

Cunninghame House, Irvine.

9 February 2017

#### Audit and Scrutiny Committee

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **MONDAY 13 FEBRUARY 2017** at **10.00 a.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

#### 1. Declarations of Interest

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

#### 2. Minutes (Page 7)

The accuracy of the Minutes of the meeting of the Audit and Scrutiny Committee held on 14 November 2016 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

#### 2.1 Matter Arising from Previous Meeting

Receive a verbal update from the Executive Director (Education and Youth Employment) on the training levels on Corporate Acceptable Computer Use.

## 3. External Quality Assessment of Internal Audit by Falkirk Council (Page 17)

Submit report by the Executive Director (Finance and Corporate Support) on the findings of the recent external review of Internal Audit carried out by Falkirk Council (copy enclosed).

## 4. Internal Audit and Corporate Fraud Action Plans: Quarter 3 Update (Page 33)

Submit report by the Executive Director (Finance and Corporate Support) on the progress made by Council services in implementing the agreed actions from Internal Audit and Corporate Fraud reports as at 31 December 2016 (copy enclosed).

#### 5. Internal Audit Plan 2017/22 (Page 45)

Submit report by the Executive Director (Finance and Corporate Support) of the proposed Internal Audit plan for 2017-2018 and the indicative programme of work for the period 2018-2022 (copy enclosed).

## 6. Directorate Plan 2015/18 Performance Reports as at 30 September 2016 (Page 57)

Submit report by the Chief Executive on an update on the performance of all Directorates as at 30 September 2016 (copy enclosed).

#### 7. Q2 2016 YTD Complaint Report (Page 229)

Submit report by the Executive Director (Finance and Corporate Support) on the Council's complaint performance and the volumes and trends of complaints received in Q2 2016 YTD (copy enclosed).

## 8. Accounts Commission Report - Role and Working Relationships in Councils - Are you still getting it right? (Page 259)

Submit report by the Chief Executive on the Accounts Commissions report 'Roles and Working Relationships in Council's - Are you Still Getting it Right?' (copy enclosed).

#### 9. Ayrshire Valuation Joint Board Minutes (Page 291)

Submit the Minutes of the meetings of the Ayrshire Valuation Joint Board (AVJB) held on 1 September, 2016 (copy enclosed).

#### 10. Urgent Items

Any other items which the Chair considers to be urgent.

#### **EXEMPT INFORMATION**

#### 11. Exclusion of the Public

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

#### Non Disclosure of Information

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

#### 12 Corporate Fraud Reports Issued (Page 299)

Submit report by the Executive Director (Finance and Corporate Support) of the findings of Corporate Fraud investigations completed between 1 November 2016 and 31 January 2017 (copy enclosed).

#### Audit & Scrutiny Committee

Sederunt:	John Hunter (Chair) John Easdale Alan Hill Tom Marshall Catherine McMillan Alan Munro	Chair:
	David O'Neill	Attending:
		Apologies:
		Meeting Ended:

#### Audit and Scrutiny Committee 14 November 2016

**Irvine, 14 November 2016** - At a Meeting of the Audit and Scrutiny Committee of North Ayrshire Council at 10.00 a.m.

#### Present

John Hunter, John Easdale, Catherine McMillan and David O'Neill.

#### In Attendance

L. Friel, Executive Director, M. Hogg, Head of Finance, E. Currie, Principal Manager (Finance), P. Doak, Senior Manager (Internal Audit, Risk and Performance) and S. Humphries, Chief Benefits and Revenues Officer (Finance and Corporate Support); J. Butcher, Executive Director (Education and Youth Employment); J. Miller, Senior Manager Planning, C. Dempster, Team Manager (Network Management) and J. Barrett, Senior Manager (Homelessness and Community Safety) (Place); M. Davison, Senior Manager (Democratic Services), A. Todd, Senior Policy and Performance Officer and A. Little, Committee Services Officer (Chief Executive's).

#### Chair

Councillor Hunter in the Chair.

#### Apologies for Absence

Alan Hill and Tom Marshall.

#### 1. Declarations of Interest

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

#### 2. Minutes

The Minutes of the meeting of the Audit and Scrutiny Committee held on 23 September 2016 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

#### 3. Appointment of Vice Chair

The Committee sought nominations for the position of Vice Chair of the Audit and Scrutiny Committee. Councillor McMillan nominated herself for the position.

The Committee unanimously agreed to appoint Councillor McMillan to the position of Vice Chair of the Committee.

#### 4. Presentation: NAHSCP Annual Performance Report

The Committee received a presentation by the Director (Health & Social Care Partnership) on the North Ayrshire Health and Social Care Partnership's Annual Performance Report.

The presentation provided information on:-

- the national context, with guidance issued from the Scottish Government in June 2015 and the Annual Performance Report not legally required until July 2017;
- National Health and Wellbeing, Children's Outcomes and Criminal Justice and Mental Health delivery during 2015/16;
- details of the financial performance in 2015/16, which highlighted that 58% of the budget had been managed within the budget set and 42% had been spent above the budget set;
- a breakdown of the overspend within Children and Families, Physical Disability, Learning Disability and Mental Health and Community;
- a summary of the projected demand for 2020, 2025, 2030 and 2035;
- people living in more deprived areas in Scotland developing multiple conditions around 10 years before those living in the most affluent areas; and
- priorities for 2016/17.

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

- the reduction in funding set against the increased demand for services;
- the split between acute and primary care; and
- challenges for providers in recruiting and retaining home care staff for rural and isolated areas of North Ayrshire.

Noted.

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

At its meeting on 22 August 2016, the Committee received a verbal update from the Executive Director (Education and Youth Employment) on progress in allocating time for teachers to attend the Corporate Acceptable Computer Use training. Members were advised that one third of staff have now completed training with the balance of staff being progressed through the training with an estimated completion of January 2017. The Committee agreed to receive a further update from the Executive Director (Education and Youth Employment) on training levels on Corporate Acceptable Computer Use to its next meeting.

The Committee was advised that 41% of teachers and 19.1% of support staff have either started or completed the training. Two national work to rule actions by the EIS and a lack of supply staff have impacted on the release of staff to undertake this training. A target of January 2017 has been set for all staff to have completed the training.

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

- 1,043 teachers and 999 support staff who have yet to complete the training; and
- the training course which takes approximately 20 45 minutes to complete.

The Committee agreed to receive a further update from the Executive Director (Education and Youth Employment) on the training levels on Corporate Acceptable Computer Use to the meeting.

#### 6. Corporate Fraud and Corruption Strategy

Submitted report by the Executive Director (Finance and Corporate Support) on the Council's Counter Fraud and Corruption Strategy, which was attached at Appendix 1 to the report. The Strategy highlighted the areas of the Council's operations at greatest risk of fraud and corruption and set out the five key steps in managing the Council's approach to tackling fraud and corruption

Members asked questions and were provided with further information in relation to civil action that can be undertaken in order to recover monies where the Procurator Fiscal takes no action and powers the Court has to order repayment when an individual is convicted of fraud.

Noted.

#### 7. Internal Audit Reports Issued

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of Internal Audit work completed between 1 August and 31 October 2016. Appendix 1 to the report provided information on the seven reviews completed together with any high priority actions from each one.

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

- support that is directed and managed by Social Services and self directed support that is funded via direct payments to the individual;
- the indicator in relation to the number of properties at risk of flooding that was out of date and removed from the Council's performance indicators;
- work that has been done to improve the processing times of Discretionary Housing Payments (DHP) and Council Tax Reduction Scheme (CTR) applications;
- vouchers and cash payments that are available to some individuals to purchase clothing and discussions that will take place with the Procurement Team to explore all options for purchasing clothing vouchers;
- an instruction that will be issued to all Masterpiece users to retain supporting records and back up documentation for their service for invoices and credit notes;

- a database that is being developed by the Council's IT Team to replace the existing database used by the Records Management Team;
- an automated system that will be run every 6 months to periodically check that Payments and Receipts Income System (Paris) users are still in relevant roles

Noted.

#### 8. Internal Audit and Corporate Fraud Action Plans: Quarter 2 Update

Submitted report by the Executive Director (Finance and Corporate Support) on the progress made by Council services in implementing the agreed actions from Internal Audit and Corporate Fraud reports as at 30 September 2016. Appendix 1 to the report provided details of the 15 actions that were not complete within the agreed timescales.

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

- issues that have been encountered with the annual software update for the HR/Payroll system and discussions with the software company in relation to the quality of the upgrades; and
- the establishment of an employee register of interests as part of the full review of the Council's Governance documents.

Noted.

#### 9. Internal Audit Plan 2016/17: Mid-year Progress

Submitted report by the Executive Director (Finance and Corporate Support) on (a) progress as at 30 September 2016 in delivering the 2016/17 Internal Audit plan, as outlined in the Appendix to the report, (b) details of the 20 reports published during the first half of 2016/17, 16 of which were from the 2015/16 plan and the remaining 4 completed from the current plan and (c) the withdrawal of a number of audits from the plan, as agreed by the Audit Committee at its meeting on 22 August 2016.

Noted.

#### 10. External Audit Action Plans: Quarter 2 update

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

Noted.

#### 11. Corporate Fraud Team: Mid-year Progress

Submitted report by the Executive Director (Finance and Corporate Support) which provided a mid-year progress update on the work of the Corporate Fraud team. The report provided details of (a) ten internal investigations and 359 external investigations that had taken place, (b) the expansion of the Corporate Fraud Team to cover the East Ayrshire area that will be operational early in 2017, (c) the National Fraud Initiative exercise that is underway and will investigate potential data matches, and (d) International Fraud Week that will take place from 14 - 18 November 2016 and will include a series of events that will be held throughout North and East Ayrshire.

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

- the recovery of Blue Badges by individuals not entitled to them; and
- the expansion of the Corporate Fraud Team to cover the East Ayrshire area and the costs that will be met by East Ayrshire for this service.

Noted.

#### 12. Audit Scotland Benefits Performance Audit Annual Update 2015/16 and Housing Benefit Good Practice Guide

Submitted report by the Executive Director (Finance and Corporate Support) on (a) the findings of the Audit Scotland benefits performance audit annual update 2015/16 as set out at Appendix 1 to the report and (b) the Council's good practice contained in the Housing Benefit Good Practice Guide as set out at Appendix 2 to the report.

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

- the reduction of 5.8% of benefits administration funding from the Department for Work and Pensions (DWP); and
- a reduction in the Council's funding by 7.8% and a potential reduction in DWP funding in 2017/18 to reflect the reduction in Housing Benefit caseload due to the rollout of Universal Credit.

Noted.

#### 13. Consolidation of School Funds

Submitted report by the Executive Director (Finance and Corporate Support) which provided information on (a) the recent Internal Audit recommendation that consideration be given to consolidating school funds into one manageable account and (b) the review undertaken which concluded the investment income, in the current financial climate, would not be sufficiently large to fund staffing support to manage this global fund at this time.

Noted.

#### 14. Audit Scotland report - Maintaining Scotland's Roads

Submitted report by the Executive Director (Place) on (a) Audit Scotland's follow up report "Maintaining Scotland's Roads" published in August 2016, which was attached at Appendix 1 to the report, (b) a number of recommendations made by Audit Scotland for Local Authorities which have been developed by the Council into an Action Plan detailed at Appendix 2 to the report and (c) a fundamental review of the Roads Service that was undertaken by the Council in 2015, attached at Appendix 3 to the report.

Members asked questions and were provided with further information in relation to the follow up report published in August 2016 which reviewed key information and documents, conducted fieldwork at a sample of 11 roads authorities and interviewed senior officers and Elected Members at a sample of ten councils

Noted.

#### 15. Superfast broadband for Scotland: A Progress Update

Submitted report by the Executive Director (Economy and Communities) on the key messages from Audit Scotland's update on the Scottish Government's Programme to roll-out superfast broadband in Scotland. Audit Scotland's update was attached as Appendix 1 to the report and provided information on targets that have been achieved in Scotland. Information was also provided on significant engineering works that have been undertaken in North Ayrshire to deliver the programme which is on course to reach 95% coverage in North Ayrshire by December 2017.

Noted.

#### 16. Audit Scotland Report: Social Work in Scotland

Submitted report by the Executive Director (Finance and Corporate Support) on the recent Audit Scotland report which examined how effectively Councils and Integration Joint Boards are planning to address the financial and demographic pressures facing social work. An Action Plan detailing the key areas of work underway within the Health and Social Care Partnership to address the key messages within the report was appended at Appendix 1 to the report. Appendix 2 provided an Elected Member's self-assessment checklist which set out some issues that Elected Members may wish to consider in relation to social work.

The Committee agreed to (a) circulate to all Members the Elected Member Checklist which sets out some issues that Members may wish to consider in relation to social work in their Council for their information and interest; and (b) otherwise note the report.

#### 17. Local Government Benchmarking Framework (LGBF) 2014/15

Submitted report by the Chief Executive which set out (a) the Directorates' priorities identified through work undertaken following the publication of the latest LGBF report; and (b) highlighted the Improvement Service's areas for development that will enable the Council to make further use of the Framework. Appendix 1 to the report provided an explanation and details of improvement activity in terms of the LGBF measures, focusing in particular on the priority measures.

Members asked questions and were provided with further information in relation to targets that are not set for the costs per primary and secondary school pupil and pre-school education place, as it is considered they provide limited value in determining progress against the key priorities.

Noted.

#### 18. Public Performance Reporting 2015/16

Submitted report by the Chief Executive on the public performance reporting and the Annual Performance Report 2015/16. The report detailed the performance of the range of Performance Indicators that will be used to inform the Council's public performance reporting for 2015/16. Appendix 1 to the report provided details of the full set of indicators to be publicly reported. The 29 Red/Amber indicators along with management commentary from the relevant Directorate were set out at Appendix 2 to the report and the Council Annual Performance Report 2015/16 was attached as Appendix 3 to the report.

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

- work that is being done with services to set targets; and
- narrative that has been provided to explain indicators with a downward trend.

Noted.

#### **19. North Ayrshire CCTV Ltd: Monitoring Report**

Submitted report by the Executive Director (Place) which provided information on (a) the performance of North Ayrshire CCTV Ltd during 2015/16; (b) the allocation of funding from the Council and other sources; (c) a financial review that was undertaken in 2016; and (d) statistical information on both the Monitoring Station and the Mobile CCTV Unit.

The Senior Manager (Homelessness and Community Safety) provided further information on a report to Cabinet on 8 November 2016 on the options for the future operation of public space CCTV systems currently managed by North Ayrshire CCTV Ltd. The Cabinet agreed (a) to approve Option 3 - transfer operation of the public space CCTV systems managed by North Ayrshire CCTV Ltd, subject to the allocation of capital funding as part of the Council's budget setting exercise in February 2017; (b) that the required capital funding be considered by Cabinet at a future meeting; (c) subject to the securing of capital funding, that North Ayrshire CCTV Ltd be supported to ensure a managed wind down by March 2018; and (d) that a review of the Council's wider security and emergency/out of hours provisions be undertaken.

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

- the mobile CCTV unit which has experienced a number of mechanical issues resulting in it not being roadworthy for some periods; and
- the requirements to update some of the equipment that has become obsolete.

Noted.

#### 20. Interim Equality Mainstreaming Report and Equality Outcomes

Submitted report by the Chief Executive on the Interim Equality Mainstreaming Report 2014 - 2015, which provided an overview of work going on across the Council to meet the requirements of the Equality Act 2010 and was attached at Appendix 1 to the report.

Noted.

#### 21. Ayrshire Valuation Joint Board Minutes

Submitted the Minutes of the meetings of the Ayrshire Valuation Joint Board (AVJB) held on 12 January 2016, 29 March 2016 and 24 May 2016.

Noted.

#### 22. Exclusion of the Public

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

#### 23. Corporate Fraud Reports Issued

Submitted report by the Executive Director (Finance and Corporate Support) on the findings of Corporate Fraud investigations finalised between 1 August and 31 October 2016. Appendix 1 to the report provided details of the investigations completed and included an executive summary and action plan from each of the investigations.

Noted.

The meeting ended at 11.50 a.m.

#### **NORTH AYRSHIRE COUNCIL**

#### Agenda Item 3

13 February 2017

Audit and Scrutiny Co	mmittee
-----------------------	---------

## Title:External Quality Assessment of Internal Audit by<br/>Falkirk CouncilPurpose:To inform the Committee of the findings of the recent<br/>external review of Internal Audit carried out by Falkirk<br/>Council.Recommendation:It is proposed that the Committee: (a) notes the<br/>findings and action plan from the review of Internal<br/>Audit, (b) notes the positive nature of the assessment<br/>and (c) records its thanks to Falkirk Council Internal<br/>Audit for carrying out the review.

#### 1. Executive Summary

- 1.1 Internal Audit operates in accordance with the requirements of the 'Public Sector Internal Audit Standards (PSIAS)'. The standards are designed to ensure that common standards and practices are followed across all public sector bodies.
- 1.2 One requirement of the PSIAS is that the Internal Audit service should undergo an external quality assessment, at least every 5 years.
- 1.3 This assessment has recently been undertaken by Falkirk Council Internal Audit and this report presents the key findings and action plan.

#### 2. Background

- 2.1 The PSIAS was introduced in April 2013 and requires all Internal Audit teams to undergo an external quality assessment at least every 5 years; this can be either a full external assessment or a self-assessment with independent validation.
- 2.2 The Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) has developed an external review network, where each participating Council Internal Audit team will carry out a review of another authority, and will in turn be reviewed by another, different Council.

- 2.3 26 of the 32 Scottish Councils are currently participating in this approach. The benefits of joining this network are the opportunity to share good operational practice from elsewhere, both through being reviewed by another Council and by carrying out a review elsewhere, and the absence of any financial cost.
- 2.4 The review of the Council's Internal Audit team has recently been completed by the Internal Audit Manager from Falkirk Council and his report is attached in full at Appendix 1.
- 2.5 The review assessed the compliance of the Council's Internal Audit team with the 13 sections of the PSIAS and notes that the team fully conforms with 11 of the standards and generally conforms with the remaining two. Overall the assessor has been able to provide substantial assurance that the Council's Internal Audit team complies with the requirements of the PSIAS.
- 2.6 The assessment is a very positive one. However, there are a number of low priority actions for implementation by the team which will further improve compliance. All but one of these actions have been accepted and the action plan is included within Appendix 1.
- 2.7 The action which has not been accepted relates to the recommendation that all reports to the Audit and Scrutiny Committee should be in the name of the Senior Manager (Internal Audit, Risk and Fraud). The Senior Manager will continue to prepare all reports and present them to the Committee but the current process allows management oversight by the Executive Director (Finance and Corporate Support) and this will continue.
- 2.8 The Internal Audit Manager from Falkirk Council will attend the Audit and Scrutiny Committee to report on his findings.

#### 3. Proposals

3.1 It is proposed that the Audit and Scrutiny Committee: (a) notes the findings and action plan from the review of Internal Audit, (b) notes the positive nature of the assessment and (c) records its thanks to Falkirk Council Internal Audit for carrying out the review.

#### 4. Implications

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

#### 5. Consultation

5.1 The Internal Audit Manager from Falkirk Council consulted with the Chair of the Audit and Scrutiny Committee, the Chief Executive, the Executive Director (Finance and Corporate Support) and the Senior Manager (Internal Audit, Risk and Fraud) in carrying out his review.

leannel

LAURA FRIEL Executive Director (Finance and Corporate Support)

Reference :

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

Background Papers None.

### North Ayrshire Council -Internal Audit, External Quality Assessment Substantial Assurance

2016/17 Internal Audit Review



#### **Report Recipients:**

Chief Executive; Executive Director (Finance and Corporate Support); and Senior Manager (Internal Audit, Risk, and Fraud).

#### 1. INTRODUCTION AND SCOPE

- 1.1 The Public Sector Internal Audit Standards (the Standards) require that the Senior Manager (Internal Audit, Risk, and Fraud) develops a Quality Assurance and Improvement Programme (QAIP). The purpose of the QAIP is to enable evaluation of the Internal Audit team's conformance with the Standards.
- 1.2 The QAIP must include annual internal self assessments and five yearly external assessments, carried out by an independent assessor from out-with North Ayrshire Council (the Council).
- 1.3 The Scottish Local Authorities Chief Internal Auditors' Group (SLACIAG) has developed an External Quality Assessment Framework to satisfy this requirement for five yearly external assessment.
- 1.4 This report sets out the findings arising from the external assessment undertaken by Falkirk Council's Internal Audit, Risk, and Corporate Fraud Manager in December 2016.

#### 2. AUDIT ASSURANCE AND EXECUTIVE SUMMARY

- 2.1 We can provide **SUBSTANTIAL ASSURANCE** on North Ayrshire Council Internal Audit team's compliance with Public Sector Internal Audit Standards (see **Annex 1** for definitions).
- 2.2 We found that the team fully conforms with eleven Standards and generally conforms with the remaining two.
- 2.3 It is clear that the section is actively rather than passively managed, and that the process for delivering the annual Internal Audit Plan is robust. The team operates independently of management, and auditors are actively supported to act objectively.

- 2.4 In addition, auditors have an excellent breadth of knowledge and skills, and approach and undertake work with due professional care.
- 2.5 Internal Audit is a key element of the Council's governance structures, and has a key role in further improving those structures. Work is planned and undertaken in line with the Internal Audit Charter and guidance set out in the Internal Audit Manual.
- 2.6 Assignment and annual reporting processes are well defined, and arrangements for ensuring implementation of recommendations are well understood and operating effectively.
- 2.7 That said, we did identify a number of areas where arrangements could be further enhanced, and these are set out in the Action Plan at Section 4 of this report.

#### 3. AUDIT FINDINGS

#### Section A: Definition of Internal Auditing

3.1 The Internal Audit team at North Ayrshire Council fully conforms with the definition of Internal Auditing, as evidenced by the findings set out in subsequent sections of this report.

#### Section B: Code of Ethics

- 3.2 Members of the Internal Audit team are supported by the Council and by Internal Audit management to:
  - perform their work with honesty, diligence, and responsibility;
  - apply objectivity;

- respect the confidentiality of the data and information they acquire in the course of their work;
- apply the required knowledge, skills, and experience; and
- have regard to the Seven Principles of Public Life.
- 3.3 In addition, all members of the Internal Audit team must comply with the Codes of Ethics of the professional body to which they belong.
- 3.4 The Internal Audit team **fully conforms** with the requirement to comply with the Code of Ethics.

#### Section C: Attribute Standards

#### Standard 1000: Purpose, Authority, and Responsibility

- 3.5 This Standard requires the purpose, authority, and responsibility of the Internal Audit team to be defined in an Internal Audit Charter. This should include a definition of assurance services and consulting activities, and should describe Internal Audit's position within the Council and its relationships with stakeholders.
- 3.6 North Ayrshire Council's (then) Audit Committee approved the Internal Audit Charter 2016-2018 at its 15 February 2016 meeting.
- 3.7 The Charter is clear, concise, and captures effectively the requirements of Standard 1000. It is consistent with the Council's Financial Regulations, and clear about the reporting lines of the Senior Manager (Internal Audit, Risk, and Fraud).
- 3.8 The Charter has not, however, been communicated to the Council's Executive Leadership Team. We **recommend** that this is done as part of the biennial

review of the Charter by the Senior Manager (Internal Audit, Risk, and Fraud).

3.9 The Internal Audit team does, however, **fully conform** with Standard 1000 on Purpose, Authority, and Responsibility.

#### Standard 1100: Independence and Objectivity

- 3.10 This Standard sets out the organisational and reporting lines required to promote and preserve the organisational independence of the Internal Audit team.
- 3.11 The Senior Manager (Internal Audit, Risk, and Fraud) attends all meetings of the Audit and Scrutiny Committee, and contributes papers to each meeting. A pre-meeting is held a week prior to each Committee meeting, with both the Chair of the Committee and Senior Manager (Internal Audit, Risk, and Fraud) attending.
- 3.12 While the Senior Manager (Internal Audit, Risk, and Fraud) presents reports to Committee, the reports themselves are in the name of the Executive Director (Finance and Corporate Support). To clearly demonstrate the organisational independence of Internal Audit, we **recommend** that Committee reports are in the name of the Senior Manager (Internal Audit, Risk, and Fraud).
- 3.13 The Council's Chief Executive, Executive Director (Finance and Corporate Support), and Chair of the Audit and Scrutiny Committee confirmed the clear independence and objectivity of the Senior Manager (Internal Audit, Risk, and Fraud) and his team. All highlighted the value they place on the challenge role of Internal Audit, and the ability to have constructive and pragmatic discussion with members of the team.

- 3.14 All Internal Audit staff are subject to the Employee Code of Conduct, and all complete and sign an annual Conformation of Independence form.
- 3.15 While members of the team do not have fixed organisational remits or responsibilities, they are precluded from working in any area where they feel that they are unable to be totally objective or impartial (for example a business area in which they were previously employed).
- 3.16 Similarly, the Senior Manager (Internal Audit, Risk, and Fraud) would play no part at any stage of any review of a function for which he has line management responsibility.
- 3.17 It is clear that the Internal Audit team operates independently of management, and that auditors are actively supported to act objectively. This could, however, be enhanced by the Senior Manager (Internal Audit, Risk, and Fraud) reporting to Audit and Scrutiny Committee in his own name. On that basis, then, we conclude that the team **generally conforms** with Standard 1100 on Independence and Objectivity.

#### Standard 1200: Proficiency and Due Professional Care

- 3.18 This Standard seeks to ensure that the Internal Audit team possesses the knowledge, skills, and competencies to carry out their role with due professional care.
- 3.19 The Senior Manager (Internal Audit, Risk, and Fraud) holds a relevant qualification, has c20 years post qualification experience, and has been in post for nearly six years.
- 3.20 Job descriptions set out the roles and responsibilities of each member of the team. Those relating to the Internal Audit Manager and Computer Auditor, however, date from 2008 and 2004 respectively. We

**recommend** that these are reviewed and updated to ensure that they remain relevant to these posts.

- 3.21 The Internal Audit team has an excellent range and breadth of knowledge and skills, including IT audit. In addition, the Senior Manager (Internal Audit, Risk, and Fraud) has line management responsibility for the Corporate Fraud function, allowing cross skilling and joint working as appropriate.
- 3.22 There is a specific budget for training and development, and each member of the team maintains a development record. This demonstrates an ongoing commitment to training and development across the whole team and, in turn, allows staff to demonstrate compliance with their professional institute's Continuing Professional Development Standards.
- 3.23 One of the team's suite of key performance indicators relates to the number of 'Training Days per Auditor'. For 2015/16, performance was significantly below target (2.7 days against a target of 6.8 days per auditor). While there were mitigating circumstances, we **recommend** that every attempt is made to improve performance over the remainder of 2016/17 and 2017/18.
- 3.24 In overall terms, however, we are able to conclude that the Internal Audit team fully conforms with Standard 1200 on Proficiency and Due Professional Care.

#### Standard 1300: Quality Assurance and Improvement Programme

3.25 This Standard sets out the requirements for the internal and external assessment of performance and compliance with Public Sector Internal Audit Standards.

- 3.26 The Senior Manager (Internal Audit, Risk, and Fraud) actively and openly participated in this External Quality Assessment, building on a self assessment he undertook in August 2016.
- 3.27 The (then) Audit Committee agreed the approach to external quality assessment at its meeting in February 2016, and we **recommend** that the outcomes are reported to a future meeting of the Audit and Scrutiny Committee.
- 3.28 Key to demonstrating compliance with this Standard are the arrangements established to monitor the performance of the Internal Audit team. This is evident via, for example:
  - the review of all reports by the Senior Manager (Internal Audit, Risk and Fraud) prior to issue, and the review of all working papers by a member of the team not directly involved in that particular assignment;
  - a comprehensive suite of eleven Performance Indicators, and the reporting of outcomes to Audit and Scrutiny Committee; and
  - the issue of Client Feedback Surveys on completion of each assignment (response rates are good and demonstrate a good level of satisfaction with the Internal Audit service).
- 3.29 We are able to conclude that the Internal Audit team **fully conforms** with Standard 1300 on Quality Assurance and Improvement Programme.

#### Section D: Performance Standards

#### Standard 2000: Managing the Internal Audit Activity

3.30 This Standard sets out the requirements for the preparation, delivery, and reporting of the Internal Audit Plan.

- 3.31 The approach to audit planning is clearly set out in the Audit Manual. This is based on a comprehensive and risk based list of auditable areas (audit universe) which informs 5 year and annual Internal Audit Plans. The Senior Manager (Internal Audit, Risk, and Fraud) consults with senior managers when updating the audit universe and preparing the Plan.
- 3.32 While the audit universe is comprehensive and detailed, we **recommend** that it is further enhanced by better capturing 'other' forms of assurance (eg external inspection reports and service reviews). This would allow the Senior Manager (Internal Audit, Risk, and Fraud) to provided a more rounded annual opinion to Members on the Council's arrangements for risk management, governance, and control.
- 3.33 In overall terms, the audit universe flows clearly through into the Annual Internal Audit Plan, which in turn clearly sets out the assignments to be undertaken.
- 3.34 The Senior Manager (Internal Audit, Risk, and Fraud) is very aware of the need to focus on areas of highest risk, and reviews the Internal Audit Plan on an ongoing basis.
- 3.35 He is also responsible for securing the resources required to deliver the Plan. We found that the governance structures and documentation that shape the operation of the team are comprehensive and clear, that the team is well established, and that their role is well understood. Staff are independent and well qualified, and the services of Audit Glasgow have been used when necessary to supplement available resource.
- 3.36 The 2016/17 Internal Audit Plan was presented to, and approved by, Audit Committee on 15 February 2016, with progress reports routinely considered over the course of the year.

3.37 In overall terms, it is clear that the Internal Audit function is actively rather than passively managed, and that the process for delivering and reporting of the Internal Audit Plan is robust. On that basis, we are able to conclude that the Internal Audit team **fully conforms** with Standard 2000.

#### Standard 2100: Nature of Work

- 3.38 This Standard relates to the adequacy and effectiveness of the arrangements necessary for the Internal Audit activity to contribute to the improvement of risk management, governance, and control processes.
- 3.39 The Internal Audit team is a key element of the Council's governance structures, and the 2015/16 Annual Governance Statement (which forms part of the Annual Accounts) specifically refers to the role and independence of Internal Audit.
- 3.40 Our review of Internal Audit reports to Audit Committee and the Corporate Management Team (CMT) (now the Executive Leadership Team (ELT)) clearly demonstrate that a value adding and well managed service is being provided, with the outcomes of all work reported to senior managers and elected Members.
- 3.41 The approach to planning, undertaking, and reporting on work is set out in the Internal Audit Manual, which also stresses the need to focus on key risks and controls.
- 3.42 IT risks are considered within the context of wider Internal Audit planning, and the team has a qualified IT Auditor, so is well placed to understand and assess IT risks and controls.

- 3.43 Fraud related work is largely led by the Corporate Fraud team rather than by Internal Auditors. That said, both teams fall within the remit of the Senior Manager (Internal Audit, Risk, and Fraud), allowing for effective cross skilling and sharing of outputs.
- 3.44 Emerging legislation, and risks to the achievement of organisational objectives, are considered as part of the audit planning process. The Senior Manager (Internal Audit, Risk, and Fraud) is proactive in exploring this, and meets with all members of ELT in devising each annual Internal Audit Plan.
- 3.45 It is clear that the Internal Audit function forms a key element of the Council's governance structures, and has an important role in further improving those structures. On that basis, we are able to conclude that the team **fully conforms** with this Standard.

#### Standard 2200: Engagement Planning

- 3.46 This Standard relates to the planning for individual audit assignments.
- 3.47 To assess compliance with this Standard (and Standards 2300 and 2400) we reviewed electronic working papers for the 2016/17 reviews of:
  - Licensing; and
  - Self Directed Support.

3.48 Each review has an Audit Brief, setting out:

- description of audit;
- audit parameters;
- budget (days); and
- staff to undertake each assignment.
- 3.49 Each assignment is preceded by a meeting between the auditor and client manager. These meetings are used to gain a high level understanding of the area under review.

- 3.50 While the approach to assignment planning is structured, consistent, and inclusive, we **recommend** that the process is further enhanced by including the following within the Audit Brief:
  - the risks and controls subject to review (or those excluded from review);
  - the nature of the work to be undertaken; and
  - audit timescales (key stages and overall).
- 3.51 For both assignments a detailed Audit Programme had been prepared, setting out Audit Objectives and the work to be undertaken to allow a fully informed opinion to be reached. These objectives could, potentially, be included in the Audit Brief issued to the client at the start of the assignment.
- 3.52 The Audit Programmes for both reviews had been comprehensively cross referenced to supporting papers.
- 3.53 They set the structure and operational approach to each audit, and are approved by the Internal Audit Manager prior to the audit starting. This requirement is embedded in the Internal Audit Manual.
- 3.54 For consulting assignments the approach is considered by the Senior Manager (Internal Audit, Risk, and Fraud) on a case by case basis, taking account of materiality, resource availability, urgency, and other relevant factors. There is no formal 'protocol' for planning, undertaking, and reporting on consulting assignments, although the Internal Audit Charter recognises that this is a key aspect of Internal Audit work.
- 3.55 While the assignment planning process is inclusive both within, and outwith, the Internal Audit team, there is some scope for more explicitly linking it to the risks associated with the area under review. On that basis, we conclude that the Internal Audit team **generally conforms** with this Standard.

#### Standard 2300: Performing the Engagement

- 3.56 This Standard covers arrangements for gathering, documenting, analysing, and evaluating audit evidence, and for the supervision of staff undertaking audit assignments.
- 3.57 The Internal Audit Manual sets out requirements in relation to the preparation of audit working papers.
- 3.58 We found that, for both assignments reviewed, there was a comprehensive and well cross referenced file of documentary evidence, comprising policies, procedures, notes of meetings, and testing schedules.
- 3.59 It was clear who had prepared, and who had reviewed, each working paper, and the use of hyperlinking made navigation and understanding of the flow of findings and conclusions straightforward and intuitive.
- 3.60 The process for the review of working papers and draft report is clearly set out in the Internal Audit Manual, and includes a requirement for a mid-audit 'pit-stop' meeting between the auditor undertaking the assignment and the reviewing manager.
- 3.61 Audit assignments are very well documented and cross referenced, making them easy to navigate and understand. The basis of findings and recommendations is clear.
- 3.62 The Internal Audit team, therefore, **fully conforms** with this Standard.

#### Standard 2400: Communicating Results

3.63 This Standard relates to the communication of results from individual assignments and the Senior Manager (Internal Audit, Risk, and Fraud)'s overall annual opinion.

- 3.64 The Internal Audit Manual sets out arrangements for reporting on individual assignments, and provides a standard report format.
- 3.65 While reports do include an Audit Opinion section, we **recommend** that consideration is given to the use of a sliding scale of 'Assurance Categories', providing an overall opinion on the adequacy of arrangements for risk management, governance, and control in the area under review.
- 3.66 All working paper files are reviewed by either the Internal Audit Manager or Senior Manager (Internal Audit, Risk, and Fraud), with the latter responsible for the quality of all audit reports produced.
- 3.67 The Senior Manager (Internal Audit, Risk, and Fraud) is also responsible for reporting on findings and conclusions to the Audit and Scrutiny Committee. On an annual basis he provides an Annual Report, which summarises all of the work undertaken by the team over the course of the year.
- 3.68 Assignment and annual reporting processes are well defined. It is clear how findings flow through from working papers into assignment reports and subsequently into reports to Audit and Scrutiny Committee. On that basis, we conclude that the Internal Audit team **fully conforms** with this Standard.

#### Standards 2500 and 2600: Monitoring Progress and Communicating the Acceptance of Risks

- 3.69 These Standards relate to arrangements for monitoring the implementation of agreed recommendations or the acceptance of the risk of not implementing, and for the escalation of unacceptable risk to the Audit and Scrutiny Committee.
- 3.70 The Internal Audit Manual sets out the process for following up on actions arising from Internal Audit

assignments. All recommendations are added to the Covalent system, with updates provided to Audit and Scrutiny Committee on a quarterly basis. While it is Service management's responsibility to implement recommendations, Internal Audit undertake more detailed follow up on a sample of recommendations to confirm the adequacy of action taken.

- 3.71 Should there be any need to escalate unacceptable risk, the Internal Audit Charter makes it clear that the Senior Manager (Internal Audit, Risk, and Fraud) has unrestricted access to the S95 Officer, the Monitoring Officer, the Chief Executive, and the Chair of the Audit Committee.
- 3.72 In summary, the reporting of follow up actions is well defined, embedded, and transparent, and the Senior Manager (Internal Audit, Risk, and Fraud) has well defined means of escalating unacceptable risk. On that basis, we are able to conclude that the Internal Audit team **fully conforms** with these Standards.



#### 4. RECOMMENDATIONS AND ACTION PLAN

Rec. No.	Recommendation	Reason for Recommendation	Agreed Management Action	Responsible Owner	Action Due
1.	The Internal Audit Charter should be communicated to the Executive Leadership Team. This could be done as part of the biennial review of the Charter by the Senior Manager (Internal Audit, Risk, and Fraud). <b>Report Paragraph: 3.8</b>		Recommendation Accepted The Charter is next due for update in early 2018, and will be communicated to the ELT before it is submitted to the Audit and Scrutiny Committee for approval.	Senior Manager (Internal Audit, Risk and Fraud)	28 February 2018
2.	All Internal Audit Reports to the Audit and Scrutiny Committee should be in the name of the Senior Manager (Internal Audit, Risk, and Fraud). Report Paragraph: 3.12	organisational independence of	Recommendation Not Accepted The current process allows for senior management oversight of all reports before they are presented to Committee, and this will continue. The Senior Manager will continue to prepare all reports and present them to the Committee.	Chief Executive	N/A
3.	Computer Auditor job	To ensure that they are up to date and that they accurately and clearly set out the roles and responsibilities associated with these posts.	These role profiles will be	Senior Manager (Internal Audit, Risk and Fraud)	31 March 2017
4.			A training programme will be	Senior Manager (Internal Audit, Risk and Fraud)	31 March 2018
5.	The outcomes arising from the EQA process should be reported to a future meeting of the Audit and Scrutiny Committee. Report Paragraph: 3.27	independently report on the	<b>Recommendation Accepted</b> This report will be presented to the Audit and Scrutiny Committee on 13 February 2017. The Internal Audit Manager from Falkirk Council has been invited to attend and present his findings.	Senior Manager (Internal Audit, Risk and Fraud)	13 February 2017
6.	further enhanced by better capturing 'other' forms of assurance (eg external	(Internal Audit, Risk, and Fraud) to provided a more rounded annual opinion to Members on	Plan has already been developed and consulted on, so this enhancement will be	Senior Manager (Internal Audit, Risk and Fraud)	31 December 2017

IA

Rec. No.	Recommendation	Reason for Recommendation	Agreed Management Action	Responsible Owner	Action Due
7.		To demonstrate focus on key risks, and to help manage client expectations.		Team Manager (Internal Audit)	31 March 2017
8.	Consideration should be given to the use of a sliding scale of 'Assurance Categories' when providing an overall opinion on the adequacy of arrangements for risk management, governance, and control in the area under review. Report Paragraph: 3.65	findings.	<b>Recommendation Accepted</b> The report template and the audit manual have been updated to include 4 assurance categories of substantial, reasonable, limited, and no assurance.	Team Manager (Internal Audit)	Complete

#### **DEFINITION OF ASSURANCE CATEGORIES**

Level of Assurance	Definition
Substantial assurance	Largely satisfactory risk, control, and governance systems are in place. There may be some scope for improvement as current arrangements may undermine the achievement of objectives or leave them vulnerable to error or abuse.
Limited assurance	Risk, control, and governance systems have some satisfactory aspects. There are, however, some significant weaknesses likely to undermine the achievement of objectives and leave them vulnerable to an unacceptable risk of error or abuse.
No assurance	The systems for risk, control, and governance are ineffectively designed and operated. Objectives are not being achieved and the risk of serious error or abuse is unacceptable. Significant improvements are required.

#### **NORTH AYRSHIRE COUNCIL**

#### Agenda Item 4

13 February 2017

#### Audit and Scrutiny Committee

# Title:Internal Audit and Corporate Fraud Action Plans:<br/>Quarter 3 updatePurpose:To advise the Audit and Scrutiny Committee on the<br/>progress made by Council services in implementing<br/>the agreed actions from Internal Audit and Corporate<br/>Fraud reports as at 31 December 2016.Recommendation:That the Committee (a) notes the current position with<br/>the implementation of Internal Audit and Corporate<br/>Fraud actions; and (b) challenges those services that<br/>have not implemented actions within the previously<br/>agreed timescales.

#### 1. Executive Summary

- 1.1 The CIPFA document 'Audit Committee Principles in Local Authorities in Scotland' highlights that Audit Committees should monitor and review the progress made in implementing audit recommendations.
- 1.2 Service managers are responsible for ensuring that agreed actions arising from Internal Audit and Corporate Fraud reviews are implemented. This provides assurance that identified control weaknesses have been addressed and are being managed effectively.
- 1.3 All actions are monitored on the Covalent system and service managers are responsible for updating Covalent as they progress each action. This enables Internal Audit to monitor progress on a 'real-time' basis and address any delays in implementation.
- 1.4 This report details the position at 31 December 2016.

#### 2. Background

2.1 The last report to the Audit and Scrutiny Committee on 14 November 2016 highlighted that there were 75 actions outstanding at the end of September 2016: 15 that had not been started or were only partially implemented and 60 where the due date had not yet passed.

- 2.2 In addition to these 75 'carried forward' actions, there have been 30 new actions agreed during quarter 3, giving a total of 105 action points for review.
- 2.3 Services have completed 48 actions since the last report. All services are required to retain evidence of work carried out in completing their actions and Internal Audit carries out 'spot-checks' on a sample of completed actions on an ongoing basis.
- 2.4 Of the remaining 57 actions, 21 were either not started or only partially complete at 31 December and the remaining 36 were not due for completion until after that date.
- 2.5 Appendix 1 to this report provides the Committee with full details of the 21 actions that were not complete within the agreed timescales.

#### 3. Proposals

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

#### 4. Implications

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

#### 5. Consultation

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

leconnel

LAURA FRIEL Executive Director (Finance and Corporate Support)

Reference :

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

Background Papers None.
# Actions due by 31<sup>st</sup> December 2016 but not started or partially complete

Generated on: 26 January 2017

Code	IA2014PA027c	Description	read and sign the Corporate	Education should ensure that all teaching staff with access to IT equipment should read and sign the Corporate Acceptable Computer Use Policy and have a process in place for ensuring new staff read and sign up to this policy.			
Priority	1	Latest Note	<b>2016/17- Quarter Three Update</b> : This action was followed up as part of the Internal Audit team's follow-up procedures. Although efforts have been made to ensure that all staff have read and signed the ACUP, it is not clear that this has been completed. Therefore Education & Youth Employment have been asked to contact all head teachers to ask them to confirm how many of their staff have signed the ACUP. Education & Youth Employment will ask for this information to be returned to them by 27th February 2017.				
Progress Bar	80%	Original Due Date	31-Aug-2014	31-Aug-2014 <b>Due Date</b> 30-Jun-2016			
Parent Code & Title		IA2014PA027 Education and Skills Mobile Devices			Andrew McClelland		
				Assigned To	Teri McIntosh		
Code	IA2015PA031d	Description	confidential waste at all loca there are established arrang	ations across the Council, wit	te at all locations, whilst also		
Priority	1	Latest Note	on Information Governance	<b>2016/17- Quarter Three Update</b> : Unforeseen delays in other projects had an impact on Information Governance services and tasks during Q3, therefore the new confidential waste policy has not yet been approved. The new target for completion is end Q4.			
Progress Bar	75%	Original Due Date	30-Jun-2015	30-Jun-2015 <b>Due Date</b> 30-Sep-2016			
Parent Code & Title	IA2015PA031 Informat	ion Management and Data Pr	atection	Managed By	Andrew Fraser		
		A2015PA031 Information Management and Data Protection			Iona Carcary		

Code	IA2015PA034d	Description		Human Resources should investigate and address the current reporting weaknesses in relation to multipost, bank and casual staff.			
Priority	1	Latest Note	software. This has identi this time. Weekly project	<b>2016/17- Quarter Three Update</b> : Testing has commenced on version 8 multi-contract software. This has identified various issues which prohibit go live/implementation at this time. Weekly project meetings are held with Frontier Software and go live date is now anticipated to be 31/8/17.			
Progress Bar	75%	Original Due Date	31-Mar-2016	Due Date	31-Dec-2016		
Derent Code 9 Title				Managed By	Fiona Walker		
Parent Code & Title	IA2015PA034 Performa	IA2015PA034 Performance Indicators 2013/2014			Jackie Hamilton		
Code	IA2016PA001c	Description			d rules are updated within CHRIS umbers and special characters are		
Priority	1	Latest Note		• <b>Update</b> : Testing of passw n has been delayed, estim	ord rules has been completed. ated summer 2017.		
Progress Bar	75%	Original Due Date	30-Sep-2016	Due Date	30-Sep-2016		
Derent Code 8 Title				Managed By	Fiona Walker		
Parent Code & Title		IA2016PA001 HR/Payroll System			Karen Clarke		
		Assigned To Karen Clarke As part of the ongoing internal review of procedures, a formal process including					

Code	IA2016PA011a	Description	As part of the ongoing internal review of procedures, a formal process includin authorisation limits of staff in the team should be documented. Management should also consider carrying out a periodic sample check of cla which have been processed internally to ensure the claim is valid, the decisio appropriate and the amount awarded for a successful claim is reasonable.			
Priority	1	Latest Note	<b>2016/17- Quarter Three Update</b> : Formal authorisation limits are in draft form and be included within the procedure documents which will be finalised by the end of March 2017 (see action G).			
Progress Bar	90%	Original Due Date	31-Dec-2016	Due Date	31-Dec-2016	
Parent Code & Title	IA2016PA011 Insurance			Managed By	Laura Friel	
				Assigned To	Paul Doak	

Code	IA2016PA011g	Description	Current procedures should be reviewed and rationalised to ensure all key processes are documented and made available to all relevant staff.				
Priority	2	Latest Note	<b>2016/17- Quarter Three Update</b> : Procedure notes have been prepared for all key processes and will be tested by a new member of staff before they are finalised. This will be completed by the end of March 2017.				
Progress Bar	90%	Original Due Date	31-Dec-2016	Due Date	31-Dec-2016		
Derent Code 9 Title				Managed By	Laura Friel		
Parent Code & Title	IA2016PA011 Insurance	Ð		Assigned To	Paul Doak		
Code Priority	IA2016PA011h 2	Description Latest Note	<ul> <li>The draft service level agreement (SLA) should include the requirement that services should contact the Insurance and Risk team when there are any changes to their assets. The SLA should be finalised, approved and issued to all relevant staff.</li> <li><b>2016/17- Quarter Three Update</b>: Following consultation with Council Services, all SLAs have been prepared and issued to Heads of Service for signature. Not all have yet been returned and a revised target date of 27/01/2016 has been given for return.</li> </ul>				
Progress Bar	90%	Original Due Date	31-Oct-2016	Due Date	31-Oct-2016		
Parent Code & Title	IA2016PA011 Insurance			Managed By	Laura Friel		
		3		Assigned To	Paul Doak		
Code	IA2016PA013c	Description	policies, processes ar	nd documentation are consist agements for reporting the mo	s to ensure that risk management ent across all of the Council's ist significant risks to elected		

			oning		Assigned To	Paul Doak			
Parent Code & Title	IA2016PA013 Capital Monitoring			Managed By	Laura Friel				
Progress Bar	0%		Original Due Date	31-Dec-2016	Due Date	31-Dec-2016			
Priority	2	Latest Note       2016/17- Quarter Three Update: The Council's Risk Management Strategy currently under review and will be taken to Cabinet for approval in March 20 action will be implemented once the new Strategy has been agreed, through discussion with the Capital Programme and Assets Group (CPAG) and key from Property Management and Investment.			for approval in March 2017. This as been agreed, through				
					members should also be implemented.				

Code	IA2016PA016a	Description	The Procurement and Service Design Team should liaise with the Corporate Procurement Unit to ensure the next update to the Standing Orders reflects the creation of NAHSCP and the roles and responsibilities of its officers.				
Priority	3	Latest Note	A proposed extension date to 30/4/17 is requested to allow Corporate Procurement Unit to compile the draft and consult with relevant colleagues. The updated Standing Orders will be reported to the new Council along with the other governance documents.				
Progress Bar	70%	Original Due Date	31-Dec-2016 Due Date 31-Dec-2016				
Parent Code & Title	IA2016PA016 Procurement of Services - NAHSCP			Managed By	Eleanor Currie; Margaret Hogg		
				Assigned To	Betty Saunders		
Code	IA2016PA021a	Description	The Corporate Transport Hub, supported by Legal Services, should continue to liaise with SPT to finalise a mutually acceptable Agency Agreement and have this signed at the earliest opportunity.				
Priority	1	Latest Note	<b>2016/17- Quarter Three Update</b> : SPT provided a revised Draft Agency Agreement on 18th November and revised Draft Conditions of Contract on 17th November, which does not cover all aspects previously requested. Legal Service and the Hub are therefore negotiating with them to ensure that these aspects are amended.				

				0 0	•	
Prog	jress Bar	80%	Original Due Date	31-Mar-2016	Due Date	30-Sep-2016
Bara	nt Codo 8 Titlo	IA2016DA021 Transportation	-			Andrew Fraser; Russell McCutcheon
Parent Code & Title		IA2016PA021 Transportation				Susan Adamson; Gordon Mitchell; Nicola Shearer

Code	IA2016PA021b	Description		The Corporate Transport Hub should ensure a data sharing agreement is in place with both SPT and contractors.			
Priority	1	Latest Note	Sharing Protocol within t	<b>2016/17- Quarter Three Update</b> : SPT have not included our ICT and Information Sharing Protocol within the recent draft supplied. The version supplied has been passed to our Data Protection Officer for feedback which will be passed to SPT for further consideration.			
Progress Bar	80%	Original Due Date	31-May-2016	Due Date	30-Sep-2016		
		-		Managed By	Russell McCutcheon		
Parent Code & Title	IA2016PA021 Transportatio	n		Assigned To	Susan Adamson; Gordon Mitchell		

Code	IA2016PA023a	Description	Services should be issued with current guidance on maintenance procedures. This guidance should be made available on Connects.				
Priority	3	Latest Note	<b>2016/17- Quarter Three Update</b> : Updating the Asset Guidance for services, and the subsequent communication of this across the Council, is currently being progressed as part of the implementation of the recommendations of the Strategic Property Asset Review. The updated guidance will be published following formal approval of the Property Asset Management Plan. The guidance will be issued to the Executive Directors to cascade to staff. PMI will also liaise with the Communications Team to ensure it is communicated through appropriate channels (ie. Connects, newsletters etc). PAMP will be reported to the Physical Environment Advisory Panel on 23/1/17.				
Progress Bar	90%	Original Due Date	31-Aug-2016	Due Date	31-Aug-2016		
Parent Code & Title	IA2016PA023 Corporate La	adlord - Maintenance		Managed By	Yvonne Baulk		
	TAZUTUF AUZS COIPUIALE LA			Assigned To	Laurence Cree		

Code	IA2016PA024d	Description	Passwords controls for staff in the schools accessing the Education network should be tightened in line with best practice.			
Priority	2	Latest Note	<ul> <li>2016/17- Quarter Three Update: To successfully implement a force password change re-configuration work is required on all Mac devices in schools. This was on hold until Education and Youth Employment made a decision on how they woulke IT Services to proceed with minimal disruption.</li> <li>On 20 January 2017 Education and Youth Employment asked IT Services to proceed with the configuration work to allow the force password changes to be implement.</li> <li>On 20 January 2017 Education and Youth Employment asked IT Services to proceed with the configuration work to allow the force password changes to be implement.</li> <li>Due Date</li> </ul>		es in schools. This was put ecision on how they would sked IT Services to proceed hanges to be implemented. hese devices are in daily use y, the teacher needs to be opportunity to implement in ver due to the volume of	
Progress Bar	70%	Original Due Date	<b>Due Date</b> 30-Jun-2016 <b>Due Date</b> 31-Dec-2016		31-Dec-2016	
Parent Code & Title	IA2016PA024 Education Ne	twork Controls		Managed By	Esther Gunn	
				Assigned To	Iain Chisholm; Lorna Morley	

Parent Code & Title	A2016PA028 Review of Corporate Governance			Managed By Assigned To	Audrey Sutton Audrey Sutton		
Progress Bar	90%	Original Due Date	30-Apr-2016	Due Date	30-Dec-2016		
Priority	3	Latest Note	<b>2016/17 Quarter 3 Update:</b> The ELT have been asked to provide feedback on a report outlining three phases of work including identifying the Council's key influential stakeholders. A link to an IT application has also been sent to the ELT which allows them to view some test engagements and provide feedback on how engagements are recorded. A deadline of 16 January 2017 has been provided for feedback. A further meeting with IT has been scheduled in January 2017.				
Code	IA2016PA028c	Description	effectiveness of the relationships in place and where appropriate identify any opportunities for improvement.				

