

The Executive of North Ayrshire Council
6 December 2011

IRVINE, 6 December 2011 - At a Meeting of the Executive of North Ayrshire Council at 10.00 a.m.

Present

David O'Neill, Tom Barr, John Bell, Alex Gallagher and Peter McNamara.

Also Present

Robert Barr, Anthea Dickson, John Ferguson and Ronnie McNicol.

In Attendance

E. Murray, Chief Executive; L. Friel, Corporate Director, C. Hatton, Head of Environment and Related Services and A. Bodie, Head of Infrastructure and Design (Finance and Infrastructure); I. Colvin, Corporate Director, O. Clayton, Head of Community Care and Housing and S. Gault, Head of Children, Families and Criminal Justice (Social Services and Health); C. Kirk, Corporate Director, J. Leckie, Head of Service (Community and Cultural Services) and A. Sutton, Head of Service Designate (Education and Skills); I.T. Mackay, Solicitor to the Council and A. Blakely, IT Manager (Corporate Services); J. Montgomery, General Manager (Policy and Service Reform), L. McEwan, Communications Manager, A. Young and F. Walker, Team Managers (Human Resources) and M. Anderson, Committee Services Officer (Chief Executive's Service).

Also In Attendance

Y. Kaya, Kaya Consulting Limited.

Chair

Councillor O'Neill in the Chair.

Apologies for Absence

John Reid.

1. Declarations of Interest

There were no declarations by Elected Members in terms of Standing Order 16.

2. Minutes

The Minutes of the previous meeting of the Executive held on 22 November 2011 were signed in accordance with paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Upper Garnock Valley Flood Risk Management Strategy

Submitted report by the Corporate Director (Finance and Infrastructure) on the Flood Risk Management Strategy developed for the Upper Garnock Valley area.

An outline flood protection scheme has been prepared by Kaya Consulting Limited as the Flood Risk Management Strategy for the Upper Garnock Valley. The strategy, which was set out at Appendix 1 to the report, identifies the level of investment and extent of work required.

The cost/benefit analysis outlined in the Flood Risk Management Strategy concludes that investment in a full flood prevention structure is the most effective scheme to deliver a long-term solution to mitigate the flood risk in the Garnock Valley. This option would deliver a positive benefit/cost ratio of 1.8. The associated capital investment of £21.4m equates to an outline scheme of £13.4m adjusted by the standard 60% "optimism bias", which is the recognised adjustment for a flood scheme at this stage of development.

There is sufficient Capital Programme funding allocated to take the design and scheme preparation work forward to the publication stage of a Flood Prevention Order by the end of 2012. The strategy itself has been prepared in the form of an Outline Business Case which can be submitted to the Scottish Government as a bid for a share of the £42m national grant funding. In the meantime, preparations are being taken to improve community resilience and all agencies are working well together whilst the detailed scheme design process continues. In addition, a CCTV system is being developed to allow live (and web linked) access to pictures of water conditions in two parts of the river and additional Council staff resources are being used to inspect and clear watercourses in the high risk areas.

Members asked questions, and received clarification, on the following:-

- the Scottish Government's funding criteria and priorities;
- the importance of progressing flood management works without any further delay;
- implementation issues in relation to the strategy, such as the potential use of demountable defences;
- budget provision to allow design work to progress pending the outcome of the Council's funding application;
- the next steps in the project, including detailed design and scheme preparation work, consultation, and the publication of a Flood Prevention Order; and
- the Council's powers to respond to flooding emergencies in the interim.

The Executive agreed (a) to approve the Strategy set out at Appendix 1 to the report; (b) to instruct the Head of Infrastructure and Design to submit the document in question to the Scottish Government as a bid for future funding; and (c) that the Corporate Director (Finance and Infrastructure) submit regular reports to the Executive in terms of progress with the strategy.

4. Review of North Ayrshire Leisure Ltd

Submitted report by the Corporate Director (Education and Skills) on the initial findings and proposal from the Member/Officer Working Group on the future relationship with North Ayrshire Leisure Limited (NALL).

The remit of the working group was to develop recommendations for the future delivery of a service contract which would provide a robust monitoring and evaluation framework for the work undertaken by NALL. The working group was also consulted, as part of a wider consultation with Elected Members, on the future operation and management of the new leisure centre to be built in Irvine as a replacement for the Magnum Leisure Centre.

The working group has met on two occasions. The Minutes were attached as Appendices 1 and 2 to the report.

In recognition of the changes being implemented at NALL, the working group has proposed that the Executive agrees to support and work with NALL as it reviews its Board and seeks to make transformational changes to the operation of the company. It is also proposed to initiate a comprehensive review of the contracts and leases relating to the provision of leisure service across North Ayrshire with NALL to seek a clearer way of identifying Council priorities and outcomes for communities. Such an approach would be based on the framework of performance indicators suggested in national documents such as "How good is our culture and sport?" – a Quality Improvement Framework for culture and sport provision produced by HM Inspectorate of Education.

The key areas for evaluation were set out at Appendix 3 to the report. It was proposed that an initial set of performance indicators be used to trial the approach over the next year. The indicators, detailed at Appendix 4 to the report, include a selection from "How good is our culture and sport", the Statutory Performance Indicators and some locally suggested measures to meet the local need. Subject to negotiation with NALL, the draft performance indicators would be used on a trial basis during 2012/13 and a revised set of performance indicators brought to the Executive based on the experience of the 2012/13 exercise.

It was also suggested that the working group give further consideration to the future management of sports development and bring forward proposals for this area and a report on the outcomes of the above actions to the Executive by March 2012. Possible approaches to deciding on the future management of the new leisure centre in Irvine were set out at Section 3.8 of the report. It was recommended that the Council undertake a market test, through a tender process, of interest in managing the new leisure centre.

Members asked questions, and received clarification, on the following:-

- the nature of the officer advice and support to be provided to NALL;
- the opportunity for NALL to participate in any tender exercise for the management of the new leisure centre in Irvine, subject to meeting the tender specification; and
- the importance of all political groups being involved in the work of the Member/Officer Working Group.

