



Cunninghame House,
Irvine.

16 June 2016

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 21 JUNE 2016** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

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

2. Minutes (Page 7)

The accuracy of the Minutes of meeting of the Cabinet held on 7 June 2016 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).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

3. End of year 15/16 Council Plan Progress Report (Page 13)

Submit report by the Chief Executive on the Council Plan 2015/20 (copy enclosed).

- 4. Directorate Plan 2015/18 Performance Reports as at 31 March 2016 (Page 39)**
Submit report by the Chief Executive on the performance of all Directorates as at 31 March 2016 (copy enclosed).
- 5. Performance Management Update (Page 197)**
Submit report by the Chief Executive on the Performance Management arrangements (copy enclosed).
- 6. Communications Strategy (Page 213)**
Submit report by the Chief Executive on the review of the Council's Communications Strategy and the development of a new Strategy (copy enclosed).

Reports by the Executive Director (Economy and Communities)

- 7. Planning Performance Framework (Page 235)**
Submit report by the Executive Director (Economy and Communities) on the Planning Performance Framework 5 for publication and submission to Scottish Government (copy enclosed).
- 8. Inclusive Growth Pilot (Page 281)**
Submit report by the Executive Director (Economy and Communities) on North Ayrshire Council's participation in an Inclusive Growth pilot with Scottish Government (copy enclosed).
- 9. Grant Offers for Outdoor Access Projects in the Financial Year 2015/16 (Page 285)**
Submit report by the Executive Director (Economy and Communities) on the projects to improve the outdoor path network and the proposed means of expenditure (copy enclosed).
- 10. Future Delivery of a Range of Connected Communities Services (Page 295)**
Submit report by the Executive Director (Economy and Communities) on the alternative options for the delivery and management of a range of Connected Communities services (copy enclosed).

Reports by the Executive Director (Place)

- 11. Housing Repairs Policy (Page 311)**
Submit report by the Executive Director (Place) on the revisions to the current Housing Repairs Policy (copy enclosed).

Reports by the Executive Director Finance and Corporate Support

12. Change and Transformation Portfolio (Page 335)

Submit report by the Executive Director (Finance and Corporate Support) on the current Transformation Portfolio (copy enclosed).

13. Roofing work at 157 New Street, Stevenston (Page 357)

Submit report by the Executive Director (Finance and Corporate Support) on the essential roofing works at 157 New Street, which is owned by Stevenston Common Good (copy enclosed).

CONTRACTS

14. Award of Contract - Supply of a Managed Fleet Stores Service (Page 361)

Submit report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the contract for Supply of a Managed Fleet Stores Service (copy enclosed).

15. Urgent Items

Any other items which the Chair considers to be urgent.

Cabinet

Sederunt: **Elected Members**

Willie Gibson (Chair)
Alan Hill (Vice-Chair)
John Bruce
Marie Burns
Anthea Dickson
Tony Gurney
Vacant

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
7 June 2016

Irvine, 7 June 2016 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Willie Gibson, John Bruce, Marie Burns, Elizabeth Higon (Church Representative) (Agenda Items 1 - 5) and Emily Eadie and David Dunlop (Youth Representatives) (Agenda Items 1 - 5).

Also Present

Joe Cullinane, Alex Gallagher, Donald Reid (Agenda Items 6 - 13).

In Attendance

E. Murray, Chief Executive; J. Butcher, Executive Director and C. Amos, Head of Service (Inclusion) and T. McIntosh, Senior Manager (Schools) (Education and Youth Employment); L. Friel, Executive Director, G. MacGregor, Head of People and Transformation and A. Lyndon, Team Manager (Corporate Procurement) (Finance and Corporate Support); C. Hatton, Executive Director, R. McCutcheon, Head of Service (Commercial Services) and D. Mackay, Senior Manager Waster Resources (Strategy and Contracts) (Place); A. Fraser, Head of Democratic Services, J. Hutcheson, Communications Officer (Media and Internal Communications) and A. Little, Committee Services Officer (Chief Executive's).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

A. Dickson, A. Hill, the Very Reverend Matthew Canon McManus and Mark Fraser.

1. Declarations of Interest

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

2. Minutes

The accuracy of the Minutes of the meeting held on 24 May 2106 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Suspension of Standing Orders

The Cabinet was invited to consider resolving, in terms of Standing Order 21, to suspend Standing Order 9.4, to allow consideration of an urgent item without the requisite period of intimation, in relation to a Call In considered by the Scrutiny and Petitions Committee at its meeting on 7 June 2016 at 1.00 p.m.

The Cabinet unanimously resolved, in terms of Standing Order 21, to suspend Standing Order 9.4, to allow consideration of the urgent item which would be considered at Item 6.

4. Education and Youth Employment Inclusion Strategy

Submitted report by the Executive Director (Education & Youth Employment) on the Education and Youth Employment Inclusion Strategy, attached at Appendix 1 to the report, which enables full implementation of the duties in the Children and Young People Act (Scotland) 2014 and describes an inclusive approach in an educational context.

Members asked questions and were provided with further information in relation to the five priorities of the Education and Youth Employment Directorate Plan that will work towards reducing the gap in attainment and achievement.

The Cabinet agreed to support the strategy and its implementation and in so doing ensure positive outcomes for all children and young people.

5. Relationships and Sexual Health

Submitted report by the Executive Director (Education & Youth Employment) on the provision of Relationships and Sexual Health in North Ayrshire Education establishments which included details of (a) the early learning pathways and topics covered in schools; (b) the Health and Well Being Strategy Group; (c) LGBT Support; (d) health and well being support; (e) homophobic bullying; and (f) restorative practice.

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

- the use of the Glow platform and a new Health and Wellbeing tile aimed at signposting young people to places where they are easily access support from organisations both within and outwith North Ayrshire;
- the work of the Development Officer in setting up and monitoring the content of the new tile on Glow; and
- an opportunity that will be provided for Members to view the content of the Health and Wellbeing tile on Glow.

The Cabinet agreed to endorse the proposals to support children and young people's health and well being.

6. Call In: Gallowgate Square, Largs

The Head of Democratic Services outlined the background to the Call In Request in respect of Gallowgate Square, Largs, referring to the documents circulated at the meeting, which included:-

- the Minute of the Scrutiny and Petitions Committee held on 7 June 2016;
- the report by the Chief Executive on a Call In Request received in respect of the decision taken by the Cabinet on 24 May 2016 to proceed to take forward the Gallowgate Square development in line with the decision of Cabinet on 15 September 2016;
- the report by the Chief Executive presented to Cabinet on 24 May 2016 on the current position in relation to Gallowgate Square, Largs; and
- the report by the Executive Director (Economy and Communities) presented to Cabinet on 15 September 2015 on the proposals within the Largs Masterplan and the final Largs Masterplan attached as an appendix to the report.

At its meeting on 24 May 2016, the Cabinet received a report by the Chief Executive on the current position in relation to Gallowgate Square, Largs. The report set out the background to a decision by the Council to suspend the Gallowgate Square development pending the outcome of further consideration of the Masterplan priorities, as recommended by the North Coast Committee. The report also detailed that three Members of the former North Coast Area Committee had advised that they wished to proceed with the Gallowgate Square development and that a review of the Masterplan priorities was not required.

The Cabinet, at its meeting on 24 May 2016, agreed, in terms of Standing Order 21, to suspend Standing Order 23, to allow reconsideration of the Council decision. The Cabinet then agreed that officers now proceed to take forward the Gallowgate Square development in line with the decision of Cabinet on 15 September 2016.

At a Special meeting on 7 June 2016, the Scrutiny and Petitions Committee considered a call in request in relation to this matter. The Committee agreed to scrutinise the decision taken by the Cabinet on 24 May 2016 and following a vote, the Committee agreed to recommend to Cabinet that activity and spending on the Gallowgate Square project is suspended until there is a full review by North Coast Councillors and Council Officers to confirm the Masterplan priorities.

The Cabinet agreed to accept the recommendation of the Scrutiny and Petitions Committee that activity and spending on the Gallowgate Square project is suspended until there is a full review by North Coast Councillors and Council Officers to confirm the Masterplan priorities.

7. Ayrshire Local Flood Risk Management Plan

Submitted report by the Executive Director (Place) on the progress of the draft Ayrshire Local Flood Risk Management Plan under the Flood Risk Management (Scotland) Act 2009 and details of the types of action required within North Ayrshire to manage flood risk for the period 2016 to 2021. The Plan was circulated electronically to Members and available for inspection on the Council's website.

The Cabinet agreed to (a) approve the Local Flood Risk Management Plan (2016 - 2021), as circulated with the agenda, for submission to the Government by 22 June 2016; (b) note Government approval and allocation of funding equating to 80% of the costs of the final scheme will be required to complete works in respect of the Upper Garnock Valley; and (c) note that progression, beyond Outline Scheme Design, to undertake works in respect of Great Cumbrae will be subject to securing appropriate funding and Government approval.

8. Charter for Household Recycling in Scotland

Submitted report by the Executive Director (Place) on (a) the work of the Zero Waste Task Force in developing a Charter for Household Recycling in Scotland (Appendix 1); and (b) the proposal that the Council sign up to the Charter and carry out scoping reviews to investigate the potential adoption of the waste collection systems detailed in the Code of Practice on the proviso of Scottish Government funding to effect any change.

The Cabinet agreed to (a) sign up to the voluntary Household Recycling Charter for Scotland; (b) that the options and results from the scoping report, currently being developed by officers with support from Zero Waste Scotland (ZWS), will be considered by the Physical Environment Advisory Panel as part of the development of the Council's Waste Management Strategy 2017 - 2022; and (c) note that the draft Waste Management Strategy 2017 - 2022 will be subject to a future report to Cabinet for consideration.

9. Maximising Attendance Performance – 2015/16 year end summary

Submitted report by the Executive Director (Finance and Corporate Support) which set out (a) a range of sickness absence information, including the percentage of staff by directorate with no sickness absence; and (b) the average days lost per employee for 2015/16 of 8.98, which resulted in the Council not achieving its end of year target.

Members asked questions and were provided with further information in relation to the utilisation of occupational health services and healthy working lives initiatives to assist in reducing sickness absence within the Place directorate.

Noted.

10. Council Tax write off 2015/16 and Non-Domestic Rates Write off 2016/17

Submitted report by the Executive Director (Finance & Corporate Support) on the write off of £35,676.58 of Council Tax debts during 2015/16 and £232,015.62 of Non-Domestic Rates during 2016/17.

The Cabinet agreed to homologate the write-off of Council Tax and Non-Domestic Rates for 2013-14, as set out in the report.

11. Award of Contract - Carriageway Resurfacing 2016/17

Submitted report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the contract for Carriageway Resurfacing 2016/17.

The Cabinet agreed to approve the award of the Contract to Hamilton Tarmac Ltd at a cost of £572,149.59.

12. Award of Contract - Replacement Financial Management Information System

Submitted report by the Executive Director (Finance and Corporate Support) on the tender exercise for the provision of a replacement Financial Management Information System (FMS).

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

- funding of a project team to implement the new financial management system; and
- consultation that has taken place with other local authorities who use the financial management system.

The Cabinet agreed to approve the award of the contract to Capita for an initial period of five years with an option to extend for up to five further years, at a cost of £711,578.

13. Award of Contract - Internal and External Alterations to Robert W Service Court Sheltered Housing Unit, Kilwinning

Submitted report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the contract for Internal and External Alterations to Robert W Service Court Sheltered Housing Unit, Kilwinning.

The Cabinet agreed to approve the award of the Contract to James Frew Ltd at a cost of £2,646,423.35.

The meeting ended at 3.15 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

21 June 2016

Cabinet

Title: **End of year 15/16 Council Plan Progress Report**

Purpose: To advise as to the progress of the Council Plan 2015/20.

Recommendation: That the Cabinet (a) approves the progress made in implementing the Council Plan 2015/20; (b) notes that detailed progress on the Council Plan indicators will be incorporated into the Public Performance Reporting report to Cabinet on the 27 September 2016 and (c) refers the report to the Scrutiny and Petitions Committee for its consideration.

1. Executive Summary

1.1 This report provides an update on the progress of the Council's **Strategic Priorities:**

- Growing our economy, increasing employment and regenerating towns
- Working together to develop stronger 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

1.2 The Directorate Plans provide more detail on how the Council Plan is implemented across the priorities. Progress on the Directorate Plans is reported on a six monthly basis to Committee.

2. Background

2.1 On the 18 March 2015 Council agreed that Council Plan progress will be reported on a six monthly basis to the Extended Corporate Management Team and Committee through the Directorate Plans.

2.2 A Council Plan scorecard was developed which enable progress to be measured against the Strategic Priorities. Council agreed that progress on the scorecard would be reported annually to Cabinet.

3. Proposals

Council Plan 2015/20

- 3.1 The owners of the performance measures under the five strategic priorities and enablers have provided updates on progress from the 1 April 2015 to 31 March 2016.
- 3.2 Narrative on progress for each of the 58 measures is provided in **Appendix One**.
- 3.3 The latest available expected outcomes shown for the performance measures with values and targets indicate: -
 - 65% are on target
 - 16% are slightly adrift of target
 - 18% are significantly adrift of target
- 3.4 A logic mapping exercise has been carried out on the new Council Plan. This highlighted improvement is required to connect our strategic priorities, how we say we will deliver those priorities and how we will measure and assess our progress.
- 3.5 Work will continue to ensure that we have robust performance measures in place to assess our progress.
- 3.6 By 31 March 2016 81% of measures in the Council Plan were on target or slightly adrift of target.
- 3.7 It is proposed that the Cabinet (a) approves the progress made in implementing the Council Plan 2015/20; (b) notes that detailed progress on the Council Plan indicators will be incorporated into the Public Performance Reporting report to Cabinet on the 27 September 2016 and (c) refers the report to the Scrutiny and Petitions Committee for its consideration.

4. Implications

Financial:	There are no financial implications arising from this report.
Human Resources:	There are no human resources implications arising from this report.
Legal:	There are no legal issues arising from this report.
Equality:	There are no equality issues arising from this report.
Environmental & Sustainability:	The Council Plan includes the Strategic Priority - <i>Protecting and enhancing the environment for future generations.</i>
Key Priorities:	This report links to the Council's key priorities
Community Benefits:	There are no community benefits arising from this report.

5. Consultation

5.1 The Executive Leadership Team have been consulted and discussed this report.



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





Council Plan 15/20 - List of all PIs



Generated on: 06 June 2016








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

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
REC201213_30	Business Gateway Start-Ups	Business Gateway Start-Ups	234		168		2015/16 – Quarter Four Update: The decrease between 2014/15 and 2015/16 was due to operational challenges faced when moving Business Gateway from what had been a contracted out model to an in-house model. Due to the transitional nature of Business Gateway during 2015/16 it was not possible to set a target for that year. As of April 2016 we have a fully integrated team, new public-facing office and a clear strategy so can now set targets and fully expect a figure closer to 265 for 2016/17.		
CP_DE_P04	Number of Modern Apprentices supported through North Ayrshire sponsored initiatives	Number of Modern Apprentices supported through North Ayrshire sponsored initiatives	267	272	220		2015/16 – Quarter Four Update: No target for this PI was set for 2015/16 as during the year the Modern Apprentice Review took place alongside a gap in European Social Fund (ESF) funding. However, now the review is complete and ESF funding has been secured, targets have been set for the next 2 years.		
EG_03	Gross weekly earnings –	Gross weekly earnings –	£507.40	£472.00	£479.80	£481.50	2015/16 – Quarter Four Update: This target has been provisionally set at +2% per annum (compound rate) with the base year of 2012/13.		



Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	Workforce based	Workforce based					This is based on "Research into data from human resources surveys and on pay settlements, suggests that a 'new normal' of 2 per cent wage growth may be here to stay.' (Blanchflower and Machin 2016)." The Council's Annual Performance Report contains details of the Council's activity that contributes towards improving the economy, for example securing the minimum wage rate, appropriate to their age group, for Council's Modern Apprentices.		
EG_10	Town Centre footfall has increased	Town Centre footfall has increased			1,344,382	1,393,000	2015/16 – Quarter Four Update: This represents the annual footfall in Irvine town Centre and links to our town centre regeneration programme. This is the first year of operating the counters and we are developing our approach. Footfall counters in two other town centres are being introduced in 16/17.		
EG_11	Leverage of External Funding	Leverage of External Funding			2.03		2015/16 – Quarter Four Update: This figure represents the leverage of external funding (£ per £ of Council contribution) for the Economic Growth Service. It is based on the total figure of £5.7 million of external funding against £2.8 million of Council contribution. This contains £1.79 million from the European Social Fund (ESF) and Youth Employability Scotland (YES) as well as £1.8 million from Strathclyde Partnership for Transport (SPT) Capital programme for projects such as the A841 upgrade.		
SOA_WNA 12	Percentage of working age population in employment	Percentage of working age population in employment	70.5%	64.2%		64.7%	2015/16 – Quarter Four Update: The Employment Rate is 65.1% of the working age population, for the period Oct 14–Sept 15 which is the most recent data available. It is derived from 55,100 people aged 16–64 being in employment out of 84,700 total working age population. The source is NOMIS, Annual Population Survey. Latest data was sourced on 31st March 2016, with 2015/16 data expected to be available at the end of September 2016.		






Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							The Council's Annual Performance Report contains details of the Council's activity that contributes towards improving employment. For example in 2015/16 our business activity has helped to support the creation of 350 jobs (an increase from 269 in 2014/15) and 428 unemployed people have been supported into work as a result of assistance from Council employability programmes including the Council's Modern Apprenticeship programme, Skills for Life programme, employer recruitment incentives, the new Employability Hub at Stevenston and other sector based initiatives.		
SOA_WNA 21	Employment rate for age 16–24	Youth employment rate	52.2%	52.9%		53.9%	<p>2015/16 – Quarter Four Update:</p> <p>The most recent data available relates to October 2014 – Sept 2015 as at March 2016. Percentage in employment aged 16–24 is 50.1% (5,700 out of 11,400 = 50.1%). There is a high degree of statistical error in this figure – there is a 95% chance the real figure will lie within 9.9% of the 50.1% figure, due to survey sample sizes. (Sourced from NOMIS annual population survey). 2015/16 annual figure will be available in September 2016.</p> <p>The Council's Annual Performance Report contains details of the Council's activity that contributes towards improving employment. For example 428 unemployed people have been supported into work as a result of assistance from Council programmes including the Council's Modern Apprenticeship programme, Skills for Life programme, employer recruitment incentives, the new Employability Hub at Stevenston and other sector based initiatives. Good progress has now been made in reducing unemployment among young people and North Ayrshire now has a much reduced concentration of unemployment in the 16 – 24 year age group.</p>		





Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
SOA_WNA 4	Gross value added (GVA) per head of working population. This is measured per calendar year.	Gross value added		£45,255.00			<p>2015/16 – Quarter Four Update:</p> <p>Gross Value Added per employee is a measure of economic productivity in North Ayrshire. The 2011 baseline figure was £39,093 and annual targets were set at +5% per annum for 2012–14 (2012=£41,048, 2013=£43,100, 2014=£45,255). The latest data (2013) show strong growth to £45,767. New data for 2014 is available in September 2016. The medium-term outlook is for slower GVA growth due to local and national economic conditions.</p> <p>(Historic figures have been amended as we now have a robust method of measuring this indicator.)</p> <p>The Council's Annual Performance Report contains details of the Council's activity that contributes towards improving the economy. For example in 2015/16 the Council has assisted 388 businesses through its Economic Growth services; an increase in the figure of 237 in 2014/15. A total of 350 jobs were created as a result of Council business support activity and 428 unemployed people assisted into work through Council employability programmes.</p> <p>A total of £4.9m of external funding has been generated from across EU, Scottish Government and national agencies to support in the main employability, transport and Active Travel projects.</p>		
SOA15– 16_WNA0 2	Number of unemployed people who have progressed to employment through participation in	Number of unemployed people who have progressed to employment through participation in			428		<p>2015/16 – Quarter Four Update:</p> <p>In addition to those who have progressed into work, the Council supported 541 residents through CEIS and the Employability Hubs during 2015/16, meaning the total number of unemployed people supported by the Council over the year is 969.</p> <p>No target was set for this PI for 2015/16 as a gap in funding from the</p>		



Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	NAC funded or operated employability activities	NAC funded or operated employability activities					European Social Fund (ESF) meant it would be difficult to estimate. However, ESF funding has been secured for 2016/17 and future targets have been set.		
SOL_ECDEV01	SECON01: % Unemployed people accessing jobs via Council funded / operated employability programmes	% Unemployed People Assisted into work from Council operated / funded Employability Programmes	16.03 %				2015/16 – Quarter Four Update: Information for 2014/15 is the most recent available (16.03% as published by the Improvement Service in January 2016). Data relating to 2015/16 is due to be published in January 2017. The Council's Annual Performance Report contains details of the Council's activity that contributes towards reducing unemployment. For example in 2015/16, 428 unemployed people have been supported into work as a result of assistance from Council programmes including the Council's Modern Apprenticeship programme, Skills for Life programme, employer recruitment incentives, the new Employability Hub at Stevenston and other sector based initiatives. Good progress has now been made in reducing unemployment among young people and North Ayrshire now has a much reduced concentration of unemployment in the 16 – 24 year age group.		

Priority SP 2 Working together to develop stronger communities


Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CC_08	Number of adults accessing adult learning opportunities	The number of adults accessing adult learning opportunities	63,588	60,000	73,505	49,500	2015/16 – Quarter Four Update: This indicator includes all contacts with adults accessing adult learning opportunities within Connected Communities. This includes developing skills in relation to employability and community capacity building. We		








Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	provided by Connected Communities. (Formerly E&S_P_C01.)	provided by Connected Communities					continue to work in partnership to deliver learning opportunities e.g. RNIB and Action on Hearing Online Today sessions in libraries helping those with sensory loss get online. The impact of the implementation of substantial efficiency savings programmes was reflected in a lower target for 15/16, however numbers have exceeded expectations.		
CC_09	Number of volunteers who are active in Connected Communities and Third Sector Interface activities. (Formerly E&S_P_C06.)	The number of volunteers who are active in Connected Communities and Third Sector Interface activities	7,585	7,000	8,602	8,000	2015/16 – Quarter Four Update: The target for this PI has been exceeded for the second year running and the trend remains positive. Work across the Ayrshire Community Trust and Connected Communities continued to provide complementary volunteering opportunities and support for individuals and communities. Information and Culture are funded by the Macmillan Cancer Information Service to co-ordinate and deliver training to volunteers at Saltcoats Library and its outreach services as a new business model.		
SOA_WNA 15	Tourism visitor numbers	Tourism visitor numbers	1,123,960			1,171,333	2015/16 – Quarter Four Update: The most up to date tourism figures relate to 2015 (1,171,333 visitors) which were made available at the end of May. The Arran figures are still subject to confirmation, which should be available by the end of June. The Tourism Service has been reviewed and a new service launched in April 2016.		
SOA_WNA 9	Resident confidence about the future wellbeing and economic	Resident confidence about the future wellbeing and economic			31	31	2015/16 – Quarter Four Update: There was a response rate of 68% of the 2000 respondents in 2015 giving a total of 1317 replies. – 1,164 by post, 99 online, 54 telephone;		







Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	prospects of local area	prospects of local area					<ul style="list-style-type: none"> - 6 focus groups, 8–10 participants in each. - Very confident 2% - Fairly confident 29% - Neither/nor 20% - Not very confident 41% - Not at all confident 8% <p>Compared to 2011 there has been a fall in not very confident category to 8% in 2015 and a small decrease from in the very confident category from 3% to 2%. The recovery in the Scottish economy is still fragile and this is reflected in the growing number of more cautious responses.</p>		
SP_ES_P_E01	SP_ES_P_E01: Number of Active volunteers who have participated in training delivered by Connected Communities.	Number of Active volunteers who have participated in training delivered by Connected Communities	4,875	4,900	11,285	2,000	2015/16 – Quarter Four Update: In 14/15 the Capacity Team did not log all of the training events that they were offering. This process was made more robust in 15/16 which led to a perceived increase. In addition, Information and Culture are funded by the Macmillan Cancer Information Service to co-ordinate and deliver training to volunteers at Saltcoats Library and its outreach service as a new business model.		
SP_ES_P_E02	SP_ES_P_E02: Number of Groups who have participated in training	Number of Groups who have participated in training delivered by Connected Communities	8,217	8,000	2,669	4,000	2015/16 – Quarter Four Update: The Third Sector Interface now have responsibility for providing support to the Community and Voluntary sector and have undertaken a wide range of training previously offered the Council e.g. around grants, data protection, governance arrangements. Secondly, our staffing complement was reduced by 4.5 FTE at the same time as more		



Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	delivered by Connected Communities.						emphasis was placed upon community engagement and locality planning.		
SP_ES_P_E03	SP_ES_P_E03: Number of groups accessing support and guidance by Connected Communities.	Number of groups accessing support and guidance by Connected Communities	588	500	600	600	2015/16 – Quarter Four Update: This figure comes in exactly on target partly due to the first Participatory Budgeting event that took place in March. This featured 52 community groups applying for a share of £12,000 of CPP investment for local projects. The process was very similar to the TV series "Dragon's Den" and the feedback was extremely positive, including quotes such as "I'm inspired by what I'm seeing and hearing..." and "I feel like I'm having a real say in my community." Those who didn't secure funding on the day were immediately supported by the NAC Community Development team to help find other sources of funding.		

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



Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CC_01	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result			96.5%	95%	2015/16 – Quarter Four Update: This figure is based on 900 respondents during 2015/16. The anticipated impact of the implementation of substantial efficiency savings programmes have resulted in a small reduction.		





Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	improved as a result								
E&S_P_B01	% of children achieving their developmental milestones at the time the child starts primary school	% of children achieving their developmental milestones at the time the child starts primary school	71%				2015/16 – Quarter Four Update: 2015/16 data not available until August 2016.		
E&YE_PI_D01	% of leavers attaining literacy at National 4 (SCQF Level 4)	% of leavers attaining literacy at National 4 (SCQF Level 4)	95.79 %	95%		96%	2015/16 – Quarter Four Update: 2015/16 data relating to the 2016 exam results will be available February 2017. The percentage of leavers in North Ayrshire achieving Literacy at SCQF level 4 is continuing its increasing trend, exceeding overall National levels. 95.8% of North Ayrshire school leavers have attained at least a SCQF Level 4 in Literacy – which is our best performance to date.		
E&YE_PI_D02	% of leavers attaining literacy at National 5 (SCQF Level 5)	% of leavers attaining literacy at National 5 (SCQF Level 5)	74.14 %	69.5%		70%	2015/16 – Quarter Four Update: 2015/16 data relating to the 2016 exam results will be available February 2017. Literacy at Level 5 or better in 2015 is also showing an encouraging trend. At 74.1% in 2015, it almost in line with National performance.		
E&YE_PI_D03	% of leavers attaining numeracy at National 4 (SCQF Level 4)	% of leavers attaining numeracy at National 4 (SCQF Level 4)	86.05 %	80%		80.75 %	2015/16 – Quarter Four Update: 2015/16 data relating to the 2016 exam results will be available February 2017. The performance in Numeracy is somewhat lower than the one in Literacy. This is consistent with the national picture. 86.1% of the leavers in North Ayrshire achieved a Numeracy award at SCQF Level 4 – which is just below the National overall performance.		







Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
E&YE_PI_D04	% of leavers attaining numeracy at National 5 (SCQF Level 5)	% of leavers attaining numeracy at National 5 (SCQF Level 5)	64.87 %	58%		58.5%	2015/16 – Quarter Four Update: 2015/16 data relating to the 2016 exam results will be available February 2017. The performance of North Ayrshire school leavers in 2015 at level 5 or better has increased significantly. At 64.8% it places North Ayrshire performance above the National performance.		
E&YE_PI_D07	Average tariff score: All Leavers	Average tariff score: All Leavers	834.5	800		810	2015/16 – Quarter Four Update: 2015/16 data relating to the 2016 exam results will be available February 2017. The average North Ayrshire school leaver attains at a lower level than the average national school leaver does, although the gap has been small in 2013 (our peak-performance year) and has been reduced in 2015 compared to 2014. However, data analysis shows the average attainment of a North Ayrshire school leaver from each SIMD decile is comparable or better than the average Scottish school leaver from the same decile. This analysis tells us that the overall lower performance is due to a much higher proportion of school leavers living in the 30% most SIMD deprived areas. Therefore, reducing the impact of socio-economic deprivation on educational attainment, together with raising aspirations and expectations of children and young people, are the correct priorities for North Ayrshire.		
E&YE_PI_D09	Average tariff score: LAC Leavers	Average tariff score: LAC Leavers	357.9	282		290	2015/16 – Quarter Four Update: 2015/16 data relating to the 2016 exam results will be available February 2017. The average tariff score of a Looked After school leaver has increased significantly in 2015 compared to previous years. Due to this significant increase the gap between the average tariff score of a Looked after school leaver and the average tariff score of all North		




Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							Ayrshire school leavers has reduced from 100.8% in 2014 to 80% in 2015. Encouraging Looked after children to stay on in school in their 5th and 6th year in order to broaden and deepen their learning and qualifications is expected to improve their aspirations and provide wider opportunities later in life.		
SOL_CHN11	SCHN11: Proportion of Pupils Entering Positive Destinations (subject to change to align with new measure from Senior Phase Benchmarking Tool)	% of school leavers entering positive destinations	96.1%	94.5%		94.8%	2015/16 – Quarter Four Update: 2015/16 data relating to the 2016 school leavers and will be available in February 2017. For the fifth year running, the North Ayrshire positive initial post-school destinations figure – as proportion of the annual school leavers' cohort – has steadily increased and has exceeded National performance and is one of the highest across Scotland.		







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

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
RCOP NA A002a	Patients whose discharge is delayed > 4 weeks	Patients whose discharge is delayed > 4 weeks	Not measured for Years		Not measured for Years		2015/16 – Quarter Four Update: Latest data: The data is showing a Green and maintaining position for Quarter 3 of 2015/16 at zero patients waiting more than four weeks. Within NHS Ayrshire and Arran, the January 2016 census showed that there were 8 patients waited more than four weeks. These were within		













Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							<p>South Ayrshire (5 patients awaited funding for a care home placement, 2 patients awaited place availability in a care home and 1 was classified as 'Other', which includes; Legal/Financial, Disagreements and Other patient/carer/family related reasons).</p> <p>Within Scotland, the January 2016 census showed that 248 patients waited more than four weeks, which is an decrease of 115 patients since the October 2015 census.</p> <p>Remedial action (where applicable): Work ongoing to prepare for 2 week target.</p>		
HS – PI003	Number of new build Council housing units reaching completion on a yearly basis	Number of new build Council housing units reaching completion on a yearly basis	122	122	56	50	<p>2015/16 – Quarter Four Update: This year a total of 56 units have reached completion on the following developments: John Galt, Irvine Dickson Drive, Irvine Stevenson Court, Largs Vennel Gardens, Irvine Montgomery Court, Kilbirnie</p>		
NAHSCP_02	The amount of income generated (£) for service users by the Money Matters Service (previously SPSS_P_F02)	Money Matters – income generation for service users (£)	£7,549,196.20	£6,380,000.00	£7,614,139.00	£7,513,000.00	<p>2015/16 – Quarter Four Update: This figure is higher than previous quarter and higher than q4 of 2014/15. The total income generation for 2015/16 is £7,614,139. The following should be taken into account in relation to setting 2016/17 target. 1. 2015/16 target was set against exceptional results last year – increased income generation of approximately 30% compared to previous year. 2. Money Matters team has been working with reduced staff, new and</p>		





Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							<p>inexperienced staff throughout the year.</p> <p>3. Biggest change is due to Housing advisers who reported into Money Matters transferring to Housing Services WRAT team in September 2015. Taking income generation for Housing work out of the total for 2014 / 15 and 2015 /16 the annual figures for comparison are: –</p> <ul style="list-style-type: none"> • 2014 /15 £6,936,006 for all other areas of MM reporting. • 2015 /16 £7,350,562 Increase of £414,556 (+5.9% on previous year) in other areas of Money Matters reporting and exceeds 5% target. 		
SOL_SW03	SW03: Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.	% of people aged 65 or over with intensive needs receiving care at home	41%	34%	39.17 %	34%	<p>2015/16 – Quarter Four Update: In 2015/16 we continued to perform above the 34% target. Figures are provisional and are subject to change once validated by LGBF.</p>		
NAHSCP_29	Percentage of ASP Referrals completed within 5 days	ASP referrals	42.9%	80%	51.9%	80%	<p>2015/16 – Quarter Four Update:</p> <p>2015/16 has seen an increase in the completion of ASP referrals completed within 5 working days. This is currently off target. ASP Senior Officer is working on an action plan to increase performance over the coming year.</p>		
SOA1013_04b_002	Percentage of formerly looked after young people entitled to aftercare in	% of formerly looked after young people entitled to aftercare in	55.81 %	38%	36.59 %	38%	<p>2015/16 – Quarter Four Update:</p> <p>36.59% of Looked After young people entitled to aftercare were in Employment, Education or Training at the end of Quarter 4 2015/2016.</p>		

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	employment, education or training (Previously SPSS_P_B11)	employment, education or training					<p>102 young people on Throughcare's case load less 20 currently accommodated = 82 30 young people in EET 30/82x100 = 36.59%</p> <p>Breakdown of young people not in EET:-</p> <p>36% Not in Employment/Education or Training due to other circumstances. 10% Not in Employment/Education or Training due to Long Term Illness or Disability. 5% Not in Employment/Education or Training due to Short Term Illness or Disability. 12% Not in Employment/Education or Training due to Looking After Family.</p>		
SOA_HNA 25	Percentage of service users indicating an improvement in their recovery capital following the introduction of the Recovery Capital Questionnaire	Percentage of service users indicating an improvement in their recovery capital following the introduction of the Recovery Capital Questionnaire	7.93%		61.22 %		<p>2015/16 – Quarter Four Update: The Recovery Philosophy states that everyone deserves to recover from addiction to drugs and/or alcohol. It exists to support the recovery journey by ensuring people are treated with dignity and respect when they choose to access, and work in partnership with, drug and/or alcohol treatment and support services. We have Implemented an improvement methodology at local level. Data for 2015–16 has been collated from NAC management information system only. RCPs should be used in Momentum and Richmond Fellowship and NHS cases, but this data is currently not supplied.</p>		
SOA_SSNA 5	Percentage residents within	Percentage residents within			29%	30%	<p>2015/16 – Quarter Four Update: This PI is now measured through the Peoples Panel survey which takes</p>		







Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	North Ayrshire who feel unsafe walking in their neighbourhood after dark	North Ayrshire who feel unsafe walking in their neighbourhood after dark					place every two years. The 2015/16 performance is 29% which is a slight increase from 30% in 2013/14. This also slightly exceeds the target of 30%.		
SPI 10_B_01	Number of attendances per 1,000 population for indoor sports and leisure facilities	Number of attendances per 1,000 population for indoor sports and leisure facilities	10,338	10,000	11,193	10,000	2015/16 – Quarter Four Update: Targets for the number of attendances per 1000 population have been consistently exceeded during the past 4 years with an increase of 46% since 2012/13. This may be as a result of the impact of the Olympic Games 2012 and Commonwealth Games 2014 as well as promotional programmes and outreach work more locally.		
SPSS_P_E03	Percentage of learning disability service users accessing employment support activities	Percentage of learning disability service users accessing employment support activities	27.05 %	30%	28.13 %	30%	2015/16 – Quarter Four Update: Since Q4 2014/15 there has been a 6.7% increase in the number of service users accessing employment support activities. There has also been a similar increase in those accessing LD services and hence only a modest rise in percentage terms.		
SPSS_P_E14	Number of Carers assessments completed	Number of Carers assessments completed	15		7		2015/16 – Quarter Four Update: Numbers of Carers assessments completed remains disappointingly low. We are currently working with our Carer's Panel to enable carers to re-design the carer's assessment process. Support is being given to the Carers Centre to develop a strategic and operational plan in order to reach and support more carers.		







Priority SP 5 Protecting and enhancing the environment for future generations







Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CP_FCS_001	Overall carbon emissions (tonnes)	Overall carbon emissions (tonnes)	55,000	55,926		55,962	2015/16 – Quarter Four Update: The carbon emission figure is calculated in arrears. The Q3 YTD figure is estimated at 36,452 tonnes. The overall year end figure will be confirmed once all of the data underpinning the figure is available and analysed.		
PL_PI005	Number of properties at risk of flooding	Number of properties at risk of flooding	5,090	5,090	5,090	5,090	2015/16 – Quarter Four Update: Our baseline figure has now been identified from which future performance can be measured.		
SENV03b	SENV03c: Street Cleanliness Score	Street Cleanliness Index – % Clean	92.31	98	95.8	96.5	2015/16 – Quarter Four Update: The street cleanliness index has improved from 92.3 in 2014/15 to 95.8 in 2015/16.		
SOL_ENV04e	SENV04e: % of unclassified roads that should be considered for maintenance treatment	% of unclassified roads that should be considered for maintenance treatment	36.67 %	42%	35.4%	36.5%	2015/16 – Quarter Four Update: The Service has exceeded the target of 36.5%, this has been achieved through the implementation of a strategic road maintenance plan. Targets will be revised for 2016/17 following assessment of allocated budget.		
SOL_ENV04b	SENV04b: % of Class A roads that should be considered for maintenance treatment 10–12	% of Class A roads that should be considered for maintenance treatment	34.87 %	36%	35.6%	34.5%	2015/16 – Quarter Four Update: There has been a slight increase in the Road Condition Indicator (RCI) for A Class Roads from 2014/15, overall RCI has improved by 1.3%. This is a result of the strategic road maintenance plan targeting overall RCI rather than individual road classes.		
SOL_ENV0	SENV04c: % of	% of Class B roads	34.75	39%	33.6%	34.5%	2015/16 – Quarter Four Update:		







Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
4c	Class B roads that should be considered for maintenance treatment 10-12	that should be considered for maintenance treatment	%				The Service has exceeded the target of 34.5%, this has been achieved through the implementation of a strategic road maintenance plan. Targets will be revised for 2016/17 following assessment of allocated budget.		
SOL_ENVO4d	SENV04d: % of Class C roads that should be considered for maintenance treatment 10-12	% of Class C roads that should be considered for maintenance treatment	51.08 %	49.7%	48.7%	51.1%	2015/16 – Quarter Four Update: The Service has exceeded the target of 51.1%, this has been achieved through the implementation of a strategic road maintenance plan. Targets will be revised for 2016/17 following assessment of allocated budget.		
SOL_ENVO6	SENV06: % of total household waste that is recycled	% of total household waste that is recycled (calendar year as per SEPA)	56.5%	58%	56.4%	57%	2015/16 – Quarter Four Update: Calendar Year) Performance in the 2015 calendar year (January to December) for this indicator was 56.4% which is a slight reduction of 0.1% compared to 2014 calendar year performance (January to December) of 56.5% in 2014. The slight reduction can be attributed to contractual issues with the blue bin processing contractor which required our recycle to be sent to a less efficient materials recycling facility for a short period of time. SEPA announced the verified Scottish household waste recycling performance figures for the 2014 calendar year in September 2015, this saw the Council rising to 56.5% compared to 56.1% in 2013. As a result of the increased performance the Council has now moved from 3rd place in Scotland to the 2nd highest equal performing local authority against this indicator.		



Priority Enabling Delivery

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CP_FACS_004	Capital Expenditure – General Fund – Actual expenditure as a percentage of budgeted expenditure	Capital Expenditure – General Fund – Actual expenditure as a percentage of budgeted expenditure	51.13 %	100%	90.18 %	100%	2015/16 – Quarter Four Update: 90% of the General Fund capital expenditure has been delivered in 2015/16. This reflects a significant improvement in comparison to the previous year which demonstrates that the initial capital budget and projection were more accurate in 2015/16. The 10% underspend relates to slippage in some major projects for example, LD Day Centre, Early Learning and Childcare, Cemetery Walls and a reprofiling of expenditure in respect of Largs Academy. Financial Management 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	Capital Expenditure – Housing Revenue Account (HRA) – Actual expenditure as a percentage of budgeted expenditure	78.61 %	100%	69.38 %	100%	2015/16 – Quarter Four Update: 70% spend of the Capital budget has been achieved during 2015/2016. The 30% underspend can primarily be attributed to delays on the Fencedyke and Montgomery Court development projects and energy efficiency measures. Financial Management will continue to work closely with Services to ensure more accurate budgeting and progress with the Capital programme.		
CP_FACS_010	Staff Engagement Level – Council wide	Staff Engagement Level – Council wide	65%	65%	69.6%	65%	2015/16 – Quarter Four Update: Following the 2015 Employee Engagement Survey, the Council wide Engagement Level is reporting at 69.6%, this is an increase from 2012 and 2014 when it was 55% and 65% respectively.		

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
CP_FACS_011	This indicator measures the percentage of Stage One complaints which have been responded to within timescale. The timescale to resolve is 5 working days.	% of Council-Wide Stage One (Frontline Resolution) Complaints Handled on Time	87%	85%	91%	85%	2015/16 – Quarter Four Update: Of the 1,318 complaints handled at Frontline (Stage One) in 2015/16, 1,203 (91%) were closed on time. This has exceeded the internal target set of 85%.		
CP_FCS_002	Revenue Expenditure – General Fund – Actual expenditure as a percentage of budgeted expenditure	Revenue Expenditure – General Fund – Actual expenditure as a percentage of budgeted expenditure	98.2%	100%	98.4%	100%	2015/16 – Quarter Four Update: 98.4 % of revenue expenditure within the General Fund was spent in 2015/16 resulting in an underspend of 1.6%. This underspend is as a result of funding set aside for Discretionary Housing Payment, Council Tax Reduction Scheme and the implementation of Universal Credit, which have not been required in 2015/16. General inflationary assumptions have also been less than required and underspends have been generated as a result of vacancy management. This has been partially offset by an overspend within Health and Social Care Partnership due to demand pressures within this service area.		
CP_FCS_003	Revenue Expenditure – Housing Revenue Account – Actual expenditure as a percentage of budgeted	Revenue Expenditure – Housing Revenue Account – Actual expenditure as a percentage of budgeted	94%	100%	95.47 %	100%	2015/16 – Quarter Four Update: 95.5% of revenue expenditure in the Housing Revenue Account was spent in 2015/16, representing an underspend of 4.5%. 2.9% of the underspend was as a result of a saving in loan charges, with the balance mainly due to an underspend in repairs and maintenance and a reduction in rent arrears written off. All of this underspend has been carried forward to meet expenditure commitments in 2016/17.		

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
	budgeted expenditure	expenditure							
CP_FCS_007	Percentage of Capital Projects completed on time	Percentage of Capital Projects completed on time	67.44 %	95%	72.97 %	95%	2015/16 – Quarter Four Update: Target dates for capital project completion are set each year and based on these dates 72.97 % of capital projects have been completed on time in 2015/16. The remaining projects were completed during 2015/16 but outwith the original timescales envisaged. Although this indicator remains below target, this result represents an improvement of 5.5% on the previous year. Work continues with officers to improve the delivery of timescales for capital projects.		
CP_FCS_008	Percentage of Capital Projects completed within budget	Percentage of Capital Projects completed within budget	95.35 %	80%	100%	90%	2015/16 – Quarter Four Update: 100% of capital projects have been completed within budget. This result is well above target and represents an improvement of 4.65% on the previous years performance.		
CP_FCS_009	Percentage of complaints handled on time (Stage 2)	% of Council-Wide Stage Two (Investigations) Complaints Handled on Time	90%	95%	90%	95%	2015/16 – Quarter Four Update: Of the 128 complaints handled at Investigation (Stage Two) in 2015/16, 115 (90%) were closed on time. This has fallen short of the target set of 95%. Those that did not meet timescale was due to the complexity of the complaints and the involvement of multiple Services/parties to assist in the investigations. The Improvement Service conducted a review of 2014/15 complaints data for all 32 Scottish Local Authorities and national averages were calculated for complaints closed on time for Stage One and Stage Two, going forward these averages will be used as benchmarks. The Scottish average for Stage Two complaints is 85%, this was calculated by the Improvement Service. During 2015/16 the Council exceeded the Scottish average by 5%. The Complaint and Feedback Manager is		

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							participating in benchmarking with others to learn from best practice.		
SCORP06a	Sickness absence days per teacher	Sickness absence days per teacher	3.64	6.7	6.69	6.4	2015/16 – Quarter Four Update: The total days lost for the full year 2015/16 was 6.69 days per teacher compared to 3.64 days for 2014/15. The target of 6.4 was not achieved during 2015/16. The teachers refresh programme was effective in reducing sickness absence during 2014/15. New sickness recording procedures have been introduced during 2015/16 and a direct interface implemented which now ensures that the figures are more robust. During 2016/17 the Service will continue to closely monitor and manage sickness absence in accordance with the Maximising Attendance Policy and Procedures, coupled with appropriate support provided through Occupational Health referral. It is envisaged that this will help reduce sickness absence levels over 2016/17.		
SCORP06b	Sickness Absence Days per Employee (excluding teachers)	Sickness Absence Days per Employee (excluding teachers)	9.5	8	10.13	8	2015/16 – Quarter Four Update: Overall the Council has failed to achieve the target of 8 days per FTE for non teachers. Sickness absence days per employee were 10.13 days which is higher than the previous year (9.5 days – 2014/15). 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.		
SOL_CORP08	SCORP08: Percentage of invoices sampled that were paid within 30 days %	Percentage of invoices sampled that were paid within 30 days	93.64 %	92%	93.34 %	95%	2015/16 – Quarter Four Update: The percentage of invoices paid on time for the 2015/16 financial year was 93.34% which is a slight decrease on the previous year (93.64%). For the 2015/16 year the invoices paid within 30 days fell short of target, however, the process have been reviewed and the revised process will be rolled out during April 2016. It is envisaged that the		

Code	Description	Short Name	2014/15		2015/16		Latest Note	2014/15 Status	2015/16 Status
			Value	Target	Value	Target			
							invoice payments times will show an improvement by the end of Quarter One 2016/17.		
SP_D&AS_A10	Freedom of Information requests responded to in 20 working days (%)	Freedom of Information requests responded to in 20 working days (%)	93%		88%	94%	2015/16 – Quarter Four Update: The Information Governance Manager left the Council in Oct 2015, a new post-holder was appointed in mid-Dec 2015, however this created another vacancy within the team. These personnel changes combined with a 15% increase in requests received during Q4 compared to Q3, negatively impacted performance against targets. A number of issues have been identified with the co-ordination and processing of FOI requests, and these will be addressed in June when the Change team will conduct a review of all FOI processes using LEAN methodologies to identify improvements and efficiencies.		

NORTH AYRSHIRE COUNCIL

Agenda Item 4

21 June 2016

Cabinet

Title:	Directorate Plan 2015/18 Performance Reports as at 31 March 2016
Purpose:	To provide Cabinet with an update on the performance of all Directorates as at 31 March 2016.
Recommendation:	Agree to (a) approve the performance of all Directorates as at 31 March 2016 against the priorities in the 2015/18 Directorate Plans; and (b) refer the Directorate Plan Performance Reports for the consideration of the Scrutiny and Petitions Committee on the 24 August 2016.

1. Executive Summary

- 1.1 This report provides an update on the performance of the Directorates against the priorities outlined in their Directorate Plans.

2. Background

- 2.1 The Directorate Plans were approved by Cabinet on the 20 April 2015. It was agreed that the Directorate Plans would form the basis for reporting progress on the Council Plan.
- 2.2 The period of the Directorate Plans is three years with an annual review to reflect any significant changes and to ensure alignment with the budget planning process. The Plans have been updated for 2016 to ensure they reflect any significant changes within the Directorate.

3. Proposals

- 3.1 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 of Performance Review meetings. These form a key component of our Performance Management Strategy.

- 3.2 The second round of Performance Review meetings took place throughout the month of May. All Executive Directors presented their six monthly performance to a Panel chaired by the Chief Executive.
- 3.3 The Performance Review meeting objectives are to:
- Create a dynamic discussion, within each Directorate
 - Ensure visibility of front line services and performance at Chief Executive and Director level
 - Identify and share best practice and celebrate success across all Directorates
 - Identify and remove barriers to improving performance
 - Ensure objectives and key performance indicators are met
- 3.4 The Performance Reports for each Directorate which were presented to the Panel are set out in Appendices as follows:

Directorate	Appendix
Democratic Services	Appendix 1 - Page 43
Finance and Corporate Support	Appendix 2 - Page 61
Education and Youth Employment	Appendix 3 - Page 85
Economy and Communities	Appendix 4 - Page 103
Place	Appendix 5 - Page 131
Health and Social Care Partnership	Appendix 6 - Page 159

- 3.5 The 2015/16 performance reports provide a balanced view of performance across the Council and demonstrate delivery of the Council's Strategic Priorities.
- 3.6 A members seminar has been arranged for the 27 June 2016 to provide a performance update to all members.
- 3.7 It is proposed that Cabinet agree to note (a) the performance of all Directorates as at 31 March 2016 against the priorities in the 2015/18 Directorate Plans; and (b) refer the Directorate Plan Performance Reports for the consideration of the Scrutiny and Petitions Committee on the 24 August 2016.

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 have discussed this report. All Performance Reports will be published on the Council's public website, *North Ayrshire Performs* to encourage the sharing of good practice across and within Services.



ELMA MURRAY
Chief Executive

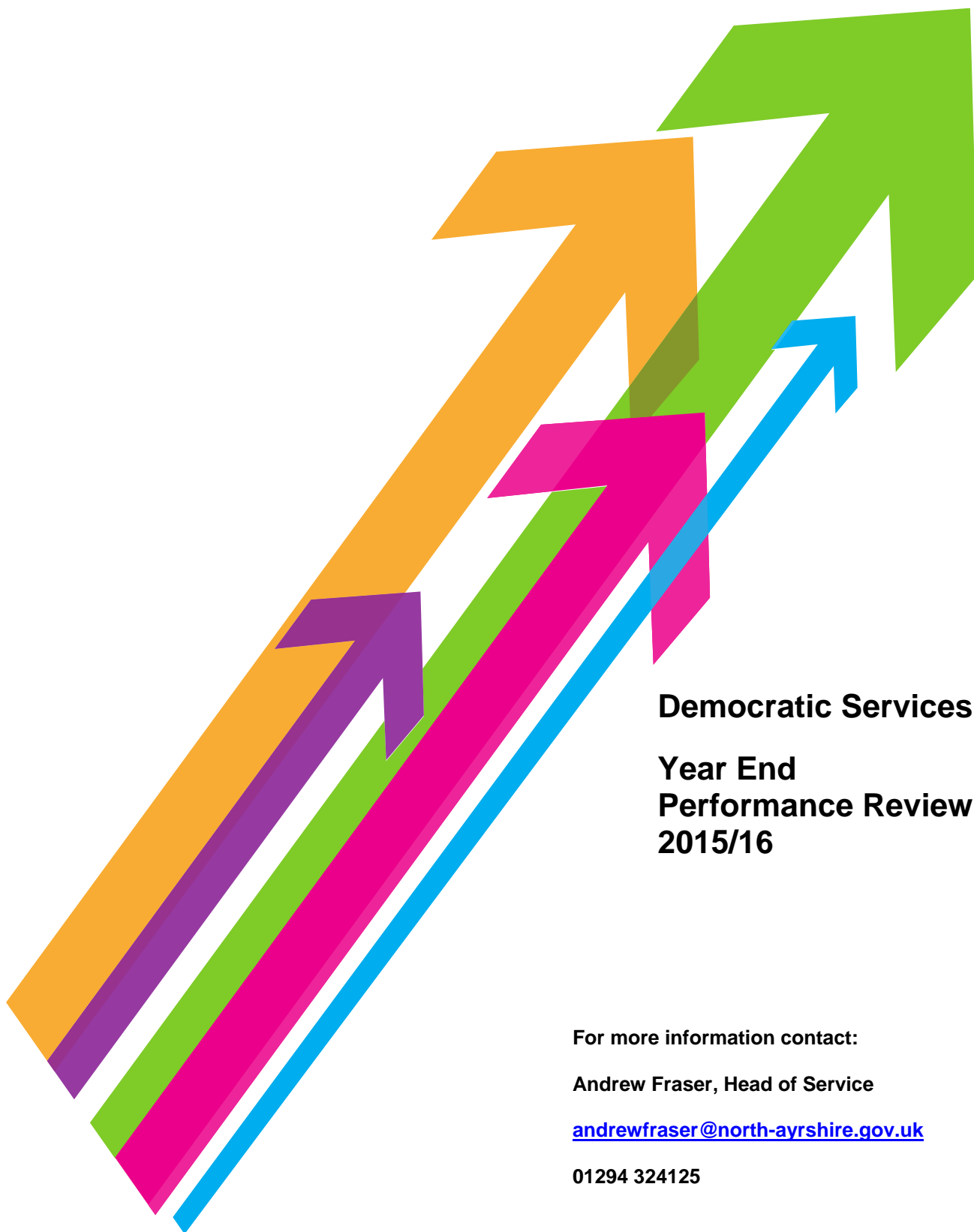
Reference :

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

Background Papers

Directorate Plans 2015/18

Council Plan 2015/20



Democratic Services
Year End
Performance Review
2015/16

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Welcome

The Council Plan 2015-2020, sets the future direction for the council and focuses on our journey from Good to Great. Democratic Services, along with Finance and Corporate Support have the primary responsibility for ensuring that the services underpinning Council Priorities are in good shape. These include:-

- A commitment to reducing inequality through early intervention and prevention, and targeting resources at those most in need
- Making sure all our communications are understandable
- A commitment to improvement
- Effective governance which sets out responsibilities and how we will achieve our priorities
- Treating people respectfully, fairly and equally

These principles of reducing inequality, continuous improvement, sound governance, and effective communication provide the bedrock for our 2015/18 priorities. Our Directorate Plan identifies how we will contribute to achieving the Council's mission - ***'To improve the lives of North Ayrshire people and develop stronger communities'*** and vision - ***'To be a leading organisation defined by excellent and innovative services'***. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

Update on actions from last meeting

Action	Progress
Create a vision for the corporate core	Included as part of the Democratic Services EFQM Improvement Plan
Develop and define stronger and more effective links between teams and wider Council	Included as part of the Democratic Services EFQM Improvement Plan
Develop a quarterly newsletter on the work of the Service	This action addressed a perceived need to advise other services of the work we do. However the EFQM assessment emphasised the need for greater internal communication and this will be the initial priority.
Build areas for development into Directorate Plan 2016/19	Completed.

Highlights

Some of our major highlights this year include:-

Processes

- The undertaking of a EFQM self assessment and production of an Improvement Plan

- The development and implementation of a Corporate Awards Framework
- Completed review of Communications Strategy and developed new Strategy
- Council approval of the revised Data Protection Policy
- Improvements to committee procedures, including the introduction of a new report template. In addition we have streamlined committee business by directing information-only reports to North Ayrshire News, a bi-monthly publication for members
- The implementation of electronic-only agendas for Officers
- The successful delivery of the 2015 UK parliamentary election.
- Successful completion of the review of the Scheme for the Establishment of Community Councils and adoption, at a Special Meeting of the Council on 30 March 2016, of a revised Scheme
- The success of the 2015 Children's Panel recruitment campaign, which has attracted the highest number of candidates since the inception of the Ayrshire Area Support Team.
- Putting in place the legal governance for the Integration Joint Board, enabling it to be the first in Scotland.
- Putting in place the governance for Locality Planning.

Communities

- The significant progress that has been made in relation to moving Community Planning in North Ayrshire to a more local focus
- The launch of North Ayrshire Performs and our Annual Performance Report 2014/15
- Winning the Best Awards Scheme category at the Scottish Events Awards 2015 for the Provost's Civic Pride Awards
- National television coverage on BBC Scotland for our free holiday school meals initiative and national newspaper coverage for the opening of Saltcoats Town Hall by the First Minister
- Communications Team was shortlisted as a finalist in the National Corporate Communications Awards in the Best Internal Communications category
- Extensive online and social media coverage for a variety of campaigns including the Provost's Civic Pride Awards, Registering to Vote and Violence Against Women
- Successful completion of the Garnock School Site
- Successful conclusion of the purchase of the 3i Site
- Successful use of judicial mediation instead of court/tribunal resulting in savings to the Council.

Areas for Further Development

Through analysis of our 15/16 activity we have identified areas for further development within the service:-

Processes

- Development of corporate policy support for the Council
- Improving staff engagement
- Refreshing and embedding our approach to equalities
- Maximising use of the Councils information assets and ensuring that the core foundations are in place, such as Electronic and Document Records Management System (EDRMS), Master Data Management, Big Data and Open Data

- Review of the Freedom of Information processes to improve effectiveness and efficiency
- Coordination of the R4E Improvement Plan
- Development of governance for the Ayrshire Growth Deal
- Continued promotion of electronic Agendas to Elected Members
- Continued improvements to committee reports via the delivery of training to key report writers
- Preparations for forthcoming electoral events
- Preparations for the new Council in 2017

Our Priorities

Our key priorities for the next three years are shown below:

- *Further embed a culture of continuous improvement across the Council/Drive the Council's transformation from "Good to Great"*
- *Tackle inequalities in outcome for North Ayrshire residents through Community Planning and Neighbourhood Planning*
- *Provide a comprehensive and responsive Legal Service*
- *Effective delivery of Communications*
- *Effective Governance*

Directorate Priorities and Performance Indicators

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

The identification and prioritisation of the large, cross-cutting transformational projects has been completed and agreed with the Corporate Management Team (CMT). It is these complex projects that will drive the **transformational change** and contribute significantly to the Council's continued journey from "Good to Great". Appropriate governance and monitoring through the Change CMT meetings has also been agreed.

Transformational work has also been continuing through the Corporate Lean Programme. The seven lean projects reported their findings and results to the extended CMT at the end of last year. A summary video of the "Day of Success" was made to highlight the work undertaken. In addition each team's presentation was videoed to act as a record and training tool for future Lean projects.

The **Performance Management Strategy** is being implemented through the Performance Management Forum (PMF) Work Plan. Policy and Performance contribute to and support the work of the PMF. Progress is reported on a six monthly basis to the ECMT and Cabinet. A key element of the Work Plan was the preparatory work for the establishment of Performance Review meetings. The first round of meetings took place in November 2015. The second round of meetings will commence in May 2016.

A facilitated session took place with the Improvement Service in March 2016 to review the purpose and remit of the PMF. A report outlining proposals has been considered by the CMT in April 2016.

EFQM Self-Assessment - A self- assessment of Democratic Services was undertaken in 2015 and an Improvement Plan has been developed. The Improvement Plan has been developed with staff at two Service wide workshops in January and March 2016. The Plan will be monitored and reported through Covalent.

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

Significant progress has been in creating and implementing Locality Planning in 2015/16. This included the establishment of the Partnership Board (LAPB), the NAC Working Group (LAWG) and 4 work streams to deliver the detailed programme of work. The project also included the delivery of a public consultation programme across all of the Localities. The Consultation was set up according to the best practice guidelines of The Consultation Institute and was subsequently awarded accreditation by the TCI. Over 150 local people took part in 8 locality based events, and nearly 300 young people were engaged. A series of roadshows preceded each consultation event and these were supported by each of the core CP partner organisations. The consultation mandate was based on the proposed Terms of Reference for Locality Partnerships. Feedback from the consultation brought changes and additions to the Terms of Reference which lays out the governance and operating structure for Locality Partnerships. Senior Lead Officers from across the core CPP partners have been appointed. In addition, core CPP services: Police Scotland; Scottish Fire and Rescue; HSCP, TSI, and NAC have all reviewed and carried out service re-alignment to fit the new Locality structure. This comprehensive approach means that we are prepared for the establishment of Locality Partnerships in 2016-17.

