



**NORTH AYRSHIRE**  
COUNCIL

Cunninghame House,  
Irvine.

5 December 2013

### **Cabinet**

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 10 DECEMBER 2013** 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 declarations of interest in respect of items of business on the Agenda.

**2. Minutes (Page 7)**

The accuracy of the Minutes of the meeting of the Committee held on 26 November 2013 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

## **EDUCATION BUSINESS FOR DECISION**

**3 Naming of New Primary School Development in Irvine (Page 13)**

Submit report and receive presentation by the Corporate Director (Education and Skills) on a name for the new primary school development in Irvine (copy enclosed).

**4. Stanley Primary School Accommodation Pressures (Page 17)**

Submit report by the Corporate Director (Education and Skills) on accommodation pressures at Stanley Primary School, Ardrossan (copy enclosed).

**5. Corrie Primary School Annexe - Structural Issues (Page 25)**

Submit report by the Corporate Director (Education and Skills) on structural issues at the annexe at Corrie Primary School which accommodates dining/PE/Early Years (copy enclosed).

**6. Toilet Provision in North Ayrshire Council Schools (Page 37)**

Submit report by the Corporate Director (Education and Skills) on the current condition and suitability of school toilets (copy enclosed).

**7. 600 Hours Update (Page 45)**

Submit report by the Corporate Director (Education and Skills) on the progress made towards delivering 600 hours early learning and childcare by August 2014 (copy enclosed).

**8. Strategic Review of Educational Services (Page 49)**

Submit report by the Chief Executive on how officers will take forward the Strategic Review of Educational Services (copy enclosed).

## **GENERAL BUSINESS FOR DECISION**

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

**9. Council Plan, Performance Management Strategy and Single Outcome Agreement (SOA):Q2 Progress Update (Page 53)**

Submit report by the Chief Executive on progress in implementing three Action Plans, namely (1) the Council Plan, (2) the Performance Management Strategy, and (3) the Single Outcome Agreement (SOA) (copy enclosed).

**10. 2012/13 Statutory Performance Indicators - Scottish Rankings (Page 115)**

Submit report by the Chief Executive on the performance of the Council in comparison with other Councils (copy enclosed).

**11. Service Plan 2013/14 Progress Reports as at 30 September 2013 (Page 125)**

Submit report by the Chief Executive on an update on the performance of all Council Services as at 30 September 2013 (copy enclosed).

- 12. Provost's Hospitality Budget and Fundraising Activity (Page 169)**  
Submit report by the Chief Executive on the Provost's committed Hospitality expenditure, forecasted expenditure for period 2013/14, and details of the Provost's fundraising activity from June 2013 (copy enclosed).
- 13. Commission on Strengthening of Local Democracy: Call for Evidence (Page 177)**  
Submit report by the Chief Executive on the terms of a response to the Commission on Strengthening Local Democracy's Call for Evidence (copy enclosed).

#### **Reports by the Corporate Director (Social Services & Health)**

- 14. Learning Disabilities Strategy Review (Page 203)**  
Submit report by the Corporate Director (Social Services and Health) on the outcome of the strategic review of North Ayrshire Council Learning Disabilities Services (copy enclosed).
- 15. Protection from Eviction (Bedroom Tax) (Scotland) Bill - Consultation Paper (Page 211)**  
Submit report by the Corporate Director (Social Services and Health) the Council's proposed response to the Protection from Eviction (Bedroom Tax) (Scotland) Private Members Bill (Consultation Paper) (copy enclosed).

#### **CONTRACTS**

- 16. Recovery, Reuse and Recycling of Bulky Household Waste (Page 251)**  
Submit report by the Corporate Director (Finance and Corporate Support) on the tender exercise for the Recovery, Reuse and Recycling of Bulky Household Waste (copy enclosed).

#### **GENERAL BUSINESS FOR INFORMATION**

- 17. Ayrshire Civil Contingencies Team - Accommodation Move (Page 261)**  
Submit report by the Chief Executive on changes in accommodation for the Ayrshire Civil Contingencies Team (copy enclosed).
- 18. ICT Strategy Update (Page 265)**  
Submit report by the Corporate Director (Finance and Corporate Support) on progress and details of the next steps in relation to the ICT Strategy (copy enclosed).
- 19. Treasury Management Mid-Year Report 2013/14 (Page 275)**  
Submit report by the Corporate Director (Finance and Corporate Support) on a Treasury Management update for the period 1 April to 31 October 2013 (copy enclosed).

**20. Maximising Attendance Performance - September 2013 (Quarter 2 Summary) (Page 287)**

Submit report by the Corporate Director (Finance and Corporate Support) on an analysis of sickness absence in Quarter 2 and the current year to date position (copy enclosed).

**21. Employee Engagement Survey (Page 297)**

Submit report by the Corporate Director (Finance and Corporate Support) with a six-monthly update on progress on Employee Engagement Survey improvement plans (copy enclosed).

**22. Arran Outdoor Education Centre (Page 325)**

Submit report by the Corporate Director (Education & Skills) on an interim progress report on the options appraisal to determine options for the future of Arran Outdoor Education Centre (copy enclosed).

## **MINUTES**

**23. South West Hub Territory Partnering Board: Minutes of 10 October 2013 (Page 331)**

Submit report by the Corporate Director (Finance and Corporate Support) on the minutes of the South West Hub Territory Partnering Board held on 10 October 2013 (copy enclosed).

## **EXEMPT INFORMATION**

**24. Exclusion of the Public and Press**

Resolve, in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the meeting, the press and the public for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 9 of Part 1 of Schedule 7A of the Act.

**25. Garnock Campus Project - Acquisition of Land at Longbar**

Submit report by the Corporate Director (Finance and Corporate Support) on progress made in developing the design proposals and acquiring the land required at Longbar (copy enclosed).

**26. Urgent Items**

Any other items which the Chair considers to be urgent.

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## Cabinet

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Sederunt: **Elected Members**

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

Chair:

Attending:

**Church Representatives**

Very Reverend Matthew Canon McManus  
Ms Elizabeth H. Higon  
Mr Mark Fraser

Apologies:

**Teaching Representative**

Mr Gordon Smith

Meeting Ended:

**Youth Council Representatives**

Emma Mae Hawthorn  
Joshua McCormick



Cabinet  
26 November 2013

**IRVINE, 26 November 2013** - At a meeting of the Cabinet of North Ayrshire Council at 2.30 p.m. in Cunninghame House, Irvine.

**Present**

Willie Gibson, Alan Hill, Marie Burns, John Bruce, Anthea Dickson, Tony Gurney and Ruth Maguire

**Also Present**

Donald Reid.

**In Attendance**

E. Murray, Chief Executive; L. Friel, Corporate Director, G. Macgregor, Head of Human Resources and Organisational Development, T. Reaney, Procurement Manager and E. Gunn-Stewart, Customer Services Manager (Finance and Corporate Support); I. Colvin, Corporate Director and J. McCaig, Interim Head of Community Care (Social Services and Health); C. Kirk, Corporate Director and A. Sutton, Head of Community and Culture (Education and Skills); C. Hatton, Corporate Director and J. Smith, Roads Network Manager (Development and Environment); A. Fraser, Head of Democratic and Administration Services, L. McEwan, Corporate Communications Manager, M. Gilmour, Senior Communications Officer and M. Anderson, Committee Services Officer (Chief Executive's Service)

**Chair**

Councillor Gibson in the Chair.

**1. Declarations of Interest**

In terms of Standing Order 16 and Section 5 of the Code of Conduct for Councillors, Councillor Dickson, as a Director of NACAS, declared an indirect, non-pecuniary interest in Agenda Item 14 (Consumer Advice Service). Councillor Gurney declared an indirect, non-pecuniary interest in Agenda Items 7 (TS James Caird) and 13 (A Games Legacy for North Ayrshire 2014), due to a family member's involvement in, respectively, the Sea Cadets and the Queen's Baton Relay event.

**2. Minutes**

The accuracy of the Minutes of the meeting of the Cabinet held on 12 November 2013, was confirmed and the Minutes signed in accordance with paragraph 7(1) of Schedule 7 of the Local Government (Scotland) Act 1973.

### **3. Complaint Handling**

#### **3.1 Annual Complaint Report 2012/13**

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) provided information on the volumes and trends of formal comments during 2012/13; and (b) gave an update on the progress of the implementation of the two stage complaint handling procedure.

Noted.

#### **3.2 Customer Complaint Half-Year Report: First Half of 2013/14**

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) provided information on the volumes and trends of formal comments during the first half of 2013/14; and (b) advised on the improvement actions undertaken by Services.

Noted.

#### **3.3 Management of Unacceptable Contact Policy**

Submitted report by the Corporate Director (Finance and Corporate Support) on the proposed implementation of an Unacceptable Contact Policy setting out the Council's approach to managing the relatively few customers whose actions or behaviours are considered to be unacceptable.

Members asked questions, and received clarification, on the inclusion of Elected Members in the proposed policy.

The Cabinet agreed to approve the implementation of the policy set out at Appendix 1 to the report.

### **4. Information Governance and Data Protection**

Submitted report by the Chief Executive which (a) identified Data Protection risks to the Council; (b) set out the steps and resources required to deal with such risks; and (c) proposed the consolidation of all Information Governance into a single team within Democratic and Administrative Services.

The Cabinet agreed to (a) recommend to Council that, as part of the budget setting process, the Council fund a new post of Data Protection Officer; and (b) note the consolidation of Information Governance within Democratic and Administrative Services.



## **5. Results of North Ayrshire Household Survey**

Submitted report by the Chief Executive on the results of the Household Survey 2013 conducted by ibp Strategy and Research on behalf of the Council.

Members asked questions, and received clarification, on the possibility of an Elected Member seminar to allow a more detailed examination of the findings of the survey.

The Cabinet agreed (a) to note the findings of the Household Survey 2013; (b) to note the work underway or programmed by Council services to address the issues raised by the findings of the Household Survey; (c) to conduct an interim assessment of the top level customer satisfaction indicators through the annual People's Panel Survey; and (d) that the Corporate Communications Manager, in consultation with the research consultants, arrange for a seminar to be provided for all Elected Members on the detailed findings of the survey.

## **6. Scottish Parliament Justice Sub-Committee Call for Evidence - The Impact of Police Reform on Local Policing**

Submitted report by the Chief Executive which proposed a response on behalf of the Council to the Justice Sub-Committee's call for evidence on the Impact of Police Reform on Local Policing.

The Cabinet agreed to respond to the Justice Sub-Committee in terms of the response attached at Appendix 1 to the report.

## **7. TS James Caird**

Submitted report by the Chief Executive which advised of a request from the Ardrossan and Arran, Saltcoats and Stevenston Area Committee in respect of the intended disposal of the TS James Caird, a vessel currently used by Ardrossan Sea Cadets.

Councillor Bruce provided an update on the current location of the vessel and the estimated cost should the Sea Cadets wish to raise funds for its purchase.

The Cabinet agreed to endorse the representations made by the Area Committee expressing support for the retention of TS James Caird for use by Ardrossan Sea Cadets, as set out in the letter at Appendix 1 to the report.

## **8. Capital Monitoring to 30 September 2013**

Submitted report by the Corporate Director (Finance and Corporate Support) on progress in delivering the Council's Capital Investment Programme as at 30 September 2013.

The Cabinet agreed to (a) approve the further revisions to budgets outlined at Section 2.1 and Appendix 1 to the report; (b) approve the offers of external grant funding outlined at Section 2.1.1 of the report; (c) approve the drawdown of £0.216m of funds from the flexibility budget; and (d) note (i) the actual General Services and HRA expenditure to 30 September 2013 and (ii) the forecast of expenditure to 31 March 2014.

#### **9. Revenue Budget 2013/14: Budgetary Control Statement to 30 September 2013**

Submitted report by the Corporate Director (Finance and Corporate Support) on the Council's revenue budgetary control position at 30 September 2013.

The Cabinet agreed to (a) note the information and financial projections outlined in the report; (b) note the action being taken by Social Services and Health to reduce the current projected overspend and (c) approve the virements detailed in Appendix 9 to the report.

#### **10. Care at Home and Care Home Pressures**

Submitted report by the Corporate Director (Social Services and Health) which (a) advised of the current pressures on the Care at Home Service and the Care Home Budget (Older People); and (b) presented proposals in relation to reduction in Care at Home expenditure.

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

- the implications for care at home staff of the proposed move to flexible contracts across the workforce;
- the implications for service provision of the integration of Adult Health and Social Care;
- hospital discharge times in North Ayrshire compared with other local authorities areas; and
- the budget period referred to in Section 2.12 of the report.

The Cabinet agreed to (a) note the current position; and (b) approve the proposals in relation to the reduction in Care at Home and Care Home expenditure, as set out in the report.

#### **11. Free Summer Swimming in North Ayrshire for Under 18s**

Submitted report by the Corporate Director (Education and Skills) on the pilot programme of free summer holiday swimming for 0 -18 years olds in North Ayrshire in 2013.

The Cabinet agreed (a) to provide a free summer swimming programme in North Ayrshire for under 18s in 2014, to be funded as previously by KA Leisure and North Ayrshire Council's Community Development Fund; and (b) that a further report be brought to Cabinet thereafter to review the programme and determine action for the following year.

## **12. Gaelic Language Plan**

Submitted report by the Corporate Director (Education and Skills) which (a) advised of the statutory requirement on the Council to produce for a draft Gaelic Language Plan; and (b) recommended the approval of a draft Plan for consultation purposes.

The Cabinet agreed (a) to note the Draft Gaelic Language Plan at Appendix 1 to the report; (b) to remit officers to carry out a public consultation on the draft Gaelic Language Plan; and (c) that the Corporate Director (Education and Skills) submit a report to a future meeting of the Cabinet, to review and approve the plan after the public consultation has taken place and before it is submitted to Bòrd na Gàidhig.

## **13. A Games Legacy for North Ayrshire 2014**

Submitted report by the Corporate Director (Education and Skills) on a proposed Commonwealth Games Legacy Plan, designed to motivate, engage and inspire our young people and communities in the run-up to the 2014 Commonwealth Games and beyond.

Members asked questions, and received clarification, on the proposed "Look" materials mentioned in the report.

The Cabinet agreed (a) to approve (i) the Legacy Plan set out at Appendix 1 to the report and the ongoing development of the calendar of events, (ii) their publication on the Council website and (iii) the purchase of appropriate "Look" materials to prepare and dress the Queen's Baton Relay route in North Ayrshire from the 2014 Legacy Fund; and (b) that the Corporate Director (Education and Skills) submit further update reports to the Cabinet as the project progresses.

## **14. Winter Service and Weather Emergencies Plan 2013**

Submitted report by the Corporate Director (Development and Environment) on a proposed Roads Winter Service and Weather Emergencies Plan 2013 in relation to the Council's statutory duties under the Roads (Scotland) Act 1984.

The Cabinet agreed to (a) approve the Roads Winter Services and Weather Emergencies Plan 2013 set out at Appendix 2 to the report; and (b) note the continued development and improvement in the winter service.

## **15. Consumer Advice Service**

Submitted report by the Corporate Director (Development and Environment) on a proposal to cease the provision of the Council's Consumer Advice Service in line with the outcomes of a UK review of consumer protection.

The Cabinet agreed to (a) cease the provision of the Consumer Advice through the Trading Standards Service with effect from the 31 March 2014, with Consumer Advice to be provided nationally through Citizens Advice Scotland and locally through NACAS and its Citizens Advice Bureaux in Irvine, Saltcoats, Largs, Kilbirnie and Arran allowing geographical coverage across the area; (b) develop a promotional campaign to advise consumers of this change supported by an on-going programme to ensure consumers can access the advice they require, with this to include close working and, where appropriate, sharing of information with NACAS; and (c) note that a protocol has been signed to provide and share information in respect of consumer protection with appropriate agencies on a national basis.

## **16. Upgrade of B714 Between A737 and A78**

Submitted report by the Corporate Director (Development and Environment) on the proposed upgrade of the B714 between the A737 and A78 trunk roads and the provision of a more sustainable road network to encourage economic growth and tourism within North Ayrshire.

Noted.

## **17. Pan-Ayrshire Election Services: Framework Agreement**

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) advised of the result of the tender exercise for the Pan-Ayrshire Framework Agreement for the provision of various election services, including software, systems, project management and printing services; and (b) presented a recommendation for the award of the framework.

The Cabinet agreed to approve the award of the framework agreement for the provision of various election services, to IDOX Ltd., at a contract value of £500,402.

## **18. Ayrshire Economic Partnership**

Submitted report by the Corporate Director (Development and Environment) on the Minutes of the meeting of the Ayrshire Economic Partnership held on 23 October 2013.

Noted.

The meeting ended at 3.55 p.m.

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## NORTH AYRSHIRE COUNCIL

### Agenda Item 3

10 December 2013

#### Cabinet

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**Subject:** Naming of the New Primary School Development in Irvine

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**Purpose:** To select a name for the new primary school development in Irvine.

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**Recommendation:** That the Cabinet agrees to (a) considers the proposals put forward by the working group, which were representative of the existing three school communities; and (b) make a final decision.

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#### 1. Introduction

- 1.1 In December 2010, a decision was taken to close Broomlands, Fencedyke and Towerlands Primary Schools and amalgamate them into a new school to be developed at the existing site of Broomlands Primary School. The construction of the new school is now well underway with a planned hand-over date at the end of August 2014.
- 1.2 All three school communities have been heavily involved in the design process and the next stage is to select a unique name for the new school.
- 1.3 In May 2013, the Education and Skills Policy Board approved a process for selecting a name for new school developments in North Ayrshire.
- 1.4 In following this process, a working group was established. The working group involves the local Elected Members for Irvine East, the Senior Manager from Education and Skills for the cluster, the Headteachers and pupil representatives from the existing schools and the interim Parent Council Chair for the new school.
- 1.5 An initial meeting took place where the pupils and staff were asked to think about an identity for their new school taking account of 'a sense of place and heritage'. They were encouraged to undertake research on the surrounding area, consider local history and famous people and produce suggested names with a clear rationale. Parents were also asked to participate through family homework challenges set by the schools.
- 1.6 The pupil representatives were invited to attend Cabinet to deliver the final three names and relevant justifications for them.

## **2. Current Position**

- 2.1 Following the research which was undertaken, the working group reconvened to consider the suggestions and rationale for their choices. A final eight suggested names were then selected for a final vote by the working group members.
- 2.2 The result of this vote has provided a short list of three names for consideration by Cabinet, which are detailed below:-  
  
Elderbanks Primary School  
Cherrylands Primary School  
Cunninghame Primary School
- 2.3 Two pupils from each school will present background information on each name for Cabinet to take into consideration when making their final decision.

## **3. Proposals**

- 3.1 It is proposed that Cabinet consider the information presented and make a final decision on the name for the new school development in Irvine.

## **4. Implications**

### Financial Implications

- 4.1 There are no financial implications arising directly from this report.

### Human Resource Implications

- 4.2 There are no human resources implications arising directly from this report.

### Legal Implications

- 4.3 There are no legal implications arising directly from this report.

### Equality Implications

- 4.4 There are no equality implications arising directly from this report.

### Environmental Implications

- 4.5 There are no environmental implications arising directly from this report.

## Implications for Key Priorities

- 4.6 The key priorities which will be addressed as a result of this report are:

11b partnership working between the public, community and voluntary sectors has improved.

## 5. Consultations

- 5.1 Consultation was carried out through the working group which comprised of local Elected Members, parents, pupil representatives and staff.

## 6. Conclusion

- 6.1 North Ayrshire Council has made a significant investment in the new school development. Pupils, parents and staff have been extensively involved in the design process and have been pivotal in achieving a state of the art educational facility fit for the 21<sup>st</sup> century. Cabinet are asked to consider the names proposed for this unique facility and make a final decision.



CAROL KIRK  
Corporate Director (Education and Skills)

Reference : SQ

For further information please contact Steven Quinn, Head of Service Development (Education and Skills) on telephone number 01294 324413

## Background Papers

none





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 4**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Stanley Primary School Accommodation Pressures**

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**Purpose:** To brief Cabinet on accommodation pressures at Stanley Primary School, Ardrossan.

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**Recommendation:** That the Cabinet agrees (a) to note the content of the report, (b) to approve procurement of modular accommodation for August 2014 at an estimated cost of £110,000 in year 1 (installation and maintenance), with £23,500 revenue implications per annum thereafter and (c) that Officers undertake further work around options for a permanent solution for the future taking account of the wider school estate.

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#### **1. Introduction**

- 1.1 Stanley Primary School was initially constructed as a two-stream, 14 class school, located in North Ardrossan. The school is one of four within North Ayrshire, financed through the Council's partnership with PPP Services (North Ayrshire) Ltd, and was opened in August 2007.
- 1.2 At the time of opening, the school had a designed maximum capacity for 444 pupils, in six classes of 30, and eight classes of 33. An Early Years class also provides places for 90 children. This capacity altered following the introduction of class-size reduction legislation which limited P1 classes to 25 pupils. Additionally, within North Ayrshire P2 and P3 classes were also capped at 25 pupils wherever possible. This reduced the functional capacity of the school to a maximum of 414.
- 1.3 At opening in August 2007, the pupil roll was 394, which represented 88% of available capacity and was adequate to allow for predicted movements in pupil numbers over the coming years, based on two factors: (i) the historical trends in school roll movement at the school, and (ii) the available socio-economic data which informed the school roll projection calculations.
- 1.4 In early 2012, the Headteacher raised concerns that, based on the likely P1 intake for August 2012, there would be a need to create additional teaching spaces within the school. Furthermore, having looked at the local trend in migration from the school nursery to P1, it was likely that even more teaching space would be required from August 2013.

## **2. Current Position**

- 2.1 A working party was formed to investigate the issues being reported by the headteacher and to recommend a course of action to be followed to ensure the continued smooth-running of the school. The working party involved members of the school SMT, Education & Skills Officers and Quality Improvement Staff.
- 2.2 At an early stage, recognising the pressing need for action to accommodate the P1 intake in August 2012, a decision was taken to consider the accommodation needs of the school in two stages (i) a short term solution to create additional accommodation for August 2012, and (ii) a more detailed and considered approach towards assessing the longer term accommodation needs of the school and selecting the various options which may meet this need.
- 2.3 The anticipated P1 intake for August 2012 was 78 pupils, which, giving due regard to class-size maxima and curricular issues, required a further two teaching spaces to be created.
- 2.4 Two GP (general purpose) rooms were identified as being suitable for conversion to classrooms within the required timescales. Following Capital Programme & Assets Group (CPAG) approval, the required works to convert these areas was undertaken during the 2012 summer break and provided much needed teaching space – at the cost, however, of general purpose space - which is now limited within the school. These works, combined with the recent discretionary flexibility afforded to the Corporate Director (Education & Skills) in terms of P2/P3 class sizes, have effectively allowed the accommodation pressures to be managed for the current session.
- 2.5 However, current roll projections show that additional teaching spaces will be required by August 2014 to accommodate the likely intake, and, once in the school, these classrooms will be required throughout the seven year primary education period for the children.
- 2.6 **Current School Roll**  
The current roll of the school (September 2013) is 421. This level of occupancy (97% - based on the adjusted capacity of 434 – see 4.2 (below)) is only able to be accommodated due to P2 and P3 class size maxima being exceeded and with the conversion of the 2 GP spaces to classrooms.

- 2.7 The anticipated catchment intake for August 2014 is currently 72 children resulting in a projected total roll of 441. Due to the increasing roll, it is anticipated that Stanley Primary School will have a 17-class structure for August 2014 and that, by 2018 further additional accommodation will be required should the roll rise to 502 as currently predicted. Although the 17 class structure appears sufficient for the 2014 projected roll, it is not considered desirable to annexe a single class and therefore a 2-class temporary unit with suitable facilities is recommended. This would also allow the return of a GP space in the main building – albeit that this relief may only be temporary if the roll continues to rise.
- 2.8 The introduction of discretionary flexibility in respect of maximum class size of 25 for P2/3 has effectively increased the maximum capacity of the school from 414 to 434, if every class was filled to its permitted maximum number (ie 25 pupils at P1 level, 30 pupils at P2/3 and 33 pupils for P4-7).
- 2.9 The options appraisal exercise undertaken last year has been revisited to identify the possible options to accommodate rising pupil numbers both in the short term and for the future. The options which have been identified are as follows:
- a permanent extension to the school
  - provision of modular accommodation
  - adjustment of the school catchment area

Option 1: **A permanent extension to the school** is the most expensive option with a predicted estimated cost of c.£2.5 million for a four class extension –with an estimated ongoing cost of c£43k per annum for the duration of the PPP Project.

Option 2: **Modular accommodation costs** are in the order of £110,000 installation Year 1 costs (this cost is for the hire of a double classroom unit with cloaks/wc's), with an ongoing cost of c£23,500 per annum for FM services (this covers additional cleaning/janitation/utilities paid via the PPP model). The modular accommodation would be hired by PPP Services (North Ayrshire) Ltd, (or Mitie pfi, their subcontractor) from a reputable company such as Portakabin. The initial information from Mitie indicates that the maximum continuous hire period from Portakabin is 5 years.

Option 3: **Adjustment of the school catchment area** is not a realistic or immediate solution, as we would be required to honour places for existing pupils and we would also have to consider the implications for those potential P1 starts who already have older siblings at the school - something which historically is the case for a high proportion of prospective Stanley P1 children and affects a high percentage of the current nursery class.

To gain full benefits of a change to catchment, assuming that the Council opted to proceed following the required Statutory Public Consultation exercise, could take seven academic years. This would be as a result of the Council having to ensure that all prospective catchment pupils with siblings already at the school had their places at Stanley Primary School honoured.

- 2.10 In liaison with colleagues in Housing and Economic Development, a peak roll of 502 is predicted in 2018. An extension of 3 classrooms and additional ancillary spaces (e.g. additional hall/GP facility) would be required to accommodate this increased roll.
- 2.11 As Stanley Primary School is part of the Council's PPP portfolio, these works would require the agreement of PPP Services (North Ayrshire) Ltd. and would also require to be procured through the PPP Contractor.

### **3. Proposals**

- 3.1 That the Cabinet (a) notes the content of the report, (b) approves procurement of modular accommodation for August 2014 at an estimated cost of £110,000 in year 1 (installation and maintenance), with £23,500 revenue implications per annum thereafter and (c) agrees that Officers undertake further work around options for a permanent solution for the future taking account of the wider school estate.
- 3.2 The consequences of a temporary solution not being approved would be that the Council's admission arrangements would require to be invoked. This would have the probable outcome of a ballot of prospective primary one catchment children, resulting in re-directions to other schools. The admission arrangements are listed at Appendix 1. The procedure to be followed for catchment area children, in the unusual situation of more children than available spaces, is the same as that for placing requests.
- 3.3 The current school transport policy would normally be applied in these circumstances i.e. transport would be provided if a child lives more than 3 miles (secondary) or 2 miles (primary) from the school they are being re-directed to or if there are no designated suitable walking routes. However, transport with supervision would have to be considered on the grounds of 'exceptional circumstances', given the age of group(s) of pupils being transported. This would result in a revenue implication.

## **4. Implications**

### Financial Implications

- 4.1 CPAG have been consulted on the financial implications of the temporary solution of modular accommodation for August 2014. The cost of £86,500 of hiring temporary accommodation can be funded from the Council's capital fund. The annual facilities management costs of £23,500 can be funded from existing revenue resources. If pupils require to be redirected to other schools, transport costs would be incurred as noted in 3.3.

### Human Resource Implications

- 4.2 There are no human resource implications arising directly from this report.

### Legal Implications

- 4.3 It is envisaged that the required works would be covered under the existing contract provisions for Authority Operational Notice of Change (ANOC).

### Equality Implications

- 4.4 There are no equality implications arising directly from this report.

### Environmental Implications

- 4.5 There are no environmental implications arising directly from this report.

### Implications for Key Priorities

- 4.6 The key priorities which will be addressed by this report are:

3a opportunities for lifelong learning have increased.

## **5. Consultations**

- 5.1 The Headteacher has been involved in discussions around possible solutions. There is currently no Parent Council for Stanley Primary School. Early discussions have taken place with the PPP Contractor and CPAG have been fully briefed on the financial implications.

## **6. Conclusion**

- 6.1 Cabinet is asked to (a) note the content of the report, (b) approve procurement of modular accommodation for August 2014 at an estimated cost of £110,000 in year 1 (installation and maintenance), with £23,500 revenue implications per annum and (c) agree that Officers undertake further work around options for a permanent solution for the future taking account of the wider school estate.



CAROL KIRK  
Corporate Director (Education and Skills)

### **Reference :**

For further information please contact Steven Quinn, Head of Service Development (Education and Skills) on telephone number 012194 324413

### **Background Papers**

None

## **Placing Requests**

### **How Decisions are made**

The responsibility for decisions on placing requests lie with members of the Educational & Skills Directorate. The guidelines used in reaching decisions on placing requests are detailed below and show the priorities for admission.

### **Primary**

Where there are places available in a primary school, priority will be given to:

- Those children who live in its delineated area but have been unable, for whatever reasons, to be accommodated in the area school to date;
- Thereafter, to early entry children who live in the school's delineated area and who are considered suitable for primary education.

### **Secondary**

Where there are places available in a secondary school, priority will be given in the granting of placing requests to:

- those children who live in its delineated area, where applicable, but have been unable, for whatever reason, to be accommodated in the area school to date;

### **General**

Thereafter, where there are more placing requests for a primary or secondary school than there are places available, priority will be given to:

- those cases where medical grounds supported by the family doctor and the community medicine specialist, clearly indicate the benefit to the child attending the specified school;
- thereafter to those children who have older brothers or sisters who are continuing their education in the school.

Where no priority in terms of the above is identified the Council have agreed that the only reasonable solution is to draw lots. This will be done by a senior member of the Education & Skills accompanied by a Councillor.





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 5**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Corrie Primary School Annexe - Structural Issues**

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**Purpose:** To provide information on structural issues at the annexe at Corrie Primary School which accommodates dining/PE/Early Years and to provide information on various options and associated costs.

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**Recommendation:** That the Cabinet approves funding of £175,000 for the reconfiguration of Corrie school house to create a fit for purpose learning and teaching environment for the school.

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#### **1. Introduction**

- 1.1 Corrie Primary School comprises the main school building, the adjoining school house and an annexe which houses the PE/dining facilities and early years provision.
- 1.2 Following a report of “cracking and movement” in the annexe in November 2012, immediate inspections were undertaken and emergency repairs carried out where some movement of timber-supporting posts was evident.
- 1.3 On more detailed further investigation, significant structural issues and movement were noted to the building.
- 1.4 Property Management and Investment (PMI) then prepared options and an appraisal exercise was carried out in partnership with Education and Skills. Appendix 1 details the options and associated costs.

#### **2. Current Position**

- 2.1 The Capital Programme and Assets Group (CPAG) has been updated on the options appraisal process.
- 2.2 The preferred option identified is to internally reconfigure the school house to bring it into use at an estimated cost of £175,000. This option is preferred for the following reasons:
  - it allows optimum layout of facilities for the delivery of all learning and teaching under one roof, including the dining provision;

- it offers an opportunity to enhance the learning and teaching environment including both curricular and extra-curricular activities;
- utilising this existing space aligns with the Council's Asset Management Plan objectives, particularly as Corrie school house has been vacant for the last 3 years;
- it consolidates the split premises into one building and improves asset utilisation;
- it could release the current annexe site for a potential capital receipt.

2.3 Consideration was given to utilising the village hall. However, it is 0.8 miles from the school.

### **3. Proposals**

3.1 It is proposed that the Cabinet approve funding of £175,000 for the reconfiguration of Corrie school house to create a fit for purpose learning and teaching environment for the school.

### **4. Implications**

#### Financial Implications

4.1 The funding of £175,000 for this adaptation can be accommodated within the current underspend in the approved capital plan. This has been endorsed by CPAG.

#### Human Resource Implications

4.2 There are no human resource implications arising directly from this report.

#### Legal Implications

4.3 There are no legal implications arising directly from this report.

#### Equality Implications

4.4 There are no equality implications arising directly from this report.

#### Environmental Implications

4.5 There are no environmental implications arising directly from this report.

## Implications for Key Priorities

- 4.6 The key priorities which will be addressed as a result of this report are:

3a opportunities for lifelong learning have increased

15c public services are more efficient and effective

## 5. Consultations

- 5.1 The Headteacher and the Parent Council have been consulted and their preferred option is to convert the school house.

## 6. Conclusion

- 6.1 North Ayrshire Council has been proactive in its approach to designing and refurbishing schools for the 21<sup>st</sup> Century. Significant investment has been made to improve the existing school estate and we have committed to providing a more efficient Education and Skills property portfolio.
- 6.2 Key to the success of providing more targeted, flexible and relevant premises is to ensure that the estate can respond to changing factors which may emerge throughout the life of a building. The opportunity which currently presents itself at Corrie Primary School aligns with this strategy.



CAROL KIRK

Corporate Director (Education and Skills)

## Reference :

For further information please contact Steven Quinn, Head of Service Development (Education and Skills) on telephone number 01294 324413

## Background Papers

None.



## OPTION ONE - REMEDIAL WORKS

This option involves undertaking of all specialist works of rot-eradication, timber-preservation and timber replacement; additional strip-out and replacement of structural elements; ancillary elemental repairs to roof and external walls; replacement of windows; reinstatement of internal finishes and replacement fitted units, floorcoverings and decoration.

External cladding has also been included in this option in addition to reinstatement works to enhance the building's appearance, durability and lifespan. These works would be expected to give the building a further life of around 25 years.

Option One Cost: **£70,000 inclusive of fees** (Indicative Budget Cost only)

### Key Risks / Issues

The only timescale available for implementing Option One is to undertake works during the 2014 summer holiday period, unless a term-time closure of the facility is acceptable. In its current condition, the building cannot remain occupied beyond that period without these works. In order to achieve this, approval to proceed must be confirmed and funding identified by the end of November 2013.

## OPTION APPRAISAL

<b>Option 1 Remedial Works</b>	
<b>Facilitating learning and teaching and a positive school ethos</b>	Opportunity to enhance the learning and teaching environment including both curricular and extra-curricular activities would be missed.
<b>Efficient use of our buildings</b>	Would retain and prolong use of the current building on the site, causing least disruption to the school's established practices and use, while not impacting on the main school building or vacant school-house. There will still be the requirement to cross the playground from the main building to use the facilities.
<b>Community coherence and impact on families</b>	Maintains the status quo – this option does not impact on the community or its families.
<b>Project implementation and deliverability</b>	This option requires no consultation, permission or approvals. Whilst timescales are tight, clear decision by the end of November 2013 would allow the works to predominantly take place during the 2014 summer holiday period and minimise any additional closure or requirement for temporary facilities.
<b>Financial Assessment</b>	A desktop exercise has estimated costs at £70k. It is envisaged this could be funded from the Property Maintenance Budget.



## OPTION TWO - NEW PRE-FABRICATED BUILDING

This would involve the purchase of Portakabin-style modules and their erection on a separate part of the campus, including connection of all services, provision of suitable access and all ancillary facilities required to replace the existing provision and facilities of the existing building. This would essentially be on a like-for-like basis, but in modern, structurally sound premises.

Option Two Cost: **£140,000 inclusive of fees** but not allowing for loose furniture and equipment (indicative budget cost only).

### Key Risks / Issues

Assessment would be required of the space on the campus for erection of this alternative facility and its suitability. If demolition was required before siting the new facility in the same location, additional closure period would possibly be required.

A sub-option would be to hire this alternative accommodation without purchase if this was deemed beneficial in allowing other options to be considered. Typically, outright purchase of modular units would be beneficial if anticipated use was for more than 2-2½ years. However, the extraordinary costs of removing hired units from the island would reduce that period considerably.

## OPTION APPRAISAL

<b>Option 2 New Pre-fabricated Building</b>	
<b>Facilitating learning and teaching and a positive school ethos</b>	Opportunity to enhance the learning and teaching environment including both curricular and extra-curricular activities would be missed. Possibility of alternative arrangements should additional temporary closure beyond the summer holiday period be required.
<b>Efficient use of our buildings</b>	Would replace the current damaged building on an effectively 'like-for-like' basis. This could be achieved without disrupting the current use and occupation of the main school building, depending on the siting of the modular building. There will still be the requirement to cross the playground from the main building to use the facilities.
<b>Community coherence and impact on families</b>	Maintains the status quo – no impact on the local community or families depending upon requirement for additional temporary closure beyond the summer holiday period.
<b>Project implementation and deliverability</b>	Would require some statutory approvals, e.g. Building Warrant, which are not envisaged to be problematic. Early decision would allow works to be maximised around the summer holiday of 2014, though demolition may be required first if the same site location is to be used and this may require additional, temporary closure of the annexe building beyond the holiday period.
<b>Financial Assessment</b>	An indicative budget cost is estimated at £140,000. Detailed analysis is required to refine this cost. Capital project, requiring identification of funding (possible CFCR from PMB).







### OPTION THREE - INTERNAL RECONFIGURATION OF MAIN BUILDING

This would involve internal adaptations of the existing building, including use of the space provided by converting the former school house as an integral part of the school. This would provide an increased facility in a single building, adapting existing accommodation if necessary to provide an optimum layout of facilities as required by the school.

Option Three Cost: **£175,000 inclusive of fees, loose furniture and equipment** (indicative budget cost only).

#### Key Risks / Issues

The timescales for consideration, decision, design, lead-in and construction for this option are such that a period of closure beyond Summer 2014 may be required, possibly also requiring hire of temporary accommodation or consideration of alternative catering arrangements.

This would remove any potential capital receipt from the disposal of the school house, although the school house would be an unattractive prospect for a potential purchaser due to its integration with the school.

However, this option may release the site of the existing annexe for a potential capital receipt. Additional playground surfacing may be required to the south of the site around the vacant school house to facilitate sale of land to the north of the school. Existing external stores would have to be relocated to school land. This work has not been allowed for within the current capital cost estimate.

#### OPTION APPRAISAL

<b>Option 3 Convert school house</b>	
<b>Facilitating learning and teaching and a positive school ethos</b>	Opportunity to enhance the learning and teaching environment including both curricular and extra-curricular activities. Possibility of alternative arrangements should additional temporary closure beyond the summer holiday period be required.
<b>Efficient use of our buildings</b>	Would improve the overall condition and impact positively on suitability of the school. This would also utilise the vacant school-house. Energy efficiency / costs may also be improved. Access to PE/ Dining would not require pupils to cross the playground.
<b>Community coherence</b>	Potential positive impact from enhanced local facilities.
<b>Project implementation and deliverability</b>	Phasing and programme of work would be considered to minimise disruption to operation of the school. Works could potentially commence within the school-house avoiding major disruption to day-to-day operations, with connection to existing accommodation being phased to coincide with the holiday period. Demolition would be carried out on completion of internal remodelling. Feasibility work is required to examine suitability of the existing space as a substitute for the current building. Condition Survey would also be considered in the scope of this option.
<b>Financial Assessment</b>	An indicative cost of £175,000 inclusive of fees, fixtures and fittings has been prepared. This option would require identification of funding (possible CFCR from PMB depending on cost). Any potential capital receipt from the school house could not be realised, although this is unlikely to attract a purchaser. However, there is sufficient ground available to consider sale of land occupied by the existing annexe, which could potentially realise a capital receipt.



## OPTION FOUR - NEW-BUILD EXTENSION TO MAIN BUILDING

This would entail the design and construction of a new extension to the existing school's main building, either to provide all of the facilities and services housed in the annexe or alternatively, to provide additional space in one building, adapting existing accommodation if necessary and providing an optimum layout of facilities as required by the school.

Option Four Cost: **£375,000 inclusive of fees** (indicative budget cost only).

### Key Risks / Issues

The timescales for consideration, decision, design, lead-in and construction for this option are such that a period of closure beyond Summer 2014 may be required. If temporary accommodation was needed for this period, costs have not been allowed for in the above figure.

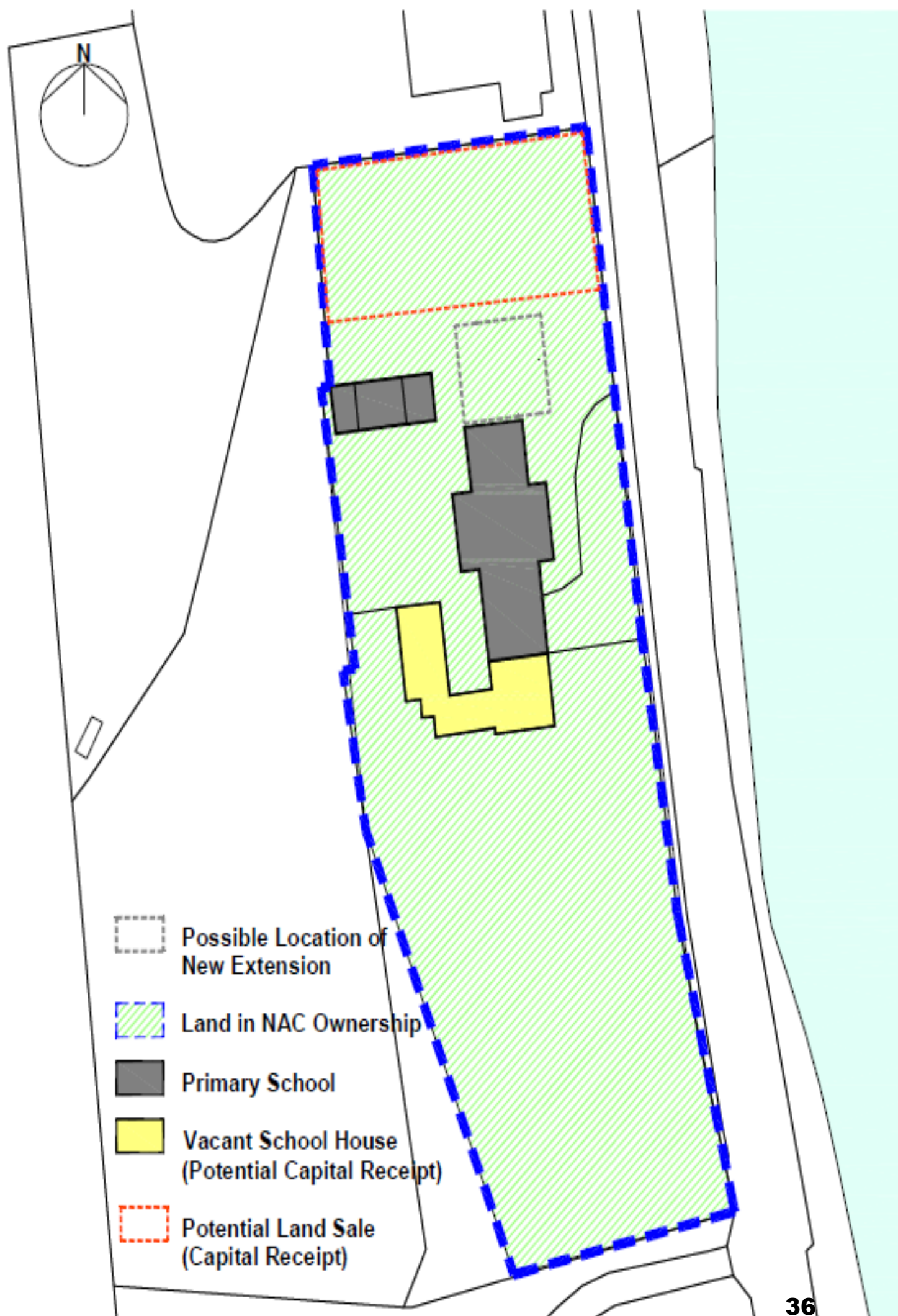
Further feasibility work is required to establish actual requirements and to allow a study and report of the standard normally used. The layout of the existing building and topography of the site is challenging and will require time to carefully consider if an appropriate design solution can be achieved. The location of an extension could also limit the land available for possible capital receipt.

The school house would remain for potential capital receipt but as noted under previous options could be difficult to attract a purchaser. Additional playground surfacing may be required to the south of the site around the vacant school house and existing external stores would also have to be relocated to school land. This work has not been allowed for within the current capital cost estimate.

NB: Demolition of the damaged building, clearance of the site and reinstatement would also be required for options two, three and four and are included in costs reported here.

### OPTION APPRAISAL

Option 4 New-build extension to main building	
<b>Facilitating learning and teaching and a positive school ethos</b>	Opportunity to enhance the learning and teaching environment including both curricular and extra-curricular activities. Possibility of alternative arrangements should additional temporary closure beyond the summer holiday period be required.
<b>Efficient use of our buildings</b>	This again would improve the overall condition and impact on suitability of the school. It would however leave the school-house for sale or other disposal as a separate issue, while otherwise extending the area of main building within the existing campus.
<b>Community coherence and impact on families</b>	Potential positive impact from enhanced local facilities.
<b>Project implementation and deliverability</b>	Phasing and programme of work would be considered to minimise disruption to operation of the school. Works could potentially commence to erect and complete the new extension, mitigating major disruption to day-to-day operations. Internal connection of the extension and the existing accommodation could be phased to coincide with the holiday period. Demolition would be carried out on completion of extension.  Feasibility work is required to explore design options for replacing the current provision within the school campus. Condition Survey would also be considered in the scope of this option.
<b>Financial Assessment</b>	An indicative budget cost is £375,000 The school-house would be retained and may be disposed of, although it is unlikely to attract a purchaser. Capital project, requiring identification of funding. The playground may have to be extended to the area currently occupied by the annexe to maintain its overall area





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 6**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Toilet Provision in North Ayrshire Council Schools**

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**Purpose:** To brief Cabinet with information on the views held by young people within schools on the current condition and suitability of school toilets and plans for future investment.

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**Recommendation:** That the Cabinet agrees (a) to note the content of the report and (b) to the proposed way forward set out at Section 3 of the report.

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#### **1. Introduction**

- 1.1 A recent Ipsos Mori poll of S1-S6 pupils across Scotland highlighted that the condition of toilets in schools was poor. Access to school toilets was also an issue which concerned some of those surveyed.
- 1.2 In addition, Tam Baillie, the Scottish Children's Commissioner, has launched the "Flushed with Success" campaign, backed by Sir Harry Burns, the Chief Medical Officer, to ask that the Scottish Government do more to improve school toilets.
- 1.3 Subsequently, North Ayrshire Youth Council conducted a survey on school toilet provision across secondary schools. The survey covered areas such as overall cleanliness, including access to soap and hot water, condition and suitability of facilities.
- 1.4 The results of the survey illustrated strong views on the current condition of toilets in secondary schools, with a number of pupils commenting that they avoided using the toilet facilities at school. Comments on the standard of cleanliness, poor maintenance and design were also noted.
- 1.5 Some pupils indicated that they were not allowed to go to the toilet during class time and that toilets could be locked at certain times of the day.
- 1.6 The Youth Council summarised that pupils rated the poorest secondary toilet provision in Ardrossan, Auchenhavie, Garnock, Kilwinning and Irvine Royal Academies with higher rated provision in Greenwood and St Matthew's Academies. Arran High School and Largs Academy were not represented at the Youth Council meeting and therefore did not take part in the survey.

## 2. Current Position

- 2.1 At a joint meeting of the Cabinet/Youth Council Executive on 22 October 2013, young people from Garnock Academy were given the opportunity to ask questions about toilet provision. The Corporate Director (Education and Skills) provided responses on a range of issues and offered a further opportunity for a specific meeting to be arranged, which would be attended by Officers from Education & Skills, Property Management and Investment and Development & Environment.
- 2.2 One of the main areas of discussion was around the matter of reporting issues e.g. faulty lock on toilet doors, lack of soap, etc. Pupils were advised that these issues should be reported to Guidance staff in schools, who should in turn report this to the janitor to progress with Property Management and Investment (PMI) or Development and Environment (D&E).
- 2.3 A meeting took place on 26 November 2013 at Greenwood Centre, Irvine. Primary and secondary pupils were represented along with Headteachers and Officers from the services noted in 2.1. An action note of the meeting is attached at Appendix 1.
- 2.4 Property Management and Investment have undertaken condition surveys across all North Ayrshire Council schools and an element of this survey considers and rates the condition of toilets. The ratings are as follows:-

<b>A</b>	new/ no signs of wear and tear	0%
<b>B</b>	Satisfactory performing as intended but exhibiting minor deterioration	74.5
<b>C</b>	exhibiting major defect and/ or not operating as intended. Nearing or at end of life	17.6
<b>D</b>	health & safety and /or serious risk of imminent failure	0

These figures represent 92% of all schools, as four school surveys have not been completed; Dreghorn Primary School, Stanecastle School, Woodlands Primary School and Castlepark Primary School.

- 2.5 A number of toilet upgrade projects have been completed across primary and secondary schools in the last few years. Detailed below are the schools scheduled for completion this financial year:-
- St Mark's Primary School - senior male and female
  - Largs Academy - one male and one female

### **3. Proposals**

- 3.1 Property Management and Investment will continue to place a high priority on upgrading toilet facilities within all schools in North Ayrshire Council through future investment planning within the Council's property maintenance budget.
- 3.2 The following schools have been identified for toilet upgrade projects through budget planning for 2014/2015, which is currently subject to approval:
- Skelmorlie Primary School - all pupil toilets
  - St Winnings Primary School - junior male and female
  - Moorpark Primary School - junior male and female
  - St Palladius Primary School - all pupil toilets
- 3.3 Toilet facilities in schools are recognised as an area that requires particular focus, especially when designing new schools. In any future developments, pupils will be consulted fully in the design process. In addition, it will be important to look at designs and good practice taking place throughout the country.
- 3.4 Examples of good practice in some of our new schools developed in the last few years can be used as a starting point where the pupils influenced an alternative approach. Dreghorn primary school has communal toilets with fully enclosed floor to ceiling, designated male and female pupil, WC cubicles within the lower, middle and upper peer groups with unisex wash troughs and cloak areas. In Dalry primary school, there are individual unisex pods in the general classroom circulation and cloakroom areas of the school (like in aircrafts).
- 3.5 The new campus development for the Garnock valley comprising, Garnock Academy and Glengarnock Primary School, will benefit from modern, fit for purpose toilet facilities with pupils being involved in the design process.
- 3.6 Wider school estate proposals are currently being considered. Any new build projects to result from this will involve young people in the design process in order to achieve fit for purpose facilities.
- 3.7 The matter of access to toilets was raised with headteachers and their comments were consistent. In cases when decisions have been taken to lock toilets, this was to take them out of commission for a temporary period as a result of condition factors, for example blocked toilet or vandalism. It was also felt that a certain amount of judgement was required in allowing access for pupils to toilets during class time.

- 3.8 In summary, the Cabinet is invited to (a) note the content of the report and (b) agree to the proposed way forward set out above.

#### **4. Implications**

##### Financial Implications

- 4.1 Property Management & Investment will continue to place a high priority in the upgrade of schools facilities via the property maintenance budget.

##### Human Resource Implications

- 4.2 There are no human resource implications arising directly from this report.

##### Legal Implications

- 4.3 There are no legal implications arising directly from this report.

##### Equality Implications

- 4.4 There are no equality implications arising directly from this report.

##### Environmental Implications

- 4.5 There are no environmental implications arising directly from this report.

##### Implications for Key Priorities

- 4.6 There are no key priorities addressed as a result of this report.

#### **5. Consultations**

- 5.1 The following stakeholders have been consulted:

- Pupils
- Headteachers
- Property Management and Investment
- Development & Environment



## **6. Conclusion**

- 6.1 The Cabinet is asked to note the content of this report together with the planned future investment which will go some way to address the concerns raised about the condition of school toilet provision in North Ayrshire schools.



CAROL KIRK  
Corporate Director (Education and Skills)

Reference : SQ/LT

For further information please contact Steven Quinn, Head of Service Development (Education and Skills) on telephone number 01294 324413

### **Background Papers**

None



**North Ayrshire Council**

**Education and Skills**

**Toilet Provision in North Ayrshire Schools – Action Note – 26/11/13 – Greenwood Conference Centre**

**Pupil representatives from Largs Academy, Kilwinning Academy, Greenwood Academy, Garnock Academy, Dreghorn Primary and Skelmorlie Primary.**

**Representatives from Headteachers (primary and secondary); Education and Skills; Development and Environment and Property Management and Investment.**

<b>Areas to Consider</b>	<b>Action</b>
General	Reference group to include representatives from Education and Skills, Development and Environment, Property Management & Investment and pupils to be established. The role of the group will be to determine the standard of school toilet provision required and identify pilots to be undertaken e.g. installation of hand driers rather than the use of paper towels. The pupil representatives can also gather information and communicate developments across all schools
Condition	Review of reporting procedures in schools in relation to maintenance and cleaning issues
Suitability/Design	Fully involve pupils, parents and staff in design consultation for any new build developments and refurbishment schemes  Take account of models of best practice from projects within and outwith the authority
Cleanliness	Development and Environment have undertaken an audit at all schools to determine accessibility, standards of cleanliness and provision of consumables. This information to be analysed by Reference Group to identify any actions to be taken forward
Access	Reference group to consider a survey across all schools to establish current management procedures



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 7**

**10 December 2013**

#### **Cabinet**

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**Subject:** **600 hours Update**

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**Purpose:** To inform Cabinet on the progress made towards delivering 600 hours early learning and childcare by August 2014.

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**Recommendation:** That the Cabinet agrees that Education and Skills (a) continue to develop the plans to ensure 600 hours provision is in place for August 2014; and (b) provide an update to Cabinet in February 2014.

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#### **1. Introduction**

- 1.1 The Children and Young People's Bill proposed an increase in pre-school education from August 2014 from 475 hours to 600 hours of early learning and childcare delivered in a more flexible way to meet the needs of parents and carers.

#### **2. Current Position**

- 2.1 Currently in North Ayrshire pre-school education is provided during term time – 38 weeks each year on a pattern of five two and a half hour sessions morning or afternoon. If parents wish to access childcare they use a partner centre and pay to top up their hours or they use a childminder or extended family.
- 2.2 Parents have been consulted in order to gather their views on the most helpful delivery of the 600 hours in August 2014.
- 2.3 An online survey link was distributed to all parents with children attending pre-school provision throughout North Ayrshire.

143 parents responded and the main views are listed below:

- 92.3% would use an additional 125 hours of early learning and childcare.
- 11% would be interested in provision over holidays.
- 46.3% would choose increased session times to 3 hours 15 minutes.
- 25.7% would choose full day placements.

- 2.4 Focus groups were held with parents in each neighbourhood to discuss options and implications of the delivery of the 600 hours.
- 2.5 As the online response was low, paper copies of the survey have been distributed to all parents and will be collated.
- 2.6 An additional evening meeting has been arranged for parents in Ardrossan and on Arran.
- 2.7 All early years providers have been informed and involved in the process and have provided information on how they will be able to accommodate the 600 hours provision.
- 2.8 In the local authority the main provision is within early years classes based in primary schools. In August 2014 we will have 36 classes, 4 centres and 23 partner providers.
- 2.9 The aim from August 2014 is to provide a base of provision that can be further developed over the coming years. In August 2014 parents will be able to access longer sessions or full day provision in each neighbourhood. This may not be available in their first choice of centre. All classes will provide 5 sessions of 3 hours 15 minutes during term time. One school in each neighbourhood will provide full day sessions. Many partner providers have indicated that they are able to provide full day sessions.
- 2.10 The payment to the partner centres will require to be increased. Currently the average hourly charge made by partner centres is £4.25. North Ayrshire currently pay £3.47 per hour for commissioned places. North Ayrshire is currently working in collaboration with neighbouring authorities to develop a payment plan.

### **3. Proposals**

- 3.1 The Cabinet is invited agree that Education and Skills continue to develop the plans to ensure 600 hours provision is in place for August 2014 and provide an update to Cabinet in February 2014.

### **4. Implications**

#### Financial Implications

- 4.1 Costs will be met by the additional funding available from Scottish Government.

#### Human Resource Implications

- 4.2 Changes are being made to the staffing structure within the early years provision. This will impact on staff, however there will be no job losses.

#### Legal Implications

- 4.3 There are no legal implications.

#### Equality Implications

- 4.4 There are no equalities implications.

#### Environmental Implications

- 4.5 There are no environmental implications.

#### Implications for Key Priorities

- 4.6 This proposal supports the SOA:

A Healthier North Ayrshire.

and supports the following objectives from the service plan:

- a) Levels of Educational attainment and achievement have improved so that more young people are leaving school for positive destinations.
- b) Increase the opportunities to support vulnerable children and families.

### 5. Consultations

- 5.1 Consultation has taken place with parents and early years staff.

### 6. Conclusion

- 6.1 Although the delivery of the 600 hours early learning and childcare is challenging this will be achieved in August 2014 and will be beneficial for the children and families in North Ayrshire.



CAROL KIRK  
Corporate Director (Education and Skills)

Reference : CK/FR

For further information please contact Frances Rodman, Senior Manager, on 01294 324459

### Background Papers

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 8**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Strategic Review of Educational Services**

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**Purpose:** To provide the Cabinet with proposals on how officers will take forward the Strategic Review of Educational Services.

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**Recommendation:** That the Cabinet agrees (a) to note the work proposed to take forward the Strategic Review of Educational Services during 2014; and (b) that, while the review takes place, any new investment in our property assets will be limited to essential maintenance.

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#### **1. Introduction**

- 1.1 At its meeting on 29 October 2013 Cabinet asked that officers bring forward proposals on how Educational Services should be developed within North Ayrshire.
- 1.2 Following this, the Chief Executive formed an Officer Steering Group which includes senior officers from Education & Skills, Finance & Property and the Change Programme Team.

#### **2. Current Position**

- 2.1 This Steering Group has now met on two occasions and has formulated a plan of work to inform and create a Strategy for the future delivery of Educational Services to improve outcomes for children and young people in North Ayrshire. This report outlines a programme approach to the development of the Strategy.
- 2.2 The main principles in taking forward the Strategic Review of Educational Services will be to:
  - take a broad and wide-ranging approach to the possibilities for educational development within North Ayrshire
  - consult, engage and listen to the views and opinions of interested parties and stakeholders from across North Ayrshire
  - research and explore latest evidence and 'best in class' thinking about what works, and
  - reframe education as core to each community within North Ayrshire, involving the wider community as well as our young people from ages 3 - 18.

- 2.3 It is also considered that whilst educational attainment has improved across North Ayrshire within the last five years, that this progress should become more rapid and that more emphasis requires to be given to the balance of attainment and achievement.
- 2.4 The Commission on School Reform's report, *By Diverse Means*, identifies the lack of significant progress in improving attainment and addressing educational inequality in Scottish Education as due to lack of innovation and diversity and states that this requires to be consciously cultivated. It is important that we take up this challenge and involve our communities in taking this forward.
- 2.5 The Council also has an ambition for North Ayrshire to be the best place in Scotland to Grow Up. Our education strategy requires to reflect this ambition.
- 2.6 The Officer Steering Group has identified that the work could take place across six workstreams as follows:
- **Evidence** - Gathering evidence on current progress in terms of the transformation of the Education Service.
  - **Funding** - Examining possible funding models and how to pay for what we want
  - **Research** - Gathering information on best practice and new thinking to support innovation.
  - **Consult and Engage** - Undertake consultation and information events with key stakeholders such as parents, pupils, teachers and the wider community.
  - **Asset Review** - Examining current assets to determine what we can build on and make better use of, and how we can consolidate assets for more effective use, and
  - **Information Technology** - Exploring how information technology should be used to create improvements.

