North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

24 September 2015

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Ground Floor, Cunninghame House, Irvine on **TUESDAY 29 SEPTEMBER 2015** 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 the meeting held on 15 September 2015 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).

PRESENTATIONS

3.   Customer Service Strategy Update (Page 9)
Submit report and receive presentation by the Executive Director (Finance & Corporate Support) on the progress made on the implementation of the Customer Service Strategy (copy enclosed).

4.   North Ayrshire Renewables Strategy (Page 37)
Submit report and receive presentation by the Executive Director (Place) on a series of proposed renewable energy projects and policy recommendations from the Renewables Strategy for implementation (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

5.   Public Performance Reporting 2014/15 (Page 47)
Submit report by the Chief Executive on public performance reporting and the draft Annual Performance Report 2014/15 (copy enclosed).

6.   East Road South Car Park, East Road, Irvine (Page 137)
Submit report by the Chief Executive on the appropriation of land presently held in Irvine Common Good for the purpose of car parking for the New Leisure Centre (copy enclosed).

Reports by the Executive Director (Finance & Corporate Support)

7.   Capital Monitoring to 31 July 2015 (Page 143)
Submit report by the Executive Director (Finance & Corporate Support) on the Capital Investment Programme as at 31 July 2015 (copy enclosed).

8.   Revenue Budget 2015/16 : Budgetary Control Statement to 31 July 2015 (Page 171)
Submit report by the Executive Director (Finance & Corporate Support) on the revenue budgetary control position for the Council at 31 July 2015 (copy enclosed).

9.   Consultation Response: Pension Tax Relief Proposals (Page 217)
Submit report by the Executive Director (Finance & Corporate Support) on the Council's consultation response to HM Treasury proposals to review pensions tax relief (copy enclosed).

Reports by the Executive Director (Place)

10. **Council Housing Rents - Moving to a 52 Week Rent Charge (Page 225)**
Submit report by the Executive Director (Place) on the proposal to consult with tenants to collect rent and all other housing related charges over 52 weeks from the start of the 2016/17 financial year (copy enclosed).

Reports by the Executive Director (Economy & Communities)

11. **Libraries Review: Consultation on Proposed Changes to Library Opening Hours (Page 231)**
Submit report by the Executive Director (Economy & Communities) on the proposed Consultation Mandate and a planned period of consultation in relation to library opening hours (copy enclosed).

12. **Locality Planning Approach (Page 243)**
Submit report by the Executive Director (Economy & Communities) on the consultation mandate for the Locality Planning Approach (copy enclosed).

13. **Creating a Fairer Scotland: Employability Support: North Ayrshire Council Response to the Consultation (Page 259)**
Submit report by the Executive Director (Economy & Communities) on the response to the Scottish Government consultation on the future of employability and the use of devolved powers (copy enclosed).

14. **Urgent Items**
Any other items which the Chair considers to be urgent.

EXEMPT INFORMATION

15. **Exclusion of the Public**
Resolve in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following items of business on the grounds indicated in terms of Paragraph 9 of Part 1 of Schedule 7A of the Act.

   Non Disclosure of Information
   In terms of Standing Order 17 (Disclosure of Information) the information contained within the following reports is confidential information within the meaning of Section 50A of the 1973 Act and shall not be disclosed to any person by any Member or Officer.

15.1 **Selection of Preferred Bidder for the Clyde Valley Residual Waste Project (Page 281)**
Submit report by the Executive Director (Place) providing an update in relation to the Clyde Valley Residual Waste Project (copy enclosed).

Cabinet

Sederunt:	**Elected Members**	Chair:
	Willie Gibson (Chair) Alan Hill (Vice-Chair) Marie Burns John Bruce Anthea Dickson Tony Gurney Ruth Maguire	Attending:
		Apologies:
		Meeting Ended:

Cabinet
15 September 2015

IRVINE, 15 September 2015 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present
Alan Hill, Marie Burns, John Bruce, Anthea Dickson, Tony Gurney and Ruth Maguire.

Also Present
Alex Gallagher (Agenda Items 3 and 4).

In Attendance
L. Friel, Executive Director and T. Reaney, Procurement Manager (Finance and Corporate Support); K. Yeomans, Executive Director and G. Hunter, Town Centre Manager (Economy and Communities); I. Colvin, Director and S. Brown, Head of Service (Children, Families & Criminal Justice) (Health and Social Care Partnership); R. Moore, Communications Officer and D. McCaw, Committee Services Officer (Chief Executive's).

Chair
Councillor Hill in the Chair.

Apologies for Absence
Willie Gibson.

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 1 September 2015 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3.   **Chief Social Work Officer (CSWO) Annual Report 2014/15**

Submitted report by the CSWO who is required to prepare an annual report for the Council on all statutory, governance and leadership functions of the CSWO role. The annual report, covering the period April 2014 to March 2015, was detailed at Appendix 1 to the report. A presentation on the key issues arising from the report was also provided to Members.

Members asked questions and were provided with further information on:-

● figures in relation to adult protection and on an increased awareness in terms of adults who are vulnerable;
● the number of social work referrals on the grounds of destitution which can be attributed to welfare reform and the support being provided to service users; and
● the key functions of the community connector role in providing information and support to patients, service users, carers, practitioners and the community.

The Cabinet agreed to endorse the report as detailed at Appendix 1.

4. Largs Masterplan

Submitted report by the Executive Director (Economy & Communities) on proposals contained within the Largs Masterplan, detailed at Appendix 1 to the report.

Members asked questions and were provided with further information on:-

● exemplars used within the Appendix to the report in relation to the seafront/promenade redesign; and
● litter bins which are in situ at Gallowgate Square.

The Cabinet agreed to (a) endorse the Masterplan for Largs, subject to future funding options being identified; and (b) approve the progression of work to advance the redevelopment of Gallowgate Square during 2015/16.

5. Procurement EU Tender Plan - 2015/16 and 2016/17

Submitted report by the Executive Director (Finance and Corporate Support) on the EU procurement tender plan for the remainder of financial year 2015/16 and the requirements identified for financial year 2016/17.

The Cabinet agreed to invite tenders for the supplies, services and works listed in the plan detailed in Appendix 1 to the report.

6. North Ayrshire Integration Joint Board

Submitted report by the Director (Health & Social Care Partnership) on (i) the business dealt with by the North Ayrshire Integration Board during the period 1 April 2015 to August 2015, and (ii) the developments within the North Ayrshire Health and Social Care Partnership.

The Cabinet agreed to note and endorse the contents of the report.

The meeting ended at 3.20 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

29 September 2015

Cabinet

Subject:	**Customer Service Strategy Update**
Purpose:	To advise Cabinet of progress made on the implementation of the Customer Service strategy and seek endorsement for the strategic approach.
Recommendation:	Cabinet is asked to (a) endorse the strategic approach; and (b) note progress made to date.

1.   Introduction

1.1   The Council agreed the Customer Service Strategy in March 2012. Since then significant progress has been made. This paper provides an update on progress, performance and outlines future plans since the last update to CMT in September 2014.

1.2   The Customer Services Strategy aligns with the Council Plan through supporting frontline services to deliver against the strategic priorities. By putting the customer at the heart of everything we do, we are able to demonstrate our journey from "Good to Great" by delivering exceptional customer service.

1.3   The Customer Service Strategy is now more than 3 years old and will be revised during 2016/17.

2.   Current Position

2.1   The current customer service model provides a high quality service for a number of Council Services. Over the last year, the focus has been on staff development and customer engagement with clear evidence of continuous improvement. Key areas of progress are outlined below:

- **Delivery of an online account**
  This enables customers to easily log and track their requests with 15,000 registered customers, this is growing at a rate of 5% per month. There are 4,000 customers who have "Advanced" access which enables them to view their Council Tax or rent online.

- **Delivery of a wide range of transactional services via the website.**
  There are now more than 50 online transactions available. New services available include change of address, special uplift, Council Tax intelligent forms.

- **Proof of concept for Council Tax e-bills**
  A successful pilot of sending electronic Council Tax bills to "Hub" customers was delivered for annual billing in March 2015. Through logging into the Hub, customers were able to access their 2015/16 Council Tax bills. This was a cross service project which was delivered in under 12 weeks. The project will provide savings though reducing postage costs and the use of paper.

- **Implementation of new telephony system**
  The new technology provides a fully integrated solution in the contact centre allowing advisers to move seamlessly between enquiries received through different channels, for example phone call, web chat, social media and email. There will be an improved customer journey with benefits expected to include reduced wait and handling times.

- **Development of Council wide Customer Charter and reporting format**
  A Council wide Customer Charter is in place and a process for measuring and reporting against the charter was piloted within Customer Service during 2014/15. This included a process to measure how delighted our customers are with our service, 75% of customers said they were delighted with the service provided. Annual performance reports provide clear evidence of customer feedback driving service improvements.

- **Implementation of People's Charter, improving employee engagement.**
  The People's Charter was developed through employee workshops and links to the corporate staff values. The charter sets out a standard that all staff within Customer Service can expect in relation to performance management, training and reward and recognition. The development and implementation of the charter provided robust evidence as part of the Investors In People assessment.

- **Channel Shift**
  Customer insight data was used to further enhance the online process for free school meals and clothing grants. 60% of all customers now access the service through a non-assisted channel. The project is an excellent example of continuous improvement driven by customer feedback.

The percentage of online transactions is around 16%, however this varies from more than 30% for certain Report It type transactions to as low as 5% for Change of Address.

External Recognition

- Winners of European Contact Centre and Customer Services Association(ECCCA) Best Improvement Strategy

- Silver Award for ECCCA Best Complaints Team

- Highly Commended MJ Awards for Innovation in Digital

- Finalists in Contact Centre Association(CCA) Innovation in Digital & Best Complaints Team (Outcome to be announced in November 2015)

- Silver Investors In People Award

3. Proposals

3.1 Telephone Access

The contact centre continues to handle less than 20% of all customer calls which come into the Council. Analysis of calls across the Council will be undertaken to identify appropriate services to transfer to the contact centre. This will enable the benefits of channel shift to be more easily realised and a corporate approach to be delivered.

3.2 Written Communication

Mail
The Council currently spend in excess of £600,000 with significant time spent in the issuing and receipt of mail. There are opportunities to deliver savings through the reduction of both inbound and outbound mail.

<u>Council Tax e-billing</u>
A successful pilot for Council Tax was delivered in March 2015. As noted above, more than 60,000 customers receive annual bills for Council Tax and there is an opportunity to reduce time and effort through migrating these customers onto ebills. The same principle can also be applied to a wider range of written communications.

Roll out of project for the billing cycle 2016/17 will be a priority. The option for e-bills will initially be offered to the 15,000 existing Hub customers before been rolled out to all 60,000 householders. Consideration will also be given as to how the process can be rolled out to other areas e.g. rent statements.

<u>Intelligent Forms</u>
Intelligent forms for Council Tax exemptions and discounts have been developed and are in place providing a smoother application process for the customer and reducing the resource requirement within the contact centre. Analysis of the impact of the removal of certain paper based forms will be carried out to support the channel shift strategy.

3.3   Web & Mobile

<u>Channel Shift</u>
Since the implementation of the new website in 2013, the website has been continuously developed increasing the number of online processes and improving usability. A range of low cost marketing activities have been undertaken, however the shift to lower cost channels and the delivery of savings has been slower than anticipated.

The Business Improvement Team plans to engage with digital marketing specialists to undertake the following:

- Conduct customer journey mapping to understand why customers who go to the website do not have a successful journey.

- Carry out customer surveys to understand why customers continue to phone or visit when online services are available.

- Provide a digital marketing strategy to promote services to customers in a targeted way.

- Undertake end to end customer journey mapping for agreed processes within Revenues and Benefits

Based on this project, the website will be reviewed and refreshed to improve the customer journey and provide a more modern look and feel. Changes to the website will be in place for 1st April 2016.

As budget pressures grow, it may be necessary to consider a bolder approach to channel shift and potentially move certain processes to digital only. It is accepted that certain customer groups will require assistance to access services digitally, however this should not prevent the migration to digital services for the majority who are able and have access.

3.4 Cabinet is asked to (a) endorse the strategic approach; and (b) note progress made to date.

4. Implications

Financial Implications

4.1 The digital marketing work is expected to deliver savings of £45k over 2016/17-2017/18.

Human Resource Implications

4.2 It is expected that the channel shift strategy will reduce the number of staff required to handle transactions in the contact centre and service centres, however the pace of change means that any reduction will be delivered through normal staff turnover.

Legal Implications

4.3 There are no legal implications.

Equality Implications

4.4 A Change Checklist has been introduced which ensures that a Equality Impact Assessment is carried out at the beginning of each process review. Within the customer focus group are customers with disabilities who assist with testing new processes before implementation. All staff within the Customer Service Centres recently underwent sensory awareness training to assist in dealing with customers with sensory impairments.

Environmental and Sustainability Implications

4.5 The roll out of the e-billing pilot will provide a more sustainable and environmentally friendly way for customers to receive written communication from the Council.
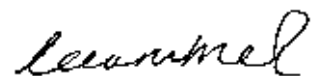
Implications for key priorities

4.6   The Customer Service strategy is a cross service initiative which enables services to deliver transformational change. Channel shift supports the agenda of altering service demand which will reduce the cost of service delivery whilst maintaining standards. The introduction of a consistent approach for measuring customer satisfaction demonstrates how we deliver exceptional customer service.

5.   Consultations

5.1   The Change Checklist ensures that we put the customer at the heart of everything that we do. Customer surveys are carried out at the beginning of every change process and workshops are held to gather feedback before implementation. Feedback from customers has resulted in the language on the website being changed and forms amended to make them more user friendly.

6.   Conclusion

6.1   Customer Service have delivered against the objectives set out within the Customer Service Strategy and has demonstrated sector leading practice in a number of areas. The foundations are now in place to build upon and deliver cross cutting transformational change. Over the next 18 months Customer Service will engage with key stakeholders to review and update the Customer Service Strategy incorporating the following existing strategies into a single document; Business Support, Digital Services and the Channel Shift approach. Cabinet is asked to endorse the strategic direction and note progress made to date.

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :
For further information please contact Esther Gunn-Stewart, Customer Services Manager on 01294 323960.

Background Papers
Customer Service Stratetgy

NORTH AYRSHIRE COUNCIL

CUSTOMER SERVICES STRATEGY
REVIEW
2015

VERSION: 1.0

Author:	Esther Gunn-Stewart
Title:	Senior Manager Customer Service
Date:	28th August 2015
Last printed:	

Document control

Document History:

Version	Comments
V0.1	Documented and reviewed by Esther Gunn and Sheila Paisley
V1.0	Feedback from Laura Friel

1. Introduction

The Council agreed the Customer Service Strategy in March 2012 and since then significant progress has been made. The objective of this paper is to provide an update on progress, performance and outline future plans since the last update to CMT in September 2014.

Strategic fit - the Customer Services Strategy supports the Council Plan through supporting the frontline services to deliver against the strategic priorities. Through putting the customer at the heart of everything we do, we are able to demonstrate our journey from "Good to Great" by being delivering exceptional customer service.

The Customer Service Strategy is now more than 3 years old and will be revisited during 2016/17.

2. Vision & Principles

"North Ayrshire Council will provide cost effective access to high quality customer services for all who live, work and visit North Ayrshire. We will be recognised as a leader in customer service provision, continuously reviewing and improving what we do"

Right first time

Development of highly skilled and motivated staff

Corporately managed customer function

Deliver efficiency savings:
- Channel shift
- Reduction in 'failure' demand

Consistent service delivery

Committed to continuous improvement and innovation

Underpinned by a robust performance management approach

3. Key Achievements

The current customer service model provides a high quality service for a number of Council Services. Over the last year, the focus has been on staff development and customer engagement with clear evidence of continuous improvement. Key areas of progress are outlined below:

- Delivery of an online account enabling customers to easily log and track their requests with 15,000 registered customers, this is growing at a rate of 5% per month.

- Delivery of a wide range of transactional services via the website. There are now more than 50 online transactions available.

- Proof of concept for Council Tax ebills

- Implementation of new telephony system

- Development of Council wide Customer Charter and reporting format

- Process to measure how delighted our customers are with our service, 75% of customers currently said they were delighted with the service provided

- Implementation of People's Charter, improving employee engagement.

External Recognition

- Winners of European Contact Centre and Customer Services Association(ECCCA) Best Improvement Strategy

- Silver Award for ECCCA Best Complaints Team

- Highly Commended MJ Awards for Innovation in Digital

- Finalists in Contact Centre Association(CCA) Innovation in Digital & Best Complaints Team (Outcome to be announced in November 2015)

- Silver Investors In People Award

4. Telephone Approach

Aim

To minimise the number of contact numbers published, to provide fast access to an expert officer and to reduce the amount low values calls that our residents have to make.

Update

- Conducted operational reviews for a number of services to improve performance, reducing wait times and increasing customer satisfaction. Operational reviews have been carried out for Scottish Welfare Fund, Waste and Building Services. These have involved cross service working groups using Lean Six Sigma tools to identify areas of duplication or waste. This has resulted in reduced repeat calls, improving the customer experience through reduced waiting and handling times. This has delivered the following results:
    - Reduced repeat calls for Waste by 7% whilst increasing the percentage of customers delighted by 15%. Service delivery improved, reducing time taken to deliver a bin from 21 to 7 days and assisted pull outs from 15 to 2.5.
    - Repeat calls to the Welfare Fund have reduced by 11%.
    - The percentage of customers delighted with the service from Building Service increased by 22% to 78.4%
- New technology has been procured for the contact centre with Phase 1 implemented in July.   The technology will be rolled out over the next 6 months and will offer greater degrees of automation and improve the customer journey. It is expected that this will reduced handling and waiting times by at least 20% and will support the promotion of channel shift.
- Customer Service has worked with Building Services on the procurement and implementation of the new ROCC system which went live on 8th June. The system is integrated with the LAGAN CRM and it is hoped that this will reduce call handling times and improve on accuracy rates.

Key Priorities for Future

- **Transfer of customer calls**

The contact centre continues to handle less than 20% of all customer calls which come into the Council. Analysis of calls across the Council will be undertaken to identify appropriate services to transfer to the contact centre. This will enable the benefits of channel shift to be more easily realised and a corporate approach to be delivered.

- **Telephony System**

The roll out of additional functionality on the telephony system will be completed this year. This will fully integrate social media management, web chat and

introduce virtual queuing. There will also be the ability to complete automated surveys.

- **Repeat Calls**
A new process for logging and handling repeat calls is now in place providing the opportunity to tackle failure demand. During 2015/16 a benchmark for repeat calls will be established, areas for focus and targets for reduction will be identified.

5. Face to Face access

Aim

To maintain our Face-to-Face services, but to provide these services in more appropriate and cost effective locations by fully trained expert officers.

Update

- Staff are multi-skilled to deliver a range of services including Registration.
- The service has been reconfigured to offer Saturday appointments and reduce costs of undertaking weekend weddings.
- Accuracy for Registration for 2014/15 was 98%.

Key Priorities for Future

- **Saltcoats Town Hall**
Customer Service have been working with PMI and a range of services hosting workshops to map out the customer journey and agree working practice within the building. The move is scheduled for February 2016.

6. Written Communication

Aim

To reduce the amount of post and paper communication through better use of electronic channels will deliver faster, better, greener services at less cost.

Update

The Council currently spend in excess of £600k with significant time spent in the issuing and receipt of mail. There are opportunities to deliver savings through the reduction of both inbound and outbound mail.

- A successful pilot for Council Tax was delivered in March 2015. More than 60k customers receive annual bills for Council Tax and there is an opportunity to reduce time and effort through migrating these customers onto ebills. The same principle can also be applied to a range of written communications including rent statements.

- Intelligent forms for Council Tax exemptions and discounts have been developed and are in place providing a smoother application process for the customer and reducing the resource requirement within the contact centre.

Key Priorities for Future

- Roll out of project for the billing cycle 2016/17. The option for e-bills will initially be offered to the 15k existing Hub customers before been rolled out to all 60k householders. Consideration as to how the process can be rolled out to other areas e.g. rent statements.
- Analyse the impact of the removal of certain paper-based forms to help to drive channel shift.

7. Web & Mobile Approach

Aims

To provide a single, comprehensive, easy to access and up to date website which is focused around customer demand that allows anyone to transact and interact with the Council 24/7.

Update

Website 4* Rating
The SOCITM Better Connected Survey results were published in March 2015 and North Ayrshire Council retained the 4* rating for the second year running. From September 2015, a new process for assessing Local Authority websites is being introduced by SOCITM and the web team will be working to understand the new assessment process and ensure feedback is taken on board. The standard for achieving 4* increases every year therefore, the team will need to undertake significant development work to ensure that this standard is maintained this year therefore a refresh of the website is currently underway.

Customer Account
The new customer account "The Hub" launched in October 2015 and currently there are 15,000 basic level Customers e.g. who can request a special uplift on-line. There are 3,800 advanced Customers who are able to view their Council Tax or rent online.

Online Services
Customers can now access more than 50 transactions online with new processes including change of address, eforms for Council Tax discounts and exemptions, special uplifts and view rent online.

Web Chat
A pilot of web chat has been completed and this will be integrated to the contact centre as part of the new telephony solution. Volume of usage of webchat was low, however satisfaction levels were high. Research indicates that the use of webchat will grow and it is expected that this will support channel shift, increasing the number of successful customer journeys on the website.
Performance

There are currently two measures of customer satisfaction which are both measured by the SOCITM pop up surveys.

- Overall satisfaction with the website. Satisfaction levels have been between 60-70% since go live of the site with little improvement despite changes made.
- Percentage of successful customer journeys has also been static around 50% for desktop and slightly higher for mobile.

Volume of surveys completed is low in comparison to visits with only around 40 out of 50k visitors completing the survey. The web team are working with external consultants to identify a more robust and useful way to measure digital performance through analysing and understanding customer behaviour.

Key Priorities for Future

- Website refresh: the website will be reviewed and refreshed to improve the customer journey and provide a more modern look and feel. Changes to the website will be in place for 1st April 2016
- Improve the process for registering and use of The Hub
- Conduct customer journey mapping for top tasks.

8. Channel Shift Strategy

Channel Shift is the process by which organisations seek to encourage customers to access, or interact with, services via channels which are more cost effective to deliver than those which they normally choose. This can be more beneficial or appropriate for the customer too e.g. web access allows 24 hour provision.

Deliberate channel shift is the design and marketing of effective and efficient channels because they are the most appropriate channels for the type of contact, customer and organisation in question. Channel shift forms one part of an overall channel strategy, and implemented well it can lower costs, build reputation, empower the citizen, improve the overall service proposition and enable the Council to make best use of resources freeing up staff to support more vulnerable customers. Shifting customers to particular channels involves behaviour change on the citizen's part, but once they are aware of the channels available, they will use the one that works best for them.

Update

There is a channel shift board which meets bi-monthly to plan and monitor marketing activity. The Business Improvement Team has access to Acorn data which is a customer insight software package. The insight information can be used alongside information available from internal systems to enable services to be designed and marketed around customer need.

- Customer insight data was used to further enhance the online process for free school meals and clothing grants. 60% of all customers now access the service through a non-assisted channel.
- There has been growth in the number of online accounts from 9,000 in October 2014 to 15,000 at end of July 2015.

- The percentage of online transactions is around 16%, however this varies from in excess of 30% for certain Report It type transactions to as low as 5% for Change of Address.
- Despite the number of processes increasing, improving usability and undertaking a range of low cost marketing activities the shift and the delivery of savings has been slow to take place.

As budget pressures grow, it may be necessary to consider a bolder approach to channel shift and potentially moving certain processes to digital only. It is accepted that certain customer groups will require assistance to access services digitally, however this should not prevent the migration to digital services for the majority who are able and have access. There are a large number of customers who transact digitally for a range of services as part of their daily life for banking, shopping and booking holidays but continue to call the Council.

Digital Services

Service delivery for the future must be digital end to end. There are limited benefits to both the customer and the council in simply moving the initial contact to a digital channel should the underlying process continue to be manual with embedded duplication of effort and waste. Over the next year, Customer Service will work with services using Kai Sigma tools to map processes end to end and identify opportunities to automate as much of the process as possible. It is recommended that initially a pilot is undertaken with a number of processes in Revenues and Benefits to assess the potential for automation and the impact this approach will have on the customer and service.

Key Priorities for Future

The Business Improvement Team has secured investment from the Change Fund to engage with digital marketing specialists to undertake the following:
- Conduct customer journey mapping to understand why customers who go to the website do not have a successful journey
- Carry out customer surveys to understand why customers continue to phone or visit when online services are available
- Provide a digital marketing strategy to promote services to customers in a targeted way
- Undertake end to end customer journey mapping for agreed processes within Revenues and Benefits (Timescales TBA).

This work will be undertaken during quarter 3 with initial results expected in 2016/17.

9. Employee and Organisation

Over the last year, one of the main areas of improvement within Customer Service has been the focus on people.

People's Charter

Working with employees from every area of the business, a People's Charter was developed which sets out a clear standard that every employee within Customer Service can expect regardless of role or grade. This has been extremely well received and is now being rolled out into Business Support. A copy of the People's Charter is attached as Appendix 1.

Reward and Recognition

A reward and recognition strategy has been implemented providing recognition both formally and informally for achievements supporting our business priorities. The focus is on the business priorities of delivering exceptional customer service, promoting channel shift and identifying different ways of working.

The service has seen significant improvements in employee engagement since the initial staff engagement survey in 2012 with the majority of areas measured in the People's Charter scoring higher than 70%.

Customer Service Professional

As part of the People's Charter, Customer Service have committed to providing every member of staff with the opportunity to get an externally recognised qualification. Support is being provided to staff across the Council to achieve this qualification.

IIP

Customer Service have been recognised for Silver Investors In People and received very positive feedback from the assessor on how the service has been transformed over the last 18 months to fully integrate with Registrations.

Customer Charter

A Council wide Customer Charter is in place and a process for measuring and reporting against the charter was piloted within Customer Service during 2014/15. A sample copy of the report is provided as Appendix 2. This will be rolled out to all services over the next year.

10. Conclusion

Customer Service has delivered against the objectives set out within the Customer Service Strategy and have demonstrated sector leading practice in a number of areas. The foundations are now in place to build upon and deliver cross cutting transformational change. Over the next 18 months Customer Service will engage with key stakeholders to review and update the Customer Service Strategy incorporating the following existing strategies into a single document; Business Support, Digital Services and the Channel Shift approach.

Appendix 1 – Customer Services People's Charter

We are committed to providing a vibrant working environment where everyone feels motivated, valued and respected. We pledge to develop an inclusive workforce of highly skilled professional staff who can access opportunities, understand their roles and responsibilities and contribute to the success of our service by working together.

What I can expect from Customer Services	OUR VALUES	What Customer Services expects of me
Monthly 121 / Coaching Session and Team Meeting	FOCUS	Welcome all feedback, fully participate and contribute to discussions and training sessions honestly, positively and constructively. Commitment to achieve relevant qualification.
Annual PPD		
Ongoing Training and Development		
Provide opportunity to gain an externally recognised qualification relevant to your role		
Motivation and opportunity to reach potential	PASSION	To seek opportunities for development and be innovative. Commitment to providing great service
Reward and Recognition for great work		
Maximise opportunities for team	INSPIRATION	Participate in working groups and Ideas Forum, working creatively together to achieve the best results
Provide opportunity to shape the future of our service		

Our Staff Values
Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

HOW WE MEASURE OUR SUCCESS

Statistics

- Number of staff who have received a 121 / coaching session and attended a Team Meeting each month
- Number of staff who have had a PPD in the last year
- Evidence of Training Completed
- Number of staff who have achieved an externally recognised qualification

Results from Staff Survey Questions:

- My line manager encourages two-way feedback
- I think my performance is evaluated fairly
- When a development need is identified I am confident that I will receive appropriate training

Results from Staff Survey Questions:

- I believe there are opportunities for me to develop my career in the council
- My work is acknowledged and I am recognised for doing something well

- Quarterly Champion Awards
- Compliments highlighted in weekly update and displayed on compliments boards

- Business Improvement Group meeting monthly
- Ideas Forum meeting monthly
- Staff Panel meeting quarterly

Results from Staff Survey Questions:

- I have the opportunity to contribute views before changes are made which impact on my job
- I feel able to speak up and challenge the way that things are done in Customer Service

23/09/2015

Our Staff Values
Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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Customer Charter
Performance Report 2014/15

Registration

Table of Contents

1. Performance summary

This report intends to highlight performance against the standards set out by the Customer Charter. The Charter details what level of service customers should expect from the Council. Performance against the Charter is measured from a variety of sources including customer satisfaction surveys, system based reports and call performance statistics.

Charter Requirement	Measurement	Current level for Registration
Be polite, respectful and helpful	% of customers satisfied with the friendliness and politeness of staff	**100%**
Ensure all staff members can be identified by wearing a name badge or providing their name	% of customers confirming that the adviser they spoke to provided their name/wear a name badge	**96.9%**
Observe privacy and confidentiality where appropriate	% of customers satisfied with how their privacy was protected by the adviser e.g. asking for password	**98.3%**
Handle enquiries at first point of contact, where possible	% of customers that **did not** have to contact the Council more than once about their enquiry	**83.3%**
Provide offices which are accessible, clean and safe	% of customers satisfied with the cleanliness of the office they visited	**100%**
	% of customers satisfied with the safety and security of the office they visited	**100%**
Answer calls within 30 seconds	Average wait time for customers to have their call answered in 2014/15	**2 mins 1 secs**
See customers within 10 minutes of arriving at one of our offices	Average wait time for customers to be seen at one of our offices in 2014/15	**0 mins 13 secs**
Correct any inaccurate or out of date information on the public website within 2 working days of it being brought to our attention	% of website job requests dealt with within stated timescales*	**98%**
Provide feedback on areas of improvements and changes	No. of You Said, We Did entries for Registration 14/15	**1**

* This figure is based on the total number of job requests processed within the set timescales and cannot be attributed to a specific service.

2. Service snapshot

A summary of the Registration service in 2014/15:

-   The average customer satisfaction level was **99.4%**

    This is the average figure for customers scoring a 3 or above on the 9 scale-based questions in the survey.

-   **89%** of customers surveyed were **delighted** with the service they received

-   Contact Centre staff answered **6799 calls** for Registration with the average call lasting **5 minutes 13 seconds**

-   The average **wait** time for a customer to have their call answered in was **2 mins 1 second**

-   Registration received **7 complaints** of which **5 were upheld**

3. Customer Complaints

Registration received **10** complaints in 2014/15**, 7** of which were upheld.
Below table breaks down complaints received for the service into Frontline and Investigation. Frontline complaints have a service level agreement of 5 working days with investigation complaints having a 20 working day service level agreement. Frontline complaints had an average handle time of **2.7 days** to resolution and Investigation complaints **0 days**.

This is within the Scottish Public Services Ombudsman timescales above.

Total received and closed	10	
Total Closed at Frontline	9	
Total closed on time	8	89%
Average no. of days to resolve	2.7	Actual Target is 5 working days
Total Upheld/Partially Upheld	7	78%
Topic breakdown:-		
Failure to deliver service	4	
Delay in responding	1	
Employee Attitude	1	
Incorrect Information	1	
Other	1	
Policy	1	
TOTAL	9	

Total Closed at Investigation	*1*	
Total closed on time	*1*	100%
Average no. of days to resolve	*0*	Actual Target is 20 working days
Total Upheld/Partially Upheld	*0*	0%
Topic breakdown:-		
Employee Attitude (complaint withdrawn)	*1*	
TOTAL	*1*	

4. Customer Satisfaction Stats
PROFESSIONALISM

Questions relating to PROFESSIONALISM	% of customers satisfied – Apr 14 (80 respondents)	% of customer satisfied – Nov 14 (100 respondents)
Did the adviser identify themselves either through giving their name or by wearing a name badge?	92.1% confirmed that the adviser had given their name or wore a name badge	96.9% confirmed that the adviser had given their name or wore a name badge
How satisfied were you with how your privacy was protected by the adviser? (asked for password etc.)	100%	98.3%
If you visited a Customer Service Centre, how satisfied were you with the cleanliness of the office?	100%	100%
How satisfied were you with the safety and security of the office?	100%	100%

INFORMATION

Questions relating to INFORMATION	% of customers satisfied – Apr 14 (80 respondents)	% of customer satisfied – Nov 14 (100 respondents)
How satisfied were you with the information given to you by the adviser?	100%	97.9%
How satisfied were you with how well you were kept up to date with the progress of your request?	100%	97.9%

STAFF ATTITUDE

Question relating to STAFF ATTITUDE	% of customers satisfied – Apr 14 (80 respondents)	% of customers satisfied – Nov 14 (100 respondents)
How satisfied were you with the friendliness and politeness of the adviser that assisted you?	100%	100%
How satisfied were you with the sensitivity of the adviser to your needs?	100%	98.6%

TIMELINESS

| Questions relating to TIMELINESS	% of customers satisfied – Apr 14 (80 respondents)	% of customers satisfied – Nov 14 (100 respondents)
How satisfied were you with how long it took to speak to someone regarding your query?	100%	99%
How satisfied were you with being able to deal directly with someone who could help you?	100%	98%
How satisfied were you with the amount of time it took to deal with your enquiry from start to finish?	100%	99%

DELIVERY

Questions relating to DELIVERY	% of customers satisfied – Apr 14 (80 respondents)	% of customers satisfied – Nov 14 (100 respondents)

Did you have to contact the Council more than once about your enquiry?	80% of customers did not have to contact the Council more than once	83.3% of customers did not have to contact the Council more than once
How satisfied were you with the final outcome of your request?	100%	99%
On a scale of 1-5, 1 being Disappointed – 5 being Delighted, how did you feel about the overall customer service provided?	92.1% of customers expressed they were delighted with the service received	86.5% of customers expressed they were delighted with the service received

5. Call performance

- During **2014/15**, the Contact Centre received **8870 calls** for Registration of which **6799** were answered.

- This highlights that 76.65% of calls were in this 12 month period.

- The table below highlights the trends throughout the year:
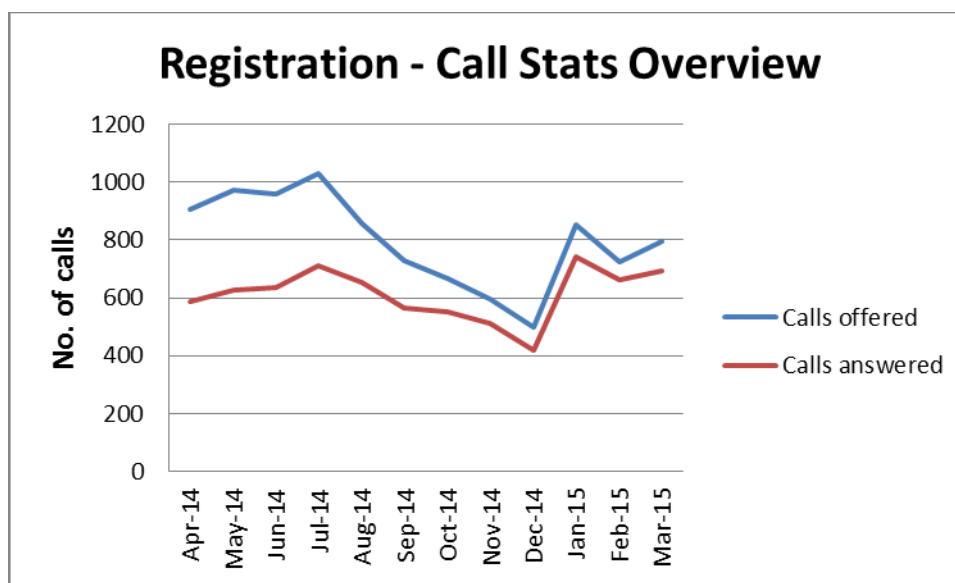
- The average wait time for customer's calls to be answered was **2 minutes 1 second**.

- The average call length was **5 mins 13 secs**

6. Customer Feedback and You Said, We Did

Customers are encouraged to provide us with comments so that we can improve on any issues that arise from Customer Satisfaction Surveys. This is a snapshot of the comments that customers have made about their service experience.

The word cloud below reflects the compliments about the service received. The actionable comments section includes areas which have been identified that require further investigation in order to improve the customer journey in the future.

You Said, We Did

Any actionable comments received on behalf of the service through customer satisfaction or feedback is reviewed, logged and actioned by the service. The table below shows the comments received and the changes we have implemented to improve the service.

SERVICE	WHAT YOU SAID	WHAT WE DID
Registration	Phone number on birth cards is showing old number.	We contacted East Ayrshire Council who prints the cards and they have advised us that the number has been changed from the old 0845 to 01294 310000 and dispatched to Maternity Unit at Crosshouse.

7. Conclusion/Next steps

- ### Customer Satisfaction

Registration continuously upholds high customer satisfaction levels. There was a slight decrease between the initial survey conducted in February 2014 and November 2014 however it must be stressed that the decrease was minimal and no questions rated below the agreed Service Level Agreement.

Next steps - No further action is required in this area.

- ### Customer Complaints

Registration received **7 complaints** in 2014/15. Although this is a very low figure, it is important to maintain/improve on this for future years.

The main topic of complaint surrounded **failure to deliver a service**. As part of the complaint procedure, lessons learned are recorded to improve service provision and prevent complaints in future.

Below details the steps taken in 2014/15 to improve service in future as a result of complaints received.

Steps Taken –

- Complaint feedback communicated to registrars involved

- Briefings issued to all staff ensuring information given to customer is accurate at all times

- Feedback from complaints regarding staff attitude passed to management for review

- Stationary updated with new contact details/service information

- ### Call performance

The current SLA within the Contact Centre for the number of calls to be answered is **92%** and all within **30 secs**.

76.65% of Registration calls were answered in **2014/15**. The average waiting time for a customer to have their call answered was **2 mins 1 second**.

Next steps –

- Recruitment of new customer service advisers to help with peak demands in service

- New telephony technology aims to reduce average handle time on calls. As the system is integrated to the customer database, it will save on time searching for customers.

  This technology will also improve the customer journey by offering queue buster, their call will be held virtually in the queue and we will call them back.

- Review of training provided and upskill existing customer service advisers to handle general enquires.

NORTH AYRSHIRE COUNCIL

Agenda Item 4

29 September 2015

Cabinet

Subject:	North Ayrshire Renewables Strategy
Purpose:	To advise Cabinet of the details of a series of proposed renewable energy projects and policy recommendations from the draft North Ayrshire Renewable Energy Strategy for implementation.
Recommendation:	That Cabinet agree the North Ayrshire Renewable Energy Strategy for implementation, including the project recommendations at paragraph 2.5 of this report, subject to availability of capital funding and further discussion with the Business Planning Implementation Group for those projects that fall within the HRA.

1. **Introduction**

1.1 In July 2014, the Council's first Environmental Sustainability & Climate Change Strategy (ESCCS) was published. This established a clear direction of travel to create a sustainable North Ayrshire, underpinned by five specific workstreams including 'a green economy' and 'sustainable operations'. One of the actions within the ESCCS is to prepare and implement a Renewables Strategy (RS).

1.2 The draft RS has now been completed. The RS was designed to build on our success to date through the solar photovoltaic and biomass retrofit programme in 20 of our schools and municipal buildings. Most of these installations are now operational, and will deliver over 1,000kW of electricity and almost 4,000kW of heat and power, as well as significant efficiency savings.

2. **Current Position**

2.1 The objective of the RS is to establish North Ayrshire as a renewable energy centre of excellence by undertaking the following work:

- To understand the current baseline for energy consumption, and current installed renewable energy generation capacity, across all sectors within North Ayrshire

- To understand the scale of opportunity for further renewable energy deployment within North Ayrshire across both mature and emerging renewable energy technologies and across the public and private sectors

- To identify specific projects and policy interventions to capitalise on the opportunities identified

- To set out business cases for the immediate opportunities, including articulation of the costs and benefits of these opportunities

2.2   The benefits of the RS include the potential for significant revenue generation opportunities, reduced carbon emissions, security of energy supply, affordable warmth for residents, job creation, and increased community empowerment.

2.3   The outcomes from the RS will also help deliver on the Council's Covenant of Mayors commitments to reduce greenhouse gas emissions within the authority area.

2.4   The following is a summary of the key project and policy recommendations and an illustration of the potential benefits available. A copy of the full RS is available within the Elected Members section of Connects.

2.5   In recent months a number of policy changes have been announced by Government particularly in respect of subsidies provided to renewable energy projects. The table below identifies the worst case scenario upon current known information however all costs and revenues require to be proven as part of detailed project development. Please note that some of the figures within the following table differ from those contained within the business cases in Appendix B of the RS. This is because the business cases are evolving documents, and a number of them have already been updated to take account of further project development work undertaken since the RS document was finalised in August 2015.

Key Project Recommendations

Project*	Capital Cost	Gross Revenue Potential pa	Simple Payback*	Size	CO_2 reduction pa (tonnes)
Nethermains Landfill Solar PV Park**	£5.14 M	£469,000	12.3 years	5MW	1,300
Shewalton Landfill Solar PV Park**	£5.5M	£461,000	13.7 years	5MW	1,300
Social Housing Rooftop Solar PV Retrofit	£7.35 M	£660,000	11.3 years	6MW	1,500
Sheltered Housing Rooftop Solar PV Retrofit (example)	£0.06 M	£5,794-£8,600	7.2- 9.7 years	0.05MW	12.5
Solar PV Retrofit Extension (example)	£0.12 M	£10,558-£13,452	9.1-11.5 years	0.1MW	23
Nethermains Wind Turbine	£0.9M	£ 69,000	15 years	0.23MW	211
Irvine District Heating Scheme***	£6.8M	£628,000	9.2 years	0.8MWe	5,000

*Borrowing costs have not been included in the simple payback calculations. The simple payback is based on the capital costs divided by the annual revenues (with allowances for indexation and performance loss of the panels over time) **Initial feasibility work has been instructed for these projects, including submission of planning and grid applications, otherwise the projects would not be deliverable in the timescales available.**This project requires further feasibility work to prove the assumptions made within the business case.

Key Policy Recommendations

Policy Interventions	Desired Outcome	Next Steps	Timescales
North Ayrshire Energy & Sustainability Conference- launch of the Renewables Strategy through a one day conference.	To provide a marketing/communications opportunity to communities and businesses in relation to the scale and ambition of the Council's energy and sustainability aspirations.	A Straight Talking event has been arranged for 26th October 2015 which will encompass a launch of the Renewables Strategy.	Q4 2015
Arran Community Energy	To use Arran Community Energy as a pilot to demonstrate partnership working on the energy & sustainability agenda between the Council and communities to deliver community projects for community revenue streams, improved energy security, and reduced carbon emissions.	Develop action plan in conjunction with Arran Community Energy. Nominate officer representative to join the Arran Community Energy Board.	Q4 2015 onwards
Private Sector Opportunities	To demonstrate the Council's role as facilitator for renewable energy projects within the private sector.	Approach private sector stakeholders to identify partnership working opportunities for specific projects identified within the RS (including investment subject to budget and state aid rules).	Q4 2015 onwards

Centralised Advice- creation of a one stop shop for advice on renewable technologies, planning/building warrant requirements, support mechanisms, sources of funding, contact details etc.	A clear, co-ordinated energy advice offer is provided to communities and businesses to increase renewables deployment.	Clarify roles and responsibilities of various agencies. Review advice offer and make recommendations for improvement.	Q1 2016
Corporate Sustainability Policy- creation of a concise and clear policy encompassing minimum requirements for new capital projects on matters such as energy efficiency, renewable energy technologies etc.	To set out consistent and clear aspirations for the sustainability credentials for future capital projects.	Consultation with internal services to scope policy requirements. Draft and implement policy.	Q2 2016
Feasibility Studies- the strategy identifies potential for further in depth feasibility studies to capitalise on emerging technologies. These include studies on water source heat pumps, AD farming waste, and geothermal heating.	To ensure that the Council is well positioned to capitalise on opportunities from emerging renewable energy technologies.	Identify and instruct relevant feasibility studies, including identification of any potential opportunities for links with academic institutions.	Q2/3 2016
Renewable Energy Fund- creation of a new revolving loan fund for community groups (and potentially businesses) for development and construction of renewable energy projects (avoiding duplication of existing funding opportunities).	To stimulate community (and potentially business) renewable energy projects to provide new revenue streams, reduce carbon emissions, increase energy security, sustain local communities (and potentially businesses).	Further consultation with internal and external stakeholders to scope potential extent and nature of fund, including state aid implications. Design and implement fund, including eligibility criteria.	Q4 2016
Planning Policy- policy on energy & sustainability expectations within new development.	To set out the land use planning aspirations for energy and sustainability through the Council's Local Development Plan.	Consultation internally and externally through the Local Development Plan preparation process.	Q4 2016 onwards

<u>Budget</u>

2.6 Implementation of the renewable energy projects is subject to availability of capital funding.

<u>Implementation of Project & Policy Recommendations</u>

2.7 The recently created Energy & Sustainability Service within the Place Directorate may require additional support to successfully deliver the projects and policy recommendations outlined within this report, and also to identify and deliver future projects, for example from emerging renewable technologies. At present, it is anticipated that additional support will be provided through procurement of outsourced project management and specialist professional advice, as required, on a project by project basis.

2.8 It is proposed to retain 10% of the revenue/savings generated from the delivery of any renewable energy projects, which will be used to fund future project identification work (e.g. feasibility studies) to provide an ongoing stream of energy and sustainability projects. Detailed proposals will be prepared for consideration by Members once the resource implications and scale of future project opportunities is clearer.

<u>Managing Expectations</u>

2.9 It should be noted that the most significant challenge to project delivery is the UK Government subsidy regime, which is a fundamental component of project viability. The main subsidies are the Feed in Tariff (FIT), Renewables Obligation (RO), Contracts for Difference (CfD), and Renewable Heat Incentive (RHI). The level of subsidy for all of these schemes is subject to frequent change and uncertainty, making it very difficult to plan for and deliver renewable energy projects. There are a number of examples of high profile announcements in relation to subsidy changes which have been roundly criticised by investors, developers, operators and other commentators. The most recent is the review of the FIT subsidy announced in early September which proposes significant cuts to the different FIT bandings for solar projects from 1st January 2016. If these proposed changes are implemented, this will have an impact on the revenues and payback periods for the solar rooftop projects. However, significant falls in the capital costs of solar panels are anticipated in early 2016, which should help restore the viability.

2.10   The subsidy uncertainty will be monitored carefully as projects are developed to ensure an attractive financial return is maintained. The mitigation options include progressing projects under different subsidy regimes where possible (e.g. progressing Nethermains and Shewalton Landfill Solar PV Farms under FIT/CfD if they cannot be commissioned under the RO), however this would likely lead to adverse impacts on viability.

2.11   Officers monitor the subsidy landscape on an ongoing basis, and will continue to lobby for improved subsidy certainty where the opportunity arises.

3.   Proposals

3.1   It is proposed that Cabinet agree (a) the North Ayrshire Renewable Energy Strategy for implementation, including the projects at paragraph 2.5 of this report, subject to availability of capital funding for those projects; and (b) to undertake consultation with the Business Planning Implementation Group for those projects that fall within the HRA.

4.   Implications

Financial Implications

4.1   Implementation of the proposed renewable energy projects contained within this report excluding those that would fall to the HRA requires capital funding of c. £19m. The revenue savings generated from the investment fund the associated loan changes.

Human Resource Implications

4.2   It may be necessary to appoint additional posts to provide appropriate project management capacity. This will be considered on a case by case basis.

Legal Implications

4.3   Consultation with Legal colleagues as part of any contract negotiations in implementing the capital projects will be required. Planning permission will be required for some of the projects.

Equality Implications

4.4   None.

Environmental Implications

4.5   Implementation of the project and policy recommendations within this report will provide environmental benefits, primarily through the reduction of carbon emissions.

Implications for Key Priorities

4.6   Implementation of the project and policy recommendations within this report will contribute to the Council Plan strategic priority of protecting and enhancing our environment for future generations. It will also contribute to delivery of the ESCCS for example by reducing carbon emissions, improving energy security, and providing opportunities for affordable warmth.

Community Benefit Implications

4.7   The potential for community benefit through procurement clauses in future contracts will be investigated.

5.   Consultations

5.1   Finance and Planning have been involved in the development of the proposals.

6.   Conclusion

6.1   The project and policy recommendations outlined within this report, as identified through the North Ayrshire Renewables Strategy, provide significant opportunities for efficiency savings, affordable warmth, reduction of carbon emissions, increased security of energy supply, and community empowerment.

6.2 Delivery of all of the project proposals could provide gross annual savings in excess of £2,000,000 per annum, carbon savings of 10,000 tonnes per annum, and generation of renewable electricity which is almost equivalent to the Council's entire current annual electricity consumption.

CRAIG HATTON
Executive Director (Place)

Reference : DH/LB
For further information please contact David Hammond, Senior Manager (Energy & Sustainability) on 01294 324764.

Background Papers
North Ayrshire Renewable Energy Strategy (a copy of the document is available within the Elected Members section of Connects)

NORTH AYRSHIRE COUNCIL

Agenda Item 5

29 September 2015

Cabinet

Subject:	Public Performance Reporting 2014/15
Purpose:	To advise Cabinet on public performance reporting and the draft Annual Performance Report 2014/15.
Recommendation:	That the Cabinet (a) notes the Account Commission's Evaluation of our public performance reporting for 13/14; (b) notes the status of the Council's performance indicators at Appendices B and C; (c) agrees the draft Annual Performance Report 2014/15 set out at Appendix D; and (d) notes that this report be referred to the Scrutiny and Petitions Committee for further consideration.

1. Introduction

1.1 Public performance reporting underpins the development of a culture of continuous improvement and is a key component of the Council's Performance Management Strategy. The performance section on the Council's website, provides a range of information including a full set of Performance Indicators (PIs); the Performance Management Strategy; Financial Information; and Directorate Plans.

1.2 Each indicator on the *North Ayrshire Performs* portal has notes to explain to the public what the indicator is about, why we measure it, current performance against target, what can affect performance, how our performance compares to others and any action we are taking to improve performance.

1.3 In June 2015 the Accounts Commission produced an evaluation of the Councils' 2013/14 approach to Public Performance Reporting (PPR). A summary of our PPR performance is noted below. Areas of good practice highlighted include our structured approach and our balanced picture of performance.

	2011/12	2012/13	2013/14
Percentage of indicators fully meeting PPR	56	57	88

1.4 It is worthwhile noting that Audit Scotland's format for assessing councils' PPR has been revised. Our individual assessment for 13/14 provided more information about what PPR information was reviewed and potential areas for improvement. The areas for improvement have been taken into account in the Annual Performance Report and also in terms of more effective signposting and linkages on the Council's website.

