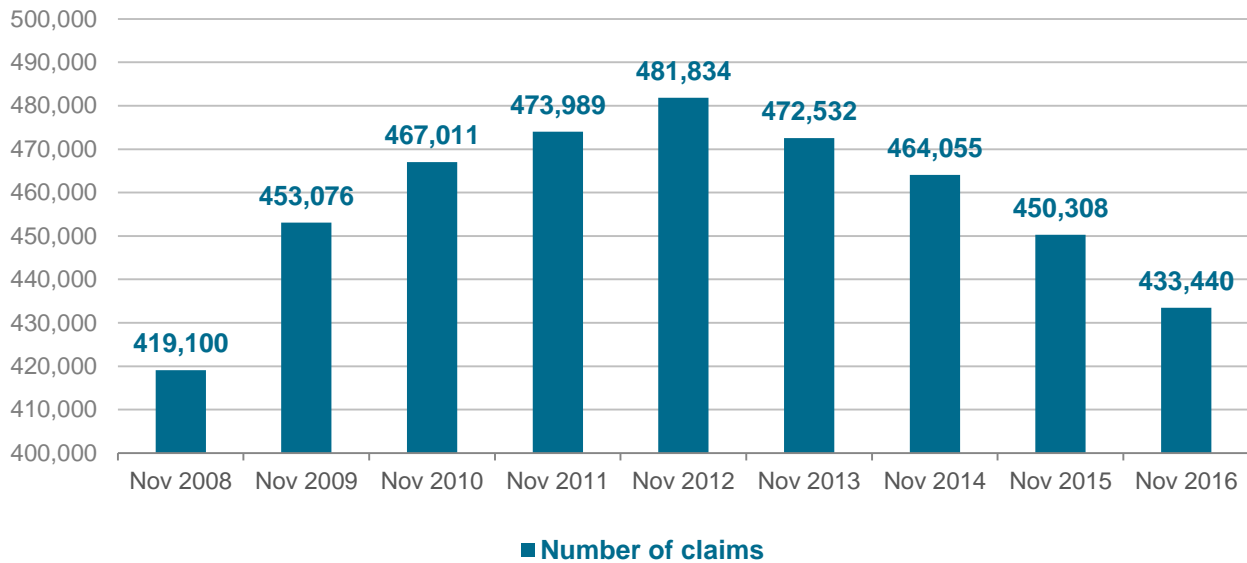
35. The Scottish Government has consulted on its newly devolved powers which will allow the rent element of UC to be paid directly to landlords. This new power may help keep rent arrears down.

36. The continued rollout of UC during 2017/18 will result in reduced HB caseloads in councils as fewer new HB claims are received. Working age claimants will start to move to UC with councils typically retaining pension aged claimants, some complex cases and contribution based Jobseekers and Employment and Support Allowance claimants.

37. The HB caseload has been falling in recent years from a high of 481,834 during 2012/13 to 433,440 during 2016/17 as shown in [Exhibit 1 \(page 11\)](#). This represents a 10% decrease in the number of claims between November 2012 and November 2016.

Exhibit 1

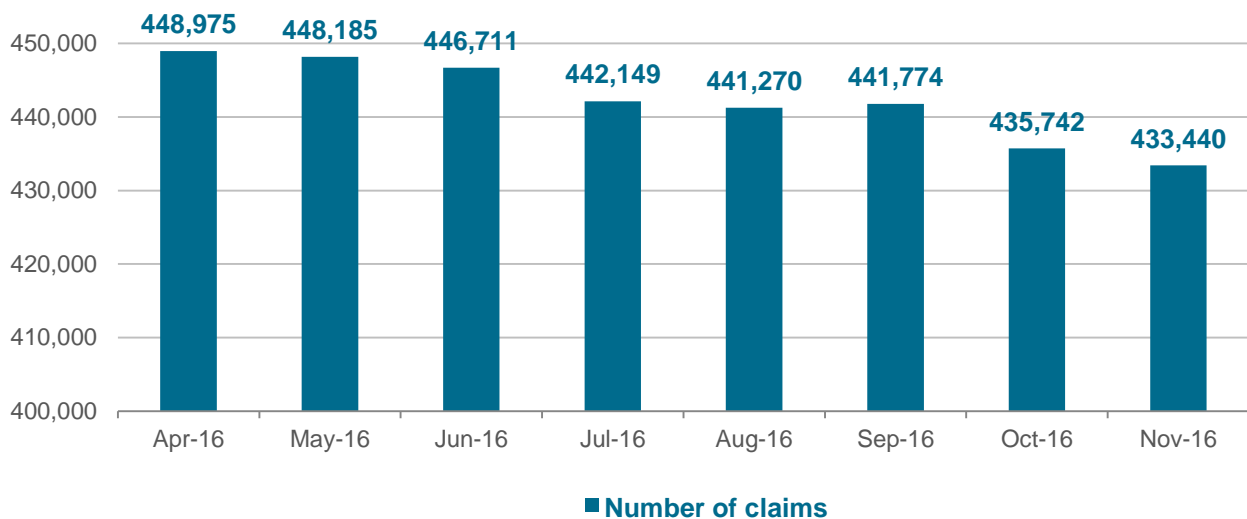
HB Caseload 2008 - 2016 (Scotland)



38. [Exhibit 2](#) shows that claim numbers continued to fall during 2016/17 by a further 3.5% between April 2016 and November 2016.

Exhibit 2

Monthly Caseload (Scotland)



Scottish Social Security

39. The Scotland Act 2016 devolves a number of areas of social security to Scotland. These cover 11 benefits totalling £2.8 billion of spending in Scotland (15% of the current total social security spend in Scotland). The Scottish Government is committed to delivering these 11 social security benefits by the end of the current parliamentary session in 2021.

40. The Scottish Government's social security programme is in its early stages and in 2016, the Scottish Government carried out a consultation to gather public opinion on the devolved benefits and how they should be delivered.

41. The Scottish Parliament's new devolved social security powers will result in some aspects of the devolved benefits being delivered by local authorities. Ten of the eleven newly devolved benefits will be delivered directly by the Scottish Government's new social security agency, with DHP's and the already devolved, Scottish Welfare Fund, continuing to be delivered by local authorities.

42. Further details are expected to be announced by the end of June 2017 in the Scottish Social Security Bill.

Endnotes

1. [Review of Housing Benefit fraud investigation liaison arrangements in Scotland](#),
Audit Scotland, January 2017
2. [Housing Benefit Good Practice Guide: Initiatives which deliver best value](#),
Audit Scotland, April 2016
3. [Benefit performance audit: Annual update 2015/16](#),
Audit Scotland, June 2016
4. [Review of housing benefit subsidy certification issues 2014/15](#),
Audit Scotland, January 2016
5. [Review of activity to reduce fraud and error in housing benefit](#),
Audit Scotland, September 2015
6. [Benefits performance audit: Annual Update 2014/15](#),
Audit Scotland, June 2015
7. [Review of auditors' housing benefit subsidy claim reported errors 2013/14](#),
Audit Scotland, February 2015

Appendix 1

The 2016/17 risk assessment programme

Date on site	Council	Date reported
March 2106	South Ayrshire	May 2016
March 2016	Inverclyde	May 2016
June 2016	East Renfrewshire	July 2016
June 2016	East Ayrshire	August 2016
August 2016	Aberdeenshire	October 2016
September 2016	Dundee City	November 2016
November 2016	South Lanarkshire	December 2016
January 2017	Fife	March 2017

Appendix 2

Progress reports requested during 2016/17

Council	Date progress report received/expected	Conclusion on action taken to address risks
North Ayrshire Council	April 2016	Update received and satisfactory progress made to date.
East Dunbartonshire Council	April 2016	Update received and further update requested on action regarding risks identified in respect of new claims performance.
East Dunbartonshire Council	July 2016	Update received and further update requested on new claims performance.
Clackmannanshire Council	November 2015, February 2016 & July 2016 January 2017	Update received and satisfactory progress made to date.
East Dunbartonshire Council	31 January 2017	Update received and satisfactory progress made to date.
Aberdeenshire Council	April 2017	Update received and satisfactory progress made to date.



Appendix 2

Key risks identified by Audit Scotland performance audit 2016/17 across Scottish Councils	NAC Position
<p><u>Accuracy</u> Quality checking not always risk based and results were not being routinely collated and analysed in details to inform a risk based approach to checking or its training programme</p>	<p>All processing work is accuracy checked; up to 100% for new staff reducing to 10% for experienced staff. All processing errors are recorded, feedback to staff and used for training purposes.</p>
<p><u>Business planning and performance reporting</u> Some Councils were not setting targets for all aspects of the benefit service and performance was not being reported to senior management and elected members. As budgets are reducing Audit Scotland identified that the level of resources were not sufficient to deliver continuous improvement, or maintain current performance levels in one Council.</p>	<p>Annual performance targets are set for speed of processing of Housing Benefit and Council Tax Reduction new claims and changes of circumstance, accuracy levels, housing benefit overpayment collection targets and cost indicator for the gross administration cost per benefit claim. The Benefits Service has had high levels of staff turnover over the last three years and performance was affected. New staff are in place and training carried out and this has resulted in sustained improved performance. All processing targets were exceeded in 2016/17 and performance continues to improve.</p>
<p><u>Interventions</u> Audit Scotland found that interventions were not recorded and analysed in sufficient detail to allow Councils to determine the effectiveness of their approach, particularly in monetary terms.</p>	<p>An intervention is where there is a risk of an overpayment of benefit due to an unreported change of circumstance for example a wage rise and the claimant is contacted before the overpayment arises. Audit Scotland identified the following good practice within North Ayrshire during their 2015 risk assessment; deductions from ongoing benefit are regularly reviewed to ensure maximum recovery levels; checks are made across systems such as Scottish Welfare Fund, Council Tax and Debt Recovery to identify and investigate any discrepancies; and DWP's Housing Benefit Matching System data matches are used to identify risks; high risk income codes are checked; and significant age reports used to identify changes. The level of Housing Benefit interventions required will start to reduce as less new claims are received from November 2017 and the Housing Benefit legacy caseload starts to migrate to Universal Credit from July 2019 to March 2022. DWP annual administration grant is expected to reduce from 2018/19 as Universal Credit is rolled out, this may affect staffing levels. Remaining resource in the Benefits Service will carry out periodic reviews of the Housing Benefit and Council Tax Reduction caseload to ensure the correct level of benefit is being paid and this will be targeted against high risks groups only.</p>

NORTH AYRSHIRE COUNCIL

Agenda Item 8

22 August 2017

Audit and Scrutiny Committee

Title: **End of year 2016/17 Progress Reports - Council Plan/Directorate Plans**

Purpose: To advise as to the progress of the Council Plan 2015/20 and Directorate Plans 2015/18 as at 31 March 2017.

Recommendation: Agree to note (a) the progress made in implementing the Council Plan 2015/20, (b) the revised set of Council measures for 2017/18, and (c) the performance of all Directorates as at 31 March 2017 against the priorities in the 2015/18 Directorate Plans.

1. Executive Summary

- 1.1 This report provides an update on the progress of the Council Plan 2015/20 and the Directorate Plans 2015/18.
- 1.2 The performance reports on the Directorate Plans provide more detail and narrative about the activity that is being delivered to deliver the Council's strategic priorities.

2. Background

- 2.1 The Council Plan 2015/20 was approved by Council on the 18 March 2015. The Directorate Plans 2015/18 were approved by Cabinet on the 20 April 2015.
- 2.2 Council agreed that Council Plan progress would be reported annually and that the Directorate Plans would form the basis for reporting progress on the Council Plan and be reported on a six monthly basis to the Executive Leadership Team and Committee.
- 2.3 As part of our focus on delivering our Council Plan and ultimately, our vision, 'to be a leading organisation defined by excellent and innovative services', we are committed to creating a culture of continuous performance improvement. Crucial to this has been the development and implementation of Performance Review meetings. These form a key component of our Performance Management Strategy.

- 2.4 Performance Review meetings were scheduled to take place throughout the months of May and June. All Executive Directors present their six monthly performance to a Panel chaired by the Chief Executive.
- 2.5 The Performance Review meetings provide a sound basis for robust scrutiny of the performance of Directorates.
- 2.6 A peer review of the performance reports was also undertaken at the Heads of Service meeting on the 18 May 2017.
- 2.7 A number of highlights and areas for focus are noted below. More detailed information is included in the performance reports.
- 2.8 **Highlights** include:

Strengthening Communities and Improving Equity:

- Establishing Locality Partnerships with active Community Planning partner and local representative engagement
- £90,500 distributed to community groups through 6 Locality Participatory Budgeting events
- £3m European Social Fund/Lottery Fund secured for poverty and social inclusion

Regenerating Places:

- Opening of The Portal – bringing the old and the new together in the centre of Irvine
- Opened Garnock Community Campus – a state of the art learning environment which brings together 3-18 provision, alongside a first class pool and leisure centre
- Environmental Sustainability and Climate Change Strategy 2014/2017 has realised a reduction in CO2 emissions of 9.2% during the year resulting in a total reduction of 19.2% during the life of the strategy
- Reduced the number of households in fuel poverty by 3.7% at March 2017
- Increased our house building programme from 500 new homes to 750 new homes for delivery by March 2021
- Agreed a new Strategic Housing Investment Programme that will realise the construction of over 1000 new social homes by 2021
- Issued 566 Fixed Penalty Notices through our new Litter and Fly-tipping enforcement team
- Winning the right to keep our Arran ferry operating from Ardrossan with the potential to unlock £100m investment, some through the Ayrshire Growth Deal

Customer First:

- Streamlining of processes within Council Tax has helped to reduce processing times and drive efficiency
- Continuing to improve customer satisfaction levels particularly with our Roads and Lighting service
- Increased take up of the e-bill for Council Tax - 18% above target
- Introduced our new Housing Repairs policy to deliver repairs quicker and 'right first time'

Caring for People:

- Managed a 30% increase in demand for Care at Home service whilst maintaining our improved Care Inspectorate grades
- Housing Services secured Investors in People Platinum award level
- Whole Council secured Healthy Working Lives Gold level award

Children and Young People:

- Successful upskilling of Throughcare staff with the secondment of a CAHMS Nurse to support a whole system approach to psychological and emotional well-being
- Received a 6-star rating for quality of care and support for young people for our Throughcare Supported Carer Scheme
- Young people attending our nurture classes showing significant developmental progress
- 79% of all school leavers achieved literacy at SCQF Level 5 or better (74% in 2015).
- 94.8% of all school leavers achieved positive destinations, which remains above the national performance.




2.9 Key Areas of Focus for the next six months include:

- Publish our Local Outcomes Improvement Plan with CPP Partners
- Host the Ladies and Men's Scottish Open Golf championships
- Publish our new Long Term Financial Strategy
- Publish Digital Strategy to think 'Digital First'
- Completion and opening of the new Largs Campus
- Publication of our new Waste Strategy
- Launch our 'Enterprising Approach' to maximise our use of our assets, skills and capacity to mitigate against the financial challenges of future years
- Mitigate and help our communities manage the roll-out of Universal Credit




3. Proposals

Council Plan 2015/20

- 3.1 A status summary from the 1 April 2016 to 31 March 2017 for each of the 57 performance measures is provided in Appendix One.
- 3.2 The **latest available** expected outcomes shown for the performance measures with values and targets indicate that 77% of measures are on target or slightly adrift of target: -

		
On target	Slightly adrift of target	Significantly adrift of target
67% (33)	10% (5)	22% (11)

- 3.3 Detailed explanations for those measures adrift of target are provided in Appendix Two.
- 3.4 Performance improved in 48 % of indicators with trend information over the one year period and in 55% over the three year period.

2016/17 Summary of short term/long term trends		
	Short Term	Long Term
 Improved	48%	55%
 Declined	50%	45%
 No change	2%	

- 3.5 The Performance Management Forum has reviewed the Council Plan measures to ensure that we have robust performance measures in place to assess our progress. The Executive Leadership Team agreed the measures for 2017/18 on the 12 April 2017. The revised set of measures are attached at Appendix Three.

Directorate Performance Reports

- 3.6 The performance reports provide a balanced view of performance across the Council and demonstrate delivery of the Council's Strategic Priorities. The Reports for each Directorate are set out in Appendices as follows:

Directorate	Appendix
Democratic Services	Appendix 4
Finance and Corporate Support	Appendix 5
Education and Youth Employment	Appendix 6
Economy and Communities	Appendix 7
Place	Appendix 8
Health and Social Care Partnership	Appendix 9

- 3.7 It is proposed that Committee agree to note (a) the progress made in implementing the Council Plan 2015/20, (b) the revised set of Council measures for 2017/18, and (c) the performance of all Directorates as at 31 March 2017 against the priorities in the 2015/18 Directorate Plans.

4. Implications

Financial:	There are no financial implications, as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Human Resources:	There are no human resources implications as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Legal:	There are no legal implications.
Equality:	The Plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities.
Environmental & Sustainability:	The Plans support the Strategic Priority - <i>Protecting and enhancing the environment for future generations</i>
Key Priorities:	The Directorate Plans support delivery of the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5. Consultation

- 5.1 The Executive Leadership Team discussed this report on the 7 June 2017. The Performance Management Forum and Heads of Service have peer reviewed the content of the reports. Cabinet approved the report on the 22 June 2017.



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

Council Plan 2015/20

Directorate Plans 2015/18

Appendix 1

Council Plan 15/20 - List of all PIs

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Priority SP 1. Growing our economy, increasing employment and regeneration towns

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_DE_P04 Number of Modern Apprentices supported through North Ayrshire sponsored initiatives	220		188			
EG_03 Gross weekly earnings – Workforce based	£479.80		£522.70			
EG_11 Leverage of External Funding	2.03					
EG_28 Town Centre Footfall	6,814,037		7,137,165			
REC201213_30 Business Gateway Start-Ups			269			
SOA15-16_WNA02 Number of unemployed people who have progressed to employment through participation in NAC funded or operated employability activities	428		704			
SOA_WNA4 Gross value added	£42,944.00		Available Q3 17/18			
SOA_WNA12 Percentage of working age population in employment	65.1%		64.7%			
SOA_WNA21 Youth employment rate	43.4%		44.8%			
SOL_ECDEV01 % Unemployed People Assisted into work from Council operated / funded Employability Programmes	8.2%		20.6%			

Priority SP 2 Working together to develop stronger communities

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CC_08 The number of adult learning opportunities accessed provided by Connected Communities	72,746		13,574			
CC_09 The number of volunteers who are active in Connected Communities and Third Sector Interface activities	7,633		26,016			
SOA_WNA9 Resident confidence about the future wellbeing and economic prospects of local area	31		Available late 2017			
SOA_WNA15 Tourism visitor numbers	1,661,870		Available July 2017			
SP_ES_P_E01 Number of Active volunteers who have participated in training delivered by Connected Communities	11,285		14,727			
SP_ES_P_E02 Number of Groups who have participated in training delivered by Connected Communities	2,669		1,351			
SP_ES_P_E03 Number of groups accessing support and guidance by Connected Communities	600		710			

Priority SP 3 - Ensuring people have the right skills for learning, life and work

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CC_01 The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	96.5%		97.9%			
E&S_P_B01 % of children achieving their developmental milestones at the time the child starts primary school	72%		Available Aug 2017			
E&YE_PI_D01 % of leavers attaining literacy at National 4 (SCQF Level 4)	95.67%		Available Feb 2018			
E&YE_PI_D02 % of leavers attaining literacy at National 5 (SCQF Level 5)	76.04%		Available Feb 2018			
E&YE_PI_D03 % of leavers attaining numeracy at National 4 (SCQF Level 4)	88.76%		Available Feb 2018			
E&YE_PI_D04 % of leavers attaining numeracy at National 5 (SCQF Level 5)	68.49%		Available Feb 2018			
E&YE_PI_D07 Average tariff score: All Leavers	864.7		Available Feb 2018			
E&YE_PI_D09 Average tariff score: LAC Leavers	317.3		Available Feb 2018			
SOL_CHN11 % of school leavers entering positive destinations	94.8%		Available Feb 2018			

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

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
HS - PI003 Number of new build Council housing units reaching completion on a yearly basis	56		7			
NAHSCLP_02 Money Matters – income generation for service users (£)	£7,614,139.00		£8,234,082.46			
NAHSCLP_29 Percentage of ASP Inquiries completed within 5 days	51.9%		56.5%			
SOA1013_04b_002 % of formerly looked after young people entitled to aftercare in employment, education or training	36.59%		36.99%			
SOA_HNA25 Percentage of service users indicating an improvement in their recovery capital following the introduction of the Recovery Capital Questionnaire	61.22%		50%			
SOA_SSNA5 Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	29%		Available late 2017			
SOL_SW03 % of people aged 65 or over with intensive needs receiving care at home	34.23%		Available Feb 2018			
SPI 10_B_01 Number of attendances per 1,000 population for indoor sports and leisure facilities excluding pools	11,193		11,313			
SPSS_P_E03 Percentage of learning disability service users accessing employment support activities	28.13%		24.3%			
SPSS_P_E14 Number of Carers assessments completed	34		27			
USCR.04B Delayed Discharges 2 week waits - North Ayrshire H&SCP	4		2			

Priority SP 5 Protecting and enhancing the environment for future generations

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_FCS_001 Overall carbon emissions (tonnes)	50,709		46,052			
SENV03b Street Cleanliness Index - % Clean	95.8		90.6			
SOL_ENV04b % of Class A roads that should be considered for maintenance treatment	35.6%		36.2%			
SOL_ENV04c % of Class B roads that should be considered for maintenance treatment	33.6%		36.8%			
SOL_ENV04d % of Class C roads that should be considered for maintenance treatment	48.7%		50.8%			
SOL_ENV04e % of unclassified roads that should be considered for maintenance treatment	35.4%		34.6%			
SOL_ENV06 % of total household waste that is recycled (calendar year as per SEPA)	56%		55.3%			

Priority SP 6. Enabling Delivery

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_FACS_004 Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	90.18%		72.2%			
CP_FACS_005 Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	69.83%		83.1%			
CP_FACS_010 Staff Engagement Level - Council Wide	69.6%		69.6%			
CP_FACS_011 % of Council-Wide Stage One (Frontline Resolution) Complaints Handled on Time	91%		90%			
CP_FCS_002 Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure	98.4%		98.3%			
CP_FCS_003 Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure	95.47%		91.7%			
CP_FCS_007 Percentage of Capital Projects completed on time	72.97%		91.9%			
CP_FCS_008 Percentage of Capital Projects completed within budget	100%		94.6%			
CP_FCS_009 % of Council-Wide Stage Two (Investigations) Complaints Handled on Time	90%		92%			
SCORP06a Sickness absence days per teacher	6.03		5.95			
SCORP06b Sickness Absence Days per Employee (excluding teachers)	9.9		10.96			
SOL_CORP08 Percentage of invoices sampled that were paid within 30 days	92.5%		92.96%			
SP_D&AS_A10 Freedom of Information requests responded to in 20 working days (%)	88%		89%			

Appendix 2

Council Plan 15/20 - List of all PIs













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Scorecard Hierarchy Priority SP 1. Growing our economy, increasing employment and regeneration towns













Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
SOA_WNA4	Gross value added	£47,518.00	£42,944.00		£45,767.00					2016/17 - Quarter Four Update: Most recent data relates to 2015/16. Gross Value Added per employee is a measure of economic productivity in North Ayrshire. Data is available annually in Quarter 3. The medium-term outlook is for slower GVA growth due to local and national economic conditions.
SOA15-16_WNA02	Number of unemployed people who have progressed to employment through participation in NAC funded or operated employability activities		428		765	704				2016/17 - Quarter Four Update: This was the first full year of operating the new programme and there were a variety of factors that impacted on delivery and these are being addressed. The job market in North Ayrshire remains challenging with only 1 local job for every 2 residents, however the actual figure of those supported into work by the Council is 64.5% higher than in 2015/16 (when partial funding was available). The result was slightly behind target (8%) and good progress by the service is being made. (This PI is a duplicate of SOA15-16_WNA02 shown within the Council Plan.)

Scorecard Hierarchy Priority SP 4 Supporting all of our people to stay safe, healthy and active





Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
NAHSCP_29	Percentage of ASP Inquiries completed within 5 days	80%	51.9%		80%	56.5%				2016/17 - Quarter Four Update: Target for the quarter was not met. Target was 80% compliance to the 5 working days timescale - actual compliance was 51%. For the year compliance average % was 56.5% compliance. Due to the number of Local Authorities highlighting that they are struggling with the notional 5 working day target (originally set just after the introduction of the ASP Act and not based on practice experience at that time) and reporting that the 5 days are unachievable - a benchmarking exercise will seek to identify the average time taken to complete ASP Inquiries over as many West of Scotland Local Authorities as possible and report on the average across the responding LAs. In North Ayrshire the average number of actual working days (stats taken from Jan - March 2016) to complete an ASP Inquiry was 13 working days.
SPSS_P_E03	Percentage of learning disability service users accessing employment support activities	30%	28.13%		30%	24.3%				2016/17 - Quarter Four Update: Options for employment continue to be limited for this service user group. An employability project is being developed and will hopefully have an impact on the performance in 2017-18.
SPSS_P_E14	Number of Carers assessments completed		34		36	27				2016/17 - Quarter Four Update: The numbers of Carers assessments completed remains low. However, with the new Carers bill being enacted, new processes are being put in place to ensure all carers are offered a carers assessment and where they choose to have one, an assessment of their needs is completed. Recording processes are also being set up to record the reasons why carers decline to have an assessment.













Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
USCR.04B	Delayed Discharges 2 week waits - North Ayrshire H&SCP	0	4		0	2				









Scorecard Hierarchy Priority SP 5 Protecting and enhancing the environment for future generations





Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
SENV03b	Street Cleanliness Index - % Clean	96.5	95.8		96.5	90.6				2016/17 - Quarter Four Update: The overall score for LEAMS is 90.6%. A plan and mini interim audits are in place to improve this and meetings have taken place with staff to reiterate the standards expected.
SOL_ENV04b	% of Class A roads that should be considered for maintenance treatment	34.5%	35.6%		34.8%	36.2%				2016/17 - Quarter Four Update: There has been a slight deterioration in the condition of A Class roads with 36.2% that should be considered for maintenance treatment. The strategic road maintenance plan aims to optimise investment rather than targeting individual road classes.
SOL_ENV04c	% of Class B roads that should be considered for maintenance treatment	34.5%	33.6%		34.7%	36.8%				2016/17 Quarter Four Update There has been a slight deterioration in the condition of B Class roads. The strategic road maintenance plan aims to optimise investment rather than targeting individual road classes.

Scorecard Hierarchy Priority SP 6. Enabling Delivery

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
CP_FACS_004	Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	100%	90.18%		98%	72.2%				2016/17 - Quarter Four Update: 72.2% of the General Fund capital expenditure has been delivered during

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
										2016/17. A review of slippage has identified the main themes as Decision Making Delays, where decisions are required before projects can commence, Incorrect Profiles, where commencement delays and the need to limit disruption to services has required changes to the profiles of several projects, and Other Issues, including delays until business cases can be completed and delays due to objections being heard. Financial Services will continue to work with services to ensure the originally approved budgets are accurate.
CP_FACS_005	Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	100%	69.83%		94.5%	83.1%				2016/17 - Quarter Four Update: 83.1% of capital expenditure has been achieved during 2016/17. Slippage is primarily related to the New Build and Sheltered Housing programmes. The underspends have been carried forward for use in 2017/18.
CP_FCS_003	Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure	100%	95.47%		96%	91.7%				2016/17 - Quarter Four Update: 91.7% of revenue expenditure in the Housing Revenue Account was spent in 2016/17, representing an underspend of 8.3%. The underspend was mainly related to an underspend in Capital Funded from Current Revenue, due to House Building programme expenditure being carried forward to future years and significant capital receipts from Council House sales following the end of Right to Buy, combined with a net saving on loan charges as a result of external borrowing falling below anticipated levels. All of this underspend has been carried forward to meet expenditure commitments in 2017/18.
CP_FCS_008	Percentage of Capital Projects	90%	100%		97%	94.6%				2016/17 - Quarter Four Update:

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
	completed within budget									94.6% of capital projects have been completed within budget for 2016/17. Two projects were completed above budget. One project had a minor overspend while the primary overspend relates to the Irvine Leisure Centre, the final overspend on this project has still to be determined.
SCORP06b	Sickness Absence Days per Employee (excluding teachers)	8	9.9		7.57	10.96				<p>2016/17 - Quarter Four Update: For Quarter Four 2016/17 Council employees (excluding teachers) sickness absence figure was 2.8 days lost per Full Time Equivalent (FTE) which is 0.91 days above the target of 1.89 days and an increase of 0.2 days from Quarter Four 2015/16. Stress/Anxiety, Musculo/Skeletal and Surgical procedures were the highest contributing reasons for sickness</p> <p>For 2016/17 sickness absence days per employee (excluding teachers) was 10.96 days and the Council has failed to achieve the target of 7.57 days and is a 1.06 days increase from 2015/16 figure. Musculo/Skeletal, Stress/Anxiety and Surgical Procedures are the top three reasons for sickness. Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures, and this, coupled with support through Occupational Health referral, is expected to reduce sickness absence levels going forward.</p>
SOL_CORP08	Percentage of invoices sampled that were paid within 30 days	95%	92.5%		95%	92.96%				<p>2016/17 - Quarter Four Update: The percentage of invoices paid on time for the 2016/17 financial year was 92.96% which is a slight increase on the previous year (92.5%). For the 2016/17 year the invoices paid within 30 days fell short of target of 95%</p>

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
										, The reasons for late payments are due to a combination of factors (Invoices being received late to Account Payable for processing, Accounts Payable errors and Suppliers sending invoices dated weeks before the received date). The implementation of Integra 2 in May 2017 will improve invoice paid on time as all orders placed on the system will be paid automatically. It is envisaged that the invoice payment time will show improvement by the end of Quarter One 2017/18.
SP_D&AS_A10	Freedom of Information requests responded to in 20 working days (%)	94%	88%		94%	89%				2016/17 - Quarter Four Update: During Q4 we received approximately 100 more requests than in each of the previous two quarters (approx. 450 compared to approx. 330). A significant number of these requests were complex and required additional time and effort to locate information. This inevitably has had an impact on performance against the 20 working days target.

Appendix 3

Council Plan PIs 2017/18



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

Code	Short Name
CP_DE_P04	Number of Modern Apprentices supported through North Ayrshire sponsored initiatives
EG_11	Leverage of External Funding
EG_21	Number of jobs created by businesses in North Ayrshire supported by Business Development.
EG_28	Town Centre Footfall
SENV03b	Street Cleanliness Index - % Clean
WR18	Numbers accessing the employability pipeline

Priority 2. Working together to develop stronger communities

Code	Short Name
CC_04	The number of community management and ownership initiatives
E&S_P_C05	Percentage of community groups who feel the Council is an effective partner in helping them deliver their aspirations
	Number of young people accessing activities, programmes and learning events which support participation in democracy

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

Code	Short Name
CC_01	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result
E&S_P_B01	% of children achieving their developmental milestones at the time the child starts primary school
E&YE_PI_D02	% of leavers attaining literacy at National 5 (SCQF Level 5)

Code	Short Name
E&YE_PI_D04	% of leavers attaining numeracy at National 5 (SCQF Level 5)
E&YE_PI_D06	% attainment gap between LAC leavers and other school leavers
SOL_CHN11	% of school leavers entering positive destinations

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

Code	Short Name
FM_PI001	% uptake of free school meals (Primary)
FM_PI002	% uptake of free school meals (Secondary)
SP_DE_C18	Percentage uptake of school meals
HS - PI003	Number of new build Council housing units reaching completion on a yearly basis
HS - PI005	Homelessness: Number of presentations
SOA_SSNA5	Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark
SPI 10_B_01	Number of attendances per 1,000 population for indoor sports and leisure facilities

Priority 5. Protecting and enhancing the environment for future generations

Code	Short Name
CP_FCS_001	Overall carbon emissions (tonnes)
	Amount of energy generated from low carbon sources across the Council's estate

Priority 6. Underpinning Delivery

Code	Short Name
CP_FACS_004	Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure
CP_FACS_005	Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure
CP_FCS_002	Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure
CP_FCS_003	Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure
CP_FCS_008	Percentage of Capital Projects completed within budget

Code	Short Name
DP_DS_P15	The value of media (print/ online/ TV/ radio) coverage secured for North Ayrshire Council
SOL_CORP06	Sickness absence days per employee full time equivalent (FTE) for the whole council



Democratic Services
Q4 Performance
Review
2016/17

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Focus. Passion. Inspiration.

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Update on actions from last meeting on 1 November 2016

	Action	Progress
1.	Review Performance Review Report - ensure strategic focus and include more details of budget challenges and transformation.	The performance review report template has been revised to ensure strategic focus. The template has been shared with all Directorates.
2.	Develop the transformation journey vision.	The vision 'Making it Happen' has been agreed and is included in the 2017 update of the Directorate Plan. Branding of the vision to make it more visible throughout the Service will be developed.
3.	Identify and measure any difference that the PMF has made.	The PMF has become more strategic and has reviewed the current set of Council Plan measures. Other areas of work have included looking at the skill set of Performance Officers, preparing for the council wide PSIF assessment and supporting the process of performance review meetings.
4.	Consider member of Communications team attending regular meetings with Directorate Senior Management Teams to ensure awareness of relevant issues (e.g. 5 minute slot at meetings)	Corporate Communications Manager attended regular Senior Management Team meetings.
5.	Thought and development around using digital and social media more to reduce press enquiries/ reduce impact of negative stories.	Our approach is to challenge misleading or factually incorrect stories directly with the journalist and seek a resolution off-line. In the main this approach is successful and while we can't change the printed version of a newspaper we can often get the on-line copy altered to better reflect our position.
6.	Licensing review frequency of Committees and Board meetings - look at other authorities across Scotland to see what is being done elsewhere.	Review completed. Other authorities have a similar frequency of meetings. A particular issue is that if Police request review of a licence, there is a prescribed review timetable. Often this results in additional Special Meetings

Our Priorities

Democratic Services

To be a leading organisation defined by excellent and innovative services

Strategic Priorities 2015-18 (2016 Refresh)

Further embed a culture of continuous improvement across the Council/ Support the Council's transformation from "Good to Great"

Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning

Provide a comprehensive and responsive Legal Service

Effective delivery of Communications

Effective Governance

Service Priorities 2015-18 (2016 Refresh)

- Implement the Recognised for Excellence (R4E) Improvement Plan
- Work with staff to improve staff engagement
- Implement Improvement Action Plan from EFQM assessment
- Implement the CPP Outcomes Profile
- Drive the development of the Intelligent Council including developing a culture of good knowledge and information management

- Implement locality planning approach with our CPP partners
- Transition of Community Justice to Community Planning
- Embed an equalities culture across the Council

- Further develop Legal Services relating to employment Law
- Provide comprehensive support in creation of new Trust to deliver Community Empowerment
- Provide comprehensive legal support legal projects e.g. Largs Campus, Irvine Leisure Centre, Ayrshire Growth Deal
- Through the Monitoring Officer ensure that the Council complies with all legal requirements

- Launch and embed the new Communications Strategy
- Review and improve internal communications to drive and support the Council's transformation journey
- Enhance North Ayrshire Council's reputation and public image
- Promote North Ayrshire council to a local and national audience

- Successfully deliver elections
- Modernise the Council's committee management systems
- Develop an effective and proactive Information Governance regime within the Council
- Plan for new administration in 2017
- Further develop policy support

Directorate Priorities and Performance Indicators

Priority 1 - Further embed a culture of continuous improvement across the Council / Support the Council's transformation from 'Good to Great'

1.1. Key Highlights

- Refresh of the Performance Management Forum to drive forward improvements in performance management across the council
- Continued development and implementation of the Performance Review process
- Publication of the Annual Performance Report and summary

1.2. Priority Update

The Policy and Performance Team continue to drive forward performance management throughout the Council. With their support and guidance, the **Performance Management Strategy** is implemented through the Performance Management Forum (PMF) Work Plan. Membership of the Forum includes Senior Managers with responsibility for performance from each Directorate, to reflect a more strategic focus. Performance progress is reported on a six monthly basis to the Executive Leadership Team (ELT) and Cabinet. Preparations for the fifth round of Performance Review meetings is underway with meetings taking place in May/June. Performance Review meetings support and underpin the Council's improvement journey and help embed a high performance management culture across the Council. The process has been highlighted as good practice at the Scottish Performance Management Forum

Democratic Services undertook an EFQM self-assessment in 2015. The Improvement Plan from the assessment has now been completed and a summary of the improvements has been produced. The Staff Reference Group continue to meet regularly and has implemented a Staff Suggestion Scheme.

The Policy and Performance Team are supporting the council wide PSIF self-assessment which commenced on the 10 April. Work is ongoing to identify the gaps in the current R4E Improvement Plan, prior to the development of an updated plan for 2017. The team also continues to coordinate corporate award submissions. These include COSLA, APSE, Herald Society and the Local Government Chronicle Awards.

1.3. Key Areas of Focus for the next six months

- Analysis of the findings from the Council-wide PSIF self-assessment survey and development of the Improvement Plan. Recommendations on the timing of a R4E submission will also be made
- Supporting Elected Member development on performance and scrutiny
- Enhancing and implementing 2016/17 public performance reporting arrangements

Priority 2 - Tackle inequalities in outcome for North Ayrshire residents through Community Planning and Locality Planning

2.1. Key Highlights

- Establishing Locality Partnerships with strong support of Community Planning partners
- Launching the new Community Planning website – to improve community engagement

2.2. Priority Update

During the first part of the year, our planning and work around establishing Locality Partnerships came to fruition with full implementation of Locality Partnerships. The first full Locality Partnership meetings took place in September 2016. Discussions focussed on locality plans, tackling inequalities and initial local priorities. Supporting the Partnerships is a Locality Partnership Implementation Board, consisting of officers who are

closely involved in driving forward the work. There is also a Chairs Group, where the Elected Members who Chair Locality Partnerships can meet and raise common issues and learning.

Communication on Locality Partnerships has been via the new Community Planning website. The website has been designed to be more targeted and engaging than its predecessor. Twitter and local press coverage have also been positive.

The CPP Board agreed Fair for All, its Inequalities Strategy in March 2016. Supporting structures for its delivery have been established. The Fair for All Advisory Board contains national experts who will give support and advice to our local approach. The Fair for All Steering Group consists of partner officers who are working to deliver the strategy.

2.3. Key Areas of Focus for the next six months

- Development of the Local Outcomes Improvement Plan
- Continue to support and develop Fair for All

Priority 3 - Provide a Comprehensive and Responsive Legal Service

3.1. Key Highlights

- Support to the Council and NAVT relating to the closure of Irvine Bay Urban Regeneration Company and the transfer of its projects and assets to the Council and North Ayrshire Ventures Trust.

3.2. Priority Update

Legal continue to support all services when required and are involved in all major Council projects. The larger areas of work include:

- Provision of legal advice and support to the Planning Committee and Local Review Body, the Appeals Committee, Education Appeals Committee, Social Work Complaints Review Committee
- Ongoing support for community empowerment and community asset transfer
- Support for the Council's capital programme including the lease for the new Leisure Centre and the Quarry Road Development
- Ongoing support for Social Services in the protection of children and vulnerable adults
- Representing the Council in employment matters and at Employment Tribunals
- Additional Support Needs (ASN) Tribunals
- Support to NAVT including the finalisation of the assets and projects transferred from URC
- The winding up of the CCTV Company and the Municipal Bank
- The Licensing section continues to fulfil Council obligations through the Licensing Board and Licensing Committee.

The Licensing Section will seek to identify unlicensed houses in multiple occupation within North Ayrshire to provide greater safety to tenants.

The Litigation Section was involved in the preparation for the RIPSAs inspection in April, 2017 and with ongoing training regarding RIPSAs before and after the inspection.

Since the last date for applications in terms of the Right to Buy of 31st July, 2016, the section has completed 151 sales.

In the last six months there have been no successful court challenges of Council decisions and no complaints against Members have been upheld under the Councillors' Code of Conduct.

3.3. Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- Development of Legal Advice on Commercialisation
- Legal support for the Ayrshire Growth Deal and Ayrshire economic services as the projects develop.

Priority 4 - Effective delivery of Communications

4.1. Key Highlights

- The digital marketing campaign for the count down to the opening of The Portal
- Creation of a blog, marketing and digital content support for the Save our Ferry campaign
- Provost's Civic Pride Awards Charity Dinner 2017 which raised over £17,000 for our charities
- The design of the new Carers Appreciation Card and promotional materials

4.2. Priority Update

The Communications Team continues to provide an integrated communications service for the entire Council – offering expert advice and support on how to protect and enhance the Council's reputation and public image as an effective, efficient, ethical and innovative local authority.

During the past six-months a number of key projects have been carried out and include the Ardrossan Ferry campaign, Scottish Council Elections, opening of The Portal and Garnock Community Campus, Men and Ladies Scottish Open Golf and the Provost's Civic Pride Awards.

Media and Internal Communications staff continue to deliver for both internal and external audiences. Highlights include producing and delivering 26 weekly News in Briefs, 15 Vlogs (Video logs) and two editions of the Staff Talk magazine (both online and print). The team is also developing a new 'Staff News' site with IT. The team has delivered a highly effective proactive and reactive media service. We responded to 244 incoming press inquiries, issued 257 proactive press releases and managed 28 photo calls.

Online activity has seen us build the corporate twitter account to a followership of over 14,700. Nine new social media accounts have been created, with training delivered to each team/service. News items continue to be uploaded regularly to both the website and Connects.

Marketing and Events continue to work across all Directorates to deliver a dynamic and innovative marketing and events service. During the year the team delivered 112 marketing projects, assisted in the delivery of 12 Council events and processed 25 community event applications. Marketing of Team North Ayrshire continues with 19 proactive press releases including national coverage in The Herald of our Council appointing the UK's first Family Business Adviser. Eight Bitesize Business e-bulletins were issued to our database of over 600 local businesses. North Ayrshire for Business now has over 750 followers on Twitter. Key business events included Modern Apprentice Week (Digital Campaign), Launch of the EDR Strategy and the opening of the new Enterprising North Ayrshire office in Irvine.

Member Services continues to provide a comprehensive support service to all Elected Members as well as more intensive support to the Leader and Provost. The team helped to support the smooth transition to the new administration in September 2016. The team continue to use twitter to communicate and raise awareness of surgery information. They are currently preparing for the forthcoming Scottish Council Elections and the new Council in May 2017.