Code	IA2016PA029d	DescriptionEconomic Growth should consider working with the Council's Serious Organised Crime and Counter Terrorism Group to prepare information on Serious Organise Crime for Business Gateway clients				
Priority	3	Latest Note	<b>2016/17 Quarter 3 Update:</b> Economic Growth will hold 2 stakeholder awarene events in conjunction with various partners such as the Council's Serious Org Crime and Counter Terrorism Group, Police Scotland, The Scottish Business Resilience Centre etc. One event will be targeted at Business Gateway client other appropriate external stakeholders and one will be for our internal advisor other appropriate officers. This will be completed by the end of April 2017.		ouncil's Serious Organised e Scottish Business ness Gateway clients and or our internal advisers and	
Progress Bar	0%	Original Due Date	31-Dec-2016 Due Date 31-Dec-2016		31-Dec-2016	
Parent Code & Title		IA2016PA029 Serious Organised Crime		Managed By	Caitriona McAuley	
	TAZUTUF AUZ9 SETIOUS OTGA			Assigned To	Andrew Moynihan	

Code	IA2016PA029h	Description	The Council should make arrangements corporately to ensure that employees who do not have IT access have access to a copy of the Council's Whistleblowing Policy					
Priority	1	Latest Note	<b>2016/17- Quarter Three Update</b> : The best method of reaching staff who do not have e-mail is currently being ascertained. The next edition of the staff magazine is a likely route. The target date for completion is now the end of April 2017.					
Progress Bar	0%	Original Due Date	31-Dec-2016	Due Date	31-Dec-2016			
Parent Code & Title	IA2016PA029 Serious Organised Crime			Managed By	Andrew Fraser			
	AZUTUF AUZY SETIOUS OTYA			Assigned To	Andrew Fraser			

Code	IA2016PA029j	Description	The Team Manager (Corporate Procurement) should consider producing written guidance for her team regarding requirements in relation to SOC in purchasing, such as high risk categories of purchase where it might be appropriate to contact the Police for further advice					
Priority	2	Latest Note	The Procedure has been completed and circulated amongst the team, Police Scotland are still to confirm their response timescales, despite repeated reminders					
Progress Bar	95%	Original Due Date	30-Jun-2016	Due Date 30-Jun-2016				
Parent Code & Title	Parent Code & Title IA2016PA029 Serious Organised Crime			Managed By	Margaret Hogg			
	TAZUTUP AUZU SETIOUS OTYA			Assigned To	Anne Lyndon			

Code	IA2016PA029k	Description	The SOCCT Working Group and Corporate Procurement Unit should consider preparing and issuing guidance relating to Serious Organised Crime and Procurement to be issued to officers with purchasing responsibilities outwith the Corporate Procurement Unit							
Priority	2	Latest Note	Documented drafted and circulated. Still awaiting final clarification from Police Scotland.							
Progress Bar	80%	Original Due Date	31-Jul-2016	Due Date	31-Jul-2016					
Parent Code & Title										Andrew Fraser; Margaret Hogg
	IA2016PA029 Serious Organised Crime			Assigned to	Andrew Fraser; Anne Lyndon					

Code	IA2016PA031a	Description	All Health and Safety recommendations made as a result of an audit should be recorded on Covalent, the Council's performance management system.				
Priority		Latest Note	<b>2016/17- Quarter Three Update</b> : Corporate Health & Safety Team required training on Covalent to input audit actions. The Performance Team is delivering the training o 2nd Feb 2017. First audit in February will see the new process implemented whereby audit actions will be recorded on Covalent.				
Progress Bar	80%	Original Due Date	31-Aug-2016	016 <b>Due Date</b> 30-Nov-20			
Parent Code & Title	IA2016PA031 Health and Safety			Managed By	Fiona Walker		
				Assigned To	James Walls		

Code	IA2017PA002f	Description	The Codes of Financial Practice should be updated to reflect the current practice that bad debts are written off on an annual basis.					
Priority	2	Latest Note	<b>2016/17- Quarter Three Update</b> : The Codes of Financial Practice have been update in draft form to reflect this change. The updated Codes, along with the Financial Regulations, will be taken to the new Council for approval following the elections in May 2017. It is anticipated this action will be fully completed by the end of June 2017					
Progress Bar	90%	Original Due Date	31-Dec-2016 Due Date 31-Dec-20		31-Dec-2016			
Parent Code & Title	IA2017PA002 Accounts Red	2017PA002 Accounts Pacoivable		Managed By	Laura Friel			
			Assigned To		Paul Doak			

Code	IA2017PA010b	Description	Procedures for DHP and Universal Credit DHPs should be should be updated to include guidance on how to make a decision on an application and how to processes the details into the Northgate system. These should be issued out to all relevant employees. Further information should be added to both notes to show details relating to the version of the document.					
Priority	3	Latest Note	<b>2016/17- Quarter Three Update</b> : The staff procedure note is around 90% complete with only a section on how to process a DHP on the Northgate system and this will be completed by the end of January 2017. Completion of this action has been delayed because a member of the policy and training team was promoted and left the team to operate with less resource; this post has just been filled.					
Progress Bar	90%	Original Due Date	30-Nov-2016	Due Date	30-Nov-2016			
Parent Code & Title IA2017PA010 Revenues and Benefits		Managed By		Managed By	Esther Gunn			
		A2017PA010 Revenues and Benefits			Stephen Humphries			

## **NORTH AYRSHIRE COUNCIL**

## Agenda Item 5

13 February 2017

#### Audit and Scrutiny Committee

Title:	Internal Audit Plan 2017-2022					
Purpose:	To inform the Committee of the proposed Internal Audit plan for 2017-2018 and the indicative programme of work for the period 2018-2022.					
Recommendation:	That the Committee (a) approves the Internal Audit plan for 2017-2018, (b) notes the indicative programme for 2018-2022 and (c) agrees the indicators and targets at 2.6.					

#### 1. Executive Summary

- 1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) / Institute of Internal Auditors (IIA) Public Sector Internal Audit Standards (PSIAS) require the preparation of a risk-based audit plan. This should be fixed for a period of no more than one year.
- 1.2 The PSIAS also requires that the plan should be based on a clear understanding of the organisation's functions and the scale of potential audit areas. The plan should be partly informed by consultation with key stakeholders. The Audit and Scrutiny Committee should approve the Internal Audit plan.

#### 2. Background

- 2.1 A review has been carried out to identify all areas within the Council that could potentially be subject to Internal Audit work. A number of sources of evidence have been used to identify all the auditable areas and to assess the risk or significance of each one:
  - consultation with members of the Executive Leadership Team (ELT);
  - review of the strategic and service risk registers;
  - review of the Council Plan 2015-2020;
  - key issues arising from the Audit Scotland Report on the Annual Accounts and Key Controls Report 2015/16;
  - review of other local authorities' Internal Audit plans; and
  - knowledge and experience of Internal Audit staff.

- 2.2 Appendix 1 to this report contains the full list of auditable areas and provides an indicative programme of work for Internal Audit for the 5-year period from April 2017 to March 2022. In the later years, the allocated days vary slightly from the available resources; this will allow greater flexibility in finalising the detailed audit plan each year. The indicative programme of work will be reviewed each year and may change to reflect the priorities at that time.
- 2.3 The risk or significance of each area has been assessed as high, medium or low. Where an area has been identified as having high risk or significance to the Council, Internal Audit will aim to review either all or part of this every 1 to 2 years. Areas of medium risk or significance will be reviewed every 3-4 years. Areas of low risk or significance are no longer routinely audited but are included in 'reserve lists' each year to be audited in the event that the approved plan is completed or priorities change.

	2016/17	2017/18	Change
Total available audit days	849	673	-176
Productive audit days	739 (87%)	586 (87%)	-153
Planned audit days	714	562	-152
Investigations and contingencies	25	24	-1
_			
Non-productive days	110 (13%)	87 (13%)	-23

2.4 The total audit time for 2017/18 and 2016/17 is outlined in the table below. There are less days available in 2017/18 due to a staff restructure within the team.

2.5 Appendix 2 contains the detailed audit plan for 2017-18 and indicates which quarter of the financial year it is intended to commence each audit. This may be subject to some change depending on available resources and any requirement to carry out ad-hoc investigation work throughout the year.

2.6 In order to assist with tracking the performance of Internal Audit against the agreed plan during 2017-18, it is proposed that the undernoted indicators will be used. Performance against these indicators will be monitored quarterly and reported to the Audit and Scrutiny Committee as part of the Annual Report, together with a summary of feedback received from customer surveys:

Indicator	Actual Q3 2016/17	Target 2017/18
Percentage of auditor time spent productively	87.0%	87.0%
Training days per auditor	1.34 days	3.75 days
Audits complete in budgeted days	68%	75%
Draft reports issued within 21 days of fieldwork completion	95%	100%
Final reports issued within 14 days of agreement of action plan	88%	100%

#### 3. Proposals

3.1 It is proposed that the Committee (a) approves the Internal Audit plan for 2017-2018, (b) notes the indicative programme for 2018-2022 and (c) agrees the indicators and targets at 2.6 above along with any others the Committee may find useful.

#### 4. Implications

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

#### 5. Consultation

5.1 Consultation has taken place individually with the Executive Directors, the Director of the Health and Social Care Partnership and the Head of Democratic Services during the preparation of the Internal Audit plan.

leannel

LAURA FRIEL Executive Director (Finance and Corporate Support)

Reference :

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

Background Papers None.

AUDIT UNIVERSE	APPENDIX 1			AUDIT DAY	S AVAILABLE	586	586	586	586	586
<u>2017-18</u>										
							<u>/</u>	udit Day	<u>'S</u>	
		Risk or	Last Audited		Days per					
AUDIT CATEGORY	AUDITABLE AREA	Significance	(since 2011-12)	Audit Frequency	Audit	2017-18	2018-19	2019-20	2020-21	2021-22
Key Corporate Systems	CHRIS HR/Payroll system	High	2015-16	Every 1-2 years	15	15	-	15	-	15
Key Corporate Systems	Customer Services (inc. Lagan CRM system)	Medium	2014-15	Every 3-4 years	15	15	-	-	15	-
Key Corporate Systems	Accounts Receivable	Medium	2016-17	Every 3-4 years	15	-	· _	-	15	-
Key Corporate Systems	Procurement and Accounts Payable	High	2016-17	Every 1-2 years	15	15	-	15	-	15
Key Corporate Systems	VAT	Medium	2016-17	Every 3-4 years	15	-		-	15	-
Key Corporate Systems	Treasury Management	Medium	2015-16	Every 3-4 years	10	-		-	10	-
Key Corporate Systems	General Ledger system	High	2014-15	Every 1-2 years	15	-	15	15	-	15
Key Corporate Systems	Income Collection (inc. system and establishments)	High	2016-17	Every 1-2 years	20	-	20	-	20	-
Other Systems	Licensing	Medium	2016-17	Every 3-4 years	15	-		15	-	-
Other Systems	Members Allowances and Expenses	Medium	2015-16	Every 3-4 years	15	-	15	-	-	15
Other Systems	Social Media	Medium	2014-15	Every 3-4 years	15	15	-	-	15	-
Other Systems	Museums and Heritage	Low	2014-15	Reserve list	15	-		-	-	-
Other Systems	Library and Information service	Low	-	Reserve list	15	-	· -	-	-	-
Other Systems	Community Facilities booking system	Low	-	Reserve list	10	-		-	-	-
Other Systems	Funding support to businesses including external compliance	Medium	2016-17	Every 3-4 years	20	-	· -	20	-	-
Other Systems	Modern Apprentice programme	Medium	-	Every 3-4 years	10	10	) -	-	-	10
Other Systems	Regeneration	Medium	2015-16	Every 3-4 years	15	-	15	-	-	-
Other Systems	Planning and building control income	Low	2013-14	Reserve list	10	-		-	-	-
Other Systems	Trading Standards	Low	-	Reserve list	15	-	· -	-	-	-
Other Systems	Environmental Health (inc. FLARE system; FSA audit)	Low	-	Reserve list	15	-	· -	-	-	-
Other Systems	Payments to Private Nurseries	Low	2013-14	Reserve list	10	-		-	-	-
Other Systems	Education Placements with non-Council establishments	Medium	2015-16	, ,	15	-	· -	15	-	-
Other Systems	Placing Requests	Low	2014-15		10	-	· -	-	-	-
Other Systems	Supply teachers	Medium	2016-17	, ,	15	-		-	15	-
Other Systems	SEEMIS/Click and Go	Medium	2015-16		15	-		15	-	-
Other Systems	Procurement of Educational supplies	Medium	2013-14	1 1	15	15	-	-	-	15
Other Systems	PPP unitary charge	Low	-	Reserve list	10	-		-	-	-
Other Systems	School Funds	Low	2015-16		10	-		-	-	-
Other Systems	Corporate Risk Indicator Database (CRID)	Low	2014-15		10	-		-	-	-
Other Systems	Agency staff and workers	Medium	2015-16	Every 3-4 years	10	-		10	-	
Other Systems	Revenues and Benefits (inc. Welfare Reform)	High	2016-17		15	-	· 15	-	15	
Other Systems	Risk Management	Low	-	Reserve list	15	-		-	-	
Other Systems	Insurance	Low	2015-16		10	-	-	-	-	
Other Systems	Business Continuity	Medium	-	Every 3-4 years	15	15	-	-	-	15

						Audit Days				
		Risk or	Last Audited		Days per					
AUDIT CATEGORY	AUDITABLE AREA	Significance	(since 2011-12)	Audit Frequency	<u>Audit</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	2020-21	2021-2
Other Systems	Revenue Budget Monitoring	High	2016-17	Every 1-2 years	15	15		15	-	- 15
Other Systems	Capital Monitoring	Medium	2015-16	Every 3-4 years	15	-	15	-	-	
Other Systems	Financial Management year-end procedures	Medium	-	Every 3-4 years	10		10	-	-	
Other Systems	Social Services Clients - financial assessments	Medium	2014-15	Every 3-4 years	15	15	-	-	15	,
Other Systems	Financial Intervention Orders/Corporate Appointeeships	Medium	2016-17	Every 3-4 years	15	-	-	15	-	,
Other Systems	Foster care/adoption/kinship carers payments	Medium	2014-15	Every 3-4 years	15	15	-	-	15	,
Other Systems	Residential Schools	Medium	2015-16	Every 3-4 years	10	-	-	10	-	
Other Systems	Criminal Justice	Low	2014-15	Reserve list	15	-	-	-	-	
Other Systems	Self Directed Support	Medium	2016-17	Every 3-4 years	20	-	-	20	-	
Other Systems	Home Care (including CM2000 system)	Medium	2015-16	Every 3-4 years	20	-	20	-	-	- 20
Other Systems	Aids and Adaptations	Medium	2014-15	Every 3-4 years	15	-	15	-	-	
Other Systems	Throughcare payments	Low	-	Reserve list	10	-	-	-	-	
Other Systems	Contracts and Commissioning	Medium	2015-16	Every 3-4 years	15	-	15	-	-	- 1
Other Systems	Blue Badge Scheme	Medium	2013-14	Every 3-4 years	15			-	15	,
Other Systems	Carefirst system	Medium	2016-17		20		-	20		
Other Systems	Integration Joint Board audit days	High	2016-17	Every 1-2 years	15		15			5 1
Other Systems	Building Services procurement (inc. sub-conts and materials)	Medium	2014-15		15			-	15	j
Other Systems	Building Services stores controls	Medium	2013-14	Every 3-4 years	10		10	-	-	- 10
Other Systems	Building services systems	Medium	2012-13		15		-	15	-	
Other Systems	Transport Hub (inc. Fleetwave system; vehicle replacement)	Medium	2014-15		15		15	-	-	- 1
Other Systems	Fuel controls	Medium	2014-15		10		-	-	10	j
Other Systems	Burials and Bereavements service	Low	2013-14	Reserve list	10	-	-	-	-	
Other Systems	Commercial Refuse service	Medium	2015-16	Every 3-4 years	15	-	-	15	-	
Other Systems	Recycling and Landfill (inc. tax; Shewalton)	Medium	2014-15	Every 3-4 years	15	15	-	-	-	
Other Systems	Facilities Management - procurement	Medium	2015-16		15	15	-	-	15	j j
Other Systems	School meals income (inc. IMPACT cashless catering)	Medium	2014-15	Every 3-4 years	15	15	-	-	15	j
Other Systems	Transportation	Medium	2015-16	Every 3-4 years	15	-	-	15	-	
Other Systems	Roads costing system	Low	2014-15	Reserve list	10	-	-	-	-	
Other Systems	Roads stores controls	Medium	2013-14	Every 3-4 years	10	-	10	-	-	- 10
Other Systems	Roads procurement (inc. sub-conts; materials)	Medium	2015-16	Every 3-4 years	15	15	-	-	15	j
Other Systems	Housing Rents income and arrears (inc. iWorld system)	High	2014-15	Every 1-2 years	15	15	-	15	-	- 1
Other Systems	Asset Management (inc. Asset Register system K2)	Medium	2016-17	Every 3-4 years	15	-	-	-	15	,
Other Systems	Property Factoring	Low	2014-15	Reserve list	10	-	-	-	-	
Other Systems	Planned maintenance and reactive repairs	Medium	2015-16	Every 3-4 years	15	-	-	15	-	
Other Systems	Procurement of major or term contracts	Medium	2014-15	Every 3-4 years	15	-	15	-	-	- 1
Other Systems	Energy Efficiency and Carbon Management	Low	2014-15	Reserve list	10	-	-	-	-	
Other Systems	Commercial and industrial rents	Medium	2013-14	Every 3-4 years	15	-	15	-	-	
Other Systems	Housing improvement grants	Low	-	Reserve list	10	-	-	-	-	
ICT Auditing	Network Controls	Medium	2015-16		20		-	-	20	1
ICT Auditing	Internet and e-mail Controls	Medium	2016-17	Every 3-4 years	20	-	-	20	-	
ICT Auditing	IT Disaster Recovery and Business Continuity	Medium	2015-16		15		15		-	- 1

						Aud	it Days	
		<u>Risk or</u>	Last Audited	Days per				
AUDIT CATEGORY	AUDITABLE AREA	Significance	(since 2011-12) Audit Frequency	<u>Audit</u>	<u>2017-18</u>	<u>2018-19</u> 20	<u>19-20</u> 202	<u>0-21</u> <u>2021-2</u>
ICT Auditing	IT procurement and desktop support	Medium	2013-14 Every 3-4 years	20	-	-	-	20
ICT Auditing	IT assets	Medium	2015-16 Every 3-4 years	20	-	20	-	- 2
ICT Auditing	Telecommunications	Medium	2016-17 Every 3-4 years	20	-	-	20	-
Governance	Locality Planning / CPP	Medium	- Every 3-4 years	20	-	-	20	-
Governance	Transformation programme	Medium	- Every 3-4 years	15	-	15	-	- 1
Governance	Code of Corporate Governance	Medium	2015-16 Every 3-4 years	15	-	-	15	-
Governance	Information Governance and Data Protection	Medium	2016-17 Every 3-4 years	15	-	15	-	- 1
Governance	Serious and Organised Crime	Medium	2015-16 Every 3-4 years	15	-	-	15	-
Governance	Community Capacity building	High	2016-17 Every 1-2 years	5	5	5	5	5
Governance	Community Benefits (planning process)	Medium	- Every 3-4 years	15	-	15	-	- 1
Governance	GIRFEC (Getting it Right for Every Child)	Medium	2015-16 Every 3-4 years	15	-	15	-	- 1
Governance	HR Policies: Maximising Attendance	Low	2013-14 Reserve list	10	-	-	-	-
Governance	HR Policies: Equalities	Low	2014-15 Reserve list	10	-	-	-	-
Governance	HR Policies: Special Leave Scheme	Low	2012-13 Reserve list	10	-	-	-	-
Governance	HR Policies: Responsibility Allowances	Low	2012-13 Reserve list	10	-	-	-	-
Governance	HR Policies: Health and Safety Policies	Medium	2015-16 Every 3-4 years	10	-	-	10	-
Governance	Leavers process (inc. removal from corporate systems)	Medium	2016-17 Every 3-4 years	15	-	-	-	15
Governance	Recruitment (inc. Talentlink)	Medium	- Every 3-4 years	10	10	-	-	- 1
Governance	PVG and Disclosure checking	Medium	2013-14 Every 3-4 years	15	-	15	-	-
Governance	Workforce Planning	Medium	2015-16 Every 3-4 years	15	-	-	-	15
Governance	Voluntary Early Release	Medium	2013-14 Every 3-4 years	15	-	15	-	- 1
Governance	Gifts and Hospitality	Medium	2012-13 Every 3-4 years	10	10	-	-	- 1
Performance Monitoring	Performance Indicators	High	2016-17 Every 1-2 years	15	-	15	-	15
Performance Monitoring	Covalent system	Low	- Reserve list	10	-	-	-	-
Regularity Audits	Outdoor Education	Medium	2013-14 Every 3-4 years	10	10	-	-	-
Regularity Audits	Country Parks	Low	2014-15 Reserve list	10	-	-	-	-
Regularity Audits	Special Schools	Low	- Reserve list	15	-	-	-	-
Regularity Audits	Nursery establishments	Low	2012-13 Reserve list	15	-	-	-	-
Regularity Audits	Primary Schools	Medium	2014-15 Every 3-4 years	30	-	30	-	- 3
Regularity Audits	Secondary Schools	Medium	2013-14 Every 3-4 years	25	25	-	-	25
Regularity Audits	CAATs testing - Payroll	High	2015-16 Every 1-2 years	10	10	10	10	10 1
Regularity Audits	CAATs testing - Accounts Payable	High	2014-15 Every 1-2 years	10	10	10	10	10 1
Regularity Audits	Social Services Establishments	Medium	2015-16 Every 3-4 years	20	20	-	-	20
Following the Public Pound	Community Councils	Low	2016-17 Every 1-2 years	10	10	10	10	10 1
Following the Public Pound	Parent Council funding	Low	- Reserve list	5	-	-	-	-
Following the Public Pound	Footwear and Clothing Grants	Low	2012-13 Reserve list	10	-	-	-	-
Following the Public Pound	Education Maintenance Allowances (EMAs)	Low	2013-14 Reserve list	10	-	-	-	-
Following the Public Pound	Tenants and Residents Associations	Low	2016-17 Every 1-2 years	2	2	2	2	2
Audits not finalised	Audits not finalised in previous year or started early	High	2016-17 Every 1-2 years	20	20	20	20	20 2
Audit Consultancy	Ad-hoc advice	High	2016-17 Every 1-2 years	10		10	10	10 1
Audit Consultancy	Project work	High	2016-17 Every 1-2 years	20	20	20	20	20 2
Other Planned Audit Work	Follow up of prior audit work	High	2016-17 Every 1-2 years	15		15	15	15 1

						Audit Days				
		Risk or	Last Audited		Days per				1	
AUDIT CATEGORY	AUDITABLE AREA	Significance	(since 2011-12)	Audit Frequency	Audit	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	2021-22
Other Planned Audit Work	Audit planning and monitoring	High	2016-17	Every 1-2 years	20	20	20	20	20	20
Other Planned Audit Work	Audit and Scrutiny Committee	High	2016-17	Every 1-2 years	20	20	20	20	20	20
Other Planned Audit Work	Review of Governance documents	High	2016-17	Every 1-2 years	5	5	5	5	5	5
Other Planned Audit Work	Development of the Audit Service	High	2016-17	Every 1-2 years	5	5	5	5	5	5
Other Planned Audit Work	Internal Audit self-assessment against PSIAS	High	2016-17	Every 1-2 years	2	2	2	2	2	2
Other Planned Audit Work	Internal Audit EQA (assess or being assessed)	Medium	2016-17	Every 3-4 years	10	10	-	-	-	10
Other Planned Audit Work	Grant claims	Low	2016-17	Every 1-2 years	5	5	5	5	5	5
Other Planned Audit Work	Year end accounts (AGS, imprests, etc)	High	2016-17	Every 1-2 years	3	3	3	3	3	3
Contingencies and Investigations	Non-Fraud Investigations	High	2016-17	Every 1-2 years		24	25	25	25	25
DAYS ALLOCATED					1697	586	592	577	582	587
DAYS REMAINING						0	-6	9	4	-1
TOTAL AUDIT DAYS						586	586	586	586	586

#### NORTH AYRSHIRE COUNCIL INTERNAL AUDIT PLAN - APRIL 2017 to MARCH 2018

Key Corporate Systems	Audit Objective	Days	Q1	Q2	Q3	Q4	Last Audited
CHRIS HR/Payroll system	Examine the controls around the absence recording interface between SEEMIS and CHRIS.	15			•		2015-16
Customer Services	Carry out a review of controls in Customer Services, including those relating to the LAGAN CRM system.	15		~			2014-15
Procurement and Accounts Payable	Review controls within the Procurement and Accounts Payable section.	15				>	2016-17
TOTAL AUDIT DAYS		45					

Other Systems	Audit Objective	Days	Q1	Q2	Q3	Q4	Last Audited
Social Media	Review the use of Social Media by the Council.	15				<	2014-15
Modern Apprentice programme	Carry out a review of the Council's Modern Apprentice programme.	10		>			-
Procurement of Educational supplies	Review controls around procurement within Education and Youth Employment.	15	٢				2013-14
Business Continuity	Consider the adequacy of the Council's Business Continuity arrangements.	15				~	-
Revenue Budget Monitoring	Review the effectiveness of revenue budget monitoring arrangements within one of the Council's directorates.	15			~		2016-17
Social Care Clients - financial assessments	Consider the financial assessment process carried out for Health and Social Care Partnership clients by the Finance team.	15		•			2014-15
Foster care/adoption/kinship carers	Review fostering, adoption and kinship carer payments made on behalf of the Health and	15	<				2014-15
payments	Social Care Partnership.						
Blue Badge Scheme	Review the arrangements that are in place for adminstering the 'Blue Badge' scheme.	15	٢				2013-14
Integration Joint Board audit days	Carry out audit work within the Health and Social Care Partnership as agreed by the Performance and Audit Committee of the Integration Joint Board.	15			~		2016-17
Building Services procurement	Review controls around procurement within Building Services.	15		>			2014-15
Fuel controls	Carry out a review of controls in relation to the purchase, storage and issue of fuel.	10				~	2014-15
Recycling and Landfill	Examine controls in relation to recycling and landfill.	15	٢				2014-15
Facilities Management - procurement	Review controls around procurement within Facilities Management.	15		•			2015-16
School meals income	Review the collection of meals income across the Council's schools.	15				~	2014-15
Roads procurement	Carry out a full follow-up review of controls around procurement within Roads.	15			~		2015-16
Housing Rents income and arrears	Examine a range of controls within Housing.	15		~			2014-15
TOTAL AUDIT DAYS		230					

ICT Auditing	Audit Objective	Days	Q1	Q2	Q3	Q4	Last Audited
Network Controls	Review a range of controls within the Corporate network.	20		•			2015-16
IT procurement and desktop support	Carry out a review of IT procurement and desktop support	20			~		2013-14
TOTAL AUDIT DAYS		40					

Governance	Audit Objective	Days	Q1	Q2	Q3	Q4	Last Audited
Community Capacity building	Review the accounts and monitoring information submitted by a sample of Community	5				~	2016-17
	Associations.						
Recruitment	Review controls around employee recruitment.	10				~	-
Gifts and Hospitality	Examine compliance with the Council's guidance on Gifts and Hospitality within the Employee	10	٢				2012-13
	Code of Conduct.						
TOTAL AUDIT DAYS		25					

Regularity Audits	Audit Objective	Days	Q1	Q2	Q3	Q4	Last Audited
Outdoor Education	Carry out a review of controls within the Outdoor Education Service.	10	<				2013-14
	Review financial controls within the Council's secondary schools using self-assessment audit questionnaires and investigate any concerns which arise.	25			~		2013-14
· · · · · · · · · · · · · · · · · · ·	Use computer audit software to interrogate the HR/Payroll system and examine any anomolies which arise.	10	<		~		2015-16
	Use computer audit software to interrogate the Accounts Payable system and examine any anomolies which arise.	10		>		~	2014-15
	Review financial and other controls within a sample of operational establishments within the Health and Social Care Partnership.	20	•				2015-16
TOTAL AUDIT DAYS		75					

Following the Public Pound	Audit Objective	Days	Q1 Q2 Q3 Q4	Last Audited
Community Councils	Annual audit of Community Councils accounts' to ensure Council funding is used in	10	as required	2016-17
	accordance with the Council's Scheme of Administration.			
Tenants and Residents Associations	Annual audit of the accounts of various Tenants and Residents Associations.	2	as required	2016-17
TOTAL AUDIT DAYS		12		

Other Work	Audit Objective	Days	Q1	Q2	Q3	Q4	Last Audited	
Other year audit work	Finalising audits from the 2016-17 audit plan that were not fully complete by the end of March	20	~			~	2016-17	
	2017 or starting audits early from the 2018-19 audit plan.							
Audit consultancy: ad-hoc advice	Providing advice to council services in response to ad-hoc queries	10	ć	as rec	quired		2016-17	
Audit consultancy: project work	Participating in project work to support developments in other council services.	20	ć	as rec	quired		2016-17	
Follow-up	Follow up of previous audit reports to ensure that appropriate action has been taken.	15	ć	as rec	quired		2016-17	
Audit planning and monitoring	Preparing audit plans and monitoring progress and performance against plans.	20	ć	as rec	quired		2016-17	
Audit and Scrutiny Committee	Supporting the Council's Audit and Scrutiny Committee by preparing reports, attending	20	ć	as rec	quired		2016-17	
	meetings and delivering training for elected members as required.							
Governance documents	Review of governance documents	5 as re		as required		as required 20		2016-17
Development of the Audit service	Carry out developmental work to further enhance the efficiency of the audit section.	5 as required		required 20		2016-17		
Internal Audit self-assessment	Undertake a quality assurance programme for Internal Audit in line with the requirements of the	2	á	as rec	quired		2016-17	
against PSIAS	Public Sector Internal Audit Standards (PSIAS).				-			
Internal Audit EQA	Participate in the Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) review	10	ć	as rec	quired		2016-17	
(assess or being assessed)	network for the external quality assessment programme.				-			
Grant claims	Certification of expenditure funded by specific grants from external funding bodies	5	ć	as rec	quired		2016-17	
Annual Accounts	Work in relation to the Council's annual accounts, including stock counts, reviewing imprests	3	<				2016-17	
	and preparing the Annual Governance Statement.							
TOTAL AUDIT DAYS		135						
TOTAL PLANNED WORK		562						

#### TOTAL PLANNED WORK

#### INTERNAL AUDIT RESERVE LIST

	Audit Objective	Days	Q1	Q2	Q3	Q4	Last Audited
Library and Information service	Review a range of controls within the Library and Information service.	15					-
Environmental Health	Review a range of controls within the Council's Environmental Health service.	15					-
Placing Requests	Carry out a review of the placing requests process within Education and Youth Employment.	10					2014-15
Throughcare payments	Examine the controls around Throughcare payments within Finance and the Health and Social	10					-
	Care Partnership.						
Covalent system	Carry out a review of the controls around the Council's Performance Management system,	10					-
	Covalent.						
Country Parks	Carry out a review of controls at Eglinton Country Park.	10					2014-15
Additional Special Needs schools	Review controls within the Council's additional special needs schools establishments.	15					-
Nursery establishments	Review controls within a sample of the Council's nursery education establishments.	15					-
TOTAL AUDIT DAYS		100			-	-	

#### **NORTH AYRSHIRE COUNCIL**

## Agenda Item 6

13 February 2017

#### Audit and Scrutiny Committee

# Title:Directorate Plan 2015/18 Performance Reports as<br/>at 30 September 2016Purpose:To provide Committee with an update on the<br/>performance of all Directorates as at 30 September<br/>2016.

**Recommendation:** Agree to note the performance of all Directorates as at 30 September 2016 against the priorities in the 2015/18 Directorate Plans,

#### 1. Executive Summary

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

#### 2. Background

- 2.1 The Directorate Plans were approved by Cabinet on the 20 April 2015. It was agreed that the Directorate Plans would form the basis for reporting progress on the Council Plan. The period of the Directorate Plans is three years with an annual review to reflect any significant changes and to ensure alignment with the budget planning process. The Plans have been updated for 2016 to ensure they reflect any significant changes within the Directorate.
- 2.2 As part of our focus on delivering our Council Plan and ultimately, our vision, 'to be a leading organisation defined by excellent and innovative services', we are committed to creating a culture of continuous performance improvement. Crucial to this has been the development of Performance Review meetings. These form a key component of our Performance Management Strategy.

- 2.3 The third round of Performance Review meetings took place during November and December 2016. All Executive Directors presented their six monthly performance to a Panel chaired by the Chief Executive.
- 2.4 The Performance Review meeting objectives are to:
  - Create a dynamic discussion, within each Directorate
  - Ensure visibility of front line services and performance at Chief Executive and Director level
  - Identify and share best practice and celebrate success across all Directorates
  - Identify and remove barriers to improving performance
  - Ensure objectives and key performance indicators are met
- 2.5 The performance reports provide a balanced view of performance across the Council and demonstrate delivery of the Council's Strategic Priorities. The Reports for each Directorate which were presented to the Panel are set out in Appendices as follows:

Directorate	Appendix
Democratic Services	Appendix 1
Finance and Corporate Support	Appendix 2
Education and Youth Employment	Appendix 3
Economy and Communities	Appendix 4
Place	Appendix 5
Health and Social Care Partnership	Appendix 6

- 2.6 A peer review was also undertaken at the Heads of Service Meeting on the 15 December 2016. Together with the Performance Review meetings this has provided a thorough and robust examination of performance across all Directorates.
- 2.7 A number of highlights and areas for improvement are noted below, more detailed information is included in the performance reports.

#### Highlights

- Established Locality Partnerships with strong support of Community Planning partners with the first meetings of the partnerships taking place in September 2016
- Launched a new Communications Strategy
- Supported the Council to become an Accredited Living Wage Employer
- Continued our digital journey developing solutions for a number of our external facing services - Education Maintenance Allowance and Tenant Portal, and a number of our internal processes around recruitment and payroll
- Developed a shared fraud service with East Ayrshire

- There has been national and international interest in the prevention and early intervention approach being taken by the Universal Early Years team and it has been regarded as innovative and a 'true reflection of inclusive growth and integration'
- Montrose House saw an improvement in grades following the most recent regulatory body inspection
- We have successfully moved services to the new, purpose built accommodation in Woodland View. This was achieved through robust planning and engagement and great flexibility and willingness of staff to 'go the extra' mile
- Litter, Dog Fouling and Fly-Tipping Strategy A number of initiatives have progressed positively including community litter events with schools and local volunteers, the issuing of 287 Fixed Penalty Notices by the Environmental Enforcement Team allied with refreshed cleansing schedules that have enabled the achievement of the highest levels of cleanliness within the area as measured through the Street Cleanliness Index
- Continued delivery of the Councils ambitious construction programme with: housing projects on site at Kilbirnie, Irvine and Kilwinning; energy efficiency projects across the Council Estate; improvements to the school estate and new campuses at Garnock and Largs along with the Learning Academy at Auchenharvie; new leisure centre in Irvine and the refurbishment of Cunninghame House
- Roads Service Transformation The continued implementation of our Roads Improvement Plan which has led to improved value for money in the maintenance of our roads and Audit Scotland recognising our roads as the forth most improved in Scotland since 2011
- We improved our performance in SQA examinations
- We launched our Professional Learning Academy to further enhance quality of learning and teaching in North Ayrshire
- The implementation of Nurturing approaches to support our learners, including dedicated Nurture bases within our schools
- We have focused on developing data and data literacy to inform improvement and promote a continuous improvement cycle
- Ayrshire Growth Deal strategic business case was completed and approved by Cabinet in September. Next challenge is to prepare and submit the AGD outline programme business case to the Scottish Government.

#### Areas for improvement

- Absence continues to be a concern for FACS, with some improvement recorded in more recent months, workshops have been held with some staff groups to identify preventative options. The Service is seeking to learn from best practice in other service areas and actions plans have been developed by all teams around the recent stress surveys
- Procurement although FACS is preforming well, further support is required across other Services to improve the overall performance of the Council
- Revenues and Benefits high staff turnover and absence levels have led to poor levels of performance in recent times, these are improving as is the processing time for service delivery
- HSCP- Managing demand, resource and absence. The HSCP has a plan around these areas to enable a move to an improved position. In the case of absence the Maximising Attendance and Overtime Task and Finishing Group are working on actions that will deliver change to the increasing sickness absence figures
- The expansion of Early Learning and Childcare to meet new government targets
- A continued focus on reducing the poverty-related attainment gap
- Implementing our Social Enterprise Strategy is a future challenge we are now addressing
- Similarly planning for the Scottish Open Golf in 2017 is another major challenge. This follows a very successful Ladies Scottish Open event in 2016 that brought a return on investment of over £237,000.
- 2.8 An overview of the performance of Directorates compared against the same time last year is noted in the charts below. Progress is based on those indicators which are measured quarterly. Several indicators are annual indicators and progress will be reported to Cabinet in the end of year performance reports.

2.9 The percentage of indicators which are on target has increased from last year. However the percentage of indicators that are significantly adrift of target has also increased compared to the same period last year. The Directorates of Finance and Corporate Support, Economy and Communities, Education and Youth Employment and the Health and Social Care Partnership have indicators that are significantly adrift of target. Detailed narrative on the indicators that are adrift of target is outlined in the Directorate Performance Reports.



- 2.10 The annual Directorate Plan update involves ensuring that the indicators are still robust for measuring progress on delivering the priorities. Over 2016/17 Education and Youth Employment have been developing proxy measures which are aligned to their key priorities. Proxy measures help monitor progress in the absence of attainment data which is reported on an annual basis.
- 2.11 Officers will deliver on the improvements required to get indicators back on track and will report back at a future meeting.

#### 3. Proposals

3.1 It is proposed that Committee agree to note the performance of all Directorates as at 30 September 2016 against the priorities in the 2015/18 Directorate Plans.

#### 4. Implications

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

#### 5. Consultation

5.1 The Executive Leadership Team discussed this report on the 18 January 2017. The Heads of Service peer reviewed the reports at their meeting on the 15 December 2016. Cabinet discussed the report on the 31 January 2017. All Performance Reports will be published on the Council's public website, *North Ayrshire Performs* to encourage the sharing of good practice across and within Services.

Elva Murray

ELMA MURRAY Chief Executive

Reference :

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

**Background Papers** 

Council Plan 2015/20

**Democratic Services** 

Q2 Performance Review

2016/17

For more information contact: Andrew Fraser, Head of Service <u>andrewfraser@north-ayrshire.gov.uk</u> 01294 324125



Focus. Passion. Inspiration.

# Contents

#### Welcome

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

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

The principles detailed above provide the bedrock for our 2015/18 priorities. Our Directorate Plan identifies how we support delivery of the Council's mission and vision. Of *improving the lives of North Ayrshire people and developing stronger communities*' whilst being 'A *leading organisation defined by excellent and innovative services*'. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

#### Update on actions from last meeting

	Action	Progress
1.	Share the European Foundation for Quality Management (EFQM) Improvement Plan with the Executive Leadership Team (ELT)	The EFQM Improvement Plan was circulated to the ELT
2.	Speak to Economy and Communities about raising the issue of community council elections at participatory budgeting (PB) sessions	Contact was made with Economy and Communities who agreed to raise the issue of community council elections at PB sessions
3.	Embed new policy approach	Work is underway to finalise and embed new policy arrangements
4.	Consider how the Service contributes/adds value to corporate vision/mission	We are in the process of agreeing a Service vision
5.	Contact Senior Managers (Performance) after ELT discussion – 1 June 2016	Meetings took place with all Senior Managers (Performance) before the first meeting of the refreshed Performance Management Forum on the 1 September 2016
6.	Briefing papers on new Scottish Government	A list of new ministers and their portfolios and an analysis of the government programme for 2016/17 was produced for the ELT
7.	Report for ELT on Social Media	The Communications Team continues to work with colleagues in Customer Services, ICT and HR/OD to assess the use of social media tools for internal collaboration and sharing of ideas (e.g. Employee Voice/Facebook at Work)

## **Highlights**

Some of our major highlights this year include:

- > Establishing Locality Partnerships with strong support of Community Planning partners
- > Launching the new Community Planning website to improve community engagement
- Legal advice to support the successful closure of the Largs campus deal, completion of the purchase of the Red Cross House and the acquisition of the Gateway Site
- Development of the Community Planning Partnership's Inequalities Strategy 'Fair for All' and the governance structures to support its delivery
- > Further improvements to committee procedures, and preparing training on writing better reports

- The successful delivery of the three electoral events in a four month period the 2016 Scottish Parliamentary election, the European Union Referendum and Ward 1 Bye-Election
- > Supporting parties to achieve a smooth transition of Administration following the bye-election
- Work with the Council's Connected Communities Services to promote community councils and to prepare for ordinary community council elections
- The appointment of 31 new Children's Panel Members and the re-appointment of 90 Children's Panel Members in 2016. The Ayrshire Area Support Team manages this valuable service on behalf of the three Ayrshire local authorities
- Refresh of the Performance Management Forum to drive forward improvements in performance management across the council
- New Communications Strategy approved and launched
- National media coverage for a number of initiatives, including: landmark legal case triggered by our Trading Standards Team; launch of our new electric cars; crackdown on fly-tipping; Big Belly Bins pilot scheme and Paralympic Silver Medal for Largs Academy pupil Abby Kane
- Project managed eight business events, including: Chinese General Consul Visit; Modern Apprentice recruitment events; opening of two new Employability Hubs and the Ladies Scottish Open Golf
- Successful delivery of Exercise Kestrel, a civil contingencies exercise relating to Hunterston
- Retaining the Gold Healthy Working Lives award.

#### Areas of Focus for the next six months

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

- Preparations for the 2017 Local Government elections
- > Preparations for the new Council in 2017
- Meeting required savings target while still delivering core services
- Development of the Local Outcomes Improvement Plan
- > Development of corporate policy support for the Council.
- Improving staff engagement
- Continued implementation of the R4E Improvement Plan, focussing on the launch of open data, master data management and mapping needs of high tariff users
- Support for the Performance Management Forum's work to align performance indicators with priorities
- Streamlining Freedom of Information procedures following a Kaizen Blitz
- Development of Legal Advice on Commercialisation
- > Wind up of Irvine Bay Regeneration Company and transfer to North Ayrshire Ventures Trust
- Legal support for the transfer of community assets to a trust
- Support for the Ayrshire Growth Deal
- Continued improvements to committee reports via the delivery of training to key report writers

#### **Our Priorities**



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

The Policy and Performance Team continue to drive forward performance management throughout the Council. Under their guidance, the **Performance Management Strategy** is being implemented through the Performance Management Forum (PMF) Work Plan. The PMF has been refreshed to better reflect the changing performance agenda. The work of the Forum will focus on delivering Council priorities. Membership of the Forum now includes Senior Managers with responsibility for performance from each directorate, to reflect a more strategic focus. The first meeting of the refreshed PMF took place on the 1 September 2016.

Performance progress is reported on a six monthly basis to the Executive Leadership Team (ELT) and Cabinet. Preparations for the third round of Performance Review meetings is underway with meetings taking place in November. Performance Review meetings support and underpin the Council's good to great journey and help embed a high performance management culture across the Council.

Democratic Services undertook an EFQM self-assessment in 2015. The Improvement Plan from the assessment is monitored on a regular basis. The Staff Reference Group has been refreshed and will meet in October to take forward a number of improvements including the introduction of a Staff Suggestion Scheme.

Recognised for Excellence (R4E) – Work is continuing on implementing the R4E improvement plan to address the development areas identified in the 2015 assessment. Further activity will focus on the launch of an open data site, master data management and mapping needs of high tariff users. The Service will also support the Performance Management Forum's work to align performance indicators with priorities

Policy and Performance continue to coordinate corporate award submissions. These include the COSLA Excellence Awards, APSE, Herald Society Awards and the Local Government Chronicle Awards.

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

During the first part of the year, our planning and work around establishing Locality Partnerships came to fruition. In 2016-17 we have moved from the consultation and preparatory work in relation to the Partnerships to full implementation. At evening events in each Locality area local people were updated on the outcome of the consultation and engaged in discussions on local priorities. Nominations for community representatives were also sought and selected.

The first full Locality Partnership meetings took place in September. Discussions focussed on locality plans, tackling inequalities and initial local priorities. Supporting the Partnerships is a Locality Partnership Implementation Board, consisting of officers who are closely involved in driving forward the work. There is also a Chairs Group, where the Elected Members who Chair Locality Partnerships can meet and raise common issues and learning.

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

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

#### Priority 3 - Provide a Comprehensive and Responsive Legal Service

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

- Ongoing support for community empowerment and community asset transfer
- The new Leisure Centre
- Arm's Length Trust Support to Connected Communities to investigate possible options
- The wind up of Urban Regeneration Company (URC) and all associated diligence, transfer of property and novation of contracts and transfer of assets to North Ayrshire Venture Trust (NAVT)
- Ongoing support for Social Services in the protection of children and vulnerable adults Additional Support Needs (ASN) Tribunals
- Provision of legal advice and support to the Planning Committee and Local Review Body, the Appeals Committee, Education Appeals Committee, Social Work Complaints Review Committee
- Support to NAVT, the CCTV Company and the Municipal Bank
- The Licensing section continues to fulfil Council obligations through the Licensing Board and Licensing Committee.

The employment Solicitor is now embedded within the service and has developed the role, providing greater support to services in all employment matters. The Licensing Section is continuing to work with the Housing Private Sector Team and Housing Benefit Team to increase the amount of Landlord Registration. This will provide greater safety to Tenants within the private rented section.

As a result of the ending of the Right to Buy the Service has also dealt with ever increasing numbers of applications culminating in 236 applications received between 1 April 2016 and 31 July 2016. This is 134 more than we handled over a six month period from 1 April 2015 to 30 September 2015.

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

#### Priority 4 - Effective delivery of Communications

The Council's new Communications Strategy was approved by Cabinet in June 2016 and was officially launched in the autumn edition of Staff Talk. The Strategy was developed following an extensive review, including consultation with Executive Directors, senior managers, our workforce, partner organisations and local and national media.

The Communications Team has been shortlisted in two categories in the 2016 Scottish Chartered Institute of Public Relations (CIPR) Awards – the Best Internal Communications Campaign and the Best Event categories.

*Media and Internal Communications* staff continue to deliver a robust and professional service for both internal and external audiences. Highlights include producing and delivering:

- 26 weekly News in Briefs
- 9 Vlogs (Video logs)
- Three editions of the Staff Talk magazine (both online and print).

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

- Responded to 309 incoming press inquiries
- Issued 102 proactive press releases
- Managed 32 photo calls

Provided a 24/7 out-of-hours media service

- Highlights of our proactive communications activity have included:
  - Positive coverage of our housing development programme in Scottish Housing News and Scottish Construction Now

- National and trade coverage for a story about a letting agent fined in a landmark legal case triggered by our Trading Standards Team
- National coverage of the launch of our new electric cars
- National coverage of our Environmental Enforcement Officers cracking down on fly-tipping
- Sectoral coverage of our Big Belly Bins pilot scheme in the LGIU Bulletin
- National coverage of Paralympic athlete Abby Kane Largs Academy pupil
- National press and TV coverage about the illegal importing of puppies.

Online activity has seen us build the corporate twitter account to a followership of over 13,700. Sixteen new social media accounts have been created, with training delivered to each team/service. News items continue to be uploaded regularly to both the website and Connects.

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

*Marketing and Events* continue to work across all Directorates to deliver a dynamic and innovative marketing and events service. By the end of quarter two, the team has:

- Delivered 121 marketing projects
- Assisted in the delivery of 10 Council events
- Processed 39 community event applications

Highlights include:

- The launch of Waste Resources 'Right Stuff Right Bin' Campaign
- Deliver Communications Plans for the Scottish Parliamentary Election; the EU Referendum and the Ward 1 Irvine West By-Election
- Event support for the Largs Campus Groundbreaking Ceremony
- The launch of the Carers Strategy
- Marketing support for the Professional Learning Academy
- The launch of Child Protection Committee's Little Mousey book and animation
- Provost's Civic Pride Awards Charity Dinner shortlisted for CIPR Best Event Award
- Project managed the design and print of the Children's Services Plan

The team has received a number of compliments for the projects they have worked on, some of these are shown on page 15.

The marketing of Team North Ayrshire continues with 17 proactive press releases and six Bitesize Business e-bulletins issued. The latest Bitesize Business was sent to our updated database of over 600 local businesses. North Ayrshire for Business now has over 690 followers on Twitter.

We have project managed eight business events including the Chinese General Consul Visit, Modern Apprentice recruitment events, the opening of two new Employability Hubs, and the Ladies Scottish Open Golf.

**Member Services** continues to provide a comprehensive support service to all Elected Members. The team are now trained and using twitter to communicate and raise awareness of surgery information. The team has also responded proactively to the change of Council administration.

#### **Priority 5 - Effective Governance**

The Service ensures that all of the Council's key governance documents are kept up to date. Recent changes include amendments to the Council's Scheme of Administration following recent change in political Administration.

Following approval of the new Scheme for the Establishment of Community Councils, a series of community events have been held. The events, led by Connected Communities, have raised public awareness in areas without an active community council. Committee Services is making arrangements for ordinary elections to
take place in areas with an active community council. It is hoped that encouraging contested elections in all areas will contribute to the effectiveness and credibility of community councils.

Preparations are underway to support the delivery of the 2017 Local Government Elections. This has included participation in a recent eCount training day arranged by the Scottish Government. Work is also underway to review new Member induction materials drafted by the Improvement Service. In-house cross-service meetings are also being held in preparation for the induction of new Members and in anticipation of the statutory meeting of the Council following the local government elections.

We continue to promote the roll out of paperless meetings to Elected Members. This includes cross-service work to encourage and support Elected Members in making the transition to electronic-only Agendas.

Work has been undertaken to identify additional policy support within Democratic Services Staff. Work on a wide range of policy issues has been undertaken including a big data project, SIMD analysis and Brexit.

The Records Store successfully moved from Perceton House and its procedures were positively reviewed by Internal Audit.

A Kaizen Blitz exercise was carried out to review processes relating to Freedom of Information. Full implementation of the identified recommendations and improvements will be progressed and complete by the end of quarter three, following a presentation to the Executive Leadership Team.

Training for Data Protection Advisory Group members and Subject Access co-ordinators on the new guidance and process for Subject Access Requests is complete.

### **Directorate Plan Performance Indicator Summary**

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

Performance Information – As at Q2 2016/17						
Priority	No of Indicators	0	$\bigtriangleup$		2	?
Further embed a culture of continuous improvement across the Council/ Support the Council's transformation from 'Good to Great''	5 (3 annual)	2				
Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning	1 annual					
Provide a comprehensive and responsive Legal Service	3 annual					
Effective delivery of Communications	3 (2 annual)				1	
Effective Governance	4 (2 annual)	1	1			

#### **Directorate Plan Performance Indicators – Red and Amber Status**

Description	Q2 2015/16 Status	Q2 2016/17 Status	Current Value (%)	Current Target (%)	Latest Note
% of invoices paid within 30 days for Democratic Services	0		90.83	95	This is the cumulative performance as at September 2016. There is no clear reason why performance did not meet the target of 95%.

#### **LGBF Indicators – Priorities**

LGBF Indicators 2014/15					
Priority	No of Indicators	0	$\triangle$	2	2
Corporate	2	2			

#### **Council Plan Performance Indicators**

Council Plan Indicators 2016/17						
Council Plan	No of Indicators	0	$\triangle$			2
Enabling Delivery	1	1				

#### **Financial Performance**

Data on performance is attached as Appendix 1.

The Service's revenue budget report as at 30 September 2016 reported an overspend to Cabinet of £0.038m for Democratic and Administration. The main reason for the overspend is:

#### Legal

Anticipated overspend of £0.047m within Legal. This is due to an anticipated overspend of £0.016m within employee costs due to payroll turnover not achieved. In addition under-recovery of income is anticipated of £0.031m due to reduced demand for service and anticipated debtor account write offs.

#### Policy, Performance & Community Planning

Anticipated underspend of (£0.019m) mainly within employee costs due to a secondment to Corporate Procurement

#### **Committee Services**

Anticipated overspend of £0.007m within Committee Services. This is due to an anticipated overspend within Admin costs for external printing of £0.016m. This is partly offset by an anticipated underspend within Employee costs of (£0.009m) as a result of a vacant post.

#### **Employees**

#### Sickness Data

Data on performance is attached as Appendix 2. The figure at September 2016 is 2.01, below the year to date target of 3.0 days. Our performance of 2.01 is slightly higher than the same reporting period last year which showed performance at 1.90 days lost per FTE.

#### **Other Employee Information**

All of the actions for the Employee Engagement Improvement Action Plan are currently on track and progressing well. Most of the actions are being addressed through the Democratic Services EFQM Improvement Plan which was as a result of the EFQM self-assessment that was carried out in December 2015.

The recently refreshed Staff Reference Group will progress a number of issues arising from the Employee Engagement Survey.

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

The most significant area of stress related to demands largely around the impact of an increasing workload. A final area which required further care is in relation to change, that staff did not always feel consulted or were clear about the direction of travel. The figures were broadly consistent across the three teams in Democratic Services, Legal and Communications.

#### **Compliments, Complaints and Member Requests Performance**

Data on performance is attached at Appendix 3.

#### **Complaints**

We continue to perform well in handling complaints on time.