### 3. Proposals

- 3.1 Elected Members are requested to note the six workstreams within the Strategic Review of Education Services within North Ayrshire as detailed at Section 2.6 above.
- 3.2 It is proposed that the Strategic Review will take place during 2014 with quarterly reports provided to Cabinet on progress. In addition, the Chief Executive will chair an Officer Steering Group to ensure good progress takes place over the year.

- 3.3 It is also proposed that while the Strategic Review is ongoing, that only essential property maintenance is undertaken in our property estate to ensure the Council determines a capital programme for its estate that will meet with the outcomes of the Review.
- 3.4 In summary, the Cabinet is invited to agree (a) to note the work proposed to take forward the Strategic Review of Educational Services during 2014; and (b) that, while the review takes place, any new investment in our property assets will be limited to essential maintenance.

#### **4. Implications**

##### Financial Implications

- 4.1 The Cabinet should note it is anticipated that funding will be required to procure research and professionally managed consultation events in relation to the Strategic Review of Educational Services. A further report will be prepared for Cabinet on these matters in due course.

##### Human Resource Implications

- 4.2 Whilst it is anticipated that funding will be required for research and consultation, the Strategic Review of Educational Services will in the main be staffed from current in-house resources.

##### Legal Implications

- 4.3 There are no Legal Implications arising directly from this report.

##### Equality Implications

- 4.4 There are no Equality Implications arising directly from this report.

##### Environmental Implications

- 4.5 There are no Environmental Implications arising directly from this report.

##### Implications for Key Priorities

- 4.6 The Strategic Review of Educational Services will support SOA outcomes of children and young people are safe, healthy, active, aspiring and achieving and the life chances of vulnerable children and young people are improved. The Review will also support Council Plan priorities of improving educational attainment and operating more efficiently and effectively. It will also go some way in helping the Council realise its ambition for North Ayrshire to be the best place in Scotland to Grow up. Finally, this broad approach will aim to reduce the extent to which inequality/deprivation constrains Educational Outcomes and ultimately life chances.

## **5. Consultations**

- 5.1 Consultation has take place with officers in Education and Skills, Finance and Property and the Change Programme Team, all of whom agree with the proposals contained within this report.

## **6. Conclusion**

- 6.1 The Council has made progress in closing the gap in relation to educational inequalities, however it is considered that the pace and scale of change could be more rapid and extensive. Therefore, a different approach is required and a Strategic Review of Educational Services is proposed within this report which will aim to reduce the extent to which inequality/deprivation constrains Educational Outcomes and ultimately life chances.



ELMA MURRAY  
Chief Executive

Reference : EM/BT

For further information please contact Barry Tudhope, Corporate Business Manager (Chief Executive's) on (01294) 324113

### **Background Papers**

The Commission on School Reform Report entitled By Diverse Means (available at [www.reformscotland.com](http://www.reformscotland.com))

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 9**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Council Plan, Performance Management Strategy and Single Outcome Agreement (SOA):Q2 Progress Update**

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**Purpose:** To advise on progress in implementing three Action Plans, namely (1) the Council Plan, (2) the Performance Management Strategy, and (3) the Single Outcome Agreement (SOA).

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**Recommendation:** That the Cabinet agrees to (a) note that progress continues in implementing the three Action Plans for the Council Plan, Performance Management Strategy and Single Outcome Agreement (SOA); and (b) refer the report to the Scrutiny and Petitions Committee for its consideration.

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#### **1. Introduction**




- 1.1 On 30 April 2013 the Cabinet approved the Council Plan Action Plan 13/14 and the Performance Management Strategy Action Plan 13/14.
- 1.2 The Cabinet agreed to receive six monthly reports on the Council Plan and Performance Management Strategy.
- 1.3 On 14 March 2013 the Community Planning Partnership (CPP) Board approved the SOA 13/17. The SOA Action Plan 2013/14 was approved on 13 June 2013.

#### **2. Current Position**

- 2.1 Updates have been produced on the Covalent system which allows services to provide information on progress by: -
  - Estimating the percentage of the action's planned activity for 2013/14 which is complete;
  - Selecting one of three red, amber or green "expected outcomes" to indicate whether the action is on target, slightly adrift of target or significantly adrift of target;
  - Providing a short narrative on quarterly progress.
  - Inserting a quarterly value for indicators which have a quarterly collection setting.

The icon key is explained below.

Performance Indicator Status Key	
	Significantly adrift of target
	Slightly adrift of target
	On target
	Data Only

Action Expected Outcome Status Key	
	Significantly adrift of target
	Slightly adrift of target
	On target

- 2.2 A summary of the overall status of all actions and indicators is provided in the attached Appendices. A detailed update is provided for those indicators and actions which are adrift of target in Quarter 2. Progress against each action is shown as a percentage. After six months it would be anticipated this should show 50%, although some actions may not be due to start until later in the year. These actions may still, therefore, be assessed as being on target.

### ***Council Plan Action Plan 2013/14***

- 2.3 The expected outcomes shown for the 58 actions in the action plan listed in Appendix A indicate:-
- 53 (91%) are complete or on target (i.e. expected to be completed in line with the original plan)
  - 5 (9%) are slightly adrift of target
- 2.4 The actions which are slightly adrift of target are: -

#### ***SP1314DE\_A\_A10 Develop a strategy to halt and reverse the projected decline in the population of North Ayrshire***

**2013/14 - Quarter Two Update:** The 2011 Census results show the population of North Ayrshire has increased to 138,146, an increase of 1.7% since the 2001 Census. The development of a Strategy is to be progressed in 2014.

#### ***CP1314\_2.05 Implement early years intervention and prevention programme***

**2013/14 - Quarter Two Update:** In September the Programme Board noted that recruitment issues have continued to cause some delays in some projects but that most are making good progress. There have been new developments supporting change in the early years through the Early Years Collaborative and a bid for £250,000 to provide family support services through a public social partnership with the third sector has been successful.

***SPSS\_A\_B01 Implement the National Assessment Toolkit across all Children and Families Fieldwork teams.***

**2013/14 - Quarter Two Update:** Draft guidance for staff has been completed and is being issued to all staff who attend training. The guidance will be finalised at the end of phase one of the roll out to the Irvine/Dreghorn area. Dialogue is taking place with the Information Systems team to examine the feasibility of templates being uploaded to Carefirst. Multi-agency training modules are now being developed.

***CP1314\_4.16 Implement the Council's Office Accommodation Strategy including the development of Bridgegate and Cunninghame House***

**2013/14 - Quarter Two Update:** Phase two works are now approaching completion at Bridgegate with first occupants scheduled to move into the completed areas by end of November 2013. The design phase for Cunninghame House is progressing well with a slight delay to the programme due to various competing demands and priorities within the Team. It is anticipated that the original phase one start date of January 2014 will now commence in February 2014.

***SP1314FC\_A\_A01 Develop a People Management Strategy which supports change and organisational performance***

**2013/14 - Quarter Two Update:** It has been identified via the Corporate PSIF Exercise that the Council should carry out a review of "vision and values" before evolving the OD Strategy to a People Strategy. Development of a new People Strategy will follow planned corporate work on defining a shared "vision and values" across the council. A workshop is scheduled for 17 December 2013 to commence the work.

2.5 Of the 7 quarterly indicators with targets:

- 5 are coded on target
- 1 is significantly adrift of target
- 1 is slightly adrift of target

The indicator which is significantly adrift of target is:

***SP\_ES\_P\_E01 Number of Active volunteers who have participated in training delivered by Community and Culture***

**2013/14 - Quarter Two Update:** The annual target for this measure has been established at 500 with quarterly target figures set at 125 for each quarter i.e.  $500 \div 4$ . Whilst the Q2 figure of 39 is disappointing, we believe it is reflective of the services focus on increasing participation in groups rather than on an individual basis and also the Council's emphasis on encouraging and supporting partner organisations to deliver training for volunteers. However, we remain confident that the service will reach its annual target figure of 500 active volunteers who will have participated in training delivered by Community and Culture in 2013-2014.

The indicator which is slightly adrift of target is:

**SOA\_WNA12 *Percentage of working age population in employment***

**Quarter Two Update 2013/14:** At October 2013 the most recent available data is 61.7% (figure to June 2013). The target is 63%. Percentage of working age population in employment in North Ayrshire has persistently been below the Scottish average. The current economic recession has made it difficult to create new jobs resulting in a downward trend. This is being addressed through the Economic Development and Regeneration Strategy and Action Plan. There has however been a significant decrease in youth unemployment since Quarter One, moreover, this is the lowest youth unemployment rate (8.8%) since January 2009. All North Ayrshire Council sponsored employability programmes are being delivered satisfactorily and are delivering towards agreed targets. The main focus of current employability provision is on 16-24 year olds. During the first two quarters of 2013/14, 227 youths were supported into employment through economic development services. Additionally, 543 economic development clients entered employment through Economic Development sponsored initiatives.

***Performance Management Strategy Action Plan 2013/14***

- 2.6 The Action Plan 2013/14 provides more detail of what we need to do under the following headings:
- Leadership and vision for North Ayrshire
  - Partnership Working
  - Developing capacity for improvement
  - Embedding performance management / continuous improvement
  - Identifying, sharing and implementing best practice
  - Acknowledging and celebrating success
  - Developing performance management systems
  - Public Performance Reporting
  - Engaging staff
  - Engaging communities
- 2.7 The owners of the 33 actions under the above headings have provided updates on progress over the six-month period from April to September 2013.
- 2.8 Progress for each of the 33 actions is provided in a detailed report in Appendix B.
- 2.9 The expected outcomes shown for the 33 actions in the action plan indicate: -
- 33 (100%) are complete or on target (i.e. expected to be completed in line with the original plan)



## **SOA Action Plan 13/14**

- 2.10 Progress on each of the 84 actions is detailed in Appendix C and details are included on the action being taken to address any delays.
- 2.11 The expected outcomes shown for the 84 actions in the action plan indicate: -
- 80 (95%) are complete or on target (i.e. expected to be completed in line with the original plan)
  - 4(5%) are slightly adrift of target
  - 0 are significantly adrift of target
- 2.12 The actions which are slightly adrift of target are: -

### **A Working North Ayrshire**

#### ***SP1314 DE\_A\_A01e Develop and support an export support programme***

**2013/14 - Quarter Two Update:** Through work to understand what is available and the work of Team North Ayrshire and indeed the AEP (engineering strategy) we have access to a wealth of export offering. Clarity needed on what is in the toolkit and more focus on how NAC drives activity. This will gather pace as outputs from recent project brief is known in November. Through the work currently being undertaken with Team North Ayrshire, this action will be back on track during Quarter Three.

#### ***SP1314 DE\_A\_A03f Develop a strategy for the provision of modern high quality business accommodation including incubator space to larger units***

**2013/14 - Quarter Two Update:** Working with Irvine Bay to identify opportunities. Property training given to all Business Development team. Through the work currently being undertaken with Irvine Bay, this action will be back on track during Quarter Three.

### **A Healthy and Active North Ayrshire**

#### ***SPSS\_A\_B09 Implement the new Vulnerable Children Support (0-5) Service***

**2013/14 - Quarter Two Update:** The posts were advertised in August 2013 but there were too few applicants to fill all the posts. The posts have now been re advertised. Despite these challenges in recruitment a lot of work continues to be delivered to support children. This includes implementing the National Assessment Toolkit across all Children and Families Fieldwork teams, developing a strategy for Children and Families contact centres, and the implementation of the SNAP model of support for at risk children and families. To assist with future recruitment issues the profile of the care sector is also being raised through the North Ayrshire employability strategy.

***SPSS\_A\_B10 Provide integrated Social Work, Early years and Money Advice support within Early Years Centres.***

**2013/14 - Quarter Two Update:** Interviews took place in September 2013 but only one of the three Social Worker posts was filled. The posts have now been re advertised. Despite this issue with recruitment a lot of work continues to be successfully delivered in Early Years Centres. The aim of the Early Years Centres is to improve outcomes for all children and to narrow the gap between those who are the most and the least vulnerable. All children in North Ayrshire have access to a place in an Early Years Centre from the month following their third birthday and places for children under three are allocated through Partnership Forums. The 5 Early Years Centres provide individual support to children and families through a needs-based approach and operate as hubs to support extended work with families in the community. Parents and children have integrated support from services to meet a range of needs, which includes help for parents to develop relationships with their child and to address issues which may impact on their ability to perform their parenting role.

2.13 Of the 18 quarterly indicators with targets :

- 11 (61%) have been coded on target
- 3 (17%) have been coded slightly adrift of target
- 4 (22%) have been coded significantly adrift of target

2.14 The indicators which are significantly adrift of target are: -

***SOA\_WNA3 Youth claimant count***

**2013/14 - Quarter Two Update:** At the end of Quarter Two 2013 the most recent available data was 10.8% (figure to August 2013). An update has subsequently been released showing a level of 8.8% (figure to September 2013). There has been a significant decrease in youth unemployment since Quarter 1, moreover, this is the lowest youth unemployment rate since January 2009. All North Ayrshire Council sponsored employability programmes are being delivered satisfactorily and are delivering towards agreed targets. The main focus of current employability provision is on 16-24 year olds. During the first two quarters of 2013/14, 227 youths were supported into employment through economic development services. Additionally, 543 economic development clients entered employment through Economic Development sponsored initiatives.

***SOA\_HNA3 Emergency inpatient bed day rates for people aged 75+***

**2013/14 - Quarter Two Update:** The figure relates to the 12 months ending May 2013 which is the most recent available data at November 2013. It is rolling year to end of month (provisional). The target is based on a 20% reduction over 5 years from March 2010 to March 2015. Various initiatives are underway to minimise both the need for emergency admission and the length of stay once admitted (such as Intermediate Care and Reablement Services, Telehealth care, Community Ward).

***SOA\_SSNA8 Detections for Drug Supply (per 10,000 population)***

**2013/14 - Quarter Two Update:** The process of gathering and collating sufficient, appropriate evidence to present to a Sheriff to obtain a search warrant for drugs is a challenging one. Nevertheless, Police Scotland has executed 50 search warrants for drugs in North Ayrshire during the period highlighted. 31 of these operations have resulted in drug related charges being libelled against one or more individuals, for offences ranging from the possession and supply of drugs to the obstruction of officers in the course of their duties. Although the target for drug supply for detections hasn't been met this quarter, the number of persons detected for possession of drugs has increased.

***SP\_ES\_P\_E01 Number of Active volunteers who have participated in training delivered by Community and Culture***

Q2 update provided above in paragraph 2.5.

2.15 The indicators which are slightly adrift are:-

***SP1213CE\_C01 Percentage of working age population in employment***

Q2 update provided above in paragraph 2.5.

***SOA\_SSNA11 Number of fire related casualties***

**2013/14 - Quarter Two Update:** This indicator is at amber as currently 61% of annual target has been met with year to date figure. This figure directly relates to the number of dwelling fires. Majority of these casualties relate to precautionary health check-ups.

***SOA\_SSNA12 Number of dwelling fires***

**2013/14 - Quarter Two Update:** This indicator is amber as the year to date figure is at 59% of annual target. The majority of these incidents were kitchen fires that required little or no intervention by the fire and rescue service, with the majority of these homes having had the alarm raised early due to the installation of smoke detection.

- 2.16 It can therefore be concluded that good progress is being made overall, with the exception of the delays in the above actions and indicators.

### **3. Proposals**

- 3.1 The Cabinet is invited to note that progress continues in implementing three Action Plans for the Council Plan, Performance Management Strategy and SOA and refer the Report to Scrutiny and Petitions for its consideration.

### **4. Implications**

#### Financial Implications

- 4.1 There are no financial implications.

#### 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 Implications

- 4.5 There are no environmental implications.

#### Implications for Key Priorities

- 4.6 This report links to all of the SOA local outcomes and to all four of the Council's core objectives.

### **5. Consultations**

- 5.1 The Extended Corporate Management Team and CPP Strategic Management Team have considered this report.

## **6. Conclusion**

- 6.1 By 30 September 2013, 91% of the actions in the Council Plan Action Plan, 100% of actions in the Performance Management Strategy Action Plan and 95% of actions in the SOA Action Plan were on target.



ELMA MURRAY  
Chief Executive

### **Reference :**

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

### **Background Papers**

SOA 2013/17

Council Plan 2012/17







Performance Management Strategy 2012/15



## Council Plan 2013/14 - Section 1 - PI Summary



Generated on: 31 October 2013 1:21

### Objective 1. Regenerating our communities and increasing employment

Code & Short Name	Q1 2013/14	Q2 2013/14
	Status	Status
SOA1112_01d_001 Number of new businesses per 10,000 working age population	Not measured for Quarters	Not measured for Quarters
SOA1112_02a_004 Dependency ratio (number of dependents per 100 working age people)	Not measured for Quarters	Not measured for Quarters
SOA_WNA12 Percentage of working age population in employment		
SP_DE_A03 Number of ED clients entering employment through ED sponsored initiatives		
SP_ES_P_E01 Number of Active volunteers who have participated in training delivered by Community and Culture		
SPI 10_A_03 Total population of North Ayrshire	Not measured for Quarters	Not measured for Quarters
SPI 15_F_02 The percentage of the council's housing stock up to the SHQS - Total dwellings meeting SHQS	Not measured for Quarters	Not measured for Quarters

## Council Plan – Quarter 2 Update 2013/14

### Objective 2. Protecting Vulnerable People

Code & Short Name	Q1 2013/14	Q2 2013/14
	Status	Status
HS - PI005 Homelessness: Number of presentations	Not measured for Quarters	Not measured for Quarters
SOA1112_08a_001 Percentage of families placed on the Child Protection register who have previously been deregistered within 12 months	Not measured for Quarters	Not measured for Quarters
SOL_SW03 % of people aged 65 or over with intensive needs receiving care at home		









## Council Plan – Quarter 2 Update 2013/14

### Objective 3. Improving Educational Attainment

Code & Short Name	Q1 2013/14	Q2 2013/14
	Status	Status
SP_ES_P_A01 % of pupils gaining 5 or more awards at SCQF Level 3 or better (by end of S4)	Not measured for Quarters	Not measured for Quarters
SP_ES_P_A02 % of pupils gaining 5 or more awards at SCQF Level 4 or better (by end of S4)	Not measured for Quarters	Not measured for Quarters
SP_ES_P_A03 % of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S4)	Not measured for Quarters	Not measured for Quarters
SP_ES_P_A04 % of pupils gaining 3 or more awards at SCQF Level 6 or better (by end of S5)	Not measured for Quarters	Not measured for Quarters
SP_ES_P_A06 Average Tariff Score – S4	Not measured for Quarters	Not measured for Quarters
SP_ES_P_A07 Looked After Children: Average Tariff Score – S4	Not measured for Quarters	Not measured for Quarters
SP_ES_P_A08 Percentage Attendance – Primary Schools	Data only for Quarters	Data only for Quarters
SP_ES_P_A09 Percentage Attendance – Secondary Schools	Data only for Quarters	Data only for Quarters
SP_ES_P_A10 Exclusion Incidents per 1000 pupils – Primary Schools	Data only for Quarters	Data only for Quarters
SP_ES_P_A11 Exclusion Incidents per 1000 pupils – Secondary Schools	Data only for Quarters	Data only for Quarters
SP_ES_P_A14 % school leavers into Employment, Education or Training	Not measured for Quarters	Not measured for Quarters
SP_ES_P_A15 % of young people choosing to stay onto S5 (Jan S5 roll), as % of S4 roll at September previous year	Not measured for Quarters	Not measured for Quarters

## Council Plan – Quarter 2 Update 2013/14




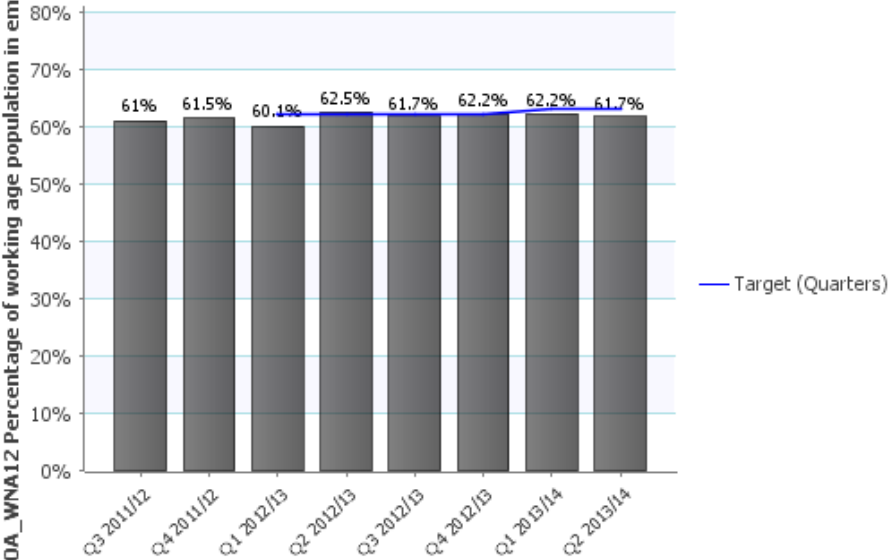






### Objective 4. Operating More Efficiently and Effectively

Code & Short Name	Q1 2013/14	Q2 2013/14
	Status	Status
CP1213_C04_01 Level of unearmarked reserves as a percentage of revenue budget	Not measured for Quarters	Not measured for Quarters
CP1213_C04_08a Capital Expenditure - General Services - Actual expenditure as a percentage of budgeted expenditure	Not measured for Quarters	Not measured for Quarters
CP1213_C04_08b Capital Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure	Not measured for Quarters	Not measured for Quarters
CP_FCS_001 Overall carbon emissions (tonnes)		
SOL_CORP07 Percentage of income due from council tax received by the end of the year %		
SOL_CORPAM01 Proportion of operational buildings that are suitable for their current use	Not measured for Quarters	Not measured for Quarters
SOL_ENV06 % of total household waste that is recycled		
SP1112IT_PI_A2 SOCITM Better Connected Rating for website (Star Rating)	Not measured for Quarters	Not measured for Quarters
SP1213FI_P_E11 Procurement Capability Assessment (%)	Not measured for Quarters	Not measured for Quarters
SPI 01_A_03 The average number of days lost through sickness: teachers	Not measured for Quarters	Not measured for Quarters
SPI 01_B_03 The average number of days lost through sickness: all staff (excluding Teachers)	Not measured for Quarters	Not measured for Quarters
SPI 22_E Overall percentage of road network that should be considered for maintenance treatment	Not measured for Quarters	Not measured for Quarters

## Council Plan 2013/14 - Section 2 - PI Detailed – Red & Amber

### Objective 1. Regenerating our communities and increasing employment




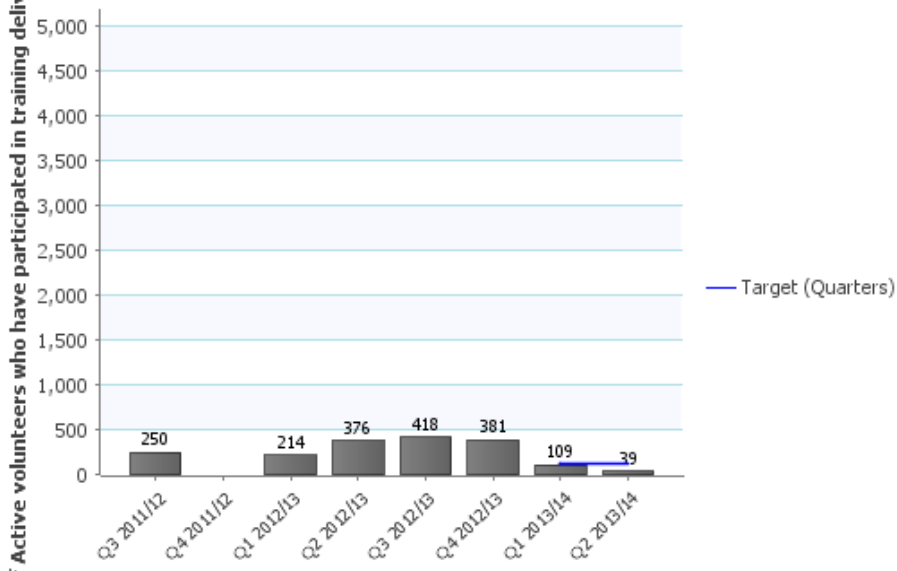






Traffic Light	
Red	1
Amber	1

Percentage of working age population in employment				Status																	
Short Term Trend Arrow		Long Term Trend Arrow		Gauge Format Type	Aim to Maximise																
<div><div>50A_WNA12 Percentage of working age population in em</div><div><p>80% 70% 60% 50% 40% 30% 20% 10% 0%</p><p>Q3 2011/12 Q4 2011/12 Q1 2012/13 Q2 2012/13 Q3 2012/13 Q4 2012/13 Q1 2013/14 Q2 2013/14</p><p>61% 61.5% 60.1% 62.5% 61.7% 62.2% 62.2% 61.7%</p><p>— Target (Quarters)</p></div></div>				<table><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q1 2013/14</td><td>62.2%</td><td>63%</td><td></td></tr><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q2 2013/14</td><td>61.7%</td><td>63%</td><td></td></tr></table>			Value	Target	Status	Q1 2013/14	62.2%	63%			Value	Target	Status	Q2 2013/14	61.7%	63%	
	Value	Target	Status																		
Q1 2013/14	62.2%	63%																			
	Value	Target	Status																		
Q2 2013/14	61.7%	63%																			

**2013/14 - Quarter Two Update** At October 2013 the most recent available data is 61.7% (figure to June 2013). The target is 63%. Percentage of working age population in employment in North Ayrshire has persistently been below the Scottish average. The current economic recession has made it difficult to create new jobs resulting in a downward trend. This is being addressed through the Economic Development and Regeneration Strategy and Action Plan.



Managed By	Elma Murray	Assigned To	Karen Yeomans
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## Council Plan – Quarter 2 Update 2013/14

Number of Active volunteers who have participated in training delivered by Community and Culture				Status																	
Short Term Trend Arrow		Long Term Trend Arrow		Gauge Format Type	Aim to Maximise																
				<table><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q1 2013/14</td><td>109</td><td>125</td><td></td></tr><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q2 2013/14</td><td>39</td><td>125</td><td></td></tr></table>			Value	Target	Status	Q1 2013/14	109	125			Value	Target	Status	Q2 2013/14	39	125	
	Value	Target	Status																		
Q1 2013/14	109	125																			
	Value	Target	Status																		
Q2 2013/14	39	125																			
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Managed By	John McKnight; Audrey Sutton			Assigned To	Alison McAllister; John McKnight; Audrey Sutton																




## Council Plan 2013/14 - Section 3 – Action Summary

### Objective 1. Regenerating our communities and increasing employment

Expected Outcome	
On Target / Complete 	12
Slightly Adrift of Target 	2



Code	Description	Progress	Expected Outcome
HS - 1.1	Ensure the successful delivery of the following Council house building projects; Redstone Avenue, Kilwinning Copeland Crescent, Millport John Galt Primary School site, Irvine Stevenson Institute, Largs	<div><div>50%</div></div>	
SP1314DE_A_A01	Continued implementation of the Economic Development & Regeneration Strategy	<div><div>50%</div></div>	
SP1314DE_A_A01b	Develop and implement a one stop shop approach to businesses support including start-ups, existing businesses and inward investors (Invest in North Ayrshire)	<div><div>50%</div></div>	
SP1314DE_A_A02a	Life Sciences – Work with Irvine Bay URC to develop life sciences offer and support the continued development of the Enterprise Area	<div><div>50%</div></div>	
SP1314DE_A_A03b	Work with Scottish Government to deliver the next generation broadband investment programme	<div><div>100%</div></div>	
SP1314DE_A_A03d	Continue to deliver on town centre regeneration including Kilbirnie, Irvine and Saltcoats and the development of plans for other key towns	<div><div>60%</div></div>	
SP1314DE_A_A04a	Deliver current Employability programmes, continue to secure funding and ensure proper closure of European funded programmes	<div><div>50%</div></div>	
SP1314DE_A_A07	Formal adoption of the Local Development Plan for North Ayrshire	<div><div>90%</div></div>	
SP1314DE_A_A10	Develop a strategy to halt and reverse the projected decline in the population of North Ayrshire	<div><div>50%</div></div>	
SP1314DE_A_C09	Develop a new Local Transport Strategy for implementation in 2014	<div><div>10%</div></div>	
SP1314FC_A_B01	Train, assess and manage trainees on Councils Modern Apprenticeship and Training for Work Programmes as per contract with Skills Development Scotland (SDS)	<div><div>50%</div></div>	
















### Council Plan – Quarter 2 Update 2013/14

Code	Description	Progress	Expected Outcome
SP_ES_A_D02	Develop and deliver core skills programmes across schools and communities to enhance employability and achievement	<div><div style="width: 50%;">50%</div></div>	
SP_ES_A_E01	Encourage and support an asset based community development approach to increase the capacity of communities in North Ayrshire	<div><div style="width: 50%;">50%</div></div>	
SP_ES_A_E05	Support individuals to participate in community based volunteering activities	<div><div style="width: 50%;">50%</div></div>	








## Council Plan – Quarter 2 Update 2013/14

### Objective 2. Protecting Vulnerable People

Expected Outcome	
On Target / Complete 	20
Slightly Adrift of Target 	2

Code	Description	Progress	Expected Outcome
CP1314_2.02	Contribute to the reduction of fuel poverty and increase energy efficiency within the North Ayrshire housing stock by implementing a programme of loft, cavity and external wall insulation measures	<div><div>25%</div></div>	
CP1314_2.03	Lead the Council's approach and implementation of the Welfare Reform Act 2012	<div><div>80%</div></div>	
CP1314_2.05	Implement early years intervention and prevention programme	<div><div>40%</div></div>	
CP1314_2.08	Implement national physical activity guidelines for early years through Play Strategy with parents, early years establishments and schools	<div><div>100%</div></div>	
CP1314_2.09	Support vulnerable children (8-16 years) through mentoring and involvement in community	<div><div>50%</div></div>	
CP1314_2.12	Implement Employee Health Improvement Programme	<div><div>40%</div></div>	
CP1314_2.13	Implement the Anti-social Behaviour Strategy and Action Plan 2013-14	<div><div>50%</div></div>	
CP1314_2.14	Monitor the outcomes achieved by the multi agency domestic abuse team	<div><div>50%</div></div>	
CP1314_2.16	Implement the personalisation model across Mental Health, Learning Disability, Independent Living Services, and Children with a disability	<div><div>80%</div></div>	
CP1314_2.19	Take action to prevent homelessness and reduce homeless presentations	<div><div>50%</div></div>	
HS - 1.7	Implement the New North Ayrshire Older Person Housing Strategy	<div><div>50%</div></div>	
HS - 3.1	Plan and manage for the implications of Welfare Reform.	<div><div>50%</div></div>	
SP1314D&AS_B03	Co-ordinate and support the implementation of the Specific Duties of the Equality Act.	<div><div>50%</div></div>	
SP1314DE_A_B02	Submit an application to Scottish Government to create a Flood Prevention Order for the Upper Garnock Valley	<div><div>25%</div></div>	
SP1314DE_A_B03	Continue to implement the Road Safety Plan 2011-2014	<div><div>50%</div></div>	


## Council Plan – Quarter 2 Update 2013/14






Code	Description	Progress	Expected Outcome
SP1314DE_A_B06a	Review the Outdoor Access Strategy and the Core Paths Plan in partnership with North Ayrshire Outdoor Access Forum (NAOAF)	<div><div>50%</div></div>	
SP_ES_A_B04	Increase the provision of free nursery education for three and four year-olds and looked after two year olds, consistent with the level of financial provision granted by the Scottish Government	<div><div>50%</div></div>	
SP_ES_A_C01	Deliver the North Ayrshire 'Fit for the Future' 2010-15 Strategy outcomes	<div><div>50%</div></div>	
SPSS_A_A06	Support more vulnerable people in their own homes by providing effective Telecare solutions which minimise risk and promote independence	<div><div>50%</div></div>	
SPSS_A_B01	Implement the National Assessment Toolkit across all Children and Families Fieldwork teams.	<div><div>40%</div></div>	
SPSS_A_B05	Increase the availability of foster placements for children needing to be Looked After and Accommodated.	<div><div>50%</div></div>	
SPSS_A_F01	Develop Money Matters to prepare and support individuals and families who will be affected by Welfare Reform, with a specific focus on identifying and supporting the most vulnerable in North Ayrshire.	<div><div>50%</div></div>	



## Council Plan – Quarter 2 Update 2013/14



### Objective 3. Improving Educational Attainment
















Expected Outcome	
On Target / Complete 	5

Code	Description	Progress	Expected Outcome
SP_ES_A_A01	Ensure consistent and effective implementation of Curriculum for Excellence across all North Ayrshire Council educational establishments	<div style="background-color: #bbdefb; width: 50%; border: 1px solid black; padding: 2px;">50%</div>	
SP_ES_A_A02	Improve the attainment levels of North Ayrshire pupils across all age groups	<div style="background-color: #bbdefb; width: 60%; border: 1px solid black; padding: 2px;">60%</div>	
SP_ES_A_A04	Build capacity to allow school leavers to make effective transitions into sustained employment, education or training	<div style="background-color: #bbdefb; width: 60%; border: 1px solid black; padding: 2px;">60%</div>	
SP_ES_A_A06	In partnership with the new Ayrshire College, HE and employers, develop and deliver a range of programmes to ensure school leavers are able to progress to a positive post school destination.	<div style="background-color: #bbdefb; width: 60%; border: 1px solid black; padding: 2px;">60%</div>	
SP_ES_A_B07	Strengthen partnership arrangements with Social Services and Health to ensure improved outcomes for vulnerable young people and their families	<div style="background-color: #bbdefb; width: 60%; border: 1px solid black; padding: 2px;">60%</div>	



## Council Plan – Quarter 2 Update 2013/14

### Objective 4. Operating More Efficiently and Effectively

Expected Outcome	
On Target / Complete 	15
Slightly Adrift of Target 	2


Code	Description	Progress	Expected Outcome
CP1314_4.12	Implement the Customer Services Strategy	<div><div style="width: 50%;">50%</div></div>	
CP1314_4.13	Review and implement the Council's ICT Strategy Action Plan	<div><div style="width: 51%;">51%</div></div>	
CP1314_4.16	Implement the Council's Office Accommodation Strategy including the development of Bridgegate and Cunninghame House	<div><div style="width: 70%;">70%</div></div>	
CP1314_4.17	Continue to develop the Council's approach to asset management, optimising the use of assets whilst ensuring the needs of Council services and the wider community are met	<div><div style="width: 25%;">25%</div></div>	
SP1314D&AS_A06	Develop, maintain and communicate a long term change programme to match with future funding gap, service demand projections and align with national public service reform agenda	<div><div style="width: 50%;">50%</div></div>	
SP1314D&AS_A07	Drive implementation of the Performance Management Strategy 2012-15	<div><div style="width: 51%;">51%</div></div>	
SP1314D&AS_A08	Monitor and evaluate the implementation of the Council's Communications Strategy	<div><div style="width: 60%;">60%</div></div>	
SP1314DE_A_C04	Analyse journeys and use of transportation through the transport hub	<div><div style="width: 50%;">50%</div></div>	
SP1314DE_A_C05	Continue to implement the improvement plan for Building Services	<div><div style="width: 50%;">50%</div></div>	
SP1314DE_A_C06	Development of a Shared Services Model for Roads	<div><div style="width: 100%;">100%</div></div>	
SP1314DE_A_C07	Deliver the annual road network improvement programme	<div><div style="width: 50%;">50%</div></div>	
SP1314DE_A_C12	Develop a sustainable energy management strategy for North Ayrshire	<div><div style="width: 10%;">10%</div></div>	
SP1314DE_A_C23	Continued implementation of the Council's Waste Strategy which will ensure the Council achieves the National and International Waste and Recycling Targets	<div><div style="width: 50%;">50%</div></div>	
SP1314DE_A_C26	Implement the 'hub and spoke' catering model	<div><div style="width: 100%;">100%</div></div>	
SP1314FC_A_A01	Develop a People Management Strategy which supports change and organisational performance	<div><div style="width: 8%;">8%</div></div>	


### Council Plan – Quarter 2 Update 2013/14

Code	Description	Progress	Expected Outcome
SP1314FC_A_C01	Develop outcome budgeting	<div><div style="width: 25%;">25%</div></div>	
SP1314FC_A_C25	Review the Maximising Attendance procedure and support Services to achieve their agreed 2013/14 attendance at work targets	<div><div style="width: 98%;">98%</div></div>	

## Council Plan 2013/14 - Section 4 - Action Detailed (Red & Amber)


### 1. Regenerating our communities and increasing employment

Expected Outcome	
Slightly Adrift of Target 	2

Parent Action							
Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
SP1314DE_A_A 02a	Life Sciences – Work with Irvine Bay URC to develop life sciences offer and support the continued development of the Enterprise Area		<div><div>35%</div></div>	<b>2013/14 - Quarter Two Update</b> Work is underway with Irvine Bay to engage on an inward investment strategy. Project brief being worked on to determine strategy and delivery mechanism. Life sciences and enterprise park will play a major part. Enterprise park has significant interest at present with potential of 85% occupancy. Working with consultants to determine what the strategy should be. Through the work currently being undertaken with consultants and Irvine Bay, this action will be back on track during quarter three.	31-Mar-2014	Karen Yeomans	Matt Strachan


Risks linked to these actions			
Code & Title	D&ES-1 Economic Inequalities	Managed By	Craig Hatton

## Council Plan – Quarter 2 Update 2013/14


Parent Action							
Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
SP1314DE_A_A 10	Develop a strategy to halt and reverse the projected decline in the population of North Ayrshire		<div style="border: 1px solid black; background-color: #e0f0ff; padding: 2px; display: inline-block;">50%</div>	<b>2013/14 - Quarter Two Update</b> The 2011 Census results show the population of North Ayrshire has increased to 138,146, an increase of 1.7% since the 2001 Census. The development of a Strategy is to be progressed in 2014.	31-Mar-2014	Karen Yeomans	Alasdair Laursen
Risks linked to these actions							
Code & Title					Managed By		

## Council Plan – Quarter 2 Update 2013/14

### 2. Protecting Vulnerable People

Expected Outcome	
Slightly Adrift of Target 	2


#### Parent Action

Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
CP1314_2.05	Implement early years intervention and prevention programme		<div>40%</div>	<b>2013/14 - Quarter Two Update:</b> In September the Programme Board noted that recruitment issues have continued to cause some delays in some projects but that most are making good progress. There have been new developments supporting change in the early years through the Early Years Collaborative and a bid for £250,000 to provide family support services through a public social partnership with the third sector has been successful. "	31-Mar-2014	Carol Kirk	Marjorie Adams

#### Risks linked to these actions


Code & Title	Managed By

## Council Plan – Quarter 2 Update 2013/14


Parent Action							
Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
SPSS_A_B01	Implement the National Assessment Toolkit across all Children and Families Fieldwork teams.		<div><div>40%</div></div>	<b>2013/14 - Quarter Two Update</b> Draft guidance for staff has been completed and is being issued to all staff who attend training. The guidance will be finalised at the end of phase one of the roll out to the Irvine/Dreghorn area. Dialogue is taking place with the Information Systems team to examine the feasibility of templates being uploaded to Carefirst. Multi-agency training modules are now being developed.	31-Mar-2014	Sheena Gault	David MacRitchie
Risks linked to these actions							
Code & Title	SPR_SS2 Rising Demand Outstrips Available Resources				Managed By	Lisbeth Raeside	
	SR04.2013/14 Health Inequalities					NAC - CMT	

## Council Plan – Quarter 2 Update 2013/14

### 4. Operating More Efficiently and Effectively

Expected Outcome	
Slightly Adrift of Target 	2

#### Parent Action


Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
CP1314_4.16	Implement the Council's Office Accommodation Strategy including the development of Bridgegate and Cunninghame House		<div><div style="width: 70%;">70%</div></div>	<b>2013/14 - Quarter Two Update</b> Phase two works are now approaching completion at Bridgegate with first occupants scheduled to move into the completed areas by end of November 2013. The design phase for Cunninghame House is progressing well with a slight delay to the programme due to various competing demands and priorities within the Team. It is anticipated that the original phase one start date of January 2014 will now commence in February 2014.	31-Mar-2014	Laura Friel	Yvonne Baulk; Laurence Cree

#### Risks linked to these actions

<b>Code &amp; Title</b>	SR06.2013/14 Strategic Workforce Issues	<b>Managed By</b>	NAC - CMT
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## Council Plan – Quarter 2 Update 2013/14


Parent Action							
Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
SP1314FC_A_A 01	Develop a People Management Strategy which supports change and organisational performance		<div><div>8%</div></div>	<b>2013/14 - Quarter Two Update</b> It has been identified via the Corporate PSIF Exercise that the Council should carry out a review of "vision and values" before evolving the OD Strategy to a People Strategy. Development of a new People Strategy will follow planned corporate work on defining a shared "vision and values" across the council. A workshop is scheduled for 17 December 2013 to commence the work.	31-Mar-2014	Gavin MacGregor	Fiona Walker
Risks linked to these actions							
Code & Title	F&CS-3 Strategic Workforce Issues				Managed By	Laura Friel	
	SR06.2013/14 Strategic Workforce Issues					NAC - CMT	






# PM Strategy 2013/14 - Summary of Actions

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## Objective 01. Leadership and Vision for North Ayrshire


Expected Outcome	
On Target / Complete 	3








Code	Description	Progress	Expected Outcome
PM1314_1.2	Implement Council Plan 2012-17	<div><div>50%</div></div>	
SP1314D&AS_A04	Co-ordinate and support the implementation of the CPP Audit Improvement Plan	<div><div>25%</div></div>	
SP1314D&AS_A06	Develop, maintain and communicate a long term change programme to match with future funding gap, service demand projections and align with national public service reform agenda	<div><div>50%</div></div>	

## PM Strategy 2013/14 - Summary of Actions

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### Objective 02. Partnership Working


Expected Outcome	
On Target / Complete 	7




Code	Description	Progress	Expected Outcome
PM1314_2.2	Monitor the project plan for the implementation of the neighbourhood approach	<div><div>50%</div></div>	
PM1314_2.3	Monitor the actions within the CPP Audit and Childrens' Services Inspection Improvement Plan	<div><div>20%</div></div>	
PM1314_2.4	Develop and implement a multi agency self assessment programme	<div><div>25%</div></div>	
PM1314_2.5	Develop a CPP leadership programme	<div><div>15%</div></div>	
PM1314_2.6	Develop a partnership approach to tackling health inequalities	<div><div>50%</div></div>	
SP1314D&AS_A05	Co-ordinate and support the implementation of the SOA 2013-17 including the integration of neighbourhood planning and priorities.	<div><div>25%</div></div>	
SP_ES_A_E04	Further develop working arrangements with the Third Sector Interface to promote social innovation through the Partners for Change programme	<div><div>50%</div></div>	

## PM Strategy 2013/14 - Summary of Actions


Generated on: 29 October 2013 9:40






### Objective 03. Developing Capacity for Improvement

Expected Outcome	
On Target / Complete 	3

Code	Description	Progress	Expected Outcome
PM1314_3.1	Develop and implement an Elected Member Development programme	<div><div>48%</div></div>	
PM1314_3.2	Continue to implement High Impact Leadership programme	<div><div>48%</div></div>	
PM1314_3.3	Provide a wide variety of learning initiatives to support the on going development of employees focusing on skills, knowledge and behaviour	<div><div>48%</div></div>	

### Objective 04. Embedding performance management and continuous improvement


Expected Outcome	
On Target / Complete 	5

Code	Description	Progress	Expected Outcome
EES_CW_1214_3.1 d	Develop Performance Management Frameworks within all services across the Council as a means of involving managers and staff in target setting, actively encouraging staff to make decisions in line with policies and procedures; giving accountability to all staff at various levels; and assigned areas/teams/responsibilities to staff that are then accountable for the performance within them.	<div><div>80%</div></div>	
HS - 6.4	Develop new performance management framework to take account of the new Scottish Social Housing Charter.	<div><div>70%</div></div>	
PM1314_4.1	Undertake a Council wide PSIF self assessment	<div><div>50%</div></div>	
PM1314_4.2	Support Services in undertaking a proportionate programme of self-assessment activities	<div><div>50%</div></div>	
PM1314_4.3	Lead on the Council Wide Recognised for Excellence (R4E) submission	<div><div>50%</div></div>	

## PM Strategy 2013/14 - Summary of Actions


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### Objective 05. Identifying and implementing best practice

Expected Outcome	
On Target / Complete 	1

Code	Description	Progress	Expected Outcome
PM1314_5.1	Increase the use of benchmarking including the SOLACE Improving Local Government indicators as a way of raising quality standards and improving performance across the Council	<div><div>50%</div></div>	

### Objective 06. Acknowledging and celebrating success


Expected Outcome	
On Target / Complete 	2




Code	Description	Progress	Expected Outcome
PM1314_6.1	Promote and support external Excellence awards	<div><div>50%</div></div>	
PM1314_6.2	Reinforce and promote 'North Ayrshire Achieves' as a means of celebrating and rewarding individual or team contributions, good practice, etc	<div><div>48%</div></div>	

## PM Strategy 2013/14 - Summary of Actions


Generated on: 29 October 2013 9:40



### Objective 07. Developing performance management systems

Expected Outcome	
On Target / Complete 	3

Code	Description	Progress	Expected Outcome
PM1314_7.1	Drive the Covalent Development Group to meet demand from Services to use Covalent	<div><div>50%</div></div>	
PM1314_7.2	Deliver Covalent training programme	<div><div>50%</div></div>	
PM1314_7.3	Develop the potential of Covalent to reflect the contribution of a range of partners to the delivery of shared outcomes	<div><div>51%</div></div>	

### Objective 08. Public performance reporting


Expected Outcome	
On Target / Complete 	2



Code	Description	Progress	Expected Outcome
PM1314_8.1	Support Services to fulfil the Council's Public Performance Reporting obligations by providing a balanced picture of performance	<div><div>56%</div></div>	
PM1314_8.2	Undertake a review of performance measures on North Ayrshire Performs	<div><div>100%</div></div>	

## PM Strategy 2013/14 - Summary of Actions


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### Objective 09. Engaging staff

Expected Outcome	
On Target / Complete 	2

Code	Description	Progress	Expected Outcome
PM1314_9.2	Implement the Council's Employee Engagement Survey Improvement Plan and support Services to implement their Improvement Plans	<div><div>48%</div></div>	
PM1314_9.3	Develop Organisational Development interventions which support the Council's move to become a high-performing organisation through engaging employees and realising their full potential	<div><div>48%</div></div>	

### Objective 09. Engaging staff; 10. Engaging communities

Expected Outcome	
On Target / Complete 	1


Code	Description	Progress	Expected Outcome
SP1314D&AS_A08	Monitor and evaluate the implementation of the Council's Communications Strategy	<div><div>60%</div></div>	






## PM Strategy 2013/14 - Summary of Actions

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### Objective 10. Engaging communities

Expected Outcome	
On Target / Complete 	3



Code	Description	Progress	Expected Outcome
PM1314_10.2	Conduct People's Panel survey and develop action plan from findings	<div><div>10%</div></div>	
PM1314_10.3	Conduct household survey and develop action plan from findings	<div><div>50%</div></div>	
SP_ES_A_E03	Promote the principles of community engagement and provide communities with opportunities to influence the development and delivery of services	<div><div>50%</div></div>	







## SOA 2013/14 - Section 1 - PI Summary























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### Objective A Healthier North Ayrshire

Code & Short Name	Q1 2013/14	Q2 2013/14
	Status	Status
SOA_HNA1 Number of children (prebirth to 8) referred to the reporter on care and protection grounds	Not measured for Quarters	Not measured for Quarters
SOA_HNA2 Number of children (prebirth to 8) looked after at home/accommodated	Not measured for Quarters	Not measured for Quarters
SOA_HNA3 Emergency inpatient bed day rates for people aged 75+		
SOA_HNA4 Percentage of babies with a healthy birth weight	Not measured for Quarters	Not measured for Quarters
SOA_HNA5 Percentage of children with a healthy weight in Primary 1	Not measured for Quarters	Not measured for Quarters
SOA_HNA6 Percentage of children in Primary 1 with no obvious dental decay experience	Not measured for Quarters	Not measured for Quarters
SOA_HNA7 Rate of alcohol related hospital admissions per 100 000 population	Not measured for Quarters	Not measured for Quarters
SOA_HNA8 Self assessed health	Not measured for Quarters	Not measured for Quarters
SOA_HNA9 Mortality rates per 100 000 for people aged under 75 in Scotland	Not measured for Quarters	Not measured for Quarters
SOA_HNA10 Emergency hospital admissions per 100 000 population	Not measured for Quarters	Not measured for Quarters
SOA_HNA11 Percentage of adult population who smoke	Not measured for Quarters	Not measured for Quarters
SOA_HNA12 Percentage of time in the last 6 months of life spent at home or in a care setting	Not measured for Quarters	Not measured for Quarters
SOA_HNA13 Percentage of children living in poverty	Not measured for Quarters	Not measured for Quarters







SOA_HNA14 Sporting participation	Not measured for Quarters	Not measured for Quarters
SOA_HNA16 Percentage of children exclusively breastfed at 6-8 weeks review	Not measured for Quarters	Not measured for Quarters
SOA_HNA17 Estimated average male life expectancy at birth in years in North Ayrshire	Not measured for Quarters	Not measured for Quarters
SOA_HNA18 Estimated average female life expectancy at birth in years in North Ayrshire	Not measured for Quarters	Not measured for Quarters
SOA_HNA19 Rate of pregnancies among under 16 year olds per 1,000 relevant population	Not measured for Quarters	Not measured for Quarters
SOA_HNA20 Number of patients waiting more than four weeks for appropriate discharge		
SOA_HNA21 Number of emergency admissions of over 75 years population per 1000	Not measured for Quarters	Not measured for Quarters
SOA_HNA22 Number of attendances to all local authority supported pools (per 1000)	Not measured for Quarters	Not measured for Quarters
SOA_HNA23 Number of attendances per 1000 for other local authority indoor sports & leisure facilities	Not measured for Quarters	Not measured for Quarters
SOL_SW03 % of people aged 65 or over with intensive needs receiving care at home		
SP_ES_P_C01 Number of activity sessions within the Active Schools Programme	Not measured for Quarters	Not measured for Quarters
SP_ES_P_C02 Number of participant sessions within the Active Schools Programme	Not measured for Quarters	Not measured for Quarters
SP_ES_P_C05 Total number of participant sessions in NALL programmes and activities.	Not measured for Quarters	Not measured for Quarters

## Objective A Safe and Secure North Ayrshire

Code & Short Name	Q1 2013/14	Q2 2013/14
	Status	Status
EAP_2A Number of victims supported through MADART team		
SOA_SSNA1 Number of deployments through Multi Agency Problem Solving Group		
SOA_SSNA3 Percentage of adults giving up time to volunteer in the last 12 months	Not measured for Quarters	Not measured for Quarters
SOA_SSNA4 Percentage of pupils who respond "agree" or "strongly agree" with the statement "I take part in out-of-class activities and school groups" in school review questionnaires	Not measured for Quarters	Not measured for Quarters
SOA_SSNA5 Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	Not measured for Quarters	Not measured for Quarters
SOA_SSNA6 Crimes of serious violence (per 10,000 population)		
SOA_SSNA7 Common assault offences (per 10,000 population)		
SOA_SSNA8 Detections for Drug Supply (per 10,000 population)		
SOA_SSNA9 Detection rate for Domestic Abuse (per 10,000 population)		
SOA_SSNA10 Number of fire related fatalities (domestic premises)		
SOA_SSNA11 Number of fire related casualties		
SOA_SSNA12 Number of dwelling fires		
SOA_SSNA13 Number of deliberate property fires		
SOA_SSNA14 Number of secondary fires		
SOA_SSNA15 Percentage of respondents who volunteer or are involved in charities, clubs or organisations	Not measured for Quarters	Not measured for Quarters

SOA_SSNA16 Percentage of respondents who volunteer, organise or attend local community/ representative groups	Not measured for Quarters	Not measured for Quarters
SOA_SSNA17 Number of public reported incidents for anti-social behaviour		
SOA_SSNA18 Reconviction frequency rate	Not measured for Quarters	Not measured for Quarters
SP1213HS_P_2.1 % of residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	Not measured for Quarters	Not measured for Quarters
SP_DE_B05 Number of people killed or seriously injured in road accidents		
SP_DE_B06 Number of children killed or seriously injured in road accidents		
SP_DE_B07 Number of people slightly injured in road accidents		
SP_ES_P_C07 % of 'Active Schools' participants who indicated an improvement in their confidence as a result of participating in activities	Not measured for Quarters	Not measured for Quarters
SP_ES_P_E01 Number of Active volunteers who have participated in training delivered by Community and Culture		
SP_ES_P_E03 Number of Groups accessing support and guidance by Community and Culture		

## Objective A Working North Ayrshire

Code & Short Name	Q1 2013/14	Q2 2013/14
	Status	Status
SOA_WNA2 Scottish Government funding received (Economic Development)	Not measured for Quarters	Not measured for Quarters
SOA_WNA3 Youth claimant count		
SOA_WNA4 Gross value added	Not measured for Quarters	Not measured for Quarters
SOA_WNA5 Median earnings for NA residents who are employed	Not measured for Quarters	Not measured for Quarters
SOA_WNA6 Mix of retail, leisure and commercial base in town centres	Not measured for Quarters	Not measured for Quarters
SOA_WNA7 Next generation Broadband connectivity rate	Not measured for Quarters	Not measured for Quarters
SOA_WNA8 VAT/PAYE registered businesses per 10 000 population	Not measured for Quarters	Not measured for Quarters
SOA_WNA9 Resident confidence about the future wellbeing and economic prospects of local area	Not measured for Quarters	Not measured for Quarters
SOA_WNA10 Business density	Not measured for Quarters	Not measured for Quarters
SOA_WNA11 Number of datazones in the most deprived 15% in SIMD	Not measured for Quarters	Not measured for Quarters
SOA_WNA12 Percentage of working age population in employment		
SOA_WNA13 ONS jobs density	Not measured for Quarters	Not measured for Quarters
SOA_WNA14 % of working age population with no qualifications	Not measured for Quarters	Not measured for Quarters
SOA_WNA15 Tourism visitor numbers	Not measured for Quarters	Not measured for Quarters
SOA_WNA16 Percentage of working age population claiming key benefits		
SOL_CHN04 % of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S4)	Not measured for Quarters	Not measured for Quarters

SOL_CHN05 % of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)	Not measured for Quarters	Not measured for Quarters
SOL_CHN11 % of school leavers entering positive destinations	Not measured for Quarters	Not measured for Quarters
SP_DE_A04 Median earnings for workforce based in North Ayrshire	Not measured for Quarters	Not measured for Quarters
SP_DE_A10 North Ayrshire town centre vacancy rates	Not measured for Quarters	Not measured for Quarters
SP_DE_A13 Ratio of employment rate for disabled people to employment rate for non-disabled people	Not measured for Quarters	Not measured for Quarters
SP_ES_P_A04 % of pupils gaining 3 or more awards at SCQF Level 6 or better (by end of S5)	Not measured for Quarters	Not measured for Quarters




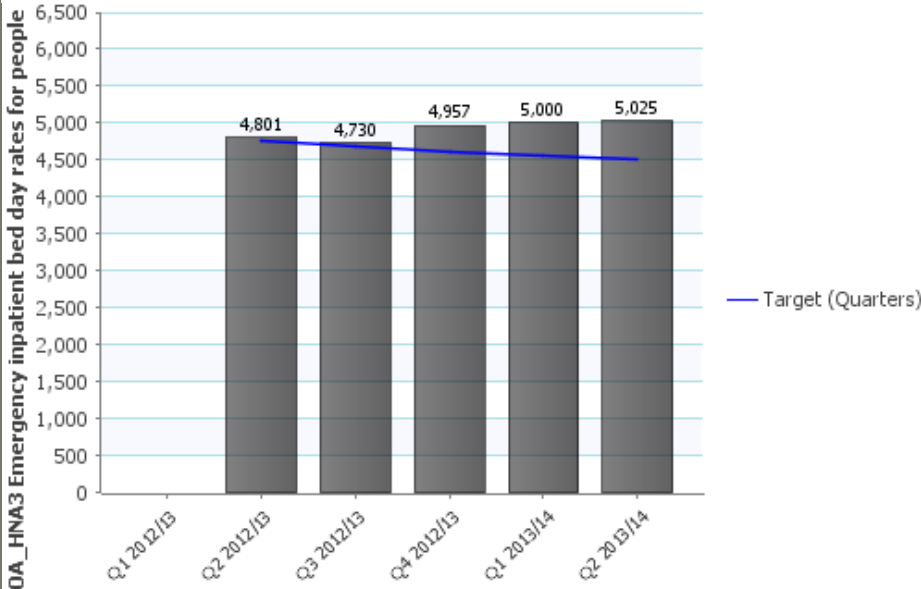








## SOA 2013/14 - Section 2 - PI Detailed (Red & Amber)

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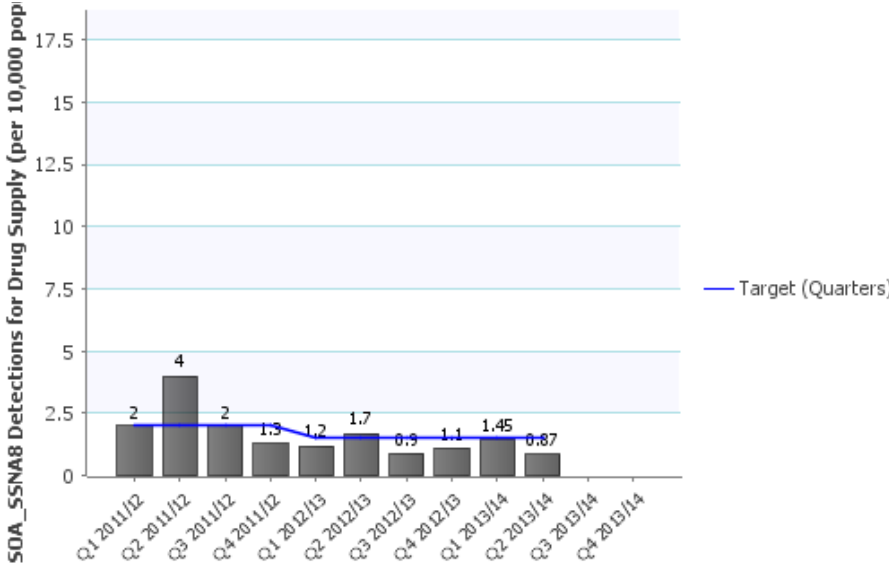