4.3. Key Areas of Focus for the next six months

- A series of major international events and openings including the Ladies and Men's Scottish Open Golf championships and the formal openings of Garnock Community Campus and Portal, Irvine

- The introduction of a new staff news website for office and non-office based employees
- Developing a communications plan to market land and properties transferred from Irvine Bay URC
- Promote and support the ambitions set out within the Ayrshire Growth Deal- via proactive media activity

Priority 5 - Effective Governance

5.1. Key Highlights

- Delivered training for community councillors
- Plans for the establishment of a community council in Saltcoats
- Move of the Record Store
- Review of the FOI process

5.2. Priority Update

The Service continues to ensure that all of the Council's key governance documents are kept up to date. A review of all governance documents will be conducted in advance of the Statutory Meeting of the new Council in May 2017.

We have worked to promote and support community councils. A schedule of training events has been developed in consultation with Connected Communities, including two sessions led by Committee Services. These sessions have provided an introduction to the Scheme for the Establishment of Community Councils. Work has also been done to continue to encourage community councils to be established in areas where none currently exist. This led to arrangements for an initial election for Saltcoats Community Council in spring 2017.

Preparations are well underway to support the delivery of the 2017 Local Government Elections, the May 2017 Statutory Council meeting, the new Members welcome training programme and the June General Election. This includes participation in eCount training arranged by the Scottish Government and preparations for Postal Vote processing. Work continues in terms of reviewing new Member induction materials drafted by the Improvement Service and preparations for in-house training for Members. Five separate project plans detail the work required, and are up to date.

We continue to promote the roll out of paperless meetings to Elected Members. This include cross-service work to encourage and support Elected Members in making the transition to electronic-only Agendas. Work has also been done to encourage Members who are already receiving only electronic Agendas to provide peer support and encouragement to their colleagues.

Work has been undertaken to identify additional policy support within Democratic Services Staff. Work on a wide range of policy issues has been undertaken including Brexit, Child Poverty, high tariff users, and SMID analysis.

The initial Open Data site went live in January 2017. Discussions with NHS National Services Scotland have continued. These actions will be taken forward by the Digital Project during 2017. All recommendations from the Kaizen Blitz on FOIs have now been implemented.

The 'wind-up' of the Irvine Bay URC has taken up a large amount of time through advising on records retention, identification of paper records for archiving or destruction, guidance for electronic information and records, and arrangements for the transfer of IT equipment. These activities have delayed work on other tasks/projects (e.g. Intelligent Council), however some of these will be taken forward under the Digital Project during 2017/18.

5.3. Key Transformation Projects

- Contribution to the Digital Transformation Project

5.4. Key Areas of Focus for the next six months

- The May 2017 Council elections and the June General Election
- Preparations for the statutory May 2017 meeting of Council including revision of all governance documents
- Support for the new Council Members, including delivery of an effective training programme
- Further implementation of paperless committee meetings
- Introduction of webcasting
- Planning for implementation of the EU General Data Protection Regulations across the whole Council
- Planning for governance of Ayrshire Growth Deal as it develops
- Governance of Integration Joint Board as required

Directorate Plan Performance Indicator Summary

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

Performance Information – As at Q4 2016/17						
Priority	No of Indicators					
<i>Further embed a culture of continuous improvement across the Council/ Support the Council's transformation from 'Good to Great'</i>	5	3			1	1 (TBC)
<i>Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning</i>	1	1				
<i>Provide a comprehensive and responsive Legal Service</i>	3	3				
<i>Effective delivery of Communications</i>	3				3	
<i>Effective Governance</i>	4	2	1	1		

Directorate Plan Performance Indicators – Red and Amber Status

Description	Q2 2015/16	Q2 2016/17	Short Term Trend	Long Term Trend	Current Value (%)	Current Target (%)	Latest Note
	Status	Status					
<i>% of invoices paid within 30 days for Democratic Services</i>					92.86%	95%	2016/17 - Quarter Four Update: Our performance of 92.86% was marginally below the Council average of 93.04% and below the target of 95%. The figures gradually improved in the second half of the year from a low of 90% in September. Some issues were experienced with PECOS and the business support arrangements introduced this year.
<i>Freedom of Information requests responded to in 20 working days (%)</i>					89%	94%	2016/17 - Quarter Four Update: During Q4 we received approximately 100 more requests than in each of the previous two quarters (approx. 450 compared to approx. 330). A significant number of these requests were complex and required additional time and effort to locate information. This inevitably has had an impact on performance against the 20 working days target.

LGBF Indicators – Priorities

LGBF Indicators 2014/15						
Priority	No of Indicators					
Corporate	2	2				

Council Plan Performance Indicators

Council Plan Indicators 2016/17						
Council Plan	No of Indicators					
Enabling Delivery	1			1 (see above - Freedom of Information requests responded to in 20 working days (%))		

Financial Performance

The Service's revenue budget will be reported to Cabinet on 28 June 2017, current expectations being a break-even position.

Employees

Sickness Data

Data on performance is attached as Appendix 1. The figure at March 2017 is 4.46, below the annual target of 6.0 days. Our performance of 4.46 is slightly higher than 2015/16 which showed performance at 4.12 days lost per FTE. We have the lowest absences of any Council directorate. The majority of our staff are never off, and absences tend to be one-off long-term absences. While these latter absences are unavoidable, these are effectively managed and staff are supported to get back to work as soon as they are able.

Other Employee Information

All of the actions for the Employee Engagement Improvement Action Plan have been completed. Most of the actions were addressed through the Democratic Services EFQM Improvement Plan.

The Staff Reference Group has progressed a number of issues arising from the Employee Engagement Survey.

The Stress Risk Assessment for Democratic Services was carried out in June 2016. There was an overall response rate of 57%. Broadly, results showed no significant concerns across the stress factors of control, support, relationships and role. In particular they showed that staff were largely in control of how and when their work was undertaken and that colleagues and management were supportive. Working relationships were positive and staff were clear about their job function and goals. Such clarity of job purpose and empowerment is encouraging as it is key to realising the values of Focus, Passion and Inspiration.

Complaints

The Service's complaints data will be reported to the Heads of Service meeting in July and Audit and Scrutiny in August 2017. Few complaints are made about Democratic Services.

Compliments

The Service's compliments data is noted in Appendix 2.

A selection of compliments are reflected below:

- "I was incredibly happy with the service offered. Kelly Baker, in particular, was so professional and talked me through the entire event whilst offering advice and support through telephone calls and e-mails. I felt the Professional Learning Academy's opening was a real success - thank you."
- "Very grateful for the professional and prompt support."
- "My contact is Mhari Burley, she is helpful, polite and professional. Mhari has assisted me with a few things since I came in to post she always provides excellent customer service."
- "The branding, marketing and ideas that Elisa came up with met the brief exactly. Elisa was given the brief and came up with some excellent ideas with signage and marketing."
- "Thank you Eleanor. On behalf of the Partnership, especially my Teams, can I thank you for all your support during this protracted process. It is very much appreciated."

Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs and MSPs. Data is included in Appendix 2.

External Evaluations

We continue to liaise closely with our external auditor in relation to our performance and public performance reporting arrangements and community planning.

Appendix 1 – Employee Sickness Absence

Employee Sickness Absence

Democratic Services Employee Sickness Absence 2016/17										
Days Lost per FTE	FTE*	Oct	Nov	Dec	Jan	Feb	March	YTD	YTD Target	Variance
Democratic Services	70.64	0.66	0.61	0.12	0.06	0.21	0.79	4.46	6.0	-1.54
Democratic Services Employee Sickness Absence 2015/16										
Days Lost per FTE	FTE*	Oct	Nov	Dec	Jan	Feb	March	YTD	YTD Target	Variance
Democratic Services	74.83	0.58	0.48	0.03	0.41	0.51	0.20	4.12	6.0	-1.88

Appendix 2 – Compliments and Member Requests

Compliments

Directorate	No. of compliments 1 Oct 2016 -31 March 2017
Democratic Services	9

Member Requests

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Chief Executive	0	n/a	n/a	n/a	10	7	70%	5.2
Democratic Services	19	19	100%	2.7	13	13	100%	2.8

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Chief Executive	0	n/a	n/a	n/a	0	n/a	n/a	n/a
Democratic Services	1	1	100%	20	0	n/a	n/a	n/a

MP/MSP/MEP requests = 10 working days to resolve								
Chief Executive	0	n/a	n/a	n/a	6	6	100%	6.2
Democratic Services	1	1	100%	1	0	n/a	n/a	n/a



**Finance and
Corporate
Support**

**2016/17
Performance
Review Report
Final**

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Focus. Passion. Inspiration.

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Update on actions from last meeting held on 22 November 2016

	Action	Update
1.	Consider more preventative/proactive approaches to managing absence	<ul style="list-style-type: none"> A 'Work Well' Group has been set up to create a proactive programme of approaches to support the wellbeing of staff. This group is working with the 'Livewell' Group to ensure a comprehensive programme is created to support staff in both their working and social lives.
2.	Consider role of procurement in induction programme/standing orders training/awareness sessions	<ul style="list-style-type: none"> All new employees to the Council with spending responsibilities currently attend financial regulation and standing order training, at which Procurement are always in attendance. The content of this course is currently being reviewed and it has been agreed that Procurement will now lead the delivery of the standing order training. This will be offered as a refresher course to all Council services when the new content has been designed. Refresher training has also been provided to all budget holders with spending responsibilities within HSCP. An awareness session took place in March 2017 as a 'lunch time learning event'. An e-learning module is also under development.
3.	Review T2 business case documentation	<ul style="list-style-type: none"> The T2 reporting documentation has been revised to provide clarity on benefits / savings delivered from investment.
4.	Consider Digital Champions	<ul style="list-style-type: none"> Initial discussions have taken place with the Employability Team to create a 'MAD Group' (Modern Apprentice Digital Group) that will support a reverse mentoring approach to digital. The MAs will be cross Council representatives. A programme of digital nudges to support skills development is being created and will be introduced across the Council following the Digital Strategy launch. All Executive Directors require to establish a network of digital champions to drive forward digital transformation in their Services.
5.	Report to ELT - Digital Transformation	<ul style="list-style-type: none"> T2 will focus on four corporate cross-cutting digital projects (Data, Office 365, Mobile Working and Digital). These four projects will report to the ELT TB every 3 months, commencing May 2017.

Our Priorities

Finance and Corporate Support

Council Plan Priorities 2015-20

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities

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

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

Protecting and enhancing the environment for future generations

Directorate Priorities 2015-18 (2016 Refresh)

Developing Exceptional Customer Service While Embedding Digital Methodologies

- Develop customer-focussed, end to end digital services
- Implement improved digital offering and marketing strategy to deliver channel shift
- Support increased customer access and self-service
- Embed customer delight evidence standards across all FACS teams
- Implement Business Support Strategy
- Deliver ICT services that align to service business needs

Effective Financial Planning and Stewardship for the Council and its Partner Organisations

- Refresh the long term financial plan to 2026/27
- Implement new Financial Management System
- Further development of our strategic framework for financial planning
- Develop an interagency approach to financial planning with the Community Planning Partners (CPP)
- Provide support to the Health and Social Care Partnership (HSCP)
- Develop Procurement excellence through PCIP

Lead and Support the Delivery of Transformational Change and Organisational Development

- Lead and support Transformation Phase 2
- Develop governance and reporting to manage the change process
- Develop corporate lean capability to include new rapid improvement techniques, e.g. Kaizen Blitz
- Support services to deliver staffing and structural changes
- Deliver and evaluate People Plan interventions which support the new People Strategy

Directorate Priorities Updates

Priority 1 - Developing Exceptional Customer Service While Embedding Digital Methodologies

1.1. Key Highlights

- Streamlining of processes within Council Tax has helped to reduce processing times and drive efficiency
- Increased take up of the e-bill for Council Tax - 18% above target
- Customer Services Team working in partnership with services has achieved a significant improvement to customer satisfaction, most notably as a result of improvements to the Roads and Lighting process
- Successful staff engagement event with IT helping to shape the digital strategy and generate future improvements

1.2. Priority Update

Online Services

- The process for registering for the Hub has been simplified and this has improved the customer journey with an increase in online transactions
- Employee online forms are now in place for a range of processes with uptake improving month on month. Payroll forms have been rolled out across the Council and 53% of forms were received online in March
- Customers who had an existing Hub account were targeted for migration to a Council Tax e-bill. This year's campaign was very successful, significantly exceeding the target. More ambitious targets have been set for the year ahead and planning is already underway to achieve these.

Revenues

- Govtech is a technology which will automate a significant portion of the back office processing for Council Tax. A business case outlining benefits has been developed and agreed and implementation of the system will begin early 2017/18. The technology will also support the One Team approach which has been successfully tested. As this project proceeds, it is expected that the cost of collection for Council Tax will decrease.
- The processing of student exemptions will be automated through data sharing with local colleges. The agreement for this has been progressed and the process will be implemented in 2017/18.
- The process for reporting a death is complex and given the sensitive subject matter, it is key that we get it right first time. The process has been mapped out and significant improvements identified which will reduce duplication and improve the experience for the customer.

Benefits

- There has been a significant and consistent improvement in all processing times for Benefits over the last 6 months.
- The implementation of Universal Credit will be one of the biggest changes to the welfare system in recent years. The Business Improvement Team has been analysing the existing case load to assist in preparation for the change to minimise the impact to the customer.

Digital Strategy

- A cross service working group has developed the Digital Strategy and work is underway to align with national work.

1.3. Key Transformation Projects

The other key transformation projects for Customer and Digital are covered in priority 3.

Revenues and Benefits Transformation

- The One Team approach has been tested and will bring together the front and back office teams. More work will be completed at first point of contact which will reduce the time taken for the customer and reduce costs. A project plan for the implementation of the One Team will be agreed in April aiming for a September go live.
- The debt recovery process will be reviewed and it is expected that this will increase the debt collection rates.

1.4. Key Areas of Focus for the next six months

Digital

- A review of the existing technologies for the website, customer engagement, HR and payroll will be undertaken to assess whether they are fit for purpose. Planning for the implementation of the national 'myaccount', the golden customer record and desktop virtualisation is underway.

Mobile Working Pilot

- A proof of concept mobile working pilot will be managed by FACS for a range of services including Housing Inspectors, Pest Control and Building Control. The output of the project is expected by the end of Quarter Two and a programme for roll out, including identified savings will be developed. It is anticipated that savings will be delivered across all Directorates.

Redesign of Council Tax service delivery

- By the end of Quarter Two, a new operating model for Council Tax will be in place which will enable more transactions to be completed at first point of contact. Back office processing will be automated for a range of processes. This will reduce costs whilst providing a faster, more efficient service to the customer.

Digital Strategy

- The Digital Strategy will be finalised through engagement with services and Elected Members. The strategy will outline how our customers and colleagues will engage with the Council in the future. A new structure for IT will be developed to deliver the digital strategy. Stakeholder workshops will be held to design a new business partnering approach for IT.

Preparation for the implementation of Universal Credit

- Universal credit will be implemented in North Ayrshire in November 2017. Over the next 6 months, the team will be benchmarking with other Councils, redesigning processes and preparing for the change to ensure a smooth transition.

'Data' Workstream

- The projects under the 'Data' workstream of T2 will be established; this will incorporate Open Data, Master Data Management, Business Intelligence and Analytics. Each programme will develop a policy, identify quick wins and proof of concept projects and implement foundations for longer term growth. This project will be led by Customer and Digital Services with a requirement for resource support from across the Council.

Priority 2 - Effective Financial Planning and Stewardship for the Council and its Partner Organisations

2.1. Key Highlights

- Delivery of high quality annual accounts for the Council and the HSCP
- Development of proposals for the implementation of Business Partnering in Financial Services
- Effective closure of the Municipal Bank
- Embedding the new Treasury forecasting model into the annual budget process and recognition of our innovative approach through the Public Finance Innovation Awards
- Development of a Medium Term Financial Plan for the HSCP
- Delivery of a balanced budget for 2017-18 for the Council and the HSCP
- Development of Corporate Procurement Strategy and Contract Plan
- The creation of local employment opportunities through Community Benefits in Procurement
- The achievement of a positive external quality assessment of Internal Audit
- Expansion of the Corporate Fraud Team to provide a service to East Ayrshire Council under a partnership agreement

2.2. Priority Update

The Council continues to demonstrate sound financial planning and stewardship with a balanced budget set for 2017/18. Financial performance continues to be reported to Cabinet and at period 10 total expenditure was being contained within budget.

The HSCP continues to face financial pressures and is reporting an overspend. A medium term financial plan has been developed which identifies the financial challenges faced by the Partnership and is linked to the delivery of the Health and Social Care Partnership's strategic plan. The 2017/18 budget reflects additional resources in pressured areas and plans to mitigate spend in areas currently overspending. Financial performance arrangements have been reviewed and revised to provide clear reporting and responsibility of financial performance within the Partnership.

Work is well underway in refreshing the Council's capital programme and the Long Term Financial Strategy which will be presented after the Council elections in 2017.

To support further development of the Council's financial management arrangements, the project to deliver a new Financial Management System (FMS) is well under way and is on track for completion in May 2017.

2.3. Key Transformation Projects

- Embed the new Financial Management System in all services across the Council, providing a more efficient management information system
- Implement Business Partnering to all services, providing a clear strategic and operational financial service which meets the needs of Services and supports more effective decision making

2.4. Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- Complete the refresh of the Long Term Financial Strategy
- Support the refresh of the Council's capital plans including a refresh of the treasury strategy
- Delivery of high quality accounts for the Council and HSCP
- Further develop a financial reporting framework for HSCP including new financial performance reporting and a reporting framework for the Challenge Fund
- Commence the refresh of the Medium Term Financial Strategy for the Council and the HSCP
- Commence the development of budget consultation proposals to support the Medium Term Financial Strategy
- Prepare for the Procurement and Commercial Improvement Programme (PCIP) assessment
- Integra 2 implementation will improve invoices paid on time as all orders placed on the system will be paid automatically once the receipting process is complete
- Provide support across the Council with procurement processes

Priority 3 - Lead and Support the Delivery of Transformational Change and Organisational Development

3.1. Key Highlights

- The Graduate development programme (both skills training and on the job coaching) is delivering results as the graduates are gaining confidence to lead their own projects and lean initiatives
- Knowledge Nuggets (digital learning) were soft launched as part of the PPD spotlight campaign
- Introduction of workforce planning methodology to support effective workforce planning
- Securing recognition as a Disability Confident (level 2) employer, replacing the 'double tick' initiative
- A revised Health and Safety Statement and Policy and Procedure have been finalised
- Implementation of a revised reporting format for T2 to highlight progress across all projects.

3.2. Priority Update

The Transformation Board Agenda has been restructured to provide Directors with regular opportunities to provide an update on their directorate transformation programme as well as outlining the status of their associated financial savings.

The Business Improvement Graduates are now six months into their development programme and have gained skills and knowledge on a variety of topics such as Leadership, Project Management, Communication, Lean and Green Belt. They are actively supporting Directorates with their research on opportunities for a pipeline of future transformation activities and will lead on the Lean Six Sigma programme during 2017/18.

A variety of Organisational Development (OD) interventions are being delivered to support the Council on its transformational journey. These interventions will strengthen and develop the culture of our People. Examples of some interventions that are currently being developed and delivered are initiatives in relation to embedding our Values, such as the introduction of 'Digital Nudges' and the Modern Apprentice Digital Group (MAD Group) that support the knowledge enhancement that will be required as part of our digital agenda.

3.3. Key Transformation Projects

A proposal for T2 has been developed to focus on four strategic cross cutting, corporate transformational projects - Mobile Working, Office 365, Data and Digital. These projects will support the delivery of the Digital Strategy which will be underpinned by the People Strategy.

- Mobile Working - Equipping employees with the right technology to enable them to work flexibly is not enough. This project aims to review processes and support colleagues to drive cultural change resulting in more efficient and effective services.
- Office 365 - The implementation of Office 365 has the potential to transform the way in which we work as a Council. Much more than just an upgrade of the email system, this project will improve collaboration, reduce duplication and make it easier to access the right information at the right time.
- Data - The Council needs to move towards being a data centric Council, using data to make decisions on future service delivery. The programme will initially set standards for collecting, keeping and sharing data with proof of concept projects around analytics, master data management and open data demonstrating potential benefits.
- Digital - The aim of the workstream is to make it easier for people to do business with us, whether our customers or our colleagues. Reducing duplication, increasing automation and making the best use of technology to drive channel shift and the delivery of budget savings.

Where appropriate, business cases have been developed for ELT consideration.

3.4. Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:






- The cross cutting corporate projects (Mobile Working, Office 365 and Data) will formally commence. Each project, led by a Project Manager will create project teams and project plans to ensure focus on short and long term milestones and delivery. An OD Adviser will support each project for creation of OD interventions to support the required cultural transformation.
- Following a Disclosure Audit, standardised procedures will be rolled out across the Council, performance reporting will be introduced and simplified user guides will be available on Connects.
- Lead the preparations for the Employee Engagement Survey 2017


Performance Indicator and Action Summary


FACS measures progress of 26 Performance Indicators and 34 actions. The table below shows a high level view of the progress made towards our Directorate's priorities.

Of the 26 performance indicators, 15 were on target, 3 were slightly adrift of target, 4 did not meet target, for 3 indicators the data is not yet available and for 1 the indicator is 'off programme'.


Of the 34 actions, 27 were complete and seven were slightly adrift of target.

Priority	No of Indicators					
Underpinning Council Priority – Growing the economy, increasing employment and regenerating towns	1 Indicator	1				
Developing Exceptional Customer Service While Embedding Digital Methodologies	13 indicators	10	2	1		
	9 Actions	8	1			
Effective Financial Planning and Stewardship for the Council and its Partner Organisations	7 indicators	2	1		1	3
	14 Actions	10	4			
Lead and Support the Delivery of Transformational Change and Organisational Development	5 indicators	2		3		
	11 Actions	9	2			
Total	26 Indicators	15	3	4	1	3
	34 Actions	27	7			













-  The indicators slightly adrift of target are:
- Percentage of customers seen within 10 mins by the Service Centre
 - The percentage accuracy rate in registrations
 - Percentage of FACS invoices paid within 30 days





-  The actions slightly adrift of target are:
- Develop a Digital Strategy
 - Refresh the long term Financial Strategy
 - Implementation of the new Financial Management System
 - Develop a Business Partnering approach for financial planning
 - Update of Procurement Manual and Standing Orders
 - Implement a secondary internet connection
 - Develop employee voice

 One indicator is off programme (PCIP assessment will now be carried out during 2017/18).

 Data is not yet available for the 3 cost based indicators and these will be calculated after closure of the Council's annual accounts.






Directorate Plan Indicators – Red Status

	Description	2015/16	2016/17	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
		Status	Status					
	Percentage of Calls Answered within the Contact Centre					89%	95%	High levels of staff absences at the beginning of the year impacted on the percentage of calls answered by the Contact Centre. During the year the time taken by the back office process to conclude the enquiry was analysed. The number of general enquiries received on our 01294 310000 number has increased from 82,155 in 15/16 to 89,262 in 16/17. The wider use of the 01294 310000 number in advertising could be attributed to the increase in customer enquiries. It is envisaged that the promotion of self-serve during 2017/18 will reduce the number of calls received.
	Sickness absence days per employee (FACS) per FTE					10.17	7	<p>Overall the sickness absence days for Finance and Corporate Support (FACS) for 2016/17 were 10.17 days against a target of 7 days. Sickness absence for the Directorate in 2016/17 has increased in comparison to the year-end figure for 2015/16 which was 8.19 days.</p> <p>Detailed analysis of sickness absence is provided on a monthly basis to the Executive Director who discusses the analysis with the FACS Leadership Team to ensure that the maximising attendance policies are being followed.</p> <p>The top reasons for sickness absence within FACS in 2016/17 were; Stress/Anxiety, Depression, Gastro Intestinal and Musculo Skeletal.</p> <p>Some pro-active measures to support staff have been introduced and these are detailed on Page 14 of this report.</p>
	Percentage of FACS who have had a PPD interview in the last 12 months					91%	99%	<p>There are 424 staff within FACS and 411 were eligible to have a Performance and Personal Development (PPD) discussion with their manager during the period 1 April 2016 to 31 March 2017.</p> <p>373 had a PPD; this equates to 91% which is below the target of 99% and is less than the 2015/16 figure of 95%.</p> <p>Most of the staff who did not have a PPD are employed within either Financial Services or Business Support. Further work is required to ensure these are completed ahead of year-end deadlines in future.</p>


Council Wide Indicator collated by FACS							
Number of Reportable Incidents (RIDDOR) per 100,000 employees							<p>The annual incidence rate for the number of reportable incidents per 100,000 employees is 648 for 2016/2017. This exceeds the target of target of 320 per 100,000 employees. The incidence rate is based on a total of 37 RIDDOR Incidents during 2016/17. Most of these incidents have occurred within the Health and Social Care Partnership and the Place Directorate.</p> <p>It is anticipated that safety performance will be improved during 2017/18 as directorates are proposing actions which will drive safety performance improvement across council operations. This is also aligned to new objectives and targets being set by the Executive Leadership Team including safety campaigns across all directorates.</p>
					648	320	

Local Government Benchmarking Framework (LGBF) Indicators









FACS measures progress of 9 LGBF indicators.

LGBF Indicators 2016/17						
Priority	No of Indicators					
Underpinning Delivery	9	3	1	2	2	1

 One indicator was slightly adrift of target: Invoices paid within 30 days Council wide.






 Data is not yet available for 1 cost based indicator and this will be calculated after closure of the Council's annual accounts.

LGBF Indicators – Red Status

Description	2015/16 Status	2016/17 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Sickness absence days per employee full time equivalent (FTE) for the whole council					9.79 days	7.57 days	The Council has failed to achieve its target of 7.57 days lost per FTE with the year-end figure being 9.79. This shows a 0.81 increase from the 2015/16 figure of 8.98. The top reasons for sickness include Musculo/Skeletal, Stress/Anxiety and Surgical Procedures.
Sickness absence for the whole Council (excluding Teachers)					10.96 days	7.57 days	<p>For 2016/17 sickness absence days per employee (excluding teachers) was 10.96 days and the Council has failed to achieve the target of 7.57 days and is a 1.06 days increase from 2015/16 figure. Musculo/Skeletal, Stress/Anxiety and Surgical Procedures are the top three reasons for sickness.</p> <p>In relation to absence, the Council has introduced a number of pro-active measures designed to support staff. Through the 'Livewell Group', these include a personal exercise programme with Ayrshire College, workplace risk assessments, a weight management programme and a mindfulness programme.</p> <p>Further activities are being planned for later in 2017.</p>

Council Plan Performance Indicators

FACS also collates a number of Council-wide indicators which measure delivery of the Council Plan.

Council Plan	No of Indicators					
Underpinning Delivery	9	3				6

 6 indicators are in relation to Revenue and Capital spend and will be available in June 2017.

Financial Performance

The Directorate's final financial position for 2016/17 will be reported to Cabinet on 28 June 2017.

Employees

Absence Data

Data on absence is attached as Appendix 1. The FACS sickness absence per FTE as at 31 March 2017 is 10.17, which is above the year-end target of 7 days. Our sickness absence for 2016/17 is also higher than the year end figure for the previous year (2015/16) which showed performance at 8.19 days lost per FTE.

Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures and this, coupled with support through Occupational Health referral, is expected to reduce sickness absence levels going forward.

Pro-active measures to support staff well-being have been introduced. A 'Workwell' group under the umbrella of 'Livewell' has been established which supports staff with their wellbeing at work. Initiatives have been put in place including promotion of DSE assessments in the new working environment, the 'Step Challenge' and fruit baskets to support healthy eating.

Complaints

The Directorate's complaints data will be reported to Audit and Scrutiny on 22 August 2017.

Compliments

The Directorate received 108 compliments during 2016/17.

A selection of compliments are reflected below:

Section	Compliment
Contact Centre, Customer Service Centre & Registrations	<ul style="list-style-type: none">▪ Thanks to the reception staff at Lamrash office for their help in locating a memorial bench▪ Thanks for the wonderful wedding service▪ A counter customer noted that staff had provided a fantastic service to him
Revenues and Benefits Team	<ul style="list-style-type: none">▪ Customer thanked staff for helping her complete a Council Tax Discount form▪ A thank you to the Benefit Team for processing a claim so quickly▪ Customer called to say that she was very happy with the excellent service she received from Council Tax staff

Requests from Elected Representatives

We continue to perform well in terms of responding to requests from Councillors, MSPs and MPs. Data is included in Appendix 2.

External Evaluations

External Quality Assessment of Internal Audit

Under the terms of the Public Sector Internal Audit standards (PSIAS), each organisation's Internal Audit team is required to undertake an External Quality Assessment at least once in each 5 year period. This helps to ensure compliance with the standards.

The review of the Council's Internal Audit team has recently been completed. The review assessed the compliance of the Council's Internal Audit team with the 13 sections of the PSIAS and noted that the team fully conforms to 11 of the standards and generally conforms to the remaining two. Overall the assessor was able to provide substantial assurance that the Council's Internal Audit team complies with the requirements of the PSIAS. There were a number of low priority actions for implementation by the team which will further improve compliance.

Appendix 1 – Employee Sickness Absence

Finance and Corporate Support Employee Sickness Absence 2016/17								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Customer and Digital Services	269.03	2.67	3.58	3.35	2.13	11.73	7.46	4.27
Finance	72.56	2.55	2.19	1.40	1.81	7.95	6.43	1.52
People and Transformation	56.29	2.14	1.89	1.34	0.71	6.08	5.77	0.31
Finance and Corporate Support	401.88	2.56	3.08	2.69	1.84	10.17	7.00	3.17

Finance and Corporate Support Employee Sickness Absence 2015/16								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Finance	158.3	1.87	1.82	3.35	3.27	10.31	7.00	3.31
Customer, People and Corporate Support	255.2	1.60	2.18	1.48	1.64	6.90	7.00	-0.10
Finance and Corporate Support	413.5	1.69	2.02	2.20	2.28	8.19	7.00	1.19

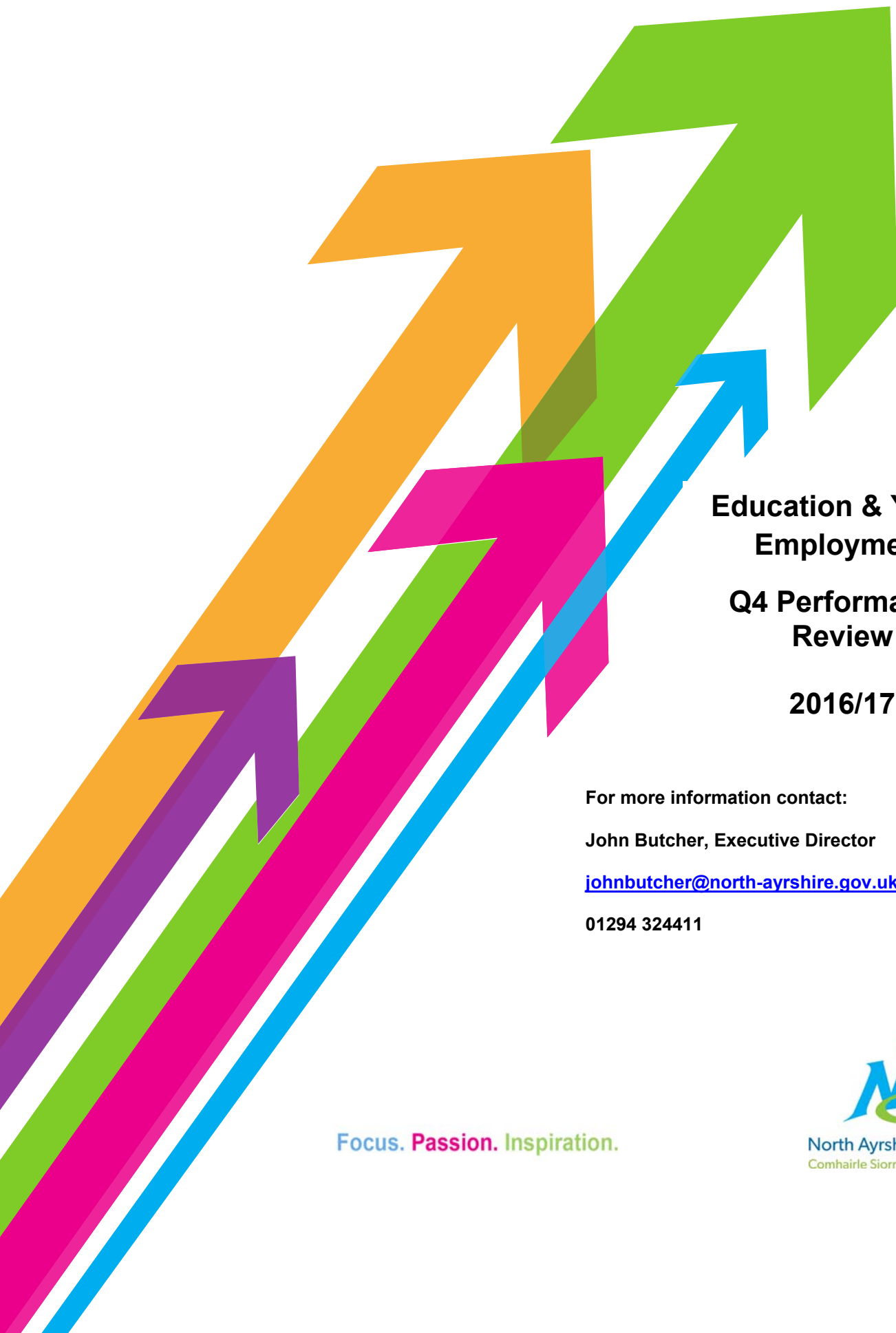
*FTE – Full Time Equivalent

Appendix 2 – Requests from Elected Representatives

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Customer & Digital Services	41	37	90%	2.68	61	54	88%	3.43
Finance	-	-	-	-	-	-	-	-
People & Transformation	2	2	100%	2.5	3	2	67%	4.6
TOTAL	43	39	91%	2.6	64	56	88%	3.8

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Customer & Digital Services	2	2	100%	12.5	-	-	-	-
Finance	-	-	-	-	-	-	-	-
People & Transformation	-	-	-	-	-	-	-	-
TOTAL	2	2	100%	12.5	-	-	-	-

MP/MSP/MEP requests = 10 working days to resolve								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Customer & Digital Services	45	42	93%	5.85	48	47	98%	5.6
Finance	-	-	-	-	-	-	-	-
People & Transformation	-	-	-	-	2	2	100%	5
TOTAL	45	42	93%	5.85	50	49	98%	5.6



**Education & Youth
Employment
Q4 Performance
Review
2016/17**

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Focus. Passion. Inspiration.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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Update on actions from last meeting in November 2016

	Action	Progress
1.	Develop proposition in terms of how we are using data for Fair for All Advisory Board	Fair for All pledges and key performance measures for the directorate have been developed and agreed, based on available data.
2.	Include inspection grading assessments in performance report	Inspection evaluations have been included in this report.
3.	Capture narrative for Elected Members – Nurture, GIRFEC etc	A number of elected member briefings have already been delivered on these themes and further sessions are planned.
4.	Alison Allan to meet with Fiona Walker to look at rolling out coaching and mentoring models	Meeting took place. It was felt that the coaching and mentoring programme would be appropriate for senior staff across the Council, with the exception of the GTCS accreditation element, which is only appropriate for teaching staff. Further discussions on taking this forward are ongoing.

Education and Youth Employment Directorate

Strategic Outcomes 2016-2019

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

Service Priorities 2016-2019

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

- Embed and extend nurturing approaches to promote inclusion across all education establishments.
- Within the framework of the inclusion strategy, ensure effective support for children and young families.
- Further strengthen and embed existing high-quality approaches to ensure we are Getting it Right for Every Child.
- Encourage and support active collaboration and engagement with parents, including child's learning.
- Further extend and develop approaches to support the well-being of our children, staff, parents and carers in partnership other agencies.

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

- Develop and implement a strategic vision for learning and teaching for all of our learners.
- Evaluate and enhance our curriculum in the BGE and Senior Phase.
- Support and strengthen the professional capacity of staff.

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

- Broaden and extend our approach to self-evaluation to ensure a consistency of rigour which will support continuous improvement planning in all education establishments.
 - Further refine our approaches to the use of data and research to inform effective teaching and learning, including benchmarking and what works elsewhere.
 - Further develop reporting of management information to inform policy and practice, and to meet the requirements of the National Improvement Framework
4. Analyse Employee Engagement Survey and develop and implement improvement plan.

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

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

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

- Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector.
- Continue to support young people with additional support needs (ASN) to secure a sustained destination that meets their needs.
- Further develop our approaches to ensure our young people leave school with the skills employers need.
- Develop our young workforce by introducing national career and work experience standards.
- Work with key partners to develop and introduce modern apprenticeship programmes for our young people.

Directorate Priorities and Performance Indicators

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

1.1. Key Highlights

- Data from our nurture groups is showing significant developmental progress being made by participants.
- A Family Learning Team has been established and is working well in partnership to support schools and families to enhance learning experiences for children and young people.
- Positive steps have been taken in schools to enhance the capacity of staff to support children and young people more effectively with their emotional wellbeing, mental health and resilience.

1.2. Priority Update

Nurturing approaches continue to be embedded and extended across our establishments. Fifteen primary schools have well established nurture groups, supporting almost 220 of our most vulnerable pupils through daily interventions. 66 pupils have successfully transitioned back to their classes on a full time basis, having made measurable progress with their developmental milestones. Data collected from stakeholders including teachers, parents and children has shown that our nurturing approaches are having a positive impact on our children and young people and are supporting them to engage more effectively with their learning. The expansion of nurturing approaches into our secondary schools is progressing well with a high level of engagement from senior and middle managers in schools in developing school level plans to take this forward.

Our Inclusion strategy has been implemented across all schools. A review of support for children and young people is progressing well jointly across Education & Youth Employment and the Health and Social Care Partnership. This, alongside the promises within the Children's Services Plan, is a core element of our approach to ensuring we are getting it right for every child. Recommendations for service redesign will be presented in Autumn 2017. GIRFEC principles are well established in our schools and wellbeing assessment and planning are progressing well in preparation for the implementation of the remaining parts of the Children and Young People (Scotland) Act 2014.

The creation of the Family Learning Team across the six locality areas is enabling us to work in partnership with Connected Communities to encourage greater collaboration and engagement with families in their child's learning. The Family Learning Team have engaged extensively with all primary schools and have supported them to draw up action plans to take forward this important aspect of a child's learning experience. Family learning zones have been piloted in a small number of schools to increase the effect on a child of family support at home. A programme supporting transition from early years to primary has been developed and is being trialled in some schools. The key elements of this work stream will be further extended in session 2017-18.

The mental and emotional wellbeing of our children and young people is being supported through a programme of staff capacity building, counselling approaches and curricular support through resources. Significant work has taken place in partnership with CAMHS to better inform mental health referrals made by schools. A counselling service has been established in partnership with Place2Be and this is being expanded and enhanced through the employment of our own counsellors. Programmes to support emotional wellbeing through mindfulness and wellness recovery action planning are currently being piloted with further expansion planned after evaluation of their impact in the coming months.

1.3. Key Transformation Projects

- Early Learning and Childcare Expansion Programme
- Children and Young People Support Review

1.4. Key Areas of Focus for the next six months

- Further expansion of nurturing approaches in our secondary schools and the creation of a further five dedicated nurture bases across our primary schools.
- Redefining the purpose and work of the Children and Young People Support Review Board and finalising the recommendations for service redesign and improvement.
- Expansion of the reach and impact of the Family Learning Team and an enhancement of collaborative approaches with other teams.
- The development, in partnership, of an integrated strategy to support emotional and mental health of all children and young people in our context.
- Ensuring progress in the programmes developed by the workstreams within the Early Learning and Childcare Expansion Programme Board

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

2.1. Key Highlights

- The Professional Learning Academy (PLA) is fully operational and has delivered the first level Numeracy Framework to all schools. This is having a positive impact on the learning and teaching of numeracy in our schools. Progress in literacy is also positive and this will be a major focus in 2017-18.
- A wide range of Career Long Professional Learning activities (CLPL) for teachers has been provided for teaching staff to develop high quality learning and teaching.

2.2. Priority Update

Evidence of good practice in learning and teaching approaches has been gathered from across Scotland by the teaching and learning working group who are currently working on a draft revised learning and teaching strategy. This will include approaches which focus on reducing the poverty-related attainment gap. This will be produced by June 2017 and will feature in the Directorate plan for 2017-18. Numeracy frameworks have been developed and implemented across schools.

Curriculum reviews have been carried out in eight schools (5 primary and 3 secondary) with a focus on the Broad General Education. Summary reports have been produced. Key messages will feed into the E&YE Directorate Plan for 2017-18. Initial analysis of the impact of the revised senior phase curriculum has taken place, with a systematic evaluation taking place in 2017-18 after two years of operation.

The Quality Improvement Framework has continued to underpin the support and challenge offered by Senior Managers in quality improvement visits to schools. Classroom observation is a key part of the framework in order that areas for improvement are discussed and addressed through school improvement planning. Information and trends from these visits are also utilised to identify future training and support needs across the department as well as in individual establishments.

A wide range of Career Long Professional Activities (CLPL) for teachers have been made available to all establishments. This includes a suite of courses delivered through the Professional Learning Academy with a primary focus on Literacy, Numeracy and teaching pedagogy. Courses have been very well attended and course evaluations suggest a positive impact on classroom practice.

2.3. Key Areas of Focus for the next six months

- Completion of a strategic vision for learning and teaching for all our learners.
- Enhance our Broad General Education (BGE) and Senior Phase.
- Continue to support and strengthen the professional capacity of staff.
- Continued focus on core skills development in literacy and numeracy.

Priority 3 – Self Evaluation and performance improvement are embedded throughout our schools and central support teams.

3.1. Key Highlights

- A Data Literacy framework has been created and a data training programme is underway in schools.
- Effective evaluation of the Quality Improvement Framework has led to an improved, streamlined process of joint evaluation involving our schools and the central team.
- School Improvement Planning and the annual school Standards and Quality Report have been refined in line with the national guidance on tackling bureaucracy.
- A range of proxy measures has been produced to assist with judging progress towards our improvement priorities before publication of the key annual performance measures

3.2. Priority Update

A review of processes and practices in relation to school self-evaluation has been carried out. As a result, revised documentation has been produced for school self-evaluation summaries, standards and quality reports and school improvement plans which are aligned to new legislation and national documentation. The directorate has begun to plan the evaluation of the impact of the education service as a whole using a national benchmarking document. This will be undertaken in partnership with Education Scotland as external verifiers.

A data literacy framework has been created and a training programme for head teachers is underway, comprising four professional learning sessions. Evaluation of this course has shown the increased awareness and confidence of Head Teachers in data literacy to drive forward improvement. Training for data coaches (class teacher level) in every school will be carried forward to session 2017-18.

Our nurturing approaches are being evaluated systematically through the creation of an authority-wide nurture quality improvement framework. Support and challenge visits from senior managers are ensuring that the evaluation of the impact of nurture is robust.