Priority 3 - Provide a Comprehensive and Responsive Legal Service

Legal services has continued to avoid the outsourcing of legal work unless absolutely essential. The service also continues wherever possible to look for ways to reduce costs by use of judicial mediation and any other means considered appropriate.

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

- Ongoing support for community empowerment and community asset transfer
- The new Leisure Centre
- The acquisition of Red Cross House
- The wind up of URC and all associated diligence, transfer of property and novation of contracts
- Ongoing support for Social Services in the protection of children and vulnerable adults
- ASN Tribunals
- 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.
- Support to NAVT, the CCTV Company and the Municipal Bank
- The Licensing section continues to fulfil the Council's obligations in respect of Licensing through the Licensing Board and Licensing Committee.

The employment of the Solicitor to carry out employment work in-house has already provided savings to the Council and this will be further developed in future years.

In addition, the Licensing Section is now involved with the Legal Section in time recording which will enable us to continue with benchmarking more efficiently.

Similar to last year, there have been no successful court challenges of Council decisions and no complaints against Members have been upheld under the Councillors' Code of Conduct.

Priority 4 - Effective delivery of Communications

We have undertaken an extensive review of the Council's Communications Strategy, including consultation with Executive Directors, senior managers, our workforce, partner organisations and local and national media. The new strategy will be presented to Cabinet in the next few weeks.

The Media and Internal Communications staff continue to deliver a robust and professional service for both internal and external audiences. Highlights over the past year include producing and delivering:

- 51 weekly News in Briefs
- Five eight-weekly Team Talks, and
- Four Staff Talk magazines (both online and print).

The team has also delivered a highly effective proactive and reactive media service. We have:

- Responded to 602 incoming press inquiries
- Issued 431 proactive press releases
- Managed 77 photo calls, and
- Provided a 24/7 out-of-hours media service

Highlights of our proactive communications activity have included:

- National television coverage on BBC Scotland for our free holiday school meals initiative
- Extensive online and social media coverage for a variety of campaigns including: Provost's Civic Pride Awards, Registering to Vote and Violence Against Women, and
- National newspaper coverage for the opening of Saltcoats Town Hall by the First Minister

Online activity has seen us build the corporate twitter account to a followership of over 12,600. Eight new social media accounts have been created and training has been delivered to eight teams/services. News items continue to be uploaded regularly to both the website and Connects.

Promotion of the Council's Good to Great journey goes on apace. A variety of media materials have been prepared for local and national news audiences. Articles for Staff Talk and Team Talk have also been prepared for internal audiences.

Copywriting assistance has also been provided to Council services to support their awards ambitions.

The Marketing and Events staff continue to work across all Directorates to deliver a dynamic and innovative marketing and events service. The team has:

- Worked on 156 marketing projects
- Assisted in the delivery of 30 Council events

- Processed 31 community event applications, and
- Completed 14 Officer Assessment forms for community grants

Highlights of our varied marketing projects include:

- The marketing campaign to promote package holidays to Arran Outdoor Centre which generated almost £5,000 of additional income for the centre and more than doubled their twitter followers from 812 to 1,904.
- Project managing the First Minister's visit to Dreghorn Primary School to launch the free school meals initiative, and a visit by The Cabinet Secretary for Education and Lifelong Learning, Angela Constance MSP, to formally open the Skills Centre for Excellence.

The team also played a pivotal role in the production of several award submissions for services. We were commended by Quality Scotland for our R4E submission document and also for the quality of the marketing collateral we produce. The feedback report stated: "The marketing in general and in particular the 'Values' and 'Good to Great' programme is truly inspirational with an innovative, vibrant and fresh approach."

The marketing of Team North Ayrshire continues with 35 proactive press releases issued and advertorials in Business Scotland magazine, Holyrood Magazine and Scottish Business Insider. We have also issued 12 Bitesize Business e-bulletins. North Ayrshire for Business now has over 600 followers on Twitter (an increase of 150 followers since the start of the year).

We have project managed seven business events including The Cold Water Island Tourism Conference on Arran; the annual 'Straight Talking About Business' event and the formal opening of the Stevenston Employability Hub by Cabinet Secretary Roseanna Cunningham.

Member Services continues to provide a comprehensive support service to all elected members and recently held a best practice learning event with their equivalent services within the Scottish Government.

Priority 5 - Effective Governance

The Service ensures that all of the Council's key governance documents are reviewed as necessary and kept up to date. Recent changes include amendments to the Council's Scheme of Administration and Scheme of Delegation to Officers in terms of the implementation of Locality Partnerships.

Arrangements have been progressed in connection with the implementation of Locality Planning. This includes an initial cycle of pre-meetings and locality events, prior to the first round of Locality Partnership meetings following the summer recess. We have liaised with colleagues in Connected Communities to establish an addendum to the Locality Partnership Terms of Reference to set out the role of community councils. Following completion of the Review of the Scheme for the Establishment of Community Councils and adoption, on 30 March 2016, of a revised Scheme, work will be undertaken with Connected Communities to facilitate community council elections.

Election activity includes supporting the delivery of the May 2016 Scottish Parliamentary Election, the June 2016 Referendum on the UK's membership of the European Union and preparations for the 2017 Local Government Elections, including arrangements to support new Elected Members.

We continue to implement the CMIS committee management system and promote the continued roll out of paperless meetings to Elected Members. We are supporting more effective use of the new report template via the delivery of training to relevant officers.

The Ayrshire Civil Contingencies Team on 1 April 2016, moved to a Lead Authority arrangement with South Ayrshire Council as lead Council. This is likely to report to the Shared Services Committee.

Looking forward, any proposed Ayrshire Growth Deal will require governance arrangements to be agreed amongst participating Councils.






Work has been undertaken to identify policy skills within Democratic Services Staff. Policy delivery of key papers include improving committee papers and work on the Scotland Bill.

A new Information Governance Manager was appointed in December 2015. They are currently reviewing policies and processes in order to develop an information management improvement plan. This is a key element of the Council's Records Management Plan.

The planning for stage 1 of the Records Store relocation is complete and the tender for the refurbishment work was issued in January. This work will begin in April 2016. The detailed planning for stage 2 (the move of records and archives to the new store) is ongoing.

Performance Indicator Summary

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





Performance Information						
Priority	No of Indicators					
Further embed a culture of continuous improvement across the Council/Drive the Council's transformation from 'Good to Great'	1	SOL_CORP02 Corporate and democratic core costs per 1,000 population				
Provide a comprehensive and responsive Legal Service	2	SP_D&AS_A03 Total cost of the legal function as a % of running costs SP_D&AS_A11 Average hourly rate of in-house legal team				
Effective delivery of Communications	2				SP201516_DS_I08 Number of proactive press releases	

					SP201516_DS_I0 9 Number of photo calls	
Effective Governance	1			SP_D&AS_A 10 Freedom of information requests responded to in 20 working days		
Underpinning Delivery	3	SP201516_DS_I 06 % of invoices paid within 30 days for Democratic Service SP_D&AS_A01 Absence days lost per employee SP_D&AS_B1 % of staff who have had a PDR/PPD interview in last 12 months				

The majority of our actions and PIs with targets are on track.

The indicator *Freedom of information requests responded to in 20 working days* failed to meet its target of 94%. The Information Governance Manager post was vacant from October 2015. A new post holder was appointed in December 2015. The FOI Co-ordinators network was affected by the Business Support restructure in Quarter 4. The departure of a number of experienced co-ordinators caused significant issues in the processing of FOI requests. The situation should be resolved by Quarter 2 2016/17 once new co-ordinators have been appointed and trained.

LGBF Indicators - Priorities

LGBF Indicators 2014/15						
Indicator	2012/13 Value	2013/14 Value	2014/15		2014/15	
			Value	Target	Status	Short Trend
Corporate & democratic core costs per 1,000 population	£29,827.00	£31,485.50	£30,545.99	£31,000.00		
Support services as a percentage of total gross expenditure	2.2%	2.2%	2.46%	2.6%		

This indicator *Corporate and Democratic Core costs per 1,000 population* has decreased for 2014/15 which is positive. Our position however has worsened slightly, moving from 16th position in 2013/14 to 17th position in 2014/15. Councils interpret and measure this indicator in different ways, making comparisons hard. We have done work to check the costs we

attribute to the democratic core and a number of costs are being considered for removal, which will go towards improving our ranking position. In terms of the indicator *Support Services as a % of total gross expenditure* we are again ranked first in terms of high performance.

Council Plan Indicators

Council Plan	No of Indicators					
Enabling Delivery	1			SP__D&AS_A10 Freedom of information requests responded to in 20 working days		

Financial Performance

A detailed breakdown on both revenue and capital will be provided in Appendix 1.

The Service's revenue budget report as at 31 March 2016 reported an underspend to Cabinet of (£0.105m) for Democratic and Administration. The main reason for the underspend is:

Legal

Underspend of (£0.045m) within Legal. This is due to underspend of (£0.042m) within employee costs due to a vacant post and (£0.027m) within admin costs mainly legal expenses. This is partly offset by a bad debt write-off of £0.013m and under-recovery of income of £0.007m.

Policy, Performance & Community Planning

Underspend of (£0.017m) within employee costs due to a secondment to Corporate Procurement.

Committee and Member Services

Underspend of (£0.023m) within Committee and Member Services. This is due to underspend of (£0.035m) within employee costs due to delay in filling vacancies. This is partly offset by overspend for external printing of £0.020m within Committee Services.

Change Programme

Underspend of (£0.032m) mainly within employee costs due to delay in filling a vacant post.

Civil Contingencies

Overspend of £0.014m mainly due to unbudgeted contribution to South Ayrshire Council.

Employees

Sickness Data

Data on performance is attached as Appendix 2.

The Year to Date figure at March 2016 is 4.12 which is currently below the year to date target of 6.0. Our performance of 4.12 compares positively to the same reporting period last year which showed performance at 6.9 days lost per FTE.

Other Employee Information

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out. The employee engagement level is **69.9%** an increase of 1.9% since the 2014 survey when the engagement level was 68% and an overall increase of 4.0% since the initial survey in 2012, when the engagement level was 65.9%. The engagement level within Democratic Services was also 0.3 percent above the council wide figure of 69.6%. With the extremely high response rate we can be confident that this engagement level is representative of the service.

	Democratic Services 2014	Democratic Services 2015	Council 2014	Council 2015
Overall Engagement Level	68.0%	69.9%	65.3%	69.6%
Relate	82.5%	84.8%	76.2%	80.6%
Say	57.5%	60.3%	52.4%	60.4%
Stay	70.8%	68.4%	72.7%	76.1%
Strive	61.1%	65.8%	59.9%	61.4%

Compliments, Complaints and Member Requests Performance

Data on performance is attached at Appendix 3.

Complaints

We continue to perform well in handling complaints on time.

Compliments

Due to the nature of the services we provide we do not receive many compliments from external customers. There are five compliments recorded in the system. These are reflected below:

- *"Absolutely brilliant edition of Staff Talk, really informative and also a great feature for North Ayrshire Achieves. Really great to see the on line and printed version - thank you for showcasing this so well."* - Compliment for Corporate Communications re the Winter 2015 edition of staff talk.
- *"I wanted to thank you for all your support and assistance in the submission and re - submissions. I am pretty certain I could not have got this far without your support and guidance which helped me get it eventually as right as I could have."* – Compliment from

John Flanagan, Health and Social Care Partnership and relates to support received for COSLA award submission.

- *"Hello all, I just wanted to drop you a short note to say many thanks for everything yesterday. The coverage today is really positive and everyone is loving the fact FM and her mum opened the hall together. Thanks again and best wishes."* - from Cristina Dello Sterpaio (First Ministers office) and relates to the Saltcoats Town Hall Opening on Monday 14 March 2016.
- *"Hi Pauline, It's just a quick email to say thank you for all your help with yesterday's event. I think it went really well and the building looks fantastic!"* - from Izabela Klimorowska-Garb (Scottish Office) and relates to the Saltcoats Town Hall Opening on Monday 14 March 2016.
- *"Thank you all for being a part of my story! I couldn't have asked for better support throughout little mousey's journey and I am so grateful that you all got to be a part of it :) You all made a great " Little mousey, Mr Moon and bad Mummy" Thank you so much! I really appreciate it"* -from Shannon Morrison of Education & Skills relating to the Child Protection Committee Team project "Little Mousey".

Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs and MSPs.

Transformation Projects

The Change Team within Democratic Services are supporting transformation including the roll out of Lean Six Sigma across the Council and in particular providing support to the Kai Sigma projects that are underway across Directorates. Overall responsibility for transformation and the Change Team now lies with Financial Services.

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 – Revenue and Capital Expenditure

Revenue Expenditure –

Revenue Expenditure (£)			
Expenditure	Annual Budget 2015/16	Year-end outturn 2015/16	Annual variance Adverse or (Favourable)
	£000	£000	£000
Legal	20	(25)	(45)
Policy, Performance & Community Planning	1,289	1,272*	(17)
Communications	2	-	(2)
Committee and Member Services	2,186	2,163	(23)
Change Programme	32	-	(32)
Civil Contingencies	146	160	14
TOTAL	3,675	3,570	(105)

**Includes proposed carry forward to 2016/17 of £0.126m of elections costs*

Capital Expenditure –

Expenditure	Revised Budget 2015/16	Year-end outturn 2015/16	Annual variance 2015/16
Defibrillators	123,842	123,842	-

Appendix 2 – Employee Sickness Absence

Employee Sickness Absence

Democratic Services Employee Sickness Absence 2015/16								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Democratic Services	74.83	0.45	1.46	1.09	1.12	4.12	6.0	-1.88
Democratic Services Employee Sickness Absence 2014/15								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Democratic Services	80.5	1.6	1.0	2.1	2.3	6.9	6.0	0.9

Appendix 3 – Complaints, Compliments and Member Requests

Complaints

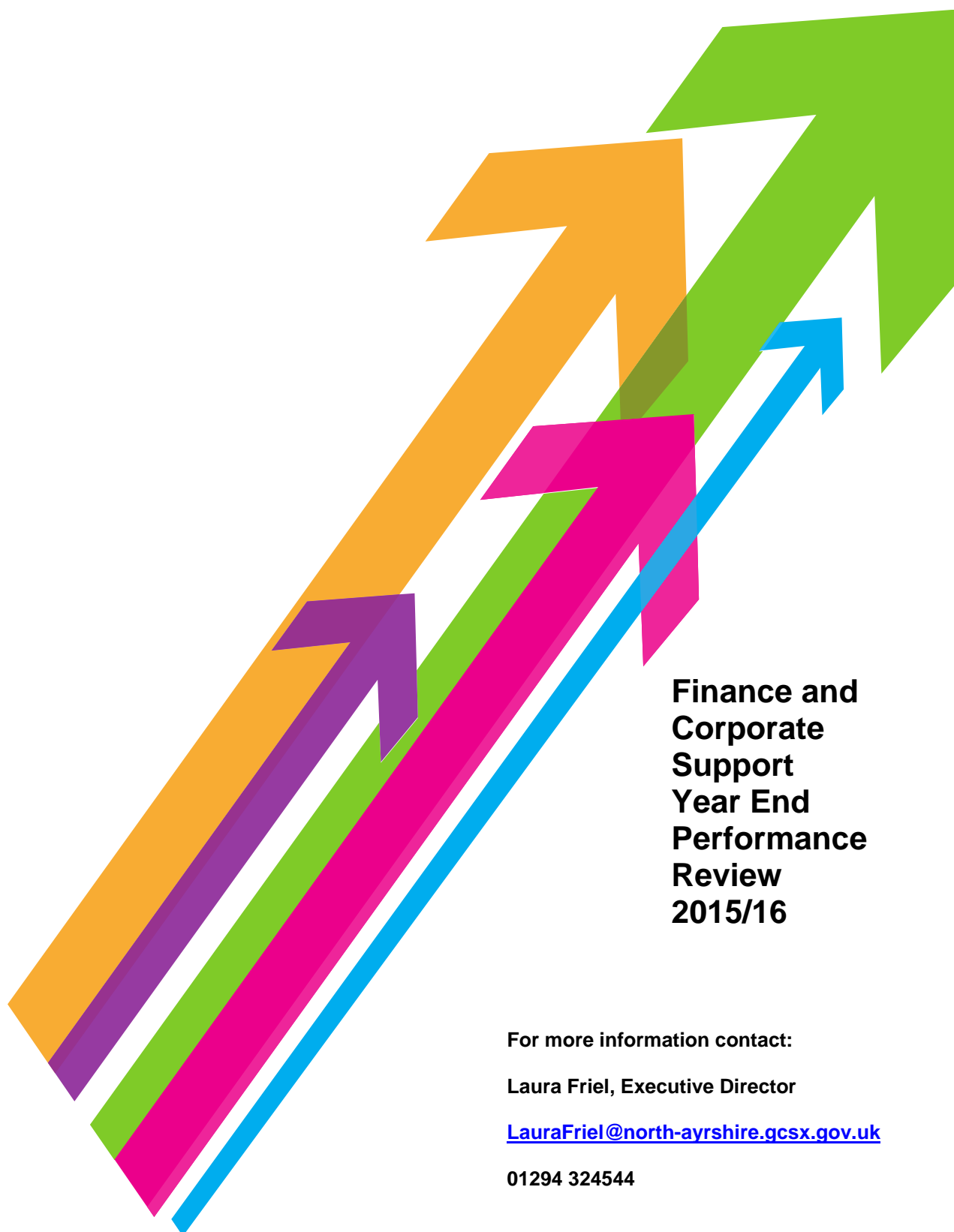
Stage 1 Complaints							
	2015/16				2014/15		
Service	Actual	% Handled on time	Ave days to resolve (target is 5 working days)		Actual	% Handled on time	Ave days to resolve (target is 5 working days)
Committee and Member Services	2	50%	7		0	n/a	n/a
Legal (including Licensing)	1	100%	1		5	100%	3
Stage 2 Complaints							
	2015/16				2014/15		
Service	Actual	% Handled on time	Ave days to resolve (target is 20 working days)		Actual	% Handled on time	Ave days to resolve (target is 20 working days)
Committee and Member Services	0	n/a	n/a		0	n/a	n/a
Legal (including Licensing)	0	n/a	n/a		1	100%	6

Member Requests

Summary			
Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)			
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate	Target (actual) working days
Chief Executive	70%	5.2	5
Democratic Services	100%	2.8	5
Councillor Stage 2 requests = 20 working days to resolve (for complex issues)			
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate	Target (actual) working days
Chief Executive	n/a	n/a	20
Democratic Services	n/a	n/a	20
MP/MSP/MEP requests = 10 working days to resolve			
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate	Target (actual) working days
Chief Executive	100%	6.2	10

Compliments

Directorate	No. of compliments 1 October 2015 -31 March 2016
Democratic Services	5



**Finance and
Corporate
Support
Year End
Performance
Review
2015/16**

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Welcome

Finance and Corporate Support (FACS) is responsible for providing support services across the Council, as well as public facing services.

We are on a journey of shaping the services we provide and helping our people develop so that they are able to respond to the challenging needs of the communities we serve.

The Council Plan 2015-2020 sets the future direction for the Council and focuses on our journey from **Good to Great**.

The Directorate Plan identifies how we will contribute to achieving the Council's vision '**To be a leading organisation defined by excellent and innovative services**'. The plan also outlines our key priorities for the next three years and how we will support our teams to deliver these.

The priorities of FACS underpin the delivery of all of the Council's Strategic Priorities and contribute directly to the following Council Priorities:

"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"

Update on actions from the last meeting

Action	Progress
Produce CMT paper on the use of software for customers - already have it for employees through Employee Voice	Employee Voice has been piloted within Customer Services and an extended pilot is currently being planned for FACS and Communications. A paper outlining the benefits of Employee Voice is being drafted to go the ELT in May. A Digital Strategy is being developed and this will incorporate options for consulting with customers digitally in the future.
Consider if by investing more in Council Tax collection we can improve collection levels	Initial discussions were held with Sheriff Officers on 27 April regarding the collection position of the Council and to look at options for improving collection levels; at the end of May Stirling Park will carry out further analysis work on the first warrant for 2016/17 to segment the data and identify non-payers and where the probability for recovery is good. This will help inform options to improve collection levels. An option paper will be provided to the Executive Director in June 2016.
Consider transformation case studies	Research has been carried out into best practice in both the public and private sector. FACS has incorporated best practice into the transformation programme.

Highlights

Examples of major highlights within the Directorate during 2015/2016 include:

Awards

We aim to be the best and continue to be sector leading across the public and private sector; this is evidenced by the external recognition we get for key areas of our business. Some of the key awards achieved by FACS during 2015/16 included:

- ECCCSA awards winner for Best Improvement Strategy
- Procurement Team: Go Awards – Team of the Year – Highly Commended
- HR Network award for Best Workplace of the Year
- Scottish Business Excellence Award for Lean Six Sigma
- ICT – SOCITM Customer Satisfaction – Best Performing
- CCA Excellence Awards – Innovation in Channel Shift, Winner, Customer Services

The full list of FACS awards achieved during 2015/16 is shown as Appendix 1 to this report.

Processes

- The Medium Term Financial Plan was updated and approved by Council in February 2016
- Completion of the WAN/LAN and substantial implementation of IP Telephony and wireless technology to ensure the Council stays connected
- Progressing an ambitious programme of “lean reviews” and development of a new Kaizen Blitz programme
- Improving our information to support more effective decision making with an initial focus on people analytics and supporting workforce planning
- Supporting the first Participatory Budget Event in North Ayrshire
- Streamlining processes and accelerating the pace of transactional changes through the implementation of HR21 Employee Self Service System
- Delivering the new staff intranet - Connects

Partners

- Improving how we deliver services by working in partnership with Services
- We continue to lead the way on resourcing support for the Health and Social Care Partnership
- Supporting local businesses and securing community benefits through procurement
- We have established Partnership arrangements with the Department of Work and Pensions (DWP) and external partners to deliver Universal Credit, maximising support to the most vulnerable in our communities

Customers

- Continuing to deliver more online services and securing greater take up on these services
- Improving the number of contact centre calls answered
- Retention of Customer Service Excellence by the Revenues and Benefits Team
- Supporting school leavers and Modern Apprentices to gain employment with advice and employability events through community benefit clauses
- The Housing Benefit/Council Tax Rebate (CTR) new claims and change of circumstances indicators showed a significant improvement and met target during quarter four

People

- Launch of the Council's new People Strategy – Our People Connect
- Hosted and analysed the Employee Engagement Survey developing an action plan
- Developed and implemented a number of new policies; Flexi Time Scheme, Disciplinary Policy and Procedure for Local Government Employees and Teachers, simplified Terms and Conditions on the Council's intranet site and website
- Development and launch of electronic reporting in relation to incidents and accidents in the workplace
- Piloted Employee Voice in Customer Services and extending throughout FACS to improve communication and employee engagement
- Delivery of employee roadshows to increase awareness and impact of pension fund legislative changes
- Introduction of a North Ayrshire Council long service recognition scheme acknowledging 25 and 40 years' service
- Creation of 40 new apprenticeships in North Ayrshire through community benefit clauses in procurement

Areas for Further Development

Through an analysis of our 2015/16 activities we have identified areas for further development within the Directorate:

Processes

- Developing our Strategic Financial Planning framework (Outcome Based Budgeting)
- Refreshing the long term financial strategy to 2026/27 to inform future strategic decisions
- Revision of the Health and Safety Policy to ensure compliance with legislation
- As part of our Lean Six Sigma programme developing process maps for invoice payment and eProcurement to enable a smooth transition to the new FMS system
- Improving invoice payment performance across the Council and FACS

- New procedures and processes will be implemented to comply with new EU and Scottish Procurement Legislation
- Further developing the HR21 Employee Self Service System
- Implementing a secondary internet connection
- Developing and implementing a strategy for Business Support

Customers

- Increasing the number of customers “delighted” with the services they receive
- Cascading Human Resource information electronically to our customers
- Using customer insight information to improve services and redesign delivery
- Developing our digital approach further and increasing the volume and range of services available on line
- Increasing the percentage of income due from Council Tax which is collected within the financial year
- Improving our benefits and council tax processing times to ensure that claims are dealt with expediently by introducing an integrated electronic claim form and reviewing the new claims process
- Extending the new complaint handling pilot to include the Care at Home Team

Partners

- Progressing the ICT Strategy for the Health and Social Care Partnership
- Securing support for Joint Resourcing across the Community Planning Partnership
- Developing joint management information arrangements on Health and Safety issues in conjunction with NHS Ayrshire and Arran
- Developing a business partnering approach for customers of Financial Management to support delivery of wider strategic priorities

People

- Reducing sickness absence
- Reviewing the outcomes from the stress management programme to reduce the risk of stress related absence in the workplace
- Increasing staff engagement through implementing Employee Engagement Survey improvement actions

Our Priorities

Our key priorities for 2015/16 are shown below:

- *Developing exceptional customer service*
- *Effective financial planning and stewardship*
- *Lead and support the delivery of transformational change*
- *Develop and deliver a new People Strategy*
- *Support the development of the Health and Social Care Partnership*

Priority 1 – Developing exceptional customer service

A range of projects have been implemented to deliver exceptional customer service. The new Customer Service Centre at Saltcoats Town Hall opened in February 2016 and initial customer feedback has been very positive. New technology has now been embedded within the Contact Centre and this has helped to improve the percentage of calls answered.

A staff account has been developed and is currently being piloted, this provides a self-service facility for a range of internal processes which will reduce errors and improve processing times.

A new structure is in place for Business Support which will enable the Service to provide a more consistent service, flexible to service demands. The Project Team is working to develop a performance management model for Business Support which will include the measurement of internal customer satisfaction.

A Delivery Partnership Agreement (DPA), with the Department of Work and Pensions and other community partners, has been put in place to deliver Universal Credit, supporting the most vulnerable in our communities.

A focus for FACS is the development of its approach to deliver services to “internal” customers. An example of this is the implementation of Lagan in HR Resourcing with employee enquiries now being logged and tracked to provide information on customer demand and inform future improvement processes.

Priority 2 - Effective financial planning and stewardship

The Council continues to demonstrate sound financial planning and stewardship with appropriate reserves and expenditure contained within annual budget. A balanced budget was agreed for 2016/17 in February 2016 together with a refreshed long-term capital plan. The Medium Term Financial Plan has been updated and approved and work continues on the Long Term Financial Strategy.

To support further development of the Council's financial management arrangements, the procurement of the new Financial Management System (FMS) is almost complete and is on track for implementation by the end of 2016/17.

Work continues across the CPP to support a joint approach to resourcing.

Priority 3 - Lead and support the delivery of transformational change

A new Transformation Phase 2 (T2) Strategy was agreed by both CMT and Cabinet.

T2 incorporates a strategic programme of cross-cutting, corporate transformational projects which will be supported through the Change Team and monitored by CMT through the 6 weekly Transformation Board CMT meeting. FACS provides the corporate lead for T2 and co-ordination of all project work and governance through the CMT and bi-annual updates to Cabinet.

Current project development includes proof of concept projects for digital services.

A number of initiatives which sit within other key priorities are also making a significant contribution to transformational change within the Directorate and across the Council.

- Lean Six Sigma and Kaizen Blitz reviews
- Deliver Channel Shift Strategy to improve services
- ICT investment to develop more resilient systems and processes
- Redesign cash collection service

Priority 4 - Develop and deliver a new People Strategy

The new People Strategy was launched during 2015 and an annual People Plan is now in place to identify key organisational development projects, including evaluation of impact and results. Key interventions have included:

- Undertaking a staff engagement survey during 2015/16
- Improving staff engagement through piloting 'Staff Voice'
- Introducing 'Get Connected' volunteering days
- Organisational Development input to T2 change work, including development of a new Business Improvement Graduate Programme
- Further developing People Analytics and Workforce Planning capacity

Priority 5 - Support the development of the Health and Social Care Partnership






The integration of the financial reporting functions for the Partnership continues. Improved and consolidated management information has been provided for managers, the Senior Management Team and for the Independent Joint Board (IJB). Further work is required to ensure the Partnership delivers its Strategic Plan within available resources. Work has commenced on finalising the budget for 2016/17 and producing the first set of annual accounts for the NAHSCP.

The IJB Performance and Audit Committee was established and has approved the IJB Internal Audit Plan for 2015/16.






An ICT Strategy for the partnership is being developed with work in progress to review partnership Infrastructures. The Organisational Development (OD) Officer within HSCP continues to be supported in the creation of the Workforce/OD Plan.

Action/Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our Directorate Priorities.






FACS 2015/16 Directorate Plan						
Priority	No of actions /indicators					
Developing exceptional customer service	16 indicators 14 actions	7 indicators 6 actions	4 indicators 6 actions	4 indicators 2 actions		1 indicator
Effective financial planning and stewardship	5 indicators 8 actions	2 indicators 4 actions	1 action	3 actions		3 indicators
Lead and support the delivery of transformational change	5 actions	3 actions		2 actions		
Develop and deliver a new people strategy	1 indicator 6 actions	1 indicator 6 actions				
Support the development of the Health & Social Care Partnership	6 actions	5 actions	1 action			
Other FACS actions and PIs	5 indicators 1 action	3 indicators		1 indicator 1 action		1 indicator

The year-end status of our 40 actions and 27 indicators is shown in the table above and the percentage of actions and indicators by RAG status is shown below.

FACS 2015/16 Directorate Plan						
	No of actions /indicators					
Actions	40 actions	60%	20%	20%		
Performance Indicators	27 indicators	48%	15%	19%		18%

LGBF Indicators

The table below shows the most significant Solace indicators that FACS is responsible for collating on a Council wide basis. The first three indicators below are managed across all Services; the other two are the direct responsibility of FACS.

LGBF Indicators 2015/16						
Council Wide	Code					
Sickness absence days per employee full time equivalent (FTE) for the whole council	CORP06			8.98 days		
Sickness Absence Days per Employee (excluding teachers)	CORP6b			10.13 days		
Percentage of invoices sampled that were paid within 30 days	CORP08		93.34%			
FACS						
Cost of collecting council tax per dwelling £	CORP04					Not available
Percentage of income due from Council Tax received	CORP07		94.7%			

Council wide indicators

Council Sickness Absence

The Council has not achieved its target of 8.0 days lost per Full Time Equivalent (FTE) for the whole Council with the year-end figure being 8.98. This shows an increase of 0.88 on the 2014/15 figure of 8.1 days lost per FTE. All absence continues to be monitored and managed in line with the corporate policies and procedures.

Sickness absence day per employee (excluding teachers)

Overall the Council has not achieved the target of 8.0 days per FTE for non-teachers sickness absence. Sickness absence days per employee were 10.13 days which is higher than the previous year (9.5 days - 2014/15).

Council Wide Invoices Paid on Time

The percentage of invoices paid on time across the Council for the 2015/16 financial year was 93.34% which is a slight decrease on the previous year (93.64%). For 2015/16 the invoices paid within 30 days fell short of the target of 95%. The process has been reviewed and the revised process will be rolled out during April 2016. It is envisaged that the invoice payments times will show an improvement by the end of Quarter One 2016/17.

FACS Indicators

Cost of Council Tax






Not available as yet.

Collection of Council Tax

The Council Tax collection rate for 2015/16 is 94.7% compared with 94.6% for 2014/15, this is an increase of 0.1%. This is below the target of 94.8%, however all recovery action has been run on time and debt has been passed to the Sheriff Officer as quickly as possible for collection. The Debt Recovery Team works closely with the Sheriff Officer to maximise the collection of Council Tax. Further benchmarking work is being carried out to learn from best practice elsewhere.

Council Plan Indicators – Council Wide

The table below shows the most significant Council Plan indicators which are collated by FACS but measure Council wide performance.

Council Plan Indicators 2015/16					
No of Indicators					
% of Council wide Stage One (Frontline Resolution) Complaints Handled on Time	91%				
Percentage of Council wide complaints handled on time (Stage Two)			89%		
Staff Engagement Level - Council wide	69.6%				

% of Council wide Stage One (Frontline Resolution) Complaints Handled on Time

Of the 1,318 complaints handled at Frontline (Stage One) in 2015/16, 1,203 (91%) were closed on time. This has exceeded the target set of 85%. This value is based on closed complaints; any complaints that were still open and being investigated at 1 April 2016 have been excluded from the calculation.

Percentage of Council wide complaints handled on time (Stage Two)

Of the 128 complaints handled at Investigation (Stage Two) in 2015/16, 114 (89%) were closed on time; this has fallen short of the target set of 95%. Those that did not meet timescale were due to the complexity of the complaints and the involvement of multiple Services/parties to assist in the investigations. The 89% figure does not include any investigation complaints still open at 1 April 2016.

Staff Engagement Level - Council wide

Following the 2015 Employee Engagement Survey, the Council wide Engagement Level is 69.6%; this is an increase from 2012 and 2014 when it was 55% and 65% respectively.

Financial Performance

A detailed breakdown of both revenue and capital expenditure is provided in Appendix 2.

Revenue Expenditure:

The Directorate's revenue budget as at 31 March 2016 reported an underspend of £0.668m. The main reasons for the underspend are:

Revenues and Benefits

There was an underspend of £1.136m. This was mainly due to an underspend of £0.438m in funds set aside for Discretionary Housing Payments (DHP) which are now fully funded by Scottish Government; funds of £0.105m no longer required which were set aside to address the benefit cap on temporary accommodation and; £0.406m over recovery of income relating to Council Tax overpayments, statutory additions and DWP subsidy. There is also an underspend of £0.139m within employee costs as a result of vacant posts.

In addition, carry forwards have been approved of £0.098m for Scottish Welfare Fund payments and £0.124m of DWP funding for staff costs and training in 2016/17.

Corporate Procurement

There was an overspend of £0.085m. This was mainly due to an under recovery of £0.145m in revenue and capital contract savings, partially offset by an underspend of £0.071m in employee costs as a result of vacant posts, maternity leave and long-term sickness absence.

Human Resources

There was an underspend of £0.039m. This was mainly within employee costs due to delay in filling vacancies and reduced hours.

ICT

There was an overspend of £0.037m which was largely due to an unanticipated invoice paid for maintenance of the WAN circuits.

Customer Services and Registrations

There was an overspend of £0.031m. This was mainly due to an overspend in employee costs of £0.013m due to turnover targets not being fully achieved and an overspend in software licences and CFCR of £0.021m and £0.012m respectively due to new contact centre technology and the telephony upgrade. In addition, there was an underspend of £0.040m in Footwear and Clothing Grants based on levels of demand and an under recovery of £0.013m in income due to a lower uptake on services than anticipated.

Business Support

There was an overspend of £0.121m which was mainly due to redundancy payments following a service restructure.

Capital Expenditure:

Overall there was a small overspend of £0.008m on the Directorate's capital budget for 2015/16.

Information Technology

There was an overspend on ICT projects of £0.066m. The main elements of the overspend were in PSN compliance, data rationalisation and storage and agile working projects and budget will be accelerated from 2016/17 to match the overspends.

Council IT Strategy

There was an underspend of £0.058m. This related to the provision of managed WAN services, where there was a delay caused by infrastructure issues on Arran, and budget will be carried forward into 2016/17 to allow for project completion.

FACS Absence Data

Data on sickness absence is attached as Appendix 3. The FACS sickness per FTE was 8.19 for 2015/16 which was an increase on the previous year figure (7.1 days per FTE) and did not meet the target of 7.0 days.

47% of FACS employees had no sickness absence during 2015/16 (Council-wide 50%) which was a small increase in the 2014/15 figure of 46%.

FACS focusses on maximising attendance and takes steps to ensure full compliance with corporate policies.

Other Employee Information

89.1% of FACS employees took part in the 2015 Staff Engagement Survey, an improvement from 69.8% in the last survey, and a response rate which provided assurance that our teams wanted to share their views.

The 2015 FACS employee engagement level improved at **65.6%** (2014 – 62.7%, 50.4% - 2012).

All four engagement factors increased in the 2015 Employee Engagement survey. The greatest increase was in 'Say', 5.6% year on year (from 2014 to 2015). A comparison of all engagement factors and the overall Engagement Level is shown in the table below. FACS developed an improvement plan following the 2014 survey and implementation of the actions has resulted in the overall engagement level increase.

The 2014 action plan centred on communication, management of change, visibility of the ECMT and opportunities for staff to contribute views before changes are made.

Further work is being done by Senior Managers across FACS, working with their teams to identify additional areas for improvement.

FACS		2015	2014	2012
		Engagement Factor / Engagement Level		
Relate	Relating to the Council's purpose	74.9%	72.6%	47.8%
Say	Speaking about the Council	56.2%	50.6%	42.5%
Stay	Staying with the Council	75.1%	73.3%	72.5%
Strive	Commitment to the Council	56.1%	54.4%	38.9%
Overall Engagement Level		65.6%	62.7%	50.4%

Compliments and Complaints Performance

Complaints

Data on complaints is attached in Appendix 4. FACS Stage 1 complaints have reduced from 236 in 2014/15 to 182 in 2015/16 (a reduction of 23%). Customer Services received the highest level of Stage 1 complaints (92), although this is to be expected given that Customer Services deal with a wide range of queries relating to different services. Of the total number of Stage 1 complaints received in 2015/16, 64% (116) were upheld or partially upheld. Upheld complaint topics were varied in nature and related to a number of sections.

FACS Stage 2 complaints also reduced from 65 in 2014/15 to 59 in 2015/16. The section with the highest level of Stage 2 complaints was Customer Services (where the majority were multi-service complaints handled by the Complaint Team). Of the total number of Stage 2 complaints received in 2015/16, 61% (36) were upheld or partially upheld. Again, upheld complaint topics were varied in nature.

FACS complaints were 10% of the total complaints received by the Council in 2015/16 and centred mainly around:-

- Customer Services - waiting times, incorrect information provided or perceived staff behaviour
- Benefits - payment of benefits or standards of service
- Revenues – communication, Council Tax recovery or standards of service

Compliments

During 2015/16, 75 FACS compliments were logged on Lagan. The majority of compliment themes focus around Registrars and Area Offices. A snapshot of compliments is included in the table below.

Section	Compliment
Contact Centre, Customer Service Centre & Registrations	A variety of compliments from customers were received thanking the staff for their assistance and high standard of service.
Web Team	This is the first time I have logged on to my account having just signed up, but I am really impressed that you have everything here on one website - I can view my council tax bill: request special uplifts; report road faults, graffiti, full bins - I think it's excellent! Thank you!
Performance Team	Please accept my personal thanks for all your hard work, as part of the assessment team for the CoSLA awards, you made this year's process straightforward.
Insurance Team	Thank you for your guidance and support to help me understand the process when attending court. Thank you for keeping me updated with regular information.
IT	I would like to thank IT Services for promptly attending to my connection issues on Wednesday morning (24/2/16). Thanks!

Councillor/MP/MSP Information Requests

FACS received 114 requests for information between 1 April 2015 – 31 March 2016. 64 Councillor requests were received and 50 MP/MSP requests. 88% of Councillor Stage 1 requests were closed on time (target 5 days); the average time to resolve the requests was 5.6 days. FACS had no Councillor Stage 2 requests. 98% of MP/MSP requests were closed on time (target 10 days); the average time to resolve the requests was 5.6 days. Appendix 4 shows the breakdown of information requests by section.

Transformation Projects

Financial Management System (FMS) replacement

Procurement of the new system is in its final stages. This should deliver a more effective and efficient system for financial services across the Council to enhance the quality, frequency, accessibility and reliability of financial data and management reports. It should free up Finance staff to allow for greater added value in terms of analysing and supporting services in a business partnering role with services. It will enhance the quality of management information across the Council to support improved decision making and resource planning, as well as increasing the level of self service for users of the system. The new FMS project is due to be implemented by March 2017.

Carefirst

The Carefirst financials development is expected to streamline processing around social care billing and financial monitoring and improve the access to and quality of service user information for both Health and Social Care and Finance teams while also reducing duplication. This is a joint project in conjunction with Health and Social Care Partnership which went live in February 2016.

Customer Services Strategy

During 2015/16 a number of key areas were progressed including the delivery of an online account, with more than 19,000 residents registered to access a wide range of transactional services via the website.

The implementation of e-billing for Council Tax saw more than 60% of eligible customers receive an electronic bill which, combined with the introduction of intelligent Council Tax e-forms, has improved processes and increased the percentage of customers accessing services through online channels.

A new telephony system has improved the telephone performance of the contact centre with an increase in calls answered and reduction in wait times.

Business Support Review

A Business Support Strategy was approved by the Corporate Management Team (CMT) in June 2015 and is currently being implemented.

A new structure was delivered for the beginning of 2016/17, allowing the Business Support Team to be more responsive to service demands. A structure for career progression is being developed. A new induction programme is in place for staff joining the team and development of phase 2 of the training programme is underway.

An employee account is ready for implementation with the first processes supported being special leave, contract amendment and termination. Analysis of the administration processes which support Occupational Health has been completed and development work is due to begin. The Business Improvement Team is working closely with Human Resources to improve the recruitment process via the use of Talentlink reducing the administration work to support these processes. A pilot is due to begin in April with Facilities Management.

Review of the business model within Employment Services

Payroll has completed the School HR Absence project. Absence data is now recorded in a single system, reducing lag time, duplication and variance. A training programme is in place to ensure that staff involved have the required skills and knowledge to undertake this activity now and in the future.

Recruitment Workshops have been undertaken to redesign the Advert Request, Shortleeting and Interview processes. Working in partnership with Facilities Management the application process has been redesigned for applicants applying for jobs graded 1 – 3.

The HR21 Self Service System has been rolled out to office-based employees; this enables employees to access their payslip online, update their home address and emergency contact details and to register to pay their Council Tax via their wages.

Move from operational reporting to advanced analytics

Key workforce information is now published on the intranet. A quarterly infographic is produced and published on Connects to highlight employee metrics. Development work continues to classify the Council's posts to enhance the workforce metrics.

Work continues with IT to develop reports for new pension reporting requirements; attention has been focussed on automating the process.

Cash Collection and Municipal Bank services

Research has been undertaken to identify the local and national picture in relation to Municipal Bank services. A visit to another local authority has taken place and an options paper was considered by the Transformation Board.

The need for specialised advice was identified and procured. This specialist advice will be used to inform a final options paper for the consideration by the Municipal Bank Board.

Significant analysis work has been done regarding the redesign of cash collection and a report has been prepared which outlines the savings which can be generated. A cross service project team has been established and a Project Plan is currently being prepared which aims to deliver the redesign of the service by March 2017. Customer engagement is underway to identify the best options for implementation and support customers to pay in the most appropriate way.

Lean Six Sigma Projects

Insurance

A review of insurance claim handling processes has been completed and a number of improvement actions identified. These include revisions to the claim form, designed to capture all required information first time, the development of a Customer Charter for Council Services and the introduction of Insurance and Risk Awareness days for key Council staff.

Review of the customer journey within Financial Management

A number of Lean projects have been completed which support this review including a review of the financial re-assessment process and service user arrear letters. A full review of all processes and customer needs will be undertaken as part of the implementation of Business Partnering within Financial Management.

Review of Revenues and Benefits changes and claim processing

A Lean Six Sigma project reviewing the benefit new claim process commenced in quarter four. The current claim process has started to be mapped out. The expected completion date of the project is end of quarter one 2016.

The project reviewing council tax change of address did not commence in quarter four due to non-availability of experienced green belt resource. The project is expected to start in quarter two of 2016/17.

Resource is currently being identified to set up a Business Improvement Team in Revenues and Benefits similar to the model within Customer Services. An improvement plan is being developed which will provide a programme of work and improvement targets for the BIT. The improvement plan will be based on feedback from staff engagement, customer satisfaction, the digital workstream and various Lean projects. A comprehensive plan will be in place in quarter two 2016/17.

External Evaluations

During the first half of 2015/16 Audit Scotland reported on their Annual Audit of the 2014/15 Annual Accounts and a review of the main financial systems and a risk assessment of Housing Benefit was carried out. Full details of these evaluations were provided in the mid-year Performance Review Report. Only one external evaluation involving FACS was completed during the second half of 2015/16.

External Audit Review of Internal Audit

Audit Scotland has completed its annual assessment of the Council's Internal Audit function. This has provided a positive assessment. The review concluded that Internal Audit is operating in accordance with the Public Sector Internal Audit Standards. The report identifies that a risk based approach to planning has been adopted and sound arrangements are in place for monitoring and reporting progress against the plan.

Appendix 1 – Awards received by Finance and Corporate Support

- CCA Excellence Awards – Complaint Team, Shortlisted, Customer Services
- CCA Excellence Awards – Innovation in Channel Shift, Winner, Customer Services
- North Ayrshire Achieves – Exceptional Employee of the Year, Finalist, Darren Miller, Customer Services
- North Ayrshire Achieves – Learning Champion, Finalist, Michelle Emberson, Customer Services
- North Ayrshire Achieves – Growing Our North Ayrshire, Winner, Corporate Procurement
- North Ayrshire Achieves – Enhancing Our Environment, Winner, eBilling Team, Revenues & Benefits
- Personnel Today – NAC Employer Brand, Finalist, Learning & Development Team
- Personnel Today - NAC – Award for Excellence in Public Service HR (Kaisigma), Winner, Learning & Organisational Development Team
- Customer Services – COSLA Bronze Award for Service Innovation and Improvement
- ICT – SOCITM Customer Satisfaction – Best Performing
- CPCS – STEfWF – Short-leeted Best Large Public Sector Employer
- ECCCSA awards winner for Best Improvement Strategy
- ECCCSA awards - silver for Best Complaints Team.
- Commended for the MJ Awards Innovation in Digital
- Procurement Team: Go Awards – Team of the Year – Highly Commended
- Procurement Team: Go Awards – Sustainability/Corporate Social Responsibility – Finalist
- HR Network award for Best Workplace of the Year
- HR Network Award for Employee Engagement
- Scottish Business Excellence Award for Lean Six Sigma

Appendix 2 - Financial Performance

The Table below shows the revenue expenditure as at 31 March 2016

Revenue Expenditure (£000)			
Expenditure	Annual Budget 15/16	Final Outturn	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Directorate	(6)	-	6
Finance			
Central Recharges	(233)	(233)	-
Head of Service	234	233	1
Financial Management	-	-	-
Revenues and Benefits	5,715	4,578	(1,136)
Audit and Risk	114	114	-
Corporate Procurement	(85)	-	85
Customer, People & Corporate Support			
Central Recharges	(143)	(143)	-
Head of Service	141	144	3
Human Resources	39	-	(39)
ICT	(37)	-	37
Customer Services & Registration	556	587	31
Business Support	(121)	-	121
Total	6,174	5,280	(891)
Less approved Carry Forwards	-	223	223
Net Total	6,174	5,503	(668)

Delivery of Capital Programmes

The table below shows the capital programme expenditure as at 31 March 2016

Capital Investment Expenditure (£000)			
	Total Revised Budget 15/16	Actual Expenditure to 31 March 2016	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Finance	124	124	0
Information Technology	380	446	66
Council IT Strategy	526	468	(58)
TOTAL FACS	1,030	1,038	8

Appendix 3 – FACS Employees Sickness Absence

Finance and Corporate Support Employee Sickness Absence 2014/15								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	2014/15	Target	Variance
Finance	160.4	1.5	1.7	2.8	1.8	7.8	7	0.8
Customer, People and Corporate Support	249.1	2.1	1.6	1.2	1.6	6.5	7	-0.5
FACS	409.5	1.9	1.7	1.8	1.7	7.1	7	0.1

Finance and Corporate Support Employee Sickness Absence 2015/16								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	2015/16	Target	Variance
Finance	158.3	1.87	1.82	3.35	3.27	10.31	7	3.31
Customer, People and Corporate Support	255.2	1.60	2.18	1.48	1.64	6.90	7	- 0.10
FACS	413.5	1.69	2.02	2.20	2.28	8.19	7	1.19

Appendix 4 – FACS Complaints, Compliments and Member Requests

Complaints

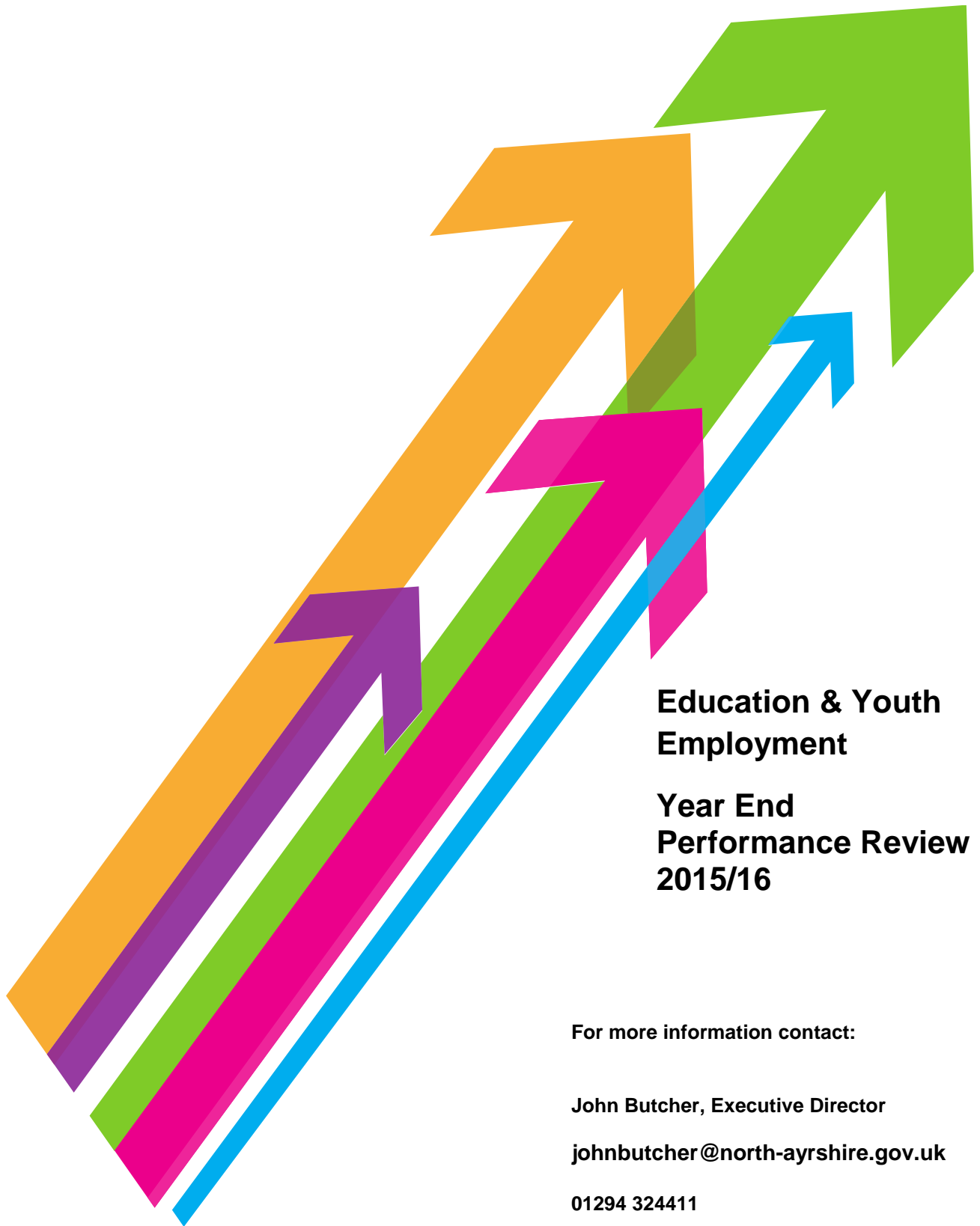
Finance and Corporate Support 2015/16							
Stage 1 Complaints							
	2015/16				2014/15		
Service	Actual	% Handled on time	Ave days to resolve (target is 5 working days)		Actual	% Handled on time	Ave days to resolve (target is 5 working days)
Benefits	31	100%	1.4		45	98%	1.4
Customer Services	92	98%	2.4		143	95%	2.7
Finance - Other	12	92%	3.7		5	80%	3.2
HR	2	100%	2		2	100%	2.5
Revenues	45	100%	1.6		41	93%	2.9
Stage 2 Complaints							
	2015/16				2014/15		
Service	Actual	% Handled on time	Ave days to resolve (target is 20 working days)		Actual	% Handled on time	Ave days to resolve (target is 20 working days)
Benefits	2	100%	3		5	100%	6.6
Customer Services	42	88%	16.3		53	81%	15.7
Finance - Other	4	75%	13.7		0	n/a	n/a
HR	2	100%	10		0	n/a	n/a
Revenues	9	100%	2.4		7	100%	9.9

Compliments

Compliments 2015/16	
	Actual
Number of Customer Compliments	75

Member Requests

Councillor/MP/MSP requests – 2015/16						
	Benefits	Revenues	Customer Services	HR	IT	Total
Councillor	15	36	9	3	1	64
MP/MSP	27	21	0	2	0	50
Total	42	57	9	5	1	114



**Education & Youth
Employment**

**Year End
Performance Review
2015/16**

For more information contact:

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Welcome

The Council Plan 2015-2020, sets the future direction for the Council and focuses on our journey from Good to Great

The Education and Youth Employment Directorate provides a wide range of services across three main areas of integrated service delivery: Education, Youth Employment and Inclusion. The main areas of focus for the Directorate include improving the quality of learning and teaching, providing opportunities for young people to maximise their attainment and achievement, promoting equality of educational opportunity and inclusion and supporting our young people to enter positive and sustained post school destinations.

The work of the Directorate supports the delivery of the Council's strategic priorities, with a particular focus on the two priori highlighted below:

- 1. Ensuring People have the right skills for Learning, Life and Work.**
- 2. Working together to develop stronger communities.**

Our Directorate Plan 2015-2018, updated April 2016 outlines the priorities we have identified, and the actions we will take to support the successful delivery of these Council's mission - **"To improve the lives of North Ayrshire people and develop stronger communities"** and vision – **"To be a leading organisation defined by excellent and innovative services"** The plan also outlines our key priorities for the next three years, and how we will support our people to deliver on these.

Update on actions from last meeting

Action	Progress
<ul style="list-style-type: none">Strengthen capacity and links between schools and business (positive destinations).	<ul style="list-style-type: none">Schools implementing the recommendations in "Developing Scotland's Young Workforce" is resulting in an increase in the level of employer engagement in our schools.National Career and Work Experience standards.Principal Teacher posts in schools.Introduction of MA and new Senior Phase.
<ul style="list-style-type: none">Develop robust measures particularly at primary level.	Introduction of National Improvement Framework (NIF), including focus on standardised assessments and teacher judgement.

Highlights

Some of our major highlights this year include:

- Two finalists in National Education Awards (Greenwood Academy and Kilwinning Early Years Centre).
- Improved Attainment – Report to Cabinet:
 - Literacy at Level 5;
 - Numeracy at Level 5 above National and Comparator;
 - Improving trends across almost all indicators;
 - Above National and Comparator for lowest performing 20%.
- Flushed with Success Award.
- National Awards - Music Service.
- Development and delivery of staff training on:
 - Literacy; Numeracy; Nurture; Parenting; Restorative Practice; Quality Assurance and Evaluation; Modern Languages; Leadership and Probationer Training.
- Improving profile of the Authority nationally – ADES, Awards, Inspection, SEEMIS, Estate.
- Introduction of National Improvement Framework – assessment and moderation.
- Further development of Senior Phase – Developing the Young Workforce; Timetable; Further Education.
- Partnership Work – Ayrshire College; Health and Social Care; Parents; Community Involvement.
- Embedding Quality Assurance/ Improvement.
- Development of Children's Services Plan.

Communities

- In collaboration with the Health and Social Care Partnership, the Stop, Now and Plan (SNAP) project is now complete, and has been evaluated by Educational Psychology Services.
- The role of Pupil Support Teachers has been developed, and training provided, to enable them to more effectively support our approaches to nurture and restorative practice.
- All schools are implementing year 1 of the North Ayrshire Primary Language Learning Framework, with some having progressed to year 2 and beyond. We are launching further resources to support years 3 and beyond.
- The Autistic Spectrum Disorder (ASD) strategy has been developed, and will be launched formally in June. The Astra base will open in August and has taken referrals.
- Nurture groups are operational in schools.
- The Accessibility Strategy has been completed, and is being implemented and monitored through the Accessibility Steering Group.
- We have now established a Creative Learning network to include representatives across the sectors including Primary/ Secondary/ ASN and third sector. The group meets quarterly to discuss the progress of creativity and innovation in pedagogy

and the development of Creativity thinking skills. A range of activity is supported through our CLN fund including Creativity in language/ expressive arts and STEM and supporting Creativity as part of our work on the Development of the Young workforce.

- We have provided 3 single agency training days for all Head Teachers and for all Pastoral care staff in North Ayrshire schools. We have covered key areas within the Children and Young people's act (due for full implementation in August 2016) including the assessment of wellbeing, the role of the Named Person and the development of a child's plan.
- Further support has been given to schools on the full implementation of GIRFEC through training days for Head teachers and pastoral care staff, regular newsletters and updates and ongoing support from key staff.
- Place 2 Be are working in 6 of our primary schools, setting up a counselling service for young people as part of our attainment challenge.
- Place 2 Be now have school managers present in 6 of the primary schools in SIMD 1 and 2 and the service will be provided fully from August 2016.
- Mental health/ wellbeing teachers in place – working with CAMHS.

Areas for Further Development

Through analysis of our 15/16 activity we have identified areas for further development within the service:

Communities

- Most Head Teachers have completed training in restorative practice, with a further session planned next term. This now needs to be embedded across our schools.
- Secondary schools have undertaken training in nurture approaches. This now needs to be embedded. Further training has been planned for Primary and Early Years staff.
- Focussed training in the data input within SEEMIS on the wellbeing application will commence in May 2016.
- This support and development around the implementation of GIRFEC will continue to feature as we move towards the full implementation of the children and Young people's act in August 2016. Education and Youth employment will work closely with the GIRFEC manager to set up and develop the Named Person's Service for North Ayrshire (June 2016).
- Our partnership work with Penumbra and CAHMS are crucial to the delivery of aspects of our work in supporting the mental health and wellbeing of young people across North Ayrshire. They are part of the core group within the HWB strategy group. We are also working closely with CAMHS as part of our attainment challenge.
- The Health and Wellbeing strategy group will have a second full meeting by the end of May 2016 to discuss the draft HWB strategy and the new significant aspects

of learning document from Education Scotland. This will inform our next steps in developing a new framework for delivery of HWB across all North Ayrshire schools from early years through to the senior phase.

Place

- We continue to support the development of ECO schools, Rights Respecting Schools and Fairtrade initiatives across all our establishments with a view to increasing the number of awards. Eco schools Scotland is changing and further to the review of their work, we will support schools across NAC through a range of CLPL offered.

Our Priorities

Our key priorities for the next three years are shown below:

- *We are reducing inequalities and delivering improved outcomes for children and young people.*
- *Self-evaluation and performance improvement are embedded throughout our schools and central support teams.*
- *Levels of attainment and achievement are improving for all learners.*
- *High numbers of our young people are entering positive and sustainable post-school destination.*

Directorate Priorities and Performance Indicators

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

A key objective of the Directorate is to ensure we are providing a nurturing approach in all of our schools. This will support those young people who are experiencing social and emotional problems and who face challenge in accessing education and help them to better engage with education, promoting self-efficacy and impacting positively on their educational attainment. High quality training programmes have been accessed and the delivery by Education Scotland and NAC Psychological Services to both primary and secondary teachers is now embedded. All secondary schools have been trained. In addition to this, Nurture Bases have been created in 15 primary schools and all will be in place by August 2016. All Head Teachers from these schools have completed specific nurture coordinator training. Furthermore, 16 primary schools have received additional funding, secured from Access to Education, to recruit staff and to prepare and resource nurture rooms. A post of Nurture Co-ordinator has been recruited and is now working in partnership with Psychological Services and NHS staff to embed the initiative and ensure more effective support for schools and establishments.