### Objective A Healthier North Ayrshire

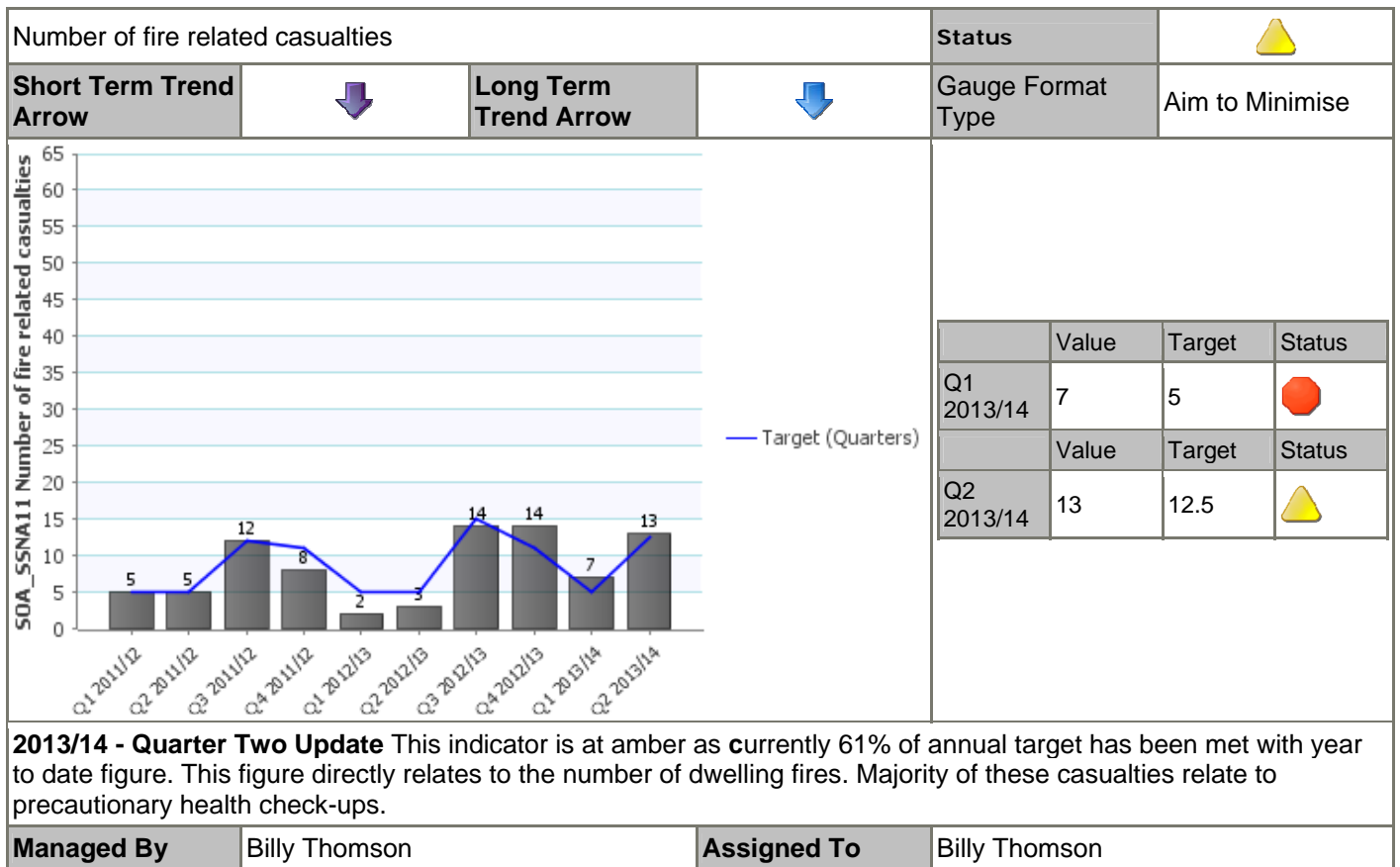
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Red	1
Green	2

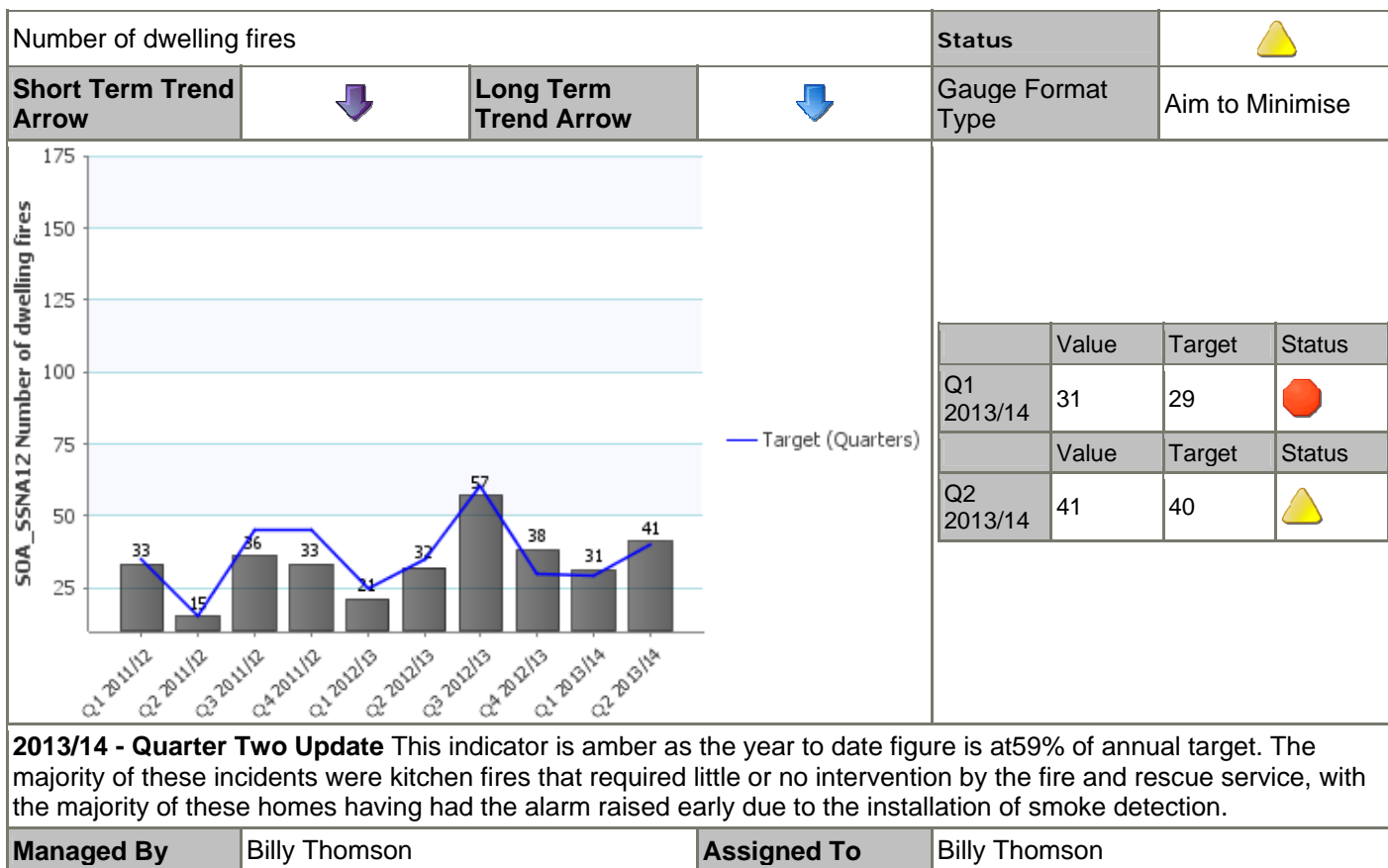
Rates of all emergency admission bed days per 1,000 population				Status																	
Source: ISD - HEAT 75+ Emergency Bed Days Management Report																					
Short Term Trend Arrow		Long Term Trend Arrow		Gauge Format Type	Aim to Minimise																
 <p>Target (Quarters)</p>				<table><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q1 2013/14</td><td>5,000</td><td>4,562</td><td></td></tr><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q2 2013/14</td><td>5,025</td><td>4,511</td><td></td></tr></table>			Value	Target	Status	Q1 2013/14	5,000	4,562			Value	Target	Status	Q2 2013/14	5,025	4,511	
	Value	Target	Status																		
Q1 2013/14	5,000	4,562																			
	Value	Target	Status																		
Q2 2013/14	5,025	4,511																			
<b>2013/14 - Quarter Two Update</b> The figure relates to the 12 months ending May 2013 which is the most recent available data at November 2013. It is rolling year to end of month (provisional). The target is based on a 20% reduction over 5 years from March 2010 to March 2015. Various initiatives are underway to minimise both the need for emergency admission and the length of stay once admitted (such as Intermediate Care and Reablement Services, Telehealth care, Community Ward).																					
Managed By	NHS Ayrshire and Arran			Assigned To	NHS Ayrshire and Arran																




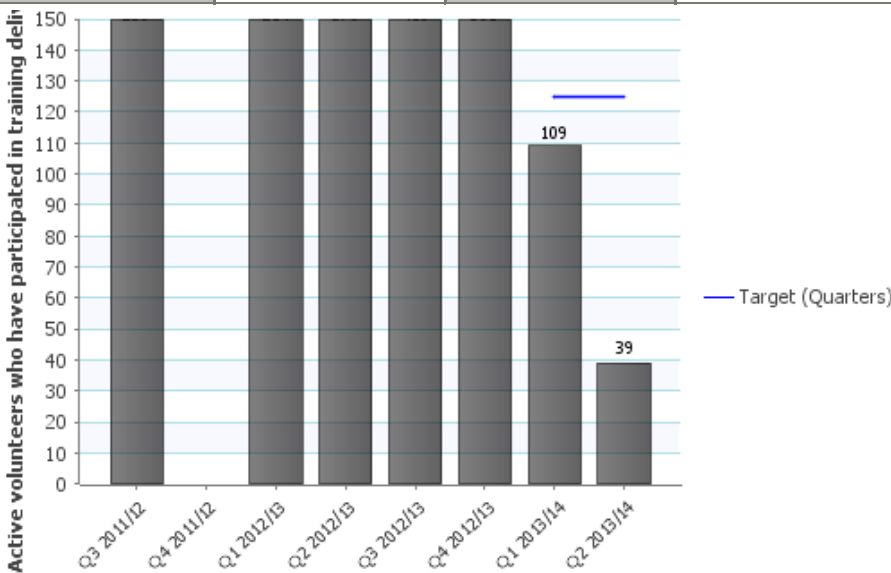






## Objective A Safe and Secure North Ayrshire

Traffic Light	
Red	2
Green	8
Data Only	2
Amber	2

Detections for Drug Supply (per 10,000 population)				Status																	
Short Term Trend Arrow		Long Term Trend Arrow		Gauge Format Type	Aim to Maximise																
<div><div>SOA_SSNA8 Detections for Drug Supply (per 10,000 pop)</div><div>— Target (Quarters)</div></div>				<table><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q1 2013/14</td><td>1.45</td><td>1.5</td><td></td></tr><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q2 2013/14</td><td>0.87</td><td>1.5</td><td></td></tr></table>			Value	Target	Status	Q1 2013/14	1.45	1.5			Value	Target	Status	Q2 2013/14	0.87	1.5	
	Value	Target	Status																		
Q1 2013/14	1.45	1.5																			
	Value	Target	Status																		
Q2 2013/14	0.87	1.5																			
<b>2013/14 - Quarter Two Update</b> The process of gathering and collating sufficient, appropriate evidence to present to a Sheriff to obtain a search warrant for drugs is a challenging one. Nevertheless, Police Scotland has executed 50 search warrants for drugs in North Ayrshire during the period highlighted. 31 of these operations have resulted in drug related charges being libelled against one or more individuals, for offences ranging from the possession and supply of drugs to the obstruction of officers in the course of their duties. Although the target for drug supply for detections hasn't been met this quarter, the number of persons detected for possession of drugs has increased.																					
Managed By	Roddy Newbigging			Assigned To	Billy Thomson																




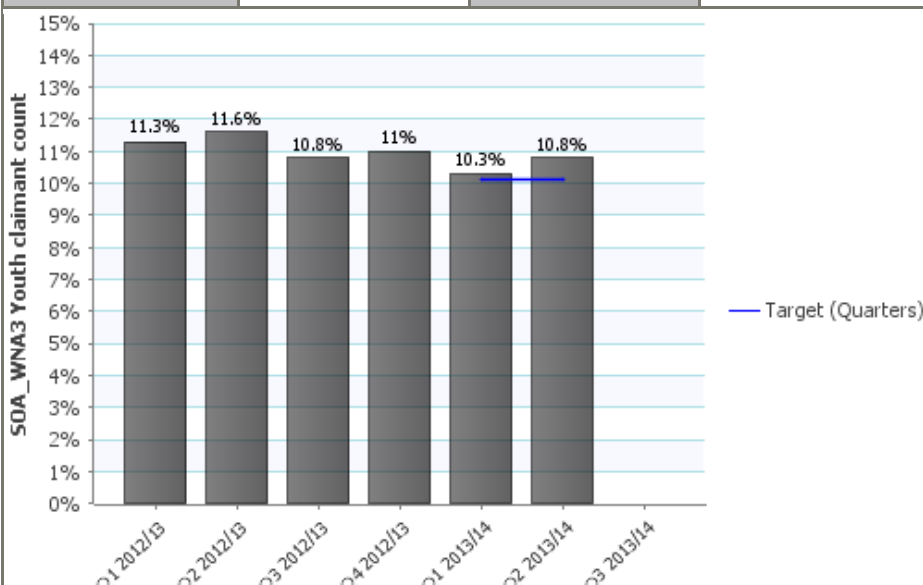





























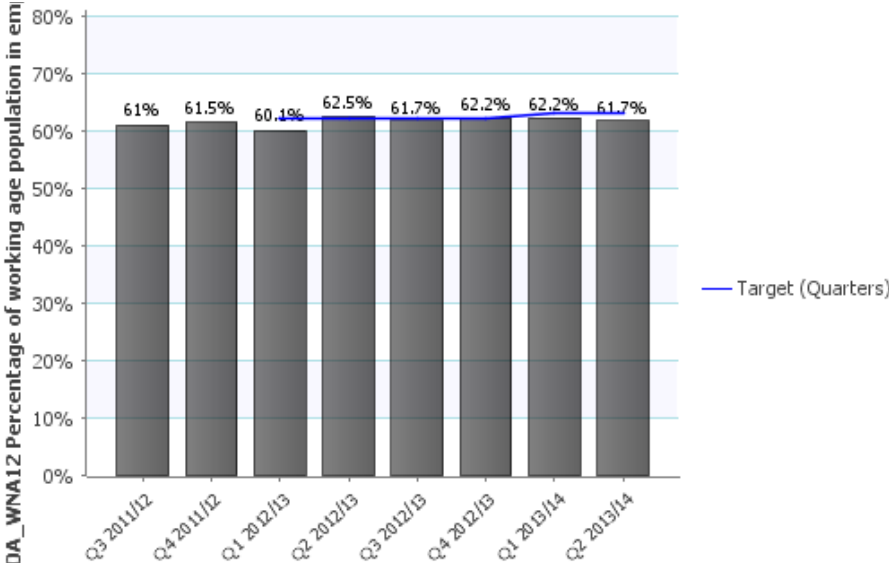








Number of Active volunteers who have participated in training delivered by Community and Culture				Status													
Short Term Trend Arrow		Long Term Trend Arrow		Gauge Format Type	Aim to Maximise												
<div><div>Active volunteers who have participated in training delivered by Community and Culture</div><table><thead><tr><th>Quarter</th><th>Value</th><th>Target</th><th>Status</th></tr></thead><tbody><tr><td>Q1 2013/14</td><td>109</td><td>125</td><td></td></tr><tr><td>Q2 2013/14</td><td>39</td><td>125</td><td></td></tr></tbody></table></div>				Quarter	Value	Target	Status	Q1 2013/14	109	125		Q2 2013/14	39	125			
Quarter	Value	Target	Status														
Q1 2013/14	109	125															
Q2 2013/14	39	125															
<p><b>2013/14 - Quarter Two Update:</b> The annual target for this measure has been established at 500 with quarterly target figures set at 125 for each quarter i.e. <math>500 \div 4</math>. Whilst the Q2 figure of 39 is disappointing, we believe it is reflective of the services focus on increasing participation in groups rather than on an individual basis and also the Council's emphasis on encouraging and supporting partner organisations to deliver training for volunteers. However, we remain confident that the service will reach its annual target figure of 500 active volunteers who will have participated in training delivered by Community and Culture in 2013-2014.</p>																	
Managed By	John McKnight; Audrey Sutton			Assigned To	Alison McAllister; John McKnight; Audrey Sutton												

## Objective A Working North Ayrshire

Traffic Light	
Red	1
Amber	1
Green	1

Youth claimant count				Status																																									
Short Term Trend Arrow		Long Term Trend Arrow		Gauge Format Type	Aim to Minimise																																								
<div><div><div>SDA_WNA3 Youth claimant count</div><table><thead><tr><th>Quarter</th><th>Value</th><th>Target</th><th>Status</th></tr></thead><tbody><tr><td>Q1 2012/13</td><td>11.3%</td><td>10.1%</td><td></td></tr><tr><td>Q2 2012/13</td><td>11.6%</td><td>10.1%</td><td></td></tr><tr><td>Q3 2012/13</td><td>10.8%</td><td>10.1%</td><td></td></tr><tr><td>Q4 2012/13</td><td>11%</td><td>10.1%</td><td></td></tr><tr><td>Q1 2013/14</td><td>10.3%</td><td>10.1%</td><td></td></tr><tr><td>Q2 2013/14</td><td>10.8%</td><td>10.1%</td><td></td></tr></tbody></table></div></div>				Quarter	Value	Target	Status	Q1 2012/13	11.3%	10.1%		Q2 2012/13	11.6%	10.1%		Q3 2012/13	10.8%	10.1%		Q4 2012/13	11%	10.1%		Q1 2013/14	10.3%	10.1%		Q2 2013/14	10.8%	10.1%		<table><thead><tr><th></th><th>Value</th><th>Target</th><th>Status</th></tr></thead><tbody><tr><td>Q1 2013/14</td><td>10.3%</td><td>10.1%</td><td></td></tr><tr><td>Q2 2013/14</td><td>10.8%</td><td>10.1%</td><td></td></tr></tbody></table>			Value	Target	Status	Q1 2013/14	10.3%	10.1%		Q2 2013/14	10.8%	10.1%	
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Q1 2013/14	10.3%	10.1%																																											
Q2 2013/14	10.8%	10.1%																																											
<p>2013/14 - Quarter Two Update At the end of Quarter Two 2013 the most recent available data was 10.8% (figure to August 2013). An update has subsequently been released showing a level of 8.8% (figure to September 2013). There has been a significant decrease in youth unemployment since Quarter 1, moreover, this is the lowest youth unemployment rate since January 2009. All North Ayrshire Council sponsored employability programmes are being delivered satisfactorily and are delivering towards agreed targets. The main focus of current employability provision is on 16-24 year olds. During the first two quarters of 2013/14, 227 youths were supported into employment through economic development services. Additionally, 543 economic development clients entered employment through Economic Development sponsored initiatives.</p>																																													
Managed By	Karen Yeomans			Assigned To	Lauren McInally; Angus O'Henley																																								

Percentage of working age population in employment				Status																	
Short Term Trend Arrow		Long Term Trend Arrow		Gauge Format Type	Aim to Maximise																
<div><div><div>50A_WNA12 Percentage of working age population in em</div><div><p>80% 70% 60% 50% 40% 30% 20% 10% 0%</p><p>Q3 2011/12 Q4 2011/12 Q1 2012/13 Q2 2012/13 Q3 2012/13 Q4 2012/13 Q1 2013/14 Q2 2013/14</p><p>— Target (Quarters)</p></div></div></div>				<table><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q1 2013/14</td><td>62.2%</td><td>63%</td><td></td></tr><tr><td></td><td>Value</td><td>Target</td><td>Status</td></tr><tr><td>Q2 2013/14</td><td>61.7%</td><td>63%</td><td></td></tr></table>			Value	Target	Status	Q1 2013/14	62.2%	63%			Value	Target	Status	Q2 2013/14	61.7%	63%	
	Value	Target	Status																		
Q1 2013/14	62.2%	63%																			
	Value	Target	Status																		
Q2 2013/14	61.7%	63%																			
<b>2013/14 - Quarter Two Update</b> At October 2013 the most recent available data is 61.7% (figure to June 2013). The target is 63%. Percentage of working age population in employment in North Ayrshire has persistently been below the Scottish average. The current economic recession has made it difficult to create new jobs resulting in a downward trend. This is being addressed through the Economic Development and Regeneration Strategy and Action Plan.																					
Managed By	Elma Murray			Assigned To	Karen Yeomans																




























## SOA 2013/14 - Section 3 - Action Summary

Generated on: 20 November 2013 4:04

### Objective A Healthier North Ayrshire

Expected Outcome	
On Target / Complete	21
Slightly Adrift of Target	2

Code	Description	Progress	Expected Outcome
SOA1314_HNA1	Introduce a Family Support Service with Quarriers	<div><div>100%</div></div>	
SOA1314_HNA2	Deliver Parenting Programmes	<div><div>50%</div></div>	
SOA1314_HNA3	Mainstream learning from the Asset Based Community Development project	<div><div>50%</div></div>	
SOA1314_HNA5	Develop the Children Experiencing Domestic Abuse Recovery project (CEDAR)	<div><div>25%</div></div>	
SOA1314_HNA6	Deliver health promotion initiatives including Childsmile on oral health	<div><div>25%</div></div>	
SOA1314_HNA7	Deliver health promotion initiatives including Fresh Airshire on smoking cessation	<div><div>50%</div></div>	
SOA1314_HNA8	Implement the Family Nurse Partnership and the Vulnerable Pregnancy Service	<div><div>50%</div></div>	
SOA1314_HNA9	Reconvene the Sexual Health Programme Board and Teenage Pregnancy sub group to develop in partnership a long term Teenage Pregnancy Action Plan	<div><div>40%</div></div>	
SOA1314_HNA10	Signpost to specialist addiction service in NHS, NAC and community support provisions and provide an A&E Alcohol Liaison Service within acute hospital	<div><div>50%</div></div>	
SOA1314_HNA11	Commission a new service to commence 1st July 2013 that will provide specific pre and post support to enhance recovery journeys at all stages and complement current addiction service providers	<div><div>45%</div></div>	

SOA1314_HNA12	Promote the recovery orientated systems of care model which will enhance engagement at all levels within organisations and the community to identify and improve engagement in the resources being available to support needs	<div><div>50%</div></div>	
SOA1314_HNA13	Target those aged between 40-65 in the most deprived areas and provide an annual health check, health improvement advice and refer to health services for treatment as required.	<div><div>50%</div></div>	
SOA1314_HNA14	Deliver the Older People Joint Commissioning Strategy implementation plan	<div><div>100%</div></div>	
SOA1314_HNA15	Implement year two of the Ayrshire and Arran Tobacco Control Strategy	<div><div>41%</div></div>	
SOA1314_HNA16	Continue to work with partners to increase awareness and understanding of their role in mental health improvement, along with supporting the mental health improvement dimension of local health improvement strategies	<div><div>50%</div></div>	
SOA1314_HNA17	Carry out a social marketing campaign to raise awareness of the benefits and importance of mental wellbeing across the population	<div><div>50%</div></div>	
SOA1314_HNA18	Deliver training to build mental health improvement knowledge and skills across partner agencies	<div><div>50%</div></div>	
SP_ES_A_C01	Deliver the North Ayrshire 'Fit for the Future' 2010-15 Strategy outcomes	<div><div>50%</div></div>	
SP_ES_A_C02	Support North Ayrshire schools in sports development to increase young people's involvement in activity and sports	<div><div>50%</div></div>	
SP_ES_A_C03	Promote and support the development of community based sports clubs and hubs	<div><div>50%</div></div>	
SPSS_A_B07	Develop an action plan to deliver improvements in permanency planning following consultation with the 'Centre for Excellence for Looked after Children In Scotland' (CELCIS) working group.	<div><div>50%</div></div>	
SPSS_A_B09	Implement the new Vulnerable Children Support (0-5) Service	<div><div>40%</div></div>	
SPSS_A_B10	Provide integrated Social Work, Early years and Money Advice support within Early Years Centres.	<div><div>40%</div></div>	














## Objective; A Safe and Secure North Ayrshire

Expected Outcome			
On Target / Complete		24	
Code	Description	Progress	Expected Outcome
CP1314_2.14	Monitor the outcomes achieved by the multi agency domestic abuse team	<div><div>50%</div></div>	●
SPSS_A_B04	Extend Early and Effective intervention model to include 16 and 17 year olds	<div><div>100%</div></div>	●
EAP1314_2.2	Deliver 16 Days of Activism Against Gender Based Violence for North Ayrshire	<div><div>70%</div></div>	●
HS - 2.1	Develop a communication strategy for ASB in conjunction with Safer North Ayrshire Partnership and Corporate Communications	<div><div>70%</div></div>	●
SOA1314_18	Using a community capacity building approach support groups or individuals in communities targeted by the MAPSG to deliver local initiative-	<div><div>50%</div></div>	●
SOA1314_SSN10	Invest in the long term fire safety of local communities by delivering fire safety education in schools	<div><div>50%</div></div>	●
SOA1314_SSNA1	Improve the collective understanding of violence in North Ayrshire by Community Planning partners sharing data and analysis of violence related incidents	<div><div>50%</div></div>	●
SOA1314_SSNA2	Deliver No Knives Better Lives educational programme across schools and community based groups	<div><div>50%</div></div>	●
SOA1314_SSNA3	Deliver ACEs (Ayrshire Community Education and Sport) for Primary 7s across North Ayrshire	<div><div>50%</div></div>	●
SOA1314_SSNA4	Target the issues of drugs and serious and organised crime groups through the delivery of an interventions toolkit for partners within North Ayrshire	<div><div>25%</div></div>	●
SOA1314_SSNA5	Roll out routine enquiry on domestic abuse within NHS Ayrshire and Arran	<div><div>50%</div></div>	●
SOA1314_SSNA6	Focus community engagement activities to increase fire safety awareness amongst those people at a risk from fire within high activity areas	<div><div>50%</div></div>	●
SOA1314_SSNA7	Target home fire safety visits to increase the number delivered to those at higher risk from fire	<div><div>50%</div></div>	●
SOA1314_SSNA8	Use information sharing with CPP partners to identify those members of the community at a higher risk from fire and employ joint multi agency tasking for early fire safety intervention	<div><div>50%</div></div>	●

SOA1314_SSNA9	Work with partners to reduce secondary fires through the tasking and coordinating group	<div><div>50%</div></div>	●
SOA1314_SSNA11	Improve the image of young people in North Ayrshire and inspire other young people by introducing youth ambassadors	<div><div>25%</div></div>	●
SOA1314_SSNA12	Improve the image of young people in North Ayrshire by working in partnership with the Youth Champion to develop a programme of activities	<div><div>25%</div></div>	●
SOA1314_SSNA13	Increase the deployment of multi agency diversionary activities within MAPSG areas	<div><div>50%</div></div>	●
SOA1314_SSNA14	Support young people to participate in the Environmental Visual Audit	<div><div>25%</div></div>	●
SOA1314_SSNA15	Deliver improvements as identified through Environmental Visual Audits	<div><div>50%</div></div>	●
SOA1314_SSNA16	Community Planning partners will increase their visibility in North Ayrshire communities	<div><div>50%</div></div>	●
SOA1314_SSNA17	Conduct regular meetings between CPP and Corporate Communications to identify opportunities to promote the CPP and ensure information is distributed across the CPP	<div><div>50%</div></div>	●
SOA1314_SSNA18	Reduce road casualties and crashes through the delivery of a programme of enforcement activities	<div><div>50%</div></div>	●
SPSS_A_C03	Develop opportunities for service users sentenced to Community Payback Order - Unpaid Work Requirement, to obtain qualifications and improve their employability.	<div><div>75%</div></div>	●

## Objective A Working North Ayrshire

Expected Outcome	
On Target / Complete	19
Slightly Adrift of Target	2

Code	Description	Progress	Expected Outcome
SP1314DE_A_A01a	Implementing initiatives to support business development	<div><div>50%</div></div>	
SP1314DE_A_A01c	Develop an account management approach to support existing businesses with growth potential	<div><div>50%</div></div>	
SP1314DE_A_A01d	Review the package of implement for businesses and develop new programmes	<div><div>50%</div></div>	
SP1314DE_A_A01e	Develop and support an export support programme	<div><div>40%</div></div>	
SP1314DE_A_A01f	Complete delivery of existing European business support programmes, evaluate and review and continue the work to secure funding from the new European Programmes	<div><div>90%</div></div>	
SP1314DE_A_A02a	Life Sciences – Work with Irvine Bay URC to develop life sciences offer and support the continued development of the Enterprise Area	<div><div>50%</div></div>	
SP1314DE_A_A02b	Tourism – Ensure that the pan Ayrshire team deliver on priorities for North Ayrshire and develop a NAC approach to develop the local tourism offer/products	<div><div>50%</div></div>	
SP1314DE_A_A03b	Work with Scottish Government to deliver the next generation broadband investment programme	<div><div>100%</div></div>	
SP1314DE_A_A03d	Continue to deliver on town centre regeneration including Kilbirnie, Irvine and Saltcoats and the development of plans for other key towns	<div><div>60%</div></div>	
SP1314DE_A_A03e	Complete the strategic review of the development opportunities of Hunterston	<div><div>100%</div></div>	
SP1314DE_A_A03f	Develop a strategy for the provision of modern high quality business accommodation including incubator space to larger units	<div><div>25%</div></div>	
SP1314DE_A_A04a	Deliver current Employability programmes, continue to secure funding and ensure proper closure of European funded programmes	<div><div>50%</div></div>	
SP1314DE_A_A04c	Develop a refreshed set of programmes to support North Ayrshire residents into work	<div><div>50%</div></div>	


SP1314DE_A_A05	Skills Development - Develop and implement a skills investment plan for North Ayrshire	<div><div>50%</div></div>	●
SP1314DE_A_A06a	Support the delivery of an 'Invest in North Ayrshire' approach including the development and agreement of messages and key content	<div><div>50%</div></div>	●
SP1314DE_A_A06b	Develop a web based presence to support the promotion of 'Invest in North Ayrshire'	<div><div>75%</div></div>	●
SP1314DE_A_A06d	Develop a marketing campaign aimed at promoting North Ayrshire to key audiences	<div><div>50%</div></div>	●
SP1314DE_A_C07	Deliver the annual road network improvement programme	<div><div>65%</div></div>	●
SP1314DE_A_C09	Develop a new Local Transport Strategy for implementation in 2014	<div><div>10%</div></div>	●
SP_ES_A_A01	Ensure consistent and effective implementation of Curriculum for Excellence across all North Ayrshire Council educational establishments	<div><div>50%</div></div>	●
SP_ES_A_A04	Build capacity to allow school leavers to make effective transitions into sustained employment, education or training	<div><div>60%</div></div>	●

## SOA 2013/14 - Section 4 - Action Detailed (Red & Amber)

### A Healthier North Ayrshire

Expected Outcome	
Slightly Adrift of Target	2


#### Parent Action

Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
SPSS_A_B09	Implement the new Vulnerable Children Support (0-5) Service		<div><div>40%</div></div>	<b>2013/14 - Quarter Two Update</b> The posts were advertised in August 2013 but there were too few applicants to fill all the posts. The posts have now been re advertised. Despite these challenges in recruitment a lot of work continues to be delivered to support children. This includes implementing the National Assessment Toolkit across all Children and Families Fieldwork teams, developing a strategy for Children and Families contact centres, and the implementation of the SNAP model of support for at risk children and families. To assist with future recruitment issues the profile of the care sector is also being raised through the North Ayrshire employability strategy.	31-Mar-2014	Sheena Gault	David MacRitchie

#### Risks linked to these actions

Code & Title	Managed By
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#### Parent Action

Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
SPSS_A_B10	Provide integrated Social Work, Early years and Money		<div><div>40%</div></div>	<b>2013/14 - Quarter Two Update</b> Interviews took place in September 2013 but only one of the three	31-Mar-2014	Sheena Gault	David MacRitchie


	Advice support within Early Years Centres.			Social Worker posts was filled. The posts have now been re advertised. Despite this issue with recruitment a lot of work continues to be successfully delivered in Early Years Centres. The aim of the Early Years Centres is to improve outcomes for all children and to narrow the gap between those who are the most and the least vulnerable. All children in North Ayrshire have access to a place in an Early Years Centre from the month following their third birthday and places for children under three are allocated through Partnership Forums. The 5 Early Years Centres provide individual support to children and families through a needs-based approach and operate as hubs to support extended work with families in the community. Parents and children have integrated support from services to meet a range of needs, which includes help for parents to develop relationships with their child and to address issues which may impact on their ability to perform their parenting role.			
<b>Risks linked to these actions</b>							
<b>Code &amp; Title</b>	SR04.2013/14 Health Inequalities				<b>Managed By</b>	NAC - CMT	



## A Working North Ayrshire

Expected Outcome	
Slightly Adrift of Target	2


### Parent Action

Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
SP1314DE_A_A 01e	Develop and support an export support programme		<div><div>40%</div></div>	<b>2013/14 - Quarter Two Update</b> Though work to understand what is available and the work of Team North Ayrshire and indeed the AEP (engineering strategy) we have access to a wealth of export offering. Clarity needed on what's in the toolkit and more focus on how NAC drives activity. This will gather pace as outputs from recent project brief is known in November. Through the work currently being undertaken with Team North Ayrshire, this action will be back on track during quarter three.	31-Mar-2014	Karen Yeomans	Matt Strachan

### Risks linked to these actions

Code & Title	Managed By

### Parent Action

Code	Description	Expected Outcome	% Progress	Latest Note	Due Date	Managed By	Assigned To
SP1314DE_A_A 03f	Develop a strategy for the provision of modern high quality business accommodation including incubator space to larger units		<div><div>25%</div></div>	<b>2013/14 - Quarter Two Update</b> Working with Irvine Bay to identify opportunities. Property training given to all Business Development team. Through the work currently being undertaken with Irvine Bay, this action will be back on track during quarter three.	31-Mar-2014	Karen Yeomans	Matt Strachan

### Risks linked to these actions

Code & Title		Managed By	
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## NORTH AYRSHIRE COUNCIL

### Agenda Item 10

10 December 2013

#### Cabinet

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**Subject:** 2012/13 Statutory Performance Indicators - Scottish Rankings

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**Purpose:** To advise Cabinet of the performance of the Council in comparison with other Councils.

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**Recommendation:** The Cabinet is asked to (a) note the Council's position in relation to other Councils and (b) note progress being made in terms of the Council's overall performance; and (c) refer the report to the Scrutiny and Petitions Committee for its consideration.

---

#### 1. Introduction

- 1.1 On the 25 September 2013, the Cabinet considered a report on public performance reporting and the content of the Annual Performance Report 12/13. The Annual Report includes 137 Performance Indicators (PIs) including the Statutory Performance Indicators (SPIs).
- 1.2 The PIs are presented to the public via the *North Ayrshire Performs* website pages and the Annual Performance Report. *North Ayrshire Performs* also provides benchmarking information for a number of indicators

#### 2. Current Position

- 2.1 Audit Scotland published the SPIs for all 32 Councils on their website on the 8 October 2013. The publication is the final stage of the SPI process for 2012/13.
- 2.2 Taking account of the Account Commission's Direction 2012 this will be the last year that the SPI process will be undertaken and a pro forma returned to Audit Scotland. Those SPIs that are still relevant have been included in the SOLACE Performance Indicator set.
- 2.3 The following table summarises the Council's position in relation to the other 31 Councils and the Council's performance for 2012/13 compared to the Scottish average. The Council's position in relation to other Councils for all SPIs is detailed in Appendix 1.

Statutory Performance Indicators (SPIs)- 58 (100%)			
Ranking	Upper quartile (1-8)	Inter quartiles (9-23)	Lower quartile (24-32)
2010/11	40%	41%	19%
2011/12	47%	38%	15%
2012/13	45%	43%	12%
Performance above Scottish figure			67%
Performance below Scottish figure			28%
Performance the same as Scottish figure			5%

Ranking	Increased	46%
	Decreased	36%
	Stayed the same	18%

2.4 The Council is the highest performing Council for the following indicators and has also maintained its position as highest performing for those marked \* :-

- *Percentage of rent due in the year that was lost due to voids\**
- *Average time to re-let low demand houses\**
- *Percentage of current tenants owing more than 13 weeks rent excluding those owing less than £250*

2.5 The Council has moved out of the inter quartiles into the upper quartile for the following indicators:-

- *Percentage of consumer complaints dealt with within 14 days of receipt*
- *Number of visits to libraries expressed per 1,000 population*

2.6 The Council has moved from a position in the upper quartile in 2011/12 to a position in the inter quartiles in 2012/13 for the following indicators:-

- *Percentage of homecare clients receiving personal care*
- *Percentage of council dwellings that have modern facilities and services.*

Performance for the indicators is however above the Scottish figure.

- 2.7 The indicator - *Percentage of public service buildings that are suitable and accessible to disabled people*- has moved from a position in the inter quartiles in 2011/12 to a position in the bottom quartile in 2012/13.

The 2012 survey results however are not comparable with the previous survey results as the 2008 survey was driven by the Disability Discrimination Act, (2005) as opposed to the new Equality Act 2010, (which now covers all disability discrimination issues and in particular, those relating to access). The results from the 2008 surveys were, at that time, found to be more favourable in terms of grading. However, it should be noted that the findings of the surveys were collected from different sources and consultants, compared to the most recent 2012 surveys which were carried out by a single consultant.

### **3. Proposals**

- 3.1 The Cabinet is invited to note the Council's position in relation to other Councils and progress being made in terms of the Council's overall performance, and refer the report to the Scrutiny and Petitions Committee for its consideration.

### **4. Implications**

Financial Implications

- 4.1 There are no financial implications.

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 Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6 This report helps to support Council Plan Objective 4 "Operating More Effectively and Efficient".

## **5. Consultations**

- 5.1 The Extended Corporate Management Team has considered the SPIs in detail. The Cabinet on 25 September 2013 agreed the content of the Annual Performance Report 2012/13, which included information on the SPIs. The Scrutiny and Petitions Committee on 9 October 2013 scrutinised a report on the PIs including the SPIs.

## **6. Conclusion**

- 6.1 The publication of the SPI data highlights that the Council is moving in the right direction. Over the last three years the Council has seen a significant decline in the number of SPIs in the lower quartile. Over two thirds of indicators (67%) are above the Scottish figure and our ranking has increased in 46% of indicators.
- 6.2 The publication of SPIs for all 32 Councils on Audit Scotland's website will assist the Council in planning appropriate improvement activity along with the SOLACE benchmark set of indicators. The publication concludes the SPI process for 2012/13.



ELMA MURRAY  
Chief Executive

### **Reference :**

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

### **Background Papers**

Annual Performance Report 12/13

	2009/2010	2010/2011	2011/12	2012/13	Ranking increased / decreased compared to 2011/12	Better than Scottish figure Performance
SPI 1 - Days lost per employee for teachers						
Figure for North Ayrshire	9.5	5.5	5.9	6.6	↓	—
North Ayrshire Ranking	31	7	11	16		
Scottish Average	7.6	6.6	6.2	6.6		
SPI 1 - Days lost per employee for other Local Government employees						
Figure for North Ayrshire	12.2	8	9.8	10.3	↑	↑
North Ayrshire Ranking	24	1	10	9		
Scottish Average	11.6	10.8	10.4	10.9		
SPI 2 - Percentage of employees in the highest 2% of earners that are female						
Figure for North Ayrshire	43.1	40.4	46.8	50	↑	↑
North Ayrshire Ranking	5	15	5	4		
Scottish Average	37.4	39.5	41.2	43.1		
SPI 2 - Percentage of employees in the highest 5% of earners that are female						
Figure for North Ayrshire	48.6	46.4	51.8	53.0	↑	↑
North Ayrshire Ranking	6	14	8	7		
Scottish Average	45.4	46.3	48.5	48.7		
SPI 3 - Percentage of public service buildings that are suitable and accessible to disabled people						
Figure for North Ayrshire	66.4	70.0	79.2	52.5	↓	↓
North Ayrshire Ranking	18	16	14	29		
Scottish Average	60.5	64.9	70.7	74.0		
SPI 4 - Gross administration cost per case						
Figure for North Ayrshire	£50.3	£41.3	£38.0	£40.4	↓	↑
North Ayrshire Ranking	20	14	10	16		
Scottish Average	£45.0	£45.4	£42.8	£41.7		
SPI 5 - Cost of collecting council tax per dwelling						
Figure for North Ayrshire	£15.88	£12.17	£11.70	£11.05	↑	↑
North Ayrshire Ranking	23	13	15	12		
Scottish Average	£14.03	£13.81	£13.15	£13.29		
SPI 6 - Percentage of income due from council tax for the year that was received by the end of the year						
Figure for North Ayrshire	93.8%	93.6%	93.6%	93.5%	—	↓
North Ayrshire Ranking	26	27	30	30		
Scottish Average	94.4%	94.7%	95.1%	95.2%		
SPI 7 - Percentage of invoices sampled that were paid within 30 days						
Figure for North Ayrshire	88.7%	88.1%	82.5%	81.6%	—	↓
North Ayrshire Ranking	15	21	29	29		
Scottish Average	88.5%	89.5%	90.2%	90.5%		
SPI 8 - Proportion of internal floor area of operational buildings in satisfactory condition						
Figure for North Ayrshire	78.1%	82.0%	80.7%	71.9%	↓	↓
North Ayrshire Ranking	22	17	20	28		
Scottish Average	79.4%	81.0%	81.8%	82.6%		
SPI 8 - Proportion of operational buildings that are suitable for their current use						
Figure for North Ayrshire	89.2%	88.6%	91.9%	87.5%	↓	↑
North Ayrshire Ranking	3	4	3	8		
Scottish Average	73.6%	73.7%	74.8%	75.9%		
SPI 9 - Total number of homecare hours as a rate per 1,000 population aged 65+						
Figure for North Ayrshire	402.0	413.2	482.0	522.3	↑	↑
North Ayrshire Ranking	22	23	18	12		
Scottish Average	491.2	490.1	482.3	482		
SPI 9 - Percentage of homecare clients receiving personal care						
Figure for North Ayrshire	94.2%	98.4%	98.5%	97.2%	↓	↑
North Ayrshire Ranking	11	6	7	13		
Scottish Average	86.9%	91.1%	92.4%	93.8%		
SPI 9 - Percentage of homecare clients receiving a service during evening/overnight						
Figure for North Ayrshire	37.6%	39.4%	46.3%	47.5%	↓	↑
North Ayrshire Ranking	14	21	12	15		
Scottish Average	39.5%	41.6%	44.8%	46.8%		

Appendix 1 All 25 SPIs

	2009/2010	2010/2011	2011/12	2012/13	Ranking increased / decreased compared to 2011/12	Better than Scottish figure Performance
SPI 9 - Percentage of homecare clients receiving a service at weekends						
Figure for North Ayrshire	77.1%	80.5%	84.5%	86.0%	—	↑
North Ayrshire Ranking	9	9	8	8		
Scottish Average	70.7%	71.3%	77.1%	79.5%		
SPI 10 - Number of attendances per 1,000 population for all pools						
Figure for North Ayrshire	2,592	2,748	2,706	2,931	↑	↓
North Ayrshire Ranking	29	27	27	24		
Scottish Average	3,446	3,320	3,460	3,585		
SPI 10 - Number of attendances per 1,000 population for indoor sports and leisure facilities excluding pools in a combined complex						
Figure for North Ayrshire	4,704	5,046	5,765	7,689	↑	↑
North Ayrshire Ranking	20	21	17	12		
Scottish Average	4,890	5,431	5,655	6239		
SPI 11 - Number of visits to/usages of council funded or part funded museums expressed per 1,000 population						
Figure for North Ayrshire	964	611	652	889	↑	↓
North Ayrshire Ranking	16	23	24	18		
Scottish Average	1,854	1,782	2,314	2,180		
SPI 11 - Number of visits that were in person expressed per 1,000 population						
Figure for North Ayrshire	738	509	588	498	↓	↓
North Ayrshire Ranking	16	18	18	21		
Scottish Average	1,386	1,227	1,547	1,492		
SPI 12 - Number of visits to libraries expressed per 1,000 population						
Figure for North Ayrshire	6,546	6,721	7,929	8,265	↑	↑
North Ayrshire Ranking	12	15	10	7		
Scottish Average	5,983	6,114	6,127	6,274		
SPI 13 - Average time (weeks) to deal with all major applications NEW FROM 2012/13						
Figure for North Ayrshire				31.4		↑
North Ayrshire Ranking				10		
Scottish Average				67.3		
SPI 13 - Average time (weeks) to deal with all local applications NEW FROM 2012/13						
Figure for North Ayrshire				8.8		↑
North Ayrshire Ranking				7		
Scottish Average				12.2		
SPI 13 - Average time (weeks) to deal with all major and local applications NEW FROM 2012/13						
Figure for North Ayrshire				9.1		↑
North Ayrshire Ranking				6		
Scottish Average				12.8		
SPI 14 - Percentage of repairs completed within target times						
Figure for North Ayrshire	98.4%	98.3%	97.7%	97.5%	↓	↑
North Ayrshire Ranking	1	1	2	4		
Scottish Average	93.1%	93.3%	93.6%	93.1%		
SPI 15 - Percentage of council dwellings brought up to a tolerable standard						
Figure for North Ayrshire	93.6%	95.0%	97.4%	99.7%	↑	—
North Ayrshire Ranking	26	26	26	24		
Scottish Average	99.5%	99.7%	99.9%	99.7%		



Appendix 1 All 25 SPIs

	2009/2010	2010/2011	2011/12	2012/13	Ranking increased / decreased compared to 2011/12	Better than Scottish figure Performance
<b>SPI 15 - Percentage of council dwellings free from serious disrepair</b>						
Figure for North Ayrshire	93.0%	88.0%	92.5%	98.1%	↑	↑
North Ayrshire Ranking	14	21	22	17		
Scottish Average	85.3%	91.8%	93.2%	96.9%		
<b>SPI 15 - Percentage of council dwellings that are energy efficient</b>						
Figure for North Ayrshire	92.2%	86.0%	95.5%	96.3%	↑	↑
North Ayrshire Ranking	4	10	6	5		
Scottish Average	67.2%	74.9%	81.2%	88.8%		
<b>SPI 15 - Percentage of council dwellings that have modern facilities and services</b>						
Figure for North Ayrshire	64.9%	85.0%	95.7%	97.3%	↓	↑
North Ayrshire Ranking	21	14	8	12		
Scottish Average	73.3%	82.1%	88.8%	92.4%		
<b>SPI 15 - Percentage of council dwellings that are healthy, safe and secure</b>						
Figure for North Ayrshire	79.9%	93.0%	96.3%	98.2%	↑	↑
North Ayrshire Ranking	14	15	10	9		
Scottish Average	75.4%	84.6%	90.5%	93.4%		
<b>SPI 15 - Percentage of dwellings meeting SHQS</b>						
Figure for North Ayrshire	45.4%	60.0%	80.4%	90.5%	↑	↑
North Ayrshire Ranking	15	11	6	2		
Scottish Average	42.4%	53.6%	66.1%	76.6%		
<b>SPI 16 - Percentage of rent due in the year that was lost due to voids</b>						
Figure for North Ayrshire	0.3%	0.3%	0.4%	0.3%	—	↑
North Ayrshire Ranking	1	1	1	1		
Scottish Average	1.4%	1.3%	1.3%	1.2%		
<b>SPI 17 - Average time to re-let not low demand houses</b>						
Figure for North Ayrshire	12	12	14	14	—	↑
North Ayrshire Ranking	2	1	2	2		
Scottish Average	43	36	33	33		
<b>SPI 17 - Average time to re-let low demand houses</b>						
Figure for North Ayrshire	15	13	18	14	—	↑
North Ayrshire Ranking	1	1	1	1		
Scottish Average	75	63	57	57		
<b>SPI 17 - Average time that these houses remained un-let</b>						
Figure for North Ayrshire	33	17	24	21	↓	↑
North Ayrshire Ranking	7	4	2	4		
Scottish Average	257	288	345	393		
<b>SPI 18 - Current tenants' arrears as a percentage of net rent due</b>						
Figure for North Ayrshire	4.1%	4.0%	3.4%	3.6%	↑	↑
North Ayrshire Ranking	9	8	3	2		
Scottish Average	5.9%	5.9%	6.1%	6.8%		
<b>SPI 18 - Percentage of current tenants owing more than 13 weeks rent excluding those owing less than £250</b>						
Figure for North Ayrshire	2.4%	2.2%	2.1%	1.9%	↑	↑
North Ayrshire Ranking	6	4	4	1		
Scottish Average	4.2%	4.1%	4.3%	4.9%		
<b>SPI 18 - Proportion of those tenants that were in rent arrears</b>						
Figure for North Ayrshire	27.5%	35.0%	39.7%	40.6%	—	↓
North Ayrshire Ranking	6	9	10	10		
Scottish Average	38.9%	40.3%	39.2%	39.4%		

Appendix 1 All 25 SPIs

	2009/2010	2010/2011	2011/12	2012/13	Ranking increased / decreased compared to 2011/12	Better than Scottish figure Performance
SPI 18 - Average number of weeks rent owed by tenants leaving in arrears						
Figure for North Ayrshire	6.8	5.7	4.8	5.0	↓	↑
North Ayrshire Ranking	5	3	1	3		
Scottish Average	9.2	8.7	9.2	8.3		
SPI 18 - Percentage of former tenant arrears written off or collected during the year						
Figure for North Ayrshire	63.2%	53.8%	56.3%	50.4%	↓	↑
North Ayrshire Ranking	3	7	4	7		
Scottish Average	38.2%	40.8%	35.7%	34.6%		
SPI 18 - Percentage of decision notifications issued within 28 days of date of initial presentation for permanent accomodation						
Figure for North Ayrshire	97.9%	98.3%	99.4%	99.0%	↓	↑
North Ayrshire Ranking	1	2	3	4		
Scottish Average	83.0%	87.3%	89.1%	89.9%		
SPI 19 - Percentage who are housed into permanent accomodation						
Figure for North Ayrshire	68.7%	67.5%	69.2%	72.0%	↑	↑
North Ayrshire Ranking	7	5	7	6		
Scottish Average	48.6%	47.2%	49.2%	51.2%		
SPI 19 - Percentage of permanent accomodation cases reassessed						
Figure for North Ayrshire	8.1%	4.8%	5.7%	5.9%	↓	↓
North Ayrshire Ranking	24	14	17	20		
Scottish Average	6.1%	5.6%	5.4%	5.4%		
SPI 19 - Percentage of decision notifications issued within 28 days of date of initial presentation for temporary accomodation						
Figure for North Ayrshire	96.1%	99.3%	96.7%	95.5%	↓	↑
North Ayrshire Ranking	3	2	4	7		
Scottish Average	82.5%	85.2%	87.1%	85.3%		
SPI 19 - Percentage of temporary accomodation cases reassessed						
Figure for North Ayrshire	1.7%	1.9%	1.5%	0.3%	↑	↑
North Ayrshire Ranking	4	7	5	3		
Scottish Average	5.1%	4.8%	4.2%	3.9%		
SPI 19 - The proportion of those provided with permanent accomodation in council stock who maintained their tenancy for at least 12 months						
Figure for North Ayrshire	76.0%	90.2%	85.0%	87.0%	↑	↑
North Ayrshire Ranking	23	8	17	13		
Scottish Average	85.5%	85.3%	86.2%	85.2%		
SPI 20 - Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site						
Figure for North Ayrshire	1.0	0.9	0.8	0.6	↑	↑
North Ayrshire Ranking	8	8	6	4		
Scottish Average	47.2	46.2	30.5	43.2		
SPI 20 - Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act 2004						
Figure for North Ayrshire	0.8	0.9	1.0	0.8	—	↓
North Ayrshire Ranking	20	19	18	18		
Scottish Average	1.5	0.6	0.6	0.5		
SPI 21 - Percentage of consumer complaints dealt with within 14 days of receipt						
Figure for North Ayrshire	81.7%	84.2%	84.6%	89.3%	↑	↑
North Ayrshire Ranking	10	11	15	5		
Scottish Average	77.3%	77.7%	81.4%	80.1%		

Appendix 1 All 25 SPIs

	2009/2010	2010/2011	2011/12	2012/13	Ranking increased / decreased compared to 2011/12	Better than Scottish figure Performance
<b>SPI 21 - Percentage of business advice requests dealt with within 14 days of receipt</b>						
Figure for North Ayrshire	97.4%	99.2%	100.0%	99.7%	↓	↑
North Ayrshire Ranking	15	8	1	7		
Scottish Average	96.8%	96.6%	96.3%	95.8%		
<b>SPI 22 - Percentage of A class roads that should be considered for maintenance treatment</b>						
Figure for North Ayrshire	41.1%	46.7%	44.4%	36.3%	↑	↓
North Ayrshire Ranking	30	31	30	27		
Scottish Average			30.5%	29.4		
<b>SPI 22 - Percentage of B class roads that should be considered for maintenance treatment</b>						
Figure for North Ayrshire	34.6%	46.2%	42.8%	38.8%	↑	↓
North Ayrshire Ranking	20	30	28	27		
Scottish Average			36.3%	35		
<b>SPI 22 - Percentage of C class roads that should be considered for maintenance treatment</b>						
Figure for North Ayrshire	55.2%	58.6%	55.8%	49.7%	—	↓
North Ayrshire Ranking	31	31	30	30		
Scottish Average			36.0%	34.8		
<b>SPI 22 - Percentage of D class roads that should be considered for maintenance treatment</b>						
Figure for North Ayrshire	35.2%	44.6%	39.6%	42.3%	↓	↓
North Ayrshire Ranking	12	19	19	21		
Scottish Average			38.3%	39		
<b>SPI 22 - Overall percentage of road network that should be considered for maintenance treatment</b>						
Figure for North Ayrshire	40.0%	47.9%	43.8%	42.7%	↑	↓
North Ayrshire Ranking	21	28	26	25		
Scottish Average	36.1%	37.9%	36.4%	36.2%		
<b>SPI 23 - Net cost of refuse collection per premise</b>						
Figure for North Ayrshire	£73.13	£68.17	£60.98	68.12	↓	↓
North Ayrshire Ranking	23	18	12	14		
Scottish Average	£66.22	£66.22	£66.15	65.95		
<b>SPI 23 - Net cost of refuse disposal per premise</b>						
Figure for North Ayrshire	£74.85	£83.78	£87.52	£99.41	↓	↑
North Ayrshire Ranking	9	14	15	22		
Scottish Average	£89.78	£95.61	£98.11	£103.12		
<b>SPI 24 - Percentage of household waste recycled</b>						
Figure for North Ayrshire			52.5%	53.3	—	
North Ayrshire Ranking			6	6		
Scottish Average			no average	no average		
<b>SPI 25 - Overall cleanliness index</b>						
Figure for North Ayrshire	73	73	74	75	—	—
North Ayrshire Ranking	17	16	17	11		
Scottish Average	74	74	75	75		

Icon Key



Ranking  
increased

Above  
Scottish  
figure



Ranking  
decreased

Below  
Scottish  
figure



No change



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 11**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Service Plan 2013/14 Progress Reports as at 30 September 2013**

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**Purpose:** To provide Cabinet with an update on the performance of all Council Services as at 30 September 2013.

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**Recommendation:** That the Cabinet agrees to:

a) note the performance of all Services as at 30 September 2013 against the actions, key performance indicators and risks in the 2013/14 Service Plans;

b) the removal of Social Services & Health ( Social Services) indicator:

- SPSS\_P\_E02 - Percentage of learning disability service users receiving respite accessing short breaks - Previous indicator referred to bespoke service which has been discontinued. As the Service anticipates an increase in requests for Self Directed Support (SDS) respite an indicator will be developed to reflect this.

c) the amendment of Social Services & Health ( Social Services) indicator:

- SPSS\_P\_F01 - Debt Advice indicator (£) - this is to be converted to data only but will remain in the Service Plan. The rationale behind this is due to the change of remit for Debt Advice Service i.e. only working with Social Service's clients (previously Debt Advice was available to the general public); they are now signposted to North Ayrshire Citizens Advise Service (NACAS); and,

d) refer the Service Plan 2012/13 Progress Reports for the consideration of the Scrutiny and Petitions Committee on 12 December 2012.

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## 1. Introduction

- 1.1 The layout of the Service Plan 2012/13 Progress Reports is the same as that used for reporting year–end performance as at 31 March 2013.
- 1.2 This continues the same approach to the production and use of the reports since this layout was accepted by Elected Members in March 2011.

## 2. Current Position

- 2.1 Executive Summaries for each Service Performance Reports are set out in Appendices as follows:

Directorate	Appendix
Democratic & Administration Services	Appendix 1
Finance & Corporate Support	Appendix 2
Education & Skills	Appendix 3
Development & Environment	Appendix 4
Social Services & Health	Appendix 5

- 2.2 In line with the principle that our performance management systems should be founded on robust and candid self-assessment, each Executive Summary provides the relevant CMT member's assessment of:
  - overall performance of the Service
  - its capacity for improvement
- 2.3 The Executive Summaries report financial performance, calculated on data as at 30 September 2013 (Period 6), reported to the Cabinet on the 26 November 2013, both from revenue and capital perspectives, thereby ensuring that non-financial performance is considered in overall context.
- 2.4 The Executive Summaries also provide a narrative on progress made in relation to the identified "Priorities" (defined in the Service Planning Guidance as the handful of matters that need focused management attention during the year, i.e. the "must do's").
- 2.5 Each Service has used Covalent to produce a detailed Service Progress Report against each action, indicator and risks in each Service Plan 2013/14.
- 2.6 The detailed Service Progress Reports are available to Elected Members on the 'Members Info' tab on Navigate under "*Service Performance Reports*". In addition, a hard copy is available in the Members' lounge.