A range of proxy measures has been produced and implemented and are being used to enhance the information gained through KPIs and influence the direction of future planning at directorate level. Reporting practices at school and directorate level have been reviewed and streamlined. A Pan-Ayrshire approach to sharing secondary school data is leading to greater planning and collaboration with neighbouring education authorities. Families of schools have been created, based on similar profiles, to collaborate on improvements.

Action plans have been developed and implemented to improve employee engagement, reduce stress and reduce unnecessary bureaucracy. All these plans will extend beyond the life of this current directorate plan. A central calendar has been established to coordinate demands placed on school staff. Workforce planning for early years is being managed through the Early Learning and Childcare Expansion Programme Board. In addition, leadership programmes at various levels have been designed and implemented in order to further enhance the skills of our workforce.

3.3. Key Areas of Focus for the next six months

Through evaluation of our activity we have identified key areas of work for the next six months:

- The Education and Youth Employment Directorate will work with Her Majesty's Inspectors (HMIE) in a voluntary validation exercise utilising the Quality Management in Education Framework. This will inform the improvement priorities of the directorate as a whole.
- Further refinements will be made to the directorate's Quality Improvement Framework to reflect the evaluation of the process this year. Key features will include a more proportionate approach to targeted quality improvement visits/activity and an increase in head teacher capacity building in quality improvement within and beyond their own schools.
- Further develop our approaches to quality assurance and improvement in the early years sector.

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

4.1. Key Highlights

- In 2016, 79% of all school leavers achieved literacy at SCQF Level 5 or better (74% in 2015).
- North Ayrshire is outperforming Virtual Comparator performance in SCQF Level 6 literacy & numeracy.
- The average total tariff score of North Ayrshire leavers has increased steadily for the last seven years and was above the national average in 2016.
- Performance of pupils at P1, P4 and S3 shows that we are beginning to reduce the attainment gap between our most and least deprived learners (comparing 2016 to 2015 statistics).

4.2. Priority Update

Performance of North Ayrshire school leavers in Numeracy has been increasing steadily, year-on-year, for the past five years both at level 4 and level 5. While North Ayrshire performance in Numeracy exceeds the one of the INSIGHT Virtual Comparator in both measures it is also reduced the gap with respect to national performance at Level 4 and has also exceeded the National performance in Numeracy at level 5, for the second year running.

Our schools continue to make good progress implementing the recommendations of Developing the Young Workforce and related Youth Employment Strategy. There are increasing opportunities for young people to participate in work-related vocational learning and wider achievement opportunities. Partnership working with a variety of other agencies including Ayrshire College, Universities, Skills Development Scotland, employers and others, is enhancing the experiences of learners. We continue to ensure that our positive leaver destination rate is above national average and that transition support for the most vulnerable leavers is in place.

Innovation in learning and teaching is encouraged and shared at all levels. Sharing good practice is a key feature of the Professional Learning Academy approach to professional development. Good practice has also been identified through the curriculum review activity and the quality improvement visit 3. This good practice is being collated and will be shared across the directorate. Further work is being undertaken to share with neighbouring authorities.

Curriculum reviews have been carried out in five primary schools and three secondary schools with a focus on the Broad General Education. Summary reports have been produced. Key messages will feed into the E&YE Directorate Plan for 2017-18. Initial analysis of the impact of the revised senior phase curriculum has taken place, with a systematic evaluation taking place in 2017-18 after two years of operation. The development of the North Ayrshire Schools Modern Apprenticeship Programme has been implemented successfully in partnership with other Council directorates.

Broader curriculum pathways have been developed with an increased number of accredited wider achievement courses available in all secondary schools. An end of year report summarising our wider achievement approaches across our secondary schools will be shared with head teachers.

4.3. Key Transformation Projects

- Scottish Attainment Challenge

4.4. Key Areas of Focus for the next six months

- Specific focus with schools on improving performance in key LGBF indicators.
- Further work to be embedded in: improving teacher professional judgements; using data more effectively to inform next steps in learning; and tracking learner progress more effectively throughout the Broad General Education phase.
- Implementing plans at school level to target Pupil Equity Funding at specific groups of learners to reduce the poverty-related attainment gap

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

5.1. Key Highlights

- 94.8% of all leavers achieved positive destinations, which remains above the national performance.
- North Ayrshire Schools to Modern Apprenticeship Programme (NASMAP) created in partnership with other directorates and piloted in one secondary school.

5.2. Priority Update

Through our principal teachers of developing the young workforce, we have strengthened partnership links and collaborative arrangements a variety of employers, the Chamber of Commerce, Ayrshire College, Skills Development Scotland and third sector organisations. These partnerships are leading to improved educational experiences and post school outcomes for our pupils.

We are working closely with key staff across our ASN schools, our project officers and Skills Development Scotland colleagues to focus on sustained destinations. Initial post-school destinations for our ASN leavers are good (above the national average). However, securing sustained destinations remains a challenge. An Ayrshire wide forum focusing on ASN leavers has been established and actions have been agreed to make further improvements in this area.

Our review of the curriculum has had a focus on the skills being developed throughout a young person's time at school. Schools are being supported to plan and map out progression of skills development more coherently throughout the curriculum. A wider range of skills is being developed in the senior phase through the broadening of the curriculum to include accredited units and courses in a range of wider achievement and vocational options.

Schools are engaging with the national career and work placement standards and there is an increased expectation that teachers will be familiar with these and how they can contribute to their implementation through their own teaching. All secondary schools have undertaken an audit of their practice in relation to the two standards and work is taking place to ensure that their audit and evaluation are being used to inform action steps for further improvement. In primary schools, this work is at an earlier stage. This will be a key focus for 2017-18. While very good practice exists including links with employers and vocational learning for pupils, the mapping of this to the standards will be key to verifying and evaluating this type of activity.

Schools and central support officers have worked with key partners across directorates to develop and introduce a new model of modern apprenticeship programme for young people. The programme – NASMAP (North Ayrshire Schools to Modern Apprenticeship Programme) – is being piloted with Irvine Royal Academy during session 2016-17. All participants have secured a positive post-school destination. There are further development opportunities coming out of this pilot which will be taken forward in 2017-18.

5.3. Key Areas of Focus for the next six months

- Focused work to improve the sustained positive destinations of all leavers, particularly those with additional support needs.
- Further support to schools in planning skills development throughout the curriculum.
- Embedding career and work placement standards fully across all schools.
- Extending NASMAP approaches to other employers and schools.

Directorate Performance Indicator Summary

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

Directorate / Council Plan Indicators

Description	Current Value (%)	Current Target (%)	Trend direction (5 yrs)
Percentage of leavers attaining literacy at SCQF level 4 or better	95.67	96.00	↑
Percentage of leavers attaining literacy at SCQF level 5 or better	79.35	72.00	↑
Percentage of leavers attaining numeracy at SCQF level 4 or better	88.76	81.50	↑
Percentage of leavers attaining numeracy at SCQF level 5 or better	68.49	60.00	↑
Average total tariff score of looked after children (school leavers)	317	311	↑
Average total tariff score of all school leavers	865	n/a	↑
Percentage of school leavers in a positive initial post-school destination	94.84	95.00	↑

LGBF Indicators

Indicator	Current Value	Target Value	Trend Direction (5 yrs)	Quartile
Cost per primary school pupil £	4793.37	n/a	↓	3
Cost per secondary school pupil £	6965.89	n/a	↑	3
Cost per pre-school place £	4644.96	n/a	↑	3
% of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S6)	52	n/a	↑	4
% of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)	24	n/a	↓	4
% pupils in 20% most deprived areas getting 5+ awards at level 5	39	n/a	↔	2
% pupils in 20% most deprived areas getting 5+ awards at level 6	13	n/a	↓	3
% of Adults Satisfied with local schools	84.3	n/a	↑	2
% of school leavers entering positive destinations	94.8	n/a	↑	2

Financial Performance

The Service's revenue budget will be reported to Cabinet in June 2017.

Employees

Sickness Data

Data on performance is attached as Appendix 1. The figure at March 2017 is 7.28, which is above the annual target of 6.0 days. Our performance of 7.28 is slightly higher than 2015/16 which showed performance at 6.96 days lost per FTE. There are variances between the staffing groups within the Service. The absence statistics for Teaching Staff are below the target, but for Local Government Employees, the figures are above target. The main reasons for absence are in line with the Council's overall statistics with Stress/Anxiety and Musculoskeletal being the two main causes of sickness absence. The majority of days lost also relate to longer term absence with around 67% of days lost relating to absences of over 10 days and more than half relating to absences over 16 days.

Other Employee Information

Within the directorate, the output from the Stress Survey completed in 2016 has resulted in corporate actions relating to the following areas:

- Change Management – Appropriate engagement and consultations completed
- Control – Increased engagement from Directorate with school based staff
- Demand – Better coordination of requests to schools from HQ

A tackling bureaucracy working group has also been established to help with issues of work load for teachers. The focus areas for this work are planning and assessment evidence.

Complaints

The Service's complaints data will be reported to the Heads of Service meeting in July and Audit and Scrutiny in August 2017.

Compliments

The Service's compliments data is noted in Appendix 2.

A selection of compliments are reflected below:

"We would like to thank everyone sincerely for their care, attention and input in helping with our son and his needs. We are very grateful."

"Donald is a true example of a dedicated teacher, he continually strives to deliver the best and goes above and beyond the call of duty to help pupils. He is an inspiration and a true mentor."

"The compassion, forward thinking attitude towards always wanting to make the Greenwood Community a better place is brilliant and is what North Ayrshire Council is all about!"

Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs and MSPs. Data is included in Appendix 2.

External Evaluations

Education Scotland carried out two inspections of our schools in the period between August 2016 and April 2017. The evaluations were as follows:

Primary & Secondary

QUALITY INDICATOR	Glencairn Primary (October 2016)	Largs Academy (January 2017)
Leadership of change	Very good	Very good
Learning, teaching and assessment	Good	Good
Raising attainment and achievement	Good	Very good
Ensuring wellbeing, equality and inclusion	Very good	Good

Early Years

QUALITY INDICATOR	Glencairn Primary Early Years Class (October 2016)
Leadership of change	Very good
Learning, teaching and assessment	Very good
Securing children's progress	Good
Ensuring wellbeing, equality and inclusion	Very good

The Care Inspectorate visited a number of our Early Years establishments. The evaluations from these visits are as follows:

Establishment	Date of inspection	Quality of care and support	Quality of environment	Quality of staffing	Quality of management and leadership
Garnock Community Campus	March 2017	Good	Good	Good	Good
St Mark's Primary Nursery Class	February 2017	Very good	Not assessed [Previous rating: Good]	Good	Not assessed [Previous rating: Very good]
Woodlands Primary Early Years Class	January 2017	Good	Good	Good	Good
Caledonia Primary Nursery Class	December 2016	Very good	Not assessed [Previous rating: Very good]	Very good	Not assessed [Previous rating: Very good]
Springvale Early Years Centre	November 2016	Excellent	Very good	Not assessed [Previous rating: Very good]	Not assessed [Previous rating: Excellent]
Garnock Valley Early Years Centre	October 2016	Excellent	Not assessed [Previous rating: Very good]	Not assessed [Previous rating: Very good]	Excellent
Hayocks Primary Nursery Class	October 2016	Excellent	Very good	Not assessed [Previous rating: Very good]	Not assessed [Previous rating: Very good]
Gateside Early Years Class	October 2016	Good	Not assessed [Previous rating: Good]	Good	Not assessed [Previous rating: Very good]
Springside Early Years Class	September 2016	Very good	Not assessed [Previous rating: Good]	Very good	Not assessed [Previous rating: Very good]
Lawthorn Primary Nursery Class	September 2016	Very good	Not assessed [Previous rating: Very good]	Very good	Not assessed [Previous rating: Very good]

Appendix 1 – Employee Sickness Absence

Employee Sickness Absence

Employee Sickness Absence 2016/17										
Days Lost per FTE	FTE*	Oct	Nov	Dec	Jan	Feb	March	YTD	YTD Target	Variance
Education & Youth Employment	2144.31	0.56	0.67	0.6	0.67	0.58	0.76	7.28	6.00	1.28

Employee Sickness Absence 2015/16										
Days Lost per FTE	FTE*	Oct	Nov	Dec	Jan	Feb	March	YTD	YTD Target	Variance
Education & Youth Employment	2113.81	0.60	0.73	0.73	0.69	0.80	0.6	6.96	6.40	0.56

Appendix 2 – Compliments and Member Requests

Compliments

Directorate	No. of compliments 1 Oct 2016 -31 March 2017
Education and Youth Employment	3

Member Requests

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Education & Youth Employment	6	6	100%	3.3	31	30	97%	n/a

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Education & Youth Employment	0	0	n/a	n/a	0	n/a	n/a	n/a

MP/MSP/MEP requests = 10 working days to resolve								
Education & Youth Employment	19	17	89%	5	0	n/a	n/a	n/a



Economy and Communities
Q4 Performance Review

2016/17

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Focus. Passion. Inspiration.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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The outstanding achievement in Quarter 4 is the announcement in March by Keith Brown, the Cabinet Secretary for Economy, Jobs and Fair Work, that the mainland port location for the Brodick and Campbeltown ferry services would remain at Ardrossan. This followed a five-month-long campaign supported by a wide range of community groups, businesses and public and private sector organisations – both on Arran and on the mainland.

The budget for 2017/18 offers a range of exciting announcements for the Directorate's key strategic programmes of Community Empowerment and Inclusive Growth which will enable substantial progress to be made. This includes a Poverty Challenge Fund, Community Food Plan, £3.1m Community Investment Fund and new Community Empowerment Unit to increase equity in our communities. We continue to work with Scottish Government on the Inclusive Growth Diagnostic and are starting to work with East and South Ayrshire Councils on rolling this out.

Excellent progress is being made with the Ayrshire Growth Deal and planning for participation in the Regional Economic Development Pathfinder Project, which are fundamental to our local economic growth. We are working with the Economic Development and Regeneration (EDR) Board on implementing our refreshed EDR Strategy. The sector leading Team North Ayrshire's partnership approach is key to ensuring we are offering the best business support. Our International Strategy is supporting our businesses to access international markets and striving to attract global businesses. A new Steering Group is leading the implementation of our new Social Enterprise Strategy and the resources are now secured that will boost delivery in the coming year.

We are continuing to transform our services to ensure that we can maximise the impact of what we do with great efficiency and continue to deliver first class services across the directorate. Phase 1 of Quarry Road is underway and future phases are planned for this year. We have also agreed our Main Issues Report as part of our preparation of the Local Development Plan 2. Following the wind down of the Irvine Bay Regeneration Company a successful transition process has taken place with Regeneration remaining a priority.

We are developing a substantial marine tourism Coastal Corridor initiative with our industry partners through the Ayrshire Growth Deal. Additionally, there is a unique opportunity as Dundonald Links hosts both the Aberdeen Asset Management's Scottish Open Golf and Ladies Scottish Open Golf in 2017 which is a welcome boost for our tourism sector.

1.1 Update on actions from last meeting

Action	Progress
Consider report revisions for ELT/Cabinet	The Q2 Report was revised.
Outline what community empowerment/engagement looks like	The Locality Partnerships, identification of local priorities, community asset transfer, participatory budgeting and CLD Strategic Learning Plan have been the centre of community empowerment and engagement. North Ayrshire has been asked to host a best practice event with the Improvement Service on the use of the Place Standard as a tool for community engagement. Other effective engagements includes charrettes, specific issues such as flood defence planning and our award winning youth work. Community empowerment and engagement is reflected in regular and positive meetings with individuals and groups as well as increasing depth and breadth in local leadership.
Outline our Town Centre work to date and the next phases	Investment in town centres continues to be a key aspect to the overall regeneration of North Ayrshire. Within 2016/17 this investment took many forms. A full outline is available in appendix 1.
Share “Performance on a Page” with all Directorates	<p>Following the review of performance indicators and the development of Performance on a Page, a process for consulting and disseminating this information across the teams has been implemented. Performance notice boards have been created in the centre of the Directorate’s Cunninghame House base to display Performance on a Page. This is complimented by the LED screens beside them hosting qualitative information as well as leaflet racks holding the most recent quarterly Performance Review Report, together with a copy of the Council Plan, Directorate Plan and full quarterly Covalent report.</p> <p>This gives staff the opportunity to review performance information which has been discussed at Senior Management meetings. As it is openly recognised that such a volume of data may appear daunting at first, assistance is always available should anything appear unclear.</p> <p>The next stage is to refine the process and make information available to the wider staff teams in workplaces across North Ayrshire.</p> <p>All directorates within NAC have now adopted the Performance on a Page format.</p>
Consider how Building Standards fits with the work of the Place Directorate	Discussions are ongoing between Building Services and Protective Services to explore potential opportunities for the upskilling and development of staff.

Economy and Communities Directorate

To be the best at what we do in Scotland

Strategic Outcomes 2016-19

Healthy, Working Communities

Support 4000 jobless people with opportunities, training, education and support towards work.

Vibrant Places

North Ayrshire is the place for families to live, visitors to enjoy and business to invest.

Growing Business

Support new and growing business to create 1000 new jobs by April 2019

Service Priorities 2016-2019

Ayrshire Growth Deal

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

Locality Planning

- Developing & Supporting Locality Partnerships
- Community Engagement & Participation
- Building Community Capacity & Leadership
- Healthy & Engaged Communities

Inclusive Growth

- Diagnostic Tool
- 250 Council Apprentices
- Social Economy Development
- Employability Hub roll out
- Employability Service support
- Co-hub development as part of AGD

Service Transformation

- Tourism development
- Team North Ayrshire
- Cultural, leisure and sports development
- Regeneration (post URC)
- Childcare information

Best in Class – the 2020 challenge

- Benchmarking results
- National indicators
- Awards

Essential Ingredients

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

3 Directorate Priorities and Performance Indicators

3.1 Ayrshire Growth Deal

3.1.1 Key Highlights

- Cabinet approved the Ayrshire Growth Deal proposals in September 2016. Projects are further being developed and refined
- The decision to keep the Arran ferry terminal at Ardrossan has unlocked £100m investment, some through the Ayrshire Growth Deal

3.1.2 Priority Update

Keith Brown, the Cabinet Secretary for Economy, Jobs and Fair Work, announced that the ferry terminal would be kept at Ardrossan in March 2017 at the end of the five-month-long campaign supported by a wide range of community groups, businesses and public and private sector organisations – both on Arran and on the mainland. This not only keeps the crossing and secures local jobs, it also unlocks £100 million of investment in the wider regeneration of Ardrossan. The #SaveOurFerry campaign involved a concerted and coordinated effort driven by the Economy and Communities Directorate and represents a remarkable partnership success.

The development of proposals are ongoing and subject to Ayrshire Growth Deal timelines. Activities by NAC officers have contributed as expected. There has been a slight delay with the outline business case for Ardrossan Coastal Regeneration given that it needs to consider implications of the recent review of the Arran Ferry.

3.1.3 Key Areas of focus for the next six months

- Continue to progress the Ayrshire Growth Deal projects including the investment at Ardrossan Harbour

3.2 Locality Planning

3.2.1 Key Highlights

- Participatory Budgeting events have now been held in all Localities and £90,500 has been distributed to community groups
- Locality Partnership are developing priorities after their third round of meetings
- Community Contracts developed and signed by almost all Community Councils
- North Ayrshire took a significant range of YouthLink Awards for excellent youth work

3.2.2 Priority Update

Successful Participatory Budgeting events have now been held in all Localities and £90,500 has been distributed to community groups. A total of 768 people attended, with 644 voting for funding awards and these were made to 37 children's groups, 48 groups of young people, 44 adult's groups and 19 groups of older people. In early November additional funding for Participatory Budgeting was announced in the 2017/18 budget. Economy and Communities teams continue to offer advice and support to partners on mainstreaming participatory budgeting approaches.

The third series of Locality Partnership meetings have been held along with a number of workshops to identify priorities for Locality Plans.

Support for Community Council members continues and consideration of the future for areas where there is no Community Council in place is on-going. Arran, Cumbrae, Dalry, Fairlie, Irvine, Kilwinning, Kilbirnie and Glengarnock, Largs, Skelmorlie and West Kilbride Community Councils have all held successful elections. Saltcoats Community Council have now re-formed. Notably 16 year olds are now able to stand for election to Community Councils or be represented within Locality Planning Partnerships.

The Community Contract was officially launched in February and Community Associations and Organisations were invited to sign up. The 2017/18 budget included the announcement of significant levels of investment in this community

empowerment including a £3.162m Community Investment Fund and the establishment of a Community Empowerment Unit.

A series of budget engagement meetings took place in each of the Localities to raise awareness of the Council budget. The purpose of these Locality Partnership Engagement sessions is to work closely with communities to find out what is important to them and discuss how the Council will deliver its budget and set its priorities in line with the tough financial challenges that lie ahead.

Locality Partnerships in the Garnock Valley, the North Coast, Kilwinning, Three Towns and Irvine held workshops to work on developing their priorities for their Locality Plans. Central support for the coordination of the development of Locality Partnerships continues to be led by the Chief Executive and Head of Connected Communities. An outline programme for the Annual Locality Planning conference has been developed.

Scottish Government guidance for participation requests has been published and we are developing processes for implementation.

3.2.3 Young People

North Ayrshire's excellent youth work was recognised at the YouthLink Scotland Awards in March with 3 awards for Inspirational Leadership, Volunteer Youth Worker of the Year and Full-Time Youth Worker of the Year. Ian Shaw won a prestigious Adult Learners Award for personal learning contributing to Community Empowerment, from Scotland's Learning Partnership at a celebration on the 2nd Feb 2017 in Lanarkshire.

The annual Duke of Edinburgh Award ceremony took place, 340 delegates attended including Senior Staff and the CEO. The ceremony recognised the achievements of 92 young people who have achieved and also the 10,000 hours of volunteering that takes place by young people in the community.

A summary of the North Ayrshire Youth Participation Structure has been presented to each of the 6 Locality Partnerships, along with reports on the local Youth Forums.

The Scottish Youth Parliament elections took place across North Ayrshire in March. Young people had the opportunity to vote in their schools, youth centres, residential units, college or at home using their Young Scot card number or a temporary Young Scot number. North Ayrshire has an allocation of four candidates, and 5,184 votes were cast over both constituencies.

Scotland's largest ever online participatory budgeting exercises exclusively for young people took place with young people in North Ayrshire. Applications for funding awards of up to £1,500 were received from 130 groups and £60,672 was distributed to youth projects. The total online votes for the PB online was 508

3.2.4 Key Areas of focus for the next six months

- Further develop Locality Partnerships and put Locality Plans in Place by autumn 2017

3.3 Inclusive Growth

3.3.1 Key Highlights

- North Ayrshire's third Employability Hub opened recently in Kilbirnie
- Inclusive Growth Diagnostic Toolkit work with Scottish Government has been completed
- £3M European Social Fund/Lottery Fund secured for poverty and social inclusion
- Social Enterprise Strategy launched

3.3.2 Priority Update

North Ayrshire's third Employability Hub opened recently in Kilbirnie. Based within the library, the new facility is a one-stop shop for people looking to find employment. The Kilbirnie facility offers a drop-in-service, as well as dedicated workshops and training to help our residents develop skills to find employment. The three hubs are now embedded in local communities and the Employability Pipeline. They are providing a focal point for employability activity in these communities. Full annual reports on the performance of our Employability Hubs will be produced in April. Plans are in

place for a new Hub in Fullarton which will open in June 2017, with options being progressed for Kilwinning. To date 501 clients have registered with Hubs in 2016/17 with 47 referred onto the Pipeline.

There are 7 contracts in total relating to the Employability Pipeline in place this year. By Quarter 4, 1,179 had registered for support this year and 599 had progressed into work. A clear model of model working is now established and the focus is now moving onto maximising performance from these contracts and from the Employer Recruitment Incentive schemes.

Discussions have taken place with Directorates to diversify the Modern Apprenticeship Programme. The annual target has been surpassed with 188 Modern Apprentices supported during 2016/17. All of the recommendations from the review have now been implemented, including putting a new pay scale in place, pre-recruitment and post exit support for all Modern Apprentices. A buddy scheme has been developed and will be rolled out in April 2017 and the plans to diversify the types of Modern Apprentices has resulted in 8 new types of MA frameworks being utilised by Services this year.

The second socio-economic briefing was drafted in November and has since been agreed and widely circulated to elected members, EDR board and corporate management.

Excellent progress has been made across North Ayrshire with the industry and partners to develop and adopt a place making approach. Work continues across North Ayrshire to develop a series of physical regeneration projects at identified local geographies: the development of Quarry Road, Irvine High Street; Irvine Public Realm; Largs Masterplan; Saltcoats shopfront improvements and Countess Street Public Realm.

A number of coastal marine tourism projects are being advanced that have a specific focus around establishing Ayrshire as a 'destination', for local, national, international and feeder markets. This will if successful, along with other Ayrshire Growth Deal projects be significant in supporting the placemaking approach. An approach has been agreed by the tourist industry partners and the Council that fits within the regional and national tourism strategies. Considerable inroads have been made on new product development and the completion of the North Ayrshire Tourism Action plan, still to be launched.

3.3.3 Key Transformation Projects

The Lottery financial inclusion and ESF/Poverty Social Inclusion proposals were prepared, submitted and approved. North Ayrshire has been allocated £3m funding to develop financial inclusion services. North Ayrshire Council led the consortium bid for this fund in partnership with a number of local third sector providers. A Financial inclusion strategy was developed to support this process. The Lottery funded "Better Off North Ayrshire" soft launched at end of February with a full launch planned for June. The Better Off North Ayrshire service will see six local 3rd sector providers working together to provide a holistic financial capability service for the most disadvantaged residents. The service will see the financial inclusion strategy put into action, with new ways of working and a focus on making long term differences to people's ability to manage their money. The ESF Poverty and Social Inclusion programme activity began in Quarter 4. Skills for Life has resulted in 21 lone parents being supported into paid placements within the Council. A review of Out of School Care provision has been completed.

The Inclusive Growth Diagnostic Toolkit work with Scottish Government has been completed. As part of its development, five steering group meetings were held along with stakeholder consultations and focus groups. Further discussions are now taking place internally to refine prioritisation and decide how the findings will impact on policy.

The Social Enterprise Strategy was launched in November 2016 and the Steering Group has now begun delivery of strategic objectives and targets captured within the Strategy. Recruitment of posts is currently underway, with the priority to develop the strategy for the next 2 years and will capture outputs such as the delivery of grants and new starts.

The Annickbank development commenced in February 2017 with completion during October 2017.

3.3.4 Key Areas of focus for the next six months

- Supporting the diversity of Modern Apprenticeship Programmes
- Launching the Tourism Strategy
- Supporting the delivery of the Social Enterprise Strategy

3.4 Service Transformation

3.4.1 Key Highlights

- Public Wi-Fi provision extended
- Irvine Bay regeneration Company wind-up completed and regeneration legacy plans in place
- Children and Families Outreach Service transition completed
- Industry Tourism group has been created
- Work on exploring transferring a range of Connected Communities' services to an arms-length organisation continues

3.4.2 Priority Update

New public Wi-Fi has been installed into Largs, Kilwinning and Saltcoats Library as well as the ground floor of Cunninghame House. A partnership of IT Services and Library Services has delivered this new and vastly improved system.

The Team North Ayrshire partners continue to develop the work streams including mentoring, leadership, skills, International, Innovation as previously noted. An international officer has been recruited.

3.4.3 Key Transformation Projects

The Irvine Bay Regeneration Company was wound up on 31st March 2017. This followed a NAC Cabinet decision of December 2014 which agreed the implementation of ambitious legacy business plan by IBRC and the purchase by NAC of five strategic assets from IBRC.

Proposals for the future regeneration approach post IBRC have been developed through a regular Irvine Bay Regeneration Company Transition group chaired by the Chief Executive. A Cabinet Report was presented to Elected Members on 14th March 2017 prior to the wind down of IBRC. This saw significant financial commitments to legacy expenditure post IBRC windup.

A new Industry Tourism group has been created and is working well with the Council and partners. A Tourism Action Plan is being developed in collaboration with the industry and VisitScotland and will be launched by the spring 2017. There is a focus on branding and marketing with a new consumer fronted website being developed, key iconic images and medias being reviewed and a timetable of activities being set out for promotional and events activities throughout the year.

Work has continued to develop the options appraisal and business case to integrate cultural, leisure and sports development with arms-length organisation, including taking advice from tax and HR experts and visiting other arms-length organisations to research best practice. A briefing was given to Elected Members in January on a visit to Glasgow Life.

The Children and Families outreach service has been re-shaped to a smaller, information and advice service following the investment in the Scottish Attainment Challenge's Family Learning Teams. All staff have now transitioned into other Council services or left the Council. Three employees have been redeployed to libraries and are now based at Greenwood CC where they have focused on literacy and numeracy programmes, children's arts and digital skills programmes, such as DigiDabble. A programme of meetings with South and East Ayrshire to develop the pan-Ayrshire CARIS service has been put in place, a new website has been launched and performance data is being regularly reviewed.

3.4.4 Key Areas of focus for the next six months

- As the Ayrshire Pathfinder, to report on outputs of the Ayrshires' Inclusive Growth diagnostic tool and explore approaches for national agency engagement with Regional Partnerships, working alongside South and East Ayrshire Councils to compliment links already established through the Ayrshire Growth Deal.
- Cabinet paper on arms-length origination
- Implement international strategy
- Launch tourism strategy

3.5 Best in Class – the 2020 challenge

3.5.1 Key Highlights

- Appointment of NAC Building Standards by Scottish Government as a building standards verifier for 6 years
- Awards for Modern Apprentices, Planning, Youth work, Business Growth, Regeneration and Libraries teams
- Opening of The Portal and the Garnock Campus to widespread public acclaim

3.5.2 Priority Update

Scottish Government has recognised NAC Building Standards' excellent performance and the Building Standards team have been appointed as a building standards verifier for the maximum term of six years!

Information and Culture North Ayrshire's Modern Apprentices scooped both the Innovation and Overall Winner awards in the Ayrshire Modern Apprentice Challenge 2016 run by Ayrshire Chamber of Commerce as part of Ayrshire Business Week 2016 with their local history project on the life and achievements of Saltcoats' very own Betsy Miller – the first ever female Sea Captain. Danielle Smith who formed part of "Team Betsy" was awarded the Council's Modern Apprentice of the Year in the North Ayrshire Achieves Awards.

The Economy and Communities Directorate had some wonderful achievements in the North Ayrshire Achieves Awards. This included recognition of Youth Services, Modern Apprentices and two team awards- the Business Growth Team for Growing our North Ayrshire and the Regeneration Partnership for Enhancing our Environment.

Planning team won two awards at the Scottish Awards for Quality in Planning, one for the fabulous Saltcoats Town Hall and the second for Meikle Auchengree for the best 'New House in the Countryside'.

The North Ayrshire Community Sports Awards were held in October to recognise local sporting achievement. Those attending included Silver Medallist Paralympian Abby Kane and Commonwealth Gold Medallist Charlie Kane.

Place and Economy and Communities Directorates won the Sustainable Scotland category of the Scottish Renewables, Scottish Green Energy Awards. This joint project was North Ayrshire Council biomass heat, solar and car share programme in partnership with HWEnergy, Emtec Energy and Enterprise CarShare.

Jemma Reekie, the 18-year-old Kilbarchan AC receiving funding from the NAC Nurturing Excellence Programme athlete brought Scotland 'A' home for a creditable third place on her maiden appearance in the Scottish senior ranks on the last leg of the 4 x 1000m Stewart Cup cross country relay over the Holyrood Park in January.

The Library Service scooped the EDGE Digital Award with their DigiDabble project! DigiDabble, a family learning project, brings a fresh range of activities all around digital gadgets! This all day event is based on a toolbox of software, digital tools, 3D printer, robotic kits, gaming, virtual reality and coding materials.

Submissions for the APSE awards are *Digidabble* in the 'Best Innovation or Demand Management Initiative' category and Increasing *Participation* within the 'Best Community and Neighbourhood Initiative'. The directorate also has a healthy number of suggestions for COSLA submissions and are continuing to learn from any feedback provided by award judging panels.

Work on the Heritage Centre roof continues and stabilisation work is in progress at St Bride's Chapel in Lamlash. The 200th Anniversary of the completion of Kilwinning Abbey Tower was celebrated with the Kilwinning Heritage in November with a great crowd coming along to show their support. Kilwinning Abbey Tower is undergoing building repairs with some funding identified to mark its 200th anniversary, and this will also be marked with a year-long programme of activities. Working with the Irvine Burns Club events marking the centenary of the conclusion the Battle of the Somme were held in mid-November. Echoes of the Somme included a locally developed and narrated film of images and stories, which was profoundly moving.

Support continues to be given to the Museums Forum which brings together our independent museums sector and the Scottish Maritime Museum. Support was given to the Scottish Maritime Museum for Illumination: Harbour Festival of Light, which attracted 15,000 visitors. Arran Museum won the Provost's Award for Arts and Culture in March. Funding and staff assistance has been given to the Scottish Maritime Museum to help with the Illumination Festival. The first Ardrossan Castle Carnival was successful in 2016 and is set to be held again in June 2017.

Progress has been made with the Place Partnership with Creative Scotland and support has been given to the Arran Arts and Theatre Trust in the appointment of a support officer, drawing down the a small amount of matched-funding from the Place Partnership. Local discussions through the Creative Conversations with practitioners has continued. Funding continues to be distributed through the Nurturing Excellence in Arts funding. Plans are in place for the Gaelic Opera on 28th March at Saltcoats Town Hall. Local theatre company Scotch Broth worked in partnership with the Harbour Arts Centre to deliver a highly successful programme and planning is in place for 2017.

The Songbook project is being implemented and the partnership with Scottish Book Trust and Scottish Government's Digital Participation Team has resulted in the appointment of 2 Digital Storytellers for 6 months. The third Little Free Library in Eglinton Country Park is nearing completion. Planning for the local festivals and the Men's and Ladies Scottish Open Golf competitions at Dundonald in July 2017 continues.

Partnership work is continuing to improve the offer to residents, visitors and tourists to the Marymass Festival the largest Community Festival in Scotland.

Despite the reduction in library opening hours Library issues for 2016 have exceeded the total in 2014 or 2015 and continue to grow. Discussions have taken place about the 2017 Tidelines Book Festival and Readers' Day. Libraries were awarded £180,000 by Ayrshire Leader for MakerSpaces in Rural Communities.

3.5.3 Key Transformation Projects

The Portal and the Garnock Campus opened to widespread public acclaim at the end of January, however digital equipment at the Townhouse does not meet expectations and discussions continue with the supplier. A staff restructure across Heritage and the Arts teams has been completed in preparation for the opening of the new Townhouse.

As of the end of Quarter 2, which is the most up to date results on the Scottish Government website, NAC remains the top performing Planning Authority for household application decision times.

eBuilding Standards was successfully delivered on time and subsequently signed off by Scottish Government. Staff were fully trained and stakeholders informed of the launch using various communications via email and social media.

3.5.4 Key Areas of focus for the next six months

- Further development of the Place Partnership with Creative Scotland
- Opening of the Townhouse and Portal

3.6 Essential Ingredients

3.6.1 Key Highlights

- Two Lean Six Sigma Projects completed including the largest undertaken by the council
- Performance reporting improved
- Staff Away Day held and employee engagement work continues
- Plans in place for Active Communities Strategy launch
- Stakeholder Engagement tool developed

3.6.2 Priority Update

Lean Six Sigma is a technique used to review processes to remove unnecessary steps and improve performance. Economy and Communities took the lead in the largest cross directorate LSS project attempted by the council. Working with colleagues in Place, over the past three months they analysed the Roads Construction Consent process. Counted-in at 153 steps, this was a huge undertaking. Results included improved cross-directorate working, developing a new eRCC app designed by our IT Service and working with the Scottish Government to explore a national eRCC tool. The Day of Success was held in February and the feedback from the Executive Leadership Team was impressive.

Community Facilities recently undertook a Six Sigma review of the processes behind school letting. The internal letting process was reduced by 14 steps and the external letting process by 2 steps. This saves 178.5 hours of staff time over the year and as well as being better for our customers it saves £3,143.60.

The Autumn Directorate Away Day was held on 13th October at Saltcoats Town Hall. Presentations from the Executive Director, Heads of Service and Quality Scotland's Angela Howarth considered forthcoming issues and coping with change. The announcement about the speculative bid by Associated British Ports to move the Arran ferry crossing from Ardrossan to Troon, dominated the day and embedded the resolve to campaign vigorously to keep the ferry terminal at Ardrossan.

Corporate fundraising included Cash for Kids Christmas Jumper Day, pledging funding to the North Ayrshire Foodbank and signing a communal Christmas card with a donation to the foodbank instead of sending individual ones in the directorate.

Scott McLelland, Karen Henry and Hugh McGhee from Protective Services received their Long Service Certificates.

A new process for sharing quarterly performance updates with staff has been agreed with Senior Managers and will be implemented in 2017/18. The Performance notice boards featuring Performance on a Page, quarterly updates, Directorate and Council Plans were launched.

Staff sickness absence is reducing and Stress Survey action plans are being implemented.

North Ayrshire - Creating Active Communities Conference has been organised and will take place on Thursday 20th April 2017 at the Portal & Townhouse, Irvine. This will see the launch of the Active Communities Strategy and DrEAM (Drop Everything And Move) initiative. Joint planning has taken place with The Third sector Interface, Ayrshire College, KA Leisure, HSCP, Active Schools and sportsScotland.

The development of the external funding strategy is progressing towards a presented to ELT on Tuesday 12th October. Work has included 1-2-1 meetings with Directors and Heads of Service.

The draft Stakeholder Engagement tool has been presented to ELT and a wider network of officers. It is due to be presented to Cabinet in June. IT Services supported the team to create the tool for capturing major stakeholder engagement for the Council and it is now ready for piloting.






Work continues on preparation for a Council wide Employee Engagement Survey in 2017. The Directorate Employee Engagement Forum continues to meet and to action suggestions received through the staff suggestion box and email account.

3.6.3 Key Areas of focus for the next six months





- Employee Engagement Survey
- Further develop the Stakeholder Engagement tool following feedback from ELT.





4 Directorate Plan Performance Indicator Summary

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






Priority	No of Indicators					
Ayrshire Growth Deal	0 (Progress against actions measured. All actions are on target, with 5 currently exceeding target.)					
Locality Planning	3	2				1
Inclusive Growth	5	4		1		
Service Transformation	10	4		1		6
Best in Class – The 2020 Challenge	14	4			3	7 (All LGBF)
Essential Ingredients	3	2				1

4.1 Directorate Plan Indicators – Red and Amber Status









Description	2015/16 Status	2016/17 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
SP_DE_A03 Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	 Due to a gap in funding from the ESF setting a target for 2015/16 year was not possible				704	765	This was the first full year of operating the new programme and there were a variety of factors that impacted on delivery and these are being addressed. The job market in North Ayrshire remains challenging with only 1 local job for every 2 residents, however the actual figure of those supported into work by the Council is 64.5% higher than in 2015/16 (when partial funding was available). The result was slightly behind target (8%) and good progress by the service is being made. (This PI is a duplicate of SOA15-16_WNA02 shown within the Council Plan.)

EG_13 Tourism bed nights within North Ayrshire					As at 2015/16 (most recent available) 428,320	480,000	The target for 2015/16 was based on an optimistic view of the resurge in tourism, however investor confidence has not matched this meaning the number of available beds has remained at pre 2015/16 levels. This has therefore affected the ability to increase the number of bed nights. However, we are actively promoting North Ayrshire and attracting national and international events such as The Scottish Open Golf, National Sailing Regatta and the growth of the Millport Country Festival, which will positively impact on this area.
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4.2 Council Plan Indicators

Council Plan	No of Indicators					
Growing our economy, increasing employment and regenerating towns	10	4		2	3	1
Working together to develop stronger communities	7	3				4
Ensuring people have the right skills for learning, life and work	1	1				
Supporting all of our people to stay safe, healthy and active	1	1				
Protecting and enhancing the environment for future generations	0					

4.3 Council Plan Indicators – Red and Amber Status

Description	2015/16 Status	2016/17 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
SOA15-16_WNA02 Number of unemployed people who have progressed to employment through participation in NAC funded or operated employability programmes.	 Due to a gap in funding from the ESF setting a target for 2015/16 year was not possible				704	765	This was the first full year of operating the new programme and there were a variety of factors that impacted on delivery and these are being addressed. The job market in North Ayrshire remains challenging with only 1 local job for every 2 residents, however the actual figure of those supported into work by the Council is 64.5% higher than in 2015/16 (when partial funding was available). The result was slightly behind target (8%) and good progress by the service is being made. (This PI is a duplicate of SP_DE_A03 shown within the Directorate Plan.)
SOA_WNA4 Gross Value Added					£42,944	£47,518	Most recent data relates to 2015/16. Gross Value Added per employee is a measure of economic productivity in North Ayrshire. Data is available annually in Quarter 3. The medium-term outlook is for slower GVA growth due to local and national economic conditions.

4.4 Financial Performance

The Economy and Communities Directorates' revenue and capital budget will be reported to Cabinet on 28th June 2017.

4.5 Employees

4.5.1 Employee Sickness

The Average Days Lost per FTE for Economy and Communities is 5.31 against the Year to Date target of 6.60. The Council absence rate for the YTD is currently 9.79, against an annual target of 5.57. The overall summary is that, for the 5th month in a row, we are continuing to narrow the gap between the target for YTD and our excess.

Employability and Skills and Eglinton Country Park were the only services who were outside the 0.55 monthly target in March. Regeneration has had an outstanding 7 monthly of clean sheets, after some difficulties at the start of the 16/17 year, this is commendable.

Musculo-skeletal complaints (bad backs, etc) are the largest cause of absence in the Directorate. Levels of employee engagement are higher than the Council average and work continues to improve communication, including Directorate Away Days. The Stress Survey indicated E&C are slightly below the Council average and each Senior manager has a Stress Action Plan in place.

A number of employees took part in the LiveWell Step Count Challenge 2017. The Greenwood Workout Team were 2nd with 2,413,527 steps and team members took 2nd place on the Individual Leader Board and won the Most Inspirational Leader award.

A detailed breakdown is available in Appendix 2.

4.5.2 Other Information

Please refer to section 0.

4.6 Complaints

The Directorate's/ Service's complaints data will be reported to the Heads of Service meeting in July and Audit and Scrutiny in August 2017.

4.7 Compliments

Economy and Communities have received 68 compliments during 2016/17 for areas ranging from planning applications and Digi Dabble Days, the unrelenting professionalism of our teams through to going “above and beyond” when dealing with wasp nests!

It is likely this section only represents a small sample of the work Economy and Communities do. However since actively promoting the Performance Review Reports with teams it is expected that the number of compliments logged in 2017/18 will increase as colleagues actively welcome the opportunity to showcase the feedback they receive.