A number of initiatives, strategies and programmes have been taken forward in the early years setting to support children and to engage with parents. The identification of need is being further supported through the increased use of pre-school developmental milestone information. Schools and Early Years establishments have also been encouraged to use the SHANARRI interactive tool produced by Education Scotland to help assess wellbeing needs and this follows on from a successful pilot carried out across the Garnock cluster schools.

We have continued to enhance staff knowledge, understanding and skills in supporting young people dealing with mental health issues. A training programme of seven 3-day courses for the school session 2015-2016 has been developed specifically to train staff across Education, Health and Social Care in SMHFA. The Psychological Service has also begun to develop information for young people around anxiety and in addition, are consulting with health colleagues regarding the resources currently available to provide clear, concise and accurate information for parents and teaching staff.

Key Directorate focus is to close the attainment gap. The Attainment Adviser and PLA staff have a targeted approach to improve the attainment and achievement of pupils from our poorest communities. Targeted literacy and numeracy work across all sectors is being delivered by the core staff team at the PLA. The inclusion of a speech and language therapist and educational psychologist as part of the PLA core team will further enhance the initiatives to close the attainment gap. Year 2 priorities for the Attainment Challenge will be focussed on developing work with parents as well as creative arts and sporting activities.

Priority 2 - High quality learning and teaching is taking place in all our schools.

The service continues to use a research based approach to improving learning and teaching which has determined the priorities in the next three years. As a result of this, a Professional Learning Academy has been created with a focus on improving the delivery of literacy and numeracy in the first instance. Every school has numeracy as one of their improvement plan priorities. Staff have been seconded to deliver programmes of in-service and thereafter teach cooperatively in schools to ensure practice is being delivered at the highest standards possible.

The Broad General Education continues to be enhanced through each school's improvement agenda. At an authority level, there is a focus on the STEM agenda through the Scottish Schools Education Research Centre (SSREC) who are working with two clusters and partnership working with Dumfries House; a Creative Learning Network is now promoting the creative thinking skills of our children and young people; almost all schools have now begun implementing the primary language learning framework in line with the national 1 + 2 languages priority and very good progress

has been made in establishing a 'maths recovery' professional learning network. This vibrant network is promoting a range of strategies to improve numeracy across the authority in partnership with the PLA.

To ensure all staff have the skills to continue taking forward the improvement agenda, a career long professional learning programme is in place. This will ensure there are opportunities for student teachers right through to established Head Teachers. A wide and varied programme already exists with any gaps having now been identified and plugged. A full programme is now underway. Examples of current provision include a full annual programme for probationer teachers, leadership modules for class teachers and the opportunity for Head Teachers to take part in the Head Teacher Leadership Academy. This co-ordinated whole system approach will ensure the further development of this key component of the workforce.

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

A new Quality Improvement Framework has been produced and is now being used in all of our schools. The framework is already being revised to reflect the new QIs and inspection framework outlined in the recently published 4th Edition of HGIOS.

All Head Teachers completed in-service on preparing effective evaluation statements and what supporting evidence is required. In addition, a 'measurement' workshop has been delivered to help support school improvement planning and therefore impacts from these plans. All Head Teachers and identified key staff have had training on the NIF. Centrally, all Senior Managers and Heads of Service have completed a programme of in-service from Education Scotland which will help support school visits planned as part of the new framework. In addition, Education Scotland Area Lead Officer accompanied senior officers on 10 planned visits to review key QIs and ensure benchmarking with national expectations.

A consistent approach is being led centrally to track and monitor progress and achievement in the Broad General Education and the Senior Phase. To support this, a programme of standardised testing has been introduced throughout all of our schools. In addition, all schools are having an increased focus on collection and use of data to support their improvement agenda. INSIGHT training is complete and training for the introduction of GL assessments and teacher judgement to inform improvement is ongoing. This training involves the use of data to inform improvement.

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

A number of initiatives continue to address the outcomes gap for children and young people from disadvantaged groups. This includes the development of a

communications and languages strategy; partnership working with the Robert Owen Centre to develop our approach to parental engagement in learning; design of a high quality training programme to support improvements in numeracy and literacy and the delivery of parenting programme which aims to support parents, where appropriate, to improve the behaviour of 3/4 year olds. Work on restorative practice, SNAP, POP, PEEP and emotional literacy continue.

Very good progress has been made in the development and implementation of an authority nurture strategy. This has included consultation with all schools and a number of partner agencies. A number of staff, including Head Teachers have undergone intense training with the plan to roll this out to all Head teachers progressing.

Developments in the senior phase have been progressed in our secondary schools ready for the introduction of a S4-S6 structure. This will offer greater choice and progression for all young people. Also, to support the delivery of the new qualifications, a programme of professional learning on 'understanding standards' is enhancing the capacity of our teaching staff. Furthermore, there continues to be a renewed focus on supporting subject networks, as these groups have the opportunity to inform authority decisions and therefore contribute to raising attainment for all young people.

Wider achievements are being mapped across all of our schools with an audit currently being undertaken. This will allow good practice to be shared and research to be undertaken to ensure pupils gain formal accreditation where this is not currently happening.

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

In collaboration with Ayrshire Chamber of Commerce we have canvassed local employers about a revised partnership model with the aim of increasing the number of pupils able to participate in more appropriate placements. We are also working with colleagues in Economy & Communities to encourage local employers to create opportunities for young people with ASN and this should become innovative practice as part of DYW. The continuing development of Activity Agreements with the third sector aims to provide increased opportunities for young people with significant barriers to employment.






Irvine Royal Academy is being developed as a Centre of Excellence in Senior Phase vocational education. This partnership between the Council, Ayrshire College, Scottish Funding Council, Skills Development Scotland and others delivers courses in tourism, sports and hospitality. Engineering courses are currently being developed, which will deliver Modern Apprenticeships locally from August 2016. These may transfer to another school/ college base by August 2017.

In partnership with colleagues in the Council, a review of the NAC Youth Employment Strategy has been undertaken to ensure it is effectively addressing the challenges identified in the Developing Scotland's Young Workforce Final Report. PTs are now in place in all secondary schools to drive approaches to developing the young workforce; career and work experience standards; approaches to the introduction of modern apprenticeships into the senior phase curriculum.



A widening access programme between the University of the West of Scotland and St. Matthew's Academy was piloted successfully and NAC are currently engaged in discussions with the University of Glasgow to extend its widening access programme to all North Ayrshire schools.

Performance Indicator Summary


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

Performance Information						
Priority	No of Indicators					
We are reducing inequalities and delivering improved outcomes for children and young people.	4	1				3 (data not available)
High quality learning and teaching is taking place in all our schools.	3		1			2 (data not available until June 2016)
Levels of attainment and achievement are improving for all learners.	11	8	2	1		
High numbers of our young people are entering into positive and sustainable post-school destinations.	1	1				

LGBF Indicators – Priorities

LGBF Indicators 2014/15						
Indicator	2012/13	2013/14	2014/15		2014/15	
	Value	Value	Value	Target	Status	Short Trend
% of school leavers entering a positive destination	93.8	94.1	96.1	94.5		

Council Plan Indicators

Council Plan	No of Indicators					
Ensuring our people have the right skills for life , learning and work	8	7			1	

Financial Performance

A detailed breakdown on both revenue and capital is provided in Appendix 1.

The services revenue budget report as at 31st March 2016 shows Education and Youth Employment with an underspend of £50K.

The main reasons for this underspend are highlighted below.

Early Years: underspend in employee cost due to delays in staff recruitment of £0.263m. An underspend against payments to private providers of £0.164m.

Primary Education: the overspend is in employee costs which is due to the increased number of pupils with additional support needs remaining within mainstream schools.

Secondary Education: PPP unitary charge was underspent due to the reduction in the RPI and also the PPP insurance rebate.

Additional Support Needs: the overspend is due to employee costs in relation to support for pupils in an effort to keep them from entering day placements.

Education Other: the cost of the Teacher Refresh Scheme for 2015/16 cost £0.176m. The centrally held budget for Teachers cover overspent by £0.168m as a result of long term sick and maternity leave.

Capital commentary on significant projected variances

The underspend in Nursery Education mainly relates to the Early Learning & Childcare Holding code (£0.075m). This budget will be carried forward to 16/17.

The overspend on Secondary Schools mainly relates to the Garnock Campus Project (£0.321m). Budget will be accelerated from 16/17.

Employees

Sickness Data

The average days lost per FTE was 6.96, which is 0.56 greater than the target of 6.40, and 2.2 days greater than last year. Absences are now recorded directly onto CHRIS. Additional Support for Learning and Early Years were the two areas where performance was significantly above target. In comparison to the rest of the Council, Education and Youth Employment continue to perform well, where days lost per FTE was 8.98.

Lowest teacher absence rate in Scotland – highlighted in “Audit Scotland – An Overview of Local Government in Scotland 2016” report.

Data on performance is attached as Appendix 2.

Other Employee Information

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out.

The employee engagement level is **70.5%** an increase of 4.9% since the 2014 survey when the engagement level was 65.6% and an overall increase of 15.5% since the initial survey in 2012, when the engagement level was 55%. The engagement level within Education and Youth Employment was also 0.9 percent above the council wide figure of 69.6%. The response rate for Education and Youth Employment was 31.4%, an increase of 4.4% since the 2014 survey. However, it is significantly lower than the Council wide response figure of 41.4%. The next survey will include an in service day, allowing school based staff time to complete it.

	Education & Youth Employment 2014	Education and Youth Employment 2015	Council 2014	Council 2015
Overall Engagement Level	65.6%	70.5%	65.3%	69.6%
Relate	77.3%	83.2%	76.2%	80.6%
Say	44.5%	52.1%	52.4%	60.4%
Stay	71.8%	73.5%	72.7%	76.1%
Strive	69.0%	73.5%	59.9%	61.4%

Compliments, Complaints and Member Requests Performance

Data on performance is attached at Appendix 3.

Complaints

There is scope for improvement in the handling of complaints, in particular Headquarters stage 1 complaints, where the average days to resolve is 5.8, greater than the target of 5. For stage 2 complaints the average days to resolve is just on the target of 20 days.

Compliments

Compliments received by Education and Youth Employment are mainly received by individual schools, and for practical reasons are not recorded in the Corporate system. We also received 15 nominations for North Ayrshire achieves from members of the public.

Member requests

We continue to perform well in terms of responding to requests from Councillors, MPs and MSPs.

Transformation Projects

Education and Youth Employment have embarked on an ambitious transformational change programme which aims to ensure that North Ayrshire Council's educational establishments will be places where high quality learning and teaching takes place.

The key areas of transformation activity are:

1. The National Attainment Challenge
2. Performance Improvement through the implementation of the Quality Improvement Framework
3. School Estate

Progress in each of these is included in the narrative around Key Priorities.

External Evaluations

The following educational establishments were inspected during 2015/16. The reports of these inspections are available on the Education Scotland website.

- Lamlash Primary School and Early Years Centre
- James McFarlane School
- Moorpark Primary School
- Stanley Primary School
- West Kilbride Primary School
- Dalry Early Years Centre
- Ardrossan Academy

The reports for these inspections can be found on the Education Scotland website.

Appendix 1 – Revenue and Capital Expenditure

Revenue Expenditure (Information not available)

Revenue Expenditure (£)			
Expenditure	Annual Budget 15/16	Projected Year End Outturn	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Early Years Education	12,836	12,228	(608)
Primary Education	54,490	54,986	496
Secondary Education	57,143	56,831	(312)
Additional Support Needs	8,915	9,046	131
Education -Other	1,648	1,891	243
Contribution towards Learning Academy	0		
TOTAL	135,032	134,982	(50)

Delivery of Capital Programmes

Expenditure	Budget 15/16	Actual Expenditure	Year end Variance
	£'000	£'000	£'000
Nursery Education	868	767	(101)
Primary Schools	335	291	(44)
Secondary Schools	18,203	18,570	367
Special Education	3	3	0
SUB TOTAL	19,409	19,631	222

Appendix 2 – Employee Sickness Absence

Employee Sickness Absence

Days Lost per FTE 2015/16	FTE*	YTD	YTD Target	Variance
Early Years	248.10	10.48	6.4	4.08
Primary	846.83	5.65	6.4	-0.75
Secondary	772.43	7.14	6.4	0.74
Additional Support for Learning Resources	168.92	8.84	6.4	2.44
	53.03	3.62	6.4	-2.78
Support Services	24.50	4.27	6.4	-2.13
Total	2113.81	6.96	6.4	0.56

Days Lost per FTE 2014/15	FTE*	YTD	YTD Target	Variance
Early Years	255.6	5.8	6.7	-0.9
Primary	806.8	4.0	6.7	-2.7
Secondary	770.6	3.6	6.7	-3.1
Additional Support for Learning Resources	161.5	8.4	6.7	8.4
	45.0	1.4	6.7	1.4
Support Services	27.5	2.6	6.7	2.6
Total	2067	4.2	6.7	4.2

Appendix 3 – Complaints, Compliments and Member Requests

Complaints

Stage 1 Complaints						
Service	2015/16			2014/15		
	Actual	% Handled on time	Ave days to resolve (target is 5 working days)	Actual	% Handled on time	Ave days to resolve (target is 5 working days)
HQ Schools	25	80%	5.8	85	74%	5.2
	60	88%	3.2	8	75%	3.9
Stage 2 Complaints						
Service	2015/16			2014/15		
	Actual	% Handled on time	Ave days to resolve (target is 20 working days)	Actual	% Handled on time	Ave days to resolve (target is 20 working days)
HQ Schools	14	86%	20	13	85%	15.4
	15	73%	19	0	n/a	6

Member Requests

Summary			
Councillor Stage 1 requests = 5 working days to resolve (for non-complex issues)			
Education and Youth Employment	% closed on time	Total Average no. of days to resolve	Target (actual) working days
	95%	3.3	5
Councillor Stage 2 requests = 20 working days to resolve (for complex issues)			
Education and Youth Employment	% closed on time	Total Average no. of days to resolve	Target (actual) working days
	n/a	n/a	20
MP/MSP/MEP requests = 10 working days to resolve			
Education and Youth Employment	% closed on time	Total Average no. of days	Target (actual) working days
	100%	5.8	10

Compliments

Directorate	No. of compliments 1 October 2015 -31 March 2016
Education and Youth Employment	1



Economy and Communities

Year End Performance Review 2015/16

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Welcome

Economy and Communities inspires, supports and works together with businesses, people and places to make North Ayrshire “the Place to Be.” Our role within North Ayrshire is in creating the environment for and enabling economic growth, including inclusive growth, and community activity. We are working to create a growing, innovative, smart, more productive and inclusive economy. Our priorities for 2015/16 included the Ayrshire Growth Deal, the refresh of the North Ayrshire Economic Development and Regeneration Strategy, the roll-out of Employability Hubs and the skills pipeline as well as our Social Enterprise Strategy.

We are progressing with community through the creation of Locality Partnerships and The Consultation Institute recognised the Locality Partnership Consultation with a major national award. Our communities now have opportunities to be equal partners in identifying local priorities.

Finally the North Ayrshire tourism team is now in place and we are focused on promoting our maritime, coastline, leisure and heritage which have the potential to be developed into world class opportunities for the benefit of residents and visitors.

We’re excited by the progress we’ve made on key priorities and very much looking forward to working with our partners in business, communities and across the Council to deliver these.



Karen Yeomans
Executive Director

Updates on actions from last meeting

Economy and Communities has made significant progress in this area resulting in a detailed outline of our Strategic Outcomes and Service Priorities all aligned to the Council Plan. Last year’s Directorate Plan focused on corporate priorities 1 ***Growing our economy, increasing employment and regenerating towns*** and 2 ***Working together to develop stronger communities***.

Throughout the course of the year our improved thematic focus has provided a more integrated and better defined approach informed by our partnership working. (They can be found on page 6.)

This forms the solid foundation of our Directorate Plan with three clearly defined Strategic Outcomes. The next steps are to ensure they are effectively communicated to our workforce so they are visible and understood.

The identification of our priorities has enabled us to efficiently audit our suite of Performance Indicators, ensuring they are robust and relevant to our goals.



- North Ayrshire is one of the fastest growing of the DofE cohorts in Scotland with 103 Bronze, 32 Silver and 25 Gold awards. The annual award presentation attracted a record 424 attendees.
- North Ayrshire Athletics Club was named Impact Club of the Year at the Scottish Athletics Annual Awards.
- The Mind Your Health Consultation was developed by our MSYPs after discussions at Joint Cabinet regarding mental health support for young people in secondary schools. It ran for 4 months with 403 responses. The results were presented to the CPP SMT. The next stage will see the development of Mental Health Peer Mentors and a toolkit, actions which have been endorsed and supported by the CPP.
- Unemployment has fallen with the numbers claiming main out of work benefits reducing from 9.7% to 9.2%.



- The Scottish Government's Public Wireless Programme has awarded NAC £48,000 for wifi installation in libraries, council and community facilities, including the Redburn Travellers' site.
- Saltcoats Town Hall was re-opened by the First Minister Nicola Sturgeon on 14th March 2016. Wedding packages have been developed and the first bookings are being made.
- The Arran Outdoor Education Centre has been awarded a 5 star rating for activity accommodation by Visit Scotland and is now an SQA Approved Delivery Centre status for SQA approved courses. Plans are in place for the first residential training programme for Modern Apprentices employees across the Council.
- The Quarry Road proposals have attracted £1M Scottish Government Capital Regeneration funding.
- Approvals have been secured for £5M of ESF.
- £1.43M Scottish Government Vacant and Derelict Land Funding for expenditure in 2016/17 has been secured and additional allocation in financial settlement period to 2019/20.



PARTNERSHIPS

- A Team North Ayrshire Business Conference was successfully delivered with approximately 200 representatives of local companies taking part.
- Scottish Government has commissioned North Ayrshire to deliver the Scottish roll-out of Appiness, a digital skills programme for early years in libraries and winner of the UK Libraries Change Lives Award.



PROCESSES

- The Locality Planning process for co-designing the governance of locality partnerships won the Consultation Institute National Best Practice Award.
- The Food Standards Agency Scotland has successfully audited the Council's arrangements for the management of food premises inspections, enforcement activities and implementation of the Food Hygiene Information Scheme. Several areas of good practice were highlighted during the audit.



PEOPLE

- The 2015 Employee Engagement Survey results identified the Economy and Communities Directorate respondents as the most positively engaged with an Engagement level of 77.3%.

Areas for Further Development

In our mid-year self-assessment review, however, we agreed the new Directorate needed more cohesive approach to support its development and a clearer focus on outcomes. This approach is set out in the diagram on page 6.

The Transformation Projects are currently being undertaken by Economy and Communities and form the basis of our areas for further development. More details on these can be found on page 21.

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

Ayrshire Growth Deal

Work continued to progress across the Ayrshire partnership in developing a Regional Deal with Scottish and UK government. A prospectus setting out the region's ambition was submitted to both governments and work is now underway to develop the Strategic Business Case for submission by June.

The service has been very influential in driving the discussions and shaping the content of the proposals. Officers are leading discussions on regional projects including employability and co hubs projects.

Locality Planning

The proposals for Locality Partnerships and their governance, along with reform of Community Councils were approved by the Council in March 2016. The Chairs of the Locality Partnerships, Senior Lead Officers from each of the core CPP member organisations and a Lead Connected Communities Officer and Support Officer from Connected Communities have been identified. A new CPP website and an engagement and consultation portal are being developed. This work has been followed by Scottish Government and other local authorities in relation to ongoing national policy developments.



Figure 1: Not a “white elephant” - Our first participatory budgeting event is practical evidence of the shift in where decisions are made.

The first of six pilot Participatory Budgeting events in Kilwinning in March 2016 attracted 52 community groups' applications for a share of £12,000 of CPP investment in local projects – similar to the TV series “Dragon’s Den”. Projects included everything from children’s activities to a community cinema. The funding decisions were made by popular vote on the day and attracted Scottish Government and Big Lottery attention.

Young People and Democracy

The Youth Services team, with their excellent reputation for engagement, participation and citizenship, has been focusing on the promotion of registering to vote for first time voters, using a variety of formats, including two community based hustings, attended by over a 100 young people. North Ayrshire has recorded one of the highest numbers in Scotland for First Time voter registrations, as a result of the ‘your vote your voice’ workshops taking place in all secondary schools. 297 young people participated in the programme delivered by Youth Services staff across the area.

Inclusive Growth

Inclusive Growth is 1 of 4 national priorities for the Scottish Government's Economic Strategy and a clear focus within our new EDR strategy as approved at the EDR board meeting in March 2016.

The Council have agreed to work with Scottish Government on 1 of 5 pilots to test and develop an Inclusive Growth diagnostic tool. The pilot will assess and identify the barriers to shared growth on a North Ayrshire and locality level. This will identify priorities to be addressed that can bring about long term sustainable transformational change within some of our poorest communities. The results have the capacity to inform our future plans and priorities across the community planning partnership, with a focus on inequalities driving the development of locality plans.

The service is continuing to roll out and implement our employability programme. ESF funding is now confirmed, although the claims information system is not fully operational and some elements of risks remain until this is fully implemented. By way of an example one of our most recent programmes Skills for Life, which provides training and work experience over a 26 week period, had by the last week of the programme supported 15 of the 24 people who had started the programme to secure a job, and a further 2 had gone to HE/FE. The team will keep supporting those not in employment as yet. In addition, there was a 90% completion rate of all SQA units offered over the 26 weeks. These results are transforming lives and making a difference.

The Service agreed a 3 year target to provide 250 Modern Apprentice opportunities within the Council following the review carried out in 2015 and approved by Cabinet. Increases in Modern Apprentice salaries took effect in December and was greatly welcomed by apprentices in post. A briefing was held for members and good discussion on the importance and value of the Council providing these opportunities took place. The service led the development of a new financial inclusion strategy on behalf of CPP and in preparation for a funding bid for EST and Big Lottery funding.

Service Transformation



Figure 2: The Provost with the beautifully restored Townhouse weathervane

The Townhouse and Portal in Irvine is on schedule and the Topping Out celebration was held on 2nd March 2016. The development of heritage material and cultural programmes is continuing and the ongoing increase in participation in sports and physical activity in KA Leisure facilities will be enhanced by the new sports facilities (physical activity participation has increased by 35% since 2011).

Team North Ayrshire continues to progress with good work continuing with the 230 account managed businesses that we work with as well as our delivery partners.

Business Gateway services were brought in house in October 2015. The priority has been to get the contract operationalised as soon as possible and whilst performance is likely to be affected in the early stages, we would expect that with the decision to bring the contract in house and through the wider integration within Team North Ayrshire and local presence that performance will improve significantly.

A scheme of delegation was approved which resulted in a restructuring of parts of Economic Growth services. This starts the work required to transform the delivery of regeneration services.

The Employability Hub at Stevenston Library is operational with approximately 20 partners providing services from the Hub. A further roll-out of hubs is planned for 2016/17.

Formation of the Arran Economic Group is building on the economic benefits associated with the harbour redevelopment.

The redevelopment of the tourism approach is promoting the coastal and maritime attractions and strengthening partnership with tourism sector. The Economy and Communities Tourism Team was established on 1st April 2016 and is working collaboratively with national agencies, South and East Ayrshire and industry partners to improve the impact of the tourism sector.

Progress is being made by a number of community groups and sports clubs on changing service design and delivery in North Ayrshire, including progressing asset transfers. A notable development is in Fullarton, where £1.2m has been awarded by the Big Lottery for a new health and community hub, as part of a cocktail of funding.

The review of the Library opening hours and implementation of a new library management system are nearing completion.

Best in Class – the 2020 challenge

Team North Ayrshire, which brings all support providers together to increase business competitiveness has gathered momentum and was identified as best practice in Scottish Government's Economic Strategy and was shortlisted for an APSE Award.

Creating and securing community support for the Irvine Vision has continued. Irvine was shortlisted for the Most Improved Town SURF Award and Irvine Harbourside area was a Finalist in the Academy of Urbanism Great Place Award.

Five Modern Apprentices have been working with the Countryside Ranger Service – a national 'first' with the Scottish Countryside Ranger Association.

An award-winning approach to skills development in consultation practices has seen over 120 Council staff and our CPP partners trained as certified practitioners with The Consultation Institute.

Partnership working with Sportscotland in Largs is seeing the unique development of the Largs Campus, providing world class educational and accessible sports facilities.



Ayrshire Tornadoes basketball club was launched at Dalry PS and North Ayrshire athletics club was nominated for Impact Club of the Year at the Scottish Athletics Annual Awards 2015.

West Kilbride Sports Club, supported by the Council through funding and asset transfer, opened new tennis facilities for the benefit of the community and to develop tennis pathways in the area.

The Youth Services led LGBTI Youth Group received national recognition by being shortlisted for the Scottish LGBTI Awards.

Figure 3: Kieron Achara (Scotland International, Glasgow Rocks Captain and Team GB Olympian) launching Scotland's Club Champion Programme, Dalry Primary School.

Scotland's Children's Commissioner invited NAC to participate in a UNICEF Conference in Tajikistan following the creation of a DVD which supported the UNICEF WASH Conference and charts North

Ayrshire's journey from a Children and Young Persons' Rights perspective. Education Scotland will now capture this work in a case study for children's rights training.

Appiness, a programme of learning using apps for pre-school children, is the winner of the Chartered Institute of Library and Information Professional's UK Libraries Change Lives Award 2015.

The Trading Standards Team have introduced a 'Find a Builder' web page to assist residents in North Ayrshire to find suitably qualified people to do work on their homes and lessen the risk of them being left vulnerable to cold callers and bogus workmen carrying out the work.

The Trading Standards Team coordinated a highly successful event in a local night club highlighting the dangers of NPS (legal highs). This initiative is thought to be the first of its kind in Scotland and has received positive feedback from throughout the UK.

The Building Standards Team processed applications for construction projects valued at over £131 million. This is an increase on last year and may indicate increased confidence in the construction sector in North Ayrshire.

The Trading Standards team have had success in various campaigns such as the Call Blocker and Mail Marshal initiatives to help protect vulnerable members of our community.

Launched on 18th March, the Dog Warden Service Facebook page is proving very popular and effective. Designed to help reunite stray dogs with their owners as well as publicise areas such as the legal requirement to have dogs microchipped it boasts a strong following of 718 on Social Media (search for “Dog Warden Service, North Ayrshire Council”).

The timetable for the production of the Local Development Plan is now in place and, in the last quarter, the evidence gathering is getting under way with the call for sites and stakeholder briefings taking place.

Essential Ingredients

The Employee Engagement Forum has developed a suggestions scheme and overseen the installation of two LED screens for news and performance information.

A cross-Directorate team of 10 have completed Lean Six Sigma training.

The second round of Directorate Away Days took place at the beginning of February and the third round is planned for later in the year.



Figure 4: "There has to be a better way..."
Analysing the process at LSS training.

During the Directorate Away Days staff were asked to describe the Economy and Communities Directorate in a single word. The results are shown below:



Growing our economy, increasing employment and regenerating towns

The Council has assisted 388 businesses through its Economic Growth services in 2015/16 and this was an increase on the figure of 237 in 2014/15. The investment in our Team North Ayrshire model of service delivery is delivering benefits to more local businesses. As our business support activity has developed, its impact on jobs created through these interventions has increased with year on year increases as follows:

- 2013/14 - 250 jobs
- 2014/15 - 269 jobs
- 2015/16 - 350 jobs

A total of £4.9m of external funding has been generated from across EU, Scottish Government and national agencies to support in the main employability, transport and Active Travel projects.

In 2015/16, 428 unemployed people have been supported into work as a result of assistance from Council programmes including the Council's Modern Apprenticeship programme, Skills for Life programme, employer recruitment incentives, the new Employability Hub at Stevenston and other sector based initiatives. Good progress has now been made in reducing unemployment among young people and North Ayrshire now has a much reduced concentration of unemployment in the 16 – 24 year age group.

However, it should be noted that growth in the economy has stalled nationally and locally with reductions in unemployment slowing down and this will have an impact on increasing demand for some services and the scale of impact that local interventions can have addressing issues of a global and national nature.

Performance for Protective Services activities continue to perform well with targets exceeded for complaint handling and businesses broadly compliant with food hygiene legislation. Targets for Trading Standards inspections visits have been met. Our Planning service continues to perform at top level with at least 8 measures either as top or joint performing authority in Scotland.

There was a requirement to re-think some of our performance indicators and measures for Economic Growth activity to ensure we have effective measures and targets to assess performance as well as to monitor the wider economic impact of what we do. These new measures will be reported from 2016/17 onwards.

Working together to develop stronger communities






Performance across our key activities and outcomes continues to be of a very high quality. National awards and best practice have been acknowledged in many services, and in particular, the number of positive engagements with our young people and with residents interested in locality planning has been very high. Thus, the number of young people engaged in citizenship activity, the number of local plans and the number of community asset transfers continue to increase.






An increased focus on inequalities continues to shape our focus, with overall numbers of engagements reducing in some geographic communities and in some communities of interest. For example direct delivery of some adult learning has reduced to allow greater investment of available resources in closing the inequalities gap.

In addition, our relationship with the Third Sector Interface continues to develop, with the Interface increasing their delivery of support to the community and voluntary sector and undertaking a wide range of training e.g. grants, data protection and organisational governance arrangements.

Directorate Plan

The table below demonstrates a high level view of the progress made towards our Directorate Plan 2015/18 priorities.

Performance Information						
Directorate Plan Priority 1	No of Indicators					
A growing and prosperous economy that hosts leading companies in our key sectors and where there is the best business support in Scotland	9	5	0	0	2	2
North Ayrshire is recognised as an entrepreneurial hotspot where start ups and small businesses flourish	3					3
Unemployment levels are at an all-time low and the economic disparity between our communities has been reduced	2					2
Our towns are more vibrant with a wider choice of quality retail, leisure and housing	2		1			1






Directorate Plan Priority 2	No of Indicators					
A North Ayrshire where more people are confident, skilled and active members of their community	6	5	0	1*	0	0
Communities where expanded and more diverse participation in local decision making is celebrated	2	2				
Neighbourhood areas where a widely shared vision of local priorities and tangible progress towards goals is sector leading across CPPs.	1	1				
More productive networks and relationships which are support communities to reduce exclusion and inequalities and increase resilience.	1	1				
Places which communities are proud of and people want to visit.	3	1				2

**This indicator includes the number of participants accessing Connected Communities youth programmes – work with children. The children's department of Information and Culture is being restructured resulting in fewer engagements being made.*


LGBF Indicators - Priorities

We continue to perform well across all of our LGBF PIs and participate in the benchmarking Family Groups. The LGBF PIs are published annually on the Council website.

Council Plan Indicators

Council Plan	No of Indicators					
Growing our economy, increasing employment and regenerating towns	10	1	1	0	2	6
Working together to develop stronger communities	7	5		1**		1
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					

***The Third Sector interface now have taken greater responsibility for providing support to the community and voluntary sector and have undertaken a wide range of training previously offered by Economy and Communities e.g. around grants, Data Protection and governance arrangements. Secondly, our staffing complement was reduced by 4.5 FTE, and at the same time more staffing emphasis is being placed on community engagement and locality planning.*

Of the PIs within the Directorate Plan and Council Plan showing a  status, seven are subject to a time delay as they depend on external organisations such as the ONS processing and providing data, particularly in regard to business and employability statistics. Examples include the number of new businesses per 10,000 working age population and the employment rate.

Where this is the case Economy and Communities have a range of PIs that we measure at operational level. This allows us to manage our progress effectively and includes:

- Number of jobs created (350)
- Number of unemployed people supported into work (including via the Council's Modern Apprenticeship programme, Skills for Life, Employability Hubs and other sector based initiatives) (428)
- Numbers of businesses supported (388)
- Number of Team North Ayrshire interventions (over 500 since January 2015)
- Number of Scottish Enterprise account managed businesses (a 27% increase since January 2015).
- Number of businesses referred for Scottish Enterprise Innovation Product Support (over 80 since January 2015).

An overview of our progress can be found on page 13. A review of our performance indicators was undertaken for the refresh of the Directorate Plan. A new suite of indicators that more effectively measure our performance was developed and will be reported from 2016/17.

Financial Performance

This section contains the narrative on the Economy and Communities Directorate's financial performance. A detailed breakdown can be found in Appendix 1 – Financial Performance.

Revenue

The Services' revenue budget report as at 31 March 2016 reported an underspend to Cabinet of £0.162m for Economy and Communities. The main reasons for the underspend are:

Economic Development

- £0.401m due to delays in European Social Funding (ESF) grant award notification.
- Employee Costs - £0.261m of underspends are a result of vacancies within Planning and Protective Services.
- Planning Application fees - £0.101m additional income due to several major applications submitted

Connected Communities

- Employee Costs - overspend of £0.102m mainly due to redundancy costs.
- Property Costs - overspend of £0.110m mainly due to additional security at Eglinton Park

Capital

Regeneration

There are two significant elements which contribute to the net carryforward :

1. The Irvine Enterprise Area Project has a yearend underspend of £0.182m.
2. The Montgomerie Park Masterplan has a yearend overspend of £0.551 for which budget will be brought forward from 16/17. This overspend in expenditure has been offset by additional income from land sale being received.

Planning

The main element of the underspend for Strategic Planning & Infrastructure is the Access Paths Network Programme (£0.304m). The budget will be carried forward to 16/17.

Information and Culture

The underspend on Information and Culture is mainly made up of an underspend on the Community Development Fund (£0.251m) and an underspend on Castles and Historic Monuments (£0.148m). Budgets for both of these will be carried forward to 16/17.

Employees

Employee Sickness Data

Information on Employee Sickness Data can be found in Appendix 2 – Employee Sickness Absence.

Within the Directorate sickness absence has peaked with some long term cases being resolved through early retirement on health grounds/VER over the last six months. Active Schools, Information and Culture's Children and Families Service and Libraries have recently been through service reviews and a number of staff have left the Council through voluntary redundancy. A number of staff are being supported by the Occupational Health Service and a couple have since returned to work. The monthly meetings with HR to get support for the Maximising Attendance process are helpful.

Other Employee Information

The Employee Engagement Survey was conducted in November / December with analysis completed at the end of February. Very useful information was gained and we are currently working with our teams to feed back the information and work with employees to develop a Directorate action plan as well as working with other Directorates to produce a Council-wide action plan.

As we can segment the data, the information gathered on communications throughout the Directorate is being used to inform our draft communications plan and identify priority areas.

Two Directorate Away Days took place in February this year focussing on the draft Directorate Priorities with emphasis on the Ayrshire Growth Deal, Locality Planning and Inclusive Growth. The workshop on Locality Planning was particularly effective - some members of staff who had initially thought it didn't affect them then realised how they could contribute and suggested numerous ways to add value. The feedback from the event will inform the approach to the Away Days scheduled for later in the year.

Complaints

Economy and Communities received 33 complaints during 2015/16, of which 11 were stage 2 complaints. This is a 22% increase on the previous year. The percentage of complaints handled on time decreased from 89% in 2014/15 to 86% for Stage 1 complaints but increased from 87% to 91% for Stage 2 Complaints.

Data on complaints performance is attached in Appendix 3 – Complaints.

Compliments

Economy and Communities have received a range of compliments during 2015/16 for areas including service quality, fundraising activities, keeping appointments and partnerships.

Overwhelmingly the compliments relate to the professionalism and pride our excellent teams take in their day to day work. Some extracts are below:

“Re: Saltcoats Library Macmillan Cancer Information and Support Service: As you are aware the above project comes to an end tomorrow, 29th of January. I would like to take this opportunity to thank you for all your hard work, help and support over the past 5 years to embed the project and make it the success it is. The Library staff have all been amazing in supporting myself and the volunteers throughout the years and have made everyone feel welcome and part of the team.”

The following was noted following a phone call.

“She wished to thank the pest control service for the fabulous job they did for her recently re treatment of rats. The lovely girl she spoke to on the Friday explained the procedure and how she should expect a phone call to arrange visit/access on the Monday morning. PCO was wonderful, phone calls were received as when we said they would be, appointment times were kept. Arrangement of the follow up visit was excellent and to suit the client. PCO was very polite while carrying out the work, even when having to crawl through the attic. Excellent value for money.”

Perhaps what is particularly noteworthy is the impact our staff can have while thinking of others.

"I've written to your department on several occasions, complimenting staff at Ardrossan Library. ...I was a bit down the other week, I went to the library and was pleased to be told there was a book I might like. Needless to say that cheered me up to think someone was thinking of me. Your staff are very kind and thoughtful. I cannot praise them highly enough. I'm not surprised the Ardrossan Library is busy, there's always a welcome smile and great atmosphere."

The Greenwood Conference Centre featured regularly:

"...Having worked in many venues all over Scotland I have never experienced such mannerly and proactive staff - The team could not do enough to help us and are professional and thorough in every aspect. All the office staff and Caroline were of great help to us and the catering staff (sorry don't know names) were also tremendous. All in all you have a fabulous team who are welcoming and so positive, taking pride in the facilities and the events held there. It was an absolute pleasure to use the centre and we look forward to doing so in future, thanks again."

As a directorate we also have the opportunity to use our knowledge of the past to unite people in the future:

"Many, many thanks for this lookup for me. It now allows me to find living family descending from (the) Love family. This information has cleared the way for not only me but other researchers of Agnes Porter/ Michael Love to move ahead with confidence given the valuable information contained in this PR application. Your help is so appreciated."

Transformation Projects

Growing our Economy

Updates on our transformation projects were presented to the Chief Executive and Executive Director of Finance in early April.

Ayrshire Growth Deal

The Ayrshire Growth Deal prospectus sets out a number of themes which are shaping the bid and these are the focus for up to 30 projects which are now being worked on by officers within Economy and Communities and colleagues across the Council.

Additional Information is provided on page 7.

Inclusive Growth

Information is provided on page 8.

Locality Planning and Community Empowerment

Scottish Government has been briefed and a meeting will take place to discuss Community Planning legislation within the Community Empowerment Act with Scottish Government in April 2016. Locality Partnerships will begin in September 2016. CLD Strategic Learning Plans are currently being further developed within the Locality Plans and joint planning with the Health and Social Care Partnership Locality Forums is on track.

Further asset transfer progress will come to Cabinet in May 2016.

Additional information is provided on page 7.

Team North Ayrshire

Progress will be reported to Cabinet in May seeking approval for early stage growth, innovation and internationalisation proposals. Further work is taking place across the partnership and will be reported back through the EDR Board. We are at the early stages of developing our inward investment offer.

Redevelop Tourism Approach

Collaboration mechanisms and projects have been agreed with South and East Ayrshire Councils and support has been agreed for the development of an industry organisation. A North Ayrshire Tourism Action Plan is being developed.

As part of the Ayrshire Growth Deal, a marine and coastal tourism and infrastructure proposal has been developed, with a further “Coastal Corridor” workstream also being explored.

The AAM Scottish Ladies Open Golf and the Men’s Scottish Open have been secured for Dundonald Links. A new Events Forum has been created to raise the profile and attractiveness of North Ayrshire for national and international events.

Additional information is provided on page 9.

Delivery of Connected Communities Services

Services under review have been scoped and an options appraisal has been drafted in preparation for a Cabinet paper in May.

Active Communities Strategy

Proposals to progress the Active Communities Strategy will come to the SMT of the CPP in June, and will embed the activity within the CPP through joint leadership by North Ayrshire Council, KA Leisure and the HSCP. The high level themes will be Health and Wellbeing and Sport and Education.

Re-shaping the regeneration approach

Recruitment of two regeneration managers to support the delivery of the current workload is currently underway. Consultancy work has been commissioned to identify suitable vehicles that could support regeneration.

External Evaluations

Protective Services

The Council's arrangements for the management of food premises inspections, enforcement activities and implementation of the Food Hygiene Information Scheme were audited by Food Standards Scotland in November 2015. The audit report was very positive and highlighted several areas of good practice. For example in response to one of the Council's Environmental Health Officers researching and publishing an online list of approved disinfectants which is now a recognised source of reference, the report states that:

“This is a rare example of an Enforcement Officer making efforts to share valuable information both with his immediate colleagues and the much larger UK enforcement community and Food Business operators. The local authority are to be commended for giving the Officer the time to maintain the site and update it with new products that come to the attention of the enforcement community”.

There were no recommendations for the Council to address and therefore the audit is closed.

Within 2015/16 most of the Services within Economy and Communities closed all of their stage one requests on time. For stage one requests 90 of the 98 received were closed on or below target. Looking at the average number of days to resolve, only one team exceeded 5 days with an average of 5.5 days to resolve.

The directorate received 1 stage two request which was closed on time. There were 7 MP/MSP/MEP requests, all of these were closed on time and significantly under the target of 10 days with an average resolution time of 2 days.

The first yearly comparison will be possible when 2016/17 ends as the process for capturing and recording Elected Member requests was enhanced in 2014 and it is therefore not possible to compare 2015/16 data with 2014/15 data.

Data on performance is attached in Appendix 4 – MSP and Member Requests.

Appendix 1 – Financial Performance

Revenue Expenditure

	Annual Budget £000	Final Year End Outturn £000	Annual Variance Adverse or (Favourable) £000
Management	21	-	(21)
Economic Growth			
Planning & Protective Services	3,683	3,255	(428)
Economic Development	8,960	9,031	71
Connected Communities	22,953	23,169	216
Total	35,617	35,455	(162)

Capital Expenditure

	Annual Budget £000	Final Year End Outturn £000	Net Carry Forward £000
Regeneration	5,607	5,793	186
Strategic Planning & Infrastructure	2,236	1,930	(306)
Sports & Activity	10,510	10,529	19
Info & Culture	814	402	(412)
Total	19,167	18,654	(513)

For an explanation of these figures please refer to page 17.

Appendix 2 – Employee Sickness Absence

Economy & Communities Employee Sickness Absence 2015/16										
	As at 31 st March 2016					As at 31 st March 2015				
Days lost per FTE	FTE*	YTD	YTD target	Variance	Cost (£)	FTE**	YTD	YTD target	Variance	Cost (£)
Arran Outdoor Centre	10.08	14.06	6.60	7.46		11.1	5.6	9.4	-3.8	
Business Support & Development	13.00	5.62	6.60	-0.98		12.0	4.4	9.4	-5.0	
Community Development	49.35	11.65	6.60	5.05		51.9	8.2	9.4	-1.2	
Community Facilities	43.95	9.96	6.60	3.36		42.7	12.9	9.4	3.5	
Eglinton Park	9.50	0.00	6.60	-6.60		8.5	0.0	9.4	-9.4	
Employability and Skills***	13.74	12.75	6.60	6.15		152.9	3.4	9.4	-6.0	
Information and Culture	81.46	10.88	6.60	4.28		94.9	8.4	9.4	-1.0	
Planning	17.43	4.08	6.60	-2.52		19.4	1.8	9.4	-7.6	
Protective Services	35.10	1.16	6.60	-5.44		32.6	5.3	9.4	-4.1	
Regeneration	7.60	29.84	6.60	23.24		8.6	21.8	9.4	12.4	
Economy and Communities	281.21	8.84	6.60	2.24	£156,221	434.6	6.6	9.4	-2.8	£207,513

*FTE as at end of March 2016

**FTE as at end of March 2015

***Employability and Skills figures contain all the Modern Apprentices employed across the council.

Stage 1 Complaints 2015/16 (YTD)						
Service	31 March 2016 (YTD)			31 March 2015 (YTD)		
	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Community Facilities	4	50%	9	6	83%	4.7
Community Learning & Development	1	0%	19	1	100%	5
Information and Culture (Libraries)	0	n/a	n/a	4	75%	5
Planning	6	100%	2.5	1	100%	1
Protective Services	10	100%	3	7	100%	2.4
Sports & Activity	1	0%	7	n/a	n/a	n/a
Economy and Communities Directorate	22	86%	-	19	89%	-

Stage 2 Complaints 2015/16 (YTD)						
Service	31 March 2016 (YTD)			31 March 2015 (YTD)		
	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)
Community Facilities	1	100%	10	0	n/a	n/a
Community Learning & Development	1	100%	4	1	100%	5
Information and Culture (Libraries)	0	n/a	n/a	1	100%	20
Planning	6	83%	8	4	75%	16
Protective Services	3	100%	14	2	100%	16.5
Sports & Activity	0	n/a	n/a	0	n/a	n/a
Economy and Communities Directorate	11	91%	-	8	87%	-

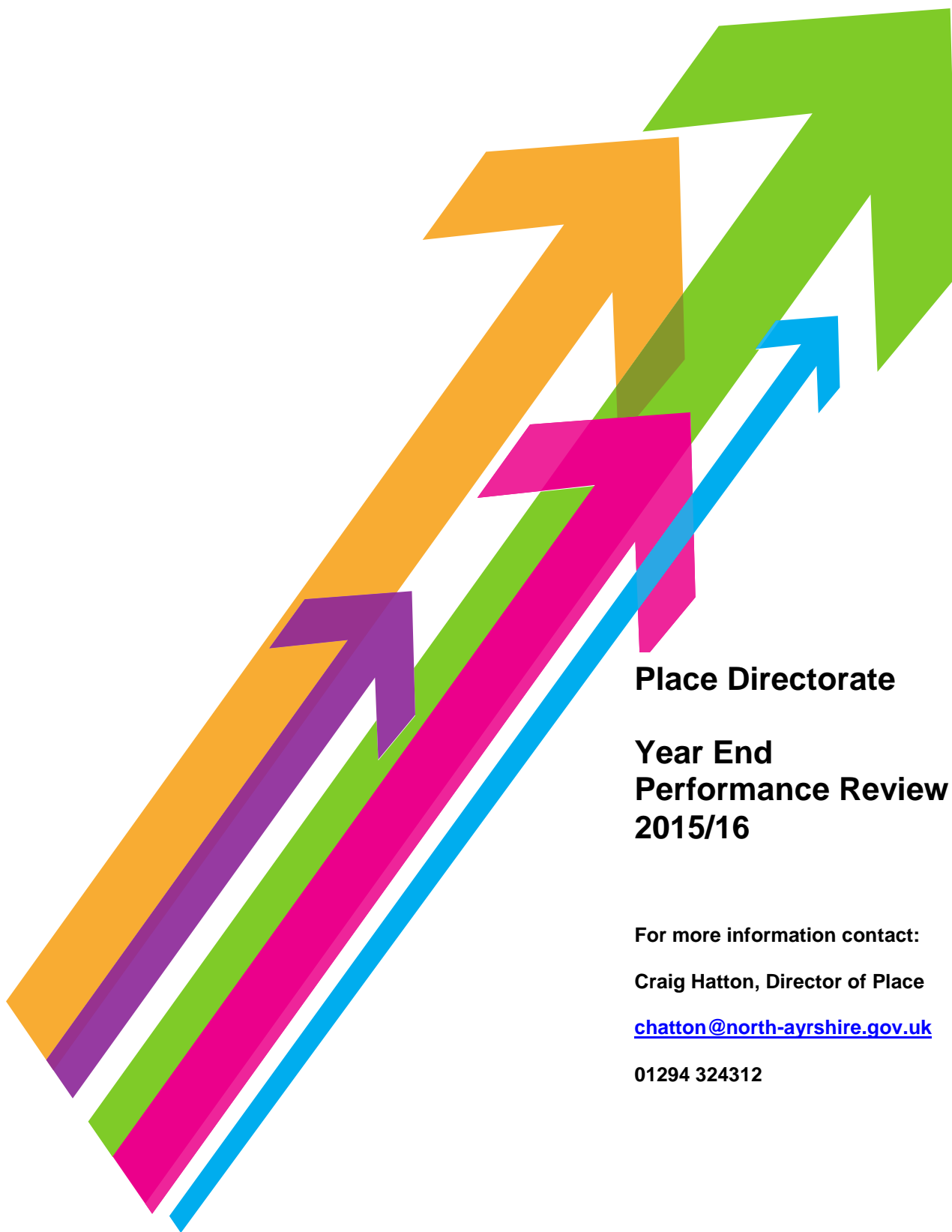
Appendix 4 – MSP and Member Requests

Member Requests

	Stage 1s						Stage 2s					
Department	No. of request s closed	No. close d on time	% close d on time	% closed on time for Directorat e	Avg no. of days to resolv e	Total avg no. of days to resolve for Directorat e	No. of request s closed	No. close d on time	% close d on time	% closed on time for Directorat e	Avg no. of days to resolv e	Total avg no. of days to resolve for Directorat e
Business Development	3	3	100%	92%	3.6	2.7	n/a	n/a	n/a	100%	n/a	17
Community Halls and Centres	6	3	50%		5.5		n/a	n/a	n/a		n/a	
Community Learning and Development	3	2	67%		3.6		n/a	n/a	n/a		n/a	
Employability and Skills	1	1	100%		4		n/a	n/a	n/a		n/a	
Libraries	2	2	100%		4.5		1	1	100%		17	
Planning	30	30	100%		1.8		n/a	n/a	n/a		n/a	
Protective Services	47	43	91%		2.7		n/a	n/a	n/a		n/a	
Regeneration	3	3	100%		2.3		n/a	n/a	n/a		n/a	
Strategic Planning and Infrastructure	3	3	100%		2.3		n/a	n/a	n/a		n/a	

MSP/MP/MEP Requests

Department	No. requests of handled	No. close on time	% closed on time	% closed on time Directorate	Average no. of days to resolve	Total no. of days to resolve for Directorate
Chief Executive Service	6	6	100%	100%	6.2	6.2
Business Development	2	2	100%	100%	1	2
Community Learning and Development	1	1	100%		5	
Employability and Skills	1	1	100%		1	
Protective Services	3	3	100%		2	



Place Directorate

**Year End
Performance Review
2015/16**

For more information contact:

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Welcome

The Council Plan 2015-2020, sets the future direction for the Council and focuses on our journey from **Good to Great**.

The Directorate of Place brings together all of the physical assets and infrastructure either owned by or the responsibility of the Council into one management area. The services provided are front facing and interact with residents, businesses and visitors to the area on a daily basis. Accordingly the strive for customer service excellence is at the heart of our delivery.

The Services within the Directorate contribute extensively to the health, well-being and prosperity of the area and therefore support the delivery of all of the Council strategic priorities. It has a leading role in the strategic priorities of:

- protecting and enhancing the environment for future generations
- supporting all of our people to stay safe, healthy and active

Along with the enabling area of focus of 'Doing things differently and better' and the actions we will undertake to deliver them.

The Directorate Plan identifies how we will contribute to achieving the Council's vision - ***To be a leading organisation defined by excellent and innovative services***. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

Update on actions from last meeting

Action	Progress
End to end journey – Housing-PMI-Building services. Share learning across council	A HRA Repairs Improvement Group is now in place to improve the repairs processes and performance management between Housing, PMI and Building Services.
Identify one page capital case studies including those on engagement	PMI now routinely prepare case studies for each major Capital project.
Capture and Share engagement methods with other Directorates and liaise with Adult Learning regarding involvement in Well Being events	Well-being Wednesdays were discussed and shared at an ECMT meeting as part of discussions around innovative approaches to absence management within Place. To capture and share engagement methods we are developing a Communication and Engagement framework, that sets down our current practices to ensure consistency throughout the Directorate and improve our engagement levels e.g. <ul style="list-style-type: none">➤ Engagement survey improvement plan➤ Staff briefings➤ Recognition event➤ Long service event

Highlights

Major highlights within the Directorate during 2015/16 include:-

Award successes achieved across the Directorate were received from an array of bodies including APSE, Cost Sector Catering Awards, Scottish Home Awards, MJ Local Government Achievement Awards, Ayrshire Chamber of Commerce, SkillBuild, The Herald Society Awards, Elderly Accommodation Counsel National Housing for Older People Awards, Scottish Property Awards, GO Awards Scotland and our internal award scheme North Ayrshire Achieves:

- Winner - 12
- First place - 1
- Silver award winner - 1
- Second place - 1
- Finalist - 13
- Runner-up - 3
- Highly commended – 1
- Bronze award winner – 2

People

- Tenant participation gold accreditation.
- Developed Anti-social Behaviour and Violence Against Woman strategies.
- Introduced Well-being Wednesdays.
- Facilitated Tenants Fun Day and held a Housing staff conference.
- Further developed the staff suggestion scheme.
- Improved sickness absence.
- Our Modern Apprentice and Back to Work schemes within FM.
- Housing Services were reassessed against the Investors in People framework and retained Gold Accreditation in May 2015.
- The majority of the services provided are amongst the very best in Scotland and in terms of Housing, Waste Management, Facilities Management (Catering) and Streetscene are considered sector leading.
- In August 2015, Building Services retained seven craft apprentices as permanent trade operatives and also recruited one electrical apprentice to work within the street lighting maintenance programme which we recently brought in house.
- Reduced the number of complaints at both stages 1 and 2.

Communities

- We have successfully responded to national initiatives and guidance such as Welfare Reform, Free School Meals and the Management of Capital Projects.
- Successful introduction of out of school meals.
- In 2015/16 we have successfully led the re settlement of six Afghan families within the area and through the Syrian resettlement programme welcomed four families into North Ayrshire.
- Increase in Community Litter Picking initiatives, with local groups, schools and businesses, including the Ayrshire Litter Volunteer Network (ALVN).
- Building Services craft apprentice projects
- Provision of furniture through partnership with Cunninghame Furniture Recycling Company to communities
- Ongoing work with Brodick Improvement Committee in replenishing Brodick beach and dealing with coastal erosion.

Places

- Integration of Roads & Streetscene services.
- Delivery of Asset Management Plans.
- Introduction of sustainable travel through the provision of low emission and electric vehicles for staff.
- Completion of solar photovoltaic panels and biomass installations.
- Exceeded the Scottish Government target of 50% for household waste recycling, being one of nine Councils to meet the target ahead of time, the latest 2015 performance records 56.4% of household waste is recycled seeing us 2nd for performance out of 32 local authorities.
- We have made significant progress around sustainability with the implementation of the Council's first Climate Change and Sustainability Strategy
- The new Renewable Energy Strategy (RES) was approved by Cabinet in September 2015.
- The following Capital Projects have been successfully completed:
 - Stevenson Institute Largs – (11 units).
 - Dickson Drive Irvine – (8 units).
 - Kiln Court, Irvine (16 units).
 - Church Street Kilwinning - Environmental Improvements to rear courtyards.
 - St Luke's Primary School - Phase 2.
 - Marine Biology – accommodation block at Millport Marine Biology Station.
 - Irvine Royal Academy - Phase 2.
 - Saltcoats Town Hall.
 - Vennel Gardens.
- The following Capital Projects are on-site
 - Garnock Campus.
 - Largs Campus.
 - Irvine Leisure Centre & Townhouse.
 - Cunninghame House Refurbishment.
 - Montgomery Court, Kilbirnie (24 units).
 - Robert W Service Court, Kilwinning (23 units).
 - Fencedyke, Irvine (35 units).
 - Glencairn House, Stevenston (28 units).
 - Canal Court, Saltcoats (36 units).

Partnerships

- In addition to strong internal partnerships across the Council a number of key external relationships are in place:-
- Business Planning Implementation Group and development with RSL's of the Strategic Housing Investment Plan.
- Through the Clyde Valley Waste Partnership appointed a preferred bidder to provide residual waste treatment facilities to meet the forthcoming ban on disposing waste to landfill.
- Partnership with and funding received from Zero Waste Scotland to deliver improved Household Waste Recycling Centre on Arran.
- Working with the community organisation Eco Savvy on Arran to try and progress further improvements to sustainable waste management.
- Working with SEPA to ensure high standards of practice at out waste management facilities

Processes

- Review of the Roads Service.
- Lean Six Sigma reviews.
- Completed the installation of a new IT system for Building Services.
- The 5 year business plan for Building Services was agreed by Cabinet in June 2015.
- PMI, Building Services and Housing end to end review.
- Scottish Housing Network benchmarking analysis shows that our staffing costs are amongst the lowest of all Scottish local authorities. Our performance is good and in the majority of cases sector leading.

Areas for further development

Through analysis of our 15/16 activity we have identified areas for further development within the Directorate:-

- Continue to reduce customer complaints and to respond to enquiries in a timely manner;
- Improve staff engagement;
- Improve satisfaction within our Roads Service;
- Strengthen the management of our commercial property portfolio; and
- Continue to reduce cost while improving levels of satisfaction.

Our Priorities

Our key priorities for the next three years are:

- Continued development and delivery of the Service Transformation Programme to deliver service improvements and financial savings to meet the reducing public sector budget;
- Delivery of efficient, effective and customer focused services that realise high levels of customer satisfaction and are externally recognised as sector leading;
- Support and develop our staff to continue to deliver high quality services;
- Delivery of the Councils Environmental Sustainability and Climate Change Strategy with particular focus on developing renewable energy solutions;
- Effective management of our assets through the development and implementation of asset management plans;
- Development of a strategic approach to realise income from the commercial operation of Services;
- Continued implementation and further development of the Council's house-building programme to increase the number of new homes;
- Implement the actions of the Roads improvement plan and where appropriate integrate with the Streetscene service;
- Carrying out a wider review of PMI, Housing and Building Services arrangements and Service delivery following the recent restructure of Directorate Services;
- Support the wider work of the Council in the development of locality planning.

Directorate of Place - Priorities for 2015/16 and Performance Indicators

This section provides a summary of progress against the Directorate's identified priorities and Council's priorities for 2015/16.

Protecting and enhancing the environment for future generations

Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017

Significant progress has been made in the implementation of the Environmental Sustainability & Climate Change Strategy (ESCCS). A new Energy & Sustainability Service within the Place Directorate was established in August 2015, to provide a sharper focus to the energy and sustainability agenda by driving forward renewable energy projects, energy efficiency projects, and sustainable behaviour change.

During this financial year, we have delivered a range of sustainability actions. These include:

- Completion of solar photovoltaic panel and biomass installations on a total of 21 Council properties.
- Ongoing installation of external wall insulation improvements to housing stock - 626 mixed tenure properties achieved in 2015-16. With a target of 333 mixed tenure properties for 2016-17.
- Implementation of lower emission fleet vehicles for our staff who incur the highest business mileage.
- Implementation of a new low emission vehicle pool car scheme for business travel to reduce carbon emissions and business travel costs.
- Installation of energy efficient street lighting to reduce carbon emissions and energy costs.
- Installation of new energy efficient lighting systems in Council properties.
- Installation of voltage optimisation technology on Council properties to reduce energy consumption.
- Ensured the reuse of landfill gas generated at Shewalton Landfill site by generating electricity for National grid.

- Increase in the uptake of schools with Fairtrade status.
- Various path network improvements.
- Approval of a new Local Biodiversity Action Plan.
- Continuation of the sow to grow initiative.
- CO₂ emissions have reduced from 55,000 in 1415 with a projection to 50,700 in 1516 and we continue to be on target for a 40% reduction by 2030.

A refresh of the ESCCS is underway and is scheduled for completion during 2016-2017.

Deliver the Renewable Energy Management Strategy

The Renewable Energy Strategy (RES) was approved by Cabinet in September 2015. Implementation of all of the project recommendations could reduce carbon emissions by up to 10,000 tCO₂ per annum, generate a new revenue stream, as well as deliver other benefits such as affordable warmth, energy security, job creation and community empowerment.

- Nethermaines & Shewalton Solar Farms: The projects are anticipated to be viable without subsidy in the medium term and officers are currently developing the non-subsidised options further before confirming a scheduled delivery date.

- Irvine District Heating Scheme: Grant funding of £15k for assistance with developing an investment grade feasibility study was secured from Resource Efficient Scotland. The procurement of the study is scheduled for May 2016.
- Social Housing Solar Panel Retrofit: Work on this project was paused until the outcome of the UK Government's consultation on changes to the Feed-In Tariff subsidy, which underpins this project's feasibility. The consultation outcome was published in December 2015. The business case has been updated and external support has been commissioned to develop proposals for an initial pilot scheme of 500 houses for future consideration by Members.