### **3. Proposals**

#### **3.1 The Cabinet is invited to:-**

- (a) note the performance of all Services as at 30 September 2013 against the actions, key performance indicators and risks in the 2013/14 Service Plans;
- (b) the removal of Social Services & Health ( Social Services) indicator:
  - SPSS\_P\_E02 - Percentage of learning disability service users receiving respite accessing short breaks - Previous indicator referred to bespoke service which has been discontinued. As the Service anticipates an increase in requests for Self Directed Support ( SDS) respite an indicator will be developed to reflect this.
- (c) the amendment of Social Services & Health ( Social Services) indicator:
  - SPSS\_P\_F01 - Debt Advice indicator (£) - this is to be converted to data only but will remain in the Service Plan. The rationale behind this is due to the change of remit for Debt Advice Service i.e. only working with Social Service's clients (previously Debt Advice was available to the general public) ; they are now signposted to North Ayrshire Citizens Advise Service (NACAS); and,
- d) refer the Service Plan 2012/13 Progress Reports for the consideration of the Scrutiny and Petitions Committee on 12 December 2013.

### **4. Implications**

#### **Financial Implications**

- 4.1 There are no financial implications arising from this report

#### **Human Resource Implications**

- 4.2 There are no human resources implications arising from this report

#### **Legal Implications**

- 4.3 There are no legal implications arising from this report

#### Equality Implications

- 4.4 There are no equality issues arising from this report. No Equality Impact Assessment is required, as the report does not represent any new or revised policy.

#### Environmental Implications

- 4.5 There are no environmental issues arising from this report. No Environmental Impact Assessment is required, as the report does not represent any new or revised policy.

#### Implications for Key Priorities

- 4.6 The purpose of this report is to enable scrutiny of performance, it directly supports Core Objective 4 - Operating more Efficiently and Effectively contained in the Council Plan 2012/17.

### 5. Consultations

- 5.1 The Extended Corporate Management Team (Directors and Heads of Service) have peer reviewed the Service Plan 2013/14 Progress Reports.
- 5.2 All detailed Service Plan 2012/13 Progress Reports will be published on the Council's public website, *North Ayrshire Performs* to encourage the sharing of good practice across and within Services.

### 6. Conclusion

- 6.1 The Service Plan 2012/13 Progress Reports provide a balanced view of performance against actions, key performance indicators and risks in the 2013/14 Service Plans.



ELMA MURRAY  
Chief Executive

#### Reference :

For further information please contact Andrew Fraser , Head of Service,  
Democratic & Administration Services on (01294) 324125

#### Background Papers

None



## Democratic & Administration Services – Executive Summary

### 1. Democratic & Administration Services Assessment

- 1.1 Overall performance is assessed as “Good”
- 1.2 Capacity for improvement is assessed as “Good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

### 2. Financial performance

21. The Service's revenue budget report as at 30 September 2013 (Budget Monitoring Report Period Six), advised that the Democratic & Administration Services shows an underspend of £0.179m (3.7% of the annual budget) for the year. The main reasons for this underspend are:

#### **Corporate and Democratic Core**

Underspend of £0.163m within employee costs. Included in this underspend is £0.070m relating to Information Compliance Team based on the premise that a budget transfer is approved from ICT. The remaining underspend is due to secondments relating to the Change Programme.

#### **Legal Services**

Underspend of £0.016m includes £0.005m underspend within employee costs and £0.011m over-recovery of Licensing income.

### **3. Democratic & Administration Services - Priorities<sup>1</sup> for 2013/14**

This section provides a summary of progress against the Service's identified priorities for 2011/12.

#### **Priority 1: Review governance arrangements & decision making processes.**

A pilot of new procedures to deal with items of business is to re-submitted to Group Leaders and will be reported to Council in December 2013. This pilot will inform a full revisal of Standing Orders in March 2014. The Scheme of Delegation revisal awaits completion of the review of management responsibilities arising from the integration of adult health and social care. A review of Policy Boards has been completed and their replacement by Advisory Panels was agreed by Cabinet in October 2013. A revised Member Officer Protocol has also been drafted for submission to Council.

#### **Priority 2: Establish the Ayrshire Area Support Team (AST).**

The AST has been established; all recruitment to support the support AST completed and is now fully operational.

#### **Priority 3: Prepare for the 2014 European Parliamentary Election /2014 Referendum on Scottish Independence.**

Project planning for the two elections is ongoing and on schedule

#### **Priority 4: Co-ordinate and support the implementation of the CPP Audit Improvement Plan.**

The monitoring of the actions in the CPP Audit Improvement Plan is ongoing. A number of the actions have already been completed. A progress report will be submitted to the Strategic Management Team in November and to the CPP Board in December 2013.

#### **Priority 5: Co-ordinate and support the implementation of the SOA 2013-17 including the integration of neighbourhood planning and priorities.**

The SOA was signed off by Scottish Government in July 2013. A Quarter One Progress report was submitted to the Strategic Management Team on 21 August 2013 and a six monthly progress report will be submitted to the CPP Board on 12 December.

A Neighbourhood Planning Workshop was held for Elected Members and CPP

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<sup>1</sup> A priority is the most important thing for the Service.

Partners on 19 September 2013. This will be followed up with six Neighbourhood Planning Community Forums, one in each of the identified neighbourhoods of Arran, Irvine, Kilwinning, Three Towns, Garnock Valley, and North Coast, West Kilbride and Cumbraes.

**Priority 6: Develop, maintain and communicate a long term change programme to match with future funding gap, service demand projections and align with national public service reform agenda.**

A comprehensive report went to the Cabinet on the 10 September 2013 detailing transformational change undertaken within all Council services. The next quarterly report is due in December 2013.

In addition a review of requirements for strategic partnership has been completed. Recommendations for future consultancy support will be reported in the autumn 2013.

Support for the trial of Outcome Based Budgeting pilot is ongoing and expected to be one of the key drivers of the next tranche of change across the Council.

A Lean Six Sigma Pilot is underway with Human Resources and training has been arranged for Business Change Team and staff from other Council Services involved in process optimisation projects.

Production of Council Outcome Map delayed on account of limited resource and prioritisation. Map will now be published in Quarter Three.

**Priority 7: Drive implementation of the Performance Management Strategy.**

The Performance Management Strategy 2012/15 has been implemented for 2013/14. Progress on the Performance Management Strategy Action Plan 13/14 is reported to the Extended Corporate Management Team and Committee on a six monthly basis.

The Council wide PSIF self - assessment took place involving Cabinet, Extended Corporate Management Team and representative Head Teachers. Implementation of the Improvement Plan will provide confidence that the Council is ready to make a Recognised for Excellence (R4E) submission in December 2014.

The Performance Management Forum chaired by the Director of Social Services & Health has been established which will facilitate a joined up approach to performance management and support further the embedding of a performance management culture throughout the Council. Membership of the Forum will include Performance Officers from all Directorates.

The Council continues active involvement with the Local Government Benchmarking Framework (Solace Indicators) including having representation on the various task groups to ensure that a consistent approach is taken allowing effective benchmarking to be undertaken within family groups.

The Council has submitted 11 submissions for the 2014 CoSLA Excellence awards and additional work is being undertaken with the Services to support them in other excellence awards.

**Priority 8: Monitor and evaluate the implementation of the Council's Communications Strategy.**

The Communications Team will undertake a review of the implementation of the Council's Communications Strategy by March 2014, including an evaluation of the new processes/approaches which have been introduced including: The Communications Team has launched the eight-weekly Team Talk process; the Weekly News In Brief e-mail and the quarterly Staff magazine Staff Talk.

**Priority 9 Ensure a comprehensive and quality legal support to the Council**

Legal Services continues to deliver a comprehensive and quality legal support to the Council. To enhance this service a benchmarking exercise is presently ongoing through the Society of Local Authority Lawyers & Administrators in Scotland (SOLAR) to review opportunities for efficiencies and identify best practice, the results of which will be published early 2014.

The Licensing Section is in process of delivering a Data Based Licensing Policy Statement. This will be completed shortly.

Following a Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) inspection an improvement plan has been agreed by the inspectorate and a rigorous and comprehensive system of training and regulation will now be ongoing.

## Finance and Corporate Support – Executive Summary

### 1. Finance and Corporate Support Assessments

- 1.1 Overall performance is assessed as “Good”
- 1.2 Capacity for improvement is assessed as “Very Good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

### 2. Financial Performance

- 2.1 Within Finance and Corporate Support (Appendix 2), the underspend of £0.095m projected at Period 4 has increased to a net projected underspend of £0.240m with a number of contributory factors.

Underspends are anticipated in Financial Management (£0.058m) and Customer Services (£0.013m), both of which are due to vacant posts, and in Revenues & Benefits (£0.073m) due to savings accruing from vacant posts and the implementation of revised structures. The Council had set aside £0.394m to fund DHP top up in 2013/14, this is no longer required due to the receipt of additional funds from the Scottish Government and the Department for Work and Pensions.

There are a number of offsetting overspends as follows:

- (a) Within Property Management & Investment an overspend of £0.085m is anticipated in relation to the purchase of Carbon Allowances as a result of recent changes in the scheme which increased the levels of energy consumption applicable to the allowances.
- (b) Within Business Support there is currently a projected overspend of £0.023m in Cunninghame House postage costs.
- (c) Property Costs are anticipated to overspend by £0.159m largely due to an under-recovery of rental income of £0.132m as a result of void commercial premises.
- (d) Human Resources have a projected overspend of £0.037m due to incurring one-off termination costs of £0.059m.

- 2.5 In the Capital Account, the service is projecting to spend £9.340m against a revised budget of £10.345m, a projected underspend of £1.005m (or 9.7% of the annual budget), which will be carried forward into 2014/15.
- 2.6 The £1.005m projected underspend includes £0.490m in relation to the Council's IT Strategy, where contract negotiations are still underway, and £0.455m in respect of the refurbishment of Cunninghame House as a result of a delay in the tender process.

### **3. Finance and Corporate Support - Priorities for 2013/14**

This section provides a summary of progress against the Service's thirteen identified priorities for 2013/14. These priorities contribute to the Council's transformation agenda and link back to the Council Plan and Single Outcome Agreement.

The Directorate has one cross service priority; Finance and Property has seven main priorities and HR and Organisational Development has five main priorities, all of which are detailed in the 2013/14 Service Plan. The table below provides an update in relation to each priority:

Priority No	Priority
1	Developing the Council's financial planning and management arrangements for revenue and capital resources.
Update	This continues to be a key priority for the Service. The focus is on establishing strong partnerships with Services to help inform key business decisions. Given the complexity of the service, significant investment has been made in the development of Social Services and Health management and financial information. Work continues in the strengthening of the Council's approach to the delivery of its capital programme.
2	Support the development and implementation of the integrated Health and Social Care Partnership
Update	North Ayrshire is making good progress developing its approach to the financial and support service aspects of health and social care integration. Finance and Corporate Support is actively participating in the national work streams which are developing the financial guidance and principles. A submission was made to the Scottish Parliament offering comment on the Financial Memorandum. Resource updates, including financial and workforce are provided to each meeting of North Ayrshire's board. The initial risk register has been approved by the board and shared with the NHS.

	<p>The NHS and three Council finance forum, chaired by North Ayrshire, meets on a monthly basis, with agreement reached on the establishment of a number of sub groups to progress key work streams. Initial draft budgets have been established. In addition to the above a discussion paper has been prepared for Procurement. Work has also commenced across the Ayrshire partnerships to identify ICT issues which require early action.</p>
3	<p>Develop, implement and support corporate roll-out for 'Outcomes Based Budgeting' model and scrutiny.</p>
Update	<p>The Outcome Budgeting Model was piloted in Economic Development with roll out across Services underway. It is anticipated that the model will help inform the Council's future transformation programme. Initial outputs are anticipated by early spring.</p>
4	<p>Contributing to the Council's transformation agenda by developing a council wide Business Support Model.</p>
Update	<p>Phase 1 of the Business Support model covering the former Finance and Infrastructure Services has been in place since May 2012. Phase 2 of the structure was put in place 1 August 2013 when further members of staff who previously carried out administrative/business support roles with Development and Environment, Chief Executives Service and Finance and Corporate Support transferred to the Corporate Business Support Team. It is envisaged that these changes will improve operational efficiency and reduce costs through the streamlining of processes and development of the use of technology.</p>
5	<p>Implement the Council's Corporate Property Management approach.</p>
Update	<p>Property Management &amp; Investment (PMI) has now established clear governance arrangements around all major capital investment projects and monthly Project Board meetings are held with all relevant Council Services and Stakeholders. Work around ensuring investment and maintenance plans are focussed around the condition, suitability and proposed future use of property assets continues to develop. Key asset management information has been utilised in developing the proposed property maintenance budget for 2014/15 and this approach will continue to develop and be implemented in a structured manner.</p> <p>Phase 1 of the PMI restructure is reaching conclusion. The consolidated team management structure will be in place by 1 December 2013, with phase two following thereafter.</p>

6	Improve communication with staff across Finance and Corporate Support.
Update	<p>This is a key priority for the Service and is being progressed actively in a number of ways;</p> <ul style="list-style-type: none"> <li>• An improvement plan for the Service as a result of the feedback from the Council's recent Employee Engagement Survey, developed in partnership with staff from across the Service, is being taken forward</li> <li>• Establishment of a Staff Panel to encourage staff from across the Service to provide feedback and raise issues; the initial work of the Panel is focusing on the best means of communication across the Service</li> <li>• A 'pulse survey' was carried out in September 2013 to assess progress against the least positive feedback from the initial staff survey; the outputs from this are currently being analysed.</li> </ul>
7	Manage, maintain and improve the Council's housing stock through the achievement of the Scottish Housing Quality Standard (SHQS) by April 2015.
Update	<p>The Council continues to be one of the top performers across all Scottish Local Authorities in our efforts to achieve SHQS. With a compliance rate in excess of 93% as at September 2013, the target compliance rate for 2013/14 has been achieved.</p> <p>The high performance in this area is reflective of the effective asset management principles employed by the Council over the last few years.</p>
8	Implement the reforms contained in the Welfare Reform Act 2012.
Update	<p>The Council's corporate Welfare Reform Working Group continues to proactively consider the challenges being faced as a result of the welfare reforms. The Scottish Welfare Reform Fund has been operating successfully since April 2013 with the scheme being expanded in August 2013 to provide funds to medium as well as high priority clients. The Revenues and Benefits team is managing the significant increase in applications for discretionary housing payments, reducing backlog claims and making additional payments to North Ayrshire residents. Work continues promoting the support which</p>



	is available to those affected by the reforms and developing options for the delivery of local support services following the introduction of universal credit. The Council continues to engage with the work which is taking place nationally to influence the future agenda.
9	Review and implement the Council's ICT Strategy and Action Plan and improve focus on the citizen.
Update	<p>Progress has been made in a number of areas and is monitored through the ICT Strategy Action Plan. Points of note are:</p> <p>ICT in conjunction with Services has undertaken a strategic assessment of all major applications to determine their appropriateness to deliver their Service over the next 5 years. IT Services are now working with Services to develop business cases where applications require replacement or upgrade.</p> <p>Over 1,000 desktop devices have been replaced since January 2012. A significant number of devices have been replaced with laptops, increasing the opportunity to move to home and wireless working.</p> <p>In line with the requirements of the Ayrshire and Arran Data Sharing Partnership (three Ayrshire Councils and the NHS), the 'Ayrshare' system which enables the electronic sharing of child care assessment and chronology information, now integrates with the Council's Social Care application, Carefirst. Further developments are ongoing.</p> <p>The ICT Change Advisory Board (CAB) has been introduced as the assessment body for all IT investment and changes. The aim is to coordinate and prioritise the Council's ICT investment aligning the investment with the business needs of the Council.</p> <p>Strategic and Operational ICT/Service Review Meetings are established in most Services and are facilitating closer discussions and ICT/business understanding.</p>
10	Implement WAN/LAN investment project and track/report on realisable benefits.
Update	<p>The Wide Area Network contract with Capita PLC has now been signed with work commencing shortly on the core network which will provide staff with more effective connectivity to applications and the internet.</p> <p>Contracts are currently being negotiated with Provista and Capita for the implementation of Local Area Network, Wireless in Schools and IP Telephony providing a much needed investment in new technology for Council services, including schools,</p>

	libraries and remote offices.
11	Implement key actions within Customer Services Strategy. Key actions include: website development, channel shift and first point of contact expansion.
Update	<p><b>Website Implementation</b> The new website went live in April 2013. An interim review by SOCITM identified an action plan for improvement to aim for 4* accreditation and the team have been working through these actions and are on track to complete all actions before the formal assessment in December. The existing micro-sites for Economic Development and Community and Culture are currently being migrated into the main site, providing a more seamless journey for the customer.</p> <p><b>Channel Shift</b> The volume of enquiries per transaction is being monitored and a plan is in place to promote the use of online services both within the contact centre and to the public.</p> <p><b>Expansion of first point of contact</b> Council Tax and Benefit enquiries will transfer on a phased basis to Bridgegate Customer Service Centre, it is anticipated that the first phase of staff will be operational in early January 2014. Recruitment has been completed and training is underway. Additional support will be provided from experienced Benefits staff for the first few months. Initial exploratory meetings have been held with Environmental Health about transferring customer contact handling into Customer Service.</p> <p><b>Complaint Handling</b> The centralised complaint team has now been established and over the last quarter, the new procedure has become embedded across the Council. Complaints information is being used to introduce improvements in service delivery. Accurate, timely information is now available through automated reports. An improvement plan is in place focusing on the provision of additional training, enhancing the process for recording complaints and analysing and auditing complaint recording for consistency.</p>
12	Develop and implement a streamlined and aligned approach to HR plans with a 'People Management Strategy'.
Update	Development of a new People Strategy will follow planned corporate work on defining a shared 'vision and values' across the Council.
13	Implement the objectives of the Modern Apprenticeship

	expansion programme which sets out a revised target of 180 apprentices by 13/14 and review long-term effectiveness of the programme.
Update	During the first two quarters of 2013, the Modern Apprentice programme has progressed well, with 93 apprentices in place across the Council. This continues to grow with a further 59 apprentices at recruitment stage and 26 places currently being finalised for recruitment. In addition to the recruitment of Modern Apprentices, support continues to be provided to assist modern apprentices in achieving substantive posts; to date sixteen apprentices have successfully secured substantive posts throughout the Council.



## Education and Skills – Executive Summary

### 1. Education and Skills Assessments

- 1.1 Overall performance is assessed as “very good”
- 1.2 Capacity for improvement is assessed as “very good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

### 2. Financial Performance

#### 2.1 Report for the six months ended 30th September 2013

The services revenue budget report as at 30<sup>th</sup> September 2013 (Budget Monitoring Report Period Six) advised that Education and Skills shows an underspend of £412,000. The main reasons for this underspend are highlighted below.

#### 1. Early Years Education - £0.156m underspend

Payments to childminders is expected to overspend by £0.040m due to a higher than anticipated demand for places. This is linked to the increase in the number of vulnerable children requiring support. Payment to private and voluntary nursery groups is expected to underspend by £191k due to lower than anticipated places required.

#### 2. Primary Education - £0.187m underspend

Commercial Refuse Collection is expected to overspend by £0.026m due to actual charges being higher than originally estimated. Teacher's salaries are expected to underspend by £150k due to savings realised from Maternity and Long Term Sick payments. The salary costs in respect of Early Intervention are expected to underspend by £42k due to posts not being filled as they become vacant. This is in preparation for approved 2014/15 efficiencies.

#### 3. Secondary Education - £0.166m underspend

Within the PPP schools there are estimated savings of £0.021m in respect of Contract Deductions and £0.019m in the unitary charge as a result of changes in utility costs. Commercial Refuse Collection is expected to overspend by £0.014m due to actual charges being higher than originally estimated. Teacher's salaries are expected to underspend by £150k due to savings

realised from Maternity and Long Term Sick payments. The savings on Teacher's salaries is net after the effect of the latest Census figures have been incorporated (approx 100 pupils more which equates to 6 extra Teachers).

**4. Additional Support Needs (ASN) - £0.336m overspend**

Based on the number of children currently in care, the ASN Residential and Day placement fees are currently showing an anticipated overspend of £0.166m and £0.169m respectively.

**5. Education (Other) - £0.026m underspend**

School Security Works are expected to underspend by £50k due to an over accrual in 2012/13. Teacher staff costs are expected to underspend by £30k due to delays in filling of vacancies in the Quality Improvement Service. PVG (Protection of Vulnerable Groups) checks across the whole of Education and Skills for staff not already checked is anticipated to cost £50K.

**6. Cultural and Community - £0.213m underspend**

The majority of the underspends are in employee costs. £0.101m has accrued from over-achieved savings as a result of amended work patterns and reduced overtime costs in Community Facilities. £0.220m underspend in Community Development is as a result of early achievement of anticipated savings from the Community Development Review. This is offset by redundancy payments totalling £0.095m and a £0.025m payment to Kilwinning Sport Club due to contractor/arbitration issues.

### **3. Education and Skills - Priorities for 2013/14**

This section provides a summary of progress against the Service's identified priorities for 2013/14.

#### **Priority 1 Maintain and improve service quality across Education and Skills in current and future financial climate.**

Findings from both external and internal self-evaluations along with evidence we have collected on the progress of our key strategic performance measures and key strategic actions indicate that the quality of our services continues to be maintained and improved upon against a background of reducing resources. In addition we have continued to involve a wide range of stakeholders in the development of our strategic planning framework through Service Improvement conferences, headteachers and manager's meetings, stakeholder events and surveys.

The service has also continued to develop and enhance our approach to performance management and quality improvement to ensure services are focused on achieving the best outcomes for service users. We have broadened and extended our approach to self-evaluation within the Directorate and continued to undertake systematic benchmarking activities to allow effective comparison of our performance levels both internally and also against regional and national comparators. Additionally, within the Directorate there has been a significant review and restructure of both Community Learning and Development and also Quality Improvement and we have continued to promote the principles of community engagement and provide communities with opportunities to influence the development and delivery of services

#### **Priority 2 Continue to develop Curriculum for Excellence in order to deliver improved attainment and achievement leading to more positive post school destinations.**

An in depth analysis of progress and attainment across all Broad General Education curricular areas has been carried out by the authority by senior managers in partnership with headteachers reviewing points for session 2013-14. Headteachers were introduced to the new Curriculum for Excellence senior phase Target Setting and Tracking module in September 2013 and all schools will apply either Click and Go or the new Curriculum for Excellence module to monitor and track pupil progress in S4-S6. The first year of the CfE Senior Phase is underway with subject choices for the new national qualifications being made by the majority of North Ayrshire Council pupils in S3. School curriculum frameworks are continuing to evolve.

Secondary schools have developed approaches to assessing progress and achievement in the sciences in line with national advice and teachers are widening their approaches to assessing science ensuring that formative assessment is embedded in everyday practice and that a variety of forms of

assessment is an integral part of the planning for learning and teaching process. The STEM targets have been discussed with all HTs (Primary and Secondary) and the Corporate Director has met with secondary STEM networks to discuss the council's vision for learning & teaching in science and other STEM subjects.

The service has continued to provide a wide range of opportunities for pupils to gain work based experience in school-based Skills Centres with classes being delivered in construction, hairdressing/beauty therapy, games development, early education & hospitality. We have also continued to develop and roll out accredited learning opportunities for young people in school and local communities with an excellent range of accredited programmes established in all mainland secondary schools and a wide variety of accreditation also being used in community settings including Duke of Edinburgh, SQA, Youth achievement and John Muir awards.

In partnership with the new Ayrshire College, HE and employers, we are continuing to develop and deliver a range of programmes to ensure school leavers are able to progress to a positive post school destination. This includes pupils from our secondary schools taking part in a range of vocational courses run by Ayrshire College and the appointment of a seconded officer to focus on employer engagement with a view to increasing the number of our leavers who move immediately into employment.

The service has also been active in developing partnership arrangements with Ayrshire Chamber of Commerce in order to enhance school-business links. Contractual arrangements are in place and are resulting in industry informed learning and teaching taking place, this has included the provision of a range of opportunities for young people to improve their awareness and understanding of the local job market. Local businesses have participated in CV preparation and mock interview events and a 'Jobs Event' for winter leavers is planned for December with a larger event taking place in the spring for next summer's leavers.

**Priority 3 Continue to develop community empowerment and capacity building in order to improve community involvement, economic activity, culture and participation, lifelong learning and physical activity.**

Community and Culture has continued to successfully engage communities with increased participation and activity across the sector. Community capacity continues to increase, including further developments in community sports clubs and health and well-being initiatives. The Nurturing Communities fund is assisting organisations to increase their capacity to develop their own ambitions and a number of demonstration projects have been identified to be supported by the Community Development Fund. These include a food production project between the Third Sector Interface, Greenway and Eglinton Park and a ground breaking project in North Ayrshire in relation to the transfer of assets to the community association in Fullarton.



Five new Healthy Start Clubs have been introduced, with two commencing in December, and the FAST programme for rights respecting schools has been further developed.

Four schools of sport have now been established, including a Scottish first for basketball and a recent additional school of rugby at Garnock Academy; Nurturing Excellence funds in arts and culture sport continue to have a positive effect on young people's participation and performance. North Ayrshire Council has worked on further developments with sports clubs, including Irvine, to progress their aspirations in relation to sports development and improving their capital assets.

A number of community cultural initiatives have been supported to deliver exciting and economically beneficial events. These include the Largs Viking Festival and 750 celebrations; the Harbourside Festival and Marymass celebrations; and the Ardrossan Music Experience. The first North Ayrshire Book festival, Tidelines attracted over 1000 participants throughout September. A new Make Your Mark summer reading campaign worked with local businesses to offer an incentivised community reading event which doubled the number of children taking part and attracted nearly 500 adult readers, which the previous scheme did not target. The Harbour Arts Centre hosted a very well attended Weekend of Words event in May. The corporate working group on Gaelic has been established and plans are in place for sharing information about the Gaelic Language with two Gaelic Awareness sessions have been delivered to date.

North Ayrshire has piloted a Scottish Government "Partners for Change" programme to improve and formalise the Council's approach to third sector partnerships and commissioning. An action plan has now been agreed which includes the establishment of a third sector collaborative forum. A review of community councils is also under way and the initial consultation has taken place. Proposals are now in preparation for a revised scheme. An improved approach to consultation within the Council has also been initiated, in partnership with the Improvement service and the Consultation Institute.

#### **Priority 4 Establish resource-based locality planning groups to progress outcome budgeting**

Meetings were held with headteachers to explore the potential of resource-based locality planning in June. Senior Managers are now in place for each of the localities and further work is being done on a locality basis on joint planning. A seminar has been held to ensure managers have a clear understanding of their neighbourhood profile. This work has underpinned the review of support services. Further development of this will be undertaken through the corporate outcome budgeting and neighbourhood strategies.

**Priority 5: Progress the review and associated consolidation of the Education & Skills' Estate in line with the Corporate Asset Strategy and associated Corporate Asset Plans.**

There has been a significant level of investment in the school estate which has resulted in the delivery of new and enhanced primary school developments including Dreghorn, Castlepark and Woodlands Primary Schools. Future investment will see the development of a community campus for the Garnock Valley, a new Leisure Centre located in Irvine as well as an extension to St Luke's Primary School which will address capacity issues.

These developments have aligned with the Education Business Case and with the broad Corporate Asset Management Strategy aim that all council assets will be managed in such a way that they are fit for purpose, meet the needs of service providers and users and support the overall aims of the council and its partners. To assist this corporate approach to asset management both property functions and associate resources have been transferred from Education and Skills to Property Management & Investment since December 2012.

**Priority 6: Implement the Councils early intervention strategy in order to ensure equity and improve outcomes for children and young people.**

The five Early Years Centres in North Ayrshire continue to develop their high quality service to children and families. Kilwinning Early Years Centre was inspected by Education Scotland in May 2013 and the evaluations were very good and excellent. The following comment from the report illustrates the quality of provision for families that we strive for in each of our centres.

*"The health and wellbeing of children and their families is paramount to the staff who are fully committed to ensuring a bespoke range of support is available and tailored to the needs of each family. Increasingly this extends to the wider community. All staff embrace their role in providing a range of outstanding support done in a respectful and empowering manner."*

Health visitors continue to provide a drop in clinic in Dalry and Kilwinning Early Years Centres. This service has proved very popular with parents. We are currently liaising with health to roll this into our other 3 centres. The creation of the family link posts in the 5 centres has been very successful. Parents from the community who do not have children attending the centre are now accessing sessions in the centre. The workers are also developing opportunities for parents in other areas in the local community. The staff in the early years classes within primary schools continue to develop their work with parents and PEEP sessions are currently being provided in two areas, Ardrossan and Beith.

The nurture work with pupils aged 5 to 8 continues in six schools with four additional schools also developing this model i.e. Cumbrae, Abbey, Mayfield and Glencairn primary schools.

PATHS awareness training has been further developed and plans are in place to enable all early years and primary one classes to deliver PATHS. All headteachers attended a presentation giving details of how Castlepark Early Years Centre had successfully embedded PATHS into the curriculum and the positive impact it had on children and parents.

**Priority 7 Further develop self-evaluation, performance management and continuous improvement in line with the self-improving school systems model.**

**Performance Monitoring**

We have continued to develop and enhance our use of the Covalent performance management system and now monitor and track the progress of all the services strategic plans and their associated performance indicators, actions and risks using Covalent. We have also continued to improve our use of the reporting facility within Covalent to produce timely reports containing up-to-date performance information for senior managers, leadership team and elected members. Additionally, Education and Skills is using Covalent to support the monitoring and reporting of budget efficiencies and their associated actions.

**Self-Evaluation**

The approach to self- evaluation within the school environment continues to be robust, well embedded and ably supported by Senior Managers. Education and Skills has continued to promote and embed a culture of self-evaluation across the service as a whole. Since April 2013 Education and Skills has initiated two self-evaluation exercises, utilising the EFQM Framework to undertake self- assessments across the key areas of Administrative Support and Employability Services. The findings from these high quality self-evaluations are leading to continuous improvement in the quality of services. Community and Culture have also continued to fully engage with the self-evaluative approach through their involvement and support in a number of national regulatory self-assessment activities. These have included Learning Community reviews, Public Library Quality Improvement Framework reviews and also the 'How Good is Our Culture and Sport' pilot with Education Scotland.

**Benchmarking**

The service has continued to undertake systematic benchmarking activities and participate in a wide range of benchmarking groups which continue to provide opportunities to learn from best practice taking place in other authorities. These have included Subject Network meetings, ADES Network meetings and SEEMIS Group meetings. The service has also contributed feedback to the Scottish Government on the early adopters' version of the new STACS senior phase benchmarking tool, which will be introduced in August 2014 and has completed an internal exercise on projected 2016 quartile positioning of SOLACE PIs which has been included in a report delivered to CMT in October 2013. A report was submitted to Cabinet outlining the performance of the authority in relation to the 2013 SQA exam results which detailed performance trends over the past five years and

outlined our comparative performance against other similar education authorities, national performance and past performance in North Ayrshire.

**Priority 8 Review Community and Culture and develop a thematic problem solving approach to service delivery, focussing on outcomes in neighbourhoods.**

Community and Culture has now reviewed the operational staffing requirements within Community Development to take account of on-going and new business pressures and community demands. Strong partnership working with local communities, voluntary organisations, public sector organisations and other NAC Services, will seek to empower local communities in the planning, delivery and evaluation of local services. Delivery of key outcomes to improve the life chances of children, young people, adults and their communities will be a key feature of this approach.

The review also addresses the need to meet the Community Learning Development (CLD) Strategic Guidance which was issued in June 2012, and the issue of a Scottish Statutory Instrument for the requirements for Community Learning and Development (Scotland) Regulations 2013. The review has taken account of both national and local policy drivers including adopting a neighbourhood planning approach. By implementing a thematic problem solving approach to service delivery, the aim is to meet local needs through an asset based, outcome focussed model which deploys resources in line with local priorities, including Community Development staff.

**Priority 9 In partnership with social services undertake a review of pupil support and welfare services and create integrated, multi-disciplinary area-based support services.**

Officers from Social Services and Education and Skills have concluded a review of the work of Pupil Support Services including Home School Inclusion Workers and School Welfare Officers and that of Social Services Young Person's Support Team. The recommendation is that we should further integrate the work of these teams within the local area models already established within Education and Skills and Social services. This arrangement is designed to more effectively target our resources, promote a clearer and more targeted continuum of support for children and young people at risk.

Work is now underway to establish a detailed operational model including the size and location of teams and to have the new delivery model agreed and in place for August 2014.

## Development & Environment Service – Executive Summary

### 1. Development & Environment Assessments

1.1 Overall performance is assessed as “Good”

1.2 Capacity for improvement is assessed as “Very Good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

### 2. Financial performance

2.1 Within Development & Environment an underspend of £1.743m is anticipated which represents a further underspend of £0.122m since Period 4.

- Economic Development is projecting an underspend of £1.248m of which £0.400m is due to the delay in the graduate programme being fully implemented plus £0.603m of funds are currently uncommitted, pending the completion of the Masterplan review, in respect of the economic development and regeneration strategy.
- Protective Services are projecting an underspend of £0.165m primarily as a result of savings accrued in the costs of the Local Development Plan.
- Within Environment, overall savings of £0.335m are anticipated with the Waste Services underspend now projected at £0.494m compared to £0.311m at Period 4. Employee costs savings of £0.342m are anticipated due to vacancies in Refuse Collection & Disposal Sites. The savings anticipated in Landfill Tax as a result of reduced waste arisings has increased from £0.055m to £0.282m as a result of the revision of landfill site tonnages and Organic Waste disposal savings has increased from £0.045m to £0.075m based on revised green and food waste arisings. There are, however, projected overspends in the contract costs for bulky waste (£0.060m) and in the blue bin contract (£0.030m) which is as a result of levels of contamination. Shortfalls are anticipated in Commercial Refuse income (£0.050m) due to a change in customer base and usage and in the income from waste gas extraction (£0.151m) due to a delay in the installation of the gas pipeline.

- The above underspends are partially offset by a projected overspend of £0.211m within Facilities Management. The service has an underlying underspend of £0.030m but has incurred £0.241m of severance costs which will be met from the overall underspend within the directorate.
- 2.2 The projected underspend for Building Services has increased from £0.694m at Period 4 to £0.930m. The underspend is primarily due to a) savings in employee costs of £0.135m due to proactive vacancy management b) savings of £0.482m in payments to other bodies as a result of the planned reduction in the use of sub-contractors of £0.335m which has been partially offset by an increase in expenditure on agency workers of £0.161m. In addition, the service is anticipating a surplus of £0.376m which exceeds the targeted surplus by £0.148m due to early realisation of efficiencies. It should be noted that although there is no overall variance currently projected in income there are significant fluctuations within the different categories of repairs which have been updated to reflect the current levels of jobs raised and average costs. Within response repairs a revised projected shortfall of £0.922m is anticipated as a result of changes in processes and revised rates for this category of repair. This is offset by higher than budgeted income from other categories of work, principally additional work from General Services Property Maintenance (£0.576m) and void houses (£0.223m).
- 2.3 In the Capital Account, at 30 September 2013, the service had incurred expenditure of £3.116m against the profiled budget of £4.246m, an underspend of £1.130m (or 27% of budget). The principal underspends are in respect of Access Paths Network (£0.134m), Roads & Lighting (£0.425m) and Shewalton Landfill Site (£0.396m) and Kilbirnie Flood Prevention Scheme (£0.130m). The service is, however, projecting that the full annual budget of £9.847m will be spent by 31 March 2014.

### **3. Development & Environment Service - Priorities for 2013/14**

This section provides a summary of progress against the Service's identified priorities for 2013/14.

#### **3.1 Environment and Related Services**

Contributing to the Council's transformation agenda by implementing:

**Priority 1: Continued implementation of the Council's Waste Strategy which will ensure the Council achieves the National and International Waste and Recycling Targets.**

Implementation of various actions contained within the Waste Strategy Implementation Plan for 2013/14 have been progressed in quarter two which includes;

- the issue of the Invitation to Submit Outline Solutions (ISOS) to bidders and submission returns received, as part of the Clyde Valley Residual Waste Project to procure a long-term residual waste treatment solution for non-recyclable waste through a partnership approach;
- the delivery of consultation workshops on Arran to assist in the development of a sustainable waste management strategy for the island;
- continued advice was provided to commercial customers regarding the new legislative requirements from January 2014 regarding the recycling of their business waste;
- the return and evaluation of a tender for a new contract for the reuse, recycling and recovery of bulky waste in partnership with the 3rd Sector and a waste management contractor;
- the commencement of food waste collection trials throughout the Council area for different types of communal food waste containers to determine their suitability through feedback from the public;
- the commencement of a short-term trial to establish the recyclable content of the street sweepings and assess the viability of recycling the material through a longer term contract;
- the continued development of Shewalton Landfill Site to enable continued capacity and compliance with the PPC Permit;
- the commencement of drilling works for the installation of the gas pipeline to allow the export of landfill gas to the energy generation compound at the Waste Transfer Station at the opposite side of the A78; and
- negotiations with the Trade Unions over the proposed introduction of new working patterns and waste collection round layouts is continuing.

**Priority 2: Contributing to the Council's transformation agenda by:**

**Implementing the new operating models for Waste Services and the Facilities Management Service**

Negotiations with the Trade Unions over the proposed introduction of new working patterns and waste collection round layouts is continuing. A proposal was developed with trade unions for consideration in July through collective agreement. The trade unions balloted their members on the proposals and they were not accepted. Further discussions with the trade unions are scheduled for October to discuss and progress alternative options.

The Hub & Spoke Catering Model has now been fully implemented. The Facilities Manager will continue to review service to ensure best practice; customer satisfaction and budget efficiencies are achieved.

Facilities Management are now gathering data from industry sources to identify best practice in cleaning and janitorial services. This will provide information to prepare an informed strategy for their service reviews.

An initial meeting with Educational Services has taken place and preliminary discussions around the future role and responsibilities have been shared, further discussions have been scheduled. Engagement with Employees and Trade Unions are being planned for later in the year.

**Implementation of the agreed improvement plan for Building Services**

Good progress continues on delivery of priority improvements through the transformation programme, with particular highlights as follows;

- The new Intelligent Coordination Centre (Workflow Planning Unit) was completed in June 2013, providing a new approach to coordinating, planning and delivering work.
- A simpler, more transparent, effective job costing and charging mechanism was implemented in June 2013.
- The new integrated property repairs and maintenance IT system contract was awarded to ROCC Computers Ltd. The project commenced on 2 September 2013, and is progressing.
- Following some delay due to technical issues, the ITC workflow scheduling/planning system is currently being extended into the Voids workstreams, together with associated electronic mobile working facilities.
- The review of materials and supplies progressed with Stores management and materials coordination incorporated into the ICC hub; while responsive repairs vans have been restocked with appropriate supplies to closely match the most commonly used repair types.



- Building Services is now being utilised to undertake additional Council work based on value for money. A series of Non Housing projects have been awarded to Building Services since April 2013, with a value to date of £500,000.

### **3.2 Development Planning**

#### **Priority 1: Continued implementation of the Economic Development & Regeneration Strategy**

The ED&R strategy is continuing to develop at pace and implementation is building momentum to help deliver the eight strategic objectives. This is particularly true within Business Development where the new Senior Manager is now in place and traction is being seen in the new Business Support offering where we will move to a more proactive engagement model with businesses and in particular those with growth potential. This account management focus is also being engaged firstly by Development Planning and will then be widened out to other council services to allow greater ease for business customers to engage with the council. Team North Ayrshire is now formed and greater collaboration is now being seen. The new one stop shop portal is in the final stages of development and will prove to be a good tool in helping businesses gain access to the support needed. There will be a formal launch of above on 25<sup>th</sup> November.

Employability and Skills have over £2.5m allocated to programmes to tackle local unemployment and 408 beneficiaries were supported into employment through Economic Development in Q2. This includes 127 youngsters between 16-24. The delivery of these programmes including Youth Employment Service (YES), Modern Apprenticeship and Graduate Programme are at the heart of our strategy. The September Labour Market stats show a drop in benefit claimants of 692 with Youth Employment figures showing a drop in 300. NAC has also led a bid on behalf of 3 LACs for Youth Employment Scotland funding for 1250 places across Ayrshire for 16-24 year olds.

There are also a number of Regeneration projects helping underpin the ED&R strategy including the finalising of public realm works at the Bridgegate which will conclude in November. Other projects to note are Millport Marine Station (stage 2 funding application submitted Oct), Hunterston (Action Programme approved by Cabinet Sept to be taken forward), Brodick Pier (work continuing by EKOS to determine economic impacts of proposals), Montgomerie Park (110 unit development), Millport Pier (analysis of economic impacts of development due Dec 13), Quarry Road (proposals for sports and business village).

Economic Development will also work to consider a series of officer / member workshops to develop a long terms strategic vision for Irvine which will build on Irvine's natural strengths and identify opportunities.

**Priority 2: Continue to develop the Flood Risk Management Plan as lead authority for Ayrshire, Key Actions for 2013/14**

The integrated Catchment Management Study is progressing according to the programme. The first All Ayrshire Flood Steering Group Meeting was held on the 11th September, 2013, with approval being given on the process used by SEPA to develop the National FRM Strategy to be adopted for the development of the development of the All Ayrshire FRM Strategy. The Steering Group also agreed in principle the methodology to be implemented for the Ayrshire FRM Project Plan. The FRM Project Plan is divided up into 3 specific work packages (Package 1: Characterisation, Objective Settings& Long List of Measures) (Package 2: Development of a Short List of Measures) and (Package 3: Appraisal of preferred options).

The Characterisation Phase is nearing to completion and will be submitted to the All Ayrshire Flood Steering Group for their approval prior to being submitted for approval to through the relevant approval processes within each of the participating Councils by 12th December, 2013.

Following the identification of the two preferred options for the Upper Garnock Flood Prevention Scheme which were presented to the public at the first consultation event March 2013, the scheme is now progressing with a report being prepared for early 2014. The works currently underway include; topographical surveys, extension to existing Hydraulic modelling and Environmental Screening to inform of the potential of any Environment Impact Assessment, which will provide sufficient information to enable a final decision to be taken on the most suitable design option.

**Priority 3: Formal adoption of the Local Development Plan for North Ayrshire**

The Examination stage of the Local Development is well underway and requires to be complete before adoption can take place. The timescale for Examination is within the control of the independent Reporters appointed by Scottish Ministers, but is anticipated to be completed in Winter 2013. Adoption of the Plan will follow thereafter, and is anticipated prior to end March 2014.

**Priority 4: Develop a sustainable energy management strategy for North Ayrshire**

Leading in developing technologies for Renewables: A brief is being developed to procure external advice on developing an innovative approach to capturing and developing emerging opportunities which will deliver affordable energy for North Ayrshire residents and businesses. There is ambition to become a centre of excellence in this area.

**Priority 5: Develop a strategy to halt and reverse the projected decline in the population of North Ayrshire**

The 2011 Census results show the population of North Ayrshire has increased to 138,146, an increase of 1.7% since the 2001 Census. The development of a Strategy is to be progressed in 2014.

**Priority 6: Contributing to the Council's transformation agenda by:**

**Development of a shared services model for Roads**

The Detailed Business Case for the introduction of an All Ayrshire Roads Service was completed and submitted to Cabinet in March 2013. Following consideration it was agreed that an internal transformation plan provided the best opportunities for the Council to improve its Roads Service.



## Social Services & Health Executive Summary

### Part A – Social Services

#### 1. Social Services Assessments

1.1.1 Overall performance is assessed as “Good”

1.1.2 Capacity for improvement is assessed as “Very Good”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

#### 2. Financial performance

**2.1.1** The Service’s revenue budget variance report at 30th September 2013, shows an expected overspend of £3.627m. This is an increase of £0.824m from the figures reported at 30 July 2013. Care packages for adults and the elderly are the main reasons for this projected overspend.

The overspend associated with home care is £2.132m. There has been a 9% increase in service users requiring a home care package since March 2013. It is expected that the increase in demand for services will continue. A report to cabinet late November will detail the service response to this situation.

At quarter two 13/14, the overspend associated with care homes is £0.015m. The service’s strategy in the year has been to reduce placements and subsequently bring expenditure down to the budgeted level authorised. This has resulted in the operation of waiting lists for care homes. The aforementioned cabinet report will confirm the intention to maintain a reduced number of care home placements into 14/15 and vire £0.590m from the care home budget to the care at the home budget.

Adult care packages for 515 service users are projecting an overspend totalling £1.927m. This figure includes adults supported in the community as well as those in residential care.

Work is currently underway to identify corrective measures which can be taken throughout the remainder of the financial year. Work is also on-going to improve the underlying management information supporting financial projections. It is recognised that, in relation to the care at home service, the implementation of new computer systems will improve management information greatly.

**2.1.2** The Service's capital budget variance report as at the 30 September 2013 indicates capital programme expenditure of £1.327m against a phased budget of £2.214m for the same period. The annual capital programme budget is £5.616m with a projected expenditure of £5.474m by 31 March 2014 with £0.143m being carried forward to 2014/15.

The variance is attributed to Dirrans Resource Centre (£0.065m), Currie Court Conversion (£0.087m) and an overspend for Montrose House of £0.009m. The variance is not, however, expected to affect scheduled completion dates.

### **3. Priorities for 2013/2014**

**3.1** This section provides a summary of progress against the Service's identified priorities for 2013/14

#### **3.1.1 Protection of vulnerable children, adults and the public**

The protection of children in North Ayrshire continues to place high demands on the service. Over the past three years the number of concerns reported as child protection to the service has increased substantially from 539 in 2010/11 to 971 in 2012/13. All concerns are responded to and result in appropriate levels of support being provided to the child and family. Those that are complex and risk assessed as significant require management by registration on the North Ayrshire Child Protection Register and multi-agency review in the forum of independently chaired Child Protection Case Conferences. As well as the 80% increase in reported concerns as noted above, we have seen a 29% increase in the number of children on North Ayrshire's Child Protection register in 2013 to date from this same time period in 2012. Early indications of causal factors as to this upward trend in complexity and significant risk to the welfare of the child are the emerging impact of Welfare reform, exacerbated by parental substance misuse and/or domestic violence with a result of neglect featuring in reasons for registration. There are also trends that indicate the registration in the 0-4 year old category is increasing (62% of all new registrations in this period compared to 39% of new registrations in the same period in 2012). The Early Intervention & Prevention Strategy 2013/17 is developing and it is hoped that

its impact will see a reduction in this trend. This will be monitored through the Child Protection Committee.

The North Ayrshire Adult Protection Committee (APC) have been represented on several local, regional and national committees and working groups to take forward best practice within Adult Support and Protection. The North Ayrshire APC work plan has been implemented and has included a Public Information Implementation Strategy to raise awareness in North Ayrshire about the issues surrounding Adult Support and Protection (ASP). The Senior Officer for Adult Support and Protection is now a member of the North Ayrshire Safer North Ayrshire Partnership to ensure that the support and protection of adults at risk of harm is represented within the wider community safety agenda. In June 2013 an open space event involving multi-agency staff and carers was held, to engage in a dialogue with those interested in the issues of how we support and protect adults in North Ayrshire. This event was followed up by a wider carers consultation exercise to define how carers who were not able to attend the open space event, prioritised the issues that were identified on the day. In September 2013 the North Ayrshire APC held a development day to foster better understanding of the partners' roles within ASP. Some 34 training sessions have been undertaken across the service. Our colleagues in building services and community wardens have also been provided with awareness raising sessions of both adult and child protection issues.

Criminal Justice Social Work (CJSW) is focused upon public protection. As part of Multi Agency Public Protection Arrangements (MAPPA) in the South West of Scotland Community Justice Authority are we have been involved in making changes to improve the effectiveness of MAPPA. These changes include the establishment of key work-streams that report to the MAPPA Strategic Oversight Group (SOG). The North Ayrshire Senior Manager CJSW has led on the inclusion of some categories of violent offenders in MAPPA process. We have also revised the role of MAPPA coordinator to reflect the additional responsibilities incurred by these changes. The Caledonian System, which works with perpetrators of domestic violence, commenced operationally in April 2012 and is now embedded in practice. The North Ayrshire Senior Manager CJSW is leading an Ayrshire Criminal Justice Social Work Partnership Group that is tasked with improving services for perpetrators of domestic violence who are assessed as unsuitable for the Caledonian System. CJSW are taking part in a national self-evaluation process, which is supported by the Care Inspectorate, in order to improve the risk assessment and risk management of criminal justice service users.

### **3.1.2. Delivery of the Social Services Change programme**

The date for implementation of a new model of service in Community Care is the 4<sup>th</sup> November 2013. The model is designed to ensure that service users have easy access to low level supports and those with more complex needs are moved swiftly to comprehensive outcome focussed assessments where support will be tailored to

enable the user to maximise their independence. Those who have longer term needs for support to achieve positive outcomes and retain independence in their own communities will be able to exercise choice and control through the establishment of self-directed support where service users and carers can decide what services they require and when they require them .

The preparation for this significant and radical change in how social services respond to the needs of the adult and older population in North Ayrshire is one that has involved an extensive programme of staff training in the personalisation approach, awareness raising and consultation events with service user, carers, partner agencies and staff . It has also required the development of information support systems that will allow us to fully track the service users journey in the new model and identify its impact.

The approach is being fully implemented across Community Care and to reflect this, Learning Disability services and Mental Health services are being re-designed to accommodate the outcome focussed approach and self-directed support agenda in transforming how traditional support and day services are configured.

### **3.1.3 Respond to the impact of Welfare reform on people who use our services**

The early impact of Welfare reform has been seen in a staggering 398% increase in destitution presentations to our service. The introduction of further funding for NACAS to respond to the financial concerns of citizens who are, or will be, affected by Welfare reform has enabled Social Service's Money Matters team to concentrate on providing support and advice to social service users. The team is an integral part of the new model of service delivery and will operate to provide an income maximisation service at all stages of a service user's journey.

Money Matters have provided support to the wider staff group and partners through a series of training events, workshops, briefings and public information material. These have been timed to coincide with scheduled timetable for the Welfare Reform and adapted to the many changes and amendments as required.

### **3.1.4 Develop proposals in partnership with NHS and prepare the service for integration with the NHS**

Work is progressing, both within the Council and in partnership with the NHS and the other Ayrshire Councils to develop proposals for the North Ayrshire Health & Social Care Partnerships. Legislation has been introduced in the Scottish Parliament and is expected to receive Royal Assent in the first quarter of 2014. It is anticipated that there will be a legal requirement to form partnerships from April 2015.

The Council agreed in June that the partnership should be established as a body corporate and that all Social Services functions would transfer to the new partnership. A further report in September agreed the Council representation on the



Transition Integration Board (TIB), which will oversee planning for the new partnership on behalf of North Ayrshire Council and NHS Ayrshire & Arran. The TIB will, in addition, take on the functions of the North Ayrshire Community Health Partnership until legislation removes CHP's from statute. In due course, the TIB will become the Integration Joint Board for the North Ayrshire Health & Social Care Partnership.

It is intended that the Partnership will operate a shadow year during 2014/2015 and will take on full responsibilities from April 2015.

The process for recruitment of the Chief Officer for the Partnership has been agreed and an appointment has been made.

A sub-group of the Strategic Alliance has been working on issues which are common to the three Ayrshire partnerships. This group reports to the Chief Executives of the three councils and of NHS Ayrshire and Arran. Work undertaken to date includes the preparation of a detailed programme plan, a draft of the budgets for the partnerships and work around the concept of services being hosted in one partnership on behalf of all three. The group also serves as a forum for sharing information on work that is being undertaken at a national level.

### **3.1.5 Continue to implement, with our partners, early intervention and prevention programmes for children and families to improve longer term outcomes.**

The theme of early intervention and prevention is apparent in a number of priority approaches this year.

We have undertaken the recruitment of two and a half social worker posts and money advice worker to operate within the five Early Years Centres in North Ayrshire. They will be fully operational by January 2014 with the remit of taking direct referrals from Early Years Centre staff. Against the background of Welfare Reform and persistent high levels of multiple deprivation, the provision of holistic Social Work and advice as part of the Early Years provision will ensure optimum support for vulnerable families. Financial capability is the early intervention of money advice and will equip service users with the skills necessary to claim and manage money – whether that is benefits or as hoped income from sustainable employment.

The Family Support Service, commissioned from Quarriers, was launched at the end of May 2013. To date most referrals have come through Social Services and the service has assisted 31 families (55 children) since the launch. They have the capacity to take on more and are active in publicising this service with partner agencies.

Stop Now and Plan, a programme designed for young people aged between six and twelve years who are showing early signs of anger management problems/antisocial behaviour is now underpinned by the appointment of two Children & Families Social Workers based in the Addictions team. Role profiles have been completed for eight project workers and are in the process of being job evaluated. We are in discussions with our colleagues in Canada, where the programme initiated to confirm licensing agreements and arrangements.

For the older age group, but with the focus on early intervention, finance was approved from the Early Years agenda to appoint a Senior Throughcare Worker and up to ten supported carers to enable young people between the ages of sixteen and nineteen years to have a successful transition from being looked after in a residential setting to achieving independence. Recruitment delays have been experienced, but to date we have two supported carers with others undergoing assessment and the Senior Throughcare Worker will be in post by the end of November 2013.

In terms of offending behaviour that bring young people to the attention of the Courts, the success of the Whole Systems Approach adopted in North Ayrshire has seen a significant reduction in custodial sentences for young people under eighteen . Young people who completed the Youth Structured Deferred Sentencing programme in 2011 were monitored over two years , 62% had not re-offended. The programme is now extended to eighteen to twenty-one year olds and a designated Youth Justice Social worker based in the Programme Approach Team will work specifically with this age group . We are currently reviewing the outcomes of this and an evaluation will be available later in 2013.

The Multi Agency Domestic Abuse Response Team (MADART) continues to demonstrate its effectiveness in responding to domestic abuse incidents to provide early support to the victim and any children involved. Exposure to domestic abuse alongside other risk factors adversely impacts on a child's welfare. In these cases the MADART have been able to ensure that the right supports are provided at the right time by the right people.

### **3.1.6 Develop actions in response to the outcome of the Criminal Justice Review**

The Scottish government produced a report on consultations with respect to the options for the reconfiguration of the Criminal Justice Service in October 2013. There has been no further directive or indication of the proposed direction.

### **3.1.7 Develop a strategy to tackle inequalities in North Ayrshire**

A paper on the Inequalities Strategy has been approved by the Community Planning Partnership Board. The initial meeting of the Inequalities group will be convened in October 2013 and will undertake the development of the Inequalities Strategy.

### **3.1.8 Ensure that service proposals build and contribute to locality working and the neighbourhood approach**

Social Services staff have fully participated in the development of neighbourhood planning within North Ayrshire. As services have been reviewed or developed we have designed them with a neighbourhood approach in mind.

A new operating model for Community Care services was implemented on 4<sup>th</sup> November 2013. This model aligns services and service access arrangements with the neighbourhood planning areas.

### **3.1.9 Continue implementation of the organisation development plan and establish regular review, development and promotion of progress throughout the service, including the Staff Reference Group**

Implementation of the organisation development plan continues and is focussed on the key themes for improvement activity which were identified from the employee engagement survey: communications, development, planning & performance and customer service. A quarterly review of progress has been established and aligned to Council-wide reporting processes. This review incorporates promotion of progress through the service, including through the Staff Reference Group.

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## Social Services & Health Executive Summary

### Part B – Housing Services

#### 1. Housing Services Assessments

##### 1.1 Housing Services

1.1.1 Overall performance is assessed as “*Excellent*”

1.1.2 Capacity for improvement is assessed as “*Excellent*”

Quality Descriptors	Description
Excellent	Outstanding, sector leading
Very good	Major strengths
Good	Important strengths with some areas for improvement
Satisfactory	Strengths just outweigh weaknesses
Weak	Important weaknesses
Unsatisfactory	Major weaknesses

#### 2. Financial Performance

##### 2.1 HRA Housing Services

The Housing Revenue Account budgeted for a break-even position in 2013/14 with an underspend of £1.527m currently projected. The major factors contributing to the underspend are as follows :-

- a) anticipated savings of £0.255m in employee costs due to staff vacancies and savings of £0.095m in charges from other Council services
- b) a net underspend in repairs to Council housing stock of £0.823m. A considerable saving of £0.923m is anticipated in response repairs which, has been achieved through improved processes and revised rates for this category of repair. This is partially offset by predicted overspends in repairs to empty houses of £0.223m. There is also an unbudgeted cost of £0.180m in relation to the safety of gas meters.
- c) savings in loan charges of £0.463m as a result of slippage in the capital programme in recent years, combined with external borrowing falling below

anticipated levels due to the short-term use of cash balances currently held by the Council. This projection assumes that there will be no long term borrowing undertaken during the remainder of 2013/14. Any change to this policy would result in a decrease in this saving.

- d) the underspends above are partially offset by an under-recovery in rental income of £0.266m, which is mainly as a result of closure of houses for the purposes of regeneration.

## **Priorities<sup>1</sup> for 2013/14**

### **3.1 Housing Services**

This section provides a summary of progress against the Service's identified priorities for 2013/14

#### **3.1.1 Plan and manage for the implications of Welfare Reform to include mitigating the impact for Tenants, Homeless clients & the HRA Business Plan**

A number of actions and measures were implemented during 2013/14 to manage and mitigate the housing related implications of welfare reform:-

- A dedicated Welfare Reform Advice Team for Council has been established to provide advice and support for Council tenants affected by the changes to Housing Benefit. To date, the team has helped over 2000 tenants, providing information on budgeting, housing options, the financial assistance available to move to a smaller home and applications to the Discretionary Housing Payment Fund
- The Council and 5 other Ayrshire landlords have created a new partnership with 1<sup>st</sup> Alliance Credit Union to help tenants prepare for the changes being introduced.
- To help address the issue of under-occupancy and the shortage of one-bedroom properties in North Ayrshire, the Council has reviewed its Housing Allocation Policy and increased the points awarded to tenants

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<sup>1</sup> A priority is the most important thing for the Service. ( Usually a year in the context of the service plan)

with surplus bedrooms, agreed that all one bedroom properties in the area will be suspended from the Right to Buy scheme and launched a new online mutual exchange scheme. The Council's Local Housing Strategy has also been amended to allow the development and purchase of one bedroom properties in the social housing sector

- Staff have contributed to the Corporate Communications Strategy on Welfare Reform. The methods of communications include, website, DVD, Members briefing pack, a poster and radio campaign and the Housing Tenants Newsletter. A number of new welfare reform leaflets for tenants have also been published

Whilst arrears as a percentage of the annual net debit have increased from 3.6% at end of March 2013 to 5.5% at end of September 2013, early indications are that in comparison to other authorities the impact has been minimised. For example South Ayrshire Council's rent arrears have increased to 10% of their annual net debit at the end of September.

### **3.1.2 Ensure the successful delivery of the new Council House Building Projects**

#### ***Copeland Crescent, Millport***

The development is now complete and all 12 houses allocated

#### ***Redstone Avenue, Kilwinning***

The development remains within agreed budget parameters and is scheduled for completion by June 2014

#### ***John Galt Primary School site, Irvine***

The demolition of the existing primary school site is now underway with an anticipated on-site start date November/December 2013, and anticipated completion date of March 2015.