Some extracts are below:

“Just wanted to say thank you once more for attending our team meeting today. The information provided will prove to be very beneficial to our patients I’m sure.” – NHS Ayrshire and Arran

“Thank you so much for all your support with the risk assessments for our employability hubs. I can honestly say the partnership working between our two teams is amazing and greatly appreciated. If there is ever anything I can do for you or your staff please do not hesitate to get in touch.” – Employability and Skills Team, Economy and Communities

“Thank you for the Boyd+Miller family tree which arrived safely yesterday. I did not expect to receive a special book with all the original records, maps and photos so carefully presented. You also added the family tree and explanatory notes. The poem on the back cover was very poignant. I do appreciate all the effort you have put in to this research.” – Heritage Centre Customer

“Dear ladies of the Library. Thank you for allowing me to park in your carpark last Saturday when parking in Largs was such a 'challenge' and I was due in Millport for a service and parade. Having lost my Glengarry and particularly the badge which came through the 1st World War, it came as an enormous relief to find that it had been handed in to you.” Largs Library Customer

“I got in touch with Kilwinning and Kilbirnie libraries as venues for the NAC budget engagement meetings with the Locality Partnerships. ...I just wanted to let you know how helpful and accommodating the library staff have been in setting this up.” – Democratic Services, NAC

“Many thanks for your help in this, I have been very impressed with NAC's promptness in responding to queries, I wish more LPA's were like that down here...” - Planning Customer

“I just wanted to send a quick email to inform you how delighted I am with the assistance and support provided to me by Scott McL. He helped me with queries last year which helped a lot however today has managed to source some info for me which my solicitor was struggling to

sort out. This was causing a lot of stress and worry to myself and wife, however Scott has quickly sourced and supplied what we required.” – Building Standards Customer

“I just wanted to say how impressed I was with the Digi Dabble Day on Saturday, it looks like it was a really successful day. I was wondering if you would like to write a short blog for us? ... talking about the day, and perhaps mentioning your partnership working to make the day a success? ... We are always looking for good news stories and I think this would be a great one to show that Connecting North Ayrshire is building momentum. We can put this blog on our Scottish Government blog site and also share on our Let’s Get Online Facebook page, Linked In and Twitter.” - Transformation Division, Scottish Government

“Thank you very much for kind email re my request for a mention in North Ayrshire Council library circles for my new book Shiloh Plain. I was therefore stunned - but of course absolutely delighted - to find out that through your kind action, my book, my music and the local people mentioned within it... will now be able to be found in my local library. ...During my lengthy research of the titular subject, whilst Kilwinning library was my second home over these past years, I saw many staff come and go – some even retired - and I have to say I have been grateful to them all for their patience in putting up with me.” – Local Author“

“I was hugely impressed by the confident articulate manner in which the Modern Apprentices presented to our group of head teachers. They are clearly very knowledgeable and their research and work have obviously paid off.” – Head Teacher. (These same Modern Apprentices went on to win two awards from the Ayrshire Chamber of Commerce for their Betsy Miller project.)

4.8 MSP and Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs, MPS and MEPs. The percentage of Stage 1 Member Requests completed on time has reduced slightly from 92% in 2015/16 to 90% during 2016/17. Stage 2 Member Requests and MSP/MP and MEP Requests have all been handled on time, maintaining the level of performance seen this time last year.

The average number of days to close a Stage 1 Member Request has also increased slightly from 2.7 to 3.2 days, with Stage 2 increasing from 17 to 19 days compared to 2015/16, however there was only one Stage 2 Request processed.

The average number of days for an MSP/MP/MEP Request has increased slightly from 2 in 2015/16, to 2.4 days in 2016/17.

Data is included in Appendix 3.

4.9 External Evaluations

External Audit undertook a review of two of the directorate's performance indicators in September, one from each service. For both of these indicators they were satisfied that robust processes were in place and no follow-up meeting was required.

The Planning Performance Framework, the annual return required from each planning authority in Scotland, was submitted to the Scottish Government in July 2016 for review with results presented to Cabinet on 14th February 2017. Generally, the report recognises positive service delivery and continuous improvement. In particular, it is noted that the majority of service improvements identified in PPF4 have been met and a good range of improvements are identified for 2016/17, improved benchmarking with other Council planning services and evidence of positive working across Council services between planning and transportation service and community planning, particularly through implementation of the Place Standard.

5 Appendix 1 –Outline of our Town Centre work to date and the next phases

Investment in town centres continues to be a key aspect to the overall regeneration of North Ayrshire. Within 2016/17 this investment took many forms with design teams appointed to develop ambitious public realm improvement plans for both Irvine and Largs town centres. In addition, the development of a 10,000 sq ft office pavilion recently got underway at Quarry Road, Irvine which will open up a wider development opportunity for leisure and commercial uses.

In parallel, investment in delivering the Saltcoats Shopfront Scheme has seen NAC's investment of £170,000 lever in / deliver over £200,000 investment while through delivery of the NAC / Historic Environment Scotland Kilbirnie CARS has seen 12 buildings restored during 2016/17.

Kilbirnie CARS will see the final major project complete during 2017/18 with over £200,000 of work to the historic fabric of the landmark Knox Institute. Kilbirnie will also benefit in 2017/18 with a focus on the restoration and re-use of the Category B-listed Stoneyholm Mill. Initial investment from LEADER and NAC will allow realistic plans for this important building to be developed during 17/18. Similarly, Millport CARS will be well underway in 2017/18 with public and private sector investment to improve the built fabric of this important town. Both public realm projects in Largs and Irvine will result in significant town centre improvements with Largs being delivered in 2017 and Irvine on site shortly after, early in 2018.

The Regeneration team continues to work with the Arran Economic Group, CMAL and HIE with discussions progressing on the investment and regeneration potential of the existing terminal building and pier infrastructure at Brodick on completion of the new facilities. This £30M investment in harbour infrastructure will welcome the new ferry to the route, provide increased capacity unlocking more tourism development potential on the island and will complement the extensive work programmed at the Ardrossan terminal. The successful A2B campaign has seen the retention of the Ardrossan - Brodick ferry route and an immediate injection of £15.5M to improve parking and access arrangements improve marine infrastructure and deliver a ferry terminal building with new public realm links into the town centre.

NAC is a partner in the Joint Venture for Ardrossan North Shore area which will support the harbour investment and town centre through £100M programme of medium - long term investment. This will see expansion of the marina and development of the adjacent 40 hectare site for mixed use housing and commercial uses.

Further key investment sites at Irvine Harbourside and Ardeer Peninsula have been unveiled with the Council working in partnership with the main land owners to deliver a vision to connect the two areas to deliver world class cultural and leisure facilities and associated housing. The Maritime Mile at Irvine Harbourside will extend the offer of cafe culture and visitor attractions along this popular and attractive riverfront.

6 Appendix 2 – Employee Sickness

Days lost per FTE	As at 31 st March 2017				As at 31 st March 2016			
	FTE*	YTD	YTD target	Variance	FTE**	YTD	YTD target	Variance
Arran Outdoor Centre	0.00	0.95	6.60	-5.65	10.08	14.06	6.60	7.46
Business Support & Development	17.00	8.41	6.60	1.81	13.00	5.62	6.60	-0.98
Community Development	69.45	6.31	6.60	-0.29	49.35	11.65	6.60	5.05
Community Facilities	46.10	8.33	6.60	1.73	43.95	9.96	6.60	3.36
Eglinton Park	7.20	8.32	6.60	1.72	9.50	0.00	6.60	-6.60
Employability and Skills	17.60	6.21	6.60	-0.39	13.74	12.75	6.60	6.15
Information and Culture	64.24	4.27	6.60	-2.33	81.46	10.88	6.60	4.28
Planning	15.43	1.44	6.60	-5.16	17.43	4.08	6.60	-2.52
Protective Services	34.84	1.57	6.60	-5.03	35.10	1.16	6.60	-5.44
Regeneration	9.00	9.25	6.60	2.65	7.60	29.84	6.60	23.24
Economy and Communities	280.86	5.31	6.60	-1.29	281.21	8.84	6.60	2.24

*FTE as at end of March 2016

**FTE as at end of March 2015

7 Appendix 3 – MSP and Member Requests

7.1 Member Requests

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
Team	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Business Development	3	3	100%	2.7	3	3	100%	3.6
Community Halls and Centres	3	0	0%	9.3	6	3	50%	5.5
Outdoor and Country Parks	1	1	100%	1	-	-	-	-
Community Learning and Development	1	1	100%	1	3	2	67%	3.6
Employability and Skills	-	-	-	-	1	1	100%	4
Libraries	-	-	-	-	2	2	100%	4.5
Planning	21	18	85.7%	3	30	30	100%	1.8
Protective Services	38	37	97.3%	2.9	47	43	91%	2.7
Regeneration	1	1	100%	2	3	3	100%	2.3
Strategic Planning and Infrastructure	2	2	100%	5	3	3	100%	2.3
TOTAL	70	63	90%	3.2	98	90	92%	2.7

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Team	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Business Development	0	n/a	n/a	n/a	-	-	-	-
Community Halls and Centres	0	n/a	n/a	n/a	-	-	-	-
Outdoor and Country Parks	0	n/a	n/a	n/a	-	-	-	-
Community Learning and Development	0	n/a	n/a	n/a	-	-	-	-
Libraries	-	-	-	-	1	1	100%	17
Planning	0	n/a	n/a	n/a	-	-	-	-
Protective Services	1	1	100%	19	-	-	-	-
Regeneration	0	n/a	n/a	n/a	-	-	-	-
Strategic Planning and Infrastructure	0	n/a	n/a	n/a	-	-	-	-
TOTAL	1	1	100%	19	1	1	100%	17

7.2 MSP/MP/MEP Requests

MP/MSP/MEP requests = 10 working days to resolve								
Team	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Business Development	-	-	-	-	2	2	100%	1
Community Learning and Development	-	-	-	-	1	1	100%	5
Employability and Skills	-	-	-	-	1	1	100%	1
Protective Services	4	4	100%	2.8	3	3	100%	2
Planning	1	1	100%	1	-	-	-	-
TOTAL	5	5	100%	2.4	7	7	100%	2



**Place Directorate
Q4 Performance
Review
2016/17**

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Focus. Passion. Inspiration.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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1. *Update on actions from last Performance Review Meeting*

Review Panel: Laura Friel (Chair), Margaret Davison

Directorate Panel: Craig Hatton, Russell McCutcheon, Yvonne Baulk, Thomas Reaney, Gordon Mitchell, David Hammond

On 9th November 2016

	Action	Progress
1.	Review Performance Review Report - ensure strategic focus and include more details of budget challenges and transformation.	The Performance Review template has been streamlined and more focused following comments from Directorates and the revised template is now in place.
2.	Identify 'Best in Class' exercises (carried forward from last meeting), recognising that there are exercises within the Directorate that perhaps need pulled together.	<p>The 15/16 LGBF and APSE benchmarking information and Scottish Housing Network statistics have been analysed to identify best comparable performance. This will be the subject of a presentation to the Place extended Directorate Management Team in June 2016, and will include suggestions for individual services to visit best performing councils to ascertain learning for inclusion in Service Plans and Transformation Projects. Past examples projects which have benefitted from best practice visits include development of a new repairs policy, revisions to asset management plans, review of current structure of HRA rent charges, development of a sustainable business travel policy and development of our Waste Strategy.</p> <p>We have also welcomed other local authority visits to North Ayrshire to learn and share our good practice. Past examples include South Ayrshire Council visiting our Sustainability Team to share good practice around our solar photovoltaic panel and biomass initiative and Waste Resources sharing their Waste Strategy and a suite of leaflets with Falkirk Council to help them develop restrictions and a permit scheme for Household Waste Recycling Centres.</p>
3.	Consider Venn Diagram to demonstrate links (carried forward from last meeting).	Diagram has been developed (see Appendix 3)

2. Our Priorities

Place Directorate

To improve the lives of North Ayrshire people and develop stronger communities

Strategic Priorities 2015-18 (2016 refresh)

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

Protecting and enhancing the
environment for future generations

Service Priorities 2015-18 (2016 refresh)

Effective Asset Management

- Roads
- Property
- Housing
- Fleet
- Open Space
- Capital Projects

Environmental Sustainability

- Renewable Energy
- Sustainable Travel
- Waste Management
- Environmental Crime
- Energy Efficiency
- Flood Risk Management

Service Transformation

- Catering
- Building Cleaning
- Commercialisation
- Waste Management
- Roads & Streetscene Integration
- Property Management & Repair

Safe Communities

- ASB Strategy
- Road Safety
- Housing Options
- Local Housing Strategy
- Council House Building
- Welfare Reform
- Equalities

Customer Service

- Efficient Processes
- Right First Time
- Communication
- Policies & Procedures
- Value for Money

3. Directorate Priorities and Performance Indicators

3.1 Priority One - Effective Asset Management

3.1.1 Key Highlights

- Working in partnership with client services the delivery of the Council's construction related capital projects including the Professional Learning Academy at Auchenharvie Academy; Garnock Community Campus; the Portal Leisure Centre; a new record store; an employability hub at Kilbirnie; additional classrooms at Castlepark Primary; the completion of the refurbishment of Cunninghame House and Montgomery Court, Kilbirnie, providing state of the art learning, working, living and leisure environments
- New asset management plans for Property, Housing, Roads, Fleet and Open Space have been developed and approved by Cabinet.

3.1.2 Priority Updates

- As part of the property rationalisation strategy exited from 3 further leased in premises at Rivergate House and Kyle Road in Irvine and at Glebe Street in Stevenston. Montgomerie House, Kilwinning was vacated and subsequently let to KA Leisure.
- Developed a business case to further rationalise and align the operational depot portfolio with the principles of the property rationalisation strategy.
- Appointed a partner to support the delivery of alterations and improvements to more closely align the Industrial Property portfolio with market requirements and to manage the portfolio.
- As part of the review of the Roads Service integrated the management of all Council external lighting units within the roads lighting team.
- Replaced 500 deteriorated lighting columns as part of the on-going replacement programme.
- Repaired over 24km of Roads.
- Completed maintenance works to 17 roads structural assets including bridges, harbours and culverts.
- Maintained compliance with the 'Operators Licence' for LGV's.
- As part of the on-going replacement programme procured low emission vehicles and enhanced safety equipment including lane departure and brake assist systems on 8 Refuse Collection Vehicles.
- Secured Van Excellence accreditation from the Fleet Transport Association in respect of our approach to Fleet Management.
- Completed infrastructure works to cemeteries at Ardrossan; High Kirk, Stevenston; Lynch Gate, Lochranza; Old Barony, West Kilbride and Skelmorlie Isle, Largs.
- Continued to undertake significant investment within our housing stock including the replacement of windows in 53 homes, new bathrooms in 802 homes, new kitchens in 763 homes, new central heating systems in 481 homes, re-wired 217 homes and new roofs and render on 469 homes.

3.1.3 Key Transformation Projects

- Rationalisation of the Council's property estate.
- Continue to develop asset management techniques to extend the lifecycle of assets through timely and appropriate investment.
- Delivery of construction related capital projects.

3.1.4 Key Areas for focus for the next six months

- Implement actions from Asset Management Plans.
- Further reduce slippage in the delivery of capital projects.
- Develop proposals to further reduce the number of Council operated properties.
- Development of a Community Engagement Strategy to support the delivery of Grounds Maintenance through participatory budgeting.

3.2 Environmental Sustainability

3.2.1 Key Highlights

- Continued implementation of the Councils Environmental Sustainability and Climate Change Strategy 2014-2017 has realised a reduction in CO2 emissions of 19.2% during the year resulting in a total reduction of 19.2% during the life of the strategy.
- The strategy has contributed to a reduction in the number of households in fuel poverty of 3.7% at March 2017.
- Implementation of the Strategy was recognised in the award of Scottish Energy Efficient Council of the Year.
- Early and successful implementation of the Strategy required the development of a refreshed strategy for the period 2017-2020 that was approved by Cabinet in December 2016.

3.2.2 Priority Updates

- A further 5 existing buildings in the property estate were fitted with a combination of Solar PV panels and/or Biomass boilers increasing the total number of similarly equipped buildings to 29 generating a total of 5MwH of energy from renewable sources.
- A further 1MwH was generated from gas emitted by waste within the landfill site.
- Formed a partnership with University of Glasgow for 200 fourth year Masters of Engineering students to undertake field assignments during the 2016/17 academic year to develop proposals to further advance energy management and sustainability.
- All newly constructed council homes achieved an Eco Homes Assessment standard of 'very good'.
- Secured funding to install external wall insulation to 400 homes (all tenures).
- Developed an investment programme to ensure our housing stock meets the new Energy Efficiency of Standard for Social Housing (ESSH) by 2020.
- Grant funding was secured to contribute towards a detailed feasibility study to assess the viability of a district heating scheme in Irvine (initially Fullarton Tower Blocks and Cunninghame House with potential future public and private connections), including the examination of a range of sustainable heat sources including use of waste heat from local industrial processes. The findings will be reported to members in the first quarter of 2017/18.
- Approval of a business case to work with tenants to install PV panels on 500 Council homes.
- Approval to procure a 'White Label' energy supplier.
- As one of three 'pathfinder' projects within Scotland developed an Energy Performance Contract to improve energy efficiency based on capital investment in a portfolio of Council buildings, using the revenue savings generated to pay back the capital investment. A contractor has been appointed whose proposals indicate potential for savings in the order of £80,000 - £100,000 per annum, and CO2 savings in excess of 400 tonnes per annum, all profiled over financial years 2017/18 and 2018/19.

- Implementation of a wide range of energy efficiency projects, such as implementation of a new 'Energy Challenge' for five primary schools to reduce their consumption which launched in October 2016, installation of new energy efficient lighting at Springside PS, Annick PS and Kilwinning Library, installation of further voltage optimisation technology on Council properties to reduce energy consumption, development of a staff low carbon behaviour scheme in conjunction with Keep Scotland Beautiful.
- Continued the implementation of the low energy road lighting programme resulting in the conversion of over 10,000 units (46%) by April 2017.
- Completed a review of business travel arrangements realising a new hierarchy for travel modes including the introduction of a low and zero emission vehicle pool that has undertaken over 160,000 miles since the scheme started in October 2015.
- Maintained our position as one of the best recycling Councils in Scotland by recycling 55.3% of total household collected.
- Finalised a 25 year contract with Viridor Waste Management for the long-term treatment of residual waste with 4 other partner Councils as part of the Clyde Valley Residual Waste Partnership.
- Working in partnership with Cunninghame Furniture Recycling Company diverted 138.7 tonnes of material from landfill, provided 16 training and employment opportunities and supported residents in securing home furnishings.
- Continued work with the community organisation Eco Savvy on Arran to progress further improvements to sustainable waste management on Arran, including supporting the development of a business case for green waste composting on the island.
- Approval of the Ayrshire Local Flood Risk Management Plan (LFRMP) 2016-2022 which sets out the priority schemes for development including 2 major schemes at the Upper Garnock Valley and Millport. Only one objection remains outstanding for the Upper Garnock Valley scheme that if successfully resolved timeously will enable works to commence in the later part of 2017/18. In respect of Millport 2 stakeholder engagement events have been held to inform preliminary designs pending a third event in Q3 of 2017/18.
- Through the Environmental Enforcement Pilot over 500 FPN's were issued for littering, fly-tipping and dog fouling. This initiative forms part of the Council's T2 transformation programme to alter service demand by deterring and thereby reducing environmental crime.

3.2.3 Key Transformation Projects

- The delivery of actions with the Environmental Sustainability and Climate Change Strategy.
- Altering service demand through the continued implementation of the Litter, Fly-tipping and Dog Fouling strategy through the themes of Enable, Educate and Enforce.
- Development of a new waste strategy.

3.2.4 Key Areas for focus for the next six months

- Implementation of the Councils Environmental Sustainability and Climate Change Strategy 2017-2020 and in particular progressing proposals for a new District Heating scheme in central Irvine, installation of solar panels on 500 of our housing stock, and partnership with a new white label energy supplier to delivery lower energy tariffs for our communities.
- Completion of a new Waste Strategy.
- Progression of Flood Protection Schemes.

3.3 Service Transformation

3.3.1 Key Highlights

- The Directorates Transformation programme has supported a number of reviews that have either been successfully or in the process of implementation including:-

- Review of Roads and Streetscene which has delivered high levels of savings and cost avoidance whilst maintaining the condition of roads and associated assets;
- A revised management model for the Industrial Property Portfolio;
- Reduction in the Council's carbon emissions;
- A new housing repairs policy which has enabled a 34% reduction in response times to emergencies;
- Review of CCTV delivery models;
- Review of Business Travel;
- Exploration of enterprising opportunities to realise additional income streams and support achievement of the Council's priorities;
- A series of Lean reviews improving processes in respect of rent refunds, missed bins, assisted collections, road construction consents and use of taxi's.

3.3.2 Priority Updates

- The Roads and Streetscene Strategic Change Programme is making good progress. Audit Scotland identified the Council as having the 4th most improved Road Condition Index in Scotland despite having its 13th largest budget reduction. The programme has realised:-
 - Development of long-term investment plans and the assessment of repair treatments using new modelling techniques that provide the most cost effective method of extending the life of the asset.
 - A new approach to procuring roads maintenance works that has improved value for money enabling increased treatment of roads.
 - Consolidating the management of all of the Council's external lighting assets within a single lighting team.
 - The Roads & Streetscene Asset Management team have been integrated to enable a holistic approach to public realm management. New Open Space and Roads Asset Management Plans have been developed to further support an integrated approach.
 - A new approach to community engagement in developing the programme of roads maintenance has realised a significant reduction in complaints and negative press articles, particularly in Arran.
 - Integrated programme utilising the resources of Roads & Streetscene have been developed for road closures, verge maintenance, winter and weather emergencies and other cyclical maintenance.
 - Implementation of new Roads Maintenance Service Standard to support a right first time approach through the use of a long-term repair.
 - Logistics review of street cleansing routes and frequencies.
- Facilities Management developed its enterprising offer through the operation of new café's at the Portal and Garnock Campus and the provision of event catering at Saltcoats Town Hall and the Greenwood Centre realising additional income of c. £300k.
- Two external tender submissions were made for new work streams in respect of Facilities Management and Property Maintenance.
- Key initiatives to alter service demand were introduced in respect of Environmental Crime; Housing repairs; and Business Travel.
- An end to end review of the housing repairs process to remove duplication has enabled the development of a new integrated staffing structure to support new processes between elements of Building Services and PMI.

3.3.4 Key Areas for focus for the next six months

- Continued development and delivery of the Service Transformation Programme to deliver service improvements and financial savings, including a new model for CCTV delivery, a new 'Housing First' pilot to reduce repeat homelessness, and an innovative approach to management of our Industrial property portfolio to increase income and market share.
- Development of an 'Enterprising Approach' that maximises the utilisation of our assets, skills and capacity to foster an entrepreneurial spirit among services, off-set future efficiency savings and help achieve the strategic priorities of the Council.
- Development of participatory budgeting for Grounds Maintenance.

3.4 Safe Communities

3.4.1 Key Highlights

- Increased the Council's housebuilding programme from 500 new homes to 750 new homes for delivery by March 2021.
- Working in partnership with RSL's agreed a new Strategic Housing Investment Programme that will realise the construction of over 1000 new social homes by 2021.
- Re-settled 63 Syrian refugees as part of the Council's 5 year humanitarian commitment to resettle 100 refugees in North Ayrshire.
- As part of the Litter, Fly-tipping and Dog Fouling Strategy issued 566 Fixed Penalty Notices.
- Served over 11,800 meals through the out of school term time activity and meals programme and commenced the extension of the programme in to community buildings.
- Developed a new partnership structure for the delivery of Community Safety.

3.4.2 Priority Updates

- Working in partnership with a number of services a range of initiatives continue to be developed and implemented to mitigate the impacts of welfare reforms and prepare for the full service implementation of Universal Credit in November 2017. This work has helped minimise rent arrears at 3.4% which remains within the upper performance quartile of Councils in Scotland.
- Implementation of new housing options approach in line with revised national guidance. The finalised procedure also has a quality assurance framework developed to monitor delivery in line with the guidance.
- Commenced consultation on a new draft Local Housing Strategy which will be submitted for approval during Q2 of 17/18.
- Completed the final phase of new homes at Montgomerie Court Kilbirnie consisting of 7 sheltered and 5 amenity bungalows.
- Purchased 10 ex local authority properties from the open market to bring back into social housing stock.
- Projects at Fencedyke, Irvine consisting of 35 general needs, amenity and wheelchair new build housing; the refurbishment of 23 sheltered housing units at Robert W Service Court, Kilwinning; and 28 new sheltered housing units at Glencairn House, Stevenston are progressing on site.
- Ardossan hostel achieved the highest rating possible from the Care Inspectorate
- Facilities Management retained the 'Food for Life' accreditation to the Gold standard.
- Developed a new partnership delivery structure for Community Safety.
- Re-configured the Private Sector Housing team to strengthen our approach to supporting tenants and landlords and to bring empty properties back in to use.

3.4.3 Key Transformation Projects

- Council house-building programme
- Development of an integrated CCTV service.
- Implementation of Littering, Fly-tipping and Dog Fouling Strategy
- A pilot scheme to evaluate a new approach to minimising repeat homelessness and the use of temporary accommodation 'Housing First' was implemented in 2016/17. The project will initially focus on clients who are affected by mental health and/or addictions issues by offering permanent accommodation and support from initial contact. Evaluation of the first 6 tenancies will take place in September 17 with a view to wider implementation as appropriate.

3.4.4 Key Areas for focus for the next six months

- Consider consultation feedback and finalise the new Local Housing Strategy 2017-22.
- Continued development of the Council's increased house-building programme.
- Continue to prepare for the implementation of Universal Credit in November 2017.
- Continue to develop the new partnership model for Community Safety.

3.5 Customer Service

3.5.1 Key Highlights

- Secured Investors in People Platinum Accreditation for Housing Services.
- Implemented a new housing repairs policy that has improved response times to undertake emergency repairs and increased the number of repairs that can be made by appointment in agreement with tenants.
- A series of Lean reviews improving processes in respect of rent refunds, missed bins, assisted collections and road construction consents to help improve customer service.

3.5.2 Priority Updates

- Secured the Gold Standard for Tenant Scrutiny Accreditation, the first Council in Scotland to achieve this standard.
- Customer Service Excellence accreditation was retained for the Concierge Service.
- Facilities Management maintained its ISO9002 Quality Assurance accreditation.
- Partnership approach to implementation of the Councils Gypsy/Traveller policy has led to a large reduction in complaints and enquiries.
- 98.35% of non-emergency housing repairs were completed 'right first time'.
- 93% of service users were satisfied with the housing repairs and maintenance service received. The national average is 90%.
- The waste management service realised a satisfaction rating of 88.3% compared with the national average of 83%.
- 80% of residents are satisfied with the standard of street cleanliness compared with the national average of 74%.
- A new approach to community engagement in developing the programme of roads maintenance has realised a significant reduction in complaints and negative press articles, particularly in Arran.
- The service transformation programme has enabled the implementation of more cost efficient services whilst maintaining outcomes particularly in respect of the Roads service.

3.5.3 Key Transformation Projects

- Development of a new Housing Repairs policy.
- Development of a promotional strategy for the management of the public realm.

3.5.4 Key Areas for focus for the next six months

- Working in partnership with stakeholders complete the development of a burials charter.
- Continue to analyse complaint data to identify areas for improvement in service delivery.
- Undertake a benchmarking exercise of 16/17 performance to identify areas for improvement and cost reduction.




4. Directorate Plan Performance Indicator Summary

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

Performance Information						
Priority	No of Indicators					NA
4. Helping all of our people to stay safe, healthy and active	3	2			1	
5. Protecting and enhancing the environment for future generations	18	14	2	1		1 ¹
Underpinning our service delivery	18	4	2	1	3	8 ²




4.1 Council Plan Indicators Summary

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

Performance Information				
Priority	No of Indicators			
4. Helping all of our people to stay safe, healthy and active	1			
5. Protecting and enhancing the environment for future generations	7	4	2	1

4.2 LGBF Indicators Summary









The table below demonstrates a high level view of the progress made towards our LGBF priorities



LGBF Indicators					
Priority	No of Indicators				NA
Corporate	21	10	2	1	8 ²

1 Under strategic priority 5 there is one indicator '% of waste reused (MSW) that will not be available until later in the year.

2 There are 8 performance measures around costs and satisfaction where 2016/17 data will not be available until later in the year, however early indication shows good performance in these areas.

4.3 Performance Indicators – Red and Amber Status

Description	Relevant Plan(s)	15/16	16/17	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
		Status	Status					
Street cleanliness index - % clean	Council Directorate LGBF					90.6%	96.5%	One of the three surveys during the year indicated a small number of streets that fell below standard. An improvement plan including a review of cleansing frequencies and mini interim audits has been developed to maintain the high standards recorded in two of the surveys.
Number of days lost due to sickness absence per FTE per annum	Directorate					10.16	9	A number of initiatives are in place to reduce sickness absence within the directorate including 'well-being Wednesdays', inoculations, mini-health checks, referrals to occupational health.

-  The indicators slightly adrift of target are:
- % of class A and B roads that should be considered for maintenance treatment
 - % of tenants satisfied with the overall service provided by their landlord
 - % of tenants satisfied with the opportunities given to them to participate in their landlord's decision making process
-  The actions slightly adrift of target are:
- Complete and commence implementation of the 2017-2022 Local Housing Strategy in partnership with key stakeholders
 - Implement low energy efficiency street lighting across North Ayrshire
 - Implement the Service Improvement Plan for Streetscene and Roads

4.4 Financial Performance

The Directorate's financial outturn for 2016/17 will be reported to Council on 28th June 2017.

4.5 Employees

Sickness Data

Data on performance is attached at Appendix 1. The figure as at March 2017 is 10.16 days, above the annual target of 9.00 days. This is an increase on the comparative figure of March 2016 of 8.93 days. Our performance of 1466.98 days lost per FTE has increased slightly compared to the same reporting period last year which showed performance at 1433.65 days. Sickness absence is closely monitored by Service managers and forms part of the discussion at quarterly performance meetings.

Other Employee Information

Stress Risk Assessment

The 2016 stress survey has been completed. The result for Place was positive with an overall stress index of 69%, this is categorised as very good, the breakdown for individual services is also categorised as very good with Physical Environment reaching 70% and Commercial Services 68%. Follow up actions are being completed by the individual service managers.

Wellbeing Wednesdays

As part of our commitment to our workforce a number of health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place.

Several events have taken place throughout 2016/17 to provide employees with a range of support services and advice, including:

- Flu vaccinations
- Cholesterol checks
- General health advice
- Mini physio sessions
- Back care advice
- KA Leisure information
- Money matters advice
- Health & safety advice
- Library Service

Employee Engagement

The Place Directorate are fully committed to improving staff engagement levels and we strongly believe that there is correlation between staff engagement and improved performance. In 2016/17 we built on current initiatives and introduced new initiatives to take forward the key themes identified across the Directorate and wider Council, looking specifically at the following:

- PPD process for the wider staff workforce, simplified paperwork and marketing learning opportunities.
- We continue to be innovative in the way we communicate with staff and have recently developed a vlog with our Executive Director which will run on the TV screens.

It is recognised that our achievements are due to the hard work and dedication of all staff. Personal thanks are given to all staff for their contribution at the annual briefing sessions by both the Executive Director and Heads of Service. Our annual recognition lunch identifies a variety of staff who throughout the year have gone above and beyond in their role. The second long service award lunch was held to celebrate those reaching the milestones of 25 and 40 years' service and we fully participate in the Corporate recognition scheme North Ayrshire Achieves and attendance letters issued across the Directorate to thank staff for ongoing excellent attendance.

Moving forward our focus will be on the upcoming 2017 survey, identifying methods to increase our response rate and ultimately leading to enhance engagement levels.

4.6 Complaints

The 16/17 annual complaint report will be reviewed and approved at a HoS meeting in July and then presented at Audit & Scrutiny committee in late August.

The top categories for the Place Directorate for 2016/17 are:

Stage 1 (top 2 categories):

- 15.4% of stage one complaints relate to 'Missed Bin Collection'; and
- 9.4% of stage one complaints relate to 'Staff Behaviour'.

Stage 2 (top 2 categories):

- 14.3% of stage two complaints relate to 'Estate Management'; and
- 11.9% of stage two complaints relate to 'Staff Behaviour'.

4.7 Compliments

The Service's compliments data is noted in Appendix 2.

In most cases, the compliments reported relate to work undertaken and good customer service for example:

- *'The tradesman who attended the emergency job I reported was fantastic and really went above and beyond his normal duties.'*
- *'Now that things have calmed down a bit, we just wanted to take this opportunity to thank you so much for everything you have done for us to ensure our wedding day went off without a hitch. It was an amazing day and our guests can't stop talking about the food and the service it really was amazing, if you could pass our thanks onto your catering team and also those who were serving on the day as they were brilliant and really did do a fantastic job.'*

I hope to see you at some point to thank you in person and anything you need from us to help with promotions we are happy to do.

I hope you know how big a role you played in our day and with you putting us at ease from the very start we were always confident that no matter what happened you and your team would do a fantastic job and to be honest you surpassed all of our expectations. Thanks you so much for everything we will always be grateful.'

- *'Today I received a phone call from a Constituent in Saltcoats asking that I pass her thanks to the staff at the recycling centre. She had visited this morning and she could not praise the staff enough.'*

And

- *'Please pass on our most grateful thanks to the Team who cleaned the stone work at the Auld Man's rest and the stone wall at the Gas works at Catlinn, First class, have never saw it looking so good, everyone is so pleased, Grateful thanks for all your input, so much appreciated by so many. Thanks again.'*

4.8 MSP and Member requests

In 2016/17 we received 1176 Councillor requests and 481 MP/ MSP/MEP requests. Detailed data is included in Appendix 2.

4.9 External Evaluations

Physical Environment

Housing Service:

- IIP Platinum accreditation was awarded in March 2017, one of 13 in Scotland and 20 in the U.K.
- Concierge Service - accreditation in the category '7 areas of compliance plus' at the Customer Service Excellence awards.
- Antisocial behaviour team - certificate of recognition from Police Scotland for their Prevention First Project.
- Tenant Participation team – GOLD accreditation in the category 'Tenant Scrutiny Accreditation' awarded by the Tenant Information Service (TIS)
- Scottish Housing Regulator data accuracy check on the Annual Return on the Charter - Regulator confirmed for the selected indicators the technical guidance had been interpreted correctly and that all of the evidence supplied during the data accuracy check matched our overall submission for 1516. No recommendation came out of the data accuracy check.
- Refugee Support Team – certificate of recognition from Police Scotland for 'Making a Difference ' and contributing to the success of the division

Facilities Management:

- FM Soil Association Gold food for life accreditation. Evaluated annually.
- BSI ISO 9001:2008 Registration. Evaluated annually.
- Education Scotland HM inspectorate in meeting food nutrition Standards. Evaluated annually.

Commercial Services

Transport Hub:

- Vehicle and Operator Standards Agency (VOSA) 5 year review of the Councils obligations and undertakings under the Operator's licence requirements.
- Driver and Vehicle Standards Agency (DVSA) Annual tachograph repair and calibration review. This allows the Council to continue to operate as an approved tachograph repair and calibration centre.

Streetscene:

- NAC Streetscene are part of the Local Environmental Audit and Management System (LEAMS) which offers independent, external monitoring to local authorities in order that they could establish levels of cleanliness in their areas. The scores remain acceptable at 90.6%.
- NAC Bereavement Services received gold accreditation against the ICCM (Institute of Cemetery & Crematorium Management) Charter for the Bereaved.
- The Government Internal Audit Agency [GIAA] Audit Services Team is contracted to the DVLA to carry out routine audits to users of DVLA vehicle keeper data. The audit was carried out on 21 March 2017.

Waste Resources:

- SEPA continue to monitor the operation and management of the Shewalton Landfill site.

Roads & Transportation:

- The Auditor General for Scotland and the Accounts Commission published Maintaining Scotland's roads in November 2004. Follow up reports were published in February 2011 and May 2013. Audit Scotland published a further follow up report maintaining Scotland's roads in August 2016. The report is in two parts, Part 1 outlines the condition and cost of maintaining Scotland's roads and Part 2 reviews progress made in improving the management of roads maintenance.
- In 2014/15 North Ayrshires Road Condition Index (RCI), roads that should be considered for maintenance treatment, was 39.1%, this was an improvement from 43.8% in 2011/12. An improvement in our RCI by 4.7%, placing North Ayrshire as 4th most improved local authority in Scotland.

Appendix 1 - Employee Sickness Data

Average Days Lost per FTE	2016/17									
	FTE *	Oct	Nov	Dec	Jan	Feb	Mar	YTD **	YTD Target	Variance
Roads & Transportation	80.00	1.15	0.64	0.58	0.48	0.28	0.48	6.29	5.50	0.79
Streetscene	227.06	0.59	0.67	0.95	1.03	1.00	0.66	7.48	7.70	-0.22
Transport Hub	40.70	0.48	0.23	0.37	1.30	1.60	1.77	10.22	12.00	-1.78
Waste Resources - Operations	151.78	1.81	1.77	1.27	1.32	1.34	1.14	16.69	8.40	8.29
Waste Resources - Strategy & Contracts	10.00	0.00	1.80	2.60	0.50	1.00	0.30	11.41	5.00	6.41
Commercial Services	509.55	1.06	1.00	0.98	1.05	1.04	0.86	10.34	9.00	1.34
Building Services	240.46	0.98	1.07	1.08	0.60	0.95	1.18	11.46	9.20	2.26
Facilities Management	389.13	0.92	0.98	0.63	0.77	0.86	1.31	10.52	9.20	1.32
Housing Services	219.73	0.99	0.89	0.84	0.89	0.79	1.08	8.83	5.50	3.33
Property Management & Investment	95.01	0.56	0.87	0.66	0.88	1.23	1.06	8.77	4.50	4.27
Sustainability & Directorate Performance	10.10	0.00	0.00	0.00	0.10	1.88	0.00	2.49	5.00	-2.51
Physical Environment	954.43	0.90	0.96	0.79	0.76	0.91	1.19	10.12	9.00	1.12
ECMT	3.00	0.00	0.00	0.00	0.00	0.67	0.00	0.67	3.50	-2.83
Place	1466.98	0.95	0.97	0.85	0.85	0.96	1.07	10.16	9.00	1.16

Notes:

* FTEs totals as at month end of March 2017.

** Totals will highlight green if less than or equal to target and red if greater than target.

This is a snapshot of staff sickness and staff FTE data. Any omissions /alterations/additions in either sickness absence or staffing FTE dataset, including changes in service structure, will change its content should the report be run again at a later date.

Average Days Lost per FTE	2015/16									
	FTE *	Oct	Nov	Dec	Jan	Feb	Mar	YTD **	YTD Target	Variance
Roads & Transportation	85.80	0.40	0.47	0.08	0.21	0.27	0.31	4.96	9.40	-4.44
Streetscene	173.64	0.79	0.62	0.53	0.44	0.50	0.32	7.28	9.40	-2.12
Transport Hub	40.62	1.83	1.34	1.90	1.38	2.39	1.23	18.26	9.40	8.86
Waste Resources - Operations	147.32	1.10	0.67	0.36	0.57	0.70	0.49	10.95	9.40	1.55
Waste Resources - Strategy & Contracts	9.60	0.00	0.13	0.52	0.31	0.52	0.00	1.48	9.40	-7.92
Commercial Services	456.98	0.89	0.66	0.51	0.52	0.69	0.45	8.73	9.40	-0.67
Building Services	240.46	0.87	0.91	0.94	0.90	1.08	1.15	9.77	9.40	0.37
Facilities Management	410.35	0.87	0.92	0.65	0.89	0.92	0.95	9.91	9.40	0.51
Housing Services	223.85	0.70	0.77	0.47	0.63	0.53	0.33	8.43	9.40	-0.97
Property Management & Investment	90.41	0.13	0.21	0.12	0.63	0.57	0.46	4.31	9.40	-5.09
Sustainability & Directorate Performance	7.60	0.00	0.00	0.00	0.66	0.66	0.00	9.49	9.40	0.09
Physical Environment	972.66	0.75	0.81	0.63	0.80	0.83	0.81	9.00	9.40	-0.40
ECMT	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.40	-9.40
Place	1433.65	0.80	0.76	0.59	0.71	0.78	0.69	8.93	9.40	-0.47

Notes:

* FTEs totals as at month end of March 2016.

** Totals will highlight green if less than or equal to target and red if greater than target.

This is a snapshot of staff sickness and staff FTE data. Any omissions /alterations/additions in either sickness absence of staffing FTE dataset, including changes in service structure, will change its content should the report be run again at a later date.

Appendix 2 – Compliments & Member Requests

Compliments

No. of compliments 1 Apr 2016 - 31 Mar 2017	
Service	Number
Roads & Transportation	25
Streetscene	64
Transport Hub	0
Waste Resources	19
Commercial Services	108
Building Services	28
Facilities Management	12
Housing Services	2
Property Management & Investment	3
Sustainability & Directorate Performance	0
Physical Environment	45
Service Unknown	0
Place	153

Note: Data is a snapshot in time. Data could change as a result of retrospective amendments.

Member Requests

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Building Services	5	4	80%	3.4	11	11	100%	2.1
Facilities Management	11	9	82%	3.9	3	2	67%	7.6
Housing Services	165	147	89%	2.7	115	111	97%	2.1
Property Management & Investment	198	146	74%	4.8	161	147	91%	3.6
Roads & Transportation	296	270	91%	3.2	366	332	91%	3.6
Streetscene	419	366	87%	3.3	411	377	92%	2.9
Sustainability & Directorate Performance	-	-	-	-	-	-	-	-
Transport Hub	2	2	100%	3.5	-	-	-	-
Waste Resources	68	58	85%	2.9	45	37	82%	4.9
TOTAL	1164	1002	86%	3.4	1112	1017	91%	3.3

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Building Services	-	-	-	-	-	-	-	-
Facilities Management	-	-	-	-	-	-	-	-
Housing Services	1	1	100%	4.0	-	-	-	-
Property Management & Investment	2	2	100%	10.0	4	3	75%	15.0
Roads & Transportation	4	4	100%	9.5	18	15	83%	14.5
Streetscene	5	3	60%	25.2	2	2	100%	17.0
Sustainability & Directorate Performance	-	-	-	-	-	-	-	-
Transport Hub	-	-	-	-	-	-	-	-
Waste Resources	-	-	-	-	-	-	-	-
TOTAL	12	10	83%	15.7	24	20	83%	14.8

MP/MSP/MEP requests = 10 working days to resolve

	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Building Services	7	7	100%	3.9	4	4	100%	2.2
Facilities Management	3	3	100%	6.7	1	1	100%	7.0
Housing Services	222	208	94%	6.4	180	160	89%	6.4
Property Management & Investment	100	87	87%	7.8	63	43	68%	11.5
Roads & Transportation	78	65	83%	7.8	51	43	84%	7.2
Streetscene	59	56	95%	6.3	51	46	90%	4.7
Sustainability & Directorate Performance	-	-	-	-	-	-	-	-
Transport Hub	-	-	-	-	-	-	-	-
Waste Resources	12	12	100%	1.6	9	9	100%	5.6
TOTAL	481	438	91%	6.8	359	306	85%	7.1

Appendix 3 – Venn diagram demonstrating links to other Council Directorates

Place Directorate: Contribution to other Council Directorates





NORTH AYRSHIRE
Health and Social Care Partnership

Joint Performance Review Report

Quarter 4 2016-17

(January – March 2017)

Version 1 , 11th May 2017



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Introduction

The purpose of this report is to afford a high level overview of the progress made in 2016/17 by the Health & Social Care Partnership in delivering the 5 strategic priorities as set out in our 3 year strategic plan.