#### Compliments

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

- "Just a quick message to thank you very much for all your support in developing Little Mousey into such a valuable resource for children's services and for your efforts in planning the launch. It's all paid off! You are a fantastic addition to the Public Information & Engagement subgroup and I look forward to continuing to work with you." *Received from Jillian Ingram, Child Protection Committee.*
- "It's great to see the new Communications Strategy. I like the bold colouring! The keywords on the design are really informative too. The document is clear, attractive, honest and comprehensive. It is

informative (e.g. I learned more about effective tweets on page 17) and definitely fits into place now we are well into the 21st century." *Received from Anne Noble at Greenwood Conference Centre relating to the new Communications Strategy.* 

- "Hi I was impressed by the infographic used on p6-7 in the recent Staff Talk magazine especially the icons used to represent each directorate on P7." *Received from Richard Bain Business Improvement Officer relating to the Summer 2016 edition of Staff Talk.*
- "Well done Mark, very impressed this is out in trade press and people are talking about it, thank you. Was at Trading Standards meeting yesterday, and every one was talking about the case. Delighted." Received from Andrew Moynihan, Team Manager - Trading Standards relating to news article published in trade press.
- "Kris arrived in plenty time and did a grand job with the pupils. Many thanks again for getting her to stand in for you." *Received from Mrs McClelland.*
- "I am truly grateful for all your work and advice with regards to the Big Picture Competitions permission slips etc. I appreciate I turned up at your desk ad hoc and you kindly gave me your thoughts and time. Without your advice and support I am sure we would have left ourselves open to all sorts of challenges, so again Thank you!" *Received from Fiona McMeechan, Learning and Organisational Development Adviser.*

#### **Member requests**

We continue to perform well in terms of responding to requests from Councillors, MSPs and MSPs. Data is included in Appendix 3.

#### **Transformation Projects**

A number of staff are involved in the current round of Lean Six Sigma projects.

#### **External Evaluations**

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

# Appendix 1 – Revenue and Capital Expenditure Revenue Expenditure –

Revenue Expenditure (£)						
Expenditure	Annual Budget 2016/17	Year-end outturn 2016/17	Annual variance Adverse or (Favourable)			
	£000	£000	£000			
Legal	632	679	47			
Policy, Performance &						
Community Planning	1,033	1,014	-19			
Communications	485	485	0			
Civil Contingencies	70	70	0			
Committee Services	666	673	7			
Members Services	1,012	1,015	3			
Total	3,898	3,936	38			

#### Capital Expenditure -

Expenditure	Annual Budget 2016/17	Year-end outturn 2016/17	Annual variance Adverse or (Favourable)
	£000	£000	£000
Defibrillators	26,515	26,515	0
Total	26,515	26,515	0

# Appendix 2 – Employee Sickness Absence

#### Employee Sickness Absence

Democratic Services Employee Sickness Absence 2016/17										
Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sep	YTD	YTD Target	Variance
Democratic Services	69.94	0.29	0.45	0.19	0.14	0.25	0.69	2.01	3.0	-0.99
Democratic Se	Democratic Services Employee Sickness Absence 2015/16									
Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sep	YTD	YTD Target	Variance
Democratic Services	79.83	0.29	0.08	0.08	0.19	0.70	0.57	1.90	3.0	-1.10

### Appendix 3 – Complaints, Compliments and Member Requests Complaints

Stage 1 Complaints									
		30 Sept 20 <sup>2</sup>	16 (YTD)		30 Sept 2015 (YTD)				
Service	Actual	% Handled on time	Ave days to resolve (target is 5 working days)		Actual	% Handled on time	Ave days to resolve (target is 5 working days)		
Chief Executive Office	0	n/a	n/a		3	100%	6		
Legal (including Licensing)	2	100%	4.5		1	100%	1		
Stage 2 Complaints									
		30 Sept 20 <sup>2</sup>	16 (YTD)		30 Sept 2015 (YTD)				
Service	Actual	% Handled on time	Ave days to resolve (target is 20 working days)		Actual	% Handled on time	Ave days to resolve (target is 20 working days)		
Chief Executive Office	1	100%	17		0	n/a	n/a		
Legal (including Licensing)	3	100%	14.7		0	n/a	n/a		

#### Member Requests

Summary							
Councillor Stage 1 red	quests = 5 workiı	ng days to resolve (for non c	om	plex issues)			
	30 S	Sept 2016 (YTD)		30 Sept 2015 (YTD)			
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		
Chief Executive	n/a	n/a		71%	5.9		
Democratic	100%	2.8		100%	2.9		
Services	guaata = 20 wark	ing days to resolve (for com		v iccucc)			
Councilior Stage 2 rec		Sept 2016 (YTD)	pie		Sopt 2015 (VTD)		
	50 0			30 Sept 2015 (YTD)			
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		
Chief Executive	n/a	n/a		n/a	n/a		
Democratic Services	100%	20		n/a	n/a		
MP/MSP/MEP request	ts = 10 working d	ays to resolve					
	30 S	Sept 2016 (YTD)		30	Sept 2015 (YTD)		
Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		% closed on time for Directorate	Total Average no. of days to resolve for Directorate (target is 5 working days)		
Chief Executive	n/a	n/a		50%	8.5		
Democratic Services	100%	1		n/a	n/a		

#### Compliments

Directorate	No. of compliments 1 April 2016 -30 Sept 2016
Democratic Services	9

Finance and Corporate Support

2016/17 Q2 Performance Review Report

For more information contact:

Laura Friel, Executive Director Tel No: 01294 324554 Email: LauraFriel@north-ayrshire.gcsx.gov.uk



Focus. Passion. Inspiration.

### Contents

Contents
Welcome
Update on actions from last meeting
Highlights 4
Next steps
Our Priorities
Directorate Priorities and Performance Indicators
Performance Indicator and Action Summary
Performance Indicators – Red and Amber Status 12
Action – amber status
LGBF Indicators – Priorities
Council Plan Indicators
Financial Performance15
Revenue Expenditure
Capital expenditure
Employees
Absence Information
Other Employee Information
Complaints, Compliments and Requests from Elected Representatives
Complaints
Compliments
Requests from Elected Representatives 19
Transformation Projects
External Evaluations
Appendix 1 – Revenue and Capital Expenditure 22
Appendix 2 – Employee Sickness Absence
Appendix 3 – Complaints, Compliments and Requests from Elected Representatives

#### Welcome

#### .....

The Council Plan 2015-2020 sets the future direction for the Council and focuses on our journey from Good to Great. Finance and Corporate Support, along with Democratic Services has the primary responsibility for delivering services that underpin Council Priorities. The Council's priorities can only be met if they are fully supported by the following:-

- A sound financial position
- A clear focus on customer needs
- Highly motivated staff who work well together
- Making the best use of all our resources
- A commitment to reducing inequality through early intervention and prevention, and targeting resources at those most in need
- Making sure all our communications are understandable
- A commitment to improve
- Effective governance which sets out responsibilities and how we will achieve our priorities
- Treating people respectfully, fairly and equally

Our Directorate Plan identifies how we will contribute to achieving the Council's mission - 'To improve the lives of North Ayrshire people and develop stronger communities' and vision - 'To be a leading organisation defined by excellent and innovative services'. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

#### Update on actions from last meeting

	Action	Update
1	Half day budget session with ELT - tie in Transformation programme	<ul> <li>Budget session with ELT held on 14 September. All Services to provide feedback on budget options including tie in with T2. Further work is required to strengthen the links between budget options and T2.</li> </ul>
2	Identify plans for workforce planning	<ul> <li>HR Operations has developed a draft paper to review the VER process which will includes an element of workforce planning for the next three years.</li> <li>The HSCP has secured funding for a two year post specifically to support the integration between the Health Board and the Council.</li> <li>The October lunchtime ELT event will focused on workforce planning, FACS will draft a template for ELT discussion.</li> </ul>
3	Identify ICT measurables – Transformation/customer expectations	<ul> <li>Development of ICT measurables will be considered as part of the medium term savings options for FACS. Discussion will commence February 2017.</li> </ul>
4	Raise profile of LFR with Directorates	<ul> <li>LFR submissions are now authorised by the relevant Executive Director prior to submission. A detailed review of all LFR returns has been undertaken and methodology updated where required.</li> </ul>

### **Highlights**

Some of our major highlights this year to date (1 April 2016 to 30 September 2016) include:



- The Change Team has delivered 3 Kaizen Blitz process improvement weeks:
  - Absence management process produced savings equivalent to 2 FTE for HSCP
  - Pest control 30% reduction target in no access visits, releasing 12 working days to be used for commercial revenue generation
  - Freedom of Information (FOI) created a consistent process across all directorates
- The Change Team has commenced the Streamlining of Occupational Therapy processes
- Education Maintenance Allowance application has gone online with North Ayrshire being the 1st Council in Scotland to introduce this option. This reduces the need for the completion of two separate manual forms. 97% of applications received this year have been online
- Established a Corporate and FACS Digital Board
  - Digital strategy stakeholder engagement continues across the Council and with our Community Planning Partners
  - The 1<sup>st</sup> phase of the Revenues and Benefits Improvement Project has seen the removal of some paper based forms
  - An opportunity has been identified to implement end to end digital across a range of Revenues and Benefits processes
- Developed and delivered a new electronic Health and Safety Incident reporting tool for all Services
- A selection of high volume payroll forms is available online via the employee account. The equivalent paper based forms are no longer accepted
- 'Talentlink' Online shortleeting and interview scheduling rolled out to managers across the majority of Council Services
- Online expenses claims launched in People and Transformation



- FACS has three finalists in the North Ayrshire Achieves Annual Awards;
  - Exceptional Employee of the Year Customer Services
  - Modern Apprentice of the Year IT
  - Skills for Life Learning and Organisational Development Team
- Continuing to improve staff engagement through a variety of interventions; recently the 'Big Picture' competition was hosted by Organisational Development
- A review of the Developing Inspirational Leaders' (DIL) element of the Leadership Academy has commenced. The programme has evaluated very positively - 97% of delegates felt the content was good/very good
- The Change Team staff continue to mentor and develop five new graduates
- Trainee Team Leaders posts have been put in place for Customer Service Centres to provide development opportunities

- Trainee Business Improvement Officers are now in post for the Revenues and Benefits Improvement programme
- Customers delighted has improved year on year from 69% (H1 2015/16) to 76% (H1 2016/17). Following the surveys improvement Plans are created to highlight areas where service delivery could be improved
- Supporting employees health and financial well-being through National Payroll Week
- Supporting the Council to become an Accredited Living Wage Employer



- The 2015/16 Annual Accounts and Trustees Reports have received unqualified audit opinions from the Council's External Auditor with only one action identified
- The 2015/16 Annual Accounts for the Integrated Joint Board (IJB) have received unqualified audit opinion from the External Auditor
- Customer Services achieved the Silver Gilt Award at the Directors Club National Contact Centre Improvement Awards 2016
- Revenues and Benefits were successful in gaining reaccreditation for Customer Service Excellence
- Public Wifi has been installed in main customer service locations
- Two Participatory Budgeting events were delivered with two further sessions planned for October
- The percentage of FACS invoices paid within 30 day exceeded the target
- Tenant Portal was launched as a six-month pilot to provide a 24 hour service to our tenants to book non-urgent repairs to Council properties



- The Fraud Team is expanding and will be providing support across the East Ayrshire Council area
- A formal process is now in place for joint working between the Corporate Fraud Team and Housing regarding abandonments and sub-letting
- A business partnering approach is being developed with services for Financial Services
- Financial Services are actively supporting the re-launch of North Ayrshires Ventures Trust (NAVT) and the governance arrangements linked to this
- The Change Team has strengthened links with the Change Managers Network which incorporates transformational teams from across Scotland's Councils

#### **Next steps**

Through analysis of our 2016/17 (1 April 2016 to 30 September 2016) activity we have identified Directorate Plan actions that are yet to commence and areas for further development:



- Refreshing the long term Financial Strategy to inform future decisions
- Implementation of a secondary internet connection to improve business continuity
- Cash collection kiosks will be procured for Customer Service Centres
- Implementation of a new online process for household waste recycling centre (HWRC) permits will provide our customers with 24/7 access to the application process
- Further rollout of the Tenants Portal
- Streamlining lighting requests from customers by integrating the Lighting system with Lagan
- Direct Debit online form integration with the back office system (Northgate)
- Streamlining the 'Change of Address' process, reducing the need for double keying and providing a practical approach to master data management between Revenues and Benefits, Housing an Customer Services
- Reviewing and streamlining the new claims process in the Benefits Service
- Roll out of online expenses across the Council
- Further reducing the number of paper payslips by utilising email and HR21
- A Lean Six Sigma review has commenced to examine the payment of Education invoices
- Implementation of various Payroll projects, including the Chris v8 upgrade
- An informal PCIP assessment, resulting in an improvement plan, has been agreed in principle with Scotland Excel assessors



- Reducing sickness absence by promoting health and well-being through staff consultation
- Creation and launch of our 'Knowledge Nuggets' channel to support different methods of learning; this is a form of employee development and will be a series of short video clips
- Supporting our Digital Strategy via cultural interventions such as the introduction of Digital Champions



- Improving the level of calls answered by the Contact Centre
- Increasing the number of Council Wide invoices paid within 30 days with Directorates
- Reducing the waiting time for customers at the Service Centre
- Increasing the number of customers delighted with overall Customer Service
- Increasing self-serve transactions



- Developing a Medium Term Budget Strategy for the HSCP Development of the Digital strategy to encompass partnership opportunities Working with local colleges to streamline the student discount and exemption process for Council Tax; this will also reduce processing times.

#### **Our Priorities**

#### **Finance and Corporate Support**

#### **Council Plan Priorities 2015-20**

Growing our economy, increasing employment and regenerating towns

Working together to develop strong communities Ensuring people have the right skills for learning, life and work Supporting all of our people to stay safe, healthy and active Protecting and enhancing the environment for future generations

#### Directorate Priorities 2015-18 (2016 Refresh)

#### Developing Exceptional Customer Service While Embedding Digital Methodologies

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

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

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

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

# Priority 1 - Developing Exceptional Customer Service While Embedding Digital Methodologies

A Digital Services Review was undertaken in early 2016 for the top six transactions on the public website:

- Request a council tax exemptions and/or discounts
- Book a special uplift
- Report a roads fault
- Request a new bin
- Report a building fault
- Report a change of address

Customer focus groups were held across North Ayrshire to obtain practical customer feedback for online services. Customers were asked about their use of the internet and whilst the majority were keen to shop and bank online, they would pick up the phone to contact the Council as they were unaware of the Council's digital presence. Key messages from the customer research were:

- Keep it simple and easy to use
- Keep customers informed
- Provide timely and quick responses
- Adopt channels to suit the query
- Accurate information that customers trust
- The importance of data security

The digital strategy is taking these factors into account.

Development work is underway to streamline the customer journey making online services simpler to use and easier to find. Once completed a marketing campaign to promote online services will be run to support channel shift.

The Revenue and Benefit improvement programme has a number of workstreams:

- A risk based model was developed and signed-off by Internal Audit for the Council Tax exemption process
- Change of address process makes up an estimated 40% of the Council Tax back office work with the majority of changes coming from private accommodation and Council Tenants
  - A 'one team' approach will be tested where by the customer will get through to the right person, first time to process their change of address in real time
  - A digital solution to provide automation and integration for Council Tax transactions, including change of address.

A number of payroll forms are available online only, Occupational Therapy online processes are under development and absence management forms are due to be automated in Quarter Four. This will enable the streamlining of business support processes. Structured training material for Business Support teams is being developed to enable multiskilling of staff to ensure consistent service delivery. Business Support staff moved to the 3<sup>rd</sup> floor of Cunninghame House on 24<sup>th</sup> October.

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

The Council continues to demonstrate sound financial planning and stewardship with a balanced budget set for 2016/17 and a refreshed long-term capital plan. Financial performance continues to be reported to Cabinet and at period 6 total expenditure was being contained within the budget set. The HSCP continues to face financial pressures and is reporting an overspend. Work is well underway in refreshing the Medium Term Financial Plan for the Council. Work on the Long Term Financial Strategy will be presented after the Council elections in 2017.

To support further development of the Council's financial management arrangements, the project to deliver a new Financial Management System (FMS) is well under way and is on track for completion by the end of 2016/17.

Financial Services continues to support our partner organisations with their financial planning and stewardship and are supporting the HSCP to deliver ongoing budget monitoring for 2016/17. Financial performance arrangements have been reviewed and revised to provide clear reporting and responsibility of financial performance within the Partnership. The development of medium term financial planning is critical to delivering a financial framework which is linked to the delivery of the Health and Social Care Partnerships strategic plan and preparation of the HSCP's medium term financial plan is well underway.

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

Transformation 2 (T2) incorporates a strategic programme of cross-cutting, corporate transformational projects which are supported through the Change Team and monitored by the Executive Leadership Team (ELT) through the six weekly Transformation Board meeting. FACS provides the corporate lead for T2 and co-ordination of all project work and governance through the ELT and bi-annual updates to Cabinet.

A new Programme Management Tracker has been developed which provides the Extended Leadership Team (ELT) with an overview of all T2 projects on a monthly basis. The Tracker includes all projects whether corporately or Directorate led, and shows the associated financial savings. To date, £5.9M of savings have been achieved for 2016/17, against a target of £9.5M.

Key recent projects include the current two 'Proof of Concept' digital transformation projects. This work incorporates test, learn and scale approaches within Revenues and Benefits as well as a pilot for integrated mobile working within the Occupational Therapy team, which will go live towards the end of November 2016.

The new Business Improvement Graduate Scheme is now underway with five local graduates having joined the Change Team. Following induction, they have an 18 month development scheme as well as allocation to specific change projects.

A variety of Organisational Development (OD) interventions are being delivered to support the Council on its transformational journey. These interventions will strengthen and develop the culture of our People. Examples of some interventions that are currently being delivered are initiatives in relation to embedding our Values, introduction of 'Digital Nudges' that support the delivery of our digital agenda, and strengthening of development opportunities available for leaders at all levels through our Leadership Academy.

#### **Performance Indicator and Action Summary**

FACS measures progress of 26 Performance Indicators (10 of which are calculated on an annual basis) and 34 actions. 16 indicators are collected quarterly and the table below shows a high level view of the progress made towards our Directorate's priorities. Eleven indicators are on track, two are amber and three are red. Of the 34 actions, 33 are on target and one is slightly adrift of target.

Performance Information – FACS 2016/17 Directorate Plan										
Priority	No of Indicators	0	$\bigtriangleup$			?				
Underpinning Council Priority – Growing the economy, increasing employment and regenerating towns	1 Indicator	1								
Developing Exceptional Customer Service While Embedding Digital Methodologies	10 indicators (3 Annual) 9 Actions	6 9	2	2						
Effective Financial Planning and Stewardship for the Council and its Partner Organisations	3 indicators (4 Annual) 14 Actions	3								
Lead and Support the Delivery of Transformational Change and Organisational Development	2 indicators (3 Annual) 11 Actions	1	1	1						

The mid-year status of our 16 quarterly indicators and our 34 actions and the percentage of actions and indicators by RAG status is shown below.

FACS 2016/17 Directorate Plan										
	No of actions /indicators	0	$\triangle$	•	<u>~</u>	?				
Actions	34 actions	97%	3%							
Performance Indicators	16 indicators	69%	12%	19%						

#### **Performance Indicators – Red and Amber Status**

Description	Q2 2015/16 Status	Q2 2016/17 Status	Current Value	Current Target	Latest Note
Speed of processing Housing Benefit (Change of circumstances) days	•		15.95	15.5	The speed of processing a Housing Benefit change of circumstance was 15.95 days in Quarter Two compared to a target of 15.5 days. Performance has improved since Quarter Two in 2015/16 when the average number of days was 16.15. Performance has been affected by high staff turnover levels and long term absence levels. Vacant posts are being filled and long term absence cases are being managed in accordance with the Council's maximising attendance policy. An improvement in performance is not expected until new staff are in place and trained, which is estimated at the end of Quarter Three.
Percentage of Customers delighted with the overall Customer Service			76%	77%	In the first 6 months of financial year 2016/17, <b>76%</b> of all customers surveyed said they were delighted with the service they received when contacting the Council with a request for a service, this is a significant improvement from the same point last year where 69% of customers were delighted. This value is 1% short of the internal target set of 77%. Individual Services that met the target were Waste Services on 77%, Benefits on 84% and Customer Services on 83% (which included Customer Service Centres and the Contact Centre). Services that did not meet the target were Building Services (44%), Streetscene (69%), Revenues (74%) and Roads (47%). Once each Service is surveyed, their results are analysed, compared to previous surveys and Improvement Plans are created that highlight areas where service delivery could be improved. General customer satisfaction across all Services in the first 6 months of 2016 (this is where customers gave a score of 3, 4 or 5 on each 1-5 rated question in the surveys) was <b>91%</b> . Customer Satisfaction 'delighted' scores for Building Services and Roads in the first 6 months of 2016 were significantly adrift of the internal target. Analysis shows this was due to low scores being provided by respondents in the areas of being kept up to date with their requests and the time it was taking to deal with their requests. These matters has been raised with these Services.

Description	Q2 2015/16 Status	Q2 2016/17 Status	Current Value	Current Target	Latest Note
Percentage of Calls Answered within the Contact Centre		•	89%	95%	The percentage of calls answered has been impacted by both short and long term sickness combined with peak holidays within the customer contact centre. Absence continues to be managed in line with the Council policy and being more proactive by engaging with Health and Wellbeing to introduce a number of opportunities to support staff. The Service will continue to maximise resources to optimise the calls answered within the Contact Centre.
% of customers seen within 10 minutes by the Service Centre		•	89%	95%	During Quarter Two reduced resources has had a direct effect on the number of customers seen within 10 minutes. It is envisaged that during Quarter Three, the closure of the municipal bank will reduce the number of customers coming into the centre, freeing up resources to manage the remaining services. The Service Centre continues to manage resources and is planning to fill vacant posts on a temporary basis.
Sickness absence days per employee (FACS) per FTE	•	•	3.08	1.75	During Quarter Two Finance & Corporate Support had an average of 3.08 days lost per Full Time Equivalent (FTE), which is 1.33 above the target of 1.75 and 1.06 higher in comparison to Quarter Two 2015/16. Detailed analysis of sickness absence is provided on a monthly basis to the Executive Director (FACS) who discusses the analysis with the FACS Leadership Team to ensure that the maximising attendance policies are being followed. Following staff engagement three Livewell Options initiatives are being implemented; mindfulness taster programme, Weight to Go and mini seated massage pads. The top sickness reasons include Stress & Anxiety, Musculo/Skeletal, Gastro Intestinal and Depression. Council wide sickness figures are shown on page 14.

#### Action – amber status

Move from Operational Reporting to Advanced Analytics

RAG reporting will be included in the Chief Executive's 6 monthly cycle of Directorate absence meetings. Information available about the casual workforce analytics will be published quarterly on the Council's website, in addition to absence and workforce headcount and FTE.

FACS measures progress of 8 Local Government Benchmarking Framework (LGBF) Indicators, 4 of which are calculated annually. The table below shows a high level view of the progress made for the 4 indicators that did not meet target. Collection of council tax continues to meet target, therefore this is not reflected in the detailed table shown below.

LGBF Indicators 2015/16											
Priority	No of Indicators	0		•		2					
Underpinning Delivery	4 (4 Annual)	1	1	2							

#### LGBF Indicators - Red and Amber Status

Description	2013/14 Q2	2014/15 Q2	2015/16 Q2	2016	5/17	RAG	Latest Note
Council Wide Indicators	Value	Value	Value	Value	Target	Status	
Percentage of invoices sampled that were paid within 30 days	90.66%	93.64%	92.50%	91.92%	95%		The percentage of invoices sampled that were paid within 30 days for Quarter Two was 91.92% which falls short of the target of 95% but is a slight improvement on the Quarter One figure of 91.24%. The two lowest performing services were Education & Youth Employment (Pecos) and Building Services (non-Pecos). Performance will continue to be reviewed to seek improvement in terms of both process and approval timescales. The Council ranked 14/32 in 2014/15. FACS paid 96.98% of invoices within 30 days in Quarter Two.
Sickness Absence Days per Employee (excluding teachers)	NA	2.32	2.4	2.51	1.89	•	For Quarter Two the sickness is 2.51 days lost per Full Time Equivalent which is 0.62 above the target of 1.893. This shows an increase of 0.11 from Quarter Two in 2015/16, however a reduction of 0.25 from Quarter One 2016/17. The top contributing reasons behind sickness are Musculo/Skeletal, Stress/Anxiety, Surgical Procedure and Gastro Intestinal. The Council ranked 6/32 in 2014/15. The FACS sickness figures are shown on page 13.
Sickness absence days per employee (FTE) for the whole council	NA	1.90	2.04	2.16	1.89	•	During Quarter Two the council had 2.16 days lost per Full Time Equivalent which is 0.27 above the target. This is an increase of 0.12 from Quarter Two in 2015/16, however is a reduction of 0.36 from Quarter One 2016/17. The top sickness reasons for Quarter Two include; Stress & Anxiety, Musculo/Skeletal, Gastro Surgical Procedures and Gastro Intestinal. The Council ranked 2/32 in 2014/15. The FACS sickness figures are shown on page 13.

#### **Council Plan Indicators**

FACS collates 14 Council wide indicators which measure delivery of the Council Plan. Nine of these are annual indicators and three are reported as LGBF indicators, the remaining two indicators (Percentage of Council-Wide Stage One (Frontline Resolution) Complaints Handled on Time and Percentage of Council-Wide Stage Two (Investigations) Complaints Handled on Time) that are measured quarterly are shown below.

Council Plan	No of Indicators	<ul> <li>Image: A start of the start of</li></ul>		<u>//</u>	?
Underpinning Delivery	2 ( 9 Annual) (3 Quarterly LGBF)	1	1		

#### % of Council-Wide Stage One (Frontline Resolution) Complaints Handled on Time

Of the 362 complaints handled at Stage One (Frontline Resolution) in Q2, 326 (90%) were closed on time. This has exceeded the National average target of 80%, and the internal target of 85%. Five stage one complaints were not closed on time.

#### % of Council-Wide Stage Two (Investigations) Complaints Handled on Time

Of the 23 complaints handled at Stage Two (Investigation) in Q2, 21 (91%) were closed on time. This has exceeded the National average target of 85%, but missed the internal target of 95%. Only one stage two complaint was not closed on time.

The FACS complaints statistics are included on page 18 of this report.

The Complaint and Feedback Manager is participating in benchmarking with others to learn from best practice.

#### **Financial Performance**

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

#### **Revenue Expenditure**

The period six FACS monitoring statement shows a projected year end outturn of £15.5M which would result in a year end favourable variance of £110K. The variances primarily relate to underspends on Employee Costs across the services. This is related to the management of vacancies and is aligned to the delivery of future year savings. Approval has been given for part of this underspend to be earmarked to fund a Business Improvement Team during 2017/18.

The underspends are partly offset by overspends on Supplies and Services related to the procurement of IT interfaces required to improve services and streamline processes.

#### **Capital expenditure**

All Capital Projects within FACS are proceeding in line with agreed schedules and no significant variances are anticipated at this time.

#### **Employees**

#### **Absence Information**

Data on absence is attached as Appendix 2.

The year to date figure at 30 September 2016 is 5.64 days per FTE which is currently above the year to date target of 3.50 days. This is higher than the same reporting period last year which showed 3.71 days lost per FTE. All absence continues to be monitored and managed in line with the corporate policies and procedures. The Departmental Management Team continues to meet monthly to ensure compliance with the policy. Early intervention is in place to secure an appropriate return to work and other initiatives are being introduced including promotion of Healthy Working Lives, case conferences and close monitoring of absence trends.

80% of FACS employees had no sickness absence during 1 April 2016 to 30 September 2016; the figure for the same period in 2015 was also 80%.

#### Other Employee Information

All sections within FACS have an action plan in place to progress the results of the Employee Engagement Survey. Updates have been provided to inform a Council wide report which is going to the Heads of Service Group who are monitoring the improvement actions.

Some of the actions taken by teams within FACS are shown below:

- Financial Management has established a management committee to promote employee development days. The first event was held on 11 October 2016
- ICT will link development opportunities with capital projects and job shadowing
- Learning and Development have planned development events for the full team on a 6 monthly basis with the next one scheduled for December, this allows knowledge sharing and upskilling.
- Revenues and Benefits staff have been involved in the Business Improvement projects; this has
  increased their knowledge of project related work and implementing change
- Employment Services have introduced 'ten at ten' short daily meetings within each team to discuss the day's workload; these meetings keep everyone up to date and provide the opportunity for staff to request support and re prioritise workloads
- The Procurement workload situation continues to be monitored by regular meetings with Category Managers

A Stress Survey was carried out within FACS with 390 questionnaires issued and 269 responses. This equates to 69%, which was the highest response rate within the Council. The survey identified that the Stress Index for FACS was 70% which indicates stress levels are low. This index is in the 60-80 category which is very good. The 6 factors of stress within FACS scored as follows:

Demands	55%	(Average)
Control	70%	(Very Good)
Support	70%	(Very Good)
Relationships	70%	(Very Good)
Role	84%	(Excellent)
Change	61%	(Very Good)

The main themes that emerged from the survey are shown below by category:

(Strongly agree/agree and strongly disagree/disagree have been combined)

#### FACS Demands

- 73% of staff feel they have to work intensively
- 64% feel that they have to neglect some tasks due to workload
- 64% of staff state they are able to take sufficient breaks

#### FACS Control

- 89% understand their job role
- 73% of staff believe their working time can be flexible

#### FACS Support

- 81% state that colleagues are willing to listen to work related problems
- 79% of staff feel if work gets difficult colleagues will help

#### FACS Relationships

• No areas of concern

#### FACS Role

- 96% state they know how to go about getting the job done
- 91% of staff understand how their work fits into the overall aim of the organisation

#### FACS Change

- 53% of staff have sufficient opportunities to question managers about change
- 45% state they are not always consulted about change at work

Overall, the FACS survey was very positive, the only areas of concern are staff demands and change. Senior Managers have received their teams' survey results and this will be reviewed and discussed on a team by team basis. Actions identified will be incorporated in the Employee Engagement Action Plan.

#### **Complaints, Compliments and Requests from Elected Representatives**

#### Complaints

We continue to perform well in handling complaints on time. Data on complaints performance is attached in Appendix 3.

The number of FACS Stage One complaints has increased year on year from 84 (April to Sep 2015) to 92 (April to Sep 2016), out of 92 only five were not closed on time. The majority of Stage One complaints were about a service that should have been provided that was not provided or a service that was not provided to an appropriate standard. Feedback is provided to services on a quarterly basis following analysis of the complaints data, to enable them to provide training where appropriate to improve the service provided.

Stage Two complaints have also increased from 26 (April to Sep 2015) to 32 (April to Sep 2016) with one complaint not closed on time. The majority of Stage Two complaints were with regard to a service not provided to an appropriate standard. Staff training continues to improve the level of service provided.

Feedback from customers is reviewed and processes are amended to improve the customer journey.

Although the number of complaints recorded has risen year on year it is considered likely that promotion of the recording of complaints has resulted in more complaints actually being logged.

#### Compliments

During the period 1 April to 30 September 2016, 56 compliments were recorded. Over 50% of compliments were received by Customer Services/Contact Centre. Also notable is IT receiving 26% of compliments from internal customers. A selection of compliments are shown below:

Section	Compliment
Contact Centre, Customer Service Centre & Registrations	<ul> <li>I am delighted with the service from NAC. I have always found an extremely helpful, can do attitude whenever I contact the Council.</li> <li>Customer Service young lady in Saltcoats Town Hall, is truly just wonderful no matter what day it's like I go in and she's always smiling and deals with every single query.</li> <li>The whole death registration process from beginning to end was handled so professionally. The customer cannot thank the Registration Service enough for everything they did.</li> </ul>
ІТ	<ul> <li>Thanks for organising the support to ensure our IT arrangements for the SQA exams were all in place.</li> </ul>
Web Team	<ul> <li>Thanks to the Web Team for your hard work putting the Ayrshire Local Flood Risk Management Plan with interactive map onto the NAC Flooding site. Your work is much appreciated.</li> </ul>
Audit, Risk & Performance	<ul> <li>FACS Performance Team: Thanks for all your efforts once again, as part of the assessment team for the Scottish Awards for Business Excellence.</li> </ul>

#### **Requests from Elected Representatives**

We continue to perform well in responding to requests from Councillors, MPs, MEPs and MSPs. From 1 April to 30 September 2016, FACS received 39 requests for information. (20 Councillor and 19 MSP requests). 95% of Councillor Stage 1 requests were closed on time (target 5 days); the average time to resolve the requests was 1.95 days. FACS had no Councillor Stage 2 requests.

95% of MSP requests were closed on time (target 10 days); the average time to resolve the requests was 5.88 days. Appendix 3 shows the breakdown of information by section.

#### **Transformation Projects**

The Change Team supports transformation across the Council to achieve a more efficient and flexible organisation. This is achieved by:

- Managing change projects across all Directorates using established and new methodologies
- Conducting Lean Six Sigma and Kaizen Blitz robust process reviews to deliver improvements
- Working with Senior Management Team, Elected Members, Trade Unions, employees and the public to conduct Community Consultations, Stakeholder Engagements and Option Appraisals

#### Financial Management System (FMS) replacement

The FMS Project Board meets fortnightly to review progress. The configuration document is under development. The data migration templates have been completed. Interfaces are now being reviewed.

#### Move from operational reporting to advanced analytics

RAG reporting will be included in the Chief Executive's 6 monthly cycle of Directorate absence meetings. The information available about the casual workforce analytics will be published quarterly on the Council's website, in addition to absence and workforce headcount and FTE.

#### Customer Services Strategy

During the first half of 2016/17, a number of key areas were progressed including the design of a new customer online registration process which will be implemented by November. Project control calls are now transferred to the contact centre. A new process for centralised case management within Streetscene has also been implemented.

The Education Maintenance Allowance online process has been implemented. Council tax forms, student discount, direct debit mandate, property exemption and change of occupancy forms have been made available for customers to complete online. Beta testing of the new website with customers was delayed due to infrastructure issues with third party suppliers. User testing will be completed with NAC residents when the site is available to ensure we capture valuable customer feedback.

The Tenant Portal was implemented at the end of June. The portal was piloted with 30 customers, and ran until the end of September. Positive feedback was received from customers. The next step to be agreed, with Building Services, is to extend the pilot to tenants who can view their rent on-line (approx. 200 tenants). This additional data will allow us capture any issues and make any necessary amendments prior to any major marketing campaigns being put in place and the system being rolled out to the remaining tenants.

#### **Business Support Review**

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

Work has now begun on Lagan development for business support requests. Occupational Health forms are also under development and configuration on Lagan is now underway.

Contract Amendment went live for the FACS directorate in July. The employee account and all four online Payroll forms have been rolled out to all Services except Education and Youth Employment. Initial discussion has taken place with the Health and Social Care Partnership and the forms will be rolled out to HSCP Business Support shortly.

The Privacy Impact Assessment was completed for external access to Connects. For IT and security reasons some of the functionality will be removed. The externally accessible Connects is expected to go live by the end of the year.

#### HR21 - Review of the business model within Employment Services

Training and development for mileage/expense claims was carried out and a pilot group launched. The aim is to rollout HR21 Mileage and Expenses by January 2017. Currently, 32.5% of the total workforce have access to HR21.

Car registration details for all staff in People and Transformation and Housing have been uploaded which will enable more accurate recording of CO2 emissions. This upload will help us to deliver efficiency savings within Business Support.

#### Cash Collection and Municipal Bank services

Following specialised advice, the decision was made to close the Municipal Bank. The bank closed on the 31<sup>st</sup> October.

Significant analysis work has been carried out regarding the redesign of cash collection. A report was prepared which outlined the potential savings which could be generated. A cross service project team has been meeting fortnightly with the aim of redesigning the service by the end of March 2017. Customer engagement took place to identify the best options for implementation and how we could support customers to pay in the most appropriate way. A Quick Quote is currently underway to purchase self-service cash kiosks to be based between Bridgegate House and Saltcoats Town Hall. This will facilitate the removal of cash collection in both of these sites.

#### Lean Six Sigma Projects lead by the Change Team

The third round of our Lean Six Sigma Programme officially commenced on 27<sup>th</sup> September 2016. This round differed slightly from previous editions as this time each directorate was allocated one of the 5 projects, as well as a graduate in addition to the usual change team support. Introductory presentations were held at Saltcoats Town Hall on 20<sup>th</sup> October. These presentations allowed each group to define their project, state the current issues with their process and show what they would like to achieve by the end of the 12 week programme. The teams will work together over the coming weeks to improve their process and will then present their findings to the ELT on the 9<sup>th</sup> of February 'Day of Success'.

#### The Projects

#### Assisted Waste Collection

The Council provides a service to those individuals who cannot put their wheelie bin out on the kerbside for collection. The level of claimants, criteria required to get the service and renew/review process will be looked at to ensure only the most vulnerable receive the service and any waste is minimised resulting in efficiency and fewer complaints.

#### Early Years Wrap Around Care

Currently parents and carers are entitled to 600 hours of free early learning and childcare. Some parents who meet certain criteria are able to purchase extra hours of ELC provision for £3.70 per hour, referred to as 'wrap around care'. Unfortunately, there is an emerging problem of non-payment by parents for the additional hours they use which needs to be addressed.

#### Road Construction Consent

Any person or organisation other than a Roads Authority who wishes to construct a new road or extend an existing road, must first obtain Construction Consent. The RCC application process will be reviewed as well as internal and external communication in order to improve the quality of consents and reduce the number of complaints.

#### Invoice Processing Education

This project is focused on addressing poor performance within Education and Youth Employment which fail to meet council's target of processing 95% of invoices within the 30 day deadline.

#### Rent Refunds

Tenants can be due refunds for a number of reasons however the current process leads to delays of three weeks and is heavily paper based. This is the first time the procedure has been reviewed in a number of years therefore the process will be streamlined in order to reduce the waiting time for a tenant to receive a refund.

#### Other Lean Six Sigma Projects

#### Review of Revenues and Benefits changes and claim processing

The project has been picked up by the revenues and benefits business improvement team. The agile approach to working (two week sprints) will be used to progress the project. Benefits staff will continue to support the project and good progress is expected during quarter three.

#### Review of Revenues and Benefits Council Tax change of address

The Business Improvement Team is progressing the automation of change of address and a "one team" approach is being explored with a view to being introduced.

#### **External Evaluations**

#### Audit Scotland – Audit of Annual Accounts

The Council received an unqualified audit opinion from the External Auditors – Audit Scotland with only one action identified. The Audit and Scrutiny Committee approved the accounts for signature on 23 September 2016.

Audit Scotland's role as the Council's external auditor ceased at the end of September. For the next five year period, external audit will be provided by Deloittes.

# Appendix 1 – Revenue and Capital Expenditure

#### Revenue Expenditure

Revenue Expenditure (£)			
Expenditure	Annual Budget 16/17	Projected Year End Outturn	Annual Variance Adverse or (Favourable)
	£000	£000	£000
Directorate	143	148	5
Finance			
Central Recharges			
Head Of Service	117	114	(3)
FMS Project	86	86	-
Financial Management	1,674	1,637	(37)
Revenues and Benefits			
Audit and Risk	477	459	(17)
Corporate Procurement	696	655	(41)
People & Transformation			
Central Recharges			
Head Of Service	109	110	1
Change Team	842	796	(45)
HR	1,815	1,854	39
Customer & Digital Services			
Central Recharges			
Head of Service	106	90	(16)
ICT	2,841	2,841	-
Customer Services & Registration	1,912	1,868	(44)
Revenues & Benefits	2,774	2,758	(16)
Business Support	2,117	2,075	(42)
Total	15,706	15,491	(215)
Less approved Carry Forward	-	105	105
Net Total	15,706	15,596	(110)

#### **Capital Expenditure**

FACS Capital Investment Expenditure (£) as at 30 September 2016										
	£'000	£'000	£'000	£'000	£'000	£'000				
Expenditure	Total Revised Budget 16/17	Year to Date Budget 16/17	Actual Expenditure to 30 September 2016	Year to Date Variance 16/17	Projected Expenditure to 31 March 2017	Projected (under)/over spend for 201617				
Financial Services	27	0	4	4	27	0				
Information Technology	585	140	290	150	587	2				
Council IT Strategy	915	332	231	(101)	915	0				
SUB TOTAL	1,527	472	525	53	1,529	2				

# Appendix 2 – Employee Sickness Absence

Finance and Corporate Support Employee Sickness Absence 2016/17											
Days Lost per FTE	s Lost per FTE FTE* Q1 Q2 YTD YTD Target Variance										
Customer and Digital Services	269.03	2.67	3.58	6.25	3.73	2.52					
Finance	72.56	2.55	2.19	4.74	3.22	1.52					
People and Transformation	56.29	2.14	1.89	4.03	2.89	1.14					
Finance and Corporate Support	401.88	2.56	3.08	5.64	3.5	2.14					

Finance and Corporate Support Employee Sickness Absence 2015/16										
Days Lost per FTE FTE* Q1 Q2 YTD YTD Target Variance										
Finance	158.3	1.87	1.82	3.69	3.5	0.19				
Customer, People and Corporate Support	255.2	1.60	2.18	3.78	3.50	0.28				
Finance and Corporate Support	416.4	1.69	2.02	3.71	3.50	0.21				

\*FTE – Full Time Equivalent

# Appendix 3 – Complaints, Compliments and Requests from Elected Representatives

#### Complaints

Stage 1 Complaints								
		30 Sep 2	2016	30 Sep 2015				
Service	Actual	% Handled on time	andled (target is 5		% Handled on time	Ave days to resolve (target is 5 working days)		
Benefits	13	100%	2.0	17	100%	1.5		
Customer Services	49	90%	3.0	49	98%	2.2		
Finance - Other	1	0%	6.0	7	86%	3.8		
HR	0	0%	0	0	0%	0		
Revenues	29	100%	1.9	14	100%	2.3		
Total	92			87				

#### Stage 2 Complaints

		30 Sep 2016			30 Sep 2015			
Service	Actual	% Handled on time	Ave days to resolve (target is 20 working days)	Actual	% Handled on time	Ave days to resolve (target is 20 working days)		
Benefits	1	100%	13.0	1	100%	2.0		
Customer Services	29	97%	13.3	17	82%	16.3		
Finance - Other	0	0%	0	1	100%	11.0		
HR	1	100%	3.0	4	100%	1.0		
Revenues	1	100%	1.0	1	100%	12.0		
Total	32			24				

### Compliments

Directorate	No. of compliments 30 September 2016	No. of compliments 30 September 2015
IT	15	3
Contact Centre	12	3
Local Offices	9	8
Customer Service Centre	8	3
Registration Team	4	12
Web Team	3	1
Business Development	2	1
Other	2	5
Benefits	1	1
Finance & Corporate Support	56	37

### **Requests from Elected Representatives**

Stage 1 Requests								
		30 \$	Sep 2016			30 S	ep 2015	
Service	No	% closed on time	Total Average no. of days to resolve (target 5 working days)		Νο	% closed on time	Total Average no. of days to resolve (target 5 working days)	
Benefits	4	100%	1		10	33%	5.6	
Revenues	13	92%	2.5		10	100%	2.6	
Customer Services	2	100%	1		3	100%	1	
Human Resources	1	100%	2		1	100%	1	
IT	1	100%	1		0	NA	NA	

Stage 2 Requests

		30 Sep 2016				30 Sep 2015		
Service	No	% closed on time	Total Average no. of days to resolve (target 20 working days)		Νο	% closed on time	Total Average no. of days to resolve (target 20 working days)	
Benefits	11	91%	6.6		17	100%	5.5	
Revenues	8	100%	4.1		10	100%	5	
Customer Services	0	NA	NA		0	NA	NA	
Human Resources	0	NA	NA		0	NA	NA	
IT	0	NA	NA		0	NA	NA	

Education and Youth Employment

> Q2 Performance Review

> > 2016/17

For more information contact: John Butcher, Executive Director johnbutcher@north-ayrshire.gov.uk 01294 324411



Focus. Passion. Inspiration.

### Contents

Contents	2
Welcome	3
Update on actions from last meeting	3
Highlights	5
Areas for Further Development	8
Directorate Priorities and Performance Indicators	10
Directorate Plan Performance Indicator Summary	14
LGBF Indicators – Priorities	15
Council Plan Indicators	15
Employees	17
Sickness Data	17
Other Employee Information	17
Compliments, Complaints and Member Requests Performance	18
Complaints	18
Compliments	18
Member requests	19
Transformation Projects	19
External Evaluations	19
Appendix 1 – Revenue and Capital Expenditure	20
Commentary on significant projected variances	20
Appendix 2 – Employee Sickness Absence	21
Appendix 3 – Complaints, Compliments and Member Requests	22
.....

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

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

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

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

Our Directorate Plan 2015-2018, identifies how we will contribute to achieving the Council's mission - 'To improve the lives of North Ayrshire people and develop stronger communities' and vision - 'To be a leading organisation defined by excellent and innovative services'. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these.

#### Update on actions from last meeting

Action	Progress
Identify proxy measures	Proxy measures have been developed and aligned to each of the five key priorities.
Further work with partners to ensure sustained destinations	Despite continuing economic and labour market pressures, both local and national, our schools continue to be successful at supporting their leavers into an initial positive destination. Working with training providers, employers, colleges and universities has resulted in a further improvement in the percentage of North Ayrshire school leavers moving into a positive destination. 96.1% of our pupils who left during or at the end of school session 2014-2015, made a successful post-school transition – an increase of 2% from the previous year, our highest ever rate.
Consider impact of new environments on teaching and learning	Improvements to basic environmental elements such as heating, lighting and ventilation have a positive effect on user comfort, well-being and attitude, and so, could contribute to improved achievement. Changes in furniture & equipment, systems and processes, which come with the transfer to new school premises, are also thought to bring about efficiencies in time management and user convenience, which in theory, presents greater time for teaching, and hence, should lead to greater levels of attainment. Flagship campus projects in the Garnock Valley and Largs are already underway to deliver new, modern education facilities. Together, these projects amount to over £90m worth of investment. In addition, E&YE secured £150m in the Council's capital plan in 2016 to invest in facilities across the education estate over the next 10 years. This investment will see the new build of a state of the art Additional Support Needs School, subject

Populate locality recognised grid with senior officers

to Statutory Public Consultation approval, a new build Ardrossan Academy, extensions at Annick and Moorpark Primary Schools and enhancing the learning environments across secondary schools. A further £10m has been secured, via Corporate Landlord, to address property life cycle and maintenance issues across all Council assets, of which the largest proportion is education assets.

Information on link Senior Managers for Education and Youth Employment has been sent to Community Planning and the reference grid has been updated.

## **Highlights**

Some of our major highlights this year include:-

- We have made substantial progress towards making North Ayrshire Council Schools and Directorate a 'Nurturing Authority'.
- We have developed a Quality Improvement Framework for Nurture Groups (currently 15 nurture groups).
- Identified children requiring support via the Boxall profile and programmes have been set-up and nurture groups are running in accordance with the nurture framework.
- Inclusion Strategy has been implemented and an Inclusion Strategy steering group established.
- Positive Family Partnership Strategy has been developed.
- The Early Years Expansion Programme Board and workstream has been established.
- The Professional Learning Academy has opened and is being fully utilised to build professional skills of teaching staff, with a key focus on Literacy and Numeracy.
- Our Leadership Programmes continue to be developed and our Senior Manager for Leadership is now taking up the role as Regional Lead for SCEL.
- North Ayrshire Education and Youth Employment Quality Improvement Framework revision completed in May 2016 and implemented from August 2016.
- The Coaching and Mentoring Diploma has received professional recognition from the GTCS.
- Developments have been made through the Wider Achievement Co-ordinator in areas such as; sharing of best practice, increase in SQA courses available and the Children's University is now being offered.
- North Ayrshire Schools Modern Apprenticeship Programme (NASMAP) pilot is showing early signs of being a successful model i.e. all participating council services are reporting positively about the pupils, feedback from pupils indicates a high level of engagement with Services, one of our pupils has secured a modern apprenticeship 8 months ahead of programme completion.
- 'Improving Teachers Professional Judgement' (Tapestry Partnership) teacher learning communities have been established and work is well under way to strengthen the quality of assessment and moderation in North Ayrshire.
- Scottish Education Awards Kilwinning Early Years Centre has won the Raising Attainment in Numeracy Award. Staff aim to improve the children's number skills through a variety of play activities, such as ensuring they count to 10 when washing their hands and a snack area which has number signs, counting how many pieces of fruit they should have etc. Greenwood Academy were a finalist in the Raising Attainment in Literacy Award.
- Winner of our Big Picture photography competition Wendy Rose, Head Teacher at Corsehill Primary. Wendy's stunning shot pupil Mitchell Bicket perfectly captured our staff values of Focus, Passion and Inspiration. Read our <u>article on Connects</u> for the full story.



- School Project Managers for Place2Be are developing relationships across each community, including CAMHS, local third sector agencies, school staff, parents and children i.e. attend Parents Council meetings and parent meetings in each school.
- Families Connect several schools established as working in SIMD 1 and 2 areas have engaged with this Save the Children Initiative which recognises the role parents play in the education of their children and the value in creating a home environment that is conducive to learning. Families Connect focuses on three key areas: social and emotional development, literacy and language development, numeracy and mathematics.

- Parents complete Strengths and Difficulties Questionnaires (SDQ) and a parental questionnaire at the child's entry to and exit from the nurture group to assess their view of their child and also a children's questionnaire has been developed to ascertain the child's view of themselves pre and post nurture intervention.
- A Family Learning Team has been established to support children and families within Primary Schools, the Family Learning Workers have attended all locality Community Planning Partnership (CPP) meetings to ensure high visibility of the team within allocated areas and will follow-up with individual school meetings, creating specific action plans focusing on short/medium/long term impact.
- The Family Learning Team have attended all locality Community Planning Partnership (CPP) meetings to ensure high visibility of the team within allocated areas.



- Consultation on the new ASN School which will provide appropriate facilities and staffing to meet the needs of all learners, including those with severe and complex needs, is in place and due to close 04 November 2016.
- Flagship campus projects in the Garnock Valley and Largs are already underway to deliver new, modern education facilities. Together, these projects amount to over £90m worth of investment. In addition, E&YE secured £150m in the Council's capital plan in 2016 to invest in facilities across the education estate over the next 10 years. This investment will see the new build of a state of the art Additional Support Needs School (as above), subject to Cabinet approval and Ministerial approval, a new build Ardrossan Academy, extensions at Annick and Moorpark Primary Schools and enhancing the learning environments across secondary schools. A further £10m has been secured, via Corporate Landlord, to address property life cycle and maintenance issues across all Council assets, of which the largest proportion is education assets.
- The Early Years Expansion Board has been established and will consider the additional space required to deliver the 1140 hours for Early Learning and Childcare by 2020.



- Children and Young People Support review board, consisting of 8 workstreams i.e. Review of ASN Provision, Review of Pastoral Care, Review of Extended Outreach, Review of Psychological Services, Teams around the Child, Concerns Hub, Children and Disabilities, Partnership Forums.
- Pupil Support Review Board established, key partners are HSCP, Connected Communities, 3<sup>rd</sup> Sector Organisations, Children and Parents/Carers.
- We are working with Ayrshire College and Skills Development Scotland to develop and promote a robust model of Foundation Apprenticeships.
- Partnership links continue to be developed relating to employment, with a focus on sustained destinations for young people leaving school.
- Partnerships have been developed with local employers and Ayrshire Chamber of Commerce to support employability skills and career education in schools.
- Collegiate working has been further extended with 3rd Sector volunteers and employers to share and support wider achievements e.g. supporting Saltire, ASDAN, flexible working opportunities etc.
- 'The Tapestry Partnership' are engaged with North Ayrshire Council to co-construct and deliver their programme 'Improving Teacher Professional Judgement' (ITPJ) led by Professor Dylan William.
- Partnership working with the NHS, in particular CAMHS, to support the health and wellbeing of children and young people. Joint working meetings have been convened with Area Inclusion Workers, School Nurses, Head of Outreach Service, CAMHS Head of Service etc. These have proved invaluable in

helping joint understanding of their respective roles and responsibilities and how they could service the mental health agenda more effectively.



- Introduction of online EMA applications.
- Roll out of CHRIS (Complete Human Resources Information System) to schools.
- A new Authority Inclusion Group has been established to support children and young people with significant additional support needs who find engagement with the mainstream setting a challenge.
- The probationer programme/process has been enhanced through Head Teacher and PLA input.
- The process of 'bring back and share' after training at the PLA is now embedded within the teaching community.
- A number of schools have completed internal audits and evaluations for the implementation of the careers and work placement standards.
- The Progress Tracker introduced by the Assessment and Data Analysis has been piloted in three clusters, as a result of the overwhelming interest shown in the first cluster.
- Data on milestones reached in the Early Years has been collated and shared to support Early Years Centres and schools with their planning processes.
- Senior managers carry out Quality Improvement Visits, building up evidence and data, to confirm the
  extent to which schools have identified and are working on reducing the outcome gaps.
- Evaluation of the school plan will reflect on the effectiveness of the nurture approach in schools. Selfevaluation activities in relation to the quality improvement framework will be validated by senior manager's discussions with nurture, school and senior school staff.



- Training on data analysis will show an increase in competence levels of Head Teachers and teaching staff in terms of data literacy, across our establishments.
- Nurture group staff will participate in the first phase of training and the subsequent identification of targets to develop whole school nurturing approaches.
- The programme of training, delivered to the nurture team, supported by Educational Psychologists and our Speech and Language Therapist has had a positive impact on children in nurture groups.

7

### **Areas for Further Development**

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

- There will be further developments in secondary schools relating to the Scottish Attainment Challenge Funding i.e. recruitment of School Counsellors, Family Learning Workers etc.
- Implementation of Secondary Schools Nurture improvement Plans.
- Improving Staff Engagement through identified actions.
- Co-ordination, support and tracking of Awards for Education and Youth Employment
- Further develop approaches to inclusion across our establishments.
- Further refinement of the processes of the Authority Inclusion Group.
- Wellbeing Application implementation, after the launch has taken place.
- Further development of Pupil Support Review Board, focusing on inequalities.
- Implementation of relevant parts of Children & Young people's Act 2004 once this has been approved.
- North Ayrshire Education and Youth Employment Learning and Teaching Strategy to be developed through Working Group and Consultation Group.
- Extend the number and variety of training opportunities within the Professional Learning Academy.
- Implement a enhanced Induction Programme for new Head Teachers.
- Develop further, the co-ordinated approach to skills academy for National 4 pupils in S4.
- Further strengthen working partnerships in the local community.
- Develop a reference delivery framework for all schools relating to the careers and work placement standards in schools.
- Develop a robust model of foundation apprenticeships.
- Expansion of the Early Years and Childcare to enable delivery of 1140 hours by 2020.

