North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cabinet

A Meeting of the **Cabinet** of North Ayrshire Council will be held in the **Council Chambers**, **Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 11 June 2019** at **14:30** to consider the undernoted business.

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
The accuracy of the Minutes of the meeting of the Cabinet held on 14 May 2019 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

EDUCATION ITEMS FOR DECISION

3   New Education and Community Provision in Ardrossan
Submit (3.1) report by the Chief Executive on a Petition received, opposing the proposed closure of Auchenharvie Swimming Pool and Gym; and (3.2) report by the Head of Service (Inclusion) on the pre-consultation engagement activities undertaken so far and early public feedback in respect of the above noted proposal and to consider a petition in respect of the proposed relocation of leisure facilities. (copy enclosed).

4   Early Learning and Childcare Expansion Programme
Submit report by the Head of Service (Inclusion) on the progress of the Early Learning and Childcare Expansion (ELC) programme in North Ayrshire and the plans to move to implementation of the confirmed delivery and staffing models from August 2010 (copy enclosed).

GENERAL BUSINESS FOR DECISION

North Ayrshire Council, Cunninghame House, Irvine KA12 8EE

Reports by the Chief Executive

5   North Ayrshire Local Child Poverty Action Plan 2018/19
Submit report by the Chief Executive on the Local Child Poverty Action Plan 2018/19 (copy enclosed).

6   Performance End of year 2018/19 Council Plan/Directorate Plan
Submit report by the Chief Executive on the end of year 2018/19 Council Plan/ Directorate plan performance reports (copy enclosed).

Reports by the Executive Director (Finance and Corporate Support)

7   Domestic Abuse Policy Review
Submit report by the Executive Director (Finance and Corporate Support) on the proposed changes to the Domestic Abuse Policy in the relation to the introduction of Safe Leave (copy enclosed).

8   Health and Safety Annual Report 2018/19
Submit report by the Executive Director (Finance and Corporate Support) on the Health and Safety performance within Council Services during 2018/19 (copy enclosed).

9   ICT Infrastructure Strategic Review
Submit report by the Executive Director (Finance and Corporate Support) on the Council's ICT Infrastructure Strategic Review (copy enclosed).

10   Revenue Budget 2018/19: Financial Performance to 31 March 2019
Submit report by the Executive Director (Finance and Corporate Support) on the performance for the Council for 2018/19 (copy enclosed).

11   Capital Programme Performance to 31 March 2019
Submit report by the Executive Director (Finance and Corporate Support) on the progress in delivering the Capital Investment Programme for 208/19 (copy enclosed).

Reports by the Executive Director (Place)

12   Maximising Opportunities from Advertising on North Ayrshire Land Assets
Submit report by the Head of Service (Commercial Services) on the proposed pilot approach to maximising our resources from the sale of advertising opportunities on Council assets – land assets (copy enclosed).

13   Acquisition of Land for Council House Building
Submit report by the Head of Service (Physical Environment) on the purchase of land at Ayrshire Central, Irvine for Council House Building (copy enclosed

14   **Declaration of a Climate Change Emergency**
Submit report by the Head of Service (Physical Environment) to declare a climate change emergency and initiate public debate on the next steps in tackling climate change in North Ayrshire (copy enclosed).

15   **Scottish Government Consultation: Short Term Lets**
Submit report by the Head of Service (Physical Environment) on the Scottish Government consultation on short-term let accommodation (copy enclosed).

16   **Decriminalised Parking Enforcement and the Introduction of Car Parking Charges**
Submit report by the Head of Service (Commercial Services) on the proposed introduction of Decriminalised Parking Enforcement and the Introduction of Car Parking Charges in North Ayrshire (copy enclosed).

Reports by the Executive Director (Economy and Communities)

17   **Gaelic Language Plan**
Submit report by the Executive Director (Economy and Communities) on the second edition of the North Ayrshire Gaelic Language Plan (copy enclosed).

18   **Proposal for Community Investment Fund (CIF) Expenditure**
Submit report by the Executive Director (Economy and Communities) on an application by the Three Towns Locality Partnership copy enclosed).

19   **National Islands Plan and Island Communities Impact Assessment Consultation**
Submit report by the Executive Director (Economy and Communities) on North Ayrshire Council's response to the Scottish Government's consultation on the National Islands Plan and Island Communities Impact Assessment (copy enclosed).

20   **West of Scotland Loan Fund**
Submit report by the Executive Director (Economy and Communities) on the proposals to wind up West of Scotland Loan Fund (WSLF) Ltd (copy enclosed).

21   **Better Off North Ayrshire update**
Submit report by the Executive Director (Economy and Communities) on the latest performance and financial position (copy enclosed).

22   **Regeneration Capital Grant Fund – funding applications for 2020/21**
Submit report by the Executive Director (Economy and Communities) on the Regeneration Capital Grant Fund applications (copy enclosed).

23   **Active Travel and Transport External Funding 2019/20**
Submit report by the Executive Director (Economy and Communities) on grant offers to allow the implementation of projects (copy enclosed).

24   **Community Wealth Building**
Submit report by the Executive Director (Economy and Communities) on the recent work to progress Community Wealth Building in North Ayrshire (copy enclosed).

25   **A738 Kilwinning Road, Stevenston Experimental Traffic Regulation Order**
Submit report by the Executive Director (Economy and Communities) on the experimental Traffic Regulation order to enable the trial of taxis utilising the Bus Lane in Kilwinning Road, Stevenston (copy enclosed).

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

Cabinet Sederunt

Elected Members	Chair:	5
Joe Cullinane (Chair)		
John Bell (Vice-Chair)		
Robert Foster		
Alex Gallagher	Apologies:	
Louise McPhater		
Jim Montgomerie		
Church Representatives		
Ms Babs Mowat	Attending:	
Ms Elizabeth H. Higton		
Mr Ian Haining		
Teaching Representative		
Mr Gordon Smith		
Youth Council Representatives		

IRVINE, 14 May 2019 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present
Joe Cullinane, John Bell, Robert Foster, Alex Gallagher, Louise McPhater and Jim Montgomerie; Elizabeth Higton and Babs Mowat (Church Representatives); and Jaymie Haswell and Elle Greenan (Youth Representatives) (Agenda Items 1-4).

Also Present
Donald L Reid

In Attendance
L. Friel, Executive Director, A. Lyndon, Team Manager (Corporate Procurement) and J. Smillie, Senior Manager (Finance and Corporate Support); A. Sutton, Head of Service (Connected Communities), C. McAuley, Head of Service (Economic Growth) and N. McIlvanney, Manager (Economy and Communities); C. Amos, Head of Service (Inclusion) and A. McClelland, Head of Service (Schools) (Education and Youth Employment); R. McCutcheon, Head of Service (Commercial) and D. Hammond Senior Manager (Energy and Sustainability) (Place); and A. Fraser, Head of Democratic Services, L. Cameron, Policy Officer, N. Sugden, Policy and Performance Officer, M. Shields, Leader's Office Co-ordinator, M. Sugden, Communications Officer and H. Clancy, Committee Services Officer (Chief Executive's Service).

Chair
Joe Cullinane in the Chair.

1. Declarations of Interest

In terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors, Councillor McPhater as an employee of Vineburgh Community Centre declared an interest in Agenda Item 8. Councillor McPhater agreed to take no part in the decision for Fullarton Community Association Community Investment Fund Application and agreed to withdraw from the meeting for this item consideration of the application.

2. Minutes

The accuracy of the Minutes of the meeting of the Cabinet held on 16 April 2019 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3.   School Attainment Results 2018

Submitted report and received presentation by Head of Service (Schools) on the overall performance of the 2018 North Ayrshire Council school leavers as highlighted in the INSIGHT benchmarking tool and Curriculum for Excellence attainment levels in literacy and numeracy for 2018. Attainment in Literacy and Numeracy charts were set out at Appendix 1, Improving attainment for all charts were set out at Appendix 2 and Attainment vs. Deprivation charts were set out at Appendix 3 to the report.

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

- Children within our Care to be included in future reports;
- the Council's performance over the past 5 years and the trends that are moving in an upwards direction;
- the fact that North Ayrshire school leavers' performance is better than learners from similar areas at the national level, when taking deprivation into account; and
- the gap between the attainment of leavers from the 20% most SIMD deprived areas and the rest of the SIMD areas which continues to reduce and is smaller than the gap at a national level.

The Cabinet agreed to (a) note the (i) content of the report, (ii) the progress being made by learners, specifically in literacy and numeracy, (iii) and the achievements of school leavers in last year's SQA examinations; and (b) approve the measures being taken to make further improvements to attainment and achievement levels across all schools.

4.   Early Learning and Childcare Expansion Programme

Submitted report by the Head of Service (Inclusion) on the outcome of the statutory consultation on the early learning and childcare expansion programme. The statutory consultation report was set out at Appendix 1 to the report.

Members asked a question and were provided with clarification that a full consultation with parents and staff would be undertaken.

The Cabinet agreed to close Garnock Valley Early Years Centre and relocate the provision for 2 – 3-year olds to newly refurbished provision within St Bridget's Primary School Early Years Class in August 2020.

5.   Local Government Benchmarking Framework

Submitted report by the Chief Executive on the results of the LGBF indicators for 2017/18. The priorities identified by Directorates were set out at Appendix 1 and a comparison of the Council Plan against the National Performance Framework was set out at Appendix 2 to the report.

Members asked a question and were provided with further information in relation to Education and Youth Employment performance being calculated differently to North Ayrshire School Attainment results.

The Cabinet agreed to (a) continue work within Directorates to identify improvement activity in the priority areas; and (b) that the report be submitted to the Audit and Scrutiny Committee.

6.   Millport Coastal Flood Protection Scheme

Submitted report by the Head of Service (Commercial Services) on the proposed next steps in the development of the Millport Coastal Flood Protection Scheme.

The Cabinet agreed (a) to note the work carried out which includes extensive engagement, and which has helped to develop community support for the proposed Scheme; (b) to note the mostly positive feedback on the preferred option following the engagement process; (c) that a final non-statutory engagement event will take place in August 2019; (d) to receive a further progress report in early 2020 with the intention of considering formally notifying the Scheme at that time; and (e) note the outline Scheme delivery timeline detailed at section 2.15 to the report.

7.   North Ayrshire Local Biodiversity Action Plan 2019-2031

Submitted report by the Head of Service (Physical Environment) on the publication and implementation of the North Ayrshire Local Biodiversity Action Plan 2019-2031. The draft Local Biodiversity Action Plan was set out at Appendix 1 to the report.

The Cabinet agreed (a) to approve the draft Local Biodiversity Action Plan 2019-2031 set out at Appendix 1 to the report; (b) to instruct officers to include biodiversity within the scope of their future declaration of a climate emergency given the interconnection between biodiversity and climate change; (c) that biodiversity questions be included in the Council's climate emergency engagement process which will lead to a refresh of the Council's Sustainability and Climate Change Strategy; and (d) following the engagement process, that a LBAP update to be published to ensure alignment with the refreshed Sustainability and Climate Change Strategy.

8.   Proposals for Community Investment Fund (CIF) Expenditure

Submitted report by the Executive Director (Economy and Communities) on the applications by the Locality Partnerships to allocate Community Investment Fund (CIF) funding to a range of proposed projects. The applications were set out at Appendix 1 to the report.

The Cabinet agreed to approve the enclosed application from the Garnock Valley Locality Partnerships set out at Appendix 1 to the report.

Councillor McPhater left the meeting at this point.

The Cabinet agreed to approve the enclosed application from the Irvine Locality Partnerships set out at Appendix 1 to the report.

Councillor McPhater re-joined the meeting at this point.

9. Town Centre Fund

Submitted report by the Executive Director (Economy and Communities) on the approach being developed for the new Scottish Government Town Centre Fund.

The Head of Service (Economic Growth) undertook to write to the Scottish Government to seek clarification for future years funding on the Town Centre Fund.

The Cabinet agreed (a) to the development and implementation of a strategic regeneration programme in Stevenston and Dalry; (b) to the creation of a fund to support a programme of town centre minor improvements, asset acquisition, environmental works or development of community capacity; (c) to the creation of a temporary town centre officer post for 1 year to support the development and implementation of projects; (d) that delegated authority be granted to the Head of Economic Growth to progress projects following engagement with the Portfolio Lead for Economic Growth and ward Members whose ward contained proposals relating to the Fund.

10. Kyle Road Phase 2

Submitted report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for Phase 2, Kyle Road, Irvine – building of an Industrial Unit.

The Cabinet agreed to approve the award of the Contract to Robinsons Scotland Ltd.

11. Proposed Extension and M&E upgrade - Annick Primary School

Submitted report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the Proposed Extension and Mechanical & Electrical Upgrade to Annick Primary School, Irvine.

The Cabinet agreed to approve the award of the contract to Emtec Group Limited.

12. Award of Contract - Pan Ayrshire Occupational Health

Submitted report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the Pan-Ayrshire Framework for Provision of Occupational Health and Welfare Services.

The Cabinet agreed to approve the award of the contract to Working on Wellbeing trading as Optima Health.

The Meeting ended at 3.35 p.m.

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Petition relating to "Oppose the proposed Closure of Harvies Swimming Pool and Gym"**
Purpose:	To advise Cabinet on the terms of a petition opposing the proposed Closure of Harvies Swimming Pool and Gym
Recommendation:	That Cabinet consider the terms of the petition

1. Executive Summary

1.1 The report sets out the background to a petition signed by 2863 petitioners and supported by more than 1800 online signatories.

2. Background

2.1 The petition, signed by 2863 petitioners and supported by more than 1800 online signatories, is as below: -

"The town of Stevenston, North Ayrshire, is officially the most deprived small town in Scotland, due to decades of neglect and Council indifference.

One of our main assets is our swimming pool and gym at Auchenharvie here. It is where many people come not only to get fit, but to enjoy themselves and socialize. They keep many people sane and they help to make life bearable. They foster community spirit.

Yet, under the latest proposal by North Ayrshire Council, these vital leisure facilities are going to be closed and set up again in Ardrossan, an area not quite so deprived.

The main point is that both areas should have decent leisure facilities, the money is there. Many in Stevenston cannot afford to travel to the inaccessible area of Ardrossan where the new community hub will be.

Our pool is so well - loved, with over 5,500 visits a month. Support Stevenston Community Council, the Auchenharvie Dolphins and concerned Councillors in their opposition to this dismal and wrong- headed proposal".

2.2 The normal procedure for petitions is that these would come to Audit and Scrutiny Committee. However, in circumstances where the petition is in response to a consultation to be considered by Cabinet, it is important that Cabinet hear the petition to enable its consideration as part of overall consultation responses. The Chair of the Audit and Scrutiny Committee is in agreement with this.

2.3 In terms of Standing Orders, representatives of the petition have been invited to attend the meeting and to address the Cabinet. Spokespersons are restricted to addressing the specific points raised in their petition. The spokespersons have, collectively, 10 minutes to address the Cabinet. This may be extended at the discretion of the Chair.

2.4 Once the Cabinet has heard from the spokespersons for the petitioners, the Chair will invite Members of the Cabinet to ask questions of the spokespersons.

2.5 The Cabinet will then consider the petition as part of their consideration of the Ardrossan Community Hub consultation.

3. Proposals

3.1 It is proposed that Cabinet considers the terms of the petition as part of their consideration of the Ardrossan Community Hub consultation

4. Implications/Socio-economic Duty

Financial

4.1 None

Human Resources

4.2 None

Legal

4.3 None

Equality/Socio-economic

4.4 None

Environmental and Sustainability

4.5 None

Key Priorities

4.6 None

Community Benefits

4.7 None

5. Consultation

5.1 The Head of Service (Inclusion) was made aware of the terms of the petition.

Craig Hatton
Chief Executive

For further information please contact **Hayley Clancy, Committee Services Officer,** on **324136**.

Background Papers
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NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	Proposed Development of new Education and Community Provision in Ardrossan

Purpose:	To advise Cabinet on the pre-consultation engagement activities undertaken so far and early public feedback in respect of the above noted proposal and to consider a petition in respect of the proposed relocation of leisure facilities.

Recommendation:	That Cabinet:

a) Notes the outcome of the pre-consultation stakeholder engagement undertaken within the school communities

b) Notes the outcome of the pre-consultation stakeholder engagement undertaken across the wider communities

c) Notes and considers the petition which has been presented in respect of the proposed relocation of leisure facilities.

d) Agrees the next steps in respect of the development proposal.

1. Executive Summary

1.1 On 15 January 2019, North Ayrshire Council Cabinet (Education) approved early engagement with communities to further develop a proposal for a community campus for Ardrossan.

1.2 As a result, information letters were issued to all stakeholders across the school communities and parent council and staff reference groups were established to lead this stage of the early engagement, with their representative groups. Young people from Ardrossan Academy visited each primary school in the cluster to lead the engagement exercise with the children. A total of 2331 responses were received.

1.3 NAC also ran a pre-engagement survey with the wider local community. This was an on-line survey, also used in face-to-face meetings, which ran from February through to March, and asked similar questions to those which were posed to the school communities and resulted in 363 responses from the public.

1.4   Further information on the key aspects of the responses received to both surveys is detailed at section 2.5 and 2.6.

1.5   Upon publication of the Cabinet Report in January 2019, which sought permission to engage with communities in respect of the Ardrossan Campus proposal, a member of the public from Stevenston initiated a petition to express their disagreement with the proposed relocation of leisure facilities. The petition is due to be presented to the Cabinet for consideration and Elected Members are asked to note its content in tandem with the feedback provided on the community engagement undertaken by officers so far.

2.   Background

2.1   The Cabinet report presented on 15 January 2019 outlined the opportunity to potentially access Scottish Government funding which would see strategic investment within North Ayrshire. Access to this funding is conditional on the adherence to guiding principles as set out in the draft Scottish Government/CoSLA publication, "Scotland's Learning Estate Strategy: Connecting People, Places and Learning".

Taking account of these guiding principles, an early proposal was formed which outlined the basis for a community campus in Ardrossan. Cabinet authorised Officers to:

a) Develop proposals for a community campus to potentially include Ardrossan Academy, Winton Primary School and Early Years, as well as accommodating the pool and fitness suite presently at Auchenharvie Leisure Centre in Stevenston, accommodation for Health and Social Care Partnership employees and the present Ardrossan Library;

b) Undertake early engagement with the Ardrossan community and other stakeholders to obtain their views as outlined in the stakeholder engagement plan; and

c) Submit proposals to a future Cabinet, informed by the early engagement process, outlining the recommended options for the new development within a financially sustainable business case.

2.2   Further to this approval, the first step taken was to issue an information letter to parents/carers and staff in January 2019 across the Ardrossan Academy cluster, providing early information on the proposal.

2.3   Officers then undertook a series of information and engagement sessions, with pupils, parent council representatives and staff. The sessions highlighted the importance of their contribution and explained the significance of their role in encouraging others to participate.

2.4   Parent Council and staff reference groups were established to lead this stage of the early engagement, with their representative groups.

2.5   **Pre-Consultation Engagement Outcomes (School Communities)**

2.5.1 Young people from Ardrossan Academy visited each primary school within the cluster, to lead the engagement exercise with the younger children. These young leaders

from Ardrossan Academy explained the reason for the survey to each class group, then asked the pupils, by class, to give their answers to the questions posed. The responses were collated and returned to NAC, where further analysis was completed. A summary of the responses can be found at Appendix 1a to this report. Education Scotland, who were visiting Ardrossan Academy for a one-day thematic inspection on empowerment at this time, were complimentary in respect of this approach, which clearly placed the young people at the heart of the process and, appropriately and in line with statutory guidance, gives a prominent platform for their views.

2.5.2 Parent Council and staff reference groups led the distribution, collation and summary of the survey within their respective groups, which asked the following questions (these were adapted by the young people leading the primary school survey so that they were more easily understood):

Question 1 – Do you think the Council should develop proposals to replace the existing Ardrossan Academy with a new school, located at the proposed site on the North Shore, where it can benefit from the regeneration of the harbour and marina area, planned as part of the Ayrshire Growth Deal?

Question 2 - Do you think the Council should explore the option of including the replacement of Winton Primary School in this new development, to create a campus, which includes education and community facilities for pupils from early years through to sixth year?

Question 3 - Do you think the Council should explore the option of including the replacement of the current Ardrossan Library within the new campus?

Question 4 - Do you think the Council should explore the option of including accommodation for Health and Social Care services?

Question 5 - Do you think the Council should explore the option of including the replacement of the swimming pool and fitness suite presently at Auchenharvie Leisure Centre in Stevenston?

Comments, opinions and suggestions were invited after each question.

2.5.3 A total of 2331 responses were received – the table below summarises the overall responses from school stakeholders as a group: (This information is represented in the form of a graph at Appendix 2a)

	Yes	No	No Preference
Question 1 – replace Ardrossan Academy	79%	12%	9%
Question 2 – include Winton PS	43%	38%	19%
Question 3 – include Ardrossan Library	62%	21%	17%
Question 4 – include H&SCP	69%	17%	14%
Question 5 – include pool and fitness suite	68%	21%	11%

2.5.4 The key aspects of the statistics returned from the exercise within the school communities are as follows:

- Across all groups surveyed (staff, pupils and parents), more respondents wanted to see each element of the overall proposal explored further than did not.

- In respect of the proposal to explore the inclusion of Winton Primary School in the campus, although there were more responses in favour, the margin was closer and there was a higher number of people who stated that they had "No preference" in response to this question.

- The Winton PS School community themselves returned a **66%** majority in favour of exploring their school's inclusion in the new campus, with a large majority of pupils **(79%)** and staff **(88%)** supportive of the proposal. The parent group were less supportive with a **42%** response in favour of the proposal, **46%** disagreed and **12%** expressing no preference.

- In overall terms, across all school communities, there was a clear indication that further exploration of the inclusion of a public library in the plans for the new campus should take place. Looking at the details, all pupil groups, across all schools were supportive of this aspect of the proposal, with only the parent groups at Ardrossan Academy (**36%** Agree, **37%** Disagree, **27%** No Preference), Winton PS (**33%** Agree, **44%** Disagree, **23%** No Preference) and Dykesmains PS (**27%** Agree, **32%** Disagree, and **41%** No Preference) not being wholly supportive of the proposal. The only staff group to react similarly was the Dykesmains staff, where **44%** did not wish to see the proposal taken further, with **31%** supporting the proposal and **24%** stating that they had no preference. This is addressed below, at section 2.7.10.

- In terms of the proposal to include facilities for Health and Social Care Partnership staff, who provide support for children and families, within the campus, there was an overall majority supportive of this **(69%).** However, the feedback from parents, **28%,** at all schools was not as supportive as that from staff and pupils **(76.5%)**.

- The question regarding the further exploration of a swimming pool and fitness suite facility being included within the plans for the campus, generated an overall response rate as follows: **63%** Agree, **19%** Disagree and **18%** stating they had No Preference. Young people in all schools were clearly in favour of this proposal, with **74%** responding positively. Staff opinion was less supportive with staff at three schools (Dykesmains, Stanley and West Kilbride primaries) less supportive of the proposal and staff at Ardrossan Academy, and Winton Primary having the same positive views as the young people.

Section 2.7 provides more detailed information on Key Themes and responses.

2.6 **Pre-Consultation Engagement Outcomes (Wider Communities)**

2.6.1 NAC initiated an online survey, with some local face to face discussions, reaching out to the wider local community, at the same time as engagement was taking place with school communities. The questions which were posed online were similar to those answered by the school communities (see section 2.4.2. above), with the only minor difference in presentation being that the online survey divided Question 5 on the swimming pool and fitness suite, into two separate questions.

A total of **363** responses were recorded, although, it should be noted that not every respondent chose to answer each question, with some only choosing to answer questions on topics which were of specific interest to them.

In geographical terms, the distribution of responses across the local communities is shown in the table below:

Location	Number of Responses	% of total
Ardrossan	131	36%
Saltcoats	73	20%
Stevenston	75	20%
West Kilbride	7	2%
Seamill	1	0.3%
Dalry	1	0.3%
Kilbirnie	1	0.3%
Kilwinning	23	6%
Largs	2	0.6%
Irvine	10	3%
Outside NA	1	0.3%
No location given	38	10%
Totals	363	100%

Additionally, it is noted that around **72%** of respondents were library users and **31%** from sports organisations. A full breakdown is available at Appendix 1b to this report and a graphical representation at Appendix 2b.

2.6.2   The key aspects of the responses to the community engagement are summarised as follows (figures represent % of those who responded to each question):-

- In terms of the proposal to explore further the replacement of Ardrossan Academy at the North Shore site, **50%** of respondents agreed and **50%** disagreed.

- **48%** of respondents supported the proposal to explore the inclusion of Winton PS in the new campus, with **52%** disagreeing.

- The proposal to explore the inclusion of the public library in the new campus attracted the support of **40%** of respondents, with **60%** not content with the proposal.

- The question which explored the potential for HSCP staff to be located within the new campus, resulted in **49%** of respondents agreeing with the proposal and **51%** disagreeing.

- In respect of the proposed relocation of the swimming pool, **34%** supported the further exploration of the issue with **66%** of respondents replying that they would not wish this to be explored further.

- **34%** of respondents were in favour of the proposed fitness suite relocation, with **66%** disagreeing.

2.6.3 From the data received to the questions relating to the proposed relocation of the pool and fitness facilities, the distribution of responses was as follows:

	Responses in favour of progressing pool proposal	Responses in favour of progressing fitness suite proposal
Ardrossan	54	50
Saltcoats	24	23
Stevenston	21	19
West Kilbride	3	4
Seamill	1	1
Dalry	1	1
Kilwinning	5	7
Largs	1	1
Irvine	2	2
Outside NA	1	1
No location given	9	9
Totals	**122**	**118**

The figures contained in the tables above indicate that the largest concentration of responses to these two questions was from the Three Towns area, and that, within these responses, the proposal to relocate the pool and/or gym was least popular in Stevenston, where **28%** respondents from that area would be content to explore the relocation of the pool (compared to **33%** of respondents from Saltcoats, and **41%** of the respondents from Ardrossan).

2.7 **Key Themes and Responses**

2.7.1 Across both surveys, common themes emerged from the responses received. In the engagement undertaken so far, it is acknowledged that limited information was available due to the involvement of communities at a very early phase of developing proposals. North Ayrshire Council is committed to considering all views relating to this proposal before any final decision is made.

The pre-consultation engagement which has taken place demonstrates the commitment to seek the views of communities and will inform the final proposal.

The section which follows highlights this and other key themes and provides the most comprehensive responses available at this time.

2.7.2 **Condition of Auchenharvie Leisure Centre**

(i) Auchenharvie Leisure Centre (Harvies), currently includes an ice-rink (refurbished and extended in 2011); swimming pool with sauna, and fitness suite. The facility is operated by the leisure trust, KA Leisure. The swimming pool accommodation and associated facilities are over 45 years old. As a well-used local facility, and despite ongoing maintenance and investment, it could be considered that the building is approaching the end of its useful life. The ageing swimming pool facility does not meet modern standards in terms of sustainability.

(ii)   The Council has condition surveys for all major properties, including Harvies. A condition inspection has been undertaken recently in order to update the condition report, originally carried out in 2013. These inspections have concentrated on the Mechanical and Electrical (M&E) elements of the building, as these are known to be problematic.

These reports highlight that much of the swimming pool M&E plant and systems are original and are well beyond their intended lifespan. As a result, they are unreliable and difficult to maintain. These systems present management issues to KA Leisure regarding the operation of the centre and do not meet modern standards of energy efficiency.

The pool-tank and pool-surround tiles and water proofing are also original, it is anticipated that these elements are near to, or beyond, their economic life and will not continue to perform as required.

(iii)   Without major investment it is likely the centre will be difficult and expensive to operate and run in the medium to long term with, ultimately, the risk of failure to deliver and major disruption or removal of services.

(iv)   The environment within the centre is also very dated and does not compare favourably with new facilities at the Portal and Garnock Community Campus. Refurbishment to the extent required to bring the facility up to an appropriate standard would require the closure of the pool for a period of up to 12 months and would involve extensive, intrusive works including asbestos removal. It is anticipated a global project budget for a project of this nature would be in the region of £5.75 million.

Even extensive refurbishment is unlikely to be economical in the medium to long term as most of the original structure and fabric of building would remain and, over time, would also require increased maintenance and replacement.

(v)   If NAC continues to maintain the existing pool on a reactive basis it is unlikely to prove economical in the medium and longer term. Addressing the most urgent repairs to key elements of the mechanical plant and other essential works to keep the building operational in the short term is likely to cost in the region of £1.07 million in the next 2 to 3 years. This approach would allow the pool to continue to operate in the short or medium term but would not improve the quality of facilities within the centre.

(vi)   The ice-rink, constructed in 1987, is in comparatively good condition and has benefited from refurbishment and extension, completed in 2011. The recent addition of dehumidification to the air handling system has further improved this facility.

(vii)   A feasibility assessment has been carried out regarding the retention of the ice-rink, fitness suite and entrance / reception area in the event of closure of the swimming pool. Due to the construction of the building having been undertaken in separate phases, it is possible to close and demolish the swimming pool without impacting on the long-term viability of the ice-rink. Work to reinstate, refurbish and reconfigure the office / reception areas is likely to be required.

It is anticipated this would cost in the region of £1.05m – Demolition and reinstatement works where the building has been separated is likely to cost in the region of £0.5

million, with a further £0.55 million required to refurbish and reconfigure the office and reception areas.

(viii)   Should the swimming pool and gym at Harvies be provided within the new campus development, it is anticipated the existing swimming pool and gym facilities would no longer be retained. As the project is at an early stage of developing the final scope and brief, there has not yet been any engagement regarding possible alternatives to demolition or redevelopment of the site. However, it is anticipated these options will be explored and tested as part of the wider project development plan.

(ix)   The cost of a replacement centre would be dependent on the facilities required. A typical cost per square metre would be in the region of £3500 and would be an appropriate budget figure to use at this stage. The area of the existing swimming pool and associated accommodation within Harvies is approximately 2200 m².

(x)   The inclusion of a new swimming pool within a larger project, would result in a more efficient solution as less floor area is required. Shared accommodation, circulation space and mechanical and electrical plant and equipment ensure the same facilities can be provided within a smaller footprint. This has been successfully demonstrated at Garnock Community Campus.

(xi)   Overall, it is anticipated the inclusion of the leisure elements, as part of a campus, may achieve in the region of £2 million cost savings, when measured against the cost of a new build stand alone facility. Co-location of facilities would also lead to reduced operating costs through energy savings.

(xii)   In terms of cost comparisons, the following table is a summary of the various possibilities referred to in this section:

	Cost	Note
Major refurbishment of current facilities at Harvies	£5.75m	Elements of the underlying building structure would still be original. It should also be noted that this option will not attract Scottish Government funding.
Standalone replacement new build swimming pool and gym	£8m	Estimate based on current market construction costs. It should also be noted that this option will not attract Scottish Government funding.
Co-located swimming and gym facilities within new campus	£5.8m	Estimate based on current market construction costs. The overall campus community model aligns with Scottish Government principles set out at 2.7.3.

2.7.3 **Why can't we modernise/rebuild on the current Ardrossan Academy site?**

Funding from the Scottish Government will have conditions attached, which NAC must take into account. Indeed, the following 10 Guiding Principles were recently published in the final draft of the forthcoming CoSLA/Scottish Government publication, *"Scotland's Learning Estate Strategy: Connecting People, Places and Learning"* and will underpin all future funding decisions taken by the Scottish Government, in respect of Scotland's Learning Estate:

1. Learning environments should support and facilitate excellent joined up learning and teaching to meet the needs of all learners.
2. Learning environments should support the wellbeing of all learners, meet varying needs to support inclusion and support transitions for all learners.
3. The learning estate should be well-managed and maintained, making the best of existing resources, maximising occupancy and representing and delivering best value.
4. The condition and suitability of learning environments should support and enhance their function.
5. Learning environments should serve the wider community and where appropriate be integrated with the delivery of other public services in line with the place principle.
6. Learning environments should be greener, more sustainable, allow safe and accessible routes and be digitally enabled.
7. Outdoor learning and the use of outdoor learning environments should be maximised.
8. Good consultation about learning environments, direct engagement with learners and communities about their needs and experiences, and an involvement in decision making processes should lead to better outcomes for all.
9. Collaboration across the learning estate, and collaboration with partners in localities, should support maximising its full potential.
10. Investment in Scotland's learning estate should contribute towards improving learning outcomes and support sustainable and inclusive economic growth.

Therefore, it is clear, from these guiding principles, and from discussions, that the Scottish Government are unlikely to contribute funding towards a straight replacement for Ardrossan Academy, hence the opportunity for Winton Primary School to benefit from inclusion in the campus. Discussions to date suggest and the principles outlined above indicate that, if the new facility is to attract funding from the government, it needs to offer tangible benefits for the whole community.

2.7.4 Initial surveys suggest that it would be difficult for the current Ardrossan Academy site to accommodate a project on the scale presently proposed. It should also be noted that, mindful of the need to minimise disruption to pupils, it is far less intrusive to build on a fresh site, than to have to maintain effective teaching and learning during a major building project.

2.7.5 Significant benefits will be achievable through the planned vocational links to the maritime and leisure sectors which are more easily achieved near to the harbour where these companies are located.

2.7.6 The Ayrshire Growth Deal (AGD) is a major regeneration initiative funded by the UK and Scottish Governments as well as the three Ayrshire local authorities. It aims to develop attractive, useful sites, which generate employment. Plans for Ardrossan include an expanded marina facility and International Marine Science and Environment Centre at the North Shore site. In addition to the AGD, further investment is planned in respect of the regeneration of the harbour, including a new ferry terminal and associated transport hub.

2.7.7 Therefore, an educational facility in this location could provide genuine job opportunities for young people for many years in the future. The campus, by including suitable vocational facilities and through the close links which already exist with Ayrshire College and other higher education providers and employers, will be in an enviable position to provide training for specific skills demanded by local employers. It should be noted that this ambition is directly linked to Guiding Principles 8 to 10 at section 2.7.2, which seek to provide wider societal benefits, from targeted investment in the Learning Estate.

2.7.8 Among pupils from other primary schools, there was a general feeling that Winton PS should not be included in the new campus, but upon reading some of the written responses, it appears that this may be attributable to a pre-conception that Winton PS would have access to better facilities than other primaries, should they be co-located with Ardrossan Academy. A number of respondents, from outwith the Winton PS community, also felt that it was inappropriate for them to be asked about the future location of another school.

2.7.9 **Site Considerations**
As a former industrial site, some of the area at the North Shore will require some degree of remediation to permit any future building to take place. North Ayrshire Council will require all remediation to have taken place prior to occupation. There is a good understanding of existing site conditions and further investigations are ongoing to ensure that all relevant information is gathered and up to date before any works can commence on site. The Planning Authority and The Scottish Environmental Protection Agency will also ensure that all appropriate measures are taken.

As no design has yet been proposed, a clear objective will be to ensure, through the design process, that the layout of the new facilities takes its coastal setting into account, both in terms of ensuring that the actual fabric of the building will be robust enough to withstand the worst of the weather – and that the design provides for safe outdoor facilities for all building users.

Whilst, the proposed site is currently not built upon, there is an established community of businesses developing successfully around the harbour area. The educational campus will act as catalyst for further growth and development of the town centre of Ardrossan, and see a derelict site put to optimal use for the benefit of the local community.

2.7.10 **Accessibility of swimming pool and gym to school pupils**
Whilst no operational decisions have been taken about the management and availability of the facilities which are proposed, it is likely that they will operate on the same basis as other school/community campuses. Schools will be able to make specific arrangements with the operator of the facilities for access at specific times.

2.7.11 **Potential public access to "school areas"**
There are several school campuses co-located with community facilities across Scotland (with some already in place in North Ayrshire) and the experiences and gained functional knowledge from them would inform the design and operation of the proposed new building. It is likely that the design will include separate entrances for school pupils, library, gym and swimming pool users. Careful consideration will be given to ensure that members of the public access the building in a safe and controlled manner*.*

2.7.12 **Impact on school transport**
Initial assessments suggest that there would be no impact on school transport arrangements based on current entitlement criteria. Further assessments will take place should the proposal be approved, and a design developed which will detail the exact location of the new building.

2.7.13 **Size of new school**
Currently it is planned that the capacity of the educational facility will be for a maximum of 30 early years, 220 primary and 1200 secondary pupils.

2.7.14 **Sports Facilities**
No decisions have been taken, as we are at the earliest stage of consultation, but the final layout will be based on the needs of the school and community users of the site, but it is likely that some form of synthetic pitch and grass pitches will be required alongside any indoor facilities*.*

2.7.15 **Traffic Management**
In any design going forward, traffic management will form a key part of the consideration and will be influenced by Roads and Planning. A Traffic Impact Assessment will be required to ensure that the final proposals mitigate against any potential issues which have been raised.

2.7.16 **North Shore site not centrally located**
The proposed site is located close to current bus routes and will form part of the regenerated Ardrossan Town Centre. It is also within the current catchment areas of Ardrossan Academy and Winton Primary School.

2.7.17 **Is it appropriate to have Early Years, Primary and Secondary on the same site?**
As this would be the third joint campus of this nature in North Ayrshire, a clear design specification has been developed. There would normally be separate entrances, teaching spaces, playgrounds etc and lunch times would be staggered. Study visits with appropriate user groups would be organised to see existing campuses in operation, to ensure that examples of good practice and design are followed.

There is evidence to show that transitions between Early Years, Primary and Secondary are made easier for young people in a campus environment. To date, at Garnock Community Campus and Largs Campus, primary and younger children

participate in experiments in the science department, or access music facilities which would, ordinarily, not be available to them. In Largs Campus all schools have access to the full range of PE facilities.

2.7.18 **Economic Investment**
Some respondents noted the levels of economic deprivation in the local area and the perceived lack of investment. NAC has a planned programme of investment across the area, key details of which are noted below:

(i) **Ayrshire Growth Deal**
Marine tourism and industry in North Ayrshire are key components of the Ayrshire Growth Deal (AGD).   A circa £10.5 million International Marine Science and Environmental Centre (IMSE), is planned for the Ardrossan North Shore site. This centre will aim to drive innovation in marine science, with practical expertise and the latest technologies to ensure the Firth of Clyde is recognised as an exemplar in marine sustainability.

Irvine Great Harbour and the adjacent Ardeer Peninsula is also a significant beneficiary of AGD funding. A circa £14 million investment is planned for the development and regeneration of The Great Harbour, at Irvine Harbourside and Ardeer Peninsula, to create a unique coastal destination, comprising a number of key assets to attract new visitors to the area and create jobs.

(ii) **Ardrossan Harbour**
Investment in a Marine Hub at Ardrossan Harbour is set to ensure the long-term viability of the port and make it fit for 21st century marine transportation. This investment by NAC and partner organisations will include the following:

- The Arran berth to be redeveloped to support improved ferry services to Brodick and Campbeltown.

- A new or comprehensively re-developed Terminal Building.

- New marshalling areas and upgraded car parking with enhanced capacity.

- Improved rail and town centre connections.

(iii) **Housing**
The Council, the Scottish Government and partners have committed to invest £14.8m within Stevenston through the Strategic Housing Investment Plan (SHIP). The recently completed Glencairn House saw £5.3m spent to create a new 28 unit sheltered housing complex.

A further £3.1m will be invested to provide 15 units of supported accommodation on the site of the former Caley Court sheltered housing complex. The works are anticipated to commence on site at Caley Court during spring 2020 and complete by spring 2021.

The Afton Court project will utilise £2.5m funding to deliver a wider regeneration initiative which will provide approximately 7 new homes on the site of the former Afton Court sheltered housing complex. Council Officers are currently working to assemble vacant land within the wider Stevenston area to create the larger 15-unit regeneration opportunity and create efficiency savings. The works are currently anticipated to commence on site during spring 2021 and complete during spring 2022.

The SHIP also makes provision for Cunninghame Housing Association to deliver 28 homes at a cost of £3.9m at Ardoch Court, Stevenston. Works have already commenced on site and are expected to be completed by Spring 2020.

(iv) **Town Centre Redevelopment**
North Ayrshire Council has been allocated £1.4 million to invest in its town centres as part of the Scottish Government's Town Centre Fund.

(v) **Educational Investment**
Construction is scheduled to commence in June 2019 at a site adjacent to Auchenharvie Academy, on a new £30 million Additional Support Needs (ASN) Campus. Alongside this a refurbishment programme is currently in-progress at Auchenharvie Academy which will see upgraded PE and music facilities as well as improvements to the external fabric of the building.

3. Proposals

3.1 It is proposed that Cabinet:

(i) Notes the progress to date of the pre-consultation stakeholder engagement undertaken within the school communities,

(ii) Notes the progress to date of the pre-consultation stakeholder engagement undertaken across the wider communities; and

(iii) Notes and considers the petition which has been presented in respect of the proposed relocation of leisure facilities.

(iv) Agrees the next steps in respect of the development proposal.

4. Implications/Socio-economic Duty

Financial

4.1 £31.5m is allocated to replace Ardrossan Academy within North Ayrshire Council's capital programme from 2021. Additional external funding is being sought from Scottish Government to achieve the facilities outlined in the report. A detailed business case is being developed.

Human Resources

4.2 None.

Legal

4.3 There are no legal implications arising directly from this report. The decision to move a school to an alternative site will require a statutory public consultation.

Equality/Socio-economic

4.4 An Equalities Impact Assessment screening has been carried out, which indicates that a full equality assessment is not required. However, in the interests of due diligence, a full assessment will be carried out at the appropriate time in the process.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 - Active and strong communities;
- Children and young people experience the best start in life;
- Inclusive, growing and enterprising local economy.

Community Benefits

4.7 The new build facility would provide opportunities for lifelong learning, additional leisure, training and employment opportunities. Additional Community benefits opportunities will present themselves via the construction contracts for any new build facility, leading to extensive employment and training opportunities for young people during the construction phase of any project.