Overview

As we complete our second year we can reflect on the performance of the partnership and look at the progress we have made towards achieving our Strategic Priorities. Our refreshed Strategic Plan emphasised the ongoing relevance of our 5 Strategic Priorities and our 4 big change areas. These are:-

- Develop Primary Care services in local communities
- Support the needs of older people and adults with complex care needs
- Build teams around children
- Develop and deliver a new strategy for mental health and learning disabilities.

In the later part of this year we held two innovative events. We held the inaugural “Breakfast for Champions” awards ceremony, celebrating all the fantastic work partnership staff including NHS, third sector, independent sector and NAC do. It was an inspiring morning. Trophies were made by our Criminal Justice Team, catering was provided by Café Solace and the event was hosted by Irvine Beat Radio.

Our Mental Health Participatory budgeting event took place in February in Ardrossan. From over 80 applicants we were able to distribute a total of £50K to 42 different projects all aiming to support mental health and well-being.

Our Locality Planning Forums have all held their staff and service engagement events. All will now progress to holding full community engagement events in the coming year.

Financially, year two has been challenging but with significant savings achieved. The NHS budget has ended the year in balance, the NAC budget has ended the year in significant deficit and recovery plans are being developed. We finish the year with an overspend of over £3m, however the financial position in future years looks a bit more stable and allows us for the first time to develop a medium-term financial plan for 2017-2020.

Finally in Quarter 4 we were both proud and sorry to see our Director, Iona go on to her new national role. Many staff from across our 4 partner agencies gathered to wish her well.

Update on Actions from Previous Review Meeting

Panel Asks	By Whom	Progress Comment
Need for more co-location/premises. Longer term plan on where the hubs will be		
IT still an issue – locality hubs will need sound IT – need longer term plan for IT		
Single Information System		
Action		
Arrange visit for Elma to see ICES in practice	David Rowland	
Consider expansion of foster care and payback narrative in performance report	HSCP	
Discuss the potential for developing a mentoring programme for young people to increase opportunities for access to medicine or the social care sector	John Butcher/John Taylor	

Children, Families and Criminal Justice – Our Highlights

Quarter 4 saw the launch of the “The Kids aren’t alright”, a high quality film which tells the story of four young girls from North Ayrshire who have been significantly affected by Parental Substance misuse. The launch which was attended by over 120 staff, family and friends. The film was also shown at the Child Protection Conference attended by the Children Commissioner Tam Baillie who gave high praise to the film and the bravery of girls in telling their story.

Fostering and Adoption - With the increase in staffing within the Kinship Care Team, we have been able to provide more care in line with the new legislation relating to the ongoing needs of our young people - if they are eligible - post 18 years of age.

Young people have been supported to continue to remain within their current placements and to attend college.

Currently we have approximately 276 children in Kinship Care placements. There have been only 5 disruptions (breakdown in placements) to Kinship care placements during 2016. Whilst these can sometimes be related to the challenges of parenting teenagers, Kinship Carers health can also be a factor.

Intervention Services - The Throughcare Team’s Supported Carer Scheme has received a six star rating for its Quality of Care and support for young people. This is the highest grade for providing care and is a reflection of the hard work of the Throughcare team and the supported carers.

Policy and Practice - The SVQ Assessment Centre were winners in the Skills for Life category for North Ayrshire Achieves awards. The service continues to be on track regarding qualifying the workforce to meet registration and inspection requirements.

Criminal Justice - We have also organised an exhibition for the public of art work, currently being shown at the Harbour Arts Centre, which has been produced by our service users in Unpaid Work. The exhibition is entitled "Anonymous Visions" and is running from the 7th April until the 21st May. The art work is for sale and profits will be given to local charities. This is a clear example of service users giving something back to the community and, at the same time, provides a means of increasing their confidence and self-esteem.

Fieldwork - Stop to Listen is a multi-agency collaboration which aims to improve child centred responses to child sexual abuse. We are one of 4 pathfinders across Scotland. We are providing focused training and support for professionals in order to raise confidence and competence of staff in identifying and responding effectively to child sexual abuse. Training has been delivered to over 200 professionals from a range of agencies.

Children, Families and Criminal Justice – Our Challenges

Intervention Services - There are significant challenges in terms of the high volume of referrals into the Service Access team, across North Ayrshire, but particularly in Irvine. This is being monitored and additional support put in place in the short term to help manage this.

Looked After and Accommodated Children - Our challenge continues to be the significant impact the roll out of Universal Credits in Scotland will have in relation to kinship carers who have child/ren who are 'looked after and accommodated' and therefore will not be eligible for the child element of Universal Credits. This will have major financial implications and create a significant challenge to the current budget for kinship care placements if these carers are to be remunerated to an equivalent rate as foster carers. It is estimated that the introduction of Universal Credits could cost a further £400,000.

In addition, if young people remain on a Compulsory Supervision Order they are then eligible for continuing care under the new Children & Young People (Scotland) Act 2014 as per the Continuing Care requirements from 1/4/2015 which would mean that the kinship allowance can continue until the young person is 21 years and not 18 years as is the current practice. Work is ongoing by the Kinship Care Team, to encourage every Kinship Carer, where placements are stable, to apply for the new Kinship Care Order. The Kinship Care Order could enable children and young people to have Compulsory Supervision Orders terminated and they would then no longer be in the 'looked after and accommodated' system.

Criminal Justice - This has been a particularly challenging year for us in terms of our core criminal justice services being able to respond to the needs of service users. In 2015/16 we saw an increase of 31% in the number of Community Payback Orders (CPOs) from the previous year. In the Scottish Government Criminal Justice Statistics for 2015/16, published in February 2017, it showed that North Ayrshire had the highest number of CPOs in Scotland per 10,000 population. These are very challenging times as we strive to provide quality criminal justice services within a finite budget against a backdrop of exceptional demand.

Universal Early Years - The positive continuing development of a Named Person Service in preparation for the Children, Young People (Scotland) Act 2014 has brought many challenges including issues with Information Sharing.

Fieldwork - There continues to be challenges in terms of both Pre Birth and Initial Child Protection conferences being convened within timescale. (Pre Birth - 28 weeks gestation and Initial Child Protection Conferences - 3 week target). This continues to be an area of concern. Improvement activity has however been identified.

Health and Community Care – Our Highlights

The change programme around New Models of Care for Older People and People with Complex Needs continues with proposals under discussion with the NHS Board.

Care at Home - Care at Home have sustained the improved Care inspectorate grades for another year. These have been sustained despite a 30% increase in demand for the service and working within a challenging financial envelope.

ICES/Rehabilitation Services - The Brooksby Health and treatment Team have increased their activity over this period and the feedback from the people using the service has been very positive. 4 compliments have been reported on Patient Opinion, with some of the feedback quoted below:

“Today in the press the fashion is to criticise all things attached to the National Health Service in the UK. I have just experienced the outstanding service provided by the wonderful staff at Largs and I would think it impossible to find better anywhere either in the NHS or private medicine.

Their professional and caring approach to the job, the fact that they make you feel important to them and they genuinely want to help with your problems and improve your quality of life cannot be acknowledged enough.”

Long-term Conditions - We have developed memory cafes across a number of localities to help support patients with dementia and their carers.

The North Ayrshire Carers Appreciation Card entitles unpaid carers to a growing range of discounts, offered at a range of local shops and businesses. The card is a way to encourage hidden carers to come forward and identify their caring role. The card is also being used by carers to identify themselves as a carer to their doctor, when visiting the pharmacy or even in school or at university.

Currently there are 1,272 carers registered with the North Ayrshire Carers Centre. 310 carers (24%) have registered to receive their card.

Arran Services - Arran Review of Service is progressing well. To help the move to a single team 2 events were held re ‘Collaborative Leadership in Practice’ (CLIP) to work with teams invited from all Arran stakeholder teams/agencies. The programme is ongoing with positive feedback from those attending.

Further highlights are detailed below:

- New cardiac outpatient clinic commenced for Arran patients including pacemaker reviews and assessments.
- New Arran Social Work Team Leader appointed with Outreach Support Worker recruitment underway.
- Arran Services hosted a visit from the NHS Education for Scotland Mobile skills unit at the end of January. It enables a modern simulation facility to be delivered anywhere in Scotland and in particular rural areas. The comprehensive weeks training resulted in 540 learning hours being delivered on the island.

Health and Community Care – Our Challenges

Locality Services - A continued challenge is the staffing levels within Community Nursing. Sickness absence levels within this team also add to the pressures.

ICES/Rehabilitation - Current challenge is how to maintain the high completions rate of assessments by the Hospital Social Work team while a major re-structuring of this service is being carried out.

Care at Home - Continuing to deliver qualitative Care at Home services against the backdrop of increasing demand, complexity and financial challenges.

Mental Health Services –Our Highlights

Mental Health Inpatients, Liaison and Forensic Services – We had very positive feedback from Mental Welfare Commission (MWC) announced visits to Adult Acute and IPCU wards at Woodland View. They were complimentary as to the new environment, approachability of staff and positive feedback from service user and carers. MWC also visited Lochranza and noted the person centred approach and high quality of care afforded to these individuals.

A number of positive feedback messages were given to care teams within EMH inpatient setting from carers/families. Development of Visitors rooms at Ailsa site noted very positively by MWC and is well used by families visiting their loved one.

We were successful in gaining additional monies to address service pressures associated with shortfall in adult acute staffing.

The business case was accepted to allow ongoing functioning of Ward 6 Low Secure unit through sale of beds to fellow Boards as income generation.

The reduction in enhanced observations levels across adult inpatient services has been sustained since the move to Woodland View.

Ward 8 model of care review continues and some benefits already being seen. A full review of Liaison service is underway and, with additional resource already agreed, allows for planning of service to meet needs and will afford stability to the team and simplify referral processes for UHC/UHA colleagues, improving patient experience.

Finally we were successful in being the preferred bidder to provide 12 bedded national secure Child and Adolescent unit provision on Ayrshire Central Hospital (ACH) site associated with Woodland View.

Addiction services - Permanent funding has been secured for additional staff to enable the delivery of a safe and integrated addiction service within Ward 5, Woodland View. In addition, NHS Ayrshire & Arran has confirmed permanent funding for the continuation and enhancement of the ORT prescribing and support model.

Psychological Services - The Review of Psychological Services has focused on Models of Working and Data, Demand and Capacity. A draft predictive data, demand and capacity model is to be tested within the next few weeks with the hope of being able to more easily predict future demand for psychological input across specialty areas. Using the data currently available, this Review is now focusing on Workforce Planning.

CAMHS - The CAMHS Nurse seconded to the Throughcare Team has been highly successful in skilling up Throughcare staff and taking a whole system approach to psychological and emotional wellbeing.

CMH Services - Our Student Wellbeing Advisor commenced in post in February. This post has been created through the close partnership between mental health services and Ayrshire College and is unique within Scotland.

Learning Disabilities - There have been development sessions within the service involving day services, Arrol Park and community staff. Bringing staff together has enabled relationships to be established with staff having a greater understanding of each other's roles.

There is an upcoming launch event for the LD Strategy and signing up to The Charter for Involvement which will be an expression of our commitment to support people who use support services to be involved in planning services.

Mental Health Services – Our Challenges

Mental Health Inpatients, Liaison and Forensic Services - Sickness absence levels continued to be in excess of 4% target leading to service pressures. This is improving and a number of further actions have been agreed to ensure further improvement.

Reduced AHP availability across services is affecting therapeutic activity available – discussions are ongoing.

Lochranza closure programme – need to revisit plan for those persons from South Ayrshire given concerns as to costs of support package and little monies available via resource transfer. Lochranza is scheduled to close March 2018 but, given nature of clientele, they will need comprehensive support packages that can be costly and/or will need a group approach and associated accommodation.






Addictions - NADARS have experienced challenges trying to identify available accommodation which is both centrally located and big enough to deliver Relapse Prevention group work. We are currently working with staff in Woodland View to look at access to the Tribunal Suite to undertake this activity.

CAMHS - Challenge in the North continues to be demand, achieving HEAT target and ensuring a timeous response to the needs of children and young people. The collective initiatives in the North and the opportunity to rethink existing resources will help inform, develop and achieve timeous response to children, families and young people.

Learning Disabilities - There has been an unprecedented number of retirements in the nursing component of the assessment and Treatment Unit at Arrol Park Resource Centre. It has been a challenge to maintain safe staffing levels whilst continuing to meet the dynamic needs of the service.

Report Summary

The tables below demonstrate a high level view of the progress made towards the 3 year HSCP Strategic Plan during the quarter four period (January - March).





















Performance Information						
Priority	No. of Indicators					
Tackling Inequalities	13	8	-	-	3	2
Engaging Communities	7	3	1	-	-	3
Bringing Services Together	10	3	-	3	1	3
Prevention and early intervention	24	13	-	1	4	6
Improving mental health and wellbeing	10	5	-	5	-	-







Partnership Actions			
Priority	No. of Actions	No. Complete Actions	Actions in Progress
Tackling Inequalities	4	1	3
Engaging Communities	3	-	3
Bringing Services Together	4	-	4
Prevention and early intervention	4	-	4
Improving mental health and wellbeing	3	-	3

				
On target	Slightly adrift	Significantly Adrift	Data only	Target to be set



1. Tackling Inequalities



Reducing poverty and the gap between the richest and poorest supports increased economic participation, improved social cohesion and builds stronger communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of young people working on activity agreements	16	40			Q4 2016/17	Successful Learners and Responsible Citizens	
The amount of income generated (£) for service users by the Money Matters Service	£7,888,650.00	£8,234,082.46			Q4 2016/17	Inequalities	
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within three months	57%	93.37%			Q4 2016/17	Community Safety	
Percentage of Referrals to CMHT living in SIMD 15% most deprived areas.	TBC	60%			Q4 2016/17	Inequalities	
Number of Adult/LD/CAMHS clients in out of area units (North Ayrshire Residents)	TBC	33			Q3 2016/17	Effective Use of Resources	
Percent of young people completing Activity Agreement that went on to a Positive Destination. Rosemount, Throughcare/Aftercare	55%	81%			Q4 2016/17	Successful Learners and responsible citizens	
Balance of Care for looked after children: % of children being looked after in the Community	90%	89.17%			Q4 2016/17	Positive Life chances	LGBF
Number of LAAC who have 3 or more moves in the past 12 months	10	8			Q4 2016/17	Best Start Possible	
Number of Naloxone Kits Supplied	123	171			Q3 2016/17	Healthier	
Average number of tenancy placement moves experienced by young people, Supported by Aftercare, prior to a permanent allocation.	TBC	3.6			Q4 2016/17	Positive Life Chances	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of people attending Cafe Solace	TBC	1,428			Q4 2016/17	Positive Experiences	
Percentage of formerly looked after young people entitled to aftercare in employment, education or training	38%	36.99%			Q4 2016/17	Successful Learners and responsible citizens	
Number of volunteers working with Cafe Solace	TBC	22			Q4 2016/17	Positive Experiences	

1. Tackling Inequalities

Action Title	Status	Action update	% Complete
We will work to reduce the impact of health inequalities on you and your family		<p>The HSCP continues to be represented on the Fair for All groups. Tackling Inequalities continues to be a high priority for the partnership and we continue to drive support in areas of greatest need. Examples of this include the success of the recent Participatory Budgeting event for Mental Health services and the development of the Early Years Leadership teams taking a locality focus to identify the key priorities to the families of young children aged 0–5 who may be impacted by deprivation.</p> <p>Work on the Pan Ayrshire shared Equality Outcomes has progressed and was approved by IJB on 9th March 2017. The supporting action plan has been finalised ahead of publication at the end of April.</p>	82%
We will work with partners to help people who use our service to identify and deal with their financial difficulties		During quarter four, the Money Matters team Maximised Income to the amount of £ 2,249,995.27. The service completed 1,284 Benefit Checks resulting in 525 cases being allocated to assist with Income Maximisation. 500 required no input from Money Matters and 57 are still awaiting outcome. 202 financial assessments were completed within four weeks of referral and all non-residential care service users have	100%

Action Title	Status	Action update	% Complete
		<p>been reviewed and re-charged in line with new COSLA guidance. 946 Charging cases were also reviewed in line with the 2017 Up-rating.</p> <p>Further, Money Matters provided assistance and representation at 112 appeals. 60 non HSCP clients contacted Money Matters to dispute DWP decisions, resulting in 44 Appeals being lodged and 16 Mandatory Revisions completed. The HSCP, together with Economies and Communities is contributing to the ongoing running costs of North Ayrshire's Foodbank.</p>	
We will maximise the potential for you to work		<p>The HSCP continues to support activity to produce employment opportunities for service users. For young people, there has been agreement with North Ayrshire Council to ring-fence five Modern Apprenticeship post for young people with care experience. Further, staff within the Rosemount and Throughcare teams continue to deliver Activity agreements and other opportunities to young people including, arts, drama and sporting activities. All of which contribute to building confidence and skills.</p> <p>We continue to fund SAMH Positive Steps to support people with mental health problems access a range of employability options. An Individual Placement Support (IPS) post was appointed. This post will be based within the CMHT and provide direct employment support to service users and employers.</p> <p>The PSMT supported a proposal from the Employability Group to develop an integrated approach towards employability for all patients and service users. Proposals to embed employability in assessment processes and pathways will be presented to a future PSMT. The fourth in the series of Cancer and Work articles was published in the Ayrshire Chamber of Commerce magazine in March. Entitled 'Cancer Can Cost You More Than You Think'; the article highlights employer obligations under the Equality Act and encourages involvement in the business seminars and engagement with Macmillan Cancer Support.</p>	85%
We will provide support to help keep you safe from harm		<p>The work on building 'Teams around the child' continues with the service now working closely with the 'Tapestry Partnership' on a pilot in the Three Towns locality. Tapestry specialises in bringing communities and statutory agencies together in developing greater support services for young people.</p>	87%



Action Title	Status	Action update	% Complete
		<p>The fieldwork service has worked closely with the Practice Development and Review Service and has now developed a new 5 day Child Protection Training Course, which is being rolled out to all practitioners. Work continues to identify further training for Children and Families workers to better support their client group.</p> <p>The Named Person service continues to be developed and one of the two Managers of the Service (for early years) has been appointed.</p> <p>The CAMHS Nurse aligned with the Throughcare team has achieved good progress since appointment. Work has progressed to identify those young people in Throughcare that are most in need of mental health support.</p> <p>The Intensive Support Team is now fully staffed. The service will focus on fully developing its operational model to support those young people most at risk of mental health hospitalisation.</p> <p>We continue to prioritise assessment and support for the most vulnerable people with mental health problems through the immediate delivery of the Flexible Intervention Service, the NHS Crisis Resolution Team and utilising adult protection processes to protect people when required.</p> <p>In relation to Mental Health Inpatients, there has been no requirement for boarding patients out with NHS A&A in this period. Enhanced observations continue to decrease in comparison with numbers prior to the move to Woodland View. Ward 6 Low Secure is now fully operational with 3 patients transferred from Ayr Clinic in January/ February and a further admission from IPCU in March. Business case for uplift within Acute agreed and recruitment is now underway.</p> <p>Brief Intervention and Recreational Drug Use (BIRD) Training has been developed in relation to the increased levels locally of recreational drug use in the community. This training will be provided to all NADARS staff.</p>	

2. Engaging Communities

We know that people in communities have a critical role to play in supporting each other and in designing services to meet local needs.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Adults accessing Direct Payments	TBC	114	?	↑	Q4 2016/17	Independent	
Number of Children accessing Direct Payments	TBC	39	?	↑	Q4 2016/17	Positive Life chances	
Percentage of fostered looked after and accommodated children who are accommodated in an in-house foster placement	80%	87.08%	✓	↑	Q4 2016/17	Positive Life chances	
Number of MH/LD Adults accessing Direct Payments	TBC	46	?		Q4 2016/17	Independent	
Percentage of children in a kinship care placement subject to residence order	40%	34.64%	⚠	↑	Q4 2016/17	Positive Life chances	
Actively recruit new in-house foster carers	85	100	✓	↑	Q4 2016/17	Best Start Possible	
Number of LD service users in voluntary placements.	43	71	✓	↑	Q4 2016/17	Independent	










2. Engaging Communities

Action Title	Status	Action update	% Complete
We will work with local communities		<p>All engagement events hosted by each locality Planning forum have now been held with the last one taking place in Arran in early March. A feedback report has been produced. Planning will now focus on engagement with members of the public.</p> <p>The HSCP has also developed Early Years Leadership teams in each of the six North Ayrshire Localities. These teams bring together local early years practitioners to identify and action priorities for young children aged 0 – 5.</p>	70%
We will improve how we involve and engage with local communities		<p>During the period, the HSCP held a participatory budgeting event with a particular focus on Mental Health projects. This event was well attended with a high level of public participation.</p> <p>The recruitment of a MacMillan Community Connector has broadened social prescribing further with 17 GP Practices now participating. CareNA and Facebook usage has continued at a high rate. A programme of rollout of Touchscreen versions of CareNA to GP Practices across North Ayrshire has commenced. These access points will provide a further channel for people to utilise CareNA and facilitate a real marketing opportunity for the website and local services. A new contract to provide technical support to maintain and develop CareNA will be established in July 2017.</p> <p>The HSCP twitter continues' to grow and now has 1071 followers and HSCP information is regularly tweeted from the platform.</p> <p>The Fostering recruitment team is targeting new promotional avenues, such as Billboards and Open Evenings. A Fostering/Adoption Facebook page has been established with staff updating regularly.</p>	81%


Action Title	Status	Action update	% Complete
We will build on the strengths of local communities	●	<p>The community connector project continues to work well, providing key support to local people within their own communities. Community connectors provide valuable advice to local people on alternative opportunities and service that support them to improve their health and wellbeing. The connectors maintain a good knowledge of local services available in communities in order to appropriately support local people.</p> <p>Evaluation of the Community Connector Project was complete in quarter four. The evaluation process identified positive feedback from GPs and service users. More in-depth evaluation will be carried out later in 2017.</p> <p>The development of the Neuro-Development Pathway continues with the appointment of a designated Speech and Language Therapist. This will provide the pathway process with enhanced diagnostic capabilities and support the reduction in time needed to complete a neuro related diagnosis for young people.</p> <p>We have commissioned the Third Sector to support small local projects in providing support to reduce social isolation.</p>	86%



3. Bringing Services Together


The Partnership provides significant opportunities to integrate services and ultimately to enhance the experience of the people and the carers who use these services.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Percentage of CP Concerns referrals from Health practitioners	6%	9.6%			Q4 2016/17	Positive Life chances	
Number of referrals for equipment		1,757			Q4 2016/17	Independent	
Average waiting time for referral for equipment from Stores (days)		3			Q4 2016/17	Independent	
Average working days lost to sickness absence per employee.	11	14.48			Q4 2016/17	Engaged Workforce	
Percentage working days lost to sickness absence (HSCP NHS Staff)	4%	6.62%			Q4 2016/17	Engaged Workforce	
Percentage of purchased care services covered by a contract	70%	73.76%			Q4 2016/17		

3. Bringing Services Together

Action Title	Status	Action update	% Complete
We will work together to provide better services		<p>The HSCP continues to undertake activity to integrate services and work closely with partners to deliver better services to local people.</p> <p>The working group for Warrix Avenue has met in January to consider the future model of care and service user population. All Ayrshire Local Authority partners were present. A meeting took place with South Ayrshire HSCP to consider care provision of patients within Lochranza post closure of ward in March 2018. Planned ASP sessions for staff in April and May.</p> <p>Work has been undertaken to develop a consistent approach to advocacy provision within Woodland View with a scoping exercise for provision of support for Ward 6 low secure.</p> <p>Two leads for Dementia as part of a national initiative within Older Peoples Services are engaged in a training programme. They will be rolling out stress and distress training across the services. Police and emergency service liaison continues to develop positive working relationships when dealing with high stress scenarios.</p> <p>Activity continues on Arran in exploring options to co-locate community services as a means to establishing self-managed, fully integrated teams. All activity will now be progressed by the new Senior Manager for Island services who has been appointed following the retirement of the previous manager.</p> <p>In NADARS, staff roles have been clarified and they have been supported and taken through the process to finalise and implement daily responder duty, prescription response duty, locality drop-ins, and prescribing support. Administration staff are now integrated. The service is currently in discussion with the North Ayrshire ADP regarding a replacement service following the contract end of the Momentum Service in March 2017.</p>	80%





Action Title	Status	Action update	% Complete
		<p>Four integration work streams from community mental health are underway involving staff and service users from health, social care and voluntary sector parts of the community mental health service. The work streams are accommodation, wait times, service vision and outcomes and primary care mental health services. Finding suitable accommodation to co-locate health and social care community mental health service staff continues to be a challenge.</p> <p>The Tapestry Partnership are working with a number of partners on a pilot in the Three Towns area. Included are the HSCP, Education Services, Police Scotland, Scottish Fire and Rescue, third and voluntary organisations and others.</p> <p>This work seeks to develop the 'Teams around the Child model' to ensure all relevant services in North Ayrshire can respond appropriately to the needs of our local young people.</p> <p>The Pan-Ayrshire young person's Mental Health Working group will develop a strategy and supporting action plan to bring together local services to deliver a more streamlined service to local young people. This will improve services to vulnerable young people and support them in staying safe and mentally well. It is anticipated that this action plan will be completed by summer 2017.</p>	
We will develop services around local communities		<p>Within the Community Mental Health Service Change Programme, work on reviewing referral and access pathways into the service is progressing through the waiting times work stream and the joint working group.</p> <p>In relation to CAMHS, a Single Point of Contact model is being piloted in South Ayrshire through the MARR project. Learning from this pilot site will be considered and used to develop comprehensive access models in North Ayrshire for children and young people's Mental Health.</p>	92%
We will work more closely with GPs and primary care		Community Mental Health Team have completed a service specification in order to commission the 'Mental Health and Wellbeing Link Worker Pilot' in the Irvine locality. This will go out to tender in April 2017.	70%

Action Title	Status	Action update	% Complete
		The introduction of pharmacists within primary care teams has received mixed feedback, with it working well and productively in some practices, but not so well in others. A variability assessment is needed to enhance understanding of where we are and have consensus on driving forward the role of pharmacists in primary care MDT working. Ongoing discussions at pan-Ayrshire level and meetings to be arranged with senior pharmacy management to deliver and review.	
We will improve the quality of the services we provide		<p>Our Learning and Development team won the Skills for Life award at the North Ayrshire Achieves event.</p> <p>Self Directed Support consultation is now complete and action plan for improvement is progressing. In addition, a practitioners forum has been established.</p> <p>The created IGPAAG (Information Governance Pan Ayrshire Group) is now bedded in and meets every 2 months to discuss information governance, data protection and ICT security issues on sharing information between Social Services and NHS. Updates from these meetings are presented to the Data Sharing Partnership as required for further sharing and input.</p>	80%



4. Prevention & Early Intervention



Dealing with problems at an early stage can increase the chances of positive outcomes for people, reduce costs and prevent issues from becoming much more serious and difficult to address.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Service users receiving Care at Home	1,703	1,715	✓	↑	Q4 2016/17	Independent	
Number of community care service users (65+) that have a community alarm installed in their place of residence.	2,800	3,219	✓	↑	Q4 2016/17	Independent	
The number of community care service users that have an enhanced telecare unit installed in their place of residence	600	770	✓	↑	Q4 2016/17	Independent	
Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.	34%	34.23%	✓	↑	2015/16	Quality of Life	LGBF
Number of secure remands for under 18s	5	0	✓	↑	Q4 2016/17	Positive Life chances	
Average Length of Secure Remands	90	22	✓	↓	Q4 2016/17	Positive Life chances	
Percentage of ASP Referrals completed within 5 days	80%	56.5%	✗	↑	Q4 2016/17	Safe	
Addictions referrals to Treatment within 3 weeks (Alcohol)	90%	94%	✓	↑	Q3 2016/17	Healthier	LDP
Addictions referrals to Treatment within 3 weeks (Drugs)	90%	93.9%	✓	↑	Q3 2016/17	Healthier	LDP
Number of children who have been through SNAP who have been sustained within their local school	100%	100%	✓	↑	Q2 2016/17	Successful Learners and	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
						responsible citizens	
% of babies breastfeed at 6/8 weeks old	18%	17.99%			Q3 2016/17	Best Start Possible	
Number of people referred to Flexible Intervention service	TBC	42			Q4 2016/17	Quality of Life	
Number of interventions completed by FIS	TBC	20			Q4 2016/17	Quality of Life	
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	TBC	7153.6			Q4 2016/17	Effective Use of Resources	
Number of patients waiting for CAH package (Hospital)	TBC	173			Q4 2016/17	Effective Use of Resources	
Number of Service Users delayed due to funding being confirmed	TBC	0			Q4 2016/17	Effective Use of Resources	
Number of Service Users delayed in discharge to a care home after funding confirmed	TBC	61			Q4 2016/17	Effective Use of Resources	

4. Prevention & Early Intervention












Action Title	Status	Action update	% Complete
We will promote good health and wellbeing		<p>Social prescribing services continue to be delivered across all localities through 17 participating GP Practices. A recent evaluation has provided some very positive feedback from patients, GP's and GP Practice staff highlighting a range of benefits. This has included patients stating they had a positive experience, Community Connectors were approachable and knowledgeable, provided an excellent service and had a positive impact on their quality of life. GP Practice staff supported this view by saying that Community Connectors had made a real difference and had been successful in health promotion.</p> <p>CareNA screens have now been installed in GP surgeries. Software waiting to go live.</p> <p>Early Years Locality Leadership teams have now been established in all six localities. Priority areas identified are uptake of immunisations, vitamin increase uptake, access to healthy start vouchers and speech and language development. The leadership teams will take forward activity to address these priorities at the locality level.</p> <p>In relation to Mental Health Inpatients, a recently formed group looking at the management of Unscheduled presentations at Woodland view has been organised. A newly developed algorithm has been distributed to the group for comment. This has been undertaken with input from CRT and ANPs. We have undertaken to engage with local community groups within Castlepark area.</p>	89%
We will identify target groups through research and screening		<p>The key developmental outcomes identified in the Improving Children's Outcomes surveys have been included as the priorities in the Children's Services Plan. The Action Plan responds to these priorities and a performance framework has been designed around them.</p> <p>Community connectors are now embedded in many GP practices. Further, a pilot for low-level mental health community connectors is due to begin early in the new financial year. This pilot will take place in the Irvine locality. Mental Health workers will liaise with other community connectors and share learning and</p>	87%

Action Title	Status	Action update	% Complete
		resource awareness. In general the community connectors allow primary care teams to direct patients to services which improve mental and physical health and well-being. A key aim is to increase self-management and to re-empower patients to self manage through access to local statutory, third sector and voluntary resources	
We will support individual needs		<p>The HSCP now has in place a single point of contact for all hospitals (including those outwith Ayrshire and Arran) which will facilitate a more rapid discharge of service users.</p> <p>In relation to step-up referrals to Ward 1, Medical Legal Responsibility has now been passed to HSCP. As such, the HSCP is now able to take referrals into Ward 1 direct from the community. Referrals have begun to be received and accepted. All referrals are being managed by Dr Conrad Harvey</p> <p>The partnership service between Telecare and Scottish Ambulance Service continues to deliver positive results. Following the successful pilot in Irvine, it is hoped this will be rolled out to other localities in North Ayrshire</p> <p>The Reablement service has achieved positive success, with 45.5% of individuals having gone through the service having now a greatly reduced service or stopped needing a service altogether.</p> <p>Permission has been given by the IJB to proceed with the Tendering of future Care at Home Services. The tender specification is currently being developed.</p> <p>In relation to early years, a tendering process has now been completed with an Employability project 'We Work for Families' due to commence in April 2017. The Challenge fund will enable further expansion of universal early years provision with the employment of specialist skills in speech and language development and perinatal mental health.</p>	78%
We will support people who care for others		Supporting the wellbeing of children is a key priority for the service and we continue to ensure we engage with, and listen to, young people throughout their journey of care. Through the development of the Child's Plan, we ensure the views of children and their families are gathered and taken into account in the planning	73%


Action Title	Status	Action update	% Complete
		<p>of any care. The service commissions advocacy services from 'Children's 1st' for young people involved in Child Protection process. Children 1st will represent the views of young people when they are not able to do so themselves.</p> <p>Further to Advocacy Work, Children 1st are also piloting the 'Stop and Listen' national pathfinder in the Three Towns area. This programme aims to help services better support young people when they talk about their experiences of Sexual Abuse.</p> <p>Care Assurance and Accreditation System (CAAS)) audit complete following engagement with parents and auditing of records for quality of service, engaging and responding to families. Collation of activity underway and a report due May 2017, action plan to follow</p> <p>Community Care services are working with partners in the Third Sector partners to invest small amounts of money to develop agencies to deliver befriending and carer break services.</p> <p>A review of respite care service in Learning Disability services continues with an analysis of provision now complete. The subgroup will now look to review the analysis along with the current criteria and propose new approached for respite delivery.</p>	



5. Improving Mental Health & Well Being

Good mental health impacts positively on individuals, families and communities.

Performance Indicator	Target/Benchmark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Volume of all overnight respite for adults throughout service year (nights)	5,000	5,241			Q4 2016/17	Carers Supported	
Volume of all daytime respite care for adults throughout the service year (Hours)	100,000	105,499			Q4 2016/17	Carers Supported	
Volume of all overnight respite delivered to older people (65+) (nights)	9,500	9,522			Q4 2016/17	Carers Supported	
Volume of all daytime respite provided to older people throughout the service year (hours)	91,000	78,466			Q4 2016/17	Carers Supported	
Volume of all overnight respite provided to children throughout service year. (nights)	1,500	1191			Q4 2016/17	Best Start Possible	
Volume of all daytime respite provided to children throughout service year (days)	10,000	15,307			Q4 2016/17	Best Start Possible	

5. Improving Mental Health & Well being

Action Title	Status	Action update	% Complete
We will improve the services available to support mental health and wellbeing		<p>We continue to deliver our Change Programme including the integration of community mental health services. The outcome of this programme will be to ensure the continued delivery of high quality services for people with mental health problems, their families and carers.</p> <p>Community Mental Health team continues to progress the pan Ayrshire 'people in distress' action plan. A direct out of hours mental health pathway for Police Scotland commenced in December 2016.</p> <p>The second test of change focusing on people presenting with distress (rather than mental health problems) in the out of hours period continues and data analysis is now underway.</p> <p>A Working Group for the proposed Warrix Avenue provision was convened in January 2017 to assist in 'joined up' working and consideration as to how third/independent sectors could provide support.</p> <p>In relation to CAMHS, the Neuro-Development Pathway is on schedule and has a launch date of June 2017. This pathway will greatly improve the diagnostic capabilities of services supporting families of children with Autism, ADHD and Foetal Alcohol Syndrome.</p> <p>We are awaiting the 3rd National Dementia Strategy. This strategy is likely to have 21 commitments. The work pertaining to these commitments will be taken forward by the NA Dementia Strategy Group. The memory cafes continue to grow in size and 2 more are being developed.</p> <p>NADARS are working with the North Ayrshire Housing First pilot. The Housing First project will aim to reduce repeat homelessness of those clients who are persistent offenders and are affected by Mental Health Issues and/or Addictions, by offering permanent accommodation and support from initial contact.</p> <p>We have commissioned the Third Sector to develop a service specification for a community well-being service.</p> <p>Our first Participatory budgeting event was very well attended, with 48 local community groups seeking funding for projects to improve mental health and well-being.</p>	82%

Action Title	Status	Action update	% Complete
We will follow the Mental Health Strategy for Scotland		<p>The Logic model for mental health has now been reviewed by the service and mapped to the National Outcomes for Mental Health. A further session has been planned with Mental Health managers to finalise a set of performance indicators.</p> <p>We have completed a service specification in order to commission the 'Mental Health and Wellbeing Link Worker Pilot' in the Irvine locality. This will go out to tender in April 2017. This post will work closely with community connectors and support people to better self manage their own conditions.</p> <p>Actions to tackle discrimination and protect the rights of those with poor mental health are embedded within the mental health change programme. One example of action includes the action plan produced by NADARS to consider and take forward appropriate actions based on recommendations from the Scottish Transgender Alliance research into transgender experience of Addictions Services. This action plan will support the service in being more visibly inclusive to the Trans community.</p> <p>Information systems development work continues as part of the Information Systems Steering group.</p>	68%
We will develop new services to meet local needs		<p>In relation to Addiction services, the Health Board have now agreed to permanently fund phases 1 and 2 of the ORT (Opiate Replacement Therapy Model. Funding will be allocated across the three Ayrshire Partnership areas in line with the ORT evaluation.</p> <p>The newly developed Neuro-Development Pathway will be launched in June 2017 and will deliver a model of integrated services, primarily delivered in an educational setting and including community paediatrics.</p> <p>In relation to accommodation, all capital costs for the refurbishment of Tarryholme Drive were agreed by both NAC and NHS by Feb 2017. The project plan is on track.</p> <p>In Learning Disability Services, we continued to work closely with Housing and Private Sector to consolidate an options appraisal for future supported Accommodation developments.</p>	89%

6. Performance against National Objectives

The table below details the matrix of Performance indicators. It maps our indicators against the national outcomes and the 5 Strategic Priorities.

Strategic Priorities /National Outcome	Bringing Services Together	Engaging Communities	Improving Mental Health & Well Being	Prevention & Early Intervention	Tackling Inequalities	Grand Total
Effective Use of Resources	2			6	1	9
Healthier	1		4	4	1	10
Independent	2	3		3		8
Inequalities					2	2
Quality of Life	2			4		6
Positive Experience					2	2
Safe				1		1
Children's Outcomes	1	4	2	6	6	19
Criminal Justice Outcomes					1	1
Carers Supported			4			4
Engaged Workforce	2					2
Grand Total	9	7	10	24	13	64

7. Change Programme 2016-17

PROJECT	STATUS
Develop Primary Care services in Local Communities	<p>The vision to wrap services around GP Practices, developing multi-disciplinary teams which engage at an early stage is starting to develop.</p> <p>The following work has taken place:</p> <ul style="list-style-type: none"> Community Connectors - The original 6 test practices have now been extended to 17 practices following a positive evaluation of the 6 pilot sites took place in January. A contract is being developed with the Kilwinning GP Practice to provide additional sessions to the local Nursing Home which cares for adults and older people with complex needs. This will be evaluated shortly.
Develop and deliver a new strategy for Mental Health and Learning Disabilities	<p>Primary Care Mental Health</p> <ul style="list-style-type: none"> Recruitment for a co-coordinator post to facilitate the roll out of computerised CBT is underway. <p>Neurodevelopmental Pathway</p> <ul style="list-style-type: none"> Next focus will be on post diagnostic support <p>Psychological Therapies</p> <ul style="list-style-type: none"> Work is continuing on the scenario model which will inform workforce planning within Psychology services. Data is being gathered from all the teams in children and adult services. <p>Learning Disabilities</p> <ul style="list-style-type: none"> Care at Home Manager seconded to support the sleepover development work. They will focus on the sleepover and technology solutions available to encourage independence. Learning Disabilities Strategy to be launched at an event on June 28th which will also focus on the Charter for Involvement. Respite review complete and assessment tool further developed with recommendations
Support the needs of Older People and Adults with Complex Care Needs	<ul style="list-style-type: none"> Work continues on the development of the New Models of Care Business Case. A first draft of the pan-Ayrshire business case went to NHS Scrutiny Panel on 8 December 2016 and again on the 14th February 2017. The panel noted overarching support for the direction of travel but feedback advised that there needs to be more detail in the action plan and what is needed to implement, including the year-by-year quantification of change and the associated impacts. A further iteration is being presented on the 25th April 2017. The Core Modelling work has now been completed and this provides future demand forecasts. Equipment and adaptations - Agile approach approved by IJB in January. Final report due end April 2017. Arran Integrated Models of Care - Model approved by the IJB and implementation is now being taking forward commencing with the improvements to A&E department at Arran War Memorial Hospital to allow health & social care staff to co-locate.

Build Teams around Children	<p>The governance and reporting arrangement were approved and work has now commenced to develop the operating processes to support teams around the child at locality level. The work will be using the tapestry approach working with Glasgow.</p> <p>The business case for children with disabilities working with education was completed at end February 2017.</p>
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8. Employee Attendance

Staff absence up to 31st March 2017 is detailed in Appendix 1 with tables 1 (NAC Staff Group) and table 2 (NHS staff). Comparison data with same period in 2015-16 is also included for NAC staff.

Staff absence cannot as yet be compiled as one staffing group.

Sickness absence from NAC staff in the partnership is 31.6% above target of 11 days at 14.48 days. 6 teams (almost 33%) are performing better than target. Compared to the same period in the previous year sickness absence has not improved and in fact it has increased from 12.98 days (11%)

NHS sickness absence for staff in the partnership to March 2017 was 6.62%. This is 65.5% above the 4% target, and is 12.4% higher than the same period 2015-16.

A Challenge Fund Project has been identified to tackle sickness absence across the partnership in 2017-18.

9. Compliments and Complaints

Complaints/compliments continue to be recorded in the two parent organisations. There is a development to centralise complaints recording within the partnership.

Complaints (NAC) responded to in Quarter 2 are detailed in the table below:

HSCP Section	Responded to In time		Responded to out-with Time		% Responded to In Time		
	Complaint Stage		Complaint Stage		Complaint Stage		
	Stage 2	Stage 3	Stage 2	Stage 3	Stage 2	Stage 3	
CFCJ - Fieldwork	3	1			100%	100%	
CFCJ – Looked after and Accommodated	1			1	100%	0%	
HCC - Locality Services	2		1		67%		
MH - Learning Disabilities	1				100%		

In additions there were 9 complaints received in quarter 4 but had an expected response date in April 2017. Of these 3 were responded to before their expected date.