The Executive agreed (a) to note the contents of the report; (b) to support and work with North Ayrshire Leisure Ltd as it reviews its Board and seeks to make transformational change to the operation of the company; (c) to initiate a comprehensive review of the contracts and leases relating to the provision of leisure service across North Ayrshire with North Ayrshire Leisure Ltd; (d) that the following proposals be taken forward: (i) negotiations take place with North Ayrshire Leisure Ltd on the specific changes to the contractual arrangements between the company and the Council to replace the requirement for a business plan with an agreed set of performance indicators; (ii) the draft performance indicators, as outlined in Appendix 4, be used on a trial basis during 2012/13; and (iii) a revised set of performance indicators be brought to the Executive based on the experience of the 2012/13 exercise; (e) that the working group give further consideration to the future management of sports development; (f) that the working group continues and that a further report on the outcomes of the ongoing actions be brought to the Executive early in 2012; and (g) that officers develop a specification for the operation of the new leisure centre in Irvine and bring forward a tender for this service.

5. Service Plan 2011/12 Progress Reports to 30 September 2011

Submitted report by the Chief Executive on the performance of all Council Services as at 30 September 2011.

At its meetings on 12 April and 24 May 2011, the Executive approved the 2011/12 suite of Service Plans and agreed to receive 6-monthly progress reports. This report provided an update on progress as at 30 September 2011, following the same format as adopted for the 2010/11 year-end progress reports, to further embed the performance management framework and ensure it becomes a stable framework for Elected Members, management and staff.

Executive Summaries for each Service were set out at Appendices 1-6 to the report. Each provided the relevant Corporate Management Team member's assessment of the overall performance of the Service and its capacity for improvement. The Executive Summaries reported on financial performance calculated on data as at 30 September 2011 (Period 6) and also provided a narrative on progress made in relation to the identified "Priorities".

The “detailed” Service Plan 2011/12 Progress Reports, which are produced by Covalent and available to Elected Members and the wider public, offer a report on every objective.

The Chief Executive’s Service plan has an indicator which captures *“days per employee invested in learning and development in North Ayrshire”*. Currently this indicator captures data for the Chief Executive’s Service only and steps are being taken to examine how all learning and development undertaken for all Council employees is captured and recorded, with a Council wide indicator to be established in 2012/13. With regard to the Financial Services Service Plan action - *“Consultation exercise to be carried out for support services to ascertain customer satisfaction levels across the customer base”*, the report noted that structure of support services is under review and consequently the consultation exercise has been deferred until the outcome of the review is known and any new structure implemented.

Members asked questions, and received clarification, on the following:-

Chief Executive's Service

- the likely assessment of overall performance in 6 months' time;
- the nature of the proposed employee recognition scheme;
- benchmarking on assessments of performance;
- the range of training available for team members, in addition to that provided for senior and middle managers;
- progress in terms of the Economic Development and Regeneration Strategy;
- the need to promote the Council's work in employability and business support services; and
- competency based recruitment and selection.

Corporate Services

- the source of the performance indicators being introduced in Legal Services;
- the likely timescale for the implementation of the Pan-Ayrshire Regulatory Service; and
- the excellent performance of the Planning Service in terms of the number of planning applications dealt with within 2 months.

Education and Skills

- the availability of Community Learning and Development resources to support community capacity building.

Finance and Infrastructure

- recognition of the work of officers and the Member/Officer working group in relation to the Waste Strategy;
- work to identify sources of funding to improve the condition of roads on Arran;
- the need to continue to deliver on the Council's Carbon Management Plan;
- the difficulty of providing an overall assessment of performance across a diverse service such as Finance and Infrastructure; and
- the Service's capacity for improvement.

Social Services and Health

- the resource burden associated with Community Payback Orders and the value of requesting financial assistance from the Scottish Government to support this work.

Housing Services

- the excellent performance of Housing Services and the value of sharing good practice with other Services.

The Executive agreed to (a) note the performance of all Services as at 30 September 2011 against the objectives, key performance indicators and actions in the 2011/12 Service Plans; (b) remove Chief Executive's Service indicator – *"SP1112CE_P_B09: average days per employee invested in learning and development in North Ayrshire"* – for 2011/12; (c) remove Financial Services action – *"SP1112FS_A_CO3: Consultation exercise to be carried out for support services to ascertain customer satisfaction levels across the customer base."* - for 2011/12; and (d) refer the Service Plan 2011/12 Progress Reports for consideration at the next meeting of the Scrutiny Committee.

6. Saltcoats: Lambie Court and O'Connor Court: External Fabric Remedial Works

Submitted report by the Corporate Director (Finance and Infrastructure) on the costs associated with the external fabric remedial works to Lambie and O'Connor Courts, Saltcoats, the results of consultations with the private owners and the proposed cost to them of works.

At its meeting on 23 November 2010, the Executive considered a report on the need for major external fabric remedial works at Lambie and O'Connor Courts, Saltcoats and it was agreed that a further report be brought back once the works had been designed and fully costed. The Executive also sought the results of a consultation exercise with the private owners regarding the proposed final cost of the works to them.

A competitive market testing exercise has indicated the cost for the overcladding and window replacement works as £830,000. Under the terms of the private owners' missives, the cost to each of them would be on the basis of 1/94th share, which currently equates to £8,830 (excluding VAT) each.

One-to-one consultations were undertaken with the private owners in the Argyle Centre, Saltcoats, over a two-day period. 22 of the 34 private owners attended and the various options set out at Section 2.2 of the report were discussed. With the exception of two of the owners, the overall view was that the private owners do not have the money to pay their share of the costs, which were estimated at £16,000 each at that time.

Officers have explored a number of alternative funding sources, as outlined at Section 2.6 of the report. The report proposed that the private owners be informed of the actual cost based on the costing exercise for their share of the works and the availability of support from energy grant assistance CERT, which would off-set some of the total cost. The options for payment to the Council would be:-

- Payment of full value on completion of works;
- The grant of low interest loans, or deferred payments over a fixed term; or
- Burdens placed on the property settled when the property is sold.

If agreements cannot be achieved with all private owners by the end of February 2012, the Council will pursue the terms of the missives and apply the appropriate contribution as a burden on the property.

Members asked questions, and received clarification, on the following:-

- the need to avoid any further delay in having the remedial works undertaken;
- the efforts of officers in bringing down the cost of the works; and
- the various options for private owners to meet their share of the cost of the works.

The Executive agree to (a) note the construction costs, and the results of consultation; (b) instruct the Head of Infrastructure and Design Services with assistance from Legal Services, to enter into formal discussions with private owners to confirm their preferred method of payment; and (c) seek a further report once all funding contributions are confirmed.

7. Kilwinning Community Sports Club Legacy Project

Submitted report by the Corporate Director (Finance and Infrastructure) on progress in confirming the final business case for the Kilwinning Sports Club development to allow the Council to consider releasing funding in support of the initiative.