# **Education and Youth Employment Directorate**

## Strategic Outcomes 2016-2019

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

## Service Priorities 2016-2019

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

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

- Develop and implement a strategic vision for learning and teaching for all of our learners.
- Evaluate and enhance our curriculum in the BGE and Senior Phase.
- Support and strengthen the professional capacity of staff.
- Manage and deliver the modernisation of the school estate to improve the environment that supports the learning and teaching for children and young people.

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

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

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

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

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

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

115

9

#### **Directorate Priorities and Performance Indicators**

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

A key objective of the Directorate is to ensure we are both developing and maintaining a nurturing approach in all of our schools. This will support those children and young people who are experiencing social and emotional problems and who face challenge in accessing education and help them to better engage with education, promoting self-efficacy and impacting positively on their educational attainment.

We have made substantial progress towards making North Ayrshire Council Schools and Directorate a 'Nurturing Authority'.

We have successfully established 15 Nurture Groups which are fully operational and providing a high quality service for identified children and families in North Ayrshire. In June 2016, 56 children from primary 1-3 were attending the core Nurture Groups and receiving 15 hours of quality relationships based support to enhance their wellbeing.

Currently 67 children from primary 1-3 are attending the core Nurture Group and are receiving 15 hours of quality relationships based support to enhance their wellbeing. Of the 67 children whose attendance exceeded one term, analysis has shown that 33 children have successfully transitioned back to their mainstream classes. Boxall shows positive trends in the success of interventions.

The NAC Inclusion Strategy has been implemented. There are two workstreams, Pupil Support and Pupil Support Outreach.

Effective partnership working with CAMHS and Place2Be is fully embedded. Various training sessions and working group meetings have taken place within schools. Screeners/assessments have been developed to support staff in identifying the most appropriate course of action and in preparation for CAMHS interventions. An enhanced Referral Form and exemplars of good practice have also been implemented to support staff. The services of a Pace2Be School Manager, for each Primary School, are working with young people relating to mental health and stress related barriers to positive learning experiences being removed, through their engagement with this service. Children and Young People are also engaging in Place2Talk and Place2Think.

A schools counselling service will be introduced as part of the secondary attainment challenge initiative which will provide parents and staff with in-house counselling to support their wellbeing.

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

The service continues to use a research based approach to improving learning and teaching which has determined the priorities in the next three years. As a result of this, the Professional Learning Academy has now been up and running for some months, with a focus on improving the delivery of literacy and numeracy in the first instance, every school has numeracy as one of their improvement plan priorities.

To date, 100% of the 328 teachers and early years practitioners trained have reported increased knowledge and skills following attendance at our Early Level Numeracy Progression Framework training.

Our 'evaluation, evaluation, evaluation' approach is embedded, where participants require to attend a workshop, at least, on 2 occasions and provide evidence of impact whilst trainers build on and extend professional learning based on needs of staff.

Since August 2016, 12 primary schools who have attended part 1 of the First Level Numeracy Progression Framework provided highly positive feedback on the content, delivery and increase in skills base this has provided to date. Increased curricular and pedagogical leadership opportunities for staff across 46 primary schools.

There has been a positive impact of numeracy interventions within 46 primary schools with targeted groups based on pupils living in SIMD 1 and 2. (From Jan-June 2017, these will be focused on literacy).

The Robert Owen Centre will be conducting a study into the impact of the PLA. We have formulated research questions and agreed a process over the session 2016/17. This will include e.g. qualitative feedback on the impact of in-school support.

There has been positive developments within the STEM arena, such as a partnership with Education Scotland, NAC Commercial Services and schools, work being developed and championed on community resilience, with a focus on flooding and flood prevention. This contextualised work is being embedded into the curriculum and will be shared via the STEM coordinators network.

At the end of the last academic session, Ayrshire College ran Space mission Discovery with NASA. Senior pupils from all of the secondary schools across the Authority were involved in developing an experiment which will be carried out in Space. There was also a Space mission Discovery patch competition which was open to the primary schools. A pupil from Whiting Bay primary school was the winner from North Ayrshire and the runner up in the final.

Through girls into STEM, a senior pupil from Ardrossan Academy has been involved in *1000 girls, 1000 futures* programme through the year. She received an award in recognition of her work and was invited to attend their conference in New York during the summer. The Ardrossan cluster schools continue to be involved in the development of the National STEM strategy through their project.

Around 100 students attended STEM workshops that were developed in partnership with NAC, IBioIC, SDS and DYW with a focus on contextualised learning within Life Sciences and careers at Greenwood Conference Centre. The event was to raise awareness of Industrial Biotechnology for both pupils and teachers and to provide sustainable activities which can be replicated within schools.

The Auchenharvie cluster Primary schools are working on a project with NAC Sustainability Department and the Energy Agency to look at ways in which the schools can save energy and how this can be incorporated into the curriculum.

The 1+2 Languages is continuing to thrive and teacher confidence has been boosted with the training of staff to deliver and embed French or Spanish into their daily school routines. Training continues this year and staff are attending twilight courses to extend their language skills and delivery in the classroom. There was also a huge up-take from Classroom Assistants keen to learn 'playground games' in French or Spanish. Many schools are beginning to take ownership of the language learning by: inviting parents in to help run French cafés with the pupils, hosting 'International/European' days or themed days such as 'el día de los muertos'.....One school even had P7 pupils shadow interpreters as part of a work experience project. Two schools also created animations using a link in industry, Halo productions. The results were outstanding and can be found on our 1+2 Glow Page. A modern apprentice at Ardrossan Academy has been helping to develop our GLOW 1+2 platform.

Our seconded language teachers are visiting schools to team teach how to use languages across the curriculum, delivering inter-disciplinary topics. A favourite is the 'Outdoor Learning' topic which can be used towards a John Muir Award. 1+2 secondary staff are working hard to boost communication between the primary and secondary sector, supporting transition topics and liaising with clusters. We also have secondary pupils teaching primary pupils' languages through Health and Well Being activities.

Links with schools abroad are being established. Following the success of St Bridget's linking with a Spanish school last year, seven French teachers are visiting Arran to begin educational links with every school.

Our Development Officer is working as part of a National Inclusion group to help develop a multi-sensory approach to languages and another aim this year is to involve our staff on immersion courses abroad as part of a Languages for Education Europe (LFEE) and British Council initiative.

North Ayrshire's Confucius Hub based at Greenwood Academy is enabling our pupils to access global citizenship, embracing the Chinese culture through a variety of interesting activities e.g. kung fu, tai chi, making dumplings, origami etc.

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

The Education and Youth Employment Quality Improvement Framework (QIF) was completed in June 2016 and implemented in August 2016.

The impact of the QIF will be evaluated by Senior Managers and reflections and findings shared after each Quality Improvement visit.

We have developed a Quality Improvement Framework for Nurture Groups drawing on indicators in HGIOS 4 and National Improvement Framework (NIF) and a programme of quality visits to each school is currently being undertaken. The first visits will be completed by end of October 2016. The focus of these visits has been on planning and effectiveness of staff in analysing Boxall profiles.

Evaluation and enhancement of our curriculum in the Broad General Education (BGE) and Senior Phase is under review. Reviews of the BGE curriculum in the secondary sector are currently being planned in terms of focus, scope and desired outcomes. The first review will take place in December 2016. The evaluation of the Senior Phase has begun with all Head Teachers engaging in initial discussions on the impact of the new structure. The Secondary BGE data has been shared with East and South Ayrshire in order to benchmark and plan improvements from this data.

There is increased sharing of best practice across our secondary schools, which has resulted in increased accreditation opportunities for pupils on the work they undertake outwith the curriculum.

Principal Teachers of Developing the Young Workforce in a number of our secondary schools have completed an internal audit and evaluations leading to improvement plans being implemented.

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

The Scottish Government National Attainment Challenge has deemed North Ayrshire as a 'Challenge Authority' due to the high concentrations of primary aged children living in deprived areas. We are utilising this funding to drive transformational change and have 4 key areas of work i.e. The Professional Learning Academy, Nurture/Health and Wellbeing, Community/Parental Engagement, Assessment and Data Analysis. Our vision is that every child achieves the highest standards in literacy and numeracy and has the right range of skills, qualifications and achievements to allow them to succeed in life.

The reflections on impact to date are predominantly qualitative in nature given the timescales that the project has been running. In the longer term, we will demonstrate evidence of impact through a range of measures, including: the analysis being conducted by the Robert Owen Centre at the University of Glasgow; standardised assessments; CfE achievement levels; teacher professional judgement; surveys and questionnaires and continued analysis around the impact of the four workstreams.

The suite of data for schools has been extended to include standardised assessment data as well as a further breakdown of performance by SIMD. Further work has begun with a small group of schools on supporting them in further identifying and measuring the attainment gap within their specific contexts as a platform for measuring future impact of the intervention.

The North Ayrshire Progress Tracker was piloted from April-June 2016 within three clusters of schools. Feedback led to further refinements and this has now been introduced across the whole authority for all primary schools. This tool is being used alongside data packs including pivot tables of socio-economic indicators at pupil level to help schools to focus their specific work on particular groups of learners.

Data on milestones reached in the Early Years has been collated and shared to support Early Years Centres and schools with their planning processes. In addition, the 'families of schools' concept has been extended from primary to Early Years, using a range of deprivation indicators as its basis to create quartile groups.

Further work on enhancing milestones data and centres working collaboratively within quartiles is planned for the second half of the year.

In terms of assessment, Improving Teacher Professional Judgement and Teacher Learning Communities (TLC) continue to be embedded across the authority with 50 members of staff across 25 schools being trained to lead this within their own establishment. Our NAC BGE Assessment and Data Strategy Group have three workstreams for the coming session; Developing more effective approaches to moderation and standardisation, evidence leading to achievement of a level and reporting to parents (Jan 2017). The use of standardised assessments to support planning for learning and teaching continues to be embedded across our schools.

A data literacy for teachers' framework has been created to support schools in using data to inform approaches to improvement and closing the gap. To support this, data coaches have been identified in every primary school (with initial focused work being directed towards those schools with the highest levels of deprivation). A full training programme will be implemented in the second half of the year. The data literacy framework includes four thematic areas: data culture; professional learning; assessment literacy and implications for learning and teaching.

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

We are working in partnership with local employers and the Ayrshire Chamber of Commerce. These links support employability skills and career education in schools through activities such as mock interviews, CV writing, curriculum input, workplace visits and mentoring.

Employment opportunities for children with ASN continues to be a challenge, although good partnership links continue to developed and with support from the Developing the Young Workforce (DYW) group, a PAN Ayrshire ASN Employability Forum has been established which will result in better links between our ASN establishments and local training providers and employers.

The Children and Young People Support Review Board is established and will conduct a wide ranging review of support, leading to service re-design.

Although the work on careers and work placement standards is at the initial stages, there has been good practice identified in several schools. Work on the development of a framework for all schools will be undertaken.

North Ayrshire Schools to Modern Apprenticeship Programme (NASMAP) is an innovative pilot programme. Evaluations of the pilot are ongoing and a full evaluation will take place at the end of the school session 2016/17.

We are also working with Ayrshire College and Skills Development Scotland to develop and promote a robust model of Foundation Apprenticeships.

## **Directorate Plan Performance Indicator Summary**

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

Performance Information						
Priority	No. of Indicators	<b>Ø</b>	$\triangle$		<u></u>	?
We are reducing inequalities and delivering improved outcomes for children and young people.	4	4				
High quality learning and teaching is taking place in all our schools.	3		1	1		1 ( data not available until Jan 2017)
Self-evaluation and performance improvement are embedded throughout our schools and central support teams.	1				1	
Levels of attainment and achievement are improving for all learners.	10					10 (data no available until Feb 2017)
High numbers of our young people are entering into positive and sustainable post-school destinations.	1					1 (data no available until Feb 2017)

#### Performance Indicators - Red and Amber Status

Description	Q2 2015/16	Q2 2016/17	Current Value	Current Target	Latest Note
	Status	Status			
% of teaching staff who have had a PRD in the last twelve months.	0		89.1%	90%	Although the target was not met by less than one percent, a contributory factor may have been the perception of Head Teachers when advising the number of PRD's completed and the timing, compared to the GTCS deadlines. Improvements to the information being provided to Head Teachers will be made. Also, the PRD form has been revised and reduced in size, therefore, this should assist teachers to complete the forms.
% of non-teaching staff who have had a PPD in the last twelve months.	•	•	76%	90%	The main contributing factor is the number of school based staff who did not have a PPD within the set timeframes. Two of our Special Schools did not undertake PPD's due to the changes in management structures within these schools. A more focused approach on schools and the completion of PPDs will be put in place for next session.

## **LGBF Indicators – Priorities**

LGBF Indicators				
	2015/16	2014/15	2013/14	2012/13
Indicator	Value	Value	Value	Value
Cost per primary school pupil £		£4,624.00	£4,816.00	£5,117.10
Cost per secondary school pupil £		£6859.00	£6,684.70	£6,572.30
Cost per pre-school place £		£4047.00	£3,102.50	£3,477.60
% of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S4)	Due to changes phase curriculum is no longer calcul the LGBF ir	, this measure lated as part of	34.1%	34.7%
% of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)		24.4%	21.1%	22.8%
% pupils in 20% most deprived areas getting 5+ awards at level 5	Due to changes in the senior phase curriculum, this measure is no longer calculated as part of the LGBF indicators		n/a	20.3%
% pupils in 20% most deprived areas getting 5+ awards at level 6		11.2%	11.2%	9.7%
% of Adults Satisfied with local schools	Available 01/17	83%	88%	76%
% of school leavers entering positive destinations	Available 02/17	96.1%	94.1%	93.8%

## **Council Plan Indicators**

Council Plan Scorecard Indicators							
Indicator	2015/16 Value	2014/15 <b>Value</b>	2013/14 <b>Value</b>	2012/13 Value			
% of children achieving their developmental milestones at the time the child starts primary school.	72%	71%	69%	n/a			
% of leavers attaining literacy at National 4 (SCQF Level 4)	Available 02/17	95.79%	93.74%	94.78%			

% of leavers attaining literacy at National 5 (SCQF Level 5)	Available 02/17	74.14%	68.26%	66.47%
% of leavers attaining numeracy at National 4 (SCQF Level 4)	Available 02/17	86.05%	78.96%	79.06%
% of leavers attaining numeracy at National 5 (SCQF Level 5)	Available 02/17	64.87%	57.35%	56.18%
Average tariff score: All Leavers	Available 02/17	834.5	795.79	830.47
Average tariff score: LAC Leavers	Available 02/17	357.9	262.31	269.41
% of school leavers entering positive destinations	Available 02/17	96.1%	94.1%	93.8%

#### **Council Plan Indicators**

Council Plan	No of Indicators			2	2
Ensuring our people have the right skills for life, learning and work.	8	8			

#### Financial Performance

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

**Early Years Education**: underspend has decreased by £0.026m mostly due to employee costs which was due to delays in appointing non-teaching staff and problems sourcing teaching staff. Payments made to Private Partner Providers currently projected to be underspent due to lower than anticipated uptake of services. Early Years services are currently subject to review and an Early Years Programme Board has been set up which will oversee current and future provision.

**Primary Education**: Overspend has increased by £0.146m mostly due to an increase in cost of ASN response hours. Overspend of £0.569m from a budget of £1.586m on employee costs is due to the increased number of pupils with additional support needs, to allow these pupils to remain within mainstream schools they require classroom assistant support. Additional expenditure at this stage can avoid incurring much larger amounts by the time the pupil is in receipt of specialist services. Action was taken by Education and Youth Employment in February 2016 to partly mitigate this overspend.

**Secondary Education**: Underspend has decreased by £0.015m. PPP unitary charge underspend mainly as a result of lower than expected RPI. PPP contract deductions due to penalties. The service is now in formal discussions with the contractor to ensure that the level of service delivered matches the contract specifications.

Additional Support Needs: Underspend has decreased by £0.088m mainly due to Section 23 charges under recovery. The overspend on employee costs was due to additional classroom assistants in ASN schools. There was an underspend on external specialist residential placements and external day placements.

Income - Projected under recovery of income due to other authorities placing less pupils in our ASN schools. The charges made to other authorities have been increased to realise additional savings, however a reduced number of children has generated an overspend.

**Education Other:** Underspend has increased by £0.009m. The underspend on employee costs is due to vacancies and changes to work patterns.

For the Teacher Refresh Scheme in 2015/16 it was expected that there would be a one off payment required to release the employees. A year end accrual of £0.134m to cover this expenditure was made. This amount is now no longer required.

#### **Employees**

#### Sickness Data

Data on performance is attached at Appendix 2.

The Year to Date days lots per FTE as at quarter 2 is 3.44 days, against a year to date target of 3.0 days. A contributing factor is the long-term sickness absence of a small number of staff within headquarters which has resulted in a 7.51 days lost, in comparison to the same period last year where 2.81 days were lost per FTE.

The category groupings within Education and Youth Employment for sickness absence reporting have been revised to three, from the previous six, the three categories are – Headquarters Staff, LGVT–Schools and Teachers. Therefore, we are unable to show a direct comparison to the same period last year on the table in Appendix 2.

#### Other Employee Information

#### Employee Engagement

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

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

#### Stress Risk Assessment

The Education and Youth Employment Stress Risk Assessment Survey was carried out during April/May 2016 and closed during July 2016.

The response rate for Education was positive at 48%, 8% higher than the Council response of 40%. The Stress Index for Education was a positive 67%, which is within the Very Good category. The Council Stress Index was 69%, which is also in the Very Good category.

Out of the 6 Management Standards, there were two areas requiring further focus, these are Increased Demands and Change. The other four were in the category of Very Good i.e. Relationships, Support and Control, or Excellent i.e. Role.

There were 65 Teams within the Education and Youth Employment Directorate, the information relating to each team has been disseminated and Team Managers are currently meeting with staff and working on action plans to address any areas of concern with a view to implementing improvements.

#### **Compliments, Complaints and Member Requests Performance**

Data on performance is attached at Appendix 3.

#### Complaints

The Stage 1 Complaints for Schools continue to be under the target of 5 days, at 4 days. However, Education Headquarters are over the 5 days target at 8.3 days, this is attributed to one complaint where the timescale was extended.

The Stage 2 Complaints for Schools is above the target of 20 days, at 22 days to resolve which is one day less than the previous year. However, Education Headquarters are under the target of 20 days at 11.5 days to resolve, 12.4 days less compared to the previous year at 23.9 days.

The improvement areas we will be focusing on are Stage 1 Complaints at Education Headquarters and Stage 2 Complaints within Schools.

#### **Compliments**

There were 4 Compliments recorded during the Quarter 2 timeframe which are summarised below:

- Parent writing to thank the Head Teacher and her team of staff at Glebe Primary School for their sons' opportunity to attend such an outstanding primary school.
- Gratitude for the professionalism and commitment of a Depute Head Teacher at Greenwood Academy.
- Appreciation of staff at Auchenharvie Academy for taking children on a trip to Auschwitz, Poland and their fantastic learning experience.

• Parent writing to thank staff at Greenwood Academy Modern Languages, for the time and effort taken to assist their child with her studies and that the contribution made by Greenwood Academy will always be remembered.

Although there were only 4 compliments recorded, schools have experienced ad-hoc compliments from parents during this period. We also received 8 nominations for North Ayrshire achieves from members of the public.

#### **Member requests**

We continue to perform well in terms of responding to requests from Councillors with 100% of all requests being closed on time. We have met the target average number of days to resolve i.e. 10 days for all requests.

#### **Transformation Projects**

Education and Youth Employment have embarked on an ambitious transformational change programme which aims to ensure that North Ayrshire Council's educational establishments will provide the opportunity for all children and young people to have access to a high quality education, delivered by staff in a learning environment that will provide them with knowledge, experiences and skills to secure employment and be active and responsible citizens.

The key areas of transformation change are:

- The National Attainment Challenge
- Implementation of the Quality Improvement Framework
- School Estate

#### **External Evaluations**

The following education establishments were inspected up to Quarter 2. The reports of these inspections are available on the Education Scotland website.

- Ardrossan Academy
- Irvine Royal Academy
- St. Luke's Primary School
- West Kilbride Primary School
- Burnside House Nursery

#### Revenue Expenditure –

Revenue Expenditure (£000)								
Expenditure	Annual BudgetYear-end orExpenditure2015/162015/16		Annual variance Adverse or (Favourable)					
Early Years Education	11,040	10,602	(438)					
Primary Education	36,387	36,956	569					
Secondary Education	48,450	48,367	(83)					
Additional Support Needs								
	6,559	6,477	(82)					
Education Other								
	5,114	4,841	(273)					
TOTAL	107,550	107,243	(307)					

#### Capital Expenditure –

Capital Investment Expenditure (£) 2016/17								
Expenditure	Total Revised Budget 16/17	Year to Date Budget 16/17	Actual Expenditure to 30 September 2016	Year to Date Variance 16/17	Projected Expenditure to 31 March 2017	Projected under/over spend for 2016/17		
Nursery Education	2,219,557	45,832	84,602	38,770	2,126,657	(92,900)		
Primary Schools	383,617	72,969	65,432	(7,537)	357,055	(26,562)		
Secondary Schools	24,248,343	10,081,137	10,107,859	26,722	24,035,004	(213,339)		
Special Education	0	0	8,022	8,022	8,242	8,242		
SUB TOTAL	26,851,517	10,199,938	10,265,915	65,977	26,526,958	(324,559)		

#### Commentary on significant projected variances

Within nursery education, there is a projected year end underspend of £0.093m. This relates to Loudon Montgomery Primary School Nursery adaptations, with the budget being carried forward to 2017/18 as the programme of works will now span into the next financial year.

For Secondary Schools, there is a projected year end underspend of  $\pounds 0.213$ m, which relates to an underspend on Irvine Royal College adaptations of  $\pounds 0.213$ m for 2016/17. This budget will be carried forward to 2017/18.

# Appendix 2 – Employee Sickness Absence

Employee Sickness Absence

Education and Youth Employment: Employee Sickness Data								
Days Lost per FTE	FTE*	April – Sept 2016	Target	April – Sept 2015	Target			
Headquarters Staff	42.87	7.51	3.0	-	3.2			
LGVT- Schools	729.86	4.57	3.0	-	3.2			
Teachers	1361.25	2.75	3.0	-	3.2			
Total	2133.98	3.44	3.0	-	3.2			

## Appendix 3 – Complaints, Compliments and Member Requests

#### Complaints

Stage 1 Complaints 2015/16 (YTD)							
	30	Sept 2016	6 (YTD)	30 Sep 2015 (YTD)			
Service	Actual	% handled on time	Average days to complete (target: 5 working days)	Actual	% handled on time	Average days to complete (target: 5 working days)	
Education - HQ	3	67%	8.3*	15	80%	7.3	
Education - Schools	23	91%	4	28	96%	2.4	

\* one complaint had its timescale extended so this is why Ave days to resolve shows as 8.3

Stage 2 Complaints 2015/16 (YTD)							
	30 Sept 2016 (YTD)			30 Sep 2015 (YTD)			
Service	Actual	% handled on time	Average days to complete (target: 20 working days)	Actual	% handled on time	Average days to complete (target: 20 working days)	
Education - HQ	2	100%	11.5	7	71%	23.9	
Education - Schools	12	67%	22	2	50%	23	

#### Compliments

Directorate	No. of compliments
Education and Youth Employment	4

#### **Member Requests**

Councillor (Stage 1) requests handled in Q1 & Q2 2016							
Period	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)	
Q1	2	2	2	100%	3.5	5	
Q2	3	3	3	100%	2.7	5	

MP/MSP requests handled in Q1 & Q2 2016							
Period	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)	
Q1	9	9	8	89%	7	10	
Q2	3	2	2	67%	10*	10	

Economy and Communities Q2 Performance Review

2016/17

For more information contact: Karen Yeomans, Executive Director

karenyeomans@north-ayrshire.gov.uk

01294 324141



Focus. Passion. Inspiration.

#### **Contents**

Contents	2
Welcome	3
Update on actions from last meeting	3
Highlights Areas for Further Development Our Priorities Directorate Priorities and Performance Indicators	6 8
Ayrshire Growth Deal Locality Planning	
Young People	10
Inclusive Growth Service Transformation Best in Class – the 2020 challenge Essential Ingredients	11 12
Directorate Plan Performance Indicator Summary	14
Directorate Plan Indicators – Red and Amber Status	14
Council Plan Indicators	16
Council Plan Indicators – Red and Amber Status Financial Performance	
Revenue Capital	
Employees	19
Sickness Data Employee Engagement Survey Actions Employee Stress Survey	19
Complaints Compliments MSP and Member requests Transformation Projects External Evaluations	24 25 25
Appendix 1 – Revenue and Capital Expenditure	27
Revenue Expenditure Capital Expenditure	
Appendix 2 – Employee Sickness Absence Appendix 3 – Complaints Appendix 4 – MSP and Member Requests	29
Member Requests MSP/MP/MEP Requests	

Quarter two sees the Economy and Communities Directorate reporting against our significantly refreshed Directorate Plan. Rather than a light touch approach, we recognised the plan required a significant overhaul to identify and focus on our strategic priorities and outcomes.

By rationalising our performance measures as well as concentrating on introducing measurements for key areas, we are now able to "see the wood for the trees" in terms of the quality of services we provide to our communities and get a really good understanding of the work we do as a directorate.

In this report we are demonstrating our progress across key strategic programmes such as the Ayrshire Growth Deal, Locality Planning and Inclusive Growth and continuing to transform our services to ensure that we can maximise the impact of what we do with great efficiency.

Rather than seeing our measurement landscape as complete, we continue to address how we can better measure our performance and use the data more effectively to drive improvements, all with a determination to focus on performance management rather than solely on reporting.

Action	Progress
Identify relevant and robust measures	A significant amount of work has been done to ensure performance measures truly reflect the work of our teams as well as assessing whether they sit at the correct reporting levels. Irrelevant indicators have been deactivated making the process clearer and helping teams understand their current visibility. One substantial outcome has been the ability to view the directorate's performance on a single page with all PIs directly mapped to the directorate, council or SOA priority as appropriate. This information is being used at Senior Management meetings to demonstrate each team's visibility, increase engagement in the reporting process and drive performance. The introduction of the Senior Managers' Forum has created a real opportunity to discuss and explore cross directorate working. Major areas of work such as the Ayrshire Growth Deal and Locality Planning already involve a significant amount of cross-directorate working. The current LSS project covering Road Construction Consent is being led by Economy and Communities but also involves Place directorate. Already benefits are arising beyond those directly associated with LSS, as teams gain an understanding of colleagues' working practises while challenging their perceptions of each other. This is resulting in a very engaged project team.

#### Update on actions from last meeting

#### **Highlights**

Some of our major highlights this year include:



- The Launch of Locality Partnerships, with the first Locality Partnership meetings taking place in September 2016.
- Information and Culture undertook a successful consultation with customers and implemented reduced Library opening hours.
- Seventeen North Ayrshire residents completed Gold Duke of Edinburgh Awards, the highest honour within the challenge. Of this, fourteen were presented with the award by HRH The Earl of Wessex at Holyrood Palace in July.
- At 13 years old, Abby Kane took silver in the women's backstroke S13 at the Rio Paralympic Games. She is part of our Nurturing Excellence Programme (NEPS) and was two seconds under her previous personal best to gain the medal.
- Fellow NEPS athlete Erin Cuthbert gained her first full Scottish football cap at 17 years old playing in the UEFA Women's EURO Qualifying Groups Stage in June against Belarus. (Belarus 0-1 Scotland)
- The Queen's Award for Voluntary Service was awarded to the North Ayrshire Athletics Club. It is the highest honour that can be awarded to voluntary groups. The council and KA Leisure provide significant support to the club.
- North Ayrshire Table Tennis Club won the British League Division 1 Championship at Widnes in April.
- The Young People's Mental Health Toolkit is being developed and a CPP workstream has been established.
- 551 community groups have accessed support and guidance provided by Connected Communities since 1<sup>st</sup> April. This includes day to day support, engagement and encouragement.
- External funding has been secured for the Millport Conservation Area Regeneration Scheme (£1.5 million); Scottish Government Capital Grant funding for Quarry Road (£0.96 million); and Cabinet approval of £1.5 million of external funding for active travel projects from a range of external partners.
- Changes to Modern Apprentice programme have been implemented which include two weeks' pre-employment training for all recruits and employability support three months before contract end in order to help them secure permanent employment.
- Economic Growth have helped local businesses create 257 jobs since 1<sup>st</sup> April.
- North Ayrshire's third Employability Hub opened at Kilbirnie following the success of the hubs at Stevenston and Ardrossan. They offer dedicated workshops and training as well as a drop-in-service to help our residents develop skills to find employment. A supporting brand "Working North Ayrshire" has also been launched. Since June, 109 unemployed people have registered with our Employability Hubs.



- The first wedding has taken place at Saltcoats Town Hall following its £3.77 million refurbishment.
- The Planning Team have been shortlisted within The Scottish Awards for Quality in Planning for both Saltcoats Town Hall and a new house development at Auchengree.

- After several years of lobbying, NAC were successful in gaining Scottish Government approval to be one of five areas in Scotland to benefit from Vacant and Derelict Land Funding. The sum obtained for 2016/17 is £1.43 million.
- Infrastructure development at Montgomerie Park, Irvine is now complete.
- The tender has been issued for phase one works at Quarry Road, Irvine.



- The Ayrshire Growth Deal continues on schedule as following the submission of the prospectus in March, the Outline Business Case has been completed and was approved by Cabinet in September.
- The Economic Development and Regeneration Strategy was agreed by Cabinet in September and is due to be launched on 10<sup>th</sup> November.
- The Scottish Ladies Open Golf attracted 7,500 people over the three day event. Of this 64% were local, 23% from elsewhere in Scotland and 13% from out-with Scotland. It brought £267,327 into the area from an investment of £30,000.
- Economy and Communities has gained approval to explore the viability of delivering a range of services via an arms' length organisation.
- We have established our Tourism and Coastal Economy Team since 1st April.



- Modern Apprentices within Information and Culture were presented with the awards for Innovation and Overall Winner from the Ayrshire Chamber of Commerce as part of the Modern Apprentice Challenge 2016.
- 50 Modern Apprentices have been recruited in to Council posts.
- The Employee Engagement Forum continues to maintain a committed group of representatives from each team with a regular flow of suggestions received and acted upon.



- Protective Services' Building Standards Team have been presented with the award for National Building Standards Performance Excellence from Local Authority Building Standards Scotland.
- Trading Standards were key in securing a landmark ruling against a letting agency under the Tenancy Deposit Schemes (Scotland) Regulations 2011. The total value of deposits affected exceeded £23,000.
- Business Gateway and Early Stage Growth Services are being delivered from our new Bridgegate Office in the heart of Irvine. This marks a full year since the Business Gateway service was brought in-house. An open door event is planned for November.
- eBuilding Standards service was launched in August, providing an online method for applications for building warrants and associated submissions.
- The Dog Warden Facebook page is proving very effective, with 60 of the 85 dogs uplifted since its launch reunited with their owners. This includes a dog found in Ardrossan after going missing in Inverness last October. 49% of dogs brought to the Pound were reclaimed the same day as opposed to 37% for the same period last year.

Our key areas of focus in the coming months include:



- Securing the Ardrossan ferry service at Ardrossan Harbour
- Launching our refreshed Economic Development and Regeneration Strategy
- Agreeing priorities and developing the Locality Plans
- Social Impact Pledges and our response to the new Social Security System
- Violence Against Women partnership This is led by Place Directorate. Our Participation and Empowerment team will continue to make a significant contribution and are supporting the delivery of the action plan. Events for the 16 Days of Action Against Domestic Violence are almost finalised.



- Clyde Island Renaissance including local economic development plans will involve the Business Support and Development as well as Planning teams. Both our Connected Communities and Economic Growth Services are working together to ensure that economic growth benefits everyone in our communities.
- Continuing to develop plans for Hunterston in partnership with key stakeholders at EDF and PEEL.
- A number of significant openings such as The Portal and Townhouse as well as Garnock Campus are scheduled over the next six months.
- Progress build on phase 1 at Quarry Road and bring forward phase 2 proposals for consideration.
- Secure the purchase of i3 sites and progress their development.
- Present and seek approval for design proposals for Irvine High Street.



- The Inclusive Growth Pilot in partnership with the Scottish Government is due to be completed by March.
- Final stages of the wind-up of the Urban Regeneration Company will be completed by March 2017.
- Launching our Social Enterprise Strategy and putting in place £500,000 resources plan for its implementation.
- Planning for the Scottish Open Golf in 2017.
- With partners prepare and submit the AGD outline programme business case to government.



- Reaching our target of 85 apprentices recruited to the council this year.
- Exploring the viability of delivering a range of services via an arms' length organisation



- The national review of Trading Standards. The Local Development Plan 2 Main Issues Report (MIR) will be completed by early 2017.
- Lean Six Sigma process review of Roads Construction Consent. Put in place new resources for social enterprise development, international development and improved compliance.

**Our Priorities** 

## **Economy and Communities Directorate**

To be the best at what we do in Scotland

## Strategic Outcomes 2016-19



#### Ayrshire Growth Deal

The Ayrshire Growth Deal continues on schedule as following the submission of the prospectus in March, the Outline Business Case has been completed and was approved by Cabinet in September, with projects currently being developed. After proposals for investment in two sites within the Irvine Enterprise Area were approved by Cabinet in March, the construction contract has now been procured with completion envisaged by June 2017.

Development of the Ayrshire Growth Deal and the potential role of an economic delivery model is continuing. Major AGD projects include significant challenges around the Ardrossan ferry port as well as continuing to develop Team North Ayrshire, employability skills pipeline, tourism, Ardeer Peninsula and Marine Coastal Pathways.

North Ayrshire Council's Team North Ayrshire approach puts us in a strong position to be influencing and leading the change in terms of a joint economic approach. We continue to gather support, including from the private sector, supporting our aim that any future delivery will follow the NAC delivery model.

A number of coastal marine tourism projects are being advanced that have a specific focus around establishing Ayrshire as a 'destination' for local, national, international and feeder markets. This will, if successful, along with other Ayrshire Growth Deal projects be significant in supporting the placemaking approach.

#### Locality Planning

The first Locality Partnership meetings were held in the six localities in September 2016 and considered the priorities identified in the Place Standard reviews completed in May and June. This was considered alongside priorities highlighted in the Areas of Family Resilience. Work on identifying two or three priories for the Locality Plans will continue between September and the next meetings in December.

Several planning meetings took place to agree the content of the meetings and feedback from the meetings has been reviewed and action taken.

Each Locality Partnership is continuing to develop its priorities using a consistent approach while responding to the individuality of its locality. The work of the corporate LPWG continues to achieve this consistency and to ensure partners are informed and a focus is kept on the LP's core objective of addressing inequalities.

All localities have now held a young people's locality event.

In terms of the review and support of Community Councils, the stage 2 programme of awareness raising and training is nearing completion and arrangements are in place for the elections. The current Community Chairs are participating in the Locality Partnerships.

Further successful Participatory Budgeting (PB) events were held in the Garnock Valley, Arran and the North Coast. Plans are in place for a PB event in Irvine on 6th November. The Community Empowerment and Participation Team continue to work hard with community groups to encourage and facilitate a good spread of these applications and are also awaiting further Scottish Government guidance on this.

To support and develop community capacity, empowerment and leadership 26 Community Associations have been offered support to develop individual and group capacity. Negotiations for the introduction of a revised "Community Contract" have concluded, which will strengthen and improve the relationship between the Community Associations and our Community Planning Partners. By the end of November we will complete the elections for Community Councils which should become more inclusive as a result of 16 year olds becoming eligible for election. To compliment this work the Participation and Empowerment team have been holding Locality Planning Partnership awareness sessions.

Following the first asset transfer from North Ayrshire Council, work has commenced on the £2 million Fullarton Community Hub. The hub will make healthcare more accessible by including a health centre and new GP practice. Facilities for outdoor recreational space including multi-games area and community garden as well as a youth club and access to youth training will greatly benefit residents. During construction 17 jobs will be created. Once operational, seven job opportunities will be created as well as volunteering opportunities for over 100 local people. The Fullarton Community Hub is due to be completed in spring 2017 and is a really positive example of how asset transfers can bring real benefits to a community.

#### Young People

In order to continue to implement our Young People's Citizenship and Participation Strategy a further Joint Cabinet Meeting took place in Arran High School at the end of September. Over 90 young people attended and discussed mental health, school improvement and transport.

The Young People's Mental Health toolkit Consultation findings were presented to the CPP SMT in September. There was positive feedback and discussions are taking place with the Leader and the Education and Youth Employment Directorate to take this forward. A workstream has been developed to review the mental health of young people.

Further training on LGBTI awareness raising has been planned for the end of November for Elected Members.

#### Inclusive Growth

Work with the Scottish Government to create and pilot an inclusive growth diagnostic tool has included four Steering Group meetings being held and a list of constraints for North Ayrshire agreed. The stakeholder consultation will take place over the next quarter, with a view to completing the diagnostic tool by early 2017.

The Employability Pipeline is developing further, with a third Employability Hub opening in Kilbirnie supported by a new Management Information System to help track outcomes of the service. Over 50 Modern Apprentice positions have now been filled this financial year, with new pre-employment and pre-exit support programmes now implemented. Plans are already underway for next year's Modern Apprenticeship programme within Directorates. In addition, two new employability contracts have been let; ESOL for Syrian refugees and Health Case Management.

A Lottery Financial Inclusion tender will be submitted on 7th November and if successful activity will commence in February 2017. Research into cumulative impacts of welfare reform has now commenced and should be completed in Quarter 3.

The Social Enterprise Strategy has been approved with the official launch planned for 4th November. Following extensive consultation, input and testing of ideas with a range of organisations, the Social Enterprise Strategy sets out a strong vision which partners believe will increase the contribution of social enterprises to the social and economic fabric of North Ayrshire. There is great potential for the delivery of quality services as well as the creation of jobs, particularly for those from disadvantaged backgrounds.

Work continues across North Ayrshire to develop a series of physical regeneration projects at identified local geographies: the development of Quarry Road, Irvine; Irvine Public Realm; Largs Masterplan; Saltcoats shopfront improvements and Countess Street Public Realm.

#### Service Transformation

The Team North Ayrshire partners have agreed a number of workstreams to further enhance the support provision locally. These include: Mentoring; International; Leadership; Business Barometer; and section specific work. The development of the offer will continue and the objectives for 2016/17 remain on schedule.

Proposals for the future regeneration approach post Irvine Bay Regeneration Company are continuing to be discussed through regular IBRC Transition Group meetings chaired by the Chief Executive. This includes consideration of IBRC assets and their sale or transfer. Cabinet of December 2014 agreed to the purchase by North Ayrshire Council of five strategic assets from IBRC. These are being processed, with two already transferred to the council. A further Cabinet Report will be presented to Elected Members prior to the wind down of the IBRC on 31<sup>st</sup> March 2016.

Work on the Heritage Centre roof to ensure it is wind and water tight necessitated the collection to be carefully boxed up and moved to places of safety while the work is carried out. Some of the fragile archives were moved to Ayrshire Archives before work commenced in late September.

The restoration of the Townhouse has continued and preparations are being made with staff teams and digital resources for the opening in 2017.

The Portal is also progressing and the hoardings have come down so the new building is now very visible. Preparations for Armistice Sunday and access to the war memorial are being discussed with the Royal British Legion.

Following a successful consultation with customers, the new library opening hours were introduced in June. Customers are beginning to adjust to the new schedule with initial falls in visits already recovered. More issues took place during August and September than in the same period last year.

The Children and Families Outreach Service has nearly completed its transition into an information and advice service. Three employees have been redeployed to libraries and are now based at Greenwood Conference Centre. Six have transferred to other council services with some on a trial basis and three staff have left the council voluntarily. The pan-Ayrshire CARIS service is still based at Springvale Resource Centre with the Family Learning and Parenting Teams. All surplus materials have been redistributed to other council services and partners.

Significant work has been undertaken with the Ayrshire Industry Tourism Group (AITG). This had led to reorganisation based on a number of key themes, several of which have already been advanced by the AITG

in collaboration with East, South and North Ayrshire Councils through a pan-Ayrshire approach. NAC have specifically led on an approach to marketing and branding that is continuing to advance.

Recently appointed Active Schools coordinators have made an immediate impact since starting in August with new clubs for pupils staring in primary schools and secondary schools across the area.

The Active Communities Strategic Partnership held its first meeting at the end of September.

Cross-team working within the directorate is becoming much more common, being facilitated not only by Senior Managers but also at a team member level through the Employee Engagement Forum. Recent examples include the Tourism team exploring the possibility of supporting the account management of local tourism organisations with assistance from our Business Support and Development team. Meanwhile Environmental Health continue to highlight businesses that could require assistant to become compliant to the Business Support and Development Team. This follows similar business support activity undertaken by Trading Standards.

#### Best in Class – the 2020 challenge

Very positive progress has been made within this priority within all of our teams. Please also refer to our Highlights section on page 4.

Abby Kane, one of North Ayrshire's NEPS athletes, won silver at the Rio Paralympics aged only 13 years old. Not only did she beat her personal best by two seconds, she also set British Records during her events. Abby is one of over 100 talented local athletes across 24 sports in North Ayrshire.

Five local schools: Arran High School; Lamlash Primary School; Gateside Primary School; St Bridget's Primary School and St Luke's Primary School have achieved the Gold School of Sport Award from sportscotland in recognition of their level of promoting a high quality range of PE, sports and physical activity programmes in conjunction with the local community.

Three Arran High School pupils have been selected to participate in trails for the Scottish Rugby BT Sport Women's Academy Talent programme.

Creative Scotland has approved the Place Partnership proposals. The Creative Conversations with local groups and practitioners continues, with a range of visual and performance arts programmes for adults and children delivered throughout the summer at the Harbour Arts Centre.

Funding of £6000 has been received from the Scottish Government Public Library Improvement Fund for a SongBook project in libraries.

A new library management system went live at the beginning of July which is shared with six library services. It has been shortlisted for a GO Award.

Trading Standards played a key role in obtaining the first prosecution of a letting agency under the Tenancy Deposit Schemes (Scotland) Regulations 2011. The total value of deposits affected was over £23,000.

The Dog Warden Facebook page has resulted in a 12% increase on the number of dogs reunited with owners the same day compared to the same period last year.

eBuilding Standards was successfully delivered on time and subsequently signed off by Scottish Government. Staff were fully trained and stakeholders informed of the launch using various communications via email and social media. Online submissions with a value of work totalling nearly £2.4million have already been received through the portal since 24th August 2016.

Two Lean Six Sigma reviews within the directorate have made the school letting process and Pest Control process significantly more efficient.

#### **Essential Ingredients**

Participation in the council-wide Employee Engagement group setup to manage the Employee Engagement Survey continues. In addition, engagement is supported by the Economy and Communities Employee Engagement Forum, in which all teams are represented. A steady flow of suggestions are being dealt with and team new shared to encourage collaborative working. From October it is planned feedback from the forum will feature in the regular Senior Manager Meetings in addition to escalating any issues to the Director during Performance Update meetings.

The LED screens above each of the photocopiers at Cunninghame House continue to be updated regularly making the most of "down time" while waiting on print jobs. This can be seen as an indicator of staff engagement as teams provide the information which is then also used to inform Directorate Away Days, performance reports and will in future feed regular newsletters and news page on Connects.

An action plan for projects to be undertaken across the directorate using the Lean Six Sigma training has been developed and is currently with Heads of Service to review. This details the outcomes of the Pest Control and School Letting LSS projects with a new LSS project, Roads Planning Consent, commencing in late October lead by Economy and Communities and extending into Place. In addition, a new cohort of staff training is being planned.

Economy and Communities is leading on the council-wide stakeholder review, closely supported by our colleagues in Democratic Services.

The development of the external funding strategy is progressing and was presented to the ELT on Tuesday 12th October. Work has included 1-2-1 meetings with Directors and Heads of Service. The scope of the study may increase.

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

Priority	No of Indicators	0	$\triangle$	0	2	?
Ayrshire Growth Deal	0 (Progress against actions measured. All actions are on target, with 3 currently exceeding target.)					
Locality Planning	3	2				1 (CC_0 3)
Inclusive Growth	5	3		2 (EG_20 and SP_DE_ A03)		
Service Transformation	10 (Of which 5 are annual, so status is not included in this table)	4				1
Best in Class – The 2020 Challenge	14 (Of which 9 are annual, so status is not included in this table)	3		1 (SP_ES _P_A13)		1
Essential Ingredients	3 (Of which 2 are annual, so status is not included in this table)			1 (EC_03)		

### Directorate Plan Indicators – Red and Amber Status

Description	Q2 2015/16 Status	Q2 2016/17 Status	Current Value	Current Target	Latest Note
EG_20 Number of unemployed people registered with employability hubs	New PI for 2016/17	•	109	225	This is the first quarter that the recording mechanism for this PI has been in place (YETI).
SP_DE_A03 Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	Annual PI during 2015/16. Due to a gap in funding from the ESF setting a target for that year was not possible.		155	191	Funding for these programmes had yet to be confirmed during the first half of this year, leading to fewer clients entering employment. It is envisaged that numbers will recover to expected levels by year end.
--	---	---	-------	-------	---
SP_ES_P_A13 Number of participants accessing Connected Communities youth programmes – Youth Work	<b></b>	•	4,747	5,000	This is a seasonal drop in figures due to groups not meeting during the summer months.
EC_03 Sickness absence days per employee (Economy and Communities Directorate) per FTE	n/a	•	0.59	0.55	The YTD figure for Days Lost per FTE for end of Sept is 2.69, below the YTD target of 3.30.

Council Plan	No of Indicators	<ul> <li>Image: A start of the start of</li></ul>		<u>~</u>	?
Growing our economy, increasing employment and regenerating towns	10 (Of which, 6 are annual so status not included in this table)	1			3
Working together to develop stronger communities	7 (Of which, 2 are annual so status not included in this table	3			2
Ensuring people have the right skills for learning, life and work	1	1			
Supporting all of our people to stay safe, healthy and active	0				
Protecting and enhancing the environment for future generations	0				

# Council Plan Indicators – Red and Amber Status

Economy and Communities has no PIs with a red or amber status within the Council Plan.

### **Financial Performance**

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

### Revenue

# Economic Growth Planning and Protective Services

Movement - There is a movement of £0.064m from Period 4 Cabinet report mainly due to a projected shortfall in Planning application fees income £0.050m.

Planning - Other Supplies and Services: The projected underspend of £23,000 is partly due to a delay in the recruitment of a Strategic Planning Manager following a recent scheme of delegation report. Additional underspends are due to the cyclical nature of the Local Development Plan.

Planning - Planning Application Fees income - there is a projected shortfall of £50,000 based on the fact that applications from individual households are comparable to previous years however the number of large scale applications are down.

A projected overspend of £9,000 is due to other minor variances

### **Economic Development**

Movement - There is a movement of £0.090m from Period 4 Cabinet report mainly due to an increase in projected underspend in Employability projects (£0.098m) and an overspend in modern Apprentices (£0.196m).

Employee Costs - The projected underspend of £0.174m is due to vacancies following a restructure.

Employability - Other Agencies and Bodies: The £0.182m underspend relates to various projects. The underspend includes £0.148m which is matched to a 3/4year ESF project with spend increasing as more services are rolled out and more people take up the support that is available. Full spend is planned over the project period and it is requested is earmarked for future years ESF match. Approval was given at Period 4 to earmark £0.084m for future match funding of ESF projects and it is requested that an additional £0.064m is earmarked for this purpose.

Modern Apprentices - Estimated costs are showing an overspend of £0.196m. This is due to the age profile of apprentices being higher than expected which means the hourly rates are higher. There are also more apprentices on longer contracts than previously anticipated.

A projected underspend of £16,000 is due to other minor variances

### **Connected Communities**

Movement - There is a movement of £0.046m from Period 4 Cabinet report as a result of employee costs.

Employee Costs - There is an underspend in a range of services including Children's Services (£0.053m) and Active Communities (£0.079m) some of which is the early realisation of future year savings. This is potentially offset by an overspend in Libraries of £0.142 which includes redundancy costs of £0.223m.

Payment to other Bodies – There is a projected underspend of £27,000 consisting of Participatory Budgeting  $\pounds$ 20,000 underspend from Big Lottery funding - it is requested that these funds are carried forward into 17/18 to be used for next round of events.

Income – There is a projected overspend of £52,000. Within Active Schools Sportscotland will clawback an underspend in grant from 15/16 in 16/17 which will result in a reduction in income of £0.038m.

An projected overspend of £1000 is due to other minor variances

### Capital

There is a projected year end overspend for Regeneration of £17,936 which relates to Millport Field Centre. An additional grant claim to cover this will be made once a completion certificate is in place.

There is an anticipated projected year end overspend of £0.306m for Sports and Activity which relates to Irvine Leisure Centre.

## **Employees**

### Sickness Data

Data on performance is attached as Appendix 2.

The Year to Date figure at September 2016 is 2.69 days lost per FTE which is currently below the year to date target of 3.30. Our performance of compares very favorably with the same reporting period last year which showed performance at 4.49 days lost per FTE.

### **Employee Engagement Survey Actions**

### **Council-wide Actions**

### Implementation of PPD

This was not identified as an area for improvement at directorate level, but was highlighted within our Economic Growth Service as well as council-wide.

The Employee Engagement Forum debated PPD implementation and found a great number of PPDs take place at the end of the financial year, competing with other priorities. This has led to a perception of ineffectiveness as well as impacting on workload. Work is ongoing to highlight that PPDs can be carried out throughout the year encouraging managers to programme the timetable more effectively. Care is taken to ensure all staff undertaking PPDs are trained.

Team work plans to ensure staff know how their role contributes to the bigger picture have been introduced in at least one team. This will be monitored to see if any best practice can be shared.

### **Development Opportunities**

This was not identified as an area for improvement at directorate level, but our teams continue to promote training for staff and organise / implement team building away days.

Within our Planning Team a programme is in development where staff research and present on a wide range of planning topics to share and build capacity and knowledge. Our Employability and Skills Team are being encouraged to think more creatively about development opportunities rather than formal training courses. Within the Library Service a working group has been set up to oversee a training needs analysis and training programme and opportunities will be offered to the whole Information and Culture team where appropriate. Community Facilities manage a training log incorporating in-house and corporate training which is frequently reviewed to identify gaps and potential opportunities for further development.

### Workload

This was not identified as an area for improvement at directorate level, but was highlighted as an issue within some teams and council-wide so is actively managed by all.

In a number of our teams a negative response in this area was due to restructuring during the survey period with a number of vacant posts that have now been filled.

Employability and Skills have developed a team work plan that is reviewed at monthly team meetings, giving staff an opportunity to highlight issues.

Regeneration have regular one to one meetings with their managers to address workload issues and receive guidance on how to prioritise tasks.

Within Information and Culture staff are aware that there is an increasing workload for most employees and encouraged to ask managers for additional support for those who are finding it difficult. Referrals for counselling are decreasing.

Community Facilities ensure workload is on the agenda at weekly meetings to ensure a continuing team approach to managing workload and projects.

Within Business Development managers have spent time looking at diary management as well as undertaking time management training.

#### Communications

Although no historical data for the directorate exists, improving communications was highlighted as an area that has greatly improved most for both our Connected Communities and Economic Growth Services since 2014 (an increase of approximately 35% for each service). We continue to actively manage communications through regular team meetings and staff development / away days at team and directorate level.

Social Media is used to promote Planning Service activity externally (and therefore also reach many of our officers). Regular one to one and team meetings are used throughout our directorate.

Information and Culture, many of whose staff are based outwith Cunninghame House, issue a weekly roundup of news. Additional communication requests, such as regular information on transferring services to an arms-length organisation, are encouraged, with the Senior Manager agreeing to include information in the weekly round-up and drop in for discussions to keep staff informed.

The Employee Engagement Forum with supporting suggestion box and dedicated email accounts gives staff an opportunity to suggest improvements and raise concerns with actions raised where appropriate. Relevant issues are highlighted to the Director. Feedback on suggestions is provided via LED screens.

Within Cunninghame House LED screens above the main printers provide regular updates and general information on the directorate and make good use of "down time" when waiting for secureprint jobs to complete. Information on these screens will be made available to those out with Cunninghame House although the best methods for doing this is still being discussed.

A directorate emailing list has been established with lists for each service due to be completed shortly. 20

### Recognition

This was not identified as an issue at directorate or service level, but is constantly managed. Staff regularly receive recognition of achievements at team meetings, via email or team newsletter when milestones are achieved. Staff are encouraged to recognise and highlight the efforts of others. External and internal awards are used to highlight the excellent work of our teams to a wider audience. We have currently two projects shortlisted for the Scottish Awards for Quality in Planning 2016, with nominations for the Herald Society Awards, Go Awards and LGJ Awards submitted.

### **Management Skills**

This was not identified as an issue at directorate or service level, but is constantly managed. Within one of our teams, two managers attended Managing Stress Team in light of a stress related issue.

Effective recruitment is increasing the skills within the Planning team where one of the main methods of development is sharing skills through development events.

A number of staff are developing stronger management skills though the Leadership Academy by undertaking the High Impact Leadership programme and ILM as part of the council's Learning and Development Programme. Additionally there is participation in a number of national leadership roles across the Information and Culture team such as the National Football Museum, VOCAL, Reader Development Network, Digital Champions and Scottish Consortium of Public Libraries.