Complaints (NHS Mental Health) responded to in Quarter 4 are detailed in the table below. Numbers are for pan-Ayrshire as data cannot be broken down by partnership.

Specialty	Jan	Feb	March	Total
General psychiatry	1	3	0	4
Community psychiatry	0	0	1	1
Child and Adult Psychiatry	5	3	0	8
Child psychiatry	0	0	1	1
Psychiatry of old age	0	0	2	2
Psychotherapy	0	0	1	1
Clinical Psychology	0	2	1	3
General Nursing	0	0	1	1
Mental Health Nursing	0	1	0	1
Addictions	1	0	0	1
Totals:	7	9	7	23

% responded to within 20 day deadline - 39%

% Acknowledged within 3 working days - 100%

33 compliments were recorded in Quarter 4, on NAC system, with 1 compliment recorded on NHS system. In addition 3 compliments were recorded through the Care Opinion system. Some examples of the compliments received are detailed below:

	Health and Community Care	HCC - Money Matters	HCC – Locality Services	MH/ADD – MH/LD	Business Support	NHS	Care Opinion	Grand Total
Compliment	17	10	2	3	1	1	3	37

- *“May I take this opportunity to inform you of the help and good guidance given by social worker * in her excellent care of my sister*. Many, many thanks”*
- *“Thank you to the wonderful help the care at home services provided for my husband *. The carers were always so pleasant, cheerful and kind.”*
- *“Thanks you once again * for all your assistance today. You were extremely courteous and professional at all times. Very refreshing these days to have a service from someone who is excellent with customer care and product knowledge [in relation to blue badge]”*
- *“I don't feel I could have coped with the situation I was in or moved on from it without this great support. The staff at the Dirrans centre have helped me immensely and I am extremely grateful for everything they have done for me and still do!*

(*names removed)

Councillor/MSP/MP Enquiries

Councillor requests handled in Q4 2016/17							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Health & Social Care Partnership	Children, Families & Criminal Justice	6	6	6	100%	11.3	5
	Health and Community Care	21	21	20	95.2%	7.8	5
	Mental Health Services	0	0	0			
	Total	27	27	26	96.3%	9	5

MP/MSP requests handled in Q4 2016/17							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve	Target (actual days)
Health & Social Care Partnership	Children, Families & Criminal Justice	6	6	4	67%	19.3	10
	Health and Community Care	13	13	10	76.9%	16.2	10

	Mental Health Services	3	3	3	100%	21.7	10
	Service Wide	1	1	1	100%	28	10
	Total	23	23	18	78.3%	18.3	10

10. Finance

Full financial report is available in Appendix 2.

For FY 16/17 HSCP has a projected overspend of over £3.2m. The financial situation for the partnership has been difficult in 2016-17 but as we move into 2017-18 the financial position is much clearer and more monies have been made available but savings will still be required to be made.

Full Financial analysis is presented separately to this report.

11. Appendices

Appendix 1 - Staff Absence

Table 1a 2016-17 Data

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	29.27	0.02	0.00	0.00	0.59	0.11	0.14	0.35	0.07	0.24	0.20	1.09	1.20	4.01	5.00	-0.99
C&F - Fieldwork	97.84	1.92	1.78	2.05	1.67	1.58	0.80	1.36	1.44	1.33	0.62	1.02	0.97	16.54	6.00	10.54
C&F - Policy & Practice	7.00	0.00	0.50	0.00	0.13	0.00	0.00	0.00	0.07	1.00	0.00	0.14	0.14	1.98	4.00	-2.02
C&F - Residential/Thcare	103.27	1.14	1.31	1.00	0.46	0.81	1.27	1.46	1.67	2.06	2.21	2.03	1.73	17.15	10.00	7.15
C&F - Specialist Support	87.43	1.50	1.27	0.99	0.82	0.89	1.13	1.16	1.42	1.00	1.32	1.58	1.39	14.47	7.50	6.97
CC - Assess & Enablement	41.10	0.40	1.07	1.08	1.81	0.58	0.51	0.95	0.37	0.33	0.38	1.64	1.07	10.19	7.50	2.69
CC - Fieldwork	4.99	2.84	1.50	3.15	2.43	0.00	0.00	2.65	3.58	2.77	5.52	5.96	6.85	37.25	7.50	29.75
CC - MH/LD	76.42	1.96	1.37	0.80	0.68	1.09	1.12	0.68	1.36	1.65	1.60	2.14	1.62	16.07	7.50	8.57
CC - Personalisation	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	7.50	-5.50
CC - Service Delivery	529.55	1.27	1.12	1.06	1.20	1.38	1.26	1.09	1.10	1.06	1.12	1.16	1.25	14.07	11.00	3.07
CC -Care Manage & Review	48.23	2.33	1.57	0.71	0.62	0.95	1.30	1.42	2.20	1.04	0.88	0.70	1.00	14.72	7.50	7.22
Criminal Justice	63.60	1.31	1.93	1.93	1.49	1.92	1.83	1.38	1.76	1.92	1.44	2.28	2.70	21.89	7.50	14.39
Practice & Performance	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.50	-7.50
Res - Business Support	183.79	1.39	1.14	1.12	1.14	0.91	1.15	1.54	1.32	0.99	1.07	1.02	0.87	13.66	7.50	6.16
Res - Finance	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.50	-7.50
Res - Money Matters	19.00	0.14	0.00	0.00	0.00	0.06	0.55	1.39	1.88	0.94	1.26	0.59	0.66	7.47	5.00	2.47
Res - Planning & Perform	6.80	1.24	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.00	0.44	0.00	0.00	1.83	4.00	-2.17
Res - Service Develop	19.30	1.30	1.30	1.97	1.09	1.19	1.75	1.15	0.82	0.41	0.67	0.68	0.92	13.25	7.50	5.75
Health & Social Care	1,322.58	1.34	1.22	1.12	1.09	1.16	1.15	1.18	1.27	1.17	1.17	1.32	1.29	14.48	11.00	3.48

Table 1b 2015 Data

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	27.77	0.15	0.02	0.04	0.00	0.00	0.00	0.10	0.66	1.27	0.51	0.03	0.40	3.18	7.00	-3.82
C&F - Fieldwork	97.31	0.89	0.89	0.64	0.87	1.05	0.59	0.75	0.76	1.46	0.93	1.37	1.30	11.50	6.00	5.50
C&F - Policy & Practice	9.00	0.21	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.25	0.50	0.38	0.00	1.84	2.50	-0.66
C&F - Residential/Thcare	99.6	1.08	1.38	1.72	1.52	1.48	1.31	1.43	1.48	0.86	1.02	1.27	0.95	15.50	10.00	5.50
C&F - Specialist Support	79.70	1.06	1.59	1.20	1.28	1.29	1.11	1.26	0.75	0.49	0.58	0.61	0.58	11.80	7.50	4.30
CC - Assess & Enablement	40.0	0.56	0.13	0.29	0.63	1.03	0.65	0.93	0.90	1.00	1.25	0.43	0.39	8.19	7.50	0.69
CC - Fieldwork	5.99	0.00	0.00	0.08	1.92	1.90	1.15	0.84	0.00	1.34	0.17	7.02	6.35	20.77	7.50	13.27
CC - MH/LD	73.28	0.97	0.81	1.72	1.34	1.22	1.07	0.77	1.18	1.45	0.93	1.01	0.92	13.39	7.50	5.89
CC - Service Delivery	553.89	1.15	1.04	1.06	1.06	0.96	1.23	1.25	1.10	1.25	1.22	1.20	1.06	13.58	11.0	2.58
CC -Care Manage & Review	48.43	1.21	1.51	0.42	0.95	1.29	0.88	1.31	1.36	0.69	0.61	1.05	1.66	12.94	7.50	5.45
Criminal Justice	65.70	1.38	1.32	1.74	1.84	1.58	1.22	1.51	1.81	1.47	1.30	0.89	0.87	16.93	7.50	9.43
Res - Business Support	186.91	0.61	0.92	1.17	1.42	0.93	1.03	0.93	1.11	0.96	1.31	1.37	1.48	13.24	7.50	5.74
Res - Money Matters	18.5	1.30	0.93	1.00	1.10	1.00	1.40	1.30	0.40	1.15	0.37	0.19	0.27	10.41	5.00	5.41
Res - Planning & Perform	5.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	-5.00
Res - Service Develop	18.1	1.52	1.05	1.19	0.10	0.09	0.21	0.79	1.41	1.78	1.44	0.38	0.95	10.91	7.50	3.41
Health & Social Care	1329.98	0.99	1.03	1.10	1.15	1.05	1.05	1.11	1.09	1.14	1.08	1.12	1.07	12.98	11.00	1.98
Whole Council	5630.4	0.59	0.79	0.80	0.57	0.63	0.84	0.77	0.83	0.78	0.79	0.86	0.73	8.98	8.00	0.98

Table 2: NHS Staffing Absence 2015/16

Organisation & HR Development

Workforce Information

Attendance summary by Service/Department - March 2017

North Ayrshire H&SCP



	Current month absence for March 2017									Current year accumulative as at 31 March 2017								
	Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*	Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*
		Hrs	%	Hrs	%	%	Hrs	%	Hrs		Hrs	%	Hrs	%	%	Hrs	%	Hrs
North Ayrshire H&SCP																		
Business Support North																		
Community Locality Admin North	1300	15	1.15%	0	0.00%	1.15%	0	0.0%	0	15663	55	0.35%	452	2.88%	3.23%	0	0.0%	0
Mental Health Support	21267	312	1.47%	293	1.38%	2.84%	104	0.5%	264	256746	3551	1.38%	4977	1.94%	3.32%	1736	0.7%	3037
North Ayrshire Management & Admin	2201	128	5.79%	28	1.27%	7.07%	0	0.0%	78	25316	325	1.28%	748	2.95%	4.24%	5	0.0%	412
Business Support North	24768	455	1.84%	321	1.29%	3.13%	104	0.4%	342	297724	3930	1.32%	6177	2.07%	3.39%	1740	0.6%	3449
Children's Health / Care & Justice Services North																		
Child Services	4751	42	0.89%	135	2.84%	3.73%	138	2.9%	52	52878	605	1.14%	870	1.65%	2.79%	270	0.5%	231
Early Years Children & Families North	9939	15	0.15%	527	5.30%	5.45%	0	0.0%	79	113017	1579	1.40%	3902	3.45%	4.85%	0	0.0%	973
School Nursing	1194	0	0.00%	0	0.00%	0.00%	0	0.0%	6	12690	298	2.34%	840	6.62%	8.96%	0	0.0%	59
Children's Health / Care & Justice Services North	15885	57	0.36%	662	4.16%	4.52%	138	0.9%	136	178585	2482	1.39%	5612	3.14%	4.53%	270	0.2%	1263
Community Health & Care Services North																		
Community Health & Social Care North	5458	30	0.55%	173	3.16%	3.71%	0	0.0%	293	53553	498	0.93%	540	1.01%	1.94%	0	0.0%	1014
District Nursing North	9794	228	2.32%	1008	10.29%	12.62%	0	0.0%	94	117860	1920	1.63%	7725	6.55%	8.18%	0	0.0%	881
EMH Community North										6720	8	0.11%	683	10.16%	10.27%	0	0.0%	0
North Ayrshire Management & Admin										1336	79	5.89%	0	0.00%	5.89%	0	0.0%	20
North Partnership Management Team	753									7718	0	0.00%	610	7.90%	7.90%	0	0.0%	0
Older People Services North	11406	449	3.94%	752	6.59%	10.53%	144	1.3%	139	137223	4713	3.43%	9118	6.64%	10.08%	1013	0.7%	763
Packages of Care	38									183								
Rehabilitation & Reablement Service North	4888	95	1.93%	173	3.53%	5.46%	173	3.5%	48	50653	400	0.79%	2271	4.48%	5.27%	810	1.6%	486
Remote & Rural North	7890	174	2.20%	112	1.42%	3.62%	0	0.0%	175	95775	2253	2.35%	2057	2.15%	4.50%	945	1.0%	1158
Community Health & Care Services North	40226	975	2.42%	2217	5.51%	7.93%	317	0.8%	748	471021	9870	2.10%	23003	4.88%	6.98%	2768	0.6%	4321

	Current month absence for March 2017										Current year accumulative as at 31 March 2017									
	Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*		Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*	
		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%
North Ayrshire H&SCP																				
Lead Partnership North																				
Addictions North	10335	144	1.39%	304	2.95%	4.34%	0	0.0%	261	2.52%	116908	2537	2.17%	4578	3.92%	6.09%	0	0.0%	1366	1.17%
Associate Medical Director	11181	38	0.34%	0	0.00%	0.34%	100	0.9%	80	0.72%	128973	892	0.69%	1736	1.35%	2.04%	208	0.2%	428	0.33%
EMH Community North											3117	0	0.00%	0	0.00%	0.00%	0	0.0%	34	1.07%
EMH In-patient North	24929	627	2.51%	799	3.20%	5.72%	148	0.6%	316	1.27%	292317	7259	2.48%	21521	7.36%	9.85%	2342	0.8%	4532	1.55%
Health & Social Care Management	1661	0	0.00%	173	10.39%	10.39%	0	0.0%	98	5.87%	20539	102	0.50%	938	4.56%	5.06%	0	0.0%	425	2.07%
MH - Adult Community North	10844	164	1.51%	518	4.77%	6.29%	173	1.6%	156	1.44%	127821	2533	1.98%	6728	5.26%	7.24%	698	0.5%	1986	1.55%
MH - Adult Mental Health In Patient	44472	1331	2.99%	2105	4.73%	7.72%	261	0.6%	514	1.15%	513601	14161	2.76%	28075	5.47%	8.22%	4076	0.8%	6829	1.33%
MH - Child & Adolescent Mental Health	6045	100	1.65%	0	0.00%	1.65%	0	0.0%	41	0.68%	69167	1564	2.26%	1637	2.37%	4.63%	3173	4.6%	909	1.31%
MH - EMH Community North	166										1135	0	0.00%	0	0.00%	0.00%	0	0.0%	17	1.50%
MH - Learning Disabilities	11053	322	2.91%	1163	10.52%	13.43%	0	0.0%	127	1.14%	137104	2876	2.10%	14335	10.46%	12.55%	3638	2.7%	1254	0.91%
MH - Psychology	14887	142	0.95%	173	1.16%	2.11%	863	5.8%	98	0.66%	165551	2324	1.40%	2217	1.34%	2.74%	12831	7.8%	1838	1.11%
Lead Partnership North	135572	2866	2.11%	5233	3.86%	5.97%	1544	1.1%	1689	1.25%	1576234	34248	2.17%	81763	5.19%	7.36%	26964	1.7%	19617	1.24%
North Ayrshire H&SCP	216450	4352	2.01%	8431	3.90%	5.91%	2102	1.0%	2915	1.35%	2523564	50529	2.00%	116554	4.62%	6.62%	31743	1.3%	28650	1.14%
total for North Ayrshire H&SCP	216450	4352	2.01%	8431	3.90%	5.91%	2102	1.0%	2915	1.35%	2523564	50529	2.00%	116554	4.62%	6.62%	31743	1.3%	28650	1.14%

2016/17 Budget Monitoring Report – Period 12 Objective Summary

Partnership Budget - Objective Summary	2016/17 Budget									2016/17	
	Council			Health			TOTAL			Over/ (Under) Spend Variance at P10 £'000	Movement in budget variance from P10 £'000
	Budget	Actual Outturn	Over/ (Under) Spend Variance	Budget	Actual Outturn	Over/ (Under) Spend Variance	Budget	Actual Outturn	Over/ (Under) Spend Variance		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
COMMUNITY CARE AND HEALTH	49,000	50,219	1,219	10,664	10,763	99	59,664	60,982	1,318	1,772	(454)
: Locality Services	21,470	21,931	461	3,466	3,604	138	24,936	25,535	599	797	(198)
: Community Care Service Delivery	25,552	26,220	668	0	0	0	25,552	26,220	668	659	9
: Rehabilitation and Reablement	700	783	83	1,992	1,992	0	2,692	2,775	83	374	(291)
: Long Term Conditions	887	921	34	2,941	2,874	(67)	3,828	3,795	(33)	(48)	15
: Integrated Island Services	391	364	(27)	2,265	2,293	28	2,656	2,657	1	(10)	11
MENTAL HEALTH SERVICES	20,963	21,754	791	48,789	48,789	0	69,752	70,543	791	1,717	(926)
: Learning Disabilities	16,017	16,876	859	482	482	0	16,499	17,358	859	427	432
: Community Mental Health	3,676	3,699	23	1,792	1,792	0	5,468	5,491	23	(72)	95
: Addictions	1,270	1,179	(91)	1,041	1,041	0	2,311	2,220	(91)	(84)	(7)
: Lead Partnership Mental Health NHS Area Wide	0	0	0	45,474	45,474	0	45,474	45,474	0	1,446	-1,446
CHILDREN'S SERVICES AND CRIMINAL JUSTICE	26,846	28,106	1,260	4,181	4,183	2	31,027	32,289	1,262	1,217	45
: Intervention Services	3,811	3,570	(241)	292	312	20	4,103	3,882	(221)	(207)	(14)
: Looked After & Accomodated Children	15,104	16,301	1,197	0	0	0	15,104	16,301	1,197	1,052	145
: Fieldwork	6,260	6,627	367	0	0	0	6,260	6,627	367	191	176
: CCSF	469	470	1	0	0	0	469	470	1	(26)	27
: Criminal Justice	11	63	52	0	0	0	11	63	52	0	52
: Early Years	333	274	(59)	1,815	1,797	(18)	2,148	2,071	(77)	(87)	10
: Policy & Practice	858	801	(57)	0	0	0	858	801	(57)	(28)	(29)
: Lead Partnership NHS Children's Services Area Wide	0	0	0	2,074	2,074	0	2,074	2,074	0	322	(322)
PRIMARY CARE	0	0	0	48,095	47,929	(166)	48,095	47,929	(166)	(198)	32
MANAGEMENT AND SUPPORT COSTS	3,789	3,938	149	1,036	1,101	65	4,825	5,039	214	126	88
CHANGE PROGRAMME	1,204	1,030	(174)	2,254	2,254	0	3,458	3,284	(174)	(689)	515
LEAD PARTNERSHIP AND SET ASIDE	0	0	0	200	200	0	200	200	0	0	0
TOTAL	101,802	105,047	3,245	115,219	115,219	0	217,021	220,266	3,245	3,945	(700)

NORTH AYRSHIRE COUNCIL

Agenda Item 9

22 August 2017

Audit and Scrutiny Committee

Title: **2016/17 Complaint Report**

Purpose: **To inform the Audit and Scrutiny Committee of the volumes and trends of complaints in financial year 2016/17 and the improvement actions undertaken by the services.**

Recommendation: That the Committee notes the report and improvement actions undertaken.

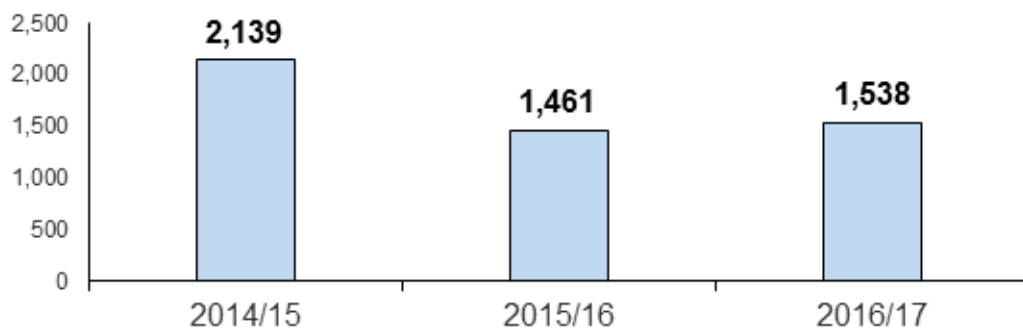
1. Executive Summary

- 1.1 The report details complaint information relating to North Ayrshire Council (NAC) in 2016/17, covering the period from 1st April 2016 to 31st March 2017.
- 1.2 The report provides detail of the number of expressions of dissatisfaction received from North Ayrshire customers and residents that are then classified and actioned as corporate complaints, service requests or enquiries.
- 1.3 In order to allow a year on year comparison, data is provided for last 3 years to identify trends.
- 1.4 Where available, national targets have been provided.

2. Background

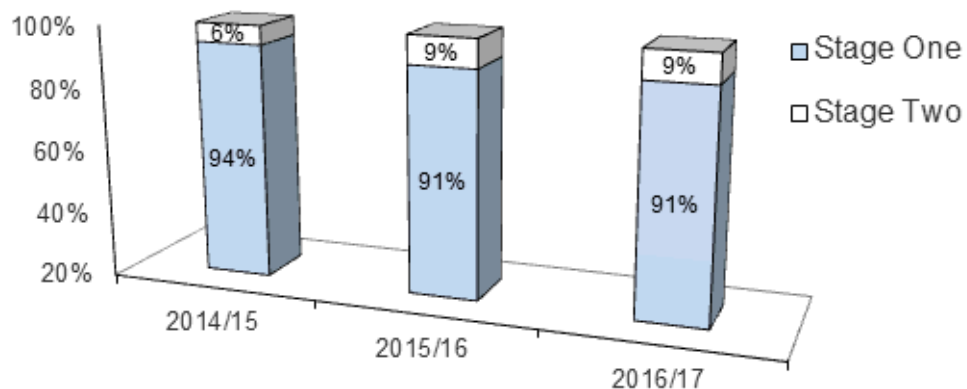
- 2.1 This section contains statistical information and commentary on some of the key complaint performance indicators provided by the Scottish Public Services Ombudsman (SPSO) in conjunction with all 32 Scottish Councils. Full details of each indicator can be found in the attached report.

2.2. Volume of complaints received and closed.



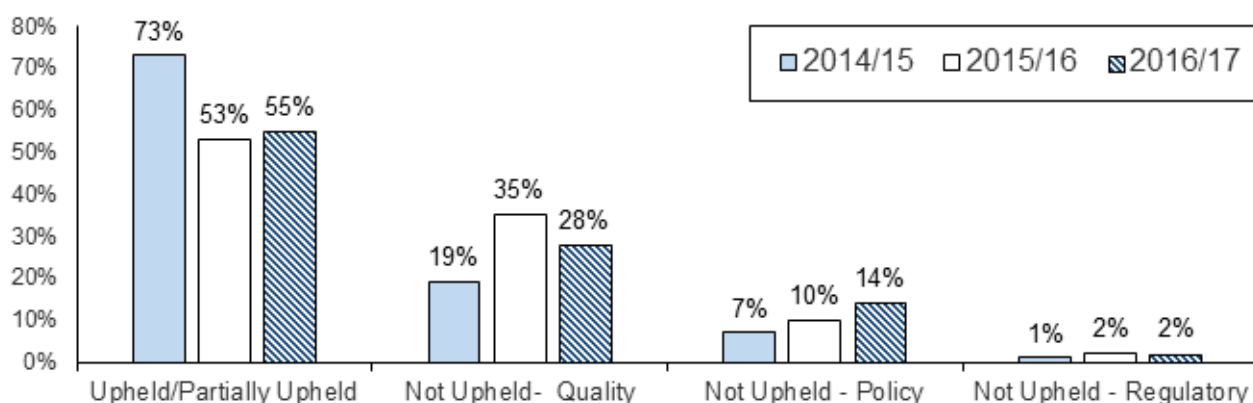
A similar volume of complaints were received in 2016/17 as was received in the previous year.

2.3 Complaints closed at each stage



2.3.1 The trend continues to be that the vast majority of complaints are closed at Stage one and are non-complex in nature.

2.4 Complaint Outcomes

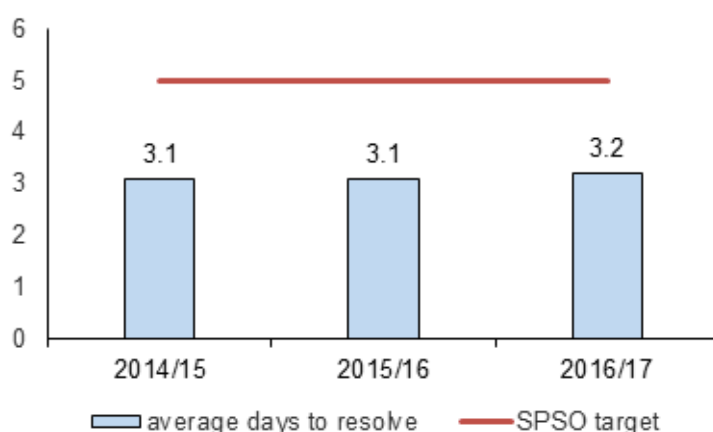


2.4.1 Over half of all complaints investigated were upheld or partially upheld. This tells us customers were often right to raise complaints about the service, or lack of service, they received.

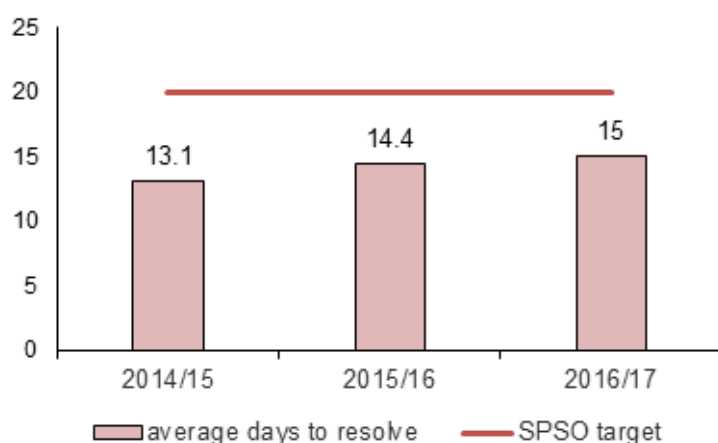
2.4.2 The volume of complaints closed due to poor quality of information has reduced when comparing 2016/17 with 2015/16. This is due in part to an improvement in the quality of complaint submissions, which has allowed better complaint outcomes to be determined.

2.5 Average time in working days for a full response under each Stage

Stage One



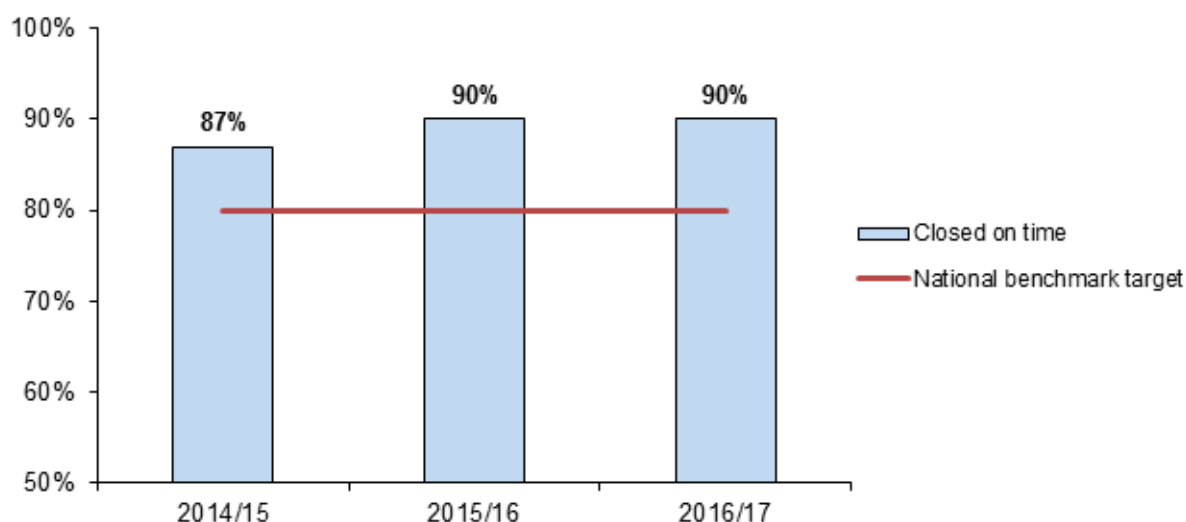
Stage Two



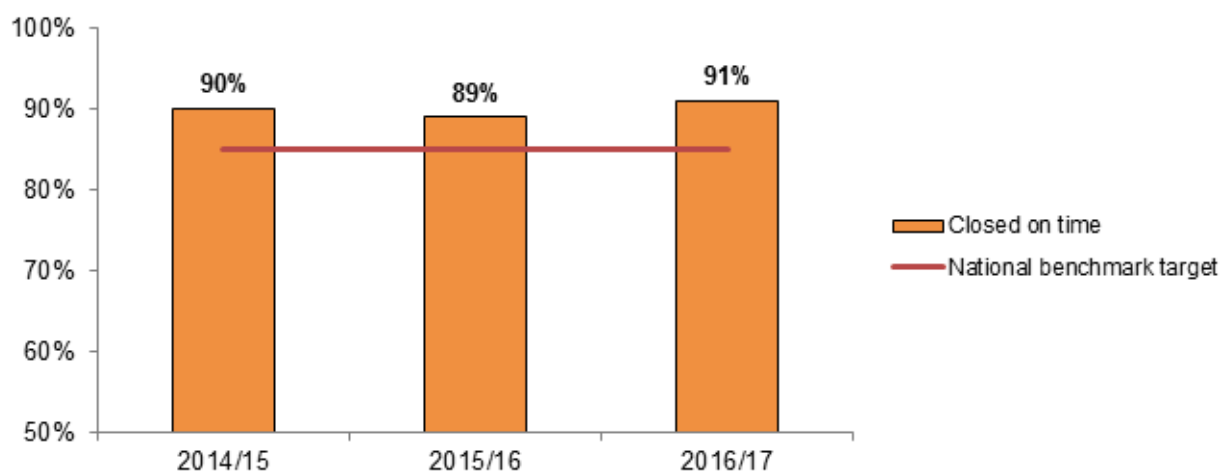
2.5.1 The average time taken to respond to complaints continues to be well below the target set by the SPSO for both Stage 1 and 2. There has been an increase in the time taken to respond to Stage 2 complaints, however these can be complex in nature and require significant time to investigate to allow a full response to be sent. The upward trend will continue to be monitored.

2.6 Complaint closed within timescale

Stage One



Stage Two



2.6.1 The Improvement Service conducted a review of complaint data across all 32 Scottish Local Authorities and national averages were calculated for complaints closed on time for Stage One and Stage Two. These averages are **80%** and **85%** respectively and are used by NAC to benchmark complaint performance. NAC have consistently met these benchmarks in the last three years.

3. Proposals

3.1 Improvement Actions

A range of improvement actions were introduced in 2016/17, including the following:

- Review of a number of processes and procedures
- Additional training provided to employees
- Improved internal communication

4. Implications

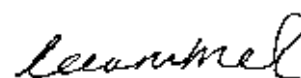
Financial:	There are no financial implications.
Human Resources:	There are no human resource implications.
Legal:	There are no Legal implications.
Equality:	There are no equality implications.
Environmental & Sustainability:	There are no environmental implications
Key Priorities:	The two stage complaint handling procedures underpins service delivery and supports the Council in delivering more effective and efficient service provision.
Community Benefits:	

5. Consultation

Complaint handling satisfaction surveys are issued quarterly to customers who had cause to complain to capture their views on the two stage CHP and how the complaint was handled. More than 200 customers completed the survey and the following areas were highlighted for improvement:

- Improvement to the process for communicating the progress and outcome of the complaint.
- Improvement in how employees respond to complaints and show empathy when handling them.

Full details are contained within the attached report.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Darren Miller on 01294 322988

Background Papers

None



Complaint Report 2016/17



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Foreword

Our complaint handling procedure reflects North Ayrshire Council's commitment to valuing complaints and seeks to resolve customer dissatisfaction as close to the point of service delivery as possible. The procedure allows the Council to conduct thorough, impartial and fair investigations of customer complaints so that, where appropriate, we can make sound decisions on the facts of the case.

The procedure was introduced in 2013 by the Council's complaints handling experts, working closely with the Scottish Public Services Ombudsman (SPSO) to help us 'get it right first time' and allow quicker, simpler and more streamlined complaint handling by capable, well-trained employees.

Complaints give the Council valuable information to help improve customer satisfaction and prevent the same problems from happening again. Complaints also provide a first-hand account of a customer's views and experiences and can highlight problems we may otherwise miss.

The complaint handling procedure is designed to help our employees do their jobs better, help the Council better understand how to improve its services and keep the customer at the heart of the process.

Elma Murray
Chief Executive

Introduction

North Ayrshire Council always strives to deliver the best services possible to all our customers and residents and it is recognised that dissatisfaction will sometimes occur. When it does, we want to know what went wrong, why it went wrong and what we can do to make things right.

As a Council we recognise valuable lessons can be learnt from complaints and like all other councils in Scotland, we implemented a new model Complaint Handling Procedure (CHP) in 2013.

The CHP has two stages for handling complaints from the public:-



Stage One complaints (also known as *Frontline Resolution*) are straightforward, non-complex complaints the Council can resolve at the initial point of contact or as close to the point of service delivery as possible. The Council has up to **5 working days** to resolve these.



Stage Two complaints (also known as *Investigations*) are complaints the Council are typically unable to resolve at Stage One and need more time to carry out further investigation. This may be because the nature of the complaint is complex, serious or high risk. The Council has up to **20 working days** to resolve these.

This report summarises North Ayrshire Council's performance in handling complaints under both Stages covering the period 1 April 2016 to 31 March 2017 (referred to in the report as 2016/17). As you will see, performance is measured through a number of SPSO performance indicators that were agreed, some of which have targets.

To allow yearly performance comparisons to be made, the report also details our complaint performance covering 2015 and 2014 (referred to in the report as 2015/16 and 2014/15 respectively).

Our Health & Social Care Partnership operated a different CHP up to 31 March 2017 and complaint data relating to this service for the year is detailed separately in the report.

Reporting complaints is a statutory requirement and is monitored by Audit Scotland in conjunction with the SPSO.

2016/17 Summary

1,538 complaints were received and closed in 2016/17. This is similar to the volume of complaints received the previous year.

The two main complaint categories were services not being available/provided and service requests not being completed to an appropriate standard.

Over 90% of complaints received were resolved at Stage One, supporting the notion most are straightforward to resolve or non-complex in nature.

The average time in working days to close complaints under both Stages were within SPSO target timescales and the percentage of complaints closed on time under both Stages met national benchmark targets. A small number of complaints had their timescales extended.

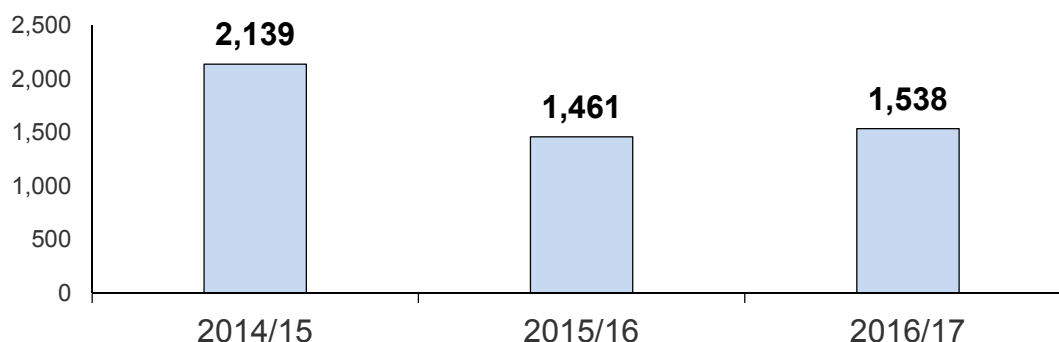
Half of all complaints raised were upheld or partially upheld and some of these resulted in improvements to services being made.

A new CHP module was uploaded to our e-learning Studylt system in 2016 which replaced the half-day Complaint Workshops at Greenwood Conference Centre.

Just under half of all customers who responded to complaint handling customer satisfaction surveys in 2016/17 were generally satisfied with how their complaints were handled. Of these, some said their complaint experience was excellent.

Over 370 compliments were received cross-Council from internal and external customers, which is an increase compared to the previous year.

1(a) – Volume of complaints received and closed



- A similar volume of complaints was received in 2016/17 compared to the previous year and the table below shows the volume breakdown for each Directorate during all three periods:

Directorate	2014/15	2015/16	2016/17	Variance (15/16-16/17)
Chief Executive Service	13	4	2	-50%
Democratic Services	0	0	5	n/a
Economy & Communities	27	33	44	+33%
Education & Youth Employment	105	115	84	-27%
FACS	299	241	257	+7%
Place	1,695*	1,068	1,146	+7%
Total	2,139	1,461	1,538	+5%

*The higher volume was due to an uplift in Waste complaints as a result of changes to service delivery

- The 33% increase in complaints for Economy & Communities in 2016/17 can be attributed to an uplift in complaints received in Connected Communities, however, the complaints related to services provided by other departments which the service has no direct ability to resolve (for example IT) and no trends were identified.
- The 7% increase in complaints in Place in 2016/17 can be attributed to more complaints being received in Physical Environment than in 2015/16. Analysis shows the biggest increase occurred in Property Management and Investment, which had a 60% uplift. Part of this uplift was a result of the Housing Repairs policy being revised, where changes were made to some processes and service level agreements.
- The volume of complaints received in other Directorates were similar in volume to previous years and no discernible trends or themes were identified.

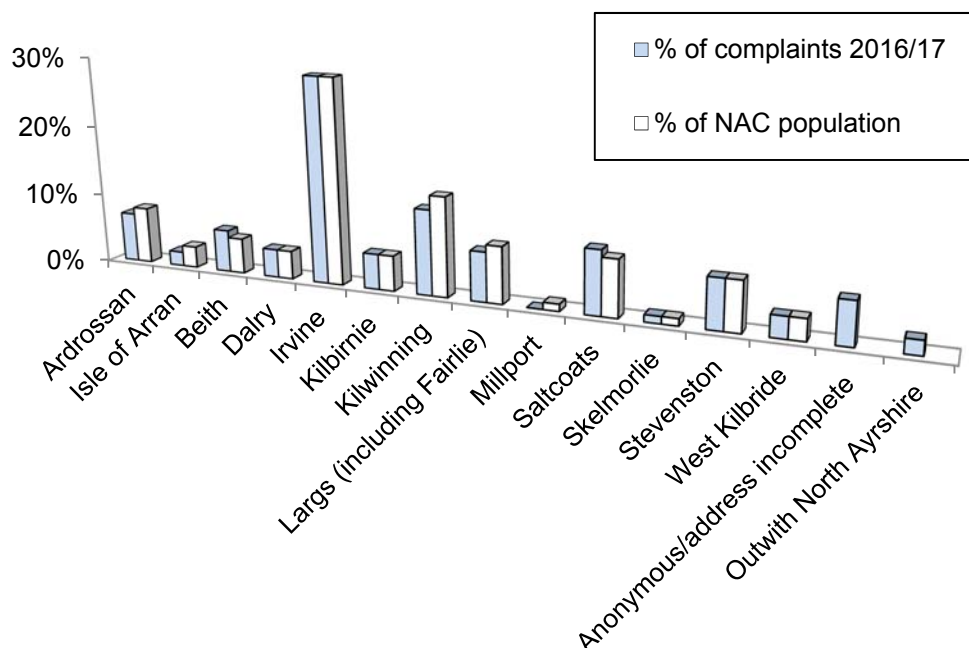
1(b) – Complaints received per thousand population

	Based on 135,890 residents**
2016/17	11
2015/16	10
2014/15	15

**Source nrscotland.gov.uk June 2016 estimate

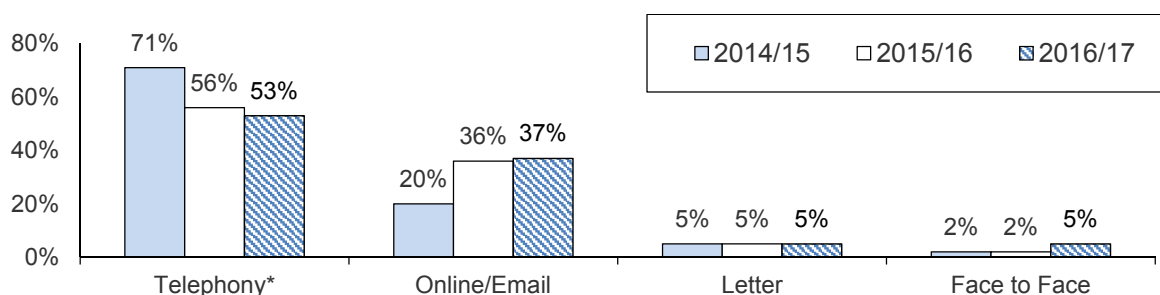
- 11 complaints per 1,000 residents is equivalent to complaints being received from 1% of the North Ayrshire population.

1(c) – Analysis by geographical area



- Residents and customers of Irvine, Kilwinning and Saltcoats raised the highest volume of complaints in 2016/17 but this was expected given the population sizes. The complaints for these towns varied in nature and covered a range of services.
- 6% of online complainants provided incomplete addresses or chose to remain anonymous when raising their complaints but the substance of each complaint was investigated where sufficient information was provided.
- 2% of all complaints were made by individuals residing out with North Ayrshire. Again, the substance of each complaint was investigated, where possible, in line with our CHP.

1(d) – Analysis by channel



- There is a year on year trend of more customers using electronic means to raise their complaints instead of the traditional telephony methods. This increase is welcomed and helps support the Council with its channel shift and digital strategies.