At the meeting of the Council held on 7 September 2011, Kilwinning Community Sports Club gave a presentation on the Legacy Project and it was agreed that the Corporate Director (Finance and Infrastructure) would bring a future paper to the Executive on the proposed level of funding.

Kilwinning Sports Club has secured funding from **sportscotland**, Social Investment Scotland and the Robertson Trust toward the Legacy Project, with decisions pending from Irvine Bay Regeneration Company and the Council itself.

The Council set aside £642,000 in the current financial year for the Legacy Project. However, the scope of the project has been revised downward since this decision was taken in February 2011. This contribution was based on a total capital cost of £3.2m, whereas the total value of the investment has reduced to £2.1m.

Since the meeting of the Council in September, the Club has been working with Opp2mise, on behalf of the Council, on improving its business plan in order to satisfy funding partners that the activities of the Club are sustainable from both a governance and a financial perspective. Once the Club's business plan has been revised and submitted to North Ayrshire Council, the Corporate Director (Finance & Infrastructure) will undertake an analysis of the forecasts and proposals contained therein with a view to reporting to the Council in January 2012.

The Executive agreed to (a) note progress to date; and (b) receive a further report in January 2012.

8. Review of Facilities Management

Submitted report by the Corporate Director (Finance and Infrastructure) on the outcomes of the review of Facilities Management.

As part of the Council's Change Programme, a business case has been developed in conjunction with iMPower, identifying a number of opportunities to improve cost efficiency in the delivery of Facilities Management services. The report set out proposals for consideration in respect of those Facilities Management services delivered by Environment and Related Services, namely Catering, Cleaning and Janitorial Services.

The report considered the need to reduce production costs and exploit economies of scale, which could be achieved through the development of a "Hub and Spoke" model for Catering Services. This would mean that meals are prepared at a number of central production facilities and then transferred to schools and other units for final preparation including re-heating and serving, taking into account the facilities and capacity of individual production units and the distances to serving units to minimise travel costs. Section 2.9 outlined the other benefits to a 'hub and spoke' model beyond a reduction in direct production costs.

The review concluded that the adoption of an outcome-based specification was the preferable model for the Cleaning service. This would ensure resources are allocated appropriately, taking into account building use and minimise the cleaning of clean areas, with any reactive work required being undertaken by the mobile cleaning teams.

The review found that the application of an operational model which allocates resources on a demand basis could improve efficiency within the Janitorial service, through the reduction and possible eradication of non-productive time and overtime working and also increase capacity to deal with tasks that require multiple resources. The resultant operational changes were highlighted at Section 2.24 of the report and the associated benefits contained in Section 2.25. The report also provided details of additional posts required to co-ordinate the proposed area-based working of the Janitorial service, the extended mobile cleaning service and catering management. In addition, the use of technology was proposed to enable the efficient application and management of resources and the achievement of high quality services.

The report recognised that the market for Facilities Management services is mature and any market testing exercise is likely to attract interest from private sector providers. The application of the outcomes of this review would enable a clear comparison with alternative service providers and success in attracting external business would provide an opportunity to reduce the fixed overhead costs of providing internal services.

Details of the anticipated net annual savings arising from the proposals were set out at Section 4 of the report, together with information on the one-off investment and training costs associated with the proposals.

Members asked questions, and received clarification, on the following:-

- the importance of ensuring that standards are maintained, particularly with regard to the cleaning of schools and the nutritional quality of meals;
- engagement with the trades unions and workforce in taking forward the changes;
- the implications of re-skilling janitorial staff to undertake some additional duties;
- the role of mobile cleaning teams; and
- the previous practice of undertaking a summer 'deep clean' of educational establishments.

The Executive agreed (a) that the 'hub and spoke' model, for school and function catering, be further evaluated through the operation of a number of pilot schemes; (b) that the mobile cleaning service for public conveniences be expanded to include small offices and other buildings and provide a responsive service to support the outcome specification delivery model; (c) that an outcome specification be developed and implemented for cleaning services; (d) to the implementation of an area based model, on a phased basis over a two-year period, for the delivery of Janitorial Services, School Crossing Patrols and the cleaning of schools and nurseries; (e) that the shift working arrangement outlined at Section 3.5 of the report, be implemented as part of the transition to an area based working model for Janitorial Services; (f) that an ICT based workflow scheduling and catering information management tools be implemented to support the delivery and operation of the new operational models; (g) that opportunities be explored to develop the business base beyond that provided directly from the Council; (h) to the re-alignment of operational management and supervisory duties to enable effective delivery of the operational service changes; and (i) to increase the skills of Janitors, through the provision of appropriate training, to enable minor maintenance works and additional health and safety checks currently undertaken by other service areas or external contractors to be completed.

9. Communications Strategy 2012-2015

Submitted report by the Chief Executive seeking approval for the Communications Strategy 2012-15.

The Interim Communications Strategy adopted by the Executive on 10 August 2010 provided an overview of the Council's communications service at that time, along with proposals on how the service would evolve and improve over the following year.

The Communications Strategy 2012-15 was set out at Appendix 1 to the report. It examines how the Council will adopt an integrated approach to combining its internal and external communications; introduce core communications standards across the Council and incorporate communications into the Council's business planning process. These steps will ensure that the Council achieve a more cohesive approach to getting our messages over in an open and honest, clear, concise, consistent, relevant, timely, simple and accessible manner. The strategy also explores how the Council will talk with – not at - residents and employees by engaging staff and customers in 'conversations' rather than simply broadcasting information to them, and by actively encouraging feedback from our audiences to help shape future service development and improve service delivery.

The Strategy complements and facilitates other key Council strategies and plans, including: The Council Plan, the Economic Development and Regeneration Strategy, the Financial Strategy, the Organisational Development Strategy, the ICT Strategy, the Performance Management Strategy and the emerging Customer Services and Community Engagement Strategies.

Appendix A to the Strategy set out the associated Strategic Action Plan. The full results from the workforce survey, along with summaries of feedback from the staff focus group sessions and the managers' focus groups, were provided at Appendix B.

Members asked questions, and received clarification, on the following:-

- the timescale for putting in place a Social Media Strategy; and
- the intended approach to ensuring that the Council engages with staff and customers, rather than simply broadcasting information.