1.5 The individual assessment for North Ayrshire is attached at Appendix A.

2. Current Position

Performance Indicators

2.1 134 indicators including those in the Council Plan and Local Government Benchmark Framework (LGBF) indicators enable the Council to demonstrate performance against the four Council objectives in 2014/15:

- Regenerating our communities and increasing employment
- Protecting vulnerable people
- Raising educational attainment
- Operating more efficiently and effectively

2.2 The Council's revised Strategic Priorities will be reflected in the Annual Performance Report 15/16 as this report relates to performance for the year 14/15.

2.3 Appendix B details the full set of PIs that we will publicly report. These will show (where available) three years of performance trends, the target level of performance and a traffic light (Red, Amber Green) symbol to show whether the target has been achieved.

2.4 Analysis of the indicators which have targets is outlined in the table below.

2014/15 Summary of Traffic Light Status	
Percentage of Measures	**Traffic Light**
79	Green (*met target*)
7	Amber (*slightly adrift of target*)
14	Red (*significantly adrift of target*)

2.5 Data for 39 measures is currently not available. 24 of them are LGBF indicators and 2014/15 data will not be available until early 2016. Data for 11 Education PIs will be available in February 2016. Data for the remainder of PIs will be available later in the year.

2.6   Appendix C lists the 18 Red/Amber measures along with management commentary from the relevant Directorate.

2.7   Comparison of 2014/15 performance with 2013/14 performance and 2011/12 performance is noted in the table below. Performance improved in 60% of measures with trend information over the one year period and in 65% over the three year period.

2014/15 Summary of short term/long term trends (percentage)		
	Short Term	Long Term
Improved	60	65
Declined	34	33
No change	6	2

2.8   The information to be included in the Council's public performance reporting arrangements is subject to internal and external audit. This seeks to provide assurance that:
    • services have adequate written procedures in place to collate the performance indicators

    • the controls surrounding the indicators are robust

    • the information recorded and published is accurate and reliable.

Public Performance Report

2.9   To meet the various requirements for Public Performance Reporting a draft Annual Council Performance Report 2014/15 has been produced which is attached in Appendix D. The Report incorporates the end of year Council Plan Action Plan 14/15 progress report.

2.10   Cabinet was advised of this progress report on the 23 June 2015 with progress against the 33 actions at 91%. The Report includes information on:-

    • Successes and challenges

    • Performance in achieving the four core objectives in the Council Plan Action Plan 2014/15

    • Case Studies, quotes and infographs

    • Performance Indicators

    • Benchmarking including analysis of the LGBF indicators

    • Financial Spending

2.11 The Report will be made available primarily as an electronic document downloadable from the Council's website. A limited number of hard copies will be available at the Council's main public buildings. Greater use of infographs will be used to improve the accessibility of performance information.

3. Proposals

3.1 That the Cabinet (a) notes the Account Commission's Evaluation of our public performance reporting for 13/14; (b) notes the status of the Council's performance indicators at Appendices B and C; (c) agrees the draft Annual Performance Report 2014/15 set out at Appendix D; and (d) notes that this report be referred to the Scrutiny and Petitions Committee for further consideration.

4. Implications

Financial Implications

4.1 The cost of publicising the Report and print run of hard copies can be met from the Policy and Performance revenue budget.

Human Resource Implications

4.2 There are no human resource implications.

Legal Implications

4.3 Reporting requirements specified in the Accounts Commission 2008 Direction and subsequent Directions represented a major departure from the previously tightly specified list of Statutory Performance Indicators (SPIs). It introduced scope for Councils to choose their own Performance Indicators (PIs) to fulfil the Best Value' obligations arising from the Local Government in Scotland Act 2003. This report confirms the arrangements for the Council's compliance with its duties under the Local Government Act 1992 and the Local Government in Scotland Act 2003 and commitment to improving public performance reporting.

Equality Implications

4.4 There are no equality implications.

Environmental and Sustainability Implications

4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

4.6   The Report helps to demonstrate the Council's delivery of its key priorities.

5.   **Consultations**

5.1   The Extended Corporate Management Team discussed the Report on the 26 August 2015.

6.   **Conclusion**

6.1   This Report confirms the Council's commitment to public performance reporting and best value and enables scrutiny of its performance for the year ended 31 March 2015.

Elma Murray

ELMA MURRAY
Chief Executive

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

Background Papers
Council Plan
Performance Management Strategy

ASSESSMENT OF THE COUNCIL'S PUBLIC PERFORMANCE REPORTING FOR 2013/14

Organisation	Role	Name, title	Email	Telephone
PABV Group	Audit Scotland	Douglas Black, Audit Manager	SPIquery@audit-scotland.gov.uk	0131 625 1856
Audit Scotland	Auditor	Fiona Mitchell-Knight, Assistant Director	fmitchell-knight@audit-scotland.gov.uk	0131 625 1937
Audit Scotland	Auditor	Paul Craig, Senior Audit Manager	pcraig@audit-scotland.gov.uk	0131 625 1928
North Ayrshire	Council contact 1	Anne Todd, Senior Policy and Performance Officer	annetodd@north-ayrshire.gcsx.gov.uk	01294 324 140
North Ayrshire	Council contact 2	Andrew A Fraser, Head of Democratic Services	andrewfraser@north-ayrshire.gcsx.gov.uk	01294 324 125

Key links – if a link does not open the web page/document you seek, please copy and paste the link into your web browser. Links valid as at April 2015.

SPI1. Corporate management

http://www.north-ayrshire.gov.uk/home.aspx > **Council** > **Performance and spending** > **Council performance (North Ayrshire Performs)**

- **North Ayrshire Performs web portal**
- **Key to performance symbols**
- **Annual Performance Report 2013/14**
- **Community Planning Partnerships Single Outcome Agreement Annual Report 2013/14**

SPI2. Service performance
- **North Ayrshire Performs web portal**

Links to SPIs / summary of ratings

SPI1. Corporate	Rating	SPI2. Service	Rating	SPI3. LGBF	Rating	4. Overall aspects	Rating
1.1 Responsiveness to communities	YES	2.1 Benefits administration	YES	3.1 LGBF	YES	4.1 Structured approach	YES
1.2 Revenues & service costs	YES	2.2 Community care	YES			4.2 Customer satisfaction	YES
1.3 Employees	AFI	2.3 Criminal justice social work	YES			4.3 Balanced picture	YES
1.4 Assets	YES	2.4 Cultural & community services	YES			4.4 Comparators	YES
1.5 Procurement	YES	2.5 Planning	YES			4.5 Financial & cost information	YES
1.6 Sustainable development	YES	2.6 Education of children	YES			4.6 Dialogue with public	AFI
1.7 Equalities & diversity	AFI	2.7 Child protection/social work	YES			4.7 Accessibility	YES
		2.8 Housing & homelessness	YES				
		2.9 Protective services	YES				
		2.10 Roads & lighting	YES				
		2.11 Waste management	YES				
Number of Yes	5		11		1		6
Number of AFI	2		-		-		1

NORTH AYRSHIRE COUNCIL

Assessment detail

The summary **Rating** is noted as **Yes** (fully meets requirements) or **AFI** (area for improvement). **Key to other terms**: CPO = Community Payback Order. **CPP** = Community Planning Partnership. **FOI** = Freedom of Information. **LGBF** = Local Government Benchmarking Framework. **Page** = web page **PI** = performance indicator. **PPR** = Public Performance reporting. **RAG** = Red, Amber, Green. **SOA** = Single Outcome Agreement. **SPI** = Statutory Performance Indicator.

Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI1. CORPORATE MANAGEMENT – Each council should report a range of information sufficient to demonstrate that it is securing Best Value in relation to:				
1.1 Responsiveness to communities • Engagement • Customer feedback • Satisfaction survey • Consultation • Citizen panel • Customer care • Complaints • FOI requests • Contact centre	1.1.a. A range of PPR information gives a broad overview of performance.	Home > Council > Performance and spending > Council performance, leads to the **Annual Performance Report 2013/14**. A section on customer service is included in this report, highlighting improvements in customer satisfaction levels and complaints handling.	There is a broad range of performance information on the council's website. This is supported by good narrative and links that are found easily. This is especially true for complaints data, and how to make an FOI request. However, the council could benefit from reporting its responses to consultations and surveys.	YES
	1.1.b. PPR includes local indicators that give a full picture, eg on: • how well the council meets the needs of specific communities • data from surveys & consultations • how it has reacted to feedback • how it has improved services.	The public can give feedback on current consultations by clicking on the links available on the **Consultations** web page. There is inconsistent information available for closed consultations. For example, background documents, responses and outcome reports have been published for **Notice of Review of Scheme for the Establishment of Community Councils** but there is limited information published for others. Workshops and presentations have been held for some consultations, but this material is not online.		
	1.1.c. The council actively seeks feedback on corporate and service issues.	The council's website has links for the public to give feedback on consultations, but no guidance is given on what will be done with this feedback and by when. Results of the Customer Satisfaction Survey 2013/14 for the Council Tax and benefits service are available – including data and explanatory notes. But there are no further data so trends cannot be understood. Results for the **Annual Landlord Consultation Survey 2013/14** are online, with data for 2013/14. Narrative explains the results and what the next steps are in light of the survey results, but with no trend data. The council published the final report of the **North Ayrshire People's Panel 2013 Survey** but does not say how it will respond.		
	1.1.d. Complaints data are reported for all services.	Quarterly complaints reports are published on the council's website along with the Annual Complaints Report for 2013/14. Trend data and explanatory notes are provided. Information relating to how improvements to services are being made in line with complaints made is included in the reports and a high-level summary of this is available on the **Complaint Performance Data** web page. **Compliments, complaints and suggestions** information for benefits is published on the benefits performance webpage. There is no trend information, but there is good narrative around the improvements which will be made in response.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	1.1.e. It is easy to make a complaint or a FOI request.	Guidance on how to make a complaint is available on the web page noted at 1.1.d. A link to making an online complaint is available but the reader must first register online with the council. Guidance on how to make an FOI request is found easily via: Home > Council > Data Protection and FOI > Freedom of Information requests.		
1.2 Revenues & service costs • Budget • Revenue • Expenditure • Income • Service cost • Council tax	1.2.a. A range of PPR information gives a broad overview of performance.	A range of performance information relating to revenues and service costs can be found via: Home > Council > Performance and spending. There, links lead to further information on specific areas such as Council Tax performance, expenditure on consultants and budgets and finance. Performance information is also found at: Home > Council > Performance and spending > Council performance > North Ayrshire Performs Portal. There is a dedicated section in the Annual Performance Report 2013/14 on revenue expenditure and further information under the 'Operating more efficiently and effectively' section.	Relevant and comprehensive information can be found on the council's website through dedicated performance pages, in the Annual Performance Report 2013/14 and on the North Ayrshire Performs Portal. However, some datasets would benefit from trend analyses, and corresponding narrative explanations.	YES
	1.2.b. PPR includes local indicators giving a full picture, eg on: • unit costs/service expenditure • efficiency targets.	The council publish current processing times and quarterly processing and quality assurance information for council tax however there is no comparative information provided alongside these to indicate whether these processing times are good, bad or the norm. Performance information on four indicators is reported on the North Ayrshire Performs Portal (NAP portal). Trend information, narrative and areas for improvement are all reported but there is a lack of indicators on local priorities.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.3 Employees • Sickness absence • Staff survey • Staff engagement • Staff feedback • Staff turnover • Staff satisfaction • Staff training	1.3.a. A range of PPR information gives a broad overview of performance.	The **Annual Performance Report 2013/14** highlights some findings of the staff survey and provides trend information from the previous survey. There is also information on staff sickness levels.	There is limited performance information on employees.	AFI
	1.3.b. PPR includes local indicators that give a full picture, eg on: • wider performance measures such as job satisfaction • the cost of the HR function • staff engagement • workforce changes, eg staffing reductions through voluntary severance or redundancy • senior management restructuring.	**Progress reports** on Finance and Corporate Support Service Plan Indicators 2013/14 are published on the council's website. These reports provide information on various indicators, with two indicators relating to staff training and two indicators on staff sickness levels. No evidence was found of any local indicators published by the council relating to job satisfaction, the cost of the HR function or workforce changes.		
1.4 Assets • Asset management • Property maintenance • Property repairs • Buildings • Vehicles • Equipment	1.4.a. PPR includes local indicators that give a full picture, eg on: • corporate asset management plan • key projects (eg new HQ) • property repairs • property maintenance spend • work with partners to best use joint assets.	Information on assets is at: Home > Business > Asset management and estates. However, there are no performance data on this page. Trend information and a RAG status are provided for three indicators in the **Annual Performance Report 2013/14**. Additional narrative can be can be found on the NAP portal. These indicators relate to the cost of open spaces; proportions of internal floors in operational buildings in satisfactory conditions; and the proportion of operational buildings that are suitable for their current use. In addition, the **Corporate Asset Management Strategy 2013/23** is referred to in the Annual Performance Report 2013/14 but no performance data are available to supplement this. No evidence of performance information relating to property maintenance, the vehicle fleet or other equipment was found.	There is a reasonable number of indicators, which give a clear view of the council's performance on this aspect. However, the council would benefit from reporting on a wider range of indicators to include, for example, property maintenance.	YES
1.5 Procurement • Procurement • **Procurement Capability Assessment** (PCA)	1.5.a. PPR includes local indicators that give a full picture, eg on: • e-procurement. • PCA score • Improvements from joint spend with partner bodies	Contextual information about procurement is at: Home > Business > Procurement and Tenders > Procurement. Performance information, such as trend information and a RAG status, is available in the Annual Performance Report 2013/14. Information on four indicators is included. For example, there is performance information on the percentage of procurement spend with local suppliers and the PCA score. The NAP portal provides narrative on action the council is taking to improve its performance, and a graphical representation.	A range of indicators are published by the council, providing a clear picture of how the council is performing in this area.	YES

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.6 Sustainable development (Focusing on environmental aspects) • Sustainability • Environmental • Green, Ecology • Street cleaning • Carbon emissions • Energy efficiency • Biodiversity	1.6.a. A range of PPR information gives a broad overview of performance.	Information can be found in the Annual Performance Report 2013/14 and on the NAP portal.	A number of indicators are supported clear and relevant performance information. There would be a benefit in clarifying the local indicators that the council uses to measure its performance.	YES
	1.6.b. PPR includes local indicators that give a full picture, eg on: • biodiversity actions and targets • energy consumption • vehicle fleet CO_2 emissions • derelict land • parks and outdoor spaces.	Trend information and a RAG status are available in the Annual Performance Report 2013/14 for: • Carbon emissions (two indicators available). • Street cleaning (one indicator available). • Fly tipping (one indicator available). Supporting narrative, including actions the council is taking to improve performance and a graphical representation, are both available on the NAP portal. However, there is no evidence of indicators about energy efficiency or biodiversity.		
1.7 Equalities & diversity • Equality • Diversity • Female employees • Disability • Ethnic minority	1.7.a. A range of PPR information gives a broad overview of performance.	Equality and diversity information is available in the Annual Performance Report 2013/14 and on the North Ayrshire web portal.	There is a limited range of performance information in some specific areas, but the information that is provided is of good a good standard.	AFI
	1.7.b. PPR recognises equalities & diversity in its broader sense, and covers how well the council is tackling inequality.	Performance information is available on three indicators in the sources mentioned in 1.7.a, including issues relating to: gender; disability; black & ethnic minorities. Trend information is provided, along with good narrative and infographics on the NAP portal. The council states it will continue to regularly monitor and review race and ethnicity data for job applicants in order to improve its performance in this area.		
	1.7.c. PPR includes commentary on the council's response to its statutory duties on diversity and equality.	See 1.7.b.		
	1.7.d. PPR includes local indicators that give a full picture, eg on: • complaints by ethnic minorities • user satisfaction with services.	The council does not currently hold information on ethnic minorities with regard to user satisfaction and complaints. It previously had a page which asked customers to provide information on language, ethnicity, disabilities etc but very few customers chose to complete it.		

Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI2. SERVICE PERFORMANCE - Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate)				
2.1 Benefits administration • Benefit • Benefit fraud • Welfare reform	2.1.a. A range of PPR information gives a broad overview of performance.	Information on Benefits admin. performance is at: Home > Council > Performance and spending > Council performance > Benefits performance.	The performance information that the council publishes in relation to benefits administration is easy to locate on the website. However, although a range of performance information is available, there is lack of trend analysis, graphics and narrative.	Yes
	2.1.b. PPR includes local indicators that give a full picture, eg on: • how well the council has responded to welfare reforms • service impacts as a result.	A dedicated **Benefits Performance** webpage includes information on the performance of the Benefits and Scottish Welfare Fund. There is no trend information and no explanatory notes are provided. Quarterly performance updates are published, but these are replaced every quarter and so no information relating to 2013/14 is available. Survey results are also published on the Benefits performance web page. These include the Customer satisfaction survey 2013/14 and the **Annual Landlord Consultation Survey 2013/14**. Both provide performance information for 2013/14, but no trend data. Narrative explains the results and what the next steps are in light of the survey results. There are some gaps in the information available. For example, indicators relating to how well the council is managing welfare reform are not available.		
	2.1.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	It is difficult to discern a clear link to higher-level strategic themes in the CPP SOA Annual Report 2013/14.		
2.2 Community care • Community care • Delayed discharge • Respite care • Care satisfaction • Waiting times • Service user survey • Telecare • Care staff training • Personal care	2.2.a. A range of PPR information gives a broad overview of performance.	Performance information is available in the **Annual Performance Report 2013/14** and on the NAP portal.	A broad range of performance information is available. However, the council could benefit from providing further data on, some issues, such as, service user surveys.	YES
	2.2.b. PPR includes local indicators that give a full picture, eg on: • service user satisfaction • no. of people waiting longer than target time for service • percentage of personal carers qualified to Scottish Social Services Council standard. • the integration of adult health and social care and other relevant policy developments, eg Self-Directed Support.	Contextual information, trend data and improvement action information are available on the NAP portal. Performance information is available for a number of indicators including delayed discharges and respite care. The health and social care **Draft strategic plan 2015-18** is on the council's website, together with contextual information about **Self-Directed Support**. There is also information relating to SDS in the **Annual Performance Report 2013/14**. There is no evidence of performance data relating to service user surveys.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	2.2.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	One local indicator links to the CPP SOA Annual Report 2013/14.		
2.3 Criminal justice social work • Criminal justice • Community payback orders • Reconviction rates • Child reporting • Young offenders • Probation orders • Payback orders	2.3.a. A range of PPR information gives a broad overview of performance.	Performance information is in the Annual Performance Report 2013/14 and on the North Ayrshire Performance Portal.	There is a reasonable range of helpful performance information, but some of it needs to be updated.	YES
	2.3.b. PPR includes local indicators that give a full picture, eg on: • no. of community payback orders started <7 working days • percentage of community payback orders successfully completed • reconviction rates.	Performance data is available for six indicators which are included in the Health and Social Care Partnership Progress Report for 2013/14, which is on the council's performance web pages. Young offenders are identified in the PI (number of secure remands for under 18s). Supervision Requirements have replaced probation orders and is one of the above PIs. Narrative in the Annual Performance Report outlines progress that has been made in CPO including the development of a new intervention. Contextual information, trend data and information on areas where the council is taking action are all reported. Information on reconviction rates is in the **CPP SOA Annual Report 2013/14** but some of its data is out-of-date and will not available until June 2015. However, information is lacking on young offenders, child reporting, probation orders and payback orders.		
	2.3.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	There is a clear link to higher-level strategic themes for certain aspects of the data. For example, the inclusion of reconviction data links to one of the council's priorities. Conversely, there is no clear link in relation to the community payback orders data that are published on the performance portal.		
2.4 Cultural & community services • Community access	2.4.a. A range of PPR information gives a broad overview of performance.	Performance information is found in the Annual Performance Report 2013/14 and the NAP portal.	There is a broad range of helpful performance information available on	YES

Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
• Satisfaction survey • Cultural heritage • Learning centres	2.4.b. PPR includes local indicators that give a full picture, eg on: • cost per attendance at a sport/leisure facility • service user satisfaction • specific improvement commitments/ actions.	Trend information on cultural and community services are reported in the Annual Performance Report 2013/14 and cover, for example: cost per attendance at sports facilities, per library visit and per museum visit. . RAG status symbols highlight how well the council performs. Two indicators are available on the NAP portal which measures the number of attendances to all local authority supported pools and the number of attendances to other indoor sports and leisure facilities. Trend information, narrative and explanatory notes around areas for improvement have been included. Information is also provided on new planned improvements for the area, for example, a new leisure centre proposal however there is a lack of information around customer satisfaction with the current services.	the council's website.	
	2.4.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	Two indicators are available on the NAP portal and these provide a clear link to the CPP SOA Annual Report 2013/14.		
2.5 Planning • Planning applications • Building warrants • Use of land • Building standards	2.5.a. A range of PPR information gives a broad overview of performance.	Performance information published in the Annual Performance Report 2013/14 and on the NAP portal. Additional performance information is also available following the route outlined: Home page > Council > Performance and spending > Building standards performance.	Relevant and comprehensive performance information is available.	YES
	2.5.b. PPR includes local indicators that give a full picture, eg on: • the council's aims • service costs • customer satisfaction.	Trend information and RAG statuses for two indicators are published in the Annual Performance Report 2013/14 and the NAP portal: • Average time to deal with local planning applications. • Average time to deal with local planning applications. A link to a balanced scorecard and service plan for 2014/15 is published on the **building standards performance** webpage, which offers trend information and supporting narrative on issues such as service costs and building warrants. A **Building standards customer charter** details customer care standards and performance standards. A customer satisfaction score is published on the building standards performance webpage, but there is no indication of whether this is an improvement on performance in 2012/13.		
	2.5.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	There are no SOA indicators on the NAP portal and no clear link to the CPP SOA Annual Report 2013/14.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.6 Education of children • Young people • Attainment • School inspections • School leaver • Education cost • School survey • Exclusion • Attendance • +ve destinations • School meals • Eco schools • Special education	2.6.a. A range of PPR information gives a broad overview of performance.	Performance information is available in the Annual Performance Report 2013/14 and on the NAP portal.	The council reports a broad range of performance information, but it could benefit from clarifying what local indicators it uses to measure performance, and it is important for information in the performance pages to be as current as possible.	YES
	2.6.b. PPR includes local indicators that give a full picture, eg on: • Education Scotland inspection results and satisfaction information • SQA/SCQF attainment levels.	There is a broad range of performance information on improving educational attainment and positive destinations. Contextual information, trend data and RAG statuses are all provided. Educational cost data are provided in the Annual Performance Report 2013/14 however some of the data are unavailable, for example, there are no 2013/14 targets values therefore no RAG statuses are available. A self-evaluation assessment is available on the council's website however this is now out of date (last published in February 2013) however this will be updated in due course.		
	2.6.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	There is no clear link between: • The indicators reported in the Annual performance report 2013/14 and the NAP portal, and • The CPP SOA Annual Report 2013/14.		
2.7 Child protection & children's social work • Child protection • Children looked after at home • Child care • Foster care • Supervision order	2.7.a. A range of PPR information gives a broad overview of performance.	The **Annual Performance Report 2013/14** gives an overview of indicators used council to measure performance on this aspect. There is further performance on the NAP portal.	Relevant and comprehensive performance information is available on the council's website. However, some data needs to be updated.	YES
	2.7.b. PPR includes local indicators that give a full picture, eg on: • placement of looked after children • percentage of children seen by a supervisor officer < 15 days • children on the child protection register.	There are five relevant indicators on the NAP portal, two of which are local indicators. Contextual information, trend information, a graphical representation and detail around actions the council is taking to improve performance are all included. Cost information on … • The gross cost of 'children looked after' in a community setting per child per week £. • The gross cost of 'children looked after' in residential based services per child per week £. …is published in the Annual Performance Report 2013/14. However, the data are only available up to 2012.		
	2.7.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	There is a clear link between the indicators reported on the NAP portal and the CPP SOA Annual Report 2013/14.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.8 Housing & homelessness • Homeless • House repair • Domestic noise • House building • Affordable homes • Rent arrears • Scottish Housing Quality Survey Building investment • Energy efficiency	2.8.a. A range of PPR information gives a broad overview of performance.	Performance information is published at: Home > Council > Performance and spending > **Housing performance**.	Relevant and comprehensive performance information is available.	YES
	2.8.b. PPR includes local indicators that give a full picture, eg on: • rent arrears • energy efficiency • house building rates • affordable homes • homelessness • tenant engagement.	The housing performance web page provides information on the tools used to measure performance, with links to documents including **Performance Matters 2014**. This provides explanatory notes for performance indicators, trend data and discusses areas for improvement. The **Annual Performance Report 2013/14** also provides some data on housing, including homelessness and domestic noise. A **Landlord's Report** prepared for the Scottish Housing Regulator (SHR) for 2013/14 is published on the councils' housing performance webpage. This provides information on homes and rents, a tenant satisfaction survey, the quality and maintenance of homes, neighbourhoods and value for money. Performance data are provided for 2013/14 but no trend analysis is available. A summary and results of the **tenant satisfaction survey** are also published on the website. Data on numerous housing indicators for the **Annual Return on the Charter** to the SHR are available online.		
	2.8.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	Indicators are linked to higher-level strategic themes in the CPP SOA Annual Report 2013/14, the Performance Management Strategy 2012-15 and the Council Plan Action Plan 2014/15.		
2.9 Protective services • Protective services • Environment • Trading Standards • Food safety • Pest control • Food hygiene • Noise complaints • Flood alleviation	2.9.a. A range of PPR information gives a broad overview of performance.	Performance information is available in the Annual Performance Report 2013/14 and on the NAP portal. There is also a dedicated webpage for trading standards performance at: Home > Council > Performance and spending > Trading standards performance.	Performance information is available for a broad range of indicators. However, it would be beneficial if the council ensured that all data made available to the public are up to date.	YES
	2.9.b. PPR includes local indicators that give a full picture, eg on: • food safety • pest control • flood alleviation • customer satisfaction.	Performance information for… • Trading standards (two indicators). • Domestic noise complaints (one indicator). • Environmental health (one indicator). …is available in the Annual Performance Report 2013/14 and on the NAP portal. Trend information, RAG statuses, infographics and narrative are available for all indicators. The **Trading standards performance** webpage links to the results of a customer satisfaction survey, but this is information now out of date.		
	2.9.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	There is no clear link to the CPP SOA Annual Report 2013/14.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.10 Roads & lighting • Roads • Lighting • Cost of repairs • Road resurfacing • Road satisfaction	2.10.a. A range of PPR information gives a broad overview of performance.	Performance information is available in the Annual Performance Report 2013/14 and on the NAP portal.	There is a range of performance indicators, with useful supporting information	YES
	2.10.b. PPR includes local indicators that give a full picture, eg on: • traffic light failure repairs • winter maintenance works completed in target time period • percentage of road network resurfaced.	The Annual Performance Report 2013/14 provides trend information for the costs of repairing routine faults and the cost of road per kilometre. The North Ayrshire Performs portal provides further information on these indicators, including narrative and a graphical representation. Although there is a dedicated webpage for roads and travel, it has no performance information. However, there are lighting PIs on the NAP portal and within the Annual Performance report. Additional PIs on the NAP portal relate to the percentage of lamps restored to working condition within 7 days and the average time to restore lamps to working order.		
	2.10.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	There is no clear link between the information reported in the Annual Performance Report 2013/14 and the CPP SOA Annual Report 2013/14.		
2.11 Waste management • Waste collection • Waste recycling • Missed collections • Landfill • Satisfaction survey • Complaints	2.11.a. A range of PPR information gives a broad overview of performance.	Performance information is available in the Annual Performance Report 2013/14.	Relevant and comprehensive information is provided for waste management. Most of the performance information can be found on the North Ayrshire Performs Portal and so producing an overview which is easier to access would be beneficial.	YES
	2.11.b. PPR includes local indicators that give a full picture, eg on: • refuse bin collection rates.	In the Annual Performance Report 2013/14, trend information and a RAG status are available for indicators, such as net waste collection costs per premise and the percentage of household waste recycled. Customer satisfaction results relating to refuse collection are also available on the NAP portal. Only one indicator is reported, but contextual information, trends and improvement information are all included.		
	2.11.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	No waste indicators reported on the NAP portal link clearly to the CPP SOA Annual Report 2013/14.		
SPI3. Each council will report its performance in accordance with the requirements of the Local Government Benchmarking Framework (LGBF)				
3.1 LGBF • Framework • Benchmarking • Service • Performance	3.1.a. The council reports its performance against the performance indicators in the LGBF.	The council has a dedicated webpage for each of seven indicators, which can be found in a column on the left hand side of the **How your council is performing** webpage.	The council reports against the LGBF indicators and there is a clear link to mylocalcouncil.	YES
	3.1.b. The council reports its performance at **mylocalcouncil**	There is a clear link for **mylocalcouncil** at Home > Council > Performance and spending > Benchmarking > How your council is performing.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
4. OVERALL				
4.1 Structured approach to PPR, with clear presentation of information	4.1.a. PPR information is linked directly from website's Home page.	There is no direct access to performance information from the Home page, which is more geared towards providing residents with information on, for example, school term dates. However, there is a clear link to performance information after you clicking the 'Council' tab, located prominently near the top of the Home page.	Since the council has adopted the use of the North Ayrshire Performs Portal to present their performance information, the reader is able to gain a clear understanding of the council's performance in specific areas with ease.	YES
	4.1.b. There is a coherent look & feel to how information is presented and structured.	Most of the council's performance information is available on the NAP portal, where information can be found in a coherent and structured format.		
	4.1.c. There is a high-level summary on the council's overall performance.	The Annual Performance Report 2013/14 is presented in a reader-friendly format.	The Annual Performance Report 2013/14 is also presented in a reader-friendly format.	
	4.1.d. There is clear layering and signposting of information, which is easy for the reader to navigate.	The Performance and spending webpage has clear links to performance information and has a logical structure. A column on the left-hand side of the webpage enables the public to access dedicated performance pages for specific services. Most performance information is contained in the Annual Performance Report 2013/14 and the NAP portal – both of which are easily to access.	For users who only want an overview of how the council is performing, a supporting summary document would aid understanding with minimum effort for the user.	
	4.1.e. There is relevant explanatory narrative – which is in Plain English	There is clear and concise narrative on the NAP portal.		
	4.1.f. There are supporting, informative graphics, eg charts, tables, and diagrams.	Throughout the Annual Performance Report 2013/14 and on the NAP portal, there is a good use of supporting graphics and trends which enables the user to gain an understanding of the council's performance in specific areas more easily.		
	4.1.g. Web links to other PPR information work.	All web links used to access performance information for the purposes of this assessment were working properly.		
	4.1.h The council reports on additional indicators that contribute to an overall view of their performance.	No evidence of additional indicators was found in this assessment		
4.2 Effective use of customer satisfaction information	4.2.a. PPR explains consultations and/or satisfaction surveys carried out, and specify the findings.	The council has a dedicated consultation webpage which can be accessed easily.	The council report on improvements being made in response to complaints made.	YES
	4.2.b. PPR explains what the council is doing as a result of feedback.	There is information on how improvements to services are being made in response to complaint.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.3 Balanced picture of performance	4.3.a. The council presents a balanced picture of performance.	Both good and bad performance is reported by the council.	The performance information is balanced and well presented. With regards to priorities for improvement, the reader would benefits from a summary of the council's priorities for improvement.	YES
	4.3.b. Traffic light-style colours or symbols give a helpful overview.	There is good use of RAG statuses and symbols throughout. There is also helpful guidance (**key of performance symbols**) to explain the meaning of each symbol used in the NAP portal.		
	4.3.c. Priorities for improvement by the council are clear to the reader.	The continuous improvement aspect of the competency framework highlights the council's priorities and a **high level summary** of improvements made due to complaints and suggestions from customers is available on the council's website. Areas for improvement are described on the NAP portal.		
4.4 Good use of comparators	4.4.a. Performance is set in context using comparators and trends.	There is a good use of trend information and comparisons against targets.	There is a good use of comparators and trends throughout.	YES
	4.4.b. Trends are included for all council areas and indicators, as appropriate.	As above.		
	4.4.c. There are meaningful comparisons with other councils, eg in family groups, and overall.	The council offers comparative data against the Scottish average or the council's ranking position in comparison to other councils.		
4.5 Good use of financial & cost information	4.5.a. PPR features the costs and other financial aspects of service delivery.	The Council web site co-locates performance and spending. Information is made available on the budgets which are set for each service and actual performance is reported through annual accounts which are also published on this page. Financial performance is also reported at a high level through the annual performance reports. All of this information is broken down to service delivery. More detailed financial information is also made available through the benchmarking information which is held in the link 'mylocalcouncil', which is also held on the benchmarking page and shows the cost of service delivery for key functions compared to the Scottish average. Although not directly linked to the performance page, the council web site also contains links to cabinet reports which cover financial performance on a bi-monthly basis, with performance analysed in detail per service.	There is a good range of financial information available in relation to performance reporting.	Yes
	4.5.b. Financial information is well structured and clearly presented.	As above.		

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Theme	Characteristics include…	Evidence (key facts / links to web pages)	Summary judgement	Rating
	4.5.c. There is information on services' unit costs, eg £ per primary school pupil.	Information is provided on the NAP portal in relation to some unit costs.		
	4.5.d. PPR includes information on the council's budgets for major services.	The **2013/14 annual accounts** provides information on budgets but are not available on the performance webpages. However, the website's performance and spending 'landing page' includes budgets and finance along with council performance and other headings. Detailed information is also made available in relation to the annual budgets which are set through the annual budget book, also published on this web page.		
	4.5.e. Plain language explains the figures.	Plain language is used throughout.		
4.6 Dialogue with the public	4.6.a. The council has consulted the public on what it wants from PPR.	No evidence can be found on the council's website.	The level of engagement and consultation between the council and the public in relation to PPR is unclear.	AFI
	4.6.b. The council uses social media to engage the public and have a dialogue on performance.	Links to social media are located at the bottom of the Home page.		
4.7 Accessibility	4.7.a. PPR features a range of outputs that target specific audiences.	The NAP portal enables customers to browse a variety of performance information without reading through reports. The use of graphics makes it easier to gain a quick understanding of trends without having to interpret trends from tabulated numerical information.	The North Ayrshire Performs Portal enables the customer easier access to performance information. However, the council could do more to make inform the public about ways in which information can be requested.	YES
	4.7.b. Information is available in different languages, on request.	No evidence was found of PPR information being available in different languages.		
	4.7c. Printed information is available on request.	No evidence was found of PPR information being available on request.		

NORTH AYRSHIRE COUNCIL

Interesting practice
Example 1

Which council	North Ayrshire
Headline topic	Structured approach
What is the practice, and what makes it interesting?	North Ayrshire Council reports all of its performance information on the **North Ayrshire Performs Portal**. This portal leads to a broad variety of performance information and includes the following information for each indicator: • what is this indicator about • why we measure it • what can affect performance • comment on performance against target and trend • how our performance compares to others • actions we are taking to improve performance.
What has contributed to its success in this council?	This portal is signposted on the council performance webpage and it is a valuable tool in reporting performance. It is well structured and can be navigated easily.
Links to key web pages and/or documents	The council performance webpage is where the link to the North Ayrshire Performs Portal is located. Council performance webpage: **http://www.north-ayrshire.gov.uk/council/performance-and-spending/council-performance.aspx** North Ayrshire Performs Portal: **https://www.covalentcpm.com/CovalentWebModule/Dashboard?c=200&i=4220112&pidisp=NTHA&sum=NOPINOGAG&title=North%2520Ayrshire%2520Performs%25202013/14&ss=0&cl=0&sn=0#**
Contact	Anne Todd Senior Policy and Performance Officer **annetodd@north-ayrshire.gcsx.gov.uk** tel 01294 324140

NORTH AYRSHIRE COUNCIL

Example 2

Which council	**North Ayrshire**
Headline topic	Balanced picture of performance
What is the practice, and what makes it interesting?	The council has published a one-page infographic showing the meaning of symbols used by the North Ayrshire Performs Portal. Symbols cover these issues: • performance trend • performance against target • whether the trend of performance status cannot be published due to a lack of data • the type of indicator.
What has contributed to its success in this council?	The one-page, colour-coded key to symbols applies to all indicators in the North Ayrshire Performs portal. The reader can print off the key to use as a handy reference when browsing the portal.
Links to key web pages and/or documents	North Ayrshire Performs web portal **https://www.covalentcpm.com/CovalentWebModule/Dashboard?c=200&i=4220112&pidisp=NTHA&sum=NOPINOGAG&title=North%2520Ayrshire%2520Performs%25202013/14&ss=0&cl=0&sn=0** Guide to key symbols **http://www.north-ayrshire.gov.uk/Documents/CorporateServices/ChiefExecutive/PolicyandPerformance/Key-of-Performance-Symbols-for-North-Ayrshire-Performs-Portal.pdf**
Contact	Anne Todd Senior Policy and Performance Officer **annetodd@north-ayrshire.gcsx.gov.uk** tel 01294 324140

North Ayrshire Performs - Committee Report

PI Status		Long Term Trends		Short Term Trends	
🛑	Alert	⬆️	Improving	⬆️	Improving
⚠️	Warning	➖	No Change	➖	No Change
✅	OK	⬇️	Getting Worse	⬇️	Getting Worse
❓	Unknown (Data Pending)				
📈	Data Only				

1. Regenerating our communities and increasing employment
1.01 Economic Development and Regeneration

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Number of people aged 25+ supported into employment by the Council			373	300	⬇️	⬇️	248	✅
Number of clients in Council operated/funded employability programmes achieving a training or further/higher education outcome			271	420	⬆️	⬆️	343	✅
Number of businesses actively account managed by the Council				185	❓	❓	155	✅
Number of businesses supported by Council activities				237	❓	❓	235	✅
Number of new businesses per 10,000 working age population	36.5	33.6	48.5	Available Nov 2015	❓	❓		❓
Dependency ratio (number of dependents per 100 working age people)	58	57.4	60.3	Available Nov 2015	❓	❓		📈
% Unemployed People Assisted into work from Council operated / funded Employability Programmes		14%	19.73%	LGBF Published Jan 2016	❓	❓		❓
Number of ED clients entering employment through ED sponsored initiatives	1,169	1,019	1,119	962	⬇️	⬇️	725	✅

	2011/12	2012/13	2013/14	2014/15	Short Trend	Long Trend	Target	Status
% growth in NA tourist numbers since season last	1.1%	1.11%	1.5%	-0.7%	⬇	⬇	2%	🔴
% increase in NA tourism revenue since season last	3.08%	2.06%	9.97%	0.9%	⬇	⬇	2%	🔴
Number of 16-24 year olds supported into employment by Economic Development Services		318	440	629	⬆	⬆	320	✅
Number of modern apprentices on North Ayrshire Council programmes at 31 March	90	81	140	103	⬇	⬇	180	✅

1. Regenerating our communities and increasing employment
1.02 Cultural and Community Services

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
% participants who accessed Community and Culture learning opportunities who indicated an improvement in their knowledge and skills as a result of training provided.				96	❓	❓	93	✅
Percentage of community groups who feel the Council is an effective partner in helping them deliver their aspirations				92	❓	❓	80	✅
Cost per attendance at sports facilities £	£3.79	£2.78	£2.25	LGBF Published Jan 2016				❓
Cost per library visit £	£2.74	£2.54	£1.54	LGBF Published Jan 2016				❓
Cost per museum visit £	£0.48	£0.61	£0.16	LGBF Published Jan 2016	❓	❓	£0.60	❓
Number of groups accessing support and guidance by Community and Culture	376	596	1,383	588	⬇	⬇	500	✅
Number of attendances per 1,000 population for indoor sports and leisure facilities	5,765	7,689	8,931	10,338	⬆	⬆	10,000	✅
Number of visits to/usages of council funded or part funded museums per 1000 population	652	889	1,745	1,813	⬆	⬆	1,200	✅
Number of library visits per 1000 population	7,929	8,265	13,096	13,103	⬆	⬆	6,500	✅

1. Regenerating our communities and increasing employment
1.03 Housing Quality and Performance

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	Long Trend	Target	Status
Number of new build Council housing units reaching completion on a yearly basis	40	0	12	122	⬆	⬆		📈
Charter 35 Average length of time taken to re-let properties in the last year (days) (new indicator)			14	14	▬	▬	16	✅
Charter 34 % of rent due in year that was lost due to voids	0.4%	0.3%	0.4%	0.4%	▬	⬇	0.7%	✅
% of Council dwellings that meet the Scottish Housing Quality Standard	80.4%	90.5%	96.32%	98.22%	⬆	⬆	99%	✅
Percentage of council houses that are compliant with EESSH	95.5%	96.3%	98.17%	98.5%	⬆	⬆	98.5%	✅

1. Regenerating our communities and increasing employment
1.04 Community Safety

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	Long Trend	Target	Status
Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	31%	30%	30%	Available Nov 2015				❓

1. Regenerating our communities and increasing employment
1.05 Streetscene, Roads and Lighting

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	Long Trend	Target	Status
% of lamps restored to working condition within seven days	82.45%	95.1%	68%	81.9%	⬆	⬆		❓
Average time to restore lamps to working order		2.64	6.2	4.64	⬆	⬇		📈

Performance Indicator								
Average cost of repairing routine faults	£47.36	£38.62	£57.04	£57.72	⬇	⬇		📈
Net waste collection cost per premises	£60.98	£50.35	£55.36	LGBF Published Jan 2016	❓	❓	£43.10	❓
Net waste disposal cost per premises	£87.52	£88.97	£82.10	LGBF Published Jan 2016	❓	❓	£85.20	❓
Street Cleanliness Index - % Clean	97.3	95.3	96.9	92.3	⬇	⬇	98	🔴
Net cost of street cleaning per 1,000 population £	£21,135.00	£14,292.00	£15,739.12	LGBF Published Jan 2016	❓	❓	£21,474.00	❓
Road cost per kilometre £	£6,622.00	£7,377.05	£9,165.54	LGBF Published Jan 2016	❓	❓	£7,250.00	❓
% of Class A roads that should be considered for maintenance treatment	44.4%	36.3%	35.5%	34.9%	⬆	⬆	36%	✅
% of Class B roads that should be considered for maintenance treatment	42.8%	38.8%	39.8%	34.8%	⬆	⬆	39%	✅
% of Class C roads that should be considered for maintenance treatment	55.8%	49.7%	51.2%	51.1%	⬆	⬆	49.7%	🔺
% of unclassified roads that should be considered for maintenance treatment	39.6%	42.3%	38.2%	36.7%	⬆	⬆	42%	✅
% of total household waste that is recycled (calendar year as per SEPA)	52.5%	53.3%	56.1%	56.3%	⬆	⬆	58%	✅
% of adults satisfied with refuse collection		90%	90%	LGBF Published Jan 2016	❓	❓	89%	❓
Overall percentage of road network that should be considered for maintenance treatment	43.8%	42.7%	40.8%	39.1%	⬆	⬆	42%	✅

2. Protecting vulnerable people
2.01 Community Care

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status

Performance Indicator	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Volume of respite care (adults 18-64) daytime	16,162	118,226	119,028.5	117,608	⬇	⬆	100,000	✅
Volume of respite care (older people 65+) daytime hours	92,093	90,216	78,494	72,616	⬇	⬇	91,000	🛑
Home care costs for people aged 65 or over per hour £	£19.04	£19.66	£18.93	LGBF Published Jan 2016				❓
Self-directed support spend for people aged over 18 as a % of total social work spend on adults	1.3%	1.88%	1.94%	LGBF Published Jan 2016				❓
% of people aged 65 or over with intensive needs receiving care at home	36%	38.2%	40.25%	41.67%	⬆	⬆	34%	✅
Number of service users (65+) with a community alarm package	3,060	3,230	2,997	3,109	⬆	⬆	2,800	✅
Number of service users with an enhanced telecare package	273	451	525	2,074	⬆	⬆	600	✅
Net residential costs per capita per week for older adults (65+)	£349.68	£359.44	£337.66	LGBF Published Jan 2016				❓
Number of patients waiting more than four weeks for appropriate discharge	3	0	0	0	▬	⬆	0	✅

2. Protecting vulnerable people
2.02 Criminal Justice

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within three months		54.63%	89.86%	88.81%	⬇	⬆	57%	✅
Percentage of individuals subject to level 2 Community Payback Order Unpaid Work completed within six months		61.31%	74.58%	82.53%	⬆	⬆	67%	✅

2. Protecting vulnerable people
2.03 Child Protection and Children's Services

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status

Performance Indicator								
% of participants (on completion of parenting programmes) who report an increase in their confidence levels as a parent				78	[?]	[?]	70	✓
% of participants (on completion of parenting programmes) who report an increase in their levels of interaction with their children				90	[?]	[?]	70	✓
% of formerly looked ffter young people entitled to aftercare in employment, education or training	45.46%	36.99%	32.05%	55.81%	⬆	⬆	38%	✓
Percentage of families previously registered on the Child Protection Register who have been re-registered following a period of less than one year	6.0%	2.0%	5.0%	2.5%	⬆	⬆	5.0%	✓
The gross cost of "children looked after" in residential based services per child per week £	£2,895.00	£2,954.00	£3,631.98	LGBF Published Jan 2016				[?]
The gross cost of "children looked after" in a community setting per child per week £	£200.61	£215.00	£228.95	LGBF Published Jan 2016				[?]
Balance of care for 'looked after children': % of children being looked after in the community	89.52%	89%	92%	LGBF Published Jan 2016				[?]
Percentage of children in a kinship care placement subject to residence order	10.47%	21.92%	32.26%	38.43%	⬆	⬆	15%	✓
Percentage of fostered LAAC who are fostered by an in-house placement	80.99%	80.33%	83.45%	78.98%	⬇	⬇	80%	✓

2. Protecting vulnerable people
2.04 Homelessness

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Homelessness: Number of presentations	710	656	724	776	[?]	[?]		📈
% of lets to homeless	25.1%	28.7%	25.2%	25.5%	⬆	⬇	25%	✓

3. Improving educational attainment
3.01 Education Performance

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15

	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Average total tariff score of the lowest 20% attainment cohort	148	169	160	Available Feb 2016	?	?	147	?
Average total tariff score of the middle 60% attainment cohort	649	745	708	Available Feb 2016	?	?	578	?
Average total tariff score of the highest 20% attainment cohort	1,639	1,744	1,691	Available Feb 2016	?	?	1,014	?
% of leavers attaining literacy at National 4 (SCQF Level 4)	92.54%	94.78%	93.74%	Available Feb 2016	?	?	95%	?
% of leavers attaining literacy at National 5 (SCQF Level 5)	62.13%	66.47%	68.26%	Available Feb 2016	?	?	69.5%	?
% of leavers attaining numeracy at National 4 (SCQF Level 4)	74.34%	79.06%	78.96%	Available Feb 2016	?	?	80%	?
% of leavers attaining numeracy at National 5 (SCQF Level 5)	52.7%	56.18%	57.35%	Available Feb 2016	?	?	58%	?
% gap in attainment of Looked After Children	122.93%	102.02%	100.84%	Available Feb 2016	?	?	98%	?
Average tariff score: All Leavers				Available Feb 2016	?	?		?
Average tariff score: LAC Leavers				Available Feb 2016	?	?		?
Cost per primary school pupil £	£5,421.00	£5,117.10	£4,816.00	LGBF Published Jan 2016	?	?		📈
Cost per secondary school pupil £	£6,427.00	£6,572.30	£6,684.70	LGBF Published Jan 2016	?	?		📈
Cost per pre-school place £	£3,803.60	£3,477.60	£3,102.50	LGBF Published Jan 2016	?	?		📈
Percentage of young people choosing to stay onto S5 (Jan S5 roll), as % of S4 roll at September previous year	73.4%	73.6%	80.1%	78.1%	⬇	⬆	77%	✅
% of school leavers entering positive destinations	89.7%	93.8%	94.1%	Available Feb 2016	?	?	94.5%	?