Develop a delivery plan to increase the Energy Efficiency Standard for Social Housing (EESSH)

- The new EESSH standard replaces the previous energy standard contained within the Scottish Housing Quality Standard (SHQS). A data collection exercise has been undertaken to identify how the energy efficiency of our housing stock compares with the new energy efficiency standard. The information has been analysed and confirms that 93.33% of the stock meets or exceeds the standard. Further work is now being undertaken to develop an improvement plan. This plan will be finalised before end June 2016 and when implemented will ensure that all properties comply with the new standard by 2020.

Implement low energy efficiency street lighting across North Ayrshire

- The LUNAR retro-fit lantern project introduces new LED fixtures to existing columns across North Ayrshire. This includes the annual replacement of deteriorated street lighting assets from both Capital and Revenue budgets. The overall project is on target to reach 69% energy efficient infrastructure by the end of March 2018.

Continue implementation of the Council's Waste Strategy 2012-2016

The Waste Service has continued to implement the Council's Waste Strategy 2012-2016 through the progression of the following actions:

- A scheme of works to improve the household waste recycling centre provision at the existing Brodick Waste Transfer Station supported by Zero Waste Scotland funding. Working with the community organisation Eco Savvy on Arran to progress further improvements to sustainable waste management on Arran, including the preparation of a business case for green waste composting on the island.
- An improvement action plan has been developed for the Commercial Waste Service to identify business growth opportunities. Two dedicated Commercial Waste Officers have now been appointed.
- The WARP-IT (Waste Action Reuse Portal) has been successfully rolled out across Council services. Since the implementation of the portal on Monday 5th October 2015, 178 users have registered to use the portal, resulting in the avoided landfill of 7.6 tonnes of furniture (19 tonnes of carbon dioxide). We continue to promote WARP-IT across the Council and amongst our community partners.
- The service has continued to work closely with Cunninghame Furniture Recycling Company to increase the reuse of bulky household waste and to encourage the provision of paid training placements and employment opportunities in the area. During 2015/16 the project received a total of 1,134 donations within North Ayrshire and made 157 collections which equates to the diversion of 94 tonnes of bulky household waste from landfill. The project has provided 16 training and employment opportunities for the residents of North Ayrshire during this period.

- The service has continued to focus on improving recycling scheme performance through targeted actions in the lowest performing areas to encourage residents to participate in the recycling systems and to reduce contamination. A waste awareness communication campaign called "Right Stuff Right Bin" was launched in November 2015.
- Improvement plans for the Household Waste Recycling Centres have been progressed which includes the completion of the renewal of the compactors at the Bartonholm HWRC. The site layout has also been reviewed to improve reuse and recycling and reduce contamination in the recycling skips.
- The continued development and management of Shewalton Landfill site resulted in the site receiving an "Excellent" rating from SEPA for performance during 2015 under their Compliance Assessment Scheme.
- The service has continued to work with the Clyde Valley Partnership to progress the procurement of a residual waste treatment solution. Viridor Waste Management was successfully appointed as the Preferred Bidder for delivery of the residual waste treatment contract following approval by all 5 partner councils. Viridor's proposal includes the use of part of the council's existing waste transfer station in Irvine to bulk the waste prior to haulage to

Develop an appropriate Waste Strategy for 2017-2022

- The development of the Waste Strategy for 2017-2022 will incorporate actions around the new National Household Recycling Waste Charter and the associated Code of Practice which was developed via COSLA. Work is ongoing with Zero Waste Scotland to assess the financial and operational implications of changing our existing collection system to be compliant with the new charter and code of practice.

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

Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities

- Regular partnership meetings being held with DWP on emerging issues around the roll-out of Universal Credit.
- A delivery partnership has been agreed with DWP and the Welfare Reform Advice Team (WRAT) is providing digital support and personal budgeting to council tenants.
- Articles on Universal Credit/Welfare Reform issues and where to access advice and support are regularly included in our tenants' newsletter and posted on Housing Services Facebook. WRAT continue to provide advice sessions in the new Employment Hub in Stevenston, Solace Cafe in Ardrossan, Redburn Gypsy Travellers Site and Care and Share Irvine.
- The team continues to be instrumental in minimising the impact of welfare reform on the HRA. The Council continues to perform well above the Scottish average (ARC 14/15 average 5.3%) in relation to gross rent as a percentage of rent due. Rent Arrears have reduced from £1.627K (3.75%) to £1.436K (3.23%) at end of March 2016.

Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)

- The Ayrshire Local Flood Risk Management Plan led by this Council, is in final draft and has been approved by the Ayrshire Steering Group.

Key milestones and dates:

- Members approval on the plan – Cabinet in June 2016
 - NAC as lead authority will submit a delivery plan of measures to Scottish Ministers to approve FRM strategies – 22 June 2016
- Cabinet on the 18 August 2015 approved the Upper Garnock Flood Protection Scheme to proceed to the formal notification process. Work continues to resolve the objections arising.

Deliver the 2016-2021 Local Housing Strategy in partnership with key stakeholders

- Work has commenced on the LHS 2016/2021. A project timeline has been drafted and will now remain under constant review.
- The LHS is based on a statutory evidence base referred to as "Housing Needs and Demand Assessment" or HNDA. Work to complete the HNDA is anticipated to conclude Spring 2016.
- Consultation will remain at the heart of the LHS process.

Develop a new housing options approach in line with revised national guidance

- National Guidance was produced by Scottish Government and Local Authority reps in February 2016. The National Guidance was circulated to local authorities for implementation at a local level in February 2016, NAC have completed first revised procedural draft. New Policy to be developed and staff training to be undertaken.

Continue to implement the Strategic Housing Investment Plan (SHIP)

As at March 2016, 253 new units had been completed. A further 59 units will be completed by end of 2016/17.

Completed

- John Galt Crescent, Irvine (4 units)
- Stevenston Court, Largs (11 units)
- Dickson Way, Irvine (6 units)
- Dickson Drive, Irvine (2 units)
- Vennel Gardens, Irvine (16 units)
- Montgomery Avenue, Kilbirnie (16 units)
- Montgomery Avenue, Kilbirnie (5 units)
- Stoneyholm Road, Kilbirnie (3 units)
- Montgomery Court, Kilbirnie (9 units)

In Progress

- Montgomery Court, Kilbirnie (24 units)
- Robert W Service Court, Kilwinning (23 units)
- Fencedyke, Irvine (35 units)
- Glencairn House, Stevenston (28 units)
- Canal Court, Saltcoats (36 units)

Underpinning the delivery of our strategic priorities

Implement the Service Improvement Plan for Streetscene and Roads

- The strategic review of Roads and Streetscene was completed and approved by Cabinet in November 2015. Arising actions are being implemented.

Develop an internal/external growth Strategy for Building Services to complement a 5 year business plan

- The 5 year business plan was agreed by Cabinet in April 2016, key actions identified in the plan include;
 - Improved business processes
 - Enhanced commercial focus
 - Further investment in staff, communication, culture and structure of Building Services
 - Develop plan to secure external work (including capability analysis, branding and marketing plan, market intelligence)
 - Re-baseline staff structure through workforce planning programme and develop an updated resourcing plan that sets out anticipated workforce changes, succession plan and further multi-skilling requirements
 - Strengthen partnership working across the Council and externally to secure additional internal and external works
 - Ensure a sustainable business overhead

A draft Growth Strategy has been completed in line with the key priority actions of the 5 year business plan.

Carry out an options appraisal for Co-ordinated Materials Supply and Stores Provision

- Options appraisal is complete. Recommendation to produce an externally managed materials supply and stores service for Building Services, Roads, Streetscene, Waste and FM (Cleaning and Janitorial) services across the Place Directorate was approved by Cabinet in June 2015. Project Team has been established and initial work has commenced. An invitation to tender was published in March 2016, tenders were received on 18th April 2016 and the evaluation process is currently underway.

Rationalise the number and associated running costs of property assets






PMI engages with key stakeholders in supporting the Locality Vision for the Council. The improved utilisation of council assets is at the core of the approach to all projects being delivered by the Council to improve service delivery and increase staff productivity.

The locality/hub approach to neighbourhood remodelling by the Strategic Assets Group is aligned with the council's corporate objectives with further opportunities being identified to reduce the councils' footprint across the whole of North Ayrshire.

- The office rationalisation strategy projects at Bridgegate House, Cunninghame House and Saltcoats Town Hall will have reduced the Council's operational floor space by over 6000sqm when the final move from Perceton House is completed in June 2016.
- The implementation of Tribal K2 Asset Management software has aided the analysis of the condition and suitability surveys on the Council assets and has been instrumental in supporting the initial stages of developing the Locality Planning approach to service delivery.

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					
Supporting all of our people to stay safe, healthy and active	5	4		1 ¹		
Protecting and enhancing the environment for future generations	19	15	3 ²	1 ³		
Underpinning our service delivery	26	8	4 ⁴		6	8

Out of 24 performance indicators supporting the strategic priorities that the Place Directorate takes a lead on/supports the delivery of we are exceeding/meeting or slightly adrift with 22.

Out of 26 performance indicators that underpin our service delivery there are 8 around costs and satisfaction where 2015/16 data will not be available until later in the year, however early indication shows good performance in these areas.

¹ Changes to legislation as the result of Welfare Reform has eradicated the Council's ability to resettle homeless or potentially homeless single person households under the age of 35 into the Private Rented sector.

² Reduction in Council Fleet production emissions - overall there has been a reduction from previous year however slightly over target due to a managed shift from the use of privately owned vehicles to fleet vehicles to realise budget efficiencies. N.B. private vehicle emissions not included in measurement.

There has been a slight increase in the Road Condition Indicator (RCI) for A Class Roads from 2014/15; overall RCI has improved by 1.3%. This is a result of the strategic road maintenance plan targeting overall RCI rather than individual road classes.

Staff retention following TUPE transfer from external contractor resulted in initial reduced performance. This issue has now been overcome and performance has improved to the required level.

³ An increase in clothing collection and disposal points provided by third parties has resulted in a fall in the amount of waste managed by the Council suitable for re-use.

⁴ % of staff who have had a PPD interview – achieved 99% against a target of 100%, slightly adrift of target because there was a delay in the process for temporary staff and completion of paperwork.

% of tenants satisfied with overall service provided by their landlord – although we are slightly adrift of target in this area at 88% we meet the Scottish Housing Regulator average of 88.0%

We continue to perform well above the ARC average of 5.3% in relation to gross rent arrears as a % of rent due. Although we are slightly adrift of target we have reduced from £1.627K in 2015 to £1.436K in 2016.

% of adults satisfied with refuse collection - The Scottish Household survey published for 2014/15 indicated that performance fell to 82%. The impact of the major service changes that were implemented during 2014 to optimise the waste collection routes have had an effect on this, customer satisfaction is expected to return to normal levels following the implementation of the new and revised collection services.

LGBF/ SOLACE Indicators – Priorities

LGBF Indicators 2015/16						
Indicator	2012/13	2013/14	2014/15	2015/16	Current status	2014/15 Quartile
	Value	Value	Value	Value		
(Charter 31) Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year		3.2%	3.75%	3.23% ¹		1
Charter 34 % of rent due in year that was lost due to voids	0.3%	0.4%	0.4%	0.3%		1
% of Council dwellings that meet the Scottish Housing Quality Standard	90.5%	96.32%	98.22%	99.28%		1
% of council houses that are compliant with the Energy Efficiency Standard for Social Housing (EESH)	96.3%	98.17%	99.3%	93.33% ²		2
Proportion of operational buildings that are suitable for their current use	87.54%	88.6%	90.3%	90% ³		1
Proportion of internal floor area of operational building in satisfactory condition	80%	99.4%	99.5%	99.5%		1
Road cost per kilometre £	£7,377.05	£9,165.54	£7570.60	n/a		3
% of Class A roads that should be considered for maintenance treatment	36.3%	35.5%	34.9%	35.6% ⁴		4
% of Class B roads that should be considered for maintenance treatment	38.8%	39.8%	34.8%	33.6%		3
% of Class C roads that should be considered for maintenance treatment	49.7%	51.2%	51.1%	48.7%		4
% of unclassified roads that should be considered for maintenance treatment	42.3%	38.2%	36.7%	35.4%		2
Street Cleanliness Index - % Clean	95.3%	96.9%	92.3%	95.8%		2
% of adults satisfied with street cleaning	76%	80%	80%	n/a ⁵		2
Cost of parks and open spaces per 1,000 population £	£40331.49	£44777.97	£33770.61	n/a		3
% of adults satisfied with parks and open spaces	90%	91%	91%	n/a ⁶		3
(Charter 12) Average time taken to complete non-emergency repairs		9	9.18	8.91		2
Net waste collection cost per premises	£50.35	£55.36	£52.40	n/a		2
Net waste disposal cost per premises	£88.97	£82.10	£99.80	n/a		3
% of total household waste that is recycled (calendar year as per SEPA)	53.3%	56.1%	56.5%	56.4%		1
% of adults satisfied with refuse collection	90%	90%	90%	82% ⁷		3

¹ We continue to perform well above the ARC average of 5.3% in relation to gross rent arrears as a % of rent due. Although we are slightly adrift of target we have reduced from £1.627K in 2015 to £1.436K in 2016.

² The percentage of properties which overall pass the SHQS dropped during 2015/16 due to the introduction of the Scottish Housing Regulator's new energy efficiency standard for social housing. A data collection exercise has been undertaken to identify how the energy efficiency of our housing stock compares with the new energy efficiency standard. The information has been analysed and confirms that 93.33% of the stock meets or exceeds the standard. Further work is now being undertaken to develop an improvement plan. This plan will be finalised before end June 2016 and when implemented will ensure that all properties comply with the new standard by 2020.

³ The change in the % suitability score is linked to the on-going rationalisation programme, several assets meeting the standard are now surplus, causing a slight fall.

⁴ There has been a slight increase in the Road Condition Indicator (RCI) for A Class Roads from 2014/15; overall RCI has improved by 1.3%. This is a result of the strategic road maintenance plan targeting overall RCI rather than individual road classes.






⁵ % of adult satisfied by street cleaning – The result of this is taken from the Scottish Government Household Survey. 2014/15 indicated that we were slightly adrift of target: results of survey are not available until August 2015.

⁶ % of adults satisfied with parks and open spaces – The result of this is taken from the Scottish Government Household Survey. 2015/16 survey results are not available until August 2015.

⁷ The Scottish Household survey for 2014/15 indicated that performance fell to 82%. This reflects the impact of the major service changes that were implemented during 2014 to optimise the waste collection routes. Customer satisfaction is expected to return to normal levels in 2015/16 following the implementation of the new and revised collection services.

Council Plan Indicators

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

Performance Information						
Priority	No of Indicators					
Supporting all of our people to stay safe, healthy and active	2	2				
Protecting and enhancing the environment for future generations	7	6	1 ¹			

	2012/13	2013/14	2014/15	2015/16
Indicator	Value	Value	Value	Value
Revenue Expenditure – Housing Revenue Account – Actual expenditure as a Percentage of budgeted expenditure	-	95.5%	94%	95.47%
Capital Expenditure – Housing Revenue Account (HRA) – Actual expenditure as a percentage of budgeted expenditure	95.9%	100.72%	96.1%	69.83%

Financial information for the cost based PI's will not be available until later June 2016. The out turn report will be reported to Council on the 15 June 2016.

¹ There has been a slight increase in the Road Condition Indicator (RCI) for A Class Roads from 2014/15; overall RCI has improved by 1.3%. This is a result of the strategic road maintenance plan targeting overall RCI rather than individual road classes

Financial Performance

A detailed breakdown on both revenue and capital is provided in Appendix 1.

Place

For the twelve months ending 31 March 2016, the Place directorate has a year-end underspend of £1.123m. However carry forwards of £0.408m are requested resulting in a net underspend of £0.715m. The main reasons for the underspend are:

Building Services

Underspend of £0.040m largely relating to reduced material spend (£0.181m) and reduced Transport Costs (£0.132m) offset by an overspend in payment to contractors (£0.281m)

Other Housing

Underspend of £0.606m is largely as a result of budget provision made for the implementation of the Local Housing Allowance (£0.506m) which has not yet come into effect. In addition there is an underspend of £0.063m in relation to rent arrears write – offs as a result of higher collection levels.

Streetscene

Underspend of £0.266m which includes £0.101m underspend within the asset management budget in relation to slippage in Memorial works and Largs car park £0.063m. The Largs car park underspend is requested to be carried forward. The remaining underspend relates mainly to £0.041m additional interments income.

Property Maintenance

Underspend of £0.340m mainly due to slippage in planned maintenance projects including works at Galt House, Walker Hall and the North Ayrshire Heritage Centre.

Internal Transport

Underspend of £0.105m mainly due to Fuel costs (£0.259m) reflecting the current low cost of fuel offset by Taxi Costs £0.128m due to an increase in demand from service users within Education and Health and Social Care.

Waste Services

Overspend of £0.520m which includes Landfill Tax (£0.215m) a result of landfill tonnages and also an under-recovery in Commercial Refuse Income (£0.175m). In addition there is an overspend as a result of increased payments to contractors (£0.292m) as a result of increased tonnages collected from Special Uplifts, Bulky Waste and Household Waste Recycling centres. This is partially offset by an over recovery of income in relation to Waste Gas Extraction.

Facilities Management

Underspend of £0.304m relating mainly to additional Income (£0.493m) due to an increase in uptake of school meals, income for Tournament Café and additional special catering, partially offset by Supplies and Services £0.341m. In addition there is an underspend within employee costs of £0.182m largely attributable to reduction in overtime and vacancy management.

Housing Revenue Account

For the year ending 31 March 2016, the HRA had a year-end underspend of £1.862m. The main reasons for the projected underspend are:-

Property Costs

Underspend of £0.503m largely as a result of lower responsive repairs (£0.173m) and an underspend on aids and adaptations (£0.231m). A review of the equipment & adaptations is

currently being undertaken by the Health & Social Care Partnership. That review complements a process review undertaken by Housing Services over the last year. The combined output of these exercises will help ensure that full budget spend can be achieved in future years.

Capital Financing

Underspend of £1.335m in Loan Charges due to the availability and continued use of internal funds instead of new borrowing

Other Expenditure

Underspend of £0.269m as a result of Collection levels being higher than anticipated resulting in lower than budgeted rent arrears write-offs.

Employees

Sickness Data

Data on performance is attached as Appendix 2.

The Year to Date figure at March 2016 is 8.9 which exceeds the target of 9.4 and is a significant improvement on the performance of 10.1 in 2014/15. Our performance of 1443.7 days lost per FTE compares positively to the same reporting period last year which showed performance at 1480.4 days.

Other Employee Information

Stress Risk Assessment

Stress Risk Assessment information will be available later in the year once the Health and Safety Team have rolled this out.

Wellbeing Wednesdays

One of our key priorities is supporting all of our people to stay safe, healthy and active. As part of our commitment to looking after our workforce we introduced a number of health and wellbeing days for all Commercial Services staff across North Ayrshire.

The following Community and Council partners attended the events to give advice and support:

- Training Team: efficient movement & handling and posture awareness
- Occupational Health: mini health checks and self-checking advice
- Healthy Working Lives: tips on keeping active and staff benefits
- Human Resources: information on staff policies and benefits
- Health Shield: financial advice
- KA Leisure: for fitness advice and council leisure services

It was a great opportunity for **147** frontline staff to gain access to support services and get advice on a range of information that would raise the importance of their health and well-being and the support mechanisms that are available within the Council. A small number of employees identified early warning signs of possible health issues and have been signposted to seek further advice from their doctor.

Employee engagement

The overall staff engagement level for Place is 62.8% which remains stable since 2014. Although the percentage of engaged employees has decreased the number of employees actively disengaged has reduced from 13.2% to 12.3% (0.9%). The 2015 survey achieved a 24.9% response rate across the Directorate (equating to 626 responses from 1794 employees) an increase of 12.4% from 2014.

	Place Directorate 2012	Place Directorate 2014	Place Directorate 2015	Council 2012	Council 2014	Council 2015
Overall Engagement Level	52.0	63.4	62.8	55.0	65.3	69.6
Relate	48.7	73.5	70.1	51.1	76.3	80.6
Say	44.5	55.7	58.7	47.0	52.4	60.4
Stay	73.5	70.8	74.1	73.5	72.8	76.1
Strive	41.3	53.7	48.3	48.4	59.9	61.4

Compliments, Complaints and Member Requests

Data on performance is attached at Appendix 3.

Compliments

In most cases, the compliments reported relate to work undertaken and good customer service for example:

"I just wanted to pass on my congratulations on the Housing new build that incorporates the first Hub Model in North Ayrshire at Vennel Gardens.

As you know I got a quick tour of the facility a couple of weeks ago and I have to say that whilst not surprised as I have seen what was proposed, I was extremely impressed with the finished building and the incorporation of so many of the original design features that have been factored in to the project. It looks fantastic.

It is particularly satisfying to see a completed project move from drawing board to reality and I am sure that this model will set the tone for others that follow and will be a bench mark for many services across the sector nationally and UK wide. I think that you and your team have done a first class job."

and

"I had cause to contact North Ayrshire Council this morning to confirm that the roads and footpaths where I stay were adopted by North Ayrshire Council after I received a letter from Ross & Liddell (the factors who look after the areas of grass and trees within the estate) sent a mandate requiring residents of Aldergrove Estate (Spiers Avenue and St Andrews Place in Beith) to each pay a sum of money for repairs to tarmac on some of the footpaths.

I spoke to Rebecca in your contact centre who quickly put me in touch with the correct person to deal with my inquiry and within 20 minutes I had a very nice man named Tom Aitken (area Roads Inspector) in my house speaking to me.

Minutes after Tom left, Rebecca called me back to ensure that my questions had been answered and that everything was sorted, which it was.

I often despair at the quality of customer service I get when phoning large companies, Government agencies, etc., especially if my question is not a routine one and I guess that would be the case in this instance. Today though, your staff's attitudes, response and helpfulness put all of those other companies to shame and I cannot believe how quickly and fully by inquiry was dealt with."

and

"On behalf of the residents of Beith I want to congratulate and thank the squad that responded to my request yesterday for the removal of graffiti from a wall recently just built by the Council. The speed and efficiency shown are a credit to you and your Department - thank you."

Complaints

Stage 1 (top 3 categories):

- 26.1% of stage one complaints have been categorised as 'Other';
- 13.6% of stage one complaints relate to 'Missed Bin Collection'; and
- 8.7% of stage one complaints relate to 'Staff Behaviour'.

Stage 2 (top 3 categories):

- 27.6% of stage two complaints relate to 'Staff Behaviour';
- 24.1% of stage two complaints have been categorised as 'Other'; and
- 10.3% of stage two complaints relate to 'Allocations'.

Transformation Projects

Cross-service materials & stores

A review of the stores and materials arrangements across the PLACE directorate was concluded during 2015/16. The new model proposed seeks to develop a partnership with a third party supplier.

Physical Environment

Cross-Service building repairs & maintenance:

- An end to end process review of building repair commenced to identify efficiencies and a joined up service with Housing, PMI & Building Services.
- 5 year business plan was agreed and implementation commenced.
- ROCC URM Project – Development of a new integrated repairs and maintenance software system which will be used by Building Services, PMI and the Contact Centre. Phase 1 is complete and phase 2 is under development.

Property Management & Investment:

- The rationalisation of property assets.
- To date the council has exited from 22 properties across its portfolio which has produced rental savings in the order of £229,000pa. The role of the Strategic Assets Group (SAG) has been reviewed to provide effective utilisation of Council assets. This will reduce the Public Sectors building footprint and improve Services.
- Strategic Property Asset Review: Was completed to ensure that the Council is maximising the use and value of all property assets in balance with its goals and service delivery commitments. An improvement plan has been developed for implementation during 2016/17.
- A review of the Council's industrial estate identified a number of investment opportunities to increase take-up along with a new delivery model.
- A number of construction projects have progressed including:-
 - Saltcoats Town Hall - Customer Centre successfully opened to the public in February 2016. Staff in Threetowns have been relocated from Housing, Social Services and Registration offices. An official opening ceremony, involving the First Minister took place in March 2016.
 - Garnock Campus – Work is progressing to programme on-site. The building is now substantially wind and water-tight, with incomplete sections being used for access to allow progress of the internal works.
 - Largs Campus - The planning application was approved by the Scottish Government on in March 2016. A report was submitted to Cabinet in May 2016 to gain approval to complete the Financial Close process. Subject to approval the project will commence on site in late May with a programmed completion of spring 2018.
 - Irvine Leisure Centre & Townhouse- Good progress in the construction of North Ayrshire's new cultural, leisure and community centre is being made which is scheduled to open early in 2017. Sport Scotland have been contacted to arrange a site visit. The site received a prestigious Considerate Constructors Award in April 2016.
 - Cunninghame House Refurbishment - Phase four works are progressing to programme and are scheduled to complete in early June 2016, with Property Management and Investment moving to the 4th floor east during June 2016 and Elected Members, Chief Executive's and Members' Services offices moving to the 1st floor east early July 2016. Phase five works to 5th floor west will commence during June 2016.

Sustainability

- The retro-fit lantern project that introduces new LED fixtures to existing columns across North Ayrshire, which includes the annual replacement of deteriorated street lighting assets from both Capital and Revenue budgets, is slightly ahead of schedule. The overall project is on target to be delivered by the end of March 2018.
- A number of initiatives and projects have been completed and are currently ongoing which will improve the energy efficiency of both our housing stock and mixed tenure properties any measures taken will also help address fuel poverty levels. This includes installation of insulated render systems, cavity fill wall insulation and loft insulation.
- The installation of solar panels and biomass boilers on a total of 20 Council buildings has been completed. These projects are now providing a revenue stream, significant savings on our energy consumption, and education benefits as part of the installations within schools. An extension programme has been identified, with three properties shortlisted.

Facilities Management:

- Review of Janitorial Services to develop and implement new service delivery arrangements and improved productivity.
- Review of Cleaning Services to develop and implement new service delivery arrangements and improved productivity.

Commercial Services

Transport Hub:

- Community Transport: The Transport Hub is supporting work with SPT and the Social Value Lab in the preparation and finalisation of a Feasibility Study looking at options for enhanced community transport arrangements across North Ayrshire.
- Integrated Transport Hub for the West of Scotland to provide improved Health and Social Care transport through better coordination and integration of transport services involving SPT, the local Health Boards, Local Authorities, Scottish Ambulance Service and Third Sector and other Transport Providers with overall aim of supporting access to health and social care.
- The development of a sustainable business travel model by reviewing and testing potential alternatives to existing business mileage arrangements. Options being trialled include the provision of fleet vehicles to high business mileage users, one year trial of a vehicle pool of 6 low emission vehicles available at Cunninghame House and 2 low emission vehicles at Perceton House as an alternative to private car business mileage, incorporation of electric vehicles into this pool of vehicles and improved use of short term hire cars for journeys in excess of 50 miles.

Roads and Streetscene Review:

During 2015 a comprehensive review was carried out aimed firstly at further improving performance, value for money, efficiency and effectiveness of the Roads Service and; secondly to identify the most appropriate opportunities for integration and establishment of a modern Streetscene and Roads service model. The resulting report, approved by Cabinet in November 2015, identified a number of strategic issues and opportunities for consideration and improvement. These have been developed into the Roads & Streetscene Strategic Change Programme which commenced implementation in January 2016. The programme includes a comprehensive range of work streams based on six themes of: Asset Management & Finance; service Delivery & Integration; People & Capability; performance & Customer Satisfaction; and Business Process & Systems.

Roads & Transportation:

- North Ayrshire is the lead Authority for the Ayrshire Local Plan District is currently finalising the Ayrshire Local Flood Risk Management Plan based on the Ayrshire LFRM Strategy approved by Scottish Government. The plan outlines the next 6 years schemes/ works and studies for all Ayrshire which were identified, appraised and prioritised nationally.

Identified North Ayrshire Schemes and Works:

- Upper Garnock Flood Protection Scheme
- Great Cumbrae Island Flood Protection Scheme

Streetscene:

- Implementation of Route Optimisation Software to Streetscene Fleet. This is a new software package designed to optimise the cleansing routes covered by the fleet of 16 mechanical sweepers operating across mainland North Ayrshire and will improve productivity and reduce fuel costs by ensuring vehicles operate at their most optimum level thereby providing service delivery at the lowest possible cost. In addition to establishing the most efficient Cleansing routes, the system will be used as a management tool through its ability to analyse existing performance information and create 'what if' scenarios to forecast the effect of any changes to the service, for example, reduction of fleet and changes to street cleansing frequencies.

Waste Services:

- Continued implementation of the Council's Waste Strategy delivered the following:-
 - Implement the WARP-It online reuse portal across all Council services and across Community Planning Partners.
 - Implement in cab technology within refuse collection vehicles to improve data management and productivity.
 - Clyde Valley Residual waste Partnership work in procuring a residual waste treatment facility within Clyde Valley for 2020 to coincide with landfill ban.
 - Commercial Waste Service review.
 - Development of direct tipping facility at Shewalton Landfill site to improve operational productivity.
 - Development of sustainable waste management arrangements (including the provision of enhanced Household Waste Recycling Facility) for Arran.
 - Waste disposal service review to improve operational service delivery and productivity.

External Evaluations

Physical Environment

Housing Service:

- Retained Investors in People GOLD accreditation: The IIP standard defines what it takes to lead, support and manage people well, for sustainable results. IIP assessor's report of findings noted that they were "overwhelmed by people's enthusiasm and commitment".
- Housing Service Care Commission. Housing Support services are regulated by the Scottish Care Inspectorate. Following a series of unannounced inspections to all three of the Homelessness Housing Support services, the care commission has awarded their highest grade possible at level 6. The inspecting officer stated that each service had exceptional performance and that the North Ayrshire Council staff team go above and beyond in the delivery of customer focussed services.
- Housing Service Customer Service Excellence (Concierge Service). The concierge service first received Customer Service Excellence accreditation in 2009. This year the service have been awarded compliance plus in 6 areas. A compliance plus is awarded when behaviours or practices are considered to exceed the requirements of the standard.

Scottish Housing Best Value Network (SHBVN) benchmarking analysis show that our staffing costs are amongst the lowest of all Scottish local authorities but our performance is good or excellent across all service areas. Feedback that Housing was "pretty much good at everything" was provided.

Facilities Management:

- FM Soil Association Gold food for life accreditation.
- BSI ISO 9001:2008 Registration.
- Education Scotland HM inspectorate in meeting food nutrition Standards.

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) MOT station modernisation programme which will allow the Council to continue to act as an approved vehicle MOT station for vehicle classes 4, 5 and 7.
- 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 have improved from last year's score of 92.3 to 95.8 this year.
- NAC Bereavement Services have received a gold award against the ICCM (Institute of Cemetery & Crematorium Management) Charter for the Bereaved.
- SEPA have classed the operation and management of the Shewalton Landfill site as excellent.

Appendix 1 - Financial Performance

REVENUE EXPENDITURE (£)					
Expenditure	Annual Budget 15/16	Year End Outturn	Annual Variance Adverse or (Favourable)		
	£000	£000	£000		
Housing Services (Non HRA)	6,110	5,504	(606)		
Building Services	650	610	(40)		
Property Management & Investment	996	663	(333)		
Energy & Sustainability					
Facilities Management	1,228	924	(304)		
PHYSICAL ENVIRONMENT TOTAL	8,984	7,701	(1,283)		
Waste Resources	15,198	15,718	520		
Transport Hub	105	-	(105)		
Roads & Transportation	13,102	13,091	(11)		
Streetscene	8,863	8,597	(266)		
COMMERCIAL SERVICES TOTAL	37,268	37,406	138		
Directorate & Support	(22)	-	22		
PLACE TOTAL	46,230	45,107	(1,123)		
Carry forward request		408	408		
NET PLACE TOTAL	46,230	45,515	(715)		
Housing Revenue Account	-	(1,862)	(1,862)		
DELIVERY OF CAPITAL PROGRAMMES – GENERAL SERVICES					
Expenditure	Budget 15/16	Actual Expenditure 15/16	Variance 15/16		
	£	£	£		
Roads	5,267,942	4,717,675	(550,267)		
Office Accommodation	1,955,896	2,114,109	158,213		
Other Property	2,229,920	2,369,173	139,253		
Housing Non HRA	18,367	0	(18,367)		
Streetscene	330,309	326,835	(3,474)		
Transport	1,999,746	1,997,388	(2,358)		
Waste Resources	1,266,723	2,722,990	1,456,267		
Building Services	40,000	39,620	(380)		
Renewable Energy	2,261,071	2,232,634	(28,437)		
Cleaning Client	125,000	132,208	7208		
SUB TOTAL	15,494,974	16,652,632	1,157,658		
DELIVERY OF CAPITAL PROGRAMMES - HRA CAPITAL					
Capital Investment Expenditure (£) 2015/16					
	Total Revised Budget 15/16	Actual Expenditure to 31 March 2016	Variance 15/16	Carry forward to 2016/17	True (Under) Over Spend
	£	£	£	£	
New House Building Projects	3,823,394	3,007,819	(815,575)	(504,340)	(311,235)
Regeneration Projects	2,133,760	2,075,281	(58,479)	(30,810)	(27,669)
Improvements to existing homes	14,968,871	14,889,292	(79,579)	(19,579)	(60,000)
Professional Management Charges	158,987	0	(158,987)	-	(158,987)
HRA TOTAL	21,085,012	19,972,392	(1,112,620)	(554,729)	(557,891)

Appendix 2 - Employee Sickness Data

Place Directorate Employee Sickness Absence 2015/16								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Building Services	240.5	1.7	2.2	2.7	3.1	9.8	9.4	0.4
Facilities Management	410.3	2.5	2.2	2.4	2.8	9.9	9.4	0.5
Transport Hub	40.6	5.8	2.4	5.1	5.0	18.3	9.4	8.9
Waste Resources	155.9	3.4	3.3	2.1	1.7	10.4	9.4	1.0
Commercial Services	851.3	2.6	2.4	2.6	2.8	10.3	9.4	0.9
Homeless & Community Safety	17.0	5.2	3.6	3.7	0.8	13.3	9.4	3.9
Housing Services	209.9	1.1	1.8	0.9	1.7	5.5	9.4	-3.9
Property Management & Investment	95.0	0.9	1.3	0.5	1.7	4.3	9.4	-5.1
Roads & Transportation	85.8	1.7	1.5	1.0	0.8	5.0	9.4	-4.4
Streetscene	174.6	2.0	2.1	1.9	1.3	7.3	9.4	-2.1
Physical Environment	582.3	2.0	2.1	1.6	1.3	7.0	9.4	-2.4
ECMT	4.0	0.0	0.0	0.0	0.0	0.0	9.4	-9.4
Place	1433.7	2.3	2.3	2.2	2.2	8.9	9.4	-0.5

Place Directorate Employee Sickness Absence 2014/15								
Days Lost per FTE	FTE*	Q1	Q2	Q3	Q4	YTD	YTD Target	Variance
Building Services	259.4	3.8	2.5	2.7	2.5	11.4	9.4	2.0
Facilities Management	386.6	2.6	1.6	2.7	3.4	10.1	9.4	0.7
Transport Hub	36.2	2.1	6.3	4.3	4.5	17.2	9.4	7.8
Waste Resources	155.4	4.8	5.1	2.6	2.4	14.9	9.4	5.5
Commercial Services	840.6	3.4	2.8	2.7	2.9	11.8	9.4	2.4
Homeless & Community Safety	88.8	3.1	4.1	3.6	2.7	13.6	9.4	4.2
Housing Services	139.7	0.6	0.8	2.2	1.3	4.7	9.4	-4.7
Property Management & Investment	98.1	1.5	1.1	1.2	0.8	4.8	9.4	-4.5
Roads & Transportation	85.8	3.3	2.3	1.9	2.1	9.8	9.4	0.4
Streetscene	227.4	1.8	2.8	1.8	1.7	8.1	9.4	-1.3
Physical Environment	639.8	1.8	2.3	2.1	1.6	7.8	9.4	-1.6
ECMT	3.0	0.0	0.0	0.0	4.3	4.3	9.4	-5.1
Place	1480.4	2.7	2.5	2.5	2.4	10.1	9.4	0.7

Note: Figures in red are above the YTD target.

Appendix 3 – Compliments, Complaints & Members Requests

Compliments 2015/16	
Service	Number
Building Services	33
Facilities Management	1
Housing Services	22
Property Management & Investment	7
Sustainability & Directorate Performance	0
Commercial Services	63
Roads & Transportation	32
Streetscene	43
Transport Hub	0
Waste Resources	17
Physical Environment	92
Service Unknown	2
Place	157

Stage 1 (Frontline) Complaints						
Service	2015/16			2014/15		
	Actual	% handled on time	Average to complete (target 5 working days)	Actual	% handled on time	Average to complete (target 5 working days)
Roads & Transportation	156	81%	4.0	130	79%	4.0
Streetscene	172	78%	4.4	179	86%	3.3
Transport Hub	1	100%	2.0	3	100%	2.3
Waste Resources	412	96%	2.3	1000	88%	2.7
Commercial Services	741	89%	3.1	1312	87%	2.9
Building Services	118	97%	2.7	177	96%	2.7
Facilities Management	21	67%	6.2	20	75%	5.3
Housing Services	57	95%	2.7	46	100%	1.8
Property Management & Investment	99	90%	3.4	93	66%	5.4
Sustainability & Directorate Performance	-	-	-	-	-	-
Physical Environment	295	92%	3.2	336	87%	3.5
Place	1036	90%	3.2	1648	87%	3.0
Stage 2 (Investigation) Complaints						
Service	2015/16			2014/15		
	Actual	% handled on time	Average to complete (target 20 working days)	Actual	% handled on time	Average to complete (target 20 working days)
Roads & Transportation	1	100%	13.0	5	80%	16.6
Streetscene	5	80%	9.6	4	75%	16.3
Transport Hub	1	100%	20.0	-	-	-
Waste Resources	1	100%	12.0	2	50%	12.5
Commercial Services	8	88%	11.6	11	73%	15.7
Building Services	-	-	-	3	100%	8.0
Facilities Management	-	-	-	-	-	-
Housing Services	18	94%	13.4	31	100%	9.5
Property Management & Investment	3	67%	17.0	2	100%	14.0
Sustainability & Directorate Performance	-	-	-	-	-	-
Physical Environment	21	90%	13.9	36	100%	9.6
Place	29	90%	13.3	47	94%	11.1

Note: Complaint data is a snapshot in time. Data could change as a result of retrospective amendments. Final report produced by Complaint & Feedback Manager will be presented to CMT on 8th June 2016.

Member Service Requests - 2015/16								
	Q1		Q2		Q3		Q4	
	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time
Stage 1 (Councillor) - target 5 days								
Housing	26	0	28	1	32	3	29	0
Building Services	7	0	0	0	3	0	1	-
PMI	33	0	34	2	38	9	56	3
Energy & Sustainability	-	-	-	-	-	-	-	-
Facilities Management	0	0	2	0	1	1	0	0
Waste Resources	13	0	16	3	6	1	10	4
Transport Hub	0	0	0	0	0	0	0	0
Roads & Transportation	76	14	89	11	91	6	110	3
Streetscene	100	3	136	20	73	8	102	3
TOTAL	255	17	305	37	244	28	308	13
Stage 2 (Councillor) - target 20 days								
Housing	0	0	0	0	0	0	0	0
Building Services	0	0	0	0	0	0	0	0
PMI	1	0	1	0	1	1	1	0
Energy & Sustainability	-	-	-	-	-	-	-	-
Facilities Management	0	0	0	0	0	0	0	0
Waste Resources	0	0	0	0	0	0	0	0
Transport Hub	0	0	0	0	0	0	0	0
Roads & Transportation	3	1	8	1	6	1	1	0
Streetscene	0	0	1	0	1	0	0	0
TOTAL	4	1	10	1	8	2	2	0

MP & MSP Service Requests - 2015/16								
	Q1		Q2		Q3		Q4	
	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time	Number of requests	Requests not closed on time
MP/MSP – target 10 days								
Housing	39	4	45	13	47	1	49	2
Building Services	1	0	2	0	0	0	1	0
PMI	5	2	17	10	22	7	19	1
Energy & Sustainability	-	-	-	-	-	-	-	-
Facilities Management	0	0	0	0	1	0	0	0
Waste Resources	0	0	5	0	3	0	1	0
Transport Hub	0	0	0	0	0	0	0	0
Roads & Transportation	3	0	4	0	17	3	27	5
Streetscene	5	1	17	0	20	1	9	3
TOTAL	53	7	90	23	110	12	106	11



NORTH AYRSHIRE
Health and Social Care Partnership

Performance Report

Quarter 4 2015-16



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Introduction

The purpose of this report is to afford a high level overview of the progress made by the Health & Social Care Partnership in delivering the 5 strategic priorities as set out in the strategic plan.

Overview

Our first year as an integrated Health and Social Care Partnership have been both challenging and rewarding. We have begun to see some of the benefits of integrated system working, for example in supporting older people to remain at home or get home from hospital as soon as possible.

Our significant change programme continues, with projects on track including the completion of Woodland View opening in May, our integrated addictions service and the development of 5 community connector roles in primary care. Our Change programme contributes to and is aligned to the pan-Ayrshire programmes. Our Locality Planning Forums have held their initial meetings and are beginning to identify their initial areas of work.

It has been a busy but fruitful year, the pace of change is challenging so while the potential for improvement over the next few months is significant we will need to ensure plans are staged to ensure sustainability and the emerging financial position is more fully understood.

Update on Actions from Previous Review Meeting

Action	Progress and Commentary
1. Consider streamlining report	Commentary has been summarised for this report and Sickness absence and Finance has been moved to appendices.

Children, Families and Criminal Justice – Our Highlights

Universal Early Years - The Childhood Flu Schools programme is a Nurse Led service which successfully achieved for 2015-16 an uptake in North Ayrshire of 75.4%, this being above the national target of 75% and higher than the Scottish average of 71.1%. To date we are aware that an increase in the number of children absent from school on the day of the vaccination session has resulted in us not achieving much higher rates.

Children Looked after and Accommodated - In 2013-2014 we had 102 children in placements. In 2015-2016 this had reduced to 79.

SVQ Assessment Centre underwent a process inspection which graded the service demonstrating major strengths in all areas

Stop Now and Plan -The SNAP project continues to deliver positive outcomes from Children aged 8 – 11 years old. None of the children who have been through the SNAP programme in this past six months have either been placed on a Compulsory Supervision Order or requiring an alternative educational placement.

Multi-Agency Domestic Abuse Response Team - MADART continue to deliver on greatly improved outcomes for victims of domestic violence, contrary to the national trend. The unique approach continues to deliver timely, proportionate and effective services to victims and their children, resulting in a reduction in incidents.

Fostering and Adoption – In 2015 we had 35 children in external foster placements. Recognition that this figure was too high resulted in one team manager being reassigned to focus on this area and as a result we now have 20 children in external foster placements with an expectation that this figure will continue to reduce in the next year.

Criminal Justice - Between 2005-06 and 2014-15, by local authority area, shows that North Ayrshire's recorded crime has reduced by 39%, the same rate as the national average and the largest reduction in Ayrshire. Our early intervention and prevention services, the work of the Safer North Ayrshire Partnership and of our Youth Justice and Adult Criminal Justice Services, have impacted on our reduction in recorded crime.

Children, Families and Criminal Justice – Our Challenges

Kinship Care – Due to the requirement for parity with foster carers allowances, the Kinship allowance will rise from £57.68 to £200.00 per week. This will present a challenge in terms of funding given the 286 children in kinship care. The funding requires to be backdated to 1st October 2015 as well as to be paid on an ongoing basis. The Children and Young People (Scotland) Act 2014 also stipulates additional responsibilities towards children in kinship care and the guidance on the Act is still awaited. However, discussions are underway to update policies, procedures and reviews in relation to increased allowances and to comply with new legislative requirements.

Criminal Justice - The Criminal Justice Social Work Grant allocation is based on the statutory work each local authority has been involved in. Due to our "success" in reducing recorded crime we have seen our budget for this year cut with East and South Ayrshire benefitting by an increase in their funding. The Scottish Government are currently looking at how success can be recognised, and not penalised, in the

criminal justice budget allocation in future years. However, this year will be challenging to continue to try to reduce re-offending rates on a reduced budget.

Intervention Services - There continues to be a significant number of adult and child concern referrals generated by Police Scotland. As a result of this we are in the process of creating a Pan Ayrshire Concerns Hub. This is an interesting and challenging development, working with Pan Ayrshire partners to create a means to process Police and other Concerns through one multi agency Hub.

The challenges have not been small, yet there is a sense of progress and a proposal has been drafted. The potential of the Concerns Hub being a means of transferring wellbeing concerns to Named Persons is also being explored.

Universal Early Years – There is a high level shortfall in numbers of qualified Health Visitors to deliver the national Health Visitor pathway which is the founding support for Named Persons to have regular, structured home based contacts crucial to establishing and building relationships with families.

Fieldwork - There is a continued challenge of completion of Child Protection work within the timescales required. This is reflected in the findings of our staff engagement survey whereby only 23% of Children and Families fieldwork staff believe they have a manageable caseload.

Health and Community Care – Our Highlights

Delivery of Winter Plan - During the final quarter of 2015/16 has seen the delivery of the aims and aspirations set out within the Winter Plan. Across all teams, staff from health and social care have demonstrated the highest levels of dedication, commitment and endeavour in supporting individuals to remain at home and in ensuring those who require specialist interventions from acute hospital teams are supported home again without delay.

Reduction in Delays - The additional social care resource made available to the IJB from North Ayrshire Council and NHS Ayrshire and Arran through the Delayed Discharge Funding enabled investment in Care Home provision and Care at Home services both of which were central to reducing the length of time residents had to wait on packages of care following their stay in Hospital. This additional investment, combined with the delivery of the five-day standard for assessment of complex care needs and a move to 'real-time funding' of Care Home placements, ensured all potential delays were removed from the process to confirm Care Home funding.

Care at Home - The additional funding made available to the Care at Home service, combined with new, more efficient processes to 're-cycle' care package capacity when service users are in Hospital has enabled a growth in capacity to meet local demand. In December 2015 when the number waiting for packages reduced to single figures each day compared to 20+ in December 2014. This position was sustained through January 2016 and improved further in February and March, with zero waits being recorded across all Ayrshire Hospitals by the end of the financial year. The number of people in the community awaiting Care at Home packages reduced from over 140 in November 2015 to 33 at the end of March 2016.

Innovations in Care at Home - Two new developments within Care at Home have been introduced to further improve responsiveness and reduce demand on acute care. The Reablement pilot in the Irvine area has given responsibility for the reassessment of service user need to the Care at Home Team, enabling the rapid tailoring of care packages to those who are being supported to regain independence. This significantly reduces waste within the service as packages can be reduced without delay and capacity released to help other service users. The second pilot, also in the Irvine area, has enabled the Community Alarm team to respond alongside colleagues from Scottish Ambulance Service to 999 calls from service users. The intervention of this team and support they offered to service users resulted in a 50% reduction in emergency admissions for those accessing the service.

Rehabilitation Services - Recognising that some North Ayrshire residents will require more support to make the transition from acute hospital to home, the team within the Rehabilitation Facility at Pavilion 3, Ayrshire Central Hospital, has continued to modernise and improve service delivery. This has resulted in the number of patients being admitted to this facility from Crosshouse Hospital increasing by almost 100% week-on-week, with sustained performance of 6 admissions per week against a Winter Plan trajectory of 5 throughout the winter period. Similarly, the flexibility demonstrated by the clinical and management teams within Pavilion 6, currently decanted to Buchanan Ward at Biggart Hospital, has been crucial in maintaining a flow of patients through the unit while reducing the overall number of occupied beds to enable the safe transfer of the ward to Woodland View in May 2016.

ICES/Rehab – The team are turning around SSA assessments in 5 days.

Community Care - The Care at Home service has received high award grades resulting from its most recent Care Inspectorate Inspection. The service was awarded a 4 (Good) for Quality and Support; 4 (Good) for Quality of Staffing; 5 (Very Good) for Quality of Management and Leadership. This was the first time, the grade of 5 has ever been achieved by this service.

This achievement marks an improvement on the awards of the past few years where mostly 3s (Adequate) were being achieved.

Health and Community Care – Our Challenges

Residential Care - Perhaps the biggest challenge facing the Health and Community Care Team has been within the Residential Care sector.

Continued poor performance and critical incidents within a number of Care Homes resulted in short- and long-term moratoria being placed on facilities during the final quarter of 2015/16. This clearly has impacted adversely on the already limited capacity available to meet local need and has reduced choice for service users. The fragility of the sector has also been apparent in terms of a notification from Cooriedoon Care Home on Arran of the potential to close due to viability of the current business model, despite the introduction of an enhanced island rate in Summer 2015 to ensure the viability of the unit.

At the same time, British Red Cross issued three months' notice on the closure of Options for Independence in Irvine. This required a sustained response from the Social Work and Housing Teams in North Ayrshire with successful outcomes achieved for all service users, the vast majority of whom have transferred or will transfer to their own tenancy.

Ices/Rehab - Current challenge is that in maintaining a high percentage seen within 1 day, service users repeat rehab visits are being missed.

Long-Term Conditions - Maintaining the very well establish and much valued Mental Health Care Home Liaison Service to care homes within North Ayrshire has been challenging recently. We have 2 posts to cover North Ayrshire, but currently have 1 vacancy due to a member of staff moving to a promoted post. The time taken to recruit is putting pressure on an already busy service. We hope to have someone in post soon.

Care at Home - The service has been consistently maintaining zero waits from hospitals for approximately a month (as at 18 April 16). This means that no individuals have had their discharges either cancelled or delayed due to having to wait for a care at home package. The challenge is to maintain and sustain this as other initiatives and pressures arise.

Mental Health Services –Our Highlights

Woodland View - Business case development and strategic alignment of Woodland view to ensure this new and significant investment as the cornerstone of an effective, modern and responsive Mental Health service is able to influence and deliver the further whole system review and transformation of wider services over the next 3 years. This establishes a robust foundation for the achievement of necessary strategic and service quality outcomes by 2018.

The demonstration of effective partnership working engaging with all nursing staff affected by move of services to Woodland View, completing in excess of 110 1:1 meetings with staff to allow completion of workforce planning. This has enabled sufficient staffing resource to deliver services at Woodland View and in Lochranza also ensuring engagement/protection of staff. There has been a programme of work delivered to successfully support the realignment of service users ahead of the move to Woodland View in Adult Mental Health longer term rehabilitative care, through meaningful engagement with service users and their families.

Addiction services review and integration achieved during a period of unique and major health/social care economy wide organisational re-structuring and change.

Investment in organisational development and change programme has ensured the secure delivery of both major objectives above whilst also launching an ambitious programme of whole system service review and change.

Non Medical Prescribing Congratulations to Senior Charge Nurse Senga Boyd on passing her Non Medical Prescribing (NMP) course. Senga is the first Senior Charge Nurse within the Mental Health inpatient setting to gain her certificate and utilise this within Kyle Addiction Unit. Senga can now assist with the titration of medication and prescribing new medications while freeing up valuable medical staff time. This allows for quick access to new medications or review of existing medications. Senga is also able to offer support and training to other staff building up their knowledge and confidence regarding medication therapy.

Psychological Services - Despite challenges in delivery of psychological services where there is a need to address service gaps, release capacity and re-alignment of resources and expertise as part of the wider review of services - the waiting times standard is being met in many areas. We have a high level of patient satisfaction. We also ensure that there are no wait times for clinically urgent patients e.g. urgent referrals from acute child and adult hospital wards. We also continue to income-generate, mostly via Court Reports which helps fund staff training and development.

CAHMS - A highlight has been the opportunity to work in true collaboration, find collective solutions and plan project work in an integrated manner. This has been achieved across agencies in sharing finance, workforce and new planning, "rewriting the script" with positive risk taking. Examples include place2be, Teachers focusing on mental health and project work with "Through care".

CMHT - We have released a mental health nurse from the Crisis Resolution Team into Police Scotland to commence scoping work with people in distress who come into contact with services out of hours. Within 6 weeks we have gathered a rich amount of information and data to inform work going forward within the 'People in Distress' programme.

Learning Disabilities - North Ayrshire Health and Social Care Partnership Learning Disability Service, Police Scotland, Cornerstone; Hansel Alliance and Scottish Commission for Learning Disability collaborated in setting up 2 workshops, using a forum theatre to raise awareness and encourage local action in relation to disability hate crime. The theatre piece at the centre of the workshops was developed by people with a

learning disability and others from Centrestage Kilmarnock. The forum theatre format allowed for the exploration of issues in a way which informed the audience and involved them in shaping the narrative. The workshops were very well attended by service users and staff from a range of organisations. The participants were motivated and empowered to get involved in the discussion surrounding hate crime.

Mental Health Services – Our Challenges

Infrastructure, financial and Information governance Challenges include review and alignment of IT and information systems, consolidate and ensure effective and compliant information governance. Management of financial position during service transition and development partly realised by business case development with further service re-design required post Woodland view launch and review of whole system.

Medical staff within Addiction Services continue to have serious concerns about information sharing and information access proposals regarding the integration of NHS and NAC Addiction teams. These concerns have now been escalated to the H&SCP Senior Management Team for further review.

Psychological Services Difficulties continue to be faced in meeting the 18 weeks wait times standard and also true patient need in some specialities. This is due to very small staff resources compounded by a very high level of maternity leave and inability to recruit to temporary posts to backfill this.

CAHMS - A challenge has been the alignment and integration of NHS national strategy to strategies in Education, Social Work and Health. Developing a model of integrated early intervention and response to high risk children/young people and in turn a comprehensive action plan linking the complex strategic themes in a way which is child and young person centred but challenges existing practice and structures.

CMHT - Uncertainty about future funding for the Flexible Intervention Service has been challenging because we have been unable to re-commission the service as planned over the last 6 months.






Learning Disabilities - In the past 6 months the service has been challenged to meet the increased demands for respite. There has been an increase not only in numbers but in complexity of needs, particularly young people in transitions. Work has been on-going to amend the service specification for the re-tender of the Taigh Mor respite service to include a community short breaks service as well as the residential respite service. This will provide great greater flexibility in what the service provides and will increase the range of options to cope with the increasing demands.

In-patient – There has been no confirmation of ADP monies that fund Alcohol Liaison Service causing uncertainty for staff/service.

We are supporting the interim placement of 2 x CAMHs individuals who require substantial additional support due to presentation, leading to a requirement to source additional staff – frequently 5 staff per shift.

Report Summary





















The tables below demonstrate a high level view of the progress made towards the HSCP Strategic Plan during the quarter four period (January - March).



Performance Information						
Priority	No. of Indicators					
Tackling Inequalities	11	7	-	-	1	3
Engaging Communities	7	3	-	1	-	3
Bringing Services Together	9	3	-	1	-	5
Prevention and early intervention	25	11	1	3	-	10
Improving mental health and wellbeing	10	6	-	4	-	-



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

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	TBC	14			Q4 2015/16	Successful Learners and Responsible Citizens	
The amount of income generated (£) for service users by the Money Matters Service	£7,513,000	£7,614,139			Q4 2015/16	Inequalities	
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within three months	57%	90.32%			Q4 2015/16	Community Safety	
Percentage of Referrals to CMHT living in SIMD 15% most deprived areas.	TBC	38%			Q4 2015/16	Inequalities	
Number of Adult/LD/CAMHS in out of area units (North Ayrshire Residents)	TBC	33			Q4 2015/16	Effective Use of Resources	
Percent of young people completing Activity Agreement that went on to a Positive Destination. Rosemount, Throughcare/Aftercare	55%	100%			Q4 2015/16	Successful Learners and responsible citizens	
Balance of Care for looked after children: % of children being looked after in the Community	90%	91.53%			Q4 2015/16	Positive Life chances	LGBF
Number of LAAC who have 3 or more moves in the past 12 months	10	7			Q4 2015/16	Best Start Possible	
Number of Naloxone Kits Supplied	164	258			Q4 2015/16	Healthier	
Average number of tenancy placement moves experienced by young people, Supported by Aftercare, prior to a permanent allocation.		4.86			Q4 2015/16	Positive Life Chances	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Percentage of formerly looked after young people entitled to aftercare in employment, education or training	38%	36.59%			Q4 2015/16	Successful Learners and responsible citizens	

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 draft Inequalities Strategy has been approved by the CPP Board. Work will now be undertaken to develop Fair for All Board, refine the pledges and produce a performance framework.</p> <p>Supported by NAHSCP, the Scottish Transgender Alliance has undertaken a National survey, examining the experience of Transgender people accessing Addictions Services. This Survey closed on 18th March and initial feedback indicates that the survey was well responded to. Analysis of this survey is anticipated in May 2016, with data being available at the North Ayrshire level. This data will be used to inform future service delivery.</p> <p>We have had a number of engagement events and activities with our local communities. These have included: consultation on our strategic plan; a review of our engagement processes; an event showcasing all our services at the Magnum Centre; an event to develop stakeholder partnerships focussed on each of our major change projects; discussions on developing our Locality Planning Forums.</p>	63%
We will work with partners to help people who use our service to identify and deal with their financial difficulties		<p>During the quarter four period, the Money Matters team carried out an annual review of adult non-residential service users –more than 350 cases, and carried out financial assessments for Kinship Carers in preparation for the new Kinship Allowance. Money Matters staff continue to any follow up work to ensure service users are receiving their full entitlement.</p> <p>The Money Matters Helpdesk has identified almost £150,000 unclaimed benefits in quarter four bringing the total additional benefit income raised by Helpdesk to more than £650,000 for 2015–16 year. Income generation for service users across all areas of the Money Matters service in quarter four was almost £2M, bringing the total for the year to £7,614,130. During the period 65% of all casework carried out by the team was for people with a long term health condition or disability. This reflects strong partnership working with</p>	100%

		<p>H&SCP colleagues, Macmillan, and voluntary sector.</p> <p>To improve the number of referrals from primary care, the team introduced a procedure to identify cases with certain long term conditions. These cases receive support with a range of claims and money issues to demonstrate the impact of advice on health inequalities. The team continued to work effectively with many partner agencies – and delivered five half day training events including an Introduction to Benefits, Welfare Reforms Update. These were attended by Social Work and Health staff, 3rd sector and volunteers.</p>	
We will maximise the potential for you to work	●	<p>The North Ayrshire Social Enterprise Strategy is close to publication and set out the next steps. It has been overwhelmingly endorsed by partners and will support the development of enterprising activities and social enterprises.</p> <p>We continue to work with SAMH Positive Steps to support those with Mental Health problems access a range of employability options. Within Learning Disability Services, the Job Support service is being reviewed to identify potential development opportunities.</p> <p>The Employability project has been launched with the first business seminar delivered on 17 March. These sessions are designed to develop an awareness of the economic and business benefits from a more positive and supportive relationship with people affected by cancer. They will help local businesses and organisations understand their legal obligations under The Equality Act, outline how to help employees settle back into work and provide access to support.</p> <p>The development of the Corporate Parenting Strategy will ensure that employability for cared for children in North Ayrshire will be a key priority.</p> <p>The Throughcare and Rosemount Teams continue to deliver bespoke Activity Agreement to their client groups. There has also been further development in the commitment to the preparation of young people for employment with economies and communities. This has been led on by the Aftercare team and it is anticipated that there will be a programme created through the youth employment monies which will support those furthest away from the jobs market, within Throughcare, PAT and Rosemount. There is also a Duke of Edinburgh programme which is run by the young person support team which also focuses on building self-confidence and promotes the progression into work and positive destinations.</p>	79%
We will provide support to help keep you safe from harm	●	<p>The Partnership places a priority on ensuring service users are safe and protected. Monitoring and review arrangements for people receiving supports are in place and this includes regular liaison with provider organisations.</p> <p>Across Mental Health we continue to prioritise assessment and support for the most vulnerable people. Many with mental health problems are being supported through the immediate delivery of the Flexible Intervention Service and utilising adult protection processes to protect people when required.</p>	56%

Considerable effort has been made to engage service users and carers ahead of the move to Woodland View. Within the Forensic and Rehab Service there have been hosted meetings with family and carers as well as meetings with service users on the wards. The retention of Lochranza Ward on the Ailsa campus for two years will also allow for a safer and more patient focused transition to the community.