The Executive agreed to (a) approve the Communications Strategy 2012/15 and the associated Strategic Action Plan at Appendix A, the key proposals of which are that the Council (i) adopts an integrated approach to internal/external communications; (ii) introduces recognised communications standards across the Council; (iii) incorporates communications into the Council's business planning process; (iv) reviews and updates the training support available to managers and other staff with communications responsibilities; and (v) develops a social media strategy for the Council; (b) receive a future report setting out a Social Media Strategy and Social Media Policy; and (c) receive an annual report on the implementation of the Communications Strategy and the progress being achieved.

10. Elected Member Development

Submitted report by the Chief Executive on progress with regard to Elected Member Development activity.

The Council has subscribed to the Elected Member Continuous Professional Development (CPD) Framework provided by the Improvement Service. The CPD Framework focuses on the seven development areas referred to in the report and offers Elected Members the choice of undertaking a 360 degree assessment or a self-assessment. Both are assessments on the Member's performance against 73 behaviours underpinning 14 political skills.

Twelve Elected Members completed online assessments of which 4 undertook 360 degree assessments. Following completion, Elected Member profiles were generated which formed the basis of their subsequent PDP interviews. During September/October 2011, Policy and Performance Officers undertook PDP interviews with all Elected Members and subsequently agreed Personal Development Plans to June/July 2012 outlining a range of training needs. The timing of this year's PDP interviews meant that most Members were reluctant to identify training needs in advance of the Council Elections in May 2012 and a clearer understanding of the composition and structure of the new Administration. It was also the case that those who do not intend to stand for re-election understandably did not wish to identify new training needs.

The internal workshops that have taken place since January 2011 were set out at Section 2.4 of the report. In addition, one-to-one training on IT issues and other matters have taken place throughout the year. Elected Members are also encouraged to attend Master Class workshops on current issues relevant to local government facilitated by the Improvement Service. Information on each Elected Member's training is recorded on CHRIS (Complete Human Resource Information System) and a general record of training undertaken by Members published on the Council website.

The Improvement Service is producing a series of 10 Councillor Induction Notebooks to assist in the induction training of newly elected councillors after the May 2012 Local Government Elections. These will sit alongside the range of learning opportunities for each of the seven development areas currently available online as part of the Continuous Professional Development Framework.

The Executive agreed to (a) note the good progress in implementing the agreed Elected Member development process; and (b) continue a programme of Continuous Professional Development alongside a Councillor Induction Programme in 2012-13.

11. Queen's Diamond Jubilee 2012 (Public Holiday and Celebration Beacons)

Submitted report by the Chief Executive on proposals in relation to the Queen's Diamond Jubilee bank holiday and official Beacon ceremonies.

At its meeting on 18 January 2011, the Executive considered the implications of the Queen's Diamond Jubilee bank holiday and agreed not to provide an additional bank holiday for the Queen's Diamond Jubilee. However, in common with East and South Ayrshire Councils, a school closure day originally planned for 1 June has been moved to the day of the Diamond Jubilee on 5 June.

Section 3 of the report explored the options to consider in relation to the additional bank holiday for Local Government Employees, namely moving an existing bank holiday, providing an additional annual leave day, or not providing an additional holiday on 5 June 2012. The possibility of moving the May or September public holiday for other local government employees in May or September was discussed with the trades unions, who explained the view that they did not wish to disturb these existing leave days. Given that the Queen's Diamond Jubilee is likely to be a high profile event linked to national celebrations including Jubilee Celebration Beacons and the fact that schools will close on 5 June 2012, the report proposed that Local Government Employees be given an additional day's annual leave on 5 June 2012. Employees required to work on that day to provide services to vulnerable groups in the community, would be granted a day's holiday to be taken at a later date in 2012.

Appendix 1 to the report provided information from COSLA on a survey of Scottish Councils, which showed that 13 of the 20 Councils which responded intend to award an additional day's leave on 5 June 2012.

The Government has announced plans to light two thousand and twelve (2012) Jubilee Beacons throughout the UK on the 4 June 2012. Edinburgh Castle and the Palace of Holyrood have confirmed participation so far. The report proposed North Ayrshire Council registers the Beacon on Largs promenade for official recognition as a Beacon site. Arrangements will be made for the Beacon to be lit by the Provost, on Monday 4 June 2012 between 10.00 pm and 10.30 pm, in line with all other UK Beacons. In addition, it was recommended that the guidelines on how to participate and the associated registration be circulated to community groups in North Ayrshire, as Community Groups can also register as an official Beacon site.

Members asked questions, and received clarification, on the following:-

- the need to take cognisance of the health and safety implications of community groups participating in the Jubilee Beacons initiative; and
- the selection of the beacon on Largs promenade as the Council's Jubilee Beacon site over other potential locations in North Ayrshire.

The Executive agreed (a) to approve the granting of an additional day's annual leave for Local Government Employees on 5 June 2012; (b) to endorse the proposals to register the Beacon on Largs promenade to honour the Queen's Jubilee; and (c) that the Communications Manager examine the guidelines to community groups on participating in the Beacon site, particularly with regard to health and safety considerations.

12. Health and Social Care Change Fund

Submitted report by the Corporate Director (Social services and Health) on the Guidance for Local Partnerships to complete the Change Fund for 2012/13 and the proposed arrangements within North Ayrshire.

As part of the budget settlement for 2012/13, the Scottish Government announced that an £80m Change Fund for older people's services will be available for Partnerships in 2012/13. Further amounts of £80m in 2013/14 and £70m in 2014/15 will also be forthcoming. The fund total being allocated to North Ayrshire area is to be confirmed.

The Fund is intended to enable the redesign of services that support shifting the balance of care towards primary and community care. Proposals must be jointly developed and approved by the Health Board, Council, Third Sector Interface and Independent Sector partners.

Each of the 32 local partnerships is invited to submit a short plan (Local Change Plan) consolidating actions and learning from 2011/12, and agreed by all partners, to the Ministerial Group for Health and Community Care by 17 February 2012. The Local Change Plan must be prepared and submitted through the Community Health Partnership and Community Planning processes and, thereafter, to the Ministerial Group.

Ongoing discussions have taken place with NHS Ayrshire and Arran and the Community Care Officer Locality Group (OLG) Older People's Services. The OLG has the responsibility to deliver the change plan to reduce unplanned emergency admissions to hospital, reduce delayed discharges, improve models of care in the community and reduce care home admissions.

In order to meet the Ministerial Group timetable, the plan should be presented for approval to the CHP Committee by 2 February 2012, approved by the Council's Executive Committee on 14 February 2011, ratified by the CPP Board on 15 March 2011 and subsequently approved by Ayrshire and Arran Health Board. It may be necessary to submit the plan in draft subject to approval.