#### ***Stevenson Institute, Largs***

The design stage of the development is now complete; invitation to tender will take place in autumn 2013 with an anticipated completion date of March 2015.

### **3.1.3 Continue to improve approach to housing options advice with North Ayrshire Housing Register partners.**

The implementation plan has now been agreed with the North Ayrshire Housing Register partner landlords for the introduction of enhanced housing options advice for housing applicants. A phased approach to the introduction has been agreed with partners. Implementation will commence November '13 and full roll out to all offices and landlords should be completed by March '14.

This enhanced approach to housing advice will introduce personalised housing options action plans for housing register applicants. These plans will highlight all options available to maximise potential for applicants to address their housing needs.

#### **3.1.4 Develop a communication strategy for ASB in conjunction with Safer North Ayrshire Partnership and Corporate Communications**

The Safer North Ayrshire Partnership has rebranded its multi-agency deployments in local communities. These will now take place under the banner 'Safe Positive Communities'. Deployments will be planned and publicised further in advance with the aim of raising local awareness as early as possible, thereby encouraging greater community engagement and interaction. Banners, posters, leaflets, press articles and social media will be used to promote the services as the partners commence in each community.

#### **3.1.5 Develop new Tenant Participation Strategy**

A review of the current Tenant Participation Strategy has commenced and consultation with the Tenants' Network is on-going. It is anticipated that the strategy will be completed by March 2014.

#### **3.1.6 Develop new performance management framework to take account of the new Scottish Social Housing Charter**

The draft Performance Management Framework is currently being developed and it is anticipated the framework will be submitted to the Housing Senior Management Team for final approval in December 2013.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 12**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Provost's Hospitality Budget and Fundraising Activity**

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**Purpose:** To inform the Cabinet of (a) the Provost's committed Hospitality expenditure and forecasted expenditure for period 2013/14; and (b) details of the Provost's fundraising activity from June 2013.

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**Recommendation:** That the Cabinet (a) notes the contents of the report; (b) approves the requests for funding to date and (c) agrees to receive an update in six months.

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#### **1. Introduction**

- 1.1 At its meeting on 25 June 2013 the Cabinet agreed to receive an update on the Provost's Hospitality Budget and Fundraising Activity. The Provost's hospitality budget for 2013/14 is £16,000. The budget is allocated to civic events and receptions including Marymass Festival and Largs Viking Festival; contributing toward the costs of the annual Provost's Civic Pride and Charity Awards Dinner, Irvine Remembrance Service and Town Twinning activity in Largs and in Irvine.
- 1.2 In September 2012, the Provost began fundraising for local charities and encouraged North Ayrshire Council staff to assist with this. To date a total of £33,327 has been raised. From June 2013 £5704 has been raised.

#### **2. Current Position**

- 2.1 The Provost's hospitality Budget has been committed to the end of the financial year as detailed in Appendix 1. £1,431 remains available to 31 March 2014.
- 2.2 Appendix 1 gives details of the Provost's Hospitality expenditure from April 2013 and an estimated expenditure to the end of the financial year. Appendix 2 details the beneficiaries of the Provost's fundraising activity.

### **3. Proposals**

- 3.1 The Cabinet is requested to (a) note the contents of the report; (b) approve the requests for funding to date; and (c) agree to receive an update in six months.

### **4. Implications**

#### Financial Implications

- 4.1 A total of of £33,327 has been raised for charity since May 2012.

#### Human Resource Implications

- 4.2 None arising from this report.

#### Legal Implications

- 4.3 None arising from this report.

#### Equality Implications

- 4.4 The Provost's fundraising activities support a range of equality groups, in particular charities which provide assistance to people with disabilities.

#### Environmental Implications

- 4.5 None arising from this report.

#### Implications for Key Priorities

- 4.6 The Provost's fundraising activity supports Single Outcome Agreement: Local Outcome 11a "Levels of voluntary action and community involvement have increased.

### **5. Consultations**

- 5.1 None arising from this report.

## **6. Conclusion**

- 6.1 The Provost takes part in a significant range of civic engagements and fundraising events for the benefit of the local community. The Provost greatly appreciates the considerable contribution made by staff in fundraising for charity.

A handwritten signature in black ink that reads "Elma Murray". The script is cursive and fluid, with the first name "Elma" and the last name "Murray" clearly distinguishable.

ELMA MURRAY  
Chief Executive

### **Reference :**

For further information please contact Garry Hamilton, Provost's Office  
Co-ordinator on telephonenumber 01294 324123

### **Background Papers**

None



**Provost's Hospitality Budget 2013/14**

<b>Date</b>	<b>Description</b>	<b>Amount £</b>	<b>Balance £</b>
April 2013	Refund from financial year 2012/13	148	16,148
April 2013	Reimbursement to Garnock Academy Vocal Ensemble for lunch after Provost's Reception.	63	16,085
April 2013	Provost's Drinks Reception at Solace Conference 18 April	788	15,297
April 2013	Catering at Reception for NAC Young Musicians	152	15,145
April 2013	Design and Print of Provost Greeting Cards and Envelopes	821	14,324
April 2013	Gift Voucher-Young Scot Award Winner	20	14,304
April 2013	Bouquet for North Ayrshire Schools Music Staff	30	14,274
June 2013	Civic Dinner for 3 visiting Mayors and invited guests marking the Largs Games 2013.	295	13,979
June 2013	North Ayrshire Council Meeting – Post meeting catering	56	13,923
July 2013	North Ayrshire Arts Exhibition Sponsorship	200	13,723
July 2013	Wreath from GrassRoots for Unveiling Ceremony at Harbourside. David Sinclair Centenary	30	13,693
August 2013	Bouquet for Olga Clayton's Presentation	30	13,663
August 2013	Marymass Festival Receptions	4,653	9,010
August 2013	Accommodation costs for Voisins Visitors at Marymass Festival	356	8,654
September 2013	Largs Viking Festival Reception	426	8,228
September 2013	Contribution to the Scottish War Memorial Project	500	7,728
October 2013	Ayrshire Hospice Ball	650	7,078

<b>Date</b>	<b>Description</b>	<b>Amount £</b>	<b>Balance £</b>
October 2013	Donation to Juvenile Solo Piping Festival	100	6,978
October 2013	Irvine Incorporated Trades – 367 <sup>th</sup> Celebration. Table of 11	297	6,681
November 2013	Remembrance Service programme, PA Hire and Pipe Band	750	5,931
<b>Recommended for Approval</b>			
February 2014	Ayrshire Hospice 25 <sup>th</sup> Anniversary joint Civic Reception with East and South Ayrshire Councils	1,500	4,431
March 2014	Contribution to Provost's Civic Pride Awards and Charity Dinner	2,000	2,431
March 2014	Civic Reception for SOLAR Conference	1,000	1,431

## Appendix 2

### Provost's fundraising – beneficiaries

Date	Event	Recipient £	Amount £
September 2012	Macmillan Coffee Mornings- North Ayrshire Council Staff – various fundraising events	Macmillan Cancer Support	1,699
October 2012	Go Purple Day - North Ayrshire Council Staff – various fundraising events	Ayrshire Hospice	2,860
November 2012	North Ayrshire Council Staff – various fundraising events	Children in Need	533
November 2012	Marie Curie Cancer Care Donate Day – North Ayrshire Council Staff invited to donate a bag of unwanted goods to be sold for charity	Marie Curie Cancer Care	850.00 (estimated worth of bags donated)
February 2013	North Ayrshire Council Staff – various fundraising events	Cash for Kids	1,426
March 2013	Provost's Civic Pride and Charity Awards Dinner	Butterfly Club/Cash for Kids	18,568
March 2013	North Ayrshire Council Staff Fundraising in Halls and Libraries	Comic Relief	985
May 2013	Provost participating in Race for Life at Eglinton Park	Cancer Research	702
July 2013	North Ayrshire Council Staff – fundraising event	Cash for Kids	91
August 2013	Donation from Guests from Provost's guests at Marymass Festival reception	Ayrshire Hospice	403
September 2013	Macmillan Coffee Mornings- North Ayrshire Council Staff – various fundraising events	Macmillan Cancer Support	3,183
October 2013	Go Purple Day - North Ayrshire Council Staff – various fundraising events	Ayrshire Hospice	1,205
November 2013	North Ayrshire Council Staff - various fundraising events	Children in Need	822
<b>Total to Date</b>			<b>33,327</b>





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 13**

**10 December 2013**

#### **Cabinet**

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<b>Subject:</b>	<b>Commission on Strengthening Local Democracy - Call for Evidence</b>
<b>Purpose:</b>	To seek agreement on the terms of a response to the Commission on Strengthening Local Democracy's Call for Evidence.
<b>Recommendation:</b>	That the Cabinet approves the response contained at Appendix 2.

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#### **1. Introduction**

- 1.1 During 2013, COSLA has undertaken work to develop a political vision for Local Government in Scotland that focuses on improving local democracy as the route to better outcomes. As part of this work, COSLA established the Commission on Strengthening Local Democracy.
- 1.2 As its first step, the Commission has issued a Call for Evidence, seeking responses to seven questions by 29 November 2013. The deadline for responses has now been extended to 20 December 2013. This report seeks approval of a response to the Commission.

#### **2. Current Position**

- 2.1 The overall purpose of the Commission is to "identify a route map to deliver the full benefits in a shift in power towards local democracy for people in Scotland". It will work to address three objectives:-
  1. Investigate a local approach to services and accountability that will improve outcomes in Scotland's communities;
  2. Consider the current landscape of democracy in Scotland and how this could be strengthened and enriched to benefit local people most; and
  3. Make recommendations that set a course for putting stronger local democracy at the heart of Scotland's constitutional future.

- 2.2 The Commission will carry out its remit in two phases. During phase one the Commission will seek to develop a statement of the benefit to communities of local delivery and democracy. During phase two it will assess how stronger local democracy can be delivered. It is expected to report back to COSLA convention in Spring 2014 with conclusions on: -
1. Why local approaches should be pursued and the benefits they derive;
  2. Identifying the long term characteristics that should underpin better local democracy; and
  3. Establishing the building blocks or barriers to address including: -
    - Improving the constitutional/statutory position of Local Government;
    - A funding process that improves democratic control and accountability locally; and
    - Ways of ensuring there is a joint approach to policy making in Scotland.
- 2.3 As its first step the Commission has issued a Call for Evidence, which is attached as Appendix 1. There are six broad questions based around the themes of: -
- Local decision making;
  - Local accountability;
  - Local priorities;
  - Strengthening democracy;
  - Scotland's future; and
  - Obstacles and challenges.
- 2.4 As both the Scottish Government and COSLA recognise, issues of self determination, subsidiarity and local decision making are also relevant to community empowerment. In his introduction to the consultation to the Community Empowerment (Scotland) Bill the Minister for Local Government and Planning notes that the Government's belief in local self determination, through a strong local parliament, strong local authorities and strong communities is the key principle which underpins the Governments proposals relating to community empowerment. The Minister goes on to note that the Government welcomes COSLA's establishment of the Commission on Strengthening Local Democracy.

The paper also notes that

"Ministers also place a great deal of importance on their relationship with Local Government. That relationship is founded on a respect for local democracy and a commitment, set out in the First Minister's Lerwick Declaration, to self determination, subsidiarity and local decision making. This underpins the Scottish Government's approach to encouraging all of Scotland's communities to flourish and prosper."

### **3. Proposals**

- 3.1 A number of issues are relevant to the vision for a strong local government. At present, Local Government powers and funding are not enshrined in legislation. While Councillors are democratically elected, the status of Local Government is not protected in legislation.
- 3.2 Secondly, the Christie Commission on the Future Delivery of Public Services Report in 2011 emphasised the challenges facing public services, the need to build services around people and communities, the need to work together to achieve outcomes and the need to prioritise prevention and reduce inequality. Key to this is the identification of the particular needs of a community, coordination of the resources of different partners to meet these and empowerment of the local community. This emphasis on 'place' is important as it emphasises the need to focus on local outcomes. This is very different from previous philosophy which saw Local Government as the local delivery arm for Central Government.
- 3.3 In its response to the Christie Commission's report, the Scottish Government described its approach to Public Sector Reform as being based on Four Pillars: -
  1. A decisive shift towards prevention;
  2. Greater integration of Public Services at a local level driven by better partnership, collaboration and effective local delivery;
  3. Greater investment in the people who deliver services through enhanced workforce development and effective leadership; and
  4. A sharp focus on improving performance through greater transparency innovation and use of digital technology.

The second pillar is particularly important in relation to the vision for Local Government.

- 3.4 Thirdly, the Referendum on Independence has opened a discussion on Scotland's constitutional future. Regardless of the outcome of the Referendum, the constitutional set up is unlikely to be the same. It is important that along with the debate on Independence, the constitutional position and vision for Local Government is also considered.

- 3.5 The consultation response is attached at appendix two. Broadly, it recognises the broad direction of travel for the Scottish Government and local authorities is closely aligned, and that it is important that power and accountability are located as close to people as possible. It recognises that as Councillors are directly elected they have a democratic accountability to their community.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no financial implications arising from this report.

##### Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

##### Legal Implications

- 4.3 There are no legal implications arising from this report.

##### Equality Implications

- 4.4 There are no equality implications arising from this report.

##### Environmental Implications

- 4.5 There are no environmental implications arising from this report.

##### Implications for Key Priorities

- 4.6 A strong Local Government which is able to address the needs of its communities along with its partners supports delivery of all the Council and Single Outcome Agreement priorities.

#### **5. Consultations**

- 5.1 A draft of this report and the response will be considered by the Group Leaders meeting on 4 December 2013.

## **6. Conclusion**

- 6.1 It is important the Council responds to the Commission's Call for Evidence. It is recommended that the draft response at Appendix 2 is agreed.

A handwritten signature in black ink, reading 'Elma Murray' in a cursive style.

ELMA MURRAY  
Chief Executive

Reference : AF/CF

For further information please contact Andrew Fraser, Head of Democratic and Administration Services on telephone number 01294 324170

## **Background Papers**

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# COMMISSION ON STRENGTHENING LOCAL DEMOCRACY

Local People. Local Power. Local Purpose.

## WE'VE GOT SOME QUESTIONS...

*HELP US UNDERSTAND WHAT STRONG LOCAL DEMOCRACY MEANS TO YOU*

**We are an independent Commission that has been set up to look at what democracy in Scotland might look like, whatever the result of the referendum in 2014.** The Commission is chaired by Councillor David O'Neill, President of the Convention of Scottish Local Authorities, and we have set out its main tasks at the end of this document.

Our starting point is that we believe that local services and local accountability matter. That is why we want to begin our work by hearing your views and suggestions about what happens now, and what the future might be.

This is only our first step in listening to you. Any information that you give us now will help start the debate, but we also want this to be an ongoing conversation. Over the next few months we will be setting up different ways in which you can meet us or tell us what you think. A good way to find out about these is by signing up to our newsletter at [www.localdemocracy.info](http://www.localdemocracy.info) and by following @localcommission on Twitter.

### How to Respond

We will use the information that you give us to develop our work and explore new ideas, and so what you tell us now is really important. For that reason, we want to hear from you as quickly as possible. We are keen to hear your views by **29 November 2013**, or sooner if you can. However, please let us know if you need more time.

You can complete and return this form electronically to:

[commission@localdemocracy.info](mailto:commission@localdemocracy.info)

You can also respond online via our website:

<http://www.localdemocracy.info/call-for-evidence/>

Alternatively you can post a copy of this form to:

The Commission on Strengthening Local Democracy  
Verity House  
19 Haymarket Yards  
Edinburgh, EH12 5BH

If you are responding as an individual we would be grateful if you could also provide some other information when you give us your views. This will help us develop an overall picture of the information we have. This is optional and any information that you provide will be used anonymously and will remain strictly confidential.

*If you have any queries please contact us using the above details or call us on 0131 474 9200*

## Respondent Information

To help us make the most of your response, please tell us about yourself and how you want us to use the information you provide. There are some questions marked \* and these must be answered by all respondents, unless you are directed past this question.

Name of Organisation (if appropriate)	
Forename	
Surname	
Address	
Postcode	
Telephone	
Email	
Twitter name if applicable	
* I am responding as: <input type="checkbox"/> An individual <input type="checkbox"/> An organisation/group	
Do you consider yourself or your organisation as from or representing? <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;"><input type="checkbox"/> a rural area</div> <div style="text-align: center;"><input type="checkbox"/> an urban area</div> <div style="text-align: center;"><input type="checkbox"/> an area with both urban and rural parts</div> <div style="text-align: center;"><input type="checkbox"/> don't know / not applicable</div> </div>	
Would you be happy to be approached by the Commission for further discussion about your submission? <input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>If you are responding as an individual:</b>	
* Do you agree to your response being made available to the public on the Commission's web site? <input type="checkbox"/> Yes <input type="checkbox"/> No	
* If you have agreed to your response being made available to the public, please tell us if we may also make your name and address available. (Please select one option only) <input type="checkbox"/> Yes, make my response, name and address all available <input type="checkbox"/> Yes, make my response available, but not my name and address <input type="checkbox"/> Yes, make my response and name available, but not my address <i>If you are responding as an individual we would be grateful if you could also provide some additional information. This is absolutely optional but it will help us get an overall picture of the information we receive. You can <a href="#">download this sheet here</a> and send it to us at the same time as you return this form.</i>	
<b>If you are responding as a group or organisation:</b>	
* The name and address of your organisation will be made public on the Commission's web site. Are you content for your response to also be made available? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Which of the following best describes your organisation? (Please select one option only)	
<input type="checkbox"/> Community Group	<input type="checkbox"/> A business
<input type="checkbox"/> Local Authority	<input type="checkbox"/> A government department or agency
<input type="checkbox"/> Other public sector organisation	<input type="checkbox"/> A social enterprise
<input type="checkbox"/> Third Sector organisation	<input type="checkbox"/> Other (please specify)
<input type="checkbox"/> Professional body	
Short description of the main purpose of your organisation:	



## **Tell us what you think**

We have not provided a long list of questions to answer, but we do want to hear what you have to say about some themes. Please respond to as few or as many as you wish. However, it would be helpful to keep your overall response to eight pages or less.

*Please provide evidence or examples in support of what you say. This will help us understand and explore your ideas further.*

**1. LOCAL DECISION MAKING: Do you think that decisions about local issues and services are made locally enough in Scotland at the moment? If not, what does deciding 'locally' mean to you? Please illustrate your answer with any examples from your own experience.**

**2. LOCAL ACCOUNTABILITY:** How important do you think it is for locally elected people to be responsible for decisions about local issues and services? Do you have any examples of why this is the case?

**3. LOCAL PRIORITIES:** How well do you think that communities' local priorities are accounted for in the way that national and local government works at the moment? What is effective, and if there is room for improvement, how should things change?

**4. STRENGTHENING DEMOCRACY: What do you think should be done to strengthen local democratic decision making in Scotland? Do you have any ideas or examples about how this could improve people's lives?**

**5. SCOTLAND'S FUTURE: Has there been enough discussion about local democracy in the debate about Scotland's future? If not, what should be addressed and how might this be achieved?**

**6. OBSTACLES AND CHALLENGES: Do you have any concerns about strengthening local democratic decision making in Scotland?**

**7. We would like to keep the conversation going with you. Can you tell us about any events, networks or other ways in which we could help achieve this? Is there anything that we can do to support you?**

**Thank you for your submission. If you have any queries about the Call for Evidence please contact us at:**

Commission on Strengthening Local Democracy  
Verity House  
19 Haymarket Yards  
Edinburgh EH12 5BH  
0131 474 9200  
email: [commission@localdemocracy.info](mailto:commission@localdemocracy.info)  
twitter: @localcommission

## Commission on Strengthening Local Democracy Terms of Reference

### Context

Scottish local government has adopted a vision that focuses on improving local democracy as the route to better outcomes, and is putting this at the heart of all of its work. The COSLA Convention has agreed to establish Scotland's first Commission on Strengthening Local Democracy to pursue that vision. It will bring people together with a common resolve to consider how local democracy and accountability in Scotland might be improved and empowered, and provide advice on what is needed for that to happen.

### Remit

The overall purpose of the Commission is to:

*"Identify a route map to deliver the full benefits of a shift in power towards local democracy for people in Scotland"*

It will work to address three objectives:

- 1) Investigate a local approach to services and accountability that will improve outcomes in Scotland's communities
- 2) Consider the current landscape of democracy in Scotland and how this could be strengthened and enriched to benefit local people most
- 3) Make recommendations that set a course for putting stronger local democracy at the heart of Scotland's constitutional future

### Outputs

The Commission will carry out its remit in two phases.

Phase 1: Why local democracy is important and what it can achieve

*Key output:* A clear statement of the benefit to communities of local delivery and democracy

*Key questions to consider:*

- Why should we do things locally in Scotland, and what benefit does this deliver?
- What can Scotland learn from other countries about their approach to local democracy?
- What do people in Scotland have to say about local democracy?
- What would better protected, empowered and supported local democracy look like in Scotland?

Phase 2: A route map to delivering stronger local democracy in Scotland

*Key output:* An assessment of the key building blocks for change

*Key questions to consider:*

- What are the building blocks we should focus on as part of Scotland's constitutional future?
- Who needs to take action to deliver positive change after the Referendum and what should they do?

### Reporting

The Commission is expected to make interim reports throughout these phases and deliver a report to the COSLA Convention in Spring 2014. It is expected that the conclusions will include:

1. setting out why local approaches should be pursued and the benefits they derive
2. identifying the long term characteristics that should underpin better local democracy
3. establishing the building blocks or barriers to address, including:
  - i. improving the constitutional / statutory position of Scottish local government
  - ii. a funding process that improves democratic control and accountability locally



- iii. ways of ensuring that there is a joint approach to policy making in Scotland

### **Guiding Principles**

It is expected that all members of the Commission will be:

- Ambitious: take a long term view and not be restricted by the current landscape of democracy in Scotland
- Open: enable all views to be heard through evidence gathering and interaction, public reporting, and political debate
- Inclusive: reflect a broad range of interests and views from across communities, local and national government, and wider civic Scotland
- Questioning: provide a forum for debate but with a common purpose of improving local democracy and accountability in Scotland
- Practical: positively respond to challenges and shape action in pursuit of local government's vision for stronger local democracy
- Evidence based: support their findings, including by looking at relevant evidence from home and abroad and commissioning research where appropriate

## Access in other formats and community languages

This document is available, on request, in easy to read, audio and large print formats, and in community languages. Please contact:

Aby otrzymać niniejszy dokument w innej wersji językowej, na kasecie lub w wersji z powiększonym drukiem, prosimy o kontakt:

اس دستاویز کی مزید کاپیاں آڈیو کیسٹ پر اور بڑے حروف کی چھپائی میں اور کمیونٹی کی زبانوں میں طلب کیے جانے پر دستیاب ہیں، برائے مہربانی اس پتہ پر رابطہ کریں:

এই ডকুমেন্ট-এর (দলিল) অভিন্নতা কপি, অডিও এবং বড়ো ছাপার অনুর আকার এবং সম্প্রদায়ের ভাষায় অনুরোধের মাধ্যমে পাওয়া যাবে, অনুগ্রহ করে যোগাযোগ করুন:

Gheibhear lethbhreacan a bharrachd ann an cruth ris an eistear, ann an clò mòr agus ann an cànan coimhearsnachd. Cuir fios gu:

इस दस्तावेज़/कागज़ात की और प्रतियाँ, मंगी जाने पर, ऑडियो टेप पर और बड़े अक्षरों में तथा कम्युनिटी भाषाओं में मिल सकती हैं, कृपया संपर्क करें:

ਇਸ ਦਸਤਾਵੇਜ਼/ਕਾਗਜ਼ਾਤ ਦੀਆਂ ਹੋਰ ਕਾਪੀਆਂ, ਮੰਗੇ ਜਾਣ 'ਤੇ, ਆਡੀਓ ਟੇਪ ਉੱਪਰ ਅਤੇ ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਕੰਮਿਊਨਿਟੀ ਭਾਸ਼ਾਵਾਂ ਦੇ ਵਿਚ ਮਿਲ ਸਕਦੀਆਂ ਹਨ, ਕ੍ਰਿਪਾ ਕਰਕੇ ਸੰਪਰਕ ਕਰੋ:

此文件有更多備份，如果需要，語音版本和大字體版本及少數種族語言版本也可提供，請聯絡：

يمكن أن تطلب النسخ الأخرى من هذا المستند كالتسجيل الصوتي والخط المكبر ونسخ بلغات أخرى، يرجى الإتصال على:

The Commission on Strengthening Local Democracy

Verity House

19 Haymarket Yards

Edinburgh, EH12 5BH

[commission@localdemocracy.info](mailto:commission@localdemocracy.info)

0131 474 9200

## Commission on Strengthening Local Democracy

### Call for Evidence

**1. Local Decision Making; Do you think that decisions about local issues and services are made locally enough in Scotland at the moment? Please illustrate your answer with any examples from your experience**

The level at which decisions are made and services delivered depends on which best delivers the following:-

- The best outcomes for the population and environment, being a balance between cost, quality, and the local economy (a combination of Best Value and Social Value).
- A level which is democratically legitimate and reflects as far as possible the wishes of the community

In order to respond to this question it is important to outline the present situation and direction of travel.

The concordat between the Scottish Government and COSLA was innovative. In return for agreed levels of funding and less ring fencing, Local Government agreed to certain priorities of the Scottish Government. This sought to develop a partnership model.

The present position is that the role of Local Government and the public sector generally has been reconsidered in light of the major challenges around growing demand and diminishing resource. The 2011 report of the Commission on the Future Delivery of Public Services (Christie Commission) outlined the challenges facing the public sector of diminishing resources at a time of increasing demand. It pointed out the huge cost of “failure demand” and inequality across the public sector and the need to prioritise prevention and reduce inequalities. It emphasised the importance of delivering outcomes, rather than focusing on processes. It also stated that the major problems in society could only be resolved by Community Planning partners working together. No longer could the public sector be expected to deliver everything it needed to do. Instead communities need to be empowered and supported to be able to take their future into their own hands.

The four key objectives of the Christie Commission are: -

- Public services are built around people and communities, their needs, aspirations, capabilities and skills and work to build up their autonomy and resilience.
- Public service organisations work together effectively to achieve outcomes.

- Public service organisations prioritise prevention, reducing inequalities and promoting equality.
- All public services constantly seek to improve performance and reduce costs and are open, transparent and accountable.

The focus by the Christie Commission on building services around people and communities, achieving actual outcomes for those communities and for public service organisations to work together through Community Planning Partnerships all emphasised the importance of delivering services tailored towards the needs of individual communities. Arguable, its message was that decisions about local issues should be made locally.

The Scottish Government's response to the Christie Commission, published in 2011 further emphasised the need for local solutions commenting:-

"We will empower local communities and local service providers to work together to develop practical solutions that make best use of all the resources available. The focus of public spending and action must build on the assets and potential of the individual, the family and the community rather than being dictated by organisational structure and boundaries."

"Evidence clearly demonstrates that improved outcomes for people and better use of resources can be achieved when local services are planned and delivered through effective place-based partnership and integrated service provision.

In many instances, truly preventative approaches are only possible when organisations work together in collaboration and plan budgets jointly."

"We will give people in communities a much a stronger voice in the decisions that effect them, responding effectively to their aspirations and concerns."

"The type of place-based partnership we envisage will be comprehensive and participative, harnessing the full spectrum of talents and capacity of public bodies, citizens, third sector organisations and local businesses. Our approach will be open, inclusive and responsive and where appropriate we will take opportunities to place greater responsibility and control in the hands of citizens and communities."

The Scottish Government stated that improving service outcomes for the people of Scotland will be based on four pillars, one of which is: -

- Greater integration of public services at a local level, driven by better partnership collaboration and effective delivery.

It is therefore obvious from the foregoing that there is widespread acceptance of the principle that a place-based approach or neighbourhood planning is necessary to identify the needs of individual communities, the priorities of these communities and that Community Planning partners need to align their policies and spend accordingly. Communities need to be empowered to improve things for themselves. This is directly contrary to the type of thinking which previously presented Local Government as the delivery arm of Central Government or which seeks to dictate consistency of service across Scotland. This latter approach is often referred to as addressing the 'postcode lottery' but in practice it means that services cannot be tailored towards the needs of individual communities. There is a danger that such standardisation can stifle innovation and produce mediocrity.

As both the Scottish Government and COSLA recognise, issues of self-determination, subsidiarity and local decision making are relevant both to local government and to community empowerment. In his introduction to the consultation on the Community Empowerment (Scotland) Bill in November 2013, the Minister for Local Government and Planning notes that the Government's belief in local self-determination, through a strong local parliament, strong local authorities and strong communities is the key principle which underpins the Government's proposals relating to community empowerment. Chapter 5.2 of the consultation paper states:-

"190 The Government is clear that the people who live and work in Scotland are best-placed to make decisions about our future. This is the essence of self-determination, and accordingly we are committed to subsidiarity and local decision making in public life

191 We also recognise that councils are the level of government closest to the citizen, giving people an opportunity to participate in decision-making affecting their everyday environment. Our commitment to local autonomy, self-determination and governance is not only central to our proposals for this Bill, but is also fundamental to our wider approach to public service reform and local government."

The paper also notes that

"6. Ministers also place a great deal of importance on their relationship with Local Government. That relationship is founded on a respect for local democracy and a commitment, set out in the First Minister's Lerwick Declaration, to self-determination, subsidiarity and local decision making. This underpins the Scottish Government's approach to encouraging all of Scotland's communities to flourish and prosper."

In responding to this question it is now clear there is a genuine commitment across both the Scottish Government and Local Authorities to implement a place-based solution to delivering better outcomes. The question asks whether decisions are made locally enough at the moment. Our response is that we are on a journey heading in the right direction. In the same way that empowering communities to deliver services once provided by Local Authorities will require innovation and trust, the delegation of services once provided by central government to local government will also require such innovation and trust. While inevitably there will be particular pieces of legislation which go against the general trend these are isolated instances which should not detract from the broad consensus around the present direction of travel.

**2. Local Accountability: How important do you think it is for locally elected people to be responsible for decisions about local issues and services? Do you have any examples of why this is the case?**

There are two issues here. The first is that local people should be able to exert influence on local issues and services. The second is that those democratically elected by the community should be in a position to deliver outcomes for the community. Otherwise the credibility of the democratic system is undermined and it becomes difficult to engage and inspire communities. It is important that councillors' local democratic mandate is continued to be treated as seriously as the mandates delivered by National Elections. It is also important that the Scottish Parliament continues to allow local authorities which have a democratic mandate from their communities to set their own priorities as much as possible. In turn, communities also need to be empowered.

This should be arranged on the basis of partnership and inter-dependency.

**3. Local Priorities: How well do you think that national and local government take account of communities' local priorities at the moment? If you think that there is room for improvement, how should things change?**

As set out in the answer to question one, the move to place-based or neighbourhood planning means that public sector agencies and communities will inevitably have to focus their coordinated efforts on addressing the needs of individual communities. A standardised and centralised 'one size fits all' approach runs entirely contrary to such policy.

It is vitally important there is universal support from the UK and Scottish Governments, Local Government and other public sector agencies for the Neighbourhood Planning approach. Within North Ayrshire extensive work has been done to map the available information about the six neighbourhood areas within North Ayrshire, mapping not only demographic and performance information but also information on the spend of different Community Planning Partners.

The next stage is to determine the priorities for each area. Thereafter the spend and policy of different Community Planning partners should align to deliver outcomes against such priorities. It is also vitally important to involve communities in this work, to build their capacity and empower them to deliver services for themselves. As stated in the answer to question one, the direction of travel towards outcomes, community empowerment and place-based planning is the correct one. Inevitably there is room for improvement. Local Government needs to build the capacity of communities, to trust and empower them. The recently published Community Empowerment Bill is a further step to assist this. In the same way that Local Government needs to trust communities and delegate more to them, the Scottish Government needs to trust Local Government and delegate more functions to it. It also needs to ensure that the overall message is clear. As stated in paragraph 65 of Audit Scotland's report of Community Planning.

"The Scottish Government is currently involved in a wide ranging programme of public service reform. Several of these developments such as health and social care integration and the review of community care planning share a common focus on partnerships, place and integrating services. Others, such as Police and Fire Reform have a significant national dimension. Others still, such as College Regionalisation have a regional focus. This complex network of reform may present challenges in establishing local Community Planning arrangements that are the foundation within which wider reform initiatives will happen in line with the expectations of the Statement of Ambition."

There needs to be a realisation that the direction of travel is towards local, place-based outcomes and that Scottish Parliament, Local Authorities and all Community Planning partners need to commit to this and trust in the direction of travel.

The operating environments of Local Authorities and the Third Sector are becoming more and more blurred; a move towards preventative service provision; an integration of service planning and provision; and a move towards localism and personalisation in service. With this shared agenda, North Ayrshire Council took part in the Partners for Change process in order to strengthen its relationship with the Third Sector and to take collaboration to the next level. The resulting action plan to increase the role of the Third Sector in service planning and delivery is now being implemented.

<b>4. Strengthening Democracy: What do you think should be done to strengthen local democratic decision making in Scotland? Do you have any ideas or examples about how this could improve people's lives?</b>
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In response to this question we have set out those steps which could be taken both to strengthen democracy and to ensure better outcomes at a local level. Actions which could assist are: -

- Further encouragement to national organisations to be meaningfully engaged in Neighbourhood Planning, in a way which co-ordinates policy and spend towards aligned outcomes. Neighbourhood Planning has the potential to deliver real and better outcomes for communities, but only if all Community Planning Partners are willing to change the way they presently work.
- The recent commitment by the Scottish Government in the Consultation paper on the Community Empowerment (Scotland) Bill to the principles of the European Charter of Self Government is welcome. This recognises that Local Authorities are one of the main foundations of any democratic regime and that it is at local level that this right can be most directly exercised. There should be a commitment to delegate functions down to the lowest level, whether to Local Government or the community. It is noted that in section 5.2 of the Scottish Government's consultation paper on the Community Empowerment (Scotland) Bill, the Government states that on independence they will argue for Scotland's Constitution to guarantee the status and rights of local government.
- Commitments by the Government to continue to pass legislation which addresses local priorities.
- Greater control by Councils of the financial resources needed to deliver locally.
- A presumption against Ministers taking powers to amend Local Government Legislation through subordinate legislation.
- A commitment that if Neighbourhood Planning is to be the driver of better outcomes for communities, that any structural change requires to involve all Community Planning partners, not just Local Government.
- A continued reduction of ring-fenced resources and associated challenge funds.
- Continue to encourage more radical investment in Early Intervention and Prevention across the public sector and reduction in investment in acute provision.

**5. Scotland's Future: Has there been enough discussion about local democracy in the debate about Scotland's future? If not, what should be addressed and how might this be achieved?**

There is widespread debate relating to Independence, other increased powers, Our Islands-Our Future and further powers for the cities with nothing yet to emerge regarding the role of other local authority areas. The Christie Commission and the Scottish Government's four pillars of Public Sector reform have also launched debate regarding the role of individual communities.



To date there has been relatively little debate as regards to the role of Local Government. It is important that this is not ignored. Most services which the man on the street receives are delivered by Local Government. As such Local Government is in the frontline of democracy. With a move towards Neighbourhood Planning and community empowerment it is vitally important that Local Government is also empowered to deliver.

Local Government is an integral and essential element of the overall good governance of Scotland. It assesses and responds to local circumstances and aspirations to deliver a range of services, from education and care to transport and planning that form the bedrock of our society

**6. Obstacles and Challenges: Do you have any concerns about strengthening local democratic decision making in Scotland?**

The policy direction being pursued by the Scottish Government and Local Authorities is widely agreed. The advent of place-based or Neighbourhood Planning and community empowerment should allow local solutions which deliver better outcomes for communities. Looking ahead the biggest obstacles to this are likely to be: -

- Getting all Community Planning partners to align resources to meet the agreed profiles of individual areas, prioritising preventative spend.
- Regardless of the result of the Referendum, it is important that both the Scottish Government and local authorities remain focussed on delivering outcomes at a local level.

**7. We would like to keep the conversation going with you. Can you tell us about any events, networks or other ways in which we could help to achieve this? Is there anything that we can do to support you?**

North Ayrshire Council is very happy to provide further evidence to the Commission and to assist the Commission in its work. We would be pleased to invite the Members of the Commission to view at first hand our Neighbourhood Planning and Partners for Change developments.

**North Ayrshire Council**  
**November 2013**



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 14**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Learning Disabilities Strategy Review**

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**Purpose:** To advise Cabinet of the outcome of the strategic review of North Ayrshire Council Learning Disabilities Services and seek approval to implement the proposals of the strategic review.

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**Recommendation:** That the Cabinet agrees to (a) note the outcome of the review; and (b) approve the implementation of the proposals of the strategic review.

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#### **1. Introduction**

- 1.1 The Same as You initiative was launched by the Scottish Government in May 2000 with the aim to improve services for people with learning disabilities and those on the autistic spectrum. This was evaluated in 2010 and a consultation about the evaluation was conducted in the Autumn of 2012. This found that services have generally improved and the profile of the service user group has been raised.
- 1.2 A new 10 year strategy for learning disabilities, the Keys to Life, has recently been launched. It will seek to build on the Same as You by engaging new themes such as: a strong focus on improving health outcomes in the widest sense (including prevention, health improvement and independent living), managing the impact of welfare reform, meeting rising demand, improving strategic commissioning, addressing challenges around high cost care packages and partnership working.
- 1.3 The Integration of Health & Social Care agenda, means that learning disabilities services need to be designed to be able to work collaboratively with partner organisations and those who access services in order to achieve the most positive outcomes for service users.
- 1.4 Furthermore, the implementation of the self-directed support agenda will give those accessing services more choice and control over the services they receive. Services will need to be designed in order to engage more robustly with service users and their families to ensure positive outcomes are achieved.

## 2. Current Position

2.1 The Social Services Learning Disabilities Team (LDT) based at Caley Court Resource Centre, Stevenston, is the primary point of contact for individuals with learning disabilities and their carers. The team has a statutory function to assess the needs of individuals with learning disabilities. The team also undertakes assessments applying an enablement approach and monitors support packages through the Care Management and Review process.

2.2 **Support Packages** Service users are supported by family members or through community packages commissioned from a range of providers or in residential placements, either in North Ayrshire or mostly outwith the area. Table 1 demonstrates the breakdown of these:

Table 1

	Number	Budget per Annum £m	Current Projection £m
Living with Family	277		
Own Tenancy with Support	201 (72 overnight)	8.50	0.49
Residential Placement	50	2.40	0.67

Many of the people living with a family member attend one of the Day Services and also access residential respite which is reflected in the budget allocation for these services.

Some individuals are also in receipt of additional significant funding from the Independent Living Fund but this is dependent on substantial levels of funding from the Learning Disabilities Service for these individuals.

Table 2 below demonstrates how the available funding is distributed across the service user group. The breadth of spending for those with complex needs is disproportionate in relation to the needs of the wider group:

Table 2: % of service users in receipt of packages

£0 - 10k	25%
£10 - 20k	21%
£20 - 30k	12%
£30 - 40k	7%
£40 - 50k	10%
£50 - 60k	2%
£60k	34%

2.3 **Day Services** are provided through in-house and commissioned services:

#### 2.3.1 **In-House Day Services**

**Fergushill** - Is registered for 90 places per day. Service users' support needs range from complex, including severe learning disabilities with associated physical disabilities and health needs, people with behaviour which challenges who may be on the autistic spectrum to people with moderate or mild learning disabilities. An element of the service specialises in supporting people with Down's Syndrome and dementing illness.

**Hazeldene** - is registered for 37 places per day. Service users have mild to moderate learning disabilities and are interested in developing employability skills. The focus of this service is a social enterprise activities programme and previously operated from its base at Auchenhavie Academy. These activities consist of lunch to go, a catering service where service users develop employability skills, desktop publishing and printing and Arts and Crafts.

A horticulture project, in partnership with Enable Scotland, has just been established at Hazeldene. This Public Social Partnership (PSP) will offer training and employment opportunities for people with learning disabilities.

2.3.2 Capital funding of £3.6m has been approved to design and build a new day service base which will replace Fergushill.

Management arrangements, including role profiles and responsibilities across both Fergushill and Hazeldene, will be reviewed in order to ensure that the future service is able to meet the needs of service users.

#### 2.3.3 **Commissioned Day Services**

- **George Steven Centre, Kilbirnie:** this is operated by the Salvation Army and has been in place in one form or another for approximately 20 years. North Ayrshire Council commissions all of the 30 places per day on a block-funding basis, costing £332.5k per annum. This arrangement excludes the Salvation Army from offering places to individuals from outwith North Ayrshire. In addition, the current occupancy levels are less than the 30 per day. Discussions are taking place to reduce the block funding agreement to better reflect the level of need.

- **Todhill, Country Centre near Stevenston:** this is operated by a private provider in a rural setting. NAC commissions 6 places per day through a block-funding arrangement, costing £50.6k per annum. All of these places are utilised as well as additional places for individuals from outwith North Ayrshire.
- **Sense Touchbase, Glasgow:** 4 individuals attend this service on a call-off basis costing £121k per annum.

#### 2.4 **Residential Respite** is provided as follows:

- **NAC (Taigh Mor), Beith:** this is a purpose-built, 8-bedded facility operated on behalf of NAC by Hansel Alliance. 110 individuals (7 from outwith North Ayrshire) use this service. Their support requirements vary from severe learning disabilities with complex health and personal care needs or behaviour which challenges services, to mild learning disabilities. The cost of this service is £315k per annum.
- **Commissioned:** Three block-funded places per week costing £172k per annum are purchased at Hansel, Symington for residential respite. Other placements are commissioned on an individual basis.

#### 2.5 **Changing Trends**

The service is facing increasing demands as outlined below:

**Impact on Carers:** people with learning disabilities are generally living longer, primarily due to improvements in health care while they were growing up. As a result carers are providing the caring role for longer periods as they themselves are ageing or experiencing health problems. This has an impact on their ability to maintain their caring role and is particularly the case where their relative has complex or significant care needs.

The LDT has identified 72 service users who are being cared for by family members who are elderly or experiencing health difficulties of their own. These cases have been analysed by the LDT to attempt to anticipate situations where additional services will be required or the carer(s) will not be able to continue to function in their role as carers. This is outlined in Appendix 1.

#### 2.6 **Transitions Cases:** young people moving from children's to adult's services have increasingly complex needs. This trend is expected to continue as indicated in Appendix 2.

2.7 **Residential Placements:** NAC currently has 42 individuals placed in residential, mostly specialist, establishments. Recently a number of providers have been in difficulties. Some are performing poorly and have been given low grades by the Care Inspectorate following inspections, others are in financial difficulty.

2.8 **Difficult to Place Patients:** there are currently 3 individuals who are in-patients in NHS facilities for whom no suitable community resources have been identified which would be able to meet their needs. These individuals have complex needs and behaviour which challenges with a history of violence and offending behaviour. Previous attempts to support them in the community have not been successful and specially commissioned support models need to be developed jointly with NHS services.

There are individuals within each of these groups who present a risk to others and who have a history of violent behaviour which also increases challenges in supporting them. These factors indicate that alternative supported accommodation models need to be developed in order to support individuals with complex needs more efficiently and effectively.

2.9 **Savings:** Learning Disabilities is the single largest budget in Community Care and is subjected to savings targets as outlined below:

- Current total budget: £14.84m
- Savings requirements

<b>Learning Disabilities Savings Targets</b>	<b>13/14 £'000s</b>	<b>14/15 £'000s</b>	<b>15/16 £'000s</b>
Day services		117	123
Reduction in high cost care packages	100		100
Reduction in residential rates	161		
Currie Court (Supported accommodation)	150		
Local Area Coordinator post			46
Reduction in overnight costs		60	
Reduction in block service contracts	28	16	15

The changing trends are placing greater demands on the service. Together with the savings requirements, these present significant challenges to the service in meeting the needs of people with learning disabilities in North Ayrshire.

- 2.10 The service is awaiting the outcome of the 14/15 budget decisions in relation to the Learning Disabilities pressure bids.

### **3. Proposals**

The following service model is proposed:

#### **3.1 Learning Disabilities Team**

As previously stated the North Ayrshire Council Social Services Learning Disabilities Team is the Social Services primary point of contact for individuals with learning disabilities and their carers. The team is heavily involved in joint work with the NHS Community Learning Disabilities Team (CLDT) based at Ayrshire Central Hospital, Irvine.

In line with the integration of Health and Social Care agenda it is proposed to explore the potential to integrate the NAC Learning Disabilities Team and the NHS Community Learning Disabilities Team thus creating a single point of access for people with learning disabilities and their carers. Significant work is required to take this forward in respect of practical arrangements such as:

- Referral criteria
- Referral pathways
- Co-location options
- Management arrangements

#### **3.2 Day Services:**

- 3.2.1 **Community Hub:** a purpose built, specially designed day service will replace Fergushill.

Service users attending will have a range of support needs such as:

- Severe learning disabilities with complex needs including behaviour which challenges services and/or physical and health care needs
- Moderate learning disabilities who do not want to develop employability skills and prefer to be involved in day opportunities
- People over 65 years who are more appropriately placed in a Learning Disabilities Service than an Older Peoples Service



Almost all of these live with family carers. A place at a day service will provide carers with respite during the daytime to support them to continue in their caring role.

The service will adopt a modular approach whereby each person would choose activity sessions or modules directly related to the outcomes they have identified. These modules would be delivered in a rolling programme. For new referrals to the service, each person would be offered the opportunity to access up to 6 sessions per week. Progress in achieving outcomes would be measured using an enablement approach. Together with the implementation of self-directed support, as people achieve outcomes or develop new skills, their potential to access community resources would be explored.

**3.2.2 Employability Skills Hub:** The proposal is to establish a working group to design a development plan which will build on the existing activities at Hazeldene and establish an employability skills centre. The development plan will cover:

- The number of potential service users
- Service outcomes
- The potential to expand the service users groups across all adults
- Links to the NAC employability pipeline
- Resources requirements

The working group will include service users and carers who currently use the service. The development plan will also identify the needs of young people approaching transitions who may be interested in accessing the employability skills centre. This will ensure that the design of the centre takes into account the future needs of young people accessing services.

A review of the management arrangements across the service will take place to explore options to meet the requirements of operating the 2 hubs at the new centre and at Hazeldene.

### **3.3 Commissioned Day Services**

**The George Steven Centre:** will continue to be available for those living primarily in the Garnock Valley who wish to attend either as a service commissioned by NAC or directly via SDS funding.

**Other Providers:** will be commissioned depending on assessed need and individual choice in line with the SDS agenda.

- 3.4 **Supported Accommodation** - In order to increase the range of options available a working group will be established to develop a supported accommodation plan particularly for individuals with significant support needs. These may include individuals on the autistic spectrum or who have behaviour which is challenging. The aim would be to increase the range of options by working in partnership to ensure best use of available resources. This will include moving people from unsuitable residential placements and supporting people in appropriate accommodation in the local community. Where possible, supports will be shared in order to enable individuals to live safely within the community and to be as independent as possible and reduce social isolation.
- 3.5 **Complex Needs** - We will also review services to meet the needs of 'Difficult to Place' patients currently in NHS facilities. A partnership approach with NHS to develop services, including a financial framework, to meet the health and social care needs of this group is required.
- 3.6 **Telecare**: the potential for the use of Telecare will be fully explored. The advances in equipment such as motion sensors, falls detectors, epilepsy monitors, GPS devices for those at risk of wandering, offer opportunities for more flexible, less intrusive supports in the community. The service will move to a de-fault position of using Telecare especially during the assessment and enablement stage. This approach will be particularly relevant for those in transition from children's service to adult services as it will promote a strategy of early intervention and prevention.
- 3.7 **Carers**: the service will develop more robust mechanisms to support carers by:
- Engaging with carers as early as possible to identify changing trends and what supports carers want. Early intervention and prevention actions need to be promoted as timeously as possible
  - Ensuring that carers are actively involved in service redesign
  - Establishing strong communication processes and ensuring that these are in line with the NAC Social Services Carers Strategy
  - Creating carers focus groups to ensure the views of carers are part of the work to improve design and delivery of the service
  - Developing support groups to promote carers' health and well-being
- 3.8 In summary, the Cabinet is invited to (a) note the outcome of the review; and (b) approve the implementation of the proposals of the strategic review as set out above.

## **4. Implications**

### Financial Implications

- 4.1 Capital investment of £3.6m has already been approved to design and build a new day centre for adults with learning disabilities. The savings outlined in section 2 have already been approved and will be delivered through the redesign of the service.

### Human Resource Implications

- 4.2 Staffing reductions are required to achieve savings targets. Staff have been approached to express interest in VER. The review of management arrangements will have implications for existing managers and consultations will take place throughout the process.

### Legal Implications

- 4.3 There are no legal implications.

### Equality Implications

- 4.4 An Equality Impact Assessment in respect of the redesign of day services has already been completed and identified no negative impact on adults with learning disabilities.

### Environmental Implications

- 4.5 There are no environmental implications.

### Implications for Key Priorities

- 4.6 The proposals fit the key priorities within the Single Outcome Agreement in that more vulnerable people are supported within their own communities and more people are in work or training.

## **5. Consultations**

- 5.1 Consultation events have taken place with service users and carers in respect of the redesign of the service. The service is committed to continuing to consult closely with both of these groups through the change process.
- 5.2 Staff have also been fully involved in the redesign of the service.
- 5.3 Consultation has also taken place with NAC Property Management and Investment, NHS learning disabilities staff and other partner agencies.

- 5.4 Consultation has also taken place with Trades Union representation about the redesign and further consultation will be held in respect of the management arrangements within day services.

## **6. Conclusion**

- 6.1 The proposals for service redesign offer opportunities to ensure the service is in line with the new national learning disabilities strategy, The Keys to Life. They also provide more options to meet the changing needs of service users and carers.
- 6.2 The move to an outcomes focussed approach across the service is in keeping with the implementation of the self-directed support agenda.
- 6.3 The proposals also incorporate greater opportunities for partnership working with the NHS in line with the Integration of Health and Social Care agenda.
- 6.4 This review is an evolving strategy and will be effected by the integration of Health and Social Care agenda. The implementation of Self-Directed Support, the re-modelling of work in Day services and the development of the supported accommodation model.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : JMcC/NS

For further information please contact John McCaig, Interim Head of Service (Community Care) on telephone number 01294 324626

## **Background Papers**

None

## Appendix 1

### Elderly Carers Budgetary Estimates 2013-2018 onwards

	Number	Cost per Annum per person £	Alternative Supports Required
<b>Short Term up to 2 years</b>			
	1	160,000	ASD Residential
	1	38,000	Residential
	4	90,000 x 4	Tenancy 24x7 (minus Smart technology)
	3	25,000 x 3	Care Package
<b>Sub total</b>	<b>9</b>	<b>633,000</b>	
<b>Medium Term up to 5 years</b>			
	5	38,000	Residential
	4	90,000	Tenancy 24x7 (minus Smart Technology)
	10	20,000	Care Package
<b>Sub total</b>	<b>19</b>	<b>750,000</b>	
<b>Long Term over 5 years</b>			
	1	160,000	ASD Residential
	2	38,000	Residential
	24	90,000	Tenancy 24x7 (minus Smart Technology)
	12	20,000	Care Package
<b>Sub total</b>	<b>38</b>	<b>2,636,000</b>	
<b>TOTAL</b>		<b>£4,019,000</b>	



## Appendix 2

### Transitions Budgetary Estimates 2013-2018 Complex needs Possible residential placements identified (if not residential, upwards of £25,000 per annum)

Year	Number	Cost per Annum per person £	Comments
			<i>ASD = Autistic Spectrum Disorder</i>
2013	2	160,000	ASD Residential
2014	2	160,000	ASD Residential
	1	25,000	ASD
2015	1	25,000	ASD
2016	1	60,000 upwards	Joint health and social care package
	2	160,000	ASD residential
	1	90,000	Foster placement
2017	2	160,000	ASD residential
	1	25,000	Duchenne Muscular Dystrophy
2018	2	25,000	ASD 1 possibly residential

*Please note this list is compiled from additional needs schools and does not include transitions from NAC Looked After Children and young people*





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## NORTH AYRSHIRE COUNCIL

### Agenda Item 15

10 December 2013

#### Cabinet

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**Subject:** Protection from Eviction (Bedroom Tax)  
(Scotland) Bill - Consultation Paper

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**Purpose:** To advise the Cabinet of the Protection from Eviction (Bedroom Tax) (Scotland) Private Members Bill (Consultation Paper) and to seek approval for the proposed response.

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**Recommendation:** That the Cabinet (a) notes the content of the Consultation paper; and (b) approves the content of the proposed consultation response, as set out at Appendix 2.

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#### 1. Introduction

1.1 The Welfare Reform Act 2012 has introduced a number of changes to the Housing Benefit system. From 1st April 2013 the Act introduced a Social Sector Size Criteria for those claimants on housing benefit who are of working age and are deemed to be living in a property that is deemed too large for their needs. These tenants have a percentage reduction in housing benefit applied as follows:-

- Those with one extra bedroom lose 14%; and
- Those with two or more extra bedrooms lose 25%.

The new rules mean that one bedroom is allowed for:

- Each adult couple;
- Any other person over 16;
- Two children of the same sex under 16;
- Two children under the age of 10 regardless of their sex;
- Any other child; and
- A carer (who does not normally live there).

1.2 Since the introduction of the Act the UK government has also announced the following amendments

- a spare room will now be allowed for children who are unable to share because of their severe disabilities;
- Tenants who are approved foster carers will be allowed an additional bedroom so long as they have fostered a child or become an approved foster carer in the last 12 months;

- Adult children who are in the armed forces will be treated as continuing to live at home even when deployed on operations.
- 1.3 A raft Protection from Eviction (Bedroom Tax) Private Members' Bill is being proposed by Jackie Baillie MSP. (copy attached at Appendix 1). The stated aim of the Bill is to protect Scottish Secure Tenants from eviction as a result of rent arrears attributable to under-occupancy deductions of housing benefit.
  - 1.4 The Bill proposes to amend section 16 of the Housing (Scotland) Act 2001 which lays down the grounds under which a landlord may seek an order for recovery of possession of a property. If approved the Bill would amend the Act so that rent arrears relating to the "bedroom tax" would become an ordinary debt (a debt where payment only will be sought) and could not be used for the purpose of seeking a decree for the physical eviction of a tenant. This would therefore provide a statutory guarantee of no eviction solely in relation to arrears accrued from the bedroom tax.
  - 1.5 The Bill also proposes to place the onus of proof on the tenant to establish to the court what arrears are due to the bedroom tax and also seeks views on the likely financial implications (if any) of the proposed bill to the Council.

## **2. Current Position**

- 2.1 The introduction of the social sector size criteria is having a detrimental impact on the Council's rent income. As at October 2013, 2030 working age council tenants are currently affected by the "bedroom tax". 1277 (62.9%) of these tenants are in arrears totalling £240,810 however 779 tenants were in arrears prior to 1st April 2013 owing £127,957 therefore £112,853 is directly attributable to the "bedroom tax". It should be noted that, as time goes on, it becomes more difficult to identify the arrears solely due to under occupation particularly for those tenants who move in and out of work and for tenants who are working but on a low income and in receipt of partial benefit.
- 2.2 Total rent arrears have also increased from £545,027 at end of March 2013 to £851,843 at end of October 2013, this figure includes the arrears due to under-occupation. The payment of £286,721 Discretionary Housing Payments to Council tenants has helped reduce arrears and therefore the increase may have been higher without this support. A recent benchmarking exercise with other local authorities in Scotland indicates that the Council is performing well in relation to the recovery of rent arrears.

- 2.3 The Council has a long standing and successful policy of preventing arrears and evictions and this sanction is only used as a last resort, however it remains an important tool for landlords in the management of rent arrears. On the 30th April 2013 the Council's Cabinet agreed:
- "that, for a period of one year, there should be no eviction from mainstream Council properties where rent arrears are solely due to the under-occupation penalty, and where it can be demonstrated that the tenant is engaging with the Council to make payment towards the arrears"
- 2.4 Tenants are also protected in law by the pre action requirements which were introduced on the 1st August 2012, landlords are now required to follow a series of "pre-action requirements" before they can serve a Notice of Proceedings. Tenants are further protected by two tests of reasonableness and proportionality applied by sheriffs to repossession actions.
- 2.5 There are currently 12,840 council tenants and in 2012/13 only 2 tenants were evicted for rent arrears and to date only 3 tenants have been evicted this year. No council tenant has been evicted purely due to non -payment of under occupation charge.
- 2.6 The proposal of a statutory guarantee of no eviction due to the "bedroom tax" may increase the risk of non-payment and non-engagement and potentially lead to increased individual debt and increased administration costs for the council.
- 2.7 There are other welfare reforms that impact on a tenants ability to pay their rent for example the increase in non-dependent deductions, the benefit cap and DWP sanctions and the Bill offers no statutory protection to them. There may also be an issue of inequality with tenants in the private sector who, under the Local Housing Allowance scheme, have had the same rules regarding under-occupation applied and to other tenants who may be in arrears for a variety of reasons e.g. illness, job loss. The proposed bill would create a two tier system where some tenants can be evicted for standard rent arrears while tenants affected by the "bedroom tax" cannot be evicted.
- 2.8 If the Council was to consider pursuing arrears caused by the "bedroom tax" as an ordinary debt, rather than taking action to repossess the property a number of implications would flow from this:-

- An Ordinary Debt action does allow money to be deducted from a tenants wages, however as many tenants affected by this reform are not working the action that can be taken is very limited. Where a tenant is working, the Council must serve a charge for payment before it can arrest the tenant's wages and under the Debtor (Scotland) Act 1987 there are strict rules on how this is applied and about how much money can be taken. This is dependent on the amount the tenant earns. If, for example, a tenant's net earnings are between £106.17 and £383.74 only £4 or 19% (whichever is the greatest) can be deducted. Therefore, if the tenant is not paying their ongoing rent there is little benefit in arresting their wages as it will not cover their rental charge. Whilst tenants cannot be evicted under an ordinary debt action, there are still consequences for tenants. It will affect their credit rating and could result in some tenants becoming subject to sequestration.;
- Issuing the charge for payment incurs additional cost to the debtor;
- Higher levels of irrecoverable rent will have to be written off and shortfall in income met through reduced services or higher rent levels impacting on all tenants.

2.9 If the approach of pursuing bedroom tax arrears as an ordinary debt was adopted, it would need to be reviewed again following the introduction of Universal Credit (UC). Under UC, tenants will receive one integrated benefit payment, which will include a housing element, and they will be responsible for paying their rent direct to the Council. It is likely that there will be no way of the Council identifying those households whose housing element has been reduced due to under occupation.