5. Consultation

5.1 The following stakeholders have been consulted throughout the early engagement process:

- Children and young people
- Parent Council representatives of each of the schools affected
- Head Teachers and staff representatives
- Corporate Management Team
- North Ayrshire communities
- Community Groups
- Local Elected Members

Caroline Amos
Head of Service

For further information please contact Caroline Amos, Head of Service, on 01294 324416.

Background Papers
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Appendices

1a School pre-consultation responses
1b Wider Community pre-consultation responses
2a Overall School pre-consultation responses in graphical form
2b Overall Wider Community pre-consultation responses in graphical form

Appendix 1a School pre-consultation responses

School Communities Responses	Pupils			Staff			Parent			Totals and % for all Communities by Question		
	Yes	No	NP	Yes	No	NP	Yes	No	NP	**Yes**	**No**	**NP**
Q1 Do you think it is a good idea for there to be a new Ardrossan Academy?	1281	158	116	172	25	36	218	79	36	1671 **79%**	262 **12%**	188 **9%**
Q2 Do you think that Winton PS should be included in plans to move to the new campus?	642	641	259	159	32	42	111	128	90	912 **43%**	801 **38%**	391 **19%**
Q3 Do you think that Ardrossan Library should be included in plans to move to the new campus?	1021	284	225	152	42	39	134	119	77	1307 **62.5%**	445 **21%**	341 **16.5%**
Q4 Do you think there should be spaces for social workers, nurses & counsellors included in the new campus?	1197	135	190	146	51	36	93	163	71	1436 **69%**	349 **17%**	297 **14%**
Q5 Do you think that a swimming pool should be included in plans for a new campus?	1163	256	155	131	62	40	166	134	27	1460 **63%**	452 **19.5%**	222 **9.5%**

Appendix 1b Wider Community pre-consultation responses

Questions	Wider Community Engagement		
	Yes	No	No Preference
Q1 Do you think the Council should develop proposals to replace the existing Ardrossan Academy with a new school, located at the proposed site on the North Shore?	175 **48.2%**	178 **49%**	10 **2.8%**
Q2 Do you think the Council should explore the option of including the replacement of Winton Primary School in this new development?	167 **46%**	179 **49.3%**	17 **4.7%**
Q3 Do you think the council should explore the option of including the replacement of the current Ardrossan Library?	141 **38.8%**	209 **57.6%**	13 **3.6%**
Q4 Do you think Council should explore the option of including accommodation for HSCP employees?	167 **46%**	176 **48.5%**	20 **5.5%**
Q5 Should the Council explore the option of including a swimming pool presently at Auchenharvie, Stevenston?	122 **33.6%**	232 **63.9%**	9 **2.5%**
Q6 Should the Council explore the option of including a replacement for the fitness suite at Auchenharvie, Stevenston?	118 **32.5%**	234 **64.5%**	11 **3%**

North Ayrshire Council

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Appendix 2a Overall School pre-consultation responses in graphical form

Q1. Do you think the Council should develop proposals to replace the existing Ardrossan Academy with a new school, located at the proposed site on the North Shore, where it can benefit from the regeneration of the harbour and marina area, planned as part
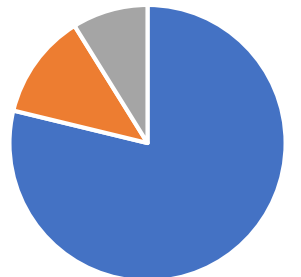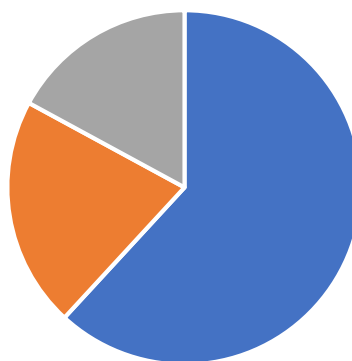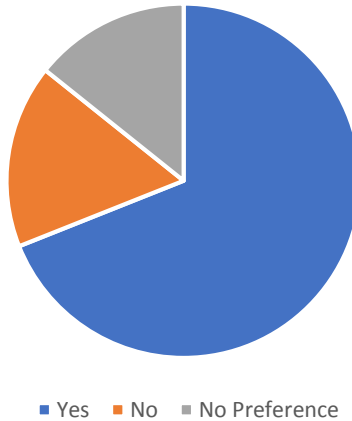

■ Yes ■ No ■ No Preference

Q2. Do you think the Council should explore the option of including the replacement of Winton Primary School in this new development, to create a campus, which includes education and community facilities for pupils from early years through to sixth year?
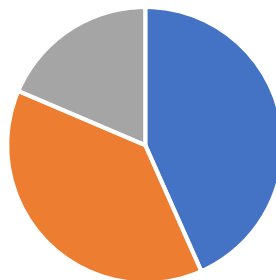
■ Yes ■ No ■ No Preference

Q3. Do you think the Council should explore the option of including the replacement of the current Ardrossan Library within the new campus?
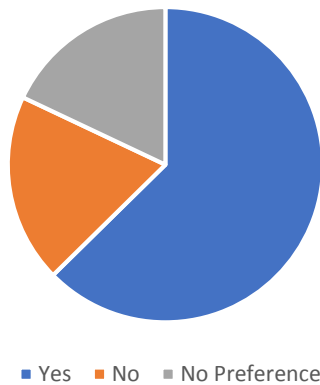

■ Yes ■ No ■ No Preference

Q4. Do you think the Council should explore the option of including accommodation for Health and Social Care services?

■ Yes ■ No ■ No Preference

Q5. Do you think the Council should explore the option of including the replacement of the swimming pool and fitness suite presently at Auchenharvie Leisure Centre in Stevenston?


■ Yes ■ No ■ No Preference

# Appendix 2b Overall Wider Community pre-consultation responses in graphical form

Q1. Should the Council develop a proposal to replace the existing Ardrossan Academy with a new school at the proposed site at North Shore?


■ Yes ■ No ■ No Preference
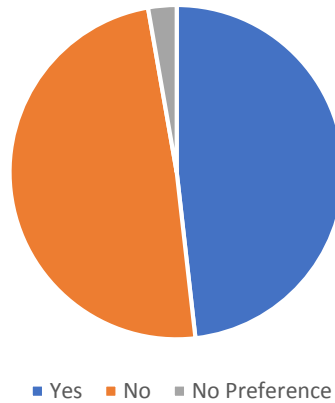
Q2. Should the Council explore the option of including the replacement for Winton Primary in this new development?

■ Yes ■ No ■ No Preference
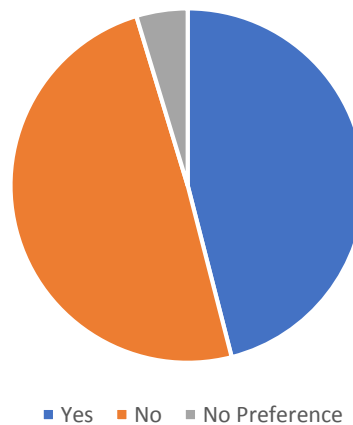
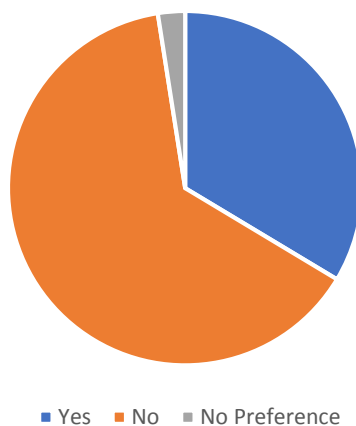Q3. Should the Council explore the option of replacing the current Ardrossan Library within the proposed site at North Shore?

■ Yes ■ No ■ No Preference
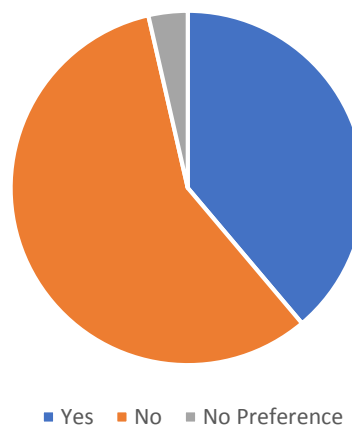
Q4. Should the Council explore the option of including access to Health & Social Care services within the proposed site?
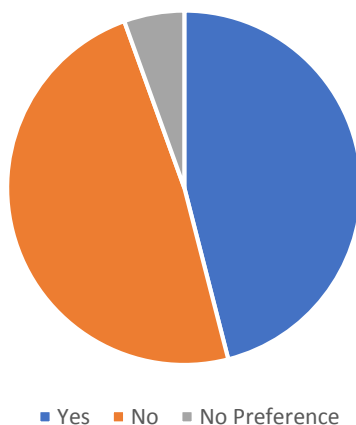
■ Yes   ■ No   ■ No Preference

Q5. Should the Council explore the option of including a swimming pool presently at Auchenharvie, Stevenston?

■ Yes   ■ No   ■ No Preference

Q6. Should the Council explore the option of including a replacement for the fitness suite at Auchenharvie, Stevenston?

■ Yes   ■ No   ■ No Preference
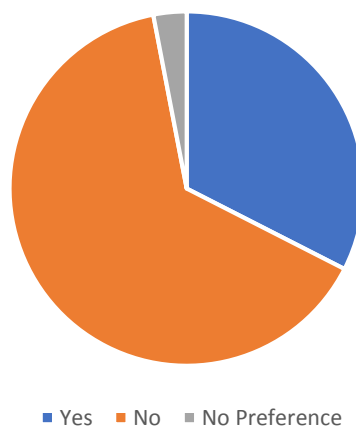
NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Early Learning and Childcare Expansion Programme**
Purpose:	To provide an update to Cabinet on the progress of the Early Learning and Childcare Expansion (ELC) programme in North Ayrshire and the plans to move to implementation of the confirmed delivery and staffing models from August 2010.
Recommendation:	It is recommended that Cabinet notes the progress made by the Early Learning and Childcare Expansion Programme Board on the implementation of the ELC Expansion programme and approves the changes made to the delivery and staffing models.

1. **Executive Summary**

1.1 The phased roll out of the expanded 1140 hours of early learning and childcare has so far extended to 9 North Ayrshire early years establishments as a pilot model of delivery.

1.2 Following extensive engagement with staff, parents and trade unions, the Directorate of Education and Youth Employment will move to a confirmed staff and delivery model of ELC provision of 1140 hours in all existing and future early years establishments from August 2019.

1.3 This paper provides information for Cabinet on the staffing and delivery models and asks Cabinet to note this and the progress made with the implementation of the expanded 1140 hours across North Ayrshire early years establishments.

2. **Background**

2.1 On 01 May 2018, the Directorate of Education and Youth Employment provided an update to Cabinet on the proposed delivery model for the Early Learning and Childcare (ELC) Expansion Programme in North Ayrshire and the proposed pilot sites at Loudoun Montgomery Primary and Glencairn Primary Early Years Classes.

2.2 Since then, the phased implementation programme is underway and the expanded 1140 hours are now being delivered at a further 7 sites: Abbey Primary; Ardeer Primary; Stanley Primary and St John's Primary Early Years Classes and Dalry; Springvale; and Kilwinning Early Years Centres.

2.3 The phased roll out of 1140 hours has been accompanied by a detailed evaluation of the 1140 provision at Loudoun Montgomery Primary and Glencairn Primary Early Years

Classes and a staff and parent engagement programme at each of the 7 subsequent sites.

2.4 The pilot delivery model for the expanded ELC hours in North Ayrshire made provision available from 8.00am till 6.00pm over 49 weeks of the year in all 1140 establishments. The model provided options for children to receive 1140 hours over term time (38 weeks) or full year (49 weeks).

2.5 There were two sessions of early learning and childcare per day for children, each lasting 4 hrs and 40 mins. The morning session was from 8am to 12.40pm and the afternoon session was from 1.15pm to 5.55pm. Families who opted for a full year model chose 5 sessions per week. Families who opted for a term time model chose 6 sessions per week. Some families chose to access their provision over 2 or 3 days so their child attended some days from 8.00am – 6.00pm

2.6 As part of the workforce planning for the expansion programme, and to accommodate the proposed delivery model, staff in the pilot sites were asked to change their working patterns from 37.5 hours per week: 7.5 hours per day over 5 days, to 38 hours per week; 9.5 hours per day, typically over 4 days, for full time staff. Full time hours were usually from 8.00am – 6.00pm with a 30-minute meal break. Part time staff could build their weekly working pattern by choosing between 1 and 7 sessions of 4.75 hours.

2.7 In order to progress from the pilot phase of the expansion programme, the Directorate has taken account of the learning and feedback received from parents and staff and worked closely with the trade unions to move to a confirmed staffing and delivery model from August 2019. The planned 2019-20 roll out of 1140 sites will continue from October 2019 as follows:

NAC Establishment	Go live date
Castlepark EY Centre	20 Oct 19
Blacklands EY Class	20 Oct 19
St Luke's EY Class	20 Oct 19
Hayocks EY Class	20 Oct 19
Woodlands EY Class	20 Oct 19
Caledonia EY Class	20 Oct 19
St Marks EY Class.	06 Jan 20
Lawthorn EY Class	06 Jan 20
Corsehill EY Class	06 Jan 20

Delivery Model

2.8 From August 2019, all Council establishments will offer families a choice of 4 ELC sessions each day:

Morning sessions:
- 8.00am – 12.45 or
- 8.30am – 1.15pm

Afternoon sessions:
- 12.45am – 5.30pm or
- 1.15pm – 6.00pm

Families can choose either 6 sessions per week if term time, or 5 sessions per week if full year. Children attending over a full day session will attend either 8.00am – 5.30pm or 8.30am – 6.00pm (previously 8am – 6.00pm)

2.9   Families choosing a term time option will receive provision over 40 weeks per year (previously 38 weeks) and families choosing a full year option will receive provision over 48 weeks per year (previously 49 weeks).

2.10   These changes take account of the learning from the study of uptake and attendance patterns of children attending provision in each of the 9 pilot sites.

Staffing model

2.11   From August 2019, staff within the pilot sites will return to their current contractual working hours of 37.5 hours over 5 days, with working patterns as follows:

Full Time/Full Day Working Patterns: 37.5 hours over 5 full days
8.00am - 4.30pm = 7.5 working hours per day
8.30am - 5.00pm = 7.5 working hours per day
9.00am - 5.30pm= 7.5 working hours per day
Part Day Working Patterns: 4.75 hour sessions
8.00am – 12.45pm
8.30am – 1.15pm
12.45pm – 5.30pm
1.15pm – 6.00pm

2.12   The decision to return to a 37.5 hour working pattern is the result of working closely with the Trade Unions and reaching an agreement over the model.

Arran

2.13   In recognising the unique circumstances that exist on the island of Arran, Officers have engaged in a series of parent focus groups across each of the early years classes on the island. This enabled parents to shape the delivery model on the island.

2.14   From August 2020, the Early Years classes at Corrie, Pirnmill, Kilmory and Shiskine Primary Schools will make ELC provision available from 9.00am to 3.00pm over 38 weeks (term time). The Early Years Class at Lamlash Primary School will follow the same delivery as on the mainland, i.e.:

Morning sessions:
- 8.00am – 12.45 or
- 8.30am – 1.15pm

Afternoon sessions:
- 12.45am – 5.30pm or
- 1.15pm – 6.00pm

Families can choose either 6 sessions per week if term time, or 5 sessions per week if full year. Children attending over a full day session will attend either 8.00am – 5.30pm or 8.30am – 6.00pm.

2.15 Discussions are ongoing between Officers and the Manager and Board of Brodick Nursery (a funded provider) regarding the provision that will be available to parents who will use this service from August 2020.

3. Proposals

3.1 It is proposed that Cabinet notes the progress made by the Early Learning and Childcare Board on the implementation of the ELC Expansion programme and approves the changes made to the delivery and staffing models.

4. Implications/Socio-economic Duty

Financial

4.1 None

Human Resources

4.2 The agreement on the working model has predominantly retained existing terms and conditions for employees. There are some examples of individuals who have been appointed on 38 hour contracts directly to the pilot sites and agreement will be sought to bring this back in line with the FTE of 37.5 agreed with the Trade Unions.

Legal

4.3 None.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 North Ayrshire's children and young people have the best start in life.
   ➢ We will expand our early learning and childcare provision to make sure all eligible children are able to access 1140 hours of free care each year.

Community Benefits

4.7 None

5.   Consultation

5.1   Consultation and engagement with key groups is a strong focus of the Early Learning and Childcare Expansion Programme (ELCEP) Board. This paper represents the output of engagement and focus group sessions with staff and parents and meetings with Trade Unions.

Caroline Amos
Head of Service (Inclusion)

For further information please contact Doreen Walkinshaw, Business Manager, on 01294 324175.

Background Papers
0

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**North Ayrshire Local Child Poverty Action Plan Report 2018/19**
Purpose:	To agree the Local Child Poverty Action Plan 2018/19.
Recommendation:	That Cabinet agrees (a) the draft Local Child Poverty Action Plan; and (b) agree that the report can be submitted to the Scottish Government and published on the Community Planning Partnership website.

1. Executive Summary

1.1. This report presents the draft North Ayrshire Local Child Poverty Action Plan Report 2018/19 which has been attached as Appendix 1.

1.2. The report was agreed by the Community Planning Partnership Board on 16 May 2019.

1.3. The report and action plan was developed using a collaborative approach with internal and external partners and summarises the existing and planned activity intended to reduce level of child poverty in North Ayrshire.

2. Background

2.1. The Child Poverty (Scotland) Act 2017 sets out four measures of relative poverty and statutory targets for Scotland to reach by 2030, with interim targets set for 2023. These are detailed in the table below.

2.2. Statutory Targets

The Act sets out four national statutory, income-based targets (all after housing costs), to be achieved by 2030 and four interim targets. These have been summarised in table 1 below.

Table 1: National Child Poverty Targets and current national levels

Measure	Statutory income-based targets (all after housing costs), to be achieved by 2030	Interim targets, to be met in the financial year beginning on 1 April 2023	2016/17 Estimated national child poverty levels
Percentage of children in Relative Poverty	Less than 10%	Less than 18%	23%
Percentage of children in Absolute Poverty	Less than 5%	Less than 14%	20%
Percentage of children in low income and material deprivation	Less than 5%	Less than 8%	11%
Percentage of children in persistent poverty	Less than 5%	Less than 8%	10%

2.3. Local Child Poverty Reporting

The Act also introduces a new requirement for local authorities and each relevant Health Board to jointly prepare a Local Child Poverty Action Report, as soon as practicable after the end of each reporting year. We are targeting 30 June.

3. North Ayrshire joint Local Child Poverty Action Report

3.1. A draft Child Poverty Action Report has been developed in partnership with NHS Ayrshire and Arran and Community Planning Partners.

3.2. There was engagement at the Community Planning Partnership Board on 29 November 2018 where members participated in a workshop session. There has also been engagement with the Fair for All Steering Group at the meeting in December and a regular update is reported to the Fair for All Steering group. The Executive Leadership Team have also received an update.

3.3. This Action Report recognises the significant level of work that is currently being undertaken within North Ayrshire to mitigate the effects of child poverty and reduce the future levels.

3.4. The Report and Action Plan also highlights the clear links to our overarching Fair for All Strategy and our Local Outcomes Improvement Plan.

4. Key Themes

4.1. The key drivers of child poverty have been identified by the Scottish Government as follows:

- reducing the cost of living for families
- increasing income from employment
- increasing income from Social Security and benefits

4.2.   Our key actions included in our report have been linked to and summarised in terms of the key drivers as set out above. We have included actions where the greatest impact will be made taking into account scale and pace.

4.3.   Some of the key actions are highlighted below:

Income from Employment:
- Skills for Life programme
- Family Futures programme
- We Work for Families programme
- Focus on the poverty related attainment gap
- Vocational programmes and Activity Agreements in the Senior Phase
- Positive Steps initiative
- Supported Employment Team
- Employability Pipeline Services

Costs of living:
- Better Off North Ayrshire
- Money Matters
- Childcare – early years expansion
- Healthy Start Vouchers
- School Holiday Meals programme
- Period Poverty Initiative
- Transport initiatives
- Local Housing Strategy

Income from social security and benefits in kind:
- Better Off North Ayrshire
- Money Matters
- Discretionary housing payments
- Scottish Welfare Fund administration
- Referral tool for NHS staff to sign-post families to appropriate specialist services.
- North Ayrshire digital strategy
- Uptake of Free School Meals, Clothing Grants and Education Maintenance Allowance

4.4.   More details on our actions including how impact will be assessed and details of timescales can be viewed in our detailed action plan that is attached in Appendix 1.

5. Proposals

5.1.   That Cabinet notes the significant level of work that is currently being undertaken within North Ayrshire to mitigate the effects of child poverty and reduce future levels.

5.2.   That Cabinet agree that the draft North Ayrshire Local Child Poverty Action Plan Report 2018/19, attached at Appendix 1, can be submitted to the Scottish Government and published on the Community Planning Partnership website.

6. Implications/Socio-economic Duty

Financial:	There are no financial implications, all commitments are aligned with the Council's agreed budgets.
Human Resources:	There are no human resources implications, all commitments are aligned with the Council's agreed budgets.
Legal:	There are no legal implications.
Equality/Socio Economic Duty: **Children and Young People:**	The Child Poverty Action Plan Report assists us to meet our Socio Economic Duty set out in the Fairer Scotland Duty and the Child Poverty (Scotland) Act 2017. The actions contained in the report as at Appendix 1 are intended to reduce future child poverty levels in North Ayrshire.
Environmental & Sustainability:	There are no Environmental and Sustainability implications.
Key Priorities:	The Child Poverty Action Plan Report links directly to the key priorities contained in the Fair For All Strategy, the Local Outcomes Improvement Plan and the draft Council Plan 2019-2024.
Community Benefits:	There are no community benefit implications.

7. Consultation

7.1. The Community Planning Partnership Board discussed and approved this report on 16 May 2019.

Craig Hatton
Chief Executive

For further information please contact **Lauren Cameron, Policy Officer, Democratic Services** on **01294 324160**.

Background Papers
N/A

North Ayrshire Community Planning Partnership

North Ayrshire Joint Child Poverty Action Plan Report 2018/19 DRAFT

Introduction/ Foreword

Children and their families face unfair challenges. This is not through their own choices but the circumstances they have found themselves in.

Child poverty is a serious and persistent issue in North Ayrshire. As a Council and a Community Planning Partner we have a clear focus on addressing the Fair for All Strategy. This is our Partnership Strategy for promoting equity. The key pledge within this is "North Ayrshire Community Planning Partnership pledges to tackle the root causes of child poverty and mitigate its impact to create a better life for local people."

The Child Poverty Action Plan gives this work a renewed focus and energy, and reinforces our commitment to our North Ayrshire children.

While the Child Poverty (Scotland) Act places duties on Local Authorities and Health Boards and not Community Planning Partnerships (CPPs) we have developed this action plan with our CPP. This is in acknowledgement of the strong partnership approach needed to effectively tackle this issue.

1. National Context

To ensure Scotland is the best place in the world to grow up, and lives up to the Fairer Scotland vision, eradicating child poverty is fundamental. Child poverty can undermine the health, wellbeing and educational attainment of the children who experience it. And it also has a wider cost for society. A 2013 study found that child poverty in the UK was costing at least £29 billion a year.[1]

The Fairer Scotland Duty is an overarching strategic duty on public bodies (including local authorities). It has interactions with the Equality Act 2010; Scotland Act 2016; and came into force on 1 April 2018.

The Duty requires that: "*An authority to which this section applies must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.*"

The Child Poverty (Scotland) Act sets out four ambitious headline targets for 2030 that establishes Scotland as the only part of the UK with statutory income targets on child poverty.

Local Action Reports/Plans

The Act introduces a new requirement for local authorities and each relevant Health Board to jointly prepare a Local Child Poverty Action Report, as soon as practicable after the end of each reporting year. The Act does not specify a cut-off point for submission of reports; however, it does require that the Scottish Government's annual progress reports be submitted within 3 months of the end of the reporting year which is the subject of the report. To align with these timescales, local partners should therefore aim to publish their reports by **30 June** of each year.

What is child poverty? The targets

The Child Poverty (Scotland) Act sets out four measures of relative poverty and statutory targets for Scotland to reach by 2030. These targets are:

Figure 1: National Child Poverty Targets

Target	Description	Rationale
For less than 10% of children to be in **relative poverty**	The proportion of children living in households with incomes below 60% of the median (middle) UK income in the current year.	Recognises that individual and household needs are relative to societal standards of living and measures whether the incomes of the poorest households are keeping up with growth in average (middle) incomes in the current year.
For less than 5% of children to be in **absolute poverty**	The number of children living in households with incomes below 60% of the median UK income in 2010/11, adjusted for inflation.	Assessment of whether living standards at the bottom of the income distribution are rising or falling (keeping pace with inflation) irrespective of those elsewhere in the income distribution.

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[1] http://www.cpag.org.uk/content/child-poverty-costs-uk-29-billion-year

| For less than 5% of children to be in **combined low income and material deprivation**	The number of children living in households with incomes below 70% of the median UK income AND going without certain basic goods and services (such as a warm winter coat, a holiday away from home, money to replace worn out furniture etc.)	Enables an analysis of a household's ability to use resources to buy essentials as well as of the income coming into the household.
For less than 5% of children to be in **persistent poverty**	The number of children who have lived in relative poverty in 3 of the last 4 years.	Living in poverty for a significant period of time is more damaging than brief periods spent with a low income.

Who is affected?

Figure 2: Percentage of Children Living in Relative Poverty by Household Type and Economic Status: Scotland, 2015/16

Percentage of children living in relative poverty by household type and economic status: Scotland, 2015/16
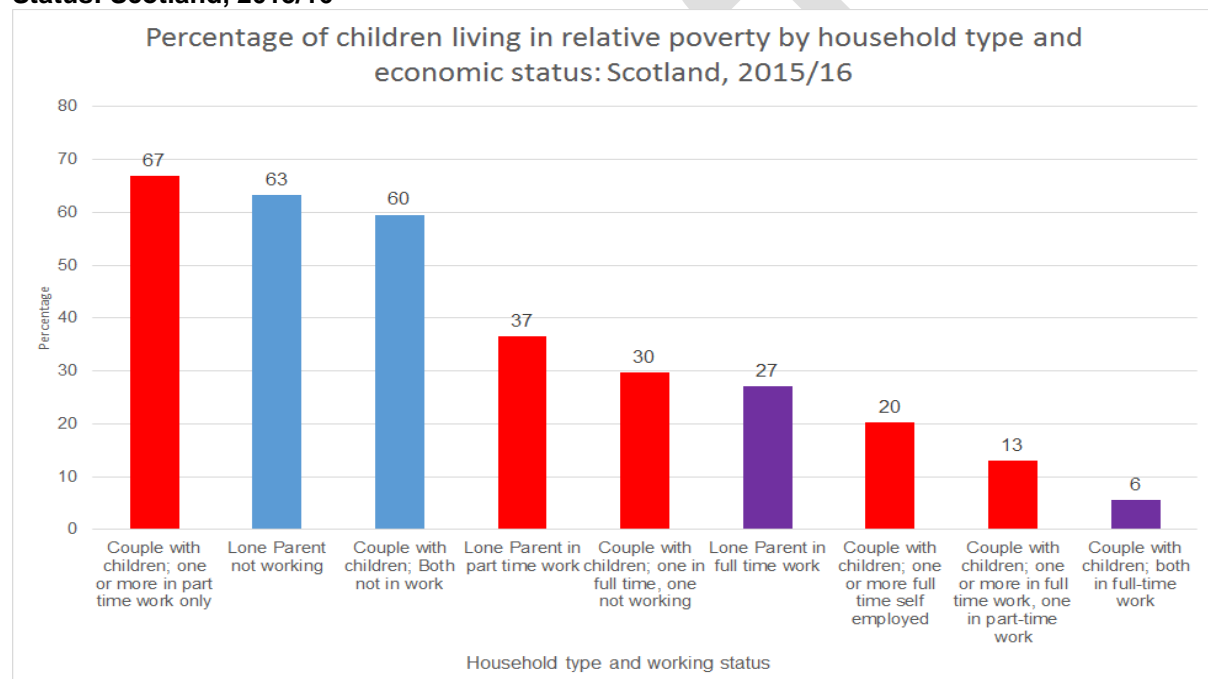
Source: HBAI dataset, DWP 2015/16

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Figure 3: Projected Child Poverty Rates: Scotland
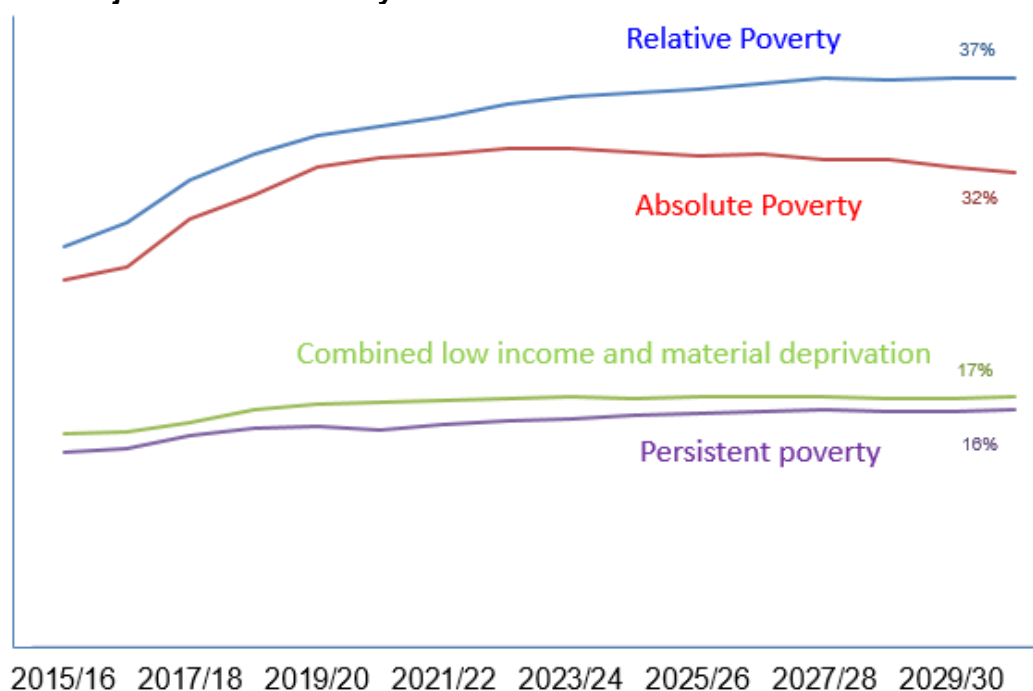
Source: Reed and Stark 2018

The chart above shows the projected trend of child poverty for each target. By 2030/31, it is estimated that 38% of children will be in relative poverty, 32% of children will be in absolute poverty, 17% of children will be in combined low income and material deprivation and 16% of children will be in persistent poverty.
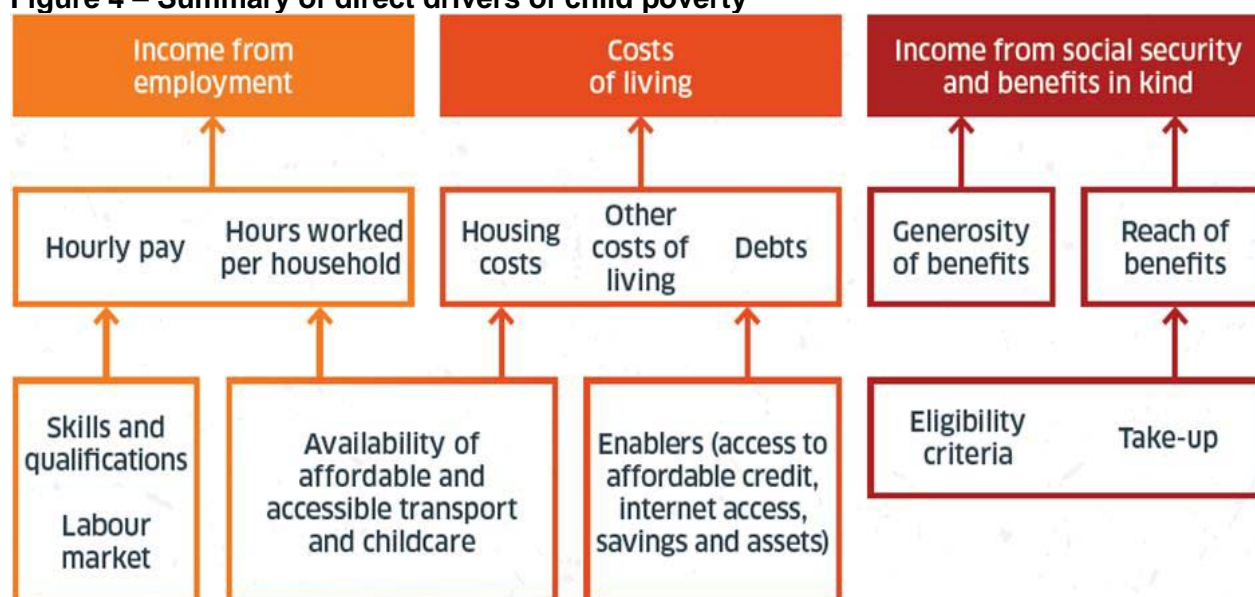
The key reason for these projected rises is the impact of welfare reform, primarily the benefit freeze and the two child limit on tax credits. The impact of these cuts is most acute between now and 2020.

The Scottish Government recognises that, in the context of these projections, the child poverty reduction targets the Act sets out are ambitious. However, Scottish Ministers are clear that the backdrop of conditions which threaten to make many families worse off strengthens the case for concerted action at national and local level to tackle child poverty.

What are the drivers of child poverty?

The direct drivers of poverty fall into 3 main categories – income from employment, costs of living, and income from social security. These are summarised in Figure 1 below.

Figure 4 – Summary of direct drivers of child poverty

Income from employment	Costs of living	Income from social security and benefits in kind
Hourly pay / Hours worked per household	Housing costs / Other costs of living / Debts	Generosity of benefits / Reach of benefits
Skills and qualifications / Labour market / Availability of affordable and accessible transport and childcare	Enablers (access to affordable credit, internet access, savings and assets)	Eligibility criteria / Take-up

Who is at the highest risk of child poverty?

To support the evidence base for this delivery plan, the Scottish Government has produced focused analysis on priority groups, which are households with children that are known to be at high risk of poverty. These groups have been identified using available data but we know this does not cover all groups at higher risk of poverty. These groups, taken together, do cover the majority of households in poverty.

- Having a lone parent (mainly women)
- Having two or more siblings (3+ children)
- Being disabled or having a disabled sibling or parent
- Being from a minority ethnic background
- Having a young child in the household (<1 years old)
- Having young parents (using data for households where the mother is aged <25)

2. North Ayrshire Local Context

High levels of inequality, particularly poverty exist in North Ayrshire. North Ayrshire is one of the most deprived areas in Scotland. Deprivation levels are significantly higher than the Scottish average. The last Scottish Index of Multiple Deprivation (SIMD) highlighted continuing levels of deprivation in North Ayrshire. More than 50 of its 186 datazones now fall within the top 15% most multiply deprived datazones in Scotland, significantly higher than the Scottish average. With an average population of 760 people per datazone, this suggests that well over a quarter of its population (approximately 38,800 residents) live in areas which fall within this most deprived category. In addition, unemployment levels in North Ayrshire are high, there are significant numbers of people on low income and almost a third of children live in poverty.

Inequalities in outcomes can be seen across all sectors including education, employment, income and health and wellbeing. They are the result of an imbalance in power, money and
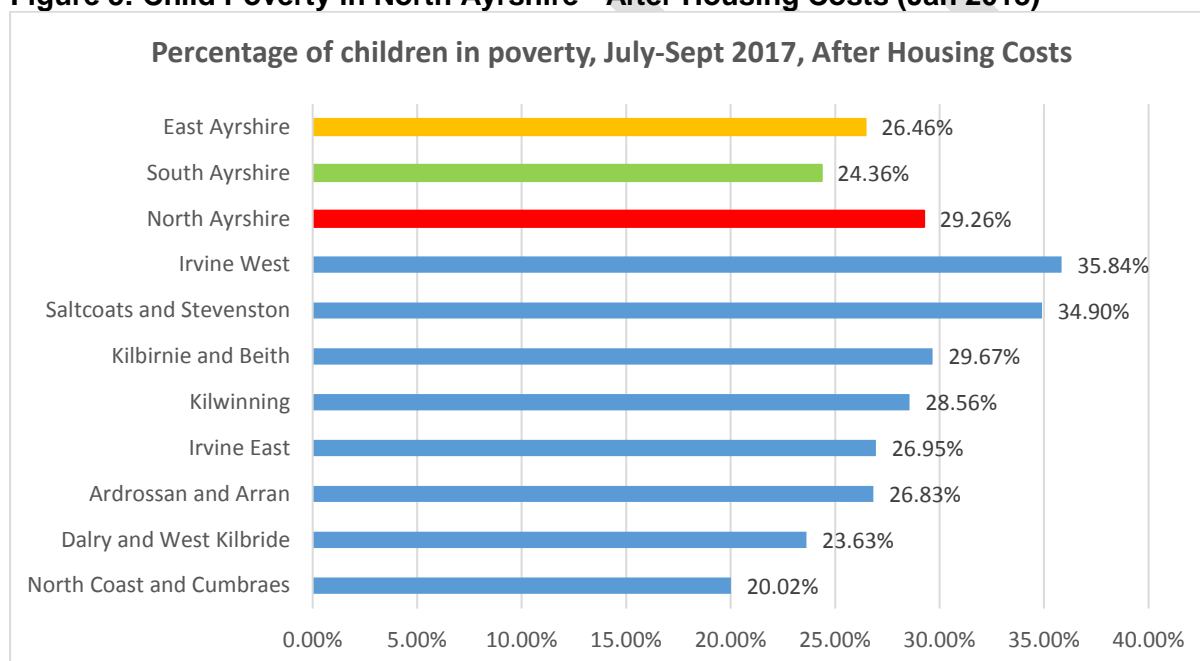
resources across society, further compounded by the recent economic conditions of recession, austerity and welfare reform.

The charts below show the breakdown of child poverty in North Ayrshire split into Electoral Wards, as at 2017 and as at 2018/19. This information has been taken from the End Child Poverty Coalition. This is not a direct measure of exactly how many children are in poverty on the official definition, but is based on the closest to an equivalent measure of local levels of child poverty. Currently there is no more up to date data available.

The data shows that there is variations in the levels of child poverty across all of our areas and also in North Ayrshire we continue to have higher levels compared to East Ayrshire and South Ayrshire. We also recognise that we have one of the highest level of Child Poverty of any Local Authority in Scotland, with Glasgow having the highest proportions (37%).
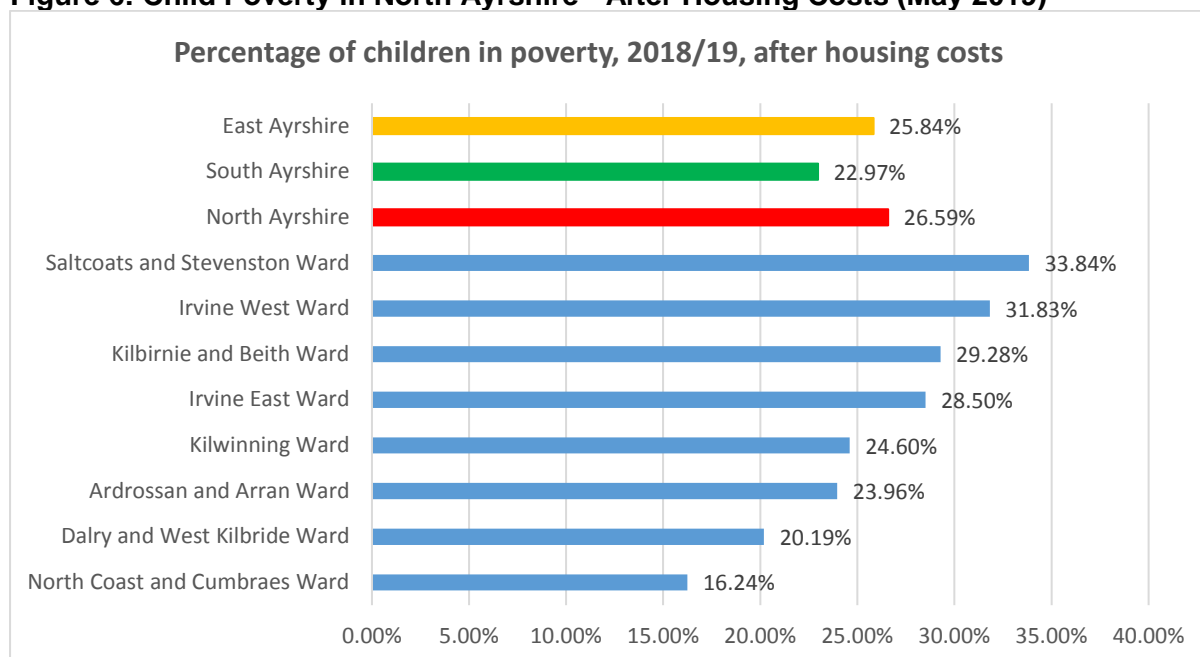
The comparison of the two charts below show that levels of child poverty in North Ayrshire have decreased overall from 2017 to 2018/19, from 29.26% to 26.59%. The overall reduction is a positive movement for North Ayrshire and required further investigation into the contributing factors.

Figure 5: Child Poverty in North Ayrshire - After Housing Costs (Jan 2018)

Source: http://www.endchildpoverty.org.uk/poverty-in-your-area-2018/

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Figure 6: Child Poverty in North Ayrshire - After Housing Costs (May 2019)

Percentage of children in poverty, 2018/19, after housing costs

Area	Percentage
East Ayrshire	25.84%
South Ayrshire	22.97%
North Ayrshire	26.59%
Saltcoats and Stevenston Ward	33.84%
Irvine West Ward	31.83%
Kilbirnie and Beith Ward	29.28%
Irvine East Ward	28.50%
Kilwinning Ward	24.60%
Ardrossan and Arran Ward	23.96%
Dalry and West Kilbride Ward	20.19%
North Coast and Cumbraes Ward	16.24%

Source: http://www.endchildpoverty.org.uk/poverty-in-your-area-2019/

Child Poverty Drivers – Local Context

The table below summarises some of the data available for North Ayrshire that link to the key direct drivers of poverty. This has allowed us to assess and confirm our knowledge of the required actions to address the direct drivers of poverty within our area.