The Executive agreed to (a) note the guidance agreed by Scottish Government and COSLA; (b) approve the process proposed for North Ayrshire; (c) receive a report on the Change Fund proposal at its meeting on 14 February 2012; and (d) approve the process to develop a Joint Commissioning Plan.

13. Care Inspectorate Scrutiny Report of Social Work Services in North Ayrshire Council

Submitted report by the Corporate Director (Social Services and Health) on the recommendations arising from the inspection of Social Work Services in North Ayrshire Council by the Care Inspectorate and actions to address those recommendations.

The Care Inspectorate report acknowledged that the service gave staff support a high profile and that "workforce management was a central plank of the service's change agenda." It pointed in particular to comprehensive supervision guidelines and the use of annual personal development plans. The report also commented positively on the "wide range of learning and development opportunities for staff" and the "good involvement of front line staff in these opportunities."

The report noted that "work on equality was a long standing strength of North Ayrshire Council" and the good practice noted in the SWIA 2007 performance inspection. The inspectors also noted the success of the Money Matters service in "supporting people to maximise their income and achieve improved financial inclusion." Progress was also acknowledged in relation to financial planning, the service modernisation and reform programme and partnership working.

The inspection report made six recommendations for improvement. These had largely been recognised by management and actions were being developed to address them at the time of the inspection. The inspection report was set out at Appendix 1 and the recommendations were highlighted at Section 2.8 of the report. The proposed action plan in respect to the Care Inspectorate's report was attached at Appendix 2 to the report.

Members questioned the apparently negative tone of the Care Inspectorate's report, given the overall strong performance of Social Services and Health.

The Executive agreed to (a) note the recommendations made by the Care Inspectorate; (b) endorse the action plan prepared by the Service, as set out at Appendix 2; and (c) record its appreciation for the work undertaken by staff and the management team within Social Services and Health.

14. The North Ayrshire Council ICT Strategy

Submitted report by the Solicitor to the Council seeking approval of the ICT Strategy.

The recent *Review of ICT Infrastructure in the Public Sector in Scotland* by John F McClelland C.B.E, the *Clyde Valley Review* by Sir John Arbuthnott and the Christie Commission report on the *Future Delivery of Public Services*, have emphasised the need to move away from self sufficiency in ICT provisioning and move further towards a shared service agenda and engaging more with the private sector.

The ICT Strategy, which was attached at Appendix 1 to the report, has been informed by a number of factors, namely an assessment of the role of ICT in meeting the Council's objectives, research into trends and use of technology in other organisations, discussions with key suppliers and a review of ICT strategies from other organisations. The main focus of the strategy is the need for agility to meet the new challenges and changes in technology whilst taking cognisance of the Council's Financial Strategy, business objectives and the Change Programme. The 7 Strategic Objectives of the ICT Strategy were set out at Section 2.6 of the report.

IT Services is involved in the Supporting Services review as part of the Council's Change Programme. This review will explore whether further benefits can be derived from Supporting Services by comparing internal provision models against a selection of alternative delivery models from a range of market leading providers. This will allow the Council to understand what the viable alternatives are to the current Supporting Service delivery.

A Soft Market Testing report, which will be submitted at the end of this year, will assess all potential avenues for future service delivery. An options appraisal will then be developed into an Outline Business Case in early 2012.

The Strategic Objectives of the ICT Strategy will deliver efficiencies and provide the way forward for ICT within the Council. However, the outcome of the Supporting Services review will determine the delivery model for future service delivery. Therefore, it is prudent to review the ICT Strategy and align it to any future service delivery model following the timescales of the Supporting Services review.

The Executive agreed (a) to approve the ICT Strategy set out at Appendix 1 to the report, in order to allow the current strategic programmes to continue; and (b) that the Strategy be reassessed in line with the outcome of the Supporting Services Review.

15. Charitable Trust Funds Administered by North Ayrshire Council

Submitted report by the Solicitor to the Council on the proposed amalgamation of Public Trusts administered by the Council into new Town Trust Funds.

The Council is the Trustee for a large number of small Charitable Trusts. As at 31 March 2011, the Funds were valued at £220,000 (in Revenue) and £290,000 (in Capital). While a few of these Trusts hold substantial funds, many contain relatively small amounts and there has been difficulty in promoting the availability of these funds.

As Trust funds were generally bequeathed to the Council for the benefit of a particular town, it is proposed to amalgamate the funds for each town in order to respect the intention of the original donor to benefit a particular area. The majority of funds held by the Council are intended for the relief of poverty, but in many cases the original trust purposes are now outdated. The Trust funds registered with Office of the Scottish Charity Regulator (OSCR) were set out at Appendix 1, Part A.

The report proposed making an application to OSCR for the reorganisation and amalgamation of the various Trust funds held by the Council (excluding Common Good Funds). In particular, it is proposed that all the funds for each town are amalgamated into a Town Fund. In addition, a general North Ayrshire Fund would be retained. After this reorganisation, the Trust funds held by the Council would be as set out in Section 3.1 of the report.

All monies presently held in the Trust funds listed in Appendix 1, Part A would be transferred into these new Trust funds. If the reorganisation scheme is approved, it is proposed that these funds would be transferred into the appropriate new Trust fund. These funds and the new Trust into which they would be transferred were listed at Appendix 1, Part B.

Once the new Trust funds are in place, it is proposed that applications for the use of these funds be made to the appropriate Area Committee. In addition, a number of annual payments to individuals and groups which are presently made from some of the existing Trust funds would continue to be made from the new Trust funds, until otherwise agreed by the Area Committee.

Members asked questions, and received clarification, on the following:-

- the appropriateness of including the Margaret Archibald Bequest in North Ayrshire Council (Dalry) Charitable Trust;
- the potential for Services of the Council to utilise funds set up for the upkeep of Springside Community Centre and library provision on Arran; and

- any measures which might be put in place to ensure that funds set up for specific purposes do not effectively subsidise other more general funds in the event of them being amalgamated into a single Town fund;

The Executive agreed (a) that the proposed arrangements for the reorganisation of the Council's Charitable Trusts be revised to excise from the general Town Charitable Trust provision (i) the Margaret Archibald Bequest and (ii) those funds with a specific purpose beyond the prevention or relief of poverty; and (b) that the Solicitor to the Council submit a further report to the Executive on the revised proposals prior to their submission to the Office of the Scottish Charity Regulator.