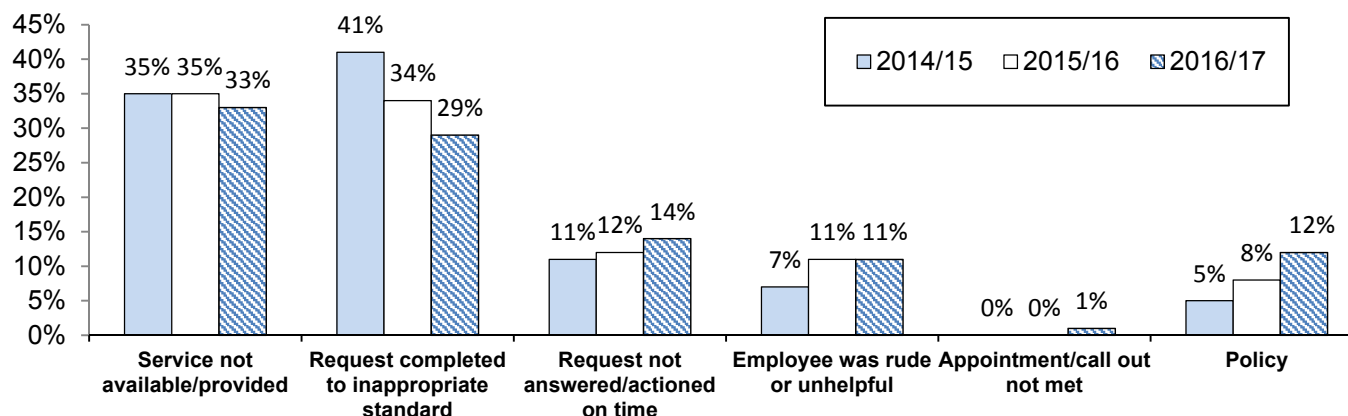
* includes Contact Centre, telephone and complaint line

1(e) – Analysis by complaint category and topic

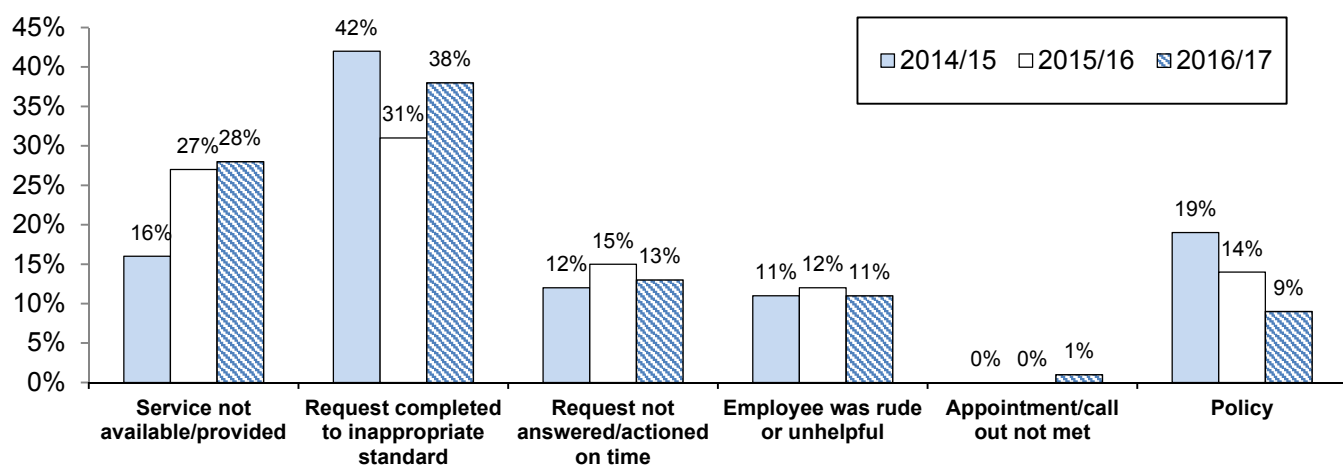
All complaints received by the Council are recorded in a customer record management system called Lagan and each complaint is categorised.

There are 6 complaint categories and the following graphs illustrate the percentage of complaints handled under each for Stage One and Stage Two:

Stage One



Stage Two



- Complaints the Council receive typically fall into two main categories – services that are not available/provided and service requests that were done but not to an appropriate standard.
- Few complaints were raised where appointments/calls outs were missed*

*excludes HSCP Directorate

Key complaint topics identified for some services in each Directorate are listed below (services where no key topics were identified are not listed):

Education & Youth Employment

Service	Key complaint topics
Schools	Service provision/delivery; employee behaviour; communication issues.

Economy and Communities

Connected Communities

Service	Key complaint topic(s)
Community Centres and Halls	Employee behaviour.
Information & Culture (Libraries)	Employee behaviour; computer/system issues.

Economic Growth

Service	Key complaint topic(s)
Planning	Planning permissions.
Protective Services	Most complaints relating to Environmental Health concerned noise pollution. Building Standards received a handful of complaints and a key topic was dangerous/defective buildings.

Place

Commercial Services

Service	Key complaint topic(s)
Roads	Issues with street lighting (in particular lights not being fixed and the quality of light being emitting as part of an LED lighting replacement programme); footpath/road conditions.
Streetscene	Grounds maintenance (including parks and open spaces); grass-cutting; complaints about trees; employee behaviour. A key topic for Bereavement Services was Cemetery Management.
Waste Services	Missed bins; missed pull outs; employee behaviour; complaints about commercial waste. In the Waste Awareness department a key topic was communication issues.

Place continued on next page...

Place (continued)

Physical Environment

Service	Key complaint topic(s)
Building Services	Quality issues (work incomplete or poor workmanship); follow ups not being done; communication issues.
Facilities Management	Public conveniences (cleanliness); school crossing patrols; employee behaviour.
Housing	Housing allocations; customer care issues; estate management.
PMI	Employee behaviour; issues with gas central heating systems; complaints about the capital works programme (planned works for tenants).

Finance & Corporate Support

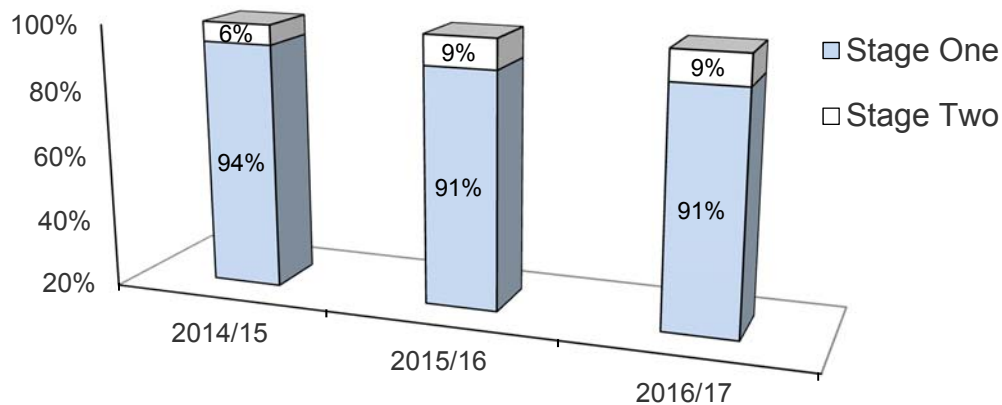
Customer & Digital Services

Service	Key complaint topic(s)
Customer Services (comprising Contact Centre, Customer Service Centres and Registrations)	Incorrect information provided; employee behaviour; issues with communication.
Benefits	Payment of benefits; the standard of service provided.
Revenues	Recovery of Council Tax; communication issues; standard of service provided.

- When reviewing the above tables key topics are based on all complaints received by the service whether upheld or not.
- Although employee behaviour appears as a key topic in some tables, these can be subjective in nature and the perception of what constitutes inappropriate behaviour will vary from customer to customer. Use of this topic also does not necessarily mean employees have been rude or unprofessional - the topic is broad in its definition and has been used in some instances to capture complaints where customers believe:
 - The content or tone of letters they have received from employees were inappropriate
 - Certain actions by employees were inappropriate
 - Employees have made ill-informed comments or offered ill-judged advice
 - Employees were 'officious' when quoting policies or regulations

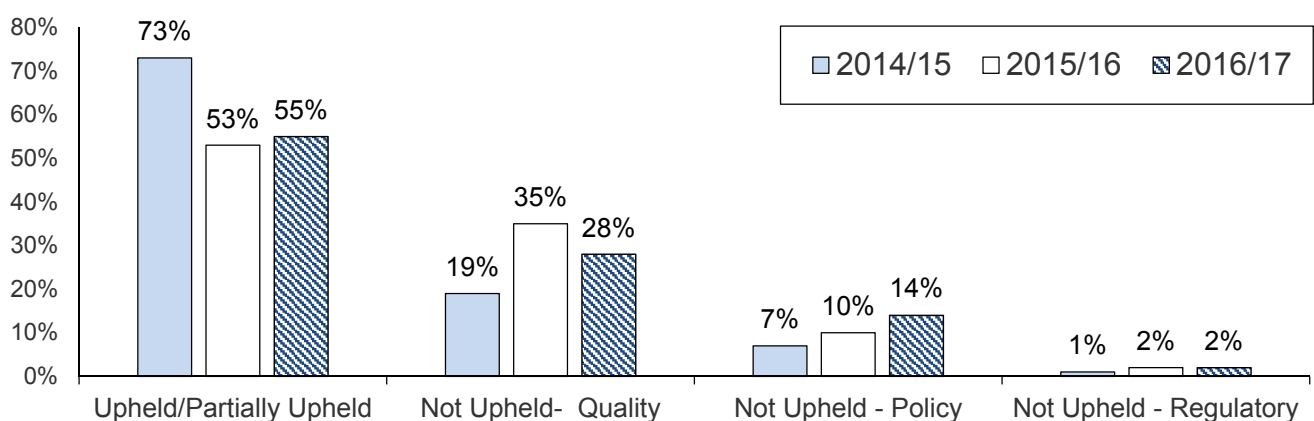
Of all the complaints logged under this category, only half were upheld or partially upheld and actions will have been taken by Services where inappropriate behaviour was identified.

2 – Complaints closed at each Stage



- The Council cannot predict how many complaints will be complex so there is no target for the number that should be handled under each stage, however, most will be straightforward in nature or easy to resolve and will be handled as Stage Ones.

3 (a) – Complaint outcomes

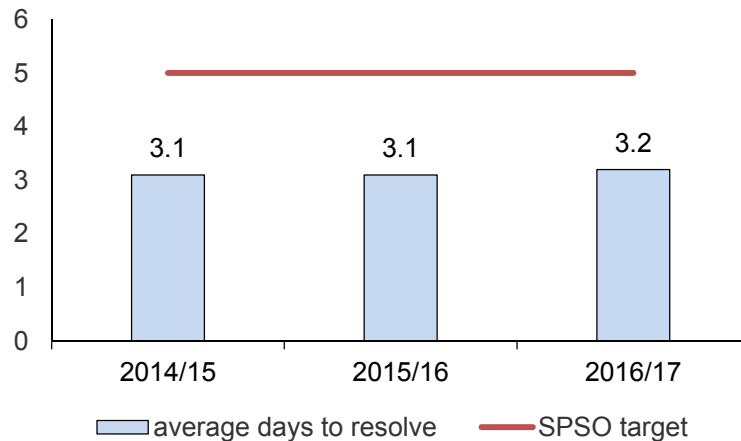


- Over half of all complaints investigated were upheld or partially upheld. This tells us customers were often right to raise complaints about the service, or lack of service, they received.
- The volume of complaints closed as poor quality has reduced when comparing 2016/17 with 2015/16. This is due in part to an improvement in the quality of complaint submissions, which has allowed better complaint outcomes to be determined.
- Policy complaints covered a wide variety of internal and external policies and no clear trends or themes were identified, however, several complaints were received about the Housing Repair policy when it was revised.
- There is no target for the number of complaints the Council should uphold as complaint outcomes are unique to each complaint.

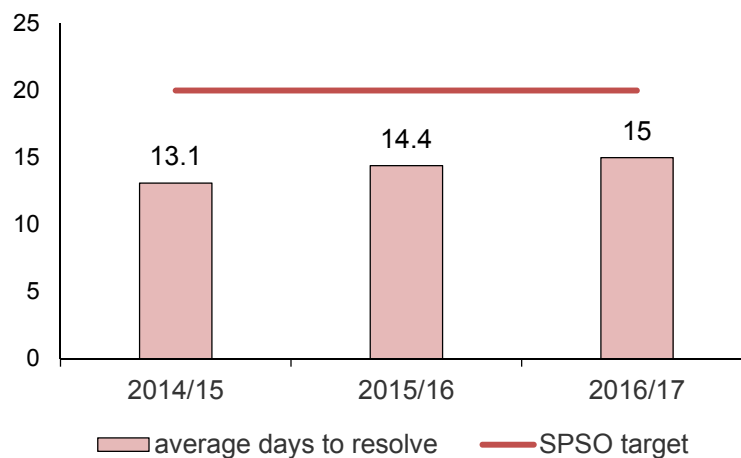
3 (b) - Average time in working days for a full response at each Stage

The graphs below show the average time in working days for complaints closed under Stage One and Stage Two.

Stage One



Stage Two

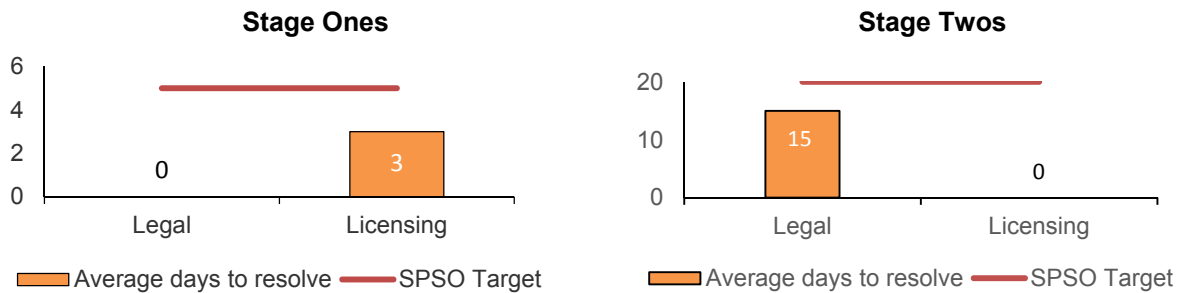


- The average time in working days for a response under Stage One has consistently met the SPSO target response time of 5 working days over the last three years.
- The average time in working days for a response under Stage Two also comfortably met the SPSO target response time of 20 working days in each of the three periods.
- The slight increase in average days when comparing Stage Two complaints in 2016/17 to 2015/16 causes no concerns as full investigations have to be completed before the Council can state its final position. Services are therefore encouraged to focus on the quality of the investigation and not the speediness of the response.

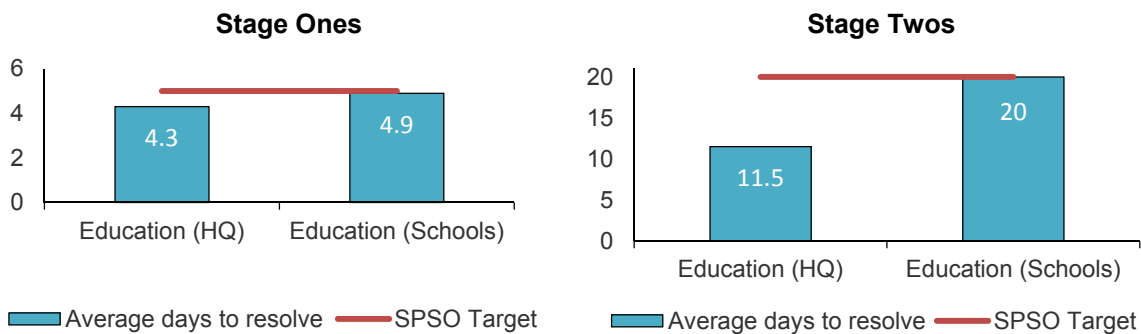
3 (c) – Average time in working days for a full response per Service

Below is a Directorate breakdown in 2016/17 showing the average time in working days for a response under both stages (if applicable). To help interpret the graphs, the SPSO target timescale for Stage One complaints is 5 working days and 20 working days for Stage Two complaints.

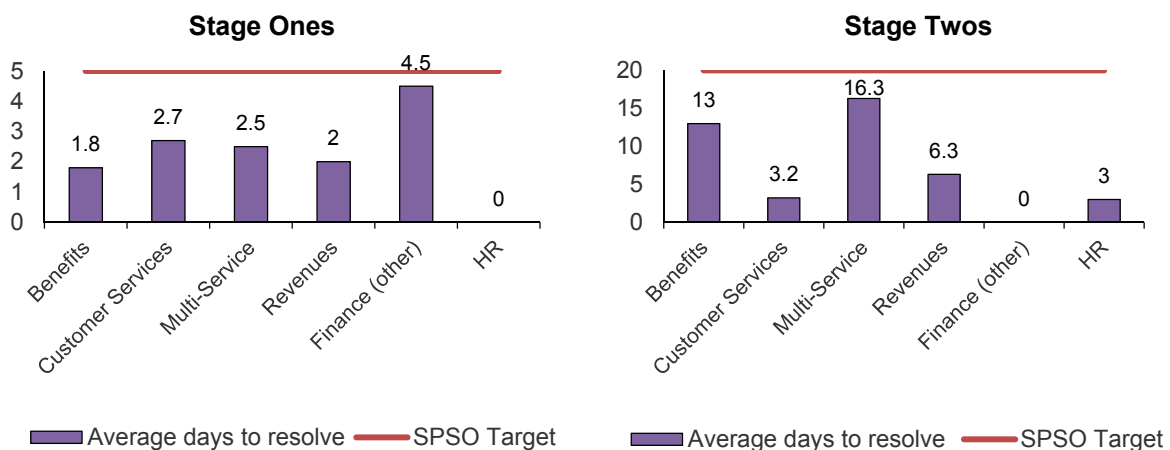
Democratic Services



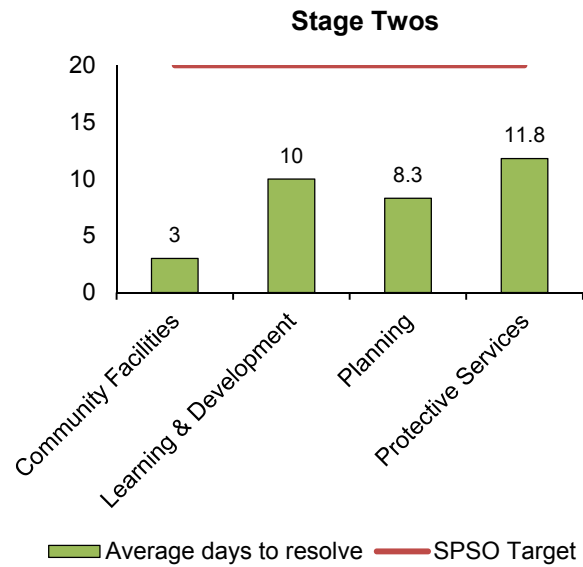
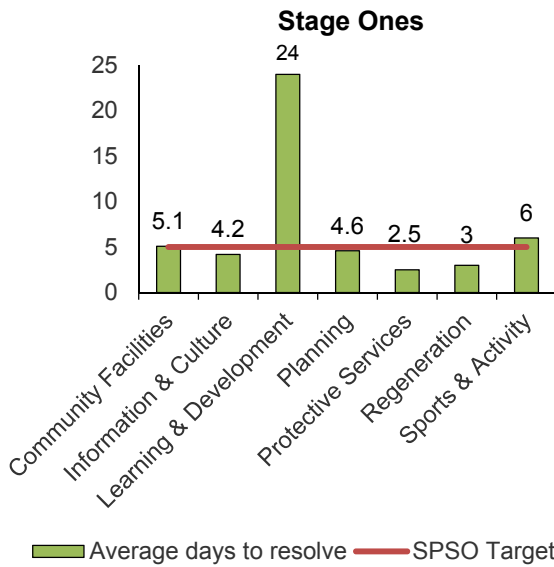
Education & Youth Employment



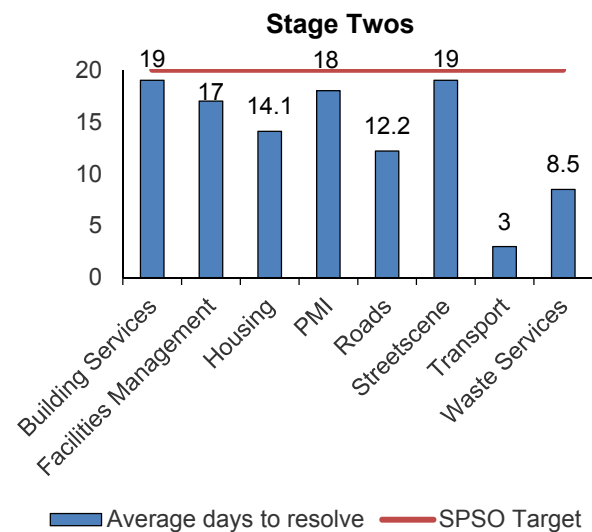
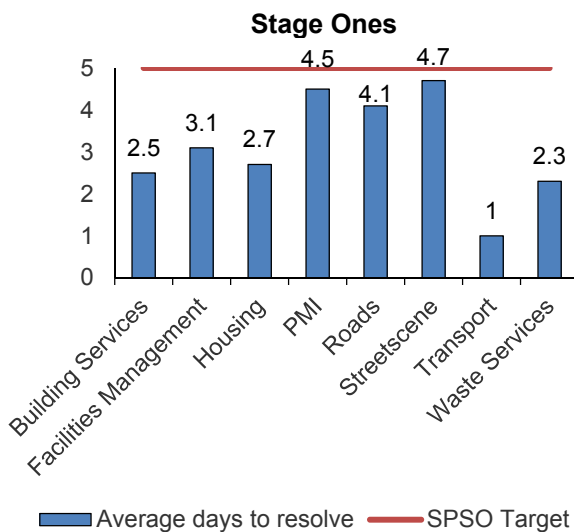
Finance & Corporate Support



Economy & Communities



Place

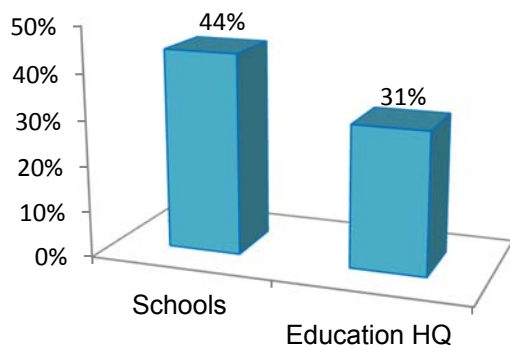


- A small number of Services did not meet the average Stage One target of 5 working days in 2016/17, however the average to resolve Stage One complaints cross-Council was 3.2 working days, comfortably meeting the 5 working day SPSO target.
- The average number of working days to resolve all Stage Two complaints cross-Council was 15 working days. This again comfortably met the SPSO target of 20 working days.
- A Stage One complaint for Learning & Development in Economy & Communities was closed on working day 24. This was due to staff sickness and staff retirement and is considered a one off event.
- Section 5 contains more information on complaints that did not meet timescale.

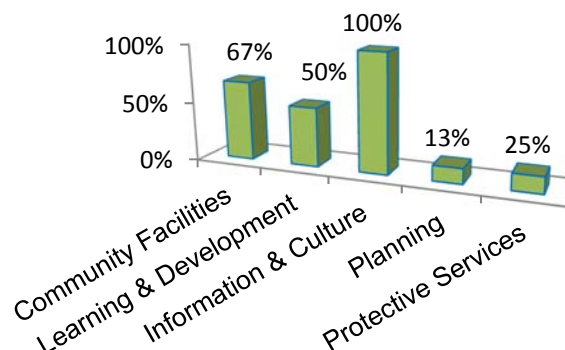
4 – Upheld / Partially Upheld Complaint percentage volumes by Service

55% of all complaints resolved in 2016/17 were upheld or partially upheld and below is a Directorate breakdown:

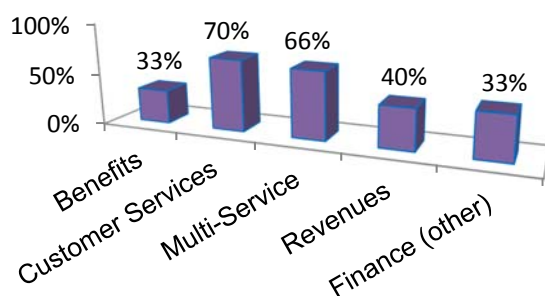
Education & Youth Employment



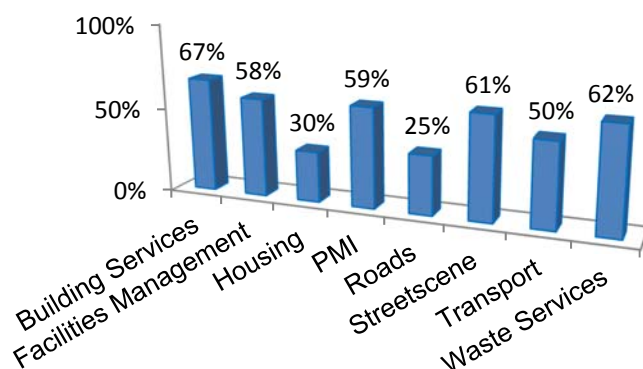
Economy & Communities



Finance & Corporate Support



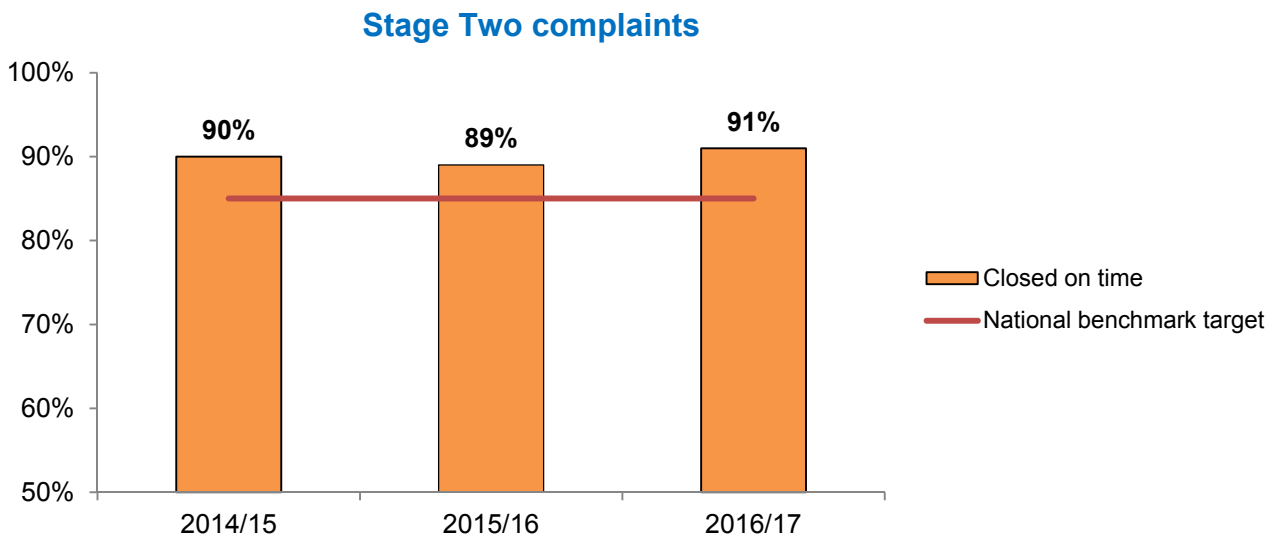
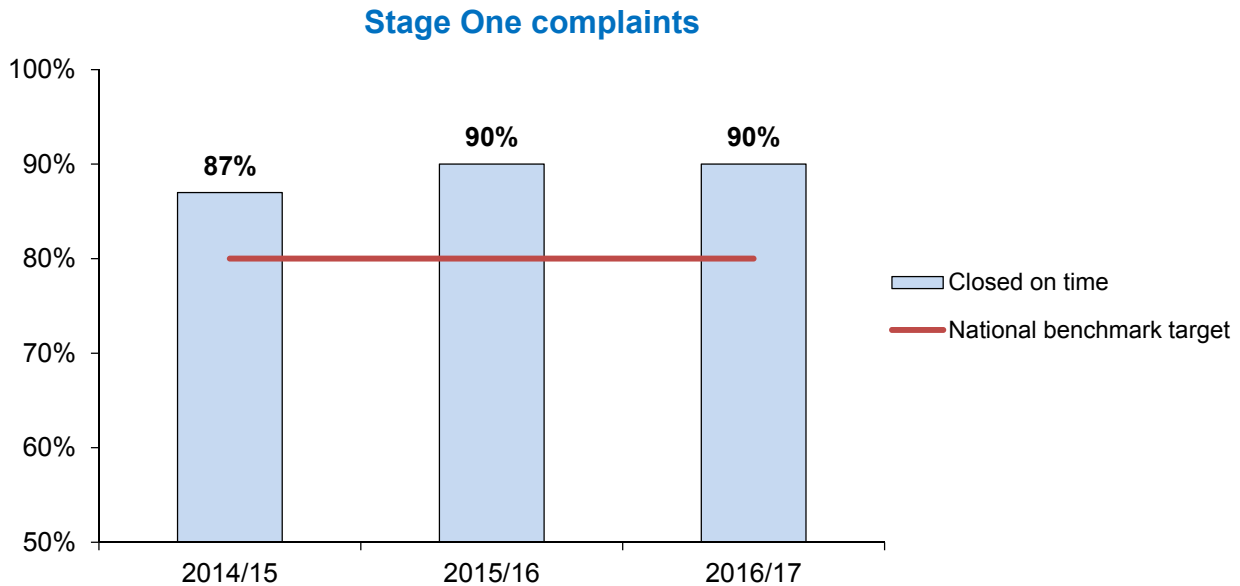
Place



- Some Services appear to have upheld most of their complaints but closer inspection shows they received low complaint volumes. For example, Information & Culture within Economy & Communities only handled eight complaints throughout the year and upheld 100% of all complaints they received. The Transport service in Place upheld 50% of all complaints they resolved but only two were received.

5 – Complaints closed at each Stage within 5 and 20 working days

The Improvement Service conducted a review of complaint data across all 32 Scottish Local Authorities and national averages were calculated for complaints closed on time for Stage One and Stage Two. These averages are **80%** and **85%** respectively and are used by NAC to benchmark complaint performance. NAC have consistently met these benchmarks in the last three years as illustrated below:



- Some Stage One and Stage Two complaints did not meet timescale during 2016/17 due to several factors, including employees and complainants not being available to assist with investigations and timescales breaching due to the complexity of the issues being investigated. Extensions could have been approved for some of these, resulting in a higher volume of complaints being closed on time.

Volumes of complaints not closed on time across the Directorates in 2016/17 are noted in the tables below:

Stage Ones

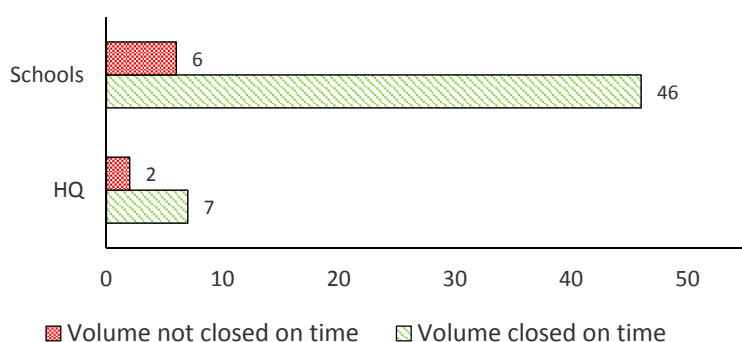
Economy & Communities



Several Stage One complaints breached timescale in 2016/17 across several Services

The L&D Stage One complaint that breached was closed on working day 24. The length of time to close this was due to several factors, including staff sickness and staff retirement. This is considered a one off event and will not be repeated.

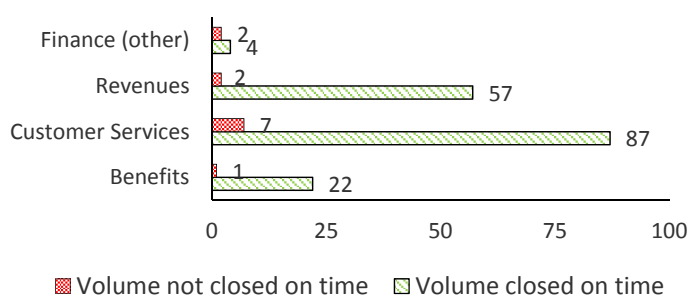
Education



2 school complaints had their timescales extended but both failed to meet the revised due dates.

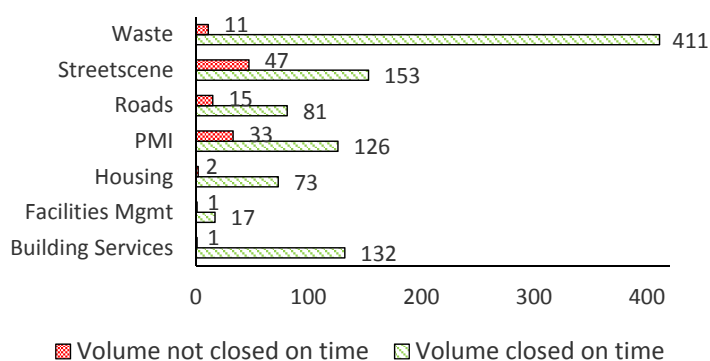
Other complaints not closed on time were complex in nature and could have been handled as Stage Twos from the outset.

Finance & Corporate Support



Although a small number of complaints were not closed on time, most were closed just beyond the 5 working day timescale and extensions could have been approved for some of these.

Place

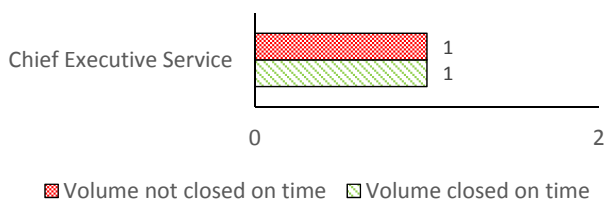


Half of all complaints not closed on time were closed just beyond the 5 working day timescale.

Some were not closed on time due to their complexity and these could have been handled as Stage Twos from the outset.

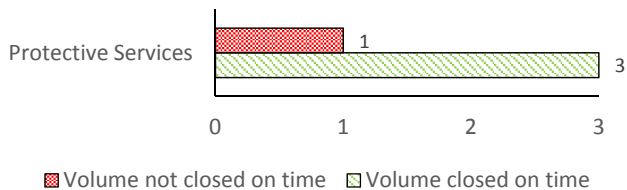
Stage Twos

Chief Executive Service



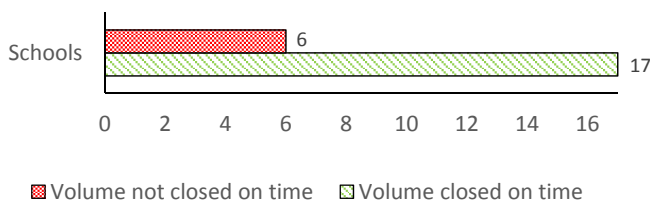
A Stage Two complaint was extended an additional 5 days due to the complexity of the complaint, however, the complaint was closed on working day 26, failing the extension date by one day.

Economy & Communities



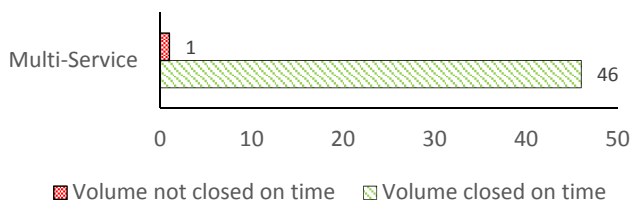
A Stage Two complaint handled by Protective Services was closed on day 22 and related to a very sensitive matter that required detailed investigation before the investigation could be concluded.

Education



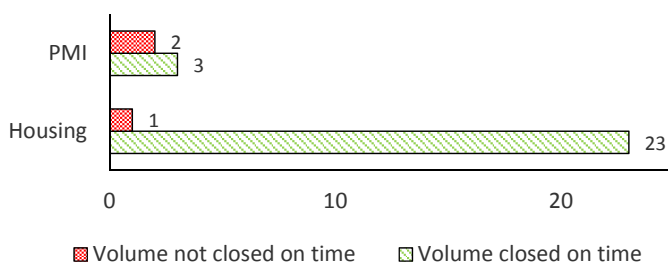
6 school complaints did not meet their Stage Two due dates. 4 were received just prior to the 2016 summer break and extensions could have been sought for these and 2 breached due to parents not contacting the Council with further information. These 2 complaints should have been closed on working day 20 with letters sent to the parents advising they were being closed as no response.

Finance & Corporate Support



A Multi-Service Stage Two complaint did not meet timescale in 2016/17. The complaint related to a school alarm sounding during the 2016 summer break and the complaint was closed on day 22 after the school reopened. A 5 day extension was requested from Education (because the school was closed) but this was not authorised.

Place



2 PMI complaints and 1 complaint for Housing were closed just beyond the 20 working day timescale. Whilst this does not cause any concerns, extensions could have been sought for these.

- It has been difficult in some instances to ascertain why complaints breached timescale so an additional field has been introduced to the complaint forms that now allows a reason for a complaint breaching timescale to be recorded.

6 – Complaints where an extension to the timescale has been authorised

- 5 complaints had their timescales extended in 2016/17 but more could have been extended due to the nature of the issues being complained about and the expected time for investigations to be carried out. Extending timescales, however, is not considered normal practice and senior management approval is required before a complaint can be extended.

7 – Customer satisfaction with complaints handling

- Complaint Handling satisfaction surveys are issued quarterly to customers who have complained to capture feedback on their complaint experiences. The results of the surveys done throughout 2016/17 are contained in Appendix 2.

8 – Changes or improvements as a result of complaints

- Complaint data is issued to key contacts in each Service on a monthly basis. This data is reviewed for accuracy with remedial action undertaken if incorrect information is identified. The 'cleansed' data is then issued to each Service quarterly, with a report produced and submitted to the NAC Audit & Scrutiny Committee (chaired and attended by Elected Members) every six months.
- Actions and improvements as a result of complaints received are published on the NAC website under the banner "You Said, We Did".
- Not all Services are able to implement improvements from complaints due to a number of factors, including the feasibility of making changes and resource/budget considerations. That said, there were some improvements made to service provision as a result of complaints in 2016/17 and a selection are noted in Appendix 4. Improvements will continue to be highlighted in quarterly complaint reports.

9 – Health & Social Care Partnership complaints

	2016/17
Total volume of formal complaints received	77
Volume closed on time (under existing Three Stage process)	48
Volume still open @ 1 April 2017	10
Volume Upheld / Partially Upheld	24
Volume Not Upheld	43

- 72% of all formal complaints handled by our Health & Social Care Partnership (H&SCP) under their existing Three Stage procedure were closed on time in 2016/17.
- Two notable improvements were made as a result of complaints received during the year:
 - The first related to a complaint about missed phone calls to a parent regarding a contact visit with their child. As a result of the complaint it was agreed all contact visits would be notified to parents by phone and in writing.
 - The second improvement related to correspondence being issued to a deceased person. An apology was made to the family and an internal review of processes was undertaken to ensure service user data is kept up to date and telephone messages properly actioned.
- Whilst few improvements were made by the Directorate during the year, this causes no concerns as most complaints are handled on a case by case basis and Service-wide improvements are often not applicable.
- As noted in previous complaint reports, Social Work complaints were handled under a Three Stage CHP but this changed on 1 April 2017 to a model Two Stage CHP (similar to what the rest of the Council uses). A rollout of the new Two Stage has already taken place and training and technical support continues to be provided to employees during the transition. Details of Social Work complaints recorded and handled under their new Two Stage CHP will be contained in the Q1 2017 complaint report.

10 – Glossary

Term

Explanation

Stage One

Stage One (aka *Frontline Resolution*) aims to resolve straightforward customer complaints that require little or no investigation. Any employee may deal with complaints at this stage and they can be resolved via any channel. The main principle is to seek resolution at the earliest opportunity and as close to the point of service delivery as possible. Stage One complaints must be responded to within 5 working days unless an extension (a maximum of 5 additional working days or 10 if the complaint relates to Social Work) is requested and approved by a senior manager. The Council should, however, always aim to resolve these types of complaints within 5 working days.

Stage Two

Not all complaints are suitable for Frontline Resolution and not all complaints will be satisfactorily resolved at that stage. Complaints therefore handled at Stage Two (aka *Investigation*) typically require a detailed examination before the Council can state its position. These complaints may already have been considered at the Frontline Resolution stage, or they may have been identified from the outset as being complex, serious or high risk and needing immediate investigation. Any Investigation aims to establish all the facts relevant to the points made in the complaint and to give the customer a full, objective and proportionate response that represents our final position. Stage Two complaints must be responded to within 20 working days unless an extension is approved by senior manager in conjunction with the customer. Investigation complaints require a written response, signed by a senior manager.

Complaint criteria

When an expression of dissatisfaction is received the Council determines if the issue falls into one of six complaint categories:

- A service the Council should be providing is not being provided (or is available)
- A request for a service was provided but not to an appropriate standard
- A request for service has not been answered or actioned within the agreed SLA / timescale
- An employee was rude, unhelpful or unprofessional
- An employee did not attend an appointment or call-out on a date/time agreed
- The complaint relates to a policy (internal or external)

If the issue being raised relates to one or more of the above, the matter is considered a corporate complaint and should be recorded and handled as such in Lagan. If not, the matter should be handled as a request for a service, observation or enquiry and actioned accordingly.

Appendix 1 – Compliments

In 2015 the compliment recording process was improved to make it easier for customers and employees to praise or congratulate the Council for something it has done. Since then a significant volume of compliments have been recorded highlighting good work being carried out and in 2016/17 a total of 372 compliments were recorded in Lagan, which is a 13% increase compared to the previous year.

As it is not practical to list all the compliments in this report, a selection of compliments received will continue to feature in future quarterly complaint reports.

Below is a breakdown of the compliments recorded for each Directorate in 2016/17:-

Directorate	Volume
Democratic Services	19
Education & Youth Employment	7
Economy & Communities	66
Finance & Corporate Support	111
Health & Social Care Partnership	16
Place	153

From the compliments recorded, it is pleasing to note:

- A number were cross-Directorate, with customers commending or praising more than one service.
- Some compliments were internal, with employees complimenting other employees (some of which work within other Services/Directorates).
- Many customer compliments related to specific individuals.

Performance Officers have access to a reporting tool that details the actual compliment commentaries if required.

Appendix 2 – Complaint Handling Satisfaction Survey

Four complaint handling satisfaction surveys were issued throughout 2016/17 to gauge how customers felt about their complaint experiences. The survey questions fall under specific headings and key themes identified are listed below. It should be noted that whilst over 200 customers responded to the surveys, not all customers answered every survey question so the results are reflective of this.

“Considering a complaint” (what did the customer consider when making their complaint)

- 56% said they felt raising a complaint would enable the Council to make things better
- 55% of respondents said they felt they should raise a complaint because something had gone wrong
- 49% said they knew they had a right to complain
- 26% of respondents said they knew the Council had a complaint procedure

“Making your complaint” (how did the customer feel when making their complaint)

- 41% said they knew there would be a formal record of their complaint
- 38% of respondents said they felt confident raising their complaint
- 31% said they knew their complaint would be passed to the appropriate person/department to resolve

“Investigating the complaint” (how did the customer feel during the complaint process)

- 21% felt the employee handling their complaints were empowered to resolve them
- 18% said they felt their concerns were understood and employees empathised with their situation
- 8% said they received updates as their complaints progressed
- 5% said they knew what stage their complaint was handled under

“Resolving the complaint” (what happened when the complaint was resolved by the Service)

- 29% of respondents said they were contacted with the outcome to their complaint
- 13% felt their complaint was handled fairly (although this may be subjective based on the outcome the customer wanted)
- 9% said the response received directly addressed their complaint
- 5% said they understood how any actions had been taken or any decisions had been reached

“Reflecting on the complaint experience” (how would the customer feel making a complaint again)

- 70% of respondents said they would complain again and 32% would encourage others to complain
- 34% of respondents said they would complain again as it is important to raise issues
- 26% said they would complain again as complaints help improve service delivery
- 9% of respondents said they would complain again as they see the difference their complaint has made (to their own situation and/or to others)

“Customer Satisfaction” (how did the customer rate their complaint experience)

- 42% of respondents were generally satisfied with how their complaints were handled and of these, 8% thought their experience was excellent.