Figure 7: Local Poverty Related Indicators

Indicator	North Ayrshire	Scotland
Employment rate (2017-18)	69.8%	75.4%
Unemployment Rate (2017-18)	6.4%	4.1%
Incapacity benefit/ severe disability allowance Claimant count	7.40%	6.10%
Working age population claiming out of work benefits (2016)	14.6%	10.6%
Children in low income families (2015)	23.30%	16.30%
Children registered for free school meals (2018)	22.30%	15.60%
Households with children living in fuel poverty (2014/16)	18.1%	16.7%
Children admitted to hospital due to asthma, rate per 100,000 population (2015/16- 2017/18)	235.1	145.1
Children looked after by Local Authority, rate per 1,000 (2017)	22.2	14.3
Domestic Abuse Rates, per 10,000 population (2016/17)	123.4	108.8
Employment rate for 16-24 year olds (2017)	57.8%	59.4%
Households with children living in homes that fail the SHQS (2014/16)	52.4%	41.2%
Proportion of Population Income Deprived (2017)	17.3%	12.2%
Proportion of Working age population employment deprived (2017)	15.3%	10.6%
Young people in prison per 100,000 (2012-2014)	484.7	300.2

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Young people living in the most income deprived quintile (2017)	47.9%	21.5%
Proportion of people earning less than the living wage (2017/18)*	21.40%	18.40%
Proportion of people aged 16+ underemployed (2017)** *(Respondents who would like to work longer hours, given the opportunity)*	11.8%	8.0%

Source: *Scottish Public Health Information for Scotland (https://scotland.shinyapps.io/ScotPHO_profiles_tool/)*

*Source: *Local Government Benchmarking Framework*

**Source: Annual Population Survey (Jan to Dec)

Data and Mapping Approaches

Further to the information presented above, we have been developing a mapping approach to our data to allow us to identify small areas (postcode level) where there may be higher concentrations of poverty. This has been overlaid with other sources of data to build a visual representation of potential issues that could impact on our localities and residents.

This work is ongoing and will be reviewed as part of our ongoing activity. Also, we have planned activities that include the commitment to use our data sources in a more joined up approach.

An example of our mapping approach has been attached as Appendix 2. This is an example of how we can deploy spatially referenced data at the most disaggregated geography to generate additional insights. Overlaying multiple datasets at postcode level can be undertaken internally to help us identify patterns and relationships that would otherwise be less evident in tabular form.

3. North Ayrshire Strategic Context

North Ayrshire Community Planning Partnership is a strong and effective partnership of a wide range of organisations. We come together as we appreciate the benefits of sharing our resources, knowledge and skills to improve the lives of local people. All partners have a shared commitment and partnership vision – *North Ayrshire – A Better Life*.

Fair for All is our partnership strategy for promoting equity. This strategy and the pledges we are delivering on are available at www.northayrshire.community/about-us/fair-for-all/

The key pledge within Fair for All is: "North Ayrshire CPP pledges to tackle the root causes of child poverty and mitigate its impact to create a better life for local people."

In our Local Outcomes Improvement Plan (LOIP) 2017-2022, we have increased our focus on child poverty. This is in response to very concerning local trends in child poverty levels.

Underpinning this we have four priority areas:

- A Working North Ayrshire
- A Healthier North Ayrshire
- A Safer North Ayrshire
- A Thriving North Ayrshire – Children and Young People

Our cross cutting themes influence our approach to these priorities:

1. Building stronger communities – by this we mean enabling communities to increase control over their lives, being supported to do things for themselves and having their voices heard in the planning and delivery of services.

2. Prevention – by this we mean tackling issues early to stop things from happening in the first place or from getting worse.

These do not operate in isolation. We draw from a range of partner plans to support these priorities. Our Locality Partnership and Connected Communities teams are fundamental to ensuring that plans are built on lived experience.

We recognise that high levels of inequality, particularly poverty exist in North Ayrshire. *Fair for All: A strategy to reduce inequalities in North Ayrshire* is our overarching strategy and focusses on the impact of poverty, and the opportunities, based on evidence, of where and how North Ayrshire Community Planning Partnership (CPP) partners can work to achieve the greatest effect in reducing inequality. Our key strategic plan, our North Ayrshire Local Outcomes Improvement Plan, describes our approach in more detail.

A new Council Plan has been developed and a consultative draft was approved by Elected Members at a meeting of North Ayrshire Council on 27th March 2019. The new Council Plan has clear links to the Fair for All Strategy and places as emphasis on child poverty.

The Council's Vision and Mission in the draft Plan are:

Vision: **A North Ayrshire that is 'Fair For All'.**

Mission: **Working together to improve well-being, prosperity and equity in North Ayrshire.**

The draft Plan is constructed around three strategic themes. The first two are outward looking whilst the third sets out how this Council will work moving forward. This forms the basis of our approach to transformation.

- **Aspiring Communities** – A society where everyone has the same life chances to grow, prosper and have fulfilling and healthy lives.
- **Inspiring Place** – An enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place our residents are proud to live and work in.
- **A Council for the Future** – Our Council is forward-thinking – motivated to transform and improve services for our communities through innovation, reshaping our approach and focusing investment to our priorities.

Some of the Priority Outcomes included in the draft plan are directly linked to Child poverty. For example priorities are –

➢ North Ayrshire's children and young people have the best start in life.
➢ North Ayrshire has an inclusive, growing and enterprising economy.
➢ North Ayrshire's residents and communities enjoy good, life-long health and wellbeing.

Our Children's Services Plan was launched by our North Ayrshire Children's Services Strategic Partnership in March 2016. This plan details how North Ayrshire Children's Services Strategic Partnership aims to give Children in North Ayrshire the best start in life and to make it the best place in Scotland to grow up.

The Children's Services Plan contains a clear action plan made up of promises, which keep the wellbeing of children at the centre. Although the plan is not exclusively written to address Child Poverty, there are a number of promises which work towards the ambition of addressing poverty and equality.

These promises strive to ensure that children in North Ayrshire have many opportunities to enable them to progress and break the cycle of poverty. The promises also focus on the support for parents to empower and enable them to provide the most positive start for a child and to improve their future life chances.

The Scottish Attainment Challenge focuses on closing the poverty-related attainment gap by providing targeted support to increase the attainment of children living in North Ayrshire's most highly concentrated areas of deprivation. North Ayrshire Council is one of nine Challenge Authorities supported through the Attainment Scotland Fund and is granted an allocation of this £750m fund to develop and deliver targeted initiatives and interventions to increase attainment in the highest concentrated areas of deprivation.

We became the first Child-Centred Council in Scotland, putting children and young people at the heart of everything we do and making sure that we give our young people the best possible start in life.

During 2017/18, we set up a Year of Young People Strategic Group to listen and engage with children and young people, individuals and communities. The Strategic Group included Year of Young People Ambassadors, elected members from all political groups, and officers.

In relation to poverty, the key proposal which emerged from the Year of Young People Strategic Group was a proposal to establish and brand a Young People's Commission to inform actions to address young people's experiences of poverty. This would be the first such commission in Scotland and would be informed from the ongoing Fair for All Commission in North Ayrshire.

Inclusive Growth/ Community Wealth Building

The Council has led in Scotland on the development of the inclusive growth agenda. We worked with the Scottish Government to develop and pilot the "inclusive growth diagnostic". The main purpose of the diagnostic was to identify constraints and opportunities for driving inclusive growth in North Ayrshire on order to prioritise actions to address them at a time of constrained public sector resources.

The findings from the Diagnostic have been used to inform the Councils investment decisions, for example in establishing a supported employment programme to help more disabled people access and sustain employment. The diagnostic has been rolled out on an Ayrshire Regional basis and its finding have been used to inform the priorities of the Ayrshire Regional Growth Deal.

Community Wealth Building

The Council and Community Planning partners are working to develop a Community Wealth Building strategy for North Ayrshire, and in collaboration with East and South Ayrshire for the Ayrshire region as a whole. A community wealth building approach seeks to provide resilience, local economic security, and to ensure that economic opportunity is widely spread and inclusive. Community wealth building provides a concrete and practical approach to help deliver on the aspiration of inclusive economy.

This strategy has five key elements or pillars:
- Employment
- Procurement
- Assets
- Ownership
- Financial Power

Over time, a successful Community Wealth Building strategy will help to grow the local business base, producing more and better jobs which can be accessed by the full range of people across our communities. Community Wealth Building is therefore key to the Council and Community Planning partnerships approach to tackling poverty and deprivation in North Ayrshire and, in particular, Child Poverty.

Ayrshire Regional Growth Deal

The Ayrshire Regional Growth Deal was agreed in March 2019 between the three Ayrshire local authorities and the Scottish and UK Governments. The Growth Deal represents a major investment in the Ayrshire economy, worth over £250 million over the next 10 years, with the aim of radically boosting the economic performance of the area- supporting the development and expansion of companies and the creation of thousands of new jobs across a range of key sectors. The Growth Deal has been informed by the opportunities and challenges identified by the Inclusive Growth Diagnostic.

In addition, the Growth Deal has allocated £3 million to support the development of a Community Wealth Building strategy across Ayrshire. This will be central to ensuring that the investment through the Growth Deal will benefit the whole Ayrshire community and play a major role on helping to tackle poverty in the region.

Adverse Childhood Experiences (ACES)

The Community Planning Board is committed to supporting pan-Ayrshire work on Adverse Childhood Experiences (ACEs) in conjunction with Community Justice Ayrshire. ACEs are stressful events that occur in childhood and can a have lifelong adverse impact on sustained health and behaviour. We have held screenings across our localities of "Resilience – The Biology of Stress and Science of Hope" documentary. Over 65 multi-agency screenings of the documentary took place in 2018, led by colleagues from Public Health and Police Scotland (Ayrshire Division). It is estimated that over 4,500 people across Ayrshire have attended a screening and panel discussion.

A follow up to the first Pan-Ayrshire conference on ACEs and trauma took place on 25 March 2019. The event was entitled "ACEs: Adversity is Not Destiny". The morning session provided an opportunity to celebrate some of the work being done across Ayrshire, with the afternoon session focussing on what ACEs have to do with justice. We were delighted to welcome local, national and international speakers to the event.

Following a motion to Council for North Ayrshire Council to become 'trauma informed', the Director of the Health and Social Care Partnership convened a meeting to discuss a proportionate response to achieve this. Colleagues from Human Resources, Learning and Development, Community Planning, Community Justice and the Health and Social Care Partnership are now developing a plan to take this forward.

The Fair for All Advisory Panel

As part of our Fair for All Strategy, we have a dedicated Fair for All Advisory Panel. The panel includes experts in poverty and inequality from across Scotland and will make sure that the work that needs to be done is carried out in the best way possible to have the biggest impact on the areas that need it most.

The Panel provides governance and direction to the Partnership. It will drive the changes needed to achieve the pledges outlined in the strategy. The Panel will also act as a 'critical friend' for our Child Poverty Action Report to ensure that we achieve the best possible outcomes for our residents and will help to identify any gaps and further activity areas that can be introduced. We are confident that this approach will ensue our actions are robust and ambitious.

Fair for All Steering Group

The progress of our Fair for All Strategy is monitored and driven forward by the Fair for All Steering Group. The Group meets regularly and consists of Senior Officers from the Council, NHS and Partners. The progress on delivery of the Fair of All pledges is reported to and monitored by this group.

Fair for All Commission

Effective local action to reduce child poverty requires understanding the local picture, levels of need and how to address these. Generating a shared understanding of the issues, common priorities and strategic approach to planning will involve working with a range of partners with differing perspectives, including people with lived experience of poverty, and potentially diverse ways of using evidence.

North Ayrshire welcomed its first-ever Fair for All Commission Officer in 2018 to help make the area a fairer and more equal place to live. The appointment follows start-up funding provided by the Scottish Government to make sure the voices of people with direct experiences of poverty are heard locally. The role of the Fair for All Commission Officer, is to:

- Empower people, individually and collectively, to make positive changes in their lives and in their communities
- Embed engagement and participation practices and culture for those who experience poverty related issued and whose voices are least often heard
- Create and develop a Poverty Truth Commission organisation in North Ayrshire to address the barriers people face in life due to poverty. The group will gather evidence to create recommendations on how to make North Ayrshire 'Fair for All'
- Work with South and East Ayrshire, where appropriate, to ensure the successful advocacy of poverty issues to Scottish Government and other influences/partners

Over the next two years, this work will focus on 'giving a face to the facts' – ensuring that the movement to tackle poverty has those who experience it at its heart.

The Fair for All Commission Officer aims to establish 12 Community Commissioners – people who have or are experiencing poverty – who will share their stories and knowledge of the issues that affect them and others across North Ayrshire.

Working closely with them will be 12 Civic Commissioners – who can be anything from business leaders, policy developers, journalists, third-sector leaders – who can listen and try to find solutions to any of the issues that are encountered.

One of the anticipated outcomes for the Fair for All Commission is to improve sensitivity and effectiveness of the practices and services delivered by Community Planning Partners – bringing positive actions to address the causes and symptoms of poverty.

4. Monitoring of this plan

This report will be agreed and monitored by the Community Planning Partnership. Reporting will link to other strategic groups as required. An Action Plan and supporting Performance framework will be created and monitored using Pentana, the Councils Performance Management System. This will ensure consistency in reporting across all of our plans and strategies. We aim to report on our progress every six months to ensure the Child Poverty agenda is driven forward.

Figure 8: Community Planning Structure in North Ayrshire

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5. Actions Approach

Our Action Plan has been developed in order to ensure clear links to our Fair for All Strategy. We have used this as a basis of our understanding of inequalities, its causes, and the most effective ways of responding. In this report we are looking at inequalities relating to Child Poverty.

Understanding Inequalities – Fair for All Approach

A range of factors which, when distributed unequally in society, result in inequality of outcomes across socio-economic groups.

Inequalities in individual outcomes are directly linked to wider socio-economic inequalities in society. The distribution of power, money and resources has a direct influence on environmental influences such as:

- availability of health enhancing work
- access to good quality and affordable housing
- social and cultural experiences
- transport
- education and learning opportunities
- availability and quality of services

While there will be some fundamental causes of poverty which are out with the control of North Ayrshire CPP, there are many areas where an impact can be made.

A review of the literature suggests that in order to be most effective, interventions need to be taken at all three levels:

- *undo* the fundamental causes
- *prevent* the wider environmental influences
- *mitigate* the individual experiences

In order to ensure links with our existing strategies we have decided to group our actions into these three levels.

As well as needing to ensure that our approach intervenes at all three levels described above, research also demonstrates that a combination of approaches across three areas of the population is essential to effectively tackle inequalities. These three approaches are:

1. Targeting - Targeting the worst off in society
2. Enhanced - Reducing the gap between groups
3. Universal - Reducing the gradient across the population

Our action plan will reflect these approaches where relevant.

6. Action Plan

Our key actions have been identified and included in Appendix 1. Our key actions can be linked to and summarised in terms of the key drivers of child poverty. We have included actions where the greatest impact will be made taking into account scale and pace.

Some of the key actions are highlighted below:

Income from Employment:
- Skills for Life programme
- Family Futures programme
- We Work for Families programme
- Focus on the poverty related attainment gap
- Vocational programmes and Activity Agreements in the Senior Phase
- Positive Steps initiative
- Supported Employment Team
- Employability Pipeline Services

Costs of living:
- Better Off North Ayrshire
- Money Matters
- Childcare – early years expansion
- Healthy Start Vouchers
- School Holiday Meals programme
- Period Poverty Initiative
- Transport initiatives
- Local Housing Strategy

Income from social security and benefits in kind:
- Better Off North Ayrshire
- Money Matters
- Discretionary housing payments
- Scottish Welfare Fund administration
- Referral tool for NHS staff to sign-post families to appropriate specialist services.
- North Ayrshire digital strategy
- Uptake of Free School Meals, Clothing Grants and Education Maintenance Allowance

The six priority groups (lone parents; families where a member of the household is disabled; families with three or more children; minority ethnic families; families where the youngest child is under one year old; and mothers aged under 25) have been considered in our actions and mentioned where appropriate. These priority groups will also be considered as part of the development of our future actions to ensure that the needs of these groups are met.

More details on our actions including how impact will be assessed and details of timescales can be viewed in our detailed action plan as attached at Appendix 1. This has been split into three tables.

Table 1 below shows a wide range of actions that are currently taking place and have a direct impact on the drivers of Child Poverty.

Table 2 shows the actions that are current but have a more indirect impact on the drivers of Child Poverty or are universal actions.

Tables 3 and 4 show future actions that are either planned or require further work / investigation to consider for future years that we consider will have an impact on the drivers of Child Poverty.

Appendix 1

Table 1 – Current Actions to address the Direct Drivers of Child Poverty (As shown in Fig. 1)

Action e.g. new services offered, increasing flexibility of existing services	Who action is carried out by (all those partners involved in action)	Poverty driver(s) the action is intended to impact	Level of Intervention	How impact has / will be assessed	Timescale for action	Approach and Group(s) the action is intended to reduce poverty amongst*	Link to North Ayrshire Strategy
Partnership working with Through Care Support Team to engage and support care leavers in making and maintaining claims for benefit, supporting with identifying training and employment opportunities.	NAC, DWP	Income from Employment Income from Benefits	Prevent	Q4 2018/19 – 54% of eligible YP are in Education, Employment or Training. The young people who are not in Education, Employment or Training fall into 4 other categories- Looking after Family, Long Term Illness, Short Term Illness or Due to other Circumstances	Ongoing	Targeted Looked after care leavers	North Ayrshire Local Employment Activity Action Plan
Skills for Life programme – intensive support for long term unemployed lone parents. Six month mentored vocational placement within the Council. Addresses many barriers.	In partnership with DWP, Ayrshire College and other partners.	Income from Employment	Prevent	Since April 2017, 45 people have taken part with 35 (78%) having a positive destination. 22 retained with Council, 8 private sector employment, 5 further education.	Ongoing	Targeted	North Ayrshire Local Employment Activity Action Plan
Family Futures – early years programme assisting parents with their journey to employment, education or training. Early engagement approach which can access additional support such as health interventions, life coaching and well-being support, welfare and money advice support.	NAC, Ayrshire College, CEIS Ayrshire, Better Off North Ayrshire and the Ayrshire Community Trust	Income from Employment Income from social security and benefits	Prevent	Numbers of participants and outcomes – TBC	Ongoing	Enhanced	North Ayrshire Local Employment Activity Action Plan

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We Work for Families programme - provides 1-1 specialist employability and skills service for participants from vulnerable families. The programme includes assistance with debt advice, child care advice, and housing, supporting parents to address barriers to entering into meaningful employment or education.	NAC, The Lennox Partnership, North Ayrshire Health and Social Care Partnership & Universal Early Years	Income from employment Cost of Living Income from social security and benefits	Prevent and Mitigate	Since April 2017 to Feb. 2019, 146 client registrations, 133 have progressed through a range of support/ training/ education and employment, including: 27 into employment 5 completed FE course in 2017/18 13 started FE course in 2018/19 36 referred to SALUS for mental/ physical health support 2 clients completed Skills for Life 50 clients accessed funding for clothing, equipment, travel and childcare for education or employment	Ongoing	Targeted Gender	North Ayrshire Local Employment Activity Action Plan
Corporate Parenting - guarantees ten Modern Apprenticeships every year for young people leaving care.	NAC	Income from employment	Prevent and Mitigate	10 Modern Apprenticeships for young people leaving care each year	Ongoing	Targeted Care Experienced Young People	North Ayrshire Corporate Parenting Plan
Better Off North Ayrshire provides advice, information and support to people by building financial capability and resilience through offering a package of support services, through key workers, to low income, workless and lone parent families including budgeting, benefits, debt and energy advice. *(Immediate assistance)* *(Big Lottery Funding)*	NAC, Community Housing Advocacy Project (CHAP), ANCHO Housing Association, Cunninghame Housing Association and 1st Alliance Credit Union	Cost of living Income from social security and benefits in kind	Mitigate	**2216 people reached** **1161** signed up to an Action/Support Plan • 69% were 'workless' (unemployed or inactive) • 16% low income employed • **15% lone parents** By **end of February 2019**, total financial gains for participants in the programme as a direct	Ongoing	Enhanced All Lone Parent Families including In work poverty	Better Off North Ayrshire

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				outcome from Better Off programme = **£1,445,915** **Breakdown of above** • Energy debt written off/ grants/ efficiency savings £488,363 • Income maximisation £583,024 • Interest saved through debts written off/ high cost debts cleared = £287,117 • Savings built in credit union/ reduced outgoings = **£87411**			
Better Off North Ayrshire – Longer term support and advice such as access to affordable loans and affordable furniture. *(Big Lottery Funding)*	Community Housing Advocacy Project (CHAP), ANCHO Housing Association, Cunninghame Housing Association and 1st Alliance Credit Union	Cost of living Income from social security and benefits in kind	Prevent	1019 people received budgeting advice & support 295 people granted affordable loans. £253 = Average <u>savings built per participant</u> who opened a savings account with CU at some time over last two years £1,305 = better off – average per person who received debt advice and support £482 – better off – average per person who received energy advice and support £596 better off (over a 12 month period) – average per person who received	Ongoing	Enhanced All Lone Parent Families including In work poverty	<u>Better Off North Ayrshire</u>

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				benefits advice and support			
Money Matters - All families with children under 5 years old will automatically be given access to money matters advice, unless they opt out of the support.	NAC	Cost of living	Mitigate	Total enquiries in 2018/19 – 3677 (331 families with children under 5) October 2018 to March 2019 – 1914 enquiries (489 families with Children) Financial gains for Money Matters Service Users - £9,526,758.64	Ongoing	Universal All	Money Matters
Maintain a specific focus on reducing the poverty related attainment gap and maximise the learning potential of specific groups of learners, including Looked After Children.	NAC		Mitigate	Average total tariff score by grouped deciles - Performance of pupils in the 20% most deprived areas – 692 in 2016/17 Target for 2032 is 750.	2032	Universal All	LOIP
Childcare/ Out of School Care Further roll out of 1140 Early Years Expansion with 7 pilot centres and classes throughout North Ayrshire to inform future roll out in the lead up to completion by 2020. Early Years expansion will offer provision from 8am to 6pm. As part of the expanded hours a funded lunch time meal and early evening meal is provided.	NAC *(national programme)*	Income from employment Cost of living	Mitigate	Number of children / families receiving 1140 hours ahead of 2020 9 ELC establishment and 3 funded partner nurseries delivering 1140 hours across North Ayrshire since January 2019	2020	Universal All	
Promote uptake of Healthy start vouchers by proactive targeting of vulnerable families providing practical support to complete application forms.	NAC *(national programme)*	Cost of living	Mitigate	2018/19 Average household uptake was 68%		Targeted All	Universal Early Years
Working in partnership with Ayrshire College a range of vocational programmes are on offer to pupils in the Senior Phase. Ayrshire	NAC, Ayrshire College	Income from employment	Prevent	25 pupils are working towards an FA qualification in	Ongoing	Universal All	NAC Education & Youth Employment

College also offer a new Foundation Apprenticeship (FA)				Engineering for children and young people.			National Improvement Framework
Activity Agreements - Activity agreements provide 1:1 support to help young people overcome barriers they may face when taking the next step to employment, training or further education.	NAC *(national programme)*	Income from Employment	Prevent	Percent of young people completing Activity Agreement that went on to a Positive Destination. Approx. 25 young people participating in Activity Agreements at one time. Over 70% of participants move onto an immediate positive destination with the remaining 30% continuing to have appropriate support and signposting by the most relevant post-school agency.	Ongoing	Targeted All	NAC Education & Youth Employment National Improvement Framework
Continue to encourage uptake of Free School Meals. In Primary schools we inform Head Teachers of children who are entitled to a free meal and not using this allowance to encourage schools to engage with families. We offer monthly Theme Days in all NAC schools to encourage uptake of meals. We engage with the young people on menu planning and tasting foods for new menus, this allows the young people to have voice on what they would like to see on the menu. Cashless catering is operated in all Primary schools this allows total anonymity to any child receiving a free school meal.	NAC	Cost of living	Mitigate	Uptake of Free School Meals – 2017/18 Secondary – 73.38% Primary – 85.52%	Ongoing	Targeted All	
Continue to encourage uptake of Free School Meals. In Secondary schools we engage with Guidance staff informing them of pupils not using their meal allowance to encourage engagement with the young people. Introduction of Pilot Healthy Breakfast service in 2 secondary schools where young	NAC	Cost of living	Mitigate	Uptake of Free School Meals – 2017/18 Secondary – 73.38% Primary – 85.52%	Ongoing	Targeted All	

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people entitled to free school meals have a daily breakfast allowance added to their school meals account, giving a good start to the day free of charge, the Healthy Breakfast option is also available to all pupils who pay for lunch. Cashless catering is operated in all Secondary Schools this allows total anonymity to any child receiving a free school meal.							
Free School Meals and School Clothing and Footwear Grant - automated annual process whereby an email/ letter is issued to all previous applicants to allow them to either confirm their details online or provide the required information for payment. A promotional campaign is carried out annually using Twitter, Facebook and the website to capture new customers who may eligible in order to maximise uptake.	NAC *(national programme)*	Cost of living	Mitigate	Volume of School Clothing Grants issued relating to each school Our school clothing grant is currently £100		Targeted All	
Education Maintenance Allowance - for young people between the ages of 16 and 19 to provide financial assistance to help those from low income households to stay on at school and continue their education. A new application must be completed each academic year and can be made online via the website. A promotional campaign is carried out annually using Twitter, Facebook and the website in order to maximise uptake.	NAC *(national programme)*	Cost of living	Mitigate	For the Academic Session 2018/2019, 828 EMA applications received to date. 715 young people have received at least one payment.		Targeted All	
School holiday meals programme - provides access to nutritious meals during school holidays when families would have struggled with this extra cost	NAC Place Directorate, NAC Economy and Communities Directorate	Cost of living	Mitigate	650 young people were involved in holiday meals and activity programme 22,005 meals served in 2017/18. Holiday Meal sessions were delivered 5 days per week over the 6 week school summer holiday period and estimate to have fed approx. 40 families per day.		Enhanced Approach All	LOIP

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'Period Poverty' initiative – the first of its kind in Scotland – to give young women and girls struggling to afford basic sanitary products access to a free supply at their secondary school – and in all council buildings.	NAC *(national programme)*	Cost of living	Mitigate	Free sanitary products available in all eligible schools. Also available in all North Ayrshire Council Libraries, Cunninghame House Offices, Bridgegate House Offices, all Community Centres and Halls - mainland and on the Isle of Arran & Cumbrae in addition to NA KA Leisure premises. Also in Primary Schools as requested by the Head Teacher. So far 62,880 units have been provided.		Universal Gender	
Administering of Housing Benefits and Council Tax reductions to ensure accurate and quick payments are received to reduce the rent charge and council tax charge of families to sustain tenancies/ ownership or properties.	NAC *(national programme)*	Cost of living Income from Benefits	Mitigate	Number of households with children in receipt of Housing Benefit, Council Tax Reduction and Discretionary Housing Payments. Speed of processing Housing Benefits and Council Tax Reduction claims	Ongoing	Universal All	
Discretionary Housing Payments (DHP) are available to families with children where they have a rent liability but the amount of benefit received doesn't cover their rent charge. DHP is awarded to prevent hardship and to sustain tenancies	NAC *(national programme)*	Cost of living Income from Benefits	Mitigate	Number of children in households affected by the Benefit Cap	Ongoing	Universal All	

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Scottish Welfare Fund provides payment of crisis grants and community care grants. A crisis grant is where there is an emergency and immediate need for financial help for example no income. Payments are made to families to prevent hardship and to provide financial support. Community Care Grants are paid by the provision of household goods / white goods instead of cash and are used to help families sustain living in the local community. This can include the provision of beds, carpets, curtains, cookers and washing machines etc.	NAC *(national programme)*	Cost of living Income from Benefits	Mitigate	Age of children in household; Number of children living with young parents aged under 25; Number of children living with a disabled adult; Number of children living in a large family with three or more children; and Number being pregnant, recent childbirth or adopting a child.	Ongoing	Universal All	
The council tax debt recovery team works with families to reduce their council tax arrears and will make affordable payment arrangements to spread payments over a longer period of time and prevent hardship.	NAC	Cost of living	Mitigate	136 households including families have payment arrangements at present.	Ongoing	Universal All	
Reduce transport poverty by ensuring that local communities and families have sustainable and active travel opportunities to enable them to easily access services, facilities, employment and school.	NAC, Transport Scotland, Strathclyde Partnership for Transport, Sustrans Scotland	Cost of living Income from employment	Mitigate	TBC	Ongoing	Universal All	
Travel Smart project aims to promote sustainable and active travel and reduce transport poverty in local communities. Includes bike maintenance, training sessions, materials to support active travel, the provision of bikes to schools and educational activities. Also offers free personalised travel planning for local residents. Aims to save money on everyday journeys to reduce the cost of travel and its impact on finances.	Part funded by Transport Scotland's Smarter Choices Smarter Places	Cost of living	Mitigate	TBC	Ongoing	Universal All	
Developed referral tool to enable NHS staff to sign-post families in need to appropriate specialist services.	NHS A&A Public Health	Income from Benefits Costs of Living	Mitigate	Referral Rates to income maximisation services	Ongoing	Targeted Approach	

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Table 2 – Current Actions to address indirect factors of Child Poverty/ Universal Approaches

Action e.g. new services offered, increasing flexibility of existing services	Who action is carried out by (all those partners involved in action)	Poverty driver(s) the action is intended to impact	Level of Intervention	How impact has / will be assessed	Timescale for action	Approach and Group(s) the action is intended to reduce poverty amongst*	Link to North Ayrshire Strategy
Implementation of the Local Housing Strategy including – • alleviating fuel poverty through our new build Council housing programme (latest insulation standards, use of renewable and energy efficiency technologies) • solar panel retrofit programme for 500 existing Council homes to provide free electricity to reduce household energy bills	NAC	Cost of living	Mitigate	Aims to deliver 1700 high quality, affordable and energy efficient social houses 500 council homes installed with rooftop solar panels in 2018/19, reducing household energy bills by up to £115 in the first year alone. Number of households in Fuel Poverty Baseline within LHS: 2012-2014 Extreme fuel poverty 9% (approx. 6,000)	2022 2018/19 Reduce by 2000 by 2032	Enhanced All groups	LOIP North Ayrshire Local Housing Strategy 2018-22
Focus on keeping our Council housing rent levels affordable	NAC	Cost of living	Mitigate	Weekly rent rates compared to the Scottish Average	Ongoing	Enhanced All groups	North Ayrshire Local Housing Strategy 2018-22
Domestic Violence integrated approach – action TBC	NAC, Police Scotland		Mitigate	Reduction in domestic violence crimes (4.1% reduction in 2017/18) Detection rate for domestic abuse (73.9% in 2017/18)	Ongoing	Universal All groups	LOIP
Homelessness Prevention – Housing Options approach	NAC Place Directorate	Cost of Living	Prevent	350 household with children presented in 2018. 59.7% (209) did not make a homeless application and were able to sustain current	Ongoing	Enhanced All groups	LOIP

				accommodation or secure an alternative.			
Homelessness - Rapid re-housing	NAC Place Directorate	Cost of Living	Mitigate	Q2 2018/19 – 33 children within dispersed accommodation and Women's Aid Refuge.	Ongoing	Enhanced All groups	LOIP
Positive Steps Initiative – partnering with The Ayrshire Community Trust, employability programme to remove barriers to meaningful employment	NAC, Ayrshire Community Trust	Income from Employment	Prevent	2018/19 – 89 beneficiaries completed STEPS to Excellence programme	Ongoing	Enhanced All	North Ayrshire Local Employment Activity Action Plan
Supported Employment team – part of the employability pipeline services will be launched in 2019/20. Bespoke service to help disabled people get a job and, critically, sustain their employment. *(£500,000 from the Challenge Poverty Fund, matched with European Funding)*	NAC HSCP	Income from Employment	Prevent	Employment rate (%) aged 16-64 EA core or work-limiting disabled. Baseline: Apr 2015-Mar 2016: 40.1%, 26th Once programme is at full capacity it will support 200 people per year.	Starting in 2019/20	Enhanced Disability	North Ayrshire Local Employment Activity Action Plan
The HSCP provides a specialist employability service for people with long term mental health problems, the IPS service (Individual Placement and Support) is delivered by SAMH on behalf of the HSCP and has proved successful in getting people with long term mental health problems back into work.	NAC HSCP	Income from Employment	Prevent	Number of participants/ compared to population	Ongoing	Enhanced Mental Health	
North Ayrshire Council is the largest accredited Living Wage employer in the area and 70.7% of our workforce are female.	NAC *(national programme)*	Income from Employment	Mitigate	NAC employs 5,800 people (FTE) 4,100 or 70.7% of whom are female. Staff are paid at least the real Living wage, which is currently £9 an hour, this is £1.17 an hour above the level of the "National Living Wage", or 13% an hour more.	Ongoing	Universal All	
Team North Ayrshire – supporting the creation of new jobs by local businesses	NAC	Income from employment	Prevent	Business Development have supported businesses in creating 1,243 jobs since April	2019/20	Universal All	

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				2016, with 588 of these created in 2017/18 Target of 450 for 2019/20			
Scottish Attainment Challenge funded initiatives to raise attainment and reduce the poverty related attainment gap. (There are 6 workstreams & various partnership initiatives)	NAC *(national programme)*	Income from Employment	Prevent	Attainment levels Tariff Score broken down by SIMD Quintile	Long Term	Enhanced Children and Young people in deprived areas	South West Educational Improvement Collaborative Annual Plan
Family Learning Team funded to work in partnership with schools and the extended community to engage and support parents and families in their children's learning at school and at home which will lead to a positive impact on achievement and attainment.	Family Learning Team	Poverty related attainment gap	Prevent	% of families involved in learning programmes	2020	Universal Targeted for children, young people and families living in deprived areas	Parental Involvement Strategy
YoungScot - Scottish Attainment Challenge funded pilot project to reduce the poverty related attainment gap: • Issuing £1.50 breakfast allowance to all pupils entitled to Free School Meals (S1-S4) at Garnock Community Campus & Auchenharvie Academy in the current academic year. • Issuing both schools with a small discretion fund to purchase school clothing & equipment in the current academic year. • Offering 30 Young People in each school a KA leisure membership from January 19 - June 19. (not strictly FSM pupils but the majority of pupils would otherwise be unable to fund this).	NAC *(national programme)*	Cost of living	Mitigate	Uptake of breakfast allowance Uptake of KA leisure membership Data will be available in June 2019.	2019/20	Enhanced All	
Developing the Young Workforce (DYW) - All North Ayrshire schools are broadening the range of wider qualifications and experiences available in secondary schools. This is part of North Ayrshire's Developing the Young Workforce (DYW) approach which builds on skills for learning, life and work.	NAC Schools, local employers *(national programme)*	Income from employment	Prevent	TBC	Ongoing	Universal All	DYW Ayrshire Annual Report NAC Education & Youth Employment National Improvement Framework

Strengthen the links between schools and partnership organisations and employers	NAC Family Learning Team, Ayrshire College, Ayrshire Chamber of Commerce, Skills Development Scotland	Income from employment	Prevent	SDS Annual Participation Measure for 16-19 Year olds – 90.3% in 2016/17 School Leavers entering positive destinations – 93.4% in 2016/17	Ongoing	Universal All	NAC Education & Youth Employment National Improvement Framework
Implementing 'Smarter Ways of Working: a digital strategy for North Ayrshire', recognising the importance of digital participation. • Assisting with benefits claims • Assisting with digital upskilling	NAC	Income from Benefits Income from employment	Mitigate	Since November 2017, 179 housing tenants have been provided with face to face Universal Credit digital support. Better Off North Ayrshire has provided digital upskilling and support for online benefits applications – 2017/18 - 215 2018/19 - 831	Ongoing	Universal All	LOIP
Delivery of supported online sessions in local libraries to increase digital participation	NAC	Income from employment	Prevent	Over 3000 sessions delivered in 2017/18	2018/19	Universal All	LOIP
Improve local awareness of and access to food related opportunities to address Household Food Insecurity (HFI)	NAC	Cost of living	Mitigate	An increase in the number of food related opportunities available for signposting in communities and schools An increase in the number of food related opportunities taken up by individuals and communities in priority areas In 2018/19 there were 114 Community Food opportunities. (12 additional supported/ created/ developed)	Ongoing	Universal All	LOIP

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Develop Health Inequalities Impact Self-Assessment tool (HISA) to raise awareness of teams within NHS on potential impact of social determinants of health on practice.	NHS A&A Public Health	Costs of living	Prevent All HSCP teams to use this development tool.	Referral Rates to income maximisation services – split by organisational group?	Ongoing	Enhanced All	
Lead role in raising awareness amongst partners of the impact of ACEs on children's health and wellbeing, and interaction with child poverty	NHS A&A Public Health ICYP transformational change Programme Board, Community Justice Ayrshire	Income from benefits Costs of Living	Mitigate	Number of screenings of Resilience movie locally Attendance levels at screenings of film. ACEs awareness-raising events held	Ongoing	Enhanced All	
Adult and Child Protection referral pathways – utilised to highlight cause for concern in relation to poverty	NAC, CPP Partners		Mitigate	N/A	Ongoing	Targeted All	
Campus Police Officers – opportunities to highlight child poverty and raise awareness	NAC, Police Scotland		Mitigate	N/A	Onging	Targeted All	
Corra Foundation in Kilwinning – community based projects including school uniform clothing bank and Picnic in the Park			Mitigate	N/A	Ongoing	Universal All	
L*ink Up* in Saltcoats			Mitigate	N/A	Ongoing		
Our Place in Ardrossan Community Renewal are working with the community to facilitate, build capacity and support the neighbourhood focusing on three outcomes: • Communities have more influence on decisions taken locally • Communities have more sustainable services and facilities that reflect their local priorities • People say their community is a better place to live			Mitigate	N/A	Ongoing	Universal All	
Create local community signposts and directories to enable and promote community opportunities and access to services	NAC, HSCP, TACT		Prevent	Uptake of services	Ongoing	Universal	**Link to Council Plan**
Support development of early literacy through management of Bookbug in libraries and communities, provision of training for	NAC		Prevent	Number of bags distributed by families	Ongoing	Universal	**Children's Services Plan**

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partners and staff and provision of four Scottish Book Trust story bags each year from birth to Primary 1 for all children				living in most deprived areas Attendance at Bookbug by families living in most deprived areas			
Providing pathways to Modern Apprenticeship Programmes through pre-apprenticeship opportunities	NAC	Income from Employment	Prevent	Number of young people	Ongoing	Targeted	**DYW**

Table 3 – Future Actions to address the Key Drivers of Child Poverty (As shown in Fig. X)

Action e.g. new services offered, increasing flexibility of existing services	Who action is carried out by (all those partners involved in action)	Resources allocated	Poverty driver(s) the action is intended to impact	Preventative or Mitigating Actions*	How impact has / will be assessed	Timescale for action	Approach and Group(s) the action is intended to reduce poverty amongst*	Link to North Ayrshire Strategy
Develop a whole systems approach workstream to include collaborative leadership	NAC	Existing Resources	General/ Policy		TBC	Ongoing		
Investigate and develop potential work stream to explore collaborative data analysis and sharing. In particular, develop a collaborative approach to Community Planning Partners sharing data to investigate resource requirements associated with poverty in communities.	NAC, Community Planning Partners	Existing Resources	General/ Policy		TBC	Ongoing		
Continue to share and learn from good practice examples across Scotland including attending national events.	NAC	Existing Resources	General/ Policy		TBC	Ongoing		
Continue to develop the North Ayrshire Kindness approach		Existing Resources	General/ Policy		TBC	Ongoing		

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Further development of the "Community Book" approach. This involves working across systems to share information in local communities where people can access very local support e.g. food, health info etc.	NAC	Existing Resources	General/ Policy		TBC	Ongoing		
Establish a Young People's Commission and action plan to address Poverty	NAC	Existing Resources	General/ Policy		TBC			**Year of Young People Legacy**
Work with partners to understand and promote vocational options in schools and the support available for these choices	NAC	Existing Resources	General/ Policy		TBC			**Year of Young People Legacy**
Develop opportunities for financial literacy and promote the availability of financial support for young people in North Ayrshire.	NAC	Existing Resources	General/ Policy		TBC			**Year of Young People Legacy**
Work with Scottish Government as a trailblazer site for the whole systems approach to diet and healthy weight (public health priority) • Increase focus on early years nutrition • Improve the food and physical activity environment through the lens of young people	NAC	Existing Resources	General/ Policy		TBC			**Link to New Council Plan**
Work with communities to provide opportunities for participation, volunteering and employment through physical activity and sport • Design and deliver the "special partnership" project with sportscotland, to address inactivity and healthy weight in children and families, as identified through a data led approach, using the Active Schools programme and Community Sport Hub approach • With communities and partners, develop and increase the impact of community sports hubs. • Develop and promote opportunities for involvement in communities,	NAC	Existing Resources	General/ Policy		TBC			**Link to New Council Plan**

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including volunteering and peer support								
Improve emotional and mental health and wellbeing through physical and social participation in community activities, including for young people. • Promote the Young People's Mental Health Toolkit and other approaches to improving emotional health • Create safe spaces for young people in our communities • Implement the YOYP Legacy actions	NAC	Existing Resources	General/ Policy		TBC			**Link to New Council Plan**
Ensure our locality partnerships make maximum impact on the health and wellbeing of local communities through addressing local priorities together • Pilot in Arran and ensure closer working between Locality Planning Partnerships and HSCP Locality Forums	NAC	Existing Resources	General/ Policy		TBC			**Link to New Council Plan**
Work is currently underway to develop activities to support public transport use and deliver a wider range of community activities.	NAC	Existing Resources	General/ Policy		TBC			**Transport Strategy**
Corporate Parent strategy employability sub-group will investigate a "family firm" approach to help support care experienced young people into employment with the Council.	NAC	Existing Resources	Income from Employment	Prevent	Numbers of young people supported	Ongoing	Enhanced Care experienced young people	**LOIP**
Universal Basic Income pilot to assess what the likely impact will be of Universal basic Income. The council has submitted a joint application to the Scottish Government alongside City of Edinburgh Council, Glasgow City Council and Fife Council to undertake a Basic Income Pilot Feasibility Study.	NAC	Scottish Government Funding	Income from employment Income from benefits	Prevent	Impact on different groups will be assessed.	Ongoing	Targeted All	**LOIP**
Develop a network of community hubs, to provide timely and preventative local access to information and support	NAC	AGD	Income from employment	Mitigate	Impact on different groups will be assessed.	TBC	Targeted	**Link to New Council Plan**

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Intervention	Lead	Resources	Driver	Approach	Measure	Timescale	Reach	LOIP
Development of a Community Wealth Building Strategy across 4 key strands- Employment, procurement, assets and ownership. This means generating more and better jobs in the local economy. A key indicator is the proportion of people earning the real living wage.	NAC	Existing Resources	Income from Employment	Mitigate	21.4% of employees in North Ayrshire earn less than the real living wage in September 2018 (NOMIS data source). This equates to 12,500 people.	Ongoing	Universal All	**LOIP**
Consider free school meals for all primary school children. Also consider making school meals more engaged in curriculum time or increasing meal time.	NAC		Cost of living	Mitigate	Uptake of Free School Meals/ uptake of school meals			
Cohesive approach to reviewing the cost of the school day	NAC Education NHS A&A – Public Health	Costs of Living		Mitigate	Monitoring impact of cost of school day project		Universal Age, Disability	
Maternity Services & Income maximisation joint service	NAC Specialist financial inclusion services NHS Maternity Services NHS Public Health ICYP transformational Change Programme Board	Scottish Government funding	Income from benefits	Mitigate	Monitoring of additional income to recipients	Commence detailed planning November 2018	Universal Pregnant women Women with young families	
Support roll-out of Best Start Grant (BSG) including awareness raising sessions	NHS Maternity Services NHS Public Health HSCP Children's Services: Health Visitors and Early Years staff	Scottish Government funding: Social Security Scotland	Income from benefits	Mitigate	Monitoring of take-up of additional income to recipients (via SSS) Awareness raising sessions attendances	From November 2018	Targeted Pregnant women Women with young families Families with early year or primary school-aged children	
Cost of Pregnancy Project	NHS Maternity Services NHS Public Health	Health Scotland	Cost of Living	Mitigate Prevent	Defined research project to identify mitigation opportunities by maternity staff	Planning commence November 2018	Targeted Pregnant Women from Rural areas	

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	NHS Greater Glasgow & Clyde Public Health							
Encourage use of locally developed referral tool to enable NHS staff to sign-post families in need to appropriate specialist services, and incorporate this into routine practice.	NHS Public Health NHS O&HRD (training) NHS Service Leads	Existing Resources	Income from benefits	Mitigate	Referral rates to benefits advice and income maximisation services	From April 2018	Targeted

Pregnant women Women with young families Families with disabilities | |
| Increase awareness amongst NHS staff about the impact that child poverty has on access to services | NHS A&A Public Health NHS A&A O&HRD (training) NHS A&A Service Leads Health Scotland | Existing Resources | Income from benefits Cost of Living (eg travel costs) | Mitigate | Referral rates to benefits advice and income maximisation services | NHS Board Approval December 2017 Planning from May 2018 | Universal

All service users, including: pregnant women, families, disability-affected families. Children affected by ACEs too | |
| Develop a child poverty impact assessment tool for strategies, policies and service improvement | NHS A&A Public Health West of Scotland Public Health Child Poverty Leads (GGC, D&G and Lanarkshire) | Existing Resources | Income from benefits Cost of Living (eg travel costs) | Mitigate | Referral rates to benefits advice and income maximisation services | From October 2018 | Universal

All service users, including: pregnant women, families, disability-affected families. Children affected by ACEs too | |
| Support use of Health Inequalities Impact Self-Assessment tool (HISA) | NHS Public Health NHS O&HRD (training) NHS Service Leads NAC children services teams | Existing Resources | Cost of Living (eg travel costs) | Mitigate | Uptake rates of the on-line HISA tool | From April 2018 | Universal

All service users, including: pregnant women, families, disability-affected families. | |
| Develop a communications plan for Child Poverty for NHS staff, Council Staff and Partners | NHS Public Health NHS Communications Department | Existing Resources | Income from benefits Cost of Living (eg travel costs) | Mitigate | Referral rates to benefits advice and income maximisation services | Planning beginning October 2018 | Universal | |

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	NAC Communications Department ICYP transformational Change Programme Board							
Support implementation of trauma-informed practice	NAC, NHS Public Health ICYP transformational Change Programme Board	Existing Resources	Related to increasing income from benefits and reducing cost of living.	Mitigate	TBC	April 2018	Universal Children affected by adverse Childhood Events (ACEs)	

Table 4 - Possible areas for consideration and further development beyond first year

Possible area of development	Who would be involved	Poverty driver(s) the action is intended to impact	Why?	Group(s) the action is intended to reduce poverty amongst e.g. who would service be targeted at?
Quality Assured local database of health and social intelligence resources to inform service provision	NHS A&A – Public Health Health Scotland NSS – ISD North HSCP	Income from benefits and Cost of Living	To gather and utilise local intelligence in order to direct services to areas and families of greatest need.	All groups with protected characteristics and all priority groups

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Case Studies

We Work for Families – Case Study 1

Mum was registered with We Work for Families October 17. At time of registration she was in a Woman's Refuge with her 3 year old daughter. The main barriers were identified as housing issues, low confidence and she had debts she needed help getting sorted. Through one to one appointments, help was accessed via Better Off North Ayrshire for debt issues. Access to food provision was provided through Centrestage as well as Hill House provision for clothing for her daughter. Support was provided for housing issue through telephone calls and support to attend housing appointments.