16. Consultation on the Alcohol (Minimum Pricing) (Scotland) Bill

Submitted report by the Solicitor to the Council on a proposed a response on behalf of North Ayrshire Council on the Government's consultation paper on Minimum Alcohol Pricing.

The Scottish Government, as part of its legislative programme commencing in May, 2011 introduced a draft Bill setting out a structure for setting a minimum price for a unit of alcohol. The Bill sets out in brief terms the amendments to be made to the current licensing legislation, the Licensing (Scotland) Act 2005, where, by law those who sell alcohol must adhere to a minimum price for a unit of alcohol. The Bill proposes a formula which will determine the minimum price of any alcoholic drink by means of a basic unit price in the context of the alcoholic strength of the drink and the volume of the container. The Bill also makes similar provisions for occasional licences where alcohol is sold on premises which are not already licensed.

The Scottish Government has proposed minimum pricing process as a means of altering the way in which alcohol is purchased. The Parliamentary Committees have requested evidence from amongst others local authorities on the impact of alcohol and it effect on health and society. The proposed consultation response set out at Appendix 1 response cites the effect of alcohol on people's health in North Ayrshire and the increase in crime which can be attributed to alcohol. The response is in line with the Council's objectives under the Single Outcome Agreement as set by the Community Planning Partnership.

Members asked questions, and received clarification, on the following:-

- the outcome of consultation with the Licensing Board and community planning partners;
- the role of the Council in expressing a view on a minimum price level; and
- the application of the proposals to retail, rather than wholesale, pricing.

The Executive agreed to endorse the views set out in the response at Appendix 1, for submission to the Scottish Parliament's Health and Sports Committee, subject to an amendment clarifying that, whilst the Council has offered a view on an appropriate minimum per unit of alcohol, it acknowledges that the decision on a minimum unit price would rest with Scottish Ministers.

17. Tax Incremental Finance

Submitted report by the Chief Executive on the outcome of a bid to the Scottish Government for Tax Incremental Finance pilot project status.

Tax Incremental Finance (TIF) is a way of funding infrastructure investment to unlock regeneration and economic growth. It seeks to capture locally generated, incremental (or additional) public sector revenue (i.e. non-domestic rates) that would not have arisen were it not for the delivery of 'enabling' public sector infrastructure investment. A local authority would use these incremental revenues to repay debt, incurred in paying for the infrastructure to be built, over a period of up to 25 years.

Enabling legislation was passed in December 2010 for the development of TIF pilot projects across Scotland. Further to Executive approval on 16 August 2011, the Council and Irvine Bay Regeneration Company (IBRC) submitted a bid for TIF pilot project status. This identified the potential for a viable TIF scheme incorporating four geographic zones, details of which were set out at Section 2.1 of the report.

Following the application deadline, the Scottish Futures Trust (SFT) undertook scoring of bids submitted to allow a recommendation to be made to Ministers. On 1 November 2011, notification was received that North Ayrshire's bid had been unsuccessful. The successful projects were announced as those proposed by Falkirk, Fife and Argyll and Bute Council's, while a proposal by Aberdeen City Council was separately approved by Ministers.

While the bid for pilot project status was unsuccessful, officers will continue to liaise with the Scottish Government and Scottish Futures Trust to explore the potential for the bid to be further progressed should a mechanism to identify additional pilot projects be confirmed.

Noted.

18. Change Programme Progress as at 30 November 2011

Submitted report by the Chief Executive on progress in relation to the Change Programme.

The report gave details of a number of national policy developments, such as the publication by the Scottish Government of "Renewing Scotland's Public Services: Priorities for Reform in Response to the Christie Commission". To drive forward its programme, the Scottish Government has established a Cabinet Sub-committee on Public Service Reform. This Ministerial Group is supported by a Public Service Reform Board comprising executive leaders from across public services. The Chief Executive is one of three SOLACE representatives on that Board.

A summary of progress was provided in respect of specific programmes and projects, including the following:-

- The 4 strands of the change programme in Social Services and Health, namely Balance of Care, Personalisation, Service Access and Short-Term Interventions;
- The four themes of the Education and Skills Business, i.e. Education and Skills Estate, Budget Devolution/Cluster Working, Review of Early Years Provision, and Review of Senior Phase and Post-16;
- The Transport Business Case and the procurement of a vehicle tracking system;
- Altering Service Demand in relation to the Additional Support Needs Transport Service;
- Asset Management initiatives, including the Bridgegate House Redevelopment Project, the development of Asset Management Plans and work on the Corporate Landlord approach to the management of the Council's properties;
- The Review of 11 'Supporting Services'; and
- Plans for a Customer Service Strategy.

Members asked questions, and received clarification on the intention to include in future financial reporting details of savings achieved as a result of the Change Programme.

There are a number of strategies which support the work on the Change Programme. Sections 2.10-2.16 summarised the current position in relation to the Interim Financial Strategy 2011-16, the Performance Management Strategy 2011-14, the ICT Strategy, Early Intervention and Prevention, Localism/Partnership/Collaboration initiatives, the Workforce Strategy and arrangements for Skills and Knowledge Transfer, and the Communications Strategy 2012-15.

Noted.

19. Change Programme - Skills Development and Knowledge Transfer

Submitted report by the Chief Executive on the Skills Development and Knowledge Transfer arrangements already in place throughout the Council to support transformational change and to provide information on the initiatives planned to support this in the future.

Key to the Council's Strategic Partnership agreement with iMPower, is an emphasis on skills development and knowledge transfer from iMPower to the Council. This will ensure that employees within the Council's Business Change Team and within Services are equipped to deliver change initiatives and drive continuous improvements beyond the life of the partnership agreement.

The skills and knowledge requirements of a mature programme are wide-ranging. Section 2.3 of the report highlighted the technical competencies, specific subject matter expertise, behaviours and attitudes required.

Skills development and knowledge transfer has evolved over the time of iMPower's involvement with the Change Programme, from significant development for the Programme Manager and the wider Change team during the initial pathways phase, to more sophisticated and often content-led training. Moving forward, the focus will be more around the behaviours and attitudes of the change team and services. The skills and knowledge development will focus on harnessing more of that creativity, developing a greater willingness to challenge and techniques to help foster more of a change culture across the Council.

A collaborative approach is being taken by iMPower/Business Change Team, Corporate Learning and Development and all Council Managers must be adopted to ensure its success. An overview of what is currently provided by iMPower/Business Change Team to support this was set out at Section 2.9 of the report.