There were some good scores recorded throughout the year and some feedback that requires attention. The low scores around the questions of investigating and resolving complaints will be addressed through the introduction of a new Complaints Improvement Framework (see Appendix 3).

Appendix 3 – Other matters

Complaint Handling Awareness Training

The SPSO expects all local authority employees to be familiar with the Two Stage complaint procedure so a new complaint awareness module was created and uploaded to the NAC e-learning StudyIt system in late 2016. This is a desk-based training module which replaced the half-day Complaint Workshops being held at Greenwood Conference Centre. The benefits of changing to a 30 minute desk-based module (which covers the same content) are significant and all employees with a laptop or PC were asked to complete the module.

Reports show over 2,220 ‘completers’ as at 1 April 2017 and work continues with Directorates to identify ‘non completers’. A paper version of the module was provided to employees that do not use, or have access to, a laptop or PC and a version of the training package was also created for visually impaired employees.

Completing this training helps NAC demonstrate its commitment to valuing complaints and supports the wider SPSO objective of local authorities having a strong complaint handling ethos through empowered and well informed employees.

Local Authority complaint benchmarking

The Improvement Service analysed 2014/15 complaint data for all 32 Scottish local authorities and national averages were calculated to support key complaint performance indicators.

The Improvement Service recently conducted a review of the 2015/16 complaint data for all 32 authorities and the analysis (when compared to 2014/15) is as follows:

- 55,879 complaints received across Scotland (with 94% being closed) in 2015/16. 66,003 complaints were received (with 94% being closed) in 2014/15
- Average number of days to respond to Stage One complaints increased from 4.4 days to 6.3 days
- Average number of days to respond to Stage Two complaints increased from 18.8 days to 25.8 days
- % of Stage One complaints closed on time reduced from 80% to 77%
- % of Stage Two complaints closed on time reduced from 85% to 75%

A Local Authority Benchmarking Committee was created at the start of 2017 which has representation from each of the family groups* previously agreed. This Committee's remit is to undertake analysis of the complaint data being produced by the Councils each year with a view to determining best use of analysis drawn from it. The Committee met for the first time at the end of January 2017 and complaint data for 2016/17 across all 32 local authorities is currently being collated. Further information relating to this will be contained in a future complaint report.

*NAC's family grouping comprises East Ayrshire, South Ayrshire, East Lothian, Stirling, Perth & Kinross, Fife and Moray councils.

Appendix 3 – Other matters (continued)

Complaints Improvement Framework

This framework was introduced by the SPSO to help local authorities assess the efficiency and effectiveness of their complaint handling arrangements and self-assess their performance in relation to six themes of good practice.

A proposal will be put forward later in 2017 seeking approval from a Service to pilot this framework. This will allow the identification of areas which require priority action (to improve shortfalls in complaint handling arrangements), allow the Service to evidence their performance, as well as measure how effective they are at managing complaints. Once the pilot has been proved successful, further rollout of the framework across the Council will then be considered.

Introducing this framework should further improve the Council's complaint handling effectiveness and increase customer satisfaction as highlighted in Appendix 2.

Appendix 4 – Improvements made

As per Section 8, some of the improvements made by Services in 2016/17 included the following:

As a result of complaints about some employees' driving habits **Building Services** issued a new employee handbook which includes a code of conduct on driving practices.

PMI reviewed and improved procedures around holding stock items when a tenant complained about the length of time it was taking to replace part of a shower installation.

In **Finance** the Clothing Grant renewal process was reviewed based on a cheque being sent to an incorrect address.

Based on complaints about employees at Household Waste Recycling Centres (HWRCs), **Waste Services** held tool box talks and undertook sessions on how HWRC Attendants should interact with the public.

As a result of a resident complaining about early morning noise levels in a nearby NAC depot, **Streetscene** re-arranged scheduled daily activities in the depot to later in the day and issued a reminder to employees to be more mindful of making noise that early in the morning.

In **HR** all Council job adverts will clearly outline any age restrictions after a complaint from an applicant that a vacancy did not state it was only open to certain age groups.

A customer called to complain to **Waste Services** that their blue waste bin had been emptied but some spillage had occurred resulting in material being left on the road. Waste crews were reminded to clear any spillages when bins are being emptied and large volume spillages should be reported to Streetscene to remove.

In **Revenues** additional training was given to employees around the CHP when a customer was not informed he could escalate his complaint to Stage Two.

A communication was issued across **PMI** and **Building Services** to ensure customers are engaged in the complaint process at an early stage when a customer complained no-one contacted them when their complaint was first raised.

In **Customer Services** an upset customer called the Contact Centre looking for some non-standard information and ended up complaining about the attitude of the Adviser they spoke with. As a result Advisers received additional training on how to handle upset customers and additional support was provided to help answer unusual or non-standard queries.

In **Protective Services** a complaint resulted in Environmental Health Officers being reminded to update customers on the outcome of an investigation after any visit and that neighbour noise nuisance recordings should be dealt with as soon as practicable.

In **PMI** a tenant complained about the lack of communication as a result of the quality of works that had been completed. Although these matters were addressed, the contractor undertook a series of toolbox talks with their employees to reduce complaints around lack of responses.

Appendix 5 – ALEO complaints

The SPSO requested in 2013 that all Scottish Local Authorities ensure that Arms-Length External Organisations (ALEOs) or similar bodies comply with the requirements of the Model CHP.

North Ayrshire Leisure Limited (NALL) is an ALEO of NAC and they agreed and adopted the new North Ayrshire Council CHP at the time.

In 2016/17 NALL received 203 complaints, which is an increase of 13% compared to 2015/16 and an increase of 25% compared to 2014/15. The increase in complaints can be attributed to the following:

- The way customers can complain has been improved, allowing more complaints to be captured
- The closure of 2 NALL facilities and the opening of 2 new facilities. Each of these actions directly contributed to an increase in complaints from concerned customers and the uplift was expected.

Of the 203 complaints received, 67% were handed as Stage Ones and all were closed on time. Of the remaining complaints handled at Stage Two, 97% of these were closed on time.

A key complaint theme during 2016/17 was the poor operation of the NALL on-line booking system for fitness classes due to poor broadband connectivity at the previous NALL Head Office. The Head Office has since relocated and their on-line booking facility is now operational and working efficiently.

Other areas of concern by customers were in relation to “snagging” issues at the new facilities, which included issues with telephone systems, unplanned closures and fitness class disruptions. These issues were quickly resolved and complaint numbers since March 2017 have significantly reduced in these areas.

All NALL complaints received during 2016/17 were addressed and there are no on-going issues across any of their service areas.

End of Report

NORTH AYRSHIRE COUNCIL

Agenda Item 10

22 August 2017

Audit and Scrutiny Committee

Title: **Maximising Attendance Trends**

Purpose: This report provides a year end summary of sickness absence for the period 2012/13 - 2016/17.

Recommendation: That Audit & Scrutiny committee notes the five year absence trend information and the support the Council provides to employees.

1. Executive Summary

- 1.1 Accurate and timely workforce analytics is critical to ensure effective workforce management. Creation of a workforce analyst post within People & Transformation in 2014/15 has resulted in the ability to provide a detailed and robust approach to absence reporting and standardised the calculation of absence statistics across the Council.
- 1.2 This report provides a summary of the sickness absence trends for a five year period from 2012/13 – to 2016/17, analyses trends for the period 2014/15 to 2016/17 and highlights the policies, procedures and proactive intervention to support the Council's workforce.

2. Background

- 2.1 In 2016/17 the Council target for maximising attendance performance was set at 7.57 average days lost per employee for 2016/17. The year-end outturn was 9.79 average days lost.

Overview

- 2.2 The table below shows the days lost per FTE for the Council against the respective annual maximising attendance target for the last five years and the Council ranking in the Scottish Local Authority benchmarking table.

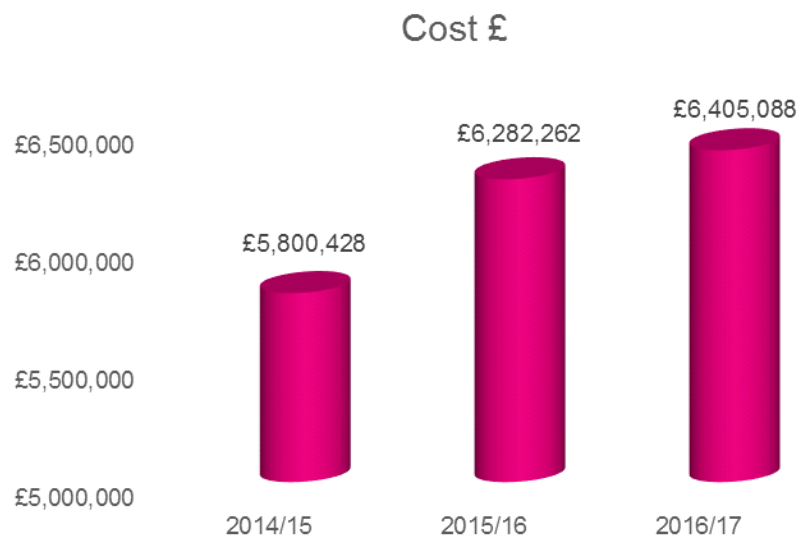
Days Lost per FTE	Actual	Target	Variance	Change From Previous Year	SLA Ranking
2012/13	9.38	6.5	2.88	-	11
2013/14	9.06	8.1	0.96	-0.32	14
2014/15	8.1	7.9	0.2	-0.96	2
2015/16	8.98	8	0.98	0.88	8
2016/17	9.79	7.57	2.22	0.81	-

2.3 Attendance

In 2014/15 the Council introduced the positive measure of employees with no sickness, this has remained steady with 50% of our workforce not being absent during each of the financial years.

2.4 Costs

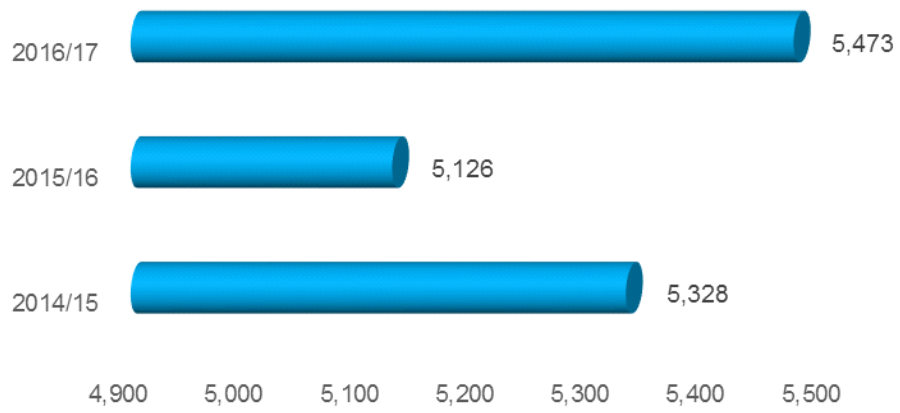
The cost of absence has increased by £604k (10%) since 2014/15, this aligns with the increase in number of days (5,693 days (10%)). This cost only reflects pay due to employees for the days they were absent and does not include the cost of replacement cover for critical posts such as teachers and care workers.



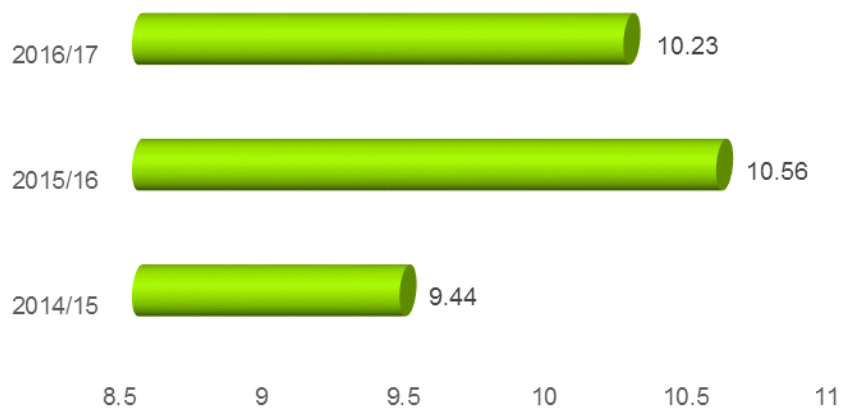
2.5 Duration Profile and Absence Trend

The graphs below detail the duration and frequency of absence by year:

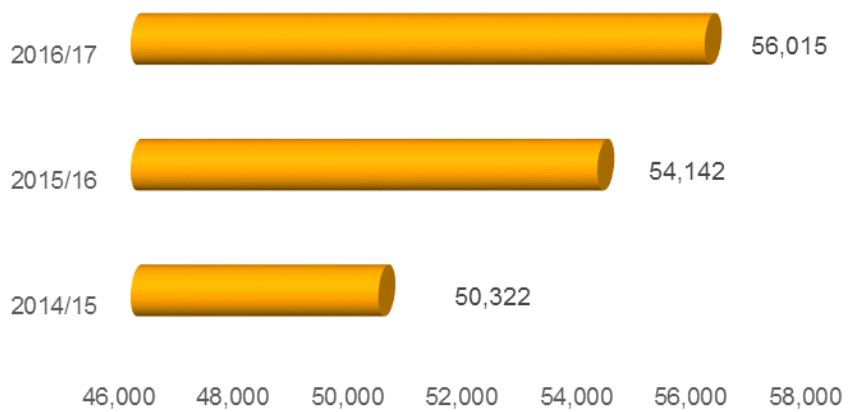
Occurrences



Avg Days Taken



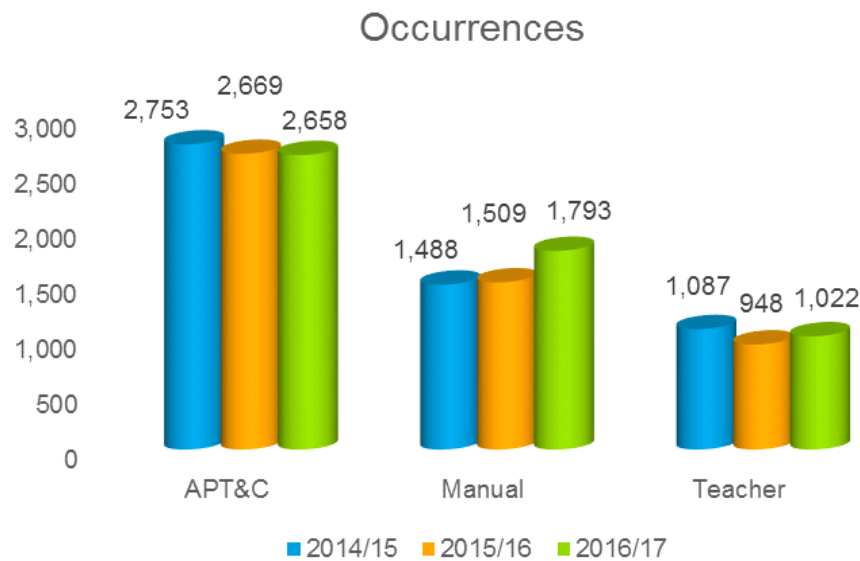
Days Taken



Since 2014/15 the total number of occurrences has increased marginally by 145 (2%), however, total days taken has increased by 5,693 days (11%) and average days taken has increased by 0.79 days (8%).

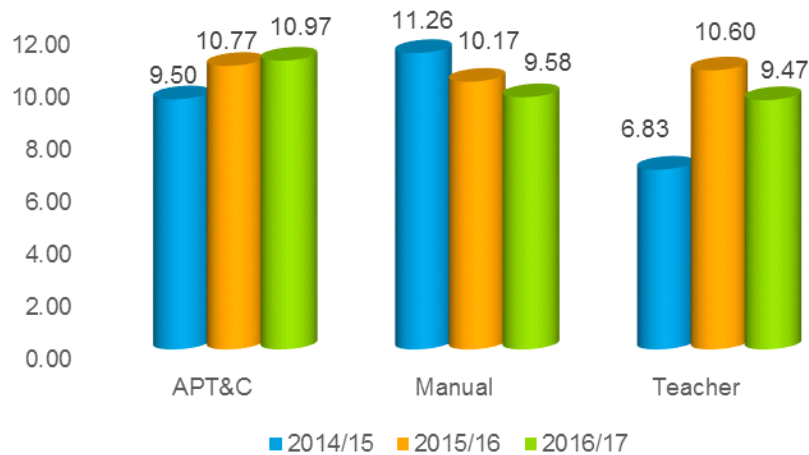
2.6 Workforce Absence Profile – Employee Type

The following three graphs show sickness absence for the past 3 years by employee type.



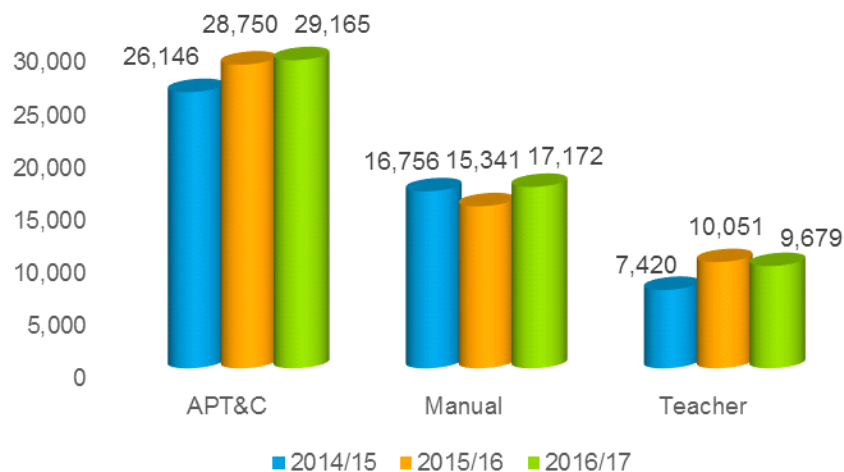
Occurrences of absence have reduced within both APT&C and Teacher groups since 2014/15 by 3% for APT&C and 6% for Teachers. Manual Worker occurrences have however increased by 17% .

Average Days Taken per Occurrence



While occurrences have reduced in both APT&C and Teacher groups average days taken have increased by 1.47 (13%) and 2.64 (28%) respectively, indicating that when an occurrence of absence takes place employees are off for a longer duration. Average days taken by Manual Workers has reduced by 1.68 (17%).

Days Taken

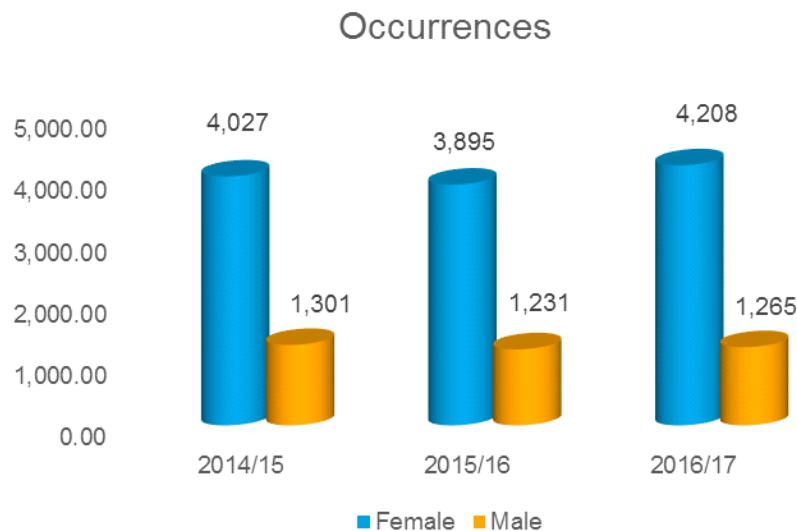


Total days taken in the period have increased across all groups since 2014/15, however Teachers have shown an improvement in 2016/17 on the previous year. Overall total days taken have increased by 3,019 days (10%).

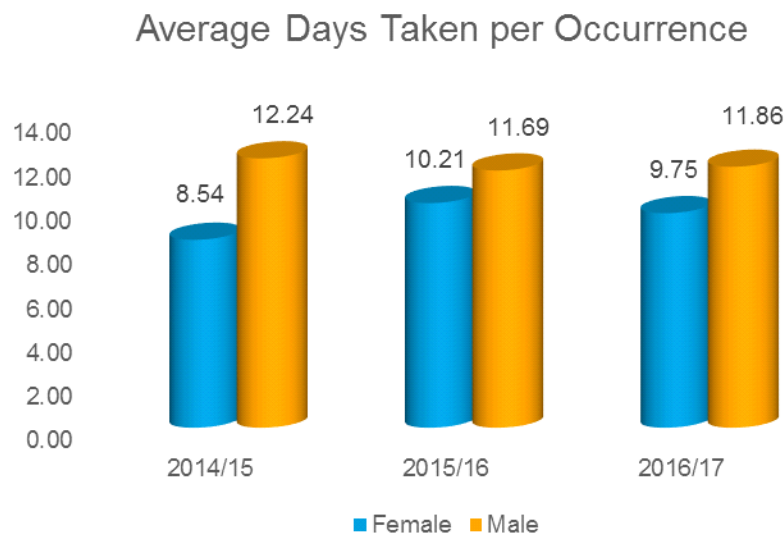
APT&C employees who make up 49% of the overall workforce contribute to 48% occurrences of absence within the Council, a 12% increase in the total days taken since 2014/15 and have the highest average days taken 10.97.

2.7 Gender Absence Profile

The gender ratio of employees in the Council is 1:2.8 male to female with 74% of the workforce being female. Therefore as expected both the occurrence of absences and days taken in the period, is higher in female than male employees. The table below indicates that after taking into account the higher number of females in the workforce, females have relatively more occurrences of absence.

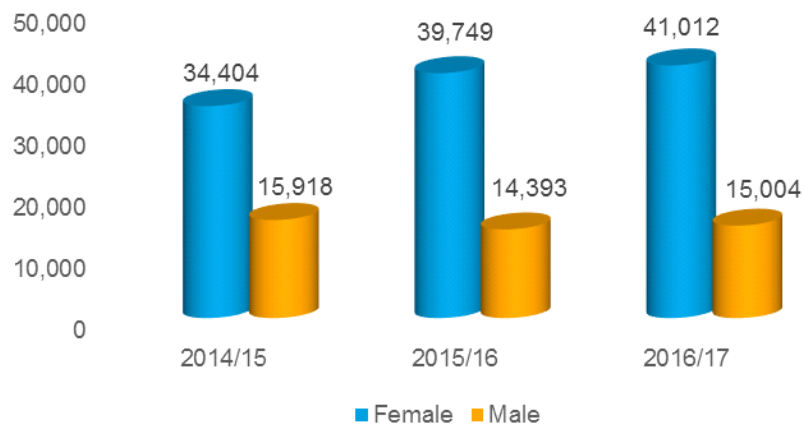


Occurrence of absence has increased in female employees by 4%, while in male employees has decreased by 2%.



Average days taken has increased in females since 2014/15 by 1.21 average days (12%), this has reduced in 2016/17 on the previous year (2015/16) by 0.46 days (4%). Average days taken by males has decreased since 2014/15 by 0.38 (3%), however this is higher than the average days taken by females by 2.11 average days (17%).

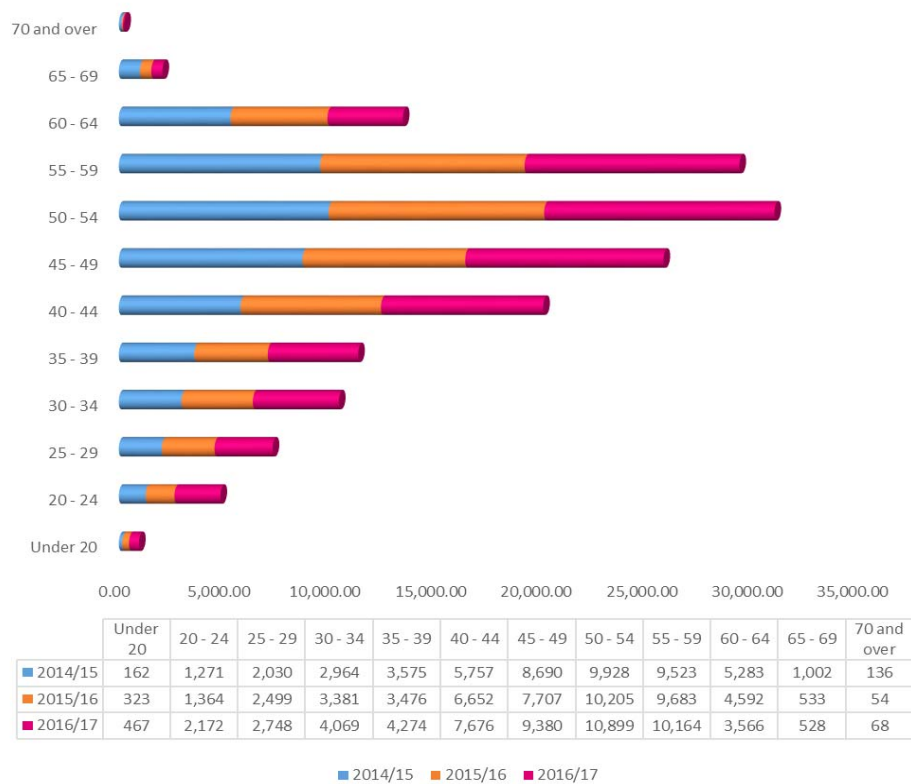
Days Taken in Period



Days taken in the period by females have increased by 6,608 days (16%), whereas there has been a reduction of 914 days (6%) by males.

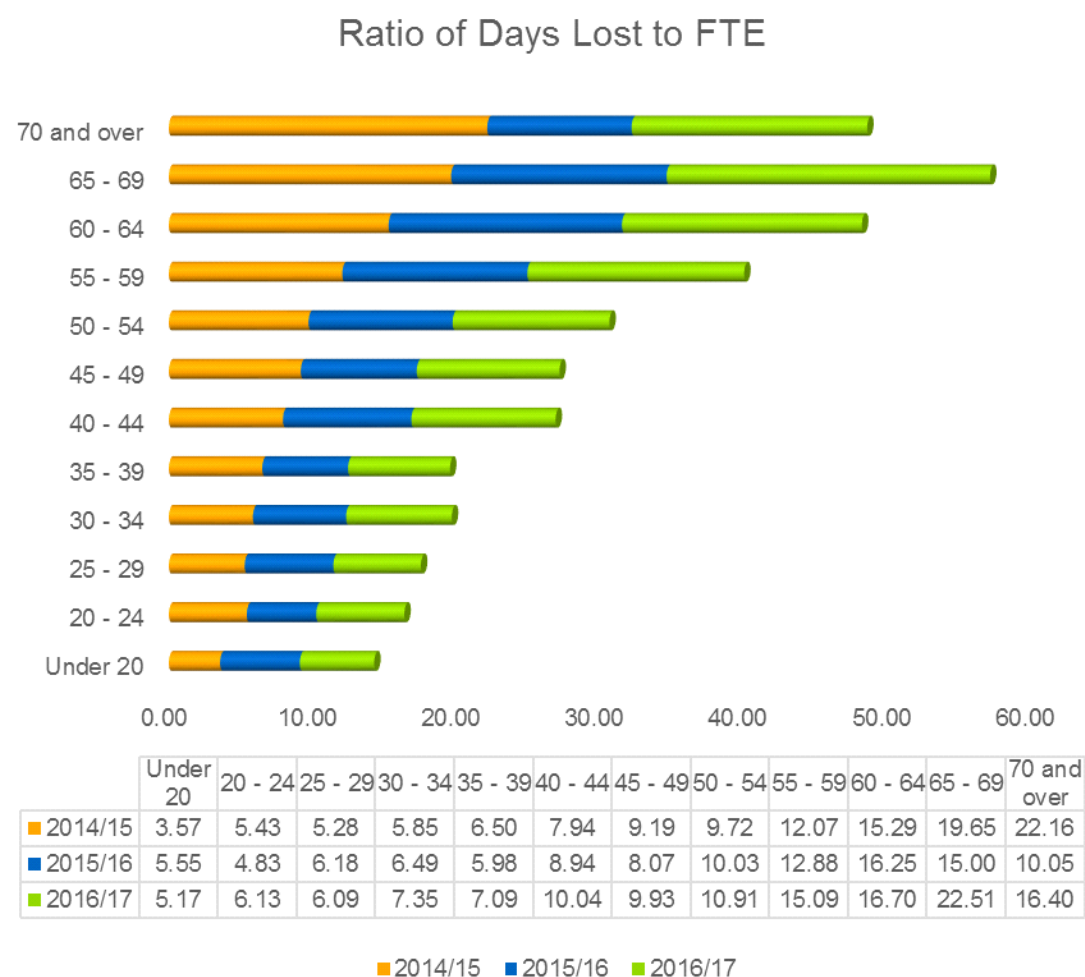
2.8 Age Absence Profile

Days Lost per Age Group



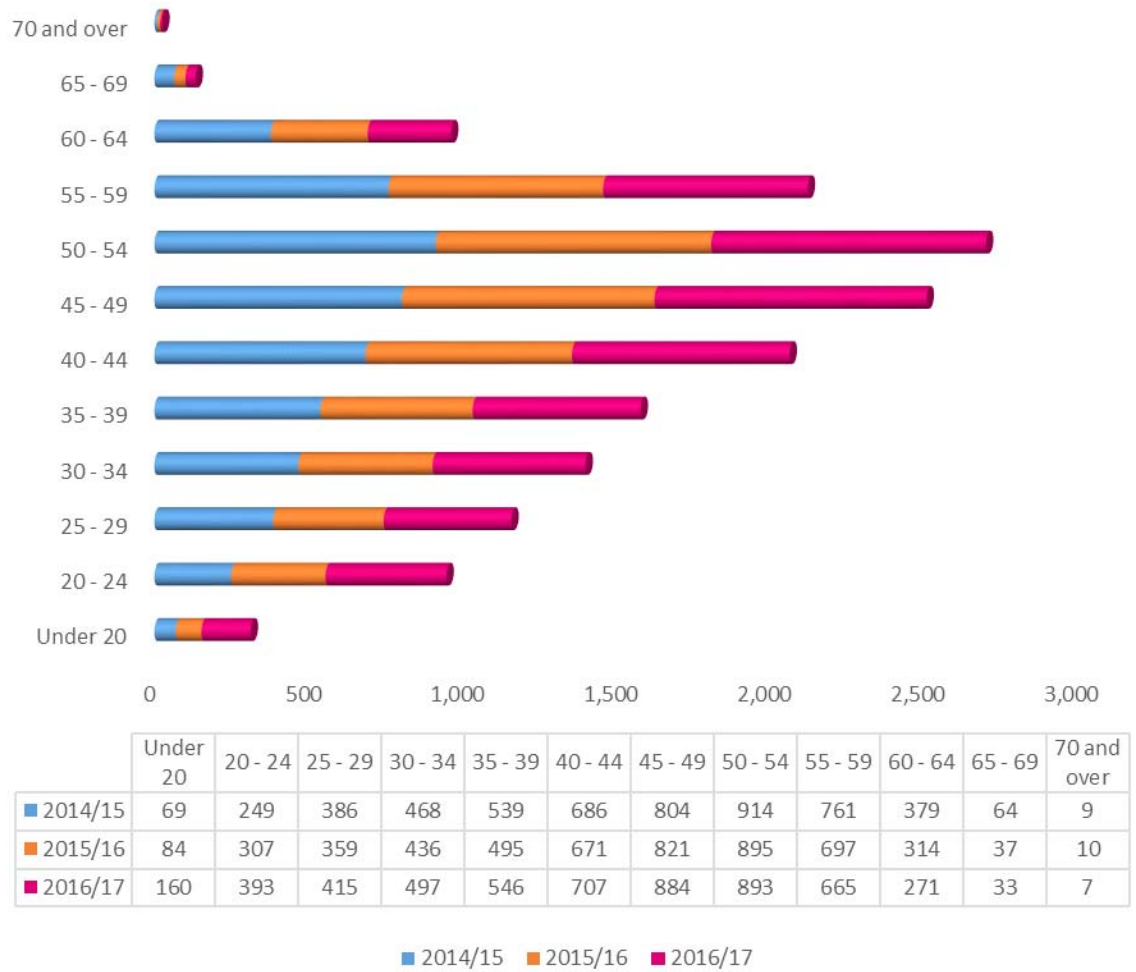
Days lost has increased in 2016/17 for all age groups below the age of 60. The three age groups covering the age range of 45 – 59 have the highest number of days lost to sickness absence in all 3 years, however when placed in the context of the total workforce it is worth noting this age range also has the highest concentration of FTE.

The table which follows compares the days lost to the full time equivalent (FTE).



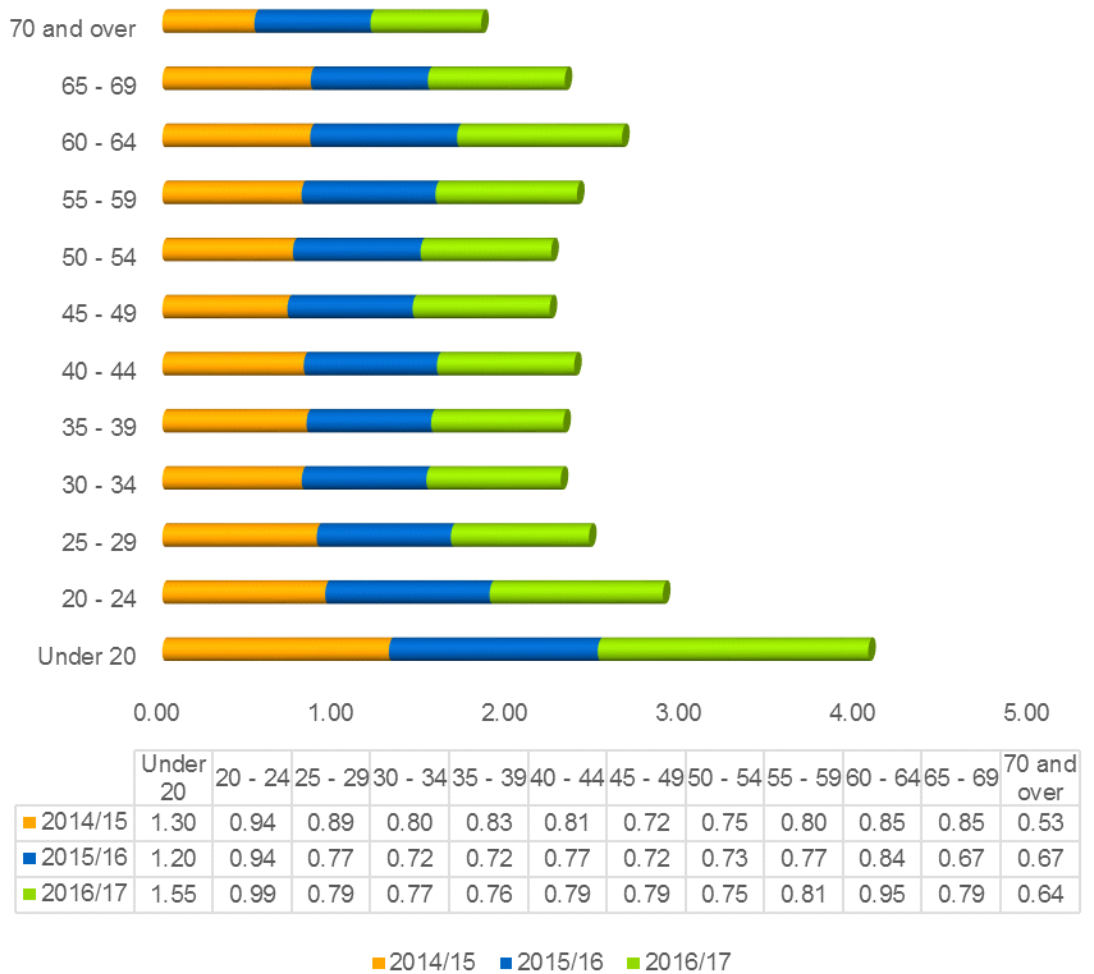
The graph above displays that the days lost per FTE has increased across all age groups with the exception of '70 and over'.

Occurrences per Age Group



Employees in the age range 40 – 59 have the most occurrences. This age range also had the highest number of employees. The number of occurrences in both the bands 50-54 and 55-59 have reduced year on year since 2014/15 albeit marginally.

Ratio of Occurrences to Headcount

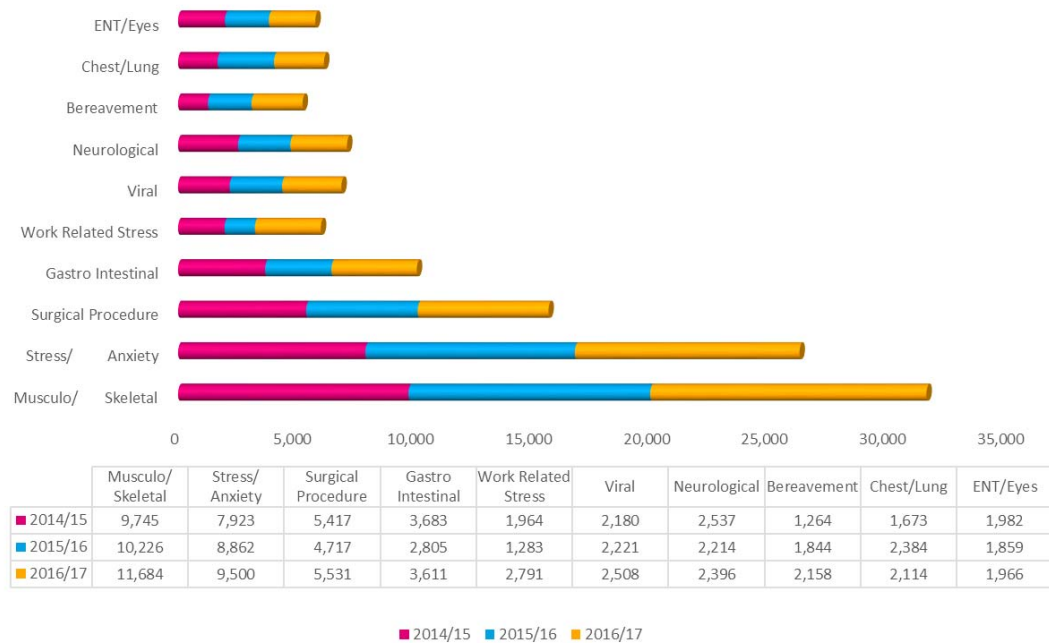


The table above highlights that younger employees have a higher occurrence of absence, while older employees are off for a longer duration.

2.9 Reasons for Absence

The graph below details the top ten reasons for sickness absence (number of days lost) in 2016/17 and compares the previous 2 years.

Top 10 Reasons For Sickness Absence



Musculo/Skeletal and Stress/Anxiety are consistently the main causes for absence in all years, showing an increase in days lost. Seven out of the top ten reasons for absence have all reported an increase in days lost.

In terms of overall days lost, Musculo/Skeletal (1,939 days) and Stress/Anxiety (1,577 days) show the largest increases.

Top 10 Reasons	Change in number of days 2014/15 - 2016/17	% Change 2014/15 - 2016/17
Musculo/Skeletal	1,939	20%
Stress/Anxiety	1,577	20%
Surgical Procedure	114	2%
Gastro Intestinal	-72	-2%
Work Related Stress	827	42%
Viral	328	15%
Neurological	-141	-6%
Bereavement	894	71%
Chest/Lung	441	26%
ENT/Eyes	-16	-1%

There has been large percentage increases in days lost in 5 areas: Musculo/Skeletal and Stress/Anxiety 20%, Chest/Lung 26%, Work Related Stress 42% and Bereavement 71%.

2.10 Actions

Maximising attendance continues to be high on the Council's agenda with a number of policies, procedures and initiatives in place to support employees both at and back to work.



Case management discussions with Occupational Health and Service Managers ensure a joint approach to support individual employees. **HR professional support**, such as attendance at meetings helps to manage cases consistently and effectively. Advice to support **Financial Wellbeing** is provided to help employees to maximise their income through tax allowances and utilise the services of credit unions.

There are several employee led healthy working lives initiatives in place across the Council. **LiveWell** is a health and wellbeing programme for Council employees, run by Council employees.

A group of employee volunteers meet to plan and carry out a range of activities for their colleagues. Livewell is designed around 4 themes **PlayWell** – physical activity, **EatWell** – healthy eating and weight management, **BeWell** – general health, including mental wellbeing and **WorkWell** – being healthy at work. LiveWell is promoted to employees both internally through Council communication channels and also externally through social media, such as Facebook, enabling two way interaction and providing an opportunity to engage with likeminded people to pursue healthy activities.



In addition to employee led initiatives there are several Directorate led activities; **Well-being Wednesdays** occur within the Place Directorate and enable employees to drop in during working time for blood pressure and 'mini health checks', information on weight loss and healthy eating; advice and support from HR on our various **Family Friendly** and **Worklife Balance policies**.

A volunteering policy is in place "**Get Connected**", this scheme provides an opportunity for employees to give something back and encourages involvement in the community. Volunteering offers many benefits for both mental and physical health and can counter the effects of stress and anxiety.



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

3. Proposals

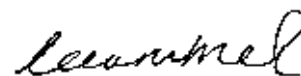
- 3.1 The Council continues to be proactive in its approach to sickness absence with Occupational health now available before sickness absences occur as a preventative measure. The Council is also promoting a wide range of Health and Wellbeing initiatives such as the Livewell and Workwell groups.
- 3.2 Services should continue to utilise occupational health services, where required and seek advice from HR to ensure that an approach of early intervention is taken to support employees.

4. Implications

Financial:	Sickness absence is a cost to the Council, in terms of providing cover for those absent and resulting in reduced or delayed service delivery.
Human Resources:	The Council's approach supports the health and wellbeing of its workforce.
Legal:	None.
Equality:	None.
Environmental & Sustainability:	None.
Key Priorities:	None.
Community Benefits:	None

5. Consultation

- 5.1 Services are provided with regular Maximising Attendance information



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Jackie Hamilton (Employment Services Manager on 01294 324694

Background Papers

None