2.10 The consultation paper also proposes that tenants will be required to provide documentary evidence to the court in relation to establishing what proportion of rent arrears were accrued as a direct result of the "bedroom tax". This may be problematic for tenants. Housing Benefit award letters currently issued by the Council do provide details of the reduction in benefit caused by the "bedroom tax" and tenants would need to retain award letters for each period of benefit as changes in circumstance frequently occur. However no assurances have been received from the DWP that the Universal Credit award letter will provide a breakdown of each component, including the housing element, and therefore tenants may not be able to provide the evidence required.

- 2.11 Separating, quantifying and monitoring under occupation arrears from other arrears is not straightforward particularly when the tenant is on partial housing benefit and has other rent to pay or where the tenant is currently in rent arrears (are they paying their current rent charge, their under-occupation charge or current rent arrears). The system practicalities of this would, at best, be very difficult and at worst may not be feasible. The administration side of separating out these charges could be excessive.
- 2.12 The consultation paper asks for an assessment of the likely financial implications of the proposed Bill to the Council. If enacted the Bill could potentially send a message to more tenants that they do not need to pay the "bedroom tax". If this was to happen in North Ayrshire this could mean a loss of gross income of up to £1.3m per year to the Housing Revenue Account (if all tenants subject to bedroom tax do not pay). However, this sum is being reduced by Discretionary Housing Payments (DHP) and at present £372,892 has been awarded to Council tenants affected by the "bedroom tax" and this is projected to be £581,272 by 31 March 2014. There is no guarantee that DHP funding will continue at the same level to mitigate this reform if the Bill is enacted.
- 2.13 The Housing Revenue Account will also be affected by the introduction of Universal Credit and direct payment of Housing Benefit to tenants. Both of these changes to Housing Benefit will have significant implications for the Council's 30 year HRA Business Plan if tenants fail to pay. The Business Plan aims to:-
- Build 50 new Council houses per year for the next 8 years;
  - Meet the Scottish Housing Quality Standard by 2015;
  - Invest more than £5 million in our sheltered housing complexes over the next 4 years; and
  - Deliver over £34 million pounds of improvements to Council Housing during 2014/15.
- 2.14 The bill if enacted could also encourage a culture of non-payment of the under-occupation penalty to non-payment of rent generally, resulting in further loss of rental income to the Council. We are already seeing an increase in general arrears. A recent report from the Scottish Housing Regulator on the Early Impacts of Welfare Reform on rent arrears has identified that Local Authority landlords in Scotland reported a higher overall arrears figure for June 2013 and a marked increase from 3.73% to 4.62% in the last 12 months. There are also increased costs to the Council in staff resources for collecting rents and recovering arrears as the caseload increases.

- 2.15 The Council's Housing Revenue Account Business Plan has been modelled around a number of assumptions and therefore any shortfall in income will, in the long term, result in increased rents or reduction of services to all tenants.
- 2.16 The Council would need to establish if rent systems could be modified to identify the "bedroom tax" element of arrears and software suppliers will charge for this change. No research has been undertaken to establish if the cost of the system changes would be proportionate to the action proposed under the Bill.

### **3. Proposals**

- 3.1 It is proposed that the Cabinet notes the content of this report and approves the content of the consultation response attached at Appendix 2.

### **4. Implications**

#### Financial Implications

- 4.1 The Financial Implications of the Bill are unable to be quantified due to unknown software development costs, increased cost of collection and administration costs and the unknown future loss of rental income from non-payment of rent charges by tenants net of Discretionary Housing Payments..

#### Human Resource Implications

- 4.2 None

#### Legal Implications

- 4.3 None

#### Equality Implications

- 4.4 There may be an issue of inequality in relation to; tenants in the private sector who have the same rules around under-occupation applied, other tenants on housing benefit who have been affected by a reduction in their income due to other welfare reform and to all other tenants who may be in arrears for a variety of reasons e.g. illness or job loss. The Bill would create a two tier system where some tenants can be evicted for standard rent arrears while tenants affected by the "bedroom tax" cannot be evicted.

#### Environmental Implications

- 4.5 None

## Implications for Key Priorities

- 4.6 The preventative work undertaken by the Council in dealing with potential eviction cases contributes to the Council Plan's core objectives of "Protecting Vulnerable People" and "Operating more efficiently and effectively"

## 5. Consultations

- 5.1 Finance, Property and Legal Services have been consulted on the content of this report.

## 6. Conclusion

- 6.1 The consultation was launched as part of the process of introducing a Private Members' Bill in the Scottish Parliament. The consultation is currently going through the required minimum 12 week consultation period with responses to be returned by 18 December 2013. This report provides North Ayrshire Council's proposed response to the questions contained within the consultation document and members are asked to agree the response.



IONA COLVIN

Corporate Director (Social Services and Health)

### Reference :

For further information please contact Marianne McManus, Divisional Housing Manager on telephone number 01294 602611

### Background Papers

None





## Protection from Eviction (Bedroom Tax) (Scotland)

### Bill

### Consultation Paper

# THE BEDROOM TAX

## Amend Section 16

**Exclusive: 50,000 people now facing eviction over bedroom tax**

One council tenant in three has been pushed into rent arrears since April, while tens of thousands in housing association properties are also at risk, it has been claimed.

Emily Dixon

Thursday, 15 September 2013

More than 50,000 people affected by the so-called bedroom tax have fallen behind on rent and face eviction, figures given to The Independent.

The statistics reveal the scale of cost created by the Government's under-occupancy charge, as one council house tenant in three has been put into rent arrears.

Figures provided by 114 local authorities across Britain after Freedom of Information (FoI) requests by the campaign group Policy Economy show the total number of affected council tenants across Britain is likely to be much higher than the 20,000 recorded in the sample of local authorities.

September 2013

Jackie Baillie MSP

Member for Dumbarton

Bedroom tax eviction nightmare for gran with sciatica as local council threatens to boot her out of home

### ***Bill Proposal***

The text of the draft proposal for a Member's Bill that Jackie Baillie lodged is as follows:

#### ***Protection from Eviction (Bedroom Tax) (Scotland) Bill***

Proposal for a Bill to protect Scottish secure tenants from eviction as a result of rent arrears attributable to under-occupancy deductions of housing benefit.

## Foreword



The bedroom tax was introduced by the UK Coalition Government for housing benefit recipients in the social rented sector in April 2013. The purpose was to deal with under-occupancy and reduce the housing benefit bill, but the policy failed to recognise the lack of smaller social housing to enable people to downsize, or that perversely, it would result in higher spending as tenants were forced to move to more expensive private rented sector properties.

In the relatively short time since it was introduced it has become increasingly clear that this policy disproportionately affects some of the most vulnerable groups in society.

We have all read the reports in the Scottish media which have shed light on the fear and anxiety experienced by tenants who are faced with the prospect of losing their home. Indeed, the UN's Special Rapporteur on housing, Ms Raquel Rolnik, suggested in her preliminary statement that vulnerable groups such as the disabled are bearing the brunt of this 'retrogressive' policy.<sup>1</sup>

There is also a groundswell of opposition in the Scottish Parliament to this cruel and discriminatory policy. Both Scottish Labour and the Scottish National Party opposed its introduction and both parties have pledged to abolish it in the future.

However tenants should not have to wait for the votes to be counted in the referendum or the next general election. We have a responsibility to act now and that is why I am bringing forward this proposal to provide a statutory guarantee of no evictions in Scotland as a direct consequence of the bedroom tax.

The Scottish Parliament has the power to do this right now and my consultation paper will set out how this could be done by amending the Housing (Scotland) Act 2001. I am confident that, with the support of Members across the Chamber, the Scottish Parliament could remove the fear of eviction for thousands of Scots hit by the bedroom tax.

Before finalising this Bill I would like to hear a wide range of opinion. I am particularly keen to gather views on the potential implications for local authorities, housing associations and, most importantly, the tenants themselves. I would also welcome the opportunity to meet with individuals or organisations who have an interest in the proposal. Your response will assist me in formulating the best policy to take this initiative forward.

I would like to thank Govan Law Centre for their assistance in developing this consultation paper.

I look forward to hearing your views on how we can guarantee that no social housing tenant will lose their home because of the bedroom tax.



**Jackie Baillie MSP**

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<sup>1</sup> <http://www.theguardian.com/world/interactive/2013/sep/11/full-statement-special-rapporteur-raquel-rolnik>



## Contents

1. How the consultation process works
2. Background
3. Scottish local authority pledges and RSL proactive action
4. Govan Law Centre's 'No eviction for bedroom tax' petition
5. Scottish Government's approach
6. Bedroom tax arrears and eviction in practice
7. Consultation questions
8. How to take part

## **1. How the consultation process works**

This consultation is being launched in connection with a draft proposal which I have lodged as the first stage in the process of introducing a Member's Bill in the Scottish Parliament. The process is governed by Chapter 9, Rule 9.14, of the Parliament's Standing Orders which can be found on the Parliament website at:

<http://www.scottish.parliament.uk/parliamentarybusiness/17797.aspx>

A minimum 12 week consultation period is required, following which responses will be analysed. Thereafter, I would expect to lodge a final proposal in the Parliament along with a summary of the consultation responses. If that final proposal secures the support of at least 18 other MSPs from at least half the political parties or groups represented in the Parliamentary Bureau, and the Scottish Government does not indicate that it intends to legislate in the area in question, I will then have the right to introduce a Member's Bill. A Member's Bill follows a 3-stage scrutiny process, during which it may be amended or rejected outright. If it is passed at the end of the process, it becomes an Act.

At this stage, therefore, there is no Bill, only a draft proposal for the legislation.

The purpose of this consultation is to provide a range of views on the subject matter of the proposed Bill, highlighting potential problems, identifying equalities issues, suggesting improvements, considering financial implications and, in general, assisting in ensuring that the resulting legislation is fit for purpose.

Details on how to respond to this consultation are provided at the end of the document.

Additional copies of this paper can be requested by contacting me at:

Jackie Baillie MSP, Constituency Office, 11 Castle Street, Dumbarton, G82 1QS.  
Tel: 01389-734214 e-mail: [bedroomtax.bill@scottish.parliament.uk](mailto:bedroomtax.bill@scottish.parliament.uk)

Enquiries about obtaining the consultation document in any language other than English or in alternative formats should also be sent to me.

An on-line copy is available on the Scottish Parliament's website under Parliamentary Business/Bills/Proposals for Members' Bills/Session 4 Proposals  
<http://www.scottish.parliament.uk/parliamentarybusiness/Bills/12419.aspx>

## **2. Background**

Housing benefit under-occupancy deductions for tenants in the social rented sector are introduced by section 69 of the Welfare Reform Act 2012 and the Housing Benefit (Amendment) Regulations 2012 (SI 2012/3040), with effect from April 2013. The 2012 regulations inserted a new 'Regulation B13' into the Housing Benefit Regulations 2006 (SI 2006/1213), which sets out the following criteria for the determination of a maximum rent in the social rented sector:

“The claimant is entitled to one bedroom for each of the following categories of person whom the relevant authority is satisfied occupies the claimant’s dwelling as their home (and each person shall come within the first category only which is applicable)—

- (a) a couple<sup>2</sup> (within the meaning of Part 7 of the Act);
- (b) a person who is not a child;
- (c) two children of the same sex;
- (d) two children who are less than 10 years old;
- (e) a child,

and one additional bedroom in any case where the claimant or the claimant’s partner is a person who requires overnight care (or in any case where each of them is).”<sup>3</sup>

Where a tenant is determined to have more bedrooms than they are entitled to under Regulation B13, a deduction is made to their eligible housing benefit at one of two percentages:

- “(a) 14% where the number of bedrooms in the dwelling exceeds by one the number of bedrooms to which the claimant is entitled; and
- (b) 25% where the number of bedrooms in the dwelling exceeds by two or more the number of bedrooms to which the claimant is entitled”.

Under-occupancy deductions – now commonly referred to as ‘the bedroom tax’ - do not apply to claimants who have attained state pension credit age (currently 65)<sup>4</sup> or certain claimants in supported or sheltered housing. An additional room is allowed for overnight carers, but not primary carers who occupy the tenancy subjects as their home. Accordingly the bedroom tax affects:

- separated families where the parent who does not have the main caring responsibilities requires a spare room for the children to visit or stay for part of the week;
- disabled tenants – including where the property has been adapted or purpose built;
- tenants with grown up children who have left the parental home; and
- couples who use their ‘spare’ bedroom when recovering from an illness or operation.

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<sup>2</sup> ‘Couple’ means (a) a man and a woman who are married to each other and are members of the same household; (b) a man and a woman who are not married to each other but are living together as husband and wife; (c) two people of the same sex who are civil partners of each other and are members of the same household; or (d) two people of the same sex who are not civil partners of each other but are living together as if they were civil partners, and for the purposes of sub-paragraph (d), two people of the same sex are to be regarded as living together as if they were civil partners if, but only if, they would be regarded as living together as husband and wife were they instead two people of the opposite sex: see Regulation 2, of the 2006 Housing Benefit Regulations (SI 2006/213).

<sup>3</sup> Regulation 2 of the Housing Benefit Regulations 2006 defines a ‘child’ as ‘a person under the age of 16’, see: <http://www.dwp.gov.uk/docs/a8-2501.pdf>

<sup>4</sup> <http://www.dwp.gov.uk/publications/specialist-guides/technical-guidance/pc10s-guide-to-pension-credit/pension-credit-qualifying-age/>

Housing benefit deductions will not be applied in the following circumstances:

- for 13 weeks in the case of anyone who could previously afford their rent (i.e. without housing benefit, and have not claimed it for the last year);
- for 52 weeks in the case of a person whose reason for under occupying is that they have suffered bereavement in the household;
- where the tenant is a pensioner;
- exempted supported accommodation;
- foster carers looking after children in certain circumstances; and
- parents of armed forces personnel who are away from home on operations.<sup>5</sup>

In Scotland, most tenants affected by the bedroom tax have remained in their home – with a dearth of smaller properties being available to realistically downsize to. The Department of Work and Pensions' Impact Assessment accepts there are insufficient smaller properties for tenants to downsize to, and therefore many tenants will have no realistic alternatives other than to accrue rent arrears from the bedroom tax.<sup>6</sup> Annual savings to HM Treasury from the bedroom tax in Scotland are estimated at £50m-£80m, with concomitant costs for social landlords and tenants.<sup>7</sup>

On average, tenants of local authorities and housing associations ('Registered Social Landlords' or RSLs) in Scotland are expected to lose £12 per week, with some tenants losing as much as £22 per week in housing benefit. There is widespread concern amongst civic Scotland that these changes will cause major detriment to thousands of households.

The Department of Works and Pensions (DWP) estimates that 660,000 households will be affected across the UK, and the Scottish Government estimates that as many as 105,000 households could be affected in Scotland.<sup>8</sup> The Scottish Government estimates that approximately 80% of all households affected by the bedroom tax in Scotland contain a person with a disability, with 15,500 affected households in Scotland containing children.<sup>9</sup>

The Bill proposal itself would not affect the law of debt in Scotland. Rent arrears is an ordinary debt and actions for recovery of heritable possession (eviction actions) in Scotland currently proceed with the landlord seeking a decree containing two separate elements: (a) decree for ejection and (b) decree for payment for a sum of money.

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<sup>5</sup> Housing Benefit (Amendment) Regulations 2013 (2013/665) -

<http://www.legislation.gov.uk/uksi/2013/665/contents/made>

<sup>6</sup> <http://www.dwp.gov.uk/docs/social-sector-housing-under-occupation-wr2011-ia.pdf>

<sup>7</sup> See: <http://www.scottish.parliament.uk/parliamentarybusiness/CurrentCommittees/62069.aspx> and also: [http://www.cih.org/resources/PDF/Scotland%20Policy%20Pdfs/Bedroom%20Tax/CIH\\_Bedroomtax\\_e.pdf](http://www.cih.org/resources/PDF/Scotland%20Policy%20Pdfs/Bedroom%20Tax/CIH_Bedroomtax_e.pdf)

<sup>8</sup> <http://www.scotland.gov.uk/News/Releases/2013/03/advice-for-landlords-on-bedroom-tax18032013>

<sup>9</sup> <http://news.scotland.gov.uk/News/Bedroom-tax-help-2d9.aspx>



'Bedroom tax arrears' would still be a debt and fall under a payment decree; however, the proposed Bill would ensure that a tenant could never be evicted because of bedroom tax arrears. The Bill proposal would not prevent a landlord obtaining decree for ejection for rent arrears, except in relation to arrears that a court was satisfied directly arose from bedroom tax deductions. Accordingly, if a tenant did not pay their rent or adhere to repayment agreements for reasons unrelated to the bedroom tax, they would be liable to eviction proceedings in the usual way.

The purpose of the Bill is to provide Scottish secure tenants with unequivocal statutory protection that they would never be evicted because of the impact of the bedroom tax. The scope of the Bill is therefore extremely narrow and focused.

### **3. Scottish local authority pledges and RSL proactive action**

Many social landlords in Scotland have already taken proactive action to mitigate the bedroom tax, in particular by providing information and advice on housing options and downsizing where possible, and promoting the availability of local authority Discretionary Housing Payments (DHP) to their tenants.

All of these proactive actions are of course subject to major limitations. For example, the ability to downsize is curtailed in terms of the scarcity of alternative smaller accommodation (especially one bedroomed properties<sup>10</sup>), while DHPs are temporary, oversubscribed, and cash limited.<sup>11</sup>

While no landlord wants to evict tenants because of under-occupancy deductions both RSLs and councils are subject to public audit and have a duty to pursue rent arrears as a matter of law, and ultimately do use eviction as a form of debt recovery. Accordingly, the proposed Bill would assist social landlords, by ensuring they could only pursue bedroom tax arrears by way of ordinary debt recovery (payment decree, followed by a charge for payment and the usual forms of diligence for money).

All Scottish Labour and SNP local authorities have now pledged not to evict tenants because of bedroom tax arrears where the tenant is co-operating with the council and acting reasonably.<sup>12</sup> In the case of the SNP this commitment is for one year only. The pledges have been criticised by some Scottish housing association professionals for being heavily caveated and providing nothing more than the equivalent of existing best practice in rent arrears control.<sup>13</sup>

There have also been stories reported in the Scottish media where Scottish secure tenants have been threatened with eviction action for bedroom tax arrears despite their local authority landlord having pledged not to carry out such evictions.<sup>14</sup>

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<sup>10</sup> See: <http://www.dailyrecord.co.uk/news/politics/100000-scots-set-fall-bedroom-1873507> and <http://www.dailyrecord.co.uk/news/scottish-news/bedroom-tax-sufferers-spell-out-2264657>

<sup>11</sup> <http://news.stv.tv/scotland/228318-bedroom-tax-sees-rise-in-tenants-emergency-support-requests/>

<sup>12</sup> <http://www.dailyrecord.co.uk/news/politics/bedroom-tax-labour-propose-new-2250952>

<sup>13</sup> <http://www.insidehousing.co.uk/regulation/to-pay-or-not-to-pay/?/6528190.article>

<sup>14</sup> <http://www.dailyrecord.co.uk/news/scottish-news/bedroom-tax-eviction-nightmare-local-1903620>

#### **4. Govan Law Centre's 'No eviction for bedroom tax' petition**

Govan Law Centre's (GLC) 'Evictions due to under-occupancy deductions' petition was lodged and published online by the Scottish Parliament's Public Petitions Committee on 1 February 2013.<sup>15</sup> It secured the support of 4,755 people who signed the petition online, with 712 comments on the Scottish Parliament's website.<sup>16</sup> GLC's petition was endorsed and supported by a range of civic bodies in Scotland including the STUC, Oxfam Scotland, Shelter Scotland, Money Advice Scotland, the Edinburgh Tenants Federation and mental health charities.

The petitioner's concern was that when it came to Scottish rent arrears eviction cases in sheriff courts, often the success or failure of preventing eviction turned on a few pounds per week. For example, for most tenants on welfare benefits the standard arrears payment to landlords (known as 'third party deductions') is £3.60 per week.<sup>17</sup> Accordingly, the prospect of £12 to £22 per week being deducted from a Scottish Secure tenant's housing benefit under the bedroom tax makes it extremely difficult to defend eviction cases in practice.

GLC had therefore suggested amending the Housing (Scotland) Act 2001 which would prevent 'bedroom tax rent arrears' being used to establish or justify a 'crave' for eviction.<sup>18</sup> Instead, the landlord could obtain a payment decree in relation to bedroom tax arrears, and pursue them as an ordinary debt. This could be achieved by a minor amendment to section 16 of the 2001 Act to require the court to disregard rent arrears accrued due to under-occupancy deductions for the purpose of subsection (2) of section 16 and paragraph 1 of Part 1 of schedule 2. In other words, bedroom tax arrears would not be used to make out, or justify, an ejection crave.

There is an important issue of proof here in relation to establishing what proportion of rent arrears accrues due to the bedroom tax. At present, the issue is more straightforward as social landlords know which of their tenants receive housing benefit as payments are made directly to them, and most will already know which of their tenants are affected by the bedroom tax as part of their proactive work undertaken before the introduction of these changes.

However, where tenants do not co-operate or communicate with their landlord it may be much more difficult to know precise arrangements; and the introduction of Universal Credit, which is being rolled out over 2013-2017<sup>19</sup>, will undoubtedly mean that the tenant him or herself will be the key person who knows how much of their rent arrears is due to the bedroom tax, and will be in a position to provide documentary evidence to establish this.

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<sup>15</sup> Petition number PE01468: <http://www.scottish.parliament.uk/GettingInvolved/Petitions/bedroomtax>

<sup>16</sup> Available to view here: <http://www.scottish.parliament.uk/GettingInvolved/Petitions/bedroomtax>

<sup>17</sup> <http://data.parliament.uk/DepositedPapers/Files/DEP2012-1830/ScheduleofproposedbenefitratesfromApril2013.pdf>

<sup>18</sup> An eviction action, known as an action for recovery of heritable possession in Scotland, is usually a summary cause action in the sheriff court and proceeds by way of a summons, which craves (asks the court) to grant a decree for ejection and payment.

<sup>19</sup> <http://www.cpag.org.uk/content/universal-credit-update>

Accordingly, the Bill would place the onus of proof on the defender to establish to the court what arrears were due to the bedroom tax. There is already a precedent for this approach in relation of private sector tenant eviction cases where the tenant has three months of arrears or more. In such circumstances a private sector landlord can raise proceedings and found upon ground 8 of Schedule 5 to the Housing (Scotland) Act 1988.<sup>20</sup> If there are three or more months of arrears lawfully due, the landlord is entitled to a mandatory decree for ejection.

The then Scottish Executive thought this was unfair where the debt, which placed the tenant in over three months or more of rent arrears, was attributable to housing benefit errors or delay. The 1988 Act was therefore amended by the Homelessness etc. (Scotland) Act 2003 to allow the tenant to argue that arrears were due to housing benefit mistakes or delays, and if so the mandatory entitlement to decree is replaced with a duty on the court to consider whether it was reasonable to make an order for possession.<sup>21</sup> The Bill would follow a similar approach, which has worked well in relation to private sector evictions in practice.

The petitioner's policy justification for amending section 16 of the 2001 Act is summarised as follows:

- Arrears accrued by tenants due to the 'bedroom tax' since April 2013 are not the 'fault' of social rented sector tenants, and therefore using such arrears to establish or make out a case for eviction must be unfair and unreasonable as a matter of principle and social policy.
- The DWP's Impact Assessment accepts there are insufficient smaller properties for tenants to downsize to, and therefore many tenants will have no realistic alternatives other than to accrue rent arrears from the bedroom tax.
- The public cost to accommodate a family made homeless is on average £24,000 per case, which would place major pressure on local authorities and the NHS in Scotland in a time of budget cuts, and therefore the need to prevent eviction from the bedroom tax is in the wider public interest.<sup>22</sup>
- Given the imminent nature of the cuts, and the lack of practical solutions available to tenants, there is a cogent case for providing social tenants with a statutory guarantee that they will not be evicted due to these reforms.
- Ultimately, many social landlords in Scotland have taken as much proactive action to mitigate housing benefit cuts as they can. RSLs and councils are subject to public audit and have a duty to pursue rent arrears. Amending section 16 of the 2001 Act would assist social landlords by ensuring they could only pursue bedroom tax arrears by way of ordinary debt recovery methods (payment actions, followed by ordinary diligence).

<sup>20</sup> <http://www.legislation.gov.uk/ukpga/1988/43/schedule/5>

<sup>21</sup> <http://www.legislation.gov.uk/asp/2003/10/section/12>

<sup>22</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/7596/2200485.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf) See also: <http://www.govanlc.com/HomelessnessPR2013.pdf> at page 13.

## 5. Scottish Government's response

The Scottish Government provided a written response to the GLC petition on 17 May 2013.<sup>23</sup> The Minister for Housing, Margaret Burgess advised that the Scottish Government was seeking ways to protect tenants but did not believe the petition 'would be in the best interest of tenants or landlords'. The Minister gave four principal reasons for this view in relation to the petition:

- This Petition is calling for a blanket exemption to eviction for all tenants affected by the bedroom tax in Scotland regardless of circumstances;
- By singling out the bedroom tax, it does not take account of tenants who fall into financial difficulty for other reasons. For example, a tenant in financial difficulty as a result of changes to other welfare benefits, such as Disability Living Allowance;
- She was concerned that such legislation could encourage tenants to get into debt; and
- A change to the legislation would remove the flexibility for landlords to treat each case on an individual basis.

The petitioner responded to the Scottish Government's concerns in a written response to the Public Petitions Committee dated 17 June 2013.<sup>24</sup> The petitioner's response in relation to the Scottish Government four areas of concern can be summarised as follows:

- Amending section 16 does not create a 'blanket exemption to eviction'; if tenants failed to pay their rent or adhere to payment arrangements they would be liable to eviction in the usual way. The proposal relates solely to bedroom tax arrears being used as grounds for eviction.
- It is wrong to compare subsistence benefits with housing benefit. In the leading English Court of Appeal case of *Burnip, Trengove, Gorry v SSWP* [2012] EWCA Civ 629, there was an attempt to argue that the tenants could have used the disability benefits for the disabled children to meet under-occupancy deductions. This was rejected by the court:

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<sup>23</sup>[http://www.scottish.parliament.uk/S4\\_PublicPetitionsCommittee/General%20Documents/PE1468\\_B\\_Scottish Government 17.05.13.pdf](http://www.scottish.parliament.uk/S4_PublicPetitionsCommittee/General%20Documents/PE1468_B_Scottish%20Government%2017.05.13.pdf)

<sup>24</sup>[http://www.scottish.parliament.uk/S4\\_PublicPetitionsCommittee/General%20Documents/PE1468\\_E\\_Petitioner 17.06.13.pdf](http://www.scottish.parliament.uk/S4_PublicPetitionsCommittee/General%20Documents/PE1468_E_Petitioner%2017.06.13.pdf)

“First, I think it is necessary to draw a clear distinction between the benefits which Mr Burnip was entitled to claim for his subsistence, and those which he was entitled to claim in respect of his housing needs. His incapacity benefit and disability living allowance were intended to meet (or help to meet) his ordinary living expenses as a severely disabled person. They were not intended to help with his housing needs ... It would therefore be wrong in principle, in my judgment, to regard Mr Burnip’s subsistence benefits as being notionally available to him to go towards meeting the shortfall between his housing- related benefits and the rent he had to pay”. (Mr Justice Henderson at para 45).

Furthermore, as 80% of Scottish households affected by the bedroom tax contain a disabled person, it is wrong to suggest amending section 16 would not benefit those affected by welfare reform changes generally.<sup>25</sup>

- Amending section 16 would not alter the Scots law of debt. All rent arrears would remain a debt lawfully due, including arrears attributable to the bedroom tax, and would be subject to litigation and debt enforcement. There is no evidence to suggest that amending section 16 would encourage tenants to get into debt. On the contrary, the emerging evidence is that tenants are getting into debt because of the bedroom tax while doing their best to pay their rent.
- The proposed law reform amendment would not have any impact on a social landlord’s discretion to treat each case on an individual basis. The only impact would be that arrears accrued, as a direct consequence of the bedroom tax, could not be used to justify eviction. They would still be pursued as a debt, and tenants who failed to pay their rent generally would be liable to eviction.

In the Housing Minister’s letter to the Public Petitions Committee, the Minister explained how the Scottish Government endorsed Dundee City Council’s ‘no eviction for bedroom tax arrears’ policy. Dundee City Council’s Housing Convener has noted that the petitioner’s ‘No evictions for bedroom tax’ campaign “was very influential in the formation of Dundee City Council’s non-eviction policy”.<sup>26</sup>

On 11 September 2013, the Cabinet Secretary for Finance announced an additional £20m in the current year 2013/14 for Discretionary Housing Payments (DHP) for those affected by the bedroom tax in Scotland. This has been said to enable 1 in 7 households to be helped by Scottish councils this year, rather than the 1 in 18 households at previous funding levels.<sup>27</sup> There is as yet no additional funding for 2014/15 or 2015/16.

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<sup>25</sup> See footnote 6 *ibid*.

<sup>26</sup> <http://www.housingnews.co.uk/index.asp?searchTerm=&searchDate=18&searchMonth=4&searchYear=2013&CAT=news&archive=search#436676>

<sup>27</sup> <http://www.insidehousing.co.uk//6528538.article>

## 6. Bedroom tax arrears and eviction in practice

At any given time there are thousands of eviction actions in sheriff courts across Scotland, many sisted (frozen) or continued to monitor payment arrangements. Cases can be sisted for several years, before they are dismissed once arrears are cleared or substantially reduced.

Shelter Scotland's research report 'Evictions by social landlords in Scotland 2011-12' examines the number of evictions for rent arrears by both councils and RSLs for the period April 2011 to March 2012.<sup>28</sup> Table 1 of the Shelter Scotland report<sup>29</sup>, reproduced in full below, gives the combined totals for eviction actions for all social landlords in Scotland, and the percentage change from the previous year.

<b>Table 1: Eviction actions by social landlords 2011/12</b>				
	<b>Councils</b>	<b>RSLs</b>	<b>Total</b>	<b>Percentage change from 2010/2011</b>
<b>Notice of Proceedings</b>	52,285	20,151	72,436	-8%
<b>Taken to court</b>	9,624	4,347	13,971	-4%
<b>Decree granted</b>	3,371	1,448	4,819	-5%
<b>Eviction occurred*</b>	1,057	767	1,824	-0.1%
<b>Technical evictions**</b>	354	302	656	-11%
Source: Housing Statistics for Scotland 2012, Scottish Government (August 2012), Annual Performance & Statistical Return (APSR), Scottish Housing Regulator (September 2012).				
* Including post-decree abandonments				
** Where a new post-decree tenancy has been granted at the same property				

In 2011/12 social landlords in Scotland served a total of 72,436 'Notice of Proceedings', the formal statutory notice required to be served on Scottish secure tenants before court proceedings for eviction can competently commence.

On 1 August 2012 new 'Pre-Action Requirements' (PAR) came into force, which require social landlords to help tenants with a number of things including housing benefit claims and trying to work a repayment plan.<sup>30</sup> The PAR relies on the tenant co-operating with their landlord, and must be attempted prior to service of the Notice of Proceedings.

<sup>28</sup> [http://scotland.shelter.org.uk/\\_data/assets/pdf\\_file/0006/635028/Evictions\\_Report\\_11\\_-12\\_FINAL\\_2.pdf](http://scotland.shelter.org.uk/_data/assets/pdf_file/0006/635028/Evictions_Report_11_-12_FINAL_2.pdf)

<sup>29</sup> Page 7 of the Shelter Scotland research report, reference *ibid*.

<sup>30</sup> <http://www.legislation.gov.uk/sdsi/2012/9780111016336/contents>



The Housing Minister has cited the PAR as a form of ‘strengthened protection’ for tenants affected by the bedroom tax.<sup>31</sup> However, the PAR is limited to information and advice, and if a tenant is unable to secure DHP or relocate to a small property the PAR are effectively meaningless to that tenant. The PAR makes no reference to under-occupancy charges and has not been updated to take into consideration the impact of the bedroom tax. Ultimately, the PAR is irrelevant to eviction actions currently in court.

In 2011/12 there were 13,971 new eviction actions raised. It is important to appreciate that there will also be actions from earlier years still in the court system given the nature of these, for example, with small payments to arrears over a long time.

The Scottish Federation of Housing Associations (SFHA) submitted a written response to the Public Petitions Committee dated 17 May 2013.<sup>32</sup> At paragraph 1.4 of that response the SFHA stated that ‘eviction is rarely used’. Table 1, shows that RSLs raised 4,347 new eviction actions in 2011/12. Table 1 also shows that while local authorities obtained more decrees for eviction than RSLs – 3,371 as against 1,448 for RSLs, councils were less likely to implement decree and carry out a physical eviction than RSLs.

Scottish local authorities carried out actual evictions/recovery of property in 31% of cases where decree was obtained, while RSLs carried out physical evictions/recoveries in 53% of cases where they obtained decree. Evictions are still relatively commonplace in Scotland in the social rented sector. As at March 2012 in Scotland, there were 277,000 homes let by RSLs, and 319,000 homes let by councils.<sup>33</sup>

On 19 September 2013, False Economy published its research on the impact of the bedroom tax on the arrears of council tenants across Britain.<sup>34</sup> The survey involved 114 council Freedom of Information Act requests, and the results were that one tenant in three had been pushed into rent arrears because of the bedroom tax since April 2013.<sup>35</sup> Eight Scottish councils were amongst the most affected 20 councils.<sup>36</sup>

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<sup>31</sup> [http://www.scottish.parliament.uk/S4\\_PublicPetitionsCommittee/General%20Documents/PE1468\\_B\\_Scottish Government 17.05.13.pdf](http://www.scottish.parliament.uk/S4_PublicPetitionsCommittee/General%20Documents/PE1468_B_Scottish%20Government_17.05.13.pdf)

<sup>32</sup> [http://www.scottish.parliament.uk/S4\\_PublicPetitionsCommittee/General%20Documents/PE1468\\_C\\_SFHA\\_17.05.13.pdf](http://www.scottish.parliament.uk/S4_PublicPetitionsCommittee/General%20Documents/PE1468_C_SFHA_17.05.13.pdf)

<sup>33</sup> <http://www.scotland.gov.uk/Topics/Statistics/Browse/Housing-Regeneration/TrendData> See Tenure Data tables.

<sup>34</sup> <http://falseeconomy.org.uk/blog/our-research-in-the-independent-bedroom-tax-50000-people-face-eviction> False Economy is an organisation led and supported by a number of trade unions across the UK.

<sup>35</sup> <http://www.independent.co.uk/news/uk/politics/exclusive-50000-people-are-now-facing-eviction-after-bedroom-tax-8825074.html>

<sup>36</sup> <http://www.tuc.org.uk/social/tuc-22608-f0.cfm>

Local authority	Number of tenants affected by bedroom tax	Number of tenants pushed into arrears since 1 April 2013	Proportion of tenants pushed into arrears since 1 April 2013
Barrow	289	219	76%
Clackmannanshire	720	480	67%
Tamworth	427	220	52%
South Kesteven	880	451	51%
Rotherham	3,656	1,841	50%
Dundee	2,118	1,028	49%
Brentwood	177	84	47%
Renfrewshire	1,825	859	47%
North Lanarkshire	5,503	2,515	46%
North Kesteven	471	212	45%
Redbridge	335	151	45%
South Lanarkshire	4,034	1,809	45%
Edinburgh	3,566	1,592	45%
East Ayrshire	2,421	1,069	44%
Anglesey	556	243	44%
Wrexham	1,370	607	44%
Barnsley	2,600	1,120	43%
East Renfrewshire	337	140	42%
Salford	1,371	565	41%
Wolverhampton	2,790	1,153	41%
<b>Total</b>	<b>162,817</b>	<b>50,378</b>	<b>31%</b>

There is no reason to believe the bedroom tax has not had a similar impact on rent arrears for housing association tenants. The emerging picture is that it is only a matter of time before tenants in Scotland are evicted directly because of the bedroom tax, and the need for the proposed Protection from Eviction (Bedroom Tax) (Scotland) Bill may become a matter of urgency.

## 7. Consultation questions

You are asked to give your written response to the following consultation questions:

**[1] Do you support the aims of the proposed *Protection from Eviction (Bedroom Tax) (Scotland) Bill*? Please answer YES or NO or UNDECIDED.**

You are invited to give your reasoning for your response.

**[2] Do you support the principle of a statutory guarantee of no eviction solely in relation to arrears accrued from the bedroom tax? Please answer YES or NO.** You are invited to give your reasoning for your response.

**[3] Do you support the proposal of requiring the tenant to provide evidence to the court in relation to establishing what proportion of rent arrears were accrued as a direct result of the bedroom tax? Please answer YES or NO.**

You are invited to give your reasoning for your response.



**[4] Do you support amending s.16 of the Housing (Scotland) 2001 Act so that bedroom tax arrears would become an ordinary debt and not relied upon for the purpose of seeking a decree for physical eviction from a tenant's home? Please answer YES or NO.** You are invited to give your reasoning for your response.

**[5] What is your assessment of the likely financial implications (if any) of the proposed Bill to you or your organisation? What (if any) other significant financial implications are likely to arise?**

**[6] Is the proposed Bill likely to have any substantial positive or negative implications for equality? If it is likely to have a substantial negative implication, how might this be minimised or avoided?**

**[7] Are there any other comments you would wish to make relevant to this proposal?**

## **7. How to take part**

Please send all responses to my office. E-mailed responses are preferable, but if you have no access to e-mail then please post your response. Copies of the paper or alternative formats can be requested using the contact details below. An on-line copy is available on the Scottish Parliament's website [www.scottish.parliament.uk](http://www.scottish.parliament.uk)

I am also keen to meet with interested groups to hear their thoughts on the proposed Bill, so if you are interested in doing so please do not hesitate to get in touch with my office to arrange this. Please feel free to pass this paper onto other individuals and organisations who you think might be interested in participating in the consultation process.

Responses should be submitted by **18 December 2013** and sent to:

**Jackie Baillie MSP**  
Constituency Office  
11 Castle Street  
Dumbarton  
G82 1QS

e-mail: [bedroomtax.bill@scottish.parliament.uk](mailto:bedroomtax.bill@scottish.parliament.uk)  
telephone: 01389 734214

Please indicate whether you are a private individual or an organisation.

Respondents are also encouraged to begin their submission with a short paragraph outlining briefly who they are, and who they represent (which may include, for example, an explanation of how the view expressed was consulted on with their members).

To help inform debate on the matters covered by this consultation and in the interests of openness, please be aware that the normal practice is to make responses public – by posting them on my website [www.jackiebailie.co.uk](http://www.jackiebailie.co.uk) and in hard copy in the Scottish Parliament's Information Centre (SPICe).

Therefore, if you wish your response, or any part of it, to be treated as **anonymous**, please state this clearly along with the reasons for this. If I accept the reasons, I will publish it as “anonymous response”. If I do not accept the reasons, I will let you know and give you the option of withdrawing it or submitting it on the normal attributable basis. If your response is accepted as anonymous, it is your responsibility to ensure that the content does not allow you to be identified.

If you wish your response, or any part of it, to be treated as **confidential**, please state this clearly and give reasons. If I accept the reasons, I will not publish it (or publish only the non-confidential parts). However, I am obliged to place a redacted copy of the responses to my consultation when lodging my final proposal. As the Parliament is subject to the Freedom of Information (Scotland) Act (FOISA), it is possible that requests may be made to see your response (or the confidential parts of it) and the Parliament may be legally obliged to release that information. Further details of the FOISA are provided below.

In summarising and analysing the results of this consultation we will normally aim to reflect the general content of any confidential response in that summary, but in such a way as to preserve the confidentiality involved. You should also note that members of the committee which considers the proposal and subsequent Bill may have access to the full text of your response even if it has not been published in full.

There are a few situations where not all responses will be published. This may be for practical reasons: for example, where the number of submissions we receive does not make this possible or where a large number of submissions are in very similar terms. In the latter case, only a list of the names of people and one response who have submitted such responses would normally be published.

In addition, there may be a few situations where I may not choose to publish your evidence or have to edit it before publication for legal reasons. This will include any submission which contains defamatory statements or material. If I think your response potentially contains such material, usually, this will be returned to you with an invitation to substantiate the comments or remove them. In these circumstances, if the response is returned to me and it still contains material which I consider may be defamatory, it may not be considered and it may have to be destroyed.

### *Data Protection Act 1998*

As an MSP, I must comply with the requirements of the Data Protection Act 1998 which places certain obligations on me when I process personal data. Normally I will publish all the information you provide (including your name) in line with Parliamentary practice unless you indicate otherwise. However, I will not publish your signature or personal contact information (including, for example, your home telephone number and home address details, or any other information which could identify you and be defined as personal data).

I may also edit any information which I think could identify any third parties unless that person has provided consent for me to publish it. If you specifically wish me to publish information involving third parties you must obtain their consent first and this should be included in writing with your submission.

If you consider that your response may raise any other issues concerning the Data Protection Act and wish to discuss this further, please contact me before you submit your response.

Further information about the Data Protection Act can be found at: [www.ico.gov.uk](http://www.ico.gov.uk).

### *Freedom of Information (Scotland) Act 2002*

As indicated above, once your response is placed in the Scottish Parliament Information Centre (SPICe) or is made available to committees, it is considered to be held by the Parliament and is subject to the requirements of the Freedom of Information (Scotland) Act 2002 (FOI(S)A). So if the information you send me is requested by third parties the Parliament is obliged to consider the request and provide the information unless the information falls within one of the exemptions set out in the Act, even if I have agreed to treat all or part of the information in confidence or to publish it anonymously. I cannot therefore guarantee that any other information you send me will not be made public should it be requested under FOI.

Further information about Freedom of Information can be found at:  
[www.itspublicknowledge.info](http://www.itspublicknowledge.info).



## Appendix 2

### Protection from Eviction (Bedroom Tax) (Scotland) Bill – Consultation Paper

North Ayrshire Council welcomes the opportunity to respond to the consultation on the Protection from Eviction (Bedroom Tax) (Scotland) Bill.

**[1] Do you support the aims of the proposed *Protection from Eviction (Bedroom Tax) (Scotland) Bill*? Please answer YES or NO or UNDECIDED.**

No. The Council has adopted this position for the following reasons:-

The Council supports the overarching aim of preventing any tenant from being evicted. North Ayrshire Council has a long standing and successful policy of preventing evictions and this sanction is only used as a last resort, however it remains an important tool for landlords in the management of arrears.

The Council's Cabinet agreed on the 30<sup>th</sup> April that there would be no eviction from mainstream Council properties due to non- payment of the "bedroom tax" and where it can be demonstrated that the tenant is engaging with the Council to make payment towards the arrears. The Council's policy therefore offers additional protection to tenants from eviction from the "bedroom tax" for a period of 1 year.

The Council also consider reclassification of properties for example where a bedroom for a council property is less than fifty square feet it will be reclassified as a box-room.

Tenants are also protected in law by the pre action requirements which were introduced on the 1<sup>st</sup> August 2012, landlords are now required to follow a series of "pre action requirements" before they can serve a Notice of Proceedings. Tenants are also protected by two tests of reasonableness and proportionality applied by sheriffs to repossession actions

The Council has also invested in the provision of debt advice and support for customers affected by the "bedroom tax".

The Council currently have 12,840 tenants and in 2012/13 only 2 tenants were evicted and to date this financial year only 3 tenants have been evicted. No council tenant has been evicted purely due to non- payment of the "bedroom tax". The low number of evictions indicates that the Council's procedures are working and offer a balanced approach between supporting debtors but taking further action against tenants that fail to engage with the Council.

Finally as explained further in this response the introduction of the Protection from Eviction (Bedroom Tax) (Scotland) Bill would result in a two-tier approach where some tenants can be evicted for standard rent arrears while tenants affected by the "bedroom tax" cannot be evicted

**[2] Do you support the principle of a statutory guarantee of no eviction solely in relation to arrears accrued from the bedroom tax? Please answer**

## **YES or NO.**

No.

A statutory guarantee of no eviction for arrears due to the “bedroom tax” may increase the risk of non-payment and non-engagement that in turn may lead to increased individual debt and the impact this has on those with increased indebtedness for example impact on health and increased administration costs for Councils.

There are other welfare reforms that impact on a tenants ability to pay their rent for example a DWP sanction, non-dependant deductions and tax credit changes and the Bill offers no statutory protection to them. A statutory guarantee would create a two tier recovery process and may lead to a situation where a tenant may be subject to eviction proceedings for a debt which is less than the arrears accrued by a tenant affected by under occupation and protected from eviction.

As stated above the Council has already afforded additional protection to tenants from eviction from the “bedroom tax” for a period of 1 year where it can be demonstrated that the tenant is engaging with the Council to make payment towards the arrears.

### **[3] Do you support the proposal of requiring the tenant to provide evidence to the court in relation to establishing what proportion of rent arrears were accrued as a direct result of the bedroom tax? Please answer YES or NO.**

Yes, but this may be particularly difficult for tenants to provide. Housing Benefit award letters currently issued by the Council do provide details of the reduction in benefit caused by the “bedroom tax”, and tenants would need to retain award letters for each period of benefit as changes in circumstance frequently occur. However no assurances have been received from the DWP that the Universal Credit award letter will provide a breakdown of each component including the housing element and therefore tenants may not be able to provide the evidence required.

Separating, quantifying and monitoring under occupation arrears from other arrears is not straightforward particularly when the tenant is on partial housing benefit and has other rent to pay or where the tenant is currently in rent arrears ( are they paying their current rent charge, their under-occupation charge or current rent arrears). The Council's IT system currently is not able to easily produce this information and therefore it is likely to be difficult for tenants to provide The system practicalities of this would be very difficult (if feasible) and the administration side of separating out charges could be excessive.

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### **[4] Do your support amending s.16 of the Housing (Scotland) 2001 Act so that bedroom tax arrears would become an ordinary debt and not relied upon for the purpose of seeking a decree for physical eviction from a tenant's home? Please answer YES or NO.**

No.

If the Council was to consider pursuing arrears caused by under-occupation as an ordinary debt, rather than taking action to repossess the property, a number of implications would flow from this :-

- An Ordinary Debt action does allow money to be deducted from a tenants wages, however as many tenants affected by this reform are not working the action that can be taken is very limited. Where a tenant is working, the Council must serve a charge for payment before it can arrest the tenant's wages and under the Debtor (Scotland) Act 1987 there are strict rules on how this is applied and about how much money can be taken. This is dependent on the amount the tenant earns. If, for example, a tenant's net earnings are between £106.17 and £383.74 only £4 or 19% (whichever is the greatest) can be deducted. Therefore, if the tenant is not paying their rental charge rent there is little benefit in arresting their wages as it will not cover their ongoing rent. Whilst tenants cannot be evicted under an ordinary debt action, there are still consequences for tenants. It will affect their credit rating and could result in some tenants becoming subject to sequestration.
- Issuing the charge for payment incurs additional cost to debtors.
- Higher levels of irrecoverable rent will have to be written off and eventually be paid through reduced services or higher rent levels impacting on all tenants.

In addition to the above if this approach of pursuing bedroom tax arrears as an ordinary debt was adopted, it would need to be reviewed again following the introduction of Universal Credit (UC). Under UC, tenants will receive one integrated benefit payment, which will include a housing element, and they will be responsible for paying their rent direct to the Council. It is likely that there will be no means of the Council identifying those whose housing element has been reduced due to under occupation. Under the Bill it is the tenants responsibility to provide details of arrears relating to the "bedroom tax" but this may not be known to them.

**[5] What is your assessment of the likely financial implications (if any) of the proposed Bill to you or your organisation? What (if any) other significant financial implications are likely to arise?**

The implications of this Bill could potentially send a message to more tenants that they do not need to pay the "bedroom tax". If this was to happen in North Ayrshire this could mean a loss of income of £1.3m per year to the Housing Revenue Account (if all tenants subject to bedroom tax do not pay). The Housing Revenue Account will also be affected by the introduction of Universal Credit and direct payment of Housing Benefit to tenants. Both of these changes to Housing Benefit will have

significant implications for the Council's 30 year HRA Business Plan if tenants fail to pay. The Business Plan aims to:-

- Build 50 new Council houses per year for the next 8 years
- Meet the Scottish Housing Quality Standard by 2015
- Invest more than £5 million in our sheltered housing complexes over the next 4 years
- Deliver over £34 million pounds of improvements to Council Housing during 2014/15.

The bill if enacted could also encourage a culture of non-payment of the under-occupation penalty to non-payment of rent generally resulting in further loss of rental income to the Council. We are already seeing an increase in general arrears. A recent report from the Scottish Housing Regulator on the Early Impacts of Welfare Reform on rent arrears has identified that Local authority landlords in Scotland reported a higher overall figure for June 2013 and a more marked increase in the last 12 months.

There are also increased costs to the Council in staff resources for collecting rents and recovering arrears as the caseload increases.

The Council's Housing Revenue Account Business Plan has been modelled around a number of assumptions and therefore any shortfall in income will in the long term result in increased rents or reduction of services to all tenants.

The Council would need to establish if the current rent systems could be modified to identify the "bedroom tax" element of arrears and software suppliers will charge for this change. No research has been undertaken to establish if the cost of the system changes would be proportionate to the action proposed under the Bill.

**[6] Is the proposed Bill likely to have any substantial positive or negative implications for equality? If it is likely to have a substantial negative implication, how might this be minimised or avoided?**

The proposal has negative implications and there may also be issues of inequality for other tenants who have been affected by a reduction in their income due to other welfare reform changes or those that manage to pay their rent despite financial hardship e.g. non-dependent deductions, the benefit cap, the impact of reduction in housing benefit for tenants under 35 in the private rented sector.

Landlords are required to ensure fairness and equity when dealing with tenants in arrears and to deal with "bedroom tax" arrears in a different way would raise issues of inequality with all other council tenants who may be in arrears for a variety of reasons e.g. illness, job loss.

Tenant in the private rented sector also have rules around under-occupation applied in relation to payment of housing benefit.



**[7] Are there any other comments you would wish to make relevant to this proposal?**

The proposed Bill would create a two tier system where some tenants can be evicted for standard rent arrears while tenants affected by the “bedroom tax” cannot be evicted. The Bill makes no allowances for the reduction in Housing Benefit caused by other welfare reforms and singles out the “bedroom tax” as the only reform that requires a fundamental change in arrears recovery procedures.

The Bill if introduced would stop evictions for “bedroom tax” arrears but it would not solve the problem associated with the UK policy and rent arrears will continue to increase and so will the administration around the collection of a debt by ordinary action for Councils, agents and local sheriff courts.

The Council would advocate the best way to avoid evictions for the “bedroom tax” is not to ring fence the debt for ordinary action as specified in the Bill but to lobby for a change to the UK policy for example to reduce Housing Benefit in line with rent differentials, which would have a marginal impact on North Ayrshire Council rental income, or lobby for the removal of the 250% limit on discretionary housing payment budgets and although this would pass funding responsibility from the DWP to Councils it would offer Councils more discretion and flexibility to manage their own DHP budgets and remain in total control of their rent arrears collection policy.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 16**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Recovery, Reuse and Recycling of Bulky Household Waste**

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**Purpose:** To advise Cabinet of the results of the tender exercise for the Recovery, Reuse and Recycling of Bulky Household Waste.

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**Recommendation:** That the Cabinet approves the award of the contract for the provision of a service for the Recovery, Reuse and Recycling of Bulky Household Waste to Lowmac Alloys Limited.

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#### **1. Introduction**

- 1.1 The Council has an on-going requirement for the recovery, reuse and recycling of bulky household waste.
- 1.2 The recovery, reuse and recycling of bulky household waste through this contract contributes 12.5% of the total household waste recycled by the Council. This enables the Council to maintain its household waste recycling performance at over 50%. It also helps divert waste from landfill, which helps meet landfill diversion targets, and is more cost effective than disposing of the waste within our landfill site.
- 1.3 The existing contract expires on 31 December 2013.

#### **2. Current Position**

- 2.1 A formal contract notice was advertised in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 10 June 2013 with a return date of 22 July 2013.
- 2.2 The Tender was issued as 2 lots - Lot 1 for the processing of materials for reuse, recycling, recovery and final disposal and Lot 2 for the provision of a Repair and Refurbishment Workshop and a High Street retail outlet, which was to be carried out by a Third Sector organisation. The tender allowed for the award of Lots 1 and 2 collectively or separately. Following the tender evaluation, it was agreed to award the contracts separately.
- 2.3 Further details on the tender process is contained within the Tender Outcome Report at Appendix A.

### **3. Proposals**

- 3.1 It is proposed that Lot 1 of the Tender be awarded to Lowmac Alloys Ltd. as they submitted the most economically advantageous tender. Lot 2 will be evaluated and awarded separately.

### **4. Implications**

#### Financial Implications

- 4.1 The value to deliver Lot 1 of the contract is approximately £850,000 per annum (£5,950,000 over the potential full period of the contract - 5 years plus the option to extend by a further 2 x 12 month periods). Delivery of the contract includes a minimum recycling performance of 70% and the remaining 30% of non-recyclable waste being returned to the Council for disposal at Shewalton Landfill site incurring the active landfill tax rate for each tonne deposited. The Tender amount is greater than the existing budgetary provision within the Waste Management budget. The additional budget pressure has been submitted by the service for inclusion in the budget considerations for 2014/15.

#### Human Resource Implications

- 4.2 None

#### Legal Implications

- 4.3 The procurement exercise has been undertaken in line with EU Procurement regulations. There are a number of statutory responsibilities and targets in respect of Waste Management. The award of the Contract will assist the Council in meeting these requirements.

#### Equality Implications

- 4.4 The equality credentials of companies submitting tenders has formed part of the evaluation process.

#### Environmental Implications

- 4.5 The award and implementation of the Contract will have a positive impact upon the environment in two ways:
- Reduction in the amount of waste disposed of at landfill; and
  - Increase in recycling of materials reducing the need to access virgin materials.

### Implications for Key Priorities

- 4.6 The Contract will contribute to Corporate Objective 4: Efficient and Effective Services.

### Community Benefit Implications

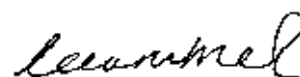
- 4.7 The award of the Contract will create a number of long-term employment opportunities in the operation of the waste recycling facility within North Ayrshire. It should also be noted that Lot 2 is being issued to Third Sector organisations only.

## 5. Consultations

- 5.1 Discussions took place with representatives of Zero Waste Scotland, the Third Sector, Housing Services and Social Work regarding the development of the specification for the provision of the service.
- 5.2 A bidders day was conducted as part of the tender process with representatives from waste management contractors and the third Sector.
- 5.3 The Council's Corporate team Procurement and Environment & Related Services have been consulted upon the contents of the report and are content with the proposals.

## 6. Conclusion

- 6.1 A tender exercise has identified Lowmac Alloys as the preferred contractor for Lot 1.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

### Reference :

For further information please contact Thomas Reaney on (01294) 324097

### Background Papers

Appendix A - BHW Tender Outcome Report





# **NORTH AYRSHIRE**

## **COUNCIL**

Tender Outcome Report  
For Recommendations over £350K

*Recovery, Reuse and Recycling of Bulky Household  
Waste*

## Contents

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# Tender Outcome Report for the procurement of

## *Recovery, Reuse and Recycling of Bulky Household Waste*

### **1 Purpose**

- 1.1 The purpose of this document is to summarise the invitation to tender process and present a recommendation for a Contract award. The recommendation is based on the results of the tender evaluation carried out on the responses to the Recovery, Reuse and Recycling of Bulky Household Waste Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Councils Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

### **2 Introduction**

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation to Tenders for the Recovery, Reuse and Recycling of Bulky Household Waste.

### **3 Background**

- 3.1 The existing Contract for the Recovery, Reuse and Recycling of Bulky Household Waste for North Ayrshire Council is due to expire on 31 December 2013.
- 3.2 The Council has an additional requirement for the provision of Reuse services which will include the delivery of a Repair and Refurbishment Workshop along with a retail outlet for the sale of the re-used items. This is a new requirement which was approved by the former Executive on 10 April 2012 as part of the implementation of the Waste Management Strategy 2012 – 2016, budget provision of £35,000 per annum has been made within the Waste Management budget to contribute towards the project.
- 3.3 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.4 The contract term is for 5 years plus the option to extend for 2 years.
- 3.5 The estimated total value of the overall Contract (including any possible extensions and all collaborative partners) is approximately £5,950,000 with an estimated annual budgetary spend to North Ayrshire Council of £850,000.

## 4 Tender Notice, Interest and Returns

- 4.1 A formal contract notice was advertised under the Open process in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 10 June 2013 with a return date of 22 July 2013.
- 4.2 The Tender was issued as 2 lots - Lot 1 for the processing of materials for recycling, recovery and final disposal and Lot 2 for the provision of the reuse elements of the contract including a Repair and Refurbishment Workshop and a High Street retail outlet.
- 4.3 The contract notice attracted 20 expressions of interest from a wide range of potential providers of which 4 submitted offers. Two of these were joint bids for Lot 1 and Lot 2 and two were for Lot 2 only.

## 5 Evaluation Process

- 5.1 The evaluation of such Tenders was evaluated by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderers response was assessed against the following published criteria:

Price 60%  
Quality 40%

Quality was evaluated using the following sub-criteria's/sub-weightings:

Proposed Methodology	Total 52%
Contract Management	Total 32%
Environmental Management	Total 6%
Community Benefits	Total 10%

- 5.2 The assessment of the criteria took place on 7 Nov 2013 at Montgomery House, Kilwinning.
- 5.3 As a result of the evaluation, it was determined that the initial tender prices were in excess of the allocated budget. After consultation, it was agreed to seek tender clarification from the tenderers for Lot 1 only.
- 5.4 As there was no affordable joint bid for the two lots they were evaluated separately. This report is based on the evaluation and award of Lot 1 only. Lot 2 is currently under evaluation.

## 6 Evaluation Results

- 6.1 Quality 60%

The Evaluation of the Technical Aspects of the tender responses was carried out by the Tender Evaluation Panel. A summary of which is as follows;

Lowmac Alloys Limited

The evaluation panel felt the response was well written and were confident that the Tenderer would be able to fully meet North Ayrshire Council's requirements and expectations.

### William Tracey Limited

The evaluation panel felt the response was well written, however, the company could only guarantee recycling rate of 50% with the remainder of the material destined for landfill. The tender response scored less than Lowmac Alloys response as more waste would be landfilled and less waste would be recycled, which would negatively impact on the Council's recycling performance and result in additional cost due to more waste going to landfill.

A summary of the quality element is shown in the table below:

Company	Technical Score	Ranking	Score as % of overall marks
Lowmac Alloys Ltd.	28.60	1	<b>40.00</b>
William Tracey Ltd.	24.80	2	<b>34.69</b>

### 6.2 Price 60%

Contractors were asked to submit a price for the processing fee and the residual waste gate fee. The Landfill Tax will be paid separately by the Council. The results are shown below (based on the estimated figure of 8000 tonnes per year).