4. Operating more efficiently and effectively
4.01 Revenues and Service Costs

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure			99.9%	98.2%	⬇	⬇	100%	🔺
Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure			95.5%	94%	⬇	⬇	100%	🔴
Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	95.36%	96.6%	92.39%	99.6%	⬆	⬆	100%	✅
Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	94.55%	95.9%	100.72%	96.1%	⬇	⬇	100%	🔺
Percentage of Capital Projects completed on time			70.37%	67.44%	⬇	⬇	95%	🔴
Percentage of Capital Projects completed within budget			92.59%	95.35%	⬆	⬆	80%	✅
Support services as a percentage of total gross expenditure	2.8%	2.2%	2.2%	LGBF Published Jan 2016	❓	❓	2.6%	❓
Corporate and democratic core costs per 1,000 population	£28,173.00	£29,827.00	£31,485.50	LGBF Published Jan 2016	❓	❓	£25,500.00	❓

4. Operating more efficiently and effectively
4.02 Procurement

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Number of apprenticeships/jobs created through community benefit clauses			19	35	⬆	⬆	30	✅
Procurement Capability Assessment (%)	34%	51%	61%	72%	⬆	⬆	64%	✅
% Procurement spend with local suppliers	15.4%	17%	20%	22%	⬆	⬆	21%	✅

Performance Indicator			0.83	0.9	⬆	⬆	0.8	✅
Procurement savings (General Services Revenue £m)			0.83	0.9	⬆	⬆	0.8	✅
Procurement savings (General Services Capital £m)			0.34	2.13	⬆	⬆	1.5	✅
Percentage of invoices sampled that were paid within 30 days	82.5%	81.57%	90.66%	93.64%	⬆	⬆	92%	✅

4. Operating more efficiently and effectively
4.03 Benefits Administration

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Gross administration cost per Housing Benefit/Council Tax Benefit case (£)	£38.00	£40.36	£40.28	£41.49	⬇	⬇	£40.00	🔺
Speed of processing Housing Benefit (New Claims) days	21.37	20	20.3	26.27	⬇	⬇	19	🔴
Speed of processing Housing Benefit (Change of circumstances) days			11.7	15.73	⬇	⬇	11	🔴
Speed of Processing (Council Tax Reduction) new claims (days)			23.2	31.25	⬇	⬇	22	🔴
Speed of processing (Council Tax Reduction) changes of circumstances (days)			7.3	9.88	⬇	⬇	6	🔴
Cost of collecting council tax per dwelling £	£11.70	£11.05	£9.93	£10.19	⬇	⬆	£11.30	✅
Percentage of income due from Council Tax received by the end of the year %	93.6%	93.5%	94.75%	94.63%	⬇	⬆	93.6%	✅
Customer satisfaction levels for the Council Tax service (%)	92%	87.4%	91.4%	94.7%	⬆	⬆	92%	✅
Customer satisfaction levels for the Benefits service (%)	91%	89.3%	90.6%	92%	⬆	⬆	92%	✅

4. Operating more efficiently and effectively
4.04 Assets

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Cost of parks and open spaces per 1,000 population £	£44,276.00	£40,331.49	£44,777.97	LGBF Published	❓	❓	£42,352.00	❓

Performance Indicator				Jan 2016				
% of adults satisfied with parks and open spaces		90%	91%	LGBF Published Jan 2016	❓	❓	80%	❓
Proportion of operational buildings that are suitable for their current use	91.9%	87.54%	88.6%	90.3%	⬆	⬆	90%	✅
Proportion of internal floor area of operational buildings in satisfactory condition	80.7%	80%	99.4%	99.5%	⬆	⬆	75%	✅

4. Operating more efficiently and effectively
4.05 Planning

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
The average time (weeks) to deal with major and local planning applications determined during the year: Major developments - Average time (weeks) to deal with applications		30.9	21.5	12.6	⬆	⬆	18	✅
The average time (weeks) to deal with major and local planning applications determined during the year: Local developments - Average time (weeks) to deal with applications		8.7	6.8	6.2	⬆	⬆	9	✅

4. Operating more efficiently and effectively
4.06 Environmental Health

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Percentage of food poisoning investigations within two days of inquiry (EH) formerly known as SP1213LP_P_A04	96%	100%	100%	100%	▬	⬆	100%	✅
Percentage of high priority pest control requests responded to within working one day of enquiry (EH) formerly known as SP1213LP_P_A05	89%	94%	95%	95.7%	⬆	⬆	95%	✅
Cost of environmental health per 1,000 population £		£13,739.46	£13,862.11	LGBF Published Jan 2016	❓	❓		❓
Percentage of high priority public health complaints responded to within 1 working day of receipt (EH) formerly known as SP1213LP_P_A03		98%	98%	99.7%	⬆	⬆	95%	✅

4. Operating more efficiently and effectively
4.07 Trading Standards

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Cost of trading standards per 1,000 population £		£5,968.30	£5,433.83	LGBF Published Jan 2016	[?]	[?]		[?]
Percentage of trading standards business advice requests that were dealt with in 14 days	100%	99.7%	100%	97%	⬇	⬇	85%	✅

4. Operating more efficiently and effectively
4.08 Domestic noise complaints

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Average time between time of noise complaint and attendance on site (hours)	0.8	0.6	0.66	0.62	⬆	⬆	0.8	✅

4. Operating more efficiently and effectively
4.09 Carbon emissions

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Overall carbon emissions (tonnes)	57,228	57,208	58,041	55,000	⬆	⬆	55,926	✅
Co2 emissions (tonnes) per street light	186.21	185.25	188.79	179.09	⬆	⬆		📈

4. Operating more efficiently and effectively
4.10 Repairs

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status

(Charter 12) Average time taken to complete non-emergency repairs			9	9.18	⬇	⬇	9	⚠

4. Operating more efficiently and effectively
4.11 Complaints

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Percentage of Council wide complaints handled on time	94%		93%	90%	⬇	⬇	95%	🔴
Number of customer complaints	572	839	2,031	2,139	⬇	⬇		📈

4. Operating more efficiently and effectively
4.12 Freedom of Information

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Freedom of Information requests responded to in 20 working days (%)	96%	95%	88%	93%	⬆	▬		📈

4. Operating more efficiently and effectively
4.13 Customer Satisfaction

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Society of Information Technology Management (SOCITM) Better Connected Rating for website (Star Rating)	1	1	4	4	▬	⬆	4	✅
Level of satisfaction with public sector partners - North Ayrshire Council	56	55	55	Not available	❓	❓		❓

4. Operating more efficiently and effectively
4.14 Accessibility

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2014/15			
	Value	Value	Value	Value	Short Trend	Long Trend	Target	Status

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Short Trend	Long Trend	Target	Status
Percentage of public service buildings that are suitable and accessible to disabled people	79.21%	52.5%	56%	61%	⬆	⬇	60%	✅

4. Operating more efficiently and effectively
4.15 Employees

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	Long Trend	Target	Status
Staff Engagement Level - Council wide		55%		65%	❓	⬆		❓
Staff turnover - all employees	10.99%	9.27%	8.2%	8.58%	⬇	⬆	10%	✅
Council-wide staffing numbers for North Ayrshire Council full-time equivalent (FTE)	5,585.2	5,644	5,542	5,689.7	⬇	⬇	5,405	🔴
Total cost of the HR function per 1000 (FTE) employee	£363,000.00	£430,000.00	£497,000.00	£495,000.00	⬆	⬇	£500,000.00	✅
Sickness absence days per employee full time equivalent (FTE) for the whole council	8.8	9.4	9	8.1	⬆	⬆	7.9	🔺
Number of Reportable Incidents (RIDDOR) per 100,000 employees	614	472.53	366.1	329.3	⬆	⬆	500	✅
Percentage of Council staff who have had a Performance and Personal Development (PPD) discussion in the last 12 months	97%	95%	90%	96%	⬆	⬆	95%	✅

4. Operating more efficiently and effectively
4.16 Equality and Diversity

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	Long Trend	Target	Status
The percentage of the highest paid 5% employees who are women	51.8%	53%	53.8%	55.6%	⬆	⬆	52.4%	✅
Percentage of North Ayrshire Council employees who have recorded as having a disability	2.1%	1.49%	1.21%	2.11%	⬆	⬆	1.74%	✅
Percentage of Black and Minority Ethnic (BME) North Ayrshire Council employees	0.71%	0.64%	0.63%	0.7%	⬆	⬆	0.7%	✅

North Ayrshire Performs - Exception Report

	PI Status
🛑	Alert
⚠️	Warning
✅	OK
❓	Unknown (Data Pending)
📈	Data Only

	Long Term Trends
⬆️	Improving
➖	No Change
⬇️	Getting Worse

	Short Term Trends
⬆️	Improving
➖	No Change
⬇️	Getting Worse

1. Regenerating our communities and increasing employment
1.01 Economic Development and Regeneration

Performance Indicator	Latest Note	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	2014/15 Long Trend	2014/15 Target	2014/15 Status
% growth in NA tourist numbers since season last	**2014/15 - Quarter Four Update** STEAM figures show a decline in total tourism visits to North Ayrshire of 0.7% between 2013 and 2014. It should be noted that this decline is in part due to a change in the means of measurement of the statistic which formerly accounted for ferry trips. It has been agreed with STEAM and the tourism industry that a revised methodology for this PI will be used going forward. It is projected that tourism visits will increase during 2015 due to the impact of the introduction of Road Equivalent Tariff for Arran in October 2014 and Cumbrae in October 2015.	1.1%	1.11%	1.5%	-0.7%	⬇️	⬇️	2%	🛑
% increase in NA tourism revenue since season last	**2014/15 - Quarter Four Update** North Ayrshire saw an increase of 0.9% in tourism revenue from 2013-14. This is in addition to a significant increase of almost 10% within the previous year. It is projected that revenue will increase further during 2015 due to the impact of the introduction of Road Equivalent Tariff for Arran in October 2014 and Cumbrae in	3.08%	2.06%	9.97%	0.9%	⬇️	⬇️	2%	🛑

	October 2015.									

1. Regenerating our communities and increasing employment
1.05 Streetscene, Roads and Lighting

Performance Indicator	Latest Note	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	Long Trend	Target	Status
% of Class C roads that should be considered for maintenance treatment	**2014/15 - Quarter Four Update** Although performance recorded in 2014/15 for the individual Road Condition Indicator of our C class roads remains static, the overall Road Condition Indicator improved by 1.7%.	55.8%	49.7%	51.2%	51.1%	⬆	⬆	49.7%	🔺
Street Cleanliness Index - % Clean	**2014/15 - Quarter Four Update** The final LEAMS audit, carried out in February resulted in an outturn of 96.7% of streets being of an acceptable standard and a comparison LEAMS score under the old methodology of 83. The overall score for streets achieving an acceptable standard for year 2014/15 is 92.3%. Under the old methodology this would have resulted in a Cleanliness score of 80. The scores based on the old methodology allows for a comparison to be made against the previous year which had a final average LEAMS score of 77. This shows that the overall cleanliness levels have improved in comparison with last year. The service will require to carry out benchmarking checks and review the target of the percentage of streets that are acceptable to set a new but still challenging target.	97.3	95.3	96.9	92.3	⬇	⬇	98	🔴

2. Protecting vulnerable people
2.01 Community Care

Performance Indicator	Latest Note	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	Long Trend	Target	Status
Volume of respite care (older people 65+) daytime hours	**2014/15 - Quarter Four Update** SDS option for respite is not currently captured to reflect true figures.	92,093	90,216	78,494	72,616	⬇	⬇	91,000	🔴

4. Operating more efficiently and effectively
4.01 Revenues and Service Costs

Performance Indicator	Latest Note	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	2014/15 Long Trend	2014/15 Target	2014/15 Status
Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	**2014/15 - Quarter Four Update** 96.10 % of capital expenditure has been delivered in the Housing Revenue Account. The majority of the underspend is due to savings made within the new build programme which are being carried forward to support future house building programmes.	94.55%	95.9%	100.72%	96.1%	⬇	⬇	100%	🔺
Percentage of Capital Projects completed on time	**2014/15 - Quarter Four Update** Target dates for capital project completion are set each year and based on these dates 67.44 % of capital projects have been completed on time in 2014/15. The remaining projects were completed during 2014/15 but outwith the original timescales envisaged. Work continues with officers to improve the delivery of timescales for capital projects.			70.37%	67.44%	⬇	⬇	95%	🔴
Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure	**2014/15 - Quarter Four Update** 98.2 % of revenue expenditure within the General Fund was spent in 2014/15, resulting in an underspend of 1.8 %. Of this underspend 1.2 % is being earmarked for carry forward into 2015/16 to meet service expenditure and the balance of 0.6 % is as a result in savings in debt charges and the impact of general inflation being less than anticipated.			99.9%	98.2%	⬇	⬇	100%	🔺
Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure	**2014/15 - Quarter Four Update** 94 % of revenue expenditure in the Housing Revenue Account was spent in 2014/15, representing an underspend of 6 %. Of this 3.1 % is being earmarked to meet expenditure in 2015/16, and the balance of 2.9 % is due to reduced write off of rent arrears as a result of Discretionary Housing Payments for under occupancy, a saving in debt charges and an underspend in repairs and adaptations to housing stock.			95.5%	94%	⬇	⬇	100%	🔴

4. Operating more efficiently and effectively
4.03 Benefits Administration

Performance Indicator	Latest Note	2011/12	2012/13	2013/14	2014/15	2014/15

		Value	Value	Value	Value	Short Trend	Long Trend	Target	Status
Gross administration cost per Housing Benefit/Council Tax Benefit case (£)	**2014/15 - Quarter Four Update** The gross cost of administering a Housing Benefit and Council Tax Reduction claim in 2014/15 is £41.49 compared to £40.28 last year, an increase of £1.21 per claim. There was a significant increase in customer contact service costs from £8.57 to £11.24 per claim as a result of increased contact in relation to welfare reform changes. Central Support Recharges also increased from £3.66 to £4.12 per claim. Both these indicators account for £15.36 (37%) of the total cost and are not directly controlled by the Benefit Service. This makes it challenging for the Benefits Service to reduce costs year on year.	£38.00	£40.36	£40.28	£41.49	⬇	⬇	£40.00	🔺
Speed of processing (Council Tax Reduction) changes of circumstances (days)	**2014/15 - Quarter Four Update** For 2014/15 the service has achieved a processing time for new Council Tax Reduction changes of 9.88 days against a target of 6 days.			7.3	9.88	⬇	⬇	6	🔴
Speed of Processing (Council Tax Reduction) new claims (days)	**2014/15 - Quarter Four Update** For 2014/15 the service has achieved a processing time for new Council Tax Reduction claims of 31.25 days against a target of 22 days.			23.2	31.25	⬇	⬇	22	🔴
Speed of processing Housing Benefit (Change of circumstances) days	**2014/15 - Quarter Four Update** For 2014/15 the service has achieved a processing time for Housing Benefit Changes of 15.73 days against a target of 11 days.			11.7	15.73	⬇	⬇	11	🔴
Speed of processing Housing Benefit (New Claims) days	**2014/15 - Quarter Four Update** For 2014/15 the service has achieved a processing time for new Housing Benefit claims of 26.27 days against a target of 19 days.	21.37	20	20.3	26.27	⬇	⬇	19	🔴

Benefits Administration Note : 2014/15 has been a year with unprecedented challenge for the service introducing significant Welfare Reforms, this increase in processing time can also be attributed to resourcing issues.
To help address the downturn, the service has:
- been working overtime
- recruited new staff, due to start soon, to cover the vacant positions to bring the service back up to establishment
- started to work with Northgate managed services.

To improve performance within 2015/16 the service will :
- introduce Capacity Grid (recommended by the DWP Performance Team)
- introduce an integrated electronic claim form
- review our new claims process using Lean Six Sigma principles

4. Operating more efficiently and effectively
4.10 Repairs

Performance Indicator	Latest Note	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	2014/15 Long Trend	2014/15 Target	2014/15 Status
(Charter 12) Average time taken to complete non-emergency repairs	**2014/15 – Quarter Four update** Performance in this indicator was impacted by failure to deduct the inspection period from the job target time. The inspection time has now been deducted and performance should improve in year 2015/16.			9	9.18	⬇	⬇	9	△

4. Operating more efficiently and effectively
4.11 Complaints

Performance Indicator	Latest Note	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	2014/15 Long Trend	2014/15 Target	2014/15 Status
Percentage of Council wide complaints handled on time	**2014/15 - Quarter Four Update** Of the 134 complaints closed as Investigations in 2014/15, 120 (90%) were closed on time. The internal target is 95%. The complaints that were not resolved within timescale was due to the complex nature of the complaints raised. The average number of workings days to resolve an Investigation complaint in 2014/15 was 13.17 days (the actual target is 20 working days).	94%		93%	90%	⬇	⬇	95%	⬤

4. Operating more efficiently and effectively
4.15 Employees

Performance Indicator	Latest Note	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Short Trend	2014/15 Long Trend	2014/15 Target	2014/15 Status
Council-wide staffing numbers for North Ayrshire Council full-time equivalent (FTE)	**2014/15 - Quarter Four Update** The 5,689.7 reported outturn is the first increase in FTE since 2012/13 - in 2012/13 the reported FTE was 5,644 in 2013/14 5,542.	5,585.2	5,644	5,542	5,689.7	⬇	⬇	5,405	⬤

	This is consistent with the reported increase in staff headcount in 2014/15.								
Sickness absence days per employee full time equivalent (FTE) for the whole council	**2014/15 - Quarter Four Update** Overall the Council fell short of the 7.9 target per employee 2014/15. The year end outturn was 8.1. However this was an improvement on the 2013/14 position of 9 days lost. The 2015/16 target has been set at 8 days. All absence continues to be monitored and managed in line with the corporate policies and procedures.	8.8	9.4	9	8.1	⬆	⬆	7.9	🔺

Annual Performance Report 2014/15

September 2015

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Foreword

We are an aspirational Council, hugely ambitious for North Ayrshire and its residents. We are working to ensure North Ayrshire, the Council, the People and the Place achieves its potential.

In 2014 we made significant progress on our journey to become a Great council.   In recognition of our hard work and the huge improvements made to services over the last few years, we were awarded EFQM 3 star Level of Excellence at the Scottish Awards for Business Excellence in June 2015. We are the only Scottish Council to currently hold this accreditation. We were also shortlisted for *Most Improved Council* at the Local Government Chronicle (LGC) Awards and *Overall Council of the Year* at the Association for Public Service Excellence APSE Awards.

Our new Council Plan was approved at a Special Meeting of North Ayrshire Council on 18 March 2015 - it outlines our Mission, Vision, Strategic Priorities and ambitions for the next five years. The Plan emphasises our role in supporting our communities.

We were the first Council in Scotland to launch our Health and Social Care Partnership. It came into effect in April 2015, a result of legislative change taking place across Scotland. The partnership brings us together with the NHS Ayrshire and Arran, the third sector and other agencies to create a new body of 3,000 staff backed by a £200m budget.

The change marks a significant shift in the way health and social care services are designed and delivered. Indeed, the beauty of bringing so many different professionals together is that it provides a seamless service to the end-user.

The Council agreed a three year budget in December 2014. This will provide budget certainty until 2017, allowing us time to be creative and innovative in improving the quality of services we deliver to our communities.

This Annual Performance Report seeks to provide an accurate picture of progress in achieving our objectives and improving our performance.

We would like to hear what you think of our Annual Performance Report. If you have any comments or suggestions, please contact Democratic Services, North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE, Tel: 01294 324140.

Alternatively please e-mail us at: northayrshireperforms@north-ayrshire.gov.uk

Councillor Willie Gibson   Elma Murray
Leader of the Council   Chief Executive

Introduction

Our vision is to be a leading organisation defined by excellent and innovate services. We are on a journey to move from 'Good to Great.' To achieve that vision we are focusing on five key themes:

Communities: Delivering the best possible outcomes for our communities
People: Our people are at the heart of our Good to Great journey
Partnerships: Working with our partners to deliver better services
Processes: Continual improvement to ensure we are as efficient as we can be
Places: North Ayrshire will be the best place to live, work, do business and visit

Our refreshed Performance Management Strategy sets out where we want to be – *recognised internally and externally as a **great** Council*. For us 'Great' means raising our performance in everything we do and being responsive to what our customers and communities need.

Successes

We enjoyed significant success throughout the year. We challenged ourselves by pursuing Quality Scotland's Recognised for Excellence Award. Our work was rewarded in June 2015, when we were awarded a prestigious three stars. We are currently the only Scottish Council to hold this award. In addition our Waste Services Team won the COSLA Gold Award for its reuse partnership with Cunninghame Furniture Recycling Company.

> The Council achieved recognition in a wide range of national and international awards, culminating in a prestigious **Three Stars in Quality Scotland's Recognised for Excellence**.

Other successes include:

- Being shortlisted at the LGC Awards for *Most Improved Council of the Year* and for *Overall Council of the Year* at the APSE Service Awards
- Achieving 'Fairtrade Zone' status following our commitment to the principles of the Fair Trade movement
- Being one of the first local authorities in Scotland to sign up to the national digital participation charter[1]
- Receiving the 'Numeracy Across Learning Award' which was given to St Winning's Primary at the Scottish Education Awards
- Securing over £1 million of external funding to improve North Ayrshire's vast network of walking and cycling paths
- Becoming a model of Scottish best practice following the recent refresh of the Government's Economic Strategy[2]
- Scooping the UK-wide Schueco Excellence Award for 'Design and Innovation'[3]
- Eglington Country Park winning the 'Green Tourism' Silver Award

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[1] Digital participation and inclusion are central to our ability to engage fully with our citizens and it is our responsibility to ensure that no one is left behind or excluded from this opportunity. We renewed all public access library computers.

[2] Team North Ayrshire were identified as the model in providing dedicated support to help local businesses become more competitive in the market.

[3] The awards (in association with the Royal Institute of British Architects) recognised the innovative design and architecture of Bridgegate House. The building's exterior was chosen as the top commercial project at the awards.

- Our Tenants Participation Manager Winning the 'Tenants Participation Champion Award'
- Being 'highly commended' for our innovation at the MJ Local Government Achievement Awards in the categories of '*Best Council Services Team*' (Facilities Management) and '*Innovation in Channel Shift'* (Customer Services)
- Winning silver in the W*aste and Recycling* category and bronze in the *Fleet* category at the APSE Striving for Excellence Awards 2015
- Our Customer Service Team winning *Best Improvement Strategy* at the European Contact Centre and Customer Service Awards[4] and scooping silver for *Best Complaints Team.*

Challenges

In spite of our many successes, we continue to operate in a highly challenging environment. Some of the main challenges we face are outlined below:

- Although improving, we still face high levels of unemployment and deprivation. We continue to implement our Economic Development and Regeneration Strategy designed to attract more businesses and jobs to the area
- Tackling the relationship between low educational attainment and deprivation. As a Council, we are piloting innovative ways of doing this
- There are significant financial challenges due to the reduction in local government funding. We will continue to make smart and innovative use of our resources and be creative in how we develop and deploy our services
- The impact of Welfare Reform remains a challenge but we feel we are well placed to support individuals and our communities. Our Housing Services' Welfare Reform Advice Team provides intensive support and advice to council tenants affected by welfare reform

> Together with five other Ayrshire landlords and 1st Alliance Credit Union, we have created the new **Financial Access Partnership.** The Partnership will help tenants prepare for changes brought in by the introduction of Universal Credit. Assistance offered includes support with setting up bank accounts and managing household budgets.

- We continue to develop our locality approach with our partners to ensure that resources are targeted at those most in need. A focus on early intervention and prevention and aligning resources to the six neighbourhoods[5] helps us focus our resources on the services that make the greatest contribution to delivering our core outcomes.

> We cannot address issues such as unemployment, poverty and poor health alone. Our ***Single Outcome Agreement*** describes how we will work together, with partners and communities, to improve the lives of North Ayrshire's citizens to ensure they are working, healthy and safe.

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[4] Europe's leading Customer Service Awards.
[5] Arran; Irvine; Kilwinning; Three Towns; Garnock Valley; North Coast, West Kilbride and Cumbraes

Regenerating our communities and increasing employment

Employment

North Ayrshire's unemployment rate is now at its lowest level since 2008. We have actively engaged with local businesses to support the creation of new jobs. In addition our Skills and Employment Action Plan focusses on developing people's employability and skills to meet the needs of local businesses.

Quote: "*I'm really excited to get started. This North Ayrshire Council project is a great opportunity which has given me the chance to kick-start my career.*"

Our employability programmes continue to have a substantial impact in reducing North Ayrshire's unemployment rate with **962** jobs created through council-sponsored initiatives. This has been enhanced through the development of a strong partnership to help deliver targeted employability skills support at an Employability Hub in Stevenston Library. Our partners include Ayrshire College, CEIS Ayrshire, Skills Development Scotland and the Department for Work and Pensions.

We are in the top 25% of Scottish Local Authorities for assisting unemployed people into work

Youth Employment

Unemployment for our 16 – 24 year olds is now at its lowest level since 1992. This highlights the continuing success of our employability programmes including STRIVE, YES and Modern Apprenticeships. We supported **629** 16-24 year olds into work, including **267** Modern Apprentices.

"I chose to join North Ayrshire Council's Apprenticeship programme because they were willing to give me an interview. They have given me a great start in employment. I couldn't ask for anything else. I have gained many skills other than cooking, such as communication, customer service, stock taking, costing menus, banking and many more. I have catered for the Chief Executive of North Ayrshire Council and you can see me on billboards across North Ayrshire as the face of the "Employability and Skills" marketing campaign. I took part in a DVD which is shown all over North Ayrshire. All this has helped me so much and given me the confidence to talk to new people and try new things in my life".

Forty-two young people also started work experience at North Ayrshire Council as part of a programme to increase job opportunities for local people. These young people are also receiving additional support from Ayrshire College and Jobcentre Plus. Work experience opportunities have been provided across the Council including libraries, waste services, catering and janitorial placements within our schools.

"This experience has changed my life. I have been given an opportunity that no one else would give me. I now value myself and feel proud of what I have achieved. For the first time in my life when walking down the street I feel accepted and I am contributing to my family income."

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Building Services' Local Community Apprentice Project supports local communities by assisting them to develop small scale construction related projects. Each year our communities identify worthwhile project ideas present them to the Council. A number of unique local projects have been completed including:

- The construction of a 'Sensory Garden' for blind children at James Macfarlane School in Ardrossan
- Historical restoration of Irvine's last 'Vintage Water Pump'
- A memorial garden at St. Palladius Primary school, Dalry, in memory of a pupil
- The construction of a *'Sow and Grow'* garden at Winton Primary School, Ardrossan.

Winton Sow and Grow pupils grow their own food, teaching them where food comes from. The project was managed by Dylan Shankland, an apprentice quantity surveyor. Dylan used his surveying skills to convert sketched ideas into a measurement of labour, material and plant requirements to successfully plan the project and prepare a programme of works. Building Services' apprentices prepared the ground works and manufactured planter boxes which were used as the main growing containers for different vegetables and produce. This manufacturing process helped the apprentices develop their manufacturing skills and gain experience in using workshop machinery.

Business

Team North Ayrshire continues to go from strength to strength. They have identified and are working with **150** local companies with the greatest potential for growth. We have six Business Growth Managers that work with these companies to assist in the development of bespoke growth plans. It is anticipated that implementation of the growth plans will lead to the creation of more than **450** much needed local jobs.

Our engagement with Scottish Enterprise over the year has been rewarded by our selection as the first local authority in the country to pilot the delivery of innovation services to help local business growth.

Business Success Stories

In September 2014 Irvine company **Prontoport** launched its new state-of-the-art training academy, the first of its kind in the West of Scotland. The £100,000 facility provides training for new and experienced wind turbine technicians.

The company worked closely with 'Team North Ayrshire' partners – the Council, Scottish Enterprise and Job Centre Plus on the expansion programme.

Prontoport Operations Manager, David Hatfield, said: "We are delighted to unveil our new wind turbine services training academy in North Ayrshire. This is a first class facility which will provide training to aspiring technicians trying to get into the industry and existing technicians who wish to undergo refresher courses. We would like to thank 'Team North Ayrshire' for its continued business support".

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North Ayrshire-based family-run company, **Richard Healey Removals Ltd** won 'Domestic Mover of the Year 2015' at the prestigious British Association of Removers Awards in Belfast.

Team North Ayrshire assisted the company with tendering, staff training and marketing. This support helped them secure contracts with South Lanarkshire, East Renfrewshire, North Ayrshire and Edinburgh councils. The support provided has helped the company expand. They recently moved to new premises with enhanced storage capacity and training and conference facilities.

Georgina Berry, Director at the company said: "Everyone here is absolutely delighted to win this award. It is testament to the hard work and dedication of everyone within the company".

Procurement

As a Council we have significant purchasing power. We have again been successful in creating apprenticeships and training opportunities locally through our procurement processes. The Community Benefit Scheme we adopted four years ago requires our contractors to offer work or skills training to young people and the unemployed. Around a dozen employers have already taken on apprentices to work on Council projects including new housing, school upgrades, large-scale streetscape projects and a town hall renovation.

Over the year we have also reviewed how we process invoices. This has led to a significant improvement, helping with the cash flow of local companies.

Percentage of procurement spend with local suppliers		
2012/13	2013/14	2014/15
7	20	22

No. of apprenticeships/jobs created through community benefit clause	
2013/14	2014/15
19	35

Percentage of valid invoices paid within 30 days of receipt		
2012/13	2013/14	2014/15
81	91	94

Regeneration

Our regeneration work is creating the conditions for private sector investment and facilitating economic recovery. The work of our Regeneration Team over the year included:

- A **£350,000** award from the Coastal Communities Fund to support the implementation of the Brodick Harbour Redevelopment Project, and the development of a longer term economic action plan with key local stakeholders
- A **£750,000** award from Historic Scotland to implement a Conservation Area Regeneration Scheme for Millport, and support existing schemes across Irvine and Kilbirnie
- Continuing to support the Largs Business Improvement district
- Working in partnership with Irvine Bay Regeneration Company to develop strategic investment sites in the Irvine Enterprise Area and support the development of Ardrossan North Shore
- Launching the 'Irvine Vision.' This followed significant consultation with a range of local stakeholders including the 'Working for Irvine Together' group

- Appointing a design team to produce proposals for the redevelopment of Irvine's High Street to create a more attractive and accessible town centre
- Starting work on the new Leisure Centre in Irvine Town Centre and the redevelopment of the former Town House building
- Infrastructure work to support the Montgomerie Park, Irvine development
- Design work for the development on the Largs waterfront
- Work in Saltcoats as part of our shopfront scheme initiative
- Confirmation that the Ladies Scottish Open would be held at Dundonald Links in July 2015.

Strategic Planning and Infrastructure

We continue to enable economic and community growth through effective land use planning policies, improved transport provision, and digital connectivity. During the year:

- Our North Ayrshire Local Development Plan was approved and adopted by Scottish Ministers
- We received a commendation at the 2014 Scottish Awards for Quality in Planning in the 'Delivery in Partnership' category. The award recognised our partnership work delivering the new major residential development at Middleton Road, Perceton
- We secured funding from Transport Scotland for bus corridor improvements, the creation of new electric vehicle charging points and phase two of the new Park and Ride facilities at Irvine Station
- We began a review of the Local Transport Strategy, including extensive consultation with stakeholders
- We continued to deliver the Central Scotland Green Network in North Ayrshire through the Irvine and Kilbirnie Green Network projects
- We reduced the decision timescales on planning applications

Average number of weeks to deal with planning applications			
	2012/13	2013/14	2014/15
Major Developments	30.9	21.5	12.6
Local developments (Non-householder)	8.7	6.8	6.2
Householder developments	6.6	5.7	5.1

Council Housing

We continued to develop additional affordable homes to add to the Council portfolio. **Eighty** new general and specialist homes were completed at John Galt, Irvine and work commenced on the construction of **59** new homes and sheltered units at Stevenson Institute, Dickson Drive, Kiln Court and Montgomery Court.

We provide quality homes and continue to provide the best quality Council homes in Scotland.

Percentage of Council dwellings that meet the Scottish Housing Quality (SHQS)			
2011/12	2012/13	2013/14	2014/15
80.4	90.5	96.32	98.22

Street Cleansing

Our 'Streetscene' Service continues to deliver high quality street cleaning and ground maintenance duties. We were selected as one of eight authorities participating in a pilot project to utilise new technology to report and manage fly-tipping crime. Furthermore, we now have a partnership with Ayrshire Litter Volunteer Network (ALVN). We are supplying four community volunteer groups with essential equipment to help manage litter.

Roads

We have an arrangement in place with the two other Ayrshire Councils (East and South) to jointly procure road maintenance services. We have received national recognition for this maintenance and procurement programme. Over the last four years, the three Ayrshire councils have spent around **£20m** on minor road improvement works and have generated over **£2m** in savings. Following on from the success of this approach, we are expanding the programme through a second framework involving the three Ayrshire, West Lothian and Falkirk Councils.

Overall percentage of road network that should be considered for maintenance treatment			
2011/12	**2012/13**	**2013/14**	**2014/15**
43.8	42.7	40.8	39.1

Sustainability

We are committed to becoming a sector-leading Council in this area and we made good progress through the year. We implemented the first Council-wide Sustainability and Climate Change Strategy and managed to attract £2.2 million of funding from the Home Energy Efficiency Programmes for Scotland.

Our Sustainability Strategy outlines how we will lead and inspire North Ayrshire. This includes raising awareness, supporting clean, affordable renewable energy, developing a 'greener' supply chain, encouraging sustainable transport and local food production, and making the best use of the area's natural and built assets. Our progress to date includes:

- Starting a programme of external insulation, cavity/loft insulation and boiler replacement for vulnerable households
- Ensuring that new homes built by the Council and Registered Social Landlords are constructed to Eco-homes 'Very Good' or 'Excellent' Standard
- Near completion of a programme of 12 solar photovoltaic and 13 biomass installations in schools and other council buildings. Together they will deliver over 1,000KW of electricity and almost 4,000KW of combined heat and power
- Completing a three-year pilot project to help 15 local businesses prepare and implement plans to reduce energy consumption and reduce their carbon footprint
- The preparation of the draft Local Biodiversity Action Plan (LBAP)
- Securing £270,000 of funding to support the implementation of the Irvine Cycle Friendly Town Study. This enabled the development of the i3 Active Travel Link at Shewalton Road and the Central Irvine Connections Study
- A business case has been approved to introduce low energy efficient street lighting across the area. Phase one of the project targeted the Isles of Arran and Greater Cumbrae. Phase two, covering the mainland, began in January 2015 and continues to make good progress

- In partnership with Transport Scotland, eight new electric vehicle charging points were installed across North Ayrshire.

Connected Communities

Our Communities lie at the heart of everything we do. Our approach to community engagement and consultation has been strengthened through training delivered by The Consultation Institute. Eighty Council staff are now putting their skills into practice. Projects include public consultations on the Irvine Vision, Largs campus and in preparation for the roll out of Neighbourhood Planning. Our early engagement with communities has attracted good public support and positive press coverage. We are also working to refine our approach to service delivery at a local level.

Locality Approach

Significant progress has been made in developing our Locality Approach. We held a series of consultation events attracting over 233 participants from a wide range of representative community organisations and groups. Our Locality Approach also has the support of our Community Planning Partners. Our aim is to ensure a greater level of local involvement in setting priorities and taking decisions that impact local communities.

We have been working with the Scottish Government training our staff to support the introduction of participatory budgeting. This will support local organisations to implement transparent decision making in relation to the allocation of grants and other devolved budgets.

This ground-breaking work in relation to community engagement and empowerment was recognised during the year during visit Marco Biagi, Minister for Local Government and Community Empowerment.

Maximising community capacity

In a recent review of community learning provisions across Scotland, North Ayrshire was rated second highest of all local Authorities. We are recognised as having sector-leading practice in relation to our work with young people, adults and communities. We used funding from the European Leader Programme to develop local rural action plans. Seven local communities[6] worked together to develop and implement their own improvement plans.

The Fullarton Futures group were awarded the prestigious 'National Adult Learner Impact Award' by Scotland's Learning Partnership. The award recognises organisations that have shown outstanding community impact as a result of building their capacity through learning.

Working with local community organisations we continue to make significant progress in delivering the North Ayrshire Allotments strategy. The Eglinton Growers, Garnock Valley Allotments Association and the Three Towns Growers have all been supported. With our assistance and funding they are developing large scale environmental projects to improve health and wellbeing, build community capacity and develop eco-literacy.

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[6] Dreghorn, Kilbirnie, Dalry, Beith, Skelmorlie, Springside and Fairlie

Digital Technologies

We continue to use digital technologies to provide a wide range of services to our communities.

North Ayrshire Appiness brings together library resources for very young children. Using educational apps we help parents/carers to support their child's learning. After lengthy research we have built a menu of apps linked to the Curriculum for Excellence to support literacy, numeracy, science, technology, music and art for our youngest customers.

Library, Children and Families and Early Years staff are using a range of devices (laptops, iPods, e-book readers and iPads) to teach very young users how to play with interactive programmes promoting child development.

Over the last 12 months, we have seen parents develop their skills and grow in confidence. Appiness was runner up in the national Edge Awards in the digital library category and shortlisted for a UK Libraries Change Lives Award.

Sport

The School of Sport Programmes in Ardrossan, Auchenharvie, Garnock and Irvine Royal Academies have seen a 36 percent increase in sport participation. Of particular note is the 236 percent increase in female participation, a result of recruiting six Modern Apprentices in conjunction with Scottish Rugby. Basketball participation rates have also increased with local players now joining national pathway programmes for the first time. All programmes are contributing to raising attainment and achievement levels for participants through improved attendance and classwork. Targeting S1 and S2 pupils, the programmes have engaged in excess of 750 pupils.

2014 was dominated by projects and events building up to the Glasgow Commonwealth Games and Ryder Cup. KA Leisure recorded its most successful year ever with a 12 percent increase in attendance figures, a 19 percent increase in KA Campus visits and a 15 percent increase in sports development activity. Highlights included further growth of the KA Games to an 11 day multi-sport festival attracting over 3,000 competitors. The festival included school athletics and family fun runs. Gymfest in May continued to attract over 1,500 gymnasts and 4,500 spectators from across the UK.

Thirty-one local groups secured Council Legacy funding to support active theme programmes or events. A number of community sports clubs also managed to secure a range of external funding from sportscotland and the National Lottery. This money was used to develop club programmes and facilities for sports including athletics, golf, gymnastics, table tennis and swimming.

We played a lead role planning and coordinating the delivery of the Queen's Baton Relay (and associated events) on 15 July 2014. This involved working in partnership with local communities, emergency services and private companies such as Cal Mac and Stagecoach. Police Scotland estimated there were more than 22,500 spectators over the 60 mile relay route. We received significant media coverage for the event, especially as the wood for the baton shaft was sourced from Millport. With 125 local baton bearers it was one of the most successful days in the Scottish leg of the 2014 Queen's Baton Relay.

Support for Young People

The Youth diversionary work of our Youth Services Team has been highlighted as good practice in recent Education Scotland and Care Inspectorate reports. The team provides youth engagement opportunities in the heart of our communities. They work with young people to ensure they are seen as part of the solutions to community safety. Data produced by Police Scotland shows that this diversionary work is having a positive impact on levels of anti-social behaviour and youth disorder.

Our Youth Services team were approved by the Scottish Qualifications Authority (SQA) to deliver the SVQ Level 2 and Level 3 in Youth Work. We are the first local authority service to be accepted. This approval led us to be featured in a 'good practice showcase' at a YouthLink Members' Network Conference.

The Council support young people into employment through a number of schemes including apprenticeships. During this year all of our apprentices completed their training and went on to positive destinations. A number of the apprentices have moved on to higher education. We have adopted a culture of "grow your own," supporting young people to achieve beyond their expectations.

In terms of active participation, we used the innovative Rock the Vote programme to encourage our young Voters to turn

> "*I now know that to register and vote is an easy thing to do and I will vote in the referendum and also in any other elections. Thanks so much for making it not seem scary. We also had great fun!*"

out and vote in the Scottish Independence referendum. We were the only local authority in the UK to receive the 'Rock the Vote' licence. We delivered workshops across all secondary schools. **1,892** young people took part, **85 percent** of our 16-18 year olds registered to vote. We also had our own Members of the Scottish Youth Parliament (MSYP) elections completed online.

More of our young people have successfully participated in the various accredited awards programmes that are available. We had 291 participating in the Duke of Edinburgh Award at various levels with nine achieving their Gold Award. A further 311 young people received their Dynamic Youth Award and 360 received their SQA modules at the Three Towns Motor Project.

> "*The Duke of Edinburgh Award has given me so much confidence and without it I wouldn't have been able to achieve half of the things in my life that I have. It has given me courage and confidence. It has changed me and my life for the better and for that I am grateful*"

Gaelic

Our first Gaelic language plan was approved by Bòrd na Gàidhlig in June 2014. The plan explains how we will promote and use Gaelic within our work and throughout North Ayrshire. The updated Council logo now includes Gaelic and is an example of the Council's approach to increase visibility of the Gaelic language within existing budgets.

Infograph
Regenerating our communities and increasing employment
- Over **2.5m** visits to North Ayrshire   'Best Performing Council' for the Scottish Housing Quality Award   **90%** of our residents rate North Ayrshire as 'a very good' or 'good' place to work   **65%** of Council dwellings are compliant with the new Energy Efficiency Standard for Social Housing   **98%** of all Council housing stock meets the Scottish Housing Quality Standard for efficiency.   **962** jobs created   **629** 16-24 year olds supported into employment   **267** Modern Apprentices supported through council-backed initiatives   **6 b**usiness growth managers appointed to work with the top 150 companies to develop bespoke growth plans   **80** new general and specialist homes completed at John Galt, Irvine.   - Over **£1m** of external funding was secured to improve North Ayrshire's vast network of paths   **1,892** young people took part in political workshops   **85%** of 16 – 18 year olds registered to vote   **341** young people took part in music events to publicise registering to vote   **588** community groups supported   **108,038** visits to the Harbour arts Centre   **110,000** library computer bookings   - Weekend bookings at Arran Outdoor Education Centre increased by **200%.**

Protecting vulnerable people

We were the first Council to establish our innovative Health and Social Care Partnership with Ayrshire and Arran NHS Board. The partnership will focus on enabling residents to live healthy and active lives within our communities.

To develop our first strategic plan we undertook a programme of consultation with service users, carers, communities, community planning partners and the health and social care workers who deliver services across North Ayrshire. The three year plan contains the strategic priorities agreed by us and the people of North Ayrshire. These are:

- Tackling Inequalities
- Engaging Communities
- Bringing Services Together
- Prevention and Early Intervention
- Improved Mental Health and Well-being.

The **personalisation** approach is now an important part of our working with adult service users and carers. The approach seeks to enable service users to remain independent and maintain

close and fulfilling links with their communities. The important role of carers in supporting family member's well-being is also recognised as an essential part of any supported self-assessment.

Over the past year we have been piloting policy and procedures similar to our personalisation approach within our Children with Disabilities teams. We have noted that there has been a 50 percent increase in the uptake of Direct Payments over the course of the year, a strong indication that parents of children with disabilities wish to direct their own support packages.

We know that **maintaining independence** is of primary importance to our service users. We also recognise that, in many cases, this can and should be done with the minimum intervention necessary. Our Telecare solution provides assistance at a distance using information and communication technology to ensure that vulnerable service users can access assistance when required.

A new rehabilitation centre - The Dirrans Centre - was completed in January 2015. It provides reablement services to adults with physical disability, brain injury, neurological and long term conditions. It works to help adults rebuild the skills which will enable them to maintain full and independent lives.

Community Care

North Ayrshire Health and Social Care Partnership provides services which support vulnerable service users to live as independently as possible within their own communities. Services include Care at Home, Community Alarm and Telecare as well as day and overnight respite. These services support the service users to maintain their life skills and help them live in their own homes for as long as is safe for them to do so and also support their carers to continue in their caring role.

Percentage of people aged 65 or over with intensive needs receiving care at home			
2011/12	2012/13	2013/14	2014/15
36	38.13	40.57	41.67

Number of service users (65+) with a community alarm package			
2011/12	2012/13	2013/14	2014/15
3,060	3,230	2997	3109

Number of service users with an enhanced telecare package			
2011/12	2012/13	2013/14	2014/15
273	451	525	2,074

Mr Black* was depressed due to his disability when he was admitted to a care home on a permanent basis in 2012. He did well whilst in care and came to terms with his disability allowing him to consider a return back to the community. A member of the Care at Home team supported Mr Black to get a tenancy within a sheltered housing unit, helped furnish the home with a community care grant home starter pack, ensured all aids and adaptations were in place and also assisted with benefit claims.
Mr Black* successfully moved into his new home in June 2014 with support from the Assessment Reablement Team four times a week. This was gradually reduced and he now requires no formal Care At Home support. His mood has improved and his outlook on life is positive again. He was grateful for all the support provided to him.
Name has been changed to protect confidentiality

The **Care and Support North Ayrshire (CareNA)** website helps people find the best health and social care services and community activities to meet their needs. It represents a first in Scotland, to develop and deliver a user friendly site showcasing services, and allows users to access that information easily, in a single place.

Over **400** providers are now involved with CareNA and over **300** provider/service profiles are available. Since the launch of CareNA in 2013, interest has soared with over **2 Million** hits. A Facebook page has been established to encourage even greater accessibility and two-way communication with the public and providers. At its busiest is has delivered key messages to **30,000** people a week.

Children's Services

Improving children's outcomes is everyone's responsibility. This is why we have been working with our community planning partners, the Dartington Research Unit and the Scottish Government to use robust evidence to improve children's services. The work has involved gathering evidence on children's needs through a community and schools' survey. The survey was designed to determine how happy, healthy and safe young people in North Ayrshire are. **7,591** pupils and **634** families took part.

The findings revealed that most children in North Ayrshire are doing well and enjoying community, school and family life. However, the findings also revealed that low levels of exercise, increasing levels of obesity, poor engagement with school and early substance misuse are the key issues affecting young people's wellbeing. The survey results are currently being analysed. This will help inform our children's services plan and our engagement with our communities in the design of future services.

As one of the most deprived areas in Scotland we continue to wrestle with the challenge of improving educational attainment amongst our most disadvantaged children. Whilst our focus is on our children, we have also offered significant support to parents. **400** parents completed a parenting programme during the year and **163** parents participated in the Parent Early Education Partnership programme. The programme helps develop parental confidence and children's self-esteem. As a result of their participation in our programmes, 78 percent of parents reported an

increase in their level of confidence as a parent and **90** percent reported increased interaction with their child.

We are also committed to tackling **child poverty** and have introduced a range of activities aimed at breaking the cycle of poverty and improving children's health and wellbeing. These include:

- The introduction of free school meals to all Primary 1 to Primary 3 pupils which 85 percent of eligible children are now using
- Extending the school holiday meal service throughout the area
- Making Educational Maintenance Allowances (EMAs) available to pupils from low income families to help them continue with their studies after they turn 16
- Our Money Matters Team offering help and advice to residents on managing debt and assisting people to access the benefits they are entitled to.

North Ayrshire is in the unenviable position of being in the top three Scottish council areas for child poverty. As a Council we look for innovative ways to support the most vulnerable in our communities. Recognising that many parents struggle to feed their children properly when schools are closed, we looked for ways to address this. One solution was to provide school meals during holiday times. From an initial pilot of three schools, the service has grown, providing a nutritious meal and social time all children in the area. Those children who are entitled to receive free school meals continue to have the holiday service provided free.
Due to the success of the programme we have decided to extend the programme to 23 local schools. We are aiming to serve over 10,000 meals in 2015/16.

Pupil quote - *'We have great fun and the food is really good. I love steak pie and fish and chips. And you get to play with your friends so it stops you getting really bored'.*

Our Children and Families team have successfully distributed the Toy Library across the six neighbourhoods. They are also encouraging the development of a local Toy Library network. Together with colleagues in Social Services, Active Schools, Facilities and the Arts Service, the team is supporting the holiday lunch and activity clubs across 10 venues. A total of 14 Healthy Start Clubs continue to run each day in schools and discussions are taking place with schools to increase local ownership of the programme.

Additional Support Needs

Some of our children have Additional Support Needs (ASN) and require extra help. We delivered training on literacy development and dyslexia to all schools and early year establishments to increase awareness and skills in these areas.

We have also sought to increase the capacity of schools to support vulnerable young people through Nurture Principles. Kilwinning and Ardrossan Academies, have successfully established Nurture Rooms. The rooms are available for identified vulnerable pupils making the transition from primary to secondary education. These approaches will help to develop the social emotional needs of children to increase confidence, self-esteem and resilience. These skills will be important for their journey through school, work and life.

Child Protection

North Ayrshire Child Protection Committee successfully delivered our ambitious work programme this year. We embedded a system of routinely gathering the views of the children, young people and their parents/carers in the child protection system. The key messages we collected from this process were shared with staff to give them a better insight into the experiences of those in the system. We will also use this information when developing service improvement plans.

We have also worked with local young people to create a range of resources which help give children and young people a voice. These include DVDs and audio clips based on real experiences of being in the child protection system. The audio/visual resources were used at this year's British Association for the Study and Prevention of Child Abuse and Neglect (BASPCAN) International Congress.

We have been developing and implementing Child Protection Plans for those who are on the Child Protection Register. We have found this an effective approach in reducing risk. We are hopeful that this will reduce the number of Children who are placed back on the register, after they have been removed.

We have provided training for key staff to use the Government's National Risk Framework to assess children and young people at risk of harm. This is closely linked to the implementation of AYRshare a system that supports the efficient sharing of information on children known to us as vulnerable.

Percentage of families previously registered on the Child Protection Register who have been re-registered following a period of less than one year			
2011/12	2012/13	2013/14	2014/15
6	2	5	2.5

Early Intervention and Prevention

We have a range of early intervention initiatives including:

- A programme to upskill all our social workers to carry out high quality assessments of parent capacity
- A Centre in Dreghorn which provides a safe environment to allow parents who have had their children removed from their care, due to risk of harm, to re-engage with them. Aimed at 0 to one year olds it gives parents the opportunity to demonstrate they are able to adequately care for their child. This will enable decisions to be taken to ensure the future stability of care for the child
- A Social Services and money advice service linked to our Early Years Centres which provides a range of support and advice services to the parents of pre-school children
- A Family Support service that helps struggling parents to maintain consistent patterns of appropriate child care
- An Early and Effective Interventions initiative (EEI) aimed at young people involved in minor offending. To date **90 percent** of young people referred to the initiative have not re-offended. There has also been a **61 percent** reduction of referrals to the Children's Hearing on offence related grounds
- Stop Now and Plan Programme (SNAP) (see below).

Foster Care

Foster care is a valuable way of looking after children, in a family setting, for those who cannot live with their own families. Depending on circumstances children can be with a foster family for a few weeks, months or for the rest of their childhood. Many looked-after children come from chaotic and disruptive environments. Foster homes provide them with a safe and supportive setting in which they can thrive. We now have 176 children in foster care. Advertising campaigns to encourage more people to become foster carers continued throughout the year. This resulted in us approving 15 new carers.

Kinship Care

Kinship carers play an important role in terms of caring for vulnerable young people who would otherwise be cared for in residential or foster care. For many children who are unable to be looked after by birth patents, extended family members can provide a safe and caring environment for them. At the end of March 2015 we had **193** kinship carers and **267** children in kinship care placements.

Criminal Justice

We deliver a range of community justice programmes such as Community Payback Orders, our Income Generation project and our Unpaid Work Team. The aim of Community Payback Orders is to reintegrate and rehabilitate people, whilst allowing them a variety of opportunities to pay back to local communities. Our programme offers a seven day a week service and is supported by a fabulous range of supervisors who share their skills and motivate service-users who can often lack confidence.

The Income Generation Project sees our service-users making garden furniture and planters for sale to the public. This year one of our supervisors designed a new garden bench with seating which has proved a great success. We also have our garden facilities where we grow plants and vegetables for sale. The service-users develop useful skills in garden and joinery work and the standard of work they produce is very high. Any income from the scheme is donated to local charities. We are currently piloting a new programme with the Criminal Justice Women's Team, assisting in the development of essential life skills. It will be interesting to see how it develops over the coming year.

On release from a prison sentence for misuse of drugs, Joe* began taking drugs again. His addiction problems began to spiral out of control and he was at risk of going back to prison. His social worker worked hard to support Joe and helped him to realise what his life might be like if he was free from substance abuse and crime. It took patience and time but Joe did make the decision to change. He has been clean now for seventeen months.
Joe has now transformed his life. He successfully manages his own tenancy and has developed positive relationships with his family. In addition, he is in a stable relationship and was recently interviewed for a job to work alongside the Violence Reduction Unit in Glasgow Hospitals. Furthermore, he has successfully completed a counselling course and is due to start a full time college course. Achieving the qualification will assist him to fulfil his goal of supporting others to lead a life free from crime.
His social worker said "*He is a true inspiration and has reminded me of the reasons why I chose to become a social worker*".

*Joe's name has been changed to protect his identity.

In terms of support to local communities, the unpaid work team continues to support local schools by building raised planters and improving access to gardening facilities. We revisit schools throughout the year to undertake maintenance work on previous projects. At Eglinton Park we are assisting with the construction of a Community Garden which will be available for use by local residents. This is in addition to the maintenance of some of the many paths within the park.

Domestic Abuse

The dedicated Multi-Agency Domestic Abuse Response Team (MADART) continues to address all forms of domestic abuse. The Team was set up to improve working relations between the agencies involved in domestic abuse and has been very successful. Agencies include the Police, Housing, Social Work and Health and Women's Aid. The team dealt with 2,562 referrals over the last year. Cases involving children are given the highest priority. The timescale between referral and response has been reduced from 10.7 days to one day.