### **Directorate Specific Actions**

### Working Environment (particularly at Cunninghame House)

An action to bring in expertise to look at how working practises can be developed has been put on hold as a similar council-wide initiative covering a similar area is being looked into.

Flexible working, including working from home when appropriate, is encouraged by a number of our teams.

Some of the concerns about the open-plan working environment have been identified as relating to noise, interruptions, storage and desk space to examine large printouts such as plans.

#### Participating in back to the floor

The Director of Economy and Communities participated in a back to the floor opportunity with KA Leisure and our Heads of Service have also taken part with the Regeneration team and Cranberry Moss Community Centre. It is planned the Director will attend some team meetings with a proposal to begin with the Employee Engagement Forum.

Senior Manager for Information and Culture participated in work shadowing with the Criminal Justice Service and Health Improvement Team and found it very helpful.

Business Development host quarterly meetings with the Chief Executive, where she meets some of the Team North Ayrshire businesses.

### **Developing Employee Engagement Forum**

The Employee Engagement Forum has resumed after its summer break with new members from across the directorate taking part. Positive feedback has been received on the value and effectiveness of sharing information between teams. A steady flow of suggestions has been received and resulting actions assigned to members of the forum. Feedback from all forum members is encouraged to allow it to develop further. Once newer members have participated in more forum meetings a development event will re-establish the key priorities of the forum.

#### **Building our profile on Connects**

Community Facilities have recently improved content and awareness of their service / products. No further action has been taken at the moment.

#### **Finalising a directorate Communications Plan**

The Economy and Communities Communication Plan is still in draft format. A directorate emailing list has been established with Service lists due to be completed shortly. An organisational chart for the directorate is under construction that will give a better understanding of the layout of all of our teams and help establish the best methods of communicating with them.

### **Employee Stress Survey**

The results from the recent Economy and Communities Stress Survey are positive with a stress index of 70% (very good). The number of recipients included the Modern Apprentices based throughout North Ayrshire Council which is likely to have affected the overall response rate of 34%.

Areas for improvement include many of our employees having to work very intensively (63% of respondents) and having to work very fast (60%) to complete their tasks. Other areas include having to neglect some tasks due to workload (50%) and having demands from different groups (48%).

Areas of strength include not being pressurised into working long hours (57% of respondents agreed) and being able to take sufficient breaks (56%).

In terms of control over how employees carry out their work, the average score in all areas was positive ranging from 62-83%. Our employees generally feel very supported at work, with the average score in all areas ranging from 68-78%.

The working relationships of our employees is positive with an average score of 66-84% in all sections. For employee's roles, there is a good understanding of job function, tasks and responsibilities as it scored an average of 82-87% in all sections.

For change, the average score for respondents being able to question managers about change at work was positive at 68%, however consultation and an understanding of how changes will work out in practise each scored lower with an average score of 58% and 60% respectively.

Overall the feedback was positive, with employees rating their experience of working for the council at 7 out of 10.

### **Complaints**

Data on performance is attached at Appendix 3.

The percentage of Stage 1 complaints handled on time was 78.6%, falling just below the national target of 80%. The number of Stage 1 complaints remained constant at 14 complaints for both the first half of this year and the same period last year.

The percentage of Stage 2 complaints handled on time also fell below the national target of 85% as only 80% were handled on time. The number of Stage 2 complaints fell slightly from five during the first half of last year compared to four this year.

### **Compliments**

Economy and Communities have received 20 compliments during for the first 6 months of 2016/17 for areas ranging from planning applications to sharing our knowledge as we lead the way on initiatives such as the roll-out of Appiness and from the unrelenting professionalism of our teams through to 'Owl Magic' events!

There are strong suspicions that some of our teams are too modest to log compliment data, so it is likely this section only represents a small sample of the work Economy and Communities do. However, work is ongoing with teams to rectify this.

Some extracts are below:

"A big thank you to Graeme Scougall and his Economic Growth team at North Ayrshire Council. CCL received our bike maintenance kit as part of the Council's Travel Smart Project. ...they are absolutely delighted. An absolutely fantastic idea!! "

"On behalf of the Digital Participation team I'd like to thank you for taking the time to come and speak at our event in Saltcoats. We've received some good feedback from the day, and everyone seemed really engaged with what you had to say. In particular, my colleagues have mentioned that it was great to hear about the buddy scheme." – Digital Public Services and Business Transformation Division

"I would like to thank you and all your (Greenwood Conference Centre) staff (including Caroline, Elaine and the girls from the kitchen) for all the help and assistance you all gave to make the evening such a success.

The food was lovely, and lived up to recommendations. The staff even had the additional disabled spaces coned off.

It must have been a late night for Caroline and Elaine but they were their usual cheerful, helpful selves. Nothing is too much trouble for them so please pass on our thanks."

"A very satisfied customer, got a wasp nest at her house dealt with today by Bert Wason who, according to the caller, went above and beyond what was required and was very pleasant."

"Fab wee morning at Kilwinning library for owl magic well turned out event the kids and adults lol all seemed to have a great time- thanks to the guy (sorry don't know his name) running it today he was fantastic with the kids - hoping many more of these events keep up the good work !!!!" - 'Wow' reaction and comment via Facebook:

"I was hugely impressed by the confident articulate manner in which the Modern Apprentices presented to our group of head teachers. They are clearly very knowledgeable and their research and work have obviously paid off." – Head Teacher. (These same Modern Apprentices went on to win two awards from the Ayrshire Chamber of Commerce for their Betsy Miller project.)

### MSP and Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs, MPS and MEPs. The percentage of Stage 1 Member Requests completed on time has risen to 97% compared to 92% for the same period last year. Stage 2 Member Requests and MSP/MP and MEP Requests have all been handled on time, maintaining the level of performance seen this time last year.

The average number of days to close a Stage 1 Member Request has decreased slightly from 2.8 to 2.7 days, with Stage 2 increasing from 17 to 19 days compared to the same period last year, however there was only one Stage 2 Request processed.

The average number of days for an MSP/MP/MEP Request has reduced significantly from 17 in the same period last year, to 2.8 days in the first half of this year.

Data is included in Appendix 4.

## **Transformation Projects**

Community Facilities undertook an "informal" Lean Six Sigma review of the school letting process in that the process was undertaken without the knowledge of the Change Team. This resulted in saving 178.5 staff hours, 3496 sheets of A4 paper while reducing processing time for external and internal lettings by 2.5 and 6.5 minutes respectively and achieving a financial saving of £3,143.60.

The Pest Control Service were the focus of a Kaizen Blitz, where improvements had to be identified within 5 days. They managed to remove 20 steps from a 54 step process, 27.5 days per annum from the administrative process, reduced 'no charge' visits to 18% and identified long term improvements which could release another 12 working days per annum.

Economy and Communities are leading on their first full Lean Six Sigma project with the focus on Road Construction Consents. This ambitious project spans two directorates (Economy and Communities as well as Place) and involves a large number of subject matter experts from each.

## **External Evaluations**

External Audit undertook a review of two of the directorate's performance indicators in September, one from each service. For both of these indicators they were satisfied that robust processes were in place and no follow-up meeting was required.

The Planning Performance Framework was submitted to the Scottish Government in July for review with results due during Quarter 3.

## Revenue Expenditure

	Annual Budget £000	Final Year End Outturn £000	Annual Variance Adverse or (Favourable) £000	% Variance
Management	671	677	6	0%
Economic Growth				
Planning & Protective Services	1,547	1,583	36	2%
Economic Development	6,419	6,243	(176)	-3%
Connected Communities	15,186	15.061	(125)	-1%
Sub Total	23,823	23,564	(259)	-1%
Less carry forward		168	168	
Total	23,823	23,732	(91)	0%

## **Capital Expenditure**

	Budget	Actual	Projected	Projected
	2016-17	Expenditure	Expenditure	over / under
		to 30th	to 31 Mar	spend
		Sept 2016	2017	for 16-17
Regeneration	8,465,673	878,643	8,483,609	17,936
Strategic Planning & Infrastructure	3,569,250	314,203	3,569,250	0
Sports & Activity	8,326,451	5,062,688	8,632,775	306,324
Information & Culture	521,649	44,761	521,649	0
Total Economy & Communities	20,883,023	6,300,295	21,207,283	324,260

For an explanation of these figures please refer to page 18

# Appendix 2 – Employee Sickness Absence

	As at 30 <sup>th</sup>	September	2016		As at 30 <sup>th</sup>	As at 30 <sup>th</sup> September 2015				
Days lost per FTE	FTE*	YTD	YTD target	Variance	FTE**	YTD	YTD target	Variance		
Arran Outdoor Centre	11.62	0.95	3.30	-2.35	13.08	13.37	3.30	10.07		
Business Support & Development	17.00	5.37	3.30	2.07	12.00	0.33	3.30	-2.97		
Community Development	46.79	2.87	3.30	-0.43	49.49	5.14	3.30	1.84		
Community Facilities	47.37	4.60	3.30	1.30	42.67	4.70	3.30	1.40		
Eglinton Park	10.20	6.29	3.30	2.99	9.50	0.00	3.30	-3.30		
Employability and Skills***	13.60	1.53	3.30	-1.77	112.74	2.96	3.30	-0.34		
Information and Culture	75.42	1.44	3.30	-1.86	92.34	6.99	3.30	3.69		
Planning	17.43	1.01	3.30	-2.29	18.43	2.04	3.30	-1.26		
Protective Services	35.04	1.03	3.30	-2.27	35.10	0.37	3.30	-2.93		
Regeneration	7.00	9.25	3.30	5.95	8.60	14.07	3.30	10.77		
Economy and Communities	281.47	2.69	3.30	-0.61	393.95	4.49	3.30	1.19		

\*FTE as at end of September 2016

\*\*FTE as at end of September 2015

\*\*\*Employability and Skills figures contain all the Modern Apprentices employed across the council. Figures from "MA Summary Sept 16" report and subject to change.

# Appendix 3 – Complaints

Stage 1 Complaints 2016/17 (YTD)											
	3	0 Septemb	er 2016 (Y <sup>.</sup>	TD)	3	0 Septemb	er 2015 (Y	TD)			
Service	Volume	% handled on time	National Target	Average days to complete (target: 5 working days)	Volume	% handled on time	National Target	Average days to complete (target: 5 working days)			
Community Facilities	4	75%	80%	4.2	2	100%	80%	2.5			
Community Learning & Development	1	0%	80%	24	1	0%	80%	19			
Information and Culture (Libraries)	2	100%	80%	1.5	0	-	80%	-			
Planning	0	-	80%	-	2	100%	80%	3			
Protective Services	6	100%	80%	3	9	100%	80%	2.9			
Sports & Activity	1	0%	80%	8	0	-	80%	-			
Economy and Communities Directorate	14	78.6%	80%	5	14	92.8%	80%	4			

Stage 2 Compla	Stage 2 Complaints 2016/17 (YTD)											
	3	0 Septemb	er 2016 (Y	TD)	30 September 2015 (YTD)							
Service	Volume	% handled on time	National Target	Average days to complete (target: 20 working days)	days to omplete % (target: Volume handled 20 on time vorking		National Target	Average days to complete (target: 20 working days)				
Community Facilities	1	100%	85%	3	0							
Community Learning & Development	1	100%	85%	10	0							
Planning	1	100%	85%	1	2	50%	85%	17.5				
Protective Services	2	50%	85%	12.5	2	100%	85%	11				
Economy and Communities Directorate	5	80%	85%	7.8	4	75%	85%	14.2				

# Appendix 4 – MSP and Member Requests

# Member Requests

	Stage 1 September 2016 (YTD)					-	September (YTD)	Stage 2 September 2016 (YTD)						Stage 2 September 2015 (YTD)																																		
Team	No. of requests closed	No. closed on time	% closed on time	% closed on time for Dir.	Avg no. of days to resolve	Total avg no. of days to resolve for Dir.	% closed on time for Directorate	Total avg no. of days to resolve for Directorate	No. of requests closed	No. closed on time	% closed on time	% closed on time for Dir.	Avg no. of days to resolve	Total avg no. of days to resolve for Dir.	% closed on time for Dir.	Total avg no. of days to resolve for Dir																																
Business Development	1	1	100%		3				1	1	100%		19																																			
Community Learning and Development	1	1	100%		1										n/a	n/a	n/a		n/a																													
Planning	9	8	89%	97%	2.4	2.7	020/	000/	n/a	n/a	n/a	1000/	n/a	10	1000/	17																																
Protective Services	24	24	100%	91%	2.7	2.7	92%	2.8	n/a	n/a	n/a	100%	n/a	19	100%	17																																
Regeneration	1	1	100%		2																																				n/a	n/a	n/a		n/a			
Strategic Planning and Infrastructure	2	2	100%		5				n/a	n/a	n/a		n/a																																			

31

# MSP/MP/MEP Requests

	September 2016	September 2015 (YTD)						
Department	No. of requests handled	No. close on time	% closed on time	% closed on time for Directorate	Average no. of days to resolve	Total Average no. of days to resolve for Directorate	% closed on time for Directorate	Total Average no. of days to resolve for Directorate
Protective Services	3	1	100%	100%	3.3	2.8	4000/	17
Planning	3	1	100%	100%	1	2.0	100%	17

**Place Directorate** 

Q2 Performance Review

2016/17

For more information contact: Craig Hatton, Director of Place <u>chatton@north-ayrshire.gov.uk</u> 01294 324312



Focus. Passion. Inspiration.

# **Contents**

Welcome
Update on actions from last meeting
Areas for Further Development
Our Priorities
Directorate of Place - Priorities for 2016/17 and Performance Indicators
Helping all of our people to stay safe, healthy and active8
Protecting and enhancing the environment for future generations
Underpinning the delivery of our strategic priorities12
Directorate Plan Performance Indicator Summary14
LGBF Indicators Summary14
Council Plan Indicators Summary14
Financial Performance15
Employees16
Sickness Data
Other Employee Information16
Stress Risk Assessment
Wellbeing Wednesdays16
Compliments, Complaints and Member Requests17
Transformation Projects
Physical Environment19
Commercial Services
External Evaluations
Physical Environment21
Commercial Services
Appendix 1 - Financial Performance
Appendix 2 - Employee Sickness Data
Appendix 3 – Compliments, Complaints & Elected Member Requests25

## Welcome

.....

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

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

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

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

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

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

Action	Progress
Reflect internal partnership working more in future reports	Internal partnership working will become a standard process for all future reporting.
Consider Venn diagram to demonstrate links with other Directorates	Diagram has been developed.
Consider a further 'Best in class' exercise	The 14/15 LGBF data/APSE benchmarking information and Scottish Housing Network statistics have been analysed to identify best comparable performance. Individual Services have visited a number of Council's to ascertain learning for inclusion in Service Plans and Transformation Projects. Examples include development of a new repairs policy, revisions to asset management plans.
ELT paper on commercialisation	Commercialisation paper was submitted and presented to ELT on 22 June 2016.
Share with ELT Engagement Framework	To capture and share engagement methods we have developing a Communication and Engagement framework that sets down our current practices to ensure consistency throughout the Directorate and improve our engagement levels. The framework is currently being reviewed to reflect findings of the employee engagement and stress surveys.

# Update on actions from last meeting

# Highlights

Major highlights within the Directorate during the first six months 2016/17 include:-

The first six months of this year have seen us put forward submissions for a number of internal and external awards including LACA Awards for excellence, APSE Annual Service Awards, Saltire Society Housing Design Awards and our internal award scheme North Ayrshire Achieves:

- > Accreditation 2
- Certificate of Recognition 1
- > Winner 6
- Silver award winner 1
- > Finalist 9
- Highly Commended 1
- > Awaiting outcome 17

These submissions reflect the great work being undertaken, in delivering new and changed services, compared to other Councils across the UK.

Some of our major highlights this year include:-



- > Through the Environmental Enforcement Pilot 287 Fixed Penalty Notices have been issued.
- Community Litter Policy Initiatives have increased to involve a large number of local groups, schools and businesses. A lunchtime workshop has also been held to recognise the important work of volunteers and develop ideas for improvement
- The out of school term meal initiative has continued to grow and include local community initiatives for delivery, rather that schools. In the first 6 months this year we served 10,980 meals.
- > We have continued to re-settle families as part of the Syrian Refugee Programme. To date 53 people have been welcomed as part of this programme.
- Our approach to Tenant Participation & Involvement in the management & development of Council Housing has been recognised as sector leading.
- > Work with local communities has enabled the development and implementation of actions to address coastal erosion of Brodick and Lamlash.
- > Through the Welfare Reform Advice Team minimised the impact of reforms upon rent collection.



- Continued delivery of the Council's capital programme. In the first 6 months of the year the following projects have been completed:-
  - > Professional Learning Academy to Auchenharvie Academy.
  - Phases 3&4 refurbishment of Cunninghame House enabling the closure of Montgomerie House and Perceton House.
  - > Additional classrooms at Castlepark Primary School.
  - > A new record store following the closure of Perceton House.
  - > An Employability Hub at Kilbirnie Library.

- Successfully delivered the Roads Maintenance Plan that has enabled the repair of 24km of roads in the first 6 months of the year.
- Development of concept designs for the Millport Flood Protection Scheme to enable public consultation.
- Through funding provided by Zero Waste Scotland the implementation of improvement works to Arran Waste Transfer Station.
- Commenced construction of the Largs Campus development following formal signing of the DBFM contract.
- Extended the number of large Council buildings benefiting from Renewable Energy through PV panels and/or biomass to 29.
- Early delivery of the Council's Climate Change and Environmental Sustainability Strategy which has realised a 10% reduction in CO<sub>2</sub> emissions. Work has commenced on a new plan for 2017-2020.



- The partnership with Cunninghame Furniture Recycling Company has resulted in 511 donations of furniture which has diverted 57 tonnes of material from landfill and provides 16 training and employment opportunities.
- Following contract award, entered into new inter-authority agreement with 4 Councils to complete this development and manage the contract for the treatment of residual waste. The agreement also allows the partnership to explore other areas of collaboration in waste management.
- Continued to work with SFT to procure large scale capital projects including Largs & Garnock campuses and the exploration of other opportunities including house building.
- Through the Violence Against Woman partnership continued to reduce incidents of domestic abuse of a rate greater than the Scottish Average.



- Continued implementation of the Roads Improvement Plan that has enabled increased roads maintenance within the same budget.
- Continued review of end to end processes for housing repairs. This work has enabled the implementation of a new repair policy.
- The development of a framework to support an 'Enterprising Council' that can secure external work and income streams. Facilities Management have subsequently increased the amount of catering work provided to external functions e.g. events at Saltcoats Town Hall.
- Developed a new operational model for managing the Industrial Property Portfolio which once implemented will deliver increased occupancy and rental income whilst offering improved premises for local businesses.
- Formally agreed to sign the national charter for Household Recycling in Scotland with Government and commenced a review of waste management to align our service with the principles of the charter.
- Combined development of initiatives to deliver agreed budget savings, including Public Conveniences, Building Cleaning, Play Parks, Streetscene Maintenance, Property Investment and Cashless Catering in schools.
- > Benchmarking through the Scottish Housing Network has confirmed our position as high performing/high value thus maintaining our sector leading performance.



- Continued roll-out of 'Well-being Wednesdays' which has contributed to maintaining low levels of sickness absence. In the current year 279 employees have received Flu Inoculations.
- A programme of staff briefings, led by the Director, to advise staff of developments and ambitions of the Council and the Directorate and to hear their views on their working environment and areas for improvement. Through these sessions a review of workwear has been undertaken.
- Developed with HR a revised PPD process for the direct workforce in response to feedback from the employee engagement survey.
- > Retained Investors in People Gold Accreditation for Housing Services.
- Analysis of the stress survey has identified a stress index of 69% for the Directorate which equates to very good.

## **Areas for Further Development**

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



- Continue to reduce customer complaints and to respond to enquiries in a timely manner. Full update on page 17.
- > Improve staff engagement. Full update on page 16.
- > Improve satisfaction within our Roads Service. Full update on page 21.
- > Strengthen the management of our commercial property portfolio. Full update on page 13.
- > Continue to reduce cost while improving levels of satisfaction.

# **Our Priorities**

Our key priorities for the next three years are:

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

# **Place Directorate**

To improve the lives of North Ayrshire people and develop stronger communities

# **Strategic Priorities 2016-19**

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

Protecting and enhancing the environment for future generations

# **Service Priorities 2016-19**



# **Directorate of Place - Priorities for 2016/17 and Performance Indicators**

This section provides a summary of progress against the Directorate's identified priorities and Council's priorities for 2016/17.

# Helping all of our people to stay safe, healthy and active

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

- Partnership Meetings continue to be held with the DWP on emerging issues around the roll out of Universal Credit and the reduction in the Benefit Cap, which has now been introduced.
- A new tenant visit pilot scheme involving the Welfare Reform Advice Team (WRAT) commenced on 1 September 2016 in the Stevenston Area. The pilot aims to prevent rent arrears and offer advice and assistance in relation to welfare reforms, financial inclusion and welfare rights.
- > WRAT is working in partnership with the local Credit Union to promote a Christmas and Summer Savings Campaign, highlighting the benefit of these schemes and, with the removal of the non-charging fortnights, prevent arrears accruing at these times.
- Advice Sessions are now run in all three Employability Hubs, the Solace Cafe, and Care & Share in Irvine. The WRAT Team continues to be promoted through Facebook and Tenancy Matters, and through contact with tenants.
- The Team are carrying out proactive visits in relation to forthcoming welfare reforms, including Universal Credit, PIP and the Benefit Cap, and to new Universal Credit claimants.
- > WRAT continues to be instrumental in minimising the impact of welfare reform on the HRA. The Council continues to perform well above the Scottish average in relation to gross rent as a percentage of rent due (ARC 15/16 Scottish Average 5.26%, North Ayrshire 3.23%, and ranked 3rd in Scotland).

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

The Ayrshire Local Flood Risk Management Plan (LFRMP) has been approved and will be implemented over the period 2016 to 2022.

Two major schemes in the plan are now in progress. The formal notification stage has been completed for the Upper Garnock Flood Protection Scheme but objections have been encountered that are delaying the project. The Preliminary design of the Millport Coastal Flood Protection scheme has begun and the stakeholder consultation process is underway.

A number of flood studies are underway as detailed in the LFRMP, with Keppenburn, Fairlie nearing completion. These studies will inform the next LFRMP, which will be developed during the period of the current plan.

# Complete & commence implementation of the Local Housing Strategy in partnership with key stakeholders

- Work has commenced on the Local Housing Strategy (LHS). An independent consultant has undertaken the HNDA on behalf of North Ayrshire.
- Significant consultation has been undertaken to date, and a summer engagement programme has been concluded. Topic papers are now being prepared in order to publish for further feedback.

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

National Guidance was produced by Scottish Government and Local Authority reps in February 2016. North Ayrshire Council has concluded the final draft of their localised procedures. Our procedures will be reviewed with the Service Co-ordinator from Scotland's Housing Network in conjunction with the South West of Scotland Housing Options Hub on 4th October 2016.

## Continue to implement the Strategic Housing Investment Plan (SHIP)

## NAC projects

As at March 2016, 253 new units had been completed. A further 24 units will be completed by end of 2016/17.

Current projects on-site:

- Montgomery Ct, Kilbirnie: (7 sheltered and 5 amenity bungalows) expected completion November/December 2016.
- > Fencedyke, Irvine: 35 units (general needs, amenity and wheelchair housing) 12 units expected to complete March 2017.
- Robert W Service Ct, Kilwinning: 23 units (sheltered housing refurbishment) expected completion November/December 2016.

Future projects:

- > Canal Court, Saltcoats : 36 units (sheltered)
- > Glencairn House, Stevenston: 28 units (sheltered housing)

## **RSL Projects**

As at March 2016, 304 new units had been completed. A further 11 units will be completed by end of 2016/17.

Completed Projects:

> CHA - Seamore Street, Largs: (11 units) completed on 25/10/2016

Current projects on-site:

> CHA - Ardrossan Harbour: (70 units) expected completion November 2017.

Future Projects:

- > CHA Sharhill, Saltcoats phase 3: (28 units) expected completion March 2019
- > CHA Stanley Road, Ardrossan: (28 units) expected completion March 2018
- > CHA New Street, Stevenston: (10 units) expected completion March 2018
- > CHA Corsehillhead, Kilwinning: (55 units) expected completion March 2019
- > IHA Tarryholme, Irvine phase 1: (86 units) expected completion February 2019
- > IHA Tarryholme, Irvine phase 2: (109 units) expected completion March 2021

# Protecting and enhancing the environment for future generations

# Refresh and Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017

Good progress continues to be made in implementation of the Environmental Sustainability & Climate Change Strategy. Service highlights from the year to date include:

- Reduction in CO2 emissions from 55,000 to 50,709.
- The extension of the solar photovoltaic panel and biomass initiative, which will bring the total number of Council installations from 24 to 29.
- Ongoing installation of external wall insulation improvements to housing stock, with a total of 360 properties targeted this financial year. 115 have been completed to date.
- Wide ranging proposals for further energy efficiency measures, including a new 'Energy Challenge' for five primary schools to reduce their consumption which launches in October 2016, development of an Energy Performance Contract to provide targeted energy efficiency interventions to deliver guaranteed savings, installation of new energy efficient lighting at Springside PS, Annick PS and Kilwinning Library, installation of further voltage optimisation technology on Council properties to reduce energy consumption, development of a staff low carbon behaviour scheme in conjunction with Keep Scotland Beautiful, continued installation of energy efficient street lighting to reduce carbon emissions and energy costs.
- > Extension of the new low emission vehicle pool car fleet for business travel to reduce carbon emissions and business travel costs.
- > A refresh of the ESCCS is underway and is scheduled for completion by Q4.

### **Deliver the Renewable Energy Management Strategy**

The Council has ambitious aspirations for renewable energy generation, and while dramatic reductions to Government subsidies have dampened the market significantly, officers continue to persist in seeking innovative ways to deliver on the renewable energy generation agenda with almost 5MW of energy generated by actions to date. Updates on key projects are as follows:

The Council is one of three 'pathfinder' projects working with the Scottish Futures Trust to develop Energy Performance Contracts. The contract will enable energy efficiency based capital investment in a portfolio of Council buildings, using the revenue savings generated to pay back the capital investment. A business case and tender specification is being developed for members to consider in early 2017.

Irvine District Heating Scheme:

- Grant funding was secured by officers from Scottish Government to contribute towards a detailed feasibility study, which is now underway and due for completion in Q3. The study will assess the viability of a core heat network (Fullarton Tower Blocks and Cunninghame House), future connections (both public and private), and will look at range of sustainable heat sources including use of waste heat from local industrial processes. The next steps following completion of the feasibility will be to move to procurement stage, subject to the project being viable and to obtaining the necessary democratic approvals.
- Social Housing Solar Panel Retrofit: The original business case was undermined by a significant reduction to the feed-in-tariff scheme. The outline business case for the project has since been revised and developed to a more detailed financial model. The updated business case identifies a potential route to deliver a 500 house pilot programme delivering energy savings for Council tenants. The revised business case has been the subject of detailed consultation with internal colleagues such as Housing, Finance and Legal. The next steps are to present the business case to the Business Planning Implementation Group for feedback.

Solar PV and Biomass Retrofit Extension Project:

Officers continue to identify additional solar photovoltaic and biomass project opportunities following completion of the initial 24 property installations, despite an extremely challenging subsidy funding environment. The latest extension programme includes installation of biomass heating at Auchenharvie Secondary School and at St Bridget's Primary School, a mini district heating scheme at Glencairn PS and the adjacent sheltered housing redevelopment project, and solar panel arrays at Fairlie, Whitehirst and St Luke's Primary Schools.

# Implement the action plan to increase the Energy Efficiency Standard for Social Housing (EESSH)

The new EESSH standard replaces the previous energy standard contained within the Scottish Housing Quality Standard (SHQS). A data collection exercise has been undertaken to identify how the energy efficiency of our housing stock compares with the new energy efficiency standard. The information has been analysed and confirms that 92.04% of the stock meets or exceeds the new standard. Further work has now being undertaken to develop an improvement plan which identifies the properties which currently fail the EESSH and recommends the appropriate energy improvements required for each property to achieve the standard by 2020. The plan is being implemented and the costs associated with the energy improvements are funded from the HRA 30 year Business Plan.

## Implement low energy efficiency street lighting across North Ayrshire

The LUNAR retro-fit lantern project introduces new LED fixtures to existing columns across North Ayrshire. This includes the annual replacement of deteriorated street lighting assets from both Capital and Revenue budgets. At Q2 1617 31.6% of the network was energy efficient. The overall project is on target to reach 69% energy efficient infrastructure by the end of March 2018.

# Continue to deliver and develop improved sustainable waste management arrangements through the Council's Waste Strategy.

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

- Improvement works to the household waste recycling centre provision at the existing Brodick Waste Transfer Station through Zero Waste Scotland funding is now close to completion.
- Work is continuing with the community organisation Eco Savvy on Arran to progress further improvements to sustainable waste management on Arran, including supporting them to prepare a business case for green waste composting on the island.
- An improvement action plan is being progressed for the Commercial Waste Service to identify business growth opportunities.
- The use of the WARP-IT (Waste Action Reuse Portal) continues to help divert office furniture from landfill and avoid the unnecessary purchase of new items. The portal currently has 217 registered users and has helped divert nearly 8 tonnes of office furniture from landfill since it was implemented in October 2015.
- The partnership with Cunninghame Furniture Recycling Company (CFRC) to increase the reuse of bulky household waste and to encourage the provision of paid training placements and employment opportunities in the area continues to deliver excellent outcomes. CFRC have now registered their own WARP-IT portal and the service is working with them to look at setting-up the portal to be able to promote reusable goods from the project to Council employees and other community partners. During the first six months of 2016/17 the project received a total of 511 donations within North Ayrshire and made 30 collections which equates to the diversion of 57 tonnes of bulky household waste from landfill. The project has provided 16 training and employment opportunities for the residents of North Ayrshire during this period.

- Improving recycling scheme performance through targeted actions in the lowest performing areas to encourage residents to participate in the recycling systems and to reduce contamination continues. The 2nd phase of the waste awareness communication campaign "Right Stuff Right Bin" continues to help reduce contamination levels following its launch. The campaign was also launched in Arran during September.
- > The development of Shewalton Landfill site continues to progress with the capping of Cell 5a completed during Quarter 2.
- The service has continued to work with the Clyde Valley Partnership to complete the procurement and contract award for the delivery of a residual waste treatment solution by Viridor Waste Management. The construction of the Energy from Waste facility, which forms part of the final solution, is progressing well with completion of the facility scheduled for December 2017.

# Delivery of an action plan to improve energy efficiency of non-domestic buildings within the Councils Estate

Officers secured £50k grant funding in spring 2016 from the Scottish Government for technical assessment of a selection of non-domestic buildings within the Council's portfolio which have been identified for energy efficiency action. The technical assessment work is required before call off from the Non Domestic Energy Efficiency Framework (NDEEF), which is a form of Energy Performance Contract where tenderers bid to deliver a guaranteed level of savings. The technical assessment work is scheduled for completion in October 2016. The findings will be considered and presented to Cabinet for approval before a tender invitation is prepared to procure the works through the NDEEF. The initial findings indicate delivery of a first phase of energy efficiencies to 12 Council owned buildings, resulting in the potential for savings in the order of £80,000-£100,000 per annum, and CO2 savings in excess of 400 tonnes per annum, all profiled over financial years 2017/18 and 2018/19.

# Underpinning the delivery of our strategic priorities

## Implement the Service Improvement Plan for Streetscene and Roads

The Roads and Streetscene Strategic Change Programme is making good progress:

- > Development of long-term investment plans using new modelling techniques.
- Audit Scotland identified the Council as having the 4<sup>th</sup> most improved Road Condition Index in Scotland.
- A new approach to procuring roads maintenance works realised £130,000 savings that have been reinvested in the network
- > Transfer of non-roads lighting units to the roads lighting team providing a holistic approach
- The Roads & Streetscene Asset Management team have been integrated to enable a holistic approach to public realm management. Tender documentation being prepared to procure an integrated asset management system.
- A new approach to community engagement in developing the programme of roads maintenance has realised a significant reduction in complaints and negative press articles, particularly in Arran.
- Integrated programme utilising the resources of Roads & Streetscene have been developed for road closures, verge maintenance, winter and weather emergencies and other cyclical maintenance.
- > Implementation of new Roads Maintenance Service Standard.

## Develop a more efficient hub and spoke school catering model for primary schools

Initial scoping has been completed to establish potential opportunities. The Route modelling and infrastructure assessments are underway.

# Rationalise the number and associated running costs of property assets including the sale and transfer of surplus assets

The work to deliver the strategy to rationalise the number of property assets and reduce their running costs continued in Q2 with the following actions completed;

- Detailed asset plans and potential opportunities are being developed for each of the 6 Locality Planning areas.
- The sale of Perceton House concluded in July thereby taking the total reduction in operational floor space to in excess of 6000sqm in relation to the office rationalisation strategy projects at Bridgegate House, Saltcoats Town Hall and Cunninghame House.
- Improved efficiency in use of council assets continued with a number of moves completed including FM's move from Montgomerie House to Portland Place and Education Psychological Services moves from Kilwinning Road to Cunninghame House and Stanecastle School.
- > Short term lease of Montgomerie House to KA leisure approved thereby reducing PMI running costs.
- Letting of 1 Main Street, Stevenston to CEIS in September reduces council footprint by a further 230sqm.

## Development of a strategic approach to commercialisation opportunities

- FM continue to deliver catering at events including functions at Saltcoats Town Hall, Greenwood, Trinity Cafe and the Ladies Scottish Open.
- Pathfinder projects continue to be identified to inform testing of a proposed "business case" model approach to developing commercialisation opportunities. A Leadership Conference on Commercialisation has been arranged for 18 November 2016. A member's seminar has been arranged to work on developing a Commercialisation Strategy.
- Analysis of the Commercial Waste market has been undertaken, a strategy to develop has been completed.

# Procure and implement a new model for materials supply and stores management service across the Directorate

- > The review of tenders for the managed materials and stores project in August 2016 concluded that the continued in-house delivery of the service demonstrates the best value for money option.
- Lessons learned from the stores review and procurement process, along with input from stores staff, are being used to inform the internal improvement plan which is currently being developed.

# **Directorate Plan Performance Indicator Summary**

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

Performance Information										
Priority	No of	<b></b>	$\triangle$		2	NA				
	Indicators									
4. Helping all of our people to stay safe, healthy and active	4 (2 annual)	2								
5. Protecting and enhancing the environment for future generations	18 (9 annual)	9								
Underpinning our service delivery	19 (12 annual)	5			2					

# **LGBF Indicators Summary**

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

LGBF Indicators 2014/15								
Priority	No of Indicators	<b></b>	$\bigtriangleup$	-	2	NA		
Corporate	20 (15 annual)	5						

# **Council Plan Indicators Summary**

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

Performance Information								
Priority	No of Indicators	0		•		2		
4. Helping all of our people to stay safe, healthy and active	1(annual)							
5. Protecting and enhancing the environment for future generations	7 (4 annual)	3						

# **Financial Performance**

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

### Place

For the six months ending 30 September 2016, the Place directorate has a projected year-end overspend of £0.066m. The main variances within the directorate are:

### **Internal Transport**

Projected underspend of £0.124m mainly due to Fuel costs (£0.062m) reflecting the current low cost of fuel and £0.062m underspend in provision of transport as a result of improved utilisation of internal resources.

### **Waste Services**

Projected overspend of £0.251m which is largely attributable to a projected overspend on Landfill Tax (£0.373m) based on current Landfill tonnages projections and also a projected under-recovery in Commercial Refuse Income (£0.079m). This is partially offset by a projected underspend of £0.233m in relation to the Blue Bin contract.

### **Facilities Management**

Projected underspend of £0.262m which is mainly as a result of increased income (£0.361m) derived from the uptake of school meals and improved commercial activity. This is partially offset by additional food costs of £0.099m

### **Property Running Costs**

Projected overspend of £0.198m in relation to Non Domestic Rates due to changes to empty property relief, purchase of Redcross House and some delays with property rationalisation.

### **Housing Revenue Account**

For the six months ending 30 September 2016, the HRA has a projected year-end underspend of £1.009m. The main reasons for the projected underspend are:-

### **Property Costs**

Projected underspend of £0.211m which comprises of an overspend in Responsive repairs of £0.449m as a result of an increase in the number and cost of routine repairs. This is offset by an underspend in void repairs of £0.531m due to a reduction in the number of void properties for the year to date, and underspends on Gas charges at sheltered housing units of £0.158m.

### **Capital Financing**

Projected underspend of £0.948m in Loan Charges based on the latest cash flow and interest rate projections. This reflects a revised strategy of taking temporary borrowing rather than permanent borrowing to maximise the financial savings as a result of current market conditions.

### **Council House Rents**

Projected under-recovery of £0.327m mainly due to increased Council House Sales and slippage and amendments to the build programme.

# **Employees**

### **Sickness Data**

Data on performance is attached as Appendix 2.

The Year to Date figure at September 2016 is 4.51 days which commensurate with the TYD target of 4.50 and is an improvement on the comparative September 2015 figure of 5.30 days. Our performance of 1478.38 days lost per FTE compares positively to the same reporting period last year which showed performance at 1480.03 days.

# **Other Employee Information**

### **Stress Risk Assessment**

The 2016 stress survey has been completed. The result for Place was positive with an overall stress index of 69%, this is categorised as very good, the breakdown for individual services is also categorised as very good with Physical Environment reaching 70% and Commercial Services 68%, follow up actions are being completed by the individual service managers.

### Wellbeing Wednesdays

As part of our commitment to our workforce a number of health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place.

Several events have taken place throughout the first six months of 2016/17 to provide employees with a range or support services and advice, including:

- > Flu vaccinations
- > Cholesterol checks
- > General health advice
- > Mini physio sessions
- Back care advice
- > KA Leisure information
- > Money matters advice
- > Health & safety advice
- > Library Service

## **Employee Engagement**

The Place Directorate are fully committed to improving staff engagement levels and we strongly believe that there is correlation between staff engagement and improved performance. The first six months of the year have seen us build on; and introduce new initiatives to take forward the key themes identified throughout the Directorate. In areas such as PPD a short life working group has been developed to work with Senior Managers and Organisation and Development representatives to review the process and associated paperwork to ensure it becomes more meaningful and appropriate for our manual workforce. As we aspire to be at the forefront of innovative technology to allow us to better communicate with our manual workforce the directorate are taking a lead role with Communications and IT in the Connects - phase 2 initiative. We continue to recognise our staff throughout the year and celebrate the success of those that go above and beyond at our annual recognition lunch.

Following the staff engagement survey, Service Managers now report on the key areas of the Employee Engagement Action Plan at quarterly performance meetings for their area:

- > PPD
- > Workloads
- > Communication
- > Recognition
- > Management Skills
- > Development Opportunities

# **Compliments, Complaints and Member Requests**

Detailed comparison on performance is attached at Appendix 3.

### Compliments

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

- "May I praise the work of the gardening teams and Council for investing in the maintenance of public grassy areas, bedding plants and hanging baskets in Largs. The communal grass areas and gardens and beds look superb and my family and I cannot speak highly enough about the great impression it gives of Largs. Thank you. I'm really enjoying how wonderful it all looks."
- Over the years I have submitted several roads, street lighting faults etc. and I have always been very pleased with the timescale in which these have been resolved. I recently placed a service request and was happy to see this was being dealt with as I left the house this morning. Thank you for listening and keep up the good work!"
- If had repair men in today doing work in the bathroom/wet room. They replaced the toilet. This is the 2nd visit by the same workmen as they did the initial fit of the wet room. They have done an absolutely brilliant job. They were polite, didn't make a mess and have finished the job off to a high standard. We're all too quick to complain so I just want to make sure they know their workmanship and attitude was appreciated and please thank them on our behalf."

and

Customer has written a letter to thank the relevant member of staff for their support during her time at Redburn Travellers site and make him aware of the changes she feels he has made.

## Complaints

Detailed comparison on performance is attached at Appendix 3.

### Stage 1 (top 3 complaint topics)

- 24.4% of stage one complaints have been categorised as 'Other' (55.3% relate to 'Failure to Deliver Service');
- > 9.0% of stage one complaints relate to 'Staff Behaviour; and
- > 6.5% of stage one complaints relate to 'Other grounds maintenance (parks open space etc.)'.

## Stage 2 (top 3 complaint topics)

- 47.1% of stage two complaints have been categorised as 'Other' (50.0% relate to 'Failure to Deliver Services');
- > 17.6% of stage two complaints relate to 'Estate Management'; and
- > 11.8% of stage two complaints relate to 'Staff Behaviour'.

Several steps have been taken to review and reduce the number of complaints received across the Directorate:

- Complaints are analysed on a quarterly basis by the Directorate Performance Team and reviewed at Quarterly Management meetings with the Director, Head of Service and Service Managers.
- Customer Services have provided support for individual services across Place to identify repeat complaints. They have worked with services and Business Support to put new processes in place to eliminate certain types of complaints.
- Every member of staff within the Directorate has been asked to complete an online Complaints Handling Awareness training course by 1 December 2016.
### **Physical Environment**

#### Cross-Service building repairs & maintenance:

- > PMI, Housing and Building Services are working in partnership to deliver a unified scoping and inspection service aimed at improving efficiency and customer satisfaction.
- ROCC URM Project Phase 2 of this project is almost complete and will allow PMI, Building Services and Customer Services to operate from an integrated software system.

#### Property Management & Investment:

- > The rationalisation of property assets is continuing. The Council has exited from a further 3 buildings since April 2016.
- > Since January 2010 and the commencement of OFWE workstream the Council have exited 14 properties with a rental saving of £175,000. A further 4 leased properties have been identified which, when exited will result in a further £30,000 of rental savings for the Council.
- > 340 staff have been relocated to new or refurbished accommodation since April 16.
- The improvement plan identified in the Strategic Property Asset Review is being progressed to ensure the Council is maximising the use and value of all its property assets.
- Tender submissions are currently being evaluated to engage a partner to assist the Council in the management of the Industrial Property Portfolio.
- > A number of construction projects have progressed. Full update on page 4.

#### Sustainability:

Sustainability and climate change projects and the management of renewable energy. Full update on page 10.

#### **Building Services:**

> The Building Services Growth Strategy has been approved and Officers are progressing its implementation.

#### Facilities Management:

- > A project to allow primary school pupils to pre-order their meals is nearing completion, the project aims to encourage pupils to make healthier choices as well as reducing the amount of food waste produced.
- Reviews of Cleaning and Janitorial Services have been completed and officers are working towards implementing the recommendations.
- A project is underway to look at ParentPay this is the market leading online payment service for schools and families. They provide online payments, income management and dinner money administration for schools, local authorities and caterers.

#### Housing:

A report outlining proposals for a new model for the delivery of CCTV services in North Ayrshire will be considered by Cabinet on 8/11/16.

### **Commercial Services**

#### Transport Hub:

- The development of a sustainable business travel model continues to make good progress. The ongoing car pool facility provided at Cunninghame House has seen in excess of 100,000 miles travelled in the fleet of 8 low emission and 3 electric vehicles. The outcomes of the pilot scheme are being used to inform the development of sustainable business travel arrangements across our work locations.
- Community Transport: The Transport Hub continues to support work with Economy and Communities, SPT and the Social Value Lab in the development of options for enhanced community transport arrangements across North Ayrshire.
- The Hub also continue to support the development of a more integrated approach to the provision of Health and Social Care transport through better coordination and integration of transport services involving SPT, the local Health Boards, Local Authorities, Scottish Ambulance Service and Third Sector and other Transport Providers with overall aim of supporting access to health and social care.

#### **Roads and Streetscene Review:**

- The Roads & Streetscene Strategic Change Programme, which commenced in January 2016 continues to make good progress looking at a comprehensive range of work streams based on six themes of: Asset Management & Finance; service Delivery & Integration; People & Capability; performance & Customer Satisfaction: and Business Process & Systems to facilitate the design and implementation of more integrated service delivery arrangements.
- North Ayrshire is the lead Authority for the Ayrshire Local Flood Plan District and has completed the preparation and approval of the Ayrshire Local Flood Risk Management Plan based on the Ayrshire LFRM Strategy approved by Scottish Government. *Full update on page 8.*

#### Streetscene:

- Implementation of Route Optimisation Software to Streetscene Fleet. This is a new software package designed to optimise the cleansing routes covered by the fleet of 16 mechanical sweepers operating across mainland North Ayrshire and will improve productivity and reduce fuel costs by ensuring vehicles operate at their most optimum level thereby providing service delivery at the lowest possible cost. In addition to establishing the most efficient Cleansing routes, the system will be used as a management tool through its ability to analyse existing performance information and create 'what if' scenarios to forecast the effect of any changes to the service, for example, reduction of fleet and changes to street cleansing frequencies.
- The Environmental Enforcement Team, established under the Council's Litter, Fly Tipping and Dog Fouling Prevention strategy in April 2016, has achieved significant success aimed at changing behaviour around environmental crime such as littering, dog fouling and fly-tipping. 287 fines have been issued to date.

#### Waste Services:

> Continued implementation of the Council's Waste Strategy. *Full update on page 11.* 

### **External Evaluations**

### **Physical Environment**

#### Housing Service:

- Concierge Service accreditation in the category '7 areas of compliance plus' at the Customer Service Excellence awards.
- Antisocial behaviour team certificate of recognition from Police Scotland for their Prevention First Project.
- Tenant Participation team GOLD accreditation in the category 'Tenant Scrutiny Accreditation' awarded by the Tenant Information Service (TIS)
- Scottish Housing Regulator data accuracy check on the Annual Return on the Charter Regulator confirmed for the selected indicators the technical guidance had been interpreted correctly and that all of the evidence supplied during the data accuracy check matched our overall submission for 1516. No recommendation came out of the data accuracy check.

#### **Facilities Management:**

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

#### **Commercial Services**

#### Transport Hub:

- > Vehicle and Operator Standards Agency (VOSA) 5 year review of the Councils obligations and undertakings under the Operator's licence requirements.
- Driver and Vehicle Standards Agency (DVSA) MOT station modernisation programme which will allow the Council to continue to act as an approved vehicle MOT station for vehicle classes 4, 5 and 7.
- > Driver and Vehicle Standards Agency (DVSA) Annual tachograph repair and calibration review. This allows the Council to continue to operate as an approved tachograph repair and calibration centre.

#### Streetscene:

- NAC Streetscene are part of the Local Environmental Audit and Management System (LEAMS) which offers independent, external monitoring to local authorities in order that they could establish levels of cleanliness in their areas. The scores show a steady improvement indicating improved cleanliness standards.
- NAC Bereavement Services received a gold award against the ICCM (Institute of Cemetery & Crematorium Management) Charter for the Bereaved.

#### Waste Resources:

> SEPA continue to monitor the operation and management of the Shewalton Landfill site.

#### **Roads & Transportation:**

- The Auditor General for Scotland and the Accounts Commission published Maintaining Scotland's roads in November 2004. Follow up reports were published in February 2011 and May 2013. Audit Scotland published a further follow up report maintaining Scotland's roads in August 2016. The report is in two parts, Part 1 outlines the condition and cost of maintaining Scotland's roads and Part 2 reviews progress made in improving the management of roads maintenance.
- In 2014/15 North Ayrshires Road Condition Index (RCI), roads that should be considered for maintenance treatment, was 39.1%, this was an improvement from 43.8% in 2011/12. An improvement in our RCI by 4.7%, placing North Ayrshire as 4th most improved local authority in Scotland.

# **Appendix 1 - Financial Performance**

REVENUE EXPENDITURE (£)								
Expenditure	Annual Projected Year Budget 16/17 End Outturn		Annual Variance Adverse or (Favourable)					
Housing Services (Non HRA)	5,256	5,252	-4					
Building Services	-2,369	-2,369	0					
Property Management & Investment	14,454	14,652	198					
Energy & Sustainability	0	0	0					
Facilities Management	11,808	11,546	-262					
PHYSICAL ENVIRONMENT TOTAL	29,149	29,081	-68					
Management & Admin	19	19	0					
Waste Resources	8,114	8,365	251					
Transport Hub	9,884	9,760	-124					
Roads & Transportation	6.699	6.699	0					
Streetscene	5,254	5,261	7					
COMMERCIAL SERVICES TOTAL	29,970	30,104	134					
Directorate & Support	96	96	0					
PLACE TOTAL	59,215	59,281	66					
Housing Revenue Account	0	-1,009	-1,009					

DELIVERY OF CAPITAL PROGRAMMES – GENERAL SERVICES								
Expenditure	Budget 16/17	Projected Expenditure 16/17	Variance 16/17					
	£	£	£					
Roads	6,811,405	6,811,405	0					
Office Accommodation	3,836,563	1,866,563	-1,970,000					
Other Property	1,457,259	1,457,259	0					
Housing Non HRA	827,940	827,940	0					
Streetscene	127,440	128,020	580					
Transport	2,002,358	2,002,358	0					
Waste Resources	570,911	570,911	0					
Building Services	380	380	0					
Renewable Energy	1,405,982	1,405,982	0					
Cleaning Client	167,792	167,792	0					
SUB TOTAL	17,208,032	15,238,610	-1,969,420					

DELIVERY OF CAPITAL PROGRAMMES - HRA CAPITAL Capital Investment Expenditure (£) 2016/17										
	Total Revised Budget 16/17	Projected spend 16/17	Variance 16/17	Carry forward to 2017/18	True (Under)/ Over Spend					
	£	£	£	£						
New House Building Projects	7,440,290	6,806,028	-634,262	-637,491	3,229					
Regeneration Projects	4,006,549	3,895,154	-111,395	-111,395	0					
Improvements to existing homes	13,800,587	13,056,420	-744,167	0	-744,167					
Professional Management Charges	1,094,736	1,094,736	0	0	0					
HRATOTAL	26,342,162	24,852,338	-1,489,824	-748,886	-740,938					

### Appendix 2 - Employee Sickness Data

					201	6/17				
Average Days Lost per FTE	FTE *	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	YTD **	YTD Target	Variance
Roads & Transportation	81.80	0.46	0.71	0.28	0.04	0.44	0.75	2.67	2.75	-0.08
Streetscene	239.18	0.58	0.50	0.35	0.40	0.29	0.46	2.58	3.85	-1.27
Transport Hub	40.16	0.83	1.40	0.61	0.57	0.76	0.30	4.46	6.00	-1.54
Waste Resources - Operations	149.78	0.62	1.23	1.52	1.36	1.85	1.46	8.04	4.20	3.84
Waste Resources - Strategy & Contracts	9.60	0.58	0.00	0.25	0.42	1.88	2.08	5.21	2.50	2.71
Commercial Services	520.53	0.59	0.81	0.69	0.63	0.82	0.81	4.35	4.50	-0.15
Building Services	239.09	1.51	1.13	1.04	0.66	0.55	0.71	5.60	4.60	1.00
Facilities Management	395.33	0.92	1.01	1.00	0.59	0.61	0.92	5.05	4.60	0.45
Housing Services	215.42	0.23	0.46	0.56	0.59	0.62	0.89	3.35	2.75	0.60
Property Management & Investment	97.91	0.49	0.46	0.52	0.63	0.82	0.59	3.52	2.25	1.27
Sustainability & Directorate Performance	8.10	0.00	0.00	0.00	0.00	0.26	0.25	0.51	2.50	-1.99
Physical Environment	954.85	0.86	0.85	0.86	0.61	0.61	0.82	4.61	4.50	0.11
ECMT	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.75	-1.75
Place	1478.38	0.76	0.83	0.80	0.61	0.69	0.82	4.51	4.50	0.01

Notes:

\* FTEs totals as at month end of September 16.

\*\* Totals will highlight green if less than or equal to target and red if greater than target.

This is a snapshot of staff sickness and staff FTE data. Any omissions /alterations/additions in either sickness absence of staffing FTE dataset, including changes in service structure, will change its content should the report be run again at a later date.

	2015/16									
Average Days Lost per FTE	FTE *	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	YTD **	YTD Target	Variance
Building Services	244.46	0.49	0.67	0.53	0.89	0.78	0.59	3.93	4.70	-0.77
Facilities Management	393.63	0.60	0.79	1.08	0.48	0.71	1.05	4.70	4.70	0.00
Transport Hub	41.62	1.72	2.06	2.04	0.60	0.39	1.38	8.20	4.70	3.50
Waste Services	149.92	0.70	1.09	1.60	1.31	1.04	0.93	6.66	4.70	1.96
Commercial Services	832.64	0.63	0.87	1.05	0.76	0.77	0.90	4.98	4.70	0.28
Homeless & Community Safety	88.80	1.70	1.77	1.77	1.46	1.17	0.98	8.85	4.70	4.15
Housing Services	145.15	0.28	0.45	0.38	0.53	0.72	0.57	2.92	4.70	-1.78
Property Management & Investment	96.10	0.28	0.20	0.38	0.41	0.47	0.45	2.20	4.70	-2.50
Roads & Transportation	85.80	0.46	0.58	0.64	0.70	0.34	0.50	3.22	4.70	-1.48
Streetscene	231.54	0.51	0.74	0.71	0.72	0.66	0.73	4.07	4.70	-0.63
Physical Environment	647.39	0.58	0.72	0.73	0.73	0.67	0.66	4.09	4.70	-0.61
ECMT	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.70	-4.70
Place	1480.03	0.61	0.80	0.91	1.15	1.04	0.79	5.30	4.70	0.60

#### Notes:

\* FTEs totals as at month end of September 15.

\*\* Totals will highlight green if less than or equal to target and red if greater than target.

This is a snapshot of staff sickness and staff FTE data. Any omissions /alterations/additions in either sickness absence of staffing FTE dataset, including changes in service structure, will change its content should the report be run again at a later date.