The Council's own Learning and Development Team already deliver interventions that support skills development and knowledge and a summary of relevant interventions was given at Section 2.11 of the report. In addition, Services themselves already contribute to the skills development and knowledge transfer of employees either through a structured, planned approach or on a more informal basis.

Appendix A to the report provided a forward plan of skills development and knowledge transfer activities. While not exhaustive, the plan offered information on the current interventions being provided by iMPower and across the Council and outline information on how this could be further addressed and embedded throughout the Council.

Members asked questions, and received clarification, on the following:-

- the various aspects of the transfer of skills and knowledge, such as changes in behaviour and mindset; and
- the difficulties associated with quantifying some less tangible elements of skills development and knowledge transfer.

Members requested an opportunity to observe some staff development work in practice.

The Executive agreed (a) to note (i) the arrangements already in place to address skills development and knowledge transfer and (ii) the forward plan; and (b) that Elected Members be invited to observe the next Managers' Conference and the Lunchtime Learning event being delivered by IMPOWER in January 2012.

20. Social Work Standby Service

Submitted report by the Corporate Director (Social Services and Health) on progress towards developing a pan-Ayrshire Social Work Standby Service.

At its meeting of 29 March 2011, the Executive agreed that the Council withdraw from the current West of Scotland Social Work Standby arrangements operated by Glasgow City Council. A pan-Ayrshire working group was established to develop alternative arrangements for an out-of-hours social work service.

Following discussions with NHS Ayrshire and Arran, it has been agreed that the out-of-hours service will be co-located at Crosshouse Hospital. This will provide opportunities to share premises, telephony systems and improve the interface between Health services and out-of-hours social work services. A project manager was appointed in August 2011 for a period of 2 years, to oversee the development and implementation plan for the service. Adverts have now gone out to recruit senior practitioners. Once these posts have been filled, sessional staff will be recruited to ensure an appropriate skills mix including the necessary requirements of a Mental Health Officer rota.

Discussions are ongoing in respect of governance, a service level agreement, access to the Child Protection register and the Appropriate Adult Scheme.

At the working group's most recent meeting in November 2011, it was agreed that a monthly newsletter will be provided to advise staff and other stakeholders of the progress towards the service becoming operational on 1 April 2012.

Noted.

21. Chief Social Work Officer Report

Submitted report by the Corporate Director (Social Services and Health) on the report of the Chief Social Work Officer.

There is a requirement for every local authority to appoint a professionally qualified Chief Social Work Officer (CSWO). This is one of a number of statutory requirements in relation to posts, roles or duties with which local authorities must comply.

The guidance states that the CSWO should prepare an annual report to the local authority on the statutory, governance and leadership functions of the role. The second annual report for North Ayrshire covering the period April 2010 to March 2011 was attached at Appendix 1 to the report. The report commented on the professional governance and quality assurance of social work and social care services and provided information on statutory duties and decisions taken in North Ayrshire. Information on regulation, inspection and improvement activity was also presented, as were statistics in relation to complaints. The report also outlined work in relation to the development of the social services workforce in North Ayrshire.

Noted.

22. North Ayrshire Integrated Children's Services Plan 2012-15

Submitted report by the Corporate Director (Education and Skills) on progress in respect of the Integrated Children's Services Plan 2012-15 and the proposed forward plan.

The Integrated Children's Services Plan 2010-15 set out a clear strategic programme outlining a long-term programme of activities which aimed to achieve strategic change. The Plan also recognised the extensive change agenda required across all children's services to achieve the Council's vision.

Appendix 1 to the report provided an interim update of progress towards each of the elements of the Strategic Programme detailed in the Plan. The update illustrates the extent to which the Partnership is addressing the change agenda, in harnessing integrated approaches, taking a capacity building approach and positioning services to deliver Early Intervention across all areas of children's services. Information was provided in relation to:-

- service review and reconfiguration;
- the implementation of integrated approaches, improved information share;
- Improved Information Sharing, Partnership Communication and IT Developments; and
- Workforce development.

An Integrated Children's Services Partnership development session was held in July to 'take stock' of progress in the current policy context. The meeting agreed the need to focus on one or two priorities and achieve results, tightening performance management and accountability; and to communicate and celebrate progress and results to maintain staff morale and motivation. GIRFEC (Getting it Right for Every Child) and Early Years and Early Intervention were identified as priorities.

The Child Protection Chief Officers Group meeting of 11 August also agreed proposals for Early Intervention. The proposals incorporate elements already in process within Children's Services and will dovetail with the GIRFEC programme. They have taken account of and include evidence based models of intervention and address all tiers of need within Early Years.

The ICSP Steering Group is developing a 3-year action plan for implementation, which will ensure prioritisation, phasing and timescales, accountabilities and resources. This work will provide a strong basis for joint bids to the developing Children's Change Fund.

Members asked questions, and received clarification, on the planned structure of the review of Community Nursing Services.

Noted.

23. North Ayrshire 2nd Annual Social Enterprise Summit

Submitted report by the Chief Executive on the outcome of the North Ayrshire 2nd Annual Social Enterprise Summit held on 6 October 2011.

Social Enterprise is a business which operates on the principles of empowering communities, protecting the environment, addressing poverty or helping to make public services better. Rather than maximising profits for shareholder or owners, profits are reinvested into the community or back into the 'business'. Social Enterprise has taken on an increasing prominence in Scotland and has quickly risen up the public policy agenda over recent years.

As part of the Change Programme, the Council has been looking at ways of engaging with the Third Sector and social enterprises to examine opportunities for more joint working.

The Council held its 2nd Annual Social Enterprise Summit on Thursday 6 October 2011. A copy of the summary and action plan arising from the Summit was attached at Appendix 1 to the report.

Noted.

24. Housing Revenue Account Capital Programme

Submitted report by the Chief Executive on slippage of the HRA Capital Programme experienced in 2011/12.

At the meeting of the Executive on 22 November 2011, Elected Members were advised that anticipated slippage on the HRA Capital programme was to £3.1m in the current financial year in respect of the following projects:-

- Replacement windows;
- Western Gateway, Kilwinning
- Refurbishment (Harley Place);
- Door Entry; and
- Contingent/Major Repairs.

The Chair of the Executive requested that the Chief Executive investigate the reasons for the slippage and report back to advise the Committee on actions to (i) programme the work; and (ii) take steps to prevent slippage being reported so late in the annual programme.