Since December 2014 we have been supporting the Disclosure Scheme for the Domestic Abuse Scotland pilot which is being trialled in Ayrshire and Aberdeen City. The six-month pilot gives people who are at risk of domestic abuse the right to ask for a police check to be made on their partner. As at June 2015 there had been 31 applications and MADART have assessed 14 of these.

Rebecca* lost her home and job when she was forced into a refuge to escape her abusive ex-husband. Now, four years on, she has rebuilt her life, is back in a new home and feels safe and secure for the first time in a long time. The mum of four credits North Ayrshire Council and their partner agencies for helping her reclaim control of her and her children's lives.

After being referred to the Council by Women's Aid, Rebecca was placed on the Home Security Project. She was provided with outdoor lights and a panic button which gave her a direct link to the Police. Rebecca said: "It's been about a year now since I've had to use it so hopefully he's got the message. It's a great deterrent as he knows exactly what will happen if he approaches. The button is linked directly to a call centre which in turn gets in touch with the Police. Every time I have used the button, they've been out within ten minutes. It makes me feel secure and more in control. I was so scared in the past but now I'm in control of my life again."

Rebecca's name has been changed to protect her identity

Preventing Homelessness

Homelessness in North Ayrshire increased by over seven percent in 2014 /15. A comprehensive review of temporary accommodation provision and support services was carried out to help us deliver quality support. This review has taken account of the implications of welfare reform changes, the associated financial impact, the changing profile of homeless households and the increased demand for the housing options service.

Homeless presentations			
2011/12	2012/13	2013/14	2014/15
710	656	724	776

The impact of welfare reform is having a significant impact on people approaching the Council for assistance and has resulted in homelessness being the only option for many.

This recent rise is concerning, but sits against a backdrop of a 60 percent decrease in homelessness over the last 12 years. Many other local authorities are replicating our approach in a bid to reduce homelessness in their areas. We will continue to strive to reduce homelessness locally.

Percentage of lets to homeless people			
2011/12	2012/13	2013/14	2014/15
25.1	28.7	25	25.5

Equality

We are committed to driving forward the Equality agenda both within the Council and across North Ayrshire. This last year has seen a review of our Equality processes and a number of new actions developed. Examples of work which have addressed equality issues over the last year include:

- A review of the Violence Against Women Strategy
- Equalities Champions nominated and trained in every school and nursery, including the establishment of a GLOW-based Equality Champions network (GLOW is a digital environment for learning)
- Support from the Community Development Team for the Ayrshire Minority Ethnic Community Association (AMECA) to develop a resource centre for the Black and Minority Ethnic (BME) community in Irvine
- Community Development Youth Services have the Lesbian Gay Bisexual and Transgender (LGBT) Youth Charter mark. They supported the Local Youth LGBT group to script and perform a drama production performed before 70 people at the Harbour Arts Centre, Irvine
- Together with partner agencies, we continue to coordinate a range of services at the Redburn Travellers Site, Irvine. Services include Children's Play, secondary and primary school teaching staff, NHS health services, Money Matters team and the Scottish Fire and Rescue Service. The Children and Families team was successful in winning the national Nancy Ovens Award for Play in the category of 'Best Project Creating Opportunities through Play 2014' for their innovative work in working with travelling communities

Infograph
- We established the first Health and Social Care Partnership in Scotland
- **2,074** service users now have an enhanced telecare package
- **3,109** service users now have a community alarm package
- The number of children on the Child protection Register has decreased by **26%**
- **400** providers now use CareNA to promote their services
- Free school meals have been introduced across North Ayrshire for all P1 to P3 children – achieving **85%** uptake levels
- The school holiday meal service was extended throughout the area
- **£661,000** additional annual income was generated for service users by Money Matters Service. A further **£331,328** was generated as part of the Integrated Early Years Project
- All children now have access to a minimum of **600** hours early learning and childcare
- The 'Raising Attainment in Literacy - Dyslexia Focus Project' has been recognised as leading practice by Edinburgh University and our staff have attended numerous conferences across Scotland to share their good practice with colleagues
- Springvale Early Years Centre became a pioneer site for the Early years Collaborative and introduced a number of innovative projects resulting in increased

levels of parental involvement
- **400** parents completed a parenting programme
- Following parenting programmes, **78%** of parents report an increase in their level of confidence as a parent and **90%** of parents report an increase in interaction with their child
- **7951** young people and **634** families submitted their views in a survey on social and emotional development
- **60% decrease** in homelessness over the last 12 years
- **85** internal foster care placements
- **193** kinship carers

Protective Services Infograph
- **798** visits made regarding food safety
- Responsibility for the regulation of food safety in **1452** premises
- **799** visits regarding Public Health
- Air quality monitoring at **23** locations
- **15** Ship Sanitation Certificates issued for cargo ships docked at Hunterston terminal
- **558** certificates issued to allow live shellfish harvested in waters around North Ayrshire to be exported worldwide
- **74** stray dogs reunited with their owner or rehomed
- **1,965** treatments carried out to deter rats, mice and insects
- **1,356** Trading Standards visits to businesses and traders
- Regulation of approximately **4,056** businesses and traders
- Building Standards approval of **1,700** Building Warrants equating to over **£120m** of construction activity.
- **2,072** Completion Certificates accepted by Building standards for construction work

Improving educational attainment

Education remains one of the most important services we deliver within the Council. During the year we embarked on a programme of transformational change ultimately aimed at improving educational attainment among our children and young people. We responded to a Government challenge and during summer 2015 we were awarded funding from the National Attainment Challenge fund.

Furthermore, our Leadership Programme is focussing on growing the leadership capacity of our teaching staff. This will enable them to act as agents of change within our schools and enhance the learning experience for our pupils.

Early Childhood Education

All three and four year olds were provided access to 600 hours of early learning and childcare. We increased the flexibility of our childcare provision, allowing working parents to access their hours over two and half days, rather than the normal five in 11 of our centres. We have also increased the number of places available for two year olds to comply with Government legislation, supporting an additional **219** children.

Schools

Our Primary schools continued to be involved in a number of wider achievement activities. These included Eco schools, Fairtrade and activities related to the development of positive relationships between schools and communities.

Our work around developing leaders from Primary School age was commended by Quality Scotland in their feedback report following their assessment of the Council. They stated that; *"Education Services encourage the development of leaders from a young age and encourage pupils to become agile leaders. The site visit included a visit to a school where a warm welcome was extended to the Assessors, with the pupils leading a well-managed tour with questions and answers. The pupils demonstrated competently that they are already building their skills to become leaders within their communities which in turn supports them towards positive destinations"*

In response to a 2013 inspection by Education Scotland, Irvine Royal Academy made significant progress towards completing all their development actions. Indeed, the scale of the progress made has been commended by Education Scotland. The Skills Centre of Excellence based at the Academy has continued to develop. It is an excellent example of how schools, colleges and businesses can work together. The Centre provides more vocational options in the senior phase of secondary school (fourth year and above).

As part of the development of the St. Matthews 'Skills Academy' a wide range of both local and national businesses participated in the planning and delivery of a unique and tailored Scottish Qualifications Authority (SQA) Skills for Work qualifications. The 30 S4 pupils, who participated in the Skills Academy received additional qualifications, improved their school attendance, developed employability skills and gained valuable experience in a range of working environments.

School leaver destination figures have continued to show further progress. The latest figures for 2013/14 show 94.1 percent of North Ayrshire school leavers progressing to an initial positive post-school destination. This unprecedented high level of success was the fifth best performance in Scotland.

Improving educational attainment

We embedded the new National 1-5 courses across all our secondary schools. The performance of our students in 2015 for National Qualification awards shows improvement across a number of measures, and at all stages. In S4, in almost all measures of attainment, pupils performed as well or better than in previous years. Notably, we saw almost a ten percent increase, since 2011, in young people achieving five, six or seven awards at this level. The work in our schools to encourage pupils to stretch their ambitions and abilities has seen our S4 pupils make clear improvements at SCQF level 5. Furthermore, the quality of passes has also risen significantly. For example, despite a 5% drop in the number of students in the year, our young people still achieved nearly 4% more grade A passes.

Our S5 pupils also performed well. This is particularly pleasing given that this cohort of students did less well in previous years. However, we do recognise that we still lag behind other, similar authorities. Advanced Highers results were the best achieved over the last 5 years. Our general pass rate of 79.1 percent, was just slightly below the national pass rate (80.9 percent).

We are one of twelve local authorities participating in the Raising Attainment for All (RAFA) collaborative pilot. The initiative, launched by the Scottish Government in June 2014, is supporting improvement in attainment and achievement. The project is developing partnership with teachers, pupils, parents, communities, employers, college and other partners to share ideas and best practice.

We are also working with the Robert Owen Centre at the University of Glasgow. They are carrying out research for us to help us understand why the levels of attainment vary between schools and groups of pupils in North Ayrshire. This research will be used to develop programmes and interventions to reduce the gaps in performance between the lowest and highest achieving pupils.

We introduced a revised Quality Improvement Framework (QIF) in 2014 to support our schools to raise standards through continuous improvement. The Framework includes advice, guidance, templates, timescales and exemplars.

We have continued to focus on the STEM (Science, Technologies, Engineering and Mathematics) subjects within the curriculum. This focus is to ensure that our young people are well placed to take advantage of future job opportunities. During the year we strengthened our local partnerships with Ayrshire College, Argyll College and West College Scotland to develop STEM related pathways in the Senior Phase. We are working with Ayrshire College and Skills Development Scotland to pilot an exciting new foundation programme for engineering apprenticeships from August. This builds on a successful model developed in partnership between the College and engineering companies.

Dale was delighted to have more options during his final year at Irvine Royal Academy. He was one of the first to take part in combining traditional subjects in his sixth year at school with a Performing Engineer Operations qualification at Ayrshire College. Dale said "*I was looking through my options at school and it wasn't really suiting what I was good at. I'm a lot more hands-on than academic and prefer a tool in my hand to a pencil. Doing the college engineering qualification, I had the best of both worlds by doing design work at school and practical stuff at college. I applied for an apprenticeship before I started my Performing Engineering Operations qualification and, about a month before I was due to finish, I got a phone call from an employer telling me 'there's a job here if you want it' and I thought – that sounds alright, I'll go for that. The college offered a lot more engineering-related classes. It's a step up from school where you're almost exclusively doing woodwork. School gives you the taster and then obviously the college helps you go a lot more in-depth with it. Longer term, I'm possibly looking to move towards the oil rigs. I'll need to see in the years to come, but right now I'm happy with the company I'm with and hopefully once I'm time-served I'll be staying with them*"

"*The Duke of Edinburgh Award has given me so much confidence and without it I wouldn't have been able to achieve half of the things in my life that I have. It has given me courage and confidence. It has changed me and my life for the better and for that I am grateful*"

More of our young people have successfully participated in the various accredited awards programmes that are available. We had 291 participating in the Duke of Edinburgh Award at various levels with nine achieving their Gold Award. A further 311 young people received their Dynamic Youth Award and 360 received their SQA modules at the Three Towns Motor Project.

Education Scotland Inspections

Eight local educational establishments were inspected by Education Scotland in 2014-15, including two Secondary Schools, five Primary Schools and their associated Early Years Centres, and a sole Early Year Centre. The final reports for all our inspections were encouraging. The inspection teams noted a number of consistent strengths across all those establishments inspected, including highly motivated pupils and skilled staff who were making a positive difference to pupils. Copies of all our reports can be accessed at
http://www.educationscotland.gov.uk/inspectionandreview/reports/school/

School estate

Work on the new school and leisure campus for the Garnock area has started. The entire construction programme is estimated to last 90 weeks and stakeholders will be continually engaged throughout this period.

The new Elderbank Primary School opened in August 2014. Elderbank was created from the amalgamation of Broomlands Primary, Fencedykes Primary and Towerlands Primary schools. It is located on the former Broomlands Primary School site. The school features a range of high quality modern facilities including facilities for "early years" of up to 50 places, 18 modern classrooms and five classrooms for pupils with additional support needs. It also includes high quality facilities to support pupils with hearing impairments, an activity space and a therapy and sensory support room.

Development of the new Largs Campus is ongoing. We have welcomed the announcement by the Scottish Government and s**portscotland** that they will invest £9 million in creating a dedicated para-sports facility at the National Sports Centre in Largs. The new facility will certainly help put North Ayrshire on the map in the para-sports arena and will also cement the future of the national sports centre in our area.

Infographs/supporting narratives
- We opened the first Skills Centre of Excellence in Scotland
- Performance of North Ayrshire pupils in 2015 for National Qualifications awards showed an encouraging picture.
- S4 performance was significantly improved through the range of attainment measures. At SCQF level 4 we seen a near 10% increase since 2011 in young people achieving five, six or seven awards at this level.
- S5 'Higher' performance was as good as or better than all previous years.
- Advanced Highers results were the best achieved over the last 5 years, with a general pass rate of 79.1%.
- Our schools participated in **69** sports events and over **2,500** children participated in the sports offered in partnership with KA leisure, community sports clubs and National Governing Bodies staff
- The number of community sports clubs working with active schools rose from 36 to 66 as a result of an increased focus on community engagement while the number of

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participants increased from 3,079 to 6,986 - an increase of **44%**

Operating more efficiently and effectively

Change Programme

We are committed to developing more creative and innovative ways of delivering our services. We are also working to improve the quality of services we provide to the residents and communities of North Ayrshire. A Transformation Board has been established to oversee the current transformation programmes and projects.

Lean Six Sigma (LSS) is a business process improvement tool successfully used by the Council to enhance the way we do things. Last year we used LSS on six improvement projects. This resulted in improved processes for our staff and major improvement for our customers and service-users.

At the Scottish Awards for Business Excellence we won the LSS award for transforming how our occupational therapy equipment is delivered to customers. That transformation has slashed equipment lead-in times from 34.5 days to 1.5 resulting in 95 percent of customers receiving their equipment within seven working days.

During 2015 we will be providing more training on LSS and will also be identifying more improvement projects.

Recycling and waste management

During the year we recycled and composted 56.3 percent of household waste, a slight improvement from 2013 (56.1 percent). Waste Awareness Officers regularly monitor recycling rates in different areas. Our monitoring identifies those locations that need improved information to raise recycling rates. We also continue to deliver waste awareness campaigns such as door-knocking and exhibitions, to encourage greater use of our recycling facilities. Our household waste recycling continues to be amongst the highest in Scotland. During the year we ranked 3rd best out of all 32 Scottish Councils.

We are working with the Cunninghame Furniture Recycling Company (CFRC) to encourage residents to donate any unwanted furniture, to prevent useable furniture going to landfill. The donated furniture is recycled and re-homed. 75 tonnes of furniture were collected through the year, providing clear environmental and community benefits.

Our partnership with CRFC has helped them expand their operations, improve their merchandising and increase showroom space. This has increase the sale of reusable goods and provided training and employment opportunities for 14 previously unemployed people.

Employees

We have 5,690 employees, 77 percent of them live locally. Despite ongoing financial pressures, we have invested significantly in the development and support of our staff including a new leadership academy. We also provide comprehensive support around health, safety and wellbeing as well as flexible working options. We also work with our communities on a range of volunteering support, as well as programmes for local modern apprentices, graduates and work opportunities for long-term unemployed.

Staff values

2014 saw the launch of our employer brand "North Ayrshire Connects" and our staff values which are designed by our people, for our people. Our values – Focus, Passion and Inspiration - sum up everything we do and how we do it.

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

Our new People Strategy, '**Our People Connect'** was developed during 2014 and launched in 2015. The strategy was designed by our staff, for our staff, to support the delivery of our strategic priorities. It built on the existing work of our staff values and employer brand and outlines the key priorities which will support our journey from Good to Great:

- Strengthening leadership across the Council
- Transforming how we work
- Supporting our people to develop, perform and thrive
- Creating a great place to work.

Attendance

Our absence rates fell from **9.4** days to **8.1** days, which is one of the leading performances in our sector.

Sickness absence days per employee (FTE) for the whole council			
2011/12	2012/13	2013/14	2014/15
8.8	9.4	9	8.1

We use our data to help inform us how to manage specific absence-related pressures such as stress and musculo-skeletal absence. We have developed a range of early intervention support including service-specific manual handling training, stress management and mindfulness training. We have seen work-related stress reduce by **59.6%** from **628** days lost to **254**.

We have a comprehensive range of measures to support work-life balance options, including:

- Special leave support

- Annualised hours
- Compressed hours
- Phased retirement
- Homeworking and agile working
- Job-share
- Part-time working
- Term-time working
- Career breaks

We were awarded gold accreditation from the Healthy Working Lives (HWL) programme (part of NHS Scotland) for our ongoing commitment to improving the health, safety and wellbeing of our employees.

Customer Service

Customer service levels are now at an all-time high with 74 percent of people saying they are delighted with the service that we provide. In recent years there have been significant improvements to the way we engage our customers and respond to their needs.

The majority of customers continue to contact us using the telephone with the contact centre handling more than 300k calls during the year. Contact Centre performance has significantly improved with reduced waiting times and more calls being answered first time. Investment in modern contact centre technology will further improve the customer experience during 2015.

We have listened to customer feedback and implemented a number of actions to reduce queue times in our main Customer Service Centre at Bridgegate House, Irvine. We now see more than 90 percent of our customers in less-than ten minutes. An extensive training programme has equipped staff to handle a wider range of enquiries. We also now offer Saturday appointments for couples accessing our Registration service for ceremonies.

Our website receives more than 55,000 unique visits per month. It provides residents with a modern, comprehensive and user-friendly way of accessing information 24 hours-a-day, seven days-a-week. We now have more than 50 transactions available online. Web usage statistics and surveys are regularly analysed to drive continuous improvement.

The new online customer account 'The Hub' was launched in October 2014. It now has more than 13,000 registered users. The Hub allows residents to access a wide range of services including special waste uplifts, reporting issues such as pot holes and dog fouling, as well as viewing information on rent and council tax. During 2014/15 Hub registered customers were included in a pilot to receive their Council Tax bill electronically. This provided an improved service for the customer and reduced Council costs.

Time taken to handle complaints has reduced over the last year. Our Complaint Team has been recognised by achieving a silver award at the European Contact Centre and Customer Service Awards. Actions and improvements as a result of complaints received are published quarterly on our website under the banner "You Said, We Did", together with a link to each quarterly report.

Assets

Our Corporate Asset Management Strategy (CAMS) provides a long-term plan for managing all Council assets.

The CAMS acts as an 'umbrella' document for six Asset Management Plans under the following categories:

- Property (including common good assets)
- Housing
- Information and Communication Technology (ICT)
- Roads
- Open Space
- Fleet (including vehicles, plant and equipment)

All six action plans are reviewed on an annual basis. Completed actions are removed and new actions added as appropriate. This is to reflect the Council's aspirations to operate efficiently and effectively while providing a continually improving service to customers.

A cross-service Asset Management Group has been established to oversee the implementation of each action plans. All six plans continue to be delivered in line with expectations.

ICT Investment

Significant investment over the past two years has allowed us to replace aging equipment. This means we can provide an ICT infrastructure that is reliable, flexible and secure, conforms to appropriate technical standards and enables our staff to be more agile in how they deliver services to the public. We have realised revenue savings of over £100K, and our staff are now seeing the benefits with increases in performance, leading to faster access times to our main applications and data.

Governance

The Council is responsible for ensuring that its business is conducted in accordance with legislation and proper standards. We also need to ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council has a Corporate Fraud Team which is a specialist investigative unit designed to prevent and detect frauds or attempted frauds against the Council. The Annual Governance Statement explains how North Ayrshire Council is complying with the Code of Corporate Governance.

Infographs/supporting narratives

- Our performance has improved in **63%** of LGBF performance indicators
- We are ranked in the top half of all Councils for **70%** of LGBF performance indicators
- We are ranked first in **9%** of all LGBF Performance Indicators
- We are in the top quartile for performance in **36%** of the LGBF performance indicators
- Customer satisfaction has risen to **98%** over the last three years
- **74%** of our customers are delighted with the service they receive
- Employee engagement rose to **65.3%** in 2014 from 55% in 2012
- The level of staff agreeing that "*I feel that I am involved in decisions that affect my work*" increased from 50.36% in 2012 to **77.0%** in 2014
- Sickness absence FTE average days lost has reduced from 9 days lost in 2013/14 to **8.1** days in 2014/15

- We achieved Recognised for Excellence accreditation – currently the only Council in Scotland with this hallmark of quality
- We were the only Scottish Finalist in the Local Government Chronicle Awards for 'Most Improved Council'
- **96%** of our employees have had a PPD discussion with their line manager in the last 12 months
- Our Customer Service team has been recognised across Europe for winning Best Improvement Strategy at the European Contact Centre and Customer Service Awards and for collecting silver for Best Complaints Team.
- We were a finalist in the Municipal Journal Achievement Awards in the category of 'Senior Management Team of the Year'
- **77%** of our workforce lives locally
- **13,000** users registered on our online customer account – 'The Hub'

Comparing performance

We are committed to improving outcomes for the residents of North Ayrshire. We want to know if we are delivering our services effectively. Comparing performance, or benchmarking, supports change and improvement within the Council by learning how better performing organisations achieve their results.

During the past four years we have been working with other Scottish Councils and the Improvement Service to develop and improve the Local Government Benchmarking Framework (LGBF). Data is provided for performance indicators by all 32 Scottish councils. This allows us to compare how we are doing against other Councils performance. Of the 53 LGBF indicators, we are ranked number one for five, with only one other council, on six, performing better. Our average across all the indicators has consistently improved in the last four years. There are 32 indicators (or 63%) where we improved our performance and 25 (or 49%) where we improved our ranking position, based on 2012/13 to 2013/14 data.

Eight (or 16%) indicators improved their performance but still resulted in a lower ranking, indicating that whilst our performance was better, other Councils improved more than we did.
There were 18 indicators (or 35%) where our performance has declined relative to other Councils. For four of these 18, the performance is still in the top quartile with 10 of the 18 still in the top half.

There are four indicators that have seen a drop in performance relative to other Councils and are in the fourth quartile.

Quartile Ranking of NAC Indicators, 2013/14

- Top Quartile — 19.36%
- Second Quartile — 18.34%
- Third Quartile — 11.21%
- Fourth Quartile — 5.9%
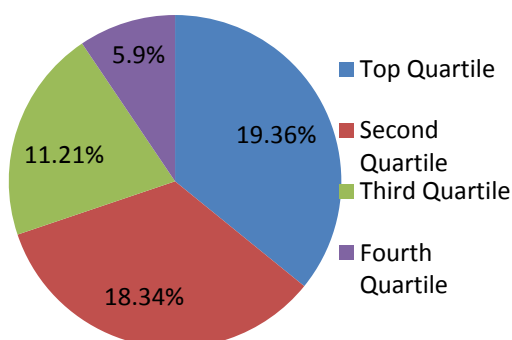
Score/Rank Change, 2012/13-2013/14

- Improved score/Higher ranking — 24, 47%
- Improved score/Lower ranking — 8, 16%
- Worse score/Higher ranking — 1, 2%
- Worse score/Lower ranking — 18, 35%
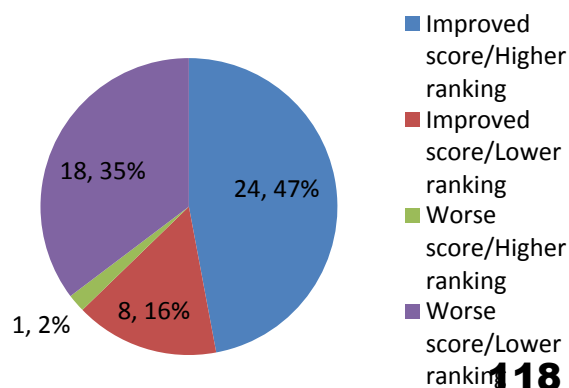
Improvement areas and activities include:

- Work to reduce inequalities impacting on educational outcomes and life chances
- Increasing our engagement with parents in supporting their child's learning
- Continuing to ensure that high numbers of our young people are entering positive and sustainable destinations through good partnership arrangements
- Working with other Councils to look at how we can reduce the cost of council tax collection and improve collection levels
- Extending the organic waste collection service to flatted properties and businesses, improving facilities for 'Recycling on the Go' on Arran and improving the range of materials that can be reused and recycled at Household Waste Recycling Centres
- Working with other Councils to look at the cost of museum visits and increasing satisfaction levels of visitors
- A review of our employability services leading to an action plan.

Financial Performance

Financial performance is a key element of the Councils performance framework. Strong financial planning and management underpins everything the Council does. This ensures that our limited resources are targeted to make a significant contribution to the delivery of the Councils core objectives.

Revenue Expenditure

Councils need to account for their spending and income in a way which complies with our legislative responsibilities. Most day to day spending and income is recorded within the General Fund. Costs in relation to the management of our housing stock are recorded within the Housing Revenue Account (HRA). During the year the Council delivered General Fund services at a cost of £319m in support of the Councils objectives and this is illustrated in Table 1.

Table 1   General Fund 2014/15 Revenue Investment

Expenditure	2014/15 Budget £m	2014/15 Spend £m	Variance £m
Education and Young People	135.695	134.387	(1.308)
Early Years, Primary, Secondary and Additional Support Needs			
Integrated Health and Social Care Partnership	98.464	101.101	2.637
Children and Families, Older People, Independent Services, Learning Disabilities, Mental Health Needs, Criminal Justice and Addiction Services			
Place	45.712	45.157	(0.555)
Property Management and Investment, Roads,Streetscene, Transport, Waste Services, Facilities Management and Building Services			
Economy and Communities	36.268	35.639	(0.629)
Planning and Protective Services, Economic Development and Connected Communities			
Finance & Corporate Support	10.997	10.186	(0.811)
Finance, Revenues and Benefits, Audit and Risk, Procurement, Human Resources, ICT, Customer Services, Registration and Business Support			
Chief Executive and Democratic Services	4.473	4.252	(0.221)
Legal, Policy, Performance and Community Planning, Communications, Committee and Member Services, Change Programme and Civic Contingencies			
Other Corporate Items	(6.828)	(11.732)	(4.904)
Financing Costs, Capital Charges			
Total Expenditure	324.781	318.990	(5.791)

In total General Services underspent by £7.4 million. This was achieved by underspending against our budget by £5.8 million generating an additional £1.6 million of income. Of this £3.9 million has been earmarked for service expenditure in 2015/16. The remaining £3.5 million reflects the robust financial management which is in place across the Council and can be analysed across the following broad categories:

- Lower than anticipated loan charges, due to the use of internal balances to fund capital investment, together with slippage on the capital programme (£1.4 million)
- The impact of general inflation was less than anticipated at the start of the year (£0.9 million)
- Income was higher than anticipated as a result of lower than anticipated Council Tax Reduction payments and the collection of council tax for prior year debts (£1.9 million).

Housing Revenue Account Services were delivered at a cost of £41.0 million during the year as detailed below in Table 2.

Table 2   Housing Revenue Account 2014/15 Revenue Investment

Expenditure	2014/15 Budget £m	2014/15 Spend £m	Variance £m
Supervision and Management	8.640	8.728	0.088
Running costs of providing a housing service function to tenants			
Repairs and Maintenance	50.242	48.173	(2.069)
Equipment & Adaptations, Voids, Planned & Response repairs costs of Council housing			
Short Stay Hostel	(0.018)	(0.045)	(0.027)
Temporary accommodation at Ardrossan hostel. Short term housing related support to residents whilst promoting independent living			
Homelessness	0.034	(0.186)	(0.220)
Homelessness advice and prevention, tenancy support and temporary furnished accommodation			
Loan Charges	(14.858)	(15.621)	(0.763)
Charges in relation to borrowing for Council House build and improvements to existing stock			
Total Expenditure	44.040	41.049	(2.991)

Income	2014/15 Budget £m	2014/15 Spend £m	Variance £m
Rental Income	(44.040)	(44.052)	(0.012)
Total Income	**(44.040)**	**(44.052)**	**(0.012)**
Net Position	**-**	**(3.003)**	**(3.003)**

The Housing Revenue Account underspent by £3.0 million in the year compared to a budgeted break-even position. The main factors contributing to the final underspend at 31 March 2015 are:

- Reduced write off of rent arrears as a result of Discretionary Housing Payments for under occupancy (£1.4 million)
- Lower than anticipated loan charges, due to the use of internal balances to fund capital investment, together with slippage on the capital programme (£0.8 million)
- Underspends in repairs and adaptations to housing stock (£0.6 million)
- Savings accruing from vacancy management across the service (£0.5 million)

The underspend in both General Services and HRA will be carried forward in the Council's reserves and utilised in future financial years.

Capital Investment

Key to the delivery of Council services is investment in the assets which are used to deliver our services. This includes schools, houses, infrastructure and the utilisation of capital funding to stimulate regeneration in local areas.   In 2014/15 the Council budgeted for a total capital investment of £61.8 million. Capital expenditure amounted to £58.9 million, an underspend of

£2.8 million (4.5 percent). £1.7 million of the underspend is due to slippage of projects between financial years and £1.1 million is a true underspend which will result in a decrease in the borrowing requirement. The combined programme is illustrated in Table 3.

Table 3   Capital Investment 2014/15

Expenditure	2014/15 Budget £m	2014/15 Spend £m	Variance £m
Housing Revenue Account	27.999	26.997	(1.002)
Place	14.363	13.258	(1.105)
Education and Young People	7.218	6.798	(0.420)
Integrated Health and Social Care Partnership	5.303	5.315	0.012
Economy and Communities	4.307	4.366	0.059
Finance & Corporate Support	2.473	2.220	(0.253)
Other Corporate Items	0.107	-	(0.107)
Total Expenditure	61.770	58.954	(2.816)

Income	2014/15 Budget £m	2014/15 Spend £m	Variance £m
Prudential Borrowing	(16.185)	(12.565)	3.620
Scottish Government Funding	(14.420)	(14.420)	-
Use of Funds	(10.736)	(10.706)	0.030
Capital Financed from Current Revenue	(9.444)	(9.444)	-
Grants and Contributions	(9.080)	(9.163)	(0.083)
Capital Receipts	(1.905)	(2.656)	(0.751)
Total Income	**(61.770)**	**(58.954)**	**2.816**

Several major projects were successfully completed during the year, including Elderbank Primary School, Montrose House Care Home and Dirrans Rehabilitation Centre. Work has also commenced on the new Irvine Leisure Centre and Garnock School Campus which will form part of a significant capital investment programme planned over the coming years. We also continue to develop and build new houses.

Future Planning

The Council continues to operate in a challenging financial climate with reductions in financing anticipated over the next few years. We have responded well to reductions in funding, already delivering £49.0 million of savings over the past five years. This work has continued with the approval of the Council's medium-term budget plan which will deliver a further £23.3 million of savings over the next three years, to 2018.

The most significant risks faced by the Council over the medium to longer term are:

- the impact of Welfare Reform on local residents
- the increased demand for services together with reducing resources
- the wider financial environment, which continues to be challenging
- the socio-economic inequalities prevalent in North Ayrshire

Our long-term financial strategy, approved in May 2013, provides visibility of these financial challenges. It will allow us to proactively develop longer-term mitigation strategies. This reflects our sound financial planning and is critical for the sustainability of key services and the financial stability of the Council. Our innovative and evolving Neighbourhood Planning model will target public sector resources at those local areas most in need.

2014/15 Performance Indicators

The following pages contain a range of performance information that is reported by the Council. All indicators are subject to internal and external audit on a sample basis. In a number of indicators, 2014/15 performance data is not yet available due to a time lag in production of the data. Where available, performance data covering the last three financial years is included in the table. Data which is not available will be published on the Council's website as soon as it is available. More data about the targets we set for our performance and how it compares with other Councils is available on our website at:
http://www.north-ayrshire.gov.uk/council/performance-and-spending/council-performance.aspx

Trend Key	Improving	Worsening	No Change	Unable to calculate trend
One Year Trend	⬆	⬇	▬	?

	Performance Indicator (PI) Status Key	
🔴	Significantly adrift of target
⚠	Slightly adrift of target
✅	On target
?	Unable to calculate status
📈	Data Only

North Ayrshire Performs - Public Report

1. Regenerating our communities and increasing employment
1.01 Economic Development and Regeneration

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Target	2014/15 Status	2014/15 Long Trend	2014/15 Short Trend
Percentage growth in NA tourist numbers since season last	1.1	1.11	1.5	-0.7	2	🔴	⬇	⬇
Percentage increase in NA tourism revenue since season last	3.08	2.06	9.97	0.9	2	🔴	⬇	⬇
Percentage Unemployed People Assisted into work from Council operated / funded Employability Programmes		14	19.73	LGBF Published Jan 2016		?	?	?
Dependency ratio (number of dependents per 100 working age people)	58	57.4	60.3	Available Nov 2015		📈	?	?
Number of 16-24 year olds supported into employment by Economic Development Services		318	440	629	320	✅	⬆	⬆
Number of businesses actively account managed by the Council				185	155	✅	?	?

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| Performance Indicator | 2011/12 | 2012/13 | 2013/14 | 2014/15 | | | | |
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Number of businesses supported by Council activities				237	235	✅	❓	❓
Number of clients in Council operated/funded employability programmes achieving a training or further/higher education outcome			271	420	343	✅	⬆️	⬆️
Number of ED clients entering employment through ED sponsored initiatives	1,169	1,019	1,119	962	725	✅	⬇️	⬇️
Number of modern apprentices on North Ayrshire Council programmes at 31 March	90	81	140	103	112	✅	⬇️	⬇️
Number of new businesses per 10,000 working age population	36.5	33.6	48.5	Available Nov 2015		❓	❓	❓
Number of people aged 25+ supported into employment by the Council			373	300	248	✅	⬇️	⬇️

1. Regenerating our communities and increasing employment
1.02 Cultural and Community Services

| Performance Indicator | 2011/12 | 2012/13 | 2013/14 | 2014/15 | | | | |
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage of participants who accessed Community and Culture learning opportunities who indicated an improvement in their knowledge and skills as a result of training provided.				96	93	✅	❓	❓
Cost per attendance at sports facilities £	£3.79	£2.78	£2.25	LGBF Published Jan 2016		❓	❓	❓
Cost per library visit £	£2.74	£2.54	£1.54	LGBF Published Jan 2016		❓	❓	❓
Cost per museum visit £	£0.48	£0.61	£0.16	LGBF Published Jan 2016	£0.60	❓	❓	❓
Number of attendances per 1,000 population for indoor sports and leisure facilities	5,765	7,689	8,931	10,338	10,000	✅	⬆️	⬆️
Number of groups accessing support and guidance by Community and Culture	376	596	1,383	588	500	✅	⬇️	⬇️
Number of library visits per 1000 population	7,929	8,265	13,096	13,103	6,500	✅	⬆️	⬆️
Number of visits to/usages of council funded or part funded	652	889	1,745	1,813	1,200	✅	⬆️	⬆️

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| Performance Indicator | 2011/12 | 2012/13 | 2013/14 | 2014/15 | | | | |
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
museums per 1000 population								
Percentage of community groups who feel the Council is an effective partner in helping them deliver their aspirations				92	80	✅	❓	❓

1. Regenerating our communities and increasing employment
1.03 Housing Quality and Performance

| Performance Indicator | 2011/12 | 2012/13 | 2013/14 | 2014/15 | | | | |
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage of Council dwellings that meet the Scottish Housing Quality Standard	80.4	90.5	96.32	98.22	99	✅	⬆	⬆
Charter 34 percentage of rent due in year that was lost due to voids	0.4	0.3	0.4	0.4	0.7	✅	⬇	▬
Charter 35 Average length of time taken to re-let properties in the last year (days) (new indicator)			14	14	16	✅	▬	▬
Number of new build Council housing units reaching completion on a yearly basis	40	0	12	122		📈	⬆	⬆
Percentage of council houses that are compliant with the Energy Efficiency Standard for Social Housing (EESSH)	95.5	96.3	98.17	98.5	98.5	✅	⬆	⬆

1. Regenerating our communities and increasing employment
1.04 Community Safety

| Performance Indicator | 2011/12 | 2012/13 | 2013/14 | 2014/15 | | | | |
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage residents who feel unsafe walking in their neighbourhood after dark	31	30	30	Available Nov 2015		❓	❓	❓

1. Regenerating our communities and increasing employment
1.05 Streetscene, Roads and Lighting

| Performance Indicator | 2011/12 | 2012/13 | 2013/14 | 2014/15 | | | | |
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage of adults satisfied with refuse collection		90	90	LGBF Published Jan 2016	89	❓	❓	❓
Percentage of Class A roads that should be considered for maintenance treatment	44.4	36.3	35.5	34.9	36	✅	⬆	⬆

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Percentage of Class B roads that should be considered for maintenance treatment	42.8	38.8	39.8	34.8	39	✅	⬆	⬆
Percentage of Class C roads that should be considered for maintenance treatment	55.8	49.7	51.2	51.1	49.7	⚠	⬆	⬆
Percentage of lamps restored to working condition within seven days	82.45	95.1	68	81.9		❓	⬆	⬆
Percentage of total household waste that is recycled (calendar year as per SEPA)	52.5	53.3	56.1	56.3	58	✅	⬆	⬆
Percentage of unclassified roads that should be considered for maintenance treatment	39.6	42.3	38.2	36.7	42	✅	⬆	⬆
Average cost of repairing routine faults	£47.36	£38.62	£57.04	£57.72		📈	⬇	⬇
Average time to restore lamps to working order		2.64	6.2	4.64		📈	⬇	⬆
Net cost of street cleaning per 1,000 population £	£21,135	£14,292	£15,739.12	LGBF Published Jan 2016	£21,474	❓	❓	❓
Net waste collection cost per premises	£60.98	£50.35	£55.36	LGBF Published Jan 2016	£43.10	❓	❓	❓
Net waste disposal cost per premises	£87.52	£88.97	£82.10	LGBF Published Jan 2016	£85.20	❓	❓	❓
Overall percentage of road network that should be considered for maintenance treatment	43.8	42.7	40.8	39.1	42	✅	⬆	⬆
Road cost per kilometre £	£6,622.00	£7,377.05	£9,165.54	LGBF Published Jan 2016	£7,250	❓	❓	❓
Street Cleanliness Index – percentage clean	97.3	95.3	96.9	92.3	98	🛑	⬇	⬇

2. Protecting vulnerable people
2.01 Community Care

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Percentage of people aged 65 or over with intensive needs receiving care at home	36	38.2	40.25	41.67	34	✅	⬆	⬆
Home care costs for people aged 65 or over per hour £	£19.04	£19.66	£18.93	LGBF Published Jan 2016		❓	❓	❓
Net residential costs per capita per week for older adults (65+)	£349.68	£359.44	£337.66	LGBF Published Jan 2016		❓	❓	❓

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Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Number of service users (65+) with a community alarm package	3,060	3,230	2,997	3,109	2,800	✅	⬆	⬆
Number of service users with an enhanced telecare package	273	451	525	2,074	600	✅	⬆	⬆
Self-directed support spend for people aged over 18 as a percentage of total social work spend on adults	1.3	1.88	1.94	LGBF Published Jan 2016		❓	❓	❓
Volume of respite care (adults 18-64) daytime	16,162	118,226	119,028.5	117,608	100,000	✅	⬆	⬇
Volume of respite care (older people 65+) daytime hours	92,093	90,216	78,494	72,616	91,000	🛑	⬇	⬇
Number of patients waiting more than four weeks for appropriate discharge	3	0	0	0	0	✅	⬆	➖

2. Protecting vulnerable people
2.02 Criminal Justice

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within three months		54.63	89.86	88.81	57	✅	⬆	⬇
Percentage of individuals subject to level 2 Community Payback Order Unpaid Work completed within six months		61.31	74.58	82.53	67	✅	⬆	⬆

2. Protecting vulnerable people
2.03 Child Protection and Children's Services

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage of formerly looked after young people entitled to aftercare in employment, education or training	45.46	36.99	32.05	55.81	38	✅	⬆	⬆
Percentage of participants (on completion of parenting programmes) who report an increase in their confidence levels as a parent				78	70	✅	❓	❓
Percentage of participants (on completion of parenting programmes) who report an increase in their levels of interaction with their children				90	70	✅	❓	❓

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Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Balance of care for 'looked after children': Percentage of children being looked after in the community	89.52	89	92	LGBF Published Jan 2016		?	?	?
Percentage of children in a kinship care placement subject to residence order	10.47	21.92	32.26	38.43	15	✓	⬆	⬆
Percentage of families previously registered on the Child Protection Register who have been re-registered following a period of less than one year	6.0	2.0	5.0	2.5	5.0	✓	⬆	⬆
Percentage of fostered LAAC who are fostered by an in-house placement	80.99	80.33	83.45	78.98	80	✓	⬇	⬇
The gross cost of "children looked after" in a community setting per child per week £	£200.61	£215.00	£228.95	LGBF Published Jan 2016		?	?	?
The gross cost of "children looked after" in residential based services per child per week £	£2,895.00	£2,954.00	£3,631.98	LGBF Published Jan 2016		?	?	?

2. Protecting vulnerable people
2.04 Homelessness

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage of lets to homeless	25.1	28.7	25.2	25.5	25	✓	⬇	⬆
Homelessness: Number of presentations	710	656	724	776		📈	?	?

3. Improving educational attainment
3.01 Education Performance

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage gap in attainment of Looked After Children	122.93	102.02	100.84	Available Feb 2016	98	?	?	?
Percentage of leavers attaining literacy at National 4 (SCQF Level 4)	92.54	94.78	93.74	Available Feb 2016	95	?	?	?
Percentage of leavers attaining literacy at National 5 (SCQF Level 5)	62.13	66.47	68.26	Available Feb 2016	69.5	?	?	?
Percentage of leavers attaining numeracy at National 4 (SCQF Level 4)	74.34	79.06	78.96	Available Feb 2016	80	?	?	?
Percentage of leavers attaining numeracy at National 5 (SCQF Level 5)	52.7	56.18	57.35	Available Feb 2016	58	?	?	?

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Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Average tariff score: All Leavers				Available Feb 2016		?	?	?
Average tariff score: LAC Leavers				Available Feb 2016		?	?	?
Average total tariff score of the highest 20 percent attainment cohort	1,639	1,744	1,691	Available Feb 2016	1,014	?	?	?
Average total tariff score of the lowest 20 percent attainment cohort	148	169	160	Available Feb 2016	147	?	?	?
Average total tariff score of the middle 60 percent attainment cohort	649	745	708	Available Feb 2016	578	?	?	?
Cost per pre-school place £	£3,803.60	£3,477.60	£3,102.50	LGBF Published Jan 2016		📈	?	?
Cost per primary school pupil £	£5,421.00	£5,117.10	£4,816.00	LGBF Published Jan 2016		📈	?	?
Cost per secondary school pupil £	£6,427.00	£6,572.30	£6,684.70	LGBF Published Jan 2016		📈	?	?
Percentage of young people choosing to stay onto S5 (Jan S5 roll), as % of S4 roll at September previous year	73.4	73.6	80.1	78.1	77	✅	⬆	⬇
Percentage of school leavers entering positive destinations	89.7	93.8	94.1	Available Feb 2016	94.5	?	?	?

4. Operating more efficiently and effectively
4.01 Revenues and Service Costs

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	95.36	96.6	92.39	99.6	100	✅	⬆	⬆
Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	94.55	95.9	100.72	96.1	100	⚠	⬇	⬇
Corporate and democratic core costs per 1,000 population	£28,173.00	£29,827.00	£31,485.50	LGBF Published Jan 2016	£25,500	?	?	?
Percentage of Capital Projects completed on time			70.37	67.44	95	⬢	⬇	⬇
Percentage of Capital Projects completed within budget			92.59	95.35%	80	✅	⬆	⬆
Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure			99.9	98.2	100	⚠	⬇	⬇
Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of			95.5	94	100	⬢	⬇	⬇

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15				
				Value	Target	Status	Long Trend	Short Trend
budgeted expenditure								
Support services as a percentage of total gross expenditure	2.8	2.2	2.2	LGBF Published Jan 2016	2.6	❓	❓	❓

4. Operating more efficiently and effectively
4.02 Procurement

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15				
				Value	Target	Status	Long Trend	Short Trend
Percentage of Procurement spend with local suppliers	15.4	17	20	22	21	✅	⬆	⬆
Number of apprenticeships/jobs created through community benefit clauses			19	35	30	✅	⬆	⬆
Percentage of invoices sampled that were paid within 30 days	82.5	81.57	90.66	93.64	92	✅	⬆	⬆
Procurement Capability Assessment (Percentage)	34	51	61	72	64	✅	⬆	⬆
Procurement savings (General Services Capital £m)			0.34	2.13	1.5	✅	⬆	⬆
Procurement savings (General Services Revenue £m)			0.83	0.9	0.8	✅	⬆	⬆

4. Operating more efficiently and effectively
4.03 Benefits Administration

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15				
				Value	Target	Status	Long Trend	Short Trend
Cost of collecting council tax per dwelling £	£11.70	£11.05	£9.93	£10.19	£11.30	✅	⬆	⬇
Customer satisfaction levels for the Benefits service (Percentage)	91	89.3	90.6	92	92	✅	⬆	⬆
Customer satisfaction levels for the Council Tax service (Percentage)	92	87.4	91.4	94.7	92	✅	⬆	⬆
Gross administration cost per Housing Benefit/Council Tax Benefit case (£)	£38.00	£40.36	£40.28	£41.49	£40.00	⚠	⬇	⬇
Percentage of income due from Council Tax received by the end of the year	93.6	93.5	94.75	94.63	93.6	✅	⬆	⬇
Speed of processing (Council Tax Reduction) changes of circumstances (days)			7.3	9.88	6	🛑	⬇	⬇
Speed of Processing (Council Tax Reduction) new claims (days)			23.2	31.25	22	🛑	⬇	⬇
Speed of processing Housing Benefit			11.7	15.73	11	🛑	⬇	⬇

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Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
(Change of circumstances) days								
Speed of processing Housing Benefit (New Claims) days	21.37	20	20.3	26.27	19	🛑	⬇	⬇

4. Operating more efficiently and effectively
4.04 Assets

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage of adults satisfied with parks and open spaces		90	91	LGBF Published Jan 2016	80	❓	❓	❓
Cost of parks and open spaces per 1,000 population £	£44,276.00	£40,331.49	£44,777.97	LGBF Published Jan 2016	£42,352	❓	❓	❓
Proportion of internal floor area of operational buildings in satisfactory condition	80.7	80	99.4	99.5	75	✅	⬆	⬆
Proportion of operational buildings that are suitable for their current use	91.9	87.54	88.6	90.3	90	✅	⬆	⬆

4. Operating more efficiently and effectively
4.05 Planning

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
The average time (weeks) to deal with major and local planning applications determined during the year: Local developments - Average time (weeks) to deal with applications		8.7	6.8	6.2	9	✅	⬆	⬆
The average time (weeks) to deal with major and local planning applications determined during the year: Major developments - Average time (weeks) to deal with applications		30.9	21.5	12.6	18	✅	⬆	⬆

4. Operating more efficiently and effectively
4.06 Environmental Health

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Cost of environmental health per 1,000 population £		£13,739.46	£13,862.11	LGBF Published Jan 2016		❓	❓	❓
Percentage of food poisoning investigations within two days of inquiry (EH) formerly known as SP1213LP_P_A04	96	100	100	100	100	✅	⬆	➖

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Percentage of high priority pest control requests responded to within working one day of enquiry (EH) formerly known as SP1213LP_P_A05	89	94	95	95.7	95	✅	⬆	⬆
Percentage of high priority public health complaints responded to within 1 working day of receipt (EH) formerly known as SP1213LP_P_A03		98	98	99.7	95	✅	⬆	⬆

4. Operating more efficiently and effectively
4.07 Trading Standards

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Cost of trading standards per 1,000 population £		£5,968.30	£5,433.83	LGBF Published Jan 2016		❓	❓	❓
Percentage of trading standards business advice requests that were dealt with in 14 days	100	99.7	100	97	85	✅	⬇	⬇

4. Operating more efficiently and effectively
4.08 Domestic noise complaints

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Average time between time of noise complaint and attendance on site (hours)	0.8	0.6	0.66	0.62	0.8	✅	⬆	⬆

4. Operating more efficiently and effectively
4.09 Carbon emissions

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
CO_2 emissions (tonnes) per street light	186.21	185.25	188.79	179.09		📈	⬆	⬆
Overall carbon emissions (tonnes)	57,228	57,208	58,041	55,000	55,926	✅	⬆	⬆

4. Operating more efficiently and effectively
4.10 Repairs

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
(Charter 12) Average time taken to complete non-emergency repairs			9	9.18	9	⚠	⬇	⬇

4. Operating more efficiently and effectively
4.11 Complaints

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Number of customer complaints	572	839	2,031	2,139		📈	⬇	⬇
Percentage of Council wide complaints handled on time	94		93	90	95	🛑	⬇	⬇

4. Operating more efficiently and effectively
4.12 Freedom of Information

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Freedom of Information requests responded to in 20 working days percentage	96	95	88	93		📈	➖	⬆

4. Operating more efficiently and effectively
4.13 Customer Satisfaction

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Level of satisfaction with public sector partners - North Ayrshire Council	56	55	55	Not available		❓	❓	❓
Society of Information Technology Management (SOCITM) Better Connected Rating for website (Star Rating)	1	1	4	4	4	✅	⬆	➖

4. Operating more efficiently and effectively
4.14 Accessibility

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Percentage of public service buildings that are suitable and accessible to disabled people	79.21	52.5	56	61	60	✅	⬇	⬆

4. Operating more efficiently and effectively
4.15 Employees

Performance Indicator	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	Target	Status	Long Trend	Short Trend
Council-wide staffing numbers for North Ayrshire Council full-time equivalent (FTE)	5,585.2	5,644	5,542	5,689.7	5,405	🛑	⬇	⬇

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Number of Reportable Incidents (RIDDOR) per 100,000 employees	614	472.53	366.1	329.3	500	✅	⬆	⬆
Percentage of Council staff who have had a Performance and Personal Development (PPD) discussion in the last 12 months	97	95	90	96	95	✅	⬆	⬆
Sickness absence days per employee full time equivalent (FTE) for the whole council	8.8	9.4	9	8.1	7.9	⚠	⬆	⬆
Staff Engagement Level - Council wide (Percentage)		55		65		❓	⬆	❓
Staff turnover - all employees (percentage)	10.99	9.27	8.2	8.58	10	✅	⬆	⬇
Total cost of the HR function per 1000 (FTE) employee	£363,000	£430,000	£497,000	£495,00	£500,000	✅	⬇	⬆

4. Operating more efficiently and effectively
4.16 Equality and Diversity

Performance Indicator	2011/12	2012/13	2013/14	2014/15				
	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend
Percentage of Black and Minority Ethnic (BME) North Ayrshire Council employees	0.71	0.64	0.63	0.7	0.7	✅	⬆	⬆
Percentage of North Ayrshire Council employees who have recorded as having a disability	2.1	1.49	1.21	2.11	1.74	✅	⬆	⬆
The percentage of the highest paid 5 percent of employees who are women	51.8	53	53.8	55.6	52.4	✅	⬆	⬆

Agenda Item 6

29 September 2015

Cabinet

Subject:	East Road South Car Park, East Road, Irvine
Purpose:	To seek approval for the appropriation of land presently held in Irvine Common Good for the purpose of car parking for the New Leisure Centre.
Recommendation:	That Cabinet (a) approves the transfer of the land to the Council's General Fund Balance Sheet; and (b) authorises the payment of the sum of £14,500 to Irvine Common Good.