When mum secured her new tenancy she accessed funding through 1st Alliance to help her furnish her house. At this stage she felt an increase in confidence and positive about making steps to move into work.

Mum attended We Work for Families Pre- Employability Training workshops in January 2018 where her CV, cover and speculative letters were revamped, as well as covering topics such as introducing yourself to an employer, benefits of working, identifying key skills and competency based interviews. During the workshops mum had a foot injury and rather than her not attend, We Work for Families funded taxis for her; this kept her momentum to progress towards her goal of employment.

Help was provided with speculative calls to employers and job searching where mum identified she would like to work. Mum secured an interview with NHS in March 2018. We carried out interview preparation with her and accessed funding to allow her to purchase new interview clothing. Mum was successful at her interview and started work with NHS in May 2018. We Work for Families funded travel costs for her to attend her training. Mum described the support from We Work for Families as "*uplifting, very helpful, supportive and good for mental health being independent".*

We Work for Families – Case Study 2

Mum of 2 living in a jobless household with her partner and the family in receipt of Job Seekers Allowance. The main barriers were identified as long term unemployment, mental and physical health problems, low skills and being the primary carer for her two children. Mum stated she wanted to do more with her life but was unsure what this was. Due to a hectic day to day life, she thought initially this was to move into employment but she was unsure about the financial implications. A better off in work calculation was carried out and a CV was compiled.

We had a number of one to one appointments with mum, initially in her home then progressed to meeting her at the local primary school where she had joined the parents group. Mum attended the We Work for Families confidence building workshops which gave her confidence to take the step to move into full time education.

"Without the support from We Work for Families I would not have had the confidence and motivation to go to college and have now Completed Level 5 Creative style Hair and Make-up. I am nominated for hard work and excellence award at Ayrshire College excellence awards and am moving on to study HNC Hairdressing".

As well as one to one support and workshops mum has also had financial support to buy a warm jacket and boots to wear to college throughout the winter months. Mum feels her life has turned around and is more positive in herself and about her future and also feels her mental health has improved.

Skills for Life programme: North Ayrshire Council

Skills for Life is an innovative programme that offers intensive support for long term unemployed lone parents. The programme is built around a 6 month mentored vocational placement within the council. The Programme is delivered in partnership with DWP, Ayrshire College and other local partners.

Lone parent families are one of the priority groups for addressing child poverty, with 36% of children in lone parent families in Scotland being in relative poverty. 90% of the participants on the programme were women. The parents who have participated in the Skills for Life programme faced a range of barriers to entering and sustaining employment, challenges including childcare, the cost of travel and low levels of self-confidence. The initial Skills for Life Programme provided 21 placements to lone parents. Nearly half of the participants, approximately 48%, lived in the most deprived communities in North Ayrshire. 70% of the participants were aged over 30 and there was a total of 35 dependent children.

Skills for Life has a three-stage approach. At each stage intensive support is provided to the participants to ensure that they can fully take part in the programme and that their worries and challenges are addressed in a way that maintains their dignity and helps boost their confidence. The mentoring support provided by the programme, and the wider range of services provided to participants at all three stages accentuate the importance of treating participants in an unconditionally positive manner and that their needs are met, and barriers are removed. The mentor works with participants on a one to one basis and in group sessions to provide the support they need in a format that they are comfortable with.

The Council has adapted its employment policies to be more flexible to meet the needs of Skills for Life participants, for example around 16 – 20-hour posts and in shift patterns for the care at home service. This increased flexibility allows us to meet the employment needs of participants rather than simply suiting the needs of the authority.

As an employability programme, Skills for Life addresses two of the key drivers of child poverty, unemployment and the consequent reliance on welfare benefits which are insufficient to lift families out of poverty. At the outset of the programme, participants receive a "better off" calculation

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from welfare/ money advisors which shows the difference taking paid employment will make to their household income. For the initial cohort of participants the average increase in weekly income was £93, which had the effect of lifting their household out of relative poverty.

There has been an internal evaluation of the initial Skills for Life Programme. This evaluation consisted of a review of the outcomes of the Programme and a qualitative survey of participant's views of the programme, prior to starting the programme, immediately on completion and at a 6 month follow up.

The evaluation demonstrates considerable success to date. Of the first cohort of participants that went through the programme, 20 of the 21 progressed after the 26-week work placement, as follows:

- 12 were retained by North Ayrshire council
- 6 found work in the private sector
- A further 2 participants went into further education to do early years care and professional cookery.

Skills for Life is demonstrably a successful programme. In the 6 month follow up of the programme:

- 92% said their children were a lot happier
- 62% said they were financially a lot better off
- 69% reported better mental health
- 85% reported they were a lot happier
- 85% said they felt more positive

The Programme has been developed by the Employability team in the Council and has been supported by directorates which have provided the work placements for participants. The key partnership is with Ayrshire College, which provides the six-week pre-employment course at stage 1 of the process.

Several partners refer into the Skills for Life programme. These include:

- **We work for families**- this programme provides 1-1 specialist employability and skills service for participants from vulnerable families. Referrals are made through a health visitor to provide in depth support to parents wishing to return to work. Support is given with, debt, other money issues, childcare and housing advice. The programme helps participants understand the process of returning to work and develops personal return to work plans.

- **Housing support employability programme**- engages with parents in temporary accommodation to engage with an employability and skills programme. This is a 14-week accredited programme.

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- **Family Futures**- This is an early years programme, operating in our nurseries to assist parents with their journey to employment education or training. This is a three-stage model of support for parents, the majority of whom have never been in employment. It is an early engagement "soft" approach which can access additional support such as SALUS health interventions, life coaching and well-being support, welfare reform and money advice support.

- **Youth Justice**- Referrals are made to Skills for Life for parents involved in the youth justice system.

In addition the DWP can refer claimants onto Skills for Life on a non-mandatory basis. All these programmes are part of our employability pathway, supporting people who are very far from the labour market. The Skills for Life programme is the final stage of parent's employability journey, giving the access to a paid work placement with the Council, and ultimately a job.

<u>**Redburn Community Breakfast Club.**</u>

The Irvine Neighbourhood Youth Forum launched a Community Saturday morning Breakfast Club drop in fortnightly on Saturday 26th January 2019 after receiving funding from Participatory Budgeting and Nurturing Excellence funds.

To date there have been 7 sessions completed with a total of 252 engagements. During the Easter school holidays, the club was open each weekend.

The club has a wide range of volunteers from the local community council and also the Irvine Neighbourhood Forum, the vision is to reduce social isolation, address poverty through free food, informal chats and activities for children and young people. Initial evaluations from the community express the benefit and the positive impact of this community-based facility. Additional funding has been sourced to provide toiletries in a dignified way.

The link to local outcome improvement plan is evident as children's health and wellbeing is clearly improved by breaking the cycle of poverty, inequality and poor outcomes.

There is a clear link to the locality partnership priorities of influence and sense of empowerment, via the range of volunteers who ensure that the needs of the community are central to the activity.

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Appendix 2: [Example] Median Household Income by Residents aged 0-17yrs (Anonymised postcodes)

Legend

Count (Residents 0-17yrs)

- ○ 5 - 9
- ● 10 - 19
- ⊙ 20 - 29

Legend

Median Income (Postcodes)

- ■ £7,168 - £9,999 (5)
- ■ £10,000 - £19,999 (39)
- ■ £20,000 - £29,999 (29)
- ■ £30,000 - £39,999 (31)
- ■ £40,000 - £75,139 (23)
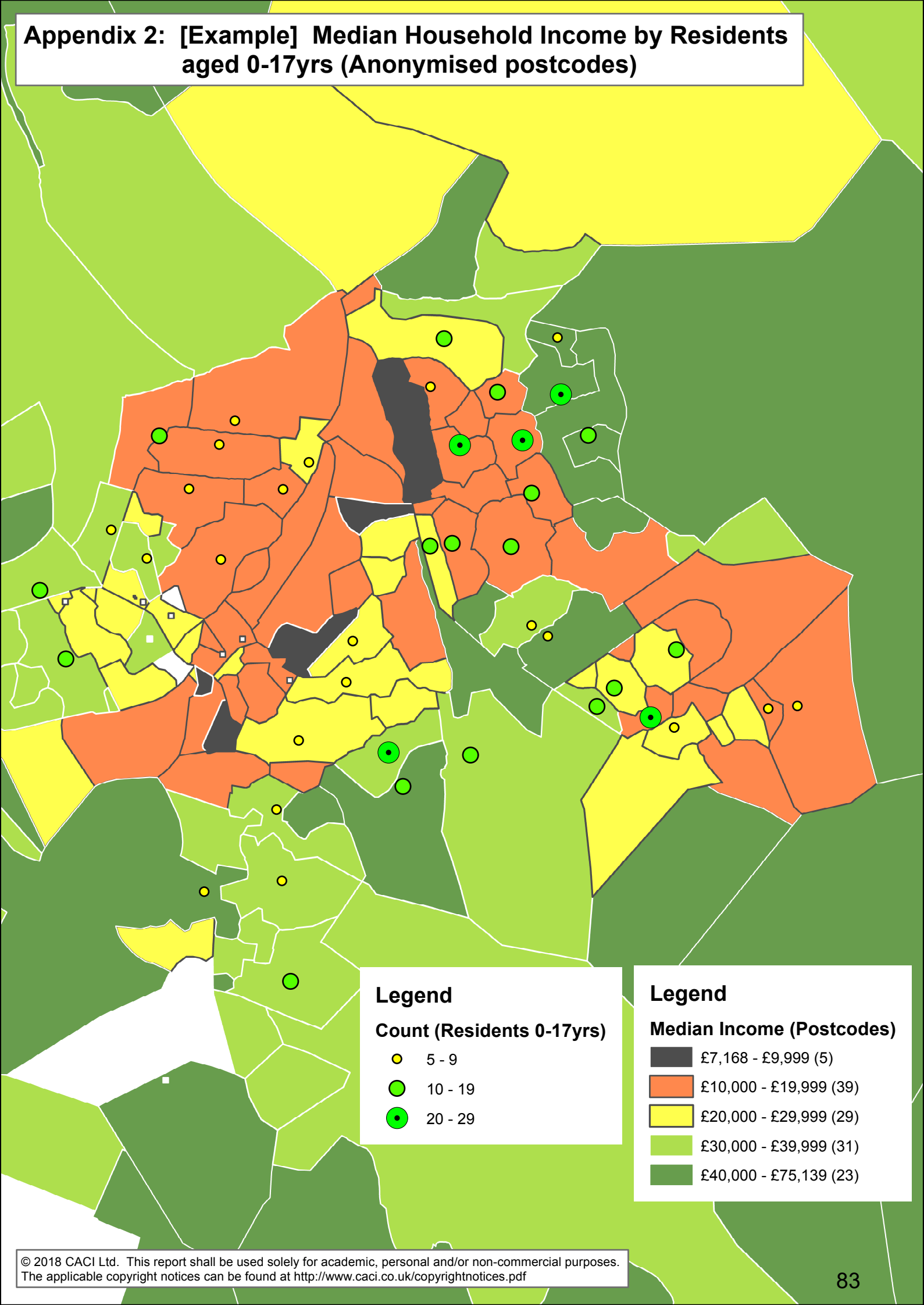
NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**End of year 2018/19 Council Plan / Directorate Plan performance reports**
Purpose:	To present for approval the end of year 2018/19 Council Plan/Directorate Plan performance reports.
Recommendation:	That the Cabinet agrees to (a) approve the end of year 2018/19 Council Plan/Directorate Plan performance reports; and (b) refer the report to the Audit and Scrutiny Committee on the 10 September 2019 for further scrutiny.

1. Executive Summary

1.1 This report provides information on the 2018/19 performance of the Performance Measures and Directorate Plans which support the current Council Plan.

2. Background

2.1 The Council Plan 2015/20 was approved by Council on the 18 March 2015. The 2018//19 Directorate Plans were approved by Cabinet on the 1 May 2018.

2.2 Council agreed that Council Plan progress would be reported annually and that the Directorate Plans would form the basis for reporting progress on the Council Plan and be reported on a six monthly basis to the Executive Leadership Team and Committee.

2.3 On 27 March 2019 Council agreed (a) to approve the new Council Plan 2019-2024, for formal consultation with communities, partners and other agencies; and (b) that, following the collation and consideration of feedback through formal consultation, a final Council Plan be considered for agreement by Council prior to the summer recess. Since then, Directorate structures have also been refreshed, meaning that the attached Directorate Plans are likely to be the last in their current format. Council on 26 June 2019 will consider whether Directorate Plans remain the best means of reporting on the Council Plan or whether a refreshed Delivery Plan and Performance Framework would be a better means of both taking forward and reporting on the priorities of the new Council Plan.

2.5 Performance Review meetings took place throughout the months of May. All Executive Directors presented their six monthly performance to a Panel chaired by the Chief Executive.

2.6   Directorate **Highlights** include:

Growing our Economy, increasing employment and regenerating Towns

➢ We have secured major investment through The Ayrshire Growth Deal, which was signed off on the 8th March. Not only has this secured funding from the UK and Scottish governments, it will also unlock private funding and deliver 7,000 jobs across a wide range of sectors.
➢ We have managed to secure external investment in our communities including over £1m by Big Lottery in a number of projects including the Three Towns Growers, the Ardrossan Music Experience and Whitlees Community Association and Centre.
➢ We have also secured £3 million via external funding to be used for Active Travel and Transport.
➢ We have a number of major projects in progress, including, i3, Ardrossan Harbour, Great Harbour, Hunterston, Quarry Road, Lochshore, Irvine Public Realm and the Training Station in Saltcoats.

Working Together to develop stronger communities

➢ Participatory Budget continues to develop and involve more people. Marketplace, mainstream budget and youth Participatory Budget opportunities are influencing Council and partner spend and are involving residents in how services are designed.
➢ Eight Community Investment Fund projects have been approved by Cabinet, allowing collaboration in localities to address locally identified priorities.
➢ A pilot to combine the work of the Arran Locality Partnership and Health and Social Care Locality Forum has been approved.
➢ In the 2018 Year of Young People we hosted the Scottish Youth Parliament sitting, Brexit event and National Awards, welcoming people from all around Scotland to make decisions at a national level. A first of its kind Joint Cabinet Live featured digital representation from all secondary schools in North Ayrshire. Key partnerships were created with the Police and NHS to ensure young people have the information they need to make informed decisions.
➢ Better off North Ayrshire provides over £1.6 million of financial gains for our residents. The project has assisted 1,739 residents, of whom 40% have a disability. Of those who took financial action, the average gain was £969 per person. Others received financial advice.
➢ Inclusive growth has become mainstreamed into Council operations, with the priorities moving towards Community Wealth Building, developing a regional inclusive growth strategy and further development of the Ayrshire Growth Deal projects to ensure they maximise inclusive growth.
➢ Ardrossan employability Hub officially opened in August, providing a much-needed resource in the area.
➢ Over 400 unemployed residents attended a jobs fair at Saltcoats Town Hall with 42 employers attending with vacancies.
➢ We received an investment of £500k from the Poverty Challenge Fund for supported employment. This was approved by Cabinet in June 2018, with the aim to support disabled residents into employment.

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

➢ Our innovative family learning team has been engaging with over 4000 families and supporting them with their children's learning at home.
➢ North Ayrshire's Professional Learning Academy was recognised nationally for their sector leading work in developing the skills of the education workforce through the Scottish Public Service Awards.
➢ Attainment in literacy and numeracy continues to improve at almost all levels and the gap in attainment between learners from the most deprived and least deprived areas continues to decrease.
➢ The proportion of young people leaving school to enter a positive destination has increased to 95.6% this year, well above the national average. We are expanding our innovative extended work placements and apprenticeship programme to support this.

Supporting all our people to stay safe, healthy and active

➢ North Ayrshire and NHS Ayrshire and Arran have been selected to be an early adopter for the new Public Health priority relating to diet and healthy weight.
➢ Active Schools' sector-leading work in relation to the North Ayrshire Sports Academy and anti-sectarian projects is receiving national recognition.
➢ The Provost's Civic Pride Awards saw three finalists from Active Schools including two winners in the Sports Award Category and overall Provost's Award. All the finalists are involved in the North Ayrshire Sports Academy (NASA) year-long leadership programme.

Protecting and enhancing the environment for future generations

➢ We continue to protect our natural environment for future generations with a further seven per cent reduction in carbon emissions in the past year.
➢ Our first district heating project is now delivering cheap, renewable heating to Glencairn Primary School and the Glencairn House sheltered housing complex.
➢ We have reduced environmental crime, issuing 489 fixed penalty notices for littering, fly-tipping, fly-posting and dog fouling. This has contributed to a 1.6 per cent increase in street cleanliness standards.
➢ We recycled over 55 per cent of our household waste, re-affirming our commitment to reduce the impact of waste on our environment. We continue to be one of Scotland's top performing Councils in this area.

2.7 Democratic Services and Finance and Corporate Services continue to support the Directorates in the delivery of the strategic priorities. Highlights include:

➢ There have been no successful court challenges of Council decisions.
➢ The latest internal communications survey carried out in December 2018, showed that staff satisfaction with internal communications has increased by 11 per cent from the previous year
➢ We delivered a robust communications plan supporting the 2019 bin changes. One of the key messages is to encourage local residents to download their bin collections

into their smartphone's calendar. After only one week into our promotion of this feature almost 1,000 new downloads were completed.

➢ The Council achieved PSN compliance in January.
➢ A tender exercise of the Council's corporate insurance resulted in an annual saving in the region of £0.7 million.
➢ Development of the Medium-Term Financial Plan to support delivery of the Council's strategic priorities
➢ Establishment of a Procurement Board with a key focus on Community Wealth Building

2.8   Our key **Areas of Focus** for the next six months include:

➢ Approval of the new Council Plan supported by a Performance Management Framework and Delivery Plan
➢ Development of business cases for Ayrshire Growth Deal Projects
➢ Ongoing development of projects at the key strategic sites – Ardrossan, Hunterston, Great Harbour, Lochshore, i3
➢ Developing the peripatetic employability hub
➢ Exploring the feasibility of a Scottish Basic Income Pilot in a cross-Council study with partners
➢ Developing the Millport Coastal Flood Protection Scheme as an enabler for enhanced coastal and marine tourism opportunities and work with the local Millport Community to help develop a proposal for a Marina facility
➢ Develop and implement an Electric Vehicle Strategy, and deliver further electric charging infrastructure throughout North Ayrshire
➢ Implement the Tenant Participation Strategy 2017-2022, building on our approach to involving underrepresented groups and ensuring our tenants' views are used to shape future service delivery
➢ Transformation programme activity across the Council will continue to be a key focus in 2019/2020 and support will continue to be provided to Services

Council Plan 2015/20

2.9   A status summary from 1 April 2018 to 31 March 2019 for each of the 31 performance measures is provided in Appendix One.

2.10   The *latest available* expected outcomes shown for the performance measures with values and targets indicate that 88% of measures are on target or slightly adrift of target:

On target	Slightly adrift of target	Significantly adrift of target
59%	23%	18%

2.11   Detailed explanations for those measures adrift of target are provided in Appendix Two.

2.12   Performance improved in 56% of indicators with trend information over the one-year period and in 59% over the three year period.

2017/18 Summary of short term/long term trends		
	Short Term	**Long Term**
Improved	47%	53%
Declined	43%	57%

Directorate Performance Reports

2.13   The Directorate performance reports attached at Appendices 3 to 8 provide more narrative about the 2018/19 performance of Directorates to deliver the strategic priorities of the Council Plan.

2.14   Detailed progress on performance including the Council Plan indicators will be reported to the Elected Members in the Public Performance Reporting/Annual Performance Report 2018/19.

3.   Proposals

3.1   It is proposed that Cabinet agrees to: (a) approve the end of year 2018/19 Council Plan/Directorate Plan performance reports; and (b) refer the report to the Audit and Scrutiny Committee on the 10 September 2019 for further scrutiny.

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: **Children and Young People:**	The plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities. The plans outline Directorates' contributions to a Child Centred Council.
Environmental & Sustainability:	The Plans support the Strategic Priority - *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   Performance Reports were reviewed by a Panel chaired by the Chief Executive, and thereafter considered by the Executive Leadership Team.

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For further information please contact Neil Sugden, Policy and Performance Officer on **01294 324163**.

Background Papers
Council Plan 2015/20
Directorate Plans 2015/18

Appendix 1
Council Plan 15/20 - List of all PIs

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Priority 1. Growing our economy, increasing employment and regenerating towns

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_DE_P04 Number of Modern Apprentices supported through North Ayrshire sponsored initiatives	176	⚠️	85	✅	⬇️	⬇️
EG_11 Leverage of External Funding	3.43	📈	3.04	📈	⬇️	⬆️
EG_21 Number of jobs created by businesses in North Ayrshire supported by Business Development.	588	✅	555	✅	⬇️	⬇️
EG_28 Town Centre Footfall	7,137,409	✅	6,726,874	⚠️	⬇️	⬇️
WR18 Numbers accessing the employability pipeline	1,693	📈	1,149	📈	⬇️	⬇️

Priority 2. Working together to develop stronger communities

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CC_04 The number of community management and ownership initiatives	8	📈	0	📈	⬇️	⬇️
CC_11 Total number of activities, programmes and learning event opportunities which support participation in democracy accessed by young people	10,259	✅	9,515	✅	⬇️	⬇️
CC_12 Percentage of community group respondents who feel the Council is an effective partner in helping them deliver their aspirations (was E&S_P_C05)	100%	✅	100%	✅	➖	➖

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

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CC_01 The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	98%	✅	97.13%	✅	⬇️	⬇️
E&S_P_B01 % of children achieving their developmental milestones at the time the child starts primary school	77.2%	📈	Available June 2019		⬆️	⬆️
E&YE_PI_D02 % of leavers attaining literacy at National 5 (SCQF Level 5)	83.54%	⚠️	Available Feb 2020		⬆️	⬆️
E&YE_PI_D04 % of leavers attaining numeracy at National 5 (SCQF Level 5)	70.04%	⚠️	Available Feb 2020		⬆️	⬆️
E&YE_PI_D06 % gap in attainment of Looked After Children	99.6%	🛑	Available Feb 2020		⬇️	⬇️
SOL_CHN11 % of school leavers entering positive destinations	95.6%	✅	Available Feb 2020		⬆️	⬆️

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

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
FM_PI001 % uptake of free school meals (Primary)	85.52%	△	87.5%	✓	⬇	⬇
FM_PI002 % uptake of free school meals (Secondary)	73.38%	✓	75.45%	✓	⬆	⬇
HS - PI003 Number of new build Council housing units reaching completion on a yearly basis	34	⬡	64	✓	⬆	⬆
HS - PI005 Number of homeless presentations	1,044	📈	1,032	📈	⬆	⬇
SOA_SSNA5 Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	19%	✓	Not available. Survey carried out every two years.		⬆	⬆
SP_DE_C18 Percentage uptake of school meals	59.04%	✓	59.5%	✓	⬆	⬆
SPI 10_B_01 Number of attendances per 1,000 population for indoor sports and leisure facilities excluding pools	13,605	✓	13,897	✓	⬆	⬆

Priority 5. Protecting and enhancing the environment for future generations

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_FCS_001 Overall carbon emissions (tonnes)	43,756	✓	39,549	✓	⬆	⬆
PL_PI024 Total installed capacity of low carbon heat and electricity generation across the Council's estate	9,029	✓	9,682	✓	⬆	⬆
SENV03b Street Cleanliness Index - % Clean	92.2	△	94.5	✓	⬆	⬆

Priority 6. Underpinning Delivery

Code & Short Name	2017/18		2018/19		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_FACS_004 Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	68.4%	⬡	Available June 2019		⬇	⬇
CP_FACS_005 Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	54.9%	⬡	Available June 2019		⬇	⬇
CP_FCS_002 Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure	96%	△	Available June 2019		⬇	⬇
CP_FCS_003 Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure	99.1%	✓	Available June 2019		⬆	⬆
CP_FCS_008 Percentage of Capital Projects completed within budget	94.1%	△	Available June 2019		⬇	⬇
DP_DS_P15 The value of media (print/online/TV/radio) coverage secured for North Ayrshire Council	18,683	📈	18,062	📈	⬇	⬇
SOL_CORP06 Sickness absence days per employee full time equivalent (FTE) for the whole council	9.6	⬡	9.62	⬡	⬇	⬇

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Appendix 2

Council Plan exception report

Generated on: 24 May 2019 09:35

Priority 1. Growing our economy, increasing employment and regenerating towns

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
EG_28	Town Centre Footfall	7,137,409	6,800,000	✅	6,726,874	6,800,000	⚠️	⬇️	⬇️	**2018/19 - Quarter Four Update**: Town Centre Footfall has fallen behind target at year end. The main contributing factors are a decrease in footfall at Irvine (-8.9% or 361,039) and Largs (-5.54% or 67,278, the third year of reduction). Saltcoats has seen a slight rise in footfall of 0.95% or 17,782. The reduction is largely due to changes in the retail mix. In turn, this is effected by the rise of internet shopping.

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

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
E&YE_PI_D02	% of leavers attaining literacy at National 5 (SCQF Level 5)	83.54%	85.5%	⚠️	Available Feb 2020	85.5%		⬆️	⬆️	**2018/19 - Quarter Four Update**: North Ayrshire has increased the percentage of school leavers achieving Level 5 Literacy significantly over the five academic years. In 2014, 67.6% of our school leavers had attained at this level whilst in 2018 this had increased to 83.5%. This is slightly lower than our ambitiously set target of 85.5%
E&YE_PI_D04	% of leavers attaining numeracy at National 5 (SCQF Level 5)	70.04%	73%	⚠️	Available Feb 2020	73%		⬆️	⬆️	**2018/19 - Quarter Four Update**: North Ayrshire has increased the percentage of school leavers achieving Level 5 Numeracy significantly over the five academic

1

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
										years between 2013/2014 and 2017/18. In 2017/18 performance has reached 70% - the highest performance ever recorded in this indicator.
E&YE_PI_D06	% gap in attainment of Looked After Children	99.6%	80%	🔴	Available Feb 2020	78%		⬇	⬇	**2018/19 - Quarter Four Update**: The % gap in North Ayrshire has a decreasing trend over the last five academic years from a figure of 122% in 2011/12 to 86% in 2016/17. The apparent increase in the gap in 2017/18 is not indicative of any loss of targeted efforts in raising the attainment of Looked after Children. Given the small number of the Looked After school leavers cohort, the year-on-year performance is subject to large variation induced by random factors.

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

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
FM_PI001	% uptake of free school meals (Primary)	85.52%	87%	🔺		86.25%		⬇	⬇	**2018/19 - Quarter Three Update**: The current quarter is 3.4% below target, reasons for this, are increased absence in schools, small increase in packed lunches and last year was a similar outcome due to festive activities etc. Continue to work in schools to promote free school meals with attendance at parents nights taster evenings and updating Catering Supervisors at schools of their individual uptake performance figures.

Priority 6. Underpinning Delivery

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
CP_FACS_004	Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	68.4%	98.5%	🔴	Available June 2019	99%		⬇	⬇	**2017/18 - Quarter Four Update**: The information presented represents the delivery of the maximum capital budget for 2017/18. Regular reports are provided to Cabinet during the year which refines the anticipated spend taking account of the wider environment, project specification and profile

2

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
										of expenditure as the project develops. The percentage delivery of the final programme as reported to Cabinet in March 2018 was almost 90%. More detailed information is provided in the appendix presented to Cabinet on 4 September 2018.
CP_FACS_005	Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	54.9%	95%	🔴	Available June 2019	95.5%		⬇	⬇	**2017/18 - Quarter Four Update**: The information presented represents the delivery of the maximum capital budget for 2017/18. Regular reports are provided to Cabinet during the year which refines the anticipated spend taking account of the wider environment, project specification and profile of expenditure as the project develops. The percentage delivery of the final programme as reported to Cabinet in March 2018 was almost 97%. Slippage against the maximum programme relates primarily to the reprofiling of the New Build and Sheltered Housing programmes.
CP_FCS_002	Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure	96%	98.8%	🔺	Available June 2019	99%		⬇	⬇	**2017/18 - Quarter Four Update:** The underspend has resulted from vacancy management and the early delivery of future year savings and higher than budgeted income across a range of services. In addition there has been planned underspends in relation to resources set aside for the Community Investment and Poverty Challenge funds not being fully drawn down in year, Scottish Government Funding received in advance and lower loan charges aligned to the Council's Capital Investment Programme.
CP_FCS_008	Percentage of Capital Projects completed within budget	94.1%	98%	🔺	Available June 2019	99%		⬇	⬇	**2017/18 - Quarter Four Update:** Two projects were completed above budget during 2017/18. Two projects reported minor overspends of less than 5%.
SOL_CORP06	Sickness absence days per employee full time equivalent (FTE) for the whole council	9.6	7.53	🔴	9.62	7.92	🔴	⬇	⬇	**2018/19 - Quarter Four Update**: The year end figure of 9.62 days is above the target of 7.92 days and is a marginal increase of 0.02 days on the reported figure in 2017/18. The main causes for sickness absence continue to be Musculo/Skeletal and Stress/Anxiety. Maximising Attendance continues to be measured and reported on a regular basis with a number of policies, procedures and initiatives in place to support employees back to work such as; Case Management Discussions, HR Support, Financial Wellbeing Advice, Livewell (a health and wellbeing programme for Council employees, run by Council employees).

3

Code	Short Name	2017/18			2018/19			Short Term Trend	Long Term Trend	Latest Note
		Value	Target	Status	Value	Target	Status			
										In addition to employee led initiatives there are several Directorate led activities; Well-being Wednesdays occur within the Place directorate and enable employees to drop in during working time for blood pressure and 'mini health checks', information on weight loss and healthy eating; advice and support from HR on our various Family Friendly and Worklife Balance policies. A pilot of Personal Days was undertaken within the FACS Directorate which allows employees to take annual leave at short notice, this pilot proved successful in reducing single day absences and will be rolled out Council wide from April 2019. A volunteering policy is in place "Get Connected", this scheme provides an opportunity for employees to give something back and encourages involvement in the community. Volunteering offers many benefits for both mental and physical health and can counter the effects of: stress and anxiety. The Council provides Occupational Health services which offer a programme of 'mini health checks', physiotherapy, counselling and enables employees to self-refer. Physiotherapy and Employee Counselling services are promoted as a preventative measures rather than a cure. Employees are also encouraged to self-refer for minor issues before they escalate to absences.

4

Democratic Services

Performance Review

2018/19

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Contents

1. Update on actions from last meeting in November 2018

	Action	Progress
1.	Strengthen the community planning narrative in the report making the link to the work being done to address poverty and inequality in partnership	Completed for Q2 reports to Committee.
2.	Expand narrative in report on Council Plan	Completed for Q2 reports to Committee.

Council Plan 2015-18

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

Democratic Services Priorities 2015-18

1. Supporting the Council and its Partners to Make it Happen

- Lead corporate performance initiatives e.g. Council Plan, Best Value Review, Public Performance Reporting
- Support Fair for All, the CPP's Strategy to promote equity
- Support the Council to develop evidence based policy
- Work with staff to improve engagement and wellbeing
- Support delivery of Locality Action Plans and use these, with participatory budgeting and the Community Investment Fund to engage communities and enhance partnership working
- Support equality mainstreaming across the Council
- Successfully deliver elections, particularly the Largs Bid election
- Support the democratic process and outside body appointments

2. Provide a comprehensive and responsive Legal Service

- Provide comprehensive support for major Council initiatives e.g. Pan-Ayrshire Economic Partnership, the developing Ayrshire Growth deal, new housing initiatives, GDPR, and municipalisation activities
- Finalise and implement an evidence based Licensing Policy Statement and Overprovision Assessment for the Licensing Board
- Re-licence all Personal Licences under the Licensing (Scotland) Act 2005
- Review the Council's governance arrangements
- Through the Monitoring Officer ensure that the Council complies with all legal requirements

3. Effective delivery of Communications

- Implement the commitments and standards outlined in the Communications Strategy and review progress
- Transform the service to better reflect the increasingly digital nature of communications
- Embed improved internal communications channels to drive and support council priorities
- Enhance and promote North Ayrshire Council to local, regional and national audiences

3. Directorate Priorities

Priority 1. Supporting the Council and its Partners to Make it Happen

Key Highlights

Policy and Performance

- Development and corporate messaging of the new Council Plan and supporting Performance Management Framework
- Planning for the next Best Value Audit by completion of Audit Scotland templates, reviewing published Best Value audits and supporting the COLT to develop improvement plans.
- Analysis and reporting of the Local Government Benchmarking Framework (LGBF)
- A new corporate approach to children to comply with the Child Poverty (Scotland) Act 2017
- Support to SIMD working group on mapping of data
- Production and publication of Equality Mainstreaming report
- Maintained Healthy Working Lives Gold Award
- Submission of the Council/CPP/SOLAR response to the Local Governance Review in a timescale designed to influence other submissions (e.g. COSLA)
- Support for the Islands Bill/Act including appearance at Parliamentary Committee
- Led the Council's response to Brexit

Community and Locality Planning
- With Connected Communities, development of Locality Partnerships through participatory budgeting, Community Investment Fund (CIF) applications, Locality Storymaps etc
- Development of Community Engagement Centre of Excellence including updated website

Committee and Member Services
- Children's Panel Member profile initiative designed to reassure and support young people attending hearings
- The success of our Modern Apprentice in winning Outstanding Modern Apprentice for Democratic Services as part of Modern Apprentice Week
- The Member Services Satisfaction survey which showed 95% as satisfied/very satisfied with services provided to them
- Supported preparations for the European Parliamentary elections

Key Areas of Focus for the next six months

- Finalisation of performance, delivery and communication arrangements for the implementation of the Council Plan
- Continue the preparation for the Best Value Audit
- Fair for All review
- Develop an online Equality, Socio-economic Duty, Islands and Children's Rights Impact assessment tool
- Retain the Healthy Working Lives Gold Award
- Finalisation of Child Poverty Action Plan
- Continue to support community councils and encourage their establishment in new areas
- Refresh of the Provost's Civic Pride Awards on a locality basis
- Pilot "Ask the Leader" on live social media platform for public consultation

- The next Children's Panel Recruitment campaign
- Support for the national Local Governance Review, particularly in relation to communities, islands and the Power of General Competence
- Support the Council in Brexit planning

Priority 2. Provide a comprehensive and responsive Legal Service

Key Highlights

Legal

- Support for major Council projects including affordable housing projects and initiatives, the Quarry Road development, Ardrossan Harbour, and Heads of Terms for Great Harbour
- Completion of council house buy–backs to address social housing need in pressured areas.
- Successful promotion of an amendment to the Planning Bill to pave the way for revocation of the Special Development Order at Ardeer.
- Pan Ayrshire governance for the Ayrshire Economic Strategy and Ayrshire Growth Deal implemented.
- No successful court challenges of Council decisions.
- The cost of the in-house team for 2017/18, as opposed to external solicitors, continues to deliver benefits in terms of cost and organisational knowledge (in-house team are £54 per hour compared to 3 times that cost when outsourced).
- The Council's RIPSA training was highlighted as the only Scottish example of best practice in the annual report of the Investigatory Powers Commissioner

Licensing

- The Licensing Section ingathered data, undertook consultation and analysis for the new Licensing Board Policy Statement, Overprovision Policy, and Gambling Policy Statement

- Contribution to development of national licensing policy through membership of Alcohol Focus Scotland, the MESAS Governance Board on minimum unit pricing, Stirling University study on the impact of public health teams on licensing and through publicity on personal licences

Key Areas of Focus for the next six months

- Support for the Council's capital programme including the Quarry Road Development, Great Harbour, Ardrossan Harbour and new housing projects and initiatives
- Support for the Ayrshire Growth Deal projects and governance
- Support for the consultation and implementation of the Ardrossan Hub project
- Support for municipalisation projects
- Complete the winding up of the CCTV Company
- Legal Support for the Millport Flood Prevention Scheme
- The Licensing team will work to issue all personal licence holders with new 10-year licences within the tight timescales set
- Implement the consultation and adoption process for taxi fare review

Priority 3. Effective delivery of Communications

Internal communications:
- We issued **50** weekly News in Briefs and vlogs (video logs) and **four** editions of Staff Talk magazine.
- Circa **6,700** 'users' are accessing the 'Staff News' website and there has been almost **193,000** unique page views since its launch in June 2017.
- The latest internal communications survey carried out in December 2018, showed that staff satisfaction with internal communications has increased by **11 per cent** from the previous year
- Some changes to Take Two have now been implemented to help build greater appreciation and satisfaction with the series, including reducing the frequency of vlogs to focus on quality over quantity.