Data above in based on the old service structure. The structure for the Place Directorate changed in 2016, this is reflected in absence data reporting from April 2016 onwards.

### **Appendix 3 – Compliments, Complaints & Elected Member Requests**

# Compliments

Compliments 2016/17 (Q1 & Q2)							
Service	Number						
Roads & Transportation	12						
Transport Hub	0						
Streetscene	39						
Waste Resources	10						
Commercial Services	61						
Building Services	14						
Facilities Management	0						
Housing Services	1						
Property Management & Investment	1						
Sustainability & Directorate Performance	0						
Physical Environment	16						
Service Unknown	0						
Place	77						

Note: Data is a snapshot in time. Data could change as a result of retrospective amendments.

### Complaints

Stage 1 (Frontline) Complaints									
	201	16/17 (Q1 8	& Q2)	2015/16 (Q1 & Q2)					
Service	Actual	% handled on time	Average to complete (target 5 working days)	Actual	% handled on time	Average to complete (target 5 working days)			
Roads & Transportation	50	74.0%	4.9	53	92.5%	3.4			
Streetscene	125	75.2%	4.7	95	78.9%	4.0			
Transport Hub	0	-	-	1	100.0%	2.0			
Waste Resources	243	96.7%	2.2	225	95.6%	2.5			
Commercial Services	418	87.6%	3.3	374	90.9%	3.0			
Building Services	77	98.7%	2.4	40	92.5%	2.9			
Facilities Management	9	88.9%	3.0	9	77.8%	5.1			
Housing Services	46	91.3%	2.7	28	100.0%	2.3			
Property Management & Investment	61	73.8%	4.8	35	97.1%	2.9			
Sustainability & Directorate Performance	0	-	-	0	-	-			
Physical Environment	193	88.6%	3.2	112	94.6%	2.9			
Place	611	87.9%	3.3	486	91.8%	3.0			

Stage 2 (Investigation) Complaints									
	201	16/17 (Q1 8	& Q2)	201	2015/16 (Q1 & Q2)				
Service	Actual	% handled on time	Average to complete (target 20 working days)	Actual	% handled on time	Average to complete (target 20 working days)			
Roads & Transportation	2	100.0%	9.5	1	100.0%	13.0			
Streetscene	1	100.0%	9.0	3	100.0%	8.7			
Transport Hub	0	-	-	1	100.0%	20.0			
Waste Resources	0	-	-	1	100.0%	12.0			
Commercial Services	3	100.0%	9.3	6	100.0%	11.8			
Building Services	1	100.0%	19.0	0	-	-			
Facilities Management	0	-	-	0	-	-			
Housing Services	8	100.0%	12.8	14	100.0%	14.0			
Property Management & Investment	5	60.0%	18.0	0	-	-			
Sustainability & Directorate Performance	0	-	-	0	-	-			
Physical Environment	14	84.6%	15.1	14	100.0%	14.0			
Place	17	87.5%	14.1	20	100.0%	13.4			

**Note:** Complaint data is a snapshot in time. Data could change as a result of retrospective amendments.

# **Elected Member Requests**

	Member Service Requests								
		201	6/17		2015/16				
	(	Q1	(	22	(	21	Q2		
	Number	Requests	Number	Requests	Number	Requests	Number	Requests	
	of	not closed	of	not closed	of	not closed	of	not closed	
	requests	on time	requests	on time	requests	on time	requests	on time	
				1 (Councillo	· · · · ·				
Roads & Transportation	68	4	53	4	74	17	89	11	
Transport Hub	0	-	0	-	0	-	0	-	
Streetscene	117	14	123	18	100	4	136	20	
Waste Resources	27	8	17	1	13		16	3	
Commercial Services	212	26	193	23	187	21	241	34	
Building Services	1	0	2	1	7	0	0	-	
Facilities Management	6	1	1	0	0	-	2	0	
Housing Services	32	3	51	9	26	-	28	1	
Property Management & Investment	46	9	34	10	33	-	34	2	
Sustainability & Directorate Performance	0	-	0	0	0	-	0	-	
Physical Environment	85	13	88	20	66	0	64	3	
Place	297	39	281	43	253	21	305	37	
			Stage 2	(Councillor)	- target 20	days			
Roads & Transportation	0	-	0	-	3	1	8	1	
Transport Hub	0	-	0	-	0	-	0	-	
Streetscene	1	0	0	-	0	-	1	0	
Waste Resources	0	-	0	-	0	-	0	-	
Commercial Services	1	0	0	-	3	1	9	1	
Building Services	0	-	0	-	0	-	0	-	
Facilities Management	0	-	0	-	0	-	0	-	
Housing Services	0	-	0	-	0	-	0	-	
Property Management & Investment	1	0	0	-	1	0	1	0	
Sustainability & Directorate Performance	0	-	0	-	0	-	0	-	
Physical Environment	1	0	0	-	1	0	1	0	
Place	2	0	0	-	4	1	10	1	

MP & MSP Service Requests									
		201	6/17			2015/16			
	(	Q1	(	22	C	21	Q2		
	Number	Requests	Number	Requests	Number	Requests	Number	Requests	
	of	not closed	of	not closed	of	not closed	of	not closed	
	requests	on time	requests	on time	requests	on time	requests	on time	
			MP/MSP -	target 10 da	ys				
Roads & Transportation	25	9	26	2	3	0	4	0	
Transport Hub	0	-	0	0	0	-	0	-	
Streetscene	16	2	13	1	5	1	17	0	
Waste Resources	4	0	3	0	0	-	5	0	
Commercial Services	45	11	42	3	8	1	26	0	
Building Services	1	0	1	0	1	0	2	0	
Facilities Management	0	-	1	0	0	-	0	-	
Housing Services	50	4	55	4	39	4	45	13	
Property Management & Investment	30	7	21	2	5	2	17	10	
Sustainability & Directorate Performance	0	-	0	0	0	-	0	-	
Physical Environment	81	11	78	6	45	6	64	23	
Place	126	22	120	9	53	7	90	23	



NORTH AYRSHIRE

**Health and Social Care Partnership** 

# Joint Performance Review Report

Quarter 2 2016-17









# Contents

Intro	oduction	3
Ove	rview	3
Upd	ate on Actions from Previous Review Meeting	3
Chil	dren, Families and Criminal Justice – Our Highlights	4
Hea	Ith and Community Care – Our Highlights	7
Hea	Ith and Community Care – Our Challenges	7
Mer	ntal Health Services –Our Highlights	8
Rep	ort Summary	11
1.	Tackling Inequalities	12
2.	Engaging Communities	15
3.	Bringing Services Together	17
4.	Prevention & Early Intervention	20
5.	Improving Mental Health & Well Being	25
6.	Performance against National Objectives	28
7.	Change Programme 2015-16	29
8.	Employee Attendance	31
9.	Compliments and Complaints	32
10.	Finance	34
11.	Appendices	35

### Introduction

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

### **Overview**

As we reach the half way point of our second year we can reflect on the performance of year 1 as our Annual Performance report was published on 5<sup>th</sup> August 2016 and was very well received. We also published the refresh of our Strategic Plan – the way ahead 2016-18. Both these documents together, give us the opportunity to look back and reflect on all we have achieved in a very short time and look forward to what we still want to do.

We have identified 4 major change projects and these will involve significant programmes of work:

- Develop Primary Care services in local communities
- Support the needs of older people and adults with complex care needs
- Build teams around children
- Develop and deliver a new strategy for mental health and learning disabilities.

Our Locality Planning forums are starting to take shape and we are supporting them in order for them to start working on the priorities they have identified in their own areas.

Financial challenges face the partnership in year two, however we will face these challenges head on and make the right decisions to continue to try and meet our strategic priorities.

Panel Asks	By Whom	Progress Comment
Support to ensure consistent approach an		
application of information governance rules		
across the three Ayrshire authorities		
Support with IT and mobile technology/IT	David Rowland	
issues can prevent the partnership working	advised to speak	
smarter –	with Esther Gunn	
	Stewart on digital	
	issues	
Support to increase primary and secondary		
care integration		
Action		
Review narrative of report		
Identify quality impact measures		

### **Update on Actions from Previous Review Meeting**

### **Children, Families and Criminal Justice – Our Highlights**

<u>SVQ Assessment Centre</u> is a finalist in North Ayrshire achieves awards category under skills for life. It also has been subject to 4 inspections in the past 12 months with significant strengths noted in all areas. We are also on track re qualifying the workforce to meet registration and inspection requirements.

<u>Multi Agency Assessment Screening Hub (MAASH)</u>- There is now a team based within the Kilmarnock Police station concerns hub. This comprises of three Social Workers, a housing officer and two admin support. We have now created a MAASH protocol with the Children's Reporter, establishing the working processes, this will ensure that Police Scotland no longer send all Child Concerns to the Children's Reporter as a matter of course. The MAASH will assess all Child Concerns, and will send only those concerns who require compulsory measures of supervision to the Children's Reporter, reducing the number of inappropriate referrals and report requests to the Children and Family teams. Presently within the MAASH, both Child and Domestic (MADART) concerns are processed. However the ambition is that Youth Offending, and Adult Concerns will also be assessed and screened through the hub, this will likely be included during 2017. A Management scrutiny group has also been established, who will perform a quality assurance role to ensure that there is continual learning through the launch of the MAASH. East and South Ayrshire are also committing to the Police Concerns Hub and will process adult Police Concerns initially. It is hoped that there will be the sharing of learning across the Health and Social Care Partnerships to enable the consideration of a consistent approach to how these concerns are processed.

<u>Fostering and Adoption</u> – Recruitment continues to be of significant importance in relation to Adoption & Permanence and work to 'raise the profile' has been ongoing through the year.

- This fortunately has resulted in:-
- 9 couples approved for adoption
- 13 children matched with adoptive families
- 15 adoption orders granted
- 9 children matched with their current foster carers on a permanent basis

<u>Criminal Justice</u> - Between 2014-15 and 2015-16, the National Crime in Scotland 2015-2016 Report shows that North Ayrshire's recorded crime reduced by 6%, with the national average percentage reduction for this period being 4%. North Ayrshire had the largest reduction of recorded crime in Ayrshire with East Ayrshire and South Ayrshire showing a reduction of 2% and 4% respectively. Our early intervention and prevention services, the work of the Safer North Ayrshire Partnership and of our Youth Justice and Adult Criminal Justice Services, have impacted on our reduction in recorded crime.

<u>Universal Early Years</u> - There has been national and international interest in the prevention and early intervention approach being taken by the Universal Early Years team. The inclusion of Social Workers, Financial Officers (Money Matters) and plans for Employability Officers within the Health Visiting team has been of particular focus.

Alan Baird, Chief Social Worker for Scotland during his visit to North Ayrshire welcomed this integrated model, whilst Fiona McQueen, Chief Nurse for Scotland and Olivia McLeod, Director, Children and Families team in Scottish Government visited the team and expressed that this new way of working was a true reflection of inclusive growth. The team also presented to visitors from the Czech Republic showcasing the use of the various toolkits used by them to identify and manage risk early whilst gathering evidence of health and development issues, or areas of wellbeing concern.

The team are now with the assistance of the performance team looking at impact and difference these changes are making to families and child outcomes.

<u>Fieldwork</u> - North Ayrshire has received international praise in relation to inter agency working and it's demonstration of collective responsibility for the protection of children after an international study visit from the Czech Republic took place in September. Children and Families, alongside other services such as Early Years and Education delivered a presentation to international colleagues about the work we undertake and they were highly impressed with the approaches utilised by those within North Ayrshire.

### Children, Families and Criminal Justice – Our Challenges

<u>Kinship Care</u> – The role out of Universal Credits in Scotland will have a significant impact on the Local Authority in relation to kinship carers who have child/ren who are 'looked after and accommodated' and therefore will not be eligible for the child element of Universal Credits. This will have major financial implications and create a significant challenge to the current budget for kinship care placements if these carers are to be remunerated to an equivalent rate as foster carers. The Local Authority will be required to increase allowances to kinship carers who are on Universal Credits to cover the child element that they will no longer receive. There are currently 115 children on Compulsory Supervision Orders and it is unclear at this time how many will be eligible for Universal Credits. However it is estimated that the introduction of Universal Credits could cost the Local Authority a further £400,000.

In addition, if young people remain on a Compulsory Supervision Order they are then eligible for continuing care under the new Children & Young People (Scotland) Act 2014 as per the Continuing Care requirements from 1/4/2015 which would mean that the kinship allowance can continue until the young person is 21 years and not 18 years as is the current practice. As a result, work in ongoing by the Kinship Care Team, to encourage every Kinship Carer, where placements are stable, to apply for the new Kinship Care Order. The Kinship Care Order could enable children and young people to have Compulsory Supervision Orders terminated and they would then no longer be in the 'looked after and accommodated' system.

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

<u>Service Access</u> - With the introduction of the Police Concerns Hub (MAASH), proposed accessing services through a single point of contact within GP surgeries and the likely implementation of the Named Persons in August 2017. The need for the Service Access team in its present form, is questionable. There are ongoing discussions around the future role of Service Access within Teams around the Child, the MAASH, and the SPOC, to initially assess and access HSCP service. There is a strong wish within the team to retain their generic focus and this will be considered in designing a new approach to Service Access. However all of the above remains a challenge.

<u>Learning and Development</u> - Planning for the new qualifications required for all residential childcare workers to achieve a level 9 qualification. The registration for this group of staff starts in October 2017 and will affect the majority of the staff team i.e. 97 staff. Funding to complete this qualification, approx. £1200-£2400 per staff member dependant on recognised prior learning. Staff will have 5 years to complete. A further challenge is the expansion of the role of Snr officers to undertake reviews of all foster care and kinship care placements. Currently undertaking an average of 950 meetings a year with an additional 350 anticipated re foster care and kinship placements.

<u>Universal Early Years</u> – The outcome from the Supreme Court on Part 4 of the Children and Young People (Scotland) Act 2014, in reference to Named Persons and particular information sharing has led to high level of enquiry from media and requests for information via FOI. Plans and interventions remain underway to develop North Ayrshire's Named Person service via staff engagement sessions, training and testing of processes. This will support and prepare staff and services for implementation, which is anticipated 2017.

<u>Fieldwork</u> - Recent audit activity through the Audit and Evaluation sub group of the Child Protection Committee has disappointingly highlighted once again the inconsistent use of chronologies within practice. As we know, chronologies require to be seen as a tool which will aid assessment and practice and should be integral to the day to day work of practitioners. The Audit and Evaluation sub group will continue to monitor and address this issue until chronologies are firmly embedded within practice.

### Health and Community Care – Our Highlights

<u>Locality services</u> – by investing in very limited overtime for the Money Matters team a significant amount was generated by completion of an exercise to review charges.

Work has been completed to develop a single Adult Support & Protection referral form (AP1) for use across all Partnerships and Health. Also our OT services have developed a concise electronic referral form to simplify the process and make it more efficient.

<u>Montrose House</u> – improvement in grades following most recent regulatory body inspection. The recognition that the new management structure and subsequent ongoing implementation of a change management programme is evidencing achieving better outcomes for the residents living in Montrose House as well as addressing the requirements and recommendations in line with the National Care Standards.

<u>ICES/Rehab</u> – The ICES team continue to see over 80% of referrals within 1 day. Ward 1 has maintained the high level of throughput and the reduced length of stay.

Transformation of the day hospital to create flexible services to meet the needs of patients has been a highlight and will allow us to deliver even more rehab across the partnership.

<u>Long-term Conditions</u> - Moving our NHS Complex Care patients and our staff from a temporary decant in Buchannan Ward, Biggart to Ward 2, Woodland View was a highlight for the Long Term Conditions Team. The new accommodation is ideal and has lots of communal space, beautiful outdoor space and every patient has a single en-suite bedroom.

Patients and staff have settled well into Ward 2 and relatives are happy with the new environment.

### Health and Community Care – Our Challenges

<u>Residential Care</u> - Real time funding for Care Homes continues to be achieved. However, this has a severe financial impact on Partnership budget which may potentially lead to delays in care home placements. In order to maintain zero delays, resources have been targeted on hospital discharges. This has impacted on the ability to fund care placements in the community and there is now a waiting list for those who are still living in the community.

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

<u>Care at Home</u> - Delivering services and balancing assessed need and the ever increasing unmet need against the challenges of diminishing resources.

The Care at Home service within the North partnership has seen an increase of 20% in referrals for provision in the last twelve month period (15/16).

All of the aforementioned makes meeting and delivering the Partnership's strategic objectives hugely challenging.

### Mental Health Services –Our Highlights

<u>Woodland View</u> - Successful transition of services to new, purpose built accommodation in Woodland View achieved through robust planning and engagement and great flexibility and willingness of staff to 'go the extra' mile in supporting this transition. Design detail and functionality of new provision has already been recognised through design award nominations and feedback from visiting Boards looking to learn from our experiences.

<u>Addiction services -</u> The new integrated North Ayrshire Drug and Alcohol Recovery Service (NADARS) went live in May 2016.

With the move to Woodland View a new addiction facility (Ward 5) opened in May. A new integrated model of care is now being delivered which incorporates:

- Inpatient detoxification function (this was previously delivered in the adult mental health inpatient setting in Crosshouse Hospital and not delivered or managed by Addiction Services);
- Structured day attendance programme;
- Inpatient rehabilitation programme delivering psychological interventions via 1 to 1 and group settings;
- Specialist assessment

<u>Psychological Services</u> - The review of Psychological Services is nearing completion and a draft predictive data demand/capacity model is to be tested within the next few weeks with the hope of being able to more easily predict future demand for psychological input across specialty areas over time.

<u>CAHMS</u> - North Ayrshire partners have agreed an integrated approach to providing an overview of all mental health projects in North Ayrshire, ensuring a connected and dynamic environment to learn, adapt and evolve the support, resource provision and management of mental health concerns affecting young people. Importantly this provides a fully integrated initiative capturing innovation and success with the aim of informing and redesigning current provision including initiatives within education, health and social care. Ultimately through transformation developing a sustainable model built for long term success.

The two seconded teachers to CAMHs have completed their initial placement within CAMHs, made recommendations and are currently meeting key partners. This initiative which was funded through attainment monies has demonstrated the benefits of collaboration in practice, shared learning and an opportunity to build new partnerships. The next stages of this project will inform initiatives building on the opportunities of school based early intervention complimenting wider community and health and social care mental health actions.

<u>CMH Services</u> - Our primary care mental health team have started two out of three planned self-referral pilots with local GP practices. This initiative has opened up direct referral routes from individuals and community connectors which we anticipate will increase the uptake levels of mental health interventions. We were successful in securing longer term funding for the Flexible Intervention Service and have completed the tender exercise to appoint a provider.

<u>Learning Disabilities</u> - the Assessment and Treatment service at Arrol Park had recently supported a young man from Fife with complex needs to return to his home area. He was admitted to Arrol Park approximately two and a half years ago following the breakdown of his placement at Daldorch School, Catrine. Staff at Arrol Park undertook a period of assessment and treatment which, due to the complexity of his needs, involved an intensive programme utilising positive behavioural support techniques. Planning for discharge involved lengthy negotiations with services in Fife. His presentation and circumstances significantly improved during his period in Arrol Park. His family were extremely pleased with the work of the Arrol Park staff and the positive changes they have helped him with. The attached extract is from a thank you card the service has received from his parents:

'The photos and message on the front and back of this card say more than we ever can to express our enormous gratitude for everything you have done to care for, and support xxxxx and ourselves over the past two and a half years. He came to Arrol Park, a mixed up and anxious boy, and leaves your care a happy and capable young man ready to fulfil his potential at last – thanks to the strong bond of friendship and care you have built with him. None of us will forget what you have done for our family and we will always be grateful for the job you have done so well in amongst your numerous priorities and pressures.'

### **Mental Health Services – Our Challenges**

Addictions Two major challenges from the past 6 months are:

1. The North Ayrshire H&SCPs Addiction Services Blood-Borne Virus and Sexual Health funding was cut by 7.5%. This funding provided essential harm reduction and primary prevention services which include: the provision of injecting equipment; BBV vaccination and testing; BBV treatment referral; sexual health interventions; wound management; training, education; and safer injecting training. The funding supports trained specialist staff as well as the cost of equipment and services supplied. Given the current unprecedented situation of manifest and imminent BBV risks and harms and drug related deaths such funding reductions will inevitably result in a higher threshold for access to a reduced service and will impact upon service provision and effectiveness leading to increases in BBV transmission rates and drug-related harms. This affects the most vulnerable members of our communities, the very group that our H&SCP strategic plan aims to support in an improved way;

2. The funding to employ an additional 4.55 (whole time equivalent staff) for Ward 5, Woodland View, to enable the safe delivery of the new inpatient model of care (incorporating the detoxification function) is only available on a non-recurring basis until December 2016. If this staffing resource cannot be maintained on a permanent basis then the inpatient detoxification function will not be continued in Ward 5 in 2017 which will result in an additional unrealistic demand on Adult Mental Health (AMH) acute inpatient services or Integrated Care and Emergency Services

<u>Psychological Services</u> The Director of Psychological Services is unexpectedly off sick for a time and the 4 remaining Heads of Service who comprise the Psychological Services Executive Team will cover the Directors priority tasks in her absence which may impact on the delivery of psychological care but all steps will be taken to ensure the impact is kept to a minimum.

<u>CAHMS</u> - The wait times have been an ongoing challenge for North CAMHs, but despite this the team have kept within the 18 week referral to treatment (RTT), referral rates to CAMHs have continued to rise demonstrating complexity across the referral base and the need to respond in a timeous and child centred manner. The north team will soon implement the neuro-developmental pathway to tackle the significant waits associated with ADHD and autism. Rethinking workforce priorities will inform future clinical priorities, investments and future service model.

<u>CMH Services</u> - Community mental health services in north Ayrshire are currently not co-located and we have started working on our integrated service accommodation needs. The challenge has been identifying suitable accommodation to meet the service's short and medium term requirements - with around 140 staff and few options this is proving difficult.

<u>Learning Disabilities</u> - the service has had to manage the expectations from service users and carers through the delay in progress in relation to the potential developments at the Red Cross House site. Consultation events were held in June / July with the anticipation that things would progress in a short

space of time. As the delay lengthened the service had to manage queries from a range of carers and service users as the developments have implications for fundamental supports for adults with learning disabilities in the area.

<u>Woodland View (In-patient)</u> – Continued requirement for additional nursing inpatient staffing resource, partly exacerbated by loss of staff unable to move to Woodland View.

Also, we are working with Acute Hospital colleagues to draft paper for required cover for Urgent Psychiatric Assessment provision at University Hospital Crosshouse on movement of Wards 1D/1E to Woodland View and supporting out-of-hours Doctor/MHANP on call rota. We are putting interim support plan in place whilst medium to longer term solutions are developed.

### **Report Summary**

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

Performance Information									
Priority	No. of Indicators					?			
Tackling Inequalities	13	8	-	-	3	2			
Engaging Communities	7	3	1	-	-	3			
Bringing Services Together	9	3	-	2	1	3			
Prevention and early intervention	24	12	-	2	4	6			
Improving mental health and	10	4	1	5	-	-			
wellbeing									

Partnership Actions			
Priority	No. of Actions	No. Complete Actions	Actions in Progress
Tackling Inequalities	4	1	3
Engaging Communities	3	-	3
Bringing Services Together	4	-	4
Prevention and early intervention	4	-	4
Improving mental health and wellbeing	3	-	3

•	<b></b>	•		?
On target	Slightly adrift	Significantly Adrift	Data only	Target to be set

# **1. Tackling Inequalities**

Reducing poverty and the gap between the richest and poorest supports increased economic participation, improved social cohesion and builds stronger communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of young people working on activity agreements	8	15		1	Q2 2016/17	Successful Learners and Responsible Citizens	
The amount of income generated (£) for service users by the Money Matters Service	£3,944,325.00	£4,021,245.11	0	1	Q2 2016/17	Inequalities	
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within three months	57%	93.26%	0	1	Q2 2016/17	Community Safety	
Percentage of Referrals to CMHT living in SIMD 15% most deprived areas.	ТВС	54%	?	-	Q2 2016/17	Inequalities	
Number of Adult/LD/CAMHS in out of area units (North Ayrshire Residents)	ТВС	33	?	•	Q1 2016/17	Effective Use of Resources	
Percent of young people completing Activity Agreement that went on to a Positive Destination. Rosemount, Throughcare/Aftercare	55%	91.7%	0	1	Q2 2016/17	Successful Learners and responsible citizens	
Balance of Care for looked after children: % of children being looked after in the Community	90%	89.9%	0		Q2 2016/17	Positive Life chances	LGBF
Number of LAAC who have 3 or more moves in the past 12 months	10	9	0	T	Q2 2016/17	Best Start Possible	
Number of Naloxone Kits Supplied	41	84	0	1	Q1 2016/17	Healthier	
Average number of tenancy placement moves experienced by young people, Supported by Aftercare, prior to a permanent allocation.	ТВС	3		•	Q2 2016/17	Positive Life Chances	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise		National Outcome	National Indicator
Number of people attending Cafe Solace	ТВС	928		1	Q2 2016/17	Positive Experiences	
Percentage of formerly looked after young people entitled to aftercare in employment, education or training	38%	45.45%	0	1	Q2 2016/17	Successful Learners and responsible citizens	
Number of volunteers working with Cafe Solace	TBC	17		1	Q2 2016/17	Positive Experiences	

1. Tackling Inequalities							
Action Title	Status	Action update	% Complete				
We will work to reduce the impact of health inequalities on you and your family	٠	The HSCP locality planning forums have been hosting a series of Connection events, actively engaging with the health and care services based within their localities. These events seek to identify how all the organisations can work together to deliver better services for local people. The HSCP is currently working with partners across Ayrshire (including the three Councils, Three HSCPS, NHS A&A, Ayrshire college, Police Scotland and Ayrshire Joint Valuation Board) to develop a set of Pan-Ayrshire Equality Outcomes that will be adopted by all public sector organisations in the region. To date a draft set of outcomes have been produced and consulted on. The output of these consultations are currently being considered.	73%				
We will work with partners to help people who use our service to identify and deal with their financial difficulties	٠	Throughout the period, Money Matters received 880 referrals, of which 424 were allocated for Casework. The service maximised income to services user to a total of £1,924,562. Of this, £132,910 was generated by the Helpdesk, £22,386 was raised for people with long-term conditions and £36,919 was generated for Kinship Carers. The Service is currently developing a Welfare Rights service at Woodland View in consultation the CMHT Senior Manager. Further, training has been delivered to the Woodland View Addictions Team to advise them on the impact of Hospital Admissions to people's benefits.	100%				

		Money Matters is also taking on greater responsibility for representing people at Appeal Tribunals where NACAS is unable.	
We will maximise the potential for you to work	•	Two Social Work Assistants have now been recruited to the Throughcare and Rosemount projects. These workers will support young people through activity agreements and other opportunities to improve skills, experience and employability. Intervention Services continue to develop good relationships with colleges and local employers to increase opportunities for supported young people. In Learning Disability Services, the new job support referral process is working well and SAMH continues to support people with Mental Health issues to access employability options.	56%
		A strategic proposal is to be presented to IJB to highlight the opportunities for the growth of Social Enterprises in the Health & Social Care Sector. Further, feedback from business seminars delivered to local business has indicated that many companies are actively reviewing their HR policies to more actively support people back to work after periods of considerable sick leave.	
We will provide support to help keep you safe from harm	٩	Across the HSCP services are undertaking activities to support the most vulnerable service user and keep them safe from harm.	71%
		In Learning Disability and Community Mental Health, support and review processes as well as the prioritisation of the most vulnerable, are progressing well.	
		A new specialist Doctor and Psychiatrist has been appointed as part of the phase 2 ORT model in Addictions Services, leading to an increased medical capacity to review clients. Further, a new Relapse Prevention Programme is currently being piloted in Woodland view. Mental Health Inpatient service are recruiting to the Low secure staffing group, which will allow for return of Ayrshire residents from independent sector provision. Youth Justice and Criminal justice services continue to work closely to support vulnerable young people away from Criminal Justice proceedings. In CAMHS, recruitment is ongoing to appoint an officer to work closely with those young people whose offending behaviour may be the result of mental health concerns.	
		those young people whose orienting behaviour may be the result or mental nearth concerns.	

# 2. Engaging Communities

We know that people in communities have a critical role to play in supporting each other and in designing services to meet local needs.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Adults accessing Direct Payments	TBC	107	?	1	Q2 2016/17	Independent	
Number of Children accessing Direct Payments	ТВС	40	?	1	Q2 2016/17	Positive Life chances	
Percentage of fostered looked after and accommodated children who are accommodated in an in-house foster placement	80%	91.52%	0	1	Q2 2016/17	Positive Life chances	
Number of MH/LD Adults accessing Direct Payments	ТВС	44	?		Q2 2016/17	Independent	
Percentage of children in a kinship care placement subject to residence order	40%	34.16%		$\mathbf{A}$	Q2 2016/17	Positive Life chances	
Actively recruit new in-house foster carers	85	98	$\bigcirc$		Q2 2016/17	Best Start Possible	
Number of LD service users in voluntary placements.	43	74		1	Q2 2016/17	Independent	

Action Title	Status	Action update	% Complete
We will work with local communities	٠	Locality Planning Forums have organised a series of connection events to engage with local Health, Care and third sector organisations. These events seek to identify how all the organisations can work together to deliver better services for local residents. Further, Patient and Care Opinion are being fully utilised to gather views of people accessing HSCP services.	50%
We will improve how we involve and engage with local communities	•	The next stage of the Locality Planning Forum Connection events will be to engage with local residents to seek their views and opinions of the key Health and Care priorities in their area. CareNA and Facebook usage has continued at a high rate. The Connecting Patients to Communities pilot is developing an even wider audience with Community Connectors linked to 7 GP Practices across all localities. The HSCP twitter now has attracted 767 followers since its launch in November 2015. Over 6,000 tweets have been made providing a wide range of updates to the HSCP followers and others, with over 8 million impressions across the 'twittersphere'. Work is ongoing in terms of development of peer researchers for accommodated young people. The service is also looking at new communication methods which makes use of current technology, such as; tablets and laptops, to gain the views of young people. This will be piloted within one children's unit.	63%
We will build on the strengths of local communities	٠	Seven GP practices across all six localities in North Ayrshire are delivering Community Connections sessions. Community Connectors have a vital role to play in directing patients from GP Practices to appropriate third and independent sector support services. The Learning Disabilities strategy and process of integration is being progressed. The external consultant has held a series of meetings with key stakeholders and further consultation is planned to clarify direction. In Community Care, focus groups have been established for adult service users with Physical Disabilities to gather opinion on the direction of service developments. The Partnership has developed a Health Improvement Action Plan and will be progressed.	58%

### **3. Bringing Services Together**

The Partnership provides significant opportunities to integrate services and ultimately to enhance the experience of the people and the carers who use these services.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of days people spend in hospital when they are ready to be discharged (Bed days lost).	1,936	1,429	0		Q2 2016/17	Quality of Life	
MH Average length of stay	TBC	56.4	?		Q2 2016/17	Healthier	
Percentage of CP Concerns referrals from Health practitioners	6%	8.7%	0	1	Q2 2016/17	Positive Life chances	
Number of bed days saved by ICES providing alternative to acute hospital admission	765	1,050	0	1	Q2 2016/17	Quality of Life	
Number of referrals for equipment	ТВС	1,775	?	1	Q2 2016/17	Independent	
Average waiting time for referral for equipment from Stores	ТВС	2	?		Q2 2016/17	Independent	
Average working days lost to sickness absence per employee.	5.5	7.08	•	1	Q2 2016/17	Engaged Workforce	
Percentage working days lost to sickness absence (HSCP NHS Staff)	4%	6.58%		V	Q2 2016/17	Engaged Workforce	
Number of Occupied bed days lost while waiting for Care at Home package	TBC	392		•	Q2 2016/17	Effective Use of Resources	

Action Title	Status	Action update	% Complete
We will work together to provide better services	۰	The HSCP continues to undertake activity to integrate services and work closely with partners to deliver better services to local people.	66%
		In Mental Health Inpatient Services, Locality Interface groups have been established to improve discharge services to patients. Further. Those presenting at Crosshouse ED with urgent Psychiatric needs can now be quickly supported by the Crisis Response Team.	
		Information system sharing between NADARS staff has improved and the service is looking at improving service user experience. The service is reviewing the range of group interventions offered in order to support the more complex dependent substance misuse client group within the new model of care.	
		Island Services are progressing activities to co-locate staff and develop a single management structure. Discussions are ongoing with HR a Unions to support Island staff through the organisational change.	
		Meetings have been held with Police Scotland in relation to LAAC children absconding. Liaison between the services will continue and Police Scotland will provide regular updates.	
		A new Palliative Care Bed, provided in Abbotsford Nursing Home by the Independent sector, is now accessible to Community Teams.	
		Work is progressing in relation to the full implementation of the Carers (Scotland) Act 2016 as well as making NA a Caring Community. There are now over 200 carers registered for a carer's appreciation card and over 20 local businesses offering discounts or promotions.	
We will develop services around local communities	۰	Interviews for Admin staff are on-going for the new SPOC service based at Ayrshire Central. The Service has a launch date of 1st December 2016 and is on-track.	70%
		The single point of access to Community Mental Health services will continue to be further developed this year 2016 as part of the overall Mental Health Change Programme.	

		A school cluster model is being developed with a focus on integration and alignment of resources for young people across Ayrshire included in this will be new model for Early Intervention in relation to Child Mental Health. Improved access to services is part of the work to establish the integrated Learning Disability Service community team. A referral pathway and processes are currently being considered.	
We will work more closely with GPs and primary care	•	The service is rolling out practice based pharmacist sessions in North Ayrshire. Six practices have been identified who will receive 5 sessions of pharmacist time per week. 2 sessions will focus on CRES savings, the other 3 will involve clinical work -to begin with this will involve rationalization of prescribing. Once embedded, pharmacists will at a later point under take face-to-face clinical sessions with patients. The agreed 'tests of change' around self-referral and telephone triage for people referred to community mental health services have been implemented. Links with community connectors have been established along with direct referral pathways into mental health services. The Learning Disability Service Primary and Acute Care Liaison nurses are now in place. Primary Care development sessions have been held to allow GP clusters to deliver on small projects going forward.	55%
We will improve the quality of the services we provide	•	<ul> <li>Multi-agency case file auditing has taken place in relation to Child Protection during the quarter two period. The GIRFEC pilot has begun in the North Coast and the Children and Families consultation on LAAC reviews is being progressed.</li> <li>The Self-Directed Support evaluation is complete and ideas for improvement will be presented to the Heads of Service on the 3rd October 2016.</li> <li>The first HSCP training providers forum took place in September 2016 to look at sharing knowledge and resources for the delivery of joint training meetings scheduled to take place quarterly.</li> <li>The Information Governance Pan-Ayrshire Group now meets every 2 months to discuss information governance, data protection and ICT security issues. Updates from these meetings are presented to the Data Sharing Partnership as required for further sharing and input.</li> </ul>	70%

### 4. Prevention & Early Intervention

Dealing with problems at an early stage can increase the chances of positive outcomes for people, reduce costs and prevent issues from becoming much more serious and difficult to address.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Service users receiving Care at Home	1,703	1,810		1	Q2 2016/17	Independent	
Number of community care service users (65+) that have a community alarm installed in their place of residence.	2,800	3,222		1	Q2 2016/17	Independent	
The number of community care service users that have an enhanced telecare unit installed in their place of residence	600	713	0		Q2 2016/17	Independent	
Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.	34%	37.67%		1	Q2 2016/17	Quality of Life	LGBF
Percentage of ICES service users seen within 1 day of referral		80.3%	?	1	Q2 2016/17	Effective Use of Resources	
Number of secure remands for under 18s	5	0	0		Q2 2016/17	Positive Life chances	
Average Length of Secure Remands	90	22	0		Q2 2016/17	Positive Life chances	
Percentage of ASP Referrals completed within 5 days	80%	55.7%		1	Q2 2016/17	Safe	
Addictions referrals to Treatment within 3 weeks (Alcohol)	90%	93.2%		1	Q1 2016/17	Healthier	LDP

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Addictions referrals to Treatment within 3 weeks (Drugs)	90%	93.9%		1	Q1 2016/17	Healthier	LDP
Number of ABIs Delivered (Priority Area)	ТВС	314	?	1	Q1 2016/17	Healthier	
Number of ABIs Delivered (Non Priority Area)	ТВС	49	?	1	Q1 2016/17	Healthier	
Number of children who have been through SNAP who have been sustained within their local school	100%	100%	0		Q2 2016/17	Successful Learners and responsible citizens	
% of babies breastfeed at 6/8 weeks old	18%	15.3%		1	Q1 2016/17	Best Start Possible	
Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	92.2%	95.62%	0	1	Q1 2016/17	Best Start Possible	
Preschool children protected from disease through % uptake of child immunisation programme (MMR1)	98.2%	95.06%	0	1	Q1 2016/17	Best Start Possible	
Number of people referred to Flexible Intervention service	ТВС	22	?	1	Q2 2016/17	Quality of Life	
Number of interventions completed by FIS	ТВС	24	?	1	Q2 2016/17	Quality of Life	
Number of Hospital Admissions to Pavilion 3	55	94	Ø	1	Q2 2016/17	Quality of Life	
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	ТВС	3,518.34			Q2 2016/17	Effective Use of Resources	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of patients waiting for CAH package (Hospital)	ТВС	52			Q2 2016/17	Effective Use of Resources	
Number of Service Users delayed due to funding being confirmed	ТВС	0		•	Q2 2016/17	Effective Use of Resources	
Number of Service Users delayed in discharge to a care home after funding confirmed	ТВС	65		•	Q2 2016/17	Effective Use of Resources	
Number of People delayed awaiting CAH Package (Community)	ТВС	383	2		Q2 2016/17	Effective Use of Resources	

Action Title	Status	Action update	% Complete
We will promote good health and wellbeing	•	Across Community Care services, protocols are being developed to improve information sharing between services to improve the delivery of multi-disciplinary teams. This will support the service to promote healthy and active life styles. Social prescribing has been introduced across all localities through participating GP Practices. This is being greatly facilitated by the Community Connector pilot. Emerging evidence shows that this service is having an impact on patient outcomes and creating GP Practice efficiencies through the reduction of 'frequent returners'.	55%

		Input has been provided to the NHS to Inform development that will provide comprehensive health information at a national and local level and will dovetail with CareNA to further improve patient, service user and carer experiences.	
		A Mental Health Concerns media campaign has been initiated and is aligned to an improvement in signposting to services.	
		The Early Years' service is in the development stage of creating locality based 'Teams Around the Child'. Development workshops have been planned to look at progressing a pilot in the Three Towns.	
We will identify target groups through research and screening	۰	Quality Anticipatory Care Plans will be made to anticipate health issues at an earlier stage and promote increased preventive health.	85%
		ICES are adding medical input to the service and have begun to offer support of disease in the community and will work to manage people at home.	
		In Mental Health Inpatient Services, MEWS (Modified Early Warning System) have been undertaken for all individuals on admission including physical screening to include urinalysis and routine bloods. Work is ongoing with Public Health with regards to physical health screening. The key developmental outcomes identified in the Improving Children's Outcomes surveys have been included as the priorities in the Children's Services Plan. The Action Plan responds to these priorities and a performance framework has been designed around them.	
We will support individual needs	۲	The HSCP now has in place a single point of contact for all hospitals (including those out with Ayrshire and Arran) which will facilitate a more rapid discharge of service users.	68%
		In relation to step-up beds from the community, delays have been experienced in finalising the delivery model for Medical Legal Responsibility. The service is now expecting to accept step-up referrals to Ward 1 by December 2016.	
		Antenatal visits have been universally introduced with positive feedback from families and Health Visitors. The Early Years' Service is working with Education to ensure the introduction of an integrated tripartite pre-school assessment is in place for the Named Person transition.	
We will support people who care for others	٠	Focus groups are being arranged for Physical Disability Service. These groups will look to gather views and ideas of service users to inform future service delivery.	65%



The Immunisations Team have reviewed service provision in response to performance, feedback and views from parents during the schools based programme. The identified improvements are being progressed with Acute and Education service. The recent FNP Graduation event captured family experiences which are being implemented into practice and fed back to the staff.

The Partnership continues to provide Respite opportunities to carers who require it. In relation to Learning Disability Service, the consultation process in relation to the redesign of respite services has been slower than anticipated due to a delay with the Red Cross House proposals. This will be followed-up in due course. An analysis of the use of respite services is being undertaken to inform the redesign process.

# 5. Improving Mental Health & Well Being

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

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximis e	Performance Data Last Update	National Outcome	National Indicator
Number waiting for PCMHT more than 18 weeks	48	80			Q1 2016/17	Healthier	LDP
Referral to Treatment Times – Psychological Therapies (Pan–Ayrshire)	90%	81.44%			Q1 2016/17	Healthier	LDP
CAMHS – Percentage of patients seen within 18 weeks (Pan–Ayrshire)	90%	86%		$\mathbf{A}$	Q2 2016/17	Healthier	LDP
Number of CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)	23	34	•		Q2 2016/17	Healthier	
Volume of all overnight respite for adults throughout service year	2,500	2,839			Q2 2016/17	Carers Supported	
Volume of all daytime respite care for adults throughout the service year	50,000	43,090			Q2 2016/17	Carers Supported	
Volume of all overnight respite delivered to older people (65+)	4,750	4,551	0	Δ	Q2 2016/17	Carers Supported	
Volume of all daytime respite provided to older people throughout the service year	45,500	33,012		1	Q2 2016/17	Carers Supported	
Volume of all overnight respite provided to children throughout service year.	750	651			Q2 2016/17	Best Start Possible	
Volume of all daytime respite provided to children throughout service year	5,000	6,169		1	Q2 2016/17	Best Start Possible	

Action Title	Status	Action update	% Complete
We will improve the services available to support mental health and wellbeing	٩	The Mental Health Service continues to undertake activity to improve support services for those with Mental Health and Wellbeing concerns:	72%
		Community Mental Health services are progressing with the 'People in Distress' action plan. To further support this an out of hours Mental Health Pathway has been developed which will be delivered by the Crisis Resolution Team. The project will now begin to look at those presenting with 'distress' as opposed to Mental Health concerns.	
		Inpatient Services continue to deliver the pilot project of Individualised Health promotion to support people back into the community, this will be further supported by the purchase of Red Cross House. Two more memory cafes are planned in Millport and Irvine to support those with dementia.	
		NADARS have agreed to support RaW (Recovery at Work), Cafe Solace and the facilitation of SMART Groups with identified staff members regularly attending. Staff have been identified to be contacts for Criminal Justice Teams, which should improve communication and pathways for joint clients.	
We will follow the Mental Health Strategy for Scotland	٩	The logic modelling work for Mental Health has been complete. This work has mapped all service activity to identified outcomes. A briefing paper and Visio process map will now be produced outlining the outputs and future direction for the performance framework.	48%
		The single point of access for Community Mental Health services continues to be developed and will progress through the 2016–17 service year.	
We will develop new services to meet local needs	٩	Activity continues in the development of new services within Mental Health to meet local needs:	70%
		Accommodation options continue to be developed for both Mental Health and Learning Disability service users. Currently, refurbishment plans are being developed for the former Red Cross House and the officers are actively engaging with housing services to identify core accommodation to support independent living for service users with a range of support needs.	
The newly developed neuro-developmental pathway is being rolled out in North and South Ayrshire building on a fully integrated pathway across Education, Health and Social care.

The first phase of the ORT prescribing and support model continues with each new prescribing element increasing their caseload (prescribing numbers). Additional funding from the Health Board (HB) and the ADPs (Alcohol and Drugs Partnership) has been allocated to each locality area.

# 6. Performance against National Objectives

The table below details the matrix of Performance indicators. It maps our indicators against the national outcomes and the 5 Strategic Priorities.

Strategic Priorities /National Outcome	Bringing Services Together	Engaging Communities	Improving Mental Health & Well Being	Prevention & Early Intervention	Tackling Inequalities	Grand Total
Effective Use of Resources	1			6	1	8
Healthier	1		4	4	1	10
Independent	2	3		3		8
Inequalities					2	2
Quality of Life	2			4		6
Positive Experience					2	2
Safe				1		1
Children's Outcomes	1	4	2	6	6	19
Criminal Justice Outcomes					1	1
Carers Supported			4			4
Engaged Workforce	2					2
Grand Total	9	7	10	24	13	63

# 7. Change Programme 2015-16

PROJECT	STATUS
Develop Primary Care services in Local Communities	<ul> <li>The vision to wrap services around GP Practices, developing multi-disciplinary teams which engage at an early stage is starting to develop.</li> <li>The Partnership held its third engagement event on 27 September 2016. This event was well attended and provided an opportunity for GP's and Practice Managers to hear about the challenges currently facing the partnership and the work that had been taken forward from on-going discussions with GP's and wider Primary Care staff.</li> <li>The following work has taken place:</li> <li>GP Practice HSCP Services - 6 practice pilot - The service is currently under evaluation and this will be completed by December 2016. In addition to the 6 test sites the Practices at Ardrossan and Kilbirnie have also received a community connector and the practice at Dalry has expressed a note of interest.</li> <li>A GP- initiated community event in Castlepark area was held.</li> <li>A contract is being developed with the Kilwinning GP Practice to provide additional sessions to the local Nursing Home which cares for adults and older people with complex needs.</li> </ul>
	The Partnership has also identified a preferred candidate for Primary Care Development Manager post and it will be their role to enable the communication and action plans in the future.
Develop and deliver a new strategy for Mental Health and Learning Disabilities	<ul> <li>A wide programme of redesign is in place as a result of recognising the co-dependency's generated from the development of Woodland View and the process of integrating addiction services.</li> <li>Integrated service has launched and is being well received. The service is now testing its locality approach working with the Garnock Valley. With the integration of NHS and NAC Addiction Services, alongside other benefits there has also been a financial benefit/saving. With a new streamlined management structure, by incorporating methadone cessation support into core service delivery, by increasing prescribing support and requiring less ORT medication and by the service delivering additional ABI activity NADARS has released in excess of £150,000 worth of financial savings.</li> <li>Woodland View</li> <li>Successful opening and a fabulous volunteer service developed. Both patients and staff are seeing improved outcomes. As a result of the integrated approach the Partnership was identified as a suitable centre of excellence for the new national Child and Adolescent Forensic unit by Scottish Government.</li> <li>Completed recruitment of adult forensic model and plan induction process at Woodland View.</li> <li>Agreed the medical model for Low Secure model (Adult) at Woodland View</li> <li>Ayrshire and Arran drafting a business case to fund a national forensic unit for adolescents at Woodland View</li> <li>Developed a PID for the review of Psychiatric liaison services.</li> <li>Difficulty in recruiting to short term posts for inpatient care (previously Kyle ward) and the national workforce tool is being re-run to assess if staffing levels are suitable.</li> </ul>

	Developed and a second
	<ul> <li>Psychology</li> <li>Pan Ayrshire redesign work is continuing to collate data for the Benson Winter Scenario Model.</li> </ul>
	<ul> <li>Clinical lead shared model options with Mental Health Programme Board for discussion.</li> </ul>
	<ul> <li>Survey of stakeholder views collated and shared with the service. A range of focus groups are now being developed to explore the feedback further.</li> </ul>
	<ul> <li>Neurodevelopmental Pathway</li> <li>Pilot group set up in North to look at roll out of a multidisciplinary model tested in East which supports children and young people.</li> <li>A Project Initiation Document to scope a Pan Ayrshire redesign of CAMHS services is also being developed and a steering group developed.</li> </ul>
	Community Mental Health Teams <ul> <li>The four work streams have now met and the Steering Group, which includes</li> </ul>
	service users and carers has met again.
	<ul> <li>Specialist staff have been released to lead this work.</li> <li>The priority remains bringing the teams together in one location.</li> <li>Successful implementation of Phase 1 distress work at A&amp;E with Police Scotland has shown a reduction in admissions. Phase 2 of distress work: evaluation and development of responses to people in distress (not mental health problems) presenting during the out of hours period.</li> </ul>
	<ul> <li>Learning Disabilities</li> <li>Project Manager post to support all areas of review for Learning Disabilities and is due to be filled shortly. This post will focus on the sleepover and technology solutions available to free up staff time.</li> </ul>
	<ul> <li>Red Cross House has been purchased and redesign will commence shortly.</li> <li>First draft of Learning Disabilities Strategy developed and shared with stakeholders</li> </ul>
	<ul> <li>In order to ensure that the Learning Disabilities services is future proofed an external consultant is developing a Learning Disabilities Strategy with stakeholder. Tier 4 continues to explore if other options are available for this high need group.</li> </ul>
	• The business cases are being developed and discussions on the approach and its possible impacts are being discussed at SPOG.
	<ul> <li>Pavilion 3/Ward 1 - Rehabilitation and enablement Hub (CofE) - The ward is now functioning as a rehabilitation hub and as a result has increased throughput, reduced length of stay and reduced readmissions to Crosshouse. Positive feedback has been received from both staff and patients.</li> </ul>
Support the needs of Older People and Adults with Complex Care Needs	• Care at Home Redesign - The service continues to recruit to vacancies and also to expand its skill set to deliver an enhanced service. The enhanced service now provides medicines management and eye drop delivery. This has released specialist community nursing time to support complex and palliative care patients.
	<ul> <li>Equipment and adaptations - Agile approach has commenced with 10 Occupational Therapists testing the approach. Joint working with Housing to develop shared improvements has also taken place.</li> <li>Arran Integrated Models of Care - Model approved by the IJB and</li> </ul>
	implementation is now being taking forward commencing with the improvements to A&E department at Arran War Memorial Hospital to allow health & social care staff to co-locate.

## 8. Employee Attendance

Staff absence up to 30<sup>th</sup> September 2016 is detailed in Appendix 1 with tables 1 (NAC Staff Group) and table 2 (NHS staff). Comparison data with same period in 2014 is also included for NAC staff. Staff absence cannot as yet be pulled as one staffing group.

Sickness absence from NAC staff in the partnership is 28.7% above target of 5.5 days at 7.08 days. 7 teams (almost 40%) are performing better than target.

NHS sickness absence for staff in the partnership to September 2016 was 6.58%. This is 64% above the 4% target.

## 9. Compliments and Complaints

Complaints/compliments continue to be recorded in the two parent organisations. There is a development to centralise complaints recording within the partnership.

HSCP Section		nded to In time plaint Stage	out-wit Com	nded to th Time plaint age	% Responded to In Time Complaint Stage						
	Stage 2	Stage 3	Stage 2	Stage 3	Stage 2	Stage 3					
CFCJ - Fieldwork	1		1		50%						
CFCJ – Looked after and Accommodated	1				100%						
CFCJ – Criminal Justice	1				100%						
HCC - Community Care	1		1		50%						
HCC - Locality Services	5				100%						
MH - Addictions	1				100%						
Other	2		1		67%						

Complaints (NAC) responded to in Quarter 2 are detailed in the table below:

In additions there were 3 complaints received in quarter 2 but had an expected response date in October 2016.

Complaints (NHS Mental Health) responded to in Quarter 2 are detailed in the table below. Numbers are for pan-Ayrshire as data cannot be broken down by partnership.

Specialty	July	August	September	Total
Acute/IPCU	1	2	1	4
Child & Adolescent Mental Health (CAMHS)	0	2	0	2
East Community Addictions	2	0	1	3
East Adult Community Mental Health Team	0	0	2	2
East Adult Primary Care Mental Health Team	0	0	1	1
Elderly Mental Health Liaison	0	0	1	1
Inpatients - Elderly Mental Health	0	2	0	2
Intervention Services	0	0	1	1
North Adult Community Mental Health	1	0	0	1
Rehabilitation & Intermediate Care	1	0	0	1
South Adult Community Mental Health Team	0	1	0	1
Universal Early Years	0	0	2	2
Totals:	5	7	9	21

% responded to within 20 day deadline - 40%

Average Response Time - 15 days

% Acknowledged within 3 working days - 100%

13 compliments were recorded in Quarter 2, on NAC system. We have no details of compliments recorded on NHS system. Some examples of the compliments received are detailed below:

	Health and Community Care		HCC – Locality Services	MH/ADD – MH/LD	Grand Total
Compliment	4	4	4	1	13

"I recently had dealings on behalf of my mother with adult protection services and I cannot thank them enough for their professional yet caring service. They dealt with everything in a very caring manner and are a credit to the social service profession. Again thank you!"

*★* "I should like to thank both social workers\* for the help that they have given me after my 92-year-old mother-in-law\* had a serious fall and needed care at home. Both of them reacted quickly and efficiently and made things easier for her and for me at a stressful time. Thank you both"

(\*names removed)

Councillor req	uests handled in Q2 2016/	/17					
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Health & Social Care	Children, Families & Criminal Justice	9	8	8	100%	4	5
Partnership	Health and Community Care	24	23	22	95.6%	6.3	5
	Mental Health Services	1	1	1	100%	3	5
	Total	34	32	31			5

#### Councillor/MSP/MP Enquiries

MP/MSP requ	ests handled in Q2 2016/1						
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve	Target (actual days)
Health & Social Care	Children, Families & Criminal Justice	4	4	4	100%	12	10
Partnership	Health and Community Care	18	14	12	85.7%	9.4	10
	Mental Health Services	3	3	3	100%	17	10

## 10. Finance

Full financial report is available in Appendix 2.

For FY 16/17 HSCP has a projected overspend of £5,054m. The financial picture for the partnership is not rosy and some difficult choices will be required over the next few months.