The BEAT-IT RCT data collection is now complete in Ayrshire and Arran. Focus groups have taken place with the Beat-it therapists, Step-up therapists and PI's separately

A seconded nurse post to work with young people in Throughcare has been agreed. This post will focus on high risk groups and their associated concerns

The draft Children's Services Plan 2016–20, which sets out pledges to safeguard, support and promote the well-being of Children, has been published.

In relation to preparation for the Named Person Act, activities have been ongoing around the development of the guidance, child's pathway and training strategy on a Pan Ayrshire basis. This work will be finalised by May.

Youth Justice Services continue to work closely with Criminal Justice services, focussing on providing support to those at risk of re-offending and returning to custody. There is a continued commitment to reduce re-offending.

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	105	?	↑	Q4 2015/16	Independent	
Number of Children accessing Direct Payments	TBC	41	?	↑	Q4 2015/16	Positive Life chances	
Percentage of fostered looked after and accommodated children who are accommodated in an in-house foster placement	80%	82.49%	✓	↑	Q4 2015/16	Positive Life chances	
Number of MH/LD Adults accessing Direct Payments	TBC	38	?	↑	Q4 2015/16	Independent	
Percentage of children in a kinship care placement subject to residence order	40%	33.8%	⬮	↑	Q4 2015/16	Positive Life chances	
Actively recruit new in-house foster carers	85	97	✓	↑	Q4 2015/16	Best Start Possible	
Number of LD service users in voluntary placements.	43	78	✓	↑	Q4 2015/16	Independent	

2. Engaging Communities

Action Title	Status	Action update	% Complete
We will work with local communities	●	Locality Planning Forums have been established and regular meetings are now taking place. Forums are now actively inviting suitable representation from other organisations and communities to take part. The forums are now in the process of identifying key priorities to take forward in the forth coming year.	75%




		<p>Patient and Care Opinion are both established in North Ayrshire. In addition we have held a number of engagement events with residents of North Ayrshire on a wide range of topics from Care at Home to Aids and Adaptations.</p>	
<p>We will improve how we involve and engage with local communities</p>	<p>●</p>	<p>The usage of interactive media, including CareNA and the Facebook has increased. The HSCP Twitter account now has 436 followers and is proving to be a valuable mechanism for sharing information about the HSCP. Further, Community Connectors are now based in 7 GP practices as part of the 'connecting patients to communities' pilot'.</p> <p>Six Locality Planning forums have now been established and are meeting regularly. The forums are currently considering the key priorities in each community to take forward in the next service year. In addition, we have created "Velcro partnerships" with people coming together on the big change issues that they have an interest in, in a focussed and time-limited way.</p> <p>Over the next few weeks we will install interactive touchscreen systems in every GP practice in North Ayrshire which provide access to CareNA.</p> <p>Work has been progressed in relation to the development of a Single Point of Contact. The development of this service will offer Service Users a streamlined access to all HSCP services.</p>	<p>73%</p>
<p>We will build on the strengths of local communities</p>	<p>●</p>	<p>Completion of the Community Care review will inform the development of locality teams. District Nurses now come under the remit of the Senior Manager for Locality Services and early discussions have taken place around how CPNs can be included within future locality team structures.</p> <p>The Community Connectors are now operating from 7 GP practices across North Ayrshire. It is intended that the Community Connectors will support practices by easing volume pressures by redirecting patients to alternative community supports.</p> <p>Some Community Connectors have been invited to attend Locality Planning Forums and will support in the development of new services at the locality level</p> <p>The Learning Disabilities Strategy is currently under development. It is anticipated the strategy will help address the current gaps in service provision.</p>	<p>56%</p>


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
Number of days people spend in hospital when they are ready to be discharged (Bed days lost).	1,936	1,417	✓	↓	Q1 2015/16	Quality of Life	
MH Average length of stay	TBC	26.9	?	↓	Q3 2015/16	Healthier	
Percentage of CP Concerns referrals from Health practitioners	6%	7.96%	✓	↑	Q4 2015/16	Positive Life chances	
Number of bed days saved by ICES providing alternative to acute hospital admission	765	1,051	✓	↑	Q4 2015/16	Quality of Life	
Number of referrals for equipment	TBC	1,813	?	↑	Q4 2015/16	Independent	
Average waiting time for referral for equipment from Stores	TBC	1	?	↓	Q4 2015/16	Independent	
Average working days lost to sickness absence per employee.	11	12.98	✗	↓	Q4 2015/16	Engaged Workforce	
Percentage working days lost to sickness absence (HSCP NHS Staff)	N/A	5.89%	?	↓	Q4 2015/16	Engaged Workforce	
Number of Occupied bed days lost while waiting for Care at Home package			?	?	Report delayed	Effective Use of Resources	

3. Bringing Services Together

Action Title	Status	Action update	% Complete
We will work together to provide better services		<p>Considerable work has been progressed in order to provide a more seamless service for HSCP service users. An example of this work is provided below.</p> <ul style="list-style-type: none"> Many District Nurses have now completed HSCP training and work is ongoing to arrange further training for others. In terms of children who are Looked After and Accommodated (LAAC), staff continue to work with a range of colleagues, especially Education and Police and from CAMHS and Intervention Services to ensure that a shared response is provided to children at risk of harm. It is proposed that once in situ at Woodland View there will be a daily huddle for all in-patient mental health services. This will allow services to better understand each other's challenges. The proposed transition of Detox beds and subsequent MHANP support in reaching into the new in-patient addictions unit (Ward5) will ensure a more seamless approach to managing detox. The development of the interagency self-harm guideline has recently been reviewed and will be launched, emphasising collaboration, shared understanding and uniformity Once enacted, The Carers Scotland Bill will ensure all carers in North Ayrshire will have access to the support they require which will be identified in their Carer Support Plan. 	53%
We will develop services around local communities		<p>To reduce duplication and streamline processes for service users, much progress has been made in the development of a Single Point of Contact. Actions Plans are currently being produced.</p> <p>We will further develop the single point of access to community mental health services in 2016 as part of our Change Programme. In addition we have had initial discussions across agencies to describe the potential opportunity to jointly screen referrals for children and young people with mental health concerns.</p>	50%
We will work more closely with GPs and primary care		<p>Visits have taken place with the Senior Manager for Locality Services and the HSCP Clinical Director visiting GP practices throughout North Ayrshire. These visits aim to promote the work of the HSCP and identify the support needs of all GP practices. Alongside this, a series of very positive meetings have been held with the whole Primary Care community to design the future.</p> <p>All of the HSCP Locality Forums have a named GP lead.</p>	42%

		<p>We will further explore and develop work with GPs/NHS 24 and Out of Hours services as part of the Change Programme for community mental health services this year.</p> <p>HSCP Clinical Director is now planning to meet with the Senior Pharmacist linked to the HSCP. These discussions will look at the first phase of Pharmacy integration and looking at how the role of pharmacist can be taken forward within locality structures. A draft paper has been produced regarding the development of the Pharmacy role in relation to GPs.</p>	
We will improve the quality of the services we provide		<p>A training calendar for 2016–17 has been compiled and circulated to all staff groups. Much of this training is delivered to multi-agency staff.</p> <p>The service is currently reviewing how Self Directed Support is implemented locally. All SDS arrangements are overseen by the SDS Enablement Panel. Recent developments include a specified officer to manage all SDS data. SDS manager has engaged with operational teams to identify status of implementation, asking for priorities, challenges and where they would like to be. This information is being used in the review.</p> <p>The review of Addiction Services has now been complete and an improvement plan has been developed and under implementation.</p> <p>The Carers strategy is being progressed, with the Carers Advisory Group being comprised of 60% carers. This group meets monthly and is consulted on all carers service developments. Carers groups are now represented on the IJB as well as the North Ayrshire Carers Champion.</p> <p>A pan-Ayrshire Information Governance Group (IGPAG) has been established to share knowledge and learning on information governance, and, to define (where possible) single agreements across Health and Social Care Partnerships, the 3 Local Authorities and NHS Ayrshire and Arran. This is an extension of the existing Ayrshire Data Sharing Partnership (DSP) which discusses ICT arrangements to meet operational needs. At the local level the Information System and Sharing Steering Group (ISSSG) is operating well.</p>	40%



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	1,839	✓	↑	Q4 2015/16	Independent	
Number of community care service users (65+) that have a community alarm installed in their place of residence.	2,800	3,063	✓	↑	Q4 2015/16	Independent	
The number of community care service users that have an enhanced telecare unit installed in their place of residence	600	622	✓	↑	Q4 2015/16	Independent	
Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.	34%	39.17%	✓	↑	Q4 2015/16	Quality of Life	LGBF
Percentage of ICES service users seen within 1 day of referral	TBC	82.1%	?		Q4 2015/16	Effective Use of Resources	
Number of secure remands for under 18s	5	1	✓	↑	Q4 2015/16	Positive Life chances	
Average Length of Secure Remands	90	144	✗	↓	Q4 2015/16	Positive Life chances	
Percentage of ASP Referrals completed within 5 days	80%	51.9%	✗	↑	Q4 2015/16	Safe	
Addictions referrals to Treatment within 3 weeks (Alcohol)	90%	96.3%	✓	↑	Q3 2015/16	Healthier	LDP
Addictions referrals to Treatment within 3 weeks (Drugs)	90%	95.5%	✓	↑	Q3 2015/16	Healthier	LDP
Number of ABIs Delivered (Priority Area)	TBC	344	?	↑	Q3 2015/16	Healthier	
Number of ABIs Delivered (Non Priority Area)	TBC	97	?	↑	Q3 2015/16	Healthier	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of children who have been through SNAP who have been sustained within their local school	100%	100%	✓	↑	Q4 2015/16	Successful Learners and responsible citizens	
% of babies breastfeed at 6/8 weeks old	18%	15.33%	⬮	↑	Q3 2015/16	Best Start Possible	
Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	92.2%	92.47%	✓	↑	Q3 2015/16	Best Start Possible	
Preschool children protected from disease through % uptake of child immunisation programme (MMR1)	98.2%	96.69%	⚠	↑	Q3 2015/16	Best Start Possible	
Number of people referred to Flexible Intervention service	TBC	25	?		Q4 2015/16	Quality of Life	
Number of interventions completed by FIS	TBC	19	?	↑	Q4 2015/16	Quality of Life	
Number of Hospital Admissions to Pavilion 3	55	85	✓	↑	Q4 2015/16	Quality of Life	
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	TBC	2167	?	↓	Q4 2015/16	Effective Use of Resources	
Number of patients waiting for CAH package (Hospital)	TBC	113	?	↓	Q4 2015/16	Effective Use of Resources	
Number of Service Users delayed due to funding being confirmed			?	?	Report is delayed	Effective Use of Resources	
Number of Service Users delayed in discharge to a care home after funding confirmed			?	?	Report is delayed	Effective Use of Resources	
Number of People delayed awaiting CAH Package (Community)	TBC	324	?	↓	Q4 2015/16	Effective Use of Resources	

4. Prevention & Early Intervention

Action Title	Status	Action update	% Complete
We will promote good health and wellbeing		<p>Recognising individual and local assets and taking advantage of all possible sources of support is key in establishing effective approaches to support the HSCP's strategic aim of prevention and early intervention. Such community-based approaches are particularly important in areas where high deprivation exists and people are less likely to proactively seek help and support at an early stage of illness. Signposting services are now available directly from Community Connectors based in 7 GP Practices, to a range of alternative community and non-medical resources and services which can contribute to health and wellbeing. This can include signposting to local opportunities such as arts and creativity, physical activity, learning new skills, volunteering, mutual aid, befriending and self-help, as well as support with issues related to employment, benefits, housing, debt, advocacy support, legal advice or parenting. Further, Third Sector Interface Community Connectors offer interventions in Smoking Cessation and Weight Management. The proposals for the community care review are almost complete with approval required from Social Work Governance and the Trade Unions.</p> <p>Touchscreens have now been purchased for every GP practice in North Ayrshire. This will ensure local people can access CareNA within their GP practice. Work is currently ongoing to with NHS service to address Network issues.</p> <p>Children and Families Intervention Services continue to develop positive partnerships with other agencies. The introduction of School nurses to the Partnership has contributed to this signpost and sharing of knowledge and good practice. Priority areas include child healthy nutrition, activity, oral health, access to support services etc. bringing together Early Years provisions in local communities.</p> <p>Planning for Named Person Service as set within the Children and Young People (Scotland) Act 2014 has developed new models for service users in accessing services directly using assessment and reducing duplication of processes. Introduction of Social Workers within the team is increasing knowledge of available resources and services for families to access and be made aware of in local communities</p>	75%
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 developed Action Plan responds to these priorities and a performance framework has been designed around them. A Practice Quality Lead has now been identified in liaison with the Local Medical Committee (LMC). This lead will support locality structures to identify unmet needs and health inequalities.</p> <p>The 6 locality forums are developing well, with initial and subsequent meetings having now taken place.</p>	77%

		<p>Forums are now in the process of identifying key areas of focus.</p> <p>HSCP Staff continue to develop clinical skills and Knowledge to enable patients in EMH wards to reduce physical frail patients being moved to acute hospital care</p>	
We will support individual needs		<p>In line with the models of care work currently underway, the future model of Care at Home provision will be shaped and will evolve in line with the outcome of current work. In addition the role and future role of the Care at Home workforce will be reviewed.</p> <p>The pilot evaluation of Community Care services has initially demonstrated an improvement in Early Intervention and Prevention practices. A progress report is being compiled and will be shared for further consultation.</p> <p>Since November 2015, the HSCP now has in place a single point of contact for all hospitals (including those out-with Ayrshire and Arran) which will facilitate a more rapid discharge of service users. The HSCP now has Medical Legal Responsibility for P3 meaning we can now accept Step-Up community referrals from GPs. First referrals are expected by the End of August 2016.</p> <p>Health Visiting is offered routinely to all families as part of universal service entitlement for child. This single point of contact for families and implementation of request for assistance models as part of Children and Young People (Scotland) Act 2014 will facilitate efficient access to right service for children and inform partnership where delays arise, to plan for improvement or alternative supports.</p>	69%
We will support people who care for others		<p>The development of locality teams will help offer a more person centred approach to care. Further, the analytics available from the GP Touchscreen that will host a version of CareNA should help inform locality teams of specific needs within local areas.</p> <p>Community Care Services are working with partners and colleagues to ensure individuals are aware of the opportunities available to them to have a break. The service specification for the Learning Disabilities Respite re-tender is being revised to include a community short breaks service in addition to the residential service. Eligibility criteria will also be reviewed.</p> <p>Families and child views are integral to the Named Person assessment which is based on GIRFEC Practice Model and part of the Health Visitor pathway of care. Information from these assessments are shared and used to adapt services such as leaflet content, accessibility, home visiting times.</p> <p>We are continuing to support children and their families who are in need or at risk of harm with the main</p>	72%



aim of trying to keep families together. However, if this is not possible a range of options can be explored including social and recreational activities, respite and shared care.

5. Improving Mental Health & Well Being

Good mental health impacts positively on individuals, families and communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number waiting for PCMHT more than 18 weeks	48	80	✓	↓	Q4 2015/16	Healthier	LDP
Referral to Treatment Times – Psychological Therapies (Pan-Ayrshire)	90%	89.65%	✓	↑	Q4 2015/16	Healthier	LDP
CAMHS – Percentage of patients seen within 18 weeks (Pan-Ayrshire)	90%	100%	✓	↑	Q3 2015/16	Healthier	LDP
Number of CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)	23	94	✗	↓	Q4 2015/16	Healthier	
Volume of all overnight respite for adults throughout service year	5,000	4,419	✗	↑	Q4 2015/16	Carers Supported	
Volume of all daytime respite care for adults throughout the service year	100,000	108,315	✓	↑	Q4 2015/16	Carers Supported	
Volume of all overnight respite delivered to older people (65+)	9,500	8,778	✗	↑	Q4 2015/16	Carers Supported	
Volume of all daytime respite provided to older people throughout the service year	91,000	68,659	✗	↑	Q4 2015/16	Carers Supported	
Volume of all overnight respite provided to children throughout service year.	1,500	1,518	✓	↑	Q4 2015/16	Best Start Possible	
Volume of all daytime respite provided to children throughout service year	10,000	17,813.9	✓	↑	Q4 2015/16	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>The Change Programme developed proposals and established service outcomes to support community mental health services to integrate over the next 18 months. 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>The initial multi-agency steering group for 'people in distress' took place and produced a 2 year action plan. A staff member from the Crisis Resolution Team started working with Police Scotland to commence scoping work to improve services and pathways for people in distress. A pan-Ayrshire bid to host a 4 year pilot for Distress Brief Interventions (DBI) was completed, with outcome due in May 2016.</p> <p>There is a pilot project about to be initiated by a previous band of the Keep Well project which will involve a 12 week group and individualised programme of health promotional including BBV, Sexual Health, smoking cessation, diabetes, heart disease and several more.</p> <p>The proposals for Scotland's National Dementia Strategy 2016–19 have just been published. These proposals have been considered by the North Ayrshire Dementia Strategy Group and will form the action plan for future service delivery. Regular liaison with Momentum takes place. Richmond Fellowship has reported that they are overwhelmed with referrals (Alcohol). Staff met with Barnardo's re service available to families affected by substance misuse with a view to strengthening support networks.</p>	57%
We will follow the Mental Health Strategy for Scotland		<p>Governance and performance targets will be linked to each service area within the development programme. The Mental Health Change Programme Board has been established and will oversee the implementation. Work includes:</p> <ul style="list-style-type: none"> • The development of a PID for review of PRG and Pan-Ayrshire consultation underway led by the group • Charter for involvement (national involvement network) – framework and charter to improve engagement and co-production to be presented to IJB on 19th May for Partnership approval to sign up • Bid for Primary Care transformation government funding submitted to pilot community connector and primary care case-coordinator role based in GP practices. Group to be established to map and identify community supports which will link to locality forums/groups work. • Actions to tackle discrimination and focus on the rights of people with mental illness will be identified and mapped against each development programme. 	35%

		<p>As part of the overall development of performance frameworks, Senior Managers have undertaken a logic modelling process, hosted by the Planning & Performance team. The logic model has identified key outcomes for the service and is mapping key actions and indicators to them.</p> <p>A programme of work is being developed as part of the Information Systems Steering Group. This work will identify new ways of working and the best approaches to use for each Service Area within Mental Health.</p>	
We will develop new services to meet local needs		<p>Handover of Woodland View took place on 1st April 2016. All commissioning plans are on schedule for the first patients to move in on Friday 6th May.</p> <p>The Addiction service has received agreement to extend the current ORT phased model to the end of March 2017 including the GP, ANP, pharmacy prescribing and admin support.</p> <p>The Neuro development including ADHD and autism will form the basis of developing a shared pathway. The pathway has been agreed and is currently being piloted in South and East Ayrshire.</p> <p>The pan-Ayrshire group is currently scoping the range of supported accommodation models operating in the area as well as current and future need. We have also worked with Housing to identify possible supported accommodation from their property portfolio, and also to inform the HNDA in order that the housing needs of partnership client groups are taken forward in the development of the Housing Strategy 2017–2022.</p> <p>The Learning Development Service continues to be involved in the pan-Ayrshire supported accommodation group. The Tier 4 business case is almost complete.</p>	78%

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	1			7	1	9
Healthier	1		4	4	1	10
Independent	2	3		3		8
Inequalities					2	2
Quality of Life	2			4		6
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	11	25	9	62

7. Change Programme 2015-16

PROJECT	STATUS
Pavilion 3 - Rehabilitation and enablement Hub (CofE)	Target is to move into Woodland view in May 2016. There are issues around criteria for access to Pavilion 3. P3 has significantly increased their throughput over the past 12 months with the target of 5 admissions per week over the winter period being exceeded at 6 per week.
GP Practice HSCP Services - 6 practice pilot	As at 14 th March this service has been expanded into 13 sessions of GP time per week.
Care at Home Redesign	Care at Home service currently has 33 vacancies. The recent large recruitment drive resulting in some offers of employment not being taken up and others choosing to leave.
New Models of Care for Older People	5 work streams have been identified as well as a lead and deputy for each. Each work stream is focused on how services work and how individuals flow through the service. An event is planned for 13 th April 2016 to allow sharing of practice and discussion.
Equipment and adaptations	Process mapping session took place and this will be taken to the Steering Group in April to agree the approach.
Integration of Addiction Services	Challenges still remain but things are moving forward. Leaflets have been produced and this will set the foundation for other work.
Arran Integrated Models of Care	Good progress is being made. Mapping exercise has been completed.
CAMHS/Neuro Development Pathway	The event has been re-scheduled to 20 th May. A pilot of another approach will be tried in another area as the current pilot is not making enough progress.
Woodland View	All set for opening and transfer of patients. Volunteering is now set up as a charity.
Psychological Therapies	Working with consultant to develop a bespoke model and analysing current models of delivery. 2workstreams currently in progress and these will link into th Mental health Program Board.
Learning Disabilities	A new group has been convened to look at a strategy for the service. The tier 4 business plan has been completed but only with one option. It is preferable that other options are available.
Review of Children's Services	Paper presented to Children's Services Strategic Partnership on 8 th March re governance and reporting arrangements for children's change programme.

8. Employee Attendance

Staff absence up to 31st March 2016 is detailed in Appendix 1 with tables 1 (NAC Staff Group) and table 2 (NHS staff). Comparison data with same period in 2014 is also included for NAC staff.

Staff absence cannot as yet be pulled as one staffing group. Sickness absence from NAC staff in the partnership is 18% above target at 12.98 days. There has however been a 9% increase in FTE since 2014-15 but only a 3% increase in sickness absence.

Three teams performed better than target, Children with Disability team, Policy and Practice team and Planning and Performance team with P&P team having zero absence throughout 2015-16.

NHS sickness absence for staff in the partnership for 2015-16 was 5.89%. This is a gradual decline in sickness absence from 6.66% in Q2 and 5.94% in Q3. There is no target in the current report therefore it cannot be assessed if this performance is better than expected or not.

9. Employee Engagement Surveys

Employee engagement surveys took place in 2015 in both NAC and NHS. Detailed below is a summary of the results from the staff working in the partnership from both organisations. Comparison year data is not available for the NHS survey. As you can see there has been a positive increase across all areas which is really positive sign at a time of great change for staff.

NAC Results to engagement factors

	Social Services & Health (2014)	North Ayrshire Health and Social Care Partnership (2015)	Variance
Overall Engagement Level	69.7%	74.6%	+ 4.9%
Relate	81.2%	88.1%	+ 6.9%
Say	62.9%	68.6%	+ 5.7%
Stay	75.9%	81.3%	+ 5.4%
Strive	58.6%	60.2%	+ 1.6%

NHS Strengths

Area	Question	Positive Response
Discrimination	<i>'During the past 12 months while working for NHS Ayrshire and Arran, I have not experienced unfair discrimination from my manager?'</i>	95.8%
	<i>'During the last 12 months while working for NHS Ayrshire and Arran, I have not experienced bullying/harassment from my manager?'</i>	92.4%
Health and safety training	<i>'Have you had any health and safety training paid for or provided by your health board? E.g. Fire training, manual handling etc.'</i>	92.4%
Going the extra mile	<i>'I am happy to go the 'extra mile' at work when required'</i>	91.8%
Job clarity	<i>'I am clear what my duties and responsibilities are'</i>	88.5%
Confidence/trust in line manager	<i>'I have confidence and trust in my direct line manager'</i>	85.6%

10. 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 4 are detailed in the table below:

HSCP Section	Responded to In time		Responded to outwith 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	4		1		80%		
HCC - Community Care	7	1	3		70%	100%	
HCC - Locality Services	1		1		0%		
MH/ADD - MH/LD	1	1	1		0%	100%	

In additions there were 7 complaints received in quarter 4 but had an expected response date in April 2016.

Complaints (NHS Mental Health) responded to in Quarter 3 are detailed in the table below. Numbers are for pan-Ayrshire as data cannot be broken down by partnership. Quarter 3 is the latest data available.

Specialty	Oct	Nov	Dec	Total
General psychiatry	0	0	1	1
Community psychiatry	0	0	1	1
Child and Adult Psychiatry	1	2	1	4
Psychiatry of old age	0	1	0	1
Prison Services	0	1	5	6
Mental Health Nursing	0	0	2	2
Totals:	1	4	10	15

% responded to within 20 day deadline - 42%

Average Response Time - 18 days

% Acknowledged within 3 working days - 100%

In Quarter 4, 12 compliments were recorded on NAC system and these are detailed in the table below. 50% of compliments were for the Money Matters team, 33.3% for Locality Services and 8.3% for both Community Care and Locality Services.

	HCC - Community Care	HCC - Money Matters	HCC – Locality Services	MH/ADD – MH/LD	Grand Total
Compliment	1	6	4	1	12

Councillor/MSP/MP Enquiries

Councillor requests handled in Q4 2016							
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's Health, Care & Criminal Justice	11	11	11	100%	4.6	5
	Health and Community Care	14	13	12	92%	9.5	5
	Mental Health Services	6	6	6	100%	1	5
	Total	31	30	29	97%	5.93	5

MP/MSP requests handled in Q4 2016							
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's Health, Care and Criminal Justice	8	6	6	100%	8	10
	Health and Community Care	13	11	11	100%	10	10
	Mental Health Services	4	4	4	100%	17	10

11. Finance

Full financial report is available in Appendix 2.

For FY 15/16 HSCP has had an overspend of £2.035m the majority of which was accrued between the Children, Families and Criminal Justice Service and Mental Health services. The financial picture for 2016-17 continues to look challenging with the complete budget for the partnership not set until June 2016.

12. Appendices

Appendix 1 - Staff Absence

Table 1a 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	99.60	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	40.00	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	11.00	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	18.50	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	18.10	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	5630.40	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 1b 2014 Data

Days Lost per FTE	FTE *	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	Target	Variance
C&F - Fam Pl/Disab	30.9	0.0	0.1	0.0	0.3	0.2	0.2	0.9	1.1	1.2	0.9	0.3	0.0	5.3	9.0	-3.7
C&F - Fieldwork	90.6	0.9	0.6	1.0	1.1	1.1	1.1	1.0	0.9	0.6	1.3	1.6	1.4	12.6	9.0	3.6
C&F - Policy & Practice	9.5	0.3	0.0	0.6	0.1	0.0	0.0	0.2	0.6	0.0	0.0	0.0	0.0	1.7	9.0	-7.3
C&F - Residential/Thcare	100.1	1.1	1.1	1.0	0.9	0.7	0.5	1.1	1.5	1.0	0.9	1.7	1.2	12.9	9.0	3.9
C&F - Specialist Support	84.9	0.9	0.9	0.7	1.0	0.9	0.8	0.6	0.4	0.9	1.2	1.4	1.0	10.6	9.0	1.6
CC - Assess & Enablement	41.0	1.4	0.8	1.4	1.3	2.2	2.8	2.1	1.2	0.7	0.5	0.8	0.7	15.8	9.0	6.8
CC - Fieldwork	6.0	0.3	0.0	0.0	1.8	2.0	0.0	0.8	0.0	0.0	0.8	0.0	1.3	7.1	9.0	-1.9
CC - MH/LD	72.8	1.2	0.9	1.1	1.5	1.5	1.3	1.2	0.6	0.7	0.7	1.5	1.1	13.4	9.0	4.4
CC - Service Delivery	433.4	1.2	1.3	1.2	1.4	1.5	1.4	1.4	1.1	1.0	1.3	1.3	1.2	15.4	9.0	6.4
CC - Care Manage & Review	47.9	1.2	0.1	1.0	1.2	1.2	0.7	1.7	1.5	1.5	2.5	1.5	0.9	15.2	9.0	6.2
Criminal Justice	66.8	1.0	1.1	1.2	1.3	1.0	1.4	1.1	0.8	0.1	0.6	1.4	1.7	12.8	9.0	3.8
Res - Business Support	189.5	0.8	0.6	0.8	0.8	0.4	0.6	0.7	0.8	0.6	0.9	0.7	0.8	8.6	9.0	-0.4
Res - Money Matters	21.0	0.7	0.7	0.7	0.7	0.4	0.2	0.5	0.5	1.1	2.3	0.8	0.8	9.5	9.0	0.5
Res - Planning & Perform	4.8	4.0	3.5	3.5	3.8	3.5	1.6	0.0	0.0	0.0	0.0	0.0	0.0	19.9	9.0	10.9
Res - Service Develop	20.5	1.0	0.0	0.2	0.0	1.2	1.1	2.1	1.2	1.3	0.9	1.1	1.9	11.9	9.0	2.9
Social Services & Health Total	1219.8	1.0	0.9	1.0	1.1	1.1	1.1	1.2	1.0	0.8	1.1	1.2	1.1	12.6	9.0	3.6
Whole Council	5689.7	0.6	0.7	0.7	0.6	0.6	0.7	0.7	0.7	0.6	0.8	0.7	0.7	8.1	7.9	0.2

Table 2: NHS Staffing Absence 2015/16

Organisation & HR Development

Current month absence for March 2016

Current year accumulative as at 31 March 2016

Workforce Futures

	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	1355	22	1.62%	0	0.00%	1.62%	0	0.0%	18	1.33%		17337	49	0.28%	32	0.18%	0.46%	0	0.0%	29	0.17%
Elderly Mental Health Services	166	0	0.00%	0	0.00%	0.00%	0	0.0%	8	4.52%		1961	0	0.00%	0	0.00%	0.00%	0	0.0%	15	0.77%
Mental Health Services	2162	8	0.35%	0	0.00%	0.35%	0	0.0%	14	0.63%		31411	561	1.79%	0	0.00%	1.79%	0	0.0%	446	1.42%
Mental Health Support	19584	339	1.73%	718	3.67%	5.40%	276	1.4%	151	0.77%		229787	2693	1.17%	5067	2.20%	3.38%	3345	1.5%	2469	1.07%
North Ayrshire Management & Admin	2274	8	0.33%	173	7.59%	7.92%	104	4.6%	45	1.98%		27476	106	0.39%	996	3.63%	4.01%	896	3.3%	247	0.90%
Business Support North	25542	376	1.47%	891	3.49%	4.96%	380	1.5%	235	0.92%		307972	3409	1.11%	6095	1.98%	3.09%	4240	1.4%	3206	1.04%
Children's Health / Care & Justice Services North																					
Child Services	1888	5	0.26%	0	0.00%	0.26%	0	0.0%	0	0.00%		22854	354	1.55%	1056	4.62%	6.17%	0	0.0%	214	0.94%
Early Years Children & Families North	9511	38	0.39%	270	2.84%	3.23%	0	0.0%	117	1.23%		116476	1730	1.49%	2345	2.01%	3.50%	693	0.6%	2558	2.20%
Children's Health / Care & Justice Services North	11399	43	0.37%	270	2.37%	2.74%	0	0.0%	117	1.03%		139331	2084	1.50%	3400	2.44%	3.94%	693	0.5%	2772	1.99%
Community Health & Care Services North																					
Community Health & Social Care North	4384	60	1.37%	9	0.19%	1.56%	0	0.0%	63	1.44%		46375	874	1.88%	1718	3.71%	5.59%	0	0.0%	471	1.01%
District Nursing North	10301	148	1.44%	113	1.09%	2.53%	0	0.0%	50	0.48%		121249	1668	1.38%	2252	1.86%	3.23%	0	0.0%	907	0.75%
Intermediate Care & Enablement Service North	3898	32	0.82%	0	0.00%	0.82%	0	0.0%	36	0.92%		45398	799	1.76%	608	1.34%	3.10%	0	0.0%	520	1.15%
North Partnership Management Team	622											8475									
Older People Services North	11459	269	2.35%	529	4.61%	6.96%	110	1.0%	22	0.19%		137821	3832	2.78%	12515	9.08%	11.86%	811	0.6%	1098	0.80%
Remote & Rural North	8129	132	1.62%	501	6.16%	7.78%	173	2.1%	0	0.00%		95372	1075	1.13%	4064	4.26%	5.39%	1005	1.1%	1157	1.21%
Community Health & Care Services North	38793	641	1.65%	1150	2.96%	4.62%	283	0.7%	170	0.44%		454690	8247	1.81%	21157	4.65%	6.47%	1816	0.4%	4152	0.91%

	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	9671	181	1.88%	333	3.45%	5.32%	84	0.9%	26	0.27%		108335	2299	2.12%	4073	3.76%	5.88%	2816	2.6%	823	0.76%
Associate Medical Director	10366	240	2.32%	200	1.93%	4.24%	184	1.8%	4	0.04%		124135	1297	1.04%	1288	1.04%	2.08%	3768	3.0%	767	0.62%
EMH Community North	1893	8	0.40%	0	0.00%	0.40%	0	0.0%	0	0.00%		24569	326	1.33%	1185	4.82%	6.15%	0	0.0%	349	1.42%
EMH In-patient North	24372	780	3.20%	1562	6.41%	9.61%	518	2.1%	239	0.98%		294352	7780	2.64%	14772	5.02%	7.66%	5137	1.7%	3889	1.32%
Health & Social Care Management	830											5545	8	0.14%	0	0.00%	0.14%	0	0.0%	0	0.00%
MH - Adult Community North	10761	390	3.63%	333	3.09%	6.72%	30	0.3%	45	0.42%		127671	2481	1.94%	5777	4.52%	6.47%	1926	1.5%	2321	1.82%
MH - Adult Mental Health In Patient	43620	901	2.07%	1803	4.13%	6.20%	581	1.3%	472	1.08%		487178	11661	2.39%	27049	5.55%	7.95%	7226	1.5%	5172	1.06%
MH - Child & Adolescent Mental Health	6061	183	3.01%	105	1.73%	4.74%	413	6.8%	45	0.74%		75643	1786	2.36%	3216	4.25%	6.61%	1703	2.3%	1073	1.42%
MH - EMH Community North	266											2357	22	0.91%	225	9.55%	10.46%	0	0.0%	34	1.43%
MH - Learning Disabilities	11419	113	0.99%	602	5.27%	6.27%	420	3.7%	81	0.71%		140550	3856	2.74%	6088	4.33%	7.07%	2348	1.7%	1729	1.23%
MH - Psychology	14474	345	2.38%	0	0.00%	2.38%	690	4.8%	124	0.86%		169924	2826	1.66%	2743	1.61%	3.28%	12264	7.2%	2622	1.54%
Lead Partnership North	133733	3141	2.35%	4939	3.69%	6.04%	2919	2.2%	1036	0.78%		1560260	34341	2.20%	66416	4.26%	6.46%	37186	2.4%	18779	1.20%

Total for North Ayrshire
H&SCP

209467	4201	2.01%	7249	3.46%	5.47%	3582	1.7%	1558	0.74%		2462252	48080	1.95%	97067	3.94%	5.89%	43936	1.8%	28908	1.17
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Appendix 2 -Finance Information

Post Holder	Post Title	14/15 Variance Over/(Under) Spend	FY15/16 Budget (Gross)	15/16Variance Over/(Under) Spend	Main Area of Over / (under) spend
Health and Community Care					
Alan Stout	Senior Manager - Arran and Cumbrae	254,909	3,399,170	90,470	£57k Arran nursing over establishment
Helen McArthur	Senior Manager - Community Care Services	1,358,209	19,698,494	583,482	Care at Home
Isabel Marr	Senior Manager - Long Term Conditions	10,661	4,280,378	(217,610)	NAC - £50k SDS budget (staff vacancies) NHS - £133k Vacancies in community teams and part year vacancy in management post
Mary Francey	Senior Manager - Locality Services	1,065,605	27,312,813	(504,887)	Older People Residential and Nursing Care
Stuart Gaw	Senior Manager - Health and Community Care	106,408	2,745,336	(93,738)	Underspend due to vacancies across a number of services including ICES and day hospital
		2,795,792	57,436,191	(142,283)	
Children, Families and Criminal Justice					
Alison Paterson	Senior Manager - Practice and Policy	(76,241)	873,338	(67,527)	
Andrew Keir	Manager - GIRFEC	(40,433)	262,889	(8,901)	
David MacRitchie	Senior Manager - Criminal Justice Services	(96,608)	17	(203,260)	Year End allocation of Support Costs still to be allocated from Business Support
Donna McKee	Senior Manager - Early Years	(113,618)	4,380,019	48,159	
Elizabeth Stewart	Senior Manager - Fieldwork	901,880	5,109,765	1,375,208	Care Packages - Children with Disabilities
Jillian Ingram	CP Lead Officer	(1,177)	138,486	5,982	
Mae Henderson	Senior Manager - Looked After and Accommodated Children	391,353	14,792,633	414,970	Kinship, Fostering and Adoption Payments
Marjorie Adams	Programme Manager - Early Intervention and Prevention	21,509	81,452	(2,482)	
Mark Inglis	Senior Manager - Intervention Services	(309,672)	3,700,780	(104,032)	
		676,993	29,339,379	1,458,117	

Mental Health					
Cathy Kyle	Head of Psychology	(34,027)	4,617,084	(160,569)	Vacancies in Year
Dale Meller	Senior Manager - Community Mental Health	(287,602)	5,709,210	79,057	
John McCaig	Senior Manager - Learning Disabilities	(218,667)	17,852,029	54,524	
Peter McArthur	Senior Manager - Addictions	(210,988)	6,718,242	(150,181)	Staff vacancies
Thelma Bowers	Head of Service - Mental Health	(8,812)	794,642	(241,345)	Unallocated resource transfer reserve held for future discharges
Tommy Stevenson	Senior Manager - CAMHS	(176,833)	1,938,539	(70,221)	Vacancies in Year
William Lauder	Senior Manager (inpatients) MH and Forensic	1,468,687	16,016,059	899,811	High use of supplementary staffing in adult acute beds due to acuity of patients and constant observations
		531,758	53,645,805	411,076	
Other Services					
Paul Kerr	Clinical Director	874,120	47,393,320	468,978	Prescribing
Derek Barron	Associate Nurse Director	(40,852)	430,934	(36,872)	
John Taylor	Associate Medical Director	696,159	10,499,150	(45,222)	
Iona Colvin	Chief Officer	62,402	431,413	35,559	CD post unfunded
Andy Mathie	Community Services - Locality Manager	(76,515)	669,110	(42,141)	Vacancies in year
Jessie Mitchell	Admin Manager	(56,753)	6,055,041	(147,657)	£140k Fav NHS due to vacancies across a number of teams
Julie Davis	Manager - Business Support	6,146	234,037	358,630	Central Support Charges to be allocated to Criminal Justice
Betty Saunders	Service Development Team	(95,998)	407,555	(58,090)	Vacancies in year
Jo Gibson	Principal Manager - Planning and Performance (includes ICF)	(196,441)	3,905,289	(224,533)	£94k underspend in Business Development £141k NHS underspend due to Keepwell service finishing
		5,176,811	210,447,224	2,035,562	

NORTH AYRSHIRE COUNCIL

Agenda Item 5

21 June 2016

Cabinet

Title: **Performance Management Update**

Purpose: To provide an update on Performance Management arrangements.

Recommendation: Agree to (a) approve the changes to the Performance Management Forum; (b) approve progress on the Performance Management Forum (PMF) work plan 15/16 and Recognised for Excellence; (c) approve the work plan for 16/17 and (d) refer the report to the Scrutiny and Petitions Committee for its consideration on the 24 August 2016.

1. Executive Summary

- 1.1 Audit Scotland's 2014/15 audit of the Council highlights that the Council's 'Good to Great' journey underpins its updated Performance Management Strategy and is incorporated within each of the Directorate Plans and appropriate performance management arrangements are in place.
- 1.2 The Council's good to great improvement journey includes service modernisation and transformation and cultural change. The journey focuses on five themes – communities, places, partnerships, processes and people.
- 1.3 A Performance Management Forum (PMF) was established in 2013 to support the vision and comprises membership from all Directorates. The key role of the PMF is to embed a high performance culture in North Ayrshire Council.
- 1.4 The role and remit of the Performance Management Forum has recently been reviewed.
- 1.5 This report provides an update on the progress of Performance Management arrangements within the Council.

2. Background

Performance Management Strategy

- 2.1 The refreshed Performance Management Strategy was approved by Cabinet on the 20 April 2015.
- 2.2 The refreshed Performance Management Strategy focuses on continuing to support and underpin the Council's good to great journey and embedding a high performance management culture across the Council.
- 2.3 The refreshed performance management vision is - *we want to be recognised internally and externally as a **great** Council* .

3. Proposals

Performance Management Forum

- 3.1 Following a facilitated session with the Improvement Service it was agreed that the purpose and remit of the Forum needed to better reflect the changing performance agenda. There was also a need to focus the work of the Forum on progress in delivering Council priorities.
- 3.2 The membership of the Forum has been changed to Senior Officers with responsibility for performance to reflect a more strategic focus.
- 3.3 The PMF remit has been refreshed to include:
 - drive performance management across the council
 - challenge the status quo around performance management in the Council
 - provide performance evidence to support change and transformation
 - lead the ongoing development, implementation and monitoring of the R4E Improvement Plan
 - provide guidance to the Council on future R4E and other award submissions
 - support Locality Partnerships in their performance management arrangements
 - provide training and support to Elected Members and staff
 - direct self-assessment and improvement within services

- external engagement with Improvement Service and LGBF family groups to ensure a North Ayrshire perspective is considered nationally
- ensure we have Performance Officers with the right skills so that we have shared knowledge and understanding of performance across the organisation

Performance Management Forum Work Plan 15/16

3.4 Detailed progress on the PMF work plan 15/16 is attached at Appendix One.

3.5 The actions below which are slightly adrift of target are noted below:

Implement /monitor R4E Improvement Plan

2015/16 - Quarter Four Update: An improvement plan has been developed and was agreed by Cabinet on 19 January 2016. Meetings have taken place with Executive Directors.

Support the PMF's contribution/linkage to RIPE Group

2015/16 - Quarter Four Update: The Strategic Management Team agreed that the RIPE group should be disbanded and improved performance management arrangements should be established for the CPP.

Performance Management Forum Work Plan 16/17

3.6 An updated workplan for 16/17 is attached at Appendix Two. The work plan reflects the outputs from the workshop with the Improvement Service and the change of focus for the PMF.

Recognised for Excellence

3.7 The Council achieved Quality Scotland's Recognised for Excellence award in June 2015.

3.8 Following feedback from Quality Scotland an improvement plan was developed which was agreed by Cabinet on the 19 January 2016. The Improvement Plan focuses on three key areas:

- Performance Measures – ensuring we have the correct indicators to track delivery of our Council Plan
- Performance Staff – agreeing recommendations on how best to manage and structure performance management staff
- Knowledge Hub - developing a central intelligence infrastructure which will be the key foundation towards the creation of an Intelligent Council.

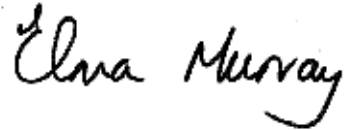
- 3.9 Work on the above areas is ongoing and will be further progressed in 2016 by the PMF.
- 3.10 It is proposed that Cabinet agree to (a) approve the changes to the Performance Management Forum; (b) approve progress on the Performance Management Forum (PMF) work plan 15/16 and Recognised for Excellence; (c) approve the work plan for 16/17 and (d) refer the report to the Scrutiny and Petitions Committee for its consideration on the 24 August 2016.

4. Implications

Financial:	It is anticipated that a robust performance management strategy will allow the Council to deliver its services in more effective and efficient manner, leading to longer term financial savings.
Human Resources:	The Council aims to further embed an effective performance management culture throughout the organisation. One of the key aims of the 'People Strategy' is to support and drive an organisational culture where excellence and innovation thrive and each employee has a clear 'line of sight' from their individual roles to key Council priorities. This aim has already been reflected within a completely revamped PPD process, which builds in both individual performance objectives as well as our new values, to reflect the importance of behaviours on performance outcomes.
Legal:	There are no legal implications.
Equality:	Through including equality performance measures, the Council will be able to embed it's equality obligations throughout its work.
Environmental & Sustainability:	There are no environmental and sustainability implications.
Key Priorities:	This report helps to support and deliver the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5. Consultation

- 5.1 The Executive Leadership Team discussed the report on the 1 June 2016.

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

ELMA MURRAY
Chief Executive

Reference :

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

Background Papers





Performance Management Strategy





PM Strategy 2015-16 - All Actions with notes




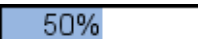


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Expected Outcome	
On Target / Complete	14
Slightly Adrift of Target	2









Code	Description	Expected Outcome	Progress Bar	Note	Due Date	Managed By	Assigned To
PMFWP1516_01a	Implement balanced scorecard approach to reporting. Presenting the Council's 'Performance Story' e.g. performance on a page/use of infographs.			2015/16 - Quarter Four Update: The work on the Council Plan scorecard, Directorate Plans, Operational Plans and the Local Government Benchmarking Framework (LGBF) all help inform presenting the Council's performance on a page. Work will continue to ensure we have robust performance measures. This ensures we have the correct measures to track performance in delivering the Council Plan. This work will inform the Council Plan scorecard. The development of Browser portals have also facilitated performance on a page. Several infographs were incorporated into the APR 2014/15.	30-Sep-2015		Anne Todd
PMFWP1516_01b	Develop further our approach to public performance reporting			2015/16 - Quarter Four Update: Feedback from Audit Scotland on our public performance reporting arrangements was positive. Meetings took place with the Directorates to discuss how	29-Feb-2016		Anne Todd





				<p>we could further enhance our public performance reporting for 14/15. The outputs of the meeting and the further use of infographs were incorporated into the Annual Performance Report 14/15.</p> <p>The Annual Performance Report/Public Performance Reporting report was presented to the ECMT on the 26 August 2015. The report was approved by Cabinet on the 29 September 2015.</p> <p>Infographs helped with making our performance information more accessible to the residents of North Ayrshire. Our public performance reporting is regularly reviewed.</p>			
PMFWP1516_01c	Develop an approach to public performance reporting on a locality basis			<p>2015/16 - Quarter Four Update: The Locality Planning workstream has agreed a template for Locality Plans. The design for this is being finalised in conjunction with NAC Communications. There are ongoing discussions with CPP partners about streamlining performance reporting between current mechanisms and through the locality structures</p> <p>Comments on position/steps being taken to remedy off target actions (please delete this heading)</p> <p>Additional Information (please delete this heading)</p>	31-Dec-2015		Jo Gibson; Morna Rae
PMFWP1516_01d	Undertake a review of the Directorate Planning guide 2015/18			<p>2015/16 - Quarter Four Update: The CMT agreed that the Directorate Plans would undergo a slight refresh for 2016/19. The</p>	30-Sep-2015		

				guidance was updated to reflect the decision. The Directorate Plans 2016/19 will be reported to Cabinet on the 26 April 2016.			
PMFWP1516_01e	Review the findings of the R4E final report and agree actions and timescales			2015/16 - Quarter Four Update: The R4E Improvement Plan report was agreed by Cabinet on 19 January. The report included high level timescales. Meetings with Executive Directors have taken place.	31-Jul-2015		Anne Todd
PMFWP1516_01f	Implement /monitor R4E Improvement Plan			2015/16 - Quarter Four Update: An improvement plan has been developed and agreed by Cabinet on 19 January 2016. Meetings have taken place with Executive Directors.	31-Mar-2016		Anne Todd
PMFWP1516_02a	Implement a process of Performance Review meetings across the Council chaired by the Chief Executive and supported by a small panel.			2015/16 - Quarter Four Update: The process for developing performance review meetings is complete. Meetings took place throughout the month of November. Executive Directors presented their six monthly performance to a panel chaired by the Chief Executive. The meetings ensure the visibility of services and performance at Chief Executive and Director level, the sharing of best practice and the celebration of success. An action plan was issued following the meeting detailing agreed actions. Progress	31-Aug-2015		Anne Todd

				<p>against agreed actions will be discussed at future meetings. A report on the further development of the performance review meetings was presented to the ECMT on the 27 January 2016.</p> <p>The second round of performance review meetings will take place in May 2016. The meetings will focus on the end of year performance.</p>			
PMFWP1516_03a	Develop an approach that actively promotes a culture of learning from best practice internally and externally			<p>2015/16 - Quarter Four Update: The Performance Review meetings are an opportunity to showcase and share good practice and this is a feature of the recorded outputs from the meetings. The Council is also involved and leading some of the LGBF Family Groups which will enable the sharing of good practice.</p>	31-Mar-2016		
PMFWP1516_03b	Support the LGBF programme of activity			<p>2015/16 - Quarter Four Update: The data for the 14/15 LGBF indicator was launched on the 29 January 2016. Feedback was received from all Directorates regarding the improvement activity being undertaken for the LGBF indicators. A report outlining the Council's position and outlining current and future improvement work has been produced and will be presented to the CMT before being reported to Cabinet.</p> <p>The Council is also involved and leading some of the LGBF Family Groups. The Council Tax</p>	31-Mar-2016		Scott Ross; Anne Todd

				<p>benchmarking group is reviewing collections levels across low valuation bands and any good practice will feed into the debt recovery strategy.</p> <p>The Council is also the LGBF Lead for Museums Family Group Two. This is now a 10 authority group and has met for in-depth discussion of performance, to share best practice and drive improvement. The group has shared good practice in use of social media for marketing, innovative ways of carrying out surveys and managing volunteers. Until the LGBF Libraries Family Group is established there will be continued participation in quarterly, 8 authority-wide ABC Benchmarking Group meetings which compare performance and share good practice. The Council's Quickr platform is used for comparing data about performance, events programmes, with integrated customer satisfaction feedback, and social media uptake.</p>			
PMFWP1516_04a	Support self assessment exercises across the Council			<p>2015/16 - Quarter Four Update: Each of the Council's Directorates continues to undertake a broad range of self-assessment activity to help inform their strategic planning and promote improved performance across services. Two internal self-assessment exercises were conducted by Economy and Communities and Democratic Services employing the EFQM framework, and were concluded in February 2016. The ECMT approved the EFQM as the preferred self assessment model for the Council on the 9 March 2016. The adoption of the EFQM reflects and continues the excellence journey and offers the best fit in pursuing future R4E submissions.</p>	31-Mar-2016		Michael Byers; Anne Todd

PMFWP1516_0 4b	Establish a set of self-assessment core principles			2015/16 - Quarter Four Update: The ECMT approved the EFQM as the preferred self assessment model for the Council on the 9 March 2016. The adoption of the EFQM reflects and continues the excellence journey and offers the best fit in pursuing future R4E submissions. The Performance Management Forum will develop a programme for self assessment across the Council.	30-Sep-2015		Michael Byers
PMFWP1516_0 4c	Prepare a discussion paper on self-assessment for the CMT			2015/16 - Quarter Four Update: Discussion papers were prepared and presented to the ECMT in January and March 2016.	30-Nov-2015		Michael Byers
PMFWP1516_0 5a	Develop a Corporate Awards Framework			2015/16 - Quarter Four Update: The Performance Management Forum approved the draft framework on 8 September 2015 and it was agreed by the CMT on the 7 October 2015. The framework was also reviewed by Cabinet on 8 December 2015.	31-Aug-2015		Lauren Cameron; Anne Todd
PMFWP1516_0 5b	Coordinate and support Services to submit applications for external awards			2015/16 - Quarter Four Update: The submissions for the COSLA Excellence Awards 2016 were co-ordinated by the Democratic Services Policy and Performance Team. A Peer Review Group was established to review the submissions. The final	31-Mar-2016		Lauren Cameron; Anne Todd

				submissions were reviewed by the Marketing and Communications Team before being approved by the CMT. Submissions were made centrally by the Policy and Performance Team. Eight submissions were longleeted. Support will be provided to services that wish to submit entries to APSE, MJ and other corporate awards. Meetings have taken place with Communications to consider ways to improve the process for the 2017 CoSLA Awards.			
PMFWP1516_05c	Undertake a peer review of external award applications			2015/16 - Quarter Four Update: A peer review panel was established to assess the COSLA applications. Proposed membership of a Peer Review Group for the Corporate Awards Framework was discussed and agreed by the CMT on the 7 October 2015. The PMF members will take on the role of the Peer Review Group as and when required.	31-Mar-2016		Lauren Cameron; Anne Todd
PMFWP1516_06a	Support the PMF's contribution/linkage to RIPE Group			2015/16 - Quarter Four Update: The Strategic Management Team agreed that the RIPE group should be disbanded and establish improved performance management arrangements for the CPP.	31-Mar-2016		Morna Rae

Performance Management Forum Work Plan 2016/17			
Developing a consistent approach to performance management through embedding the performance management strategy			
Strengthening our approach to public performance reporting			
Action	Lead responsibility	Outcome/Impact	Timescale
Identify PMF Outcomes	Heads of Service	PMF more focused on strategic issues	31 August 2016
Direct ongoing development, implementation /monitoring of the R4E Improvement Plan	PMF	Improved performance against priorities/objectives.	31 March 2017
Agree Leads			31 August 2016
Identify and agree Council PIs	PMF/Heads of Service	Robust monitoring of the Council Plan	30 November 2016
Undertake Performance Officers skills and training audit	TBC	Identified training needs	30 November 2016
Deliver Performance Officer training	TBC	Performance Officers have received relevant training	31 March 2017
Identify Elected Member development needs	PMF/Organisational Development	Identified training needs	30 November 2016
Support Elected Member development	PMF/Organisational Development	Members will be fully informed to undertake scrutiny of performance	31 March 2017
Provide performance evidence to support change and transformation	PMF	Improved performance against priorities/objectives	31 March 2017
Develop further our approach to public performance reporting	PMF	Improved access to PPR material Completed Annual Performance Report Further use of infographs Positive Assessment from Audit Scotland	Two stages: October 2016 March 2017
Support Locality Partnerships in their performance management arrangements	PMF/CPP	Improved access to PPR material at a locality level	September - March 2017
Supporting a culture of constructive challenge between Services			
Support the process of Performance Review meetings across the Council chaired by the Chief Executive and supported by a small panel	PMF	A culture of constructive challenge is embedded throughout the Council. Improved self- assessment of service performance.	March 2017
Promoting a culture of learning from best practice			

External engagement with Improvement Service and LGBF family groups to ensure a North Ayrshire perspective is considered nationally	PMF	Learning from internal and external best practice can be evidenced. Evidence of benchmarking activity identified and shared.	31 March 2017
Developing a culture of self-evaluation and improvement which informs the service planning process			
Direct self-assessment and improvement within services	PMF	Consistent approach to self- assessment.	31 March 2017
Encouraging and supporting applications for external recognition			
Provide guidance on future R4E and other award submissions	PMF	The Council is recognised externally as a leading Council.	31 March 2017

NORTH AYRSHIRE COUNCIL

Agenda Item 6

21 June 2016

Cabinet

Title: **Communications Strategy**

Purpose: To advise Cabinet of the review of the Council's Communications Strategy and the development of a new Strategy.

Recommendation: Approve the new Communications Strategy, including the Vision, Commitments and Standards to be adopted by the Council.

1. Executive Summary

- 1.1 The current Communications Strategy was introduced in 2012. The following year it was cited in a new book - 'PR and Communication in Local Government and Public Services' - as an exemplar model for the development and delivery of a local authority communications strategy.
- 1.2 Advances in communications channels, methods and practices in the last four years - along with the Council's aspiration to move from being a Good Council to a Great Council - means that our Communications Strategy required to be reviewed and refreshed.
- 1.3 The refreshed Communications Strategy has been developed and revised through input from our key stakeholders and reflects their views of how they wish the Council to communicate with them.
- 1.4 The Strategy sets out how we will deliver our communications in future across each of the main areas of the Council's communications functions:
 - Media (print and broadcast)
 - Media (digital and social)
 - Marketing and events, and
 - Internal communications

2. Background

- 2.1 The North Ayrshire Council Plan sets out our ambitions and priorities for the next five years and commits us to working with and involving all of our stakeholders – North Ayrshire residents, our workforce, our community planning partners and external bodies – to ensure people have a clear view of our purpose and vision.
- 2.2 Good communications are essential to achieving our ambitions and ensuring that people in North Ayrshire and beyond have a clear understanding and appreciation of the Council's operations, priorities and challenges. They are fundamental to the Council being recognised as a reputable and innovative local authority.
- 2.3 The new Communications Strategy specifies the standards we will adopt in all our communications, examines how these communications will continue to evolve in the coming years and sets out, in principle, how we will monitor and evaluate the difference these communications make.
- 2.4 The Communications Strategy and the supporting Operational Plan detail our strategic communications objectives and explain how we will:
 - Launch and embed the new Communications Strategy in support of the Council Plan 2015-2020 and the five key priorities
 - Work with Executive Directors to agree and deliver communications support for key/priority projects and initiatives in support of Directorate Plans
 - Provide Communications support for the new Locality Partnerships
 - Enhance North Ayrshire Council's reputation and public image as an efficient, effective, ethical, reputable, sustainable and innovative local authority
 - Promote North Ayrshire to a local and national audience as a leading location for doing business and a great place to live, work, visit and invest in
 - Deliver effective communications plans in support of Elections (e.g. Scottish Parliament Election and EU Referendum)

2.5 The Operational Plan also details specific objectives against each of our main communications functions:

Media (print and broadcast)

- Provide a full proactive media service
- Provide a full reactive media service, including 24/7 out-of-hours media service
- Increase the level of positive coverage in national and sectoral/specialist media for North Ayrshire Council and our strategic priorities
- Provide a proofing, editing and copywriting service for the Council

Social and Digital Media

- Launch/refresh and promote new social media channels (e.g. Periscope, Instagram, LinkedIn, YouTube)
- Provide social media advice, training and monitoring service
- Work with Directorates to promote the ambitions of the Council's Digital Engagement Strategy

Marketing

- Provide full marketing consultancy service to Directorates
- Project manage delivery of all Council marketing campaigns and Council literature
- Promote Team North Ayrshire's account-management approach to potential growth businesses
- Project Council Brand

Events

- Support services in the delivery of key Council events such as Ministerial visits, facility openings, service launches etc
- Support services in the delivery of the 'Straight Talking About... ' programme
- Deliver successful Provost's Civic Pride Awards Charity Dinners
- Support Community Events

Internal Communications

- Develop new video-based tool and/or channel (e.g. vlog) to replace Team Talk and facilitate all-staff cascade briefing on key Corporate messages
- Work with Customer Services and HR/OD and Executive Directors to develop and deliver new Monthly Digest of key corporate information/messages to remote workers
- Prepare and deliver suite of internal communications materials, including News in Brief and Staff Talk
- Review and improve internal communications to drive and support the Council's Good to Great transformation journey

- 2.6 The Internal Communications objectives have been informed by the findings from recent staff focus groups held with a broad mix of staff from across the Council (both office-based and remote workers).
- 2.7 These focus groups examined in greater detail the results of an all-staff survey undertaken in 2014 which showed a dramatic improvement in Council-wide internal communications – with satisfaction levels doubling in three years from 32% to 64%.

3. Proposals

- 3.1 That the Cabinet agrees to approve the new Communications Strategy and its Vision, Commitments and Standards.

4. Implications

Financial:	There are no financial implications arising from this report.
Human Resources:	Good internal communications are key to motivating, empowering and engaging our workforce.
Legal:	There are no legal implications arising from this report.
Equality:	There are no equality implications arising from this report.
Environmental & Sustainability:	There are no environmental and sustainability implications arising from this report.
Key Priorities:	The new Communications Strategy will support all five of the Council's key priorities by delivering proactive and reactive communications to reinforce their importance
Community Benefits:	

5. Consultation

- 5.1 The Communications Strategy has been developed and revised through input from our key stakeholders and reflects their views of how they wish the Council to communicate with them.