Company	Overall 5 year price	Ranking	Score as % of overall marks
Lowmac Alloys Ltd.	£4,250,000	1	<b>60.00</b>
William Tracey Ltd.	£4,459,200	2	<b>57.19</b>

## 7 Overall Score

7.1 Following agreement of an overall score for each Tenderer and taking into consideration all qualitative and commercial elements of the responses, a high level summary sheet was completed as shown below:

Company	Overall Price (5 year)	Quality Score	Price Score	Total Score	Total Ranking
Lowmac Alloys Ltd.	£4,250,000	40.00	60.00	100	1
William Tracey Ltd.	£4,459,200	34.69	57.19	91.88	2

## **8 Recommendation**

- 8.1 The recommendation of the Tender Evaluation Panel is that a Contract for Lot 1 only be awarded to: Lowmac Alloys Limited subject to any challenges during the Standstill Period.
- 8.2 Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers acknowledging the Standstill Rules.
- 8.3 Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with EU Legislation, the Public Contracts (Scotland) Regulations and Scottish Procurement Directorate guidance.
- 8.4 Upon the conclusion of the Standstill Period, where no formal Legal challenge has been raised, to issue Letters of Acceptance to the successful companies.

## **9 Authority to Approve**

- 9.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from the Cabinet to accept the Tender(s) and award a Contract to the Tenderer(s) identified in section 8.1.

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 17**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Ayrshire Civil Contingencies Team - Accommodation Move**

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**Purpose:** To advise Cabinet of changes in accommodation for the Ayrshire Civil Contingencies Team.

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**Recommendation:** That the Cabinet notes the move of the team's accommodation.

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#### **1. Introduction**

- 1.1 The three Ayrshire Councils have a shared service for civil contingencies. The team is presently based in rented accommodation in Prestwick Airport. This report advises as to the team's accommodation move.

#### **2. Current Position**

- 2.1 The Ayrshire Civil Contingencies Team presently leases office accommodation at Prestwick Airport. The annual property costs relating to this are £26,558. The lease has a break option on 4th January 2014 which requires six advance months notice to be exercised.
- 2.2 While the accommodation at Prestwick is perfectly suitable for the team, the opportunity of the break option allowed consideration of whether the team could be accommodated in Council accommodation at lower cost. As all three Councils had available accommodation a notice was served to terminate the existing Prestwick lease on 4th January 2014.

#### **3. Proposals**

- 3.1 As the key driver behind the move was to achieve financial savings, it was important that the new accommodation was as low cost as possible while still centrally accessible from Council headquarters in Ayr, Irvine and Kilmarnock..

- 3.2 Of the three options proposed at the John Pollock Centre, Mainholm Ayr, Foregate Kilmarnock and Woodlands Centre Irvine, the only property which could be made available without payment of rent and rates was that at the John Pollock Centre in Mainholm Ayr. In the case of the Woodlands Centre, as this is owned by Irvine Common Good a rental would have been payable to the Common Good. The adaptation costs for the John Pollock Centre and Woodlands Centre were similar and otherwise the John Pollock Centre is suitable for the requirements of the Civil Contingencies Team.
- 3.3 In respect of the present lease, the tenants are required to keep the premises in good order and condition and undertake repairs or dilapidation's when vacating the premises. A sum representing the value of the dilapidations has been agreed between North Ayrshire Council's Estates Team and the Prestwick Airport Landlords.
- 3.4 Accordingly as from 4th January 2014 the Civil Contingencies Team will be located in the John Pollock Centre in Mainholm Ayr.
- 3.5 Otherwise the services provided by the Ayrshire Civil Contingencies Team will be unaffected.

#### **4. Implications**

##### Financial Implications

- 4.1 The expected financial savings to North Ayrshire Council through the relocation of the Civil Contingencies Team have already been included in budget proposals from Democratic and Administration Services.

##### Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

##### Legal Implications

- 4.3 There are no legal implications arising from this report.

##### Equality Implications

- 4.4 There are no equality implications arising from this report.

##### Environmental Implications

- 4.5 There are no environmental implications arising from this report.

## Implications for Key Priorities

- 4.6 The savings will not affect the service and contribute to an effective and efficient Council.

## 5. Consultations

- 5.1 Consultations have been undertaken with East and South Ayrshire Councils and the Civil Contingencies Team.

## 6. Conclusion

- 6.1 The move of the Civil Contingencies Team will not affect the service delivered by it but will contribute to required savings for all three Councils.



ELMA MURRAY  
Chief Executive

Reference : AF/cf

For further information please contact Andrew Fraser, Head of Democratic and Administration Services on 01294 324125

## Background Papers

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## NORTH AYRSHIRE COUNCIL

### Agenda Item 18

10 December 2013

#### Cabinet

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**Subject:** ICT Strategy Update

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**Purpose:** To provide Cabinet with an update on progress and details of the next steps in relation to the ICT Strategy.

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**Recommendation:** That the Cabinet agrees to (a) note progress; and (b) receive reports on progress every 6 months.

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#### 1. Introduction

- 1.1 The CMT and Executive Committee approved the Council's [ICT Strategy 2011-16](#) in December 2011.
- 1.2 This report outlines progress on the ICT Strategy from Apr 2013 to Oct 2013.

#### 2. Current Position

- 2.1 Progress and next steps are detailed in the attached Action Plan. (Appendix A). However, the key points of note are:

##### Infrastructure Review

- 2.1.1 The ICT Strategy continues to deliver the objectives of the infrastructure review including increased level of bandwidth to council sites, support for flexible working and increased wireless connectivity within schools. The network procurement stage is complete and contract negotiations with Capita and Provista are nearing completion. The first implementation stage will be installation of the core network which will be followed by upgrading links to council offices.

##### Public Service Network (PSN)

- 2.1.2 The UK Government is replacing the current Government Security Extranet (referred to as GSx network) with a new Public Services Network (referred to as the PSN). The Council uses this network to securely access applications such as General Register Office for Scotland (GROS), Department for Work and Pensions (DWP) and for secure eMail.

- 2.1.3 Due to new compliance requirements IT Services along with other Services have implemented a number of mandatory changes and successfully gained accreditation. The Council will apply annually to retain accreditation to allow access to the applications provided.
- 2.1.4 With the introduction of the Scottish Wide Area Network (SWAN) further services will be become available over the next few years.

### **Website**

- 2.1.5 The Council's re-designed website went live in Apr 13 and continues to be developed in line with the Council's Web, Customer Service and Digital Services strategies. It is hoped the improvements will be recognised by the SOCITM 'Better Connected', independent assessment scheduled for November 2013. Current web developments include the creation of an Economic Development website and integration with the Community and Culture website.

### **ICT Governance**

- 2.1.6 Sound ICT governance arrangements are essential to ensure that the Council obtains best value and the greatest return on its investment. An ICT Change Advisory Board (CAB) has been introduced to review complex, high risk or high impact changes to the annual ICT Development Plan.

## **3. Proposals**

- 3.1 The Cabinet is invited to note progress on the ICT Strategy to October 2013 and receive reports on progress every 6 months

## **4. Implications**

### Financial Implications

- 4.1 None.

### Human Resource Implications

- 4.2 None.

### Legal Implications

- 4.3 None.

#### Equality Implications

- 4.4 None.

#### Environmental Implications

- 4.5 None.

#### Implications for Key Priorities

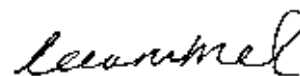
- 4.6 The ICT Strategy continues to contribute to the Council's Single Outcome Agreement and, in particular, will assist in achieving SOA outcome 15b - Public Services are more effective and efficient.

### 5. Consultations

- 5.1 A report was provided to the CMT on the 6 November 2013. Regular updates are also provided to the ICT Steering Group.

### 6. Conclusion

- 6.1 Cabinet is being asked to note progress on the ICT Strategy to October 2013 and receive a further report in 6 months.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

#### Reference :

For further information please contact Lorna Morley, Team Manager (Strategy & Performance) on telephone number 01294 324254.

#### Background Papers

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## ICT Strategy Action Plan

Action	Objectives and actions	Progress	Next Steps
<b>1. OUR PEOPLE</b>			
<b>Objective 2: Use emerging technologies to improve collaboration, communication and online participation.</b>			
2.1	Invest in technology that will enable further mobile working solutions.	<p><b>Infrastructure Review –</b></p> <p>Capita plc have been awarded the contract to deliver the Wide Area Network (WAN) and Telephony. Detailed design and implementation Plan being agreed.</p> <p>Provista plc have been awarded the contract for the delivery of a new Local Area Network(LAN) and Wireless Access in schools. Detailed design and implementation Plan being agreed.</p> <p><b>iPads –</b> deployed to the ECMT and elected members, in the main with positive outcomes. Some users require further training and this is being offered.. A report is being tabled to the CMT to seek guidance on further roll-out of tablets and integration with myCMIS, the Council's Committee minutes system.</p> <p>IT Services have been asked to provide iPad introduction as part of the Elected Members CPD. The first session is scheduled for late October 2013.</p>	<p>Installation of the WAN core network followed by upgraded links to high priority locations. This will provide staff with more effective connectivity to applications and the internet. The Telephony, although being designed and planned, will follow the LAN installation in Bridgegate and Cunninghame House.</p> <p>Implement the LAN, initially within the main centres of Bridgegate House and Cunninghame House, with further planned roll-out to other sites.</p> <p>Schools will be surveyed for optimum placement of Wireless Access Points.</p> <p>Tablets and other devices are being reviewed. In particular, how Windows 8 devices can integrate with Council applications.</p>
2.2	Trial and implement emerging technologies.	Video, Web and Audio <a href="#">Conferencing</a> IT Services promoted this technology in Apr 13 at the IT Learning Event. Take-up by staff across all Services could be improved. This is also discussed and promoted at the IT/Business Review meetings and Services recognise potential to reduce travel time.	IT Services will continue to promote this facility within services.
2.3	Implementation of the IBM Lotus collaboration suite will continue, providing the workforce with opportunities for new ways of working and sharing information	<a href="#">eMail and Collaboration</a> - Lotus Notes upgraded to latest version. Introduces new Collaboration tools and extends business tools for Services: including Sametime for Chat, Instant Meetings with Groups, Presence and File forwarding amongst others.	Options report to be developed .

	across Services.	<p>The Council's Lotus Notes licence has been extended for one year to 31 Oct 14.</p> <p>The recent changes in Public Services Network(PSN) compliance has made the migration to hosted email at this time for all email users problematic. However, IT Services are exploring alternative eMail solutions including part hosted, and similar to other authorities keeping abreast of National programmes such as G-Cloud, PSN and Scottish Wide Area Network (SWAN) .</p>	
<b>Objective 4: Deliver a positive impact for customers</b>			
4.1	Maximise online access to services. The Council's web-site will continue to be developed and the required online services will be implemented as part of this process taking cognisance of the need for mobile phone access and the National approach to citizen authentication.	<p>The Councils re-designed website went live on 24 Apr 13 and feedback is very positive. An additional SOCITM Better Connected Survey was undertaken post go live. Areas for improvement were identified and implemented. Key areas for improvement related to accessibility.</p> <p>An outcome of the review resulted in archiving of Committee Reports and Agendas (pre May 12) as these did not meet accessibility standards. However, Committee Reports and Agendas continue to be available on Navigate for staff and Elected Members.</p> <p>Stage 2 of Ayrshare, to link one of the main NHS applications and NACs Social Services application went live in June 13 and is now fully deployed.</p> <p>A new North Ayrshire for Business website is being developed and will go live with the launch of the North Ayrshire Business initiative. This initiative is to support business growth, investment and start up in North Ayrshire.</p>	<p>Participate in annual SOCITM Better Connected survey in Nov 13 with a view to improving the star rating of the Council's website over future years.</p> <p>Publish the Online Development Plan on the Council's website using LocalView.</p> <p>The Community and Culture website is being integrated with the Council's website.</p> <p>Continue to grow online transactions to drive online demand.</p> <p>Go live scheduled for November 13</p>
4.2	Define the optimum governance structure to ensure that the intranet and internet are managed to the Council's best advantage.	<p>Internet: The new governance arrangements were approved by the CMT and a new co-ordinated approach to web development and content delivery is now established.</p> <p>Intranet: An intranet prototype has been developed to initiate the consultation and approach for a re-designed intranet. The ITCAB has approved the upgrade and re-design . As this will be a cross-service initiative a report will be presented to the CMT seeking guidance on ownership of the Intranet.</p>	<p>CMT are being asked to approve new governance arrangements for the Council's Intranet.</p>
4.3	Develop mobile phone technology to contact customers and for customers to request services and access information	Review underway of utilising other channels including Community TV and further use of Apps.	

	as a low cost channel for service delivery.		
<b>Objective 7: Grow the ICT competency to ensure effective use of the available ICT resources.</b>			
7.1	Review workforce skills & knowledge requirements against the demands of the Council's ICT and build into the Performance & Personal Development (PPD) plans.	<p>eLearning for Microsoft Office 2010 continues to be available on StudyItOnline.</p> <p>115 staff/members have purchased Microsoft Office as part of the Microsoft Home use programme.</p>	<p>IT Services continue to work closely with HR in relation to the eLearning Strategy for IT relating learning.</p> <p>Further promotion of this will be carried out by IT Services.</p>
<b>OUR INFORMATION</b>			
<b>Objective 3: Maximise the use of Core Business applications</b>			
3.1	Undertake a strategic assessment of all major applications to determine their appropriateness to deliver a service over the next 5 years.	<p>A review of the main corporate business applications is now complete.</p> <p>IT Services are now working with Services to develop business cases where applications require replacement or upgrade.</p>	Stage 2 reviews include existing exSRC legacy systems and libraries. Review of existing legacy systems will be complete by end Mar 14 and include Municipal Bank, Roads (Progress) and Race, SWIS and Community Charge.
3.2	Promote and develop the links between the gazetteer and other property systems within the Council to allow services to enhance their service delivery through access to property information from matched systems and use of mapping and location based information.	<p>Mapping enhancements have been made to the Council's Internet site that will allow the general public to view the Local Development Plan via a map rather than the existing individual images of maps displayed in a series of pdf files.</p> <p>Furthermore, the <b>Food Hygiene Information Scheme</b> that allows North Ayrshire consumers to see how well food businesses in North Ayrshire have fared in their latest food hygiene inspection is now available and utilises the latest mapping enhancements.</p>	Go live on the Council's internet on 25 Nov 13.
3.3	Review the use of Microsoft products and standardise on a level of software that allows the effective sharing of information, whilst future proofing the Council's investment in ICT software assets.	<p>From Apr 14 Microsoft support for Windows XP will cease. A project is underway to upgrade or replace devices to ensure they have a supported operating system. Some business applications may require to be upgraded in line with the upgrade to Windows 7.</p> <p>Planning for the upgrade of Education Managed Service devices (Schools, Libraries and Community Centres) is underway.</p> <p>The deployment of MS Office 2010 continues.</p>	<p>Progress Education and Skills upgrades to Microsoft Windows 7.</p> <p>.</p>
<b>Objective 5: Promote and support the effective management and use of information</b>			
5.1	Engage with EDRM specialists to assist the Council in understanding the business and financial benefits, implications for business processes, and the	<p>There has been limited progress in the Information Management area of the business.</p> <p>At its meeting on April 23<sup>rd</sup> 2013, the CMT approved in principle the formation of a new and consolidated information governance</p>	The post holders will take forward the recommendations from the consultant's report.

	critical factors for realisation of these benefits.	team with Democratic and Administration Services assuming a lead role for this. Information Management actions have been prioritised to ensure compliance issues such as FOI are being covered.	
5.2	Implement Records Management protocols and procedures that will support the Council's compliance with the Public Records (Scotland) Act 2011.	As above	
5.3	An email archiving solution will be investigated including a review of the risks and benefits of hosting externally.	IT Services are reviewing the potential for moving to a Microsoft environment for email and archiving. However, the creation of the Health & Social Care Partnership will have an effect on any potential solution and the ICT considerations are being discussed at Partnership Board level.  Similar to other authorities IT Services are keeping abreast of National programmes such as G-Cloud, PSN and SWAN. See 2.3 AND 1.1.	IT to continue to keep abreast of all developments in relation to National programmes and provide updates to relevant Council staff and management.
5.4	The Information Management Training Framework will be developed and Services will continue to commit to staff undertaking the training.	The Information Management Training Framework continues to be available and Services commit staff resources to this.	Establish the Data Protection Advisory Group, led by the Head of Democratic & Administration Services.
<b>Objective 6: Maintain alignment of ICT investment with the Council's priorities.</b>			
6.1	Review, co-ordinate and corporately manage ICT investment in support of the Council's objectives and establish the investment plan for the development and introduction of ICT Systems and infrastructure.	IT Services are represented on the Capital Programme Action Group (CPAG).  Sound IT governance arrangements are essential to ensure that the Council obtains best value and the greatest return on its investment. The ICT Change Advisory Board (CAB) was introduced in Aug 13 to review complex, high risk or high impact changes to the annual ICT Development Plan. This should align ICT investments with CPAG and the Change Programme.  The ICT Steering Group continues to monitor performance against the ICT Strategy. See 6.3.	
6.2	Ensure Service Management are kept up to date with strategic decisions as well as appropriate performance and project information.	Strategic and Operational Service Review meetings are established in most Services and are facilitating closer discussions and ICT/business understanding as well as improved working relationships.	IT Services to schedule regular meetings for 2014.



6.3	Review the role and remit of the ICT Steering group to ensure the governance arrangements meet the business needs of the Council.	Due to the introduction of the CAB in August 13, the ICT Steering Group remit was revised and is now the recognised sounding body for all ICT initiatives. The aim of the Group is to monitor the performance of IT Services and ensure open communication between IT Services and other Services.	Review the effectiveness of the re-formed ICT Steering Group during 2014.
6.4	The Elected Members ICT Working Group will continue to assist with the implementation of new technology solutions to meet the governance and business engagement needs of Elected Members.	The Elected Members/ICT Working Group has re-convened and met twice this year. The remit was agreed at the first meeting, although this may need to be refined as the group becomes more established.	IT Services to schedule regular meetings for 2014. The Group to continue to ensure that the remit meets the IT needs of Elected Members.
OUR INFRASTRUCTURE			
<b>Objective 1: Provide an ICT infrastructure that is reliable, flexible and secure, and conforms to appropriate technical standards</b>			
1.1	Engage with ICT Industry partners to provide an ICT infrastructure that is reliable, flexible and secure, conforms to appropriate technical standards and will enable staff to be more agile in how they deliver services to the public.	<p>The server virtualisation infrastructure is allowing IT to deploy servers for new projects effectively. Servers located outwith Cunninghame House are now being reviewed and where possible virtualised within the new environment.</p> <p>Work is underway to replace the existing GSx (secure intranet) infrastructure. New PSN compliance criteria has meant significant work in security assessing the Council's infrastructure</p> <p>The UK Government is replacing the current network with a new Public Services Network The GSx is used by the Council to share information with a number of external organisations, with other Councils and national government.</p>	<p>.</p> <p>Planning is underway, actions have been identified and the transition date for moving onto PSN has been agreed for Mar 14.</p>
1.2	Encourage the take-up of agile working by Services and continue to implement and support the technical infrastructure for mobile working by expanding the deployment and encourage the use of Wireless Access Points(WAP) in Council buildings. This will allow visiting staff secure access to information saving them returning to the office.	<b>Desktop Replacement Programme</b> – almost 1000 desktops have been replaced across the Council as part of the above programme, with 46% of the new devices now being laptops.	
1.3	Work closely with all services to	IT Services are working with Education & Skills to develop an ICT	Work closely with Education and Skills to understand

	provide an infrastructure that will deliver service priorities and outcomes and continue to meet the requirements of the Education & Skills strategy and the emerging needs of the Social Services & Health change programme.	<p>Strategy for schools to ensure that ICT is an integral part of the curriculum.</p> <p>IT Services continue to work with schools to assist in the migration to further GLOW services.</p>	their vision and develop the Education ICT Strategy for the next 3-5 years.
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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 19**

**10 December 2013**

#### **Cabinet**

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**Subject:** Treasury Management Mid-Year Report 2013/14

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**Purpose:** To provide Members with a Treasury Management update for the period 1 April to 31 October 2013.

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**Recommendation:** That the Cabinet agrees to note the contents of this report.

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#### **1. Introduction**

- 1.1 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised November 2009) requires that Elected Members are provided with regular monitoring reports on treasury management activities. The Treasury Management strategy for 2013/14 was approved by the Council on 30 January 2013. The Council also receives an annual report after the end of the financial year with a mid year report (this report) being submitted to Cabinet. These reports ensure that the Council is embracing best practice in accordance with CIPFA's Code of Practice.

#### **2. Current Position**

- 2.1.1 Economic indicators suggest that the UK economy is recovering, albeit from a low level. After avoiding recession in the first quarter of 2013, with a 0.3% quarterly expansion, the economy grew 0.7% in Quarter 2. There have been signs of renewed vigour in household spending in the summer, with a further pick-up in retail sales, mortgages, house prices and new car registrations.
- 2.1.2 Public borrowing figures continued to be distorted by a number of one-off factors. On an underlying basis, borrowing in Quarter 2 started to come down, but only slowly, as Government expenditure cuts took effect and economic growth started to show through in a small increase in tax receipts. The 2013 Spending Review, covering only 2015/16, made no changes to the headline Government spending plan, and monetary policy was unchanged. The bank rate remained at 0.5% and quantitative easing (QE) at £375bn. In August, the Monetary Policy Committee (MPC) provided forward guidance that the bank rate is unlikely to change until unemployment falls to 7%, which is not expected until mid 2016. In September, the unemployment rate fell to 7.6%, the lowest rate in more than three years.

- 2.1.3 Inflation continues to deviate from the government's 2% target with the Consumer Prices Index (CPI) standing at 2.2% in October with the Retail Prices Index (RPI) at 2.6%.

## 2.3 Outlook for the remainder of 2013/14

- 2.3.1 Economic forecasting remains difficult with so many external influences but the overall balance of risks to economic recovery in the UK is now weighted to the upside after five months of good news on the economy. However, only time will tell just how long this period of strong economic growth will last, and it remains exposed to vulnerabilities in a number of key areas, particularly within the Eurozone.
- 2.3.2 The longer term trend is for PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. In the short term, there is some residual risk of further QE if there is a dip in strong growth or if the MPC was to decide to take action to combat the market's expectations of an early first increase in Bank Rate. If the MPC does take action to do more QE in order to reverse the rapid increase in market rates, especially in gilt yields and interest rates up to 10 years, such action could cause gilt yields and PWLB rates over the next year or two to be significantly short of the forecasts in the table below.

## 2.4 Capita's Interest Rate Forecast

- 2.4.1 The following table shows how Capita (formerly known as Sector), the Council's treasury advisers, project interest rates over the coming months and years.

	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%
5yr PWLB rate	2.50%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.20%	3.30%	3.50%	3.60%	3.70%
10yr PWLB rate	3.70%	3.70%	3.70%	3.70%	3.80%	3.80%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%
25yr PWLB rate	4.40%	4.40%	4.40%	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.20%
50yr PWLB rate	4.50%	4.40%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.20%	5.20%	5.30%

- 2.4.2 From 1 November 2012 the Government reduced by 20 basis point (0.2%) the interest rates on loans from the PWLB to principal local authorities who submitted information on their plans for capital spending and associated long-term borrowing. North Ayrshire Council is eligible for these 'certainty rates' which are reflected in the table above.

- 2.4.3 The graph demonstrates that PWLB rates are not expected to rise until mid way through 2014 which eases the pressure on the Council to borrow in the short term to take account of advantageous rates.

## **2.5 The Council's Treasury Management Strategy and Annual Investment Strategy update**

- 2.5.1 The Council's annual Treasury Management Strategy Statement (TMSS) for 2013/14, which includes the Annual Investment Strategy, was approved by North Ayrshire Council on 30 January 2013 with two revisions to the strategy approved by Cabinet on 29 October 2013 in relation to counterparty cash limits and the maximum percentage of the portfolio holding by one counterparty.

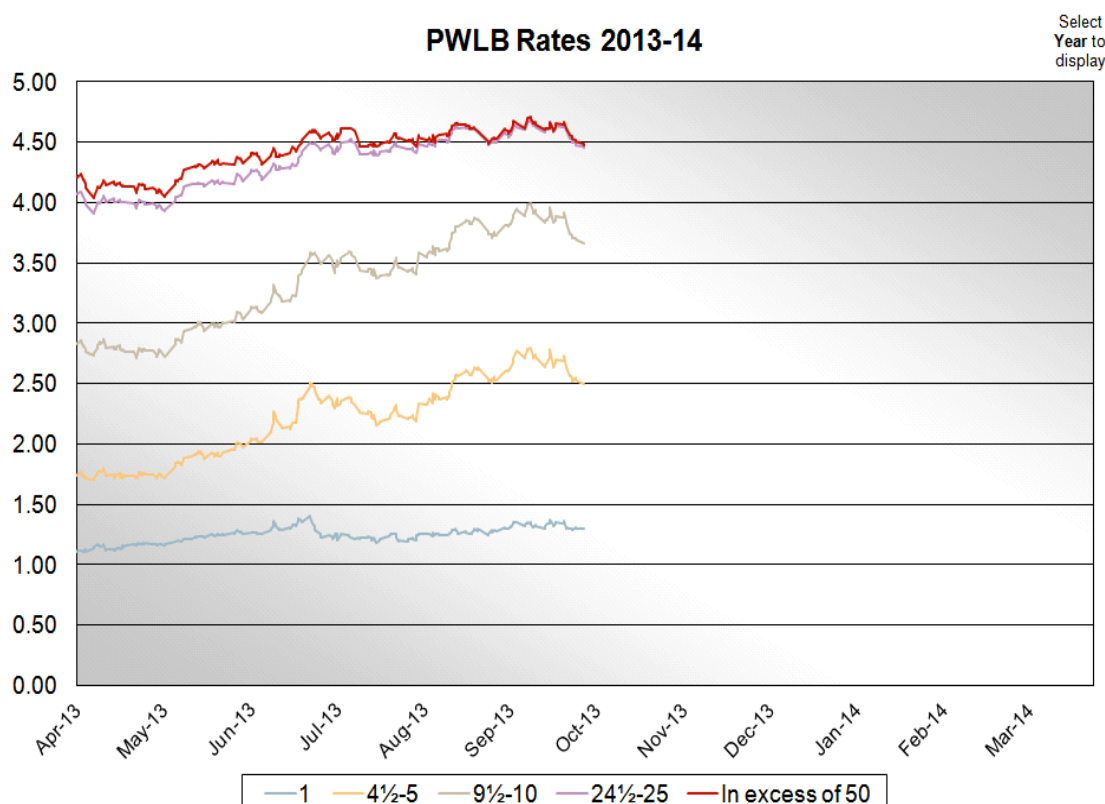
## **2.6 Investments**

- 2.6.1 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. Similar to 2012/13, it remains a very difficult investment market in terms of earning the level of interest rates experienced in previous decades as rates are very low in line with the 0.5% Bank Rate. The continuing Eurozone sovereign debt crisis, and its potential impact on banks, prompts a low risk and short term strategy. Given this risk adverse environment, investment returns are likely to remain low.
- 2.6.2 Deposits held by North Ayrshire Council at 31 October 2013 total £26.25m, an analysis of which can be found in Appendix 1 to this report.
- 2.6.3 The weighted average rate of return for the Council's investments for the first six months of the year was 0.86 % (2012 - 1.74%) which was consistent with peer authorities' rates of return. North Ayrshire is one of 13 Scottish local authorities that are members of an investment bench-marking group run by Capita, the Council's treasury advisers. The weighted average rate of return for the bench -marking group was 0.78% (2012 - 1.52%). The decrease from 2012 is because investments locked in for one year at favourable rates during 2012 have now matured and have been replaced by investments at much lower interest rates.
- 2.6.4 The Council has budgeted for a 0.6% annual rate of return on its investments in 2013/14. As illustrated above, current performance is above the budgeted return.

- 2.6.5 Revisions to the The Treasury Management Strategy were approved by the Cabinet on 29 October 2013. The revisions approved on 29 October increased the maximum permitted holding of the total portfolio by one counterparty from 50% to 75% to ensure full compliance with this aspect of the strategy. The revision also increased the investment limits in Government backed institutions from £25m to £35m in order to provide sufficient scope for depositing cash balances with approved institutions.

## 2.7 Borrowing

- 2.7.1 Due to the overall financial position and the underlying need to borrow for capital purposes (the Capital Financing Requirement - CFR), the estimated borrowing requirement for 2013/14 is £36.077m.
- 2.7.2 The Council's usual source of long term borrowing is the Public Works Loans Board (PWLB). The graph below shows the movement in PWLB rates during the first half of 2013/14 illustrating that medium term rates have been on a largely upward trend since April 2013.



- 2.7.3 Due to the short-term use of cash balances there has been little requirement for new external borrowing during 2013/14. On 29 April 2013, £5m was borrowed from the PWLB for 20 years at 3.61%. (The equivalent rate is currently 4.39%.) No further borrowing is anticipated for the remainder of this financial year.
- 2.7.4 Debt rescheduling opportunities are severely limited in the current economic climate and consequently no debt rescheduling has been undertaken during the first seven months of 2013/14.
- 2.7.5 The Head of Finance & Property will continue to monitor interest rates and look to secure new long term borrowing when prudent to do so in order to minimise the ongoing costs of borrowing.
- 2.7.6 A summary of the movements in borrowing and investments during 2013/14 can be found in Appendix 1. There has been a reduction of £10.181m in the net borrowing position due to an overall more favourable cash flow.

## **2.8 Prudential Indicators**

- 2.8.1 It is a statutory duty for the Council to determine and keep under review the Council's approved borrowing limits and prudential indicators. A list of the council's current indicators and limits are shown for information in the undernoted table. The figures in the table exclude the long-term liabilities in connection with the assets acquired under PPP contracts.

<b>Prudential Indicator</b>	<b>2013/14 Estimate £m</b>	<b>At 31/10/13 £m</b>	<b>Comments</b>
Capital Financing Requirement	291.036	269.579	Variance due to capital programme slippage in 2012/13 and 2013/14
Gross External Borrowing	271.291	215.523	Variance due to capital programme slippage and use of internal funds
Investments	25.000	26.250	
Net Borrowing	246.291	189.273	Variance due to capital programme slippage and use of internal funds
Authorised Limit External Debt	355.248	355.248	No change required to limit approved by Council in January 2013
Operational Boundary External Debt	322.953	322.953	No change required to limit approved by Council in January 2013
Fixed Interest Rate Exposure	210.364	215.356	£5m was borrowed on 29 April 2013 at a fixed rate of 3.61% to take advantage of favourable interest rates
Variable Interest Rate Exposure	-	-	
Principal Sums Invested > 364 days	1.000	-	£1m invested with Western Isles Council on 18 April 1983 was repaid on 18 April 2013
<b>Maturity Structure of Borrowing Limits</b>	<b>Upper Limit</b>	<b>At 31 October 2013</b>	
< 12 months	40%	2%	
12 months to 2 years	40%	0%	
2 years to 5 years	50%	9%	
5 years to 10 years	75%	13%	
> 10 years	100%	76%	



## **2.9 Icelandic Deposits - update**

- 2.9.1 On 28 October 2011, the Icelandic Supreme Court ruled that UK local authorities' claims in the administration of Landsbanki and Glitnir qualified as priority claims under Icelandic bankruptcy legislation, confirming the earlier decision of the Reykjavik District Court. This meant that the values of North Ayrshire Council's claims were final and would, at the very least, be equal to the value of the original deposits plus accrued interest.
- 2.9.2 In the case of Landsbanki, the Winding Up board has made payouts to North Ayrshire Council on 17 February, 29 May and 9 October 2012 and 12 September 2013 which amounts to 53.69% of the sum due. This figure includes £0.038m which is being held in an Escrow account in Icelandic kronur at present. The Icelandic Supreme Court has recently ruled that the foreign exchange rates applied to all partial payments, past and future, should be the spot rates on the respective dates of those payments instead of the rate which applied on 22 April 2009, the official winding up date of LBI. This decision is reflected in the 53.69% recovery to date of the Landsbanki claim. Future payouts are anticipated in stages over the period to December 2019.
- 2.9.3 As regards Glitnir, the Winding Up board made a payment to North Ayrshire Council on 16 March 2012 which amounted to 100% of the principal and interest paid to the maturity date of 21 January 2009. An amount of £1.908m is being held in an Escrow account in Icelandic kronur. Detailed information is not yet available on the impact of resolution of the foreign exchange dispute on the Glitnir settlement. It would appear that claims have been overpaid by around 2%, it is not clear if this will be reclaimed.
- 2.9.4 Recovery of amounts held in Escrow is subject to the impact of exchange rate fluctuations. The Icelandic government is seeking to unwind the currency restrictions on a phased basis by the end of 2015 in an effort to normalise its capital markets.

## **3. Proposals**

- 3.1 It is proposed that the Cabinet note the contents of this report.

## **4. Implications**

### Financial Implications

#### **4.1 General Services**

**4.1.1 Interest on revenue balances** - the Council budgeted for £0.330m of interest to the General Fund on its revenue balances in 2013/14. It is currently estimated that the actual interest will be broadly in line with budget.

**4.1.2 Capital financing costs** - the Council budgeted £22.740m for financing costs and expenses on debt for 2013/14. At this point in the financial year, an underspend of £1.330m on these debt financing costs is forecast for the year to 31 March 2014. The main reasons for the underspend are the continuing strategy to delay new external long term borrowing resulting in savings on external interest costs and also slippage in the capital programme. This projection assumes that there will be no further long term borrowing undertaken during the remainder of 2013/14 due to PWLB interest rates currently sitting at high levels compared with the low rates of return available on investments. If, however, the Council requires to undertake long term borrowing prior to 31 March 2014 this saving in loan charges will decrease.

#### **4.2 Housing Revenue Account**

**4.2.1 Interest on HRA revenue balances** - the Council budgeted £0.180m of interest to the HRA on revenue balances held in 2013/14. It is currently estimated that actual interest will be broadly in line with the budget.

**4.2.2 Capital financing costs** - the HRA budgeted £8.486m for financing costs and expenses on debt for 2013/14. Estimates at this stage suggest an underspend of £0.463m on these debt financing costs. As outlined at 4.1.2 above, this projection assumes that there will be no long term borrowing undertaken during the remainder of 2013/14. Any change to this policy would result in a decrease in this saving.

### Human Resource Implications

**4.3** There are no human resource implications.

### Legal Implications

**4.4** There are no legal implications.

#### Equality Implications

- 4.5 There are no equality implications.

#### Environmental Implications

- 4.6 There are no environmental implications.

#### Implications for Key Priorities

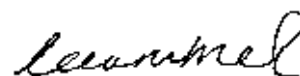
- 4.7 Treasury Management activities for the period 1 April to 31 October 2013 helped support outcome 15b - "Public services are more efficient and effective".

### 5. Consultations

- 5.1 No consultation has taken place on the contents of this report.

### 6. Conclusion

- 6.1 The Treasury Management Strategy Statement and treasury management indicators provide a framework in which to take forward the Council's treasury activities in the context of the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. Investment experience throughout the year highlighted that the strategy required some amendment and revisions were approved by Cabinet on 29 October 2013. This mid-year review report demonstrates that the treasury management activities carried out during the period 1 April to 31 October 2013 have been consistent with the Treasury Management Strategy Statement 2013/14 and have complied with the treasury management indicators set out in the strategy statement, subject to the amendments approved on 29 October 2013.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

#### Reference :

For further information please contact Hazel Hair, Senior Manager (Financial Management) on telephone number 01294 324548

#### Background Papers

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Borrowing & Investment Position as at 31 October 2013						
	Balance at 1 April 2013	New Borrowing	Debt Repayment	Debt Rescheduling	Cash Movements	Balance at 31 October 2013
	£m	£m	£m	£m	£m	£m
<b><u>Long Term Borrowing</u></b>						
PWLB - fixed	150.254	5.000	-	-	-	155.254
Market Loans	60.110	-	-	-	-	60.110
	210.364	5.000	0.000	0.000	0.000	215.364
<b><u>Short Term Borrowing</u></b>						
Temporary Loans	-	-	-	-	-	0.000
North Ayrshire Leisure Ltd	0.790	-	-	-	-0.631	0.159
	0.790	0.000	0.000	0.000	-0.631	0.159
<b>Total External Borrowing</b>	211.154	5.000	0.000	0.000	-0.631	215.523
<b><u>Investments</u></b>						
Fixed Term Deposits	5.000	-	-	-	15.000	20.000
Call Accounts	6.700	-	-	-	-0.450	6.250
	11.700	0.000	0.000	0.000	14.550	26.250
<b>Net Borrowing</b>	<b>199.454</b>	<b>5.000</b>	<b>0.000</b>	<b>0.000</b>	<b>-15.181</b>	<b>189.273</b>

Analysis of Investments as at 31 October 2013							
Borrower	Principal £m	Start Date	Maturity Date	Interest Rate %	% of Total Investment %	Credit Rating Long Term *	Credit Rating Short Term *
Bank of Scotland	5.000	12/08/2013	11/08/2014	1.01	19.0	A	F1
Bank of Scotland	10.000	13/09/2013	12/09/2014	0.89	38.1	A	F1
Royal Bank of Scotland	5.000	16/11/2012	15/11/2013	1.50	19.0	A	F1
Royal Bank of Scotland	6.250	-	Call	0.50	23.8	A	F1
Clydesdale Bank	-	-	Call	0.50	0.0	A	F1
	<b>26.250</b>				<b>100.0</b>		

#### Credit Ratings Definition:-

**A' Long Term Rating** - High credit quality 'A' ratings denote expectations of low default risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.

**F1' Short Term Rating** - Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments, may have an added '+' to denote an exceptionally strong credit feature.

\*The credit ratings quoted above are Fitch ratings as at 1 November 2013.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 20**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Maximising Attendance Performance - September 2013 (Quarter 2 Summary)**

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**Purpose:** This report provides an analysis of sickness absence in Quarter 2 and the current year to date position.

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**Recommendation:** That the Cabinet notes the information contained in the report.

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#### **1. Introduction**

- 1.1 This report presents the sickness absence data for Q2 and the current year to date position.

#### **2. Current Position**

- 2.1 The whole Council target for maximising attendance performance has been set at 8.1 average days lost per employee for 2013/14. This target represents a reduction of just under 14% of the 2012/13 actual average days lost 9.4.
- 2.2 75% of work patterns have been populated within CHRIS, work is ongoing with Facilities Management to finalise work patterns following their recent restructure. Where work patterns are not present days lost will be based on the employee working Monday - Friday.
- 2.3 HR Advisers continue to work closely with their relevant Services providing advice and guidance on an on-going basis. The Employment Services Team are working with Services to realign the organisational structure within CHRIS to enhance absence reporting. Work is ongoing to further develop the management reports available relating to absence, focussing on early intervention and workforce profiling.

## 2.4 Average Days lost per FTE by Service against the quarterly target:

September 2013 - Absence FTE Summary			
SERVICE	Days Lost per FTE		
	Qtr 2	Quarterly Target*	Difference Quarterly Target
<b>Democratic &amp; Admin Services</b>	<b>1.0</b>	<b>1.8</b>	<b>-0.8</b>
<b>Finance &amp; Corporate Support</b>			<b>0.0</b>
Finance	1.7	1.8	-0.1
Property	0.6	1.8	-1.2
<b>Human Resources</b>	<b>3.6</b>	<b>1.8</b>	<b>1.8</b>
ICT	1.7	1.8	-0.1
Customer Services & Registration	2.6	1.8	0.8
Business Support	2.5	1.8	0.7
<b>Finance &amp; Corporate Support Total</b>	<b>1.8</b>	<b>1.8</b>	<b>0.0</b>
<b>Social Services &amp; Health</b>			<b>0.0</b>
C&F - Fieldwork	3.4	2.3	1.1
Criminal Justice	0.9	2.3	-1.4
C&F - Fam PI / Disa	3.7	2.3	1.4
C&F - Residential/Thcare	3.6	2.3	1.3
C&F - Special Supp	2.1	2.3	-0.2
Policy & Practice	0.0	2.3	-2.3
CC - Fieldwork	3.8	2.3	1.5
CC - MH / LD	3.7	2.3	1.4
CC - Personalisation	1.0	2.3	-1.3
CC - Strategy	4.8	2.3	2.5
Res - Business Support	1.8	2.3	-0.5
Res - Planning & Performance	0.0	2.3	-2.3
Res - Money Matters	3.6	2.3	1.3
<b>Res - Service Development</b>	<b>5.6</b>	<b>2.3</b>	<b>3.3</b>
Housing	1.5	1.8	-0.3
<b>Social Services Total</b>	<b>2.8</b>	<b>2.4</b>	<b>0.4</b>
<b>Educational Services</b>			<b>0.0</b>
<b>Education - Resources</b>	<b>3.0</b>	<b>1.7</b>	<b>1.3</b>
Education - Secondary	0.6	1.7	-1.1
Education - Primary	0.7	1.7	-1.0
Education - Early Years	1.4	1.7	-0.3
Education - Support Staff	1.0	1.7	-0.7
Add Support for Learning	1.1	1.7	-0.6
Comm Ser - Info & Culture	1.5	1.7	-0.2
Comm Ser - Comm Dev	2.4	1.7	0.7
Country Parks	0.0	1.7	-1.7
Community Facilities	2.3	1.7	0.6
Childcare Information	0.0	1.7	-1.7
<b>Educational Services Total</b>	<b>0.9</b>	<b>1.8</b>	<b>-0.9</b>
<b>Development &amp; Environment</b>			<b>0.0</b>
Planning & Regulatory	1.9	2.1	-0.2
Roads	4.1	2.4	1.7
Economic Development	3.1	2.1	1.0
D & E Management	0.5	2.3	-1.8
Streetscene	3.3	2.3	1.0
<b>Transport</b>	<b>4.6</b>	<b>2.3</b>	<b>2.3</b>
<b>Waste Services</b>	<b>4.7</b>	<b>2.4</b>	<b>2.3</b>
Facilities Management	2.6	2.4	0.2
Building Services	3.7	2.4	1.3
<b>Development &amp; Environment Total</b>	<b>3.3</b>	<b>2.4</b>	<b>0.9</b>
<b>Whole Council Total</b>	<b>2.1</b>	<b>2.1</b>	<b>0.0</b>

\*Quarterly target based on annual target divided by 4.



At the end of Q2, the cumulative position for the Council is 4.8 days lost per FTE against the target of 4.2 days. Directorate targets have been averaged to calculate Service targets. It should be noted that the set annual targets are broken down by former APT&C, former Manual Workers and Teachers, this breakdown has not been reflected in the averaged figures above. Services are asked to review these targets and feedback where amendments are required. These changes will be applied to the Q3 update.

The performance data for Q2 shows the outcome for the quarter against the quarterly target.

- Finance & Corporate Support have reached their set target, Customer Services & Registration and Business Support have exceeded the averaged target.
- Social Services & Health have exceeded the overall target by 0.4 days. Children & Families - Fieldwork, Family Placement & Disability, Residential/Throughcare, Community Care - Fieldwork, Mental Health & Learning Disabilities, Strategy and Resources - Money Matters have all exceeded the target.
- Education & Skills have an overall absence rate which is below the quarterly target by 0.9 days. Resourcing, Community Development and Community Facilities have all exceeded the averaged target.
- Development & Environment have exceeded the overall target by 0.9 days. Roads, Economic Development, Streetscene, Transport, Waste Services, Building Services.
- The quarterly target of 2.1 for the whole Council has been reached, this shows an improvement from Q1 where the target was exceeded by 0.4 days.

## 2.5 Cost of Sickness Absence - by Service

The following table shows the pay costs (Excluding employers' on-costs). The calculation applied takes account of half and no pay situations. Replacement costs for the cover of critical posts are not included.

Cost of Absence - 2013 to Date			
Directorate	Quarter 1	Quarter 2	Year to Date
Democratic & Administrative Services	£ 5,697	£ 5,063	£ 10,761
Finance & Corporate Support	£ 101,188	£ 90,963	£ 192,151
Development & Environment	£ 386,084	£ 417,983	£ 804,067
Education & Skills	£ 604,537	£ 269,574	£ 874,111
Social Services & Health	£ 486,221	£ 457,874	£ 944,095
<b>Total</b>	<b>£ 1,583,727</b>	<b>£ 1,241,458</b>	<b>£ 2,825,185</b>

The cost of sickness absence to the Council has reduced in Q 2 by £342,269, this is consistent with a reduction of actual days lost per FTE of 0.4 days.

## 2.6 Management Action Taken

The table below provides a breakdown of the number of management referrals/reviews to Occupational Health recorded as resulting from sickness absence undertaken within Q2. Services highlighted in Green indicate that the absence target in Q2 was exceeded.

Corporate	Service	Appointments Requested	Attended	Failed to Attend
Chief Executive	Democratic & Admin Serv	3	2	1
Develop & Environment	Building Services	33	27	6
	Facilities Management	36	29	7
	Planning & Regulatory	1	0	1
	Roads	7	6	1
	Streetscene	19	17	2
	Transport	8	8	0
	Waste	20	18	2
Develop & Environment		124	105	19
Education & Skills	Add Support for Learning	6	6	0
	Comm Ser -Info & Culture	2	2	0
	Community Facilities	2	2	0
	Education - Early Years	7	7	0
	Education - Primary	13	10	3
	Education - Resources	7	7	0
	Education - Secondary	8	5	3
Education & Skills		45	39	6
Finance & Corp Support	Business Support	3	3	0
	Customer Serv & Reg	4	4	0
	Finance	4	4	0
	HR & OD	4	3	1
	ICT	1	1	0
Finance & Corp Support		16	15	1
Social Services & Health	C&F - Fieldwork	7	6	1
	C&F - Residential/Thcare	14	8	6
	C&F - Specialist Support	1	1	0
	CC - Fieldwork	15	11	4
	CC - MH/LD	4	3	1
	CC - Strategy	34	26	8
	Criminal Justice	1	1	0
	Housing	9	6	3
	Res - Business Support	4	3	1
	Res - Money Matters	2	2	0
	Res - Service Develop	1	1	0
Social Services & Health		92	68	24
	COUNCIL	280	229	51

- 62% of Occupational Health management referrals/reviews were requested by Services who have exceeded the quarterly average target.
- 18% of appointments were not attended.

In addition to the above the following table details the number of management referrals/reviews to Occupational Health relating to Physiotherapy and Counselling.

Corporate	Service	Appointments Requested	Attended	Failed to Attend
Chief Executive	Democratic & Admin Serv	12	10	2
Develop & Environment	Building Services	80	72	8
	Facilities Management	37	36	1
	Planning & Regulatory	7	7	0
	Roads	23	19	4
	Streetscene	53	46	7
	Transport	13	12	1
	Waste	10	8	2
Develop & Environment		223	200	23
Education & Skills	Add Support for Learning	5	4	1
	Comm Ser - Comm Develop	2	2	0
	Comm Ser - Info & Culture	9	7	2
	Community Facilities	18	17	1
	Education - Early Years	14	12	2
	Education - Primary	19	17	2
	Education - Resources	12	11	1
	Education - Secondary	15	14	1
Education & Skills		94	84	10
Finance & Corp Support	Business Support	32	32	0
	Customer Serv & Reg	5	4	1
	Finance	20	20	0
	HR & OD	8	8	0
	Property	24	24	0
Finance & Corp Support		89	88	1
Social Services & Health	C&F - Fam Pl/Disab	4	3	1
	C&F - Fieldwork	12	8	4
	C&F - Residential/Thcare	24	20	4
	C&F - Specialist Support	4	2	2
	CC - Fieldwork	14	13	1
	CC - MH/LD	6	3	3
	CC - Strategy	104	84	20
	Criminal Justice	8	5	3
	Housing	37	32	5
	Res - Business Support	11	6	5
	Res - Money Matters	2	2	0
Social Services & Health		226	178	48
	COUNCIL	644	560	84

- In Q2 940 Occupational Health appointments were requested by managers, 30% Sickness referral, 20% Counselling, 49% Physiotherapy and 1% other reasons.
- 14% of referrals were not attended.
- Appointment types Counselling and Physiotherapy are consistent with the top causal factors Psychological and Musculo- skeletal.

## 2.7 Employee Action

The table below details the number of appointments where employees self referred to Occupational Health during Q2.

Referral Reason	Appointments
No reason recorded	10
ENT/Eyes	1
Medical Treatment	1
Musculo-Skeletal	6
Neurological	1
Skin	1
Stress/Anxiety	4
Surgical Procedures	2
Urinary Tract	1
Work Relat Stress	1
<b>Total</b>	<b>28</b>

## 2.8 Comparison of Q2 2013/14 to Q2 2012/13

The table below displays a comparison by Directorate, on completion of the realignment of organisational structures within CHRIS future reports will provide a detailed breakdown by Service.

Directorate	2012/13	2013/14	Difference
Democratic & Admin Services	2.0	1.0	- 1.0
Finance & Corporate Support	1.3	1.8	0.5
Development & Environment	2.2	3.3	1.1
Education & Skills	1.0	0.9	- 0.1
Social Services & Health	3.1	1.9	- 1.2
<b>Total</b>	<b>1.8</b>	<b>2.1</b>	<b>0.3</b>

The breakdown by duration category is summarised below:

	Quarter 2 2012/13		Quarter 2 2013/14	
	Total Days Lost	% of Total Absence	Total Days Lost	% of Total Absence
Short Term Absence 1 - 9 days	1650	16.4	1698	12.5
Medium Term Absence 10 - 39 days	5278	52.4	6061	44.7
Long Term Absence 40+ days	3148	31.2	5816	42.8
<b>TOTAL</b>	<b>10,076</b>		<b>13,575</b>	

- Overall absence days are up from 10,076 to 13,575 an increase of 34.7%
- Short term absence has increased by 48 days 0.03%
- Medium term absence has increased by 783 days 15%
- Long term absence has increased by 2,668 days an increase of 84.7% and is a key factor in Services not achieving targets set.

#### Causal factors by duration

	Quarter 2 2012/13			Quarter 2 2013/14	
<b>Short Term Absence 1 - 9 days</b>	<b>Total Days Lost</b>	<b>% of Total Absence</b>		<b>Total Days Lost</b>	<b>% of Total Absence</b>
Musculo-skeletal	291	18	Musculo-skeletal	347	20
Gastro Intestinal	249	15	Gastro Intestinal	305	18
Psychological	208	13	Viral	210	12
<b>TOTAL</b>	<b>748</b>	<b>45</b>		<b>861</b>	<b>51</b>

	Quarter 2 2012/13			Quarter 2 2013/14	
<b>Medium Term Absence 10 - 39 days</b>	<b>Total Days Lost</b>	<b>% of Total Absence</b>		<b>Total Days Lost</b>	<b>% of Total Absence</b>
Psychological	1748	33	Psychological	1687	28
Musculo-skeletal	1034	20	Musculo-skeletal	1520	25
Surgical Procedures	872	17	Surgical Procedures	857	14
<b>TOTAL</b>	<b>3653</b>	<b>69</b>		<b>4063</b>	<b>67</b>

	Quarter 2 2012/13			Quarter 2 2013/14	
<b>Long Term Absence 40+ days</b>	<b>Total Days Lost</b>	<b>% of Total Absence</b>		<b>Total Days Lost</b>	<b>% of Total Absence</b>
Musculo-skeletal	696	22	Psychological	2364	41
Surgical Procedures	448	14	Musculo-skeletal	931	16
Psychological	442	14	Surgical Procedures	492	9
<b>TOTAL</b>	<b>1586</b>	<b>50</b>		<b>3787</b>	<b>65</b>

	Quarter 2 2012/13		Quarter 2 2013/14		
	<b>Total Days Lost</b>	<b>% of Total Absence</b>	<b>Total Days Lost</b>	<b>% of Total Absence</b>	
Psychological	2398	24	4207	31	
Musculo-skeletal	2020	20	2797	21	
Surgical Procedures	1376	14	1390	10	
<b>TOTAL</b>	<b>5794</b>	<b>58</b>	<b>8394</b>	<b>62</b>	

- Short term absence has increased from Q2 last year by 15%, 113 days. Musculo- skeletal continues to have the most number of days in short term absence increasing from Q2 last year by 19%, 56 days. Gastro Intestinal has increased from Q2 last year by 22%, 56 days. Viral has replaced Psychological as the 3rd top reason for short term absence increase by 2 days.
- The top 3 reasons for medium term absence in Q2 are consistent with Q2 last year. Medium term absence has increased from Q2 last year by 11%, 410 days. Psychological continues to have the most number of days decreasing from Q2 last year by 3.5%, 61 days. Musculo-skeletal has increased by 47%, 486 days. Surgical procedures has decreased by 1.7%, 15 days.
- The top 3 reasons for long term absence in Q2 are consistent with Q2 last year. Long Term absence resulting from psychological reasons has increased from Q2 last year by 435%, 1922 days, however the number of short and medium term absences resulting from psychological reasons has reduced.
- Q2 has an overall increase in absence from last year of 45%, 2600 days. Psychological (stress/anxiety, depression, work related stress and other psychological) has the highest number of days in both medium and long term absences.

The top 3 reasons for absence identified in Q2 are consistent with the findings of the CIPD Absence Management Survey 2012, which highlighted Minor illness (such as colds, flu, stomach upsets, headaches and migraines) are by far the most common cause of short term absence. Musculo-skeletal injuries, back pain and stress are the next most common causes of short term absence. The report also found that Stress is particularly common in the public and non-profit sectors and that the public sector is also more likely to rank mental ill health and musculo-skeletal injuries among its top five causes of long term absence.

### **3. Proposals**

- 3.1 The Cabinet is requested to note the content of this report and the actions being taken to improve performance.

### **4. Implications**

#### Financial Implications

- 4.1 Sickness absence presents a cost to the Council, both on terms of the direct costs of providing for those absent and in terms of lost work days resulting in reduced or delayed service delivery.

## Human Resource Implications

4.2 None

## Legal Implications

4.3 None

## Equality Implications

4.4 None

## Environmental Implications

4.5 None

## Implications for Key Priorities

4.6 None

## 5. Consultations

5.1 There is no requirement for consultation respect of the content of this report.

## 6. Conclusion

6.1 Despite having sound procedures sickness absence has increased in Q2 from the previous year's quarter. Services should continue to utilise occupational health services, where required seek advise from HR Advisers and ensure that an approach of early intervention is taken where employees are on long term sickness absence.

LAURA FRIEL

Corporate Director (Finance and Corporate Support)

## Reference :

For further information please contact Jackie Hamilton, Employment Services Manager on 01294 324694

## Background Papers

CIPD Absence Management Survey 2012





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 21**

**10 December 2013**

#### **Cabinet**

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**Subject:** **Employee Engagement Survey**

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**Purpose:** To provide the Cabinet with a six-monthly update on progress on Employee Engagement Survey improvement plans.

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**Recommendation:** That the Cabinet agrees to note (i) the progress to date in relation to improvement plans and (ii) the methods that will be used to monitor the impact of improvement plan actions.

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#### **1. Introduction**

1.1 In October 2012, the Cabinet acknowledged the results of the Employee Engagement Survey and approved the Council-wide Improvement Plan.

1.2 This Improvement Plan addresses the employee experience factors that were highlighted in the survey results and which have the greatest potential to positively impact on engagement throughout the Council:

- Your involvement and value to the Council;
- The Council's quality principles and practices;
- Communication within the Council;
- The Council's mission and purpose;
- Teamwork and cooperation within the Council;
- Your Learning and Development;
- Your role and its clarity;
- Leadership and management of change.

1.3 Improvement actions were structured into four main themes:

1. Communications
2. Development
3. Planning & Performance
4. Customer Service

1.4 The Cabinet agreed that they would receive updates on improvement plan activities on a six monthly basis.

- 1.5 A previous update was provided to Cabinet in April 2013. However, as Service Improvement Plans had only just been finalised at that point, the update provided to Cabinet focused on the actions where a lead Service had been given responsibility for progressing an action, and updates from all Services was not available.
- 1.6 This paper therefore provides the first full progress update on the Council Improvement Plan, incorporating updates from all Service Improvement Plans, in addition to methods that will be implemented to monitor the impact of improvement activities.

## **2. Current Position**

### **Service Improvement Plan updates**

- 2.1 By March 2013, all Services had Improvement Plans in place in relation to Survey findings, which include:
- Actions that would contribute to the Council-wide Improvement Plan actions
  - Actions that would improve the themes identified as areas for improvement within the Service.
- 2.2 To facilitate the ongoing monitoring of Council-wide and Service Improvement Plans, the Council's Performance Management system, Covalent is being used, with all Improvement Plans published on this system.
- 2.3 All Directorates / Services are required to provide quarterly updates on Covalent, to demonstrate progress on achieving the actions within the Service Improvement Plans. Two updates have been provided to date - as at June 2013, and as at September 2013.
- 2.4 The information provided in Service Improvement Plan updates is then used to inform the update to the Council Improvement Plan.

### **Council Improvement Plan update**

- 2.5 An update on the Council-wide Improvement Plan actions is enclosed at Appendix 1.
- 2.6 Since the Improvement Plan was agreed in October 2012, some of the key actions that have been put in place are:-

#### **2.6.1 - Communications**

- A number of actions within this theme related to increasing the visibility of the Extended Corporate Management Team (ECMT), including increasing the frequency of Chief Executive's Blog, and 'Tea with' the Chief Executive. The 'Back to the Floor' programme has also been extended to the ECMT.

- A firm programme of Managers' Conferences is in place, with Conferences held in February and one in July 2013. (A third conference took place in October 2013, outwith the reporting period for this report). The Extended Corporate Management Team (ECMT) now plays an integral part in these events, which also aims to increase their visibility;
- Increased collaborative working was highlighted as an area for improvement, and Services have provided a number of examples of collaborative working on service specific projects and cross-Service initiatives. Examples include work on a joint ICT project, a Service Improvement Conference within Education and Skills, and a cross-Service review of HR policies.
- In relation to improving internal communications, the Team Talk initiative was launched in March 2013 and is now established as a mechanism for ensuring consistency of communications. The Staff Newsletter has also been relaunched in September 2013, in both electronic and hard-copy formats.
- Sharing information was also highlighted as an area for improvement, and Services have introduced a number of approaches, which complement Team Talk, to support this. Examples include a virtual management system (use of television screens, information boards, etc), and the use of Quickr sites to share information between Services. Education & Skills have also introduced a Virtual Learning Environment and Video conferencing as a facility for pupils taking part in lessons, and staff in development opportunities in hard to reach areas.