Work on the HRA Capital programme is carried out using a mixture of in-house and external contracts. In-house contracts are undertaken by the Building Services department, mainly windows, kitchens and bathrooms. All work relies on either contracts to supply fittings, and/or contracts to undertake the work. The level of slippage became apparent to senior officers during the production of the Period 6 Capital Monitoring reports and an investigation into the reasons and the programmes affected was initiated.

Section 2.5 of the report highlighted a number of actions being implemented to address the slippage, including introducing a more detailed programme monitoring report at monthly programme meetings; clarifying the roles and responsibilities Housing, Infrastructure and Design Services (IDS) and Building Services; and putting in place a Contract Register within Building Services.

The Chief Executive also advised of the intention to write to tenants to advise them of the timescale for the installation of replacement windows.

Noted.

25. Minor Works Framework Contract 2010-2014

Submitted report by the Corporate Director (Finance and Infrastructure) on the benefits obtained from the first year of implementation of the All Ayrshire Minor Work Framework.

The All Ayrshire Minor Works Framework is managed by East Ayrshire Council as lead authority under the NEC3 Framework Contract (June 2005), with individual Works Packages being issued by each of the three participating authorities as the Employer. A Framework Project Management Team (FPMT) was set up with representatives from each authority to assist with the administration of the contract and to identify and resolve any operational issues.

The scope of the Framework is to employ contractors to carry out a wide range of construction work within the limits of each of the three participating Councils' boundaries. The actual out-turn figures show that the value of work procured through the Framework in Year 1 is £5.5m, including a figure of £1.6m for North Ayrshire Council.

A facility to allow the contractors to amend their rates within the framework is carried out on a six-monthly basis. The first such review resulted in an average reduction of 6% from the original contract rates. The Framework also produces an Authority Benchmarked Rate through an Audit Scotland recognised methodology that is used to demonstrate best value for the works carried out by the Council's own Internal Service Provider (ISP) within each authority.

The value of work carried out in the first year of the contract by the in-house service provider was £2.6m in the case of North Ayrshire Council. North Ayrshire Council's ISP achieved a 13% improvement on the benchmarked rate obtained from the framework for all work carried out within the first 6-month period of the contract, falling to 10% in the second six month period. This indicates that the internal service provider is performing well in comparison to private sector contractors for the work activities they undertake.

The current framework is in place until October 2012, at which point it can be extended by up to two further years.

Noted.

26. Tenders for Supply of Waste Management System

Submitted report by the Corporate Director (Finance and Infrastructure) on the outcome of the tender exercise for the supply of a Waste Management System for the Waste Service.

At its meeting on 2 November 2010, the Executive agreed that a tender be let for the procurement of an ICT-based waste management system and noted that a Working Group consisting of officers and workforce representatives would assist in the identification of a suitable system.

A formal tender for an initial contract period of 3 years with the option to extend by up to a further 2 years to supply such service was formally advertised in line with European Procurement Regulations on 16 March 2011.

The evaluation process consisted of two stages, namely Pre-qualification and Full Assessment. All three of the tender submissions received met the Stage 1 pre-qualification criteria. The evaluation process assessed the submissions against the stage 2 evaluation criteria outlined at Appendix 1 to the report. The completed evaluation matrix was attached at Appendix 2. Whitespace Waste Software Limited has scored highest against the evaluation criteria.

The one-off capital implementation cost of the software system, which will be met from the current capital budget and Strategic Re-Design Investment Fund, is £184,750, as well as IT costs of £10,000. The annual revenue costs of the contract for licensing, maintenance and support of the system are £28,800 and will be considered as part of the 2012/13 budget setting.

The Executive agreed that Whitespace Waste Software Limited be awarded the contract for the supply of an ICT-based waste management system.

27. Procurement Exercise: Supply of UPVC Windows

Submitted report by the Corporate Director (Finance and Infrastructure) on actions taken following representations received in respect of the procurement exercise for the supply of UPVC windows.

At its meeting on 13 September 2011, the Executive was informed of the outcome of a procurement exercise for the supply of UPVC windows and agreed to award the contract to Andrew Wright (PVC) Limited.

Following representations made by one of the unsuccessful bidders, during the standstill period, it became apparent that inadequate information was supplied relating to the number of window sizes across the house types previously completed which may have been detrimental to the interests of bidders. In addition, no information was supplied as to the addresses of the properties still to be completed.

In consultation with Legal Services and the Corporate Procurement Unit, it was decided that, in order to eliminate any prejudice, additional information would be provided to all parties who had submitted tenders and that they be requested to re-submit pricing schedules. As the omitted information did not impact upon the quality evaluation part of the exercise, these scores were held. Bidders were advised of this process and asked to resubmit schedules by 17 November 2011.

Of the 6 companies asked to re-submit price schedules, submissions were received from 5. Of these submissions, 1 price remained unchanged, 1 increased and 3 decreased. The revised pricing schedules were incorporated within the evaluation framework as set out at Section 2.1 of the report, with Nova Group Limited scoring the highest against the evaluation criteria.

The value of the contract is estimated at £1.3 million per annum, provision for which is contained within the Capital Plan of the Housing Revenue Account.

Members asked questions, and received clarification, on the following:-

- the lack of community benefit arising from the contract and the reasons for this;
- the requirement to let the tender in accordance with European Union procurement regulations;
- the legal restrictions prohibiting the disaggregation of contracts exceeding the EU procurement regulations threshold;
- the circumstances surrounding the legal challenge; and
- the potential for delay associated with any further challenge to the bidding process.

The Executive agreed to (a) note the actions taken following receipt of representations during the mandatory standstill period; and (a) award the contract for the supply of UPVC Windows to Nova Group Limited.

28. Housing Revenue Account Business Plan Implementation Group: Minutes of Meeting held on 6 October 2011

Submitted report by Corporate Director (Social Services and Health) on the Minutes of the Meeting of the Housing Revenue Account Business Plan Implementation Group held on 6 October 2011.

Noted.

29. Economic Development Business Development Approvals Committee - Minutes of Meeting held on 31 October 2011

Submitted report by the Chief Executive on Minutes of the Meeting of the Economic Development, Business Development Approvals Committee held on 31 October 2011.

Noted.

30. Minutes of the Meetings of the 1st Tier Joint Consultative Committee and the Corporate Health and Safety Group held on 17 November 2011

Submitted report by the Chief Executive on the Meetings of the 1st Tier JCC and the Corporate Health and Safety Group, both held on 17 November 2011.

Noted.

The meeting ended at 1.55 p.m.