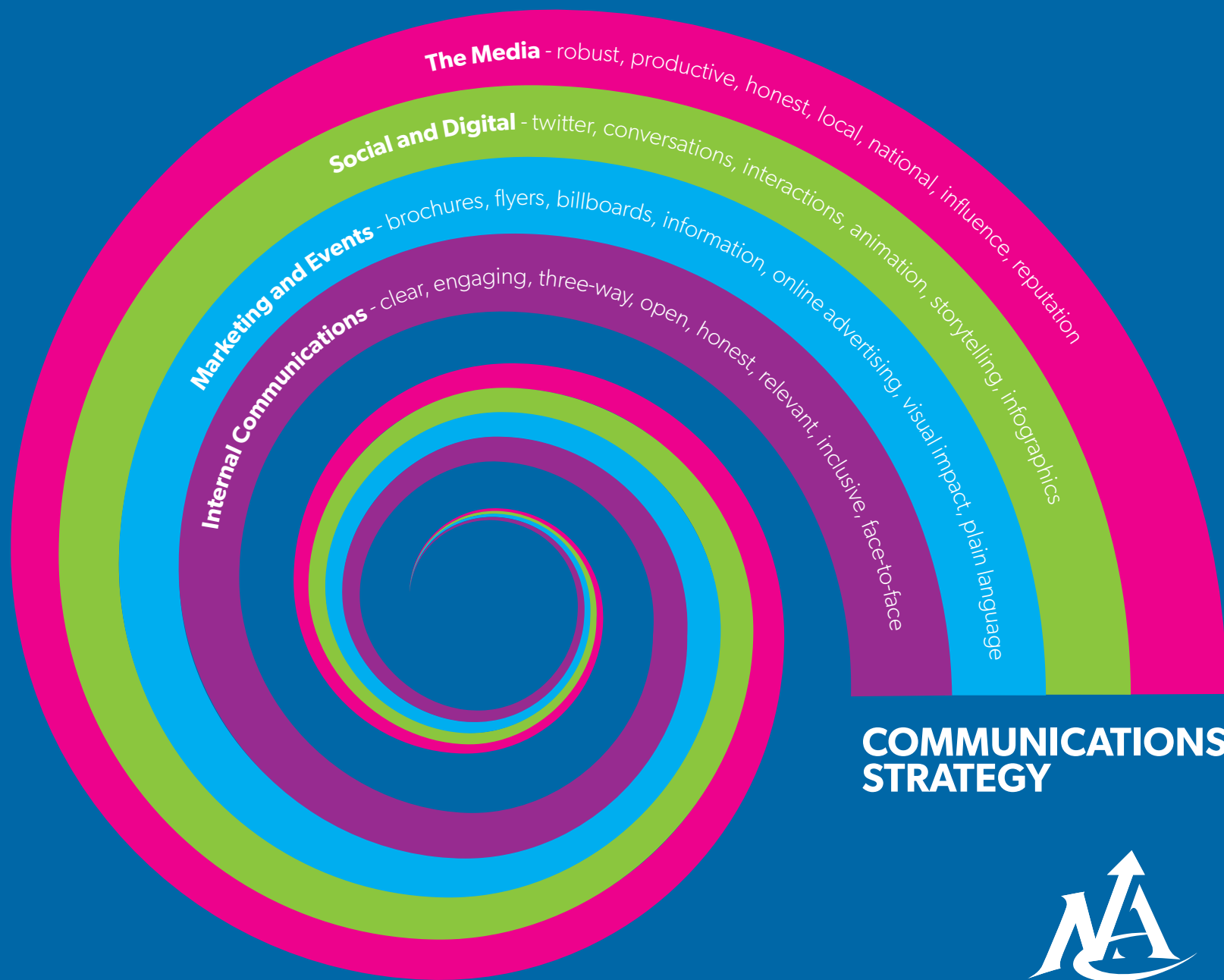
ELMA MURRAY
Chief Executive

Reference :

For further information please contact Lynne McEwan, Corporate Communications Manager on 01294 324117

Background Papers

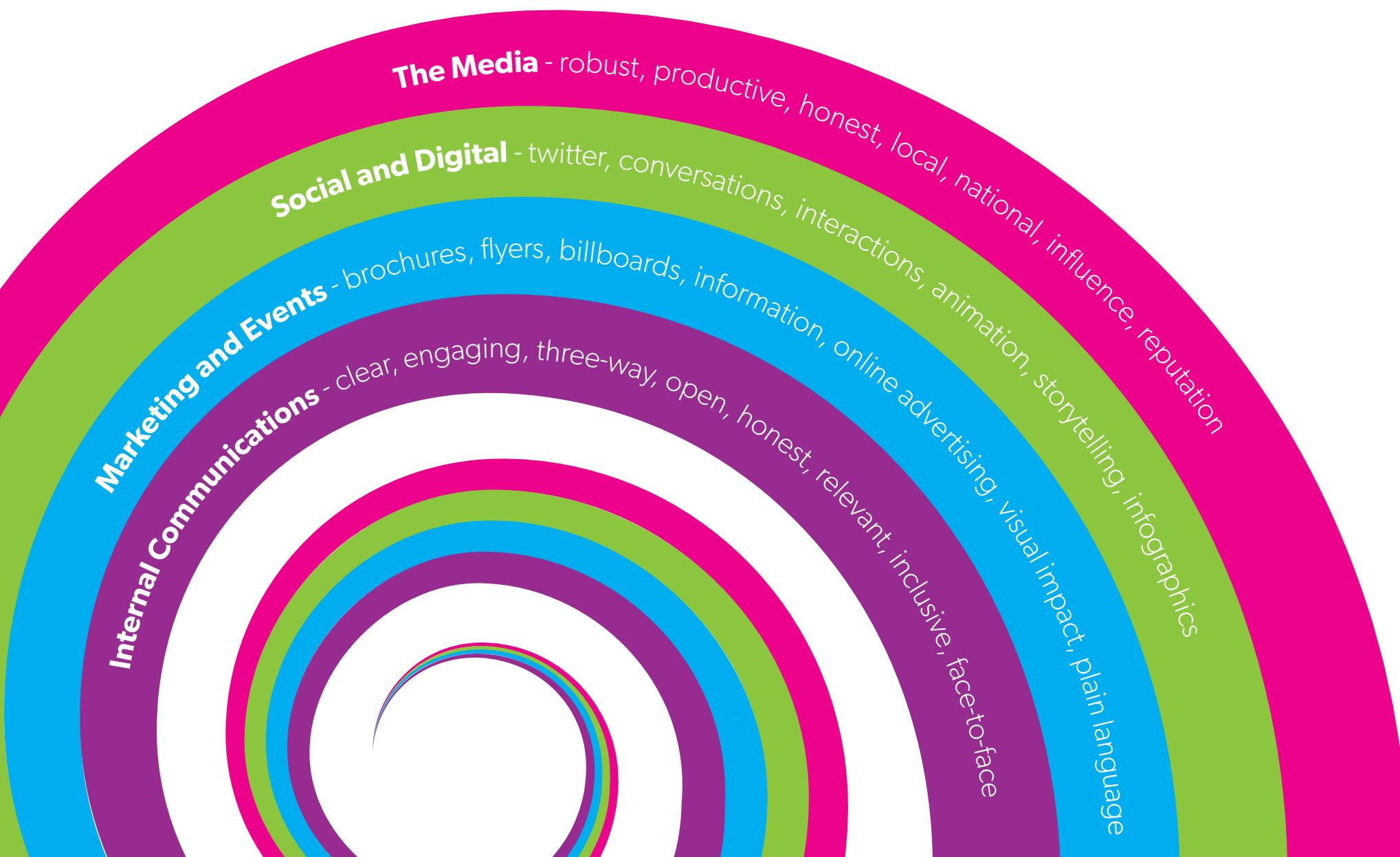
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COMMUNICATIONS STRATEGY



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



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NORTH AYRSHIRE COUNCIL IS COMMITTED TO DEMONSTRATING EXCELLENT PERFORMANCE AND EXCEPTIONAL CUSTOMER SERVICE IN EVERYTHING WE DO.

Open and honest communications are not only essential to achieving our ambitions, they are fundamental to ensuring that people in North Ayrshire and beyond are kept informed and have a clear understanding and appreciation of the Council’s operations.



WHETHER IT’S THROUGH TRADITIONAL OR SOCIAL MEDIA, INTERNAL COMMUNICATIONS, MARKETING MATERIALS OR CORPORATE PUBLICATIONS - WE RECOGNISE HOW CRUCIAL IT IS THAT OUR STAKEHOLDERS ARE AWARE OF:

What the Council does

- The wide variety of services we provide
- How and where we provide them
- How residents can access them, and
- How they benefit our communities

Why we do these things

- Our statutory obligations
- Our role(s) in partnership working, and
- Our huge contribution to – and involvement in – our local communities

How we do these things

- The way we fund and deliver our services
- How we strive for excellence at all times, and
- How we are working to deliver against our five key priorities

Why we will need to do things more efficiently and effectively in future

- In response to the financial and demographic challenges we face

VISION COMMITMENTS STANDARDS



Vision

Our Vision is that people have a clear understanding of North Ayrshire Council's operations, priorities and challenges and that they recognise the Council as a reputable and innovative local authority.

Commitments

We will achieve this vision by talking with, not at, those who matter most - the people we serve, the people we employ and those we do business with.

We will engage our stakeholders in 'conversations' rather than simply broadcasting information to them, and we will actively encourage feedback to help shape future service development and improve service delivery.

In this way we will support the delivery of the North Ayrshire Council Plan and promote a shared understanding of North Ayrshire Council's values, ambitions and performance among our key audiences and stakeholders:

- Our residents and services users
- Our workforce
- Partner bodies/organisations – local and national
- Our business community and potential investors
- Opinion formers and key influencers – local and national
- External scrutineers/funders

Our Communications Strategy has been developed and revised through input from these stakeholders and reflects their views of how they wish the Council to communicate with them.



Standards

The style and standard of all our communications will reflect the culture of the Council and reveal who we are, what we value and the direction we are pursuing.

All communications issued by the Council – both internal and external – will have a recognisable tone of voice and will be:

- Open and honest: plain talking and direct as well as truthful and factual
- Timely: up-to-date information communicated regularly, consistently and quickly
- Clear and concise: easy to understand; Plain English and jargon-free; not 'corporate speak' but punchy and informative
- Accessible: easy to access through appropriate media/channels and in mixed format (visual plus written) to support understanding
- Relevant: targeted at the needs of the intended audience; appropriate information; informative and useful
- Inclusive: face-to-face communication wherever possible; designed to encourage and value discussion and feedback; information available in formats suitable for people with disabilities and for non-English-speaking audiences

“COMMUNICATIONS IS ‘SIMPLY’ THE ACT OF TRANSFERRING INFORMATION FROM ONE PERSON TO ANOTHER” ... AT LEAST ACCORDING TO ONE DICTIONARY DEFINITION

In practice, the art of good communications is not always so simple.

Sometimes, despite best intentions, what someone is trying to communicate gets lost in translation, resulting in misunderstandings and confusion.

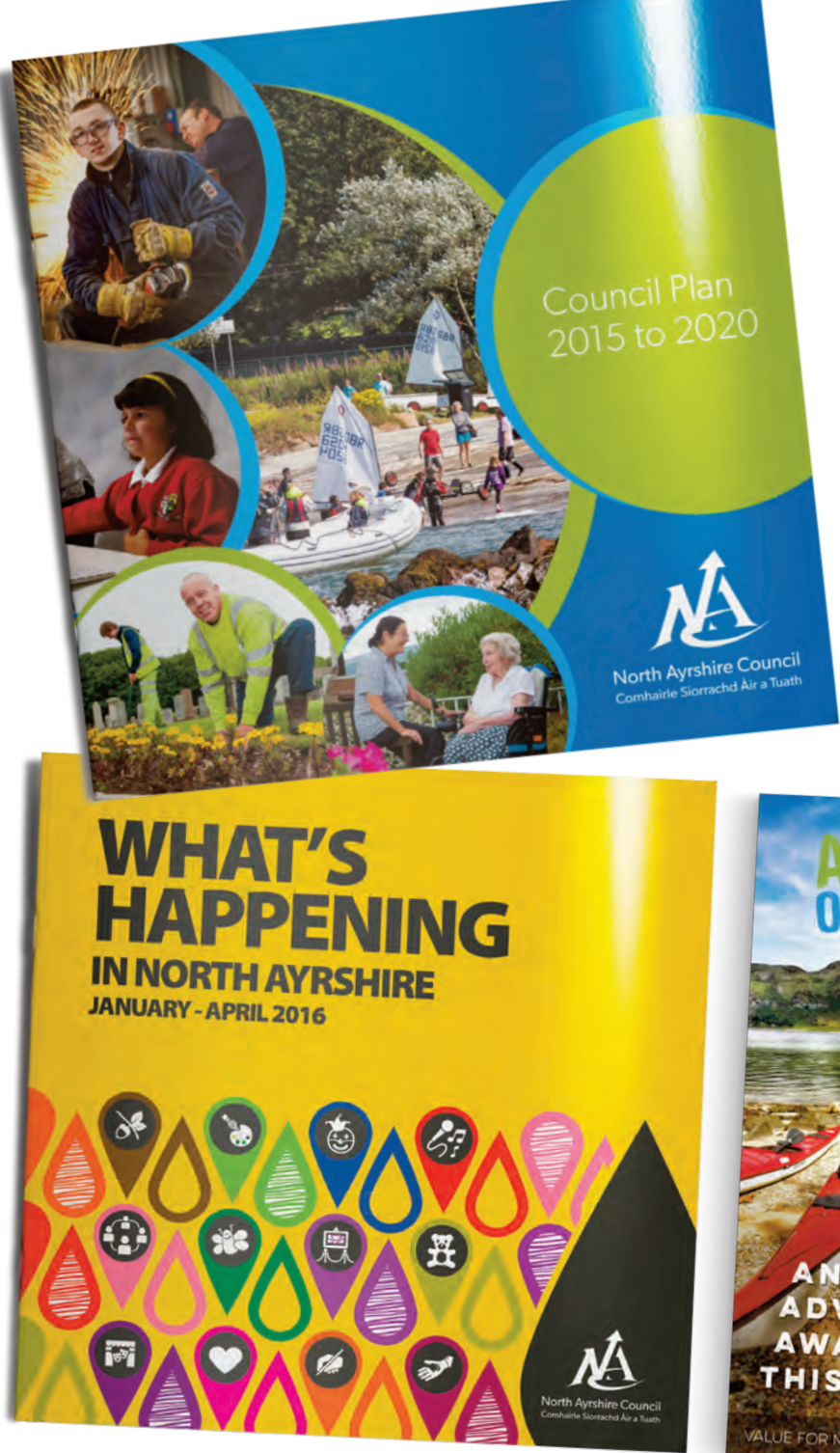
At other times, people can be so busy trying to ‘broadcast’ their own message to others, they forget to listen to what their ‘audience’ has to say or to ask for input or suggestions, resulting in missed opportunities and damaged relationships.

The Council has a wide and diverse range of audiences and stakeholders, all with varying - and sometimes conflicting - interests in our business.

From residents and service users to staff and government auditors, each of our stakeholders has their own requirements and expectations of the Council and we strive to communicate with each in an appropriate manner.

The number of external communications channels used by the Council is extensive and will continue to increase with improvements in, and access to, social media and digital technology.

Social media has transformed the way the world communicates today and is proving a game-changer for how we communicate with local people.



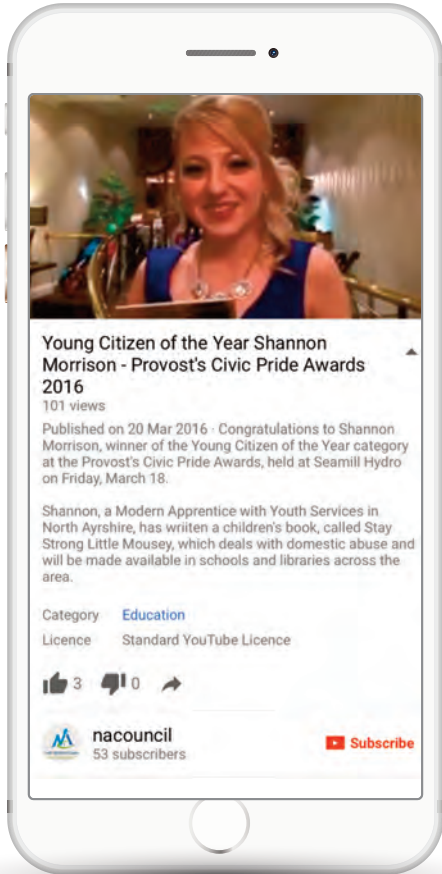
IMPORTANTLY, THE GROWING NUMBER OF ‘TWO-WAY’ COMMUNICATION CHANNELS MEANS IT’S NOW EASIER FOR US TO HAVE CONVERSATIONS WITH RESIDENTS AND SERVICE USERS

This gives us the chance not just to tell them what we are planning to do, and why, but also to hear what they have to say and what they think of the services the Council delivers and of our key priorities.

It also means that we can ‘target’ our messages at specific audiences, using the right medium for them and making sure we’re not bombarding people with information that isn’t relevant to them.

In future, our communications will therefore be:

- Conversational rather than ‘broadcast’
- Digital by default – so easy to access online that it becomes the natural place for people to go to
- Insight-driven – based on what we know our customers and stakeholders want
- Focused on audiences rather than policies, and
- Fully evaluated – so that we can tell what is working well and what needs to be improved



WE WILL, OF COURSE, CONTINUE TO BE OPEN AND TRANSPARENT BY MAKING INFORMATION ABOUT THE COUNCIL READILY AVAILABLE AND ACCESSIBLE TO ALL

This information can be accessed through local and national media, on our website or through statutory reports on our performance and operations.

Here are just some of the communication channels the Council currently uses to make sure that people have a clear understanding of North Ayrshire Council’s operations, priorities and challenges, and that they recognise the Council as a reputable and innovative local authority:

- Face-to-face contact
- Written correspondence
- Telephone calls
- Website
- Email
- Traditional media – newspapers, radio, TV, trade press etc
- Social media sites such as Twitter, Facebook and YouTube
- Printed and electronic materials - leaflets, posters and publications
- Outdoor advertising and promotional materials - billboards, public transport
- Surveys
- Focus groups, consultations and public meetings
- Interactive/participative events such as events, exhibitions and roadshows



THE MEDIA

ROBUST, PRODUCTIVE AND HONEST RELATIONSHIPS WITH LOCAL AND NATIONAL MEDIA ARE VALUABLE TO US

We understand the role that print and broadcast media play in helping us spread the word about the excellent services we deliver, our strategic priorities and our many successes and initiatives.

While much has been written about the demise of the printed press, we still recognise the importance of local newspapers and the influencing role they can play in local communities.

Similarly, we appreciate the importance of national and international newspapers, specialist publications, radio and television in helping shape perceptions further afield of North Ayrshire, our Council, our people and what our area has to offer for visitors, businesses and residents alike.

We want to promote North Ayrshire to a local and national audience as a leading location for doing business and a great place to live, work, visit and invest in.

And we want to make sure that people are aware of North Ayrshire Council's reputation as an innovative, efficient, effective, ethical and sustainable local authority.

We do this by providing a full proactive media service - producing a constant flow of media releases etc for local, regional, national and sectoral/specialist media outlets.

And we also offer a full reactive media service - responding to incoming media inquiries, ensuring that they are answered accurately, factually and timeously and reflect the Council's position.

Our reactive service operates around the clock every day of the year to cater for today's 24/7 news cycle.



WE ENJOY SOUND RELATIONS WITH THE MEDIA, BASED ON THE PRINCIPLES OF FAIRNESS AND HONESTY. THIS SEES US RIGOROUSLY PROMOTE AND PROTECT THE REPUTATION OF THE COUNCIL IN EQUAL MEASURE

Our frank and robust relationships with journalists allow us to challenge them when necessary. This can help avert misinformed or negative press articles and ensure that the press coverage properly reflects Council policy and explains the Council's position.

A key tenet of the Communications Strategy will be to continue to build on these positive relationships to ensure that our operations, priorities and challenges are better understood by the media and, in turn, by their readers/listeners in North Ayrshire and across the country.

We aim to increase North Ayrshire's profile in the national arena and with key influencers across Scotland and beyond.

The Council's growing reputation for quality customer service and innovation – particularly for ground-breaking 'firsts' - helps increase the opportunity for positive media coverage and secure more interest in North Ayrshire from national media as well as sectoral and/or specialist publications.



SOCIAL AND DIGITAL



SOCIAL MEDIA HAS TRANSFORMED THE WAY THE WORLD COMMUNICATES TODAY AND IS PROVING A GAME-CHANGER FOR HOW WE COMMUNICATE WITH LOCAL PEOPLE

The massive growth in social and digital media will continue and all indications are that it will soon overtake traditional media as the main form of communication – particularly with younger service users who have traditionally been seen as a more difficult-to-engage group.

We were 'early adopters' of social media and have embraced a number of channels to communicate with a variety of audiences.

The Council's Digital Engagement Strategy sets out our approach to social media and underlines the importance of digital engagement - having online conversations and interactions rather than using social media as a 'broadcast' tool.

We have achieved considerable success with our Twitter accounts, particularly the Council's corporate account which now has more than 12,000 followers and an impressive average of 60,000 Twitter impressions each week. In comparison, the combined total number of copies of local newspapers sold in our area each week is just over 25,000.



IN ADDITION TO THE CORPORATE TWITTER ACCOUNT, WE ALSO SUPPORT MORE THAN 20 ‘NICHE’ TWITTER ACCOUNTS FOR SERVICES SUCH AS SCHOOLS, LIBRARIES, YOUTH SERVICES AND CARE GROUPS

This helps us target information and messages to the right people at the right time.

The age distribution of those using social media sites is constantly changing. For example, Facebook is now more popular with older people than with 18-24 year olds who are moving to Snapchat, Vine, Tumblr and Instagram.

As part of our Digital Strategy we constantly monitor the emerging social media channels and grasp the opportunity to join in the important conversations where they are happening locally, as well as generating some of our own.

We are using the live video streaming app Periscope for key Council events and are increasingly adopting our own brand of ‘social reporting’ to record and upload YouTube videos capturing participants’ views and thoughts on new initiatives and project launches.

We are also assessing how we might best use social media tools to encourage collaboration and sharing of ideas by our staff.

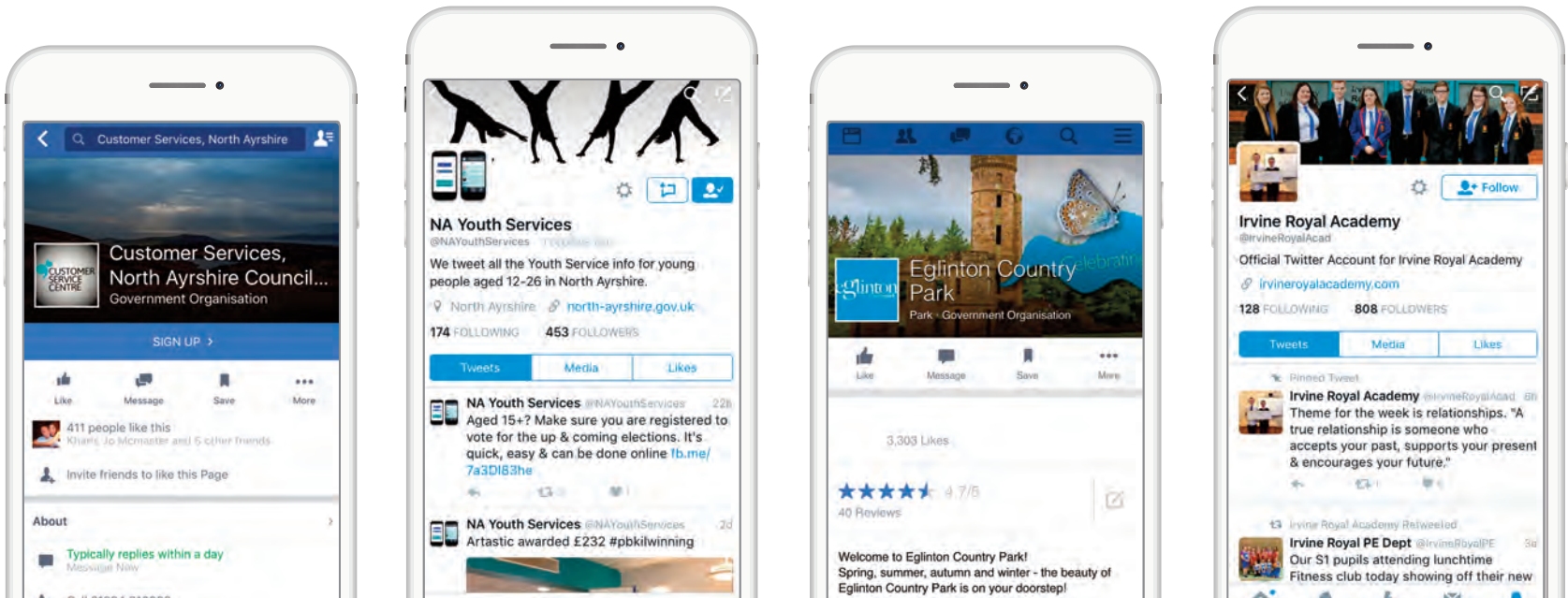
VISUAL COMMUNICATION AND STORYTELLING – IN THE FORM OF VIDEO, INFOGRAPHICS, ANIMATIONS ETC – IS BECOMING AN INCREASINGLY POPULAR METHOD OF COMMUNICATION

Research shows that the combination of ‘visual and story’ can multiply the reach and conversion of social media posts. For example:

- Social media posts with visuals deliver 180% greater engagement
- Tweets with images receive 150% more retweets
- Articles that contain images get 94% more views than those without, and
- Blogs that integrate video attract 300% more inbound links

Again, we have been quick to recognise the advantages and adopt this approach to getting our messages out to as wide a variety of audiences as possible.

We will keep ahead of the game by continuing to examine and evaluate emerging social media outlets for our target audiences.



MARKETING AND EVENTS

FROM BILLBOARDS TO BROCHURES, FROM ADVERTISING TO ANIMATION, FROM FACEBOOK CAMPAIGNS TO FLYERS ...

We produce a huge range of information and marketing materials, both in print and online.

Whether it's informing people about improvements in our bin collection service, encouraging people to become foster parents or warning people about forthcoming road closures – we are proactive in our communications with local residents and service users.

The Council delivers thousands of services in North Ayrshire – ranging, quite literally, from the cradle to the grave and we try at all times to keep people informed about:

- What's happening with our services and any improvements or changes we might be making
- How we provide our services
- Where people can access our services, and
- The benefits of using our services



WE HAVE A STATUTORY DUTY TO REPORT ON KEY COUNCIL BUSINESS - SUCH AS OUR ANNUAL ACCOUNTS AND OUR PERFORMANCE LEVELS

Increasingly, we will produce this material in electronic format which is available on our website, as well as printed versions which are available on request or at local libraries and other Council premises. All materials produced, in line with all Council literature, meet the requirements of the Disability Discrimination Act.

Our marketing campaigns are recognised for their visual impact, sharp design, clear and compelling messaging, plain language and success rates in meeting objectives, be that increasing customer uptake of Council services or recruiting more foster parents.

We use a broad mixture of traditional marketing channels such as newspaper adverts, leaflet drops and outdoor advertising alongside social media channels such as Facebook and Twitter.

And we are quick to adopt new and emerging technologies such as animation and video to make sure we are reaching all our audiences.



THROUGH THE TEAM NORTH AYRSHIRE INITIATIVE, WE ALSO WORK WITH THE ECONOMIC DEVELOPMENT AND REGENERATION BOARD AND A WIDE RANGE OF PRIVATE AND PUBLIC SECTOR PARTNER BODIES TO TAKE THE LEAD ON MARKETING NORTH AYRSHIRE AS ‘THE PLACE TO BE’

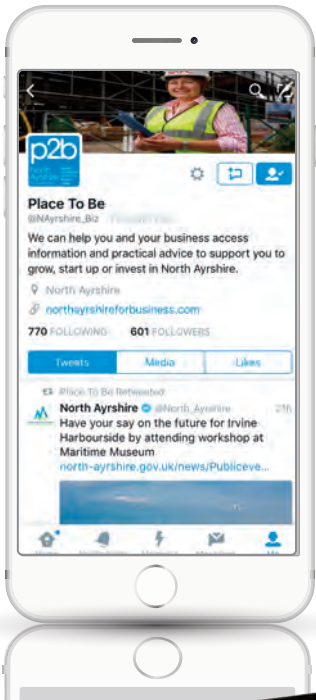
This high-profile campaign has already enjoyed considerable success in positioning North Ayrshire as a vibrant, connected and ambitious area where businesses grow and flourish, thereby helping to regenerate our communities and create more jobs and training places for local people.

Our marketing campaigns will be more refined in future as we begin to use Customer Insight information to allow us to better target our messages and ensure that all our marketing materials are both appropriate for, and accessible to, the target audience.

While the Provost’s Civic Pride Awards and Charity Dinner is our keynote event of the year, we also organise and manage a variety of other prestigious events in support of key Council service launches, new facility openings and an increasing number of Ministerial visits.

These events help raise the profile of North Ayrshire, demonstrating civic pride in our area and confidence in the standard of services the Council delivers.

We also provide sound, professional advice and support to organisers of a wide variety of community events, helping them with every aspect of event management and ensuring that they adhere to public safety guidelines.



INTERNAL COMMUNICATIONS

COMMUNICATIONS IS A KEY RESPONSIBILITY OF EVERY NORTH AYRSHIRE COUNCIL EMPLOYEE

Every member of staff - particularly those who work at the frontline - must understand their role as representatives of the Council and how their interactions with our customers help form that person's impression and opinion of the whole organisation.

We recognise, however, that our workforce can only fulfil their responsibilities if they have a clear understanding of the roles and objectives of the Council and how their work contributes to these – and if they believe that their views are not only heard, but valued within the Council.

That's why we place such high importance on getting our internal communications with staff right.



OUR STAFF VALUES OF 'FOCUS, PASSION AND INSPIRATION' WERE DEVELOPED BY OUR PEOPLE FOR OUR PEOPLE AND EMBODY THE ETHOS OF THE NORTH AYRSHIRE COUNCIL WORKFORCE

The 'Our People Connect' strategy details how we aim to “create a culture where innovation and excellence thrive” and recognises that it is only through our people that we will realise our ambition of moving from Good to Great.

We understand, therefore, that engaging with our people and securing their trust is of vital importance in building and maintaining a good reputation and relationship with our customers and stakeholders.

In order to create this environment of trust and loyalty we need to ensure that our workforce are equipped with – and have easy access to - the information they need to perform in their jobs; understand the role they play in contributing to our success and have the opportunity to influence the development of future service plans



Focus.

we put our customers first
we understand the bigger picture

Passion.

we take pride in the jobs we do
we are ambitious for our community

Inspiration.

we all look for better ways to deliver our services
we achieve the best results by working together

A RECENT SURVEY SHOWED THERE HAS BEEN A DRAMATIC IMPROVEMENT IN COUNCIL-WIDE INTERNAL COMMUNICATIONS IN RECENT YEARS, WITH STAFF SATISFACTION LEVELS DOUBLING SINCE 2011



But there’s still lots more we can do, especially for our many ‘remote workers’ who do not have daily access to email or other electronic communications, and we are working on ways to address their particular need.

In the current climate of change and financial challenge, it is especially important that we maintain and improve our communications with every person in our workforce to build trust, allay anxiety and sustain commitment and motivation throughout our transformation programme from Good to Great.

We will do this by continuously reviewing and refreshing our internal communications channels and methods to ensure they are still fit for purpose and effective in getting the right information to the right people at the right time.



WE ARE ALSO ASSESSING HOW WE MIGHT BEST USE SOCIAL MEDIA TOOLS TO ENCOURAGE COLLABORATION AND SHARING OF IDEAS BY OUR STAFF

We do recognise, however, that technology alone cannot solve the challenge of regularly communicating with such a large remote workforce.

Through these methods, we aim to establish a robust three-way flow of information and communications - up, down and across the organisation - ensuring that employees’ ideas, feedback and opinions are both noted and acted upon.

This three-way flow will be essential in ensuring a more holistic approach to making information easily and regularly available to all our people and - therefore - to improving workforce communications, attitudes, morale and engagement.



VIEW TO THE FUTURE AND EVALUATION

GIVEN THE EVER-CHANGING NATURE OF COMMUNICATIONS, IT'S IMPOSSIBLE TO PREDICT WITH ANY CERTAINTY JUST EXACTLY HOW WE WILL EVOLVE. BUT EVOLVE WE WILL

It is increasingly obvious that digital, social and interactive communications will play a big part, as will video and animation. Communicating in 'real time' is already happening through our social media activity and that is also likely to increase dramatically in the future.

We've already committed to ensuring that, in future, our communications materials will be:

- Conversational rather than 'broadcast'
- Digital by default – so easy to access online that it becomes the natural place for people to go to
- Insight-driven – based on what we know our customers and stakeholders want

- Focused on audiences rather than policies, and
- Fully evaluated – so that we can tell what is working well and what needs to be improved



WHILE OUR COMMUNICATIONS ACTIVITY HAS BOTH IMPROVED AND INCREASED IN RECENT YEARS, WE NOW REQUIRE TO ADOPT A MORE STRATEGIC APPROACH TO ENSURE THAT ACTIVITY IS CLEARLY PRIORITISED, MONITORED AND EVALUATED AGAINST THE COUNCIL'S KEY PRIORITIES.

We need to be able to show clear links between the levels and types of our communications activity and the difference these make to the lives of North Ayrshire people and communities.

We want to ensure that people have a clear understanding of North Ayrshire Council's operations, priorities and challenges, and that they recognise the Council as a reputable and innovative local authority.

We will therefore measure not just our communication output, but also the outcomes – setting key objectives for

our communications activities and undertaking continuous evaluation to be sure they are effective.

While 'future-proofing' our communications may be next to impossible, we will continue to stay ahead of the pack by adapting and innovating to meet the expectations of our residents, our workforce and our stakeholders.

Corporate Communications

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Tel: 01294 324 137

NORTH AYRSHIRE COUNCIL

Agenda Item 7

21 June 2016

Cabinet

Title:	Planning Performance Framework
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Purpose:	To present Planning Performance Framework 5 for publication and submission to Scottish Government
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Recommendation:	To approve the content of the Planning Performance Framework 5 (Appendix 1); its submission to Scottish Government and its publication as a PDF on the Council website.
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1. Executive Summary

- 1.1 The Planning Performance Framework (PPF) is a contemporary performance management framework. It was launched in April 2012 by Heads of Planning Scotland, in conjunction with the Scottish Government. The PPF was developed in response to the Scottish Government's planning reform agenda. An annual return is required from each planning authority. PPF 5 (Appendix 1) is the fifth submission from the Council and covers the period from April 2015 to March 2016.
- 1.2 The PPF provides the planning system with a "balanced score card" approach to performance which enables each planning authority to demonstrate its achievements and individuality. The PPF was introduced to provide a broader picture of performance than that offered by the statutory performance indicators set by Audit Scotland.
- 1.3 Feedback on PPF4 from the Scottish Government was received on 5th October 2015. The feedback reflects the high level of performance and customer service which is delivered by the Planning Service for North Ayrshire, and approved an Action Programme, which has informed PPF 5 (see Appendix 1).

2. Background

- 2.1 The PPF sets out a variety of quantitative and qualitative indicators to measure the performance of the planning authority across five headings as follows:-

2.2 Part 1 - National Headline Indicators (NHIs).

2.2.1 The 22 NHIs are quantitative indicators which examine all aspects of the planning process. They assess areas such as planning decision making timescales, the progress of the Local Development Plan, and the level of the housing land supply. For PPF5 the results show that development management indicators have improved from PPF4. Highlights include that 96.2% of applications were approved during the period and householder developments had an average decision making timescale of 4.7 weeks. The full range of indicators are detailed within Appendix 1.

2.2.2 As stipulated within PPF5, processing agreements have been used and promoted within the Service. We have completed six during this period. Average timescales for major applications have increased from 12.6 weeks to 26.7 weeks, which is due solely to the Service finally being able to complete a number of legacy cases. A legacy case is deemed to be as planning application that has not been determined and is over one year old. The Scottish Government encourages Planning Authorities to close such cases and remove them from the system. Recent research indicates that there is in excess of 1800 such cases in Scotland. There are currently 7 legacy cases outstanding. Staff are using every endeavour to encourage progress on these legacy cases.

2.3 Part 2 - Defining and Measuring a High Quality Planning Service

2.3.1 Part 2 provides a qualitative assessment, across four areas of activity in order to define and measure a high quality planning service. The areas for performance assessment include 'quality of outcomes', 'quality of service and engagement', 'governance' and 'culture of continuous improvement'. Full details are available within Appendix 1.

2.3.2 In terms of defining and measuring the high quality planning service which the Council delivers, some points to note are that:

- The Planning Services has delivered a number of key consents within the last 12 months including major developments at Largs Campus, Dundonald Links, Ardrossan North Shore, West Bankside Farm and SportScotland Inverclyde National Centre.

- The Planning Service has also undertaken procedural improvements to the current Pre-Application service provided to all potential applicants to allow recording and monitoring of enquiries and advice.
- Our customer feedback survey is issued with each decision notice, with an invitation to submit comments.

2.4 Part 3 - Supporting Evidence

2.4.1 Supporting evidence is provided to substantiate the findings of the PPF. Evidence can be provided from a variety of sources such as customer input, any audit or management / process reviews, Council reports and initiatives, informal and formal benchmarking and partnership working with others. Details of the evidence base for PPF 5 are outlined within Appendix 1.

2.4.2 The PPF again records various testimonials from local businesses and other bodies, acknowledging the high level of service provided by the Planning Authority during the period.

2.5 Parts 4 - Service Improvements

2.5.1 Based upon the findings of Parts 1 & 2 of the PPF, the planning authority compiles a list of key actions for future service improvements during 2016-17. Progress on actions from 2015-16 is also noted. This year key commitments for 2016-17 include:

- Continue to engage in a purposeful dialogue with internal and external stakeholders in order to increase certainty and the delivery of new developments on the ground;
- Engage in a partnership working group with Housing Services to examine the use and implementation of the Affordable Housing Policy, how this might be improved and the production of a protocol to ensure certainty for applicants;
- Continue to work very positively with developers, including our partners within the Council, to support and assist the delivery of high quality development on the ground;
- Continue to strengthen our online presence, improving the design and visibility of pre-application and other relevant information that we currently provide to members of the public;
- Continue progress to determine outstanding legacy cases;

- To build on the outcome of the GoGarnock Charette, ensuring synergy between spatial and community planning through Locality Partnerships.

2.6 Part 5 - Official Statistics

2.6.1 The statistics within the PPF are based on application timescales and provide an accurate and reliable account of the timescales for handing applications. Over the past year, 100% of householder developments have been decided within 2 months and 93.8% of local business and industry decisions made within the same timeframe.

2.6.2 Over the year the service has taken up 135 enforcement cases with the servicing of 13 notices, which is an increase from PPF4, where the service had 86 cases and 5 notices. The key change in this situation has been the allocation of enforcement duties to a dedicated officer.

2.7 Part 6 - Workforce and Financial Information

2.6.1 The PPF provides a snapshot of the Planning Services workforce and finances. For the period that the PPF 5 covers, there were 6 staff within the Service.

3. Proposals

3.1 That the Cabinet agrees the content of the Planning Performance Framework 5 (Appendix 1); approves the document's submission to Scottish Government and approves its publication as a PDF document on the Council website.

4. Implications

Financial:	n/a
Human Resources:	n/a
Legal:	n/a
Equality:	n/a
Environmental & Sustainability:	n/a
Key Priorities:	The PPF 5 contributes to the Council Plan - Strategic Objectives - 'Growing our economy, increasing employment, and regenerating towns', 'working together to develop stronger communities', and 'protecting and enhancing the environment for future generations', by increasing the levels of accountability and transparency within the planning service and by introducing annual service improvement commitments.
Community Benefits:	n/a

5. Consultation

5.1 None



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :

For further information please contact James Miller, Senior Planning Services Manager on 01294 324315

Background Papers

1. Draft Planning Performance Framework 5



Planning Performance Framework 2015-2016

July 2016



FOREWORD



Councillor Matthew Brown
Chair of the Planning Committee



It is my pleasure to present the fifth North Ayrshire Planning Performance Framework (PPF5). This year's response presents evidence of the fantastic collaborative and innovative approach to Planning which we deliver in North Ayrshire.

This approach enables us to maintain high levels of performance to deliver high quality sustainable development. I have no doubt that this response will demonstrate our continued commitment to excellence by focusing on the positive feedback received last year in relation to PPF4.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath



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Part 1. National Headline Indicators (NHIs)

Key outcomes	2015-2016	2014-2015	2013-2014
Development Planning:			
1. age of local/strategic development plan(s) (years and months) at end of reporting period <i>Requirement: less than 5 years</i>	1yr 10m	1	8
2. Will the local/strategic development plan(s) be replaced by their 5 th anniversary according to the current development plan scheme? (Y/N)	Y	Y	Y
3. Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later)	Y-later	n/a	n/a
4. Were development plan scheme engagement/consultation commitments met during the year? (Y/N)	N	n/a	n/a
Effective Land Supply and Delivery of Outputs			
5. established housing land: years supply	3.5years	4.2 years	5.89 years
6. 5 year effective housing land supply ¹	1934 units	2345 units	3,300 units
7. Previous annual housing completions. ²	201 units	411 units	285 units
8. 5 year housing supply target	2800 units	2800 units	n/a
9. housing approvals ³	234 units	85 units	n/a
10. housing completions over last 5 years	1324 units	1614 units	
11. marketable employment land supply ⁴	231Ha	138Ha	161Ha
12. employment land take-up ⁵	3.4Ha	8.7 Ha	3.9Ha
Development Management			
Project Planning			
13. percentage of applications subject to pre-application advice	43%	41%	51%
14. number of major applications subject to processing agreement or other project plan	6	3	1
15. percentage planned timescales met	100%	100%	n/a%
Decision-making			
16. application approval rate	96.2%	96.7%	97.8%
17. delegation rate	96.5%	96.8%	93.8%
Decision-making timescales			
Average number of weeks to decision:			
18. major developments ⁶	26.7 weeks	12.6 weeks	21.5 weeks
19. local developments (non-householder)	5.8 weeks	6.2 weeks	6.8 weeks
20. householder developments	4.7 weeks	5.1 weeks	5.7 weeks

¹ The effective housing land supply is based on our draft 2015-2016 Housing Land Audit. The finalised audit figure is likely to result in an increase in the years supply.

² Figure derived from new build return data.

³ Figure consists of new dwellings and change of use applications consented to form houses or flats

⁴ Figure includes 'for sale' and 'under offer'. Source CoStar.

⁵ Source CoStar.

⁶ The increase in average processing time is due to one historic case file being decided.

Legacy Cases			
21. Number of legacy cases cleared during the period	4	3	
22. Number remaining.	7	11	
Enforcement			
23. time since enforcement charter published/ reviewed (months) <i>Requirement: review every 2 years</i>	April 2015/12	April 2015/0	Feb 2013/2
24. number of breaches identified/resolved	135/136	86/126	127/169

Part 2 Defining and measuring a high-quality planning service

Quality of Outcomes

High quality development on the ground Case Study: Saltcoats Town Hall



Saltcoats Town Hall, Category B Listed, is a key historical building in the heart of Saltcoats, which had suffered from significant decline to the point of closure, reflecting a pattern experienced in the wider town centre.

Following a strategic review of the Council's property estate and in conjunction with the Town Centre Regeneration Plan, the Town Hall was identified as a key building socially and economically, and presented an opportunity to rationalise the property estate.

Planning Services provided initial input into this review. The outcome was a proposed amalgamation of 5 offices which had been historically spread across a wider local area, with a fully refurbished Town Hall. The proposal would ensure a regular and enduring operational focus through a customer hub, safeguarding the long term future of the building.



In December 2013, planning and listed building applications were submitted for the change of use, internal alterations and extension of the building. Due to delays from statutory consultees, consent was granted in April 2014.

In May 2015, work started on site to repair and refurbish the building. Where normally Planning Services would not necessarily be involved in a project's development, given the importance and complications expected with the building a supervisory role was undertaken in conjunction with the project manager, Historic Environment Scotland and the client.



The key challenge for Planning Services was ensuring that swift advice was provided on what was an ever evolving project. It was found during redevelopment that significant repairs were required, designs were changed and key features, thought to have been lost, were uncovered. This proved to be a challenging project for everyone involved.

At the latter end of the project, Planning Services were then drawn upon in order to provide advice on colours and finishes.

In February 2015, the project was coming to an end and Planning Services were there to oversee any last minute fixes and provide advice on any potential snagging issues.

Throughout the project's life Planning Services provide an advisory role to the project.

High quality development on the ground

Case Study: Ardrossan North Shore, Cunninghame Housing Association



As part of its commitment to regeneration, the Council in conjunction with Ardrossan North Shore LLP, a joint venture between Clydeport and Irvine Bay Regeneration Company, developed a masterplan for the redevelopment of a significant area of vacant land at Ardrossan Harbour.

On 24th April 2013, Planning Permission in Principle (PPP) was granted for the erection of a mixed use development comprising residential units, nursing home, commercial units, distributor road and coastal defence works.

Having received two related applications, one for the erection of 106 dwellings and another detailed proposal for a road and revetment, Ardrossan North Shore LLP approached Cunninghame Housing Association to lead on the provision of affordable housing within the masterplan area.



In March 2015, Planning Services received a draft layout for the provision of affordable housing units of varying types. As a major development the proposal would be subject to Pre Application Consultation but prior to this we met with the applicants and sought to provide meaningful advice on layouts, access, design and materials.

Pre application discussions were undertaken over a period of 6 months and involved key Council departments and statutory consultees.

The challenge for Planning Services was to negotiate key changes to the proposal that reflected the aspirations of the wider masterplan, comments received by consultees and by residents during public consultation. A 12 metre wide no build zone which dissects the site along the route of an existing 1125mm sewer provided a significant challenge for all involved. Furthermore, the surrounding area has no defined character containing a mixture of building types, scales and designs that provided challenges for the designers.



In November 2015, a planning application was submitted proposing the erection of 70 affordable housing residential units comprising of 28 terraced three apartment houses, 4 semi-detached four apartment houses, 24 common close three apartment flats and 14 cottage three apartment flats. The terraced, semi-detached and cottage flat blocks would be two storey's in height and the remaining common close flats contained within three storey blocks.

The significant level of public consultation by the applicant and the positive negotiations led by Planning Services resulted in the application receiving no objections from consultees or members of the public alike and in January 2016, planning permission was granted, 12 weeks after its submission.

The images speak for themselves, but the design, scale and layout of the proposal received commendation from the Planning Committee as well as positive feedback from the client with regard to the open and consistent discussions provided at pre app.

Work is due to start in summer 2016.

Some testimonials that we have secured from our customers during the period include:

“Throughout the Planning process we benefitted from a proactive and involved attitude from all members of NAC’s Planning team, which allowed any issues to be discussed and resolved without adversely impacting upon project timescales or aims. As a result of this collaborative process, we have arrived at a proposal which maximises the opportunities of the site and will provide a sustainable and viable new residential development. We have been impressed with the assistance that has been afforded to us and would commend the approach taken by the Department to facilitate delivery of what we hope will be an excellent addition to Ardrossan’s townscape.”

Mast Architects

‘The development at Montgomerie Street is an important new build project for the Association. The site has lain vacant for some time and is located within a residential area, therefore one of the challenges was creating a development which sits well within its surrounding environment and is well received by local residents. The proposals which we showcased at consultation events had benefitted from pre application discussions with the North Ayrshire Council Planning team. At all stages of the process with the Planning officials, there was clear direction provided and they were willing to discuss and review options of how best the site could be delivered. This active engagement helped to expedite the planning process and ensured that any issues were fully considered prior to a formal planning application being made. Our experience of engagement with the NAC Planning team has been wholly positive.’

Linda Anderson
Executive Director of Operations
Cunninghame Housing Association Ltd



High quality development on the ground

Case study: Irvine Leisure Centre

As part of its commitment to town centre regeneration, the Council promoted a new leisure centre development for Irvine during 2013. In addition to new indoor courts, halls, gymnasium and swimming pools, the focal point of the development is the historic Townhouse, which will accommodate a family history research centre and a new conference/wedding venue in the heart of Irvine.



Originally, the Townhouse was the home of Irvine Burgh Council, but following local government reorganisation in 1975, its role changed to that of the district court and the Council's licensing offices. By 2010, it was increasingly apparent that under-investment in the fabric of the building over many decades, as well as the impact of numerous minor repairs and alterations, necessitated a more radical plan for its future.

The Council commissioned LA Architects to design a new leisure centre which would be physically integrated with the historic Townhouse. Key issues were the need to respect the setting of the Townhouse and to ensure the new build provided a contemporary contrast that would not over-dominate nor detract from a landmark building in the town. The Townhouse is a significant contributor to the Irvine skyline due to its distinctive Italianate spire.

The challenge for Planning Services was to manage the decision making process for what was, in 2013, a controversial proposal. Key planning issues raised by the proposals included the demolition of the old Irvine Police Station and a community centre, as well as parking provision and access. The proposal sparked significant local debate about the demolition of several old buildings, and the merits of limiting on-site parking for staff and disabled persons only. The 'town centre first' principle, as advocated in Scottish Planning Policy and endorsed by the Council both corporately and in terms of the Local Development Plan was under intense scrutiny, and it required commitment and skilful negotiation by Planning Services to ensure the key benefits in terms of regeneration and sustainability were kept at the forefront of the debate.

Planning permission was granted by the Council's Planning Committee in June 2013. Thereafter, the proposed closure of an historic close through the site required a Stopping Up Order which was challenged by numerous objections. Again, careful negotiation led by Planning Services enabled a positive outcome for both the promoters and objectors when the outcome of the Hearing conducted by the Directorate for Planning and Environmental Appeals was published by Scottish Ministers in late 2014. Consequently, the construction phase was significantly delayed until early 2015.

By the spring of 2016, the renovation works to the Townhouse and the external shell of the new leisure centre building were fully complete, providing a glimpse of the potential benefits the development will bring to Irvine town centre. The development is taking place at a time when the historic fabric of many buildings in the locality are showing signs of stress due to the lack of investment and under-use, mainly as a result of long-term trends in shopping patterns which favour out-of-town superstores and centres. It is therefore hoped that The Portal will act as a catalyst for the regeneration of the original heart of the town which dates back to medieval times. To reinforce the long history of settlement on The Portal site, an archaeological report undertaken by Rathmell Archaeology uncovered numerous artefacts and building remains dating back as far as the 13th century. The Portal is due for completion in early 2017.



Quality of service and engagement

Open for business Case Study: Largs Campus

As reported in 2015, the Council decided to promote a campus development for replacement education facilities in Largs. The aim of the campus is to encompass the provision of early years, primary and secondary education at a single campus in the town, in addition to the provision of new sporting and leisure facilities for the wider community.

Early investigations led by Education & Youth Employment indicated that the most suitable site for the campus would be on greenfield land to the east of the town, currently used as a golf training ground within Sportscotland's Inverclyde national training facility. Planning Services were heavily engaged in the pre-application process, which resulted in an open exchange of information between the prospective applicant and the local community. In addition to the statutory public event, additional events and a series of meetings were held in Largs after the summer holiday period. The timing of events and meetings was carefully considered to ensure that people did not feel excluded due to inappropriate time slots or dates.

The meetings held during the autumn of 2015 provided an opportunity for genuine dialogue between the local community and the Council as the promoter of the development. Planning Services provided direction and guidance during this process, which culminated in the production of the pre-application consultation report featuring a "You Said, We Did" format. The benefit of this pre-application engagement enabled the application to take into account many concerns over issues such as traffic, parking, paths to school, visual impacts, noise and proposed mitigation methods.



In November 2015, the major planning application for the campus was lodged. The nearest residents to the site who were individually notified were kept fully up to date with the process and provided with additional information when requested. The applicant also held additional discussions in order to help resolve, where possible, matters of concern.

Since the application site had not been allocated for educational use in the adopted Local Development Plan, and directly affected an affordable housing site, it was necessary to hold a pre-determination hearing involving all 30 members of the Council. This was arranged for 24th February 2016, just over 3 months after the application was registered. Following consideration of the presentations made by the applicants and the objectors, the Council resolved to grant the application at a meeting involving the full Council. The Council were also able to provide an undertaking that the affordable housing site which had been allocated would be provided instead on one of the surplus school sites in the town, thus ensuring the delivery of an important element in the LDP.

In addition, the comprehensive upgrading of the adjacent Sportscotland Inverclyde national training facility, including a replacement golf training ground, is also taking place. The co-location of complementary uses will enable synergies to develop between the schools and Inverclyde, and it is hoped that this will lead to improved educational and sporting achievements.

Following confirmation from Scottish Ministers that the application would not be called in, the decision notice was issued on 18th March 2016. Works to develop the campus will commence in May 2016.

As part of our efforts to promote the benefits of Processing Agreements and improve the quality of our service, we requested feedback from the agent, JM Architects as follows:

Did the timescale for handling the application fit with the targets for the project?

Yes, completely.

Was the Processing Agreement a useful tool for managing the workload generated by the project?

Yes, this was essential for both ourselves and the Managing Contractor. On Hub Procured projects the Planning Approval and cleansing of the pre-start conditions is essential to the closing of the contract. It was therefore imperative that we had the Processing Agreement to be able to programme work accordingly.

Was communication from Planning Services effective?

Very. Always prompt and responded quickly to emails and/or telephone messages.

Did the outcome meet your expectations?

Very. Genuinely the best service we have received from a Planning Officer and Planning Department in years, and streaks ahead of other Authorities.

Would you be able to comment favourably on the Council's handling of the planning application, or not?

Definitely. Prompt, efficient, pragmatic and professional.



The following is a letter from sportscotland to James Miller, Senior Planning Services Manager commenting on their experience with planning:

Dear Mr Miller,

sportscotland National Centre Inverclyde - Planning Services

I am writing to express sportscotland's gratitude to you and your colleagues at North Ayrshire Council for their assistance in all Planning matters throughout the design development and tender process for the redevelopment of the sportscotland National Centre Inverclyde.

From the outset, you and Mr Gordon Craig have gone out of your way to advise and assist in any way you can and, without exception, have been extremely helpful and co-operative in working with us in this process. In particular, your attendance at the Contractor Open Day on site, where you highlighted the parameters against which any proposals for replacement facilities would be assessed was invaluable to us ensuring that the teams understood the design restraints and opportunities that existed and a realistic view on the design risks associated with the Planning process. This enabled our successful team to propose a high quality design solution which met this advice and enabled a relatively smooth Planning process given the time constraints on the project. We believe the proactive approach your department has taken has been instrumental in the quality of this project to date.

The relationships developed with me and my colleagues at the National Centre continued with the other applications regarding the replacement Maintenance Shed and Golf Course works and, as before, the advice was forthcoming and helpful. Given the extent of the works being undertaken on the site, in all the projects noted, it is good to be able to rely on this advice when making applications to ensure our consultants could make the appropriate level of detail in their submission to allow you to assess the applications without the need to have endless correspondence on missing information allowing us to focus on other equally important matters on site.

I am delighted that the partnership between North Ayrshire Council and sportscotland is strong at this level and thank you again for positively contributing to the delivery of a successful project for the benefit of the National Centre and the larger community in Largs and beyond.

Steven Anderson
Lead Manager – Facilities - sportscotland

Open for business

Case Study: Arran Distillery



The Isle of Arran lies off the west coast and is accessible, for many, by using the dedicated ferry service from Ardrossan. The community relies heavily on tourism and existing businesses on the island to provide jobs and facilities. Many businesses jointly manage an 'Arran' brand and marketing tool which sells goods off the island. Isle of Arran Distillers is one of the more successful contributors and provides much needed employment and investment in the north of Arran.

Unfortunately the island location and lack of direct access to the mainland meant that the distillery was struggling to store their produce in what was an ever expanding business.

In December 2014, Planning Services received an initial enquiry from Isle of Arran Distillers proposing the erection of whisky bonds on the island. Site selection was proving difficult due to various ownership, landscape and access issues and unfortunately a suitable site could not be found. Planning Services met with the applicant to discuss the proposal and seek further information.

The development of a number of isolated whisky bonds in the Countryside provided concerns regarding compatibility with the landscape and security for the client. It was suggested that a more significant economic investment could be supported. Following a number of meetings the proposal was altered and the scale of the project increased with plans to instead build a new distillery in the south of the island. The scope of the project changed and Planning Services engaged the services of SNH and SEPA to discuss proposed sites.



It was an initial scoping enquiry requesting opinions on a number of potential sites. In February 2015 Planning Services agreed to carry out a joint visit to the initial sites alongside the applicant and SNH, who had a key interest in the probable landscape impacts of the development. In the following months the initial 5 potential sites were reduced to 2.

All sites were located within the Countryside and any development would be contrary to the LDP. As much of the island is designated as a Special Landscape Area and National Scenic Area, the site is heavily constrained. However, the development had the potential to provide a significant level of direct and incidental investment for the island as well as creating jobs and further securing the 'Arran' brand.



Throughout 2015, Planning Services met and discussed potential proposals with the applicant, following which one site was selected. During this time, the applicant procured the services of an architectural practice. Planning Services provided some input into this process with respect to the draft designs. The selected agent has continued the ongoing negotiations and following many months of negotiation have agreed a high quality, bespoke and ultimately unique approach to the design of the distillery.

The challenge for Planning Services was to assess potential sites whilst meeting the needs of interested parties. Pre application discussions have been undertaken over a period of 12 months and involved key Council departments and statutory consultees.

Due to the scale of the site a Major planning application is required. We are expecting a planning application in the following months.

Some testimonials that we have secured from our customers during the period include:

I am writing with regard to the performance of North Ayrshire Council and in particular you when handling the applications for SBC Renewables.

I have found you to be extremely helpful and professional when dealing with all the applications. You contacted me directly when there were any matters that needed further discussions and you always explained fully the needs of the Council to be able to determine the applications in a timely manner.

Both you and other members of your team actively made an effort to work with me on the applications so that we were able to build a good working relationship.

Many thanks for all your help and assistance.'

Adele Ellis, AE Associates

'The Network Rail development project at Saltcoats sea wall required NAC to work collaboratively with Marine Scotland to reach agreement on the requirement for EIA. Subsequently the pre-application process was managed in a confident and competent manner ensuring that Network Rail were certain about the steps required of us in relation to community consultation and liaison with NAC. Full cognisance was taken of the split between sections of work that were permitted development and those requiring planning consent. During the application process, NAC took the time to contact Network Rail to ensure that community views were expressed directly, which meant that we were able to resolve problems along the way and positively engage with concerns from the general public. At one stage surveys indicated there was a risk of critical deterioration of the wall structure and Network Rail were able to speak directly to the case officer, agree immediate solutions and commence works to satisfy the survey's concerns. The application process was swift and well managed throughout. During the project we were also working to manage the council's highway, access and conservation expectations and felt that the internal council departments worked proactively, enabling us to work through the process in a coordinated fashion'.

Laura Mitchell, Town Planner, Network Rail



The following are comments posted in the ‘post-decision survey’ (Survey Monkey) on ePlanning, which asks applicants for their views on their experience with the planning system:

‘We had trouble establishing the correct planning history and Fiona was extremely helpful, going back to check that the history we had received from Business Support Team referred to the correct location. She also dealt with the application within 3 weeks of receiving it’.

‘Polite, approachable and proactive throughout. My first contact with Ross Middleton was made by my mistake yet he took my call and has responded positively throughout’.

‘The planning officer was exemplary in his effort to progress our application from beginning to end. Pre-submission discussions were very helpful and full of good advice. Technical and aesthetic aspects of our proposals were considered in a comprehensive and homogenous manner ensuring that no single challenge became a sticking point. Our application was determined well within the two month period and the decision notice was issued quickly thereafter’.