### **2.6.2 - Development**

- The annual 'health check' on participation levels for the Performance & Personal Development (PPD) procedure showed that 95% of employees had received an annual PPD discussion. A number of mechanisms have been introduced to support a consistent approach to these discussions, including Spotlight on PPD articles on Navigate, an e-learning package for all employees, and a workshop for managers focusing on effective discussions. Some Services have also introduced regular 1-2-1s with employees, in addition to those Services that were already conducting these.
- Leadership and Management Development remains a key development focus, and the Development Programme in Leadership & Management (Middle Managers) has recently been reviewed, resulting in a more focused 8-day programme to be delivered in future. In addition, three learning events have been delivered for Managers to continue their development, with a further three events planned for the remainder of this year.

- The use of more cost effective learning methods was also highlighted within the Improvement Plan as an action, and examples have been provided by some Services on how this is being encouraged – Housing Services have introduced an in-house policy in relation to this, and Social Services have delivered a blended approach to their Self-Directed Support training programme.

### **2.6.3 - Planning & Performance**

- One of the areas identified in the improvement plan was increased involvement of employees in the planning process. Although the Service Planning process for 2013/14 is complete, services provided a number of examples of how employees are involved in the planning the way forward, including the creation of vision statements and mechanisms for sharing information on plans. The Service Planning process for 2014/15 has commenced, and the guidance in relation to this has been extended to encourage employee involvement.
- Service examples were provided on how performance information is shared with employees, including team briefings, sharing of minutes, staff reference groups, and staff improvement days.
- Benchmarking performance areas was also identified as an area for improvement, and a variety of examples have been provided by Services in relation to benchmarking standards and performance.

### **2.6.4 - Customer Service**

- The Customer Service strategy is progressing and a new Complaint Handling process is in place for every Service (with the exception of Social Services). A half-day Complaint Handling course has been delivered to employees within all relevant Services. In addition, the corporate Customer Service training event has been reviewed and updated to reflect this new process.
- Services are regularly reviewing the service provided, liaising with their customers/stakeholders to determine improvements required. Examples provided from Services include liaison meetings, involvement of Parent Council Chairs at Policy Board meetings, and a Customer Care Working Group which is developing an annual action plan in relation to this.

## **Communications**

- 2.7 An update on progress towards Council-wide Improvement Plan actions will be provided to employees, in the format 'We asked, you said, we did'. This will be provided through articles on Navigate, GLOW, News in Brief and alternative methods for manual workers.
- 2.8 In addition, employees will be provided updates using methods including Team Talk and the new Staff Newsletter.

## **3. Proposals**

- 3.1 The Cabinet is asked to note (i) the progress update for the Council-wide Improvement Plan and (ii) that the next update will be provided in May 2014.

## **4. Implications**

### Financial Implications

- 4.1 There are no Financial Implications arising from the report.

### Human Resource Implications

- 4.2 There are no Human Resource Implications arising from the report.

### Legal Implications

- 4.3 There are no Legal Implications arising from the report.

### Equality Implications

- 4.4 There are no Equality Implications arising from the report.

### Environmental Implications

- 4.5 There are no Environmental Implications arising from the report.

### Implications for Key Priorities

- 4.6 There are no implications for Key Priorities arising from the report.

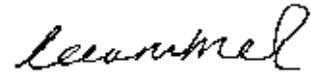
## **5. Consultations**

- 5.1 Initial briefings/consultations were held with Heads of Service, to provide information on the analysis of the survey findings in relation to their Service and to determine the best way forward for improvement planning within their Service.

- 5.2 Consultation was held with Service Focus Groups to identify actions in relation to Service Improvement Plans.

## **6. Conclusion**

- 6.1 Directorate / Service Improvement Plans are now in place for all Services in relation to the Employee Engagement Survey.
- 6.2 Mechanisms are in place to conduct the quarterly monitoring of improvement plans, in order to ensure these are progressed, and also to provide an update on progress to the Cabinet on a six-monthly basis.
- 6.3 A further update to Cabinet will be provided in May 2014.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

### **Reference :**

For further information please contact Gavin Macgregor, Head of Human Resources and Organisational Development, or Fiona Walker, Organisational Development Manager on telephone number 01294 324053.

### **Background Papers**

Survey Responses

## Employee Engagement Survey - Council Improvement Plan (Oct 2012 - Dec 2013)

Colour Code

Parent Action

Sub Action

## 1. Communications

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_1.1	Managers' conferences	<div><div>80%</div></div>	●		31-Dec-2013	PARENT ACTION
EES_CW_1214_1.1a	Hold three Managers' Conferences per calendar year	<div><div>80%</div></div>	●	<p><b>Update as at September 2013:</b> Two Managers' Conferences have been held, on 8 February and the 5 July 2013, and a third Conference will be run in October 2013. To ensure that the Managers Conferences are current and fit for purpose a cross service focus group reviewed the approach and have offered suggestions for improvement.</p> <p>In addition, a Head Teacher Conference was held in quarter two, which focused on a number of themes to drive excellence and improvement.</p>	31-Dec-2013	Chief Executive's Office
EES_CW_1214_1.1b	Increase ECMT involvement in the Managers' Conference to raise visibility	<div><div>80%</div></div>	●	<p><b>Update as at September 2013:</b> Corporate Directors and Heads of Service have been involved in the Manager's conference held in February and July 2013. In addition, ECMT involvement is planned for the remaining conference in 2013, in October.</p>	31-Dec-2013	ECMT
EES_CW_1214_1.2	Collaborative Working. Regularly encourage individuals at all levels, and teams within services to work collaboratively on service specific projects and cross service initiatives.	<div><div>80%</div></div>	●	<p><b>Update as at September 2013:</b> Services advise that collaborative working on service specific projects and cross service initiatives continues. Examples to demonstrate this are detailed below: Within <b>Democratic &amp; Administration Service</b>, Legal Services are continuously called upon for advice and support in relation to projects such as child protection, managing gypsy / traveller unauthorised encampments, in addition to early intervention indicators. Regular team meetings are held, both within the Service and with other Services, in addition to the Council wide PSIF self-assessment and the Council's Annual Performance report encouraging collaborative working. Within <b>Development &amp; Environment</b>, staff within Services are involved in a large number of in-service groups and projects (e.g. a joint ICT project), cross-Service activities (such as the ICT Steering Group, testing of the HAVS system, and Fair Trading, Animal Health) in addition to a variety of other issues, and with external organisations (e.g. development of Ayrshire Central Hospital). A Departmental</p>	31-Dec-2013	All Services

## Employee Engagement Survey - Council Improvement Plan (Oct 2012 - Dec 2013)

Colour Code

Parent Action

Sub Action

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
				<p>interactions map is being developed to highlight areas of overlap and opportunities to improve collaboration on key projects. This exercise will help to establish working groups moving forward.</p> <p>Within <b>Education &amp; Skills</b>, a Service Improvement Conference was held in September 2013 on the theme of 'Knowing the Business', with presentations from staff members and workshops held to determine areas of duplication and service priorities. In addition, Senior Managers are directly involved in the development of both the Service and Operational Plans.</p> <p>Within <b>Finance &amp; Corporate Support</b>, a number of cross service and cross Council initiatives are in place within Finance &amp; Property involving corporate procurement, property, revenues &amp; benefits, financial management audit &amp; risk. Within HR &amp; OD, collaborative working is ongoing, with examples including Payroll employees working with Facilities Management to provide training in relation to payroll documentation, cross-Service review of HR policies such as Maximising Attendance and Health &amp; safety working with various services to develop an electronic incident reporting system..</p> <p>Within <b>Social Services &amp; Health</b>, Housing Services adopt working groups to cover key activities which have cross staff representation at all grades and from all service areas, in addition to Manager service development days and Staff improvement day including service planning briefing sessions and a relaunch of the Staff Suggestion scheme. Social Services have reviewed their Knowledge Exchange programme and plan to extend this based on feedback received. Ongoing collaborative learning approach being taken to all service redesign activity via workshops, workgroups. The Staff Reference Group continues, in addition to a variety of other collaborative learning activities underway.</p>		
EES_CW_1214_1.3	Sharing Information	<div><div>80%</div></div>	●		31-Dec-2013	PARENT ACTION
EES_CW_1214_1.3a	Increase the use of Navigate as a means of promoting the Council's mission and objectives and disseminating information.	<div><div>80%</div></div>	●	<p><b>Update as at September 2013:</b></p> <p>Services have increased the use of Navigate to varying degrees. Examples of areas where this has been progressed are below:</p> <p>The Performance Coordinator within <b>Democratic &amp; Administration</b> continues to update pages on Navigate, in particular, those pages relating to North Ayrshire Performs.</p> <p><b>Development &amp; Environment</b> have introduced a number of 'Touch Down' points to provide the facility for employees to access Navigate. The <b>Education &amp; Skills</b> website has been further developed in line</p>	31-Dec-2013	All Services





## Employee Engagement Survey - Council Improvement Plan (Oct 2012 - Dec 2013)

Colour Code

Parent Action

Sub Action


Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
				with the wider improvements to the North Ayrshire website, which has enabled pupils and teachers in the schools to have internet access with a variety of mobile devices. In addition, individual school websites are now used more frequently to inform all stakeholders about the work of schools and publish Standards and Quality reports. Within <b>Finance &amp; Corporate Support</b> , HR & OD are at various stages of reviewing the information held about the Service on Navigate. HRAs & Resourcing have published updates on the website, in relation to 'getting a job'. Health & Safety are updating policies and documents in line with H&S action plans. Employment Services have created a new section and work is ongoing to extend the information in relation to resourcing and information management. Customer Services are working with Navigate authors to progress and publish online ideas submitted from Quality Improvement Team. SVQ Team has re-vamped information held on the external website, and plan to revisit information on the internet site after the summer period. <b>Social Services &amp; Health</b> continuing using and promoting Navigate across the Directorate, with examples including implementing the Directorate Vision statement, GIRFEC developments, Employee Survey results, Carers' Week, press releases, introduction of careNA.		
EES_CW_1214_1.3b	Explore other media options to ensure information is disseminated to hard to reach areas.	80% 		<b>Update as at September 2013:</b> A variety of different media options are being developed and implemented within Services to share information, particularly in hard to reach areas. Examples are provided below: Building Services, within <b>Development &amp; Environment</b> , have introduced a visual management system (television screens, information boards, posters etc.), sharing information including job flow, performance, and project information. This will be developed further, to include Service priorities and aims. This approach will be rolled out across the Directorate throughout 2013/14. In addition, Quickr sites will be introduced as a means of sharing information/knowledge across the Directorate. Facilities Management will pilot the recording of personal email addresses on CHRIS in August. A number of depots have put in 'Touch Down' points which allow employees' access to Navigate. Within <b>Education &amp; Skills</b> , the pilot of using a Virtual Learning Environment (VLE) to deliver lessons will extend all Secondary schools. A planned approach to the delivery of remote lessons to pupils across several schools and subject areas is being developed and will be in place by September 2013. Videoconferencing has been	31-Dec-2013	All Services

## Employee Engagement Survey - Council Improvement Plan (Oct 2012 - Dec 2013)

Colour Code

Parent Action

Sub Action

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
				used to enable Head teachers and teachers an Arran to participate remotely in CPD events, Head teachers meetings and subject network meetings. The Service continues to use GLOW to support learning and teaching by sharing good practice and resources, in addition to publishing bulletins to staff and pupils. Within <b>Finance &amp; Corporate Support</b> , the use of Quickr sites has been extended within HR & OD to share information. In addition, ICT Services have created a private area on Navigate to share information within the Service, and Customer Services are currently launching Facebook for Housing Services.		
EES_CW_1214_1.4	Establish formal briefing sessions within each service to advise employees on what activities are being undertaken as part of the change programme.	<div><div>80%</div></div>		<b>Update as at September 2013:</b> Change Programme activity will be included in the Team Talk process and this information is being cascaded within Directorates and Services using this method and the new quarterly staff magazine. In addition, Services have included the following mechanisms to update employees on change activities: <b>Democratic &amp; Administration</b> have held Service Team briefings in February and September. <b>Development &amp; Environment</b> plan to develop a newsletter and Directorate / Team briefings to cascade this information - Extended Development Management Team minutes are distributed to staff and Team Talk Briefs are extended to include key Departmental information. The communication working group will be developing a standard agenda for team meetings and a communication sheet will be issued to ensure that all key information is communicated in a consistent manner at team meetings. Within <b>Finance &amp; Corporate Support</b> , HR & OD teams are updated via briefing emails on change projects, Navigate communications, or updates at team meetings. In addition, task force meetings have been introduced in relation to change projects, in order to share information regarding these with other relevant parties. Within <b>Social Services &amp; Health</b> , Housing Services held an annual Staff Conference in September, in addition to monthly team meetings incorporating SMT updates. The Service Staff suggestion scheme has also been reviewed and will be relaunched in December 2013. Within Social Services, a number of briefings have taken place, including Service Redesign (Nov 12), Redesigning Community Justice System (Mar 13), Personalisation/SDS Roadshows (May 13), Future of Health & Social Care Integration (June/July 13).	31-Dec-2013	All Services Policy & Service Reform

## Employee Engagement Survey - Council Improvement Plan (Oct 2012 - Dec 2013)

Colour Code	Parent Action
	Sub Action

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_1.5	Raise the Equalities Awareness agenda, to ensure all employees are treated fairly and respectfully in the workplace	<div><div>80%</div></div>	●	<p><b>Update as at September 2013:</b> The Council has agreed and published its equality outcome, which includes "Employees are able to respond more confidently and appropriately to the needs of colleagues and customers." There are actions within the Equality Action Plan 2013-14 to support the delivery of this outcome including promotion of the equalities e-learning course. General awareness of equalities issues is being raised within staff through improvements in the budgeting and service guidance. In addition, the rolling programme of five Equality Impact Assessments per Service per year on existing policies is being led by the Corporate Equality Group.</p> <p>Within Directorates and Services, a variety of methods are being used to raise the Equality Awareness Agenda. Examples provided include: Within <b>Development &amp; Environment</b>, Streetscene Services have rolled out 'Team Talk' through service managers who are organising to cascade this process through the reporting structure and Facilities Management have planned 'Team Talk' tool box talks for the remainder of 2013/14. Each session will include agenda items that cover equalities and fairness.</p> <p><b>Education and Skills</b> has joined the Stonewall Education Programme which will provide training event to Equalities Champions within the Directorate. Information within the GLOW Equalities Champion folder has also been updated with examples of good practice posted.</p> <p>Within <b>Finance &amp; Corporate Support</b>, updates from the Corporate Equalities Group are provided at management meetings within HR &amp; OD to ensure the equalities agenda is progressed. Equality Impact Assessments are conducted as and when a policy or procedure is created or updated and this will continue.</p> <p>Within <b>Social Services &amp; Health</b>, Housing Services have a specific Equalities Working Group with membership from a cross selection of staff. Examples of the work undertaken by this group to are Development of accessibility and equalities policies; Introduction of a visually impaired database; Braille machine for printing documents; Equalities training is mandatory for all staff.</p>	31-Dec-2013	All Services Policy & Service Reform
EES_CW_1214_1.6	Improve internal communications.	<div><div>88%</div></div>	●		31-Dec-2013	PARENT ACTION
EES_CW_1214_1.6a	Launch and implement the 'Team Talk' initiative i.e. an approach for face to face communications	<div><div>100%</div></div>	●	<p><b>Update as at September 2013:</b> Team Talk process is now established, ensuring corporate consistency of staff meetings and this action will be monitored during</p>	31-Dec-2013	Communications

## Employee Engagement Survey - Council Improvement Plan (Oct 2012 - Dec 2013)

Colour Code

Parent Action

Sub Action

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
	in order to emphasise a focus on discussion and feedback, and three way communications.			the year.		
EES_CW_1214_1.6b	Ensure consistency of team Meetings across the Council.	<div><div>80%</div></div>	●	<p><b>Update as at September 2013:</b> A number of approaches are being used within Services to ensure the consistency of team meetings. The Team Talk briefing process, mentioned above, has assisted in ensuring consistency, as a number of Services are aligning team meetings with when this is due, in addition to aligning with Management Meetings, to ensure consistency of message (e.g. Democratic &amp; Administration, HR &amp; OD).</p> <p>Standard Agendas are another method used by a number of Services in order to ensure consistency (e.g. HR &amp; OD, Housing Services).</p> <p>Housing Services have received Council approval to close all offices every second Thursday (pm) in the month to allow for team meetings and staff training. Social Services have promoted the enhanced consistency of team meetings through the implementation of the Service Vision / Values Statement and using the findings of the Employee Survey.</p>	31-Dec-2013	All Services
EES_CW_1214_1.6c	Establish a consistent Council-wide approach to employee suggestions, ensuring all feedback and suggestions are reviewed.	<div><div>80%</div></div>	●	<p><b>Update as at September 2013:</b> CMT have considered an initial report and have agreed an approach in principle - that each Service Area has its own Employee Suggestion Scheme operated under a Council-wide model based on the existing Housing Services model. A further report is to be presented to CMT setting out this approach. This report has been delayed while Housing Services are reviewing their Employee Suggestion Scheme model. They expect to have completed this exercise by end of September 2013 and, therefore, it is likely the report will be presented to CMT in October/November 2013.</p>	31-Dec-2013	Communications
EES_CW_1214_1.6d	Ensure Workforce Communications more structured, regular and consistent	<div><div>100%</div></div>	●	<p><b>Update as at September 2013:</b> The first edition of the new Staff Newsletter was published in September, with future publications at the planning stage. In addition a staff weekly update 'News in Brief' has been launched which gives staff a quick snapshot of key news and events, happening across the Council over the next seven days.</p>	31-Dec-2013	Communications

## Employee Engagement Survey - Council Improvement Plan (Oct 2012 - Dec 2013)

Colour Code	Parent Action
	Sub Action



Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_1.6e	Increase the frequency of the Chief Executive's blog and continue 'Tea with' the Chief Executive, ensuring two way continued dialogue with employees.	<div><div>100%</div></div>		<b>Update as at September 2013:</b> The Chief Executive has set a target for the Blog to be updated at least once a month and this target has been consistently met.  "Tea with Elma" sessions are continuing and the Chief Executive has increased the annual target from six to eight sessions per annum. Since 2010, 200 staff have met with the Chief Executive.	31-Dec-2013	Chief Executive's Office
EES_CW_1214_1.6f	Reinstate 'Back to the floor' sessions which successfully served to raise the visibility of ECMT.	<div><div>80%</div></div>		<b>Update as at September 2013:</b> A series of Back to the Floor sessions have been organised for ECMT members between June and December 2013. An article is planned for the November issue of the Staff Magazine to publish details about these sessions, which will include video, photographs, and written article.	31-Dec-2013	Human Resources
EES_CW_1214_1.6g	Reinstate Council Staff newsletter as a means of sharing information council-wide	<div><div>100%</div></div>		<b>Update as at September 2013:</b> The first issue of the Staff Magazine was issued in September 2013, both in electronic and hard-copy versions and further issues are in the planning stage.	31-Dec-2013	Communications

## 2. Development

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_2.1	Performance & Personal Development (PPD)	<div><div>80%</div></div>			31-Dec-2013	PARENT ACTION
EES_CW_1214_2.1a	Ensure a consistent approach to annual PPD discussions is adopted, ensuring individual understand what is required of them in their role, work objectives and individual goals are aligned with team objective and to ensure that learning needs are identified and prioritised.	<div><div>80%</div></div>		<b>Update as at September 2013:</b> The annual 'Healthcheck' in relation to PPD completion, as at March 2013, was 95% participation. To encourage participation and a consistent approach, <b>HR &amp; OD</b> provided a series of seven weekly 'Spotlight on PPD' articles published on Navigate January / February 2013 to provide reminder information on the procedure, encourage participation, and encourage a consistent approach. In addition, a PPD E-learning module is now available to all employees, and a PPD Discussion for Managers Workshop to assist managers in holding PPD discussions. Both advertised via the Corporate Learning & Development Directory. Workshop available for delivery as a corporate course, or specifically tailored for Service delivery. In addition, a review of the PPD procedure is currently underway.	31-Dec-2013	All Services




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Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
				Within <b>Development &amp; Environment</b> , PPDs and regular 1-2-1s ensure a consistent approach and that all service plan objectives are reflected. Within <b>Housing Services</b> , the Learning & Development Working Group takes ownership of the annual process, and an email is issued to all managers with links to the relevant paperwork and timescales for completion. Within <b>Education &amp; Skills</b> , the Professional Review & Development (PRD) /Professional Update (PU) template designed by the joint project team will be piloted during 2013/14 and the process evaluated prior to the GTC validation event in the spring 2014. All feedback from the teachers involved will be used to inform North Ayrshire's long term approach to PRD and PU. The information is currently being distributed to Headteachers, and briefing sessions offered as further support. Within <b>Finance &amp; Corporate Support</b> , Finance & Property Services are developing a PPD Checklist to ensure consistency of approach.		
EES_CW_1214_2.1b	Reinforce the Behavioural Competency Framework, during annual PPD discussions, to ensure employees fully understand the behaviours required to be demonstrated.	<div><div>80%</div></div>		<p><b>Update as at September 2013:</b> One of the 'Spotlight on PPD' articles mentioned above focused on the Behavioural Competency Framework, and how this should be reviewed during PPD discussions.</p> <p>In addition, <b>Social Services &amp; Health</b> have started a review of the specific competency relevant to this Service only, Social Care Practice, to reflect SDS / Personalisation - this work is due to be complete by November 2013. Housing Services plan to review and update their 1-2-1 procedure to ensure this concentrates on the competencies and behaviours required.</p>	31-Dec-2013	All Services
EES_CW_1214_2.1c	Conduct regular 1-2-1s with employees, to provide the opportunity for regular two way discussion, feedback and recognition.	<div><div>80%</div></div>		<p><b>Update as at September 2013:</b> A number of Services have introduced regular 1-2-1s, in addition to those that were already conducting these, including Democratic &amp; Administration, Development &amp; Environment, Housing Services. Housing Services have recently reviewed and updated their procedure for 1-2-1s, to ensure these concentrate on the competencies and behaviours required.</p>	31-Dec-2013	All Services

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Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_2.2	Leadership & Management Development	80%			31-Dec-2013	PARENT ACTION
EES_CW_1214_2.2a	Reinforce leadership & management development programmes to ensure that the focus on collaborative working, team working, communication continues.	80%		<p><b>Update as at September 2013:</b> The Council's three-tier leadership and management development programmes continue to be delivered and developed.</p> <p><b>High-Impact Leadership</b> - Phase 1 of this programme, for the ECMT, is now complete. However, to ensure continued development, a forward programme of development activity is currently being designed. This phase of the programme is currently being evaluated to determine whether outcomes have been achieved, and whether return on investment achieved. Phase 2, for Senior Managers, has commenced with 16 delegates in May 2013, and a second programme of 16 participants starting in September 2013. The programme is reviewed on an ongoing basis to ensure the focus on collaborative and team working remains and is linked to the current business focus.</p> <p><b>Middle Management Development Programme</b> - The Leadership &amp; Development Programme for Middle Managers has recently been reviewed, resulting in a more focused, 8-day programme. Two cohorts have been organised for the remainder of 2013.</p> <p><b>First Line Management Programme</b> - This programme continues to be delivered. A review of the assessment requirements for the qualification is currently underway.</p> <p>In addition, <b>Social Services &amp; Health</b> have reviewed Leadership Development activities undertaken within 2012/13 developed activities for 2013/14, including Extended SMT Development session delivered 25 April 13 relating to the Change Programme.</p>	31-Dec-2013	Human Resources
EES_CW_1214_2.2b	Develop and deliver regular learning events aimed at Managers to extend learning, provide further development opportunities, and encourage networking/sharing of good practice.	80%		<p><b>Update as at September 2013:</b> Three Learning Events have taken place to date:</p> <ul style="list-style-type: none"> <li>• April – IT Information Street,</li> <li>• May – Alcohol &amp; Drug Awareness</li> <li>• June – Customer Service Strategy.</li> </ul> <p>Three further Learning Events are planned:</p> <ul style="list-style-type: none"> <li>• Oct - Complaint Handling</li> <li>• Nov - Drug &amp; Alcohol Awareness follow up</li> <li>• Nov - PSIF</li> </ul> <p>One Masterclass also took place in March – Sir Harry Burns and a further Masterclass is still planned in this financial year.</p>	31-Dec-2013	Human Resources



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Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_2.2c	Extend the Shadowing programme currently in place for employees to shadow the Chief Executive, to the CMT.	80%	●	<p><b>Update as at September 2013:</b> The Chief Executive's Shadow programme has now been extended to offer a shadow opportunity to Corporate Directors. This is now in place and opportunities are being offered to the delegates on the Strategic Leadership Programme to shadow not only the Chief Executive, but also all Corporate Directors.</p> <p>To date, 7 participants have shadowed the Chief Executive, with a further three scheduled for 2013 and 14 scheduled for 2014. In relation to shadowing Corporate Directors, one participant has requested to shadow all four Corporate Directors and has completed one of these so far. A further date is organised for December, and two dates to be organised for 2014. One other participant has requested to shadow one Corporate Director, and a date has yet to be organised for this. Responses are awaited from four managers on whether they wish to take part in this programme, and one manager has declined the opportunity.</p>	31-Dec-2013	Human Resources
EES_CW_1214_2.3	Development Solutions	90%	●		31-Dec-2013	PARENT ACTION
EES_CW_1214_2.3a	Review, develop and promote a Corporate Calendar of learning and development events	100%	●	<p><b>Update as at September 2013:</b> The 2013 Learning &amp; Development Directory and calendar of events of Corporate development, in addition to Social Services and Facilities Management development opportunities, continue to be reviewed and updated as new development opportunities are identified. Social Services have added a number of development events in relation to Money Matters and Care at Home. The directory and calendar continue to be promoted throughout the Council at every opportunity via Navigate, staff notice boards and courses delivered.</p>	31-Dec-2013	Human Resources
EES_CW_1214_2.3b	Extend the practice of more cost effective development methods and knowledge transfer solutions such as job shadowing, e-learning, webinars etc.	80%	●	<p><b>Update as at September 2013:</b> All services promote the use of various development methods and knowledge-transfer solutions. Examples of these include:</p> <p>Within <b>Development &amp; Environment</b>, all Food safety training and manual handling training is incorporated into L&amp;D training and development calendar and published on navigate. Building Services deliver a training week to operatives that covers any training that is</p>	31-Dec-2013	All Services



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				deemed mandatory and also ensures that all trade cards etc. are renewed prior to expiry. <b>Education &amp; Skills</b> continue to provide cross- and intra-Service job shadowing opportunities. Within <b>Social Services &amp; Health</b> , a training programme for Self-Directed Support / Personalisation has been delivered which incorporates blended learning methods. In Housing Services, the Learning & Development working Group has developed an in house policy which identifies a wide range of learning opportunities for all staff, including job shadowing, coaching, mentoring, e-learning, on the job and planned reading. In addition, an e-learning induction programme for new staff has been developed and is in use.		
EES_CW_1214_2.4	Expand utilisation of the development module on CHRIS to ensure the corporate system is being used to its full potential and that all development needs are recorded.	80%		<p><b>Update as at September 2013:</b></p> <p>Within <b>Democratic &amp; Administration</b>, all staff have been made aware that training requirements should be passed to CHRIS administrator for input. Within <b>Development &amp; Environment</b>, each employee has a training folder, and courses are recorded on CHRIS. Within <b>Finance &amp; Corporate Support</b>, all development needs are recorded on CHRIS. In addition, within HR &amp; OD, monitoring of CHRIS Development Records continues. One monitoring check recently carried out, council-wide, identified a number of individual records held in the development records screen which were inaccurate. This information has now been sent to Services to progress and the monitoring check will be conducted again later in the year to ensure this information has been updated by services. In addition, Leadership Development screens have recently been redesigned to improve the recording of development in relation to this. Within <b>Social Services &amp; Health</b>, Housing Services use the CHRIS system to record all Learning &amp; Development activity - on a monthly basis all managers are issued with a L&amp;D proforma to complete, which is then returned to the Quality &amp; Performance to upload all activities to CHRIS. In Social Services, PPD/Supervision briefings during Nov - Dec 12 promoted effective capturing of development plans within CHRIS. Within <b>Education &amp; Skills</b>, utilise the in-house system GATEWAY and the CHRIS system to maintain staff CPD records and the service is exploring how the capturing of CPD records can be applied consistently across all teams.</p>	31-Dec-2013	All Services

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## 3. Planning and Performance

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_3.1	Planning and Performance	80%	●		31-Dec-2013	PARENT ACTION
EES_CW_1214_3.1a	Anticipate future strategic development needs linked to changing legislation and policy drivers.	80%	●	<p><b>Update as at September 2013:</b> All Services have created Service Plans for 2013/14 based on the combined service planning and budgeting guidance which aims to ensure effective integration of strategy and resources to deliver improved outcomes for the people of North Ayrshire.</p> <p>The Service Planning and Budgeting Guidance 2014/15 has been strengthened to encourage Services when developing Service Plans to demonstrate the Golden Thread showing effective integration of all strategies and resources to deliver improved outcomes for the people of North Ayrshire.</p>	31-Dec-2013	All Services Policy & Service Reform
EES_CW_1214_3.1b	Ensure that all objectives are connected i.e. Single Outcome Agreement, Council Plan and Service Plans all explain the requirements of the council and its purpose - the 'bigger picture'	80%	●	<p><b>Update as at September 2013</b> As mentioned above, all Services have created Service Plans for 2013/14 based on the combined service planning and budgeting guidance.</p> <p>In addition, the Service Planning &amp; Budgeting Guidance for 2014/15 incorporates guidance on developing Operational Plans which will provide a key document for staff to ensure that their PPD objectives align with the objectives and actions of the Directorate and or Service.</p>	31-Dec-2013	All Services Policy & Service Reform
EES_CW_1214_3.1c	Actively promote the involvement of employees in the creation of service and team plans, including the creation of plans or initiatives aimed at customers, as a means of harnessing employee knowledge and creating a sense of involvement and ownership.	80%	●	<p><b>Update - as at September 2013:</b> Various Services involved teams/ Services in the Service Planning process for 2013-14, and this work continues for 2014-15 Service Planning. Methods highlighted to involve employees through this process, and also in the development of other plans, are detailed below:</p> <p>Within <b>Democratic &amp; Administration</b>, an all staff working group is being formed to provide input and commence the development of the Service Plan.</p> <p>Within <b>Development &amp; Environment</b>, employee briefings took place</p>	31-Dec-2013	All Services


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				<p>throughout June/July, team talk, and regular meetings have been used to ensure employees are aware of service priorities and update on progress and performance.</p> <p>Operational Plans will be displayed on visual management boards and performance information will also be displayed to monitor achievement of objectives and performance indicators. Facilities Management introduced a Staff information pocket leaflet that covers the Council's vision in addition to information about various procedures and service issues. Transport Services are considering installing flat screen Monitors in the workplace which will display performance information through a link with the new Transport ICT System (Fleetwave). Planning Services held a session on 'Performance Management' for all staff in April 2013.</p> <p><b>Education &amp; Skills</b> will hold its annual Service Improvement Conference in October 2013, which will involve senior staff and key stakeholders discussing and developing the content of the 2014-15 Service Plan.</p> <p>Within <b>Finance &amp; Corporate Support</b>, suggestions have been sought from teams within Finance &amp; Property to develop a vision for the Service. The Performance Team (FCS) have held initial Service SMT meetings to launch the 2014/15 Service Planning Process. All Senior Managers will include Service Planning in Team Meeting Agendas to encourage staff contributions. Secondary Service Planning Meetings are scheduled for November 2013. Service Planning has been analysed as part of the Directorate PSIF Self-assessment exercise, involving 12 staff members. In addition, a SWOT/PEST analysis was carried out and the output from this will feed into the Service Planning Process for 2014/15 as will areas for improvement highlighted during the assessment process.</p> <p>Within <b>Social Services &amp; Health</b>, Housing Services are reviewing their performance framework with tenants to align this with new performance indicators and reporting requirements. Social Services have reviewed the role of their Staff Reference Group and will enhance their communication of activities. In addition, the Service</p>		


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Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
				have created a Vision Statement and this has been rollout out throughout the Service, through team development activities undertaken in November 2012.		
EES_CW_1214_3.1d	Develop Performance Management Frameworks within all services across the Council as a means of involving managers and staff in target setting, actively encouraging staff to make decisions in line with policies and procedures; giving accountability to all staff at various levels; and assigned areas/teams/responsibilities to staff that are then accountable for the performance within them.	80%		<p><b>Update as at September 2013:</b> Services are encouraged to develop their own Performance Management Frameworks to embed a performance management culture as articulated in the Council's Performance Management Strategy 2012/15. Examples which demonstrate how this is implemented are:</p> <p><b>Finance and Corporate Support</b> have a dedicated Performance Team who implement the Corporate Performance Management Framework. The Directorate has a comprehensive range of statutory and local indicators and targets which allow the Directorate to monitor and manage performance effectively and systematically to ensure the best possible outcomes for customers are achieved.</p> <p><b>Social Services &amp; Health</b> have developed a performance framework based on an integrated scorecard, and strategy mapping is adopted to facilitate the identification of further KPIs. Performance will be monitored through the Carefirst reporting system. Housing Services have a Performance Management Framework (PMF) that has been continuously enhanced over a number of years in line with service developments. Through a comprehensive set of statutory and local indicators, targets and service standards the PMF allows the Service to monitor and manage our performance effectively and systematically to ensure they achieve the best possible outcomes for our customers. The framework is being reviewed, in consultation with tenants, to align with the new performance indicators and reporting requirements to the Scottish Housing Regulator (SHR).</p> <p>All Service Managers within <b>Development &amp; Environment</b> have presented to the Directorate Management Team how their service can improve, and key actions have been included within relevant operational plans. These will be monitored via quarterly performance presentations to the Directorate Management Team.</p>	31-Dec-2013	<p>All Services</p> <p>Policy &amp; Service Reform</p>


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Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_3.2	Introduce Service Development Days/ Annual Briefings/ Update Sessions across the Council as a means of sharing information with all employees	80%		<p><b>Update as at September 2013:</b> Services are progressing this action, introducing appropriate methods to share information and updates with employees. Examples of activities planned and undertaken are detailed below:</p> <p><b>A Democratic and Administration Service</b> Team Briefings were held in February 2013 and September 2013, and all staff were encouraged to attend, with a positive response being received. Staff have also been asked to indicate their preferences for future staff briefings.</p> <p>Within <b>Development &amp; Environment</b>, Extended DMT minutes are distributed to staff. Corporate updates are included within Team Briefs (Team Talk) along with key Departmental information and discussed at the Extended DMT meetings. Team Briefs are also prepared for discussion at SMT meetings. Information contained within team briefs will then be updated to include key team messages and will be disseminated through the use of team meetings. Directorate wide employee briefings took place throughout June/July, to celebrate key achievements in 2012/13 and reaffirm the key commitments for each service for 2013/14. Building Services are in the process of redesigning their staff newsletter to ensure that all service goals, performance and key information are included. The communication working group will be developing a standard agenda for team meetings and a communication sheet will be issued to ensure that all key information is communicated in a consistent manner at team meetings.</p> <p><b>Education and Skills</b> have developed 'Team Talk Briefings' to ensure staff are kept informed of all key activities and developments which are likely to impact on the delivery of services. These have been circulated to the Extended Leadership Team and then cascaded to Team and Section meetings where discussions took place based on the key activities and developments identified.</p> <p>Within <b>Finance &amp; Corporate Support</b>, bi-annual Service-wide Service Briefings have been introduced within Finance and Property.</p>	31-Dec-2013	All Services


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				<p>The Head of Finance and Property hosted the first Service Wide briefings in November 2012 and May 2013 and further meetings will be held every six months.</p> <p>Within <b>Social Services &amp; Health</b>, in September 2013 Housing Services will re-instate the staff improvement day for staff, which allows for updates on the Service Plan and details how individuals and the Service contribute to the overall vision of the Council. Social Services aim to promote an enhanced team-based approach to service improvement, and there has been significant employee involvement in wide range of improvement activities relating to individual services including: Money Matters/NACAS, Mental Health Services, Children &amp; Families Residential Units, and various others. In addition, a Vision / Values statement was used through team development activities between November 2012 and March 2013.</p>		
EES_CW_1214_3.3	Reinforce and promote 'North Ayrshire Achieves' as a means of celebrating and rewarding individual or team contributions, good practice, etc.	80%		<p><b>Update as at September 2013:</b></p> <p><b>HR &amp; OD</b> launched the North Ayrshire Achieves (NAA) programme for 2013, and was promoted within Services in a variety of ways, including posters in all locations, information on Navigate, and payslip advertising. The nomination window is has now closed and a total of 218 nominations were received. The finalists for each category have now been determined, and the winners will be announced at the Awards Ceremony on 15th November 2013.</p> <p>Within Directorates, a number of mechanisms are also being used to recognise achievements.</p> <p><b>Development &amp; Environment</b> plan to introduce a process to ensure further local recognition goes to those nominated for NAA but who do not make the list of finalists, in addition to a process of recognising staff innovation, ideas and loyalty at a service level to compliment NAA. The implementation of visual management, mentioned above, and quality circles will provide a platform for staff innovation, the sharing of ideas and best practice.</p> <p><b>Education &amp; Skills</b> Service managers are include employee</p>	31-Dec-2013	All Services


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				<p>recognition as an agenda item for staff meetings. In addition, initiatives have reached the finals of the Ayrshire Business Awards and the Cream of Ayrshire Awards.</p> <p>Within <b>Finance &amp; Corporate Support</b>, Finance &amp; Property Services plans to introduce a service newsletter have been aborted due to a lack of support from staff, and instead information will be provided via SMT minutes.</p> <p>Within <b>Social Services &amp; Health</b>, Housing Services re-instated their Staff Improvement Day, which was held in September, and provided an opportunity to thank staff and recognise achievements. Social Services regularly reinforce and recognise achievements through the weekly Director's email, team meetings and SMT meetings.</p>		
EES_CW_1214_3.4	Increase the use of benchmarking as a way of raising quality standards and performance across the Council.	<div>80%</div>		<p><b>Update as at September 2013:</b></p> <p><b>Democratic &amp; Administration</b> support the Council in progressing the SOLACE Benchmarking Framework and is actively reviewing the results of the 2011/12 Solace indicators. A programme of action with Services has commenced to increase the use of benchmarking to improve service delivery. The Council is also actively engaged with the Improvement Service to engage with benchmarking in a consistent and systematic way, producing real and demonstrable improvement activity.</p> <p>Within <b>Development &amp; Environment</b>, have representatives on three of the Task Groups, established by the Improvement Service to progress the SOLACE Benchmarking Framework within Local Authorities. In addition, Family Groups/Benchmarking Clubs have been established within the Directorate In addition to the SOLACE benchmarking groups, Environmental Health and Trading Standards are actively reviewing benchmarking activities on an Ayrshire-wide basis. Planning Services benchmarking opportunities have been reviewed, with a further opportunity identified which is being explored with the authorities involved. Benchmarking forms part of Building Standards mandatory Balanced Scorecard approach and is currently being further developed by the implementation of a national performance framework which will allow more meaningful outcomes.</p>	31-Dec-2013	All Services

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				<p>Facilities Management are reviewing APSE data and attending family group workshops throughout 2013/14 to identify any smarter ways of working and best practice.. Roads Services benchmark with Society of Chief Officers of Transportation in Scotland (SCOTS) against other local authorities and the minor works framework to benchmark against external providers.</p> <p><b>Education and Skills</b> carried out a preliminary analysis of the Standard Tables and Charts (STACS) which give a detailed analysis of the national Scottish Qualification Authority (SQA) examination results and trends over the past five years and makes comparisons with other similar education authorities, national performance, and past performance in North Ayrshire.</p> <p>Within <b>Finance &amp; Corporate Support</b>, benchmarking has commenced in relation to Revenues / Benefits and Procurement. In addition, there are various elements of benchmarking within HR &amp; OD, including SOCITM Benchmarking undertaken for ICT Service Delivery and Customer Satisfaction.. Within the SVQ Team, benchmarking continues to be used in relation to funded training programmes. Within the L&amp;OD Team, previous benchmarking has been conducted in relation to the Employee Engagement Survey findings.</p> <p>Within <b>Social Services &amp; Health</b>, Housing Services benchmark performance, via the Scottish Housing Best Value Network (SHBVN), on a wide range of housing management and homelessness indicators. SHBVN will provide their annual on-site presentation in December 2013 which gives managers the opportunity to explore and compare performance and identify areas for improvement. The Service are also reviewing indicators to meet the requirements of the new regulatory framework will also provide further benchmarking opportunities with local and national Social Landlords.</p>		
EES_CW_1214_3.5	Investigate ways of standardising, controlling,	<div><div></div><div>25%</div></div>		<b>Update as at September 2013:</b>	31-Dec-2013	Policy & Service Reform




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Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
	measuring, and auditing procedures and documentation across the Council.			No further work has progressed in relation to this action, due to the Information & Records Manager position being vacant. A report will be considered by Cabinet on the 8th October 2013 which proposes that the duties of Records Management, Freedom of Information, Data Protection, management of the records store, Electronic Document Retention and Management Systems (EDRMS) will form part of a single team under the management of the Information and Records Manager in Democratic and Administrative Services.		

## 4. Customer Service Strategy

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
EES_CW_1214_4.1	Develop and deliver the new Customer Service strategy by continuously looking to operate more efficiently and effectively responding to customer needs.	80%		<p><b>Update as at September 2013:</b></p> <p><b>Customer Services</b> are developing and delivering the new Customer Service Strategy. The focus for 2012/13 has been main projects, including the new Customer Service Centre at Bridgegate House, a new Complaint Handling process in place for every Service (with the exception of Social Services), Registration merged with Customer Services, and a new Website delivered in April 2013, which will be regularly reviewed and improved. The Contact Centre has been a period of consolidation over the last six months, with analysis of various services undertaken, including Council Tax and Benefits and an improvement plan is being designed. A communication plan is also in place to encourage more customers to transact via the website. The Council's CRM, Lagan is currently being upgraded and this will provide added benefits in managing customer contacts including making it easier to take payments online and the use of electronic forms.</p> <p>Within Directorates, <b>Democratic &amp; Administration</b> hold regular liaison meetings with Housing, Estates (General), Estates (Debt), Social Services (Litigation), Social Services (Community Care), Social</p>	31-Dec-2013	<p>All Services</p> <p>Customer Services</p>

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				Services (Contracts) and will be aiming to extend these to other Services. <b>Development &amp; Environment</b> aim to review their customer service standards to incorporate the Customer Service Strategy, and this work is ongoing. In addition, they aim to review and update the existing Service Communications strategy to improve the way the Service communicates with staff and other stakeholders including internal / external customers, and this work is also in progress, and a Communications Strategy for the new the Directorate will be developed. Within <b>Education &amp; Skills</b> , work is ongoing to increase levels of parental involvement, with an Education Scotland representative providing a presentation to all headteachers and Parent Council Chairs will now be invited to future Policy Board meetings. Within <b>Finance &amp; Corporate Support</b> , the Head of Finance highlights successes and compliments at the six-monthly service review meetings. <b>Social Services &amp; Health</b> aim to improve service user participation in planning and implementation activity for redesigned service delivery, Personalisation approach and Self Directed Support, and this work is underway. Within Housing Services, the Customer Care Working Group are developing an annual action plan which includes corporate changes and initiatives.		
EES_CW_1214_4.2	Develop council-wide approach to obtaining customer feedback and establish across the board standards for acting upon this insight, including creating a 360 degree view of customer: Consolidate council-wide customer feedback (surveys, focus groups etc.) and findings and make this insight available to all employees together with information on action taken (via Navigate etc.)	80%		<p><b>Update as at September 2013:</b></p> <p>A review of the current arrangements for gathering customer feedback is underway. A guide for gathering feedback to ensure a consistent approach will be produced, however due to the diversity of services including a range of statutory requirements, this will be flexible enough to meet the needs of all services without being unduly prescriptive.</p> <p>Services are continuing to obtain and act on customer feedback. <b>Development &amp; Environment</b> aim to provide monthly and quarterly reports, using an in-house reporting tool, to each service area and customer feedback will be a standing item on meeting agendas. Within <b>Education &amp; Skills</b>, work is ongoing to increase levels of parental involvement, with an Education Scotland representative providing a presentation to all headteachers and Parent Council</p>	31-Dec-2013	Customer Services

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	Sub Action

Action Code	Action Description	Progress	Expected Outcome	Latest Note	Due Date	Description
				Chairs will now be invited to future Policy Board meetings. In addition, the Community Engagement Reference Group is working with the CPP to finalised the Community Engagement Action Plan. Within <b>Finance &amp; Corporate Support</b> , a Service Improvement Plan in relation to Customer Service is in progress and a number of actions are included in the 2013/14 Service Plan. Within <b>Social Services &amp; Health</b> a cross-Service Practice Improvement Forum was established in November 12 and a bulletin was distributed to help communicate collaborative initiatives for practice improvement. Practice changes relating to redesign of service delivery to be developed for implementation, due November 13. The Housing Service Customer Care Working Group meets monthly, and develops an annual action plan that includes actions in relation to corporate changes and initiatives.		
EES_CW_1214_4.3	Establish a level of consistency across the Council in terms of customer service training provision.	100%	●	<b>Update as at September 2013:</b>  This action is now complete. Existing Customer Service training delivery has been reviewed and updated to reflect the new Complaint Handling procedure and establish a consistency in relation to delivery. The revised course is delivered regularly throughout the year, in addition to service specific requests.	31-Dec-2013	Human Resources
EES_CW_1214_4.4	Look to expand Council competencies linked to attaining external accreditation in the domain of customer service i.e. Customer Service Excellence award	100%	●	<b>Update as at September 2013:</b>  An assessment of the work required to complete this and the possible costs has been completed. It is recommended that this action be closed and be revisited when a performance based culture is embedded within the organisation through the use of PSIF.	31-Dec-2013	Customer Services



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 22**

**10 December 2013**

#### **Cabinet**

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**Subject:** Arran Outdoor Education Centre

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**Purpose:** To provide an interim progress report on the options appraisal to determine options for the future of Arran Outdoor Education Centre.

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**Recommendation:** That the Cabinet agrees (a) to instruct officers to continue to (i) identify and develop opportunities for the future sustainability of Arran Outdoor Education Centre and (ii) conclude the review of the operation of the centre, while maintaining a high quality service for young people in North Ayrshire; and (b) that, once the Roseangle report is complete, a further report is brought to Cabinet in early spring 2014 on the options appraisal to determine options for the future of Arran Outdoor Education Centre.

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#### **1. Introduction**

- 1.1 The Arran Outdoor Education Centre (AOEC) is a well-established provider of outdoor education for young people and adults. The centre moved to a new, purpose built facility in 2008 and includes a mountain forest retreat, Cloud Base, which provides an overnight experience for centre visitors. The centre caters mainly for primary school children, including children with a range of additional support needs, and also provides a venue for courses for secondary age young people.
- 1.2 The centre achieves an income each year based on a charging policy for school children and other groups who use the centre. There is also a mainland based service which provides outdoor learning opportunities for schools.
- 1.3 When it reopened in 2008, the centre moved to a more commercial model which included corporate team building and recreational activities. This market was identified in a business plan for the centre. Arran as a whole is projected to benefit from an increase in visitor numbers as a result of the Road Equivalent Tariff and there is scope to increase both the use of the centre and the income generated through targeting adventure tourism. In addition there is scope to provide facilities to support activities such as art courses, photography courses and conferences of a specialist nature. Development Planning provided support for the development of the business plan.

## 2. Current Position

- 2.1 Arran Outdoor Centre is supported by North Ayrshire Council. The budget for 2013-14 is as follows:

	<b>Arran Outdoor Centre</b>	<b>Mainland Outreach Service</b>	<b>Grand Total</b>
Employee Costs	508,307	77,742	586,049
Property Costs	3,720	147	3,867
Supplies and Services	80,869	7,362	88,231
Transport Costs	5,290	1,500	6,790
Admin Costs	13,269	2,602	15,871
Pays to Other Bodies	23,610		23,610
Income	-235,200	-31,000	-266,200
<b>Grand Total</b>	<b>399,865</b>	<b>58,353</b>	<b>458,218</b>

- 2.2 Efficiencies require to be achieved within the Education and Skills budget over the next three years, and all areas of provision are being examined in this context.

- 2.3 Many other outdoor centres across the country operate within a range of different business models and sectors, including public, private, charitable and voluntary, and a mix of the above.

- 2.4 An ongoing review of the operating and business model of the Centre is allowing Education and Skills to create opportunities for the Centre to continue to operate more sustainably in future.

### 2.5 Review Arrangements

- 2.5.1 Glasgow based firm Roseangle was appointed in May 2013 to undertake a review of the business plan and future opportunities for growth. It reports to the Head of Service, Community and Culture, and is liaising positively with both centre management and key senior officers of the Council.

- 2.5.2 Roseangle's lead partners are experienced in heritage leisure and actively involved in the Arran visitor offer as well as in other local authority outdoor education options appraisals.

### 2.6 Review Objectives

- 2.6.1 The purpose of the review is to build positively on the Council's plans for change.

#### 2.6.2 The review will:

- Make recommendations to improve short term financial performance by increasing net earned income;
- Consider operational factors that impact on financial performance and propose areas for short/ medium term action; and
- Review options for longer term governance & management of the centre.

#### 2.7 Progress to Date

##### 2.7.1 Comparative data from other outdoor education centres shows that:

- Arran Outdoor Education Centre is a Rolls Royce of centres in terms of both its physical facilities and the qualifications of people employed to provide rugged outdoor physical activity experiences. The offer, particularly currently to young people, is of high quality and involves the requirement for a high level of qualifications and safety licences;
- Directly managed local authority centres face difficulties when trying to maximise and exploit commercial revenue streams of which they have little experience. Understanding the market is problematic. Staffing, terms and conditions of employment and reporting are not structured around an offer intended to make a profit that reduces net operating cost to the authority; and
- Arran Outdoor Education Centre as a public asset is not as engaged in the Arran community as it might be. There is a view that more frequent / regular use of the assets might be made without adverse impact on the centre's operation or benefit to North Ayrshire pupils.

2.7.2 Roseangle has consulted with businesses on Arran that are in the outdoor activity market. They see opportunities for collaboration and more intensive use of both the Council's physical assets and people skills / time on a fee paying basis. Roseangle is continuing to work in this area.

2.7.3 Roseangle is also investigating potential Business to Business relationships with organisations(e.g. accommodation providers) that might be encouraged to choose Arran Outdoor Education Centre for annual block bookings during the summer period. Research shows that such relationships exist at other centres and they are actively exploring the potential for Arran.

2.7.4 At present there are no fixed views as to what a future preferred operating model might look like, but the safety of the centre users will continue to be the prime consideration in any future decisions. A number of possibilities are presenting themselves and are emerging from the opportunities identified for activity and income. Roseangle will present options for North Ayrshire Council to consider at the conclusion of this review.

2.7.5 North Ayrshire Council is also continuing to review and explore options for the centre in two further contexts as follows:

- Leadership opportunities for young people and staff is a key area of focus for the centre. Options are being explored to review the current operating model for North Ayrshire schools to allow the centre to exploit more fully the external market opportunities available to it; and
- Development Planning is currently examining the role of North Ayrshire Council and others in encouraging economic growth on Arran with businesses on the island. As discussed above in 3.3.1, it is anticipated that the centre will become more integrated into the activity on the island while still retaining its integrity as an outdoor education centre. Options for this are currently being explored.

### **3. Proposals**

3.1 It is proposed that Cabinet instructs officers to continue to identify and develop opportunities for the future sustainability of Arran Outdoor Education Centre, and to conclude the review of the operation of the centre, while maintaining a high quality service for young people in North Ayrshire.

3.2 It is also proposed that, once the Roseangle report is complete, a further report is brought to Cabinet in early spring on the options appraisal to determine options for the future of Arran Outdoor Education Centre.

### **4. Implications**

#### **Financial Implications**

4.1 There are no financial implications arising directly from the current report.



#### Human Resource Implications

- 4.2 There are no human resource implications arising directly from the current report.

#### Legal Implications

- 4.3 There are no legal implications arising directly from the current report.

#### Equality Implications

- 4.4 There are no equality implications arising from this report.

#### Environmental Implications

- 4.5 There are no environmental implications arising from this report.

#### Implications for Key Priorities

- 4.6 The information contained within the report will assist in achieving the following outcomes:

3a "opportunities for lifelong learning have increased"

4a "levels of educational attainment and achievement have improved"

4b "more young people are leaving school for positive destinations"

5a "opportunities to support the positive development of young children have increased"

6b "health inequalities have reduced"

6e "people are more active more often" and

11b "partnership working between the public, community and voluntary sector has improved."

### **5. Consultations**

- 5.1 Consultations have taken place with Education and Skills staff, Development Planning and a range of external stakeholders.

## **6. Conclusion**

- 6.1 The current review of the centre should be concluded and a further report brought to Cabinet in relation to the future business opportunities and operating model of the centre. This will provide the opportunity for Development Planning to progress their concurrent work in relation to Arran, which will take into account and enhance opportunities presented by the review. It is envisaged that the Roseangle report will be concluded by the end of 2013 and that a report will be brought to Cabinet in early in 2014.



CAROL KIRK  
Corporate Director (Education and Skills)

Reference : AS/JN

For further information please contact Audrey Sutton, Head of Community and Culture (Education and Skills) on telephone number 01294 324414.

## **Background Papers**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 23**

**10 December 2013**

#### **Cabinet**

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**Subject:** **South West Hub Territory Partnership Board held on 10 October 2013**

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**Purpose:** To submit the minutes of the meeting of the South West Hub Territory Partnering Board held on 10 October 2013.

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**Recommendation:** That the Cabinet agrees to note the Minutes attached at Appendix 1.

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#### **1. Introduction**

- 1.1 South West Hub is a partnership vehicle through which the Council can procure its capital projects. Two current Council projects are being progressed through this route: the new Arran care home and the Garnock campus and the Three Towns schools project. Following the Cabinet decision on 12 November 2013, South West Hub has been formally advised that the Three Towns schools project will no longer be taken forward as a project.

#### **2. Current Position**

- 2.1 The South West Hub Territory Partnering Board (TPB) comprises of representatives from each of the constituent public bodies. The Board meets regularly to consider appropriate strategic issues and also review the pipeline of work available to Hub.

The minute of the most recent meeting on 10 October 2013 is attached at Appendix 1.

#### **3. Proposals**

- 3.1 That the Cabinet agrees to note the Minute attached at Appendix 1.

#### **4. Implications**

Financial Implications

- 4.1 There are no financial implications.

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 Implications

- 4.5 There are no environmental implications.

#### Implications for Key Priorities

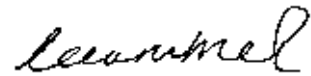
- 4.6 There are no implications.

### 5. Consultations

- 5.1 No consultations were required in the preparation of this report.

### 6. Conclusion

- 6.1 The attached Minute is submitted for information.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

#### Reference :

For further information please contact Yvonne Baulk, Head of Finance and Property on 01294 324542

#### Background Papers

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**Minutes of Meeting of the Territory Partnering Board**  
**Held on 10<sup>th</sup> October 2013 at 10:30am in Perceton House, Irvine, KA11 2AL**  
**(North Ayrshire Council)**

**Attendees**

<b>Name</b>	<b>Organisation</b>	<b>Initials</b>
Rhona Wells (Chair)	Dumfries & Galloway Council	RJW
Derek Craig	South Lanarkshire Council	DC
Yvonne Baulk	North Ayrshire Council	YB
Michael McBrearty	South West hub	MMcB
Robin McNaught	State Hospital for Scotland	RMcN
Bill Martin	South West hub	BM
Martin Blencowe	Scottish Futures Trust	MB
John Wright	NHS Ayrshire & Arran	JW
Mary Anne Robb	North Lanarkshire Council	MAR
Donald Miller	NHS Dumfries & Galloawy	DM

**Apologies Received**

<b>Name</b>	<b>Organisation</b>
David Browning	NHS Lanarkshire
Ian Bryden	NHS Dumfries & Galloway
Donald Gilles	South Ayrshire Council
David Currie	Scottish Court Services
David Orr	Scottish Ambulance Service
Arthur Watson	Irvine Regeneration Company
Malcolm Roulston	East Ayrshire Council

**1. Welcome & Introductions**

RJW welcomed those in attendance and listed apologies received.

**2. Review of Last Meeting Notes – 6<sup>th</sup> June 2013**

The minutes were approved as an accurate record of events.

**3. Matters Arising from Last Meeting**

**SWhub Final Contract**

Disk copies have been prepared and will be distributed to Participants.

**AC**

**4. Long Term Running Actions**

**Core Costs**

Michael McBrearty advised that the management accounts which include the hubco costs are being discussed at the hubco Board meeting today. Michael will review these with Bill Martin after the meeting. **MMcB/BM**

## 5. Territory Revenue Budget and Enabling Funds Update

BM reported that the Territory Budget was being managed effectively and that hubco had recently received an invoice from NHS Dumfries and Galloway for £16,600 which was their agreed contribution to the Project Support role. It is currently anticipated that the budget will last until 2020/21.

A table showing Enabling Funds expenditure was circulated for discussion. The table is required to be updated to show that NHS enabling funds had already been allocated. BM confirmed that the Irvine Ailsa Road Project had returned funds (£39,122) and the TPB would be required to reallocate.

**BM**

TPB members were asked to forward any suggestions to BM for discussion at the next TPB meeting. BM also to consider opportunities for the funding to be used for joint working which can be discussed at the next meeting.

**ALL / BM**

## 6. Public Sector Director Replacement

Craig Marriott has confirmed he will be resigning from the position of Public Sector Director. A closing date of 7/11/13 was agreed for nominations for his replacement which should be notified to BM via email.

**ALL**

## 7. Joint Report by TPD/GM

A copy of the progress report was circulated and presented.

MAR asked if SWhub had signed an agreement with CSS(Construction Skills Scotland) relating to skills development.

A copy of the current Territory Delivery Plan was discussed. TPB members were asked to review and assist in building the future pipeline by identifying prospects within their organisations which can be followed up by MMcB and BM.

**ALL**

## 8. Scottish Futures Trust Update

MB will arrange for a member of the SFT Assets team to provide an update on activity within the SW Territory at the next meeting.

**MB**

SFT guidance notes are on the SFT website.

## 9. AOCB

KPI 6.2 relates to hub engagement with Community Planning Partnerships. However this has proved difficult and the TPB had previously asked that CPP discussions should be placed on hold. This has been the situation for other hubs and therefore it is proposed that

the KPI be reworded. Alternative wording to be circulated by BM for TPB members to approve.

**BM**

#### **10. Date and Time of Next Meeting**

The next meeting of the Territory Partnering Board will take place on 21st November 2013 at 10.30am in the Cumbrae Meeting Room, Perceton House, Irvine, KA11 2AL (North Ayrshire Council). Participants Forum commences at 10.00am