# **11.Appendices**

Appendix 1 - Staff Absence

## Table 1a 2015 Data

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sep	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	28.77	0.02	0.00	0.00	0.59	0.11	0.14	0.85	2.50	-1.65
C&F - Fieldwork	95.11	1.92	1.78	2.05	1.67	1.58	0.80	9.80	3.00	6.80
C&F - Policy & Practice	7.00	0.00	0.50	0.00	0.13	0.00	0.00	0.63	2.00	-1.38
C&F - Residential/Thcare	101.04	1.14	1.31	1.00	0.46	0.81	1.27	5.99	5.00	0.99
C&F - Specialist Support	84.13	1.50	1.27	0.99	0.82	0.89	1.13	6.60	3.75	2.85
CC - Assess & Enablement	43.00	0.40	1.07	1.08	1.81	0.58	0.51	5.45	3.75	1.70
CC - Fieldwork	5.99	2.84	1.50	3.15	2.43	0.00	0.00	9.92	3.75	6.17
CC - MH/LD	72.62	1.96	1.37	0.80	0.68	1.09	1.12	7.02	3.75	3.27
CC - Personalisation	2.00	0.00	0.00	2.00	0.00	0.00	0.00	2.00	3.75	-1.75
CC - Service Delivery	539.00	1.27	1.12	1.06	1.20	1.38	1.26	7.30	5.50	1.80
CC -Care Manage & Review	48.23	2.33	1.57	0.71	0.62	0.95	1.30	7.48	3.75	3.73
Criminal Justice	67.70	1.31	1.93	1.93	1.49	1.92	1.83	10.42	3.75	6.67
Practice & Performance	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.75	-3.75
Res - Business Support	184.99	1.39	1.14	1.12	1.14	0.91	1.15	6.85	3.75	3.10
Res - Finance	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.75	-3.75
Res - Money Matters	16.50	0.14	0.00	0.00	0.00	0.06	0.55	0.75	2.50	-1.75
Res - Planning & Perform	5.80	1.24	0.00	0.00	0.00	0.00	0.00	1.24	2.00	-0.76
Res - Service Develop	18.30	1.30	1.30	1.97	1.09	1.19	1.75	8.60	3.75	4.85
Health & Social Care 1	,322.18	1.34	1.22	1.12	1.09	1.16	1.15	7.08	5.50	1.58

#### Table 1b 2015 Data

															YTD	
										_					Targe	Varia
Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD	t	nce
C&F - Fam Pl/Disab	27.77	0.15	0.02	0.04	0.00	0.00	0.00	0.10	0.66	1.27	0.51	0.03	0.40	3.18	7.00	-3.82
C&F - Fieldwork	97.31	0.89	0.89	0.64	0.87	1.05	0.59	0.75	0.76	1.46	0.93	1.37	1.30	11.50	6.00	5.50
C&F - Policy & Practice	9.00	0.21	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.25	0.50	0.38	0.00	1.84	2.50	-0.66
C&F -																
Residential/Thcare	99.6	1.08	1.38	1.72	1.52	1.48	1.31	1.43	1.48	0.86	1.02	1.27	0.95	15.50	10.00	5.50
C&F - Specialist																
Support	79.70	1.06	1.59	1.20	1.28	1.29	1.11	1.26	0.75	0.49	0.58	0.61	0.58	11.80	7.50	4.30
CC - Assess &																
Enablement	40.0	0.56	0.13	0.29	0.63	1.03	0.65	0.93	0.90	1.00	1.25	0.43	0.39	8.19	7.50	0.69
CC - Fieldwork	5.99	0.00	0.00	0.08	1.92	1.90	1.15	0.84	0.00	1.34	0.17	7.02	6.35	20.77	7.50	13.27
CC - MH/LD	73.28	0.97	0.81	1.72	1.34	1.22	1.07	0.77	1.18	1.45	0.93	1.01	0.92	13.39	7.50	5.89
	553.8															
CC - Service Delivery	9	1.15	1.04	1.06	1.06	0.96	1.23	1.25	1.10	1.25	1.22	1.20	1.06	13.58	11.0	2.58
CC -Care Manage &																
Review	48.43	1.21	1.51	0.42	0.95	1.29	0.88	1.31	1.36	0.69	0.61	1.05	1.66	12.94	7.50	5.45
Criminal Justice	65.70	1.38	1.32	1.74	1.84	1.58	1.22	1.51	1.81	1.47	1.30	0.89	0.87	16.93	7.50	9.43
	186.9															
Res - Business Support	1	0.61	0.92	1.17	1.42	0.93	1.03	0.93	1.11	0.96	1.31	1.37	1.48	13.24	7.50	5.74
Res - Money Matters	18.5	1.30	0.93	1.00	1.10	1.00	1.40	1.30	0.40	1.15	0.37	0.19	0.27	10.41	5.00	5.41
Res - Planning &																
Perform	5.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	-5.00
Res - Service Develop	18.1	1.52	1.05	1.19	0.10	0.09	0.21	0.79	1.41	1.78	1.44	0.38	0.95	10.91	7.50	3.41
	1329.															
Health & Social Care	98	0.99	1.03	1.10	1.15	1.05	1.05	1.11	1.09	1.14	1.08	1.12	1.07	12.98	11.00	1.98
	5630.															
Whole Council	4	0.59	0.79	0.80	0.57	0.63	0.84	0.77	0.83	0.78	0.79	0.86	0.73	8.98	8.00	0.98

#### Table 2: NHS Staffing Absence 2015/16

#### Organisation & HR Development

Workforce Futures

#### Attendance summary by Service/Department - September 2016

#### North Ayrshire H&SCP

		Current month absence for September 2016										Current year accumulative as at 30 September 2								
	Contracted Hours	Shor	rt Term Sick	Lor	ngTerm Sick	All Sick		ternity Leave	Absence r to	elating EFPs*	Contrac Ho		hort Tern Sic		ngTerm Sick	All Sick		ternity Leave	Absence not to	elating EFPs*
North Ayrshire H&SCP		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		н	ns १	6 Hrs	%	%	Hrs	%	Hrs	%
Business Support North																				
Community Locality Admin North	1295										78	98	8 0.099	6 105	1.32%	1.42%	0	0.0%	0	0.00%
Mental Health Support	21128	205	0.97%	583	2.76%	3.73%	99	0.5%	133	0.63%	1312	31 155	9 1.199	6 3284	2.50%	3.69%	1272	1.0%	1326	1.01%
North Ayrshire Management & Admin	2045	0	0.00%	0	0.00%	0.00%	0	0.0%	55	2.71%	130	55 2	6 0.209	6 630	4.83%	5.02%	5	0.0%	196	1.50%
Business Support North	24467	205	0.84%	583	2.38%	3.22%	99	0.4%	188	0.77%	152	83 159	2 1.05%	6 4018	2.64%	3.69%	1277	0.8%	1522	1.00%
Children's Health / Care & Justice Service	es North																			
Child Services	4554	74	1.62%	0	0.00%	1.62%	0	0.0%	0	0.00%	252	90 21	2 0.849	6 480	1.90%	2.74%	0	0.0%	74	0.29%
Early Years Children & Families North	8896	169	1.90%	58	0.65%	2.54%	0	0.0%	9	0.10%	556	15 78	1 1.409	6 1005	1.81%	3.21%	0	0.0%	569	1.02%
School Nursing	1156	6	0.52%	165	14.28%	14.79%	0	0.0%	3	0.26%	56	78 17	5 3.079	6 218	3.83%	6.91%	0	0.0%	5	0.09%
Children's Health / Care & Justice Services North	14606	249	1.70%	223	1.52%	3.23%	0	0.0%	12	0.08%	865	82 116	7 1.359	6 1703	1.97%	3.31%	0	0.0%	648	0.75%
Community Health & Care Services North																				
Community Health & Social Care North	2670	45	1.69%	0	0.00%	1.69%	0	0.0%	57	2.12%	169	35 11	3 0.669	6 165	0.97%	1.64%	0	0.0%	226	1.33%
District Nursing North	9621	40 30	0.31%	484	5.03%	5.34%	0	0.0%	22	0.22%						6.20%	0	0.0%	433	0.73%
North Ayrshire Management & Admin	186		8.18%	0	0.00%	8.18%	0	0.0%		0.00%			5 2.679			2.67%	0	0.0%	-33	3.41%
North Partnership Management Team	568	0	0.00%	-	26.42%	26.42%	0	0.0%		0.00%			0 0.009			4.33%	0	0.0%		
Older People Services North	11211	422	3.76%	648	5.78%	9.54%	45	0.4%	99	0.88%						9.39%	478	0.7%	301	0.44%
Rehabilitation & Reablement Service North	3992	23	0.56%	329	8.23%	8.79%		0.0%	27	0.66%						6.00%	435	1.8%	176	
Remote & Rural North	7982		2.22%	296	3.71%	5.93%	128	1.6%	-	0.63%				-		3.69%	400 945	1.9%	536	
Community Health & Care Services North	36231		1.97%	1906	5.26%	7.23%	172	0.5%		0.70%						6.23%	1858	0.8%	1690	



North Ayrshire H&SCP		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%
Lead Partnership North																				
Addictions North	8813	329	3.73%	729	8.27%	12.00%	0	0.0%	53	0.60%	56696	1276	2.25%	2741	4.83%	7.09%	0	0.0%	407	0.72%
Associate Medical Director	10735	191	1.78%	16	0.15%	1.93%	0	0.0%	0	0.00%	63606	559	0.88%	1344	2.11%	2.99%	0	0.0%	158	0.25%
EMH Community North	1993	0	0.00%	60	3.01%	3.01%	0	0.0%	49	2.46%	11503	0	0.00%	743	6.45%	6.45%	0	0.0%	83	0.72%
EMH In-patient North	24013	703	2.93%	1408	5.86%	8.79%	142	0.6%	313	1.30%	144773	3188	2.20%	11083	7.66%	9.86%	1497	1.0%	2227	1.54%
Health & Social Care Management	1607	0	0.00%	0	0.00%	0.00%	0	0.0%	8	0.47%	10130	87	0.86%	0	0.00%	0.86%	0	0.0%	65	0.64%
MH - Adult Community North	10414	325	3.12%	838	8.05%	11.17%	0	0.0%	113	1.09%	62769	1143	1.82%	3470	5.53%	7.35%	0	0.0%	700	1.12%
MH - Adult Mental Health In Patient	41472	1200	2.89%	3226	7.78%	10.67%	382	0.9%	435	1.05%	256544	6741	2.63%	14759	5.75%	8.38%	3018	1.2%	3242	1.26%
MH - Child & Adolescent Mental Health	5721	139	2.43%	330	5.77%	8.20%	330	5.8%	17	0.29%	34746	787	2.27%	1163	3.35%	5.61%	2348	6.8%	384	1.10%
MH - EMH Community North											819	0	0.00%	0	0.00%	0.00%	0	0.0%	17	2.08%
MH - Learning Disabilities	11500	181	1.57%	1289	11.21%	12.79%	420	3.7%	65	0.56%	69951	1434	2.05%	7078	10.12%	12.17%	2948	4.2%	387	0.55%
MH - Psychology	12502	232	1.86%	225	1.80%	3.66%	1305	10.4%	144	1.15%	82251	1371	1.67%	1298	1.58%	3.24%	7163	8.7%	879	1.07%
Lead Partnership North	128769	3301	2.56%	8121	6.31%	8.87%	2579	2.0%	1196	0.93%	793789	16585	2.09%	43677	5.50%	7.59%	16973	2.1%	8548	1.08%
North Ayrshire H&SCP	204074	4466	2.19%	10833	5.31%	7.50%	2850	1.4%	1649	0.81%	1254700	23325	1.86%	59254	4.72%	6.58%	20108	1.6%	12408	0.99%
total for North Ayrshire H&SCP	204074	4466	2.19%	10833	5.31%	7.50%	2850	1.4%	1649	0.81%	1254700	23325	1.86%	59254	4.72%	6.58%	20108	1.6%	12408	0.99%

# 2016/17 Budget Monitoring Report – Period 6 Objective Summary

				20	016/17 Bud	get				201	6/17
	Council		Health		TOTAL			Movement			
Partnership Budget - Objective Summary	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Budget	Projected Outturn	Projected Over/ (Under) Spend Variance	Over/ (Under) Spend Variance at P4	in projected budget variance from P4
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COMMUNITY CARE AND HEALTH	48,833	50,330	,	10,429	10,827	398	59,262	61,157	1,895	783	
: Locality Services	24,247	24,610		3,415	,	178	27,662	28,203		(21)	562
: Community Care Service Delivery	22,319	23,376	1,057	0	•	0	22,319			677	380
: Rehabilitation and Reablement	696	740	44	1,808	2,021	213	2,504	2,761	257	193	
: Long Term Conditions	1,146	1,169	23	2,945	2,897	(48)	4,091	4,066		(99)	74
: Integrated Island Services	425	435	10	2,261	2,316	55	2,686	2,751	65	33	32
MENTAL HEALTH SERVICES	20,977	20,833	(144)	47,750	49,724	1,974	68,727	70,557	1,830	1,061	769
: Learning Disabilities	15,954	15,857	(97)	482	491	9	16,436	16,348	(88)	(243)	155
: Commmunity Mental Health	3,646	3,634	(12)	1,789	1,770	(19)	5,435		<b>\</b>	166	(197)
: Addictions	1,377	1,342	(35)	962	939	(23)	2,339	2,281	(58)	(8)	(50)
: Lead Partnership Mental Health NHS Area Wide				44,517	46,524	2,007	44,517	46,524	2,007	1,146	861
CHIDREN'S SERVICES AND CRIMINAL JUSTICE	26,761	28,077	1,316	3,565	4,001	436	30,326	32,078	1,752	639	1,113
: Intervention Services	3,814	3,673	(141)	292	309	17	4,106	3,982	(124)	(361)	237
: Looked After & Accomodated Children	15,109	16,472	1,363	0	0	0	15,109	16,472	1,363	460	903
: Fieldwork	6,264	6,493	229	0	0	0	6,264	6,493	229	280	(51)
: CCSF	469	422	(47)	0	0	0	469	422	(47)	(14)	
: Criminal Justice	(15)	(15)	0	0	0	0	(15)	(15)	0	0	0
: Early Years	263	212	(51)	1,594	1,581	(13)	1,857	1,793	(64)	(33)	(31)
: Policy & Practice	857	820	(37)	0	0	0	857	820	(37)	27	(64)
: Lead Partnership NHS Children's Services Area Wide	0	0	0	1,679	2,111	432	1,679	2,111	432	280	152
PRIMARY CARE	0	0	0	48,012	47,918	(94)	48,012	47,918	(94)	0	(94)
MANAGEMENT AND SUPPORT COSTS	3,966	4,062	96	1,035	1,056	21	5,001	5,118		(72)	189
CHANGE PROGRAMME	1,274	1,082	(192)	2,283	1,999	(284)	3,557	3,081	(476)	(559)	83
LEAD PARTNERSHIP AND SET ASIDE	0	0	0	200	230	30	200	230	30	0	30
TOTAL	101,811	104,384	2,573	113,274	115,755	2,481	215,085	220,139	5,054	1,852	3,202

## **NORTH AYRSHIRE COUNCIL**

## Agenda Item 7

13 February 2017

#### Audit and Scrutiny Committee

Title:	Q2 2016 YTD Complaint Report	
Purpose:	To inform the Audit & Scrutiny Committee of the Council's complaint performance and the volumes and trends of complaints received in Q2 2016 YTD.	
Recommendation:	That the Committee notes the report and improvement actions undertaken.	

#### 1. Executive Summary

- 1.1 This report details complaint information relating to North Ayrshire Council (NAC) in Q2 2016 covering the period 1 April 2016 to 30 September 2016.
- 1.2 In order to allow comparisons the report also details complaint data covering the first 6 months of 2015 and 2014 (referred to in the report as Q2 2015 YTD and Q2 2014 YTD).
- 1.3 It should be noted that some of the performance indicators have national targets whilst others do not.

#### 2. Background

2.1 This section contains statistical information and commentary on some of the key complaint performance indicators devised by the Scottish Public Services Ombudsman (SPSO) in conjunction with all 32 Scottish councils. Full details for each indicator can be found in the attached report.



#### 2.2 Volume of complaints received and closed

- 2.2.1 An increase seen in the volume of complaints received in Q2 2016 YTD compared to the same period in 2015. This is due mainly to an increase in Place and FACS complaints. Analysis shows the increase in complaints for Place related primarily to Building Services, PMI and Housing and for FACS the increase was due mainly to an uplift in complaints relating to Revenues and the Customer Service Centres. A more detailed breakdown of these figures is contained in the attached report.
- 2.2.2 There is no target for the volume of complaints the Council should receive as this is an unknown quantity and cannot be predicted.

#### 2.3 Complaints per geographical area



- 2.3.1 Residents and customers of Irvine and Kilwinning raised the highest volume of complaints. This was expected given the population size of the two towns.
- 2.3.2 7% of complainants chose to remain anonymous when raising their complaints through the online facility and the substance of each complaint was investigated where sufficient information was provided.
- 2.3.3 A small number of complaints were made by individuals residing out with North Ayrshire and the substance of each was fully investigated, where possible, in line with our CHP.

### 2.4 Complaints closed at each Stage



2.4.1 Whilst there is no target for the number of complaints that should be handled under each Stage (as the Council cannot predict how many complaints will be complex or not), most are non-complex in nature as illustrated through the above bar chart.

#### 90% 78% 80% 70% 55% 57% 60% 50% 40% 30% 20% 34% 28% 14% 14% 9% 7% 1% 3% 2% 10% 0% Upheld/Partially Not Upheld (Quality) Not Upheld (Policy) Not Upheld Upheld (Regulatory) ■Q2 2014 YTD □Q2 2015 YTD □Q2 2016 YTD

#### 2.5 **Complaint outcomes**

- 2.5.1 Over half of all complaints investigated were upheld or partially upheld in Q2 2016 YTD.
- 2.5.2 Policy complaints not upheld in Q2 2016 YTD related to various Services and no discernible trends or themes were identified.
- 2.5.3 The volume of complaints closed as poor quality (28%) in the first 6 months of this year is a 6% reduction compared to the same period last year. Most of these complaints were closed this way because they were logged by customers themselves using the online facility and upon inspection many turned out to be general feedback, service requests, comments or enquiries. Some were also online anonymous complaints that were of such poor quality they could not be investigated, actioned or substantiated.
- 2.5.4 There is no target for the number of complaints the Council should uphold as complaint outcomes cannot be predicted.

# 2.6 Average time in working days for a full response under each Stage



#### STAGE ONE

#### **STAGE TWO**



2.6.1 The average time in working days for a response under both Stages met the SPSO target response timescales in each of the three periods.





- 2.7.1 The volume of Stage One and Stage Two complaints closed on time has consistently met the national benchmark targets across all three periods.
- 2.7.2 Complaints that breached timescale was due to a number of factors, including employees relevant to the issues being complained about not being available and timescales breaching due to the complexity of the issues being investigated.
- 2.7.3 Although a small number of extensions were approved during Q2 2016 YTD (4 in total), many more may have been approved that would have resulted in a fewer complaints breaching timescale.

#### 2.8 Changes or Improvements made as a result of complaints

- 2.8.1 A small number of improvements across Services were introduced in Q2 2016 YTD including procedure reviews, process enhancements and toolbox talks.
- 2.8.2 Further information on improvements made by Services are detailed in the attached report.

#### 3. Proposals

3.1 It is proposed the Committee approves the report and recognises NAC performance in relation to the indicators listed in Section 2 above.

#### 4. Implications

Financial:	None
Human Resources:	None
Legal:	None
Equality:	None
Environmental & Sustainability:	None
Key Priorities:	The Two Stage CHP supports the Council's key priority of delivering more effective and efficient service provision. Timely reports are produced with a focus on analysing trends and identifying improvements. Support and guidance from the centralised Complaint Team ensures greater consistency in complaint handling, improvements in response
	times and a reduction in duplication of effort.
Community Benefits:	The Two Stage CHP demonstrates a commitment to improve service delivery for North Ayrshire customers and residents

### 5. Consultation

- 5.1 Complaint Handling Satisfaction Surveys are issued quarterly to customers who had cause to complain to capture their views on the Two Stage CHP and how Services handled their complaints.
- 5.2 The survey questions were revised in 2015/16 to ensure feedback is based on a user-led concept. The survey questions fall under specific headings and key themes identified in thew most recent survey issued are listed below:-

63% of all respondents said they felt they should raise a complaint because something had gone wrong
55% said they felt raising a complaint would enable the Council to make things better
53% said they knew they had the right to complain
44% said they felt confident raising their complaint
73% said they would complain again if it was necessary
46% of all respondents were generally satisfied with how their complaints were handled

5.3 The full survey results are contained within the attached report under Appendix 2.

Leconme?

LAURA FRIEL Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Darren Miller on (01294) 322988

Background Papers









# Complaint Report Q2 2016 YTD







## **Table of Contents**

		Page
Introd	uction	3
Summ	nary	4
1 (a)	Volume of complaints received and closed	5
(b)	Complaints received per thousand population	5
(c)	Analysis by geographical area	6
(d)	Analysis by channel	6
(e)	Analysis by nature of complaint	7
2	Complaints closed at each Stage	8
3 (a)	Complaint outcomes	8
(b)	Average time for full response at each Stage	9
(c)	Average time for a response per Service at each Stage	10
4	Upheld / Partially Upheld complaint volumes by Service	12
5	Complaints closed at each Stage within 5 and 20 working days	13
6	Complaints timescale extensions	15
7	Customer satisfaction with complaint handling	15
8	Changes or improvements as a result of complaints	15
9	Health & Social Care Partnership complaints	16
10	Glossary	17
Apper	ndix 1 - Compliments ndix 2 - Complaint Handling Satisfaction Survey results ndix 3 – SPSO Annual Report and other matters	18 20 21

## Introduction

Like all councils in Scotland, North Ayrshire Council (NAC) implemented a new model Complaint Handling Procedure (CHP) on 1 April 2013.

The CHP comprises two stages for handling complaints the Council receive from the public:-



**Stage One** is classed as *Frontline Resolution* – these are straightforward, non-complex complaints the Council can resolve at the initial point of contact, or as close to the point of service delivery as possible. These complaints have a timescale of 5 working days to resolve.



**Stage Two** complaints are classed as *Investigations* – these are complaints the Council are typically unable to resolve at Stage One and need more time to carry out further investigation. This may be because the nature of the complaint is complex, sensitive, high risk or serious. These complaints have a timescale to resolve of 20 working days.

This report summarises NAC's performance when handling Stage One and Stage Two complaints covering the period 1 April 2016 to 30 September 2016 (referred to in the report as Q2 2016 YTD).

In order to allow comparisons, the report also details complaint data covering the first 6 months of 2015 and 2014 (referred to in the report as Q2 2015 YTD and Q2 2014 YTD).

The statistics in the report are based on key performance indicators devised by the Scottish Public Services Ombudsman (SPSO) in conjunction with all 32 Scottish councils. It should be noted only some of the performance indicators have SPSO targets.

Social Services currently manage a Three Stage CHP in line with the rest of Scotland and complaint data relating to this Service is detailed separately in the report.

## Q2 2016 YTD Summary

814 complaints were handled, which is an increase of 18% compared to the same period in 2015 but a decrease of 40% compared to 2014. The increase can be attributed to an uplift in complaints relating to the FACS and Place directorates.

The two main complaint categories were services not being available/provided and service requests not being completed to an appropriate standard.

91% of complaints were resolved at Stage One, supporting the theory most complaints will be straightforward to resolve or non-complex in nature.

Just over half of all complaints were upheld or partially upheld, highlighting customers were often right to raise their issues and concerns.

The average time in working days to close complaints under both Stages were within SPSO target timescales.

The percentage of complaints closed on time under both Stages exceeded national benchmark targets.

Over 170 compliments were recorded in Lagan cross-Council from internal and external customers.

Few improvements were made in Q2 2016 YTD as a result of complaints received. This was due to several factors, including the substance of the complaints being raised, the viability of implementing changes and resource/budget considerations.

A key theme from the Complaint Handling Customer Satisfaction survey issued in Q2 is that customers are not always being contacted with the outcome to their complaints. This is a common theme when compared to previous surveys and action will need to be taken within the Services to address the root cause.



- An increase seen in the volume of complaints received in Q2 2016 YTD compared to the same period in 2015. This is due mainly to a 23% increase in Place complaints and a 13% increase in FACS complaints. Analysis shows the increase in complaints for Place related primarily to Building Services, PMI and Housing and for FACS the increase was due mainly to an uplift in complaints relating to Revenues and the Customer Service Centres. A more detailed breakdown of these figures is contained later in the report.
- Comparing Q2 2016 YTD with Q2 2014 YTD, there was a 40% reduction in complaints received and closed. Previous reports have highlighted the higher volume in 2014 was due to a significant uplift in complaints for Waste Services whilst improvements to kerbside bin collections were embedded.

## 1(b) – Complaints received per thousand population

	Based on 136,130 residents*
Q2 2014 YTD	10
Q2 2015 YTD	5
Q2 2016 YTD	6

\*Source gro-scotland.gov.uk mid-2015 estimate

• The Q2 2016 YTD value is equivalent to complaints being received from 0.6% of the North Ayrshire population.

## 1(c) – Analysis by geographical area



- Residents and customers of Irvine and Kilwinning raised the highest volume of complaints in Q2 2016. This was expected given the population size of the two towns.
- 7% of complainants chose to remain anonymous when raising their complaints through the online facility and the substance of each complaint was investigated where sufficient information was provided.
- 2% of all complaints were made by individuals residing out with North Ayrshire. Again, the substance of each complaint was fully investigated, where possible, in line with our Two Stage CHP.



## 1(d) – Analysis by channel

 Although we cannot compare like-for-like given the difference in complaint volumes between the three quarters, a higher percentage of customers used digital channels when raising their complaints in Q2 2016 YTD compared to previous years. This suggests more customers are happy to engage with the Council via digital means instead of more traditional methods.

\* Includes Contact Centre, telephone and the complaint line

## 1(e) – Analysis by nature of complaint

All complaints received by the Council are recorded in a centralised customer record management system called Lagan and each complaint is categorised.

The Council has established 6 complaint categories and the following graphs illustrate the volume of complaints handled under each category for Stage One and Stage Two:



- Complaints are falling mainly into two categories services being requested but are either not available (or have not been provided) and service requests that have been completed but not to an appropriate standard.
- It is in interesting to note that the Council\* received no complaints about missed appointments/call outs in any of the three periods under both Stages.



# 2 – Complaints closed at each Stage



 Whilst there is no target for the number of complaints that should be handled under each Stage (as the Council cannot predict how many complaints will be complex or not), the majority should be handled under Stage One as most will be non-complex in nature.



# 3 (a) – Complaint outcomes

- Over half of all complaints investigated were upheld or partially upheld in Q2 2016 YTD.
- Policy complaints not upheld in Q2 2016 YTD related to various Services and no discernible trends or themes were identified.
- The volume of complaints closed as poor quality (28%) in the first 6 months of this year is a 6% reduction compared to the same period last year. Most of these complaints were closed this way because they were logged by customers themselves using the online facility and upon inspection many were in fact general feedback, comments or enquiries. Some of these were also closed this way because they were online complaints that were anonymous and the content/substance was of such poor quality they could not be investigated, actioned or substantiated.
- There is no target for the number of complaints the Council should uphold as complaint outcomes cannot be predicted.

## 3 (b) - Average time in working days for a full response at each Stage



• The average time in working days for a response under Stage One met the SPSO target response time of 5 workings days in each of the three periods.



• Again, the average time in working days for a response under Stage Two comfortably met the SPSO target response time of 20 working days in each of the three periods.

Stage Two

## 3 (c) – Average time in working days for a full response per Service

The graphs below provide a Directorate breakdown in Q2 2016 of the average time in working days for a response under both Stages. To help interpret the graphs, the target for Stage One complaints is 5 working days and for Stage Two complaints it is 20 working days.





\*One Learning & Development complaint was closed on working day 24 due to sickness absence and staff retirement. Whilst this was unfortunate, the reasons for the delay is accepted and does not cause any concerns or issues with the Service.



- Overall, a small number of Services in Q2 2016 breached the Stage One target of 5 working days, however, the average number of working days to resolve all Stage One complaints was 3.3 working days, comfortably meeting the SPSO target of 5 working days.
- The average number of working days to resolve all Stage Two complaints cross-Council was 13 working days, again comfortably meeting the SPSO target of 20 working days.
- More information on the complaints that did not meet timescale is contained in Section 5.

## 4 – Upheld / Partially Upheld Complaint percentage volumes by Service

462 complaints were upheld or partially upheld in Q2 2016 YTD and the table below shows the Directorate breakdown:

	Total Volume received	Volume Upheld	% Upheld
Economy & Communities			
Community Facilities	5	5	100%
Information & Culture	2	2	100%
Learning & Development	2	1	50%
Protective Services	8	1	13%
Education & Youth Employment			
Education – HQ	5	2	40%
Education – Schools	35	17	49%
Finance & Corporate Support			
Benefits	14	5	36%
Customer Services (incl. Contact Centre,	47	35	74%
Customer Service Centres & Registrations)			
Multi-Service	31	15	48%
Revenues	30	12	40%
Place			
Building Services	78	48	62%
Facilities Management	9	7	78%
Housing	54	19	35%
PMI	66	30	45%
Roads	52	23	44%
Streetscene	121	83	69%
Waste Services	243	157	65%

- A number of Services upheld or partially upheld 50% or more of all complaints they handled in the first six months of 2016. This indicates customers were often right to raise complaints or concerns around the action, lack of action or standard of service provided by (or on behalf of) the Council.
- Although Waste Services had the highest volume of upheld complaints, this equates to 2 complaints per day. Given around 20,000 bins are emptied daily, this equates to a very small percentage of customers that were unhappy with the service provided.

## 5 - Complaints closed at each Stage within 5 and 20 working days

The Improvement Service conducted a review of complaint data for all 32 Scottish Local Authorities and national averages were calculated for complaints closed on time for Stage One and Stage Two. These averages are **80%** and **85%** respectively and are used to benchmark complaint performance. NAC are meeting (and exceeding) these benchmarks as illustrated below:



- The volume of Stage One and Stage Two complaints closed on time has consistently met the national benchmark targets across all three periods.
- 82 Stage One complaints and 8 Stage Two complaints (11% of the total resolved) did not meet timescale during Q2 2016 YTD. Complaints that breached timescale was due to a number of factors, including employees relevant to the issues being complained about not being available and timescales breaching due to the complexity of the issues being investigated. Although a small number of extensions were approved, many more may have been approved that would have resulted in a fewer complaints breaching timescale.

The tables below show the percentage of complaints not closed on time across all Directorates Q2 2016 YTD.

#### **Stage Ones**

	Not closed on time	Volume of complaints	% breached
Economy & Communities			
Community Facilities	1	4	25%
Learning & Development	1	1	1005
Sports & Activity	1	1	100%
Education			
HQ	1	3	33%
Finance & Corporate Support			
Customer Services	5	44	11%
Finance – "Other"	1	1	100%
Place			
Building Services	1	77	1%
Facilities Management	1	9	11%
Housing	4	46	9%
PMI	16	61	26%
Roads	12	50	24%
Streetscene	27	120	23%
Waste Services	8	243	3%

• 79 Stage One complaints did not meet timescale in the first 6 months of 2016.

• 4 Stage One complaints were extended in Q2 2016 YTD so are excluded from the above table.

#### **StageTwos**

	Not closed on time	Volume of complaints	% breached
Economy & Communities			
Protective Services	1	2	50%
Education			
Schools	4	12	17%
Finance & Corporate Support			
Multi-Service	1	26	4%
Place			
PMI	2	5	40%

• A small volume of Stage Two complaints did not meet timescale and the majority were closed on working day 21 or 22. No concerns with this.

 Of the 4 school complaints that did not meet timescale, two breached due to the school summer break where the relevant employees were not available to assist with the investigations.

## 6 - Complaints where an extension to the timescale has been authorised

 Three School complaints and one Roads complaint had their timescales extended in Q2 2016 YTD to allow for investigations to be completed. Whilst extending timescales is not considered normal practice, this is a small number of extensions compared to the volume of complaints handled during the period so does not give any cause for concern.

## 7 – Customer satisfaction with complaints handling

• Complaint Handling Satisfaction surveys are issued quarterly to complainants to capture their thoughts and views on their complaint experiences. The results of the most recent survey are contained in Appendix 2.

## 8 – Changes or improvements as a result of complaints

- Complaint reports are issued to key contacts in each Service on a monthly basis. These
  reports are reviewed for accuracy and remedial action undertaken if incorrect complaint
  information or data is identified. Reports are also issued to each Service quarterly, with a
  quarterly report submitted to senior management via Head of Service meetings. A report is
  also generated and submitted every 6 months, as well as yearly, to the Scrutiny & Petitions
  Committee which is chaired and attended by Elected Members.
- Actions and improvements as a result of complaints received are published on the NAC website under the banner "You Said, We Did".

Not all Services can implement improvements due to a number of factors, including the substance of the complaints, the feasibility of implementing changes and resource/budget considerations. That said, complaints in Q2 2016 that resulted in changes or improvements to service provision are below:

- A tenant complained about the length of time it was taking to replace part of a shower. Investigations identified that the item in question was a stock item and should therefore have been available within our stores department. As this was not the case, a manager within PMI is currently reviewing the relevant procedures around holding stock items and any improvements made should result in a reduction in such delays.
- A customer had a new kitchen installed and tradesmen damaged part of the lino during fitting. The customer duly complained but no-one contacted the customer to discuss replacing the lino. As a result, a communication was issued across PMI and Building Services to ensure customers are engaged in the complaint process at an early stage.
- A Clothing Grant cheque was sent to the wrong address during the automatic renewal process and as a result a complaint was received. Whilst action was taken to issue a further cheque to the customer, the automatics renewal process will be reviewed to identify the root cause and address (as well as provide the opportunity to identify any other issues that may require attention).
- Waste Services continue to work tirelessly to reduce complaints and ensure that where complaints occur they are dealt with efficiently and on time. During Q2 focus was placed on reducing complaints at the Household Waste Recycling Centres. This was done through holding tool box talks and specifically focussing on how Site Attendants interact with the public.

## 9 – Health & Social Care Partnership complaints

	Q2 2016 Volume
Total volume of formal complaints received	19
Volume closed on time (under existing Three Stage process)	16
Volume still open @ 1 October 2016	2
Volume Upheld / Partially Upheld	5
Volume Not Upheld	12

- 94% of all formal complaints handled in Health & Social Care Partnership (H&SCP) under their existing Three Stage procedure were closed on time in Q2 2016.
- No improvements were made in the Directorate during Q2 2016 but this causes no concerns as most complaints are handled on a case by case basis and Service-wide improvements are often not applicable.
- As noted in previous complaint reports, H&SCP currently use a Three Stage CHP and it
  was recently confirmed by the Scottish Government that Social Services departments
  across Scotland will align with the model Two Stage CHP from 1 April 2017. To assist with
  this transition within our H&SCP, a rollout has begun across the Directorate to provide
  training and technical support to employees prior to go-live date.

The Three Stage procedure the Directorate follow is detailed below:

- An acknowledgement in writing issued to the complainant within 5 days of receipt
- A response in writing issued as soon as reasonably practicable and within 28 days of receipt
- The Complaint Review Committee (CRC) make recommendations in writing to the appropriate committee as soon as practicable and within 56 days after the complainant has requested a CRC
- NAC decide what action to take and notify the complainant of any decision within 42 days of receiving the CRC recommendations
- Any extension of the above periods should be agreed by both NAC and the complainant.
#### Glossary

Stage One

Term

#### **Explanation**

Stage One (aka *Frontline Resolution*) aims to resolve straightforward customer complaints that require little or no investigation. Any employee may deal with complaints at this stage and they can be resolved via any channel. The main principle is to seek resolution at the earliest opportunity and as close to the point of service delivery as possible. Stage One complaints must be responded to within 5 working days unless an extension (a maximum of 5 additional working days) is requested and approved by a senior manager. The Council should, however, always aim to resolve these types of complaints within 5 working days.

Stage Two Not all complaints are suitable for Frontline Resolution and not all complaints will be satisfactorily resolved at that stage. Complaints therefore handled at Stage Two (aka *Investigation*) typically require a detailed examination before the Council can state its position. These complaints may already have been considered at the Frontline Resolution stage, or they may have been identified from the outset as being complex, serious or high risk and needing immediate investigation. Any Investigation aims to establish all the facts relevant to the points made in the complaint and to give the customer a full, objective and proportionate response that represents our final position. Stage Two complaints must be responded to within 20 working days unless an extension is approved by senior manager in conjunction with the customer. Investigation complaints require a written response, signed by a senior manager.

#### Complaint criteria

When expressions of dissatisfaction are received, the Council determines if the issue falls into one of six complaint categories:

- A service the Council should be providing is not being provided (or is available)
- A service was provided but not to an appropriate standard
- A request for a service has not been answered or actioned within the SLA / timescale
- An employee was rude, unhelpful or unprofessional
- An employee did not attend an appointment or call-out on a date/time agreed
- The complaint relates to a policy (either internal or external)

If the issue being raised relates to one or more of the above, the matter is considered a corporate complaint and recorded and handled as such in Lagan. If not, the matter is actioned as a request for service, observation or enquiry accordingly.

#### **Appendix 1 – Compliments**

Around 170 compliments were logged in Lagan Q2 2016 YTD and a selection is noted in the following two pages. Compliments raised by customers themselves using the on-line compliment facility are in italics:-

Compliment from employee in H&SCP: "I just wanted	Compliment for MA's Madaleine Gaw and Danielle Smith
to say a huge thanks to the Web Team (George Frank	from a Head Teacher: "I was hugely impressed by the
in particular) for the support in getting the ASP pages	confident articulate manner in which the Modern
organised on Connects. I required quite a bit of support	Apprentices presented to our group. Clearly very
and direction but this was cheerfully provided in a timely	knowledgeable and their research and work have obviously
manner."	paid off."
"Just to say a big thank you for fixing the street light	"Rebecca Farrelly in the Saltcoats CSC did everything I
outside my house. I can now reverse in the driveway no	asked re a housing enquiry, even though it was a big task.
problem when I finish work at 2am. Superb service."	Good reliable service"
Customer would like to compliment applying for	"I would like to take this opportunity to highly praise the
FSM/CG. She stated "It's the easiest application process I've been through compared to other councils".	Plumber, Electrician, Plasterer and Joinery team that carried work out on my kitchen."
Customer phoned Arran CSC to say thank you for	"I recently had dealings on behalf of my mother with Adult
helping dealing with her enquiry for making a road safer	Protection services and I cannot thank them enough for
by cutting down some grass. The CSC staff were	their professional yet caring service. They dealt with
friendly and efficient.	everything in a very caring manner. Again thank you!"
"I would like to thank the Lighting department for dealing so promptly with the light out issue I reported recently. Excellent service."	Customer says guys who fitted customer's bath were a credit to the council.
Compliment for Lorne Bruce, Web Author, in response to website content update request: <i>"Thanks for that.</i> <i>You guys are so efficient, well done."</i>	Customer called to say thanks for an efficient Streetscene service – a dangerous tree was dealt with the same day and customer delighted with the service.
Customer would like to thank the workmen from Waste Services who picked up a special uplift. The workers were very polite and helpful.	Compliment for Arran CSC who helped a customer organise a memorial bench to be placed on Brodick front. They made the whole experience easy given the customer does not live on the island.
"I recently visited Hawkhill Cemetery in Stevenston and	"I wish to express our appreciation and gratification to Mrs
the floral display that has been planted there with	Mackenzie and her staff at Glebe Primary, Irvine. Our son
poppies, cornflowers etc. is stunning. It is so different. I	is in his final week at Glebe and throughout his seven years
just wanted to acknowledge this and thank whoever was	attending we feel grateful that our son has had the
responsible for it."	opportunity to attend such an outstanding primary school."
Largs model boat club would like to convey their thanks	Customer called to thank Derek Thomson in Roads for
for such a prompt and efficient Streetscene service in	helping the customer with parking matter. The customer
cleaning the boat pond	advised she is very grateful for his help.
"Thanks for putting an excellent disabled ramp and wet	A big thank you was received for Rachel Kennedy in
room for my mum. Great service!" "Gillian Dunker, Greenwood Academy, has offered a huge amount of support and has gone above and beyond the call of duty. Gillian's professionalism and commitment has not gone unnoticed and I would like to thank Gillian once again for her work."	Benefits for her assistance in resolving a benefits issue. Customer came into CSC to hand in marriage paperwork and remarked that Danielle Meikle had a lovely manner when dealing with customers at Reception and was very suited to the job.
I would to thank Linda Wallace in Health & Social Care	"Thanks to your IT Modern Apprentices Patrick Brown,
for the help she has given my Dad - his vision has	Sean Crombie and Fraser Cunningham for their
deteriorated quite a lot and she helped tremendously	enthusiastic support of the open session at the
with gadgets for the house. Thanks again.	Employment Hub at Stevenston Library."
"Please pass on my thanks to Walter Swanson in Streetscene for the quick response to my concerns about overgrown trees."	"Thank you for all the support. I really don't know what we could have added to their day. Anne Noble @ GCC was fantastic support as always, an absolute angel!"
Customer brought in a card and biscuits for Tracey	"I am delighted with the Contact Centre in NAC. I have
Holden in Largs CSC to say thanks for resolving an	always found an extremely helpful and can do attitude
issue about missing payments.	whenever I contact them."

Customer ordered new stickers for her pull out service	Steven Smith in Environmental Health received a Thank
and were delivered next day. Customer extremely	You card from a customer regarding the removal of a
happy and pleased with the speedy service.	wasps nest.
Some compliments received from employees regarding	Councillor Jean Highgate made a compliment for the
StaffTalk magazine. One said "packed with great	Streetscene squad that cleared some graffiti so quickly
content. Well done"	
Card received for Gus MacLeod, Arran Island Officer, to	"Please pass on my thanks from all at the Waste Resources
say thank you for meeting up with a customer and giving	Team to the Contact Centre for their continued support
such helpful advice regarding a property on Arran.	during this transitional period. The support you provide is
	very much appreciated."
Compliment for Leanne Logan in Customer Services for	Customer called to say that when she previously spoke to
helping get all the election staffing organised and how	Lynn Gillan, Contact Centre Adviser, she was very polite
she "stepped up and went above and beyond."	and very helpful.
Compliment for Arran CSC to say thanks for helping	Customer would like to thank Hayley Quinn in Bereavement
locate where a customer's grandfather was interred on	Services for helping a customer find the graves of her
the island so his late father's ashes could be scattered	relatives. Customer was amazed at all the care and
there.	attention she received regarding her enquiry.
"I was delighted when walking along the prom to see the	"I would like to thank the teachers from Auchenharvie
cleansing team had already emptied all the bins and	Academy (Miss Duffis, Miss Paton and Mr Adam) for taking
swept the prom. This would have been a big job due to	the pupils to Auschwitz, Poland. It was a fantastic
the extra volume of visitors to the classic car show. So	opportunity for the pupils and my son had a fantastic
credit where it is due to the team involved. Thank you"	learning experience."
Compliments from several Performance Officers to	"I was down on Irvine beach last night - loads of families
Complaint Team for providing annual complaint, Elected	out walking, exercise classes, dogs in swimming - All on a
Member and compliment data to support their end of	lovely clean beach - what a difference it makes - keep up
year 2015/16 Performance Reports.	the good work!"
Compliment for Alison McAllister, GCC: "Thanks again	"Impressed by how quickly your refuse (Brown bin) guys
for all your input to the judging – I really enjoyed the	came back - within 24 hrs - and emptied the bin that had
visits, discussions and spending time with you"	been left half emptied on the original run. Well done!"
"I should like to thank both Fiona Inwood and Sean Ryan	Lynn English conducted a Ceremony at Seamill Hydro and
in Health & Social Care for the help that they have given	have sent in a card to thank Lynn, reading: "Thank you so
me after my 92-year-old mother-in-law had a serious fall	much for conducting our wedding ceremony. It was a lovely
and needed care at home. Both of them reacted quickly	ceremony and you helped us both feel relaxed throughout.
and efficiently and made things easier for her and for me	Thanks again"
at a stressful time. Thank you both"	Compliment received for planning officer Corden Craig who
Call logged for potholes and customer called back to pass on thanks to Roads department for filling in so	Compliment received for planning officer Gordon Craig who
quickly.	was dealing with planning application 16/00553/PREAPP
Customer would like to thank the Arran CSC for	Compliment to Web Team and Peter Watson in IT: "Thank
providing him with information he required about the	you for your hard work putting the Ayrshire Local Flood Risk
closing times of the string road on Arran. The customer	Plan onto the NAC Flooding site. Your work is much
drive a bank van and needed the information quickly for	appreciated."
his rounds.	
Compliment for Kelly Baker in the Communications	"I am writing today to pass on my thanks to a young woman
Team for assisting in developing 'Little Mousey' for	in your employ. I have received much help, assistance and
children's services and her efforts in planning the launch	patience from Emma Gillan and would not like it to go
	unrecognised."
"I recently placed a service request with Roads and was	Customer called to check her Council Tax and wanted to
happy to see this was being dealt with as I left the house	say how helpful Kevin Barr in the Contact Centre was.
this morning. Thank you and keep up the good work!"	When she had called in, she had just moved properties and
	Kevin helped her through the process.
Customer wanted to say thank you to Brodie Pearcey in	Customer has written a letter to thank Blair Kerr for his
Arran CSC and other grounds staff who helped him	support during her time at Redburn Travellers site and to
organise a memorial bench.	make him aware of the changes she feels he has made.
Tenant would like to thank the very pleasant workmen	"I want to praise the Building Services workers who did the
that attended his property to install a new gate. Tenant	arch at my house and the pebble dashing. Exemplary
is very happy with the final job and wanted to pass on	behaviour and work."
his thanks.	

#### Appendix 2 – Complaint Handling Satisfaction Survey

A complaint handling customer satisfaction survey was issued in Q2 2016 to determine how customers felt about their complaint experience. The survey questions fall under specific headings and key themes identified are listed below.

It should be noted that whilst 51 customers responded, not all customers answered every question so the results are reflective of this.

"Considering a complaint" (what did the customer consider when making their complaint)

- 63% of respondents said they felt they should raise a complaint because something had gone wrong
- 55% said they felt raising a complaint would enable the Council to make things better
- 53% said they knew they had a right to complain
- 30% said they knew their rights would not be affected by making a complaint
- 29% of respondents said they knew the Council had a complaint procedure

"Making your complaint" (how did the customer feel when making their complaint)

- 38% said they knew there would be a formal record of their complaint
- 44% of respondents said they felt confident raising their complaint
- 22% said they felt their complaint would be taken seriously
- 34% said they knew their complaint would be passed to the appropriate person/department to resolve
- 36% said they felt they could raise their complaint at a time that suited them

"Staying informed during your complaint" (how did the customer feel during the complaint process)

- 16% said they felt their concerns were understood and that staff empathised with their situation
- 8% of respondents said they knew what Stage (One or Two) their complaint was being handled under
- 6% said they received updates as their complaints progressed

"Resolving the complaint" (what happened when the complaint was resolved by the Service)

- 30% of respondents said they were contacted with the outcome to their complaint
- 19% said their complaint was handled fairly

"Reflecting on the complaint experience" (how would the customer feel about making a complaint again)

- 73% of respondents said they would complain again and 31% would encourage others to complain
- 31% of respondents said they would complain again as it is important to raise issues
- 25% said they would complain again as complaints help improve service delivery
- 10% of respondents said they would complain again as they see the difference their complaint has made (to their own situation and/or to others)

#### "Customer Satisfaction" (how did the customer rate their complaint experience)

• Overall customer satisfaction with how customers felt their complaints were handled was **46%** and of these, 13% were delighted.

A persistent theme from the surveys is that customers are not always being contacted with the outcome to their complaints. This is an area the Council needs to improve on as future survey results will continue to remain low until the root cause is addressed. This issue will be the focus of discussions at the next set of internal Complaint Forums.

#### Appendix 3 – SPSO Annual Report and other matters

#### SPSO 2015/16 Annual Report

The SPSO released 2015/16 complaint statistics for each local authority in August 2016 and those relating to North Ayrshire Council have already been published in our 2015/16 annual complaint report.

The SPSO has now released its 2015/16 annual report detailing information relating to all public sectors that fall within its jurisdiction and below are some key points from the report:

- 4,636 complaints were handled in 2015/16 (down 3% on previous year)
- Increasing number of health complaints being handled (accounted for 58% of all investigations carried out in 2015/16, with next highest being local authorities at 22%)
- 1,500 recommendations for redress and/or improvements made across all sectors
- 54% of all complaints investigated were upheld (up from 50% in 2014/15)
- Learning and Improvement Unit set up to help public sector bodies focus on good complaints handling, in particular learning from complaints to reduce repeat mistakes
- Commenced new role as independent reviewer of Scottish Welfare Fund decisions

#### Local Authority Benchmarking

The Improvement Service analysed 2014/15 complaint data for all 32 Scottish local authorities and national averages were calculated to support key complaint performance indicators.

The Improvement Service recently conducted a review of the 2015/16 complaint data for all 32 authorities and the analysis (when compared to 2014/15) is as follows:

- 55,879 complaints received across Scotland (with 94% being closed) in 2015/16. 66,003 complaints were received (with 94% being closed) in 2014/15
- Average number of days to respond to Stage One complaints increased from 4.4 days to 6.3 days
- Average number of days to respond to Stage Two complaints increased from 18.8 days to 25.8 days
- % of Stage One complaints closed on time reduced from 80% to 77%
- % of Stage Two complaints closed on time reduced from 85% to 75%

It should be noted there is no background information available as to why the statistics for 2015/16 have all shown negative trends and a small number of Council results are still to be included in the final analysis. Discussions will take place in future Local Authorities Complaint Handling Network as to what we should do with this new set of data.

#### **Complaints Improvement Framework**

This framework was introduced by the SPSO to help organisations assess the efficiency and effectiveness of their overall complaint handling arrangements. This includes how well the organisation handles and responds to complaints, how accessible the complaints procedure is and the effectiveness of its monitoring arrangements. The framework enables the organisation to self-assess its performance in relation to six themes of good practice in complaints handling and provides a holistic assessment of whether and to what extent the organisation operates a culture and system that values complaints.

North Ayrshire Council are going to embrace this framework and adopt many elements that will allow us to identify areas which require priority action (to improve our complaints handling arrangements) whilst allowing us to evidence our performance and demonstrate how well we manage complaints to other interested parties i.e. external auditors, regulators and external scrutiny bodies.

More information on this piece of work will be contained in the 2016/17 annual complaint report.

#### **End of Report**

#### NORTH AYRSHIRE COUNCIL Agenda Item 8 13 February 2017 Audit and Scrutiny Committee Title: Accounts Commission Report - Role and Working Relationships in Councils - Are you still getting it right? To consider the Accounts Commissions report 'Roles **Purpose:** and Working Relationships in Council's - Are you Still Getting it Right?' That the Committee (1) consider the checklists Recommendation: contained in the report; (2) agrees to receive an annual report to the Committee detailing the attendance of Councillors at North Ayrshire Council training events and (3) otherwise note the report.

#### 1. Executive Summary

1.1 In August 2010 Audit Scotland published Roles and Working Relationships in Council's: Are you Still Getting it Right?. In November 2016 the Accounts Commission published a follow-up report, a copy of which is attached as Appendix 1. This report considers the terms of the follow-up report.

#### 2. Background

2.1 The background to the August 2010 report on Roles and Working Relationships in Council's - Are you Still Getting it Right? came from audit work undertaken by Audit Scotland. This confirmed that better performing Councils were characterised by good working relationships between Councillors and Officers. In successful Councils, Councillors and Senior Managers share a strong public ethos and work well together to put their plans for the Council area into action. This professional and constructive relationships involves between Councillors and Councillors and Officers, shared commitment to shared priorities and constructive debate at Council and Committee In contrast, in many of those Councils making least meetings. progress in Best Value, lack of clarity about rules and responsibilities and poor working relationships were contributing factors. In the most serious cases problems included heightened political tensions among Councillors and a lack of trust and mutual respect amongst Councillors and between Councillors and Officers which affected their ability to work together. That report contained a tool for checking

progress and Appendices 2-4 raised questions for Councillors, Officers and others to evaluate progress. That 2010 report can be viewed at:http://www.audit-scotland.gov.uk/docs/best\_value/2010/bvrm\_100826 \_councillors\_officers.pdf

- 2.2 The follow-up report published by the Accounts Commission in November 2016 centres on the main themes of the 2010 report being:-
  - Clear roles and responsibilities and arrangements for governance that are up-to-date,
  - Effective working relationships, with Councillors and Officers demonstrating appropriate behaviours,
  - Councillors having the skills and tools to carry out their complex and evolving role.
- 2.3 The report recognises the major changes that have taken place in Local Government environment since 2010 namely:-
  - Continuing resource constraints against the background of increasing demand and rising public expectations about the quality of public services,
  - The integration of Health and Social Care
  - The increasing complexity of service delivery (ALEO's, Trusts, special purpose vehicles, Charities etc), often in partnership with others,
  - The re-emphasis on Community Empowerment and its potential to fundamentally change the relationship between Councils and Communities,
  - The City Region and Growth Deal programmes,
  - The transfer of Community Justice responsibilities to CPPs,

The potential impact of the Scottish Government's Programme for Government and the UK's decision to leave the EU.