“I welcome the ‘fleet-of-foot’ decisions on planning applications within North Ayrshire, which continue to support business.” The Deputy First Minister, John Swinney MSP, at the Business Conference at the Waterside Inn, Seamill on 4th March 2016.

Certainty

Processing Agreements

In the last PPF we received an amber rating for our measuring and publication of processing agreements.

The Council as a whole is currently engaging in a programme of improvements to the website and we are working with our IT team to renew our webpages. It is proposed to provide more information than currently available on our Planning webpages.

In the meantime, we continue to respond directly to applicants and agents for major or more significant applications to encourage the use of Processing Agreements.

The creation of our Pre-Application procedure, which is explained within the section relating to Communications, engagement and customer service, has been useful in identifying and recording potential applications which would require a processing agreement. The requirement is also highlighted when providing initial advice or throughout the negotiation process.

This is evidenced by the marked increase in the use of Processing Agreements, 11 in total, five of which related to local applications for energy consents.

Action Programme

Previous feedback from the PPF 14/15 recognised that our Action Programme provided a one stop document containing clear expectations around information required to support applications.

To ensure the effectiveness of the Action Programme is maintained we have undertaken a review of its content and implementation. This review considered past, existing and forthcoming applications which have been subject to pre-application discussion. Working alongside our colleagues in building standards, we monitor progress on significant sites identified in the LDP. This includes all types of development from housing to industrial to leisure. We use this information to provide updates and refocus our activities from sites that are progressing to those which may have stalled.

In addition, we examined sites with any economic activity. This assessment ensures that our priorities are focused and aligned with wider Corporate Strategies, to consider sustainable and inclusive economic growth across North Ayrshire.

The Action Programme demonstrates our flexible approach to developer contributions. Giving due consideration to the economic climate in North Ayrshire is essential when considering development viability. The Action Programme outlines our expectations for each site. In order to ensure that applicants have access to further information relating to developer contributions we have adopted a proactive approach to pre-application engagement. Face to face meetings provide the applicant with more detail in relation to any potential contributions or requirements. It also allows for any issues to be raised in relation to the requirements outlined within the Action Programme at the earliest possible stage, thus avoiding any delay late in the process.

An invitation to developers is offered within the updated Action Programme which will be approved by Committee in Summer 2016 and available on our website thereafter.



Communications, engagement and customer service

Pre-Application Procedure

In the last PPF we received an amber rating for our early collaboration with applicants and consultees.

To address this issue Planning Services have improved our internal registration and work flowing of Pre-Application enquiries. Taking advice from other Councils, Planning Services have drawn up an internal procedure for the recording of enquires on our Uniform and IDOX databases. App pre-application enquiries are recorded and work flowed in the same manner as a planning application with each pre app provided with a suffix i.e. 16/00001/PREAPP. The new system was trialled between September and November 2015 and was officially adopted in the new year. Since January 2016 we have received and responded to 410 enquiries.

Planning Services continue to operate a Help Desk for members of the public and recently drew up a rota in order to support this. All enquirers are made aware of the PRE-APP service and are encouraged to email our eplanning inbox. This allows for the easy management of work.

Where early discussions with consultees are required the creation of the suffix allows us to issue consultations and manage responses accordingly. There are many examples of early discussion with consultees. The case study, Arran Distillery, is one such example. The Council as a whole is currently engaging in a programme of improvements to the website and we are working with our IT team to renew our webpages. It is proposed to provide more information than currently available at:

<http://www.north-ayrshire.gov.uk/resident/planning-and-building-standards/do-i-need-planning-permission.aspx>

Planning Services are also engaging our so called 'frequent flyer' agents and are using social media, mainly the Councils Twitter account (11,500 followers) and Any Biz (500 business accounts), to publicise and make the public aware of the advantages of pre app.

Since embarking on the new procedure and publication procedures we have seen a marked increase in pre-application enquiries, even within the first 5 months. The system allows for the easy management of work for staff as well as tracking their performance. The system could be used to measure the quality of advice provided as well as providing justification for more staff resources or higher planning fees.

Governance

Efficient and effective decision - making

A major planning application for 200 dwellinghouses and associated works to the east of West Bankside Farm, Kilbirnie, a new LDP residential site was presented to the Planning Committee on March 23 2016.

Prior to the application submission, an initial meeting was arranged in November 2014 between the applicants, key stakeholders and NAC officers who would be closely involved in the planning application process.

A further three meetings were held prior to the application submission to ensure that the submitted layout embraced the Designing Streets concept from the outset.

A collaborative approach between the applicant, planning and transportation officers resulted in the submitted layout, which was refined several times since November 2014 with a focus on place-making. This was achieved through a combination of building design, layout, street design, open spaces, landscaping, paths, etc. Infrastructure constraints with respect to the education capacity for the local primary school also needed to be overcome prior to the application submission.



Planning Services also recommended that a processing agreement would be an effective project management tool for the planning application, which the applicant was agreeable to. The processing agreement included key dates, a list of supporting documentation which would be required with the application submission and a list of consultees. An application was submitted on 21 December 2015 and the checklist for supporting documents contained within the processing agreement ensured that the application could be registered and processed efficiently.

Due to the front loading of the application at pre-application stage and working to the timescale set within the processing agreement, Planning Services were able to present the application to Planning Committee on 23 March 2016, just 3 months after registration.

“Both my client (Muir Homes Limited) and I were extremely satisfied by how smoothly and efficiently Fiona Knighton and her colleagues handled the planning process from pre-application meetings through to processing the application and all the respective applications.”

Effective Management Structures

The scheme of delegation to officers was extended by the Council's Planning Committee in April 2015. This enables a wider range of applications to be determined at officer level, including the refusal of advertisement consent. This improvement has helped to streamline the decision making process further and has delivered administrative efficiencies within both Planning Services and Committee Services.

In April 2016, as part of a wider restructure of the Department, Development Management and the Policy Planning Team will be brought together under one Senior Manager to provide closer integration to deliver the Council's statutory planning functions. The aim is to engender greater collaboration and work as one Planning Service to deliver the Council's key strategies to grow our economy, increase employment, and regenerate our towns, whilst protecting and enhancing our natural and built environment.

Financial Management & Local Governance

During the year a further three officers have completed management training at both High and Intermediate Levels; and undertaken bespoke training on budgetary planning and management techniques. Both Senior Management Team and Planning Management meetings are undertaken on a weekly basis. Planning Team briefings are held every Monday morning to discuss key proposals and workload.

Culture of continuous improvement

In the past year we have strengthened our approach and commitment to maintaining a culture of continuous improvement for all staff through a variety of different projects and improvements.

Place Standard Testing

Planning Services sits within the Economy and Communities Directorate. We work closely with our colleagues in the Connected Communities Service of our Directorate and have organised joint working sessions to strengthen our collaborative partnership approach to place making.

A key example of this is the work and testing we have undertaken in relation to the draft Place Standard. Led by Planning Services we initially held officer working sessions in Irvine, which included a site walk around the town centre, using the Place Standard to evaluate a potential regeneration proposal. These sessions brought together officers from Community Planning, Community Empowerment & Development, Planning and Regeneration.



The outcome of the above session helped us to identify a new approach to placemaking which considers both spatial and community planning priorities. A further session was held in August 2015 with a local community group in the Garnock Valley. This session was equally successful and the use of the Place Standard helped the group identify and articulate the key issues for their town.



Garnock Valley Charrette 'Go Garnock'

By recognizing the challenges between spatial and community planning for both internal and external customers we made a successful application to the Scottish Government's Charrette Mainstreaming Programme.

This was led by Planning Services, in conjunction with Connected Communities and the Community Development Team to enable direct links to be established between spatial planning and community planning as the NAC approach to Locality Planning emerges.

This project will facilitate the delivery of interactive and dynamic community workshops. The workshops will enable networking and strengthen relationships across the Garnock Locality. This approach will enable staff and communities to broaden and develop their own skills set and for potential replication of the approach elsewhere.

By working with PAS this project will involve all ages and deliver outcomes for our customers in Education, supporting the aspirations for the Curriculum for Excellence and encouraging active citizenship across the area.

This project will pilot the charrette approach in North Ayrshire and represents a 'best practice' method for engagement across planning and community planning. This also links to Consultation Institute Training that was completed by staff in 2015, and was included as a Service Improvement in last year's PPF.

The development of this approach is a key example of our continued improvement in 2015/16.

We will use the outcomes from the charrette to inform the Main Issues Report and it is a key part of our pre-MIR engagement with communities.

You can view our progress to date via the web and social media links below:

- Website: www.gogarnock.com
- Twitter: @GoGarnock
- Facebook Go Garnock



LDP2 Branding

As we progress towards the next plan, LDP2, we felt we needed to make our approach more customer - centric by focusing on the look and language of any documents we publish which link to the development planning process.

To improve our Development Plan Scheme (DPS) we were inspired by recent Plain English Campaign training which was held in 2015. By using the knowledge and skills delivered by the training the DPS was reviewed by the Plain English Campaign and boasts the Crystal Mark Award, which is used corporately by the Council. By having the Crystal Mark we have made the document more user friendly and hopefully more engaging.

We also looked to best practice examples such as Loch Lomond and the Trossachs National Park (LIVE Plan) as a key example of a strong visual brand. We worked with our internal Communications team to appoint a designer for the LDP. The brief for the designer is to establish a strong image and identity for the LDP and the process.

This design will apply to documents and publicity for the plan, hopefully strengthening its impact throughout the process.



Away Days

As well as improving our internal procedures, Planning Services staff are regularly engaged in internal and external training.

The purpose of which is to ensure that staff are suitably trained, engaged and provide consistent and reliable advice.

One such example are the team away days that are undertaken on an annual basis. The trip in July 2015 was to the Isle of Arran with a focus on housing development and pressures on the island, the balance between its special landscape characteristics and existing building vernaculars.





The second half of the day focussed on the particular landscape and marine character of Arran and the fine balance between conservation and development. Key speakers provided presentations and site visits on particular issues. The day provides an opportunity to share ideas and concerns regarding LDP policy as well as allowing team building.



2015/16 Service improvement Update

Open for Business

- **Continue to upgrade and improve public access to ePlanning and coordinate with planning introduction of eBuilding Standards**

Progress

Coordination of ePlanning and the new eBuilding Standards will be finalised in August 2016 and will then be known as eDevelopment. The new and improved site will allow agents to apply for both planning and building warrants via the online portal.

- **Improved approach to the way in which we register and record all pre-application enquiries.**

Progress

Previously all pre-application enquiries were workflowed by clerical staff with a simple recording method on IDOX. There was no record of pre-application enquiries with inconsistent ways of recording responses.

Planning Services have striven to improve the recording and visibility of enquiries. We have renewed our procedure to allow all written enquiries to be recorded on our Uniform and IDOX databases. The system has been tested and is now in operation, allowing the easy management of work for staff as well as tracking their performance. The system could be used to measure the quality of advice provided as well as providing justification for more staff resources or higher planning fees.

The next step in the process is to develop our marketing campaign to increase awareness of our free Pre-App service with the view to improving the quality of submissions/development in the area.

- **Strengthen our online presence, improving the design and visibility of pre-application information that we currently provide to members of the public.**

Progress

The Council as a whole is currently engaging in a programme of improvements to the website and we are working with our IT team to renew our webpages. This has delayed any significant improvements to the Planning Services pages. It is proposed to provide more information than currently available at:

<http://www.north-ayrshire.gov.uk/resident/planning-and-building-standards/do-i-need-planning-permission.aspx>

Planning Services are also engaging with agents and are using social media, mainly the Council's Twitter account (11,500 followers) and Any Biz (500 business accounts), to



publicise and make the public aware of the advantages of pre app. We have also been using social media to publicise significant or major applications to encourage greater engagement.

Since embarking on the new pre-application and publication procedures, we have seen a marked increase in pre-application enquiries, even within the first 5 months, and recent application for a new distillery on Arran was publicised on twitter, with the following results:

- *Impressions (how many people saw the tweet) - 3,441*
- *No. of people who clicked the link to the e-planning page - 48*
- *'Likes' - 21*
- *Re-tweets - 13*

High Quality Development

- **Deliver improved place making within major public realm projects including Irvine Town Centre and Ardrossan North Shore.**

Progress

The detail, progress and success of our projects in Irvine Town Centre and Ardrossan North Shore are evidenced in detail on pages 5 and 8.

- **Engage with key stakeholders including SportScotland to deliver the National Facility at Inverclyde in conjunction with the new Largs Campus.**

Progress

On 24th February 2016, a decision was taken by the full Council to grant the planning application for the Largs Campus following a pre-determination hearing to consider the views of objectors. The planning process was completed well within 4 months of the planning application being registered, during which time a number of face to face meetings were held to listen to the local community and take account of concerns raised. The development is due to commence in June 2016.

Certainty

- **We will develop a consultation strategy which will be approved by Elected Members to accompany the DPS. This strategy will provide further clarity on our approach and timescales for engagement, pre engagement and formal periods of consultation.**

Progress

The revised DPS, complete with new LDP2 branding can be viewed via:

<http://www.north-ayrshire.gov.uk/Documents/CorporateServices/LegalProtective/LocalDevelopmentPlan/dps-201603.pdf>

The revised timetable within the DPS takes account of the political calendar. Given the Locality Planning approach and the successful GoGarnock Charette bid, the engagement strategy is a work in progress to take account of the outcomes of existing and wider work stream which may impact on this strategy.

- **Deliver outcomes to some eight LDP allocated sites following the adoption of the LDP in May 2014.**

Progress

The LDP has now supported residential development at the following allocated sites:

John Galt, Irvine - 80 Affordable Housing Units

Fencedyke, Irvine - 35 Affordable Housing Units

West Bankside, Kilbirnie - 200 Market Housing Units

Middleton Road, Irvine - 172 Market Housing Units

West Byrehill, Kilwinning - Mixed Use Development

Blairland Farm, Dalry - Planning permission in principle c. 200 Market Housing Units

Ardrossan North Shore - 70 RSL Housing Units

Sharphill, Saltcoats - Mixed Use Development

Communication, Engagement & Customer Service

- **Within the new Economy and Communities Directorate we will work collaboratively with colleagues in Connected Communities to raise awareness of placemaking through engagement with Architecture & Design Scotland.**

Progress

As detailed on pages 20 and 21, Planning Services have led on the integration of spatial planning and community planning via work with the draft Place Standard and the GoGarnock Charette. The Place Standard is also being used by the Locality Planning Partnerships and a session was held for officers in May 2016.



Efficient & Effective Decision Making

- **Continue to maintain efficiency of decision making.**

Progress

Planning Services strive to improve the efficiency of decisions through one to one management of staff and weekly meetings. This managerial approach has resulted in an improvement of our decision times for householder applications from 5.1 to 4.7 weeks and non-householder applications from 6.2 to 5.8 weeks.

- **Continue progress to determine outstanding legacy cases.**

Progress

As detailed on page 2, Planning Services continue to work with applicants to progress legacy cases. This has been achieved through renewing outstanding relationships and using Processing Agreements to ensure all parties are signed up to progress. This has led to a further reduction in the number of legacy cases to seven.

Some of the older legacy cases were resolved during 2015/16, in particular an application dating from 2002 which was withdrawn following approval of an alternative proposal for the site concerned (Tearne Quarry, Beith). A proposed sand and gravel quarry at Bogside, Irvine dating from 2008 was resolved through the conclusion of an S75 obligation. This followed a review of the case which resulted in the preparation of a processing agreement which set out a timetable for the remaining workload by the applicant and the Council. A number of other cases were resolved following review, processing agreements and reporting back to Planning Committee and using planning conditions instead of S75 obligations. Of the legacy cases which now remain, one has become complicated by company insolvency issues.

- **Promote the benefits of Processing Agreements through early engagement with applicants and agents, drawing on previous success.**

Progress

Planning Services continues to promote the benefits of Processing Agreements with all applicants subject to major development consent. We have also extended their use to more significant local developments, particularly where those proposals have been subject to pre application advice. This allows for the effective management of key projects for the area.

The requirement for a Processing Agreement for all Major Planning Applications is now embedded in the workload of Planning Officers, who will make a request to all prospective applicants during the pre-application stage highlighting the key benefits of processing agreements.

This is evidenced by the significant increase in the number of Processing Agreements over the year from 3 to 9.

This approach has been widely supported by applicants although we continue to maintain that processing agreements do not guarantee a positive decision.

Effective Management Structures

- **A further restructure, at Officer level will be undertaken in the forthcoming year to reflect the strategic priorities and ambitions of the new Council Plan 2015-20.**

Progress

The scheme of delegation to officers was extended by the Council's Planning Committee in April 2015. This enables a wider range of applications to be determined at officer level, including the refusal of advertisement consent. This improvement has helped to streamline the decision making process further and has delivered administrative efficiencies within both Planning Services and Committee Services.

Culture of Continuous Improvement

- **We will undertake consultation training across the service to encourage a best practice approach to consultation. This approach will align with Council wide aspirations to deliver exemplary engagement with all stakeholders and our communities.**

Progress:

Cross Directorate training was held in June and July 2015. This training was delivered by the Consultation Institute over six full days of training, including interactive workshops and discussions with guest speakers. Council Officers from Planning, Education, Infrastructure, Housing and Regeneration attended the sessions, gaining accreditation in best practice consultation methods. A series of five courses was delivered by the Consultation Institute leading to the Institute's Certificate in Professional Development in Consultation Practices:

- *Best Consultation Practice*
- *Effective Focus Groups and Facilitation Skills*
- *Understanding Social media*
- *Evaluating Public Engagement*
- *Consultation Before and After Masterclass*



Part 3. Supporting evidence

Part 2 of this report was compiled drawing on evidence from:

- statistical data
- discussion with team managers
- customer feedback survey
- team development work
- external benchmarking activity (see below)

Benchmarking

The Benchmarking Group consists of participants from the following Councils: East Dunbartonshire, East Renfrewshire, Inverclyde, North Ayrshire, Renfrewshire & West Dunbartonshire. The Group normally meets every 3 - 4 months and met four times between 1st April 2015 and 31st March 2016 as follows: 7th April 2015 (at Renfrewshire); 28th July 2015 (at West Dunbartonshire); 6th October 2015 (at East Dunbartonshire) and 20th January 2016 (at Inverclyde). The meetings are minuted, with the host council, chairperson and minute-secretary rotating around the councils.

A wide range of topics were discussed at these meetings, including:-

1. Planning Performance Framework
2. City Deal
3. High Hedges Procedures
4. Planning Fees and Resources
5. Costing the Planning Service
6. Workload and Staffing Levels
7. Committee Report Structures
8. Standard Conditions
9. Legal Agreements
10. ePlanning/eDevelopment including the use of tablets
11. Agile Working
12. Aligning Planning and Roads Construction Consents
13. Geographical Information Systems
14. The Application of Conditions to Planning Applications by Councils
15. Joint Training
16. Part Approval & Part Refusals
17. Solar Farms
18. Pay-day Loan/Betting Offices
19. Short-Term Holiday Lets in Residential Properties
20. Changing of Descriptions in Planning Applications
21. Enforcement Charters and Issues
22. Flood Risk and Drainage Impact Assessments

The meetings allow for the sharing of experiences and of best practice. This does not necessarily lead to standardisation of practice, but allows for legislative interpretation and practice of practical issues to be shared.

Of particular note this year has been our discussions on:

- **The Planning Performance Framework** and the feedback reports which the Councils received from the Scottish Government. This allowed the sharing of experiences and practices and learning from best practice elsewhere.
- **Planning resourcing** was discussed, including experiences of making savings and raising income. The Local Government financial settlement implications were raised and charging for pre-application enquiries was also explored. The experience and results from the 'Costing the Planning Service' exercise were discussed.
- **Staffing levels** within the authorities were explored, allowing each Council to compare staffing and performance statistics in the light of discussions on the profile and practices of each authority.
- **Geographical Information Systems** were discussed – Renfrewshire Council gave a presentation on the QGIS system that they use.
- **Agile working** experiences were shared, including the use of shared desks and mobile technology such as tablets. This allows the participants to learn from what works well (or not well) in the other authorities and to design service improvements.

In addition to the formal meetings, the participants also use the email list as a 'forum' for quickly asking questions on areas of uncertainty.

This group concentrates on development management issues. Development Plans teams benchmark extensively with the eight Councils who prepare the Glasgow & Clyde Valley Strategic Development Plan (including sub-groups); as well as through Heads of Planning and the national Development Plans Forum. Benchmarking also takes place supporting environmental and technical functions, including through the Glasgow and Clyde Valley Green Network Partnership; the Scottish Outdoor Access Forum; the Scottish Strategic Environmental Assessment Forum; the Local Authorities Historic Environment Forum; the Corporate Address Gazetteer Forum; the One-Scotland Mapping Agreement Group; and the Ordnance Survey User Group.

Some of the Councils also participate in the national (Solace) benchmarking families.



Part 4. Service improvements: 2016-17

Open for Business

- Continue to engage in a purposeful dialogue with internal and external stakeholders in order to increase certainty and the delivery of new developments on the ground.

High Quality Development

- Continue to work very positively with developers, including our partners within the Council, to support and assist the delivery of high quality development on the ground.
- Monitor progress on developments including Garnock Community Campus to ensure development is implemented and complies with any conditions imposed.

Certainty

- Engage in a partnership working group with Housing Services to examine the use and implementation of the Affordable Housing Policy, how this might be improved and the production of a protocol to ensure certainty for applicants.

Communications, Engagement & Customer Service

- Continue to strengthen our online presence, improving the design and visibility of pre-application and other relevant information that we currently provide to members of the public.
- Build upon our current use of social media to improve the visibility of the service and current, more significant, planning applications.

Efficient and Effective Decision Making

- Continue progress to determine outstanding legacy cases.
- Continue to promote the benefits of Processing Agreements through early engagement with applicants and agents, drawing on previous success and provide online guidance.

Effective Management Structures:

- Implement a restructure in April 2016 to strengthen the delivery of one of the Council's key Strategic priorities of 'Growing our economy, increasing

employment and regenerating towns' as part of the Economy and Communities Directorate within the Council.

- Create two new posts of Regeneration Managers within the Regeneration Team and bring Planning Services back together to be more focussed on service delivery.
- Create new posts of Strategic Planning Manager and Planning Assistant and bring a dedicated Admin Support Officer back into the Service from the central support.

Culture of Continuous Improvement

- To build on the outcome of the GoGarnock Charette, ensuring synergy between spatial and community planning through Locality Partnerships.



Appendix I

PLANNING PERFORMANCE FRAMEWORK OFFICIAL STATISTICS

Decision-making timescales

Category	Total number of decisions 2015-2016	Average timescale (weeks)	
		2015-16	2014-2015
Major developments	5	26.7 weeks	12.6 weeks
Local developments (non-householder)	241	5.8 weeks	6.2 weeks
• Local: less than 2 months	97.5%	5.6 weeks	5.9 weeks
• Local: more than 2 months	2.5%	12.4 weeks	13.9 weeks
Householder developments	213	4.7 weeks	5.1 weeks
• Local: less than 2 months	100%	4.7 weeks	5.1 weeks
• Local: more than 2 months	0%	n/a	n/a
Housing developments			
Major	2	42.1 weeks	14.6 weeks
Local housing developments	73	6.2 weeks	6.9 weeks
• Local: less than 2 months	95.9%	5.9 weeks	6.2 weeks
• Local: more than 2 months	4.1%	12 weeks	17.3 weeks
Business and industry			
Major	1	8.3 weeks	12 weeks
Local business and industry	16	5.3 weeks	6.1 weeks
• Local: less than 2 months	93.8%	5.1 weeks	5.7 weeks
• Local: more than 2 months	6.3%	8.9 weeks	9.1 weeks
EIA developments	0	n/a	9.3 weeks
Other consents*	99	3.9 weeks	4.8 weeks
Planning/legal agreements**	6	12.7 weeks	7.6 weeks
Local reviews	4	8.8 weeks	5.6 weeks

* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2015-2016 No.	%	2014-2015	
Local reviews	4	4	100%	5	62.5%
Appeals to Scottish Ministers	2	1	50%	1	50%

Enforcement activity

	2015-2016	2014-2015
Cases taken up	135	86
Breaches identified	135	86
Cases resolved	136	126
Notices served***	13	5
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

*** Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices.

Context

The Council continues to maintain a high level of performance to assist with the Council's Aims and Strategies.



Appendix II

WORKFORCE AND FINANCIAL INFORMATION

Head of Planning Service	Tier								
	1	2	3	4					
	Managers		Main Grade Posts		Technicians Posts		Office Support/ Clerical		
	No. of Posts	Vacant	No. of Posts	Vacant	No. of Posts	Vacant	No. of Posts	Vacant	Totals
Development Management	2	0	4.2	0	2	0	2	0	10.2
Development Planning	1	0	3	0	3	0	0	0	7
Enforcement Staff	0	0	1	0	0	0	0	0	1
Cross Service/ Other Planning	1	0	3	0	0	0	0	0	4
									22.2

Staffing Profile	Number
Under 30	1
30-39	11
40-49	5
50 and Over	6

Committees & site visits	Number per year
Full Council Committees	10
Planning Committees	11
Area Committees (where relevant)	n/a
Committee site visits	None
LRB	5
LRB site visits	0
LDP Committees	1

Planning Service Budgets	Budget	Costs		Income
		Direct	Indirect	
Development Management	TBC	TBC	TBC	TBC
Development Planning	TBC	TBC	TBC	
Enforcement	TBC	TBC	TBC	

Our contact details

For more information or advice, please contact

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This Planning Performance Framework can be made available in other formats such as on audio tape, on CD, in Braille or in large print. We can also provide it in other languages if you ask us to.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NORTH AYRSHIRE COUNCIL

Agenda Item 8

21 June 2016

Cabinet

Title: **Inclusive Growth Pilot**

Purpose: To advise Members of North Ayrshire Council's participation in an Inclusive Growth pilot with Scottish Government and to seek agreement that the conclusions of the pilot be reported to Cabinet.

Recommendation: It is recommended that Cabinet agrees to a) support the Council's participation in an Inclusive Growth pilot with Scottish Government b) agrees that the results of the pilot are reported to Cabinet as part of the Council's measures to reduce inequality in North Ayrshire.

1. Executive Summary

- 1.1 Inclusive Growth is one of four priorities within the Scottish Government's Economic Strategy and is also be prioritised within the North Ayrshire Economic Development Strategy Refresh which is currently underway and will be the subject of a future report to cabinet. Inclusive Growth is concerned with introducing measures that will ensure that all sections of the community aspire to achieve and benefit from economic growth.
- 1.2 To understand how we achieve greater inclusive growth the Scottish Government is developing a diagnostic tool. This is a relatively new approach to developing economic policy and looks for a specific diagnosis to the problems of a local economy before prescribing solutions (as opposed to rolling out national policy in a one size fits all approach). The pilot will undertake a diagnostic assessment of the factors that are holding back long term sustainable inclusive growth in the local economy. The Government recognises the importance of local issues and by taking a bottom up approach to examining how national and local policy impacts on communities will identify barriers and constraints within local economies.

2. Background

- 2.1 The Scottish Government Economic Strategy 2015 sets out four broad priority areas where actions will be targeted as part of creating a more productive, cohesive and fairer Scotland. They are innovation, investment, internationalism and inclusive growth.
- 2.2 The focus on inclusive growth within this strategy is set against a background of the previous Government economic strategies which focused on competitiveness initially, then economic recovery following the 2010 recession. In 2015, recognising that growth is returning to the economy but with 1 in 7 people living in poverty, growing wealth gaps, rising usage of food banks and increasing levels of in work poverty, the focus within the latest Government strategy is on achieving sustainable growth.
- 2.3 A steering group has been established to take forward the North Ayrshire Pilot, with Scottish Government representation from the Office of the Chief Economic Advisor, Social Justice Units, Scottish Enterprise and Council officers from Economy and Communities, Health and Social Care Partnership, and Chief Executive's Department.
- 2.4 The first meeting of the Steering Group took place on 8th March. This was largely an introductory run-through of the Inclusive Growth concept and an overview of the proposed approach as set out by the government for a local pilot. A follow up meeting has been held in Irvine and included a visit to Fullarton to hear first hand of some of the needs and issues for local communities. The first task has been to agree the scope and remit of the work to be carried out and the approach that is being proposed. This is the only local pilot to date, so the approach is evolving with direction and guidance from the Government.
- 2.5 The Inclusive Growth pilot will involve a 3 stage process as follows:
 - Diagnostic - evidence will be considered at different levels, 1) factors leading to growing inequalities in Scotland, 2) the constraints on the North Ayrshire economy and 3) at a local level what are the conditions and social factors that effect life chances and opportunities;
 - Policy Framework - have we the correct balance between growth and impact/redistribution policies at national and local level;
 - Prioritisation - identified issues and ranking these through a prioritisation matrix. The focus of the pilot will be on developing an approach that will address long term transformational change for the local economy.

- 2.6 The approach will consider the life chances and opportunities of individuals growing up in North Ayrshire and covering key stages such as early years, school age, school leavers, youth, employment and elderly and examine the results and data available for North Ayrshire and identify what is particular to this area and what are the constraints to growth.
- 2.7 Work is underway on the first stage of the process - the diagnostic. This has involved significant data analysis of existing information from government and Council sources. This will be followed up by stakeholder engagement to consider the information and identify any gaps or local knowledge that needs to be fed in. Initial results are expected to be completed by Summer.
- 2.8 Work is still at early stage but it is planned that it will progress at a pace. The Government has committed a team of experts to supporting the Council with this work. The national pilots are expected to feed into the Government's spending review in September and there may be opportunities for some of the conclusions from the North Ayrshire pilot to influence government policy and future spending decisions including potentially the Ayrshire Growth Deal at that time.
- 2.9 On a local level the results of the pilot will be considered in our work to address inequalities through and secure sustainable economic growth. This will include the recently approved Fairer North Ayrshire strategy and the Economic Development and Regeneration strategy which is currently being refreshed. The outputs from the pilot will be a set of identified local priorities that if tackled over a long and sustained period could make a transformational difference to many of our local communities and vulnerable groups.

3. Proposals

- 3.1 It is proposed that the Cabinet support the Council's participation in the government pilot and agree that the results of the pilot are reported to Cabinet for consideration as part of the Council's measures to reduce inequality in North Ayrshire.

4. Implications

Financial:	There are no financial implications from this report, however the results of the work may influence future local spending priorities.
Human Resources:	There are no Human resource implications from this report
Legal:	There are no legal implications from this report
Equality:	This report sets out a proposal and methodology to identify the priorities that could reduce inequalities in North Ayrshire.
Environmental & Sustainability:	This report sets out a methodology that will support sustainable economic growth.
Key Priorities:	The Inclusive Growth pilot supports the Council Plan 2015-20 and specifically the priorities to grow our economy, working together to develop stronger communities and ensuring people have the right skills for learning, life and work.
Community Benefits:	There are no community benefits related to this report

5. Consultation

- 5.1 Inclusive Growth is one of 6 strategic outcomes contained within the refreshed Economic Development and Regeneration Strategy. The refresh has been informed by consultation with the Economic Development and Regeneration Board. Consultation with community stakeholders is planned as part of the pilot and a proposal for this will be developed at an appropriate stage in the process.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :

For further information please contact Caitriona McAuley, Head of Service (Economic Growth) on 01294 324309

Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 9

21 June 2016

Cabinet

Title: **Grant Offers for Outdoor Access Projects in the Financial Year 2016/17**

Purpose: To seek approval for projects to improve the outdoor path network and the proposed means of expenditure.

Recommendation: That the Cabinet agrees to (a) note the grant funding submissions made; (b) approve the acceptance and expenditure of the grant offers; (c) note the progress made in relation to the submission of an application to the European Regional Development Fund Green Infrastructure Programme; and (d) receive a further report regarding potential projects for 2017/18 for approval.

1. Executive Summary

- 1.1 The North Ayrshire Naturally Active Strategy and Core Paths Plan provide a means for coordinating priorities for outdoor access development and inform applications for external funding. Significant levels of funding are required to implement these documents on an annual basis. A 10 year capital allocation was agreed by Cabinet in January 2013 for their on-going implementation. Funding is also secured from other Council Services towards specific projects. This is utilised alongside the annual Cycling, Walking and Safer Streets (CWSS) grant allocation from Transport Scotland to secure external funding from a range of partners on an annual basis. Together these allow considerable levels of match funding to be secured and enable significant improvement to be made to the path network.
- 1.2 A range of potential projects were identified in partnership with local communities, Elected Members, Council Services and the North Ayrshire Outdoor Access Forum. These aim to implement the Strategy and Core Paths Plan in 2016/17, as agreed by Cabinet on 26 May 2015. Offers of funding totalling £1,524,617 have been received to date to implement the successful projects.

These include: Largs Active Travel Study; Kilbirnie Community Links; Three Towns Green Network; Kilwinning Community Links and Travel Smart project. This report provides an update on the funding applications submitted, grant offers received to date and an outline of the proposed means of expenditure.

2. Background

- 2.1 The Land Reform (Scotland) Act 2003 provides the public with a right of responsible access to the outdoors and places a number of statutory duties, obligations and powers on Local Authorities. The production of an Outdoor Access Strategy and Core Paths Plan are key stages in the translation of the Land Reform legislation into a local context. These documents provide a framework for reviewing the existing situation in terms of provision, use, policy and resources. They also provide a means for coordinating priorities for outdoor access development and inform applications for available external funding. The Outdoor Access Strategy, North Ayrshire Naturally Active, also outlines the Council's strategic approach to active travel as required by the Cycling Action Plan for Scotland.
- 2.2 Significant levels of funding are required to implement the Strategy and Core Paths Plan on the ground, for example, to upgrade paths, create short links and improve signage and infrastructure. A 10 year capital allocation was agreed by Cabinet in January 2013 for on-going implementation of the Outdoor Access Strategy and Core Path Plan. The approved allocation for 2016/17 is £200,000. Funding is also secured from other Council Services towards specific projects. A key example of this is a contribution from the Garnock Campus project towards the Kilbirnie Community Links project. The Council also receives an annual Cycling, Walking and Safer Streets (CWSS) grant allocation from Transport Scotland. This grant is utilised alongside the capital allocation to secure external funding thereby maximising the level of resources available to implement the Strategy and Plan. Together these allow considerable levels of match funding to be secured and enable significant improvement to be made to the path network.

- 2.3 A range of potential projects were identified to implement the Strategy and Core Paths Plan in 2016/17. The list of projects was developed in partnership with local communities, Elected Members, Council Services and the North Ayrshire Outdoor Access Forum, as agreed by Cabinet on 26 May 2015. A range of funding opportunities were examined to identify the most appropriate funds to submit applications to. The projects were then prioritised on the basis of the objectives and assessment criteria set out by the funding bodies. Applications were submitted to a wide range of funding sources including the: Central Scotland Green Network (CSGN) Development Fund; Sustrans Scotland's Community Links Fund; Transport Scotland's Smarter Choices Smarter Places Fund; and Strathclyde Partnership for Transport's (SPT) Capital Fund.
- 2.4 Applications totalling £889,500 were submitted to Strathclyde Partnership for Transport's Capital Programme. Due to reducing budgets within the Programme none of the applications were successful. A number were identified as Category 2 Projects meaning that they could be funded if additional resources or underspend are identified within the Programme. The potential for this will be investigated with SPT throughout the coming year. A number of applications to Sustrans' Community Links Fund were subsequently revised to ensure that sufficient match funding was in place for the projects.
- 2.5 Offers of funding totalling £1,524,617 for 2016/17 have been received to date. This is comprised of: £150,000 from Transport Scotland's Cycling Walking and Safer Streets grant; £140,000 from Irvine Bay Regeneration Company; £162,867 from Transport Scotland's Smarter Choices Smarter Places; £39,250 from the Central Scotland Green Network Development Fund and £1,032,500 from Sustrans Scotland's Community Links Fund. Appendix One provides further details of the applications submitted, the benefits of the projects and the outcome of the applications to date. The projects require to be delivered in the current financial year and will assist in achieving the Council's objectives in terms of economic growth, active travel, tourism and the development of the Central Scotland Green Network.
- 2.6 Separately, additional funding has also been secured by East Ayrshire Woodlands from the Forestry Commission towards the Green Network Skills Training Programme. This is a partnership project between East Ayrshire Woodlands and the Council. This will deliver a range of access and environmental improvements across North Ayrshire through a six month Intermediate Labour Market (ILM) training programme for six young unemployed people from the local area. This builds on the success of the Green Network Skills Training Programmes undertaken over the last five years.

- 2.7 Cabinet approved the submission of an application to the European Regional Development Fund (ERDF) Green Infrastructure Programme for the River Irvine Corridor project in May 2015. The Programme was significantly delayed and only recently opened for applications with the first round closing to applications on 1 April 2016. The match funding which was in place for the project had to be spent within the 2015/16 financial year. It was therefore not possible to submit an application to this round. It is envisaged that an application will be submitted to the next round of the Programme when the necessary match funding is in place. Officers are continuing to work with partners to develop the project in advance of an application.

3. Proposals

- 3.1 The Cabinet is invited to agree to:-

- (a) Note the grant funding bids submitted as detailed at Appendix 1;
- (b) Approve the acceptance and expenditure of the grant offers and any future grant offers as detailed in Appendix 1;
- (c) Note the progress made in relation to the submission of an application to Scottish Natural Heritage's ERDF Green Infrastructure Programme; and
- (d) Receive a further report regarding potential projects for 2016/17 for approval.

4. Implications

Financial:	The costs associated with implementing the projects outlined in Appendix 1 will be met from a combination of the: external grant funding offers detailed; £200,000 Capital Allocation for the Access Path Network Programme and contributions from other Council Services for example from the Largs and Garnock Campus projects. No additional Council funding is required for these projects.
Human Resources:	There are no Human Resource implications arising from this Report.
Legal:	Where necessary traffic orders path creation agreements and other legal agreements will be promoted.

Equality:	The projects will provide increased opportunities and improved access for all ages and abilities to the Council owned path networks in North Ayrshire.
Environmental & Sustainability:	The projects will provide increased opportunities for active travel including cycling and walking. This in turn will promote modal shift which will improve health and well-being of communities, reduce the use of private cars and improve the air quality within North Ayrshire in accordance with the Council's Environmental Sustainability and Climate Change Strategy.
Key Priorities:	<p>The implementation of the projects will contribute to the delivery of a wide range of the Council's strategic objectives. In particular it contributes to the delivery of the Council Plan's mission to improve the lives of North Ayrshire people and develop stronger communities by:</p> <ul style="list-style-type: none"> ● Helping all of our people to stay safe, healthy and active through the creation of new and improved opportunities for active travel, recreation and physical activity; ● Protecting and enhancing our environment for current and future generations through the delivery of the Central Scotland Green Network within North Ayrshire and improving the biodiversity value of our path networks; and ● Growing our economy, increasing employment and regenerating towns through the creation of new and improved opportunities for active travel to key employment areas, town centres, services and local attractions. <p>The projects will also assist in achieving a number of the aims and objectives of the Local Transport Strategy and Council Plan.</p>
Community Benefits:	The potential for the inclusion of Community Benefit clauses will be investigated on a project by project basis through the procurement process. A number of the projects will be delivered through the Green Network Training Programme in partnership with East Ayrshire Woodlands which offers community benefits through the provision of training placements to local young unemployed people.

5. Consultation

- 5.1 Physical Environment Services and Planning Services have been consulted on the proposed projects and support their implementation. Consultation has been undertaken with the North Ayrshire Outdoor Access Forum and a variety of local organisations, who also support the implementation of the projects. The projects have been informed by proposals received from Elected Members, local communities, other Council Services and external partner organisations. Public consultation on the details of the projects for example path design and specification will be undertaken on a project by project basis.
- 5.2 Workshops will be organised with Elected Members to identify and consider potential projects for 2017/18. These sessions will be organised in Summer 2016 and consider potential active travel, outdoor access and transportation projects. The projects identified through this process will form the subject of a report to Cabinet to seek approval for their submission to the relevant funders.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : LK

For further information please contact Louise Kirk, Access Officer on 01294 324766

Background Papers

North Ayrshire Core Path Plan
North Ayrshire Council Plan
North Ayrshire Local Transport Strategy
North Ayrshire Outdoor Access Strategy
North Ayrshire Single Outcome Agreement

Funding Applications Update 2016/17

The following tables summarises the applications submitted and the decisions received to date for 2016/17. This includes a brief summary of the projects, the benefits they will provide and the potential contribution required from the Access Path Network Capital Budget and Cycling, Walking and Safer Streets (CWSS) grant allocation. The Council contribution does not account for Officer time to implement the projects and will be dependent on the final valuation of the projects. It is also important to note that a number of potential partner organisations' external funding budgets have been reduced in light of the current economic climate.

Fully Funded Capital Projects

The table below summarises the projects for which a full funding package has been secured.

Project Title and Summary	Estimated Cost	Funding Package
<p>Irvine Cycle Friendly Town Implementation</p> <p>Summary: Improvements across Irvine and the i3 Enterprise Area including path upgrades, barrier removal and signage.</p> <p>Benefits: This will improve opportunities for active travel across Irvine and in particular within the i3 Enterprise Area</p>	£500,000	<p>£250,000 from Sustrans</p> <p>£100,000 from Irvine Bay Regeneration Company (IBRC)</p> <p>£150,000 from NAC</p>
<p>Kilwinning Community Links</p> <p>Summary: Upgrading NCN Route 7 to an all abilities access standard and improving the links to Kilwinning town centre.</p> <p>Benefits: This will improve opportunities for active travel between Irvine and Kilwinning and to Eglinton Country Park.</p>	£120,000	<p>£60,000 from Sustrans</p> <p>£60,000 from NAC</p>
<p>Largs Active Travel Project</p> <p>Summary: Study to identify recommendations to improve active travel across Largs and an initial implementation phase.</p> <p>Benefits: This will identify opportunities to improve active travel across Largs and inform future funding applications.</p>	£55,000	<p>£27,500 from Sustrans</p> <p>£27,500 from NAC</p>

Project Title and Summary	Estimated Cost	Funding Package
<p>Largs Campus Path</p> <p>Summary: Upgrade of the path between Alexander Avenue and Moorburn Road to an all abilities and multi user access standard.</p> <p>Benefits: This will improve opportunities for active travel to and from the Largs Campus.</p>	£90,000	<p>£45,000 from Sustrans</p> <p>£45,000 from NAC</p>
<p>NCN Route 7 Kilbirnie Community Links</p> <p>Summary: Improvement of the links between NCN Route 7 and Kilbirnie including new path design, barrier removal and path upgrades.</p> <p>Benefits: This will improve opportunities for active travel to the Garnock Campus and between Kilbirnie and Beith.</p>	£450,000	<p>£225,000 from Sustrans</p> <p>£225,000 from NAC</p>
<p>Stevenston Level Crossing Study</p> <p>Summary: To investigate the potential to improve the level crossing at Stevenston for non-motorised users. This will include examining the potential to bridge the crossing.</p> <p>Benefits: This could potentially improve connectivity in the Three Towns and along NCN Route 73. This would improve journey times and active travel opportunities.</p>	£70,000	<p>£35,000 from Sustrans</p> <p>£35,000 from NAC</p>
<p>Three Towns Community Links</p> <p>Summary: Design for the upgrade of path links to the NCN in the Three Towns.</p> <p>Benefits: This will design and inform future funding applications.</p>	£80,000	<p>£40,000 from Sustrans</p> <p>£20,000 from IBRC</p> <p>£20,000 from NAC</p>
<p>Three Towns Green Network</p> <p>Summary: To create a network of accessible and high quality green spaces between three towns of Stevenston, Saltcoats and Ardrossan</p> <p>Benefits: This will create improved opportunities for active travel and physical activity.</p>	£78,500	<p>£39,250 from the CSGN Development Fund</p> <p>£39,250 from NAC</p>

The Kilwinning and Three Towns Community Links projects were identified as Category 2 Projects in Strathclyde Partnership for Transport's (SPT) Capital Programme. This means that they could be funded if additional resources or underspend are identified within

the Programme. The potential for this will be investigated with SPT throughout the coming year. This would reduce the Council's contribution to the projects and enable other projects to be delivered.

Partially Funded Capital Projects

The table below summarises the projects for which a partial funding package has been secured. Both of these projects were identified as Category 2 Projects in SPT's Capital Programme. This means that they could be funded if additional resources or underspend are identified within the Programme. The potential for this will be investigated with SPT throughout the coming year. Further funding opportunities are also being investigated for these projects through the Ayrshire and Argyll and the Islands LEADER Programmes and Coastal Communities Fund.

Project Title and Summary	Estimated Cost	Funding Package
<p>NCN Route 73 Brodick to Corrie Phase 6 Construction</p> <p>Summary: Construction of the next section of path towards Corrie as identified in the NCN Route 73 Brodick to Corrie Feasibility Study.</p> <p>Benefits: This will improve opportunities for active travel between Brodick and Corrie and to key attractions such as Brodick Castle.</p>	£400,000	£200,000 from Sustrans
<p>Fairlie Community Links</p> <p>Summary: Upgrade of existing NCN Route, further construction of Fairlie Coastal Path and design of missing links.</p> <p>Benefits: This will improve opportunities for active travel between Fairlie and West Kilbride and to Hunterston and Clydeport.</p>	£300,000	£150,000 from Sustrans

Successful Revenue Projects

The table below summarises the project for which a full funding package has been secured. The Council contribution to this project includes in-kind contributions from the Council and volunteers

Project Title and Summary	Estimated Cost	Funding package
<p>Travel Smart</p> <p>Summary: Delivery of a range of behaviour change activities to encourage active and sustainable travel including: training; travel planning; and events.</p> <p>Benefits: This will actively promote active travel in the Irvine, Garnock Valley and North Coast areas within businesses, schools and communities. This is linked to infrastructure improvements and the new Campus developments.</p>	£325,734	<p>£162,867 from Paths for All</p> <p>£20,000 from Irvine Bay Regeneration Company</p> <p>£142,867 from NAC.</p>

Unsuccessful Projects

The following table summarises the projects which were unsuccessful in securing funding to date. It should be noted that there may be an opportunity to secure additional funding from SPT and Sustrans later in the financial year. The practicality of this will be investigated when the full extent of any additional funding is identified.

Project Title and Summary	Estimated Cost	Outcome of Application(s)
<p>North Ayrshire Vacant and Derelict Land – Green Sweep</p> <p>Summary: Study to identify priorities and recommendations for the greening of a number of sites across North Ayrshire and an initial implementation phase.</p> <p>Benefits: This would identify priorities to green sites and reduce the level of vacant and derelict land.</p>	£92,500	Application to CSGN Development Fund was unsuccessful.
<p>Cumrae Community Links</p> <p>Summary: Improvements across Cumrae including the second phase of the Cumrae Coastal Path and a feasibility study for an off road route between Millport and the ferry terminal.</p> <p>Benefits: This would increase opportunities for active travel between the Ferry Terminal and Millport.</p>	£300,000	Application to Sustrans was unsuccessful

NORTH AYRSHIRE COUNCIL

Agenda Item 10

21 June 2016

Cabinet

Title: **Future Delivery of a Range of Connected Communities Services**

Purpose: To seek approval to explore alternative options for the delivery and management of a range of Connected Communities services.

Recommendation: That Cabinet approves recommendations to proceed to a detailed analysis of the viability of delivering a range of services via an arms' length organisation.

1. Executive Summary

- 1.1 At its budget of 17th February 2016, North Ayrshire Council agreed to explore a proposal to make efficiencies of c. £450,000 by transferring the delivery of a range of services and leasing properties to an arms-length external organisation, thus saving in non-domestic rates (NDR) and reducing the impact of required efficiencies on those services which are in scope. It is acknowledged that further savings from the current in-house services are difficult to achieve against a background of previous efficiencies already delivered.
- 1.2 120 staff are employed across the services in scope which are:
- Libraries;
 - Heritage Services;
 - Arts Services;
 - Eglinton Park and ranger services;
 - Community Facilities; and
 - Active Schools.
- 1.3 A two stage high level options appraisal has been carried out and was based on the following criteria:
- The ability to deliver a significant level of NDR savings; and
 - The ability to minimise impact on, or improve, services.

- 1.4 The two stage options appraisal resulted in the following recommendations:
- 1.4.1 A non-profit-distributing body, which is a charity/company limited by guarantee is the most suitable arms' length vehicle to meet the financial requirements and deliver the outcomes required by the Council; and
- 1.4.2 Within the parameters of 1.3 and 1.4.1 above, two delivery options should be progressed to a detailed business case:
- The setting up of a cultural trust (charity/company limited by guarantee) to deliver the Council's services which are in scope; and
 - The transfer of further, cultural, services, to the Council's existing arms' length organisation, KA Leisure (a charity/company limited by guarantee).
- 1.5 The above options at 1.4.2 should now be the subject of a detailed financial, HR and legal analysis, including procurement of services, to inform a further final decision to be made by Cabinet in relation to the proposed transfers. These options, or additional options which emerge in the development of the detailed business case, and the risks associated with them, will be benchmarked against the current situation – the status quo, including the proposed savings of £450,000.
- 1.6 A further report in relation to the detailed business analysis will be brought to Cabinet.

2. Background

2.1 Statutory Position

- 2.1.1 Local authority provision of culture and leisure is partly defined by statute and partly by the agreed strategic priorities set by individual Councils.
- 2.1.2 These strategic priorities contribute in turn to wider Corporate and Community Planning outcomes, including health improvement, employability, and strong local communities.

2.1.3 In terms of statutory requirements:

- Local authorities have a statutory duty to provide library services, as outlined in the Local Government (Scotland) Act 1973.
- There are no explicit statutory duties in relation to sport, museums, galleries or arts services. These are covered in a more general obligation under the Local Government (Scotland) Act 1994 to: *"ensure that there is adequate provision of facilities... for recreational, sporting, cultural and social activities."*
- The Local Government (Scotland) Act 1994 and the Public Records (Scotland) Act 2011 also requires local authorities to make proper arrangements for the preservation and management of its records.

2.2 Connected Communities Service Redesign

2.2.1 At its budget of 17th February 2016, North Ayrshire Council agreed to explore a proposal to make efficiencies of c. £450,000 by transferring the delivery of a range of services and leasing properties to an arms-length external organisation, thus saving in non-domestic rates and minimising the impact of required efficiencies on those services which are in scope. Councils are increasingly using ALEOs as an alternative way of delivering services at a time of significant budget reductions. Where appropriate, ALEOs can offer potential for reduced costs, new sources of income and greater flexibility. However there may also be increased risks.

2.2.2 Over the past five years Connected Communities services in North Ayrshire have undergone a series of service redesigns, resulting in continued delivery of high quality and sector leading services within a base budget reduction of 32%. These redesigns have included a significant reduction in management expenditure; cessation of out of school care and a review of children and families services; reshaping of community development services on locality principles; a reduction in library opening hours and expenditure; a scheduling approach to community facilities letting to improve efficiency; service redesigns in all services; and a review of resource budgets.

2.2.3 At the same time, Connected Communities have developed sector leading and nationally recognised approaches to the following:

- Locality planning;
- Participatory budgeting;
- Community and spatial planning development;
- Community empowerment;
- Engagement and consultation;
- Young people's engagement and democratic participation;
- Outdoor education;
- Digital inclusion;
- Digital heritage development;

- School library service redesign;
- Countryside ranger professional development; and
- Play.

2.2.4 The scope for delivering more savings from the current, in-house situation is now very limited without significant impact to the services being delivered. However, further efficiencies are now required and it is necessary to examine the optimum ways to deliver £450,000 in savings while retaining excellent services for our communities. The projected potential saving from NDR for the services in scope is c. £550,000. It is, however, recognised that there will be ongoing revenue costs associated with the transfer of services which will reduce the final total efficiencies which can be delivered within this scenario.

2.3 Options Appraisal: Stage 1: The delivery model

2.3.1 A number of vehicles for future service delivery have been reviewed in relation to the following criteria which are:

- The ability to deliver a significant level of NDR savings; and
- To minimise impact on, or improve, services.

2.3.2 The options in relation to delivery vehicles are outlined and summarised below, with commentary:

Fig. 1.

Vehicle	Commentary
1. Status Quo – current service model, with a further reduction in services of £450,000	This option would not deliver NDR savings and a significant reduction in the service provided would be required to deliver the £450k saving.
2. Shared service approach with other local authorities	<p>North Ayrshire is already a recent founder member of a Scottish library management system consortium with a number of other organisations, mainly trusts, which provides service improvements and reduces costs; and a member of a new digital resources consortium. No current shared service options to further reduce costs are available.</p> <p>This option would not deliver NDR savings.</p>

3. Privatisation of service delivery	<p>This option would not deliver NDR savings.</p> <p>There is no precedent in Scotland.</p>
4. A non- profit-distributing body, which is a charity/company limited by guarantee (ALEO)	<p>This option would deliver NDR savings.</p> <p>Current practice across Scotland reveals that cultural services can flourish in trust management, due in part to opportunities to seek external funding and donations and due to greater flexibility in developing commercial partnerships.</p>

2.3.4 The first stage of the options appraisal (summarised in the table at 2.2.6 above) therefore recommends that a non-profit-distributing body, which is a charity/company limited by guarantee (ALEO), is the vehicle which would be most likely to meet the relevant criteria, i.e. the ability to deliver a significant level of NDR savings and to minimise impact on services.

2.4 Options Appraisal: Stage 2: The ALEO

2.4.1 The second stage of the high level options appraisal then examined the respective advantages and disadvantages of three possible configurations in relation to a non-profit-distributing body, which is a charity/company limited by guarantee (ALEO). These are:

- Creating a new arms-length organisation to deliver cultural services and lease the relevant properties;
- Commissioning the delivery and management of the services from and leasing properties to the Council's current ALEO, KA Leisure; and
- Dissolving KA Leisure and creating a new single ALEO to deliver all leisure and cultural services.

2.4.2 The appraisal reflected the three main criteria advised by Audit Scotland guidance, namely:

- Potential to achieve financial efficiencies and savings;
- Opportunities to improve services and deliver outcomes which contribute to the wider strategic objectives of the Council (Council Plan and the Community Plan); and
- Ease and practicality of implementing any new commissioning arrangements, including acceptability considerations.

2.4.3 Any transfer or commissioning of services to a new delivery vehicle will require the Council to tender these services under EU procurement law, unless an exemption applies. The key public sector exemption is known as the Teckal exemption and is now codified in regulation 12 of the Public Contract Regulations 2015. The conditions for the exemption to apply are:

- The Council as Contracting Authority (CA) must exercise over the legal person concerned a control which is similar to that which it exercises over its own departments; (the control requirement);
- More than 80% of the activities of the controlled legal person are carried out in the performance of tasks entrusted to it by the Contracting Authority or by other legal persons controlled by that CA; (the activity requirement);
- There is no direct private capital participation in the controlled legal person with the exception of non-controlling and non-blocking forms of private capital participation which do not exert a decisive influence on the controlled legal person. Control is defined at Regulation 12(3) as meaning that the CA exercises a decisive influence over both strategic objectives and significant decisions of the controlled legal person.

2.4.4 The options are outlined and summarised, with commentary in Appendix 1. These are:

- Option 1. Creating a new arms-length organisation to deliver cultural services and lease the relevant properties;
- Option 2. Commissioning the delivery and management of the services from and leasing properties to KA Leisure; and
- Option 3. Dissolving KA Leisure and creating a new single ALEO to deliver all leisure and cultural services.

2.4.5 The second stage of the options appraisal (see Appendix 1) recommends that, based on their ability to meet the required criteria, two of the above options are deserving of being progressed to a detailed business analysis. These are:

- Option 1: Create a new arms-length organisation to deliver cultural services and lease the relevant properties; and
- Option 2: Commission the delivery and management of the services from and lease relevant properties to KA Leisure. Depending on the extent of changes required to the structure of KA Leisure to enable it to comply with the Teckal tests, this could be delivered through either options 2 or 3.

2.4.6 The main potential benefits identified from these scenarios are:

- The capacity to safeguard frontline services by securing savings entirely from non-domestic rates savings; and
- Increasing capacity of a well-designed organisation to continue to deliver excellent and integrated services across a broad range of strategic outcomes.

2.4.7 An exploration of the way in which Active Schools relates to the future state in relation to an integrated approach to service delivery will form part of the detailed business case.

2.5 Key issues that will be explored in this process are as follows:

- Procurement – whether the services need to be advertised in OJEU and procured under an EU tender or whether the Teckal exemption test detailed in 2.4.1 can be satisfied;
- Financial – the direct costs of establishing and supporting a new or enlarged organisation, including the risk of unforeseen costs when services are delivered at arms-length from the Council;
- Loss of democratic control - the need for proper governance and oversight of services delivered by an organisation that is outside the Council;
- The need for the Council to retain responsibility for the provision of services, and the security of Council assets if the venture fails;
- State Aid implications;
- HR – the issues around the alignment of existing and new staff;
- The risk of changes to NDR and business rates legislation;
- Support service requirements and costs: HR, finance and management costs and service delivery options;
- Service level agreements;
- ICT systems;
- Irrecoverable VAT;
- TUPE transfers;
- Property maintenance responsibilities;
- Implications of both options for KA Leisure.

3. Proposals

3.1 It is proposed that Cabinet approves that the following options should be progressed to a detailed business analysis:

- The creation of a new arms-length organisation to deliver cultural services and lease the relevant properties; and
- The commissioning of the delivery and management of the further services in scope from, and leasing relevant properties to, KA Leisure.

- 3.2 If, in the exploration of the above options, further variations of these options emerge which meet the above criteria, it is proposed that Cabinet notes that these will be explored within the current process.
- 3.3 It is proposed that Cabinet remits officers to enter into discussions with the board and management of KA Leisure as part of the process of developing the detailed business cases.
- 3.4 It is proposed that Cabinet agrees to accept a further report which will contain an analysis of the agreed options and make recommendations for the future delivery of the services in scope.

4. Implications

Financial:	Financial efficiencies are required within the Council's budget 2016 -18. This paper proposes an approach to exploring mechanisms for the delivery of efficiencies of £450,000. There are no direct financial implications contained within the current report.
Human Resources:	There are no human resources implications contained within the present report. However, support will be required from a range of Council services and from KA Leisure to explore the above delivery options and to make detailed assessments of the HR, TUPE and affordability implications of any proposals. A further paper to Cabinet will report on any HR implications which emerge in the detailed business analysis.
Legal:	There are no legal implications contained within the present report. However, a further report to Cabinet will report in detail on the legal, procurement and legal resource implications which emerge in the further detailed analysis.
Equality:	There are no equality implications contained within the present report. A further report to Cabinet will report on any equalities implications which emerge in the detailed business analysis.
Environmental & Sustainability:	There are no environmental and sustainability implications contained within the present report.
Key Priorities:	The proposals contained within the report support the development of stronger and healthier communities.
Community Benefits:	

5. Consultation

- 5.1 Consultation has taken place with staff, partners, all relevant Council departments, the North Ayrshire Federation of Community Associations (NAFCA) and other stakeholders. Further consultation will take place during the development of the detailed business case.