1. Introduction

1.1 It is proposed that the car park situated at and known as East Road South Car Park in Irvine be used as dedicated parking by patrons visiting the new Leisure Centre in Irvine. This site was included in the planning application for the new leisure centre as car parking.

1.2 The car park is owned by North Ayrshire Council and is part of Irvine Common Good and held in that account.

2. Current Position

2.1 Car parking is required for the new leisure centre and it is proposed that this car park shown hatched in black on the plan attached hereto as appendix one and extending to 0.29 acres will be used for that purpose.

2.2 The site is presently used by members of the public and offers 35 spaces including 3 disabled spaces. The site of the car park was taken over from common good and not finished to NAC car parking standards. Other car parking has been provided in the vicinity namely on East Road to the north of the car park adjacent to Aldi and Halfords in Irvine.

2.3 The site was incorporated in the planning application for the leisure centre and consent was granted on that basis. Accordingly no other town centre use would be appropriate.

2.4 The Council has instructed the District Valuer to determine the market value for the site. This has now been carried out and the market value has been assessed by the DV as at July 2015 in the sum of £14,500 which reflects the fact that the site is bare land and is not to Council car park standard. Irvine Common Good presently receives an annual rent of £1,750 for the property.

3. Proposals

3.1 It is proposed that Cabinet approves (a) the appropriation of the East Road Car park from Irvine Common Good to the Council's General Fund Balance Sheet to enable this car park to be used as dedicated parking for the new leisure centre; and (b) that a payment of £14,500 be made to Irvine Common Good based on the market valuation of the property.

4. Implications

Financial Implications

4.1 Capital funding will be identified to make payment to Common Good of the market valuation.

Human Resource Implications

4.2 There are no human resource issues arising from this report.

Legal Implications

4.3 The Council is entitled to appropriate property from the Common Good where no question arises as to the alienability of the land. The title to East Road Car Park does not contain within it any condition dedicating it to a public purpose. It is only if a question arises does the Council require to petition the Court for authority and therefore the Council is entitled to decide to appropriate the car park. In addition alternative car parking has been made available, as described above, to the north of the car park.

Equality Implications

4.4 There are no equality implications arising from this report.

Implications for Key Priorities

4.5　The development of the new leisure centre contributes to the Council mission to improve the lives of North Ayrshire people and develop stronger communities by regenerating towns and the use of the car park for the leisure centre supports this.

5.　Consultations

5.1　Consultations have been made with other Council Services namely Finance and Corporate Support and Property Management and Investment.

6.　Conclusion

6.1　East Road South Car Park was included in the planning application for the leisure centre and it is required for the use of the patrons visiting it.

6.2　Cabinet is therefore requested to approve the appropriation of the car park for this purpose.

ELMA MURRAY
Chief Executive

Reference : CLA/MS
For further information please contact Christine Andrew, Senior Manager Legal Services on 01294 324324

Background Papers
None

Car Park, East Road, Irvine

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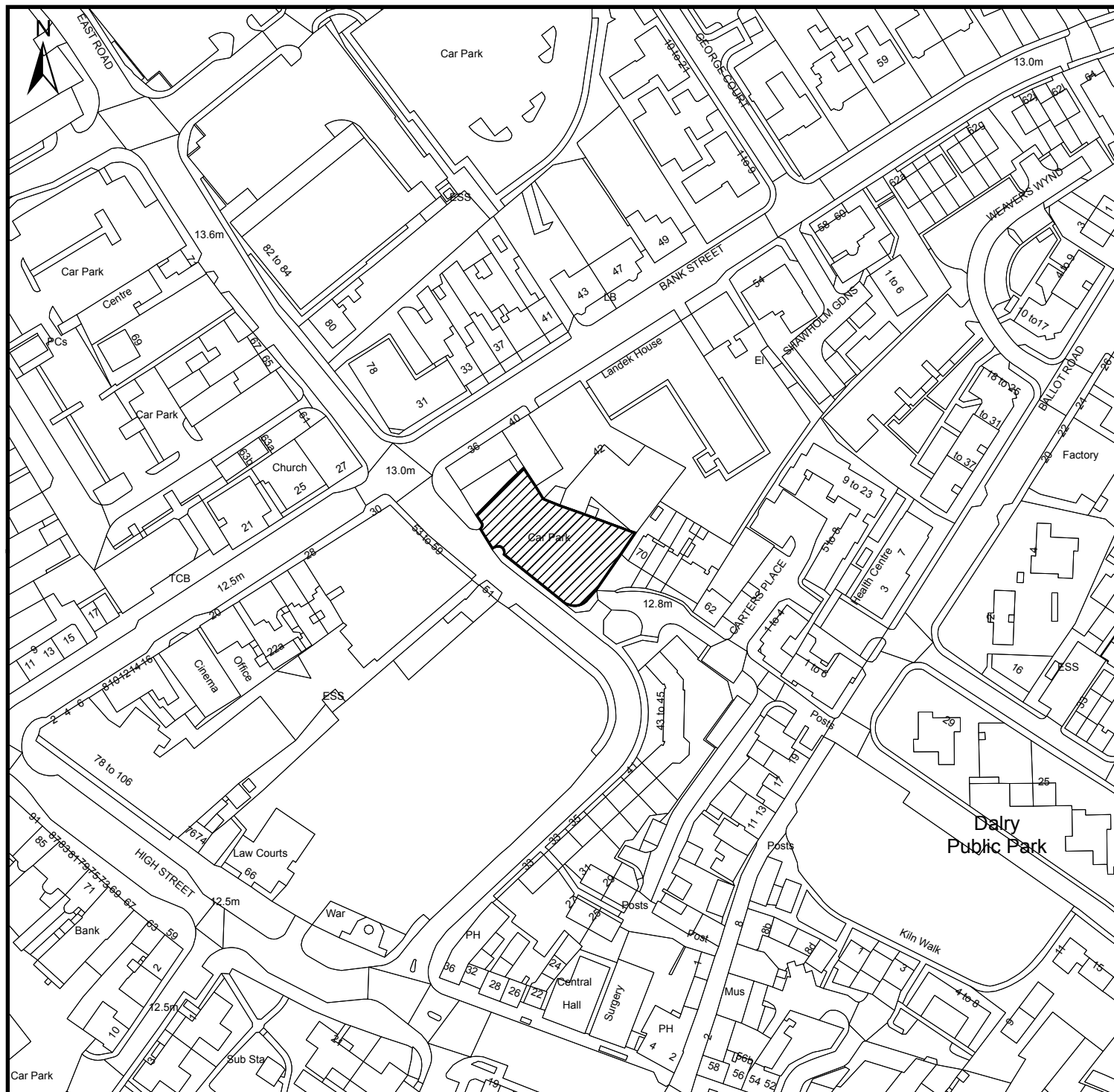
NORTH AYRSHIRE COUNCIL

Agenda Item 7

29 September 2015

Cabinet

Subject:	Capital Monitoring to 31 July 2015

Purpose:	To advise the Cabinet of progress in delivering the Capital Investment Programme as at 31 July 2015.

Recommendation:	That the Cabinet agrees to (a) approve the revisions to budgets outlined at Sections 2.1 and 2.8 of the report; and (b) note (i) the actual General Services and HRA expenditure to 31 July 2015; and (ii) the forecast of expenditure to 31 March 2016.

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1. Introduction

1.1 The General Services and Housing Revenue Account (HRA) capital budgets were approved at a special meeting of the Council on 9 December 2014. The General Services capital programme approval covered a firm plan for period from 1 April 2015 to 31 March 2019 and an indicative plan for the years from 2019/20 to 2022/23. The HRA capital budget was approved for 2015/16 only.

1.2 This report identifies the current programme for 2015/16, taking account of adjustments made to budgets since the meeting outlined at 1.1. The report advises of actual expenditure to 31 July 2015 and forecast expenditure to 31 March 2016.

2. Current Position

2.1 The table below outlines the movements in the 2015/16 General Services budget since the programme was approved on 9 December 2014 :-

	2015/16 £m
Budget approved as at 9 December 2014	52.011
Carried forward from 2014/15	8.890
a) Alterations to phasing of projects:-	
2015/16 to 2016/17	(14.776)
2016/17 to 2015/16	14.459
b) Additional Projects funded by grants & contributions	2.342
Budget as at 31 July 2015	62.926

2.2 (a) **Alterations to the Phasing of Projects**
The following projects are still expected to deliver within current time lines, with the slippage reflecting a re-profiling of payment to fit with contractors programme:

- £3.835m Irvine Leisure Centre
- £2.123m LD Day Centres
- £1.863m Largs Academy

The following projects will result in delivery of initiatives in 2016/17 and beyond:

- £2.548m Early Learning and Childcare - programme to be finalised
- £1.397m Irvine Enterprise Area - budget re-profiled to reflect latest profile from service
- £1.160m Irvine Bay Regeneration Company Assets - delays experienced due to legal issues around some asset purchases

This is off-set by Garnock Campus which has brought forward £14.459m from 2016/17.

(b) **Additional Projects Funded by Grants and Contributions**
The programme has secured £2.342m of additional grants and contributions. The main projects securing additional funds are Access Path Network with £1.063m through SUSTRANS and SPT funding secured for a number of projects including A841 Brodick to Lochranza (£0.700m) and Hawkhill Roundabout (£0.250m).

2.3 The graph below illustrates the movement in each programme on a service basis compared to the original programme approved.
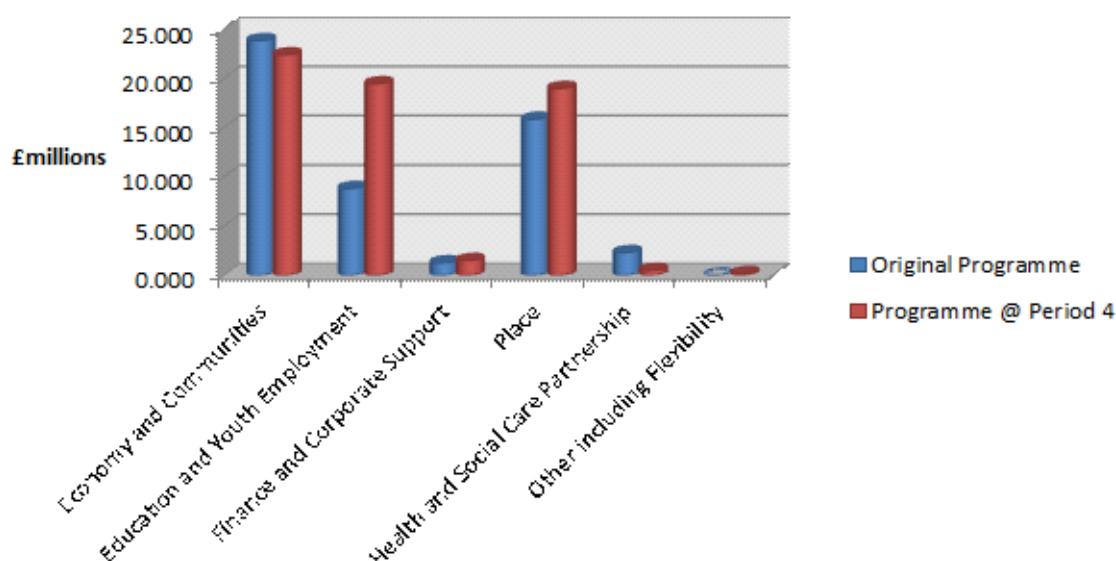
2.4   Capital Expenditure to 31 July 2015

Actual expenditure to 31 July 2015 (Period 4) amounted to £12.572m or 20% (compared to anticipated expenditure of £13.048m or 20.8%) of the revised annual budget for 2015/16 of £62.926m. Details of actual spend by project against the revised budget for 2015/16 can be found in Appendix 1, alongside anticipated spend to 31 March 2016.

The projections are summarised by service in the table below:

	Revised Budget 2015/16	Projected Expenditure / Income to 31 March 2016	Projected Variance Over / (Under)	True Over / (Under) Spend	Net Carry Forward to 2016/17
Service	£000's	£000's	£000's	£000's	£000's
Expenditure					
Economy and Communities	22,371	22,136	(235)	50	(285)
Education and Youth Employment	19,443	16,311	(3,132)	(2)	(3,130)
Finance and Corporate Support	1,503	1,515	12	12	-
Place	18,956	18,969	13	2	11
Health and Social Care Partnership	488	493	5	-	4
Other including Flexibility	165	-	(165)	(164)	-
Total Expenditure	62,926	59,424	(3,502)	(102)	(3,400)
Income					
General Capital Grant	(13,676)	(13,676)	-	-	-
Specific Capital Grant	(2,165)	(2,165)	-	-	-
Use of Reserve Funds	(5,761)	(5,761)	-	-	-
Capital Funded from Current Revenue	(646)	(646)	-	-	-
Capital Receipts	(2,058)	(2,058)	-	-	-
Other Grants & Contributions	(4,778)	(4,778)	-	-	-
Prudential Borrowing	(33,842)	(30,340)	3,502	102	3,400
Total Income	(62,926)	(59,424)	3,502	102	3,400

2.5   An underspend of £3.502m is projected within the programme of which £3.400m is required to be carried forward to 2016/17. Further investment is required to meet the additional costs at Saltcoats Town Hall due to the nature of the building and the creation of a new records store to facilitate the relocation of the current store from Perceton House. It is proposed to use the £0.102m net underspends within this years budget and £0.240m of surplus budgets identified in the 16/17 programme to meet the additional costs of £0.104m for Saltcoats and to provide a contribution of £0.238m for the Records Store. The total budget required for the provision of the new records store is being finalised and budgets within the current programme will continue to be reviewed to identify sufficient funds for this project.

2.6   Information on the progress of all projects and explanations for the carry forwards can be found in Appendix 1.

Housing Revenue Account

2.7   The table below outlines the movements in the 2015/16 HRA Capital budget since the programme was approved on 9 December 2014 :-

	2015/16 £m
Budget approved as at 9 December 2014	29.329
Brought Forward to 2014/15	(0.542)
a) Alterations to phasing of projects:-	
2015/16 to 2016/17	
2016/17 to 2015/16	
b) Additional Projects funded by grants & contributions	0.052
Budget as at 31 July 2015	28.839

2.8   A additional £0.052m has been secured in energy funding from N-Power which has been used to increase the insulated re-rendering programme. This has resulted in a revised budget of £28.839m.

Capital Expenditure

2.9   Actual expenditure to 31 July 2015 (Period 4) amounted to £4.507m or 15.6% (compared to anticipated expenditure of £7.325m or 25.4%) of the revised annual budget of £28.839m. Current projections are forecasting an underspend of £5.413m at 31 March 2016 and are shown in the table.

	Revised Budget 2015/16	Projected Expenditure / Income to 31 March 2016	Projected Variance Over / (Under)	True Over / (Under) Spend	Net Carry Forward to 2016/17
Service	£000's	£000's	£000's	£000's	£000's
Expenditure					
Housing Revenue Account	28,839	23,426	(5,413)	(953)	(4,460)
Total Expenditure	28,839	23,426	(5,413)	(953)	(4,460)
Income					
Sale of Council Houses	(1,371)	(1,371)	-	-	-
Sale of Assets	-	(16)	(16)	(16)	-
CFCR	(10,505)	(10,505)	-	-	-
Capital Grants	(2,720)	(1,706)	1,014	-	1,014
Contribution from House Build Fund	(777)	(408)	369	369	-
Other Capital Income - House Building	-	-	-	-	-
Affordable Housing Contribution	(558)	(150)	408	-	408
Prudential Borrowing	(12,908)	(9,270)	3,638	600	3,038
Total Income	(28,839)	(23,426)	5,413	953	4,460

2.10 A true underspend of £0.953m has been forecast as a result of savings in the tender prices achieved across the new build and regeneration programmes. It is requested that the projected true underspend be carried forward to future years to support the Council's House Building programme. Proposals for specific house building projects will continue to be presented to Cabinet as these are developed. Slippage of £4.460m is requested to be carried forward to future years mainly within the new build within Fencedyke due to a delayed start as a result of design work required. This project will now complete in January 2017.

2.11 These movements result in a revised capital programme at 31 July 2015 of £28.839m for 2015/16.

3. Proposals

3.1 It is proposed that:-

In General Services -

The Cabinet is invited to (a) approve the further revisions to budgets outlined at Section 2.1 and Appendix 1; and (b) note (i) the actual expenditure to 31 July 2015 and (ii) the forecast of expenditure to 31 March 2016; and

In the H.R.A. -

The Cabinet is invited to (a) approve the further revisions to the budget outlined at Section 2.8; (b) note the actual expenditure to 31 July 2015 and (ii) the forecast of expenditure to 31 March 2016.

4. Implications

Financial Implications

4.1 The financial implications are as outlined in the report. Expenditure will continue to be closely monitored to ensure early action is taken regarding any projected underspends or overspends.

Human Resource Implications

4.2 There are no human resource implications.

Legal Implications

4.3 There are no legal implications.

Equality Implications

4.4 There are no equality implications.

Environmental and Sustainability Implications

4.5 There are no environmental and sustainability implications.

Implications for Key Priorities
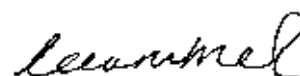
4.6 A delay in completion of projects could affect the delivery of services and have implications for revenue budgets and service planning.

5. Consultations

5.1 Consultations have taken place with all services in respect of their projects.

6. Conclusion

6.1 The report invites the Cabinet to approve the revisions to budgets for General Services and the Housing Revenue Account, and note the level of capital expenditure to 31 July 2015 and projections to 31 March 2016.

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : None
For further information please contact Margaret Hogg, Senior Manager (Financial Management) on 01294 324551.

Background Papers
None

JOHN BUTCHER
Executive Director (Education & Youth Employment)

KAREN YEOMANS
Executive Director (Economy & Communites)

CRAIG HATTON
Executive Director (Place)

IONA COLVIN
Executive Director (Health & Social Care Partnership)

North Ayrshire Council
Capital Statement
Year Ended 31st March 2016

Project Description	Approved Budget £	Carry Forward from 2014/15 £	Additional Funds Awarded 2015/16 £	Approved Revisions to Programme £	Total Revised Budget 2015/16 £	Year to Date Budget 2015/16 £	Actual Expenditure to 31 July 2015 £	Year to Date Variance 2015/16 £	Projected Expenditure to 31st March 2016 £	Projected Over/ (Under) Spend for 2015/16 £	True Over/ (Under) Spend £	Carry Forward to 2016/17 £	COMMENTS
EXPENDITURE													
Economy & Communities													
Regeneration	7,359,000	1,367,843	99,160	(3,108,182)	5,717,821	1,161,021	788,386	(372,635)	5,717,821	0	0	0	
Strategic Planning & Infrastructure	1,227,000	640,480	2,243,000	(264,915)	3,845,565	825,407	586,216	(229,191)	3,845,565	0	0	0	
Sport & Activity	14,696,000	822,716	0	(3,560,467)	11,958,249	2,211,000	2,202,293	(8,707)	11,673,249	(285,000)	0	(285,000)	
Information & Culture	523,000	161,672	0	164,589	849,261	(7,080)	71,539	78,619	899,261	50,000	50,000	0	
Education & Youth Employment													
Nursery Education	2,461,000	1,283,497		(2,798,019)	946,478	170,115	144,444	(14,518)	946,478	0	0	0	
Primary Schools	186,000	329,692	0	(38,980)	476,712	290,130	70,945	(219,185)	474,900	(1,812)	(1,812)	0	
Secondary Schools	5,650,000	(231,654)	0	12,591,756	18,010,102	3,993,058	3,521,649	(471,409)	14,880,255	(3,129,847)	0	(3,129,847)	
Special Education	511,000	(2,874)	0	(498,126)	10,000	0	0	0	10,000	0	0	0	
Finance & Corporate Support													
Financial Services	63,000	158,016	0	(62,760)	158,256	72,086	69,086	(3,000)	158,256	0	0	0	
Information Technology	430,000	367,368	0	(68,136)	729,232	148,745	204,373	55,628	741,001	11,769	11,769	0	
Council IT Strategy	772,000	(21,554)	0	(134,700)	615,746	20,913	161,826	140,913	615,746	0	0	0	
Health & Social Care													
Management & Support	0	427,580	0	(213,580)	214,000	0	0	0	214,000	0	0	0	
Older People	2,300,000	108,197	0	(2,162,906)	245,291	57,212	(122,133)	(179,345)	245,291	0	0	0	
Physical or Sensory Disabled	0	53,636	0	(24,636)	29,000	2,588	3,818	1,230	32,225	3,225	0	3,225	
Place													
Roads	5,328,000	813,104	0	(2,301)	6,138,803	1,191,132	1,533,601	342,469	6,138,803	0	0	0	
Office Accommodation	1,800,000	503,431	0	(462,525)	1,840,906	331,655	82,049	(249,606)	1,887,566	46,660	(497)	47,157	
Other Property	2,129,000	393,432	0	0	2,522,432	674,528	781,008	106,480	2,517,599	(4,833)	0	(4,833)	
Housing Non HRA	720,000	22,049	0	(20,000)	722,049	171,954	149,889	(22,065)	722,049	0	0	0	
Streetscene	1,456,000	541,301	0	(20,236)	1,977,065	142,268	132,807	(9,461)	1,975,929	(1,136)	0	(1,136)	
Transport	2,000,000	(254)	0	0	1,999,746	687,359	581,483	(105,876)	1,999,746	0	0	0	
Waste Services	900,000	595,631	0	720	1,496,351	295,682	845,508	549,826	1,468,223	(28,128)	1,951	(30,079)	
Building Services	0	0	0	40,000	40,000	0	3,803	0	40,000	0	0	0	
Renewable Energy	1,200,000	557,021	0	162,200	1,919,221	607,943	759,417	151,474	1,919,221	0	0	0	
Cleaning Client	300,000	0	0	0	300,000	0	0	0	300,000	0	0	0	
Other													
Other	0			163,806	163,806	0	0	0	0	(163,806)	(163,806)		
Total Project Expenditure	**52,011,000**	**8,890,330**	**2,342,160**	**(317,398)**	**62,926,092**	**13,047,716**	**12,572,006**	**(458,360)**	**59,423,184**	**(3,502,908)**	**(102,395)**	**(3,400,513)**	
Income	(52,011,000)	(8,890,330)	(2,342,160)	317,398	(62,926,092)	(6,095,206)	(6,095,206)	0	(59,423,184)	3,502,908	102,395	3,400,513	
Total Project Income	**(52,011,000)**	**(8,890,330)**	**(2,342,160)**	**317,398**	**(62,926,092)**	**(6,095,206)**	**(6,095,206)**	**0**	**(59,423,184)**	**3,502,908**	**102,395**	**3,400,513**	
Total Net Expenditure	**0**	**0**	**0**	**0**	**0**	**6,952,510**	**6,476,800**	**(458,360)**	**0**	**0**	**0**	**0**	

Funding Description	Cost Centre	Approved Budget	Carry Forward from 2014/15	Additional Funds Awarded 2015/16	Approved Revisions to Programme	Total Revised Budget 2015/16	Actual as at 31 July 2015	Projected Income to 31st March 2016
North Ayrshire Council								
Capital Programme Funding								
		£	£	£	£	£	£	£
CAPITAL BORROWING								
Prudential Borrowing	WAAA01	29,268,797	7,629,421		-3,055,614	33,842,604		30,339,696
SUB TOTAL		29,268,797	7,629,421	0	-3,055,614	33,842,604	0	30,339,696
SCOTTISH GOVERNMENT FUNDING								
Specific Capital Grants								
Children & Young People (600 hours)	WBAB28	716,000				716,000		716,000
Children & Young People (2 year olds)	WBAB46	1,242,158				1,242,158		1,242,158
Cycling / Walking /Safer Streets	WJAB01	207,000				207,000		207,000
Capital Grants								
General Capital Grant	WAAA01	14,026,000		-350,000		13,676,000	5,211,156	13,676,000
SUB TOTAL		16,191,158	0	-350,000	0	15,841,158	5,211,156	15,841,158
OTHER INCOME TO PROGRAMME								
Use of Funds								
Capital Fund								
General	WAAA01		-897,000		897,000	0		0
Garnock Academy	WBAF92	1,000,000				1,000,000		1,000,000
Largs Campus	WBAF97				1,883,419	1,883,419		1,883,419
Saltcoats Town Hall	WCLB02	538,000				538,000		538,000
Millport Field Centre	WJAA04					0		0
Brodick Harbour Development	WJAA05	1,200,000				1,200,000		1,200,000
Change & Service Redesign Fund	WAAA01							
Capacity Planning (Storage)	WAEA49		4,955			4,955		4,955
Wireless Access in Schools	WANA01	220,214				220,214		220,214
Managed WAN Services	WANA02	302,501	83,854			386,355		386,355
IPT Telephony	WANA03	80,955				80,955		80,955
Local Area Network	WANA04	176,584				176,584		176,584
Streetscene Scheduling	WCHH01		1,279			1,279		1,279
Cunninghame House - Time Clock System	WCLA04		55,000			55,000		55,000
Care First Development / CM2000	WDAB01		172,238		-87,238	85,000		85,000
Home Care System	WDAB03		142,406		-13,406	129,000		129,000
Repairs & Renewals Fund - Irvine Leisure Centre	WAAA01					0		
CFCR								
General CFCR	WAAA01			350,000		350,000		350,000
Customer Contact Centre	WAEA47		150,357		-29,148	121,209		121,209
Building Services IT System					40,000	40,000		40,000
Stevenston Library Hub					134,589	134,589		134,589
Grants & Contributions								
SFT Enabling Funds - Garnock Campus	WBAF92				38,000	38,000	83,816	38,000
SFT Funding Garnock Campus & Largs Campus	WBAF95					0		0
Historic Scotland - Saltcoats Town Hall	WCLB02		125,000			125,000	95,027	125,000
Big Coastal Communities Grant - Tourism Infrastructure	WJAA01			99,160		99,160	11,737	99,160
Highlands & Islands - Millport Field Centre	WJAA04		763,255			763,255		763,255
SPT Funding - Plugged In Places	WJAB03		99,341			99,341		99,341
Access Paths - SUSTRANS	WJAB04	610,000	560,224	1,063,000		2,233,224	344,500	2,233,224
SPT Funding - A841 Brodick to Lochranza	WJAB06			700,000		700,000		700,000
SPT Funding -Hawkhill Roundabout	WJAB07			250,000		250,000		250,000
SPT Funding - Arran Bridges Signage	WJAB08			100,000		100,000		100,000
SPT Funding - Irvine Town Centre Bus	WJAB09			50,000		50,000		50,000
SPT Funding -Bus Corridor Improvements	WJAB10			50,000		50,000		50,000
SPT Funding - Bus Route UTC	WJAB11			30,000		30,000		30,000
Irvine Leisure Centre - AV Funding (application to be made)	WJBA03	125,000			-125,000	0		0
Irvine Leisure Centre - funding from 2014/15 Revenue	WJBA03	240,000				240,000		240,000
West Kilbride CA - Gym extension	WJBB03					0	12,398	0
Capital Receipts		2,057,791				2,057,791	336,571	2,057,791
Sale of Land	WAAA01	2,017,791				2,017,791	112,000	2,017,791
Sale of Vehicles	WCMA01	40,000				40,000	46,384	40,000
Insurance Recovery	WCMA01					0	4,395	0
Montgomerie Park Masterplan	WJAA07					0	173,792	0
SUB TOTAL		6,551,045	1,260,909	2,692,160	2,738,216	13,242,330	884,050	13,242,330
TOTAL CAPITAL PROGRAMME FUNDING		52,011,000	8,890,330	2,342,160	-317,398	62,926,092	6,095,206	59,423,184

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ECONOMY & COMMUNITIES

Project Description	Approved Budget	Carry Forward From 2014/15	Additional Funds Awarded 2015/16	Approved Revisions To Programme	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 31 July 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/(Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
CURRENT YEAR 2015/16 EXPENDITURE													
ECONOMIC GROWTH													
Regeneration													
TOURISM INFRASTRUCTURE	20,000	(839)	99,160		118,321	0	0	0	118,321	0		0	
IRVINE ENTERPRISE AREA	2,960,000	287,567		(1,397,567)	1,850,000	0	12,348	12,348	1,850,000	0		0	
TOWN CENTRE REGENERATION	1,129,000	(78,385)		(50,615)	1,000,000	0	0	0	1,000,000	0		0	
MILLPORT FIELD CENTRE		1,161,021			1,161,021	1,161,021	776,038	(384,983)	1,161,021	0		0	
BRODICK HARBOUR DEVELOPMENT	1,200,000				1,200,000	0	0	0	1,200,000	0		0	
MONTGOMERIE PARK MASTERPLAN	50,000	(1,521)			48,479	0	0	0	48,479	0		0	
PENNYBURN ROUNDABOUT					0	0	0	0	0	0		0	
IRVINE BAY REGEN CO ASSETS	1,500,000			(1,160,000)	340,000	0	0	0	340,000	0		0	Due to Legal issues only three assets will be purchased this financial year
MILLPORT PIER	500,000			(500,000)	0	0	0	0	0	0		0	
Total Regeneration	**7,359,000**	**1,367,843**	**99,160**	**(3,108,182)**	**5,717,821**	**1,161,021**	**788,386**	**(372,635)**	**5,717,821**	**0**	**0**	**0**	
Strategic Planning & Infrastructure													
CYCLING/WALKING/SAFER STREETS	207,000			(207,000)	0	0	0	0	0	0		0	Budget transferred to Access Path Network
SPT FUNDED PROJECTS - SP&I		16,012		(16,012)	0	0	0	0	0	0		0	
PLUGGED IN PLACES (PIP)		99,341			99,341	99,341	77,246	(22,095)	99,341	0		0	Final commissioning due next quarter
ACCESS PATH NETWORK PROGRAMME	660,000	560,224	1,063,000	207,000	2,490,224	670,066	508,970	(161,096)	2,490,224	0		0	All projects are progressing on target. The budget requires to be reprofiled to reflect the amended timescales for the invoicing of one of the projects. This will not impact on the deliverability of the projects or the overall projected expenditure.
CAR PARK STRATEGY	360,000	(35,097)		(248,903)	76,000	46,000	0	(46,000)	76,000	0		0	
A841 BRODICK TO LOCHRANZA			700,000		700,000	0	0	0	700,000	0		0	Final design elements being undertaken
HAWKHILL ROUNDABOUT			250,000		250,000	5,000	0	0	250,000	0		0	To be issued to Consultant for design
ARRAN BRIDGES SIGNAGE			100,000		100,000	0	0	0	100,000	0		0	
IRVINE TOWN CENTRE BUS			50,000		50,000	0	0	0	50,000	0		0	
BUS CORRIDOR IMPROVEMENTS			50,000		50,000	5,000	0	0	50,000	0		0	
BUS ROUTE UTC			30,000		30,000	0	0	0	30,000	0		0	
AIR QUALITY MONITORING EQUIP					0	0	0	0	0	0		0	
	1,227,000	**640,480**	**2,243,000**	**(264,915)**	**3,845,565**	**825,407**	**586,216**	**(229,191)**	**3,845,565**	**0**	**0**	**0**	
CONNECTED COMMUNITIES													
Sports & Activity													
LARGS SPORTS DEVELOPMENT	56,000	16,249			72,249	0	0	0	72,249	0		0	
IRVINE LEISURE CENTRE	14,640,000	806,467		(3,560,467)	11,886,000	2,211,000	2,202,293	(8,707)	11,601,000	(285,000)		(285,000)	Amended figures following Profiling Exercise
MAGNUM CENTRE DEMOLITION					0				0	0		0	
Total Sports & Activity	**14,696,000**	**822,716**	**0**	**(3,560,467)**	**11,958,249**	**2,211,000**	**2,202,293**	**(8,707)**	**11,673,249**	**(285,000)**	**0**	**(285,000)**	
Information & Culture													
COMMUNITY DEVELOPMENT FUND	300,000	177,473		(140,000)	337,473	0	0	0	337,473	0		0	
CASTLES & HISTORIC MONUMENTS	223,000	(49,841)		(26,980)	146,179	0	0	0	146,179	0		0	
WEST KILBRIDE CC GYMNASIUM					0	0	(7,365)	(7,365)	0	0		0	
ARDROSSAN CASTLE		42,120		26,980	69,100	1,000	21,430	20,430	69,100	0		0	
ABBEY TOWER					0	0	0	0	0	0		0	
KERELAW CASTLE					0	0	(4,380)	(4,380)	0	0		0	
STEVENSTON LIBRARY HUB		(8,080)		134,589	126,509	(8,080)	61,854	69,934	126,509	0		0	
EGLINTON PARK CAR PARK WORKS				170,000	170,000	0	0		220,000	50,000	50,000	0	
Total Information & Cultural	**523,000**	**161,672**	**0**	**164,589**	**849,261**	**(7,080)**	**71,539**	**78,619**	**899,261**	**50,000**	**50,000**	**0**	
Total Economy & Communities	**23,805,000**	**2,992,711**	**2,342,160**	**(6,768,975)**	**22,370,896**	**4,190,348**	**3,648,435**	**(531,913)**	**22,135,896**	**(235,000)**	**50,000**	**(285,000)**	

EDUCATION & YOUTH EMPLOYMENT

Project Description	Approved Budget	Carry Forward From 2014/15	Additional Funds Awarded 2015/16	Approved Revisions To Programme	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 31 July 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/ (Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
Nursery Education													
EARLY YEARS CHILDRENS BILL					0	0	0	0	0	0		0	
CHILDREN & YOUNG PEOPLE'S BIL	716,000	30,360		(725,358)	21,002	0	0	0	21,002	0		0	
ARDEER PS NURSERY ADAPTS				8,000	8,000	160	160	0	8,000	0		0	Snagging works oustanding
BEITH PS NURSERY ADAPTS					0	0	0	0	0	0		0	
CALEDONIA PS NURSERY ADAPTS		22,017		8,984	31,001	31,001	31,001	(0)	31,001	0		0	
ST BRIDGETS PS NURSERY ADAPTS					0	0	0	0	0	0		0	
ST MARYS PS NURSERY ADAPTS					0	0	0	0	0	0		0	
WINTON PS NURSERY ADAPTS					0	0	0	0	0	0		0	
HAYOCKS PS NURSERY ADAPTS		8,821		214,121	222,942	10,149	12,563	2,414	222,942	0		0	External works added to scope of works
GLENCAIRN PS NURSERY ADAPTS		39,582		54,960	94,542	95,000	71,624	(23,376)	94,542	0		0	
LAMLASH NURSERY ADAPTATIONS					0	0	0	0	0	0		0	
CORSEHILL PS NURSERY ADAPTS					0	0	0	0	0	0		0	
CUMBRAE PS NURSERY ADAPTS					0	0	0	0	0	0		0	
LOUDOUN-MONTG'Y PS NURSY ADAP		129,701		(129,701)	0	0	0	0	0	0		0	
ST JOHN OGILVIE PS NURSY ADAP				233,991	233,991	2,164	4,680	2,516	233,991	0		0	
EARLY LEARNING & CHILDCARE	1,745,000	803,016		(2,548,016)	0	0	0	0	0	0		0	
GARNOCK CAMPUS EY ADAPTS		250,000		(250,000)	0	0	0	0	0	0		0	
GARNOCK VALLEY EY ADAPTS					0	0	0	0	0	0		0	
PENNYBURN PS NURSERY ADAPTS				16,000	16,000	9,261	13,190	3,929	16,000	0		0	
DYKESMAINS PS NURSERY ADAPTS				319,000	319,000	22,380	11,227		319,000	0		0	Scope of works reduced due to school capacity issues
Total Nursery Education	**2,461,000**	**1,283,497**	**0**	**(2,798,019)**	**946,478**	**170,115**	**144,444**	**(14,518)**	**946,478**	**0**	**0**	**0**	
Primary Schools													
CORRIE PS ANNEXE - STRUCTURAL					0	0	(14,285)	(14,285)	0	0		0	
ST LUKES PS-EXTENSION PHASE 2	186,000	69,584		(38,980)	216,604	213,631	197,251	(16,380)	216,604	0	0	0	
FREE SCHOOL MEALS P1 - P3		22,887		29,153	52,040	0	0	0	52,040	0		0	
LOUDOUN-MONTG'Y PS KITCHN WRKS					0	0	(376)	(376)	0	0		0	
SKELMORLIE PS KITCHEN WORKS					0	0	(11,238)	(11,238)	0	0		0	
ST LUKE'S PS KITCHEN WORKS		3,700		(615)	3,085	3,700	3,085	(615)	3,085	0		0	
WEST KILBRIDE PS KITCHEN WORKS		70,971		(28,538)	42,433	45,617	34,062	(11,555)	42,433	0		0	
ELDERBANK PS		162,550			162,550	27,182	(137,554)	(164,736)	160,738	(1,812)	(1,812)	0	Works as per Planning requirement to be progressed
Total Primary Education	**186,000**	**329,692**	**0**	**(38,980)**	**476,712**	**290,130**	**70,945**	**(219,185)**	**474,900**	**(1,812)**	**(1,812)**	**0**	
Secondary Schools													
GARNOCK CAMPUS ENABLING FUNDS	3,650,000	(734,160)		14,459,159	17,374,999	3,951,058	3,483,391	(467,667)	14,235,610	(3,139,389)		(3,139,389)	Contractor reporting increased monthly payments towards the end of the contract. Roads & paths upgrade works 16/17, not much spend during 15/16.
IRVINE ROYAL/COLLEGE ADAPTS		619,087		(4,087)	615,000	21,897	10,697	(11,200)	617,084	2,084		2,084	
LARGS ACADEMY	2,000,000	(116,581)		(1,863,316)	20,103	20,103	27,561	7,458	27,561	7,458		7,458	Profiling still to be confirmed for this project
Total Secondary Education	**5,650,000**	**(231,654)**	**0**	**12,591,756**	**18,010,102**	**3,993,058**	**3,521,649**	**(471,409)**	**14,880,255**	**(3,129,847)**	**0**	**(3,129,847)**	
Special Education													
STANECASTLE SCH REMEDIAL WORKS	511,000	(2,874)		(498,126)	10,000	0	0	0	10,000	0		0	
HAYSHOLM SCHOOL ADAPTATIONS					0	0	0	0	0	0		0	
JAMES MCFARLANE SCHOOL ADAPTS					0	0	0	0	0	0		0	
Total Special Education	**511,000**	**(2,874)**	**0**	**(498,126)**	**10,000**	**0**	**0**	**0**	**10,000**	**0**	**0**	**0**	
Total Education & Skills	**8,808,000**	**1,378,661**	**0**	**9,256,631**	**19,443,292**	**4,453,303**	**3,737,037**	**(705,112)**	**16,311,633**	**(3,131,659)**	**(1,812)**	**(3,129,847)**	

FINANCE & CORPORATE SUPPORT

Project Description	Approved Budget	Carry Forward From 2014/15	Additional Funds Awarded 2015/16	Approved Revisions To Programme	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 31 July 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/(Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
					CURRENT YEAR 2015/16 EXPENDITURE								
Financial Services													
FINANCIAL SYSTEMS	63,000	(240)		(62,760)	0	0	0	0	0	0		0	
E-FORM SYSTEM	0	7,899			7,899	3,000	0	(3,000)	7,899	0		0	
DEFIBRILLATORS		150,357			150,357	69,086	69,086	0	150,357	0		0	
Total Financial Services	63,000	158,016	0	(62,760)	158,256	72,086	69,086	(3,000)	158,256	0	0	0	
Information Technology													
PC REPLACEMENT/VIRTUAL DESKTOP	165,000	9,073			174,073	10,602	(6,160)	(16,762)	174,073	0		0	
MICROSOFT OFFICE UPGRADE	0	3,089			3,089	0	0	0	3,089	0		0	
SUN SERVER REPLACE PROG	0				0	0	0	0	0	0		0	
WINDOWS SERVER MIGRATION	0	6,888		2,864	9,752	2,752	2,752	(0)	9,752	0		0	
CUSTOMER CONTACT CENTRE	0	134,209		(13,000)	121,209	82,381	185,113	102,732	132,978	11,769	11,769	0	
NEW COUNCIL ICT STRATEGY	0	8,388			8,388	0	3,576	3,576	8,388	0		0	
DATA RATIONALISATION & STORAGE	50,000	34,955			84,955	0	101	101	84,955	0		0	
PSN COMPLIANCE	115,000	170,766		(100,000)	185,766	11,010	18,991	7,981	185,766	0		0	
AGILE WORKING	100,000				100,000	0	0	0	100,000	0		0	
MICROSOFT ENTERPRISE AGREEMEN	0			42,000	42,000	42,000	0	(42,000)	42,000	0		0	
Total Information Technology	430,000	367,368	0	(68,136)	729,232	148,745	204,373	55,628	741,001	11,769	11,769	0	
Council IT Strategy													
WIRELESS ACCESS IN SCHOOLS	221,000	56,251		(19,000)	258,251	12,391	137,780	125,389	258,251	0		0	
MANAGED WAN SERVICES	306,000	84,058		(101,700)	288,358	5,920	15,096	9,176	288,358	0		0	
IP TELEPHONY (IPT)	84,000	(863)		(14,000)	69,137	2,602	8,951	6,349	69,137	0		0	
LOCAL AREA NETWORK (LAN)	161,000	(161,000)			0	0	0	0	0	0		0	
Total IT Strategy	772,000	(21,554)	0	(134,700)	615,746	20,913	161,826	140,913	615,746	0	0	0	
Total Finance & Corporate Support	1,265,000	503,830	0	(265,596)	1,503,234	241,744	435,285	193,541	1,515,003	11,769	11,769	0	

HEALTH & SOCIAL CARE

Project Description	Approved Budget	Carry Forward From 2014/15	Additional Funds Awarded 2015/16	Approved Revisions To Programme	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 31 July 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/(Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
					CURRENT YEAR 2015/16 EXPENDITURE								
Management & Support													
CAREFIRST IT DEVELOPMENT		172,238		(87,238)	85,000	0	0	0	85,000	0		0	Completion date revison based on OLM Data Migration plan
HOME CARE SYSTEM		255,342		(126,342)	129,000	0	0	0	129,000	0		0	
Total Management & Support	0	427,580	0	(213,580)	214,000	0	0	0	214,000	0	0	0	
Older People													
MONTROSE HSE REDESIGN FACILIT		10,396			10,396	10,396	(67,587)	(77,983)	10,396	0		0	
LARGS OLDER PEOPLE RES CTRE		97,801		(39,906)	57,895	46,816	34,466	(12,350)	57,895	0		0	16/17 budget not required
CURRIE COURT CONVERSION					0	0	(89,013)	(89,013)	0	0		0	
LD DAY CENTRES	2,300,000			(2,123,000)	177,000	0	0	0	177,000	0		0	Additional budget approved in December was committed to 15/16
Total Older People	2,300,000	108,197	0	(2,162,906)	245,291	57,212	(122,133)	(179,345)	245,291	0	0	0	
Physical or Sensory													
DIRRANS REHABILITATION CENTR		53,636		(24,636)	29,000	2,588	3,818	1,230	32,225	3,225	0	3,225	16/17 budget not required
Total Physical or Sensory	0	53,636	0	(24,636)	29,000	2,588	3,818	1,230	32,225	3,225	0	3,225	
Total Health & Social Care	2,300,000	589,413	0	(2,401,122)	488,291	59,800	(118,315)	(178,115)	491,516	3,225	0	3,225	

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Project Description	Approved Budget	Carry Forward From 2014/15	Additional Funds Awarded 2015/16	Approved Revisions To Programme	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Actual Expenditure to 31 July 2015	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Projected Over/(Under) Spend for 15/16	True Over/(Under) Spend	Carry Forward to 2016/17	Comments
							CURRENT YEAR 2015/16 EXPENDITURE						
PHYSICAL ENVIRONMENT													
Roads													
PENNYBURN ROUNDABOUT						0						0	
B714 UPGRADE		50,000			50,000	4,019	38,841	34,822	50,000	0		0	Currently awaiting fee proposal from external consultant for detailed design of option 7.
LIGHTING	1,000,000	24,901			1,024,901	132,748	121,596	(11,152)	1,024,901	0		0	Works programme fully underway and on target to fully spend budget.
STREET LIGHTING ARRAN/MILLPORT		402		(402)	0	0	0	0	0	0		0	
STREET LIGHTING MAINLAND	2,203,000	(666,264)		402	1,537,138	507,548	254,153	(253,395)	1,537,138	0		0	Works programme fully underway and on target to fully spend budget.
IRVINE TOWN CENTRE CAR PARK		2,350		(2,301)	49	49	41	(8)	49	0		0	
GARNOCK VALLEY FLOOD PREV	250,000	69,964			319,964	33,775	43,870	10,095	319,964	0		0	Awaiting cabinet approval to move to formal notification of scheme.
REDSTONE AVE KILW'G FLOOD WRK	225,000				225,000	0	0	0	225,000	0		0	Detailed design currently being prepared by external consultants and works programme to be carried out late Autumn.
SPT FUNDED PROJECTS - ROADS		835,812			835,812	198,425	275,587	77,162	835,812	0		0	Works are programmed to be complete on-site by end of July early August.
TIMBER TRANSPORT FUNDING					0	0	0	0	0	0		0	
BRIDGES INFRASTRUCTURE PROG					0	0	0	0	0	0		0	
Total Roads	**5,328,000**	**813,104**	**0**	**(2,301)**	**6,138,803**	**1,191,132**	**1,533,601**	**342,469**	**6,138,803**	**0**	**0**	**0**	
Office Accommodation													
BRIDGEGATE HOUSE REFURB		183,807		(58,261)	125,546	16,295	(164,704)	(180,999)	125,546	0	0	0	Awaiting costs from Consultants for outstanding remedial works
TRINITY CHURCH REFURBISHMENT		70,696		(70,696)	0	0	0	0	0	0		0	16/17 budget not required
BRIDGEGATE PUBLIC REALM		109,819		(109,819)	0	0	0	0	0	0		0	16/17 budget not required
CUNNINGHAME HOUSE PHASE 1		65,485		(61,335)	4,150	4,150	(11,936)	(16,086)	8,264	4,114	4,114	0	16/17 budget not required
CUNNINGHAME HOUSE PHASE 2	225,000	83,695		(7,006)	301,689	301,689	247,485	(54,204)	297,078	(4,611)	(4,611)	0	16/17 budget not required
CUNNINGHAME HOUSE PHASE 3-6	1,575,000	(10,071)		(155,408)	1,409,521	9,521	11,204	1,683	1,456,678	47,157		47,157	
PROPERTY LIFECYCLE INVESTMENT					0	0	0	0	0	0		0	
Total Office Accommodation	**1,800,000**	**503,431**	**0**	**(462,525)**	**1,840,906**	**331,655**	**82,049**	**(249,606)**	**1,887,566**	**46,660**	**(497)**	**47,157**	
Other Property													
CORP ASSET MANAGEMENT SYSTEM	59,000	(158)			58,842	12,000	7,621	(4,379)	58,842	0		0	
SALTCOATS TOWN HALL	2,070,000	393,590		0	2,463,590	662,528	773,387	110,859	2,458,757	(4,833)		(4,833)	
Total Property	**2,129,000**	**393,432**	**0**	**0**	**2,522,432**	**674,528**	**781,008**	**106,480**	**2,517,599**	**(4,833)**	**0**	**(4,833)**	
Housing Non HRA													
IMPROVEMENT GRANTS	700,000	22,049		(37,378)	684,671	134,576	103,412	(31,164)	684,671	0		0	
CARE & REPAIR				37,378	37,378	37,378	46,477	9,099	37,378	0		0	
CCTV GENERAL	20,000			(20,000)	0	0	0	0	0	0		0	
Total Housing Non HRA	**720,000**	**22,049**	**0**	**(20,000)**	**722,049**	**171,954**	**149,889**	**(22,065)**	**722,049**	**0**	**0**	**0**	
Streetscene													
STREETSCENE SCHEDULING SYSTEM	4,000	(2,721)		(1,279)	0	0	0	0	0	0		0	
WEST KILBRIDE CEMETERY EXTEN		3,439		(3,439)	0	0	0	0	0	0		0	
NEW STEVENSTON CEMETERY					0	0	(15,400)	(15,400)	0	0		0	
SKELMORLIE CEMETERY WALL		(2,005)		127,005	125,000	591	2,022	1,431	123,864	(1,136)		(1,136)	
CEMETERY WALLS &INFRASTRUCTURE	169,000	82,012		(196,167)	54,845	0	0	0	54,845	0		0	
CEMETERIES - EXTENSIONS	1,283,000	296,657		11,333	1,590,990	0	0	0	1,590,990	0		0	
LAMLASH CEMETERY EXTENSION					0	0	0	0	0	0		0	
WEST KILBRIDE CEMETERY PHASE					0	0	0	0	0	0		0	
KILWINNING CEMETERY EXTENSION					0	0	0	0	0	0		0	
SANNOX CEMETERY EXTENSION					0	0	0	0	0	0		0	
ARDROSSAN CEMETERY WORKS		96,665		34,640	131,305	127,200	128,579	1,379	131,305	0		0	
BRODICK OLD CEMETERY WORKS		2,148			2,148	0	0	0	2,148	0		0	