- 2.4 The conclusion of the update report is that many, if not all of the recommendations of the 2010 report still stand. This is testimony to the 2010 report which remains hugely relevant. Against this background, much of the 2016 update simply re-emphasises points made in the 2010 report. In particular it:
  - Emphasises the importance of Councillors and Officers being clear on their roles as set out in the Councillors Code of Conduct. It suggests that Councils should develop more specific local guidance or protocols to help clarify rules and responsibilities. The guidelines for Member/Officer relations approved by Council on 18 February 2015 meet this recommendation,

- The need to ensure that all key governance documents are up-to-date. All of the key governance documentation for North Ayrshire Council, North Ayrshire Integration Joint Board and the Locality Partnerships are up-to-date. These will however be further reviewed in time for the new Council to approve its governance documentation in May 2017.
- The report refers to the need for statutory officers to have sufficient influence and recommends that Council Schemes of Delegation should set out the roles of the statutory officers. This Council's Scheme of Delegation to Officers, approved on 1 April 2015 contains specific appendices which set out the role of the Statutory Officers.
- The need for Councils to use the opportunities that the 2015 Community Empowerment Act presents to strengthen Community Engagement Act participation to try and improve outcomes in local services. This is the basis for the sector-leading locality arrangements in North Ayrshire.
- 2.5 The report emphasises the importance of effective scrutiny. It highlights that scrutiny and audit functions are different. Scrutiny questions whether Councils are doing the right thing and questions policy proposals and the performance and quality of services. Audit examines the regularity of governance and financial mismanagement including how the Council has applied its resources to achieve its objectives. Members will be familiar with these roles from the two previous Committees and both roles now form the remit of the Audit and Scrutiny Committee. Much of the work of our Committee will be to deal with reports submitted to it. However it is also important that the Committee continues to make time to pro-actively identify subjects for in-depth scrutiny.
- 2.6 The report recommends that the governance of partnerships and Arms Length Bodies (ALEO's) needs to be considered at the outset. This repeats advice previously given in the Accounts Commission's report on ALEO's. There is however a wider issue relating to Councillor representation on Outside Bodies. Often a Councillor will sit on an Outside Body for historic reasons, without any real thought by the organisation as to the need or value etc. As a result, in the run-up to the new Council in May, Officers are asking outside organisations for details as to their need for Councillor representation, insurance arrangements etc. Hopefully that will provide clarity to both the organisation and Council as to the role that a Councillor is expected to undertake on the organisation.

- 2.7 The report emphasises that Councillors need the skills and tools to carry out their role. It notes that many Councils carry out training needs analysis and put in place Personal Development Plans (PDP) for Councillors. However it also notes that evidence from Best Value Audits indicates that Councillors take-up of training is at best variable and sometime they have poor perceptions of the training they receive. It notes that despite the importance of skills development there is no requirement of the Councillors Code of Conduct for Councillors to participate in training. It notes the need to receive training in relation to ALEO responsibilities, as well as scrutiny, audit and financial decision making. It notes that training and development should be an ongoing process, not a one-off induction.
- 2.8 North Ayrshire Council offers a training needs analysis as part of annual PDP discussions with Members. Relatively few Members take-up the opportunity of PDP. In addition to the initial induction programme for all Members, there is an annual programme of learning events. The take up of these is variable with between 9 and 14 Members attending sessions regularly. Details of Councillor attendance during 2016 is contained in Appendix 3. Feedback sheets indicate that training is well received with 82% of Councillors confirming that their skills/knowledge has increased by attending the training. In addition to this there is online learning available hosted both internally and externally by the Improvement Service. Our intranet - Connects site hosts information, such as the slides from learning events. Councillors also have the opportunity to attend learning events throughout the year that are hosted for staff as part of their continued leadership development. Training on responsibilities when serving on ALEO's or outside bodies will be provided as part of the induction programme following the May Election.

#### 3. Proposals

- 3.1 The 2016 update report contains seven checklists. Committee is invited to consider these and identify any outstanding issues.
- 3.2 It is recommended that an annual report providing details on the Council's leaning events programme for Councillors and individual Councillor attendance figures is provided to the Audit and Scrutiny Committee. Otherwise, the Committee is requested to note the terms of the Accounts Commission 2016 update report.

#### 4. Implications

Financial:	There are no financial implications.				
Human Resources:	There are no HR implications.				
Legal:	There are no legal implications.				
Equality:	There are no equality implications.				
Environmental &	There are no environment and sustainability				
Sustainability:	implications.				
Key Priorities:	Effective governance is one of the key underpinnings which supports all of the Council key priorities.				
Community Benefits:	There are no community benefits implications				

#### 5. Consultation

5.1 Consultation was undertaken with Officers in Internal Audit and Learning and Organisational Development.

Elva Murray

ELMA MURRAY Chief Executive

Reference : AF/jm For further information please contact Andrew Fraser, Head of Democratic Services on 01294 324125

**Background Papers** 

0

# How councils work

## **Follow-up messages for councils**

Roles and working relationships in councils -Are you still getting it right?



## ACCOUNTS COMMISSION S



## **The Accounts Commission**

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about/ac 😒

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

# Contents

How councils work	4
Purpose of this report	4
The changing local government operating environment	6
Councillors and officers must be clear on their roles	8
Scrutiny is an essential part of effective decision-making	10
The governance of partnerships and arm's-length bodies ner to be considered at the outset	eds <b>12</b>
Statutory officers need to have sufficient influence	14
Good conduct and behaviours are crucial	15
Councillors need the skills and tools to carry out their role	17
References	19

Links
PDF download
Web link

# How councils work

Are you still getting it right?

**1.** The Accounts Commission's 2010 *How councils work. Roles and working relationships: are you getting it right?* (ICW) report set out the importance of good governance in councils. This requires good working relationships, and members and officers being clear about their respective roles and responsibilities. As the Commission said at the time, getting these things right has a significant bearing on how well councils perform in delivering vital public services for local people and communities, and ensuring that public money is used wisely.

2. The report highlighted the complex and demanding role that councillors have in representing their constituents, providing strategic direction for the council, and scrutinising policy decisions and service performance. The Commission also drew attention to the increasing role of councillors on external bodies and partnerships such as health integration joint boards, arm's-length organisations, voluntary sector organisations and police and fire committees. The report stressed the importance of training and development to support councillors with the skills and tools to carry out their role.

**3.** Many, if not all of the recommendations in that report still stand. That is unsurprising as they were founded on core principles of good governance: clarity about roles and responsibilities; a culture of trust; and the application of good conduct and behaviour. However, since its publication in 2010, the context in which local government operates has changed markedly. The Accounts Commission has therefore decided to re-visit some of the report's key messages in the light of these changes.

**4.** The Commission hopes that this report will be a useful tool to support councillors and officers in their complex and evolving role. It aims to help them review their practice and to take any necessary actions to ensure that their council's governance arrangements remain fit for purpose.

#### **Purpose of this report**

**5.** Alongside its role as the local government public spending watchdog, the Accounts Commission also aims to help councils improve. The How councils work series of reports and this follow-up report focus on supporting councils in their drive for improvement.

**6.** In this report the Accounts Commission revisits the themes in its 2010 HCW report on roles and working relationships. It highlights issues that are important to the governance of councils in the current climate. The Commission hopes that this report will support councillors in their difficult and challenging role. It should also help councils to consider their current governance arrangements and make any necessary changes, including their preparations for the new intake of councillors following the May 2017 local government elections.

**7.** The messages highlighted in this report centre on the main themes of the original HCW of:

- clear roles and responsibilities and arrangements for governance that are up to date
- effective working relationships, with councillors and officers demonstrating appropriate behaviours
- councillors having the skills and tools to carry out their complex and evolving role.

**8.** Councils need to put in place systems for governance that fit their particular ways of working. There are however broad principles of good governance that all councils must observe. The 2007 CIPFA/ SOLACE Delivering Good Governance in Local Government Framework sets out six core principles which provide a useful context for this report:

- Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the area.
- Members and officers working together to achieve a common purpose with clearly defined functions and roles.
- Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
- Developing the capacity and capability of members and officers to be effective.
- Engaging with local people and other stakeholders to ensure robust public accountability.

**9.** The checklists throughout the report are designed to help councils assess their governance arrangements taking these principles into account.

**10.** The **References** section provides links to other useful guidance material prepared by bodies including the Association of Public Service Excellence, the Centre for Public Scrutiny, the Chartered Institute of Public Finance and Accountancy, the Improvement Service, the Society of Local Authority Chief Executives and Senior Managers, and the Standards Commission.

11. As part of its research for this report, the Accounts Commission hosted two Round Table discussions to explore how the current local government context impacts on governance in councils. These were attended by senior officers and members from Scottish local authorities and leading local government policy experts and academics. Summaries of those discussions can be accessed here **Round Table 1**, **Round Table 2**. In addition to the round table discussions, the Commission has drawn on its own audit work in councils, and also wider research from those bodies identified in references. **12.** The following sections set out significant issues that the Accounts Commission believes are important to effective governance in the changing local government climate.

#### The changing local government operating environment

**13.** Councillors and council officers are working in an increasingly complex and challenging environment. Councils face continued financial constraints along with demand pressures in areas such as older peoples' care. Councils are having to rethink many of the ways in which they have done things in the past. This has implications for councillors and officers, and how they work together to lead change and improve services. Some of the major changes in the local government environment are summarised below:

- Continuing resource constraints, against a backdrop of increasing demand and rising public expectations about the quality of public services.
- The integration of health and social care, which is fundamentally changing the governance arrangements for this significant area of public service delivery.
- The increasing complexity of service delivery (ALEOs, Trusts, specialpurpose vehicles, charities, etc.), often in partnership with others (other public bodies, the third and private sector, or communities themselves).
- The re-emphasis on Community Planning and the Community Empowerment Act, which has the potential to fundamentally change the relationship between councils and local communities.
- The City Region Deal programme, which is giving councils a more prominent role in leading the development of the local economy.
- The Community Justice (Scotland) Act 2016, which gives community planning partnerships responsibility for the strategic planning and delivery of community justice.
- The potential impact on councils of the Scottish Government's Programme for Government.
- The implications on local government of the United Kingdom's decision to leave the European Union.

**14.** The councillor role, while rewarding, can be challenging and stressful. Councillor's play an increasing important role in enabling communities to meet their aspirations. But at a time of financial constraint, they must also take difficult service decisions that may impact on the communities they serve. A report by the Association of Public Service Excellence (APSE) *The future role of elected members in Scotland* illustrates these points well.

**15.** Councils need to take major decisions over how they provide services to meet current cost and demand pressures. The Accounts Commission has found that councils are implementing incremental changes to services, for example through introducing service charges or reducing employee numbers. But these approaches are not sufficient or sustainable given the scale of the challenges ahead.

**16.** In its 2016 report, *An overview of local government in Scotland* (1), the Commission emphasised that councils need to consider fundamental changes to cope with these pressures. A more strategic approach is needed with longer-term planning and a greater openness to alternative forms of service delivery. This requires both strong leadership and effective engagement with communities.

**17.** Good governance lies at the heart of how councils manage change and deliver improvement. But, governance has become more complex since the Accounts Commission's 2010 How councils work report because of a range of factors, including:

- the shift from single party council administrations to coalitions, where no single party has overall control
- the shift from traditional service-based committees to the executive or cabinet model, bringing a clearer separation between decision-making and scrutiny
- the increasing prominence of partnership working, including health and social care integration, and service delivery through alternative models such as arm's-length organisations
- the introduction of leaner management structures within councils, with executive directors holding wider service remits.

**18.** Many councils are taking measures to scale-down their management structures and reduce their workforces. Streamlining management and becoming more efficient is an important aspect of delivering Best Value, but the Commission has emphasised that councils need to retain sufficient leadership capacity to deliver effective services for the future. This means having the people in place with sufficient knowledge, skills and available time.

#### Checklist 1

#### Keeping governance up to date

#### As a councillor:

How effective is governance in your council?

Have your views been sought over the effectiveness decision-making and scrutiny, coalition working arrangements, or multi-member ward working for example?

Do you think councillors provide strong and effective leadership?

Do you feel that the council's senior management team has the capacity and capability to deliver the council's priorities?



#### As a chief officer:

Have you consulted with councillors over the effectiveness of the council's governance arrangements?

Do you regularly review governance, eg schemes of delegation, standing orders and working protocols?

How well has the council adapted its governance to take into account significant changes such as health IJBs and its use of arm's-length companies?

Does your annual governance statement address significant issues and identify areas for improvement?

#### Councillors and officers must be clear on their roles

**19.** Governance can be described as the systems for directing and controlling an organisation's activities. Put simply, it's about being clear about what the council is trying to achieve and who is responsible for doing what. The 2010 HCW report emphasised that clear governance, particularly officer and member roles and responsibilities, is essential to delivering effective public services. That fundamental principle is as valid now as it ever was.

**20.** It is important that councillors actively support and contribute to the effective governance of the council itself. For example taking fair and objective decisions and providing constructive scrutiny. The Accounts Commission's Best Value work has shown how difficult it is for councils to make progress where councillors do not support, or may even obstruct their council's governance processes.

**21.** Councillors are required to observe the Councillors Code of Conduct. This sets out core requirements around the role of councillors and their conduct, for example around declaring interests and taking decisions. The McIntosh report into local government and the Scottish Parliament, June 1999 highlighted the distinct roles and responsibilities for councillors and officers.

- The full council (comprising all councillors) is the governing body of the council that determines policy. It is ultimately responsible for ensuring the quality of service delivery.
- Councillors are elected to determine policy, not to engage in the direct operational management of services – this is the responsibility of council officers.
- Officers advise and serve the whole council. The council has a right to expect advice which is candid, expert and impartial.

**22.** It found that these distinctions are often easier to state than to carry out consistently into practice. For example the distinction between policy development and management is notoriously difficult to draw up at the margin. In addition, the changed framework within which councillors and officers operate in cabinet or executive systems of governance call on a new level of skills on the part of officers who are required to work directly to both the executive leadership group and to the council as a whole.

**23.** Coalition administrations are now the norm for local government in Scotland, but these can bring less certainty over decision-making. It can take more effort from both councillors and officers to work effectively in a coalition. It also requires a more sophisticated or nuanced approach to balance different interests across political groups.

**24.** Some council administrations use coalition agreements to set out the joint expectations of the administration parties. These can be used to set out their shared vision and commitments, arrangements for budget setting, decision-making and scrutiny, and arrangements for resolving any differences. Coalition agreements can also be a useful focus for officers to help clarify the goals they need to work to. If managed well coalition working can lead to better decisions through testing policy proposals more widely.

**25.** Councils should also consider developing more specific local guidance or protocols to help clarify roles and responsibilities in their council. Examples include protocols for multi-member ward working; member-officer engagement; and employee conduct. **References** outline further guidance available to councillors.

#### Checklist 2 Clear roles and expectations

#### As a councillor:

How well do you understand and observe the roles expected of you?

Do you need further guidance on how to fulfil your role, for example protocols for member-officer working?

Do you actively contribute to effective governance in the council, as well as fulfilling your representative role as councillor?

Are officers accessible – and to what extent do they provide the right balance between supporting the administration and supporting the council as a whole?

Where your council is led by a coalition, are the working arrangements clear?

Where your council uses the executive or cabinet system, are the roles of the executive and non-executive groups clear?

#### As a chief officer:

Do you feel you provide the right balance between supporting the administration and supporting the council as a whole?

Have you reviewed the council's governance documents including schemes of delegation, guidelines and protocols to ensure they are clear and easily understood?

Do you think all councillors are clear on their roles and have the necessary skills, and have you taken steps to support them?

#### Scrutiny is an essential part of effective decision-making

**26.** Good governance involves councils being accountable and accessible to the communities they serve. Councils must be transparent about the decisions they make and the quality of the services they provide. The council's leadership must be scrutinised and held to account for its plans and performance. This requires a culture that recognises the importance of scrutiny and is open to candid discussions about risks.

**27.** Putting effective scrutiny in place can be particularly difficult in complex partnerships or where there is an uncertain and changing environment. Whatever system of governance is used, it is crucial to know who is asking questions over risk and resilience. A prerequisite for effective scrutiny is that councillors must regularly attend committee or board meetings and actively take part in scrutiny when they do so.

**28.** Councils must have good systems for decision-making, audit and scrutiny if they are to operate effectively. Scrutiny and audit are both important, but their distinction is not always clear. Blurring these roles can weaken governance.

**29.** In broad terms, scrutiny questions whether councils are doing the right thing and questions policy proposals and the performance and quality of services. Audit examines the regularity of governance and financial management including how the council has applied its resources to achieve its objectives. Councillors' involvement in discussion and debate at the start of the decision-making process is an important element of good policy making and effective scrutiny.

**30.** The Accounts Commission believes that effective and transparent scrutiny is best achieved where the chair of the scrutiny or audit committee is not a member of the political administration. Scrutiny and audit committees must have clear terms of reference that set out their independent role in scrutinising the councils decisions and its performance and practice. They should have adequate support and be given access to independent advice. Members of these committees must have the necessary skills and training to do their job.

**31.** Councils should give careful consideration to the design of their scrutiny arrangements, and review their effectiveness on an ongoing basis. The cabinet or executive model of governance makes a clearer distinction between decision-making and scrutiny. Where councils use this approach they should be clear on the powers that rest with executive members and the means by which non-executive members can hold the executive to account.

**32.** In its *overview of local government in Scotland* report, the Accounts Commission' emphasised the importance of robust scrutiny over councils' strategic service delivery choices, noting that "it is increasingly important that councillors are able to challenge and scrutinise decisions and performance, and fully assess options for new and different ways of delivering services within their reducing budgets".

**33.** The Commission's Best Value work in councils has highlighted that scrutiny works best where councillors receive good quality information on which to base their decisions. But, councillors also need to be proactive and assure themselves that they have sufficient evidence before decisions are made. The information they receive should be balanced, comprehensive and understandable. If things go

wrong it is not enough for councillors to say 'I wasn't told', or 'we weren't given the information'. Where scrutiny fails the public interest is not met; the most graphic example being the failure in scrutiny by councillors in Rotherham MBC in relation to the sexual exploitation of children.

**34.** The 2015 Community Empowerment Act gives communities a much stronger say in how public services are to be planned and provided. The legislation provides a real opportunity for councils to develop imaginative ways of involving communities in local decisions and in scrutinising local services. Councils must use the opportunity that this new legislation presents to strengthen community engagement and participation to drive improved outcomes in local services.

#### Checklist 3

#### **Effective scrutiny**

#### As a councillor:

How open is your council to scrutiny – is scrutiny encouraged as a means to improve services and make better decisions?

Have you received training and support in your scrutiny role?

Do you actively engage in scrutiny and ask constructive and challenging questions?

Do you feel able to ask candid questions, for example about risks?

To what extent does scrutiny take into account service user and community views?

Are the chairs of the audit and scrutiny committees sufficiently independent?

Do you get sufficient information to make balanced decisions, for example on the best options for delivering services?

Does your councils scheme of special responsibility allowances reflect the importance of the scrutiny and audit functions?

#### As a chief officer:

Do you periodically review the effectiveness of scrutiny – including it's impact on decision-making?

Are effective scrutiny and audit arrangements in place for services delivered through local partnerships or arm's-length bodies?

Do you provide councillors with comprehensive information on services, costs and risks?

Have you taken measures to engage service users and communities in scrutiny?

# The governance of partnerships and arm's-length bodies needs to be considered at the outset

**35.** Councils and their partners must give careful consideration to the governance arrangements for partnerships, joint boards, and arm's-length organisations. Issues such as councillor representation, scrutiny and public accountability need to be considered at the outset.

**36.** Where the council jointly leads a service with other partners it is important that they share a common culture and purpose. The Accounts Commission's Best Value audit work found that community planning partnerships for example are most effective where they have a shared culture of trust. But, the integration of health and social care is an example of the complexities involved in achieving this. Our December 2015 report on *Health and social care integration* (\*) highlighted the need for members of IJBs to understand and respect differences in organisational culture between councils and the NHS and to build a common understanding of the roles and responsibilities of board members.

**37.** There has been steady growth in councils' use of arm's-length organisations. First seen as sports trusts in the 1980s, ALEOs are now also widely used for property, transport, and economic development. More recently, ALEOs have been used for core services such as older people's care. This can mean councillors taking positions on the boards of companies and charitable trusts and brings particular demands to their already diverse role.

**38.** The councillors Code of Conduct sets out principles that councillors must follow when taking a role on outside bodies. The Standards Commission's Advice Note for Councillors on ALEOs provides supplementary guidance to help clarify this complex area of the Code. The Accounts Commission and COSLA's *Following the Public Pound Code* (1) (FPP) and the Accounts Commission's *How councils work* (1) reports on ALEOs also set out guiding principles for councils in this complex area.

**39.** These reports emphasise that councils should consider carefully the representation on arm's-length organisations. The key question is what skills are required of the board and who is best placed to meet these. Where councillors or officers take such roles they should be clear of their responsibilities and have the right mix of skills and experience.

**40.** There are risks of conflicts of interest where councillors or council officers take board positions. The Companies Act and Charities Act requires board members or trustees to act in the best interests of the company or trust on which they serve, and to put these interests first. But there may be times where this requirement may conflict with a councillors' duties to the council. This can be a difficult balance where councillors and council representatives may be privy to certain information, but are prohibited from sharing or acting on it because of their role. Examples could be council policy decisions that impact on local services and the funding provided to ALEOs.

**41.** There is an ongoing debate around the advantages and disadvantages of having councillors as board members. On the plus-side, councillors bring their status as democratically elected community representatives and their knowledge of the council and its services; on the minus-side, there are potential conflicts of interest between their council and ALEO roles. It is interesting to note that in England it tends to be the exception rather than the rule for councillors to be members of ALEO boards.

**42.** Councils should consider wider options to limit the risks of conflicts. For example, some councils have chosen not to use council representatives as board members for this reason. Alternatively, council representatives can take advisory or non-decision making roles in the ALEO. In all cases, and in line with FPP, councils should ensure that the performance of ALEOs is regularly reported and monitored by the council and reported to committee.

#### Checklist 4

#### Partnerships and arm's-length bodies

#### As a councillor:

Do you think the governance arrangements for local partnerships, the health IJB, and the council's arms-length bodies are clear and fit for purpose?

Do you have the necessary skills and abilities to undertake your role?

Do you receive support and training on your roles and responsibilities in relation to any partnership or arms-length body that you sit on?

Does your training specifically cover your legal responsibilities as a member or trustee in relation to the company or charitable trust that you are a member of?

Do you make a strong contribution through your attendance and engagement at board meetings?

Are the different aspects of the role clear eg providing strategic direction, scrutiny, audit, and representing the council or community?

Is the performance of the local body or partnership sufficiently monitored and reported to council?

Does the IJB have a common culture and purpose – is there a clear vision for improving care?

#### As a chief officer:

Does your council provide sufficient training and support to councillors in their roles on local partnerships and boards?

Does the council understand and observe the Following the Public Pound guidance? (eg setting clear criteria for funding, audit access, and monitoring)

Does the council have a clear rationale for council representatives having a role on outside bodies and partnerships?

Are you satisfied with the governance of the IJB including how its decisions are reported to the council?

#### Statutory officers need to have sufficient influence

**43.** Statutory officers have specific duties and discharge their role as part of their wider responsibilities within their council. They have an important, independent role in promoting and enforcing good governance and for making sure councils comply with legislation. **Exhibit 1** summarises the core roles of statutory officers.

**44.** The Accounts Commission believes that statutory officers must have sufficient influence and experience to undertake these important roles. It has found in its Best Value audit work that in some cases the role of monitoring officer can be undermined because of a lack of trust and respect between councillors and officers.

**45.** The 2010 HCW report found that councillors are not always clear on the purpose of the statutory officer roles. Council schemes of delegation should set out what these roles involve and why they are important, and the role of statutory officers should feature in induction schemes for all newly councillors. Councillors and committees should know when to seek advice from statutory officers to ensure that they operate legally and responsibly.

**46.** The chief executive is responsible for ensuring that statutory officers have sufficient access and influence to carry out their roles. This could mean for example their being a member of, or attending the senior management team. As such the chief executive may need to balance the benefits of having statutory officers as full members of the senior management team, with any intentions to operate slimmer executive management structures.

Statutory officer post	Core duties					
Head of paid service (the chief executive)	The head of paid service (the chief executive) is responsible to councillors for the staffing of the council					
<ul> <li>established under the Local Government and Housing Act 1989</li> </ul>	and ensuring the work in different departments is coordinated.					
Monitoring officer	The monitoring officer ensures that the council observes its constitution and operates legally. This includes					
<ul> <li>established under the Local Government and Housing Act 1989</li> </ul>	reporting on the legality of matters, mal-administration, and the conduct of councillors and officers.					
Chief financial officer	The chief financial officer (section 95 officer or the senior financial officer) is responsible for the financial affairs of the council.					
<ul> <li>established under the Local Government (Scotland) Act 1973</li> </ul>						
Chief social work officer	Councils are required to appoint a professionally qualified chief social work officer to provide members					
• established under the Social Work (Scotland Act) 1968	and senior officers with effective, professional advice about the delivery of social work services.					
Chief education officer	Councils are required to appoint a suitably qualified and experienced chief education officer to carry out					
• established under the Education (Scotland) Act 2016	the authority's education functions as defined by the Education (Scotland) Act and other enactments.					

#### Exhibit 1 Statutory officer roles

**47.** Our report *Social work in Scotland* (e) highlights that the role of the chief social work officer (CSWO) has changed significantly as a consequence of health and social care integration. This has created risks that in some councils the CSWO may have too many responsibilities and insufficient status to enable them to fulfill their statutory responsibilities effectively. This is one example of the challenges councils face in putting effective governance in place at a time of ongoing change.

#### Checklist 5

#### The role of statutory officers

#### As a councillor:

Do you understand the roles of statutory officers, and do you have confidence in their abilities and contribution? (eg, monitoring officer, chief social work officer, chief finance officer)

Have you received sufficient training on the roles and responsibilities of statutory officers?

Do you / your committee understand how and when to consult with statutory officers?

#### As a statutory officer:

Do you have sufficient influence to ensure the council operates effectively?

Are you seen to be accessible in the support that you provide throughout the council?

Do you have a constructive relationship with the senior management team?

Are your views sought, and do you provide advice and direction to councillors and senior officials?

Are the responsibilities of the statutory officer roles adequately set out in the council's governance documents?

#### Good conduct and behaviours are crucial

**48.** Culture is set from the top and a positive culture is essential for any organisation to operate effectively. The Accounts Commission has stressed the importance of councillors and officers working well together. This means good working relationships built on trust, openness and mutual respect between all parties. Where these are absent it is difficult for any organisation to make progress.

**49.** Councils should reflect on whether their working relationships are constructive and productive. Councils operate in an often highly politicised environment and this can lead to tensions. The Standards Commission has noted increasing incidences of complaints against councillors. This can damage the reputation of councils and distract them from their purpose to provide people with vital services.

**50.** The Accounts Commission's Best Value work in councils has found instances where working relationships have broken down between political groups, or where there are tensions between members and officers. For example where

16

members lack confidence in officers and the information they provide to them. Social media and instantaneous communications are also becoming an increasing

area of risk for councillor conduct.

**51.** Councillors and officers should send clear signals over how their people should behave and interact. Councillors should observe the ethical standards and behaviours set out in the councillors' code of conduct. Monitoring officers also have a role to help them with this. Exit interviews for councillors are seldom undertaken but they can provide useful reflection on how councils are run.

**52.** The 2010 HCW report noted the benefits of using cross-party meetings to help foster good communication and working relationships between political groups. Similarly, member-officer working groups can be useful to for members to work more closely with officers. These meetings should not be used for decision-making, observing the principle for council decisions and discussions to be taken in public.

**53.** Ultimately, actual behaviours are more important than rules – which can be worked around or ignored. It can be difficult for monitoring officers to challenge personal behaviours and this takes confidence and experience. Monitoring officers need to know how to act, and when. It is important that they address issues at an early stage, nipping potential problems in the bud to prevent poor behaviour becoming an accepted part of how the council runs itself.

### Checklist 6

#### Conduct and working relationships

#### As a councillor:

To what extent do you think councillors work constructively together and show mutual trust and respect?

Is there a culture of trust and openness between councillors and chief officers?

Are you made aware of the behaviours and conduct expected of you?

Are cross party or group meetings and member-to-officer working groups used and do they work well?

#### As a chief officer:

Is sufficient guidance on roles and expected conduct available to both councillors and officers /employees?

Do you have positive and constructive working relationships with officers?

Are sufficient opportunities in place for cross party / group meetings, and for members to work with officers?

Are such meetings constructive, and do they respect the principle for public debate and decision-making?

Does the council undertake exit interviews for councillors and learn from them?

#### Councillors need the skills and tools to carry out their role

**54.** Local government in Scotland is a significant undertaking on any measure, involving annual expenditure of £20 billion and employing over 240,000 people. The increasing complexity of the local government environment, highlighted in this report, underlines the crucial importance of councillors having the skills, knowledge and confidence to provide demonstrable leadership, to undertake a much wider variety of roles, and to manage this complexity effectively.

**55.** It is essential that councils practice effective scrutiny, and decision-making to make sure that every pound they spend is spent wisely. There is an over-riding need for good governance and this can be especially challenging as service delivery arrangements become more complex.

**56.** Many councils carry out training needs analysis and put in place personal development plans for councillors. But evidence from Best Value audits indicates that councillors' take up of training is at best variable and sometimes they have poor perceptions of the training they receive.

**57.** Despite the importance of skills development there is no requirement in the Councillors Code of Conduct for councillors to participate in training. However, all councils provide compulsory training for the quasi-judicial roles in regulatory functions such as planning and licensing.

**58.** This is in contrast to the position in the health service where health boards have a duty to provide non executive directors with the necessary information and training to ensure that they are able to discharge their corporate responsibility to their highest standards. The approach recommends mandatory training and development for new non executive directors of a health board relevant to their governance committee membership or as identified through the performance development process.

**59.** It is also important to draw attention to the requirement in the Following the Public Pound (FPP) code for councils to properly advise members and officers of their responsibilities in relation to ALEOs, including declarations of interests. Councils should consider the role of their training and development programmes in meeting this requirement. This is not only in the public interest but in the best interests of councils themselves.

**60.** The Accounts Commission urges councils to go further and ensure that councillors receive training in the essential areas of scrutiny, audit, and financial decision-making.

**61.** Involving councillors in the design of training programmes can help to make them more relevant to their needs. Drawing on the views of newly elected and longer-serving members can help ensure that training and development, particularly induction training, is appropriate and effective. This can help to overcome the 'you don't know what you don't know' challenge where councillors may not be aware of skills and knowledge gaps until they have been in the job for some time. There is also a role for peer-to-peer training so councillors can learn and benefit from others' experience.

**62.** Training and development should be an ongoing process, not just a one-off induction. Newly elected councillors can be overloaded at the start of their term.

Councils should consider wider options such as training in the transition period before councillors take office; or a second wave of training once councillors have settled into their roles and are in a better position to apply new learning.

**63.** It is also important that officers provide ongoing support to councillors including good quality advice and information to help them in their various roles. This includes the opportunity to learn from good practice in other councils – another recurring theme of Best Value audits. The overall focus needs to be on continuing personal development.

#### Checklist 7 Councillors skills

#### As a councillor:

How well do you understand your role in relation to the council, local community, and on partnerships and outside bodies?

Is training and development sufficient for you to do your job?

Are you able to make an effective contribution to scrutiny, audit, and financial aspects of council business?

Do you take up training opportunities and make the most of advice and support from officers?

#### As a chief officer:

Do you ensure that training and development opportunities are available to councillors?

Does training include essential skills in areas such as scrutiny, audit and financial decision-making

Do you give sufficient support, information and guidance to councillors across their diverse roles, including partnerships and arm's-length companies?

Do you tailor training to the individual needs of councillors make it available on an on-going basis?

Do you seek feedback on the effectiveness of training and act on this?

Has the council reviewed the facilities and support provided to councillors to help them make the best use of their time and skills?

# References

Accounts Commission/Audit Scotland

*How councils work. Roles and working relationships* (1), Audit Scotland, August 2010.

How councils work. Arm's-length external organisations (ALEOs) (1), Audit Scotland, June 2011.

The following the Public Pound Code (Accounts Commission and COSLA) (1), Audit Scotland, March 2004.

An overview of local government in Scotland 2016 (1), Audit Scotland, March 2016.

Other references (as in October 2016)

Councillors' Code of Conduct (The Standards Commission) 📐.

CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016 Edition) 💽.

Advice for councillors on arm's length external organisations 💽 (The Standards Commission).

Improvement Service learning materials , eg Elected Member Briefing Notes & Guidance (CPP board guidance, continuous professional development, induction, briefings etc.)

Scottish Parliament Information Centre (SPICe) Financial Scrutiny Unit Briefing, **Subject profile – local** government in Scotland , (includes councillor roles and council powers / functions).

The role of the chief financial officer **S**, CIPFA.

Association of Public Service Excellence (APSE) report: The final piece of the jigsaw: elected members, everyday politics and local democracy in Scotland <u>S</u>.

Local Government Association information on being a councillor: http://beacouncillor.co.uk/

Scottish Government: On Board: A Guide for Board Members of Public Bodies in Scotland S.

# How councils work

#### Follow-up messages for councils

Roles and working relationships in councils - Are you still getting it right?

This report is available in PDF and RTF formats, along with a podcast summary at: www.audit-scotland.gov.uk

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500 or **info@audit-scotland.gov.uk** 

For the latest news, reports and updates, follow us on:





Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN T: 0131 625 1500 E: info@audit-scotland.gov.uk www.audit-scotland.gov.uk

ISBN 978 1 911494 11 9

#### Introduction

This paper provides a summary of the Learning & Development activities that support Elected Member Continuous Professional Development covering the period Jan - December 2016.

#### **Elected Member Learning & Development Sessions**

Over the past 12 months, a total of 19 sessions have been hosted for Elected Members on a variety of subjects, such as Updates on HSCP, Ayrshire Growth Deal, and Realising Children's Rights etc.

The attendance at events has varied between a minimum of 4 and maximum of 14 Members. Further details in relation to topics, dates and attendance can be found in **Appendix 1**.

To continue to support Members with their CPD, the slides and any handouts of sessions are published on the Members section of Connects for reference. A link to these is included when each new development schedule is circulated.

Since the summer Private Members Briefings are now incorporated into the Elected Member Development Schedule and the co-ordination of these sessions is either completed by the Service or OD, however no OD support is present during these sessions. Attendance figures for these sessions are incorporated into **Appendix 2**.

#### Session Feedback

Each event is evaluated, the purpose being to amend the process, timing or format of sessions based on this feedback. Below are a few comments to provide a flavour of the feedback being received, however a summary of the Members overall satisfaction of these sessions can be found in the separate document **Appendix 3**.

A very thought provoking briefing on the topic. Impressive briefing indicative of the amount of very serious research undertaken	(Realising Children's Rights)			
One of the best sessions we've had - lots of engagement & participation	(Realising Children's Rights)			
Please issue session reminders one week prior as our diaries keep changing. Learned- the need to change	(various sessions)			
Learning about the MA system. Working with the apprentices	(MA Programme)			
"Straight from the horse's mouth" presented by two people who know most about it	(MA Programme)			
I now have a better understanding of some of the issues	(Update on HSCP)			
Not boring as expected Enjoyed it	(Data Protection & Information Sharing)			
Powerpoint can be dire but although presentations were long, content and enthusiasm made it enjoyable and valuable	(Education – Nurture)			
Pity more members were not there to learn and understand, excellent info session	(Let's Build a Carer Community)			

#### PDP Discussions for 2016/17

Members are contacted in September each year to offer the opportunity to participate in a PDP Discussion with or without a 360 / Self-Assessment, at a time convenient to them between October and January. Low response was received and a reminder email was sent in November 2016 re-iterating the invitation. Similar to last year, two informal 'drop-in sessions' have been arranged for January 2017 to allow Members to discuss their development more informally rather than an organised discussion.

The number of responses is particularly low this year and the main reason cited by Members when declining the offer of a PDP discussion is due to upcoming local government elections.

Below is a summary of the interactions in relation to PDP:

- 1 Member has agreed to have a PDP discussion
- 0 Members have agreed to undertake a Self-Assessment,
- 5 Members have declined a PDP discussion / assessment
- 24 Members have not responded

#### **2017 Developments**

The development schedule for the first quarter of 2017 has been confirmed and will continue to be evolved during 2017.

#### Fiona Walker Organisational Development Manager

For further information contact - Irene Somerville, L&OD Adviser Tel: 324632

Appendix 1 -	Learni	ing & I	Deve	elopi	ment	Ses	sion A	tter	ndar	nce 20	16									
	14.1.16 Getting it Right for Children in NA	27.1.16 The Gerry McGovern Experience	2.2.16 Ayrshire Growth Deal	11.2.16 MA Programme	3.3.16 Data Protection & Info Sharing	17.3.16 Update on HSCP	.7.5.16 Realising Children's Rights	1.6.16 Children's Services Plan	27.6.16 Performance Update	15.8.16 Locality Partnerships & HSCP Locality Forum Update	30.8.16 Curriculum for Excellence Senior Phase	6.9.16 Annual Accounts & Capital Expenditure	27.9.16 Let's Build a Carer Community	18.10.16 Nursing in Partnership	27.10.16 Update on HSCP	10.11.16 Adult Support & Protection Update	17.11.16 Education Nurture	6.12.16 Update on HSCP	13.12.16 Overview of Procurement & regulatory framework	G Attendance Figures
Barr, R	0 17	шл	5	E E	ωv	H	۲ ۲	Ϋ́	7	Y	<u>س م</u>	9 Ш	0 0	н Н	Ϋ́	C	Н	9	1 T T T	5
Bell, J						Y		Y						Y			Y			4
Brown, M																				0
Bruce, J		İ	1	1			Y	Y	1	1	1	1	1	1		1		1		2
Burns, M			Y	Y		Y	Y		Y		Y	Y		Y			Y			9
Clarkson, I	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		Y		17
Cullinane, J	Y		I	Y					1		Y	Y		1						4
Dickson, A`		Y	Y		Y	Y	Y	Y		Y				Y		Y	Y	Y		11
Easdale, J	Y	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y		Y	Y	Y	Y	16
Ferguson, J	Y		Y						Y					Y	Y	Y				6
Gallagher, A	Y	Y	Y	Y		Y		Y		Y	Y	Y			Y	Y	Y	Y	Y	14
Gibson, W	Y	Y	Y			Y	Y	Y			Y						Y			8
Gurney, A														Y						1
Highgate, J	Y					Y		Y		Y				Y						5
Hill, A			Y				Y													2
Hunter, J	Y							Y												2
Marshall, T			Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y			Y			13
McLardy, E																				0
McLean, G	1	Y	Y	1	Y	Y	Y		Y					I		Y			Y	8
McMillan, C	Y	Y	Y	Y	Y		Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	17
McNamara, P	1	Y	Y	Y			Y				Y			Y				Y		7
McNicol, R		1													Y					1
McPhater, L											Y			Y						2
Montgomerie, J				Y																1
Munro, A				Y																1
O'Neill, D				Y						Y	Y				Y					4
Oldfather, I																				0
Reid, D	Y	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		16
Steel, R		Y					Y	Y		Y		Y	Y		Y			Y		8
Sturgeon, J	Y		Y					Y	Y	Y		Y		Y	Y	Y				9

Appendix 2 -	Private Me	mber Sessio	on Attendar	ce 2016
	dget	Jpdate	c	
	16.9.16 HSCP Budget 3riefing	3.11.16 Tourism Update	29.11.16 Commercialisation	
	16.9.16 I Briefing	3.11.1	29.11.16 Commerv	Totals
Barr, R				0
Bell, J				0
Brown, M				0
Bruce, J				0
Burns, M			Y	1
Clarkson, I	Y	Y	Y	3
Cullinane, J	Y			1
Dickson, A	Y	Y	Y	3
Easdale, J	Y		Y	2
Ferguson, J		Y	Y	2
Gallagher, A		Y		1
Gibson, W			Y	1
Gurney, A				0
Highgate, J		Y		1
Hill, A				0
Hunter, J				0
Marshall, T	Y	Y	Y	3
McLardy, E				0
McLean, G		Y		1
McMillan, C		Y	Y	2
McNamara, P	Y			1
McNicol, R				0
McPhater, L		Y		1
Montgomerie, J	Y			1
Munro, A				0
O'Neill, D				0
Oldfather, I				0
Reid, D	Y		Y	2
Steel, R	Y			1
Sturgeon, J	Y			1

#### Course Evaluation Feedback

1. The content of the course		
Answer Options	Response Percent	Response Count
5 Satisfied 4 3 2 1 Dissatisfied Not Completed	66.8% 29.2% 3.5% 0.0% 0.0% 0.5%	135 59 7 0 0 1
ar	nswered question skipped question	202 0

2. The handouts and presentations		
Answer Options	Response Percent	Response Count
5 Satisfied	63.9%	129
4	29.7%	60
3	5.0%	10
2	0.0%	0
1 Dissatisfied	0.0%	0
Not Completed	1.5%	3
a	nswered question	202
	skipped question	0

3. The presentation of the course from the tutor		
Answer Options	Response Percent	Response Count
5 Satisfied	72.3%	146
4	23.3%	47
3	2.5%	5
2	0.5%	1
1 Dissatisfied	0.0%	0
Not Completed	1.5%	3
ar	nswered question	202
	skipped question	0

4. The friendliness and politeness of the tutor		
Answer Options	Response Percent	Response Count
5 Satisfied	84.7%	171
4	14.4%	29
3	0.5%	1
2	0.0%	0
1 Dissatisfied	0.0%	0
Not Completed	0.5%	1
ar	nswered question	202
	skipped question	0

5. The relevance of the course to your needs		
Answer Options	Response Percent	Response Count
5 Satisfied	72.8%	147
4	25.2%	51
3	1.5%	3
2	0.0%	0
1 Dissatisfied	0.0%	0
Not Completed	0.5%	1
ar	nswered question	202
	skipped question	0

#### 6. The pace of the course

Answer Options	Response Percent	Response Count
Just Right	88.6%	179
Too Fast	5.0%	10
Too Slow	3.5%	7
Not Completed	3.0%	6
ar	nswered question	202
	skipped question	0

7. How did you feel about the overall service provided?		
Answer Options	Response Percent	Response Count
5 Delighted	62.9%	127
4	30.2%	61
3	4.5%	9
2	0.5%	1
1 Disappointed	0.0%	0
Not Completed	2.0%	4
an	nswered question	202
	skipped question	0

8. Has the course increased your knowledge and/or skills	?		
Answer Options	Response Percent	Respons Count	e
Yes	85.1%	172	
No	4.0%	8	
Not Completed	10.9%	22	
ai	nswered question		202
	skipped question		0

#### **NORTH AYRSHIRE COUNCIL**

#### Agenda Item 9

13 February 2017

#### Audit and Scrutiny Committee

# Title:Ayrshire Valuation Joint Board MinutesPurpose:To submit the Minutes of the meeting of the Ayrshire<br/>Valuation Joint Board (AVJB) held on 1 September<br/>2016.

**Recommendation:** Agree that the Committee notes the Minutes.

#### 1. Executive Summary

1.1 The former Scrutiny and Petitions Committee of North Ayrshire Council agreed that the Minutes of the meetings of the Ayrshire Valuation Joint Board be submitted to the Committee for information.

#### 2. Background

2.1 The Minutes of the Ayrshire Valuation Joint Board meeting held on 1 September 2016 are attached at Appendix 1.

#### 3. Proposals

3.1 It is proposed that the Committee notes the Minutes.

#### 4. Implications

Financial:	None
Human Resources:	None
Legal:	None
Equality:	None
Environmental &	None
Sustainability:	
Key Priorities:	Presentation of the Board Minutes to the Audit and Scrutiny Committee supports CPP Partnership Working.
Community Benefits:	None

#### 5. Consultation

5.1 No consultations were required in relation to this report.

Elva Murray

ELMA MURRAY Chief Executive

Reference :

For further information please contact Ann Pearson, Committee Services Support Officer on 324129.

**Background Papers** 

0

#### AYRSHIRE VALUATION JOINT BOARD

Minutes of meeting held on Thursday, 1 September 2016 at 10.30 a.m. within Robert Burns Committee Room, East Ayrshire Council Headquarters, London Road, Kilmarnock

#### Item 1 - Sederunt

#### Present:

East Ayrshire Councillors: William Menzies and Elena Whitham

North Ayrshire Councillors: John Easdale, John Ferguson, Catherine McMillan and Donald Reid

South Ayrshire Councillors: Rita Miller, Alec Oattes and Robin Reid.

- In Attendance: Helen McPhee, Assessor and ERO; John McConville, Head of Valuation Services and Assistant ERO; Tim Baulk, Head of Finance and ICT, South Ayrshire; Tom Simpson, Corporate Accounting Manager, South Ayrshire Council; Wynne Carlaw, Democratic Governance Manager (for Clerk), South Ayrshire Council; Alison Nelson, Co-ordinator, Democratic Services, South Ayrshire Council; Alan McKenzie, Audit Scotland; Dave Richardson, External Audit.
- Apologies: Councillors George Mair, John McFadzean, Jim Roberts, East Ayrshire Council, Councillor Matthew Brown, North Ayrshire Council and Councillors John Hampton, and Andy Campbell, South Ayrshire Council. Harry McCormick, Principal Admin and IT Officer.

#### **Appointment of Chair**

The Acting Clerk opened the meeting by intimating that there was an amendment to the Agenda in that there were two additional items of business that required to be considered first.

#### Item 1

As neither the Chair nor Vice Chair were present, a Board member would require to be appointed as Chair to convene this meeting.

Councillor Ferguson proposed that Councillor Reid Chair this meeting seconded by Councillor Easdale.

1

**Decision:** It was agreed that Councillor Reid Chair this meeting.

#### <u>Item 2</u>

A special meeting of North Ayrshire Council was held on 30 August 2016 to deal with the resignation of the Administration and the appointment of a new Administration That meeting also made a recommendation in relation to the Ayrshire Valuation Joint Board. The Acting Chair reminded Members that the Chair of the Ayrshire Valuation Joint Board rotated and that the current Chair lay with North Ayrshire Council until May 2017. North Ayrshire Council's recommendation was that Councillor Reid replaces Councillor Brown as Chair. The Council also recommended that Councillor Brown remain on the Board as the Council was keen to retain his experience and expertise.

The Acting Clerk asked the Board Members present to vote, by a show of hands, on North Ayrshire Council's recommendation that Councillor Reid replace Councillor Brown as Chair.

**Decision:** It was unanimously agreed that Councillor Reid replace Councillor Brown as Chair and that Councillor Brown remain a Member of the Board until May 2017.

The Acting Chair, on behalf of the Clerk, Officers and Members of the Board, wished to record her sincere thanks to Councillor Brown for chairing the Board in such a competent and courteous manner. His hard work and commitment during his years as Chairman was greatly appreciated.

Councillor Reid thanked the Board Members for supporting North Ayrshire Council's recommendation, which he accepted, and also expressed his thanks to Councillor Brown.

The meeting was passed to Councillor Reid and subsequently followed the original Agenda.

#### Item 2- Declarations of Interest

There were no declarations of interest by Members in terms of the Councillors' Code of Conduct.

#### Item 3 - Minutes of Previous Meeting

The Minutes of the meeting of the AVJB held on 24 May 2016 were submitted and approved as a correct record.

#### Item 4 – Matters Arising

With regard to Item 8 of the Minutes, Councillor Menzies enquired as to whether the Assessor had the opportunity to speak to the Chair of the Working Group dealing with mines and minerals. The Assessor confirmed she had and updated Members accordingly.

#### Item 5 – 2015/16 Annual Audit Report to Members and Controller of Audit

There was submitted (circulated) a report dated 22 August 2016 by the Treasurer to the Ayrshire Valuation Joint Board presenting to Members the Annual Report on the 2015/16 audit for consideration.

The Corporate Accounting Manager, South Ayrshire Council introduced Dave Richardson, Audit Scotland who summarised the key messages within Audit Scotland's Report. The report advised that the independent auditors had issued an unqualified opinion on the 2015/16 financial statements and highlighted the Board's sound financial management; sound governance; and that a framework was in place for monitoring and reporting against key performance indicators. In terms of the future, there is little prospect of relief from the funding pressures faced by the Board, however, the Board's strong reserves provide a good foundation to continue to deliver its services whilst modernising systems and processes.

It was also recommended in the Action Plan that The Board should prepare financial plans covering the medium to long term, and should prepare a capital programme setting out capital expenditure and funding sources over the medium to long term.

Due to the fact that this was the last year of Audit Scotland's contract with the Board, Dave Richardson wished to place on record his thanks to the Board and Officers for their hard work and co-operation. From 2016/17 onwards, the auditors will be Deloitte.

**Decided:** to accept the contents of Audit Scotland's annual audit report.

## Item 6. - Ayrshire Valuation Joint Board - Annual Accounts for the year ended 31 March 2016

There was submitted (circulated) a report dated 22 August 2016 by the Treasurer to the Ayrshire Valuation Joint Board outlining to Board Members the Annual Accounts for the year ended 31 March 2016, together with the proposed independent auditor's report; and to allow the auditor to communicate to the Board the matters raised during the audit.

Due to the fact that the Chair of the Board had changed, the Corporate Accounting Manager, South Ayrshire Council explained that any change required to be disclosed. In order that Board Members had an accurate set of Annual Accounts that reflected the change in chairmanship, revised Annual Accounts (Annex 1) were tabled at the meeting. Section 5 of the revised Annual Accounts also recorded that the new Chair had not received any remuneration to date.

At the meeting held on 24 May under Item 5 it was agreed that the Treasurer insert an explanatory paragraph, within the Annual Accounts, under the heading 'Remuneration of Senior Employees'. Board members agreed that the wording was now appropriate under this heading.

#### Decided:

- (1) to approve the (revised) Annual Accounts;
- (2) to authorise the Chair, Assessor and Treasurer to sign and issue the Annual Accounts by 30 September 2016; and

(3) to note that the accumulated General Fund surplus of £518,330 would be utilised to fund expenditure in future years, as previously approved by the Board.

Councillor Easdale left the meeting.

#### Item 7 - Revenue Budget Monitoring Report 2016/17 - Position Statement at 31 July 2016

There was submitted (circulated) a report dated 22 August 2016 by the Treasurer to the Ayrshire Valuation Joint Board advising Members of the Board of income and expenditure for the period ended 31 July 2016 (monitoring period 4), as compared with the approved revenue budget.

Councillor Menzies sought clarity on the £151,000 overspend, the Corporate Accounting Manager, South Ayrshire Council confirmed it was in addition to funding put in from reserves for IER.

#### Decided:

(1) to approve the budget transfer request as outlined in paragraph 4.3 of the report.

(2) to otherwise, approve the contents of the report.

#### Item 8 - Valuation and Performance

There was submitted (circulated) a report dated 19 August 2016 by the Head of Valuation Services and Assistant ERO advising Board Members on the progress achieved in Valuation and Council Tax issues; and providing an update to the ongoing report of performance up to 31 July 2016.

**Decided:** to note the contents of the report.

#### Item 9 – 2017 Revaluation Progress Report

There was submitted (circulated) a report of 8 August 2016 by the Assessor and ERO updating members on the progress made on the 2017 Non-Domestic Rating Revaluation which becomes effective on 1 April 2017.

The Assessor advised that 80% of the work had now been undertaken with an estimated completion date of the end of the month.

**Decided:** to note the contents of the report.

#### Item 10 – Electoral Registration

There was submitted (circulated) a report dated 16 August 2016 by the Principal Admin and ICT Officer updating Board Members on the current position with regard to the Board's functions concerning Electoral Registration.

The Electoral Registration Officer advised that for EAC 41.5% of HEF had been returned, 40.7% in NAC and 44.2% in SAC. These figures were lower this year than in previous years.

Councillor Reid enquired whether there would be any form of further publicity to encourage people to return their HEF forms. The Electoral Registration Officer advised she would investigate and advise.

**Decided:** to note the contents of the report.

#### Item 11 - Staffing

There was submitted (circulated) a report dated 19 August 2016 by the Head of Valuation Services and Assistant ERO advising Board Members of current staffing issues.

Members commented on the fact that the number of staff members absent due to psychological issues had increased. The Head of Valuation Services and Assistant ERO assured Members that staff members were not absent due to work related issues.

#### Decided:

- (1) to approve the continued participation in the pan-Ayrshire Group developing shared Equality Outcomes;
- (2) to approve the closure of the office in the period between Christmas and New Year, subject to staff using their annual leave and/or flexi time; and
- (3) to approve the contents of the report.

#### Item 12 – Risk Registers

There was submitted (circulated) a report dated 8 August 2016 by the Assessor and ERO updating Board Members on the progress of the Board's existing Risk Register.

#### Decided:

- (1) to approve the updated AVJB Risk Register; and
- (2) to note the contents of the remainder of the report.

#### Item 13 - Records Management

There was submitted (circulated) a report dated 19 August 2016 by the Head of Valuation Services and Assistant ERO updating Board Members on the Board's recent activities in connection with Records Management and, in particular, reporting on

- (1) the Board's Records Management Plan; and
- (2) planned future developments in Records Management.

#### Decided:

(a) to approve the Records Management Plan; and

(b) to notes the contents of this Report.

#### Item 14 – Business Continuity

There was submitted (circulated) a report dated 19 August 2016 by the Head of Valuation Services and Assistant ERO advising Board Members of recent updates to the Board's Business Continuity procedures.

**Decided:** to note the contents of the report.

#### Item 15 – Confidential Report - Electoral Management System (EMS)

There was submitted (circulated to Board Members only) a report dated August 2016 by the Assessor and ERO.

Decided: to agree the recommendations in the report.

#### Item 16 - Any other Business

Councillor Reid requested that an electronic update be circulated, on the standard Agenda items, towards the end of October.

Decision: Agreed.

#### Item 17 - Date of Next Meeting

The Board noted that the next meeting would be held on **Tuesday 10 January 2017** at 10.30 a.m. within North Ayrshire Council Headquarters, Cunninghame House, Irvine.

The meeting ended at 12.15 p.m.