Media:
- We responded to **401** press inquiries, issued **362** proactive press releases, managed **28** photocalls and were on-call 24/7 to provide an emergency out-of-hours media service.
- This work has helped us secure **1031** individual pieces of media coverage.
- National coverage included the Council's Period Poverty programme, rent exemption for care experienced young people and the counsellors in schools initiative.
- By the end of Quarter Four, **36** proactive press releases were issued to promote North Ayrshire as a leading location for business and a great place to live, work, visit and invest.

Digital:
- The corporate Twitter account has a followership of over **20,500.**
- **Eleven** new social media accounts have been created with training delivered to council teams.
- The Team has continued to deliver innovative digital media campaigns to meet Council priorities during 2018/19 the average impressions were **38,990** and the average engagement rate was **3.3%.**
- The Bitesize Business e-bulletin was refreshed and is now issued bi-monthly to over **995** local businesses, the average open rate for the 2018-19 was **19%.**
- North Ayrshire for Business now has **953** followers on Twitter and the North Ayrshire Council Linked In page has **4,000** followers.

Marketing and Events:
- Working across all Directorates, the team has delivered **167** marketing projects and assisted in the delivery of **35** Council events.
- We delivered a robust communications plan supporting the 2019 bin changes. One of the key messages is to encourage local residents to download their bin collections into their smartphone's calendar. After only one week into our promotion of this feature almost **1,000** new downloads were completed.
- A new Graphic Design and Digital Media Framework was launched on 1 February 2019 and is now used for various marketing work including design, filming, AV services and marketing consultancy.
- Team North Ayrshire exhibited at the Scotland Build Expo in March 2019 to showcase North Ayrshire as a business destination and to attract inward investment. Other key business events this quarter include Modern Apprentice Week and Ministerial Visit by Fiona Hyslop to launch 'The Coig'.
- The success of the Provost's Recognition Awards ceremony held at the Portal

Key Areas of Focus for the next six months

- Launch the new Council Plan, promoting the Council's vision to be 'Fair for All' to internal and external audiences
- Lead press and media relations on behalf of the Ayrshire Growth Deal and provide a full communications service for the North Ayrshire aspects of the Ayrshire Growth Deal
- Deliver the Council's communications plan for the Ardrossan Harbour Regeneration Project (including Ardrossan Harbour)
- Implement the communications plan for Council House Building Project
- Continue to support the April 2019 waste changes with an integrated communications plan and prepare a comprehensive evaluation report on the campaign
- Review and refresh the Take Two vlog series
- Produce a North Ayrshire promotional film to be launched in Summer 2019 to showcase the area and attract inward investment
- Launch the new This is North Ayrshire website in Summer 2019 to attract inward investment and promote our services for businesses
- Finalise the branding and marketing material for The Circuit (Quarry Road Development) and deliver the communication plan to promote its services for business
- Create a Campaign Calendar which will include proactive campaigns to promote the new Council Plan priorities

Other Key Areas of Focus for the next six months- Information Governance

- Commence work to rewrite the Information Governance Strategy to align with the new Council Plan and structure, GDPR & Data Protection Act 2018 legislation, the Council's 2017 Digital Strategy, and the new major technology projects (SharePoint and Salesforce platform).
- Commence work to re-design the Information Governance Framework
- Reduce Freedom of Information enquiries through increase in targeted open data
- Refresh of the Council-wide mandatory data protection and records management training programme
- Provide data protection and records management support to Office 365 and SharePoint projects

4. Directorate Performance Indicators

4.1. Council Plan Performance Indicators Summary

Democratic Services has one indicator that contributes to the Council's Strategic Priorities.

Council Plan Performance Summary– As at Q4 2018/19						
Priority	No of Indicators	✅	⚠️	🛑	📈	❓
The value of media (print/ online/ TV/ radio) coverage secured for North Ayrshire Council	1				1	

4.2. Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities. We have 15 performance indicators in our Directorate Plan. For those where data is not available, 17/18 data has been used

Directorate Plan Performance Summary– As at Q4 2018/19						
Priority	No of Indicators	✅	⚠️	🛑	📈	❓
Supporting the Council and its Partners to Make it Happen	9	3				
Provide a comprehensive and responsive Legal Service	3	3				
Effective delivery of Communications	3				3	

4.3. Directorate Plan Performance Indicators – Red and Amber Status

There are no Performance Indicators that are reported quarterly that are at red or amber status.

4.4. LGBF Indicators – Priorities

The measure - *Support services as a % of total gross expenditure* - is under the responsibility of the Finance and Corporate Support Directorate but Democratic Services makes a contribution to the performance of this measure. This indicator performs well against the target set and also compares favourably to other local authorities with North Ayrshire being ranked second.

LGBF Indicators 2017/18						
Service Area	No of Indicators	✅	⚠️	🛑	📈	❓
Supporting the Council and its Partners to Make it Happen	1	1				

5. Quarter 4 Summary

Democratic Services 2018/19

0.17% - Total cost of the legal function as a % of running costs of the whole Council (17/18) (*0.14% in 16/17*)

100% of Key Corporate Governance Document up to date (18/19)

100% of staff have had a PPD interview in last 12 months (18/19)

18,062 – value of media[1] (print/ online/ TV/ radio) coverage secured for North Ayrshire Council (18/19)

96% very satisfied and satisfied customers (Legal Services 18/19)

81.6% - Employee Engagement Level – an increase from 69.9% (17/18)

97.5% of invoices paid within 30 days for Democratic Services (18/19)

38,990 Social Media impressions and engagements arising from proactive digital media campaign *(18/19)*

3.7 Absence Days Lost (*improvement from last year – 5.17 days*)

77% - staff satisfaction with internal communications, an increase from 66% (18/19)

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[1] This figure is derived from a formula that assesses media coverage based on prominence and tone.

6. Performance Trends

Performanc Trends

% of Elected Members very satisfied or satisfied with services provided

% of very satisfied and satisfied customers (Legal Services)

% of invoices paid within 30 days for Democratic Services
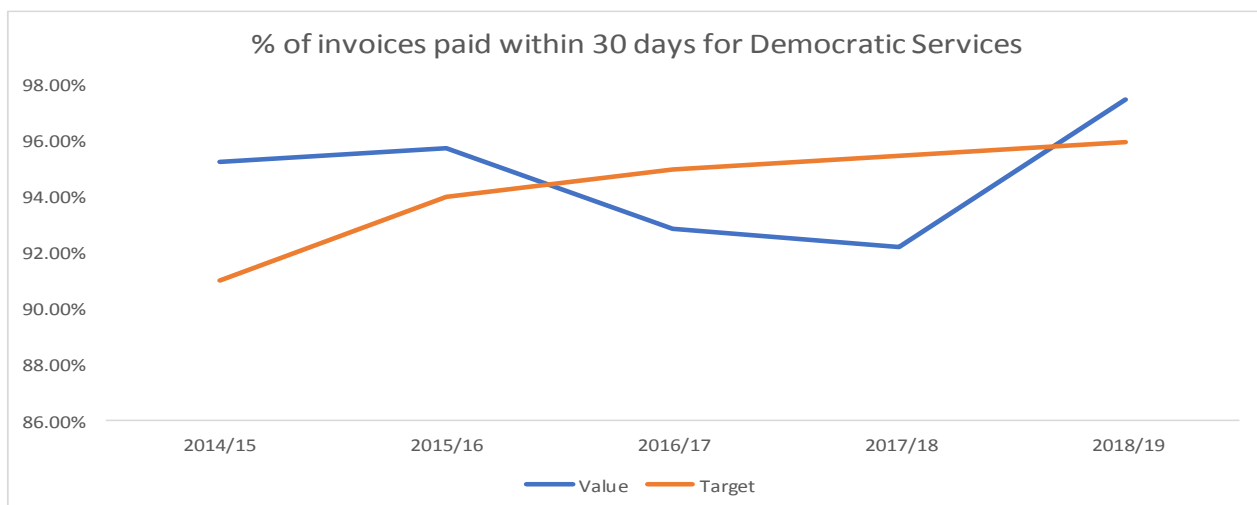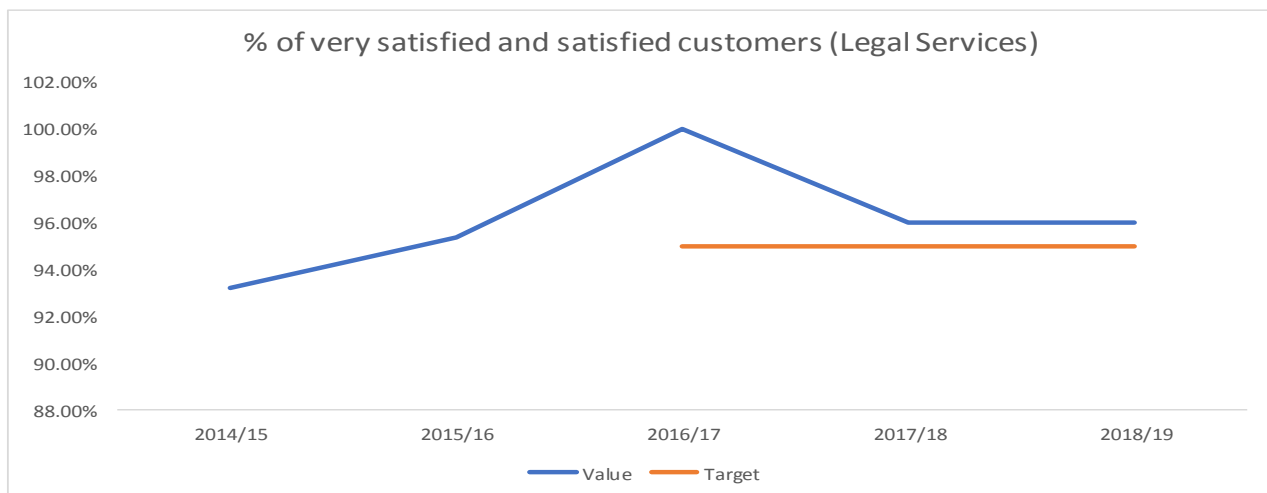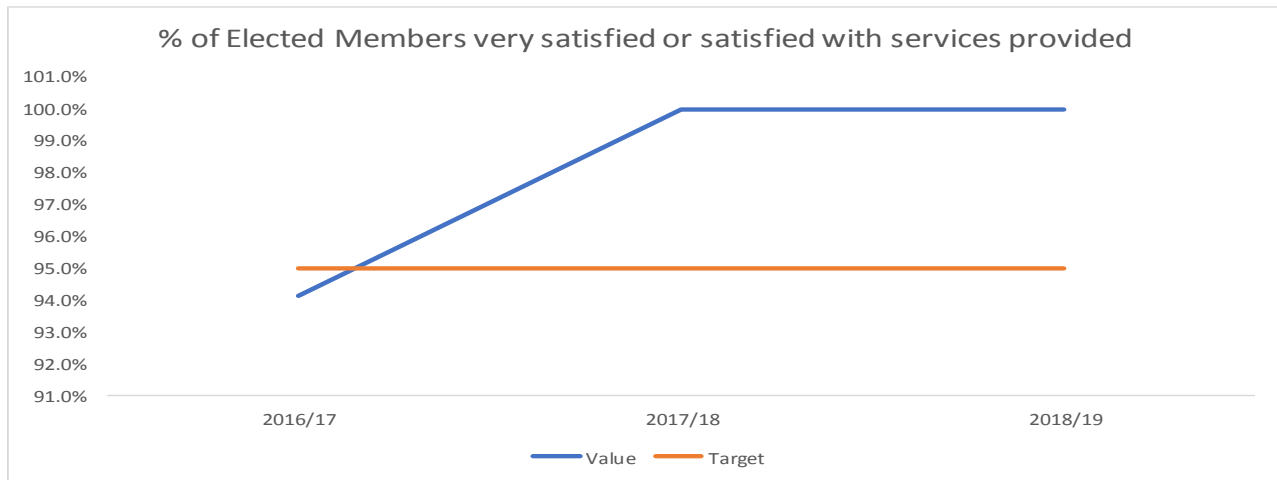
7. Employees

7.1. Sickness Data

The figure at 31 March 2019 for absence days is 3.7 days lost per employee. This is a significant drop in comparison to last years rate of 5.17 days and is also below the target of 5%.

Absences are effectively managed and staff are supported to get back to work as soon as they are able.

7.2. Other Employee Information

Tea with Andrew continues to be a strength in communicating with staff on an informal basis. A Service Workshop on transformation took place on the 21 November 2018 and 15 April, whilst further workshop are planned for throughout the year. Our Staff Reference Group also continues to meet regularly and assists with communication within the wider service.

8. External Evaluations

We continue to liaise closely with our external auditor in relation to our performance and public performance reporting arrangements and community planning. This is particularly important in light of our forthcoming Best Value audit which has now been confirmed for 2020.

Performance Review Report Q4 18/19 – Appendix 1

Priority 1. Supporting the Council and its Partners to Make it Happen

PI Description	Annual								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Employee Engagement Level - Democratic Services				81.6%		📈	Not available. Next survey in 2019.		
Percentage of Key Corporate Governance Document that are up to date	100%	100%	✅	100%	100%	✅	100%	100%	✅
Implementation of the Performance Management Forum Work Plan	95%	100%	🛑	95%	100%	🔺	100%	100%	✅
Percentage of Elected Members very satisfied or satisfied with services provided	94.12%	95%	✅	100%	95%	✅	100%	95%	✅
Percentage of Respondents who agree that Locality Partnerships are helping to address local issues and local inequalities							62.2	Data Only	📈
SCORP01: Support services as a % of total gross expenditure	2.28%	2.5%	✅	2.49%	2.5%	✅		2.5%	
Absence rate - Days lost per employee per annum for Local Government Employees in the Service	4.46	6	✅	5.17	5	🔺	3.7	5	✅
% of Democratic and Administration Services staff who have had a PDR/PPD interview in last 12 months	100%	100%	✅	100%	100%	✅	100%	100%	✅
% of invoices paid within 30 days for Democratic Services	92.86%	95%	🔺	92.2%	95.5%	🔺	97.5%	96%	✅

Priority 2. Provide a comprehensive and responsive Legal Service

| PI Description | Annual | | | | | | | | |
| | 2016/17 | | | 2017/18 | | | 2018/19 | | |
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Percentage of very satisfied and satisfied customers (Legal Services)	100%	95%	✅	96%	95%	✅	96%	95%	✅
Total cost of the legal function as a percentage of organisational running costs (expenditure)	0.14%	0.29%	✅	0.17%	0.29%	✅	Not available. Will be available in June 2019		
Average hourly rate of in-house legal team compared to other in-house legal teams per SOLAR benchmarking.	49.09	60	✅	54	60	✅	Not available. Will be available in June 2019		

Priority 3. Effective delivery of Communications

| PI Description | Annual | | | | | | | | |
| | 2016/17 | | | 2017/18 | | | 2018/19 | | |
	Value	Target	Status	Value	Target	Status	Value	Target	Status
The value of media (print/ online/ TV/ radio) coverage secured for North Ayrshire Council	19,592	Data Only	📈	18,683	Data Only	📈	18,062	Data Only	📈
Staff satisfaction levels with internal communications via annual staff Internal Communications Survey	59%	Data Only	📈	66%	Data Only	📈	77%	Data Only	📈
The number of Social Media impressions and engagements arising from proactive digital media campaigns			📈	131,118	Data Only	📈	38,990	Data Only	📈

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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Proud to be apse Overall Council of the Year 2017

Finance and Corporate Support

Year-End Review

2018/19

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Contents

1. Update on actions from last meeting in December 2018

	Action	Progress
1.	Further roll out of personal days.	Personal Days were launched Council-wide during April 2019.
2.	Provide the panel with details on what the Neurological sickness category covers.	Information was provided to the Chief Executive, Executive Directors and Heads of Service.
3.	Various changes to the Performance Report as noted to ensure focus and suitability for audience.	The changes were completed ahead of submission to Cabinet.
4.	Investigate potential to link Council Tax e-billing to digital benefits systems.	E-billing is being promoted at Employee Perks roadshows. Forms to sign up are being introduced to the recruitment process to encourage new employees to sign-up. Employee text messaging service will be used to send a link to sign up.

Council Plan 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

Finance and Corporate Support Priorities

1. Digital First	2. Planning for the Future	3. Our Approach
• Develop customer-focussed, end to end digital services • Support customer access and develop digital skills • Implement the Technology Strategy • Support Services to maximise the use of technology, transforming service delivery and reducing costs	• Align our resources to Council Plan Priorities • Use the Council's information to shape future service delivery • Realise benefits through development and delivery of Transformation programme	• Deliver excellent customer service • Develop an empowered and inspired workforce • Work collaboratively across the Council and with Partners • Establish effective master data management

Driving Transformational Change

3. Directorate Priorities

Priority 1. Digital First

➢ **Office 365**
570 staff have been successfully migrated from Lotus Notes to Outlook and are now using O365 applications. This includes staff from Finance, Commercial Services, People Services, Customer and Digital and the Chief Executive's Service. A programme of work has been scheduled for the forthcoming months and is on track to have all Council staff moved to O365 by end of July 2019. Feedback has been very positive with applications such as Teams, enabling staff to video and conference call from various locations both internally and externally, saving time and expense of travelling to a meeting venue.

➢ **The Salesforce Service Platform**
Implementation is well underway for a number of key service delivery areas:

HR & Payroll System Replacement - XCD will replace the Chris21 System in 2019 and is being designed in collaboration with all Directorates to ensure that end to end processes will be delivered via self-service. Requirement gathering was completed in January with this element of the project taking longer than initially planned due to the complex nature of our payroll requirements. An agile approach to system design and testing is now being undertaken; co-design and development are underway with two of the packages of work tested and signed-off. The new system is on track for implementation in November 2019. The solution will deliver:

- A highly configurable and scalable cloud HR and Payroll solution
- All key HR information on one screen, within one database and with only one login.
- Information will be accessible anytime, anywhere and from any device
- Self-service, automated workflows and reports will be available at the click of a button using real-time data and allowing service teams to work smarter

IT Service Desk Replacement - Phase one will replace the existing Lotus Notes based service desk system (EHD) by Samanage (ITSM). System configuration is well underway with implementation due June 2019. The solution will deliver:

- A full end to end IT Services Management solution that aligns IT Service delivery with business needs
- Increased efficiency by delivering workflow and task automation and thereby reducing the effort and time required for managing IT Services delivery and ICT assets.

Customer Focused Processes (Lagan Replacement) – Design and development of all customer focused processes has been completed for Phase 1. This includes 77 online transactions which will improve the customer journey with a view to building on the increased uptake of online self-service transactions. Detailed training and testing are underway with Services.

- ➢ **Transformation Think Tank**

  The Transformation programme (Making our Future) has been aligned with the Council Plan Strategic themes, our financial savings and mapped to key components.

  The Transformation Think Tank has been established to improve collaboration, monitor and track the programme, share best practice and generate innovative ideas. Work is underway to streamline the governance for transformation projects across the Council ensuring that this is robust and accountable with regular reporting to the Chief Officer Leadership Team.

- ➢ **Virtual Desktop / Enablement (VDI)**

  20 hot desks have been established at Cunninghame House with availability of a laptop loan supporting the roll out of mobile and flexible working.

  Significant work has been required to integrate the Microsoft Outlook email application to support Windows 10, to ensure that the Council's VDI solution remains compatible with Office 365.

- ➢ **Cyber and ICT Security**

  The Council achieved PSN compliance in January. Significant work was carried out by IT Services throughout the year to ensure this is secured.

  A new iLearn Cyber Essentials e-learning training course has been developed and it is anticipated that this will be live by the end of April. It will be mandatory for all staff to complete.

  As part of the Public Sector Action Plan on Cyber Resilience, the draft Scottish Public Sector Cyber Resilience Framework has been published for initial consultation. IT Services are currently drafting the Council's response.

Key Areas of Focus for the next six months

- ➢ **Office 365**

  All staff will have moved over to Office365 and will be benefitting from the new technology such as Microsoft Teams which will improve the way teams and services work together and support a more agile and dynamic workforce.

  SharePoint will enhance communication and collaborative working across the Council where documents and files can be shared easily among and across Services. A prerequisite for migrating information to Sharepoint includes data cleansing and adherence to records management policies. Plans are in place to support services to complete this work which will continue over the next 2 years. Resources within the Transformation Team will require to be extended to support this period of work.

- ➢ **Salesforce Service Platform**

  HR & Payroll System Replacement – completion of the build will take place by both Council and XCD experts. Testing will be carried out prior to a number of parallel runs taking place to ensure integrity of the new system ready for go live in November 2019.

  IT Service Desk Replacement - The first phase of this project will be implemented, and Phase 2 will explore development and roll out of IT Service management capabilities within Samanage which will further improve IT service delivery. This will include integrated asset management,

change management, service level management, and greater automation and business intelligence.

Customer Focused Processes – A data cleansing and migration plan is currently being developed with implementation due in September 2019. Implementation of phase one will include Complaints, FOIs, Council Tax and Benefits. Phase 2 will be well underway and will include online payment processes with Phase 3 commencing including fault reporting and customer access to Council Tax and Housing online.

> **Virtual Desktop / Enablement**
The device loan system was established in Ground Floor West in January and rollout of the virtual desktop solution across Cunninghame House will begin in April. Communication will be issued around the benefit that virtual desktop brings and the agility of the device loan system as the rollout progresses to ensure individuals take full advantage of the mobile working opportunities.

The solution will:

- Enable colleagues to access the systems applications and information they need wherever they are.
- Provide consistent device hardware and software, thereby simplifying support and reducing the need for device administration
- Rationalise the current estate of 2,700 devices
- Prolong the lifetime of devices

Priority 2. Planning for the Future

Key Highlights

> **Annual Accounts**
Successful closure of the 2017/18 financial year end and production of the Annual Accounts within the statutory timeframe. The Accounts received a positive External Auditor's report without any qualification and highlighted a number of areas of best practice.

> **Financial Services**
In addressing one of the key financial risks to the Council, completion of a staffing restructure within the Finance team to transfer finance and accountancy staff to the Health and Social Care Partnership. This move ensures clear accountability in managing the financial resources within the Partnership and supporting its Transformation programme.

> **Medium Term Financial Plan**
Production of the Medium-Term Financial Plan covering the period 2019/20 to 2021/22. A balanced budget was approved by Council on 27 February 2019.

➢ **Capital Investment Programme**
Refresh of the Council's Capital Programme to reflect the Investment plans for the period 2019 – 2028 and the required funding to support this investment. This was approved by Council on 27 February 2019 and incorporated an acceleration of projects including Montgomerie Park School and the Community Campus at Ardrossan as well as increased levels of investment in the Ayrshire Growth Deal.

The Capital Investment Programme was underpinned by the Capital Investment Strategy which provides an overview of how capital expenditure plans, capital financing and treasury management activity contribute to the infrastructure and provision of services for North Ayrshire communities and citizens.

➢ **Supplier Invoices**
There has been an improvement in the performance of supplier invoices paid on time during the 2018/19 financial year. The Council target is 96% and cumulative performance to 31st March 2019 was 94.89%. Although still under target this compares to performance to 31st March 2018 of 91.83%. To support this positive progress, data analysis has been issued across Directorates that allows managers to identify and address specific areas of underperformance. Work is under way to explore a fully centralised accounts payable function which should further improve performance.

➢ **Corporate Procurement**
A Procurement Board has been established with representation from senior managers across all Directorates. The purpose of the Board is to provide strategic leadership, governance and direction for procurement activity across the Council, meeting the needs of our communities and supporting the delivery of the Council's strategic priorities. Key focus areas include community wealth building, examining efficiency opportunities through forward planning around tenders, contract and supplier management and spend analysis to determine the appropriate procurement approach for categories of expenditure.

In order to comply with external procurement legislation, the Corporate Procurement team published the Council's first annual report. The report demonstrates how the Council has performed against the three-year Procurement Strategy and shows progress against the action plan.

In December the Procurement team underwent a Procurement and Commercial Improvement Programme (PCIP) audit. The audit is an independent assessment carried out by Scotland Excel, reviewing Procurement activities across the Council. The audit focussed on four key areas: Procurement Leadership and Governance, Specification and Tender Development, Contract Management and Key Procurement Processes. The outcome of the audit was a positive score of 77% which is an improvement from the previous audit score of 68% and, within the national context, this places North Ayrshire Council in the second quartile.

➢ **Business Partnering**
The Finance Business Partnering team has worked with Housing Services to complete a comprehensive review of the HRA 30-year business plan, ensuring it continues to support the ambitious house build targets and maintaining the quality standard of existing housing stock. The team also supported Education services in developing a service model for the delivery of the Early Years Childcare Expansion programme and the subsequent submission of a financial framework to Scottish Government. Financial costing advice was given to the Building Services team as part of a tender submission for works with a local Housing association and financial

advice and risk assessment analysis was undertaken to support the Economy and Communities Directorate in relation to Ardrossan Harbour developments and the Ayrshire Growth Deal.

➢ **Strategic Workforce Planning and Governance**
Regular meetings are now in place with Services to develop workforce plans to analyse the current workforce and identify future requirements. As a result, each Service now has a completed PESTLE analysis specific to their area of the organisation. This is viewed as an ongoing iterative process.

Services have been provided with workforce profiles, to assist them conjoin multiple contracts of employment, enhancing the employment contract of their employees, undertake succession planning and review job roles with the aim to enrich these to reflect the impact of living wage on the pay differentials.

Due to the ongoing requirement for Services to focus on service re-design, an approach to determine an appropriate Span of Control methodology has been developed. This approach will tie in with the Scheme of Delegation process which has also been reviewed with a view to introducing a more effective process to meet customer needs.

As a result of the introduction of this methodology, discussions have taken place with each Head of Service to review spans of control, potential successors for senior roles and career development options. This has enabled data to be captured in terms of potential succession/skills gaps, particularly at Head of Service and Senior Manager level, as well as high risk and hard-to-fill posts. Discussions have also included the talent pipeline and attracting/retaining/developing key skills for the future – including Modern Apprentice and Graduate Apprentice programmes.

A review of the pay and grading structure has been completed to understand pressure points resulting from the accelerated increase of the Living Wage. A new approach has been implemented to consolidate the living wage and Heads of Service will be supported to review structures that are impacted by this. This will be incorporated into workforce planning discussions going forward.

➢ **Insurance**
A tender exercise was concluded for the Council's corporate insurance policies and new contracts awarded for the period 2019 to 2024. Through the approach of retendering and increasing our excess levels, an annual saving in the region of £0.7m is anticipated which will contribute to reducing the financial challenge faced by the Council.

➢ **Benefits Service**
The Benefits team which is responsible for processing of Benefits, Council Tax Reduction and Discretionary Housing Payment moved into Customer Services in October 2018. Staff relocated at the end of February to the first floor in Bridgegate House beside the contact centre to enable closer working and integration of the service into Customer Services.

A full review of the service will be carried out over the next 6 months in order to identify business improvement opportunities to increase performance and improve the service delivered to our most vulnerable customers. Initial analysis has taken place into processes, procedures and volumes of workload.

> **Use of Council Data**
> The GIS & Analytics team is involved in key projects to use existing information to improve services across the Council. These projects include:
> - Using existing information from the HR system to improve the Movers and Leavers process to make sure access to systems and directories is being removed and to update and improve the information held as this is used by Office365.
> - Launch of a pilot in Streetscene to improve the use of existing data on ground maintained and to allocate work to the squads via mobile apps. This will improve Service knowledge of what is maintained whilst ensuring the Council is meeting its SLAs and that costs are being fairly allocated.
> - Using Power BI, the team has created a HR Reporting Suite that provides more interactive access to HR data to provide greater insight into the Council's workforce, absence figures and use of overtime and casual workers.

Key Areas of Focus for the next six months

> **Annual Accounts**
> Closure of the 2018/19 financial year end and production of the Annual Accounts will commence from April 2019. Plans are in place to accelerate activities and build on the areas of best practice evidenced in the 2017/18 accounts.

> **Business Partnering**
> The Business Partnering team will focus on supporting key strategic projects including the development of detailed business cases across Ayrshire Growth Deal projects and financial analysis to support the Municipalisation programme. To address the anticipated funding gap in 2020/21 and 2021/22 a programme of work will commence to support the Medium-Term Financial Plan and will involve detailed analysis of Directorate budgets within the context of resources, outcomes and performance.

> **Transformation and Business Improvement programme**
> The establishment of the Transformation Think Tank has created the vehicle to develop and deliver the Council's transformation agenda at scale and pace delivering better outcomes for local communities and helping the council secure financial sustainability.
>
> Transformation programme activity across the Council will continue to be a key focus in 2019/2020 and support will continue to be provided to Services. Within FACS an example of the workstreams that will be progressed are:
>
> - Debt management and recovery – incorporating billing values and frequency, income collection channels and debt recovery process.
> - Income Maximisation – further consideration of opportunities through benchmarking analysis and full cost recovery.
> - Procure to Pay – develop the optimum model to support supplier payment on time and enable faster progression of e-invoicing supporting further process efficiencies.

> **Strategic Workforce Planning and Governance**
> This is an ongoing iterative process as we move forward with Services. As well as reviewing future requirements to support service re-design, including updating of PESTLE analysis and associated action plans as appropriate, in light of the work undertaken on Pay and Grading, Services will be supported in relation to re-design of roles impacted by the Living Wage.

In terms of the succession and skills gaps data, the intention is that this will also start to form part of workforce planning conversations going forward. Services will also be supported in the creation of development plans for key roles and potential succession candidates.

➢ **Benefits Service**
Workshops are planned with staff to map out "As Is" processes and identify particular areas of focus for improvement. Review to be completed with full options appraisal for future service delivery model.

➢ **Best Value**
FACS is leading the corporate preparations for the forthcoming Best Value Audit with a specific responsibility for 7 of the 13 self-assessment frameworks. This work will be supported throughout 2019/20.

Priority 3. Our Approach

Key Highlights

➢ **Mobilisation**
The Transformation team has progressed a number of projects supporting workforce mobilisation – in particular working with the Welfare Reform team, Protective Services and Building Standards and supporting the introduction of Virtual Desktop Infrastructure in Cunninghame House.

➢ **Internet of Things (IoT)**
Over the last 6 months the Transformation team has been working closely with Vodafone to identify and test out IoT technology, ensuring data protection and data sharing arrangements are in place, identifying sites and viability for sensor technology and establishing the current baseline. The team has also been working in collaboration with the Scottish Government in line with the SG Digital Strategy representing the Council as part of the User Intelligence Group. This group is assisting in the development of the opportunity assessment for IoT technologies and services across Scotland.

➢ **Strategic Leadership Development**
A new Strategic Leadership programme (Blue Wave of Change) which commenced in early September 2018 has now begun its 3rd Cohort with the first 2 Cohorts well underway. The programme is aimed at Senior Managers across the organisation and has been introduced to foster a culture of innovation and creativity which in turn will support the Council's transformation agenda in relation to how we do things. This is a key element of supporting and creating leadership skills for the future. The Chief Officer group has engaged in some elements of this programme both within their own learning event and by attendance on various days at the Blue Wave Workshops.

> **Employee Benefits**
Increasing the disposable income of our employees continues to be a priority. The pay advance scheme has been expanded to include new starts on all pay grades. Communications relating to pay have been refreshed to signpost employees to the 'Money Matters' and 'Better off North Ayrshire' teams for advice and support.

An employee text messaging and email facility has been introduced to ensure employees who elect to be are kept up to date with health and financial wellbeing initiatives and other employee benefits that are available to them, this service has grown from 844 employees who had registered by October 2018 to 1,237 employees receiving text messages and 2,176 employees receiving email alerts routinely on our latest offers. 76% of employees receive an electronic payslip and 43% of employees have signed up to receive digital alerts, reinforcing a desire for digital communication.

Free bus travel for one week for each new start to the Council has been secured from Stagecoach in addition to a 10% discount on weekly and monthly bus tickets.

A soft launch drop-in session on Employee Perks – our employee benefits hub - was held for employees within Legal Services and People Services and 39 employees dropped in to sign up for this service.

Employee Perks will offer a range of retail and leisure discounts to our employees, helping employees to make their pay go further, stay fit and healthy and extend their disposable income. As 77% of our employees are North Ayrshire residents it important that as an employer we offer employee benefits that not only benefit our employees but also have a positive impact on their family and lifestyle, the wide range of discounts available will support this. Employee Perks includes local retailers supporting economic growth within North Ayrshire.

> **Freedom of Information**
Performance has improved considerably, with a weekly average of 91% of requests closed on time in Quarters 3 and 4, the highest in 2 years. The Council's Model Publication Scheme was audited by the Scottish Information Commissioner's Office under a "mystery shopper" exercise and received a successful assessment with no actions required. A centralised FOI team was established, a new FOI system embedded, and formal FOI Act training completed. The backlog of requests was cleared, and new management information reports are now emailed weekly to Heads of Service. Senior Manager learning event training sessions were delivered in conjunction with Legal Services and Corporate Communications.

> **Information Governance**
The GDPR Project was officially closed with a final report submitted to the Head of Service Group and Executive Leadership Team. Services are responsible for maintaining the Information Asset Register and ensuring maximum uptake of mandatory training. The Data Service is responsible for the Council's corporate data protection and will continue to monitor and progress operational aspects, report risks via the Corporate Risk Management Group, and provide quarterly reports to the Executive Leadership Team.

Key Areas of Focus for the next six months

➢ **Strategic Leadership Development**
This programme will continue until November 2019 for the first 2 Cohorts and into March 2020 for the 3rd Cohort. Chief Officers will continue to be involved at various points within this programme. How this programme continues to evolve beyond 2020 will be scoped out over the next 6 months.

➢ **Employee Perks – Employee Benefits Hub**
Roadshows to promote Employee Perks have been scheduled across the Council from the 15th April to 17th May 2019 to raise awareness, assist employees to sign up and where required provide support to set up a personal email address to those who don't currently have one. The take up will be monitored and on-going promotion activities will continue throughout the year.

➢ **Employee Survey**
A new version of the employee survey will be introduced later in the year. This will measure employee engagement and attitudinal questions in relation to healthy working lives, Health and Safety culture and Stress.

➢ **Master Data Management**
Our new Salesforce Platform provides the Council with Master Data Management capability. As applications are moved to Salesforce, customer and employee data will be centralised to provide a single view of our customer and employee records.

The first phase underway will see centralisation of the following:

- employees from Chris Payroll System move to the new XCD system and employees from EHD IT Service Desk system move to Samanage, providing a single set of employee records.
- customers from Lagan CRM system and Streetscene and Roads systems move to Salesforce, providing a single set of customer records.

4. Directorate Performance Indicators

4.1. Council Plan Performance Indicators Summary

The table below provides a high-level view of the progress made by Finance and Corporate Support towards the Council Plan priorities. 10 indicators are measured by FACS. 6 of the annual Council Plan performance indicators are cost based financial indicators and do not yet have year-end information. These indicators will be updated during June 2019.

Council Plan Performance Summary– As at Q4 2018/19						
Priority	**No of Indicators**	✅	⚠️	🛑	📈	❓
Underpinning Delivery	10	3	0	1	0	6

4.2 Council Plan Performance Indicators – Red and Amber Status

There is one performance indicator which is significantly adrift of target.

Description	Q4 2017/18	Q4 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Sickness absence days per employee full time equivalent (FTE) for the whole council	🛑	🛑	⬆️	⬇️	9.62	7.92	The year-end figure of 9.62 days is above the target of 7.92 days and is a marginal increase of 0.02 days on the reported figure in 2017/18. The main causes for sickness absence continue to be Musculo/Skeletal and Stress/Anxiety.

Further information on interventions that have taken place is provided in Section 7 of this report. |

4.3 Directorate Plan Performance Indicators Summary

Finance and Corporate Support measures progress of 26 Performance Indicators. The table below provides a high-level view of the progress made towards the Directorate's strategic priorities. Five of the annual Directorate Plan indicators do not yet have information and will be updated during June 2019. The two 'data only' indicators relate to the Procurement and Commercial Improvement Programme (PCIP) external assessment and Percentage of Procurement Spent on Local Enterprises, which do not have targets.

Directorate Plan Performance Summary– As at Q2 2018/19						
Council Priority	**No of Indicators**	✅	🔺	🛑	📈	❓
Growing Our Economy, Increasing Employment and Regenerating Towns	2	1	0	0	1	0
Directorate Priority						
Digital First	9	3	0	1	1	4
Planning for the Future	5	3	0	1	0	1
Our Approach	10	4	2	4	0	0

4.4 Directorate Plan Performance Indicators – Red and Amber Status

The table below shows the progress of the indicators that were significantly adrift of the target. Two indicators – Percentage of Calls Answered within the Contact Centre and Percentage of Customers Seen Within 15 mins by the Service were slightly adrift of target.

Description	Q4 2017/18	Q4 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Ebilling for Council Tax Customers	🛑	🛑	⬆️	⬆️	9,464	22,000	There has only been a 10% increase in the number of customers signed up to receive EBills this year. A number of marketing campaigns have been delivered, however the number of customers signing up for this facility has remained lower than the expected target throughout the year. Further opportunities will be explored via the Platform and Facebook.
Number of Reportable Incidents (RIDDOR) per 100,000 employees	✅	🛑	⬇️	⬇️	578	520	The incidence rate for 2018/19 is based on an actual total of 34 RIDDOR Incidents during the year. This compares to a total of 28 RIDDOR incidents for the previous year. To improve the safety culture within the council, an additional safety adviser is being sought with the intention of increasing the number and type of training courses currently on offer.

Description	Q4 2017/18	Q4 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Speed of Processing (Council Tax Reduction) new claims (days)	✅	🛑	⬇	⬇	28.28	22	The increase in processing time is attributable to delays in obtaining Universal Credit award information. This delay is outwith the Council's control and the target for 2019/20 reflects this. Resource has been diverted to this area of work to ensure Council Tax Reduction is awarded as quickly as possible once information is received. Looking ahead to 2019/20, the service will investigate the automation of Universal Credit related tasks and work with the Transformation Team to review service delivery in view of the changing demands on the team.
Speed of processing (Council Tax Reduction) changes of circumstances (days)	✅	🛑	⬇	⬇	7	4.4	The increase in processing time is attributable to the increasing Council Tax Reduction workload following the Universal Credit rollout on 22 November 2017. Resource has been diverted to this area of work to ensure Council Tax Reduction is awarded and updated as quickly as possible. Looking ahead to 2019/20, the service will investigate the automation of Universal Credit related tasks and work with the Transformation Team to review service delivery in view of the changing demands on the team.

The two indicators below are measured across the Council by FACS.

Description	Q4 2017/18	Q4 2018/19	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Percentage of Subject Access Requests responded to within legislative timescale	-	🛑	-	-	45	90	A central recording system for Subject Access Requests (SARs) was developed under the General Data Protection Regulations project during 2018/19 and launched at the start of Q3 2018 with appropriate training and communications. Whilst there is no data available prior to Q3 (as the previous process was non-standardised so retrospective calculations are not possible), the 45% value is reflective of SARs closed on time in Q3 and Q4. Performance by Directorate was Place 100%, Education 40%, HSCP 38% and Cross-service requests 100%. Going forward, SAR requests will be monitored by the Data Protection Officer to ensure timescales are met (whenever possible) and that reasons for requests breaching are clearly documented.
Freedom of Information requests responded to in 20 working days (%) (Council Wide)	🛑	🛑	⬆	⬇	83	94	1,561 requests were closed during 2018/19 with 83% being closed on time. Analysis shows requests closed on time in the second half of the year was significantly improved compared to the first half – Q1 and Q2 achieved 74% and 76% respectively, while Q3 and Q4 achieved 92% and 91% respectively. This was due to a number of factors, including recruiting and training new FOI Team members, upskilling existing Team members, introducing a new FOI request workflow system and introducing triage to coordinate requests. These changes were fully embedded in the second half of the year and the Team now actively monitor and track open requests, provide reporting/analysis of requests to management and act as a knowledge base for Services in terms of FOI and EIR request processing.

4.5 LGBF Indicators – Priorities

FACS collates 9 performance indicators which are part of the Local Government Benchmarking Framework (LGBF). One of these indicators is measured through the Council Plan and four annual indicators are measured through the Directorate Plan.

The table below demonstrates a high-level view of the Directorate's other 4 LGBF performance indicators.

LGBF Indicators 2017/18						
Service Area	No of Indicators	✅	⚠️	🛑	📈	❓
Customer and Digital Services	0	0	0	0	0	0
Finance	1	0	1	0	0	0
People Services	3	1	0	1	1	0
Internal Audit & Corporate Fraud	0	0	0	0	0	0

4.6 LGBF Performance Indicators – Red and Amber Status

The table below shows the progress of the indicator which was significantly adrift of target. One other indicator – Percentage of invoices sampled that were paid within 30 days – was slightly adrift of target. Both of these indicators are measured across the Council by FACS.

Description	Q4 2016/17	Q4 2017/18	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Sickness Absence Days per Employee (excluding teachers)	🛑	🛑	⬆️	⬇️	9.77	6	The Council failed to achieve the target of 6 days. Sickness absence per employee (Excluding teachers) was 9.77 days and is a decrease of 1.04 days on the 2017/18 reported figure. Musculo/Skeletal, Stress/Anxiety and Surgical Procedures are the top three reasons for sickness. The Council continues to take a proactive approach to health and well-being with support from Occupational Health. This sits alongside close monitoring and management in accordance with the Maximising Attendance Policy and Procedures. A forthcoming report to the Chief Officer Leadership Team will consider our wellbeing approach and the monitoring and management of the Policy and Procedures.