PLACE

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					CURRENT YEAR 2015/16 EXPENDITURE								
KILMORY CEMETERY WORKS		2,148			2,148	0	0	0	2,148	0		0	
KILBRIDE CEMETERY WORKS					0	0	0	0	0	0		0	
ST BRIDE'S CEMETERY WORKS		2,151			2,151	0	0	0	2,151	0		0	
DREGHORN CEMETERY WORKS		988		552	1,540	1,540	1,540	0	1,540	0		0	
MILLPORT CEMETERY WORKS					0	0	0	0	0	0		0	
OLD BARONY CEMETERY WORKS		34,816		19,184	54,000	0	3,128	3,128	54,000	0		0	Works delayed due to the discovery of human remains. Another application to be made to Historic Scotland.
ST MARGARET'S CEMETERY WORKS					0	0	0	0	0	0		0	
HIGH KIRK CEMETERY WORKS		24,655		(11,717)	12,938	12,937	12,938	1	12,938	0		0	
LARGS CEMETERY WORKS		348		(348)	0	0	0	0	0	0		0	
Total Streetscene	1,456,000	541,301	0	(20,236)	1,977,065	142,268	132,807	(9,461)	1,975,929	(1,136)	0	(1,136)	
COMMERCIAL SERVICES													
Cleaning Client													
CASHLESS CATERING SYSTEM	300,000				300,000	0	0	0	300,000	0		0	Tender has been submitted and being considered by procurement. Aim to award to successful bidder by end of August . This will ensure proposed spend is on target as planned for completion and installation by March 2016
Total Cleaning Client	300,000	0	0	0	300,000	0	0	0	300,000	0	0	0	
Transport													
VEHICLES	2,000,000	(254)			1,999,746	687,359	581,483	(105,876)	1,999,746	0		0	Slippage due to delayed deliveries from suppliers
Total Transport	2,000,000	(254)	0	0	1,999,746	687,359	581,483	(105,876)	1,999,746	0	0	0	

PLACE

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					CURRENT YEAR 2015/16 EXPENDITURE								
Waste Services													
SHEWALTON LANDFILL	900,000	585,085		720	1,485,805	295,682	843,556.44	547,874	1,455,726	(30,079)		(30,079)	The landfill site capping and construction works of cells 5a, 5b and 5c have now been completed and the contractor is off site. The final payment certificate for the works is pending for approx £281k which will be processed in September/October. A new wheel wash facility (£105k) is being specified and procured via PMI. The new temporary bulking station at Area 2 is being built via PMI (£185k) with completion programmed for Oct/Nov 2015. Phase 3 transfer station improvement works are near completion with £16k for PMI fees and retentions pending payment.
ICT WASTE MANAGEMENT SYS		10,546			10,546	0	0	0	10,546	0		0	There are still some outstanding issues around system functionality identified during user acceptance testing which has delayed the ability to sign-off the payment of final monies due to the software supplier. Payment will not be made until the functionality issues are fully resolved by the supplier.
PADDOCKHOLM DEPOT					0	0	1,951	1,951	1,951	1,951	1,951	0	Final Account. Amount was below accrual theshold
Total Waste Services	**900,000**	**595,631**	**0**	**720**	**1,496,351**	**295,682**	**845,508**	**549,826**	**1,468,223**	**(28,128)**	**1,951**	**(30,079)**	
Building Services													
BUILDING SERVICES IT SYSTEM	0	0		40,000	40,000		3,803		40,000	0	0	0	
Total Building Services	**0**	**0**	**0**	**40,000**	**40,000**	**0**	**3,803**	**0**	**40,000**	**0**	**0**	**0**	
Renewable Energy													
RENEWABLE ENERGY PROGRAMME	1,200,000			(1,200,000)	0	0	0.00	0	0	0		0	
BIOMASS RETROFIT PROGRAMME		161,607		1,383,736	1,545,343	305,179	456,653.33	151,474	1,545,343	0		0	Revised programme
SOLAR PV RETROFIT PROGRAMME		395,414		(21,536)	373,878	302,764	302,764.03	0	373,878	0		0	Weather
Total Renewable Energy	**1,200,000**	**557,021**	**0**	**162,200**	**1,919,221**	**607,943**	**759,417**	**151,474**	**1,919,221**	**0**	**0**	**0**	
Total Place	**15,833,000**	**3,425,715**	**0**	**(302,142)**	**18,956,573**	**4,102,521**	**4,869,565**	**763,240**	**18,969,136**	**12,563**	**1,454**	**11,109**	

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Other Budgets

Project Description	CURRENT YEAR 2015/156 EXPENDITURE										Comments
	Approved Budget	Carry Forward From 2014/15	Additional Funds Awarded 2015/16	Approved Revisions To Programme	Total Revised Budget 2015/16	Year to Date Budget 2015/16	Carry Forward to 2016/17	Year to Date Variance 2015/16	Projected Expenditure to 31 March 2016	Over/ (Under) Spend for 15/16	
FLEXIBILITY BUDGET				163,806	163,806	0		0	0	0	
PROCUREMENT TEAM					0	0		0	0	0	
	0	0	0	163,806	163,806	0	0	0	0	0	

North Ayrshire Council
HRA Capital Statement
For Year Ended 31 March 2016

Description	Budget Approved 9 December 2014 £000	Budget B/Fwd/ (C/Fwd) £000	Approved Revisions to programme £000	Revised budget 2015/16 £000	Year to Date Budget £000	Actual expenditure to 31 July 2015 £000	Year to Date Variance £000	Projected Expenditure to 31 March 2016 £000	Over/(Under) Spend for 2015/16 £000	Carry Forward to 2016/17 £000	True (Under)/Over spend £000	Comments
CAP EXP NEW BUILD REDSTONE AVENUE	0	0	0	0	0	(75)	(75)	0	0	0	0	
CAP EXP NEW BUILD - JOHN GALT SITE	0	0	0	0	0	(211)	(211)	0	0	0	0	
NEW BUILD STEVENSON INSTITUTE	0	91	0	91	61	60	(1)	78	(13)	0	(13)	True savings have been achieved due to tender price being lower than originally estimated
NEW BUILD DICKSON DRIVE	532	(196)	0	336	326	248	(78)	307	(29)	0	(29)	True savings have been achieved due to tender price being lower than originally estimated
NEW BUILD MONTGOMERY COURT	2,461	(74)	0	2,387	820	524	(296)	1,658	(729)	(390)	(339)	True savings have been achieved due to tender price being lower than originally estimated. The profile of this budget was incorrect with £390,000 required to be moved to 2016/17 to enable completion, the project completion date of October 2016 is unaffected.
NEW BUILD KILN COURT	2,226	(809)	0	1,417	922	453	(469)	1,090	(327)	0	(327)	True savings have been achieved due to tender price being lower than originally estimated
NEW BUILD FENCEDYKE	4,089	(102)	0	3,987	30	41	11	550	(3,437)	(3,437)	0	Project originally due to complete in March 2016, project start delayed due to further design works required which impacted the procurement process. Now anticipated to complete in January 2017. Budget will be carried forward to fund completion of project in future years.
CENTRAL HEATING	2,978	(10)	0	2,968	750	373	(377)	2,968	0	0	0	
INSULATED RE-RENDERING	3,323	(226)	52	3,149	574	106	(468)	3,149	0	0	0	
WINDOW REPLACEMENT	577	127	0	704	180	128	(52)	704	0	0	0	
BATHROOM PROGRAMME	1,389	(83)	0	1,306	385	495	110	1,306	0	0	0	
KITCHEN PROGRAMME	1,888	47	0	1,935	540	448	(92)	1,935	0	0	0	
ELECTRICAL REWIRING	922	1	0	923	335	107	(228)	923	0	0	0	
REGENERATION - MONTGOMERY COURT	1,777	(162)	0	1,615	640	497	(143)	1,168	(447)	(403)	(44)	True savings have been achieved due to tender price being lower than originally estimated. The profile of this budget was incorrect with £403,000 required to be moved to 2016/17 to enable completion, the project completion date of October 2016 is unaffected.
REGENERATION - DICKSON DRIVE	656	367	0	1,023	672	273	(399)	822	(201)	0	(201)	True savings have been achieved due to tender price being lower than originally estimated
ROOFING & RENDERING	3,015	(11)	0	3,004	590	859	269	3,004	0	0	0	
DOOR ENTRY SYSTEMS	0	0	0	0	0	0	0	4	4	0	4	Final costs in relation to 2014/15 projects. To be funded by transfering budget from Other Capital Works programme.
SHELTERED HOUSING UNITS	255	0	0	255	0	0	0	25	(230)	(230)	0	This budget will be carried forward as an element of the funding for Robert Service court SHU project which will commence in 2016/17.
OTHER CAPITAL WORKS	258	498	0	756	240	178	(62)	752	(4)	0	(4)	Projected underspend in relation to transfer of budget to fund Door Entry system costs, above.
ENERGY EFFICIENCY STANDARD	1,320	0	0	1,320	0	3	3	1,320	0	0	0	
PROFESSIONAL MANAGEMENT CHARGES	1,603	0	0	1,603	260	0	(260)	1,603	0	0	0	
CEILINGS	22	0	0	22	0	0	0	22	0	0	0	
COMMUNAL FLOORS	38	0	0	38	0	0	0	38	0	0	0	
				0								
TOTAL EXPENDITURE	**29,329**	**(542)**	**52**	**28,839**	**7,325**	**4,507**	**(2,818)**	**23,426**	**(5,413)**	**(4,460)**	**(953)**	
SALE OF COUNCIL HOUSES	(1,371)	0	0	(1,371)	(457)	(390)	67	(1,371)	0	0	0	
SALE OF ASSETS	0	0	0	0	0	(16)	(16)	(16)	(16)	0	(16)	Unbudgeted receipts from sale of non Council house properties, potentially this will increase as year progresses and further sales are completed.
CFCR	(10,505)	0	0	(10,505)	0	0	0	(10,505)	0	0	0	
OTHER INCOME - HOUSE BUILDING	0	0	0	0	0	116	116	0	0	0	0	
CAPITAL GRANTS - HOUSE BUILDING	(2,572)	(96)	0	(2,668)	0	(444)	(444)	(1,654)	1,014	1,014	0	
CAPITAL GRANTS - ENERGY FUNDING	0	0	(52)	(52)	0	(52)	(52)	(52)	0	0		
CONTRIB FROM HOUSE BUILD FUND - SPECIFIC PROJECTS	(777)	0	0	(777)	0	0	0	(408)	369	0	369	
AFFORDABLE HOUSING CONTRIBUTION	(528)	(30)	0	(558)	0	0	0	(150)	408	408	0	
PRUDENTIAL BORROWING	(13,576)	668	0	(12,908)	0	0	0	(9,270)	3,638	3,038	600	
				0								
TOTAL INCOME	**(29,329)**	**542**	**(52)**	**(28,839)**	**(457)**	**(786)**	**(329)**	**(23,426)**	**5,413**	**4,460**	**953**	

I:\FSPUBLIC\Accountancy\1 Corporate Team\Capital General Fund\Cap\Capital Monitoring 2015-16\HRA\Period 4\Appendix 2 - Housing Revenue Account Period 4
27/08/2015

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NORTH AYRSHIRE COUNCIL

Agenda Item 8

29 September 2015

Cabinet

Subject:	**Revenue Budget 2015/16 : Budgetary Control Statement to 31 July 2015**
Purpose:	To advise the Cabinet of the revenue budgetary control position for the Council at 31 July 2015.
Recommendation:	That the Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership and the requirement to take corrective action to deliver services within available resources; (c) approve the virements detailed in Appendix 9; and (d) approve the new carry forwards identified at 2.3 (vii).

1. **Introduction**

1.1 The Council's General Fund and Housing Revenue budgets for 2015/16 were approved at a special meeting of the Council held on 9 December 2014.

1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, budgetary control reports are presented on a regular basis. This is the first report for 2015/16 and covers the period to the end of July 2015 (Period 4). Projections of the year-end position have been made. As the year progresses these projections will become more robust.

2. **Current Position**

   General Fund

2.1 The Council has set a break-even budget for 2015/16. In addition to the budget approved on 9 December 2014 earmarked funds of £4.224m have been carried forward from 2014/15 for service expenditure in 2015/16 and are reflected in the figures within the 2015/16 budgetary control reports as they are drawn down.

2.2 Current financial projections indicate that a net in-year surplus of £3.429m net of carry forwards is anticipated for the year to 31 March 2016. This represents 1% of the total Council's budget. This is summarised in the table below.

Service Expenditure	Appendix No	Annual Budget £000's	Projection to 31 March 2016 £000's	Projected Variance for year (Fav)/Adv £000's	Note
Chief Executive and Democratic Services	1	4,495	4,552	57	
Finance & Corporate Support	2	13,252	12,765	(487)	(i)
Education and Youth Employment	3	103,955	103,847	(108)	(ii)
Place	4	62,314	61,452	(862)	(iii)
Economy and Communities	5	22,297	22,201	(96)	
Other Corporate Services	6	16,672	14,397	(2,275)	(iv)
Sub Total		222,985	219,214	(3,771)	
Health and Social Care Partnership	7	83,592	84,676	1,084	2.4
Balance for Services		306,577	303,890	(2,687)	
Financing Charges	8	19,381	19,381	-	(v)
Contribution to Capital Fund	8	-		-	
Total Planned Expenditure		325,958	323,271	(2,687)	
Planned Income					
Aggregate External Finance	8	(276,985)	(276,985)	-	
Council Tax	8	(46,116)	(47,317)	(1,201)	(vi)
Use of Change Fund	8	(590)	(590)	-	
Use of Earmarked Funds	8	(2,267)	(2,267)	-	
Total Planned Income		(325,958)	(327,159)	(1,201)	
Net Expenditure/ (Income)		-	(3,888)	(3,888)	
Carried Forward Funds		-	459	459	(vii)
Revised Net Expenditure/(Income)		-	(3,429)	(3,429)	

2.3 **Commentary on Significant Movements from the Original Budget**

The Council's overall financial forecast against the original budget is an improvement of £3.429m. A brief explanation of the significant movements from original budget is outlined below.

(i) **Finance and Corporate Support - underspend of £0.487m**
The variance relates principally to funds (£0.395m) set aside by the Council for Discretionary Housing Payments, which are now expected to be fully funded by the Scottish Government.

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(ii) **Education and Youth Employment - underspend of £0.108m**
The main reason for the forecasted underspend is as a result of a reduction in RPI increases on the PPP unitary charge (£0.187m) and insurance rebates on the PPP contract (£0.100m). Additional Support Needs (£0.160m) is also underspending based on the number of pupils placed in external specialist residential schools. This is off-set by an overspend in employee costs within Primary Education (£0.200m) due to the increased number of pupils with additional support needs within mainstream schools and the anticipated net cost of the Teacher Refresh Scheme (£0.135m).

(iii) **Place - underspend of £0.862m**
The main service forecasting an underspend is Other Housing (£1.354m) which is mainly as a result of budget provision made for the implementation of the Local Housing Allowance (£0.591m) which will be delayed to 2016/17 and an underspend in Affordable Housing (£0.459m) which is requested to be carried forward for use in future years. These underspends are further augmented by underspends within Building Services (£0.169m) as a result of additional income secured and PMI (£0.116m) as a result of turnover savings. This is off-set with overspends within Roads (£0.078m), Waste Services (£0.068m), Directorate and Support (£0.065m) and Internal Transport (£0.060m). Full details are contained in Appendix 4.

(iv) **Other Corporate Items - underspend of £2.275m**
A review of corporate items has been undertaken and forecasts updated to reflect the latest information in relation to payroll and non payroll inflation. This has resulted in a forecasted underspend of £1.474m. This is partly off-set by the full year cost implications of the contractual agreement reached in relation to the Blue Bin Contract, providing a net saving of £0.834m. In addition, £0.500m set aside for the implementation of the Local Housing Allowance is not required in 2015/16. Monies allocated for the implementation of the Children and Young People Bill are not fully required this financial year, providing a further underspend of £0.941m; the majority of this will be required in 2016/17.

(v) **Financing Charges - break-even position**
Financing charges are forecasting an underspend of £2.840m based on the latest cash flow and interest rate projections. An underspend of £2.377m was identified as part of the revenue budget for 2015/16 with the intention of utilising this underspend to create a Loans Fund Reserve. In line with the budget strategy, it is proposed to transfer this underspend to the Loans Fund Reserve.

(vi) **Council Tax - over recovery of £1.201m**
Income from Council Tax is forecasting to over recover by £1.201m. This is mainly due to the value of council tax reductions (£0.849m) being less than the budget provided and cash collected for older debt (£0.192m) which had previously been written off.

(vii) **Requests to Carry Forward**
Within Place there is a request to carry forward an underspend in Affordable Housing (£0.459m) to 2016/17 to meet current commitments.

Health and Social Care Partnership

2.4 The Health and Social Care Partnership is forecasting an overspend of £2.523m as at the end of July 2015. The Council services element of the projected overspend is £1.084m which is primarily comprised of overspends on:

● Children & Families (£0.967m) - mainly due to emerging budget demands around Children with Disabilities services, Residential Placements (£0.674m) based on 4 current residential placements, Community Packages (£0.101m) and Direct Packages (£0.281m). Senior Management within the service review these packages regularly. It is not anticipated that much can be done in the short to medium term to address the Residential Placements overspend. Work is being done around Community Packages procurement which should reduce the overall costs but this is not due to be implemented until April 2016. A new Resource Allocation System, based on work developed nationally, is currently being piloted for new service users in order to ensure that Direct Payments are as fairly distributed as possible, aligned to need, and alleviating some of the financial pressures on the service. Further work will be required to consider and address resource allocation for existing service users in order to bring this in to line with the new model.

● Learning Disabilities (£0.501m) Physical Disabilities (£0.229m) and Mental Health Community Team (£0.268m) - each of these areas has seen a marked increase in the number of packages. The projected costs for each package are being reviewed by Finance and Social Services staff.

The above is partially offset by a projected underspend on Older Peoples Services (£0.813m), the service received a significant additional investment of £3.644m from the Council for 2015/16 to address underlying budget pressures and anticipated demand growth for 2015/16. Care Homes resident numbers are currently lower than budgeted, creating a projected underspend which is partially offset by a projected overspend in Care at Home, the net effect of which is a £0.470m projected underspend. This is an area that is highly demand driven so the outturn position is likely to move during the year. Income received from Community Alarms and Charging Orders is £0.443m higher than budgeted due to the receipt of monies in respect of residential care through house sales. Charging order income can fluctuate year on year and is difficult to predict in terms of the timing of when it will be received.

In line with the Integration Scheme, the IJB is required to take corrective action or develop a Recovery Plan to deliver services within available resources.

Budget Transfers/Virements

2.5   Requests for budget transfers, or virements, have been identified since the start of the financial year. As per the Council's Codes of Financial Practice, where the amount transferred from a budget is over £100,000 (either as a single transfer or the sum of transfers within a financial year) or where the transfer of any amount would affect existing Council policy the approval of the Cabinet is required. A schedule of the virements requested by Services above the £100,000 threshold is attached at Appendix 9 for Members' consideration and approval.

Housing Revenue Account

2.7   The Housing Revenue Account budgeted for a break-even position in 2015/16 with an underspend of £1.785m currently projected compared to the original budget. This is summarised in the table below with further details provided in Appendix 10:

	Annual Budget £000's	Projection to 31 March 2016 £000's	Projected Variance for year (Fav)/Adv £000's	Note
Employee Costs	4,483	4,356	(127)	(i)
Property Costs	17,557	16,638	(919)	(ii)
Supplies and Services	199	199	-	
Transport and Plant Costs	44	44	-	
Administration Costs	1,498	1,498	-	
Other Agencies and Bodies	1,611	1,575	(36)	
Transfer Payments	133	133	-	
Other Expenditure	679	679	-	
Capital Financing	19,768	19,152	(616)	(iii)
Gross Expenditure	45,972	44,274	(1,698)	
Income	(45,972)	(46,059)	(87)	
Net Expenditure	-	(1,785)	(1,785)	

2.8 **Commentary on Significant Movements from the Original Budget**

The HRA's overall financial forecast against the original budget is an improvement of £1.785m. A brief explanation of the significant movements from original budget is outlined below.

(i) Employee Costs - underspend of £0.127m
This projected underspend is as a result of vacancy management.

(ii) Property Costs - underspend of £0.919m
The projected underspend is mainly as a result of an underspend in response repairs. This is a continuing trend from last year with a significant reduction in the number of jobs and average value per job.

(iii) Capital Financing - underspend of £0.616m
Savings of £0.616m are anticipated in Loan Charges as a result of external borrowing falling below anticipated levels due to the short-term use of cash balances currently held by the Council. This forecast assumes that borrowing will be undertaken in quarter 4 of this year.

3. Proposals

3.1 That the Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership and the requirement to take corrective action to deliver services within available resources; (c) approve the virements detailed in Appendix 9 (d) approve the new carry forwards identified at 2.3 (vii).

4.   Implications

Financial Implications

4.1   The net projection for the year as at 31 July 2015 for General Services is a surplus for the year of £3.429m.

4.1.1   The net projection for the year on the Housing Revenue Account is a surplus for the year of £1.785m.

4.1.2   The position for both the General Fund and Housing Revenue Account revenue budgets will continue to be monitored closely for the remainder of the financial year.

Human Resource Implications

4.2   There are no human resource implications.

Legal Implications

4.3   There are no legal implications.

Equality Implications

4.4   There are no equality implications.

Environmental and Sustainability Implications

4.5   There are no environmental and sustainability implications.

Implications for Key Priorities

4.6   This budget monitoring report directly supports the Council Plan 2015 to 2020 by "making the best use of all resources" and ensuring a "sound financial position".

5.   Consultations

5.1   Executive Directors have been consulted as part of the budgetary control process and have approved the projected variances contained in this report.
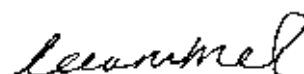
6.   Conclusion

General Services

6.1   Current financial projections indicate that a net in-year surplus of £3.429m is anticipated for the year to 31 March 2016.

Housing Revenue Account

6.2   Current financial projections indicate that a net in-year surplus of £1.785m is anticipated for the year to 31 March 2016.

[signature]

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : none
For further information please contact Margaret Hogg, Senior Finance Manager(Financial Management) on 01294 32455

Background Papers
None

JOHN BUTCHER
Executive Director (Education & Youth Employment)

KAREN YEOMANS
Executive Director (Economy & Communites)

CRAIG HATTON
Executive Director (Place)

IONA COLVIN
Executive Director (Health & Social Care Partnership)

CHIEF EXECUTIVE SERVICE
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS TO 31 JULY 2015

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Legal	442	403	(39)	-9%	1
Policy, Performance & Community Planning	1,229	1,271	42	3%	2
Communications	459	479	20	4%	
Committee & Member Services	1,555	1,578	23	1%	
Change Programme	723	726	3	0%	
Civil Contingencies	87	95	8	9%	
Totals	4,495	4,552	57	1%	

Subjective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% Variance
	£000	£000	£000	
Employee Costs	3,844	3,848	4	0%
Property Costs	7	7	-	0%
Supplies and Services	117	129	12	10%
Transport and Plant Costs	15	15	-	0%
Administration Costs	856	896	40	5%
Other Agencies & Bodies	533	534	1	0%
Transfer Payments	-	-	-	-
Other Expenditure	3	3	-	0%
Capital Financing	-	-	-	-
Gross Expenditure	5,375	5,432	57	1%
Income	(880)	(880)	-	0%
Net Expenditure	4,495	4,552	57	1%

<u>**CHIEF EXECUTIVE SERVICE**</u>
<u>**BUDGETARY CONTROL 2015/16**</u>

REPORT FOR THE FOUR MONTHS TO 31 JULY 2015

Budget £000	Outturn Variance £000	Variance as % of budget	Section
Note 1			**Legal**
1,025	(39)	-4%	Employee Costs - underspend mainly due to vacant post within Legal to be used to cover overspend within Policy, Performance & Community Planning.
(583)	-	0%	
442	**(39)**	-9%	
Note 2			**Policy, Performance & Community Planning**
1,049	37	4%	Employee Costs - overspend mainly due to an unfunded post as well as the turnover target not being achieved.
154	5	3%	Other minor variances
1,203	**42**	3%	

FINANCE & CORPORATE SUPPORT
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS TO 31 JULY 2015

Objective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		**181**
Directorate	134	137	3	2%	
Finance					
Head of Finance	(114)	(115)	(1)	1%	
Financial Management	2,005	2,030	25	1%	
Revenues & Benefits	3,011	2,449	(562)	-19%	1
Audit & Risk	476	468	(8)	-2%	
Corporate Procurement	441	438	(3)	-1%	
Customer, People & Corporate Support					
Head of Service	(40)	(38)	2	-5%	
Human Resources	1,745	1,772	27	2%	
ICT	2,283	2,283	-	0%	
Customer Services & Registration	1,570	1,610	40	3%	
Business Support	1,741	1,731	(10)	-1%	
Totals	13,252	12,765	(486)	-4%	

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% Variance
	£000	£000	£000	
Employee Costs	12,912	12,788	(124)	-1%
Property Costs	1	1	-	0%
Supplies and Services	1,469	1,491	22	2%
Transport and Plant Costs	44	48	3	7%
Administration Costs	835	875	40	5%
Other Agencies & Bodies	1,544	1,643	99	6%
Transfer Payments	51,946	51,463	(482)	-1%
Other Expenditure	9	3	(5)	-62%
Capital Financing	-	-	-	-
Gross Expenditure	68,759	68,313	(447)	-1%
Income	(55,507)	(55,547)	(40)	0%
Net Expenditure	13,252	12,765	(486)	-4%

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FINANCE & CORPORATE SUPPORT
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS TO 31 JULY 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section **182**
	Note 1		**Revenues and Benefits**
2,411	(482)	-20%	Transfer Payments - the projected underspend relates principally to funds set aside by the Council for Discretionary Housing Payments, which are now expected to be fully funded by the Scottish Government.
(50,835)	(77)	0%	Income - Welfare Reform funds of £0.105m set aside to address the benefit cap on temporary accommodation will not be required in the current financial year.
-	(3)	-	Other variances
	(562)		

EDUCATION AND YOUTH EMPLOYMENT
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS TO 31 JULY 2015

Objective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Early Years Education	11,034	11,034	-	0%	
Primary Education	34,571	34,748	177	1%	1
Secondary Education	46,624	46,321	(303)	-1%	2
Additional Support Needs	6,159	6,026	(133)	-2%	3
Education - Other	5,567	5,718	151	3%	4
Totals	103,955	103,847	(108)	0%	

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	80,826	81,161	335	0%
Property Costs	392	392	-	0%
Supplies and Services	15,660	15,450	(210)	-1%
Transport and Plant Costs	194	194	-	0%
Administration Costs	1,090	1,090	-	0%
Other Agencies & Bodies	7,276	7,120	(156)	-2%
Transfer Payments	580	580	-	0%
Other Expenditure	-	-	-	
Capital Financing	-	-	-	
Gross Expenditure	106,018	105,987	(31)	0%
Income	(2,063)	(2,140)	(77)	4%
Net Expenditure	103,955	103,847	(108)	0%

REPORT FOR THE FOUR MONTHS TO 31 JULY 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Primary Education**
4,631	200	4%	Employee Costs - overspend (£0.200m) is due to increased no of pupils with additional support needs to allow these pupils to remain within mainstream schools. This service is related to the expenditure in note 3. Additional expenditure at this stage can avoid incurring much larger amounts by the time the pupil is in receipt of specialist services. The service is currently engaged in an ongoing review of outreach and additional support needs support which is due for completion and reporting in January 2016.
	(23)		Other minor variances
	177		
	Note 2		**Secondary Education**
11,311	(187)	-2%	PPP unitary charge expected underspend due to reduction in the RPI.
0	(100)		PPP expected insurance rebate.
	(16)		Other minor variances
	(303)		
	Note 3		**Additional Support Needs**
1,246	(160)	-13%	Pupils placed in external specialist residential schools currently less than anticipated.
	27		Other minor variances
	(133)		
	Note 4		**Education Other**
	135		Anticipated net cost of Teacher Refresh Scheme for 2015/16. This is made up of non-recurring pension costs of £0.155m, recurring pension costs of £0.017m and recurring savings of £0.037m. The full year effect of the recurring savings will be £0.060m.
	16		Other minor variances
	151		
	(108)		**TOTAL**

PLACE
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS ENDED 31 JULY 2015

Objective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Directorate and Support	119	119	-	0%	
Physical Environment					
Property Management & Investment	2,228	2,149	(79)	-4%	1
Housing Assets & Investment	(1)	(1)	-	0%	
Property Running Costs	8,068	8,068	-	0%	
Property Maintenance	5,503	5,503	-	0%	
Roads	6,897	6,958	61	1%	2
Streetscene	5,041	5,047	6	0%	
Other Housing	6,932	6,123	(809)	-12%	3
Commercial Services					
Management and Admin	688	688	-	0%	
Building Services	(278)	(447)	(169)	61%	4
Internal Transport	8,664	8,724	60	1%	5
Waste Services	7,361	7,429	68	1%	6
Facilities Management	11,592	11,645	53	0%	7
Totals	62,814	62,005	(809)	-1%	

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	45,063	44,831	(232)	-1%
Property Costs	34,324	34,374	50	0%
Supplies and Services	11,379	11,416	37	0%
Transport and Plant Costs	11,062	11,214	152	1%
Administration Costs	4,347	4,366	19	0%
Other Agencies & Bodies	18,840	18,332	(508)	-3%
Transfer Payments	1,578	1,472	(106)	-7%
Other Expenditure	1,186	1,186	-	0%
Capital Financing	19,898	19,898	-	
Gross Expenditure	147,677	147,089	(588)	0%
Income	(84,863)	(85,084)	(221)	0%
Net Expenditure	62,814	62,005	(809)	-1%

PLACE

BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS ENDED 31 JULY 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Property Management & Investment**
2,593	-79	-3%	Employee Costs - as a result of vacancies the service is projecting an underspend of £0.079m
	Note 2		**Roads**
(143)	135	-94%	Income - there is a projected shortfall of £0.135m in relation to income previously received for Bus Shelter advertising due to the contract coming to an end in November 2014. This will partially be off-set by the rates and miscellaneous budget associated with this income which are no longer required
	(74)		Other minor budget movements
	61		
	Note 3		**Other Housing**
3,279	(46)	-1%	Employee Costs - There is a projected underspend of £0.046m due to vacant posts
1,348	58	4%	Property Costs - There is a projected overspend of £0.058m mainly due to void rent loss within the homeless furnished units
2,643	(246)	-9%	Other Agencies & Bodies - There is a projected net underspend of £0.246m largely due to a current projected underspend in affordable housing of £0.459m which is required to be carried forward for future years, partially offset by a £0.209m overspend due to a late implementation of new support contracts.
2,330	(591)	-25%	Income - As part of Welfare reform it was anticipated that the Local Housing Allowance (LHA) would be implemented from 1 April and Income budget was reduced to mitigate against the impact of LHA. It is now not anticipated to come into effect this financial year and as a result there is a projected over-recovery of income of £1.091m.
	16		Other Minor Movements
	(809)		
	Note 4		**Building Services**
4,215	(167)	-4%	Supplies and Services - There is a projected underspend of £0.167m relating to materials. This is based on the work anticipated at Period 4 however this will change should the level or type of work change significantly in the forthcoming periods.
135	(135)	-100%	Other Expenditure - There is a projected underspend of £0.135m as a result of in-year efficiency savings realised through a review of the budget.
(4,533)	930	-21%	Response Income - There is a projected under recovery of income of £0.930m. Continuing from last years trend there is a significant reduction in the number of jobs and average value per job. This is as a result of the continued strategy to adopt a planned approach to repairs to reduce the number of responsive repairs.
(1,368)	(503)	37%	Planned Income - There is a projected over recovery of income £0.248m as a result of the continued strategy to adopt a planned approach to repairs to reduce the number of responsive repairs. The service has also been awarded the contract for Boundary walls which has resulted in an additional £0.255m income.
(2,646)	(272)	10%	Non Housing Income - There is a projected over recovery of income of £0.272m due to additional non housing works being secured.
	(22)		Other Minor Movements
	(169)		

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 5		**Internal Transport**
2,176	(50)	-2%	Fuel Costs - There is a projected year end underspend on fuel which reflects the current lower cost of fuel
4,231	110	3%	Taxi Costs - Officers have concluded a review of Social services taxi costs and have confirmed that the projected overspend is largely due to an increase in demand for Social Services clients. A budget pressure will therefore require to be submitted to meet this demand in 16/17.
	60		
	Note 6		**Waste Services**
4,818	(110)	-2%	Payments to other bodies - There is a projected underspend in Organic Waste Collection of £0.110m as a result of poor weather conditions over the spring and summer period leading to less garden waste tonnage collected.
(1,699)	138	-8%	Commercial Refuse Income - Projected under-recovery of income for Commercial Refuse £0.138m. Work is ongoing to identify areas of potential growth as part of a Commercial Waste review.
(205)	(50)	24%	Waste Gas Extraction Income -Projected over-recovery of income due to increased gas capture levels through completion of capping of cell four.
(128)	40	-31%	Sale of materials - Projected £0.040m shortfall in relation to sale of materials received at Household Waste Recycling Centres including scrap, waste cardboard and paper. This is due to reduced tonnages and current market prices.
	50		Other Minor Movements
	68		
	Note 7		**Facilities Management**
3,035	199	7%	Supplies and Services - overspend of £0.199m in relation to food provisions largely due to increased uptake of school meals and increased levels of special catering which is offset by additional income. A virement is proposed on Appendix 9 to re-align Income and expenditure budgets.
(2,426)	(190)	8%	Income - Additional income of £0.190m currently anticipated largely attributable to additional Special Catering and increased school meals uptake.
	44		Other Minor Movements
	53		

ECONOMY AND COMMUNITIES
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS ENDED 31 JULY 2015

2014/15 Outturn	Objective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
£000		£000	£000	£000		
-	Management	370	368	(2)	0%	
	Economic Growth					
3,899	Planning & Protective Services	1,955	1,831	(124)	-6%	1
10,265	Economic Development	8,403	8,459	56	1%	
21,475	**Connected Communities**	11,569	11,543	(26)	0%	
35,639		22,297	22,201	(96)	0%	

2014/15 Outturn	Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
£000		£000	£000	£000	
12,502	Employee Costs	11,607	11,359	(248)	-2%
8,851	Property Costs	206	218	12	6%
1,859	Supplies and Services	1,102	1,105	3	0%
328	Transport and Plant Costs	164	162	(2)	-1%
2,471	Administration Costs	336	341	5	1%
13,539	Other Agencies & Bodies	10,583	10,601	18	0%
(2)	Transfer Payments	308	308	-	
6	Other Expenditure	2	2	-	0%
602	Capital Financing	-	-	-	
40,156	Gross Expenditure	24,308	24,096	(212)	-1%
(4,517)	Income	(2,011)	(1,895)	116	-6%
35,639	Net Expenditure	22,297	22,201	(96)	0%

ECONOMY AND COMMUNITIES
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS ENDED 31 JULY 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
			190
	Note 1		Planning & Protective Services
2,553	(164)	-6%	Employee Costs - underspends are a result of vacancies.
	40		Other minor variances
	(124)		

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS TO 31 JULY 2015

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Strathclyde Passenger Transport	2,409	2,409	-	0%	
SPT Concessionary Fares	283	283	-	0%	
Ayrshire Joint Valuation Board	808	808	-	0%	
Other Corporate Costs					
Pension Costs	1,822	1,822	-	0%	
Other Corporate Items					
Non-Distributed Costs	0	-	-	-	
Central Telephones	65	65	-	0%	
Other Corporate Items (incl Cash in Transit & External Audit Fees)	11,285	9,010	(2,275)	-20%	1
Funds to be Allocated (incl Termination Costs)				-	
	16,672	14,397	(2,275)	-14%	

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS TO 31 JULY 2015

Budget £000	Outturn Variance £000	Variance as % of budget	192 Section
	Note 1		**Other Corporate Items**
10,947	(2,275)	-21%	A review of corporate items has been undertaken and forecasts updated to reflect the latest information in relation to payroll and non payroll inflation. This has resulted in a forecasted underspend of £1.474m. This is partly off-set by the full year cost implications of the contractual agreement reached in relation to the Blue Bin Contract, providing a net saving of £0.834m. In addition, £0.500m set aside for the implementation of the Local Housing Allowance is not required in 2015/16. Monies allocated for the implementation of the Children and Young People Bill are not fully required this financial year, providing a further underspend of £0.941m; the majority of this will be required in 2016/17.

Integration Joint Board

Agenda Item No. XXX

Subject:	**Financial Management Report as at 31 July 2015**
Purpose:	To provide an overview of the current financial position of the North Ayrshire Health and Social Care Partnership, as well as the projected outturn for 2015/16 as at Period 4 to 31 July 2015
Recommendation:	That the Board notes the content of this report, including specific key actions on significant variances and the actions being taken to bring the budget back into line.

1.	**INTRODUCTION**
1.1	This report provides an overview of the current financial position of the North Ayrshire Health and Social Care Partnership, as well as the projected outturn for 2015/16 as at Period 4 to 31 July 2015. This report reflects projected expenditure and income and has been prepared in conjunction with relevant budget holders.
1.2	The total approved budget for 2015/16 was £204.818m. This has been increased to £206.091m at period 4 to end July 2015, based on changes noted in Section 3.2 of this report.
2.	**CURRENT POSITION**
2.1	Against the revised full-year budget of £206.091m there is a projected overspend of £2.523m.
2.2	**Detailed Actual vs Budget Analysis to 31st July 2015** The summary in Appendix 1 reflects the approved budgets and projected outturns across the Partnership, Appendix 1a details the main variances across all Partnership services, Appendices 2 and 3 detail the main variances across budgeted services delivered by North Ayrshire Council and the Health Board respectively. The main projected budget variances are:
2.3	**Level One Core (projected overspend £0.225m – 0.2% variance against budget)**
2.3.1	Learning Disabilities £0.456m overspend - due mainly to increased demand for community packages. The package cost projections are being reviewed. Higher cost packages will be subject to a more detailed service requirement review.

2.3.2	Older People Services £0.813m underspend – the service received a significant additional investment of £3.644m from the Council for 2015/16 to address underlying budget pressures and anticipated demand growth for 2015/16.

Care Homes resident placements are currently lower than budgeted, creating a projected underspend which is partially offset by a projected overspend in Care at Home, the net effect of both of these is a £0.470m projected underspend.

Income received from Community Alarms and Charging Orders is £0.443m higher than budgeted. The Charging Order income is mainly in respect of residential care fees recovered through house sales. Charging order income can fluctuate year on year and is difficult to predict in terms of the timing of when it will be received. |
| 2.3.3 | Physical Disabilities £0.229m overspend - due to increased demand for residential and community packages partially offset by a decrease in demand for direct payments. A review of these packages is now being carried out to minimise the financial impact for 2015/16. |
| 2.3.4 | Mental Health Community Team £0.250m overspend - due to increased demand for community services. Demand for these services has spiked in the first few months of 2015/16. The increase has occurred partly as a result of new, unanticipated demand for mental health support packages, partly as a result of the introduction of the Flexible Intervention Service identifying new needs and partly as a result of a number of complex transition/transfer cases into the team. Higher cost packages will be reviewed and all package costs projections will continue to be closely monitored. |
| 2.4 | **Level Two – Non District General Hospitals (projected overspend £0.414m – 6.8% variance against budget)**

The frail elderly wards at Ayrshire Central Hospital continued to exceed budget despite additional funding being provided during 2014/15.

These wards have high occupancy levels and patients received within the wards are increasingly frail. Based on this the workforce planning tool indicates a base understaffing within the wards of around 6 WTE.

A new pressure emerged late in 2014/15 around higher than usual staff absence levels at Pavilion 3 and Pavilion 6. This continues to be addressed by managers to minimise the full year impact for 2015/16.

While the reduction in bed numbers at Cumbrae Lodge was achieved as planned at 30 June 2015, there is a need to realise the full-year effect of the savings, circa £60k. It has therefore been agreed that the slippage incurred in reinvesting the element of the savings released to the Partnership will be off-set against this savings target and a balanced position is anticipated by the end of September 2015.

Arran War Memorial Hospital staffing is forecast to overspend by £0.040m due to historic funding pressures. |
| 2.5 | **Level Three – Lead Partnership Services (projected overspend £0.990m – 2.2% variance against budget)**

The continued overspend within Adult Mental Health in patient nursing was £1.2m |

in 2014/15 and is projected to be £1m for 2015/16. The overspend is due to the continued level of staffing cover required in the current wards. This was an unfunded pressure from 2014/15 which has continued to prove challenging in 2015/16. The national nursing workforce tool has been used to confirm staffing requirements for these wards and is evidencing a gap of 33.13 wte for the current hospital facilities.

Going forward this should be addressed to some degree once the service moves to the new Woodland Hospital in 2016, although further financial and workforce modelling work is required to confirm the anticipated 2016/17 baseline budgets. The workforce/skill mix will be reviewed again post transfer to the new hospital.

The externals UNPACs and SLA budget was overspent by £0.7m in 2015/16 but is projected to balance in 2015/16 due to £0.5m non-recurring funding from Health and a reduction in referrals.

Psychiatry is projected to overspend by £0.2m in 2015/16 due to increasing spend on locum doctors and the introduction of the GP substitute prescribing pilot. The overspend within psychiatry is offset by an anticipated underspend in psychology, resulting primarily from a number of vacant posts.

| 2.6 | **Level Four – Children's Services (projected year overspend of £1.002m – 3.9% variance against budget)** |

Children with Disabilities was an emerging budget pressure issue towards the end of 2014/15. This continues to prove challenging with an anticipated overspend of £1.056m for 2015/16 mainly due to 4 additional residential placements, 3 of these started in the latter part of 2014/15 with the full year effect being seen in 2015/16, the fourth started in 2015/16.

There is also growing demand for community packages and direct payments for Children with Disabilities.

This is an area of growing pressure for the partnership budgets as the number of children with increasingly complex needs continues to grow. The service is looking for ways to provide appropriate support to these children and their families within available resources.

The residential packages for Children with Disabilities have been reviewed by Senior Management and there is no short term remedy to resolve this in year. Alternative models are being considered linking in with Education proposals around Additional Support Needs (ASN) provision to reduce this financial pressure in the longer term.

Community Packages, work is ongoing to develop a procurement framework to move away from spot purchasing in order to reduce the cost of delivering these packages, however, this will not come into effect until April 2016.

A new Resource Allocation System, based on work developed nationally, is currently being piloted for new service users in order to ensure that Direct Payments are as fairly distributed as possible, aligned to need, and alleviating some of the financial pressures on the service. Further work will be required to consider and address resource allocation for existing service users in order to bring this in to line with the new model.

	There are various over and under spends across other Children & Families budget lines which offset. These are detailed in the appendices attached.
2.7	**Direct Overheads and Support Services (projected underspend of £0.108m – 1.6% variance against budget)** Various minor projected underspends or income over recoveries.
3.	**BUDGET REVIEW**
3.1	**Efficiency Update**
3.1.1	The planned closure of beds at Cumbrae Lodge was June 2016 but the saving was estimated for the full year. The impact of this in 2015/16 is £60k which will be funded from slippage incurred in reinvesting the element of the savings released to the Partnership.
3.1.2	A full charging review is being carried out. This review is expected to identify new income streams and maximise the revenue from existing streams as part of the overall efficiencies work. It is key to ensure transparent and equitable charging policies are in place across all Partnership services and it is planned to introduce the new arrangements from April 2016.
3.1.3	The Council elements of the service were targeted with delivering £2.619m of efficiency savings in 2015/16. To date as at period 4 £0.566m (21%) has been delivered.
3.1.4	The overall savings progress for 2015/16 is detailed at Appendix 4.
3.2	**Budget Movements**
3.2.1	In total the budget has increased by £1.273m since it was originally approved. Significant variances include: Level One Core budgets have been increased by £0.570m due to an increase in the prescribing budget of £1.5m as a result of new funding from the Scottish Governent, a decrease in the resource transfer budget of £300k for funding that has now been allocated to NHS services (dementia nurses and Arran mentioned below) and a decrease in the council budgets because the pay award has not yet been confirmed. Once the award is confirmed the uplift will be applied to the budget. Non District General Hospital Budgets have reduced by £0.352m due to the CRES for Cumbrae Lodge erroneously being deducted from mental health instead of Ayrshire Central in the original budget. The Arran budget has increased for the intermediate care service now funded from resource transfer. Lead Partnership Services Budgets have increased by £1.517m due to the inclusion of budgets for Keepwell, trainee health visitors and dementia nurses and the CRES for Cumbrae Lodge erroneously being deducted from mental health instead of Ayrshire Central in the original budget. Children's Services budgets have reduced by £0.347m due to the council pay award not having been confirmed yet. Once the award is confirmed the uplift will be applied to the budget. Direct Overheads and Support Budgets have decreased by £0.115m due to some

	NHS management post budgets not yet being realigned to the partnership. This will be actioned for month 6.
4.	**LEAD PARTNERSHIP AND SET ASIDE BUDGETS**
4.1	The Integration Scheme creates various Lead Partnership roles across the three Integration Joint Boards. Within the Integration Scheme, as with all delegated budgets, the intention is that services should be delivered within budget. Should that not be possible a recovery plan requires to be developed and approved by all the Joint Integration Boards. Failure to reach agreement will require interim additional contributions in proportion to service usage pending final agreement of the recovery plan.
4.2	It is important to understand the financial position of the budgets being managed by other Partnerships under these Lead Partnership arrangements: East Ayrshire HSCP Primary Care budgets are broadly in balance although there is a pressure on the out of hours medical services where there have been issues with the rates of pay and the requirement to make payments to doctors as employees with a resulting additional National Insurance liability. South Ayrshire HSCP The Allied Health Professionals (AHP) Service is projected to overspend by £0.273m after having identified corrective action in 2015/16. The main sources of this overspend are: • Reduction in funding being received from Local Authorities for community Speech and Language Therapy posts with the staff not yet redeployed. • Meeting an increased demand for MSK services. • Delays in meeting efficiency savings coupled with staff being higher on the incremental scale than the level funded. The corrective action being taken mainly relates to minimising costs in respect of staffing applying strict rigour when posts become vacant including consideration of potential skill mix opportunities. North Ayrshire HSCP As is highlighted earlier in the report (para 2.5), Specialist Mental Health Services are in an overspend position. Outturn spend is projected to be in line with the 2014/15 outturn. The overspend in both years is due to the continuing levels of nursing cover required to manage complex patients. Consideration of how this can be managed is ongoing. Workforce plans have been reviewed with utilisation of the national workforce tool which has validated the existing gap in nursing wte to facilitate enhanced observations. A proposal for fixed term staffing has been submitted to the Health Board for consideration to reduce some of the overspend in year. Further review of work force will be undertaken in alignment with opening of new hospital (2016/2017), new service models and new ways of working will be implemented together with delivery of 3 year change programme. There is agreement that the risks of overspends which cannot be recovered will be met by NHS Ayrshire & Arran in 2015/16. This allows an opportunity to develop frameworks to support these arrangements.
4.3	The Integration Scheme establishes that in year pressures in respect of Set Aside

	budgets will be managed in year by the Health Board, with any recurring over or underspend being considered as part of the annual budget setting process. The Acute Services with NHS Ayrshire & Arran are in a significant overspend with particular issues around the costs of covering a high level of medical vacancies and the increasing needs of patients requiring nursing support above that funded. These pressures are being scrutinised and options developed to minimise costs.
5.	**CONSULTATIONS**
5.1	This report has been produced in consultation with relevant budget holders, the Partnership Senior Management Team and the Director of Finance for NHS Ayrshire and Arran and the Executive Director Finance and Corporate Support for North Ayrshire Council.
6.	**CONCLUSION**
6.1	The projected overspend for 2015/16 is £2.523m. The main areas of overspend are lead Mental Health services, Children's Services and Learning Disabilities, partially offset by anticipated underspends on Older People's Services. It is recommended that the Health and Social Care Partnership note the content of this report, including specific key actions on significant variances and the actions being taken to bring the budget back into line. Further work is required with the Health Board and Council to resolve outstanding baseline budget pressures.

For more information please contact Fiona Neilson, Senior Finance Manager on 01292-513301 or Lesley Aird, Head of Finance, North Ayrshire Council on 01294 324560

Indicative Health & Social Care Partnership Budgets: North **Appendix 1**
Objective Report as at 31st July 2015

Partnership Budget Objective Summary	2015/16 Budget				Aligned	
	Aligned					
	Budget	Outturn	Over/ (Under) Spend Variance		2014/15 Over/ (Under) Spend Variance	Movement in projected budget variance from 14-15
	£'000	£'000	£'000		£'000	£'000
Level One Core						
Learning Disabilities	15,717	16,173	456		(178)	634
Older people	42,129	41,316	(813)		2,469	(3,282)
Physical Disabilities	4,143	4,372	229		95	134
Mental Health Community Teams	5,255	5,505	250		(340)	590
Addiction	2,355	2,313	(41)		(85)	44
Community Nursing	3,646	3,731	85		60	25
Prescribing	29,099	29,099	0		788	(788)
General Medical Services	16,750	16,842	93		86	7
Resource Transfer, Change Fund, Criminal Justice	2,450	2,417	(33)		(133)	100
Total Level One	**121,544**	**121,768**	**225**		**2,762**	**(2,537)**
Level Two - Non District General Hospitals						
Ayrshire Central Continuing Care	3,854	4,203	348		234	114
Arran War Memorial Hospital	1,613	1,653	40		50	(10)
Lady Margaret Hospital	564	589	25		5	20
Total Level Two	**6,031**	**6,445**	**414**		**289**	**125**
Level Three - Lead Partnership Services						
Mental Health Services	44,168	45,169	1,000		1,730	(730)
Family Nurse partnership	476	476	0		(7)	7
Keepwell	488	488	0		0	0
Training Health Visitors	587	587	0		0	0
Other General Services	55	45	(10)		0	(10)
Total Level Three	**45,775**	**46,765**	**990**		**1,723**	**(733)**
Level Four - Children's Services						
Community Paediatrics	470	505	35		10	25
C&F Social Work Services	23,547	24,514	967		850	117
Health Visiting	1,861	1,861	0		(25)	25
Total Level Four	**25,878**	**26,880**	**1,002**		**835**	**167**
Direct Overheads & Support Services	6,863	6,755	(108)		(193)	85
Partnership Total	**206,091**	**208,613**	**2,523**		**5,416**	**(2,893)**

Report as at 31st March 2015

Partnership Budget Subjective Summary	2015/16 Budget		
	Aligned		
	Budget	Outturn	Variance
	£'000	£'000	£'000
Employee Costs	92,987	94,276	1,289
Property Costs	527	487	(40)
Supplies and Services	7,789	8,146	357
Prescribing Costs	29,099	29,099	0
Primary Medical Services	16,750	16,842	93
Transport and Plant	580	584	4
Admin Costs	3,194	3,058	(136)
Other Agencies & Bodies	62,527	64,022	1,495
Transfer Payments	11,203	11,314	111
Other Expenditure	103	104	1
Capital Expenditure	0	0	0
Income	(18,669)	(19,319)	(650)
Partnership Total	**206,090**	**208,613**	**2,523**

Indicative Health & Social Care Partnership Budgets: North
Objective Report as at 31st July 2015

Appendix 1a

Partnership Budget Objective Summary	2015/16 Budget			Notes	Aligned	
	Aligned					
	Budget	Outturn	Over/ (Under) Spend Variance		2014/15 Over/ (Under) Spend Variance	Movement in projected budget variance from 14-15
	£'000	£'000	£'000		£'000	£'000
Level One Core						
Learning Disabilities	15,717	16,173	456	Community packages are projecting an overspend of £629k based on a forward projection of current placement numbers. The service is currently reviewing and validating all packages. There is a slight overspend on Residential packages £54k which is offset by an over recovery on income, £123k and reduction in respite provision £78k.	(178)	634
Older people	42,129	41,316	(813)	Care Homes/Care at Home Residential and nursing care placements are projecting an underspend of £608k, due to lower than anticipated occupancy levels at the start of the year and discharge numbers being higher than anticipated at this stage in the year. This may indicate early release of 2016/17 and 2017/18 savings, however, it is too early to say this for certain. The reduction in Care Home costs has created additional pressures within Care at Home. Both budgets continue to be monitored carefully. Income Income is expected to over recovery by £443k, mainly due to income received from charging orders for residential placements. Other Budgets Anticipated overspend of £138k within supplies and services, mainly due to CM2000 operational costs of £70k, copier costs £26k and other small overspends.	2,469	(3,282)
Physical Disabilities	4,143	4,372	229	Overspends are projected in Residential placements, £242k, and Community packages, £137k, based on current placement numbers being higher than budgeted. There is a £50k anticipated overspend related to the Cordia lift maintenance contract. The above overspends are partially offset by projected underspends in Direct Payments £205k.	95	134
Mental Health Community Teams	5,255	5,505	250	Current placement numbers indicate that Residential packages will underspend by £101k, Community packages will overspend by £324k, these have increased significantly from the start of the year, with 13 new placements. Direct payments are also projecting an overspend of £68k.	(340)	590
Addiction	2,355	2,313	(41)	The projected overspend within Addictions include property costs for Townhead, this used to be occupied by Social Services, investigation is ongoing to who is responsible for these costs, other slight overspends include staff mileage and supplies and services based on current spending patterns. Addiction Services are projected to underspend by £91k. This arises from a number of vacancies at the start of the year which are assumed will become filled as the year progresses.	(85)	44

Partnership Budget Objective Summary	2015/16 Budget			Notes	Aligned	
	Aligned					
	Budget	Outturn	Over/ (Under) Spend Variance		2014/15 Over/ (Under) Spend Variance	Movement in projected budget variance from 14-15
	£'000	£'000	£'000		£'000	£'000
Community Nursing	3,646	3,731	85	Community Nursing is projected to overspend by £85k. This arises from District Nurse staff in post being above the funded establishment and increased costs in the provision of packages of care. The recently appointed Senior Manager - Locality Services is currently reviewing the staffing levels in each locality to understand how unfunded posts have been appointed to and to clarify workforce requirements going forward. At the same time, the needs of those who require complex adult care packages will be reviewed during this year to determine the level of support required and the most efficient and effective manner of securing this.	60	25
Prescribing	29,099	29,099	0		788	(788)
General Medical Services	16,750	16,842	93		86	7
Resource Transfer, Change Fund, Criminal Justice	2,450	2,417	(33)		(133)	100
Total Level One	**121,544**	**121,768**	**225**		**2,762**	**(2,537)**
Level Two - Non District General Hospitals						
Ayrshire Central Continuing Care	3,854	4,203	348	The frail elderly wards at Ayrshire Central Hospital continue to exceed budget. The projected overspend for 2015/16 is £348k which is higher than in 2014/15.