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Reference :

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Background Papers

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Appendix 1: Options Appraisal: Stage 2: The ALEO

Option 1. Creating a new arms-length organisation to deliver cultural services and lease the relevant properties	
1.1	This option has the potential to achieve financial efficiencies and savings.
1.2	As detailed in paragraph 2.4.1, services would either require to be tendered under EU procurement law, or the new ALEO structured in such a way that it complied with the conditions of the Teckal test, now contained in regulation 12 of the Public Contract Regulations 2015.
1.3	The pension implications for new employees would have to be considered. It would be necessary to set up a new admitted body pension arrangement with Strathclyde Pension Scheme.
1.4	In relation to property repairs and maintenance, and capital investment, there is a possibility that the new vehicle will not have the capital resources to meet future investment needs. This risk has been mitigated by other Cultural Services ALEOs in Scotland through lease agreements which recognise the underlying repairs and maintenance issues and continuing access to the Council's capital planning process.
1.5	A new vehicle would have the ability to access a range of external funding opportunities.
1.6	This option provides opportunities to improve services and deliver outcomes which contribute to the wider strategic objectives of the Council (Council Plan and the Community Plan) and provides an opportunity for museums, galleries and libraries to remain together offering a complementary group of services in a single brand that is recognised and understood by the public and could establish a platform to raise funds for visual arts and cultural projects. NAC can appoint new board members who have the skills required to deliver the culture/library business share their vision and goals.
1.7	If the new vehicle is to be a charity, an application would have to be submitted to OSCR for approval of charitable status.
1.8	NAC would need to approve the transfer of the services to new vehicle. A scheme of administration and delegation will be produced for the ALEO. The Council's scheme of administration and delegation may require amendment.
1.9	<p>The transfer process would require NAC to identify the scope of service that is to be provided and a service specification developed to reflect the following:</p> <ul style="list-style-type: none"> • A Transfer Agreement to transfer the staff, property rights, contracts and other assets required to deliver the new services; • A long term service agreement to deliver the new services; • A collections agreement to manage any cultural assets that will be in the ownership of NAC but require to be exhibited by the new vehicle; and • A service agreement from NAC in respect of any services to be provided to NAC and a property management agreement to deal with the need to jointly manage property maintenance and repairs.
1.10	The Council already has an ALEO to deliver sport and leisure services. The option of a separate cultural trust may result in a duplication of back office services and systems such as HR, IT, payroll etc. This is likely to result in additional costs. The vehicle will need a robust support services budget that covers everything from

Appendix 1: Options Appraisal: Stage 2: The ALEO

	core activities such as HR, financial, ICT and property management to cleaning, grounds maintenance and refuse collection. The current estimate of management and support service spend committed to leisure services in the existing ALEO is benchmarked as modest in comparison to other ALEOs.
1.11	The ease and practicality of implementing any new commissioning arrangements, including acceptability considerations, requires investigation through a detailed business case.

Appendix 1: Options Appraisal: Stage 2: The ALEO

Option 2. Commissioning the delivery and management of the services from and leasing properties to KA Leisure	
2.1	This option has the potential to achieve financial efficiencies and savings.
2.2	<p>As detailed in paragraph 2.4.1, services would either require to be tendered under EU procurement law, or KA Leisure structured in such a way that it complies with the conditions of the Teckal test, now contained in regulation 12 of the Public Contract Regulations 2015. Further detailed analysis of this requires to be undertaken. Any changes to the structure of KA Leisure would require the agreement of that company and the Office of the Scottish Charity Regulator (OSCR).</p> <p>There may be a requirement for the Council to tender the transferring services.</p>
2.3	A full exploration is required in relation to the HR implications of merging Council and KA Leisure services.
2.4	In relation to property repairs and maintenance, and capital investment, there is a possibility that the new vehicle will not have the capital resources to meet future investment needs. This risk has been mitigated by other ALEOs in Scotland through lease agreements which recognise the underlying repairs and maintenance issues and continuing access to the Council's capital planning process.
2.5	<p>However, NALL is already a Company Limited by Guarantee and a registered Scottish Charity. Two of NALL's objects are already as follows:</p> <ul style="list-style-type: none"> • "To advance the arts, heritage, culture or science;" and • "To provide or assist in the provision of facilities for, or activities relating to, recreation or other leisure time occupations."
2.6	Therefore, the charitable objects of KA Leisure would cover services to be provided at facilities such as libraries, museums and community centres.
2.7	NALL already have systems in place in relation to IT and payroll which may allow for a smoother transition, although some set up costs may be incurred as systems, both technical and other, are integrated.
2.8	2.8 Employees would be able to join the existing pension scheme (Strathclyde Pension Scheme) already in place for NALL employees.
2.9	NALL currently have in place a functioning board who are experienced in managing the delivery of sports and leisure services and who are experienced in working with NAC. Additional skills may have to be introduced.
2.10	NALL has a proven track record in accessing a range of external funding opportunities.
2.11	NALL/KA Leisure operational income has increased by 8% and the funding contribution from North Ayrshire Council has decreased by 18%. There are a number of reasons for these results, including, improved customer and partnership engagement, competitive pricing and an extension to the portfolio of facilities and venues where leisure provision is provided.

Appendix 1: Options Appraisal: Stage 2: The ALEO

2.12	This option provides opportunities to improve services and deliver outcomes which contribute to the wider strategic objectives of the Council (Council Plan and the Community Plan).
2.13	<p>KA Leisure is a CPP partner and since 2011, performance has improved as follows:</p> <ul style="list-style-type: none"> •KA Leisure customer activity has risen by 51%; •Customer subscriptions have increased by 402%; •Physical activity participation has increased by 35%; and •The exercise on referral programme has increased attendances by 21%.
2.14	KA Leisure also have a national profile in relation to their health and well-being agenda and are increasingly developing their skills in relation to community engagement, consultation and capacity building.
2.15	In addition, in the 2014 Audit Scotland review of ALEOs in North Ayrshire, the Audit Commission reviewed North Ayrshire Council's relationship with KA Leisure and found it to be soundly based.
2.16	The services which would be delivered by the new entity would lend themselves to integration and enhanced potential for creative and improved delivery of opportunities in the local area, though co-location of relevant services and referrals and pathways and sharing customer information and interests.
2.17	Considerable growth opportunities would be available through enhanced commercial activities and cross-selling to different customer groupings.
2.18	An opportunity to develop stronger community links in between schools and community sports clubs and hubs could be provided by combining Active Schools and Sports Development.
2.19	<p>The ease and practicality of implementing any new commissioning arrangements, including acceptability considerations requires investigation through detailed business case. Consideration will be required of the terms of the existing NALL property holdings and whether revisiting is necessary to have a standard approach to property holdings and in expanding the role of NALL consideration would have to be given to:</p> <ul style="list-style-type: none"> •NALL's ability to deliver the additional services; and •Treatment of NAC assets, staff, contracts and cash.

Appendix 1: Options Appraisal: Stage 2: The ALEO

Option 3. Dissolving KA Leisure and creating a new single ALEO to deliver all leisure and cultural services.	
3	This option has the potential to achieve financial efficiencies and savings.
3.1	As detailed in paragraph 2.4.1, services would either require to be tendered under EU procurement law, or KA Leisure structured in such a way that it complied with the conditions of the Teckal test, now contained in regulation 12 of the Public Contract Regulations 2015. While examination of this would form part of the business case, a similar transfer in Renfrewshire Council concluded that in order to comply with Teckal it was necessary to dissolve their existing Leisure Company and set up a new ALEO to deliver all leisure and cultural services. Accordingly it is possible that this option will arise out of consideration of option 2.
3.2	A new charity/company limited by guarantee would take time and investment to set up.
3.3	There will be a requirement to establish new contractual arrangements for all services in scope.
3.4	The existing leisure ALEO would require to be dissolved.
3.5	The vehicle would need a robust support services budget that covers everything from core activities such as HR, financial, ICT and property management to cleaning, grounds maintenance and refuse collection.
3.6	The pension implications for new employees would have to be considered. It would be necessary to set up a new admitted body pension arrangement with Strathclyde Pension Scheme.
3.7	In relation to property repairs and maintenance, and capital investment, there is a possibility that the new vehicle will not have the capital resources to meet future investment needs. This risk has been mitigated by other ALEOs in Scotland through lease agreements which recognise the underlying repairs and maintenance issues and continuing access to the Council's capital planning process.
3.8	A new vehicle will have the ability to access a range of external funding opportunities.
3.9	This option provides opportunities to improve services and deliver outcomes which contribute to the wider strategic objectives of the Council (Council Plan and the Community Plan). The services which would be delivered by the new entity would lend themselves to integration and enhanced potential for creative and improved delivery of opportunities in the local area, though co-location of relevant services and referrals and pathways and sharing customer information and interests.
3.10	Growth opportunities would be available through enhanced commercial activities and cross-selling to different customer groupings.
3.11	An opportunity to develop stronger community links between schools and community sports clubs and hubs could be provided by combining Active Schools and Sports Development. An opportunity to develop stronger community links in schools could be provided by combining Active Schools and Sports Development.

Appendix 1: Options Appraisal: Stage 2: The ALEO

3.12	However, the ease and practicality of implementing any new commissioning arrangements is less likely to be acceptable due to the requirement to dissolve KA Leisure.
3.13	This is a potentially disruptive solution which involves the dissolution of an existing ALEO and establishing a new entity; plus TUPE from NAC into newly established ALEO.
3.14	Benefits to customers, business continuity and impact on staff may be adversely affected by the scale of change required in a tight timescale.
3.15	This option would be very challenging to achieve in the timescale due to the scale of change and the complexities of existing contractual arrangements.
3.16	If the new vehicle is to be a charity, an application would have to be submitted to OSCR for approval of charitable status.
3.17	NAC would need to approve the transfer of all NALL and NAC services to new vehicle.

NORTH AYRSHIRE COUNCIL

Agenda Item 11

21 June 2016

Cabinet

Title: **Housing Repairs Policy**

Purpose: To seek the Cabinet approval for revisions to the current Housing Repairs Policy.

Recommendation: That the Cabinet agrees to approve revisions to the Policy.

1. Executive Summary

- 1.1 At its meeting on 17 February 2009, the former Executive of North Ayrshire Council approved the current Housing Repairs Policy.
- 1.2 A joint working group was formed in January 2015 to carry out an end to end review of the housing repairs and maintenance processes. The main objectives of the review were to consider: how relevant the current Housing Repairs Policy is; how consistent it is with Council Plan priorities; and whether it drives or constrains the ability to delivery an efficient and effective repairs and maintenance service in line with customer led values.
- 1.3 A dedicated working group was formed in October 2015 to review the Housing Repairs and Maintenance Policy document.
- 1.4 In February this year, the working group completed the review which concluded that the Policy is fit for purpose but requires updating to reflect changes in recent legislation, current good practice guidance and outcomes set by the Scottish Housing Regulator.
- 1.5 The Policy has now been revised to accurately reflect these changes. It will be effective from 1 September 2016.
- 1.6 Significant consultation with key stakeholders has taken place during the review.

2. Background

- 2.1 The existing Housing Repairs Policy was approved and implemented in early 2009. The Policy sets out the Council's strategic vision for the delivery of an efficient and effective repairs and maintenance service and outlines how this service will be delivered to all of our tenants. It is also a guide to tenants and explains to them the type of repair works that they are responsible for and sets out the timescales that can be expected for responsive repair works to be completed within.
- 2.2 Keeping the Council's 13,097 housing stock properties well maintained and in a good state of repair is a key priority for Housing Services. Every year North Ayrshire Council completes around 40,000 repairs, which Building Services undertake and manage. The work ensures that our tenants are provided with safe, warm, modernised and secure housing that meets the Scottish Housing Quality Standard.
- 2.3 In October last year a small working group was established to carry out a review of the existing Policy. Officers from Building Services, Property Management & Investment, Housing Services and the Council's Contact Centre worked with a group of tenants to review and revise the existing Policy.
- 2.4 The working group assessed whether, and to what extent, the Policy: (1) ensures the Council's statutory and regulatory responsibilities are being met; (2) is within the Council Plan priorities; (3) reflects customer needs and reasonable expectations; and (4) is fit for purpose.
- 2.5 The working group evaluated the Policy and concluded that it is fit for purpose but needs to be updated and revised to accurately reflect: (1) changes in legislation affecting social housing; (2) the new regulatory framework established by the introduction of the Scottish Social Housing Charter; (3) best practice guidance; (4) advances in modern technology for online repairs reporting; and (5) customer feedback information.

2.6 The Policy has been revised to reflect these changes with the key amendments summarised as follows:

- A new section has been included to cover repairs for factored properties in line with the Factoring (Scotland) Act 2011. This will ensure repairs and maintenance work to North Ayrshire Council factored properties are carried out in accordance with the code of conduct and the written statement of services for factoring;
- A new section has been included to cover landlord responsibilities such as maintaining the structure and exterior of properties, space heating, sanitation, supply of water, pathways, boundary walls etc;
- Additional emphasis has been given to rechargeable repairs, both during a tenancy and when a property is vacated;
- A new section has been included to cover an improvement to the way tenants can report their repairs. The repairs software system has now been enhanced to enable tenants to report repairs online;
- A change has been made to repairs timescales. There are currently four categories of reactive repairs: emergency (4 hours); high priority (within 1 working day); medium priority (within 3 working days); and low priority (within 15 working days). Repairs will now be classed either as emergencies (to be attended to within 4 hours) or non-emergencies (to be attended to at the tenants' convenience by appointment and on average within 7 working days).

3. Proposals

3.1 The Cabinet is asked to approve the revised Housing Repairs Policy attached at Appendix 1. It will be effective from 1 September 2016.

4. Implications

Financial:	The implementation of the proposals contained in this report will improve the efficiency and reduce the cost of delivering the repairs service.
Human Resources:	There are no human resource implications arising from this report.
Legal:	Approval of this report will ensure the Council meets its legislative requirement as laid down in the Housing (Scotland) Act 2001 and assist the Council to meet the Scottish Social Housing Charter outcomes relating to responsive and planned maintenance repairs.
Equality:	There are no equality implications arising from this report.
Environmental & Sustainability:	Approval of this report will assist in achieving repairs and improvements to the Council Housing stock and ensure that they are fit for purpose, high quality and well maintained.
Key Priorities:	Successful implementation of the revised Housing Repairs Policy will contribute to the Council's key priority of 'Supporting all of our people to stay safe, healthy and active' and the underpinning priority of making the best use of all resources.
Community Benefits:	The revised Housing Repairs Policy will help to deliver a more responsive, customer focused and better value for money repairs service which will benefit all tenants and factored owners.

5. Consultation

- 5.1 The Council has a requirement under the Housing (Scotland) Act 2001 to consult with all tenants when changing or introducing a new housing policy. A consultation process was developed and followed to ensure that the tenants and tenant groups have been fully consulted on revisions to the Repairs Policy. The consultation methods used included website information, a consultation newsletter to every Council tenant in North Ayrshire inviting them to express their views on the existing service and revisions, surveys in shopping areas and focus group sessions. The information gathered from these methods was used to inform changes to the Policy.

- 5.2 In the development of the proposed changes to the Policy, discussions have taken place with colleagues in Building Services, Property Management & Investment, Housing Services and the Council's Contact Centre.

A handwritten signature in black ink, appearing to be 'CH', written over a horizontal line.

CRAIG HATTON
Executive Director (Place)

Reference : IC/LC

For further information please contact Laurence Cree, Senior Manager
(Property Management & Investment) on 01294 225083

Background Papers

None

North Ayrshire Council

Housing Repairs Policy



Version 1.00

Contents

- 1 Introduction
- 2 Our commitment to improving and upgrading our homes
- 3 What are the main objectives of this Policy?
- 4 How will we meet these objectives?
- 5 Reactive Maintenance Repairs.
- 6 Cyclical, Planned Maintenance and Project Based Works
- 7 Repair Responsibilities
- 8 Reporting Repairs
- 9 Service Standards, Customer Satisfaction and Complaints
- 10 Tenant Engagement
- 11 Performance Monitoring and Reporting

1 Introduction

- 1.1 North Ayrshire Council is committed to delivering a high quality, efficient and effective reactive and planned maintenance service to all of our tenants and factored owners in a manner which maintains high customer satisfaction.
- 1.2 This policy sets out the service provided by the Council for repair and maintenance and aims to ensure the needs of our current and future tenants are met in relation to the provision of high quality housing.
- 1.3 This policy has been developed in consultation with tenant representatives.

2 Our commitment to improving and upgrading our homes

- 2.1 North Ayrshire Council will carry out the repairs we are responsible for in our tenanted homes and will manage common repairs on behalf of our tenants and factored owners

The Council will:

- Ensure, where possible, all our homes meet the Scottish Housing Quality Standard and Scottish Housing Energy Efficiency Standards
- Ensure homes are in good condition and well maintained
- Give tenants a choice of when work is done

- Make sure empty homes are clean, in a good state of repair and meet our agreed minimum letting standard when re-let
- Make it easy for tenants to report repairs
- Provide opportunities for tenants to influence decisions about the quality of our service
- Ensure repairs and maintenance works to properties factored by North Ayrshire Council are carried out in accordance with the factoring code of conduct and written statement of services.

3 What are the main objectives of this Policy?

3.1 Our key objectives are to:

- Achieve excellent standards of customer care and customer satisfaction
- Provide an excellent repairs service which is customer focused, efficient, prompt, and cost effective.
- Comply with legal responsibilities and statutory requirements, implement best practice and ensure value for money
- Maximise the useful life of our housing stock
- Optimise planned and cyclical maintenance programmes
- Ensure ease and equality of access to the service in line with the Council's Equalities Policy

4 How will we achieve these objectives?

4.1 To help achieve these, the Council will

- Provide an emergency repair service 24 hours a day, 365 days a year.
- Carry out non-emergency repairs within our published service standard and complete repairs with minimum disruption and at first visit where possible.
- Carry out post inspection of a range of repairs to ensure that they are completed to the agreed standard.
- Ensure that all tenants are provided with clear information on repair responsibilities.
- Reclaim costs from tenants who wilfully, or through neglect, cause damage to their home.
- Give tenants the opportunity to comment on the standard of all types maintenance works carried out to their home and use their feedback to continuously improve our service.

5 Reactive Maintenance Repairs.

- 5.1 Reactive repairs to a property are those that are carried out in response to a tenant's notification of a problem or defect with their home. They tend to arise on a day to day basis and require attention within a short period of time. Before repair work is undertaken it is categorised using a set criteria to ensure that the repair is necessary and that the most urgent repairs are undertaken first.
- 5.2 The response classifications listed below may in certain circumstances be re-categorised to enable the needs of specific individuals (eg older people, vulnerable people or people who have a medical condition) are met.
- 5.3 There are two categories of repair:
1. "Emergency" and
 2. "Non - Emergency".

5.4 Emergency Repairs

A repair will be classified as “Emergency” where there is an immediate risk to life, substantial property damage or results in the property being insecure. Emergency repairs will be attended to and made safe within 4 hours. If we need to carry out further work after making the situation safe we will arrange for this to be carried out at a convenient time and as a non-emergency repair.

Examples of emergency repairs are shown in Table 1 at the end of this document. In responding to an emergency repair our priority is to ensure tenant safety and the prevention of serious damage to the property.

5.5 Non – Emergency Repairs

All other repairs will be carried out by appointment at a convenient time and date agreed with the tenant. The Council will take account of the urgency and nature of the repair and the right to repair timescales shown in Table 2 at the end of this document. The response time for completing repairs by appointment will vary depending on the type of work but should be carried out on average within 7 working days. This approach will help maintain and improve customer satisfaction, make the best use of resources and reduce missed appointments.

5.6 Right to Repair

The Housing (Scotland) Act 2001 introduced the Right to Repair scheme which gives tenants the right to have small repairs carried out within a given timescale as shown in Table 2 at the end of this document. When you report a repair you will be told if Right to Repair applies.

If we do not attend to complete a repair in this category within the timescales you are entitled to compensation of £15, and a further £3 each day until the repair is completed. The maximum compensation that can be paid is £100.

The Right to Repair does not apply if the date for repair is extended due to the tenant requesting an alternative appointment.

5.7 Exceptional circumstances

There may be circumstances beyond our control which make it difficult to carry out the repair within the set time, such as severe weather or the availability of parts from a manufacturer.

In these cases the Council may need to make temporary arrangements and extend the maximum time to complete the repair.

If boiler parts are not available, temporary heating will be provided and an appointment will be offered as soon as the parts are available.

5.8 Rechargeable Repairs

The Council will recharge tenants for repairs resulting from:

- Vandalism, negligence or wilful damage by the tenant, family members or visitors
- Blocked drains or sanitary ware which has been caused by the tenant.
- Supplying lost keys
- Forcing entry to the tenant's home

- Failing to clean/clear a home at the end of the tenancy
- Making good unauthorised alterations
- Failure to provide access for annual gas safety checks and statutory maintenance

5.9 Appointments

A morning or afternoon appointment will be agreed with tenants when the repair is reported and categorised. The Council will be as flexible as possible within the constraints of its resources, best value and its contractual agreements. Where appropriate appointment times can be adjusted within normal working hours where the tenant is unavailable e.g. taking children to school.

5.10 Missed Appointments

Where a tenant does not provide access at the arranged time a card will be left asking them to call to re-arrange the appointment. It is the responsibility of the tenant to contact the Council to arrange a new appointment. The repair will be cancelled if the tenant does not contact the Council to arrange a new appointment within 24 hours.

6 Cyclical, Planned Maintenance and Project Based Works.

- 6.1 Cyclical maintenance is carried out at agreed intervals and usually involves inspection or servicing. The Council will carry out cyclical maintenance to ensure that appliances and equipment are maintained to safe operating standards and in accordance with guidelines and legislation. Examples of cyclical maintenance include painter work, gutter cleaning, roof inspection, boiler servicing and electrical testing.
- 6.2 Planned maintenance is work which is programmed in advance, normally over a thirty year period and usually involves the replacement of external or internal elements of properties such as kitchens, bathrooms, windows, central heating and roofing. Planned maintenance will be programmed according to the regularly updated stock condition survey information and components will be replaced in accordance with their anticipated lifespan shown below
- Replacement kitchen 20 years
 - Replacement bathroom 25 years
 - Replacement windows 30 years
 - Replacement boilers 15 years
 - Replacement roofs 45 years
- 6.3 Project based works are repairs or improvements which have been identified from condition survey information or has been identified as repairs to be carried out as part of a programme. The timescale for completing this category of work is within 60 working days.

6.4 Estate based projects which have been identified from involving tenants will be carried out as part of a planned programme and delivered within an agreed timescale.

6.5 The Council will contact tenants to arrange a suitable appointment for internal works and some external works as appropriate within the timescale of 60 working days.

7 Repair Responsibilities

7.1 Tenants are responsible for:

- Keeping the inside of the property clean, decorated, heated and properly ventilated.
- Reporting repairs to the Council so we can ensure that property standards are maintained.
- Reporting any criminal damage to the police and obtaining an incident number.
- Reporting any gas leak immediately to Transco.
- Clearing minor pest infestations eg ants, slugs, cat fleas etc
- Taking action to avoid condensation – ventilating and heating your home. Wash away any damp stains or mould with a reputable anti mould cleaning solution.
- Repairing any minor fixtures and fittings such as curtain rails, light bulbs, plugs, toilet seats, internal door handles, and shower curtains..
- Small repairs such as replacing keys and fitting extra locks.
- Obtaining written consent from the Council before making alterations to a property
- Filling minor cracks or holes in wall plaster

- Maintaining/replacing floor coverings supplied in kitchens and bathrooms as part of our investment programme
- Television aerials (except in multi storey flats and sheltered housing complexes)
- Damage to glass, sink or sanitary ware, blocked sinks or sanitary ware (if the blockage is found to be the fault of the tenant).
- Taking action to prevent pipes freezing.
- Maintaining fittings that they have installed.
- Bleeding radiators (where appropriate), resetting tripped switches, replacing fuses, fluorescent tubes, starters, light bulbs (not communal stair lighting).
- Regular testing of smoke detectors, replacing batteries where appropriate.
- Attempting to clear blocked wastepipes or toilets.
- Maintaining the garden and maintaining any fences they or a previous tenant has erected.
- Uplifting and relaying laminate floors or floor coverings for access required by North Ayrshire Council.
- Replacing lost keys and changing locks if locked out.
- Allowing the Council access to the property to carry out surveys, safety checks and improvement works.
- Any repairs necessary due to wilful damage or negligence by the tenant, their family or their visitors.
- Work which may be required to the property to bring it up to an acceptable lettable standard for a new tenant such as cleaning out the property, removing rubbish from gardens, lifting and removing floor coverings, removing panelling, tiling, shelves or other fixtures which have been poorly fitted, repairing or replacing damaged plasterboard and repairing poor quality “do it yourself” works.

7.2 Where the Council has to carry out necessary repairs, which have been classified as the responsibility of the tenant, the tenant will be required to repay the cost of the work and any administrative costs.

- 7.3 Tenants must also inform the Council as soon as possible about any damage or repairs needed to their home or related communal areas and take action to prevent further damage once a fault has been identified. They must also allow reasonable access for work to be carried out and to inspect the condition of the property.
- 7.4 Tenants have the right to carry out improvements to their home provided approval is obtained in advance. Tenants who undertake improvements without approval will be liable for the full costs of reinstatement should the improvement need to be rectified either during or at the end of their tenancy.
- 7.5 North Ayrshire Council is responsible for:
- The external envelope of the property – the roof, chimneys, external walls, windows and doors.
 - The internal structure i.e. internal walls, floors, ceilings, staircases, doors and door frames (excluding decoration).
 - The maintenance of all installations provided for space heating, water heating, sanitation and water supply.
 - The maintenance of external drainage, gutters and down pipes (excluding blockages caused by tenant negligence).
 - Pathways, steps or other means of access/egress.
 - Boundary walls and fences (where erected by the Council).
 - Drying poles and communal television aerials (where installed by the Council).

8 Reporting Repairs

- 8.1 North Ayrshire Council will ensure that tenants are able to report repairs easily and that action to remedy the fault is taken as quickly as possible.
- 8.2 Tenants can report repairs using the free phone facility within local Housing Offices, by telephone, by email, by letter, by fax or by completing the repairs notification form on our website.
- 8.3 The Council provides an “out of office hours” service for emergency repairs. Details of how to contact this service are available on the Council’s free phone repairs helpline number and are also published in our newsletters, leaflets, social media and on our website.

9 Service Standards, Customer Satisfaction and Complaints

- 9.1 North Ayrshire Council is committed to providing a quality repairs service and wants to make sure tenants are satisfied with work carried out. We have a number of standards which tenants can expect in relation to the repairs service. These standards are published on our website (<http://www.north-ayrshire.gov.uk/council/strategies-plans-and-policies/housing-and-homeless-standards.aspx>) along with details of how we are performing. Performance is also reported annually to the Scottish Housing Regulator and to tenants through the tenants’ newsletter. If our service does not meet the standard expected, it is important that tenants let us know as quickly as possible so that we can put things right.
- 9.2 If tenants are not satisfied with the service that they have received, they can let us know by informally contacting staff at our Contact Centre. The Council can normally resolve issues quickly at this stage. However, if tenants are still

unhappy with the service, they can make a formal complaint by completing a complaints form which is available online and is also available from any Council office.

- 9.3 All complaints will be investigated and where appropriate corrective action will be taken. Tenants will receive an acknowledgement within 5 working days and a full response within 20 working days, where possible. Where a tenant is unhappy with the response they can contact the Council again and the complaint will be reviewed.
- 9.4 There is a right of appeal to the Scottish Public Services Ombudsman for any tenant who has made a complaint and is not satisfied with the Council's final response.

10 Tenant Engagement

- 10.1 North Ayrshire Council recognises how important it is to work in partnership with our tenants to develop and continually improve our services and our standards.
- 10.2 We promote tenant participation and engagement in line with the Scottish Social Housing Charter and the Regulatory Framework for Social Housing. Our Customer Involvement Strategy outlines our approaches to involvement and offers tenants a range of opportunities to participate, both collectively and individually.

11 Performance Monitoring and Reporting

- 11.1 North Ayrshire Council recognises how important it is to provide a high quality efficient repairs and maintenance service. The Council will use a range of methods to measure performance and ensure that standards are being maintained. The methods include monitoring the performance of repairs, carrying out quality control inspections of work, and carrying out tenant satisfaction surveys.
- 11.2 The Council will publish details of repairs performance in its annual performance report, in tenant newsletters, on the Council website and in local housing offices
- 11.3 Customer feedback is very important to the Council and tenants are encouraged to contact the Council to comment on any performance matter. Comments will be used to improve performance and provide a better service. Tenants can contact the Council if they wish to do this:
- by [email](#) or [telephone](#)
 - by calling or writing to any [housing office](#)
 - by writing to the Physical Environment Quality and Performance Team at Cunninghame House, Irvine, KA12 8EE

Table 1 – Examples of emergency repairs

Plumberwork/Heating	Electrical
Internal burst pipes with water flooding (not dripping) which cannot be isolated	Complete loss of electric power. Tenant should first disconnect all appliances and reset
Complete loss of heating (where no alternative is available)	Complete loss of lighting
Burst tank (not dripping)	Sparks or burning from electrical outlets
Gas leak	Exposed live electrical cables
Blocked toilets where there is no other toilet in the house	Faulty smoke detector
Joiner	Builder
Safety supports and barriers	Make safe dangerous chimney where practical and safe to do: complete removal where danger seems necessary
Safety/police access to dwellings	Immediate safety works in relation to subsidence
Lost keys	Removing any fabric to make safe where danger exists
Boarding up a broken window	Temporary works to make safe paths & barriers where a clear danger exists to the public
Secure door lock where only 1 is fitted	

Table 2 – Right to Repair qualifying repairs and maximum time for completion

Defect	Maximum period in working days from date immediately following the date of notification of qualifying repair or inspection
Blocked flue to open fire or boiler	1
Blocked or leaking toilets, foul drains, soil stacks or toilet pans where there is no other toilet in the house	1
Blocked sink, bath or drain	1
Loss of electric power	1
Insecure external window, door or lock	1
Unsafe access path or step	1
Significant leaks or flooding from water or heating pipes, tanks, cisterns	1
Loss or partial loss of gas supply	1
Loss or partial loss of space or water heating where no alternative heating is available	1
Toilet not flushing where there is no other toilet in the house	1
Unsafe power or lighting socket, or electrical fitting	1
Loss of water supply	1
Partial loss of electrical power	3
Partial loss of water supply	3
Loose or detached banister or hand rail	3
Unsafe timber flooring or stair treads	3
Mechanical extractor fan in internal kitchen or bathroom not working	7

NORTH AYRSHIRE COUNCIL

Agenda Item 12

21 June 2016

Cabinet

Title:	Change and Transformation Portfolio
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Purpose:	To provide an update in relation to the current Transformation Portfolio.
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Recommendation:	That Cabinet agrees (a) note the progress of the Change and Transformation activity and (b) receive a further update in six months.
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1. Executive Summary

- 1.1 The change and transformation activity has continued at pace over the last six months. During that time the framework and structure to manage and monitor that work has been developed.
- 1.2 The Executive Leadership Team (ELT) now manage and monitor the Transformation Change activity across the Council. This strengthens the governance arrangements as the ELT is able to ensure that resources and investment from the Change Fund are allocated appropriately.
- 1.3 Change Team resource is focused on supporting the large cross-Council programmes or complex Directorate specific projects. There is also substantial change activity taking place at Directorate level and within services as improvements are made to "business as usual" processes.
- 1.4 The transformational work supports the Council's strategic priorities and is a continuation of the "Good to Great" journey. This provides a framework which ensures that staff are working towards delivering efficiencies and improving the customer experience as well as the necessary budget savings.

- 1.5 The summary attached in Appendix 1 sets out the high level themes that each Directorate is responsible for delivering and indicates the size and scale of the transformation work. The workstreams identified when Transformation 2 was approved by Cabinet in November 2015 and Service Review Options that were agreed in the budget are identified in the progress report to provide assurance that all workstreams are being processed. A brief summary of the progress achieved and the next steps are also included.

2. Background

- 2.1 The Transformation Programme aims to bring about a fundamental shift in how we work to help address the reduction in financial resources, an ageing population, increasing demand for services and high customer expectations.
- 2.2 As the Council enters this next phase of transformational change it must be recognised that the more straightforward, short term and less risky savings have already been made. The options available for delivering the savings or service improvements are now, in general, more complex, take longer to implement and will often require structural changes, therefore the risks associated with delivering the changes are increasing.
- 2.3 In November 2015 an update was provided to Cabinet on the next stage of the change and transformation journey. The update included an outline of the pressures that the Council and partners face as demand for services and customer expectations increase and resources available to meet the demand reduce.
- 2.4 A number of Service Review Options were identified during the budget process. These have been included as part of the overall Transformation programme.
- 2.5 This report provides an update on activity in delivering the Transformational Change Programme.

Transformation Activities

2.6 The activities fall into three broad areas:

- **Cross-cutting programmes**
The cross-cutting programmes that involve more than one Directorate or the more complex, larger projects within a Directorate are supported by relevant teams from across the Council.
- **Directorate specific projects**
Directorates are also running discrete change programmes to deliver the required savings whilst improving customer service improvements. The majority of the larger projects are resourced and managed within the directorate.
- **Business as usual improvements**
There is a substantial amount of change activity being undertaken across the Directorates. Services are streamlining and improving their own areas as a “business as usual” activity. This is resourced and managed within the service.

Governance

2.7 The governance of the change activity has been revised to ensure there is an appropriate level of scrutiny and challenge. The Executive Leadership Team sits as the Transformation Board to:

- provide strategic direction
- agree priorities
- allocate resources and investment
- review, manage and monitor the Transformational Change programme

2.8 Some of the projects require investment to achieve the desired outcomes. Resources for these investments comes from the Change Fund which is approved by the Transformation Board. The total drawn down in 2015/16 was £1.622m which supported delivery of change across customer services, communications, HR, Health & Social Care Partnership, Place and investment in ICT infrastructure. The Change Fund balance of £5.505m has £4.274m of future commitments. This includes providing funding for 21.3FTE staff to work on a secondment or temporary basis to deliver a range of business critical projects.

3. Proposals

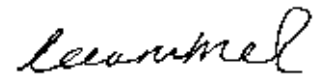
- 3.1 That Cabinet agrees (a) note the progress of the Change and Transformation activity and (b) receive a further update in six months.

4. Implications

Financial:	The efficiencies generated from the various activities within the Transformation Portfolio contribute to the savings as set out in the Council's budget
Human Resources:	There are 21.3FTE on a secondment or in temporary posts working to deliver the business changes required. These posts are funded from the Change Fund.
Legal:	There are no direct legal implications associated with this report.
Equality:	There are no direct equality implications associated with this report.
Environmental & Sustainability:	There are no direct environmental and sustainability benefits associated with this report.
Key Priorities:	The change programmes within the Transformation Portfolio support the Council's key priorities.
Community Benefits:	There are no direct community benefits associated with this report.

5. Consultation

- 5.1 The Executive Leadership Team continues to review and monitor overall progress of the transformation programmes providing strategic guidance where necessary.
- 5.2 At the individual programme level, a wide range of stakeholders have been consulted with extensively.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :
For further information please contact on

Background Papers

0


Cabinet Update June 2016


Economy & Communities



Theme (Programmes)	Service Review Options (Projects)	Progress	Next Steps	Due Date	R/A/G status
Ayrshire growth deal / Inclusive growth	Determine & implement Financial Inclusion Strategy	<p>Lottery have announced the tender for the £3m contract for North Ayrshire for Financial Inclusion bids. The Council will lead a consortium bid with the voluntary sector. If successful the contract would start February 2017 and run for 3 and a half years.</p> <p>Inclusive Growth Steering Group has been established with Government to develop a diagnostic tool. Data and evidence gathering stage at present but will lead to analysis on the constraints to the North Ayrshire economy and localities.</p> <p>Employability Hubs – First hub opened in Stevenston July 2015. Ardrossan opened in May 2016 and Kilbirnie will open in June 2016. In principle agreement has been reached to include a hub in the new Fullerton community centre. A hub Co-ordinator has been appointed.</p> <p>Social Enterprise – new social enterprise strategy and action plan was agreed at May Cabinet.</p>	<p>Submit a PQQ in July 2016 and full tender September 2016.</p> <p>Agree the model and produce early results. A prioritisation process to follow.</p> <p>Further development of the hub model.</p> <p>Implementation of the action plan with TACT and securing additional funds from NAVT.</p>	September 2016	
	Addressing poverty in our communities			September 2016	
	Develop employability hubs			Ongoing	
	Addressing social enterprise growth			September 2016	

Locality Planning	Develop locality partnerships	<p>A sector-leading, accredited, process of engagement, design and consultation has underpinned a successful joint production with our communities of a model of Locality Partnerships which will enable a shift towards community empowerment and co-delivery of services.</p> <p>The result will be more local democracy and more resilient communities. The consultation process itself was very highly rated by stakeholders and the result will be more local democracy and more resilient communities. The consultation process itself was very highly rated by stakeholders and has received accreditation and a national best practice award from the Consultation Institute, as well as attracting attention from Scottish Government.</p> <p>North Ayrshire Council and the CPP have implemented the following actions:</p> <ul style="list-style-type: none"> • Agreed and approved the outcome of the recent consultation on the proposals for Locality Planning; • Approved the proposed Locality Approach Terms of Reference, which have been revised to reflect the views of stakeholders; • Agreed that the work of Area Committees is subsumed into Locality 	<p>Locality Community Conferences are taking place to complete the composition of the partnerships with Community Council chairs, their interim substitutes and additional community representatives and co-optees if desired.</p> <p>The first formal Locality Partnership meetings with the full membership present will take place in September 2016, with quarterly meetings thereafter. Chairs can call additional meetings if desired and can set up short life working groups to pursue relevant issues to report back to Locality Partnerships.</p> <p>Locality Plans will be approved by the CPP Board and regular meetings will be held to ensure complementarity with the Local Outcomes Improvement Plan.</p> <p>Annual reports on Locality Planning will be brought to the CPP Board.</p>	Ongoing	
	Reshaping engagement with citizens & communities				
	Introduce new consultation process				
	Expand community connectors				
	Develop active communities				
	Develop community engagement processes				
	Implement Community empowerment framework				
	Develop resources that support stronger communities and resilience				
	Embed learning at heart of our communities				

		<p>Partnerships and the Council's Scheme of Administration amended accordingly;</p> <ul style="list-style-type: none"> • Agreed that the Locality Planning arrangements are the North Ayrshire Decentralisation Scheme in terms of section 23 of the Local Government (Scotland) Act 1994; • Appointed Chairs of the six partnerships; • Appointed senior lead officers for each of the six locality partnerships; • Is in the process of appointing community representatives; and • Is using the Place Standard to identify priorities for six locality plans; • Is integrating HSCP priorities and local economic plans into the locality plans; • Is developing Community Learning Plans for all six localities. 			
Business Support	Develop support to enable businesses to flourish	The Team North Ayrshire Approach continues to develop to create the best support offer in Scotland. The partnership recently agreed to enhance the support in the following areas: Mentoring, International, Innovation, Skills, Business Intelligence and creation of a Business Barometer.	The TNA partnership will continue to develop and enhance the agreed work streams which will show an increased offering to business locally. NAC will look to recruit the officers required for International, Innovation and	Ongoing through 16/17	
	Pioneer infrastructure investment				

		<p>The Business Gateway has now been embedded within the Business Support structure within the Council and recently opened on 20 Bridgegate.</p> <p>Cabinet recently approved (10th May) the NAC specific focus on International, Innovation and approved the Social Enterprise Strategy.</p>	Social Enterprise and then implement the actions to increase support locally.		
Tourism	Contribute to new tourism approach	<p>A NAC team was established 1 April 2016 and comprises of a Senior Manager and two officers.</p> <p>A Coastal Corridor and Marine Tourism proposition is being developed under the auspices of the Ayrshire Growth Deal. Key work that is currently under development across Ayrshire includes:</p> <ul style="list-style-type: none"> • Mapping each of the locations re activities/potential; • Developing a demand profile for activities at the locations; • Facilitating a series of workshops with key stakeholders; • Considering an organisational structure that will link the locations; and • Establishing costs for infrastructure to facilitate activities at key centres – e.g. - commercial activity/ leisure interests. <p>Named tourism leads for each local authority are working together to develop the Ayrshire and Arran approach to marketing and branding</p>	<p>Development of several major work streams for inclusion within the Coastal Corridor and marine tourism strand of the AGD.</p> <p>Advancing work with Visit Scotland on branding /marketing and industry engagement</p> <p>Engagement with Team North Ayrshire to consider an account management approach that identifies interventions for sector companies within the tourism industry.</p> <p>Understanding and organising the digital tourism skills and content development offer is crucial to improving Ayrshire's online profile. NAC is</p>	<p>July 2016</p> <p>July 2016</p> <p>August 2016</p> <p>Ongoing</p>	

		<p>and to identify events and projects where a pan Ayrshire approach would be beneficial, including through the Ayrshire Golf Partnership.</p> <p>Each local authority is working to develop an action plan relative to their area but aligned to the objectives of the existing Ayrshire and Arran Tourism Strategy.</p> <p>Further discussions are underway with the pan Ayrshire Tourism Industry Group to determine appropriate roles and activities for the public and private sectors. Industry groups also exist at a North Ayrshire level and the Council continues to engage directly with them.</p>	<p>developing a coherent package of access to support for the tourism sector.</p> <p>Working to establish an events forum and mapping the range of events that currently take place across North Ayrshire whilst considering any added value through further development on national and international events, e.g. Ladies Open Golf and Men's Scottish Open Golf.</p> <p>Supporting activities through Taste Ayrshire.</p>	<p>Ongoing</p> <p>Ongoing</p>	
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Education & Youth Employment


Theme (Programmes)	Service Review Options (Projects)	Progress	Next Steps	Due Date	R/A/G status
Early Years	Developing Estate & Service provision	Scoping exercises underway for both revenue and capital budget projections. This work being conducted with service partners and will include partner provision.	High Level Development plan by Sept 2016	Sept 2016	
	Review & assist partner providers to improve				
Inclusive Learning	Implement Teams Around the Child	Inclusion review underway – work stream re. TAC. Progressing policy and procedural statements for all of these work streams. Multi-agency work streams reporting to strategy group	Interim report		
	Review pupil support				
	Review external placements				
	Review service delivery models in Outreach Services				
Education Estate	Enhance learning environments	ASN – consultation brief being developed. Sites identification underway, other work progressing as per plan.	Cabinet report Sept 2016	April 17	
Raising Attainment	Develop Learning Academy	Work underway on building – increased staff compliment – recruitment process underway – new structures in place for Aug 16.	Official opening. New staff in post	Aug 2016	
	Introduce new curricular structures to the senior phase				
	Develop partnership working to support DYW	Work continues with ADYW group SDS and Economies and Communities PTS in post and HQ post advertised.	Monitor new structure implementation	June 2017	
	Create parental engagement strategy & action plan		Appoint HQ post ongoing work Reply June 16 re Year 2	Aug 2016	
		Bid for attainment challenge submitted			

Health & Social Care Partnership



Theme (Programmes)	Service Review Options (Projects)	Progress	Next Steps	Due Date	R/A/G status
Reshape delivery of Mental Health	Review delivery of Mental Health services	<p>Patients have begun to move into Woodland View successfully and daily huddles have begun. North Ayrshire Drug, Alcohol and Recovery Service (NADARS) was launched as a single service on May 23rd.</p> <p>Open space design events have taken place reviewing models of delivery within Psychological services.</p> <p>A nursing triage pilot has been agreed to relieve pressures in the Primary Care Mental Health teams.</p> <p>Three workstreams identified and membership of groups agreed to take forward the community mental health team integration project.</p> <p>Appreciative Inquiry event took place on May 20th to shape the Neurodevelopmental pathway for children.</p> <p>A Charge Nurse from Crisis Response Team has been seconded to work with Police Scotland within Kilmaronock Police Station (Concerns Hub)</p> <p>A preliminary report has been generated with recommendations as to how the sleepover model can be adapted in order to reduce costs and give clients more independence.</p>	<p>Development of single referral process for NADARS followed by single assessment form.</p> <p>Recruitment of a care at home manager to develop an alternative model to sleepover provision.</p> <p>Procure services to assist with the development of a Learning Disability Strategy.</p> <p>Develop a Project Initiation Document for the development of the Forensic Service.</p>	<p>June 2016</p> <p>September 2016</p> <p>August 2016</p> <p>August 2016</p>	
Future Models of Care	Reshape care for people with long-term & complex needs	<p>Outline vision document agreed.</p> <p>Events held with staff and communities.</p>	Develop shared business case template	June 2016	


	<p>Transform approaches to Winter planning & response</p> <p>Develop homes that support our changing demographics</p>	<p>Sub-groups development day</p> <p>Pan-Ayrshire Data and Evaluation</p> <p>Each Sub Group developing high level plan.</p> <p>Tests of Change identified.</p>	<p>Finalise sub-group templates</p> <p>Partnership development days</p> <p>Pull together outputs from development days</p> <p>Outline Broad Direction</p> <p>New Models of Care – SPOG/John Burns</p> <p>Pan-Ayrshire development day</p> <p>Outline Broad Direction</p> <p>New Models of Care – Programme Board</p> <p>Begin to deliver the small tests of change from 11 May 2016 event</p>	<p>August 2016</p> <p>September 2016</p>	
Develop multi-disciplinary teams around GPS	Multi- disciplinary teams around GPS	<p>Primary Care ‘Designing the future’ stakeholder event held on the 28th April 2016. The event included local GPs, optometrists, dentists and pharmacists and 75 people attended. The work was focussed on improving multidisciplinary working in North Ayrshire. Each of the localities identified a ‘test of change’.</p> <p>Community connectors pilot is based in seven local practices has recorded the following activity:</p> <p>Patients engaged 175</p> <p>Carers engaged 40</p>	<p>The Primary care ‘tests of change’ will begin and the results analysed to ensure effectiveness, value for money and sustainability before scaling up.</p> <p>The Addictions pilot of locality working in the Garnock Valley will report mid-2016</p> <p>Recruitment of additional community connector post.</p>	<p>March 2017</p> <p>August 2016</p> <p>June 2016</p>	


		<p>Face to face appointments 55</p> <p>Telephone appointments 120</p> <p>Irvine pilot of community alarm service and Scottish ambulance service continues to show marked reductions in older people being admitted to Crosshouse Hospital after falls.</p> <p>GP practices are exploring their options around the creation of quality improvement clusters, where practices will provide support to one another to improve outcomes.</p>	<p>Introduction of touchscreen version of Care & Support North Ayrshire (Carena) website to 12 Practices across North Ayrshire in the first phase roll-out.</p> <p>Look to extend Community Alarm and Scottish Ambulance Service pilot across north Ayrshire.</p> <p>Redesign of Primary care Mental Health Services, with locality focus, will commence in 2016-17</p>	<p>August 2016</p> <p>March 2017</p> <p>March 2018</p>	
Rebalancing approaches to interventions towards universal provision	Rebalancing approaches to interventions	<p>Children services plan consultation completed and comments reflected in the final version Children's Services Strategic Partnership continue to work jointly on implementing the new Children's & Young People's (Scotland) Act 2014 and named person service.</p> <p>Children & Young People Support Review Board workstreams now fully developed with a schedule and leads.</p> <p>Children's Services Commissioning Plan drafted</p>	<p>Children Services Plan Launch</p> <p>Children's & Young People's (Scotland) Act 2014 Act</p> <p>Project management arrangements in place</p> <p>Finalise Children Services Commissioning plan</p>	<p>June 2016</p> <p>August 2016</p> <p>August 2016</p> <p>September 2016</p>	



			Employability and money matters support to Health Visitor teams		
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Place

Theme (Programmes)	Service Review Options (Projects)	Progress	Next Steps	Due Date	R/A/G status
Sustainability	Develop sustainable travel	A range of renewable energy schemes are being worked up, following Cabinet approval of the Renewable Energy Strategy in September 2015. These include solar farms, solar panels on social housing, and district heating. A total of £65,000 of grant funding has been secured from Scottish Government to assist with project development.	Continue with project development work.	Ongoing	
	Develop renewable energy schemes				
	Managing waste as a resource				
	Managing our green & open spaces				
	Reducing carbon emissions				
	Supporting local production of goods				
	Waste Management Strategy	Good progress is being made with the implementation of the Council’s Environmental Sustainability and Climate Change Strategy 2014-2017 which incorporates a number of transformational change workstreams including <ul style="list-style-type: none">the development of sustainable business mileage arrangements via electric and low emission pool vehiclesongoing development of a refreshed waste strategy for introduction during 2017final stages of developing an Open Space Strategy	Conclude the development of sustainable business mileage arrangements and development of appropriate policy	Pilot pool vehicles concludes after Oct 2016 and policy developed by Mar 2017	
	Business Mileage				
	Review of cleaning services		Waste Strategy developed, agreed and approved	August 2017	
	Homelessness redesign				
	CCTV funding		Open Space Strategy finalised and approved for implementation	October 2016	
	Central Catering production unit				



		<p>The redesign of the service will be driven by the impact of Welfare Reform which is as yet undetermined and the needs of the client group. To date the service has:</p> <ul style="list-style-type: none"> Assessed the projected impact based on current data Set up a working group to determine the needs of the service group Benchmarked with other LA's as to how they are managing the change <p>A review of the current funding model for CCTV and consideration of alternative delivery models is underway. A report will be presented to Cabinet in late 2016.</p> <p>Cleaning services are currently where natural churn of employees occurs reviewing the operation to create early realisation of the cleaning review i.e. cleaning specific areas in building 4 days per week</p> <p>A working group has been set up with representatives across support services i.e HR , Finance , change team , FM and economic development , creating a plan of action and options appraisal document</p>	<p>The National Supported Accommodation review is not due for completion until March 2017, the service will develop new models of service provision in preparation for review outcome.</p> <p>Finalise recommendations and prepare Cabinet report.</p> <p>Continue with existing strategy</p> <p>Continue with the group but with a high importance on outcomes</p>	<p>March 2017</p> <p>Autumn 2016</p> <p>2017/18</p> <p>2018/19 but with update to cabinet by Dec 2016</p>	
Capital projects	Saltcoats TH & Cunninghame House	The Saltcoats Town Hall restoration project and the new accommodation is complete and is fully occupied. The events space is		3rd and 5th floors will be complete by October.	

		<p>also fully operational and hosting various events.</p> <p>The 1st and 4th floors of Cunninghame House are nearing completion; PMI will move the 4th floor during June.</p> <p>Existing 3rd floor occupants will move to the 1st floor in early July.</p>	<p>Works to the 5th floor will commence 06/06/16.</p> <p>Minor adaptations to 3rd floor will commence in July.</p>		
Strategic Property Asset Review	To include Industrial & office accommodation	The Strategic Property Asset Review has been concluded and an action plan to implement the recommendations has been created. PMI are progressing the tasks outlined in the action plan, with continuing input from the external consultant.	PMI will continue to progress the tasks outlined in the action plan.	Final completion of Action Plan by April 2017.	
Explore alternative service delivery	Explore opportunities for alternative service delivery & commercial approaches	Significant information gathering and attendance at APSE Commercialisation Network to inform potential approach. Work carried out with APSE and Senior Managers in developing governance arrangements and potential opportunities. ELT report to be considered June 2016	Consideration of proposal at ELT.	June 2016	



Finance & Corporate Support

Theme (Programmes)	Service Review Options (Projects)	Progress	Next Steps	Due Date	R/A/G status
Digital Strategy	Revenue & Benefits digital transformation (PoC)	Work has commenced to develop two digital transformation proof of concept (PoC) projects.	Develop a project plan and identify resources for both (PoC) projects.	End June	
	Housing – integrated mobile working (PoC)	Phase 2 of Council Tax e-billing has been successfully delivered with more than 60% of eligible customers signing up.	Planning for Phase 3 is underway with a detailed plan being developed	July	
	Council Tax e-billing				
Business Support	Establish a Corporate Business Support Service	Significant restructuring within the service has been completed. Recruitment and training for vacant posts is underway.	Implement a performance management structure.	December	
	Process review and streamlining – Channel Shift	A number of HR processes have been reviewed and improved.			
	Implementation of HR21 employee self service	HR21 is in place for electronic payslips and p60s for those staff with NAC email addresses.	Review of Occupational Health processes. Further development of eforms.	September	
	Staff e-Accounts	A staff account to access electronic forms is currently being piloted in FACS. Talentlink for recruitment is currently being further developed and rolled out to reduce timescales for both candidates and recruiting managers.		September	
Customer Services Strategy	Cash collection	A range of options has been produced for the redesign of cash collection and engagement with customers is currently underway. And end to end review of the most commonly used online transactions has been undertaken with an improvement plan currently being produced.	Output from customer engagement Detailed implementation plan to be produced. Purchase of self -service kiosks	September	

	Municipal Bank	The Bank has agreed to progress with the closure of the facility	Engagement with customers will commence	June	
	Intelligent forms, Channel shift & website refresh	Intelligent forms are now in place for Council Tax.	Implementation plan for improvement of online processes.	September	
People Strategy	People Strategy	<p>The People Strategy is supported by an annual People Plan with four themes –</p> <ul style="list-style-type: none"> • Strengthening Leadership across the Council • Transforming how we work • Creating a great place to work • Supporting our people to develop, perform and thrive. <p>All actions within the 2015/16 Plan were delivered, a highlight of these are as follows –</p> <ul style="list-style-type: none"> • The Leadership Academy was launched • Workforce demography is now provided to each Directorate • The flexible working policy has been revised and re-launched • Our 3rd annual engagement survey has been hosted, analysed and improvement plans are being created • PPD has been revised and re-launched to incorporate the values and focus on a meaningful discussion 	<p>The 2016/17 People Plan has been created that supports the four themes. Some highlights of these actions are shown below –</p> <ul style="list-style-type: none"> • Launch new initiatives that support the embedding of our staff values • Launch and implement an effective stress management tool. • Implement a new employee benefits strategy 	2016/17	
Lean	Corporate Lean Programme	The second round of Corporate Lean Projects has been completed with 7 projects delivering a range of customer service improvements and financial benefits.	Another round of the Corporate Lean programme will be undertaken.	December 2016	

		The Lean training has continued with staff in Place and Economy & Communities undertaking the week long Green Belt course.	The Lean training will continue with the courses arranged on an ad hoc basis.		
	Kaizen Blitz	A pilot has commenced to extend the Lean programme to include some rapid improvement or Kaizen Blitz projects. This provides an additional approach to delivering change which allows the services to quickly realise process improvements. One "blitz" has been successfully run looking at the Pest Control process.	The pilot will continue with further Kaizen Blitz weeks.	March 2017	

Democratic Services



Theme (Programmes)	Service Review Options (Projects)	Progress	Next Steps	Due Date	R/A/G status
Develop information & knowledge management	Big / Open data	Work is being progressed as part of a wider initiative to develop an intelligent Council. Training has been delivered to FOI co-ordinators and the next step is to identify frequently requested data for proactive release. A small data sharing pilot utilising data from Education and Health and Social Care is underway and will be used to identify issues and barriers to future data sharing. Discussions are underway around a Democratic Services pilot of better records management and investigation of technology solutions has started	Begin proactive release of Council data and information	October 2016	
	Electronic Data Record Management System (EDRMS)		Produce a report on issue identified within the project	August 2016	
	Master Data Management		Meet with potential solution providers	Sept 2016	

NORTH AYRSHIRE COUNCIL

Agenda Item 13

21 June 2016

Cabinet

Title: **Roofing work at 157 New Street, Stevenston**

Purpose: To seek approval from Cabinet to undertake essential roofing works at 157 New Street funded from the Stevenston Common Good.

Recommendation: That Cabinet approves the procurement of essential roofing works at 157 New Street at an estimated cost of £75,000.

1. Executive Summary

- 1.1 North Ayrshire Council's maintenance officers within Property Management & Investment have identified that the condition of the roof at 157 New Street, Stevenston, which is owned by Stevenston Common Good, has deteriorated over the past few years to the extent that remedial repairs are no longer economically viable or effective.
- 1.2 It is now recommended that roofing works are undertaken to replace roof coverings in some areas, overhaul the rainwater goods and address localised timber decay.
- 1.3 Officers estimate that the cost of the work, which would be procured via Building Services and funded from the Stevenston Common Good, will amount to around £75,000.
- 1.4 Stevenston Common Good Fund had an accumulated balance at 31 March 2016 of £198,983.

2. Background

- 2.1 The property at 157 New Street, Stevenston is owned by Stevenston Common Good. It is currently occupied by the Council's Criminal Justice service, which pays an annual rental to the Common Good of £14,250 per annum.

- 2.2 The roof coverings and rainwater goods at 157 New Street, Stevenston are in poor condition. Following significant water ingress and a series of reactive repairs over the past couple of years, it has been noted that condition of the roofing has deteriorated to the extent remedial repairs are no longer economically viable or effective.
- 2.3 Stevenston Common Good Fund had an accumulated balance at 31 March 2016 of £198,983. Disbursement of grants depends on rental income from 157 New Street as well as interest income from the accumulated balance.
- 2.4 Interest on the accumulated balance for 2015/16 amounted to £1,970. If the accumulated balance reduces by £75,000 (and assuming no other financial changes) this figure would drop to £1,241.

3. Proposals

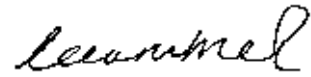
- 3.1 It is recommended that roof coverings at 157 New Street, Stevenston are replaced in some areas, as well as rainwater goods overhauled and localised timber-decay addressed.
- 3.2 This project would be procured via Building Services initially and be subject to existing processes and procedures for award, as well as subject to best value.
- 3.3 An estimated budget of £75,000 is required by Stevenston Common Good for this project. This is based on best information currently held by Property Management & Investment.

4. Implications

Financial:	The estimated cost of the works outlined at 3.1 is £75,000. Stevenston Common Good Fund, which would require to pay for the works, had an accumulated balance at 31 March 2016 of £198,983.
Human Resources:	None
Legal:	None
Equality:	None
Environmental & Sustainability:	The impact of the roofing works proposed will improve the overall condition and sustainability of the building.
Key Priorities:	This work aligns to the Council's strategic priority of "Protecting and enhancing the environment for future generations".
Community Benefits:	Not applicable at this stage

5. Consultation

- 5.1 Local elected members and Property Management and Investment were consulted in the preparation of this report.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Margaret Hogg on 01294 324560.

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 14

21 June 2016

Cabinet

Title: **Award of Contract - Supply of a Managed Fleet Stores Service**

Purpose: To advise the Cabinet of the result of the tender exercise for the contract for Supply of a Managed Fleet Stores Service

Recommendation: Agree to approve the award of the Contract to Flying Penguin Enterprises Limited

1. Executive Summary

- 1.1 North Ayrshire Council requires to establish a replacement contract for Supply of a Managed Fleet Stores Service.
- 1.2 In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 a formal tender exercise was advertised via the Public Contracts Scotland advertising portal
- 1.3 The contract term is for 3 years with the option to extend for a further 2 years.

2. Background

- 2.1 A formal notice was advertised on 10th March 2016 under the open procedure on the Public Contracts Scotland portal. The return date was 21st April 2016 at 12 noon.
- 2.2 The contract notice attracted 8 expressions of interest from potential suppliers of which 2 submitted responses.
- 2.3 The 2 tenders received were evaluated against the stated evaluation criteria of 60% quality and 40% price.

3. Proposals

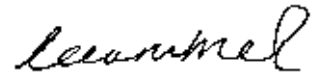
- 3.1 It is proposed that the contract be awarded to Flying Penguin Enterprises Limited.

4. Implications

Financial:	The indicative value of the contract is £3,325,000. A total budget of £3,500,000 is available for this contract.
Human Resources:	None
Legal:	In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2015 a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.
Equality:	None
Environmental & Sustainability:	None
Key Priorities:	This contributes to the Council Plan Strategic Priority 1: Growing our economy, increasing employment and regenerating towns.
Community Benefits:	<p>The successful tenderer will deliver the following Community Benefits during the contract period:</p> <ul style="list-style-type: none">● a project agreed in conjunction with NAC involving local school pupils;● two STEM workshops in schools linked to Curriculum for Excellence;● three 5 day work placement for a school pupil;● a career talk for a school; and● one-to-one mentoring to a young person from North Ayrshire.

5. Consultation

- 5.1 There was consultation with the Transport service throughout the tender process.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC/3064

For further information please contact Hazel Templeton, Acting Category Manager on 01294 324547

Background Papers

Tender Outcome Report