	2014/15	2015/16	2016/17	2017/18	2018/19
% of Procurement Spent on Local Enterprises	19.42%	15.28%	16.62%	19.75%	22.00%

% of Procurement Spent on Local Enterprises
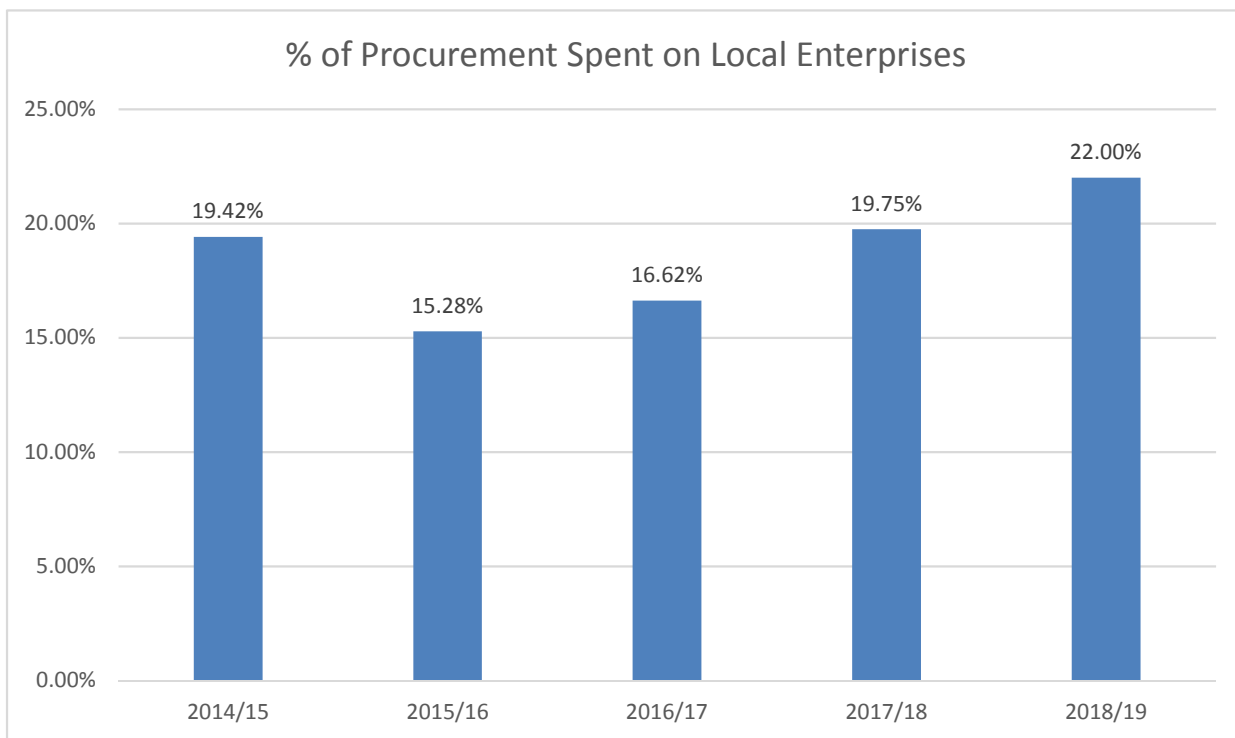
		2014/15	2015/16	2016/17	2017/18	2018/19
% of Self Service Transactions	Actual		22.37%	24.43%	36.70%	40.09%
	Target		17.00%	22.00%	30.00%	35.00%

% of Self Service Transactions
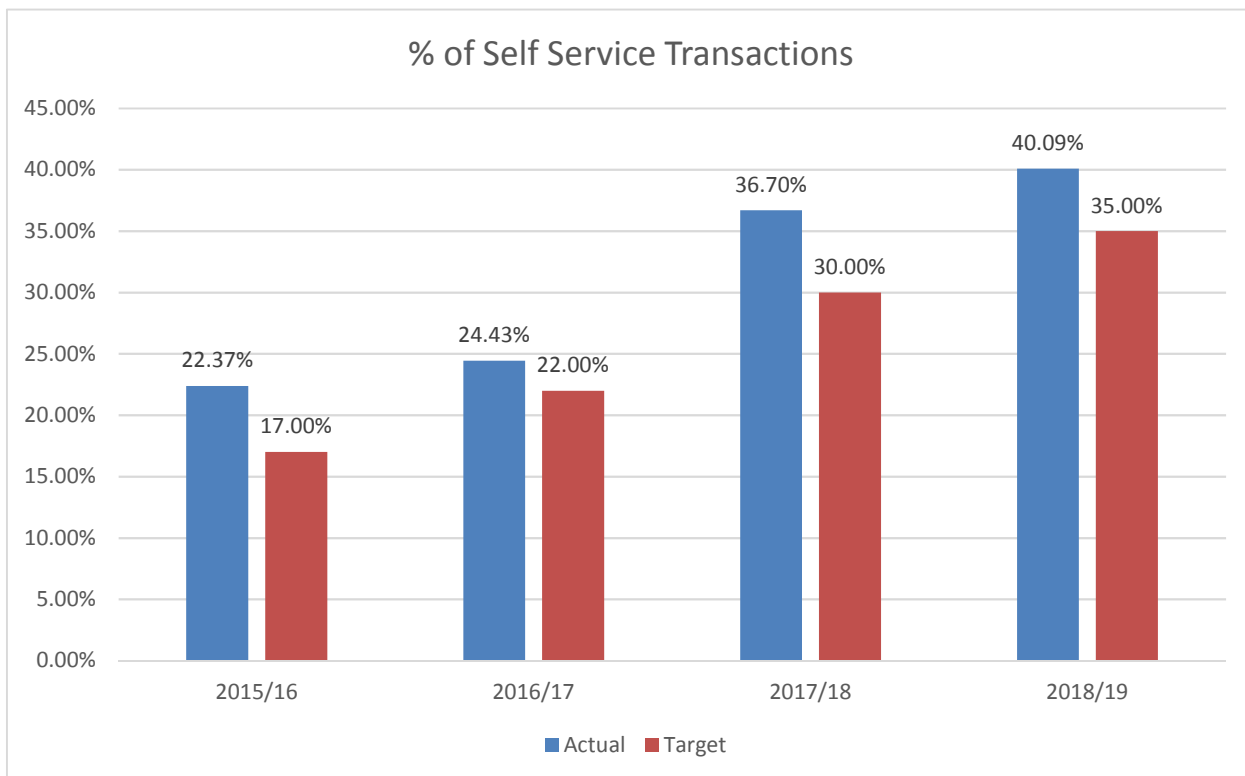
	2012/13	**2014/15**	**2015/16**	**2017/18**
% of Overall Employee Engagement Actual	55.00%	65.30%	69.60%	71.20%
Target		65.00%	65.00%	70.00%

%of Overall Employee Engagement
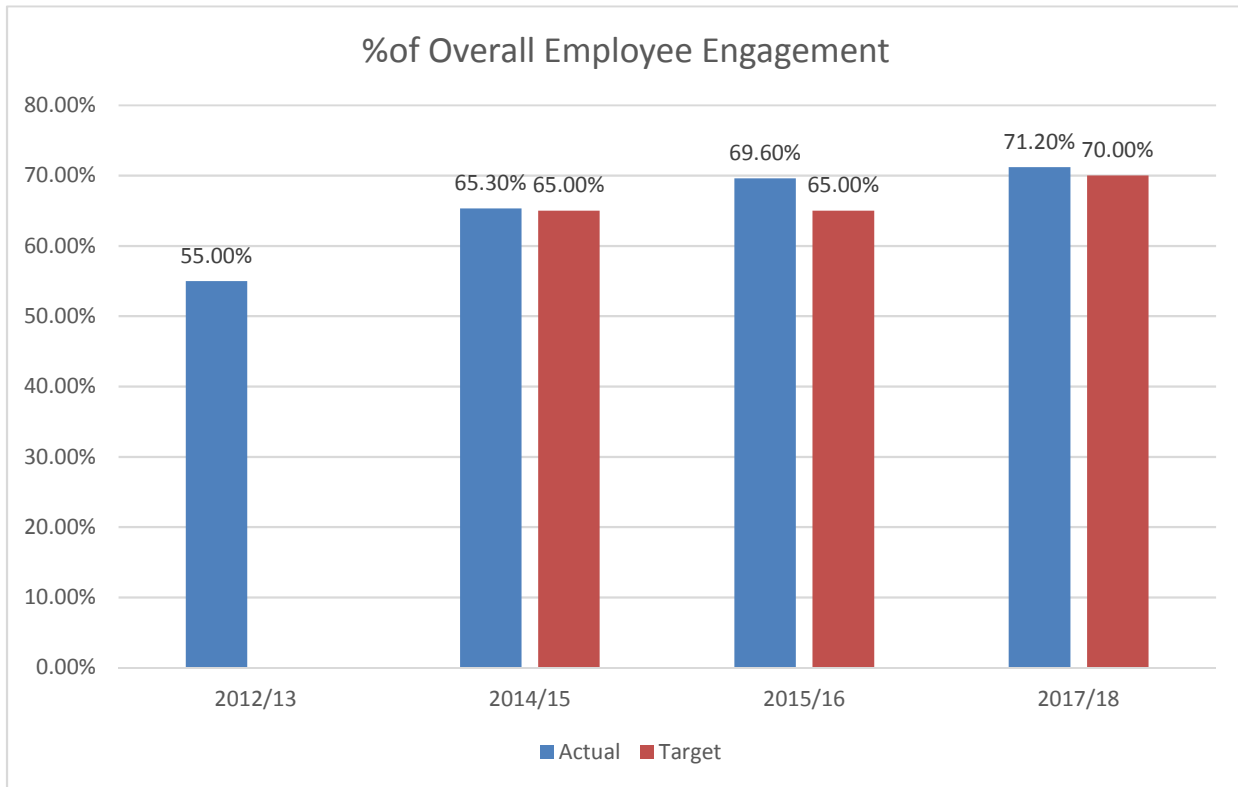
* No Target in 2012/13

Year-End Summary

Finance and Corporate Support 2018/19

96.5% Business Rates collected for the year

2,093 number of weeks employment through community benefits clauses

15 Workwell events have taken place during 2018/19

Workwell

77% Procurement & Commercial Improvement Programme (increase of 9% on previous year)

81% Customers delighted

55.51% FACS staff with no sickness absence (**up 7.51% on 2017/18**)

77 Self Service online transactions now available to members of the public

570 staff migrated to Outlook

Employee Perks Launched

Medium Term Financial Plan **2019 – 2022** approved

Benefits Team moved to Customer Services to enable **closer working** and **integration**

2.00 days improvement in sickness days compared to 2017/18

PSN Compliance Achieved

27 Internal Audit Reports Published

Insurance Tender Savings of **£0.7m** per year

6   Best Practice

➤ **Annual Accounts**
As part of the 2017/18 Annual Accounts publication, the External Auditors stated that the Council's Management Commentary is a "good example of best practice." It is recognised that the shift to a more visual infographic approach has contributed to this opinion.

➤ **Procurement Board**
A Procurement Board has now been established with Senior Managers from all directorates. The first meeting was held in July and Terms of Reference have been agreed. The Board meets quarterly and is responsible for ensuring compliance with external legislation and driving a Procurement Improvement Plan across the Council.

➤ **Workforce Planning**
Provision of regular standardised reporting to support a consistent approach to workforce planning across all service areas.

7   Employees

7.1   Sickness Data

Pro-active measures to support staff well-being are in place, including a 'Workwell' group under the umbrella of 'Livewell' which supports staff with their wellbeing at work. In addition to employee led initiatives there are several Directorate led activities; Well-being Wednesdays occur within the Place directorate and enable employees to drop in during working time for blood pressure and 'mini health checks', information on weight loss and healthy eating; advice and support from HR on our various family friendly and Work/Life Balance policies.

The re-launch of 'Get Connected' as a community volunteering approach, provides the opportunity for employees to give something back to their local area. Volunteering offers many benefits for both mental and physical health and can counter the effects of stress and anxiety.

A pilot of Personal Days was undertaken within the FACS Directorate which allows employees to take annual leave at short notice, this pilot proved successful in reducing single day absences and will be rolled out Council wide from April 2019.

The Council provides Occupational Health services which offer a programme of 'mini health checks', physiotherapy, counselling and enables employees to self-refer. Physiotherapy and Employee Counselling services are promoted as a preventative measure rather than a cure. Employees are also encouraged to self-refer for minor issues before they escalate to absences.

Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures and this, coupled with support through Occupational Health referrals, has helped to reduce sickness absence levels.

The year-end absence figure for FACS was 5.46 days per FTE against a target of 6.48 days, exceeding our target by 1.02 days and representing an improvement of 2.0 days per FTE from year-end 2017/18.   The top reasons for sickness absence within FACS in 2018/19 were stress/anxiety and gastro intestinal.

7.2 Other Employee Information

Employee Engagement Survey

FACS teams identified specific actions to improve the 6 Council-wide and 1 Directorate themes. The progress of improvement actions has been monitored during the year and a summary update was provided to Chief Officers in April.

There is an Employee survey planned for September 2019 which will incorporate 4 elements; employee engagement, employee stress, healthy working lives and health and safety culture.

Awards and Recognition

FACS Recognition Scheme closed at the end of 2018 and 100 nominations were received. 31 quarter winners were selected across the three Head of Service areas in the categories of Focus, Passion and Inspiration.

At the end of March 2019, the Annual Ceremony was held and 9 winners, three for each Head of Service area and one for each category, were presented with their trophy. The Recognition Scheme will be reviewed with a view to continuing during 2019.

8 External Evaluations

As part of the Cyber Resilience Strategy for Scotland and following on from achievement of Cyber Essentials accreditation in March 2018, the Council achieved 'Cyber Essentials Plus' accreditation in September 2018. Cyber Essentials is a Government backed, industry supported scheme to help organisations protect themselves against common online threats.

Appendix 1 – List of all Performance Indicators

Priority CP1 Growing Our Economy, Increasing Employment and Regenerating Towns

PI Description	Years								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
No of weeks employment through using Community Benefit clauses	-	-	-	1,190	1,000	✅	2,093	1,200	✅
The percentage of procurement spent on local enterprises	16.62%	n/a	📈	19.75%	n/a	📈	17%	n/a	📈

Priority DP1 Digital First; Underpinning Delivery

PI Description	Years								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Procurement & Commercial Improvement Programme (PCIP)	-	-	-	68%	n/a	📈	77%	n/a	📈
Percentage of FACS Invoices that were paid within 30 days	95.83%	97%	🔺	94.44%	96.5%	🔺	96.75%	97%	✅
Percentage of business rates collected in year	96.5%	96%	✅	96.1%	95.8%	✅	96.5%	96.5%	✅
% of Self Service Transactions	24.43%	22%	✅	36.7%	30%	✅	40.09%	35%	✅
Ebilling for Council Tax Customers	6,149	5,200	✅	8,588	15,000	🛑	9,464	22,000	🛑
The percentage accuracy rate in Registration.	97%	98.5%	🔺	95%	98.8%	🔺		99%	❓
Support services as a % of total gross expenditure	2.28%	2.5%	✅	2.49%	2.5%	✅		2.5%	❓
The cost per dwelling of collecting Council Tax	£7.67	£10.72	✅	£7.65	£9.70	✅		£7.25	❓
Percentage of income due from council tax received by the end of the year %	94.68%	94.69%	✅	94.83%	94.69%	✅	94.3%	94.69%	✅

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Priority DP2 Planning for the Future; Underpinning Delivery

PI Description	Years								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Gross administration cost per HB/CTB case (£)	£37.26	£40.14	✅	£34.88	£40.14	✅		£36.50	❓
Overall Employee Engagement - FACS	65.6%	62.7%	✅	71.7%	68%	✅	71.7%	72%	✅
Percentage of FACS staff with no sickness absence (rolling year figure)	51%	55%	🔴	48%	55%	🔴	56%	55%	✅
Sickness absence days per employee (FACS) per FTE	10.17	7	🔴	7.46	7	🔴	5.46	6.48	✅
Number of Reportable Incidents (RIDDOR) per 100,000 employees	648	320	🔴	482	545	✅	578	520	🔴

Priority DP3 Our Approach; Underpinning Delivery

PI Description	Years								
	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Speed of processing HB (New Claims)	20.32	25.5	✅	16.75	21	✅	8.51	18	✅
Speed of processing HB (Change of circumstances)	13.9	15.5	✅	11.25	13	✅	10.46	11	✅
Speed of Processing (CTR) new claims (days)	25.43	28.5	✅	22	26	✅	28.28	22	🔴
Speed of processing (CTR) changes of circumstances (days)	4.44	8.5	✅	3.97	4.6	✅	7	4.4	🔴
Percentage of Customers delighted with the overall Customer Service	77%	77%	✅	84%	77%	✅	81%	77%	✅
Percentage of Calls Answered within the Contact Centre	89%	95%	🔴	89.4%	90%	✅	89%	90%	🔺
% of customers seen within 15 minutes by the Service	-	-	-	95%	92%	✅	91%	92%	🔺
Percentage of FACS who have had a PPD interview in the last 12 months	91%	99%	🔴	86%	95%	🔴	100%	95%	✅
Percentage of Subject Access Requests responded to within legislative timescale (Council Wide)	-	-	-	-	-	-	45%	90%	🔴
Freedom of Information requests responded to in 20 working days (%) (Council Wide)	89%	94%	🔴	80%	94%	🔴	83%	94%	🔴

Economy and Communities

Q4 Performance Review

2018/19

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Focus. Passion. Inspiration.

Contents

1. Update on actions from last meeting in May 2018

	Action	Progress
1.	Review Performance Review Report to make it more focused on key areas.	Completed.

Council Plan 2015-18

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

Economy and Communities Priorities 2015-18 (2018 Update)

Investment	Locality Planning	Inclusive Growth	Service Transformation
• Secure an Ayrshire Growth Deal • Ayrshire Regional Partnership • Develop strategic investment sites • Develop inward investment proposition • Making Waves Action Plan and COIG • Maximise external funding to support E&C Priorities • Local Development Plan 2 • Regeneration Capital Grant Fund (RCGF) • Vacant and Derelict Land Fund • £3m Active Travel and Transport • Tax Incremental Finance (TIF)	• Community Empowerment Unit • Developing & Supporting Locality Partnerships • Community Investment Fund • Community Engagement & Participatory Budgeting • Active Communities • Community Food Plan	• Better Off North Ayrshire • Social Enterprise Strategy • Employability Skills Pipeline • Employability Hubs • Co-hub development • 270 Council Apprentices • Poverty Challenge Fund • Digital inclusion • Fair for All • Supported Employment • Poverty and Social inclusion proposals • Economic Footprint • Community Wealth Building Proposals	• Connected Communities realignment to localities • Community empowerment through co-design and co-delivery • Volunteering • Child Centred Council • Year of Young People • Basic Income Feasibility Study

3. Directorate Priorities

<div style="background:#e6007e;color:white;">Priority 1. Investment</div>

Key Highlights

Ayrshire Growth Deal Secured
The Ayrshire Growth Deal was secured on 31st January. The Heads of Terms for the Ayrshire Growth Deal was signed on 8th March 2019 by the Secretary of State for Scotland, David Mundell, the Cabinet Secretary for Infrastructure, Michael Matheson and the three Ayrshire Council Leaders. This historic investment in the Ayrshire economy totals £251.5 million, with the UK and Scottish Governments both investing £103m each over 10-15 years. The three Councils will match this investment with up to £45.5 million. Of this, circa £90 million has been allocated to North Ayrshire to support transformation to the economy, employability, inclusive growth and improving digital connectivity.

The funding is anticipated to leverage in further public and private sector investment. Ayrshire partners believe it will unlock private investment and deliver around 7,000 new jobs across a wide range of sectors.

Six physical projects across North Ayrshire will receive investment: Hunterson, i3, Marine Tourism, Ardrossan, The Great Harbour and a subsea transatlantic fibre optic cable landing in Irvine. Further to this, North Ayrshire will benefit from investment programmes in Skills and Inclusion, Digital, and Community Wealth Building. A regional transport appraisal will inform the future National Transport Strategy and National Transport Projects Review

41 live inward investment enquiries
There are currently 41 active investment enquiries, 25 of these have been received during 2018-19. A number of major projects are in development with discussions with partners and Government progressing to unlock the opportunitites.

Significant investment in our communities by a range of external funders
This includes recent investment of over £1m by Big Lottery in projects in the Our Place Ardrossan partnership, including the Three Towns Growers, the Ardrossan Music Experience and Whitlees Community Association and Centre.

£3 million external funding for Active Travel and Transport
A number of the projects were multi-year or with a completion date of May 2019 so on-going into the new financial year. Funding applications have been submitted to a range of partners including Strathclyde Partnership for Transport and the Central Scotland Green Network Development Fund following workshops with Elected Members in December and Cabinet agreement in January.

Major Projects

- *i3* – Developments at Annickbank, Gateway and the Strategic Investment Campus are now complete. Live enquires are being progressed alongside work to determine the strategic direction. The Gateway Building and Block 7 at Annickbank continue to be marketed with a number of related enquiries. Research work to develop as a business campus with a focus on digital automation for i3 has begun with support from Scottish Enterprise and involves discussions with key stakeholders.
- *Ardrossan* – Work has been completed to identify the preferred solution to ensure the long term resilience to Ardrossan Harbour, work is also underway to develop proposals to create a more integrated transport hub.
- *Great Harbour* – Work is underway to develop the proposals for the Maritime Mile and discussions are being finalised to create a partnership agreement with NPL to develop the Great Harbour concept.
- *Hunterston* – Work continues to attract high quality investment and a number of major enquiries are being pursued.
- *Quarry Road* – Our Business Development Team and KA Leisure moved into their new offices at Quarry Road phase one. Work continues on site with phase 2 with the Scottish Government agreeing to increase the Vacant and Derelict Land Funding (V&DLF) allocation to £842,000. The construction of a new closed cycle loop was completed on time and will open to users in Summer 2019. The project is on programme with the changing facilities and 3G outdoor pitch underway and indoor football pitch structure erected. Phase 2 is due for completion in June 2019. Branding is currently in development for the site.

- *Lochshore* –The Scottish Government agreed a revised allocation of £400,000 from the V&DLF towards the project which has enabled the progress of masterplanning and business plan work. Feasibility and preliminary design work to deliver four new active travel routes and a gateway to the Lochshore site funded by Sustrans and CSGNT is complete.
- *Irvine Public Realm* – work has started on site on the £3.2m public realm improvements in Irvine town centre, alongside extensive consultation with local businesses to minimise disruption.
- *The Training Station, Saltcoats*: the proposal to regenerate Saltcoats Railway Station building was awarded £150,000 RCGF funding. This will develop a new community and active travel hub with the Karate Club as operator and anchor tenant as well as progress the regeneration of Saltcoats town centre.

Making Waves tourism action plan advanced

We secured an initial £300,000 of funding as part of the £1million programme of funding from the Scottish Government for Tourism in Ayrshire, the Firth of Clyde and Clyde Islands. One main focus will be on the Coig "Five routes, one great adventure". Although in the early stages, the Coig - five routes that take in the sights of all of these areas, will be a major pull for tourism through collaborative working with neighbouring councils and the private sector.

The events plan for the Year of Coast and Waters 2020 is under development and comprises a programme of local events and wider ambitions around a signature event that could be the subject of Scottish Government funding support.

Local Development Plan 2

The Local Development Plan (LDP) has been submitted to the Scottish Government for examination following approval by the LDP committee. Good progress is being made, no hearing sessions by the Reporter are planned and a report back is expected in August with an adoption of the Plan in December 2019 being anticipated.

Ayrshire Regional Partnership

A governance structure for the new Ayrshire Regional Economic Partnership incorporating a new Joint Committee and Sub Committee is being implemented and will meet for the first time in April 2019. This includes senior Elected Member representatives from across the region, national agencies, private sector and regional education institutions.

Development of a new Ayrshire economic strategy is well underway with a draft due to be discussed at the June 2019 meeting of the new Sub Committee with the aim of this being signed off later in 2019. The strategy will be owned and implemented by the new Ayrshire Regional Economic Partnership and will align to the delivery of the Ayrshire Growth Deal. Once the strategy is in place, a new Regional Skills Investment Plan, funded by SDS will commence.

Key Areas of Focus for the next six months

- On going development of projects at the key strategic sites – Ardrossan, Hunterston, Great Harbour, Lochshore, i3
- Launching The Coig (a visitor destination route) in Autumn
- Develop a regeneration strategy
- Developing the LDP2 Delivery Plan
- Developing plans and proposals for new town centre fund - £1.418m
- Establishing the Ayrshire Regional Partnership governance structure and developing the Ayrshire Regional Economic Strategy focusing on inclusive growth

Priority 2. Locality Planning

Key Highlights

Locality Partnerships

A proposal to pilot an integrated approach to the Locality Partnership and the Locality Forum in Arran was accepted by the HSCP and NAC Cabinet in February. This will be the first joint approach in Scotland.

Mainstreaming Participatory Budgeting 3 Towns Pilot

Marketplace Events have been held in all six localities, with over £180,000 (including Green Health Partnership Funding) awarded to communities. The events attracted 2,273 attendances, 2,413 votes in person and online awarded 152 projects an average of £1,184.

Communities participated in deciding how £750,000 of Grounds Maintenance budget was allocated in the Three Towns Locality, attracting approximately 600 votes. Following this pilot, mainstream Participatory Budgeting is being rolled out to all localities, with over 200 suggestions on grounds maintenance received within the first month.

Youth PB encouraged 6,814 young people to award a share of £51,500 to 58 groups. Interest was high with 70 applications received. We expanded the age group to include all 8 to 24 year olds yet there were no spoiled ballots – suggesting high engagement with our young people.

A new tool to enable participation in local decision making, Consul, has been launched. Utilising the brand "Shaping North Ayrshire", this allows for comment, discussion, online consultation and unique voting. it will underpin participatory budgeting and inform local decision-making. The tool launched with the consultation on the draft Council Plan and the public engagement on halls, centres and libraries.

North Ayrshire is one of two local authorities featured in a Scottish Government Mainstreaming PB film. We are also one of three local authorities involved in designing and testing a national digital PB tool.

Due to our Locality Planning, community empowerment and PB work, North Ayrshire alongside Glasgow City Council are the lead authorities in Scottish Government's international Open Government Partnership.

Community Investment Fund (CIF)

Local decision-making on interventions to reduce inequalities through the Community Investment Fund (CIF) continues with a number of local projects which reduce health, digital, food poverty and age-related inequalities. All localities, with the exception of Arran, now have live CIF projects.

Eight CIF bids have been approved this year, with a further two pending approval in April 2019. These are summarised below.

Locality Partnership	Proposal	Amount approved
Garnock Valley Locality Partnership	*Creation of a Men's Shed to address social isolation and to provide opportunities for community involvement, health and well-being and employment.*	£28,000
Three Towns Locality Partnership	*Match funding for a feasibility study to develop a community development trust in Ardrossan to capitalise on and progress the work done by a number of local organisations and initiatives to date*	£25,000
Irvine Locality Partnership	*Appointment of a "Digital Irvine" Project Officer to inspire and connect community, educational and business initiatives in Irvine to promote digital inclusion, participation and skills development.*	Maximum of £84,604
Kilwinning Locality Partnership	*Transformation of the former tennis court area at Kilwinning's McGavin Park into a community play area and outdoor gym to encourage health and wellbeing.*	£35,000
North Coast and Cumbraes Locality Partnership	*Establish a Cycling Without Age initiative to be run in Fairlie, Largs and Millport.*	£22,800
Garnock Valley Locality Partnership	*The principal aim of the Travel Needs Analysis is to investigate what can be done to improve accessibility to employment, education, social and leisure activities and health services.*	£25,000
North Coast Locality Partnership	*The proposal will deliver Clearer Minds, a unique, practical programme to improve pupil mental health.*	£30,200

Year of Young People 2018

In the 2018 Year of Young People we hosted the Scottish Youth Parliament sitting, Brexit event and National Awards, welcoming people from all around Scotland to make decisions at a national level. A first of its kind Joint Cabinet Live featured digital representation from all secondary schools in North Ayrshire. Key partnerships were created with the Police and NHS to ensure young people have the information they need to make informed decisions.

Our YOYP Ambassadors' also focussed on suicide prevention and were awarded the National YouthLink Award for Health and Wellbeing for their Thirteen Ways Suicide Prevention work. The animated series offers very effective advice and can be viewed at https://www.youtube.com/playlist?list=PL_V-9JlW4l4OWgHm58aBVL2js7ClkJRau

The YOYP Legacy Report was approved by Cabinet and will deliver further significant innovation in how young people influence the Council's work. The key themes are emotional and mental health and well-being, poverty and young people's voice and participation. Three workstreams have been established.

During the year 9,515 activities, programmes and learning event opportunities supporting democracy were accessed by young people.

The Council's Leadership Team proposed a range of co-design projects with young people. A presentation at the first national event on Child Poverty was delivered in December 2018. A range of peer research projects has been established including for national consultation responses.

A new young people's Fair for All Commission is being established in a sector leading move to ensure young people are advocating for themselves in this area.

Food Strategy Food Opportunity Mapping

The food mapping exercise aims to reduce household food insecurity. An interactive food map hosted on Google Maps has been established to provide residents with access to information in a familiar format.

The exercise has identified 114 food related opportunities including lunch and activity clubs, community cafes, cooking and growing groups. (Garnock Valley Parklives delivered 9,125 portions of food over 12 weeks.) The approach supports our Child Centred resolution to give children and young people access to food during weekends and school holidays.

Our Food Forum Members are establishing a food charter to help take forward and connect earlier proposals.

A record 650 young people were involved in North Ayrshire's Holiday Meal and Activity Programme in partnership with community centres and other community settings. There has been an increase in the range of activities for children to take part in including food education. From across schools who host the programme, 450 young people have been part of an engagement to rename the programme and influence what it looks like as part of the Year of Young People activity. The new look name and programme will be unveiled in summer 2019.

The North Ayrshire Food Forum has now seen 27 organisations and 60 people become involved in the discussions and actions to tackle food poverty and improve wellbeing in North Ayrshire. A thematic "Fairer Food" participatory budgeting event has been arranged by members of the forum for 8th June 2019 at Eglington Park. The PB event will invite local groups to bid for up to £1,250 to tackle food poverty in dignified ways. As part of the day, a range of food orientated family activity and wellbeing opportunities will be available for people to participate in from planting, growing and horticulture to preparing food, cooking and health walks.

Active Communities

Through their whole systems approach to Active Communities, North Ayrshire and NHS Ayrshire and Arran have been selected to be a "Early Adopter" site for the new Public Health priority relating to diet and healthy weight. This will involve a focus on children and young people, physical activity and the food environment.

Civic Pride Provost Awards saw three finalists from Active Schools including two winners in the Sports Award Category and overall Provost Award. All the finalists are involved in the North Ayrshire Sports Academy (NASA) year long leadership programme.

Sport Scotland have agreed to commit to a new four year partnership agreement that includes investment in Active Schools and the Community Sports Hubs. The recommendation of four years was due to Sport Scotland's confidence in our whole systems and locality approach. In addition, the Board have agreed a 3% increase to Sport Scotland Active Schools staffing investment and Community Sport Hub investment which will be signed off by the end of April.

DrEAM week as successfully held w/c 29th October, involving a range of partner organisations including community groups, schools, an increased range of clubs, Third Sector Organisations and public sector members. Social media was extensively used to promote key messages to a local and national audience.

Active Schools' sector-leading work in relation to the North Ayrshire Sports Academy and anti-sectarian projects progresses well.

Key Areas of Focus for the next six months

- Continue exploring digital participatory opportunities through Consul platform.
- Fairer Food Participatory Budgeting event in June.
- Early Adopter public health status site
- Final consultation on review of Community Facilities and Libraries with North Ayrshire Federation of Community Organisations (NAFCO) in September. As a result of the NAFCO Working Group a widespread public engagement commenced in March to discuss what customers value in halls, centres and libraries. This is a significant undertaking to ascertain customer satisfaction and stakeholder perceptions for these services and to inform future delivery.
- Hosting the first ever Pan-Ayrshire Community Council Conference in spring 2019
- Working with E&YE, HSCP, Team North Ayrshire and community leaders to progress care-experienced young people's mentoring.

Priority 3. Inclusive Growth

Key Highlights

Better Off North Ayrshire provides over £1.6 million of financial gains for our residents
A new contract and funding arrangements were agreed with funders, with a payment of £850k received during Quarter four. Significant risks remain in terms of generating income, however mitigation measures are in place and an update will be provided to Cabinet in June.

Since its launch in February, the Better Off North Ayrshire project has provided £1,684,996.71 of financial gains to North Ayrshire residents and this continues to increase. The project has assisted 1,739 residents, approximately 40% of whom have a disability. Of those who took financial action (as some only sought advice), the average gain was £969 per person. Work continues to strengthen our understanding of service users, the barriers they face and how these can be overcome.

Inclusive Growth
The inclusive growth work has become mainstreamed into Council operations. Priorities moving forward are Community Wealth Building, developing a regional inclusive growth strategy and further developing the Ayrshire Growth Deal projects to ensure they maximise inclusive growth.

North Ayrshire has been chosen as a case study by Economic Development Association Scotland (EDAS) for their Inclusive Growth Community of Practice. The Improvement Service will use it as a case study for their Elected Member training. The Inclusive Growth Diagnostic was nationally recognised with a COSLA Bronze Award.

The Ayrshire Growth Deal will provide £8.5m for a new Regional Skills and Inclusion Programme. This will be informed by the three projects: Working for a Healthy Economy, Fair Work and Co hubs which made up the original 19, bids to governments. Working with partners, a re-prioritisation and re-design of a proposal is underway.

Challenge Poverty Fund fully committed
The balance of the £848k allocated to the Challenge Poverty Fund in 2017/18 has been allocated to support the extension of EU employability programmes to 2022. Funding extensions have been submitted to the Scottish Government (see "**Employability**" section below).

Corporate Parenting project
The funding has been used to employ a corporate parenting coordinator, support worker and a modern apprentice.

The team have developed a Care Experienced Champions Board, made up of young care experienced people between the ages of 14 and 20. They have developed their terms of reference and are focusing on representing the voices of all the 500+ care experienced children and young people.

Currently their main focus is mental health and advocacy, looking to challenge and change policy and practice so that their peers can be more empowered with the skills and knowledge to overcome financial, emotional and knowledge poverty. A 'Family Firm' policy and practice is in development to ensure that all corporate parents are providing opportunities for training and employment. The Family Firm will be fully implemented this year.

Scottish Basic Income Pilot Feasibility Study
A Basic Income Project Manager (Improvement Service) and Policy Officer (North Ayrshire) have been recruited and started in August 2018. North Ayrshire is the local authority lead for engagement with DWP on behalf of the Steering Group. In August six members of the Steering Group attended the Basic Income Earth Network (BIEN) Congress at the University of Tampere and met with key contacts to share information and learning from basic income pilots currently underway in Finland, Netherlands and Ontario.

During Challenge Poverty Week (1st-8th Oct) the Leader and Provost discussed the concept of a Citizen's Basic Income with secondary school pupils.

In January the International Learning Report from BIEN Congress was published by Carnegie Trust UK. Research on the potential interactions between a pilot of Citizens' Basic Income (CBI) and the UK Benefits system was commissioned and undertaken by Child Poverty Action Group. The CBI Steering Group published and submitted the first Feasibility Study Update report to Scottish Government on 5th March. The Feasibility Study Update Report was presented to NAC Policy Advisory Panel on 14th March.

On March 18th, representatives from the CBI Steering Group visited Whitehall to participate in discussions with DWP and HMRC in relation to pilot options.

Employability

Ardrossan Employability Hub opened officially in August, providing a much needed resource in the area. Skills Development Scotland have co-located staff in the building. The existing hubs are being remodelled to ensure that customers have access to a wider range of provision. Ayrshire College have been key partners in developing a menu of new vocational training options within hubs. A new peripatetic hub model is being developed which will take the hub model and its services to outlying communities. The Kilwinning College hub has been reviewed and changes proposed which will result in a move to Kilwinning library. The hubs are reviewed regularly to ensure that there are being well used, offering the right services and overall meeting the strategic objectives originally set.

Over 400 unemployed residents attended a jobs fair in October at Saltcoats Town Hall with 42 employers attending with vacancies.

Funding extension bids were submitted to European Social Fund (ESF) for a funding package of over £7M, to cover 2019-2022. Inclusive Growth is a key facet of the funding proposals, with more focus on excluded groups such as those with disabilities, females and care experienced. The formal grant offer from the Scottish Government is pending.

Supported Employment

An investment of £500k from the Poverty Challenge Fund for supported employment was approved by Cabinet in June to support disabled residents into employment. The recently recruited Supported Employment Programme Manager has quickly developed plans for further recruitment and is developing the service offer and referral routes. The service will be operational from June, with full launch in Autumn.

Modern Apprenticeship Programme

We have recruited 277 Modern Apprentices since April 2016, exceeding our three year target of 270.

In November 2018 Cabinet approved proposals for 150 Modern Apprentices over the next three years. The refreshed three year Modern Apprentice programme will see more focus on supporting care experienced and disabled young people into opportunities.

A Modern Apprentice Event was held at the end of March in Saltcoats Town Hall and attracted over 150 local young people. A variety of council services promoted their vacancies to encourage applications for Modern Apprenticeships.

Community Wealth Building

Economic Growth have carried out research into a "community wealth building approach" developed by Preston City Council, engaging our Elected Members and Community Planning Partners in discussions. The Leader of Preston City Council attended a workshop in North Ayrshire to share their experiences and explore how we can identify and secure the wealth that already exists in a local area. A research proposal has been agreed and resources are being sought to support an action plan. The Inclusive Growth Programme Manager has been working predominantly on proposals around Community Wealth Building, which will be progressed through a £3M fund created through the Ayrshire Growth Deal

Social Enterprise Strategy

The Social Enterprise Conference was held in November, with 70 attendees. There are currently 133 Social Enterprises within North Ayrshire, of which 98 have been supported with 24 given funding approval.

Key Areas of Focus for the next six months

- Exploring the feasibility of a Scottish Basic Income Pilot in a cross-Council study with partners
- Implementing the new Supported Employment service
- Developing the peripatetic employability hub
- Launching the 19/20 Modern Apprenticeship programme
- Securing approval for the Community Wealth Building action plan and related inclusive growth projects.
- Developing and launching a new Employability Delivery Framework following a confirmation of ESF funds
- Finalising the business case for AGD Skills and Inclusion projects

Priority 4. Service Transformation

Key Highlights

Building Control Mobile

Building Control Mobile has been implemented to further enable the team to provide an end to end digital service. We are working with the supplier to further develop the app.

Trading Standards

Working alongside partners such as Police Scotland, SEPA, the Tyresafe Charity and DVSA a successful Tyresafe campaign led to hundreds of potentially dangerous tyres being removed from sale to unsuspecting customers. The business operator was successfully convicted of multiple offences.

152 Call Blockers were fitted in vulnerable residents' homes, stopping thousands of cold calls and attempted telephone frauds. 48% of calls received by these householders were nuisance calls.

Connected Communities realignment to localities

The Community Learning and Development team has been reshaped to deliver and develop Locality Planning priorities. Smaller teams are now very focused on key areas of work in relation to young people, adults and communities.

Volunteering

We have been invited to be Volunteer Scotland's national partner in their Employer Supported Volunteering pilot in the Scottish Government Programme for Government. Alongside our developing Get Connected approach linking to the needs of localities, this contributes to the transformational approach of linking social capital in workforces with capacity building and skills development in communities. It will form part of our forthcoming Local Charter.

Environmental Health

A revised food safety inspection rating scheme is being introduced across Scotland following a successful pilot. NAC is an early adopter of the scheme which will be formally launched on 1st July. The new regime will combine hygiene and food standards inspection into one programme, thereby raising the profile and increasing importance of food standards and reducing duplication by having two separate schemes. As a result there will be an increasing focus on concentrating resources and efforts on known high risk or non compliant business.

Kindness

Our status as the national test site for kindness with Carnegie UK is resulting in a national profile for our peer research and our tests of change. The publication of Julia Unwin's recent report has further moved this debate up the agenda, and "kindness" is now publicly at the heart of the Scottish Government's Performance Framework. Funding for continuation of the North Ayrshire work has been approved by Carnegie UK.

Child Centred Council

After extensive engagement with young people the strategic group has identified three main themes which it aims to address. The Scottish Children and Young People's Commissioner spent a morning with our young people and our Child Centred Council Working Group and highlighted sector-leading practice in our Year of Young People strategic work.

During 2018/19 work has focussed on delivering children's rights training for a range of staff, including at a Leadership Conference and Customer Services Week, to help embed a child centred culture within the council. The Year of Young People working groups have made excellent progress with events to mark the Year of Young People (see Priority 2 above).

We appointed a Care-experienced Young People's Coordinator and assistant, using the Poverty Challenge Fund and they will work with MCR Pathways to meet our Child Centred resolution to ensure positive post-school destinations for care-experienced and disadvantaged young people.

As part of the streamlining of our approach to Children's Services, the Child Centred Working Group will be aligned to the Children's Services Improvement Board and pledges reported there.

Significant progress has been made against the pledges as follows:

1. **Care experienced young people and positive destinations**: A Care-Experienced Young People's Coordinator and Assistant have been appointed and the Council has become a partner in the MCR Pathways initiative which mentors young people in school settings to support them into positive destinations.
2. **Young people's voice**: Cabinet approved in March 2019 a refresh of the young people's citizenship and participation strategy and a range of peer research projects.
3. **Access to food**: a range of organisations meet in the Food Forum and have helped to map and increase the number of opportunities for children and families to access food in local communities.