£60k of the increase relates to the one off impact of the late achievement of efficiency savings through the planned closure of beds in the private sector. The closure occurred in June but the savings were taken on a full year basis.

There continue to be issues with high occupancy, patients being more frail and high staff sickness levels across a number of wards.   The promoting attendance policy has been applied rigorously in Pavilion 3 and staff have been supported in clarifying their roles and enhancing their skills and competencies. This is having a positive impact and while managers continue to deal with a small number of outstanding issues on an individual basis, it is necessary to utilise Bank and occasionally Agency staff to sustain a safe level of service. At the same time, the Pavilion 3 budget is under a historic pressure relating to former staff members who are being supported in finding alternative opportunities.

While the management of sickness absence for Pavilion 6 continues to be undertaken by the South Ayrshire Health and Social Care Partnership on a short-term basis to enable the flexible use of staffing within Biggart Hospital, the Senior Manager - Long-Term Care and their Service Manager will become more active within the unit to prepare staff for the return to the Ayrshire Central site. This will involve a significant Organisational Development input and it is anticipated that this will have a positive impact on the current pressures. In the meantime, Pavilion 6 continues to deliver a reduced level of service with only 26 of the 30 bed capacity being made available to support patient care. | 234 | 114 |
Arran War Memorial Hospital	1,613	1,653	40		50	(10)
Lady Margaret Hospital	564	589	25		5	20
Total Level Two	**6,031**	**6,445**	**414**		**289**	**125**

Partnership Budget Objective Summary	2015/16 Budget Aligned			Notes	Aligned	
	Budget	Outturn	Over/ (Under) Spend Variance		2014/15 Over/ (Under) Spend Variance	Movement in projected budget variance from 14-15
	£'000	£'000	£'000		£'000	£'000
Level Three - Lead Partnership Services						
Mental Health Services	44,168	45,169	1,000	Lead partnership mental health services are projected to overspend by £1 million in 2015/16. The overspend is incurred in the adult in-patient wards due to staff in post exceeding establishment as a result of high levels of constant observation and high sickness absence. It is anticipated that once services move to the new location of Woodland View in April 2016 the level of overspend will reduce as it is expected that the therapeutic and functional design of the wards in the new hospital will have an anticipated impact on the progress of patient recovery and support clinical/therapeutic interventions which may in turn result in a reduction in the frequency and longevity of enhanced observations post admission. Other actions to mitigate the overspend include: Review of work force requirements and re- implementation of the national nursing workforce tool post 6 months service transfer to new hospital to ensure workforce skill mix is adjusted to reflect design impact of new service Review and embed new ways of working within the new hospital to ensure/maximise service efficiency and release staff capacity Optimise workforce attendance with review of staff absence & well being recovery plans to ensure targets are reached Request to Scottish Government for funding to support transition to the new hospital.	1,730	(730)
Family Nurse partnership	476	476	0		(7)	7
Keepwell	488	488	0		0	0
Training Health Visitors	587	587	0		0	0
Other General Services	55	45	(10)		0	(10)
Total Level Three	**45,775**	**46,765**	**990**		**1,723**	**(733)**
Level Four - Children's Services						
Community Paediatrics	470	505	35		10	25
C&F Social Work Services	23,547	24,514	967	Children with Disabilities This is the most significant area of overspend due to 4 new residential packages, 3 which started during 14/15 and 1 which started in 15/16. The overspend relating to these 4 packages is £674k. Further overspends are also projected within Community packages, £101k and Direct Payments £281k. Residential Schools and Community Supports Overall these are projected to underspend by £154k due to external placements being lower than budgeted, however, the underspend in external placements is partially offset by higher than budgeted overtime costs within Council owned residential units. The Manager responsible is investigating the reasons for the additional overtime in order to bring this overtime overspend back in line. Agency costs of £71k have been incurred for assessment purposes within the fieldwork teams. Fostering, Adoption and Kinship Overall these areas are forecasting a £154k overspend due to higher than budgeted numbers of private fostering placements for the first three months, this has now been addressed and placements moved to inhouse care and higher than anticipated adoption placement fees and assessment costs. These overspends have been partially offset by an anticipated underspend on Kinship due to placements being lower than budgeted.	850	117
Health Visiting	1,861	1,861	0		(25)	25
Total Level Four	**25,878**	**26,880**	**1,002**		**835**	**167**
Direct Overheads & Support Services	6,863	6,755	(108)	Various minor underspends and over recoveries of income, the most significant being: Income received from Universities for Practice Teachers £25k, anticipated underspend within Money Matters team £25k	(193)	85
Partnership Total	**206,091**	**208,613**	**2,523**		**5,416**	**(2,893)**

Indicative Health & Social Care Partnership Budgets: North - Council Funded Budgets
Objective Report as at 31st July 2015

Council Services Objective Summary	2015/16 Budget Council			Notes	Council	
	Budget £'000	Outturn £'000	Over/ (Under) Spend Variance £'000		2014/15 Over/ (Under) Spend Variance £'000	Movement in projected budget variance from 14-15 £'000
Level One Core						
Learning Disabilities	15,216	15,717	501	Community packages are projecting an overspend of £629k based on a forward projection of current placement numbers. The service is currently reviewing and validating all packages. There is a slight overspend on Residential packages £54k which is offset by an over recovery on income, £123k and reduction in respite provision £78k.	(155)	656
Older people	42,129	41,316	(813)	Care Homes/Care at Home Residential and nursing care placements are projecting an underspend of £608k, due to lower than anticipated occupancy levels at the start of the year and discharge numbers being higher than anticipated at this stage in the year. This may indicate early release of 2016/17 and 2017/18 savings, however, it is too early to say this for certain. The reduction in Care Home costs has created additional pressures within Care at Home. Both budgets continue to be monitored carefully. Income Income is expected to over recovery by £443k, mainly due to income received from charging orders for residential placements. Other Budgets Anticipated overspend of £138k within supplies and services, mainly due to CM2000 operational costs of £70k, copier costs £26k and other small overspends.	2,469	(3,282)
Physical Disabilities	4,143	4,372	229	Overspends are projected in Residential placements, £242k, and Community packages, £137k, based on current placement numbers being higher than budgeted. There is a £50k anticipated overspend related to the Cordia lift maintenance contract. The above overspends are partially offset by projected underspends in Direct Payments £205k.	95	134
Mental Health Community Teams	3,028	3,296	268	Current placement numbers indicate that Residential packages will underspend by £101k, Community packages will overspend by £324k, these have increased significantly from the start of the year, with 13 new placements. Direct payments are also projecting an overspend of £68k.	(259)	527
Addiction	1,302	1,352	50	The projected overspend within Addictions include property costs for Townhead, this used to be occupied by Social Services, investigation is ongoing to who is responsible for these costs, other slight overspends include staff mileage and supplies and services based on current spending patterns.	(48)	98
Community Nursing		0	0		0	0
Prescribing		0	0		0	0
General Medical Services		0	0		0	0
Resource Transfer, Change Fund, Criminal Justice	(11,843)	(11,876)	(33)		(127)	94
Total Level One	**53,975**	**54,177**	**202**		**1,975**	**(1,773)**

Council Services Objective Summary	2015/16 Budget			Notes	Council	
	Council				2014/15 Over/ (Under) Spend Variance	Movement in projected budget variance from 14-15
	Budget	Outturn	Over/ (Under) Spend Variance			
	£'000	£'000	£'000		£'000	£'000
Level Two - Non District General Hospitals						
Ayrshire Central Continuing Care					0	0
Arran War Memorial Hospital					0	0
Lady Margaret Hospital					0	0
Total Level Two	**0**	**0**	**0**		**0**	**0**
Level Three - Lead Partnership Services						
Mental Health Services					0	0
Family Nurse partnership					0	0
Keepwell					0	0
Training Health Visitors					0	0
Other General Services					0	0
Total Level Three	**0**	**0**	**0**		**0**	**0**
Level Four - Children's Services						
Community Paediatrics					0	0
C&F Social Work Services	23,547	24,514	967	Children with Disabilities This is the most significant area of overspend due to 4 new residential packages, 3 which started during 14/15 and 1 which started in 15/16. The overspend relating to these 4 packages is £674k. Further overspends are also projected within Community packages, £101k and Direct Payments £281k. Residential Schools and Community Supports Overall these are projected to underspend by £154k due to external placements being lower than budgeted, however, the underspend in external placements is partially offset by higher than budgeted overtime costs within Council owned residential units. The Manager responsible is investigating the reasons for the additional overtime in order to bring this overtime overspend back in line. Agency costs of £71k have been incurred for assessment purposes within the fieldwork teams. Fostering, Adoption and Kinship Overall these areas are forecasting a £154k overspend due to higher than budgeted numbers of private fostering placements for the first three months, this has now been addressed and placements moved to inhouse care and higher than anticipated adoption placement fees and assessment costs. These overspends have been partially offset by an anticipated underspend on Kinship due to placements being lower than budgeted.	850	117
Health Visiting					0	0
Total Level Four	**23,547**	**24,514**	**967**		**850**	**117**
Direct Overheads & Support Services	6,071	5,986	(85)	Various minor underspends and over recoveries of income, the most significant being: Income received from Universities for Practice Teachers £25k, anticipated underspend within Money Matters team £25k	(188)	103
Partnership Total	**83,592**	**84,676**	**1,084**		**2,637**	**(1,553)**

Indicative Health & Social Care Partnership Budgets: North - Health Funded Budgets

Objective Report as at 31st July 2015

Health Services Objective Summary	2015/16 Budget Health			Notes	Health	
	Budget	Outturn	Over/ (Under) Spend Variance		2014/15 Over/ (Under) Spend Variance	Movement in projected budget variance from 14-15
	£'000	£'000	£'000		£'000	£'000
Level One Core						
Learning Disabilities	501	456	(45)		(23)	(22)
Older people	0	0	0		0	0
Physical Disabilities	0	0	0		0	0
Mental Health Community Teams	2,228	2,209	(18)		(81)	63
Addiction	1,053	962	(91)	Addiction Services are projected to underspend by £91k. This arises from a number of vacancies at the start of the year which are assumed will become filled as the year progresses.	(37)	(54)
Community Nursing	3,646	3,731	85	Community Nursing is projected to overspend by £85k. This arises from District Nurse staff in post being above the funded establishment and increased costs in the provision of packages of care. The recently appointed Senior Manager - Locality Services is currently reviewing the staffing levels in each locality to understand how unfunded posts have been appointed to and to clarify workforce requirements going forward. At the same time, the needs of those who require complex adult care packages will be reviewed during this year to determine the level of support required and the most efficient and effective manner of securing this.	60	25
Prescribing	29,099	29,099	0		788	(788)
General Medical Services	16,750	16,842	93		86	7
Resource Transfer, Change Fund, Criminal Justice	14,292	14,292	0		(6)	6
Total Level One	**67,569**	**67,592**	**23**		**787**	**(764)**
Level Two - Non District General Hospitals						
Ayrshire Central Continuing Care	3,854	4,203	348	The frail elderly wards at Ayrshire Central Hospital continue to exceed budget. The projected overspend for 2015/16 is £348k which is higher than in 2014/15.\n\n£60k of the increase relates to the one off impact of the late achievement of efficiency savings through the planned closure of beds in the private sector. The closure occurred in June but the savings were taken on a full year basis.\n\nThere continue to be issues with high occupancy, patients being more frail and high staff sickness levels across a number of wards. The promoting attendance policy has been applied rigorously in Pavilion 3 and staff have been supported in clarifying their roles and enhancing their skills and competencies. This is having a positive impact and while managers continue to deal with a small number of outstanding issues on an individual basis, it is necessary to utilise Bank and occasionally Agency staff to sustain a safe level of service. At the same time, the Pavilion 3 budget is under a historic pressure relating to former staff members who are being supported in finding alternative opportunities.\n\nWhile the management of sickness absence for Pavilion 6 continues to be undertaken by the South Ayrshire Health and Social Care Partnership on a short-term basis to enable the flexible use of staffing within Biggart Hospital, the Senior Manager - Long-Term Care and their Service Manager will become more active within the unit to prepare staff for the return to the Ayrshire Central site. This will involve a significant Organisational Development input and it is anticipated that this will have a positive impact on the current pressures. In the meantime, Pavilion 6 continues to deliver a reduced level of service with only 26 of the 30 bed capacity being made available to support patient care.	234	114

Health Services Objective Summary	2015/16 Budget			Notes	Health	
	Health					
	Budget	Outturn	Over/ (Under) Spend Variance		2014/15 Over/ (Under) Spend Variance	Movement in projected budget variance from 14-15
	£'000	£'000	£'000		£'000	£'000
Arran War Memorial Hospital	1,613	1,653	40		50	(10)
Lady Margaret Hospital	564	589	25		5	20
Total Level Two	**6,031**	**6,445**	**414**		**289**	**125**
Level Three - Lead Partnership Services						
Mental Health Services	44,168	45,169	1,000	Lead partnership mental health services are projected to overspend by £1 million in 2015/16. The overspend is incurred in the adult in-patient wards due to staff in post exceeding establishment as a result of high levels of constant observation and high sickness absence. It is anticipated that once services move to the new location of Woodland View in April 2016 the level of overspend will reduce as it is expected that the therapeutic and functional design of the wards in the new hospital will have an anticipated impact on the progress of patient recovery and support clinical/therapeutic interventions which may in turn result in a reduction in the frequency and longevity of enhanced observations post admission. Other actions to mitigate the overspend include: Review of work force requirements and re- implementation of the national nursing workforce tool post 6 months service transfer to new hospital to ensure workforce skill mix is adjusted to reflect design impact of new service Review and embed new ways of working within the new hospital to ensure/maximise service efficiency and release staff capacity Optimise workforce attendance with review of staff absence & well being recovery plans to ensure targets are reached Request to Scottish Government for funding to support transition to the new hospital.	1,730	(730)
Family Nurse partnership	476	476	0		(7)	7
Keepwell	488	488	0		0	0
Training Health Visitors	587	587	0		0	0
Other General Services	55	45	(10)		0	(10)
Total Level Three	**45,775**	**46,765**	**990**		**1,723**	**(733)**
Level Four - Children's Services						
Community Paediatrics	470	505	35		10	25
C&F Social Work Services	0	0	0		0	0
Health Visiting	1,861	1,861	0		(25)	25
Total Level Four	**2,331**	**2,366**	**35**		**(15)**	**50**
Direct Overheads & Support Services	792	769	(23)		(5)	(18)
Partnership Total	**122,499**	**123,937**	**1,439**		**2,779**	**(1,340)**

Budget Savings	Senior Manager	Reference	2015/16	Released	Slippage	Projected Full Year	BRAG	
			£	at Month 3	at Month 3	Slippage	Status	Comment
Health and Social Care Partnership								
Staff turnover baseline budget saving based on historic trends	ALL	SP-HSC-23	298,000	-	298,000		Green	
Mental Health Care Package baseline budget adjustment based on historic underspends	Dale Mellor	SP-HSC-24	200,000	-	200,000	-	Amber	£130k identified at present to be achieved through one high cost community package moving to residential and temp reductions in other packages.
Increase the administrative charge for Criminal Justice Service to 8%	David MacRitchie	SP-HSC-15	112,000	-	112,000	-	Green	
Reduction through early intervention in the demand for foster care and alternative family placements	Elizabeth Stewart	SP-HSC-08	83,200	-	83,200		Amber	Work ongoing at present with a number of placements, outcomes not known at present. Risk full saving is not achieved
Children with Disabilities - improved procurement for provision of community support services.	Elizabeth Stewart	SP-HSC-09	25,000	25,000	-		Blue	Achieved through reduction of budget for community supports provided by supported carers
Realignment of foster care services from external to in-house carer provision	Elizabeth Stewart	SP-HSC-11	91,520		91,520		Amber	Slippage due to placements not moved until July, previously anticipated to be before April 15, in order to achieve full year savings
Efficiency savings which will accrue through the implementation of the CM2000 system.	Helen McArthur	SP-SS-13-18	200,000	-	200,000		Red	Issue in achievement of efficiencies with CM2000. 2 Framework Providers have ceased providing services for NAC. 3 Framework providers using CM2000, one of which could potentially increase compliance levels to achieve savings. Another non-framework provider to implement CM2000 this could potentially make effiency savings. Potentially £80k could be achieved this year if implemented in August 15 as planned.
The full implementation of CM2000 will enable the management of more efficient services, delivering a 15% saving, in line with other local authorities	Helen McArthur	SP-HSC-04	200,000	-	200,000		Red	As Above
Review information systems team	Janine Hunt	SP-SS-13-09	30,092	30,092	-		Green	Post given up in C & F to fund trainer post within carefirst
Review of Partnership support functions	Janine Hunt	SP-HSC-03	50,000	-	50,000		Green	Expected to be achieved this year through vacancies

Budget Savings	Senior Manager	Reference	2015/16 £	Released at Month 3	Slippage at Month 3	Projected Full Year Slippage	BRAG Status	Comment
Review of block contracted services - including George Steven Centre	John McCaig	SP-SS-13-29	14,846	-	14,846		Red	Saving will not be achieved, review of Block Contract was achieved in 2013/14. NAC utilising more places than block contract, therefore additional costs are being incurred
Rationalisation of Local Area Coordinator posts	John McCaig	SP-SS-13-35	45,875	45,875	-	-	Blue	Savings achived prior year
Redesign of Council LD Day Services	John McCaig	SP-SS-13-31	122,900	122,900	-	-	Blue	Savings achived prior year
Review of high cost care packages	John McCaig	SP-SS-13-42	100,000	-	100,000		Amber	Plans required to be put in place to idenitfy packages for review
Review of complex packages of care for individuals with a Learning Disability	John McCaig	SP-HSC-07	50,000	-	50,000		Amber	Plans required to be put in place to idenitfy packages for review
Additional income from charges. The actual income received is greater than the amount budgeted and the budget is being amended to reflect the actual position	John McCaig - Charging Policy	SP-SS-13-04	41,000	41,000	-		Blue	Increase in charge for Dirrans Head Injuries Unit has been implemented with East Ayrshire Council resulting in achieving income savings
Increase in Income Budget. Revision of base budget to reflect inflation increases and improvements to the charging process to ensure charges are implemented according to the policy.	John McCaig - Charging Policy	SP-HSC-13	100,000	100,000	-		Blue	Income to date projecting an over recovery
Review Assessment and Care Management staff within Older People	Mary Francey	SP-SS-11-29	100,668	67,000	33,668		Green	£67k achieved through restucture Nov 13, balance to be achieved.
Review of purchased service contracts - including supported living	Mary Francey	SP-SS-13-38	108,000	-	108,000		Amber	Plans to be put in place to achieve savings
Older People - Review of support offered to individuals through admission to Hospital and the planning of discharges back to community settings to improve the quality of support and ensure greater continuity.	Mary Francey	SP-HSC-10	40,000	-	40,000		Green	Post to be identified
Transport Savings - introduction of a central transport hub, taking over responsibility for the management and utilisation of all journey provision, will enable a 10% saving across the Council's fleet	n/a	SP-SS-13-05	6,000	6,000	-	-	Blue	
Rationalisation of the Family Support services across North Ayrshire linked to the Dartington research work	Stephen Brown	SP-HSC-22	50,000	50,000	-		Blue	Reduction of Family Network service from Quarriers
Cumbrae Lodge	Isabel Marr	NHS	550,000	78,097	59,403	59,403	Amber	Beds didn't close until June
Total for Health and Social Care Partnership			**2,619,101**	**565,964**	**1,640,637**	**59,403**	-	-

MISCELLANEOUS ITEMS
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS ENDED 31 JULY 2015

Objective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance	**209** Note No
	£000	£000	£000		
Financing Charges	19,381	19,381	-	0%	1
Aggregate External Finance	(276,985)	(276,985)	-	0%	
Council Tax	(46,116)	(47,317)	(1,201)	3%	2
Use of Change Fund	(590)	(590)	-	0%	
Use of Earmarked Funds	(2,267)	(2,267)	-	0%	
Totals	(306,577)	(307,778)	(1,201)	0%	

Note 1 Financing Charges
Financing charges are forecasting an underspend of £2.840m based on the latest cash flow and interest rate projections. An underspend of £2.377m was identified as part of the revenue budget for 2015/16 with the intention of utilising this underspend to create a Loans Fund Reserve. It is proposed to transfer the full value to the Loans Fund Reserve.
Note 2 Council Tax
Income from Council Tax is forecasting to over recover by £1.201m. This is mainly due to the value of council tax reductions (£0.849m) being less than the budget provided cash collected for older debt (£0.192m) which had previously been written off.

Budget Management - 31 July 2015

Virement/Budget Adjustment Requests

	Perm (P) / Temp(T)	2015/16	
		Virement £m	Directorate Total £m
1) Budget Virements			
Place			
Additional work from Planning to Roads (Planning have received SPT grant for Brodick to Lochranza Ferry Route Upgrade) - increase income recharge budget	T	-0.580	
Additional work from Planning to Roads (Planning have received SPT grant for Brodick to Lochranza Ferry Route Upgrade) - increase expenditure budget	T	0.580	
Additional work from Housing to Roads - increase income recharge budget	T	-0.150	
Additional work from Housing to Roads - increase expenditure budget	T	0.150	
Reduce Flood Prevention contractors budget and transfer to Structures to help support the back-log of principle bridge inspections	T	-0.040	
Increase Structures contractors budget by transfering budget from Flood Prevention - additional budget will help support the back-log of principle bridge inspections	T	0.040	
Increase Food Provision budgets to reflect increased uptake of school meals and Special catering.	T	0.190	
Increase Income budgets to reflect increased uptake of school meals and Special catering.	T	-0.190	
			0.000
Education & Youth Employment			
Creation of 2 new Senior Manager posts	P	0.147	
Reduce expenditure in Employer Engagement and Psychological Services budgets	P	-0.147	
Grant of £0.212m from Creative Scotland to run the Youth Music Initiative within schools	T	-0.212	
Increase expenditure budgets for run Youth Music Iniiiative	T	0.212	
£0.122 grant from Scottish Govt towards activity agreements and enhancing 16+ opportunities for all in schools (Opportunities for All)	T	-0.122	
Increase expenditure budgets for activity agreements and Post 16+ opportunities	T	0.122	
Grant of £1.965m from Scottish Govt towards attainment challenge	T	-1.965	
Create the expenditure budget for attainment challenge	T	1.965	
Income totaling £0.262m for external teacher secondments	T	-0.262	
Increase expenditure flexibility budget	T	0.262	
A grant of £0.418 from Sportscotland for Active School Management	T	-0.418	
Increase expenditure budget for Active School Management	T	0.418	
Income totalling £0.180 from external agencies for recharge of classroom asst salaries	T	-0.180	
Increase expenditure budgets for classroom assistant salaries	T	0.180	

			0.000
Economy and Communities			
Youth Employment Scotland grant - Phase 2 Extended Period 1 April 2015 - 30 June 2015 £190,632	T	-0.191	
Increase expenditure in Modern Apprentice Allowance budget	T	0.191	
Skills Development Scotland - Scotland's Employment Recruitment Initiative- contract for £437,374	T	-0.437	
Increase in Payments to Contractors in Skills Development budget	T	0.437	
Nuclear Decommissioning Authority - Youth Employment Support Project Extension 2015/16 grant of £125,000	T	-0.125	
Increase in Payments to Contractors in Support into Employment budget	T	0.125	
Skills Development Scotland - Modern Apprenticeship (MA) Provider Contract 2015-16 £259,120	T	-0.259	
Increase in Payments to Contractors in Modern Apprentice budget	T	0.259	
			0.000
			0.000

HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2015/16

REPORT FOR THE FOUR MONTHS ENDED 31 JULY 2015

Objective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	4,483	4,356	(127)	-3%
Property Costs:				
Responsive Repairs	4,483	3,553	(930)	-21%
Void Repairs	2,963	2,943	(20)	-1%
Planned & Cyclical maintenance	4,664	4,691	27	1%
Estate Based Projects	711	711	0	0%
Roads & Lighting Maintenance	179	179	0	0%
Aids & adaptations	1,776	1,776	0	0%
Other property costs	2,781	2,785	4	0%
Supplies and Services	199	199	0	0%
Transport and Plant Costs	44	44	0	0%
Administration Costs	1,498	1,498	0	0%
Other Agencies & Bodies	1,611	1,575	(36)	-2%
Transfer Payments	133	133	0	0%
Other Expenditure	679	679	0	0%
Capital Financing	19,768	19,152	(616)	-3%
Gross Expenditure	45,972	44,274	(1,698)	-4%
Income				
Council House Rents	(44,887)	(44,842)	45	0%
Other Rents	(326)	(326)	0	0%
Recharges	(759)	(891)	(132)	17%
Net Expenditure	0	(1,785)	(1,785)	

HRA
BUDGETARY CONTROL 2014/15

REPORT FOR THE FOUR MONTHS ENDED 31 JULY 2015

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		Employee Costs
4483	(127)	-3%	There is a projected underspend on employee costs of £0.127m due to vacancy management.
	(127)		
	Note 2		Property Costs
17,557	(919)	-5%	There is a projected underspend on property costs of £0.919m. This is mainly as a result of a projected underspend in responsive repairs. Continuing from last years trend there is a significant reduction in the number of jobs and average value per job. This is as a result of the continued strategy to adopt a planned approach to repairs to reduce the number of responsive repairs.
	(919)		
	Note 3		Capital Financing
19,768	(616)	-3%	There is a projected underspend in loan charges of £0.616m due to the availability and continued use of internal funds instead of new borrowing
	(616)		
	Note 4		Income
(45,973)	(87)	0%	There is a projected over recovery of income of £0.087m. This is due to unbudgeted income for insurance recoveries of £0.127m in relation to additiona expenditure incurred in relation to storm damage repairs and an under-recovery of £0.046m in house & hostel rents. Budget provision for Insurance recoveries will be included in 2016/17 draft budgets.
	(87)		
	Note 5		Other
4,164	(36)	-1%	Other Minor Movements
	(36)		
	(1,785)		**TOTAL**

Budget £000	Projected Variance £000	Variance as % of budget	Section					
HRA projected reserves and balances			**B/fwd from 2014/15**	**Period 4 Revenue**	**Use of Earmarked sums**	**Earmarking of in year surplus**	**Funding of Capital Projects**	**Estimated Bal at 31/03/16**
			£m	**£m**	**£m**		**£m**	**£m**
Council House Building Fund			4.266	-	0.000		0.000	4.266
Welfare Reform			3.000	-	0.000		0.000	3.000
Contingency Balance			0.400	-	0.000		0.000	0.400
Estate Based Projects			0.040		(0.040)	0.000	0.000	0.000
Sheltered Housing Unit Works			0.150		(0.150)	0.000	0.000	0.000
Major Refurbishment Works			1.300			0.000		1.300
Software Upgrades			0.020		(0.020)			0.000
Uncommitted Balance			1.887	1.785	0.000	0.000	0.000	3.672
			11.063	**1.785**	**(0.210)**	**0.000**	**0.000**	**12.638**

NORTH AYRSHIRE COUNCIL

Agenda Item 9

29 September 2015

Cabinet

Subject:	Consultation Response: Pension Tax Relief Proposals
Purpose:	To advise Cabinet of North Ayrshire Council's consultation response to HM Treasury proposals to review pensions tax relief.
Recommendation:	That Cabinet approve the draft consultation response (Appendix 1).

1.   Introduction

1.1   HM Treasury of the UK Government published a consultation overview report on 15 July 2015 entitled: "Strengthening the incentive to save: a consultation on pensions tax relief".

1.2   The consultation document states that it is about "continuing to put the public finances back on track, giving individuals greater freedom with their money and fostering a strong culture of saving". The document also goes on to state that a key aim is to ensure that "complexity does not undermine the incentive for individuals to save" but also that "the system is sustainable".

1.3   The implications from some of the proposed changes are highly significant in financial terms, both for North Ayrshire Council as an employer and for all employees with pensions arrangements.

2.   Current Position

2.2   Pensions issues remain a deferred matter of responsibility for the UK Government. Notwithstanding this, there are key Scottish public sector mechanisms seek to influence and input into pensions matters, e.g. the tripartite Scottish Local Government Pensions Advisory Group (SLOPAG).

2.3   Public sector pensions have in recent years been subject to a number of key statutory reforms to ensure a sustainable and affordable long term future, e.g. The Public Services Pensions Act 2013 as well as the wider implications of single tier pensions from the Pensions Act 2014 reforms.

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2.4   There are significant financial implications arising from such changes, e.g. from April 2016 North Ayrshire Council will incur a further estimated £3.5m cost per annum as a consequence of employer national insurance changes. These changes will also impact on our workforce through increased individual employee costs. A further potential cost from changes to pensions tax relief from the current consultation proposals, may also result in a further cost of £3.126m per annum to the Council and loss of tax relief for employee pension contributions.

2.5   The consultation document contains a wide range of proposals which would have significant impact. Although one of the express aims of the consultation is to assess ways of simplifying pensions savings, a large proportion of the content is aimed at assessing current gross pensions costs and potential ways of increasing net tax revenues for the UK Treasury. This follows existing changes to both lifetime and annual pension allowances which are estimated at saving circa £6 billion per annum.

3.   Proposals

3.1   The Cabinet is asked to approve the attached consultation response (Appendix 1) for submission to the UK Treasury, on behalf of North Ayrshire Council.

4.   Implications

Financial Implications

4.1   The financial implications arising from options within the pensions tax relief document are significant and are estimated as an additional £3.126m cost p.a. This is in addition to the existing known cost of £3.5m p.a. from April 2016 as a consequence of changes to employers' national insurance costs arising from the single tier pension changes.

Human Resource Implications

4.2   Proposed options within the paper will also have a significant impact on individual employees and potential pension earnings.

Legal Implications

4.3   Public sector pensions remain a deferred matter for the UK government.

Equality Implications

4.4 Proposed changes may impact on the uptake of pensions auto-enrolment which was established with the objective of ensuring wider pensions savings and in particular, for lower paid female and manual staff.

Environmental and Sustainability Implications

4.5 None.

Implications for Key Priorities
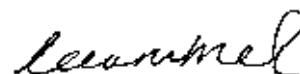
4.6 None.

5. Consultations

5.1 None.

6. Conclusion

6.1 The long-term financial implications which could arise from the proposals within this consultation paper are highly significant and therefore require a clear response from the Council.

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :
For further information please contact Gavin Macgregor, Head of Customer, People and Corporate Support on Ext. 4651

Background Papers
Consultation Document - Strengthening the Incentive to save: A Consultation on Pensions Tax Relief

Response to UK Consultation on Pensions Tax Relief

Council:

Response contact:

	Question from Annex A in Consultation	
1	To what extent does the complexity of the current system undermine the incentive for individuals to save into a pension?	Clearly the subject of pensions are complex for most employees and given the inherent long-term nature of pensions savings, pensions can seem an opaque issue for many staff.
2	Do respondents believe that a simpler system is likely to result in greater engagement with pension saving? If so, how could the system be simplified to strengthen the incentive for individuals to save into a pension?	We think that many employees do not understand the overall 'reward' or benefit impact of pensions and the actual level of employer contributions involved when making individual pension contributions, i.e. may be viewed by some employees as purely a payslip 'cost' deduction, rather than being viewed as a significant benefit. Many employees are also unaware of the significant life cover benefit of being an active pension member of 3 x salary cover, widows & childrens' pensions etc. Clearer and simple case study communications which highlight the individual benefit scenarios of being an active pension member could help, rather than just being viewed as a significant stand-alone employee cost as viewed from payslips.
3	Do respondents believe that a simpler system is likely to result in greater engagement with pension saving? If so, how could the system be simplified to strengthen the incentive for individuals to save into a pension?	It is hard to see how to simplify pensions given the complex nature of pension regulations and statutory requirements. Perhaps the suggested 33% single point of tax relief saving as opposed to the current 20%/40% lower/higher tax rate benefits would assist?

A key point of potential tax relief changes is that if initial contributions are made from taxed income, then this will have a significant adverse impact on cumulative pensions growth, particularly for higher rate |

		tax earners, i.e. the long-term investment difference between invested savings based on cumulative gross non-taxed income versus net income at 40% less or more.
4	Do respondents believe that a simpler system is likely to result in greater engagement with pension saving? If so, how could the system be simplified to strengthen the incentive for individuals to save into a pension?	As above
5	Would an alternative system allow individuals to take greater personal responsibility for saving an adequate amount for retirement, particularly in the context of the shift to defined contribution pensions?	This depends on a number of factors and not just the clarity which final salary scheme pensions give in relation to defined contribution schemes, e.g. ongoing annual and lifetime allowance caps, changes to NI etc. In summary, it would entirely depend on the nature of a specific pension scheme and the purpose of changes, i.e. are they designed to simplify schemes to make more generally attractive, or is the core purpose around cost reductions and long-term affordability?
6	Would an alternative system allow individuals to plan better for how they use their savings in retirement?	If it gave clarity on future pension projections.
7	Should the government consider differential treatment for defined benefit and defined contribution pensions? If so, how should each be treated?	The UK government gave a promise that public sector pensions were to remain 'as is' for a generation following recent changes under the Pension Reform Act and Single Tier Pensions changes, yet again this consultation involves potentially huge changes to pension structures and treatment of tax relief as well as the proposed £95k cap on public sector exits which incorporate pension strain costs.
8	What administrative barriers exist to reforming the system of pensions tax, particularly in the context of automatic enrolment? How could these best be overcome?	Significant complexity in the identification of entitled employees and ongoing calculations, administration and reporting. Streamlining the basis of these processes. However, the simpler option of increasing specific employee UK- wide NI rates for auto-

		enrolment to increase state pension was an opportunity missed and pushed the administrative burden onto employers.
9	How should employer pension contributions be treated under any reform of pensions tax relief?	Maintain NI tax relief for employers. Previous statutory changes, e.g. NI changes as a consequence of the introduction of the Single Tier pensions Act will result in an additional £3.5m employer costs to NAC. In addition to this, if some of the suggested tax relief changes are made which impact on employers' NI costs, then this would result in an additional cost of circa £3.126m
10	How can the government make sure that any reform of pensions tax relief is sustainable for the future?	Ensure that pensions savings remain an attractive and stable option for employees whether through defined contribution or final salary and avoid incremental deterioration of benefits. The questions itself begs the point of is this sustainable for the government in terms of long-term cost reductions or sustainable to employees as an attractive route to long term individual savings. The entire purpose of auto-enrolment was to increase levels of pensions savings, so periodic reductions in the benefit of pensions will make this objective harder to attain.
	COSLA questions	
1	What is the estimated annual financial impact for employers if there is a move from the "exempt/exempt/tax" formula to "tax/exempt/exempt" for employers?	NAC cost= £3.126m p.a.
2	Please provide any other information or data which you believe to be relevant.	The purpose of the consultation is unclear as to whether simplification is based on encouraging employees to save for their future or whether the true underlying purpose is to increase additional tax

| | | revenue for the government through reducing the level of existing benefits for employees. Following the Pensions Reform Act, the government gave a commitment to public sector workers that there would no further changes for "a generation" on final salary pension schemes, yet there has already been consultation on several issues which would have a dramatic potential impact on the long-term attractiveness of public sector pensions.

As well as many employees facing increased personal contribution costs within a period of pay restraint, from April next year, there will be an additional employee cost impact from the NI changes as well as the looming potential of a £95k cap on exit costs (including pension costs), should an individual employee lose their employment and now due to the dramatic reduction on annual and lifetime pensions allowances, an increasing and wide number of public sector staff will face significant tax cost implications. |
|---|---|---|

NORTH AYRSHIRE COUNCIL

Agenda Item 10

29 September 2015

Cabinet

Subject:	Council Housing Rents - Moving to a 52 Week Rent Charge
Purpose:	To seek approval to consult with tenants to collect rent and all other housing related charges over 52 weeks from the start of the 2016/17 financial year.
Recommendation:	That Cabinet agrees to (a) undertake a consultation exercise with tenants to collect rents and other housing related charges over 52 weeks, rather than the existing 48 weeks, from the start of the 2016/17 financial year.

1. Introduction

1.1 Historically Council housing rents have been collected over 48 weeks rather than 52 weeks. This is achieved by taking the annual rent due and dividing it by 48 rather instead of 52. This requires tenants to pay slightly more rent in each instalment but also enables the Council to designate 4 weeks a year when rent is not collected. The rent payment/ debit system is then operated as 24x2 weekly periods and 2 non-charging periods per annum. These non-charging periods are 2 weeks in the summer (August) and 2 weeks at Christmas (December).

1.2 Rent free weeks are a historical feature and date back to a time when:

- The Council employed Rent Collectors to provide door to door collection, rent free weeks facilitated holiday needs;
- Free periods coincided with trade holidays in the area;
- Most tenants were paid weekly or fortnightly;
- Free periods were set in August and December to help tenants manage greater expenditure at certain times of the year.

1.3   However the benefit derived from the 4 weeks when rent is not collected has reduced in recent years from both the tenants and the Council's perspectives. This is because there is no longer a door to door collection service, there is no traditional trade holiday fortnight in the area and changes to the frequency that people receive their income. Many tenants are now choosing other payment methods and frequencies of payment rather than the traditional fortnightly payment.

1.4   Given the UK Government's drive under welfare reform for tenants' rents and benefits to mirror wages and mortgage payments, the need for rent free periods requires to be reviewed.

2.   Current Position

2.1   The Welfare Reform Act 2012 introduced radical changes to the benefits system. This includes the introduction of Universal Credit, which the DWP rolled out to working age single tenants in North Ayrshire on 27th April 2015. The Council was only notified of the date for roll out in December 2014, therefore there was insufficient time to consider removing the rent free periods for the start of the 2015/16 financial year. Under Universal Credit the housing support element is paid monthly direct to tenants, rather than to the landlord as is the case now.

2.2   The rationale for this payment profile is because most people in work are paid monthly, and the aim of Universal Credit is to help people into work. Monthly payments therefore should make the transition into work as smooth as possible.

2.3   A number of Universal Credit demonstration projects have been running nationally since 2013 and these pilots have highlighted the importance of putting in processes to support tenants to manage their finances and maintain rent payments. Lessons from the pilots have been published jointly by the Department of Works and Pensions and the Chartered Institute of Housing. One of the recommendations is for social landlords to consider a 52 week rent year.

2.4   At end of July 2015, 5,177 working age council tenants were in receipt of Housing Benefit. Eventually all of these tenants will move to Universal Credit and their benefits, including the rent element, will be paid to them on a monthly basis. However under the Scotland Bill 2015 increased responsibility of welfare policy is being devolved to the Scottish Government. This includes proposals relating to Universal Credit. Whilst Universal Credit will remain a reserved benefit administered by the DWP, the Scottish Government will be given powers to pay landlords direct and vary payment frequency and the housing cost element of Universal Credit.

2.5   Many people are now paid monthly and therefore many tenants are now choosing other payment methods and frequencies to coincide with this e.g. monthly direct debit or standing order. Even those tenants who continue to pay by cash at the area office or at Paypoint choose other payment frequencies. There is also a drive by the Council to get more tenants to pay by Direct Debit as this is the most efficient collection method for the Council.

2.6   Rent free weeks have always generated a degree of confusion for tenants. The term 'rent free week' in itself is misleading. Tenants are charged an annual amount which is payable over 52 weeks. This annual charge is then divided over 48 weeks so that the weekly charge is higher than it would be if there were no rent free weeks. For example, a rent of £100 per week charged over 52 weeks equates to the tenant being requested to pay £108.33 per week over 48 weeks.

2.7   For tenants who pay their rent monthly by Direct Debit (which is the Council's preferred payment method), the presence of rent free weeks adds to the complexity and cost of collection. Rent accounts show in arrears at some points during the year due to the timing and frequency of the rent free weeks and this can cause concern and confusion for tenants when they receive their quarterly rent statement or contact the Council to find out their rent balance.

2.8   Tenants who pay their rent monthly by other methods do sometimes pay less during the months with rent free weeks, which can mean their account falls into arrears.

2.9   Tenants who are in arrears are requested to pay during the rent free weeks, as this is a good way to reduce the amount owed on the rent account. The removal of rent free weeks would therefore take away this opportunity to catch up with payments however, in reality, many tenants in arrears still choose not to pay during the rent free weeks despite requests from officers and literature stating otherwise.

2.10   Once Universal Credit is further established in North Ayrshire Council the additional factor of rent free weeks will undoubtedly cause more confusion for many tenants in what will already be for some a very daunting and difficult period of change.

2.11   Changing to a 52 week rent collection cycle will bring benefits both to tenants and the Council:

- Firstly, the tenant benefits from a reduction in the weekly amount due, which for those on the lowest incomes can have a significant impact. Tenants may prefer this option of a lower weekly rent. To illustrate this effect if the annual rent due on a property is £3,640 the rent charged over 48 weeks would be £75.83 compared to only £70.00 when divided by 52 weeks;

- Tenants will still be able to pay their rent at a frequency that suits them e.g weekly, fortnightly or monthly;

- The change will benefit tenants moving to Universal Credit - who will be paid 12 monthly payments - as it would be difficult for tenants to understand the cycle of rent payments, particularly if rent free periods were still in place;

- It will be simpler for those who pay by Direct Debit. The Direct Debit system for monthly payers assumes 12 equal payments throughout the year;

- For the landlord it will provide greater transparency around tenants' rent statements, and in turn reduce the number of account queries;

- The removal of rent free weeks will allow for more realistic rent collection performance measurement and improve reporting to the Scottish Housing Regulator;

- For new tenants a 52 week rent charge is easier to explain to them.

2.12 Under the Housing (Scotland) Act 2001 local authorities have a duty to consult with tenants and registered tenant groups on issues affecting them. Should the Cabinet approve the proposal to consult with tenants on changing the rent collection periods, this can be undertaken alongside the forthcoming consultation on proposed annual rent increases.

3. Proposals

3.1 That consultation be undertaken with tenants that rents and other housing related charges are collected over 52 weeks rather that the existing 48 weeks, from the start of the 2016/17 financial year. This consultation will be carried out as part of the annual rent increase consultation and the outcome of the consultation will be reported back to Cabinet in December for a final decision.

4. Implications

Financial Implications

4.1 There are no financial implications. Changing from a 48 week year to a 52 week year will not affect the total amount of rent the Housing Revenue Account will receive and it is not anticipated that there will be any additional costs in respect of Housing Benefit Administration as a result of the introduction of a 52 week year.

Human Resource Implications

4.2 There are no Human Resource Implications.

Legal Implications

4.3 Under the Housing (Scotland) Act 2001 local authorities have a duty to consult with tenants and registered tenant groups on issues affecting them.

Equality Implications

4.4 There are no equality implications.

Environmental and Sustainability Implications

4.5 There are no Environmental and Sustainability implications.

Implications for Key Priorities

4.6 There are no implications for key priorities.

5. Consultations

5.1 Initial consultation took place with the North Ayrshire Network on the 21st January 2015. The Network requested that there should be full scale consultation with all tenants before any final decision is taken, as they felt that tenants valued the rent free periods as it helps them at a time when money is stretched. It is intended to consult with all tenants as part of the annual rent increase consultation in the Rent Matters leaflet, which will be sent to all tenants in October 2015.

5.2 Consultation has taken place with the Finance and Corporate Support Directorate's Benefits team, and system implications are currently being tested.

6. Conclusion

6.1 That a consultation exercise be undertaken with tenants to collect rents and other housing related charges over 52 weeks, rather than the existing 48 weeks, from the start of the 2016/17 financial year. The change in payment frequency will support better alignment of household income and outgoings for those tenants in receipt of Universal Credit.

CRAIG HATTON
Executive Director (Place)

Reference : MMcM/YB/LB
For further information please contact Yvonne Baulk Head of Physical Environment on 01294 324542

Background Papers
None

NORTH AYRSHIRE COUNCIL

Agenda Item 11

29 September 2015

Cabinet

Subject:	**Libraries Review: Consultation on Proposed Changes to Library Opening Hours**
Purpose:	To seek approval for: a) The proposed Consultation Mandate; and b) To undertake a period of consultation in relation to library opening hours.
Recommendation:	That Cabinet (a) approves the proposed Consultation Mandate; and (b) remits officers to undertake the proposed consultation.

1. **Introduction**

1.1 Connected Communities are in their third year of implementing a thematic approach to service delivery, with a focus on outcomes and localities. The two key drivers for change are the Community Empowerment (Scotland) Bill and the Locality Approach currently being developed across the Community Planning Partnership.

1.2 In December 2014, the Council approved its budget for 2015/16. The budget included a range of efficiency measures to meet a challenging financial landscape. Included in these measures was a reduction of £357,000 in the budget for library and information services.

1.3 Over the past five years, the efficiency of the Information and Culture service has been improved through a number of measures, including developing new services, sharing premises and improving processes and procedures.

These have included:

- Delivering Registration Services at Kilbirnie and Customer Services at Millport;

- Sharing premises, including co-locations with, for example, the Employment Hub at Stevenston;

- Changes to staffing, including Education Resource Centre staff, administrative staff and Area Librarians;

- Improving efficiency through better use of ICT; and

- More efficient procurement of library books and digital resources and paying less through consortia arrangements with other libraries.

1.4 In addressing the 2015/16 budget challenges, the Council made the decision that there would be no library closures. It was agreed that all options should be explored to deliver services within the currently available resources. The emphasis being on maximising opportunities to deliver services locally with partners to meet the needs of residents in as sustainable way as possible within the available financial resources.

1.5 To this end, a range of possibilities have already been identified and implemented, as exemplified in 1.3 above, including opportunities to increase income, co-location of services within existing buildings and a review of staffing levels.

2. Current Position

2.1 Following the above measures to rationalise library expenditure, staff costs now account for 76% of the library budget. The focus has therefore been on how we can maximise resources to best advantage, while delivering the required efficiencies.

2.2 The Council has 17 community libraries, 2 mobile libraries and a Home Library Service. One of the measures undertaken in response to the recent budget decision has been a review of the pattern of the opening hours of the 17 libraries across North Ayrshire.

2.3 The Consultation currently proposed relates to the community libraries.

2.4 The review of the pattern of opening hours involved the following components:

- The establishment of a working group, involving staff from across grades and areas, to develop a range of possible options;

- Desk based research of staff costs and shift patterns; and

- Analysis of data relating to library usage of a range of services.

2.5 From these deliberations, a range of potential options were identified. After further discussion with the working group, the Executive Director for Economy and Communities and the Community and Lifelong Learning Advisory Panel, two viable options were identified relating to the pattern of opening hours at a number of libraries.

3. Proposals

3.1 The consultation options focus on proposed changes to the current pattern of opening hours, each option offers the same total number of hours, at the following libraries:

Ardrossan	Fairlie	Saltcoats
Arran	Irvine	Skelmorlie
Beith	Kilbirnie	Springside
Bourtreehill	Kilwinning	Stevenston
Dalry	Largs	West Kilbride
Dreghorn	Millport (No Change)	

3.2 Details of the current and proposed options are detailed for each of the above libraries in Appendix 1. The overall reduction in library opening hours is spread across the library network and this has been determined by current usage.

3.3 **Criteria and Rationale**

3.3.1 The focus has been on how we can maximise resources to best advantage for our communities, while delivering the required efficiencies.

3.3.2 The rationale for the consultation proposals, therefore, is:

- To keep libraries open and sustainable in the current financial climate;

- To provide optimum opening times when demand is greatest; and

- To recognises that digital services such as digital magazines and e-books are available anytime.