Key Areas of Focus for the next six months

- Considering recommendations from two national Building Standards Reviews
- Implementing Get Connected and work with the Open University and Volunteer Scotland to progress new volunteering relationships
- Integrating the Child Centred Council work into the Children's Services Strategic Partnership work to enable it to become "business as usual."
- Preparing for Brexit and implications for the local economy
- Refreshing the business offer to recognise growing regional and local focus.

1. **Care experienced young people and positive destinations**: A Care-Experienced Young People's Coordinator and Assistant have been appointed and the Council has become a partner in the MCR Pathways initiative which mentors young people in school settings to support them into positive destinations.

4. Directorate Performance Indicators

4.1. Council Plan Performance Indicators Summary

Economy and Communities has 10 indicators that contribute to the Council's Strategic Priorities.

Council Plan Performance Summary – As at Q4 2018/19						
Priority	No of Indicators	✅	⚠️	🛑	📈	❓
SP1 – Growing our economy, increasing employment and regenerating towns	5	2	1[1]		1	1
SP2 – Working together to develop stronger communities	3	2			1	
SP3 – Ensuring people have the right skills for learning, life and work	1	1				
SP4 – Supporting all of our people to stay safe, healthy and active	1	1				

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[1] ⚠️ *EG_28 Town Centre Footfall has fallen behind target at year end. The main contributing factors are a decrease in footfall at Irvine (-8.9% or 361,039) and Largs (-5.54% or 67,278, the third year of reduction). Saltcoats has seen a slight rise in footfall of 0.95% or 17,782. Falling levels of footfall in our town centres is a reflection of changes in retail and shopping patterns and increase in on line purchases. Trends need to be analysed over a longer period and consider other data to ascertain overall performance of our town centres.*

4.2. Directorate Plan Performance Indicators Summary

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

Directorate Plan Performance Summary – As at Q4 2018/19						
Priority	**No of Indicators**	✅	⚠️	🛑	📈	❓
Investment	0 – this is monitored through progress against actions.					
Locality Planning	3	1			1	1
Inclusive Growth	5	3	1[2]	1[3]		
Service Transformation	9[4]	3		1[5]	2	3
Best in Class – the 2020 Challenge	17	10	2[6]		2	3
Essential Ingredients	3		1[7]	1[8]		1

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[2] 🛑 EG_20 Number of unemployed people registered with employability hubs is below target at year end but successfully operating at full current capacity. The target is over ambitious as it is approximately 50% higher than current capacity. The figures as a proportion of the over-arching employability service are higher than in previous years and in addition to reaching capacity, there are several areas that are affecting the number of registrations:

- A tightening labour market in recent years has reduced the number of job ready unemployed people and the focus has moved to support smaller numbers of people who need far more intensive support.
- Fair Start Scotland was introduced in April 2018. This is a Scottish Government Employability Programme that DWP in particular are encouraged to refer unemployed residents to. This has reduced the pool of unemployed residents who would access support through our services.
- Kilwinning Hub at Ayrshire College has not engaged customers at comparable levels to other hubs. As a result, the council is looking at other venues in Kilwinning and have agreed with Ayrshire College that services in the college will be delivered at specific times of the year.
- We have moved to a case management approach in the hubs, which means we are now only counting those people who fully register for the service.
- Elements of the hubs' offer have been in need of a refresh to ensure they are engaging – a new menu of activity was developed in early 2019 and is already demonstrating an impact. Skills Development Scotland have closed their main HQ and will now have a more regular presence in each hub – again we expect this to generate new customers in the coming year.

[3] ⚠️ SP_DE_08 Number of people participating in Council funded or operated employability programmes:

- Fair Start Scotland was introduced in April 2018. (Please see note above.)
- Funding for the ESF Youth Employment Initiative ended as planned in June 2018. This programme historically supported hundreds of job ready young people into employment, therefore the end of the programme has clearly impacted on the numbers we can report on.
- Some individual programmes have become more targeted – due to declining resources and the need to respond to the priority groups we have identified.
- A tightening labour market in recent years has reduced the number of job ready unemployed people and the focus has moved to support smaller numbers of people who need far more intensive support.

[4] EG_26 Value of investment secured for North Ayrshire deactivated and removed from this category due to potential duplication with external funding PI (EG_11).

[5] 🛑 EG_24 Sqm of business space created: The creation of new business space requires sources of grant funding to be identified. Developments at Irvine Enterprise Area were funded by the Council alongside the Irvine Bay Regeneration Company. A tender has recently been published for the development of space within Irvine Industrial Estate utilising Vacant and Derelict Land Funding. Significant funding has been secured through the Ayrshire Growth deal and will significantly impact this area.

[6] ⚠️ EG_28 Town Centre Footfall (please see note 1 above)

⚠️ SOL_C&L05b % of adults satisfied with parks and open spaces – this PI is led by the Place directorate

[7] ⚠️ EC_05 Employee Engagement Level within Economy and Communities. This was reported on in the 2017/18 Quarter 2 report (76.4% with a target of 78%). See section 6 for details on progress.

[8] 🛑 EC_03 Sickness absence days per employee – please see section 7.1.

4.3. LGBF Indicators – Priorities

LGBF Indicators 2017/18						
Service Area	No of Indicators	✅	⚠️	⬛	📈	❓
Connected Communities	2					2[9]
Economic Growth	1					1[10]

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[9] *Targets have been set for 2018/19.* **% of adults satisfied with libraries** *is 91%, higher than the previous year's target. Library services are striving to provide a high-quality range of library services normally only available in affluent city-centres, within a tight budget. Aspirations are to sustain high satisfaction levels with a blend of innovative and traditional services, delivered by well trained staff. The introduction of programmes such as the pop-up digital events, DigiDabble, coding and Makerspaces have contributed to customer satisfaction and maintaining the second highest position in Scotland.*

Satisfaction with leisure facilities *is continuing to improve, as it is a three year average it will takes some time for the investment in new leisure facilities at Garnock Campus and the Portal to impact on these figures. In addition, facilities for disability groups have radically improved. Further investment in Largs Campus, a new ASN school campus and Ardrossan Academy's facilities provide opportunities for increasing satisfaction, along with the promotional work of the Active Communities Strategy. KA Leisure have a number of innovative health partnerships including for example, recovery from Heart/Stroke, Mind and Be Active etc. The DrEAM (Drop Everything and Move) event attracted significant social media engagement.*

[10] **Number of business gateway start-ups per 10,000 population** *is higher than previously recorded since 2013/14 at 22.39, just ahead of last year's figure of 22.37. It is hoped that start-ups can continue to rise. There is a focus on high value starts ups to help increase the impact on the local economy.*

Quarter 4 2018/19 Summary Sheet Economy and Communities

Food mapping and additional food with dignity opportunities developed

Young People co-designing Council services

Child Centred Council resolutions being delivered

277 Modern Apprentices recruited over 3 years

above target of 270

Poverty Challenge Fund

£500k for supported employment

£120k for corporate parenting mentoring project

Mainstreaming participatory budgeting rolled out to all six localities

Proposed Local Development Plan submitted to Scottish Government

Ayrshire Growth Deal worth **£251.5 million** secured

616 residents supported into work

More than **£1 million Big Lottery investment** in Communities

£1.68 million back in the pockets of some of our most vulnerable residents

9,515 opportunities for promoting democracy accessed by Young People

National early adopter for new diet and health weight public health priority

868 businesses supported

Over £180,000 awarded through Participatory Budgeting to communities
(including Green Health Partnership Funding)

555 new jobs created

41 live inward investment opportunities

Hundreds of unsafe tyres removed from sale

5. Performance Trends

EG_21 Number of jobs created by businesses in North Ayrshire supported by Business Development
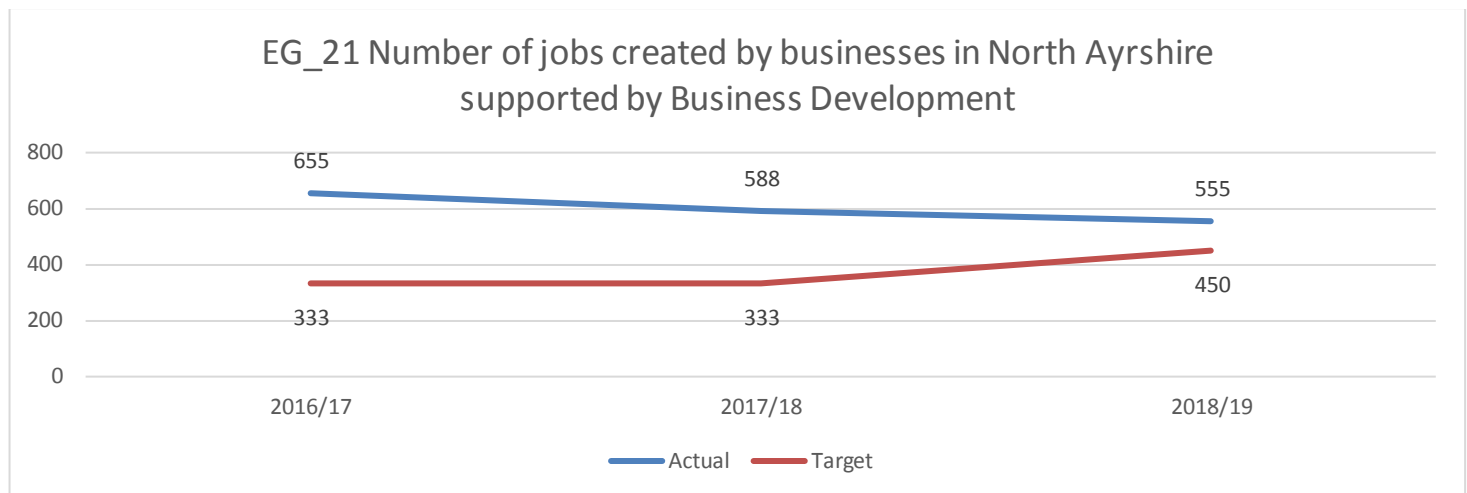
The three year target of supporting businesses to create 1,000 jobs by April 2019 has been exceeded by 80%, with 1,798 jobs created.

CC_01 The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result

EG_11 Leverage of external funding (Economic Growth)
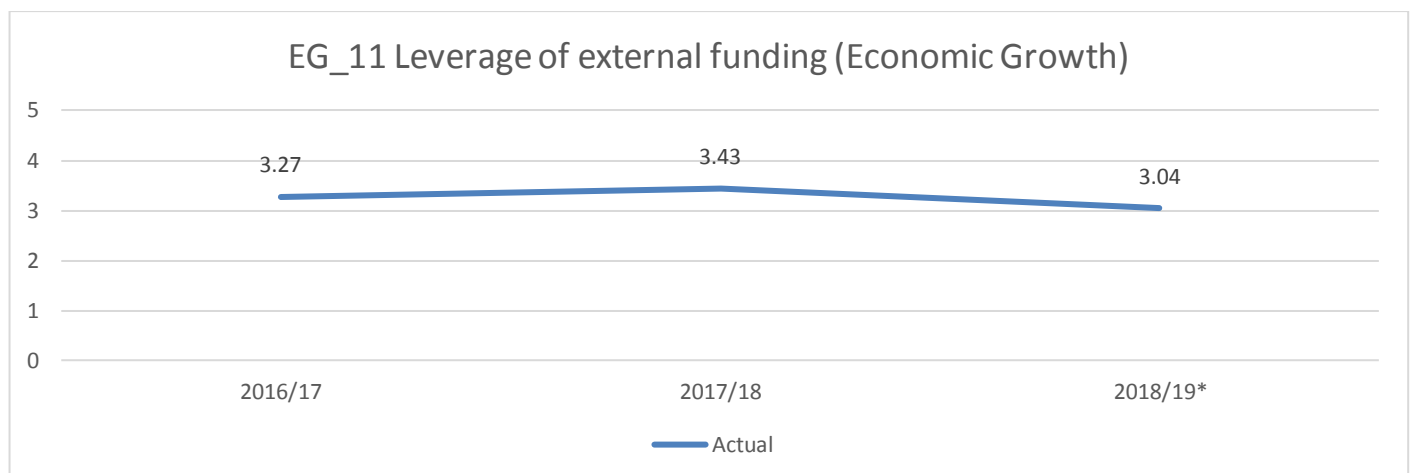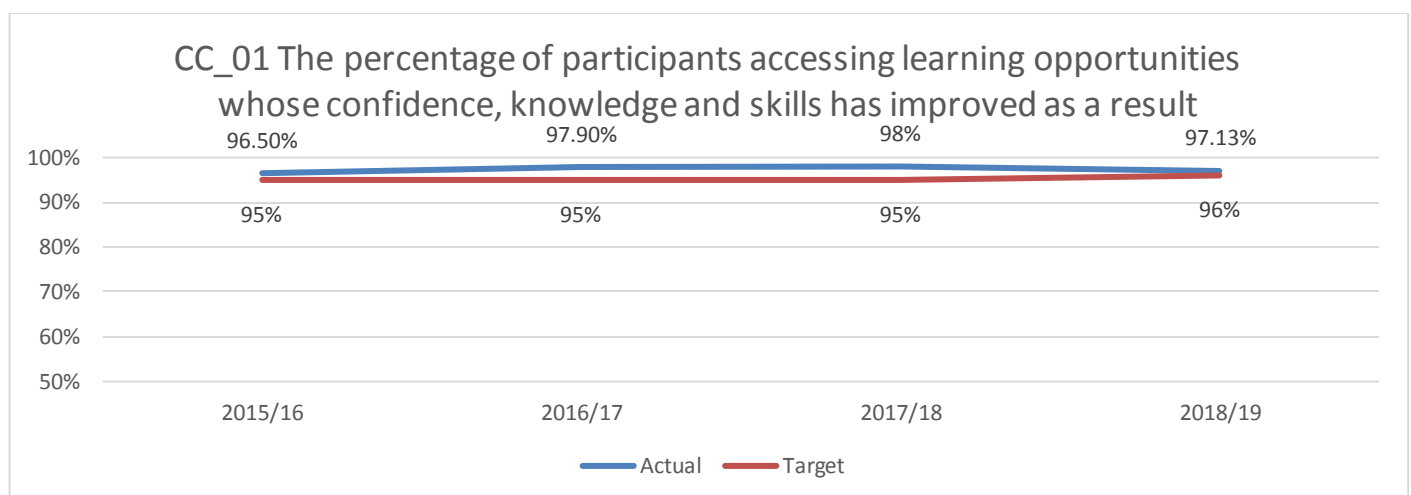
*2018/19 figure is provisional. Chart shows return per £1 of North Ayrshire Council match funding within Economic Growth

6. Best Practice

- Inclusive Growth approach
- External Funding and Investment
- Mainstreaming Participatory Budgeting / Community Consultation
- Community Asset Transfer approach
- Joint Cabinet Live – large scale live interactive online event with secondary schools
- Child Centred Council
- Planning Service approach
- Food mapping
- Kindness Research with Carnegie UK Trust
- Employee Engagement including online Suggestions and Questions

7. Employees

7.1. Sickness Data

The net workforce sickness statistics (excluding staff who have left the directorate) show Economy and Communities to have met their annual target of 6 days per FTE with a result of 5.52 FTE days lost to illness. Due to restructures within the directorate this figure excludes around 26% of FTE absences during 2018-19.

Including all staff for context, the average days lost per FTE during 2018-19 was 7.14 days, above the directorate target of 6 days, however lower than the council-wide status of 9.5 days. Overall attendance within the directorate is closely monitored, detailed sickness reports including an analysis of the past three years per service have informed a draft action plan.

Gastrointestinal was the most common cause of absence, with 60 occurrences during the year with an average of 2.7 days each. It accounted for approx. 5.1% of FTE days absence.

There has been an in-depth review of once day absences and no patterns could be established. One day absences amount to 19.6% of all absence occurrences.

7.2. Other Employee Information

Employee Engagement continues to be a focus for Economy and Communities. The action plan resulting from the Engagement Survey in 2017 continues to be implemented with no action area viewed in isolation. This includes:

- A fortnightly update from the Executive Director introduced in April, with readership monitored to ensure it is effective.
- Links between the Engagement Forum and Senior Management Team meetings have been strengthened through closer scheduling and standing items on each agenda. O365 Teams is being utilized to help maintain engagement when staff cannot attend forums due to workload, but not as a replacement for face to face communication.
- The away day approach has been overhauled, with a focus on networking and building support networks. This has resulted in significant positive feedback.
- The Kindness Research undertaken with the Carnegie UK Trust is attracting national attention.

We continue to benchmark and learn from other teams through the Employee Engagement Cross Service Working Group which meets regularly.

The "Suggestions and Questions" online shortcut has been rolled out to all PCs in Economy and Communities. This allows staff to immediately and confidentially raise suggestions or concerns. The Employee Engagement Forum is updated on actions taken.

Workload levels are being addressed through the changes in Connected Communities and aligning teams to Ayrshire Growth Deal requirements within Economic Growth. In addition,

8. External Evaluations

The Business Development team were awarded the APSE Award for "Best Public/Private Partnership Working Initiative" in September for their Team North Ayrshire approach.

The Inclusive Growth Diagnostic was nationally recognised with a COSLA Bronze Award.

Our first annual Community Asset Transfer and Empowerment report has been identified as best practice by Glasgow Caledonian University.

Feedback on North Ayrshire Council's Planning Performance Framework has been received from the Scottish Government. For the first time the status for all indicators was green, additionally our decision making timescales were well below the national average. We were highly commended for our actions during the year stating we had, "a number of examples of positive pre-application engagement" and "…one of your case studies highlights interdisciplinary working across other North Ayrshire Council services. Ongoing collaboration and engagement with Housing Services is also discussed at various points throughout your report.".

The Planning Service were shortlisted in the Local Authority Team of the Year category of the Royal Town Planning Institute Awards for Planning Excellence 2019.

Sport Scotland have agreed to commit to a new four year partnership agreement that includes investment in Active Schools and the Community Sports Hubs. The four year recommendation was due to Sport Scotland's confidence in our whole systems and locality approach.

9. Appendix

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Priority 1. Investment

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Progress for this priority is mostly monitored through actions and all actions are on target. PIs will be further developed following an Ayrshire Growth Deal, however the PI below gives an indication of the external funding element of this priority.

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
EG_11 Leverage of External Funding (Economic Growth)	Leverage of External Funding per £1 North Ayrshire Council contribution.	3.27	N/A	📈	3.43	N/A	📈	3.04*	N/A	📈

provisional figure.

Priority 2. Locality Planning

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
CC_04 The number of community management and ownership initiatives	The number of community management and ownership initiatives. (Data per quarter shows the year to date figure rather than additional initiatives.)	5	N/A	📈	8	N/A	📈	0	N/A	📈
CC_05 Local access to opportunities and support	The percentage of people who feel able to access the opportunities and support they need in their local area	99.6%	96%	✅	99%	96%	✅	98%	96%	✅

Priority 3. Inclusive Growth

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
SP_FCS_P_B01 Number of modern apprentices on North Ayrshire Council programmes	Number of modern apprentices on North Ayrshire Council programmes. This is the number of people directly employed by the council (internally) as Modern Apprentices. (Quarterly figures are cumulative.)	91	85	✅	99	85	✅	87	85	✅
CC_01 The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	97.9%	95%	✅	98%	95%	✅	97.1%	95%	✅
EG_20 Number of unemployed people registered with employability hubs	This shows the number of unemployed people registered with employability hubs. The figures are cumulative to ensure all registrations are captured during the year. (Quarterly figures are cumulative.)	631	900	🔴	635	900	🔴	597	900	🔴
SP_DE_08 Number of people participating in Council Funded/Operated Employability Programmes	This is the number of people participating in Council Funded/Operated Employability Programmes. The vast majority are unemployed, with only a very few under employment. (Quarterly figures are cumulative.)	1,590	1,435	✅	1,791	1,435	✅	1,383	1,435	🔺
SP_DE_A03 Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives. (Quarterly figures are cumulative.)	704	765	🔴	818	573	✅	616	573	✅

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
CC_09a The number of unique volunteers who are active in Connected Communities and Third Sector Interface activities	This is the number of unique individuals actively volunteering in Connected Communities and Third Sector Interface activities. Individuals are counted once throughout the year. This PI was created following a split of the original CC_09 PI and should be viewed alongside CC_09b (volunteering opportunities) for context.	N/A	N/A	N/A	N/A	N/A	N/A	516	N/A	📈
CC_09b The number of volunteering opportunities participated in within Connected Communities and Third Sector Interface activities	This is the number of volunteering opportunities participated in within Connected Communities and Third Sector Interface (TSI) activities. Individuals may be counted more than once as this PI demonstrates the scale of volunteering within Connected Communities and the TSI. This PI was created following a split of the original CC_09 PI and should be viewed alongside CC_09a (number of unique volunteers) for context.	N/A	N/A	N/A	N/A	N/A	N/A	4,181	N/A	📈
EG_21 Number of jobs created by businesses in North Ayrshire supported by Business Development.	This shows the impact of the activities of Business Development. Quarterly figures are cumulative.	655	333	✅	588	333	✅	555	450	✅
EG_22 Number of businesses actively account managed by Business Development	This shows the number of businesses actively account managed by Business Development including Team North Ayrshire companies. Figures represent the number of account managed businesses at time of reporting.	240	223	✅	243	239	✅	255	255	✅
EG_23 Number of businesses receiving support from Business Development	This shows the number of businesses supported by Business Development. Team North Ayrshire account managed companies are only included in this figure if they have actively received support during the period. Business Gateway figures are not included in this figure.	667	400	✅	644	400	✅	868	400	✅

PI Code & Short Name	PI Description	2016/17			2017/18			2018/19		
		Value	Target	Status	Value	Target	Status	Value	Target	Status
EG_13 Tourism bed nights within North Ayrshire	This indicator records all bed nights within North Ayrshire including hotels, B&Bs, self-catering and campsites.	442,840	489,600	🔴	479,990	450,000	✅	Data available end of May 2019	455,000	
EG_24 Sqm of business space created	Shows the number of square metres of business space created by Economic Growth teams. First update due Quarter 4 2016/17.	N/A	N/A	N/A	5,000	5,000	✅	0	2,000	🔴
EG_32 Tourism visitor numbers	This shows the approximate number of tourists to North Ayrshire per calendar year, combining two reports. One for the mainland and Cumbraes as well as the Isle of Arran. As a result the actual figure may contain some duplication of figures and is approximate. The trend data is more important and is less affected by duplication. Calendar Year data: 2016 data entered against 2016/17, 2017 data entered against 2017/18.	1,426,740	N/A	📈	1,506,210	N/A	📈	Data available end of May 2019	Targets set for 2019/20 onwards	📈
SP_DE_05 Hectares of vacant/derelict land developed	This indicator records the number of hectares of vacant / derelict land developed by North Ayrshire Council. This is a high level indicator; operational details required in terms of the Vacant and Derelict Land Fund (VDLF) are at team level. Due to complexities in developing land (e.g. level of contamination etc.) the number of hectares developed does not necessarily reflect the amount of funding required in each instance.	14 ha	N/A	❓	Data not yet available	N/A	❓			

Education & Youth Employment

Q4 Performance Review

2018/19

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Focus. Passion. Inspiration.

Contents

1. Update on actions from last meeting in November 2018

	Action	Progress	Responsible
1.	Revise performance report : • Add data to narrative • Update PPD/PRD measure • Add case study to demonstrate good practice in positive destinations	The actions have been updated and incorporated into the Q4 performance report.	E&YE Directorate
2.	Establish process in schools for notification of PPD/PRD completion.	A Corporate template is sent out to all line managers requesting completion and return by a given date, normally start of April. In order to improve the completion of PPD/PRD's, the communication will be improved by sending reminders to line managers during September and January.	E&YE Directorate
3.	Analyse 1 day absence occurrences.	Analysis of 1 day absence occurrences have taken place and findings are detailed at Section 6.1.	E&YE Directorate
4.	Identify absence trends from monthly reports.	Absence trends have been analysed and information relating to this action is detailed at Section 6.1.	E&YE Directorate
5.	Continue to contribute to Regional Improvement Collaborative in areas that make a difference to our schools.	Education and Youth Employment currently actively contribute to the following Regional Improvement Collaboratives: - Early Years - Staffing - Pupil Equity Fund - Assessment and Moderation	E&YE Directorate

Education and Youth Employment Directorate

Strategic Outcomes 2018-2019

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

National Improvement Framework Priorities 2018:

1. Closing the attainment gap between the most and least disadvantaged children
2. Improvement in attainment, particularly in literacy and numeracy
3. Improvement in children and young people's health and wellbeing
4. Improvement in employability skills and sustained, positive school-leaver destinations

Service Priorities 2018-2019

1. 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 corporate Fair for All and directorate inclusion strategy, ensure effective support for children and young people.
- Ensure effective implementation of Children & Young People (Scotland) Act 2014.
- Encourage and support active collaboration and engagement with parents, including family learning in partnership with other Council directorates and partners.
- Develop a range of strategies to support the mental and emotional wellbeing of our children and young people.
- Ensure we develop and deliver an effective early years' service which will provide flexible learning and a blended model of childcare provision.

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 from early level to Senior Phase.
- Support and strengthen the professional capacity of staff.
- Design and implement a framework to ensure we develop high quality leaders of learning.

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

- Consolidate 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, Teachers' Professional Judgement, national standardised assessments 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

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.
- Ensure our young people leave school with the skills employers need.
- Work towards embedding national career and work placement standards.
- Work with key partners to enable young people to participate in appropriate apprenticeship programmes for our young people.

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3. Directorate Priorities

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

Key Highlights

➢ Targeted nurture approaches have been further embedded in North Ayrshire schools. This is having a significant impact on social and emotional wellbeing of learners in 7 secondary schools, 20 primary schools and 9 early learning and childcare establishments. All schools are focused on embedding whole-school approaches to nurture. In early learning and childcare settings, 95% of children showed improvement in the developmental strand of the Boxall Profile. This number was 76% for primary children and 76% for learners in secondary schools. Similar improvements were also observed in the diagnostic strand of this assessment, representing a significant improvement in social and emotional wellbeing for these young people.

➢ In primary and secondary schools, we continue to improve children and young people's access to supports for their emotional wellbeing. In addition to a range of resources to support good mental health, secondary school counselling has supported 558 young people from the beginning of the service in mid-2017 to February 2019, and this has had a positive impact on mental wellbeing, reducing barriers to learning and improving social skills, as demonstrated by improvements in Strengths and Difficulties Questionnaire scores.

➢ Our innovative Family Learning Team continues to support families and evidence shows that the number of families engaging has been sustained. As of March 2019, there have been 425 interventions which have supported over 4000 families since this team was established. Our evidence shows that families have increased knowledge, confidence and understanding in how to support their children's learning at home and in school. Our work in this area has been highlighted on the National Improvement Hub (https://education.gov.scot/improvement/practice-exemplars/family-learning-in-north-ayrshire).

➢ The Directorate has undertaken a significant exercise to explore options to deliver Early Learning and Childcare (ELC) that will provide high quality learning experiences for children, and flexible provision for families and communities. Nine pilot sites are delivering 1140 hours across North Ayrshire. A further six will become operational over next 6 months. A comprehensive evaluation of the pilot sites tells us that improvements are being achieved not only for the children, but for parents and carers too. There are 43 ELC infrastructure projects planned to deliver improvements to the learning environments. Ten of these are complete, with a further 8 scheduled for completion during 2019/20. The total budget for all projects is £11.4m.

Key Areas of Focus for the next six months

➢ Continuing further roll out of 1140 Early Years Expansion. This will include a further 6 sites becoming operational with 3 partner providers also delivering 1140 hours. Eight infrastructure projects will be completed as part of this project. This will include the implementation of new working arrangements for ELC staff.

➢ Issuing the national parental involvement and engagement survey to all families, the findings of which will be used to shape further developments, including the publication of the NAC Parental Involvement Strategy 2019.

➢ Finalising and implementing a new positive relationships policy across all establishments.

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

Key Highlights

➢ The core strategic function of our Professional Learning Academy is to improve the quality of learning and teaching across our schools and early years establishments. Throughout this academic session the PLA has worked with 95% of establishments in North Ayrshire. Training and intervention programmes delivered in-school during the day have impacted directly upon 3,196 learners. There have been 14 interventions which have taken place over 8-20 weeks depending on the nature of the support and there have been 94 twilight events covering 28 different topics. Final participation data will be available with the annual impact data in June 2019.

➢ Reading Recovery has been a key focus this session and a member of the team is one of only three accredited Reading Recovery Teacher Leaders in Scotland. 12 primary schools have engaged in this year-long programme and now each has a qualified Reading Recovery Teacher. 48 children have completed the programme so far and have, on average, increased their reading age by 2 years. This intervention has also impacted significantly on their skills in writing and spelling with most increasing their spelling age by 8 months. High quality training for classroom assistants has complemented our approach to supporting children's reading skills, with the introduction of 'Boosting Reading at Primary & Secondary'. There are currently 15 schools who have trained these staff to deliver this 10 week intervention and early impact data is extremely positive.

➢ Phonological awareness training for practitioners in both early years and primary settings has had significant impact. Practitioners learned about the developmental stages of early reading skills and rated their knowledge and confidence in this area as having increased by 87%. Those involved shared their learning with colleagues in their establishments and ensured that robust programmes were in place to screen and support learners at this crucial stage of reading development.

➢ 9 schools, 54 teachers and 1,200 learners participated in the Coaching Approach to Maths over the course of the year. Assessments of learners' skills, understanding and knowledge in numeracy at primaries 1, 2, 3 and 4 showed an average increase in scores of 46%.

The Literacy Strategy is now in its final stages of development and has taken cognisance of the views, ideas and experiences of staff, families and learners, as well as the most impactful research into what works. The strategy outlines the key approaches taken in developing children's literacy skills throughout the Broad General Education.

Key Areas of Focus for the next six months

➢ Developing training programmes and approaches to meet the needs of practitioners in the secondary and ASN sectors, with a particular focus on literacy and numeracy.

➢ Delivering an inter-authority programme (with East Ayrshire) to support pedagogical approaches to literacy learning at Primary 1

➢ Finalising and implementing the learning and teaching strategy and literacy strategy across all establishments.

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

Key Highlights

➢ Through our Quality Improvement Framework, over 150 quality improvement visits were carried out by Heads of Service, senior managers and head teachers across our establishments this year. In addition to these visits, school reviews lasting one or two days were conducted by a team of senior officers in a total of eight schools this year. The thematic reviews focused on one of the following areas: inclusion; the quality of learning and teaching; the delivery of mathematics at secondary; the broad general education; leadership of change; and post-inspection follow-up. These reviews and quality improvement visits have enabled schools to focus on key aspects of self-evaluation and formulate plans for further performance improvement based on a validated self-evaluation approach.

➢ A full review of the Quality Improvement Framework is underway and will be completed before the summer. A key aspect of the development of the refreshed framework will be the increased focus on school empowerment.

➢ Education Scotland carried out an inspection of North Ayrshire's readiness for school empowerment in November 2018. The outcome of this inspection was very positive with several areas of strong practice being identified under the key themes of improvement, curriculum, staffing and finance.

➢ An evaluation of key school improvement planning documents has been carried out, resulting in a more streamlined approach being developed for implementation next session. Importantly, this will also include a summary of impact of the Pupil Equity Fund for each school.

➢ An important aspect of improvement through self-evaluation is the use of data and performance information to plan future improvement actions. Through a carefully planned programme of professional learning for data coaches in all schools, we have been able to recruit more class teachers into the role of data coach. This session 91% of our data coaches are class teachers compared with only 54% last session. Data coaches continue to support data analysis and data-driven improvement at class level within their own establishments. Within some of our schools, data coaches have led CLPL sessions for colleagues focusing on how best to utilise their own data to help improve outcomes for the learners within their class.

➢ With support from data coaches, over 80% of primary and secondary practitioners who completed the data confidence survey reported that they feel confident when it comes to analysing their own data and now readily use their data to assist them with their planning.

➢ Over the course of this session the HQ support team has been developing the use of Power BI. This data visualisation tool will enable school leadership teams to analyse their data more effectively to help plan for improvement and change. A pilot group will be trialling this in the new session.

Key Areas of Focus for the next six months

➢ Finalising and implementing the refreshed Quality Improvement Framework to include 4 annual quality improvement visits per school and a focused programme of School Reviews. This will be supported by a comprehensive programme of professional learning for school staff.

➢ Planning next steps in taking forward the school empowerment agenda, including a specific review of the role, function and style of Head Teachers' meetings and cluster meetings.

➢ Implementing the pilot programme of using Power BI to enable schools to analyse their attainment and attendance data more flexibly.

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

Key Highlights

P1-S3 Attainment

➢ Overall, attainment in both literacy and numeracy at primary and secondary stages (up to S3) has continued to improve over the last three years. This is illustrated in the tables below:

Percentage of primary pupils (P1/P4/P7) who achieved nationally expected levels of attainment:

	Literacy (NAC)	Literacy (National)	Numeracy (NAC)	Numeracy (National)
2016	64%	n/a	74%	n/a
2017	70%	69%	77%	76%
2018	72%	71%	80%	78%

Percentage of secondary pupils (S3) who achieved nationally expected levels of attainment:

	Literacy (NAC)	Literacy (National)	Numeracy (NAC)	Numeracy (National)
2016	70%	n/a	82%	n/a
2017	86%	87%	81%	88%
2018	91%	87%	93%	89%

➢ The gap between the attainment of learners from the most deprived and least deprived areas in literacy and numeracy (from Primary up to S3) continues to decrease and is consistently smaller than the corresponding figure on a national level.

Leavers' Attainment (S4-S6)

➢ Similarly, attainment in literacy and numeracy for our school leavers is also a steadily improving picture. Performance of North Ayrshire school leavers in attaining Literacy at Level 4 (96%) and Level 5 (84%) in 2018 has been the highest recorded to date. Numeracy continues to improve at Level 5, with 70% of all school leavers achieving this in 2018.

➢ The average total tariff score of the lowest attaining 20% of leavers has remained well above the Virtual Comparator and above National performance in four of the last five years. The performance of the middle attaining 60% of school leavers from North Ayrshire has steadily improved over the last 5 years. The performance of the highest attaining 20% of leavers has remained broadly consistent over the last three years, exceeding the corresponding performance of the Virtual Comparator.

➢ The gap between the attainment of leavers from the 20% most SIMD deprived areas and the ones from the rest of the SIMD Areas (80%) has reduced in 2018 to 37%, from 44% the previous year and is much smaller than the corresponding gap calculated for all leavers in Scotland (46%). (Further details of our attainment performance are contained in our report to Cabinet of 14 May 2019.)

Key Areas of Focus for the next six months

➢ Continuing an authority-wide focus on improving attainment in maths, particularly at secondary level. Attainment at level 4 numeracy will be a specific focus.

➢ Continuing to focus on what actions schools are taking to raise attainment for all learners and address inequity – this will be facilitated through the newly designed PEF impact summary report.

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

Key Highlights

➢ The number of young people leaving school to enter a positive destination has positively increased to 95.6%, against a target of 95.7% and benchmark of 92.3%.

➢ There has been an increasing number of employers in the local area offering work placements to young people with ASN. There have been two successful transition events involving employers & training providers aimed at ensuring that young people and their parents have the best information to inform their post-school decisions. We are working collaboratively with the council's employability & skills team to ensure that their new supported employment service will include an offer to school leavers.

➢ For some of North Ayrshire's more vulnerable young people, Education and Youth Employment provides continued support through Activity Agreement programmes. At any one time there are approximately 25 young people participating in Activity Agreements in North Ayrshire. Almost 70% of participants move onto an immediate positive destination with the remaining youngsters continuing to have appropriate support and signposting by the most relevant post-school agency.

➢ The completion of a small-scale programme with local employers to offer pupils a one-year work experience placement with a view to them considering offering a modern apprentice place has been a mutually positive experience.

Positive Destinations Case Study

➢ In conjunction with the Council's Business Growth team and Ayrshire Chamber of Commerce, schools were given the opportunity to identify pupils who may benefit from a flexible work experience placement. Although many pupils already do extended or more flexible placements, we specifically targeted local employers who had indicated that they may consider recruiting young people in the foreseeable future. Two pupils have successfully completed a full year with local employers. The time was built into the pupils' timetables so their learning on placement was an integral part of their school curriculum. This allowed them to gain valuable experience of the workplace while still completing their school studies. Their attendance at the workplaces has been excellent and their motivation has impressed the employers so much that this has led to offers of post-school employment. One of these is an engineering apprenticeship. The other is an offer of employment to a young person for whom making a successful post-school transition would have presented challenges. It is envisaged that this model, which has been small in scale, will grow and be one of a suite of opportunities matching pupils' aspirations to the recruitment plans of local businesses.

Key Areas of Focus for the next six months

➢ Further developing the one-year work experience placement programme, with a view to increasing the number of young people being successful in moving into employment post-school.

➢ Promoting the use of appropriate resources such as "My World of Work" to ensure pupils at all stages are being supported with information, advice & guidance on career pathways.

➢ Further strengthening the relationships with local employers to develop the opportunities for work placements to young people with additional support needs.

4. Directorate Performance Indicators

4.1. Council Plan Performance Indicators Summary

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

There are 5 indicators linking to Priority 3 in the Council Plan connected to educational achievement and school leavers destinations.

➢ **E&S_P_B01** % of children achieving their developmental milestones at the time the child starts primary school
➢ **E&YE_PI_D02** % of leavers attaining literacy at National 5 (SCQF Level 5)
➢ **E&YE_PI_D04** % of leavers attaining numeracy at National 5 (SCQF Level 5)
➢ **E&YE_PI_D06** % gap in attainment of Looked After Children
➢ **SOL_CHN11** % of school leavers entering positive destinations

Council Plan Performance Summary– As at Q4 2018/19						
Priority	**No of Indicators**	✅	⚠️	🛑	📈	❓
3 – Ensuring people have the right skills for learning, life and work.	5	1	2	1	1	n/a

4.2. Directorate Plan Performance Indicators Summary

The table below demonstrates a high level view of the progress made towards the Directorate's strategic priorities. We have 12 performance indicators in our Directorate Plan.

Directorate Plan Performance Summary– As at Q4 2018/19						
Priority	**No of Indicators**	✅	⚠️	🛑	📈	❓
1 – We are reducing inequalities and delivering improved outcomes for children and young people.	4	3	n/a	1	n/a	n/a
2 – High quality learning and teaching is taking place in all our establishments.	2	2	n/a	n/a	n/a	n/a
3 – Self-evaluation and performance improvement are embedded throughout our schools and central support teams.	3	2	1	2	n/a	n/a
4 – Levels of attainment and achievement are improving for all learners.	4	3	1	n/a	n/a	n/a
5 – High numbers of our young people are entering positive and sustained post-school destinations.	3	1	2	n/a	n/a	n/a

Note: our Directorate Indicators align to more than one Priority.

4.3. Directorate Plan Performance Indicators – Red and Amber Status

The performance indicators which are slightly adrift of target are:

Description	Q4 2016/17 Status	Q4 2017/18 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Average total tariff score of the lowest 20% attainment cohort.	✅	🛑	⬇	⬆	*170*	*210*	The performance of North Ayrshire school leavers in the "lowest attaining 20%" category has been improving steadily over time. Whilst performance in 2017/18 is slightly lower than in previous years, the drop has partly to do with the reduction in the number of courses taken in S4 across the authority. Schools now have greater flexibility to design senior phase to better meet the needs of their own school community.
% of Leavers attaining numeracy at National 5 (SCQF Level 5).	✅	🔺	⬆	⬆	*70%*	*73%*	North Ayrshire has increased the percentage of school leavers achieving Level 5 Numeracy significantly over the five academic years between 2013/2014 and 2017/18. In 2017/18 performance has reached 70% - the highest performance ever recorded in this indicator.
% of leavers attaining literacy at National 5 (SCQF Level 5)	✅	🔺	⬆	⬆	*83.5%*	*85.5%*	North Ayrshire has increased the percentage of school leavers achieving Level 5 Literacy significantly over the five academic years. In 2014, 67.6% of our school leavers had attained at this level whilst in 2018 this had increased to 83.5%. This is slightly lower than our ambitiously set target of 85.5%
Average total tariff score of the middle 60% attainment cohort.	✅	🔺	⬆	⬆	*815*	*876*	The middle attaining 60% of school leavers in North Ayrshire have seen a steady improvement in their average total tariff score in the past six years.
% of non-teaching staff who have had a PPD in the last twelve months.	🛑	🛑	⬇	⬇	*89%*	*98%*	Improvements in the communications process around holding PPD's will be put in place to facilitate line managers to be on target.
% of teaching staff who have had a PRD in the last twelve months.	🛑	🛑	⬇	⬇	*95%*	*98%*	Improvements in the communications process around holding PRD's will be put in place to facilitate line managers to be on target.

4.4. LGBF Indicators – Priorities

LGBF Indicators 2016/17						
Service Area	**No of Indicators**	✅	🔺	🛑	📈	❓
Children Services	22	2	0	0	15*	5

*Please note: LGBF attainment indicators are for data only. The service uses INSIGHT for measuring attainment.

5. Quarter 4 Summary Sheet

Education and Youth Employment Directorate 2018/19

96% of School Leavers from North Ayrshire entered a positive destination.

12 schools delivered a targeted programme of Reading Recovery. Children who participated in this programme increased their reading age on average by **2 years**.

80% of 1440 respondents to the annual family learning survey reported they were interested in finding out more about child development and how to support it at home.

84% of school leavers attained Literacy at Level 5 or better
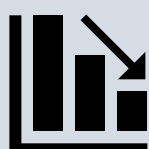
The attainment gap in North Ayrshire between the most and least deprived learners has **reduced by 7 percentage points** since last year.

The attainment gap in North Ayrshire is **9%** smaller than the National figure.

For the last 6 years, care experienced children from North Ayrshire schools have consistently achieved better than care experienced children elsewhere in Scotland.

91% of S3 pupils attained level 3 or better in Literacy.
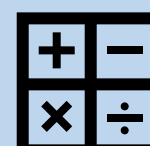
92% of S3 pupils attained level 3 or better in Numeracy.