3.3.3 The criteria for designing options for revised library opening hours included:

- The agreement not to close any libraries;

- Information regarding the current patterns of use, derived from our library management system and our visitor counters;

- The understanding that access to online and computer resources in libraries is vital for many of our users, including access to resources associated with welfare reform;

- Knowledge of our customer base and their usage requirements and ability or otherwise to travel to access library services;

- Other services co-located with libraries, e.g. Registrars;

- The available budget;

- Feasibility of staff rotas and shift patterns; and

- Availability of our online and digital offer which is available 24/7 and patterns of channel shift.

4.   Implications

Financial Implications

4.1   Efficiencies of £357,000 were agreed by North Ayrshire Council in December 2014. This proposal fulfils the agreement to deliver further required efficiencies from the budget.

Human Resource Implications

4.2   These proposals have been developed with the support of staff and trade unions. The results of the consultation will be the subject of further negotiations to ensure staff are fully involved in designing new staffing arrangements to meet the requirements of the revised opening hours.

Legal Implications

4.3   North Ayrshire Council is proposing, within this report, to consult fully with communities and staff to ensure that the proposals in relation to library opening hours, are transparent and meet consultation standards.

Equality Implications

4.4   There are no equality implications arising from this report.

Environmental and Sustainability Implications

4.5   There are no environmental implications arising from this report.

Implications for Key Priorities

4.6   These proposals contribute to the Council's Strategic Priority 2 'Working together to develop stronger communities' as it keeps all library services open and changes hours to periods identified as attracting greatest community demand.

5.   Consultations

5.1   The Council is committed to informing and engaging with local communities and stakeholders in order that it can make informed decisions which are fair and ensure the most effective and sustainable library and information services are being delivered within the constraints of the available resources.

5.2   A consultation process is proposed between 5 October 2015 and 15 December 2015 using a range of appropriate consultation methods, including online surveys and local focus groups. A report will be brought to Cabinet in February 2016 containing proposals based on the results of the consultation.

6.   Conclusion

6.1   The decision of the Council not to close any library facility demonstrates the commitment of the Council to Library and Information services and the value placed upon them by members. This report seeks to ensure that the pattern of opening hours is appropriate and sustainable within the current context of financial constraints.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact Audrey Sutton, Head of Connected Communities on (01294) 324414

Background Papers
 None

Options for Library Opening Hours in North Ayrshire

Option 1

Rationale:

Based on the criteria, Option 1 proposals are based on the principle of a spread of hours over as many days per week as possible. Some opening hours in libraries which are co-located with community centres have been realigned in this proposal to increase access for community centre users. The proposed opening hours overall reflect current footfall and uptake of services. Feasibility of staff rotas is an important factor in the overall proposal and will be negotiated through the HR process with staff.

Option 2

Rationale:

Based on the criteria, Option 2 proposals are based on longer opening hours over fewer days. The proposed opening hours overall reflect current footfall and uptake of services. Some opening hours in libraries which are co-located with community centres have been realigned in this proposal to increase access for community centre users. The proposed opening hours overall reflect current footfall and uptake of services. Feasibility of staff rotas is an important factor in the overall proposal and will be negotiated through the HR process with staff.

Ardrossan						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current	1-5 & 6-7.30	10-1 & 2-5.30		1-5 & 6-7.30	10-1 & 2-5.30	10-1 & 2-5
Option 1	10-1	10-1 & 2-5	10-1	10-1 & 2-6	10-1	10-1
Option 2		10-1 & 2-5	10-1	10-1 & 2-6	10-1 & 2-5	10-1

Arran						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current		10-5		10-7.30	10-7.30	10-1
Option 1		10-7.30		10-7.30	10-5	10-1
Option 2		10-5		10-7.00	10-5	10-1 & 2-5

Beith

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current	1-5 & 6-7.30	10-1 & 2-5.30		1-5 & 6-7.30	10-1 & 2-5.30	10-1 & 2-5
Option 1	10-1	10-1 & 2-5	10-1	10-1 & 2-6	10-1	10-1
Option 2		10-1 & 2-5	10-1	10-1 & 2-6	10-1 & 2-5	10-1

Bourtreehill

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current	1-5 & 6-7.30	10-1 & 2-5.30		1-5 & 6-7.30	10-1 & 2-5.30	10-1 & 2-5
Option 1	10-1 & 2-5.30		3-6		10-1 & 2-5	
Option 2	10-1 & 2-5		3-6	10-1 & 2-6		

Dalry

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current	1-5 & 6.3-7.30	10-1 & 2-5.30		1-5 & 6.3-7.30	10-1 & 2-5.30	10-1 & 2-5
Option 1	10-1	10-1 & 2-5	10-1	10-1 & 2-6	10-1	10-1
Option 2		10-1 & 2-5	10-1	10-1 & 2-6	10-1 & 2-5	10-1

Dreghorn

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current	1-5 & 6-7.30	10-1 & 2-5.30		1-5 & 6-7.30	10-1 & 2-5.30	10-1 & 2-5
Option 1		10-1 & 2-5	10-1	10-1 & 2-5		
Option 2		10-1 & 2-5	10-1		10-1 & 2-5	

Fairlie	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current		2.30-5 & 5.30-7.30			2.30-5 & 5.30-7.30	
Option 1		2-7		10-2		
Option 2		2-7			10-2	

Irvine	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current	9-7.30	9-7.30	9-12.30	9-7.30	9-7.30	10-5
Option 1	10-7.30	10-7.30	10-1	10-7.30	10-5.30	10-5
Option 2	10-7.30	10-7.30	10-1	10-7.30	10-5.30	10-5

Kilbirnie	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current	1-5 & 6-7.30	10-1 & 2-5.30		1-5 & 6-7.30	10-1 & 2-5.30	10-1 & 2-5
Option 1	10-1	10-1 & 2-5	10-1	10-1 & 2-6	10-1	10-1
Option 2		10-1 & 2-5	10-1	10-1 & 2-6	10-1 & 2-5	10-1
Registration services would continue to be available as currently offered						

Kilwinning	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current	9-7.30	9-7.30		9-7.30	9-7.30	10-5
Option 1	10-5.30	10-5.30	10-1	10-7.30	10-5.30	10-1
Option 2	10-5.30	10-7.30	10-1	10-5.30	10-5.30	10-1

Largs						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current	9-7.30	9-7.30	9-12.30	9-7.30	9-7.30	10-5
Option 1	10-5.30	10-7.30	10-1	10-7.30	10-5.30	10-1
Option 2	10-5.30	10-7.30	10-1	10-5.30	10-5.30	10-5

Millport						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current	1-5 & 6.3-7.30	10-1 & 2-5.30		1-5 & 6.3-7.30	10-1 & 2-5.30	10-1 & 2-5
Recent consultation on opening hours, so no changes proposed.						

Saltcoats						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current	9-7.30	9-7.30	9-12.30	9-7.30	9-7.30	10-5
Option 1	10-5.30	10-7.30	10-1	10-7.30	10-5.30	10-1
Option 2	10-5.30	10-7.30	10-1	10-5.30	10-5.30	10-5

Skelmorlie						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current	1-5 & 6-7.30			9-1	1-5 & 6-7.30	
Option 1	10.30-4	10-2		1-6.30		
Option 2	1-5 & 6-7.30	9-1		1-5 & 6-7.30		

Springside						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current	6-7.30	2-5		6-7.30	2-5	
Option 1		12-4.30		3-7.30		
Option 2	6-7.30	2-5		6-7.30	2-5	

Stevenston						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current	1-5 & 6-7.30	10-1 & 2-5.30		1-5 & 6-7.30	10-1 & 2-5.30	10-1 & 2-5
Option 1	10-1	10-1 & 2-5	10-1	10-1 & 2-6	10-1	10-1
Option 2		10-1 & 2-5	10-1	10-1 & 2-6	10-1 & 2-5	10-1

West Kilbride						
	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**	**Saturday**
Current	1-5 & 6-7.30	10-1 & 2-5.30		1-5 & 6-7.30	10-1 & 2-5.30	10-1 & 2-5
Option 1	10-1	10-1 & 2-5	10-1	10-1 & 2-6	10-1	10-1
Option 2		10-1 & 2-5	10-1	10-1 & 2-6	10-1 & 2-5	10-1

NORTH AYRSHIRE COUNCIL

Agenda Item 12

29 September 2015

Cabinet

Subject:	**Locality Planning Approach**
Purpose:	To seek approval from Cabinet for the consultation mandate and to proceed to consultation with stakeholders.
Recommendation:	That Cabinet: (a) approves the consultation mandate for the Locality Planning Approach in North Ayrshire; (b) remits officers to proceed to consult with stakeholders; and (c) agrees to receive a report on the outcome of the consultation in early in 2016.

1.   Introduction

1.1   Development of the Neighbourhood Planning Approach was approved by the Community Planning Partnership in 2012. A number of priority tasks were outlined to the CPP Board including the need to develop common boundaries to support the implementation of new neighbourhood planning areas in North Ayrshire.

1.2   The Public Service Reform agenda and the Community Empowerment Scotland Act 2015 have emphasised the need for public sector resources to be delivered in the most efficient and effective way possible and for local people to be involved in the design of these services.   The four principle areas of reform include people, prevention, performance and partnership. The Christie Commission report argued for closer involvement of people in the design & delivery of services they use, the prioritisation of spend on prevention activity, sharing services where possible and using partnerships better to integrate service provision. It concluded that continued development of local partnership arrangements would be a key element of the public service reform process. This would include a much stronger focus on engaging with people and communities in partnership processes.

2. Current Position

2.1 The approach has been adopted since 2012 and has now reached an important stage of development where new representative bodies are planned for each of the agreed six localities. These will introduce locally accountable forums with powers to influence how public services are designed, configured and delivered to areas through supporting Locality Plans. It is proposed that the role, constitution and agreed powers of these new bodies will be the subject of a broad consultation programme, proposed within the current report.

2.2 The Community Empowerment Act was passed by the Scottish Parliament in June 2015. The Act strengthens the statutory base for Community Planning Partnerships and reinforces a range of milestones (e.g. Christie Commission, Statement of Ambition, CPP audits) to place community planning in a stronger role in influencing outcomes at local level

2.3 The Scottish Government expects CPPs to drive public service reform effectively at local level. This is needed to achieve our overarching outcomes of sustained economic growth, healthier & safer neighbourhoods. At community level the Act extends the community right to buy, making it simpler for communities to take over public sector land and buildings. Crucially asset transfer can help empower community bodies through & the ownership of land and buildings while strengthening their voices in the decisions and services that matter to them.

2.4 Community bodies are also to become statutory partners. These are defined as bodies established to improve or promote the interests of any communities present in the CPP area. CPPs must consider which community bodies are likely to be able to contribute to Community Planning, and make all reasonable efforts to secure their participation and enable ongoing participation. Locality Partnerships will be best placed to consider the level of support for example to community sports clubs, social enterprises and community businesses, and to consider all opportunities for increasing volunteering

2.5 Since 2012/13 North Ayrshire Council and Ayrshire & Arran NHS Trust have been working towards the integration of health and social care service across North Ayrshire in partnership with health and social care professionals, the third sector, service users, carers and other key stakeholders. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the legislative framework to integrate health and social care services in Scotland. The Act requires each Integration Authority to establish at least two localities within its area.

2.6   A locality is defined in the Act as a smaller area within the borders of an Integration Authority. Their purpose is to provide an organisational means for local service planning, with local needs reflected upwards in the Health & Social Care strategic commissioning plan. Guidance on forming Health & Social Care locality areas stated that localities should relate to natural communities and must have real influence on how resources are spent in their area.

2.7   The Scottish Government envisages that locality planning will be led by and involve local professionals as well as directly involve local elected members, service users, carers and third and independent sector representatives. This is intended to bring about a collaborative approach to planning and reflect the principles of the Christie Report (Commission on the Future Delivery of Public Services, 2011).

2.8   Parallel development of both wider CPP Locality Planning and the Health & Social Care localities meant that commonly shared boundaries could be developed to ensure that all CPP services were being delivered using the same geography. This ensures that Health & Social Care services can integrate more easily in terms of representation on the emerging Locality Partnerships and in engaging with Partner agencies (e.g. Police Scotland, Department of Work & Pensions, Scottish Fire & Rescue etc) on wider service delivery solutions to areas.

2.9   It is envisaged that the local Health & Social Care Partnership Strategic Plan will link closely with the first suite of Locality Plans, identifying specific health and social care priorities for each locality.

2.10   The roll out of the Locality Approach is therefore very timely in providing a structure to pick up on these responsibilities. In preparing its SOA (local outcomes improvement plan) the CPP must consult such community bodies as it considers appropriate and consider the needs and circumstances of local residents. This will be delivered by North Ayrshire CPP through the Locality Planning Approach and its localised methods of engagement.

2.11   As the first part of a pre-engagement phase, discussion groups were held respectively with the Community Engagement Reference Group, CPP Board members and elected members during November 2014. As a key information gathering stage, these sessions were designed to bring stakeholders up to speed with developments, explore any issues around the model and to provide a mandate for wider consultation across North Ayrshire communities.

2.12 Elected members, the CPP Board, the Community Engagement Reference Group and wider community groups have since been consulted at various stages of the developing approach and have provided essential feedback on the overall approach. The North Ayrshire Community Planning Partnership Board received a progress report on 10 September 2015.

2.13 Options for structuring the governance arrangements for these Locality Partnerships have now been developed, based on extensive early engagement with stakeholders. To assist this in process, key stakeholders have been surveyed to assess what they consider to be the most important functions of these new bodies. This information has been used to develop a proposal to consult with the wider community.

3. Proposals

3.1 It is now proposed that the information gained in the early engagement process described above is used to inform proposals for the principles, functions and membership of locality partnerships. This includes robust proposals for community participation, including participatory budgeting, and now forms the basis of a proposed wider formal consultation process across North Ayrshire's six locality areas.

3.2 The proposed consultation mandate is as follows:

Proposed Consultation Mandate

We:	North Ayrshire Council on behalf of the Community Planning Partnership
Need to understand the views of:	CPP Partners
	Community Councils
	The HSCP Integration Joint Board Recognised representative bodies such as: community associations; development trusts; young people's groups: elderly people's groups; tenants and residents groups; parent groups; business development groups .
Concerning:	1. The proposed arrangements for how the Locality Partnerships will work as expressed in the Terms of Reference and Charter documents.
	2. The role of the Locality Partnerships in the development and delivery of the Locality Partnership Plans.
So that:	the Community Planning Partnership
Can:	finalise and adopt the arrangements for the six Locality Partnerships
By:	01 April 2016
So as to accomplish:	1. Better outcomes for local people and communities through increased participation in local decisions that take account of the needs, aspirations, capacities and skills of local communities.
	2. Increased opportunities for local people and CPP Partners to define and prioritise the issues in each locality, and where appropriate, design and deliver the solutions with locality based partners.

3.3   The basis for the proposals for consultation are as follows:

- A Locality Partnership Charter
- Terms of Reference for the Locality Partnerships.

These documents are attached at Appendix 1 (Locality Partnership Charter) and Appendix 2 (Terms of Reference for the Locality Partnerships).

3.4   It is proposed that these documents become the subject of a community wide consultation with stakeholders, beginning on 19 October 2015 and concluding in December 2015.   Consultation methods will include road shows for the wider community, focus groups of key stakeholders, face to face interviews and online surveys using social media channels

3.5   Is is proposed that Cabinet (a) approves the consultation mandate for the Locality Planning Approach in North Ayrshire; (b) remits officers to proceed to consult with stakeholders; and (c) agrees to receive a report on the outcome of the consultation in early in 2016.

4.   Implications

Financial Implications

4.1   There are no financial implications contained within this report.

Human Resource Implications

4.2   There are no human resource implications arising directly from the current report.

Legal Implications

4.3   As detailed in the report, there are now legal obligations to adopt a locality planning approach, both in terms of the Community Empowerment (Scotland) Act 2015 and the Public Bodies (Joint Working) (Scotland) Act 2014

Equality Implications

4.4   There are no equality implications arising from this report.

Environmental and Sustainability Implications

4.5   There are no environmental implications arising from this report.

Implications for Key Priorities

4.6 The proposals contained within the report will assist in achieving the following SOA outcomes:

11b "partnership working between the public, community and voluntary sector has improved.

5. Consultations

5.1 Consultation has taken place with Community Planning Partners, including the Health and Social Care Partnership and the Third Sector Interface.

6. Conclusion

6.1 Preparations for the wider community consultation are at an advanced stage, guided by the Locality Approach Partnership Board. As consensus develops, the outcome will be to achieve a remit for each Locality Partnership and a Locality Plan that balances a commitment to addressing local priorities and the concept of 'place' while ensuring that the overall agenda contributes to our wider commitments within the North Ayrshire Single Outcome Agreement.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact Audrey Sutton, Head of Connected Communities on 01294 324414.

Background Papers
None

LOCALITY PARTNERSHIPS

Locality Partnership Charter

Introduction

Locality planning will enable local communities to identify and solve local problems and to be involved in making local decisions that improve their own and their neighbours' quality of life.

The Commission on Strengthening Local Democracy has recently developed new proposals to support this way of working. The Commission's report recommends closer working between local people, communities, the third sector, public sector, business and central Government in order to shift the balance of influence and resources closer to local people.

This Locality Partnership Charter sets out how Locality Partnerships, to be operational in North Ayrshire in April 2016, can be a means of achieving better results for our communities.

Vision

A number of factors are currently creating a period of change in our communities.

Increased demand for services and a difficult economic climate is resulting in a challenge to communities and the public sector alike.

Everyone agrees that things will have to be done differently in future to ensure that we overcome these challenges. North Ayrshire wants to be at the forefront of developing the best way to do this.

The key theme is partnership. Working together and doing things differently will give us an opportunity to ensure that the strengths of our communities will be valued within these partnerships, and that the voice of our communities is placed at the heart of everything we do.

North Ayrshire Community Planning Partnership has a track record of doing things differently and well. Innovation is important if we want to be able to continue to provide better results for people, and for people to provide better outcomes for their own communities where possible.

Joint solutions will provide the best results.

North Ayrshire Community Planning Partnership

The North Ayrshire Community Planning Board has an overall leadership role in community planning and will therefore work closely and systematically with Locality Partnerships to ensure that things are done.

There will be a shared understanding of local strengths and needs (Area Profiles) and there will be clear links to the Single Outcome Agreement (SOA) with the Scottish Government.

The principle of community empowerment and participation is embedded in the work of Locality Partnership.

Locality Partnerships will:

- Provide local leadership for the development of the Locality Plans.
- Be committed to working towards improved equality.
- Find new ways of ensuring people's views are heard.
- Find new ways to respond to issues at a local level.
- Positively promote local civic pride.

Locality Partnerships will involve a range of local people and organisations who have responsibilities and expertise in the issues identified as important in the local area. "Participation by Expertise" is a key feature. This means that, at a local level, the right people from the community will be at the table to discuss the issues they know most about.

Locality Partnership Arrangements

The work and operation of the Locality Partnership will be undertaken in accordance with CPP principles and will operate within agreed Terms of Reference.

Partnership business will be conducted in a manner which recognises and values the contribution that can be made by all members of the Partnership.

Partnership working will be enhanced by creating and encouraging opportunities for members to interact in informal settings outwith the formal Locality Partnership meetings.

Locality Partnerships may establish thematic groups to consider specific local issues requiring specialist knowledge e.g. health issues or environmental issues.

Locality Partnerships should operate with political neutrality to achieve decision making by consensus. Political parties have a responsibility to ensure that Locality Planning operates on these principles.

Participatory budgeting will be introduced to widen participation.

Locality Plans

By April 2017 all six Locality Partnerships will have developed a Locality Plan, which will have identified the key issues and priorities for that locality.

The Locality Plan will include the Partnership Action Plan for the duration of the Plan and will include the commitment of community planning partners, service providers and other agencies and community organisations who will be involved in achieving the objectives of the Plan.

Annual Reporting

Each Locality Partnership will prepare an Annual Report which will include as a minimum:

- Assessment of progress towards the objectives of the Locality Plan in the previous year;
- Specific objectives for the coming year and organisational/partner commitments towards achieving those objectives;
- Review of partnership's and joint activities and recommendations for improvement; and
- Reporting on local innovations in community engagement and significant events in the community, to enable the sharing of good practice within the CPP.

Organisational Arrangements

Lead Officers/Locality Managers

Locality Managers will be responsible for supporting the development of Locality Partnerships and for monitoring the delivery of all public services in the local area.

Locality Managers will report to Partnerships by:

- Attending Locality Partnership meetings;
- Providing a first point of contact with the Council and other partners; and
- Ensuring that partners consult with Locality Partnerships and local communities where appropriate.

Annual Community Planning conferences will provide opportunities to develop the relationship between the NACPP Board and Locality Partnerships and to consider successes and improvements to the community planning processes.

Accountability of Service Providers

All relevant service providers have a duty to engage with Locality Partnerships, and work effectively with them. Accountability will be demonstrated by attendance at relevant Locality

Partnership meetings to report on local service provision, assistance with local service planning and support the objectives set out in the Local Community Plan.

Departments and agencies also have a responsibility to share information with each other, and with Locality Partnerships, to address issues requiring joint working.

Review Periods

A review of locality planning arrangements will take place after 1-2 years.

LOCALITY PARTNERSHIPS

Membership

The membership of the Locality Partnerships will comprise:-
- All Elected Members of North Ayrshire Council who represent the Locality,
- A Senior Lead Officer appointed by North Ayrshire Community Planning Partnership, who will act as chief advisor to the partnership
- An Officer representative from each of the organisations comprising North Ayrshire Community Planning Partnership, namely:
-
  - North Ayrshire Council
  - North Ayrshire Integration Joint Board
  - NHS Ayrshire and Arran
  - Police Scotland
  - Scottish Fire and Rescue
  - Scottish Enterprise
  - Skills Development Scotland
  - Strathclyde Partnership for Transport
  - Job Centre Plus
  - Scottish Government
  - Irvine Bay Regeneration Company
  - Third Sector Interface
  - Ayrshire College
  - KA Leisure

- The Chair of each Community Council within the Locality, which failing such community councillor as shall be nominated by the relevant Community Council
- Where there is no Community Council serving a community council area , an individual from a properly constituted community organisations selected in a fair, open and accountable manner as determined by the Locality Partnership.

Co-opted Membership

Locality Partnerships may co-opt as additional members a representative of a community of interest or an agency or organisation with knowledge of or interests in the Locality (Participation by expertise), provided that the number of co-opted members does not exceed half that of the Locality Partnership's membership. Such members may be co-opted for a defined period, for the duration of a defined piece of work or such other period as the Locality Partnership may determine, not exceeding the normal period of office of community council members. Such members shall not have voting rights or be counted as part of any quorum for meetings.

Deputies

Named Depute Members for Members may be appointed by the constituent authority which nominated the Member, or the Member as appropriate. The appointment of such Deputies will be subject to the same rules and procedures for Members. Deputies shall receive papers for Meetings of the Locality Partnership but shall be entitled to attend or vote at a Meeting only in the absence of the principal Member they represent. If the Chairperson or Vice Chairperson is unable to attend a meeting of the Locality Partnership, any Depute Member attending the meeting may not preside over that meeting.

Period of Membership

An officer member of the Locality Partnership will remain a member for three years. Otherwise, the term of office of Members of the Locality Partnership shall be until the day of the next ordinary Elections for Local Government Councillors or Community Council in Scotland, as appropriate.

Chair

The Chair will be a North Ayrshire Council Councillor who represents the Locality, appointed by North Ayrshire Council.

Code of Conduct

Members shall subscribe to and comply with the Standards in Public Life - Code of Conduct for Members of Devolved Public Bodies

Standing Orders

Standing Orders will be prepared for meetings of Locality Partnerships, which will incorporate the relevant parts of the Terms of Reference.

Quorum

The quorum will be one quarter of the members of the Locality Partnership, excluding co-opted members.

Voting

As more particularly detailed in the Standing Orders of the Locality Partnership, every effort shall be made by Members to ensure that as many decisions as possible are made by consensus. In the event that such consensus is not possible in relation to a decision (as opposed to a recommendation), then only the member or members representing the body whose function is to be exercised shall be entitled to vote.

2

Delegated Powers

In common with North Ayrshire Community Planning Partnership the Locality Partnership will normally make recommendations, which in turn, after approval of the Locality Partnership's minutes by the Community Planning Partnership, will be referred for consideration to the body responsible for exercising the function which is the subject of the recommendation. Alternatively an officer of bodies attending the Locality Partnership may have authority delegated by their parent organisation to implement the recommendation without further decision by their parent organisation. In addition, Community Planning Partners or other organisation may in due course, delegate specific powers to Locality Partnerships.

Meetings
There shall be six ordinary meetings of the Locality Partnership each year

Functions Referred

The function of the Locality Partnership is to develop, review and implement the priorities of the Locality Plan for its area and as part of this:

- Develop a Locality Plan based on agreed local priorities (evidenced from data and community workshops) which aligns with the Single Outcome Agreement and has regard to the plans of Community Planning Partners .
- Monitor and review actions to progress the Locality Plan.
- Engage regularly with CPP Board to review developments and share success.
- Report directly to CPP Board.
- Prepare an annual local outcomes improvement progress report containing an assessment of whether there has been an improvement in the achievement of the outcomes of the Locality Plan.
- To promote and consider the impact of Community Planning partner strategies, and policies at Locality level.
- Respond to strategic issues in relation to service delivery at Locality level to support their alignment with the Locality Plan.
- Influence and improve delivery of services provided within the Locality to support their alignment with the Locality Plan.
- Inform the work of elected members within the Locality.
- Develop and implement Participatory Budgeting in relation to monies delegated to the Locality Partnership.
- Promote and support activities that address local issues and grow community capacity, empowerment and volunteering.
- To support local communities and organisations in aligning their work in support of the priorities of the Locality Plan
- Listen to, consult and represent local communities in Locality.

3

- Support the role of Community Councils in aligning their work in support of the priorities of the Locality Plan .
- To name new streets within the Locality
- To administer the disbursement of any grant or other financial payment to local organisations or individuals from within the area in terms of the relevant grants schemes.
- Respond to consultations on matters effecting the Locality.

4

NORTH AYRSHIRE COUNCIL

Agenda Item 13

29 September 2015

Cabinet

Subject:	**Creating a Fairer Scotland: Employability Support: North Ayrshire Council Response to the Consultation**
Purpose:	To seek approval for the Council's response to the Scottish Government consultation on the future of employability and the use of devolved powers.
Recommendation:	To approve the Council's response to the Creating a Fairer Scotland: Employability Support consultation.

1.   Introduction

1.1   From 1 April 2017, Scotland will have the power to design and deliver its own employability services for disabled people and those at risk of long-term unemployment. The Scottish Government is currently seeking views on how we should utilise the devolution of further powers in relation to specific programmes but there is also an opportunity to comment on wider issues in relation to employability.

1.2   The scale and scope of devolution remains unclear and this limits responses to the consultation. We know that the Work Programme and Work Choice are the two main programmes and that budgets will transfer to Scotland but there could still be more to be negotiated. We also know that any successor programmes in Scotland will need to interact with the out of work benefits system, which is being retained as a reserved matter for UK Government. Therefore the scope for new approaches in Scotland could be limited. It may be some time before we understand fully what the possibilities are.

2.   Current Position

2.1   Economic Growth has co-ordinated a response across the Council to the consultation for the deadline of 9th October. A COSLA/SLAED response will also be submitted, reflecting the extent of consensus amongst authorities in relation to this matter.

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2.2 The Scottish Government has supplemented the paper based consultation by taking views from various stakeholders at a series of events. North Ayrshire Council is supporting this process by organising and facilitating an event on the 6th October, whereby the local business community will get an opportunity to discuss the issues and communicate directly with Scottish Government. The Cabinet Secretary for Fair Work, Skills and Training, Roseanna Cunningham; will attend the event and hear from our local business community.

3. Proposals

3.1 The full proposed response to the consultation is attached as Appendix 1 for consideration. The response focuses on 3 key messages which we believe are fundamental in terms of using new devolve   powers effectively. These "asks" of Government are as follows -

- Scottish Government should not consider the devolved budgets and programmes in isolation but should recognise and grasp the opportunity to use these, to drive simplification and integration of the whole employability system.

- Scottish Government should recognise the link between joined up funding and joined up delivery on the ground. We, along with all Scottish Local Authorities are calling for the new devolved resources to be routed through Community Planning Partnerships. We believe this is the only way in which we can join up funding to achieve better outcomes for residents.

- While we recognise the need for some consistency and minimum standards across the country, we are seeking local discretion to design programmes that fit with North Ayrshire's labour market.

3.2 It is proposed that the Cabinet approve the Council's response to the Creating a Fairer Scotland: Employability Support consultation.

4. Implications

Financial Implications

4.1 There are no short to medium term financial implications for the Council. However, decisions around devolved powers and budgets could have impacts from 2017.

Human Resource Implications

4.2   None

Legal Implications

4.3   None

Equality Implications

4.4   None

Environmental and Sustainability Implications

4.5   None

Implications for Key Priorities

4.6   A key priority of the Council is to reduce unemployment, therefore any national policy decisions around employability, could impact on this in some way, however at this stage the implications are not clear.

5.   Consultations

5.1   Views have been taken from across Council services to inform the attached response. Discussions have also taken place with other Local Authorities through COSLA and SLAED, in order that authorities are submitting consistent messages where consensus exists.

6.   Conclusion

6.1   While the scale and scope of devolution of employability budgets and programmes remains unclear, this consultation presents an opportunity to express our views on how devolved powers could best be utilised to improve the employability system.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : GR/AB
For further information please contact Greig Robson, Senior Managers, Employability & Skills on 01294 324950.

Background Papers
None

RESPONDENT INFORMATION FORM

Please Note this form **must** be returned with your response to ensure that we handle your response appropriately

Views and comments can be made to EmployabilityinScotland@scotland.gsi.gov.uk by 9th October 2015.

1. Name/Organisation

Organisation Name

North Ayrshire Council

Title Mr ☒ **Ms** ☐ **Mrs** ☐ **Miss** ☐ **Dr** ☐   **Please tick as appropriate**

Surname

Robson

Forename

Greig

2. Postal Address

| Cunninghame House |
| Irvine |
| |
| |

| **Postcode** KA12 8EE | **Phone** 01294 324 950 | **Email** greigrobson@north-ayrshire.gov.uk |

3. Permissions - I am responding as…

Individual	**/**	**Group/Organisation**
☐	**Please tick as**	☒

(a) Do you agree to your response being made available to the public (in Scottish Government library and/or on the Scottish Government web site)?

Please tick as appropriate
☐ **Yes** ☐ **No**

(c) The name and address of your organisation **will be** made available to the public (in the Scottish Government library and/or on the Scottish Government web site).

(b) Where confidentiality is not requested, we will make your responses available to the public on the following basis

Please tick ONE of the following boxes

Are you content for your **response** to be made available?

Please tick as appropriate
☐ Yes ☐ No

Yes, make my response, name and address all available ☐

or

Yes, make my response available, but not my name and address ☐

or

Yes, make my response and name available, but not my address ☐

(d) We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

Please tick as appropriate ☒ **Yes** ☐**No**

CONSULTATION PAPER QUESTIONS

QUESTION 1

What types of employment support services work best in Scotland, reflecting the very different needs of individuals who are unemployed?

> **Comment**
>
> Individualised and personalised support services work best, reflecting the different needs of individuals who are unemployed.
>
> We know that large national programmes like Work Programme and Flexible New Deal often have worked effectively for those closest to the labour market – it is with more disadvantaged groups that these types of programmes have struggled in the past.
>
> There is a fair degree of consensus across geography and sector that individualised and personalised support services work best but merely stating this does not move the agenda forward – we need to look at how we can create the conditions for such services to become the norm, not the exception.
>
> In the experience of North Ayrshire Council we would suggest that individualised and personalised support services can only flourish if -
>
> There is joined up funding. *Silo funding produces silo service responses*
>
> A holistic approach to employability is promoted. *It's about more than skills and qualifications.*
>
> There is multi-agency buy in. *No one agency has the support for all individuals.*
>
> Embedded local providers are supported. *The market for services needs to support some stability.*
>
> Challenging performance drivers but longer term funding. *Short term funding leads to short term thinking.*
>
> There exists local discretion. *What makes sense in one geography may not make sense in another.*

QUESTION 2

How best can we ensure the needs of different businesses and sectors in Scotland, are aligned with employment programme outcomes?

Comment

We need to listen, involving businesses and sectors in the consultation and design of devolved programmes now**,** ideally through existing structures. To facilitate this North Ayrshire Council has organised a consultation event for local business on 6th October.   In North Ayrshire we are focused on building better links between business development and employability staff to understand business need, using existing business networks to inform employability activity.

We should learn from the work now taking place through the Invest in Scotland's Young Workforce activity – this seems to be getting traction within the business community as they are not being treated as merely a customer of the skills and education system but a part of the system itself. Getting this kind of buy-in across the board, where employers see themselves as part of the solution; will be vital.

We need to get far better at getting ongoing, real time feedback from the business community on programmes and their outcomes – we need to understand when it is working and when it is not.

We need the freedom to respond to what businesses are telling us. There already exists a wealth of feedback from employers and businesses in Scotland on what they want from an employability service but the private sector is not a homogenous group with consistent or clear views. This in itself points to a need for flexibility – one size fits all doesn't work for business, even when done at a local level.

There will be some consistent messages which can be applied to the standard and national element of programmes; and some specific sectoral messages which can be applied to the local aspects of design.

We know businesses want –

- Simplicity (the plethora of schemes is not popular with employers)

- Motivated candidates with basic and soft skills

- Candidates that can accept jobs and sustain as barriers such as childcare have been addressed

QUESTION 3

What are the strengths and weaknesses of existing employment support programmes and delivery mechanisms in Scotland?

Comment

Strengths

- The importance of employment in relation to our health, wealth and well-being is widely recognised in policy development.

- Engagement with employers is positive and strong

- Skills Pipeline approach has been a step towards integration of provision

- Good coverage of activity geographically; activity targeted at wide range of beneficiaries

- Radical action taking place within schools to change position of vocational education

Weaknesses

- Too many providers chasing funding, duplicating – competing not collaborating

- As a result - lack of critical mass to develop good Research & Development for the sector

- Complex funding arrangements resulting in a complex service landscape, lack of transparency and accountability

- Not aligned or understood well enough by front line services – e.g, Social workers, Housing officers, GPs etc, how can this well established infrastructure be better used to target and deliver employability services

- Customer not clear on who does what and where to go

- Funding streams drive behaviour of service providers - often unhelpfully

  - Cherry picking of clients - not enough focus on those that require long-term intensive support

  - System skewed at low skills entry level employment

  - Strength in achieving initial progression; weakness in sustaining that progression – particularly for school leavers.

QUESTION 4

Where are the current examples of good practice in relation to alignment of services to most effectively support a seamless transition into employment?

Comment

The best examples of alignment of services have often come when a partnership has had a time limited opportunity to work towards or in a crisis situation – these types of opportunities seem to result in agencies and sectors developing a common vision and purpose.

Commonwealth Games opportunities being a recent example. Many partnerships often work best together when there is a new opportunity such as a major capital project, with a number of job opportunities – this focus has led to some of the better examples of integration of services.

PACE redundancy support has been viewed as a success for a number of years and is a good example of a nationally agreed and consistent protocol and approach – which allows bespoke support service responses to be made across the country. In a typical PACE response, services come together in a crisis, align and develop bespoke solutions for customers. Question is – why do we need a crisis for agencies to behave in that way?

The crisis situation created during the recession where Youth Unemployment reached concerning levels – did seem to provoke concerted action to align services for this group – a good example of this was the Youth Hub that emerged in Shettleston JobCentre.

The development of Strategic Skills Pipelines in recent years has worked effectively to promote the alignment of services and to support a seamless transition into employment – it does this most effectively when the pipeline is used the make funding decisions and is more than just a diagram model.

We also believe that we need to look at other service areas for examples of collaborative partnership working between the public and private sector. Team North Ayrshire is an example of such a partnership in the business support sphere, where the aim was to simplify the system, share knowledge and work to provide one coherent service to business. This approach is working and is exactly the type of initiative that could be extended to the employability system.

QUESTION 5

What are the key improvements you would make to existing employment support services in Scotland to ensure more people secure better work?

Comment

Rationalise the plethora of schemes but not to reduce investment but to ensure more investment is being made in each person in a co-ordinated fashion and over a more concentrated period of time. At the moment many people receive a drip feed of funding from various agencies over a long period of time, never reaching a point where it impacts in the way in which we would like.

Poor providers need to be held to account. The market of providers needs to be more dependent on performance. Too often in Scotland, poor performance is tolerated and is hidden behind the fog of a system where there are no standard performance measures.

Independent evaluation evidence – the sector has failed to develop good R & D over a number of years. We need an independent body to evaluate various programmes, with skills and expertise pooled. Building on this there should be more national pilots that are evaluated, replicated and scaleable.

There has to be interventions that mitigate immediate local need; however balance has to move towards developing long-term solutions which foster sustainable transformational change – i.e. working with those with multiple barriers that need long-term support. To achieve this, funding criteria needs to reflect longer-term goals.

A 'system- wide' approach has to be developed. Current activity is too fragmented and to work efficiently requires a major investment in time and resource to build partnerships and align activity. A simplified system should mean more resources on front–line where needed. This will also support in more measuring and monitoring performance.

Leadership and co-ordination is required at a local level – and that comes from who is able to plan and control what is funded. The prime contractor model makes a lot of sense to achieve this but the prime needs to be able to co-ordinate and influence all of the local system, not a part of it. We believe Local Authorities are the only agencies who could effectively take on this prime contractor model – this does not mean Local Authorities have any desire to deliver directly or stifle the market of providers. Falkirk Councils recent performance effectively operating as a prime within the employability fund, we believe demonstrates the value of local authorities taking on this role. The few local authorities who are involved in the Work Programme have also performed well and this provides further evidence of their ability to out-perform by joining up services.

QUESTION 6

How best can we assess the employment support needs of an individual and then ensure the support they receive is aligned with their requirements?

Comment

Assessment needs to be carried out independently to the support service infrastructure. At the moment, the system is incentivised to make providers work perversely. Too often - providers run programmes and assess people to demonstrate their eligibility and fit with the programmes. It needs to be the other way around but the current system asks the providers to assess and that has fundamental dangers around objectivity.

It is important that the agency making an assessment of an individual is –

- Free from influences which could reduce the objectivity of that assessment. (with current arrangements, providers are incentivised through funding to assess people as disadvantaged and to provide a series of interventions)

- Fully informed about an individual's background and circumstances (effective data sharing)

- Regularly re-assessing an individual and reviewing interventions

- Assessment should set out a clear path of interventions leading to a positive progression

When this assessment has been made, this should drive a package of support – there should be one assessment driving the process and no agency should be working outside this support package.

QUESTION 7

How best can the employability pipeline framework help providers best assess and deliver services people need?

Comment

The pipeline model is useful in providing a common language around peoples distance from the labour market. While it is now a widely accepted model, not all funders and sectors fully buy into it and its purpose.

The danger is too many see the pipeline as a linear model and become obsessed with pigeon-holing people into stages.

The pipeline is a way of ensuring we don't duplicate and that we have a range of

services that could cater for most needs. It is only a starting point; it doesn't in itself ensure assessments are effective and not biased in the ways described at Q6.

QUESTION 8

How can early intervention best be integrated into employment support and the design of future programmes?

Comment

The answer to this is dependent on what is meant by early intervention.

True early intervention would focus on early years, parenting, schools – the development stages that the evidence shows us feed into the attitudes, skills, behaviours which make up a person's employability. We would suggest that this should be a focus of Scottish employability policy but at this stage seems to outwith the scope of the Scotland Bill as it currently is.

Early intervention in the context of the devolved powers being discussed, would seem to be more about at what stage of unemployment do we intervene and offer services and at what level. There is an argument that the vast majority of JSA customers will re-enter the labour market after a few months and with minimal support outwith – and therefore we should steer away from intervening too early with this group as it would be wasted resources.

However, there are other groups who clearly do not quickly re-enter the labour market and may often have to wait a period of time to become eligible for support. Identifying the characteristics of those who would benefit from early intervention is an important first challenge. Providers need the freedom and incentive to make early interventions – through an effective risk and reward model. If a provider thinks money can be saved longer term by intervening at an early stage, the funding models need to provide the risk and reward to promote this.

It is also important that employability is not seen as another strategy, another intervention. Employability should be integrated into all relevant strategies, e.g., health social care strategies, early intervention strategies.

QUESTION 9

What is the optimal duration of employment support, in terms of both moving individuals into work, and then sustaining their employment?

Comment

We don't believe there is such a thing as an optimal duration of support as support should be individualised and personalised. The fact is that if multiple barriers are targeted, e.g. those with criminal convictions – there has to be an understanding that this has to be long-term interventions and that failure at a number of stages can be expected. Employability has to respond and deliver for this complex client group – this could be a two year intervention. In addition, ongoing support has to be in place for employers.

However we do think there should be restrictions on the length of time in order to drive a focus and intensity to the support on offer. There is little to suggest that allowing providers to work with customers indefinitely really helps. 2 years would seem like the maximum providers should be allowed, apart from with particular customers who have significant barriers.

In general we would suggest that all customers would benefit from more intensive support – too often interventions and resources are drip fed over a long time period – we would suggest that this should be concentrated over a far shorter time period and would be more transformative.

An example of the benefits of intensive support is the STRIVE programme, which has been used successfully in North Ayrshire.
http://www.employabilityinscotland.com/media/457213/case_studies_-_strive_-_dec_2014.pdf

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QUESTION 10

What are the benefits and challenges of a national contracting strategy for Scotland's future employment support service(s)?

Comment

Benefits

- Consistency of provision across the country

- Efficiency in procurement and management

- Data can be analysed and compared nationally

- Could lead to some simplification of service landscape

Challenges

- National design could disenfranchise local embedded providers

- Lack of flexibility and ownership locally

- Lack of local accountability

- Challenges of local economic circumstances – provision in cities should be easier in cities than outlying or rural areas. How will a national strategy address these?

QUESTION 11

How best can we secure effective regional and local delivery of employment support in future?

Comment

We firmly believe that funding drives behaviour in terms of how employment support is delivered across Scotland. A funding model and approach that balances national, regional and local is fundamental to the delivery of effective services in the future.

We should focus on what gets in the way at the moment – silo funding, short term funding, complex rules, lack of local flexibility – remove these and the frontline providers will we believe perform more effectively.

However we should also recognise those areas where regional and local approaches have perhaps got in the way of progress. Issues like a common MI system, or common performance frameworks, do now require national leadership

At a local level, Community Planning Structures are well established and co-ordinate strategic skills pipeline approaches effectively across the country. We believe these local structures should be the building blocks for the delivery of employment support in Scotland.

Regional structures are less well established but there is potential to do more at this level. For example North Ayrshire led and Ayrshire partnership to deliver on the Youth Employment Scotland programme, because it made sense to do at that regional level. However not every aspect of our delivery would work at this regional level.

QUESTION 12

Do national or more localised employment support programmes work better for different client groups? If so, which ones and why?

Comment

The evidence would suggest that Welfare to Work programmes of the past have worked well on a national basis for those customers who are closest to the labour market. Those closest to the labour market, don't require a holistic package of support and as such national provision that could be characterised as "one size fits all" has offered an efficient way of providing the support required for this group.

Those furthest from the labour market require a holistic package of support that could involve health, social work, literacy etc. Localised employment support programmes work better for these client groups as they are embedded in the local infrastructure and can therefore pull together a holistic package of support.

We believe that every provider in Scotland will put forward programmes that are claimed to be more effective than others – despite there being little compelling and consistent evidence. What we do think is clear, is that services which are flexible and provide a holistic package of support are often the most effective.

QUESTION 13

Who should be the contracting authority for devolved employment support provision?

Comment

As detailed in responses to Q11 and Q12, we believe that CPP/Local Authority areas should be the building blocks for the contracting of devolved employment support provision. We believe at this level, packages of support and funding covering health, social care, and education can be co-ordinated best.

Within that geography, Local Authorities as lead of the Community Planning Partnership are best placed to be the contracting authority. Local Authorities have experience of pulling together this type of support through EU funded Strategic Skills Pipelines. There exists the potential for some authorities to work together on contracting in order to share expertise or provide economies of scale.

QUESTION 14

Which client groups would benefit most from future employment support in Scotland and why?

Comment

We believe the groups who would most benefit from future employment support in Scotland are those who are disadvantaged in such a way that their position in the labour market barely improves even when the economy is growing and there are more opportunities – i.e. those who face persistent and deep rooted barriers to employment.

Groups that we believe fit the above criteria are – those with disabilities and health issues, care leavers, ex-offenders, those with addiction issues – in general those most disadvantaged.

QUESTION 15

What should be our ambitions for these client groups?

Comment

Our ambition for all client groups should be for them to gain employment of some sort, if they are able to. However this must be balanced with recognition that there is a routeway to employment, which will take many people in these groups some time to progress along. Our ambitions for such groups should then be broken down into short to medium term achievable goals. Intermediate outcomes are vital for these groups – entering education, training, engaging with services in the first place – are all ambitions which should be the focus of employment programmes.

We may need to also challenge the fundamental structure of employment, which needs more thought for those who are furthest from the labour market. The project search model is a good example, where the configuration and structure of jobs are being re-drawn to something more realistic and sustainable.

QUESTION 16

How can we maximise the effectiveness of devolved employment support in Scotland, in relation to the broader range of resources and initiatives available in Scotland?

Comment

We firmly believe that there is an opportunity to rationalise the current funding and

programmes from Scottish Government, most of which were introduced as emergency recessionary responses. If we pool the resources attached to these programmes and use them combined with new devolved powers and budgets, then we believe new programmes would be more effective. There is an opportunity to join up the various funding streams – EU, Lottery, Local Government, and Scottish Government – to provide a far more comprehensive programme than has historically been offered at UK level.

Scotland also has the opportunity to align and join up spend from other key Government departments, such as health, criminal justice. The evidence shows that greater levels of employment will likely reduce the need to spend on these areas – a "spend to save" agenda is needed, whereby these budgets can be utilised in different ways.

QUESTION 17

What are the advantages, or disadvantages, of payment by results within employment support? What would form an effective suite of outcomes and over what period for Scotland? What does an effective payment structure look like?

Comment

Payment by results in Work Programme has resulted in a very efficient provider network but one that hasn't supported the most disadvantaged customers, as the pricing wasn't right for the labour market it was operating in. A lot depends on what the payment triggers are. If it's early job outcomes, this will lead to targeting of those closer to the labour market and very little support to those that require most support.

Another difficulty with payment by results models is that they are often set nationally and do not reflect the varying levels of difficulty providers have in supporting people into employment across the country. For example, North Ayrshire's low job density means it is clearly more difficult for our providers to achieve outcomes than in more prosperous parts of the country. If payment models do not flex to reflect this reality, then customers in the most disadvantaged areas can in effect receive less support than those with more opportunities.

Payment by results is essential in some form but notoriously difficult to get right due to difficulties with assessing the "right" payment levels. Accepting that it's a very difficult challenge, we believe Scotland should pursue a hybrid model, whereby providers have some guaranteed income but are incentivised through the payment model. We also believe such a model needs to reflect the different challenges in achieving outcomes across the country.

QUESTION 18

What are the advantages, or disadvantages, of payment for progression within employment support? What measures of progression and over what period? What does an effective payment structure, which incentivises progression, look like?

Comment

Payment for progression is a difficult balancing act for programme designers. Outcome focused approaches and payment models have often been favoured in recent years and our ambition should always be to achieve a job outcome. However focusing purely on this outcome can create a risk that providers will not be incentivised to work with those furthest from the labour market.

The advantages of payment for progression within employment, ensures providers are incentivised to work with the most disadvantaged, when the prospect of a job outcome is distant. This can ensure that all participants receive some minimum service.

The disadvantages are that it drives behaviour or providers in ways that may not be efficient or in the best interests of the customer. It can incentivise providers to put people through interventions whether they are needed our not – it rewards outputs not outcomes. We believe measures of progression do have some merit but should only be utilised for customer groups who are some distance from the labour market.

Similar to the response at Q6, there is a need to have independent and objective measures of progression. Need an independent body to assess progression – otherwise you are just paying for activity potentially.

Measures of progression need to be those outputs that have the strongest relationship to the likelihood of a person gaining employment. We should review empirical evidence and take views from employers on this.

QUESTION 19

What are the key aspects of an effective performance management system, to support the delivery of employment support outcomes in Scotland?

Comment

Key aspects of an effective performance management system would be:

Setting objectives/planning – we first need to agree and have clarity on what we are trying to achieve. For example, is it about any job outcome or are we focused on sustainable jobs? We need national consensus around these types of issues, common language and measurements.

Objective appraisal – we need performance measures which are understood by all and accepted as true measures of performance. We then need systems that can allow this to be appraised objectively and regularly.

Feedback – we require regular feedback, in fact we should be aiming for real time feedback given the potential of MI systems available.

Reward – the funding system needs to reward the best performers, funding drives behaviour and can also effectively drive performance (it is not the only factor)

QUESTION 20

Collectively, how best do we encourage active participation and avoid lack of participation on employment support programmes?

Comment

We need to promote the positive benefits of employment and aspiration, instead of demonising the unemployed. People need to see what they can gain from being employed and they need to see a clear routeway to that goal. Most often people don't engage as they have lost faith/hope in the system. We need to better promote the life changing impacts of employability services that occur every day.

Encouraging and engaging is not just an issue for the employability sector to solve. Front-line services across non-employability spheres need to also promote positive messages. For example, housing officers, social and health workers all have contact with a large majority of unemployed people local authority areas. How can we use these systems more effectively to encourage referrals? How can we work better jointly to make this happen?

We need to take services to where people feel comfortable accessing them. A local example is the Stevenston Employability Hub, which co-locates with libraries and is getting a good response from the local community.

QUESTION 21

Do you have any other comments/views in relation to future employment support that have not been covered in the questions above?

Comment

In conclusion, we believe there is an opportunity for radical reform if we can get further changes to the Scotland Bill. However based on the devolution proposals as we understand them at the moment - we would like to conclude by focusing on 3 key messages which we believe are fundamental in terms of using new devolve powers effectively. These "asks" of Government are as follows -

Scottish Government should not consider the devolved budgets and programmes in isolation but should recognise and grasp the opportunity to use these, to drive **simplification** and **integration** of the whole employability system.

Scottish Government should recognise the link between **joined up funding** and joined up delivery on the ground. We, along with all Scottish Local Authorities are calling for the new devolved resources to be routed through Community Planning Partnerships. We believe this is the only way in which we can join up funding to achieve better outcomes for residents.

While we recognise the need for some consistency and minimum standards across the country, we are seeking **local discretion** to design programmes that fit with North Ayrshire's labour market.

End of Questionnaire

Thank you for participating