This exceeds the National performance in these measures.

Trend Data for Directorate Performance Indicators (from INSIGHT)

Percentage of school leavers attaining SCQF level 5 or better in Literacy
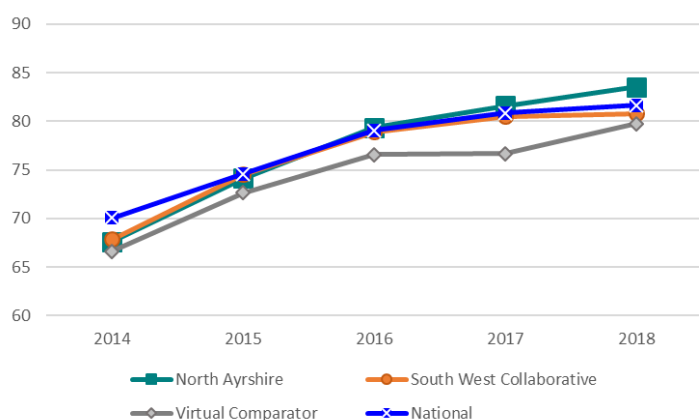
Legend: North Ayrshire, South West Collaborative, Virtual Comparator, National

Percentage of school leavers attaining SCQF level 5 or better in Numeracy

Legend: North Ayrshire, South West Collaborative, Virtual Comparator, National
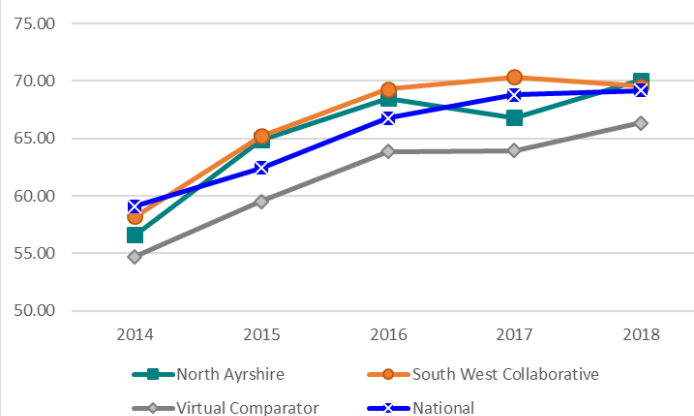
Attainment for All - Highest 20%

	2014	2015	2016	2017	2018
North Ayrshire	1681	1719	1779	1786	1785
South West Collaborative	1771	1807	1781	1823	1790
Virtual Comparator	1722	1758	1765	1750	1778
National	1810	1834	1823	1831	1848
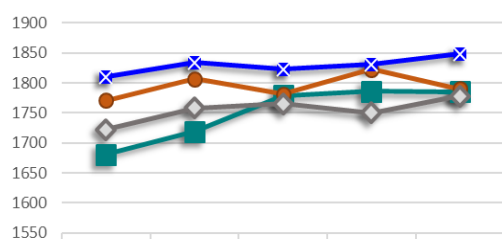
Attainment for All - Middle 60%

	2014	2015	2016	2017	2018
North Ayrshire	698	760	786	805	815
South West Collaborative	759	805	823	838	817
Virtual Comparator	712	761	791	759	793
National	795	823	838	843	857
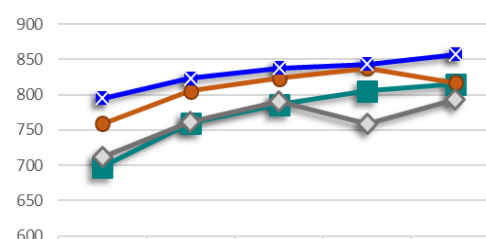
Attainment for All - Lowest 20%

	2014	2015	2016	2017	2018
North Ayrshire	161	187	182	174	170
South West Collaborative	162	178	176	179	169
Virtual Comparator	133	149	139	131	141
National	163	168	170	172	164
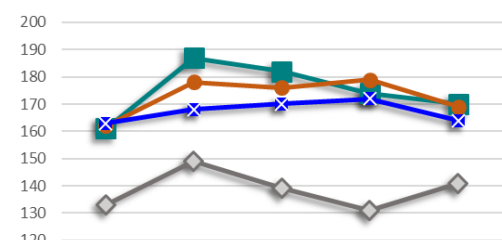
Average Total Tariff Score per School Leaver Most deprived 20%

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Average Tariff in the 20% most deprived areas - North Ayrshire	481	534	580	619	582	661	631	660	696
Average Tariff in the 20% most deprived areas - National	463	491	528	548	588	610	623	635	644
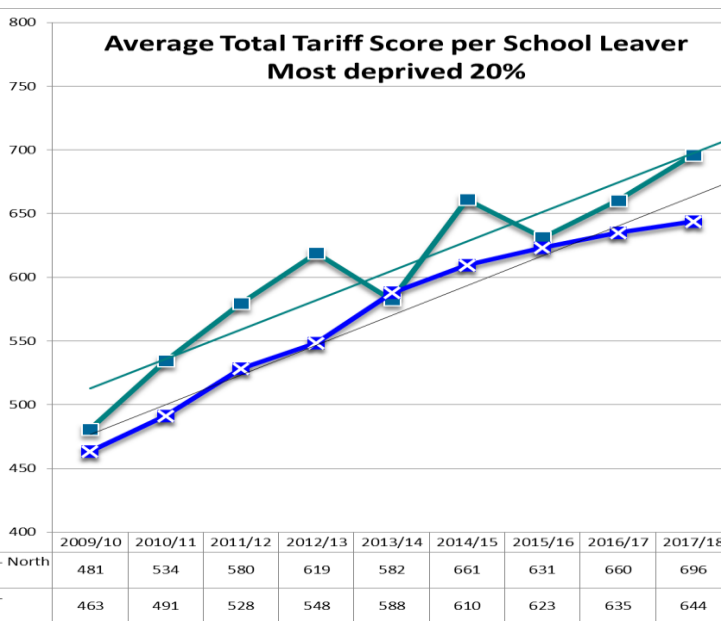
5. Best Practice

The Scottish Public Service Awards offer the opportunity to celebrate outstanding achievements within Scotland's civic landscape and North Ayrshire's Professional Learning Academy was awarded the Employee Development and Skills award at a ceremony in the Scottish Parliament building in December 2018.

This award is for excellence in promoting skills development across teams or operational units. This includes making a significant, innovative and sustainable contribution to employee development and embedding good practice, a great achievement for the team to be recognised nationally for the sector leading work established in North Ayrshire.

6. Employees

6.1. Sickness Data

The average days lost per FTE for 2018/19 for Education and Youth Employment as a whole was 6.44, against a target of 6.0.

The percentage of staff who have had **no** absences shows a positive trend, current at 56%, which is broadly in line with 2017/18 and an increase of 3% on 2016/17.

The number of one day absences has increased overall by 37 days, however, the number of 2 day absences has dropped by 70 days. The one day absences over the six month period from October 2018 to March 2019 have been analysed and the findings are as follows:

- A total of 283 single day absences, 86% were local government staff (LGS) and 14% teaching staff.
- Reasons for absence are as follows:

Sickness/diahorrea	135
Cold/flu	48
Viral/Chest Infection	20
Migraine	18
Tonsilitis	8
Stress/Anxiety	6
Food Poisoning	5
Diabetic problems	4
Various misc reasons	39
TOTAL	**283**

The sectors are broken down as follows:

Primary Sector	102
Secondary Sector	97
Early Years	58
Headquarters/Other	26
TOTAL	**283**

Just over half of the absences have taken place on either a Monday or Friday (52%), with the remaining days evenly split.

One day absences will continue to be monitored and analysed at headquarters and by each school in conjunction with the overall absences within the establishment and those of individuals. This has been incorporated into the revised Quality Improvement Framework for 2019-20.

We have reminded Head Teachers of their responsibilities in relation to monitoring and managing attendance and teacher absence. We intend to provide further training for Head Teachers and Education Business Officers working across schools and clusters. Once the new Corporate Management system is in place, we will ensure new reports are generated and responses made.

We have asked the Education Resources Manager to review our primary, ASN LGVT and ASN teacher absence to allow us to determine an appropriate response and to work with Head Teachers to support good attendance.

We also intend to review our Standard Circular relating to staff absence management.

However, we are keenly aware of the need to support the wellbeing of all of our staff and will seek ways to provide this in collaboration with our schools.

7. External Evaluations

Education Scotland carried out 5 inspections in our schools in the period between 1st of October 2018 and 31st of March 2019. The Care Inspectorate carried out 7 inspections in our Early Years during the same period. The evaluations were as follows:

Education Scotland (HMIe) – Primary/Secondary Schools

Establishment	Date of inspection published	Leadership of Change	Learning, Teaching and Assessment	Raising attainment and achievement	Ensuring wellbeing, equality and inclusion
St. Palladius' Primary School	30/10/2018	Not Assessed	Good	Good	Not Assessed
Mayfield Primary School	04/12/2018	Very Good	Very Good	Very Good	Very Good
Loudoun-Montgomery Primary School	12/03/2019	Weak	Weak	Weak	Weak
St. Winning's Primary School	12/03/2019	Not Assessed	Good	Good	Not Assessed
St. Matthew's Academy	30/04/2019	Not Assessed	Very Good	Very Good	Not Assessed

Education Scotland (HMIe) – Early Learning & Childcare Settings

Establishment	Date of inspection published	Leadership of Change	Learning, Teaching and Assessment	Securing Children's Progress	Ensuring wellbeing, equality and inclusion
Mayfield PS Early Years	04/12/2018	Very Good	Very Good	Very Good	Very Good
Loudoun-Montgomery PS Early Years	12/03/2019	Weak	Satisfactory	Satisfactory	Weak

Care Inspectorate – Early Learning & Childcare Settings

Establishment	Date of inspection published	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
St. Bridget's PS Early Years	30/11/2018	Excellent	Excellent	Not Assessed	Not Assessed
Mayfield PS Early Years	04/12/2018	Very Good	Very Good	Very Good	Very Good
Blacklands PS Early Years	05/12/2018	Very Good	Very Good	Not Assessed	Not Assessed
Abbey PS Early Years	07/12/2018	Excellent	Very Good	Not Assessed	Not Assessed
Elderbank PS Early Years	11/12/2018	Excellent	Very Good	Not Assessed	Not Assessed
Garnock CC Early Years	29/01/2019	Good	Very Good	Not Assessed	Not Assessed
Loudoun-Montgomery PS Early Years	12/03/2019	Adequate	Good	Adequate	Adequate

Following the inspection of Loudoun-Montgomery Primary School and Early Years Class, a full action plan was developed to support the school to make improvements in the key areas identified by inspectors. Education Scotland will carry-out a follow-up inspection in this school within the next 6-12 months. An interim Head Teacher was appointed to lead the work of the school, following the retirement of the previous Head Teacher.

APPENDIX 1

Summary of Directorate Performance Indicators

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			3 YEAR TREND	Benchmark**	Targets		
			16/17 (data from 15/16)	17/18 (data from 16/17)	18/19 (data from 17/18)			17/18 (data from 16/17)	18/19 (data from 17/18)	19/20 (data from 18/19)
SP3	E&YE_PI_D02	% of leavers attaining SCQF Level 5 in Literacy.	79%	82%	84%	⬆	75%	82%	86%	85%*
SP3	E&YE_PI_D04	% of leavers attaining SCQF Level 5 in Numeracy.	69%	67%	70%	⬆	62%	70%	73%	71%*
SP3	E&S_P_A07	Average total tariff score of the highest 20% attainment cohort.	1779	1785	1785	⬆	1834	1780	1802	1810*
SP3	E&S_P_A06	Average total tariff score of the middle 60% cohort.	786	805	815	⬆	823	802	876	840*
SP3	E&S_P_A05	Average total tariff score of the lowest 20% attainment cohort.	161	174	170	▬	168	189	210	187*
SP3	E&S_P_A08	Average total tariff score of pupils living in SIMD 20% most deprived areas.	660	697	696	⬆	610	718	665	700*
SP3	SOL_CHN11	% of school leavers in a positive destination.	94%	93%	96%	⬆	93%	95%	95%	96%

*These targets for 2019-20 have been amended in light of current actual performance.   **Benchmark is based on the national figure from 2015.

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			3 YEAR TREND	Benchmark	Targets		
			16/17 (data from 15/16)	17/18 (data from 16/17)	18/19 (data from 17/18)			17/18 (data from 16/17)	18/19 (data from 17/18)	19/20 (data from 18/19)
Enabler	E&S_P_D01	% of non-teaching staff who have had a PPD in the last twelve months.	76%	96%	89%	▬	N/A	98%	98%	98%
Enabler	E&S_P_D02	% of teaching staff who have had a PRD in the last twelve months.	89%	98%	95%	▬	98%	98%	98%	98%
Enabler	E&S_P_D03	Employee Engagement Level.	N/A	69.9%	69.6%	⬆	69.6%	73%	N/A	N/A

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Proud to be **apse** Overall Council of the Year 2017

Place

Q4 Performance Review

2018/19

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Focus. Passion. Inspiration.

Contents

1. **Update on actions from last performance review meeting with Chief Executive on 28 November 2018.**

	Action	Progress
1.	Revise and sharpen performance review report – enhance the narrative including plastic free, PB and improved road condition	Complete 185
2.	Liaise with HR regarding potential pilot for managing absence	Working group established between HR/Business Manager Place and Waste Operations as a pilot to review the management of absence. HR graduate has been provided as a resource
3.	Review what is having biggest impact on reducing absence	Analysis on type of absence and correlation between services has identified long term stress related absence and musculo-skeletal have increased. We continue to: • deliver Well-being Wednesdays • offer annual inoculations for Flu offered to all employees • offer annual employee health surveillance and mini health checks • offer mental health awareness training to supervisory staff • greater focus on manual handling training

Council Plan 2015-18

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

Place Directorate Priorities 2015-18 (2018 Update)

Effective Asset Management	Environment Sustainability	Service Transformation	Safe Communities	Customer Service
• Roads • Property • Housing • Fleet • Open Space • Capital Projects	• Renewable Energy • Sustainable Travel • Waste Management • Environmental Crime • Energy Efficiency • Flood Risk Management	• Catering • Municipalisation • Waste Management • Homelessness • Estates • Locality Working • Participatory Budgeting	• Community Safety Strategy • Road Safety • Housing Options • Local Housing Strategy • Council House Building • Welfare Reform • Equalities	• Efficient Processes • Right First Time • Communication • Policies & Procedures • Value for Money

3. Directorate Priorities

Priority 1. Effective Asset Management

Key Highlights:
- Delivery of the Roads, Structures & Street Lighting maintenance programme for 2018/19, which included investment of £3.8m in the Road Network, realising a 1% improvement in our Road Condition Index (RCI)
- Cabinet approval for our Roads, Structures & Street Lighting maintenance programme for 2019/20 will see a further £3.8m investment in our Road Network, ensuring resilience of our roads and associated infrastructure
- The 19th century Low Green Footbridge in Irvine has been refurbished, not only protecting our heritage, but giving a new lease of life to an asset that could continue to serve the community into the 22nd century. The footbridge is also part of the national cycleway network and makes a vital contribution to encouraging sustainable transport and promoting healthy lifestyles.
- Providing a safe and legally compliant fleet
    - 100% first time pass rate for vehicle presented for testing at DVSA facility
    - Local Authority Fleet Operator of the Year
    - Retaining Van Excellence Accreditation
- Property rationalisation, supporting revenue savings and capital receipts:
    - Supporting E&C / NAFCO in review of community facilities and libraries
    - Sale of Springvale Resource Centre, Kilmory School House and The Mount former care home and Montgomerie House
    - Kilwinning housing office project completed, offering an improved environment for customers and staff
    - Staff from West Road HSCP offices relocated to Bridgegate House
- Cabinet approval regarding site recommendation for replacement of Moorpark Primary School and commencement of design process
- Pilot projects completed within Early Learning and Childcare Expansion Programme and Cabinet approval received for the purchase of Marress House for refurbishment as part of the programme
- Planning permission granted for new ASN campus proposal at Stevenston
- Restoration of World War 1 memorials to commemorate the centenary of the end of WW1

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Key Areas of Focus for the next six months:

We will work towards progressing the actions that will deliver the priority outcomes falling under the strategic theme 'Inspiring Place' for the Place Directorate:

- Ensuring the resilience of our road network and associated infrastructure through a robust Roads Asset Management Plan
- Delivering the actions arising from the Open Space Strategy and the Litter, Fly Tipping and Dog Fouling Prevention Strategy
- Developing Decriminalised Parking Enforcement to manage town centre traffic flow
- Developing the Millport Coastal Flood Protection Scheme as an enabler for enhanced coastal and marine tourism opportunities and work with the local Millport Community to help develop a proposal for a Marina facility
- Developing and delivering the required flood protection schemes for the Upper Garnock Valley & Millport and complete studies of areas identified as potentially vulnerable to flooding in line with the approved Flood Risk Management Strategy & Action Plan
- Developing Sustainable Business Travel arrangements for our employees & reducing grey fleet business mileage
- Adopting the use of the Scottish Government's Place standard
- Delivering a regeneration programme to further invest in the housing stock and infrastructure in lower demand areas
- Seeking opportunities to develop affordable housing in our town centres through our Strategic Housing Investment Plan

6

Priority 2. Environment Sustainability

Key Highlights:

- Further reductions in our carbon emissions for 2018/19, maintaining our accelerated progress in meeting the 40% reduction target by 2030. Specific figures will be available in June 2019
- Implementation of the ground-breaking solar pv retrofit programme, with installations completed on 200 Council homes as of end of March 2019
- Construction work began in December 2019 on our second district heating system, which will provide renewable, affordable heat for almost 50 new homes at Watt Court, as well as Dalry Primary School and the new Dalry Local Housing Office
- Completion of external wall installation on 369 homes through the annual HEEPS: ABS scheme. This includes allocation of additional funding in-year in response to our track record for delivery
- Initial launch of a new Low Carbon Behaviour Strategy for staff, with a programme of events and promotional activity through the year
- Construction started on two sustainable demonstrator homes at Dickson Drive, Irvine, which will feature a range of renewable energy, energy efficiency, and smart home technologies. The units are due for completion in summer/autumn 2019
- Electric charging infrastructure:
  o Chargemaster appointed as contractor for the installation on three 22kw and three 50kw charging points
  o £39,500 Scottish Government grant awarded for warranty and maintenance of existing charge points
- Following an update to Cabinet in December 2018 on the preferred option for the Millport Coastal Flood Protection Scheme, community consultation was undertaken, and positive feedback was received. A further non-statutory consultation will take place in August before the scheme is notified in January 2020
- Deemed planning permission has been granted for the Upper Garnock Valley Flood Protection Scheme and 'Aecom' has been appointed as the designer
- LEAMS results improved by 2.3% to 94.5% whilst street cleaning costs have reduced
- Successfully delivered a Waste and Recycling project programme including:
  o Changes to recycling methodologies
  o New contracts for recyclables
  o Opportunities for customers to enhance recycling
  All actions were successfully implemented within time and budget on 1st April 2019
- Single-use Plastic Waste Prevention Action Plan
  o Cross Service Working Group in place to deliver actions
  o Developed an internal communications plan and baseline survey linking to the Council's Low Carbon Behaviour Strategy.
  o Supported 'Think about Plastic'. on Arran to be the first community in Scotland to be accredited 'Plastic free Community'
- Partnership working with the Clyde Valley Partnership to deliver a long-term residual waste treatment solution. Dunbar Energy from Waste Facility is now operational and Bargeddie waste pre-treatment facility is scheduled for commissioning in July 2019.
- Closure of the landfill site has resulted in environmental improvements, including significant reduction in Co2 emissions from Council fleet which operated there upon`

7

Key Areas of Focus for the next six months:

We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic theme 'Inspiring Place' for the Place Directorate:

- Develop and implement an Electric Vehicle Strategy, and work in partnership with Government agencies to delivery further electric charging infrastructure throughout North Ayrshire
- Develop sustainable business travel arrangements for our employees and reduce grey fleet business mileage
- Implement actions within the Zero Waste Strategy which will incorporate the implementation of enhanced waste and recycling services and move towards becoming a 'Plastic Free Council' by reducing the use of single use plastic
- Develop two further district heating schemes in new housing developments as part of our Strategic Housing Investment Plan
- Develop a business case for a large-scale district heating scheme in central Irvine
- Continue to implement a programme of retrofit solar panels on our Council housing
- Develop and deliver required flood protection schemes for the Upper Garnock Valley and Millport and complete studies of areas identified as potentially vulnerable to flooding in line with the approved Flood Risk Management Strategy and Action Plan

Priority 3. Service Transformation

Key Highlights:
- Municipalisation:
  - o Developed and presented Municipalisation approach and workplan Council wide
  - o Established steering group
  - o Generated additional income opportunities including successfully tendering for new contracts for catering and cleaning services for Temporary Furnished Flats
- Working in partnership with PMI, FM and Education Services successfully delivered the first phase of the Early Years Expansion Programme. This includes approval for the creation of 24 new jobs within FM Services
- Completion of Homeless Service Review and draft Rapid Rehousing Transition Plan
- Commencement of new inspection and monitoring regime within Contract Compliance & Maintenance team.
- Innovative approach to participatory budgeting is now being rolled out across all localities allowing the public to influence the grounds maintenance service delivery. 10 roadshows were delivered by Streetscene across the localities, in collaboration with the Community Development Team about our approach.
- Effectively piloted the optimisation of route planning and mobilisation for Street Cleaning in North Coast and Garnock localities.
- Successfully tested the use of sensors in communal waste containers to inform on potential benefits re productivity in waste collections

Key Areas of Focus for the next six months:
We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic themes for the Place Directorate:

- Mobilise our frontline services through the use of new digital technology:
  - o Introduce a new staff development programme ensuring that our staff are supported and have the skills, knowledge and attributes to deliver the priority outcomes for 'A Council for the Future'
  - o Roll out Streetscene mobilisation and route optimisation to all localities
  - o Review the service requirement and resources needed for Janitorial and Cleaning
  - o Review of all venue booking arrangements to utilise opportunities for digital mobilisation

- Develop additional income streams through a 'Municipalisation approach'
  - o Progress the income generation work plan actions including making more use of our assets through advertising on roundabouts
  - o Develop the Municipalisation approach through the Council wide steering group
  - o Complete a fleet review to ensure that we are maximising our fleet assets
  - o Continue to explore and develop the opportunities for car parking charges and DPE

- Embed participatory budgeting for grounds maintenance through the locality partnership

Priority 4. Safe Communities

Key Highlights:

- Implementation of the LHS 2018-22 remains ahead of schedule. Highlights include:
  - o Cabinet approval of a new Estate Based Regeneration Programme, which will provide £10m of investment in our Council housing estates over a ten-year period. The 2019/20 projects include parking and grounds maintenance improvements at Broomlands and at Castlepark
  - o Cabinet approval of a new housing delivery model 'HOME' was secured, which will provide 33 new homes on the site of the former St Mary's Primary School in Largs. Marketing material is being prepared, site investigations have been instructed, and technical design work is underway
  - o Cabinet approval of a six-unit self-build pilot project in Largs. Technical design work is underway in advance of launch of the plots for sale in summer 2019
  - o Development of an approach to delivery of supported accommodation, working in partnership with the Health and Social Care Partnership. An allocation framework will be considered by Cabinet in June 2019, prior to completion of the first supported accommodation units at Trindlemoss, Irvine, in September 2019
- Completion of a £7m, 36 unit sheltered housing complex with community hub at Kyleshill Court, Saltcoats
- Completion of the refurbishment of the 22-unit Dickson Court, Beith sheltered housing complex
- Sector leading empty homes performance, with 234 homes brought back into use, as well as acquisition of five long-term empty homes in Nelson Street, Largs and at Craignaw Pl, Irvine, which will be refurbished and brought into the Council's affordable housing supply
- Cabinet approval for our new Scheme of Assistance, which includes the launch of our new pre-tenancy support service and missing shares scheme
- The Fullarton High Flats regeneration project is on target, with ongoing re-housing of tenants. A total of 26% of the flats are now empty, with further tenants scheduled to move
- Successful 16 Days of Action campaign to end violence against women. The work undertaken by North Ayrshire is receiving national attention
- Completion of CCTV migration of NAC CCTV Ltd and Housing Services Public Spaces TV Cameras in March 2019
- 21,515 out of terms school meals served in 2018/19, realising a 274% increase since 2015/16
- Despite the challenges of the Universal Credit implementation, we remain sector leading for gross rent arrears at 3.34% in 2018/19, a reduction of 0.25%. Currently ranked 3rd out of 32 local authorities

Key Areas of Focus for the next six months:
We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic theme 'Aspiring Communities' for the Place Directorate:

- Review the role of assistive technology in our new build Council housing and share our learning with RSL partners
- Develop and implement the Community Safety Strategy 2019-2024 along with our Community Planning partners
- Undertake a review of our CCTV service and identify opportunities to invest in new technology to improve community safety and increase crime prosecution rates

- Implement a 'Housing First' approach in our provision of homelessness services, providing mainstream, settled accommodation for our tenants as quickly as possible, decommissioning the hostel provision at Green Street and re-routing resources to the extension of Housing First provision in North Ayrshire
- Further improve support to young people to enable them to sustain their tenancies

We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic theme 'Inspiring Place' for the Place Directorate:
- Build a total of 1,732 new homes by March 2024, with 384 Council homes completed by March 2020
- Work with partners to ensure we develop as far as possible, homes for life
- Complete two new 'sustainable demonstrator' homes to showcase our aspirations for suitable living
- Develop a strategy for the promotion of housing development on strategic regeneration sites, to stimulate development
- Deliver an alternative affordable housing model – HOME – in one of our most pressured localities
- Develop an initial pilot site for self-build, including the provision of infrastructure
- Help private sector residents improve the condition of their homes by implementing the actions within the North Ayrshire Scheme of Assistance
- Develop a White Label energy product
- Purchase empty homes through our Strategic Housing Investment Plan and bring them back into the affordable housing supply
- Engage with tenants and empower them to make decisions about improvement projects in their local neighbourhoods, through our:
    - o Estate-based Regeneration Programme
    - o Tenant-led budgets

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Priority 5. Customer Service

Key Highlights
- Resource Modelling data gathering on activities and resources completed for Streetscene
- The Bereavements Charter is operating successfully in partnership with NAC, funeral directors and clergy, offering residents a dignified local service
- Fleetwave accidents module – pilot of new accident reporting screen is underway within Waste Resources
- Lean Six Sigma projects:
    - In cab devices are operational for commercial waste vehicles
    - Successful trial for communal bin sensors recommendations made for potential expansion.
- Introduced new mobile technology to our commercial waste vehicles, improving processes, customer feedback and the efficiency of service communications
- The waste awareness communication campaign "Right Stuff Right Bin" continued to focus efforts on trying to reduce contamination levels in the recycling containers. Contamination levels in March for the blue bin continued to be below 15%, with a level of 14.25% being calculated by the Contractor
- The North Ayrshire Housing Allocation Policy review outcomes and recommendations were approved by Cabinet in December 2018 and successfully implemented on 1st May 2019
- Implementing new initiatives has realised a reduction of 13.73% in overtime across the Place Directorate in 2018/19 such as:
    - Introducing task-based priorities allowing Streetscene to be proactive rather than reactive
    - Introducing new shift patterns within Streetscene to tackle paying premium rates
    - Actively managing the need for overtime within Roads Operations to ensure it is only undertaken to minimise disruption on the road network at busy times or to expediate works where this will provide improved efficiency
    - Recruitment of extra staff to reduce premium rates
- Across Place in 2018/19, overall complaints have remained static. Those classified and closed as complaints seen stage 1 increase by 2.3% (6 out of 8 services reduced) and stage 2 decrease by 41.5%
- There has been a 21.2% increase in Directorate compliments
- Building Services have transformed their workforce by introducing a workforce engagement group to address engagement, recognition and joint up working, retaining two craft apprentices into full time employment at a reduced cost to the Service, with overtime reduced by 18.3%. Sickness absence has reduced by 2.13 days, complaints have reduced by 4.12% and they have received 35 compliments. The implementation of the repairs policy has seen significant reductions in response times:
    - 14.6% for emergency repairs reduced to 2.16 days
    - 30.1% for non-emergency repairs reduced to 5.45 days

Key Areas of Focus for the next six months:
We will work towards progressing the actions that will deliver the priority outcomes falling under the Strategic theme 'Inspiring Place' for the Place Directorate:

- Implement the Tenant Participation Strategy 2017-2022, building on our approach to involving under-represented groups and ensuring our tenants' views are used to shape future service delivery
- Roll out findings of the initial pilot with Waste Operations to review the management of absence to Place Directorate with a view to improve sickness absence
- Continue to reduce overtime
- Further analyse complaint data to identify areas for improvement, drilling down on outcome 'other' to ensure classification is correct
- Continue to develop work on funeral poverty through the Bereavement Charter

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4. Directorate Performance Indicators

The Directorate uses 51 key performance indicators that align to our priorities and link into the Council Plan, Directorate Plan and LGBF. 10 of these indicators are used to analyse trends and are recorded for data purposes only. Typically, these indicators are informed by a range of sources, some of which are outside the control of the Council but help build an evolving picture and inform decisions on future intervention and service provision. The tables below highlight our good performance: 82.9% meeting/exceeding target, 12.2% slightly adrift and 4.9% significantly adrift of target.

4.1.   Council Plan Performance Indicators Summary

Place Directorate has 8 indicators that are reported through the Council Plan

Council Plan Performance Summary– As at Q2 2018/19					
Priority	No of Indicators	✅	⚠️	🛑	📈
4. Helping all of our people to stay safe, healthy and active	5	3	1	0	1
5. Protecting and enhancing the environment for future generations	3	3	0	0	0

4.2.   Directorate Plan Performance Indicators Summary

The table below demonstrates a high-level view of the progress made towards the Council's Strategic Priorities.

Directorate Plan Performance Summary– As at Q4 2017/18					
Priority	No of Indicators	✅	⚠️	🛑	📈
4. Helping all of our people to stay safe, healthy and active	11	4	2	1	4
5. Protecting and enhancing the environment for future generations	19	18	1	0	0
Underpinning our Service Delivery	21	12	2	1	6

4.3.   LGBF Indicators – Priorities

LGBF Indicators 2016/17					
Service Area	No of Indicators	✅	⚠️	🛑	📈
Further embed a culture of continuous improvement across the Council/ Support the Council's transformation	21	18	3	0	0

4.4.   Directorate Plan Performance Indicators – Red and Amber Status

The performance indicators that are adrift of target are:

🛑

- **Number of days lost due to sickness.**

The directorate annual target (9) days lost due to sickness has not been met with the figure achieved exceeding this by 1.76 days, however comparatively on this time last year we have reduced by 0.34 days. This area continues to be monitored closely by all areas of the business and is a set agenda item for detailed discussion in all service performance meetings. Analysis on type of absence and correlation between services has identified long term stress related absence and musculo-skeletal has increased, we continue to:

  o   offer well-being Wednesdays, which include inoculations
  o   carry out tool box talks
  o   offer annual employee health surveillance and mini health checks
  o   offer mental health awareness training to supervisors and above
  o   focus on manual handling training

- **Average length of time taken to re-let properties in the last year**

Achieved 19.92 days against a target of 17 days. Performance has been affected by the decanting of people from the Irvine high rise flats into new accommodation of a high standard, with upgrade works being completed at void stage and taking longer to turn around. Performance is expected to improve on completion of this project. Although we have not met our target, we remain sector leading for this measure.

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- **Proportion of internal floor area of operational buildings in satisfactory condition**

Achieved 95.54% against a target of 99.80%. Performance has slightly decreased because Ardrossan Academy was resurveyed during April 2018 and classified as condition D, deeming it unsuitable. Due to the size of the building and the fact the PI is based on floor space rather than the number of properties, performance has reduced.

- **% of tenancies to applicants who were assessed as homeless sustained for more than a year.**

Achieved 81.48% against a target of 82.00%. The Housing Support service has changed the level and duration of service provision for all new tenants being resettled into a council tenancy following a period of homelessness. Although this measure is slightly adrift of target, 2018/19 has seen a 3.56% improvement in the proportion of households sustaining their accommodation for more than a year.

- **% of adults satisfied with parks and open spaces.**

Latest performance (17/18) 78.3% against a target of 86%.

- **% of adults satisfied with Street Cleaning.**

Latest performance (17/18) 76.7% against a target of 80%.

The latest data on Scottish Government website is 'Scotland's People Annual Report Results from the 2016 Scottish Household Survey' published in September 2017. Work is progressing to improve satisfaction through greater community involvement in the Participatory Budget approach being rolled out giving communities more influence in grounds maintenance services. Customer surveys carried out as part of the Participatory Budget approach reflect improving satisfaction levels. It is hoped our Participatory Budget approach to grounds maintenance will continue to improve customer satisfaction with parks and open spaces.

- **% uptake of free school meals (primary).**

Latest performance (17/18) 82.52% against a target of 87.00%. We experience fluctuations in the uptake of free school meals and continue to monitor this slight decline.

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5. Summary

Summary Sheet

Place

Building Services · Facilities Management · Housing & Corporate Sustainability · PMI · Roads · Streetscene · Transport · Waste Resources
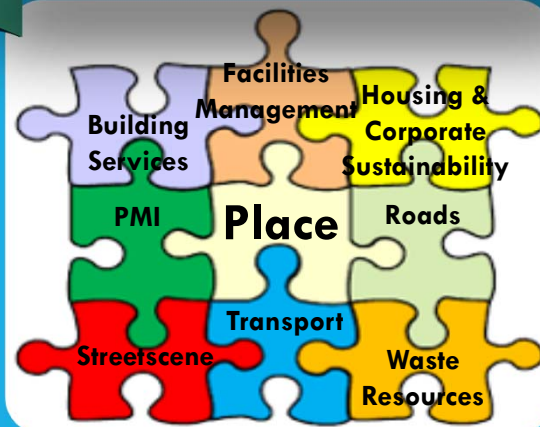
54,000 Purple bins delivered

10 Roadshows delivered on Participatory Budgeting

Apprentice retention

CO2 Emissions from Council Fleet reduced 19.6%

External wall insulation on 369 homes

Clyde valley Partnership Dunbar Energy

Sustainable Demonstrator Homes at Dickson Drive

Millport Coastal Flood Protection Scheme

Successful Lean Six Sigma Projects

Waste Management
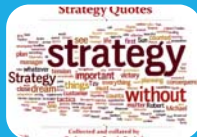
Low Carbon Behaviour Strategy for Staff

Leams Improve to 94.5% with reducing costs

New Bereavement Charter NAC, Clergy & Funeral Directors

1% Reduction in Road Condition Index

'Think about Plastic'

Grant for Electric Charging Infrastructure

Enhanced waste and recycling service

Property Rationalisation

ASN Campus approval for Stevenston

16 Days of Action Violence Against Women Campaign

21515 out of term School Meals Served

Providing a safe & compliant fleet

Restoration of world war 1 memorials

Digital Technology

Municipalisation Approach

19th Century Low Green Footbridge Refurbishment

200 Solar Panels Installed

Building 1732 new homes by 2024

Approval for 24 new jobs to support 1140 years expansion

Kyleshill Court & Dickson Court completions

Overtime reduction 13.73%

Compliments increase 21.2%

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5. Best Practice

Performance information
- 'Performance on a Page', widely used across the Directorate
- Visual displays on TV screens showing updates from Cabinet, performance information, upcoming events and other service information
- Introduction of diarised desk time to provide service managers with time/support to update performance measures and actions
- Quarterly performance meetings for service managers to discuss performance with Head of Service
- Introduced the use of development boards to communicate progress with asset transformation and capital projects
- Introduction of a Communication Officer for Roads & Streetscene to promote our Services
- Introduction of VLOGS to promote Services e.g. winter preparation, street lighting

Service Plan Briefings Sessions for all employees
- Following the success of previous years, the Directorate Plan briefing sessions 2018/19 took place across the Directorate. The sessions gave information about the Council, Directorate and services. To enhance the message this year we used video technology in the presentations allowing all staff to hear from their colleagues some of the changes implemented following their suggestions from the previous briefing sessions. The sessions continue to give all staff the opportunity to speak to senior managers and the Head of Service directly and raise any concerns they may have. Future briefings will include a session on Human Resources.

Health & Wellbeing initiatives
- As a commitment to our workforce, health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place
- Introduction of cross directorate working groups on initiatives such as health & safety, absence, employee engagement and communication
- Revised PPD process has been implemented to fit the wider workforce
- Introduced a Service Support Officer to take forward health and safety initiatives
- Tackling incidents of muscular/skeletal injuries through a renewed focus on manual handling training and correct posture displayed on TV screens and Directorate newsletter

6. Employees

7.1 Sickness Data
At March 2019 the average days lost per FTE for the Directorate was 10.76 days, this is above the annual target of 9 days. Performance is comparatively lower than the same time in 2018 at 11.10 days.

Across the Directorate the highest reasons for sickness are absence is muscular/skeletal injury and stress related sickness. To address this, we have carried out extensive manual handling training, highlighting the six key principles of key movement to staff at team meetings and displayed in our staff newsletter and TV presentations throughout offices and depots and offered mental health awareness training to supervisors and above. Maximising attendance forms part of the discussion at quarterly performance meetings, where managers are encouraged to monitor sickness absence closely within the parameters of the maximising attendance procedure, pre planning trigger meetings in advance and ensuring meetings take place on time. A number of initiatives have been introduced to try to mitigate the absence level across the Directorate e.g. well-being Wednesdays, inoculations, a renewed focus on manual handling, tool box talks and mini health checks. Work continues with HR support, concentrating on closer analysis of the type of absence, correlations between services and whether trends can be seen in specific areas.

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7.2 Other Employee Information

Place have doubled the Employee Engagement survey response rate since 2014, which is an excellent achievement and could be attributed to the new approach which involve Senior Managers holding focus groups to discuss employee engagement and explain the way in which the survey results are integrated into our improvement plans and our positive commitment on how we communicate and engage with our wider workforce. The 2017 results are showing improvements in all of our least positive 2015 statements. This is a positive trend for the Directorate and as such improvement plans have been developed with more localised team level improvements which are allowing us to look at best practice with other teams to ensure consistency is achieved for all.

7. External Evaluations

Physical Environment
Housing Service

Following submission of the Annual Return on the Charter to the Scottish Housing regulator we retained our sector leading position providing low cost value for money services.
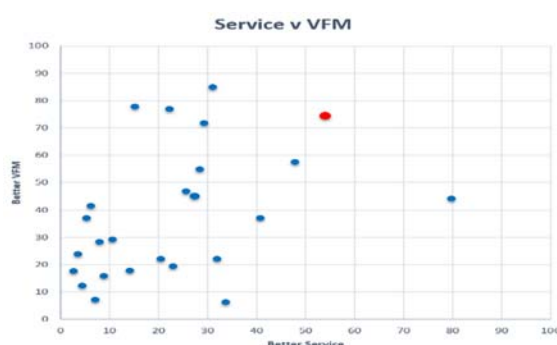
Facilities Management

- o FM Soil Association Gold food for life accreditation. Evaluated annually in last quarter of each year, latest accreditation showing excellent
- o BSi accreditation awarded (Catering & Cleaning)

Commercial Services
Waste Resources

In first 6 months of this year SEPA compliance assessments have taken place and results have been published at the following sites:

- o Bartonholm HWRC - Excellent
- o Paddockholm HWRC - Excellent
- o Shewalton Landfill Site – Good

Roads

The Office of the Scottish Road Works Commissioner provided us with our annual performance review for 17/18 during September 2018 that has noted the improvements made in performance at North Ayrshire e.g.

- o Reducing use of noticing failures from 10% to 3%
- o Reducing use of early starts notices from 26% to 23%
- o Reducing use of late starts notices from 3% to 1%
- o Reducing the use of works extensions notices from 24% to 13%
- o Increasing the number of sample inspections carried out on utility works from 92.5% to 98%

Transport Hub

- o 100% first time pass rate for vehicles presented for DVSA testing
- o Local Authority Fleet Operator of the Year
- o Retaining Van Excellence Accreditation

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Appendix 1 – List of all performance Indicators

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

PI Description	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of new build Council housing units reaching completion on a yearly basis	7	54		34	63	🛑	69	64	✅
Number of homeless presentations	761		📈	1,044		📈	1,032		📈
% of new tenancies to applicants who were assessed as homeless sustained for more than a year	80	80	✅	78.28	81	⚠️	81.48	82	⚠️
Number of people killed or seriously injured in road accidents	41		📈	48		📈	NA		📈
Number of children killed or seriously injured	7		📈	3		📈	NA		📈
Number of people slightly injured in road accidents	210		📈	173		📈	NA		📈
% Uptake of free school meals (Primary)	86.46%	85%	✅	85.52%	87%	⚠️	1NA	86.25%	
% uptake of free school meals (Secondary)	70.7%	67.5%	✅	73.38%	71%	✅	1NA	71.25%	
% of ASB cases reported in the last year which were resolved within locally agreed targets	93.65%	93%	✅	101.6%	93.5%	✅	98.22%	94%	✅
Average length of time taken to re-let properties in the last year (days)	15.44	17	✅	16.71	17	✅	19.92	17	🛑
Percentage uptake of school meals	59.55%	57%	✅	59.04%	60%	✅	1NA	59%	

Protecting and enhancing the environment for future generations

PI Description	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
% of lamps restored to working condition within seven days	94%	92%	✅	96.7%	95%	✅	97.32%	95%	✅
SCORPAM02: Proportion of internal floor area of operational buildings in satisfactory condition %	99.7%	100%	✅	99.7%	99.7%	✅	95.54%	99.8%	🔺
SCORPAM01: Proportion of operational buildings that are suitable for their current use %	91.6%	90%	✅	89.9%	91%	🔺	91.09%	92%	✅
Amount of energy generated from low carbon sources across the Council's estate				9,029	9,000	✅	9,682	9,600	✅
Number of empty homes brought back into use	32		❓	43	43	✅	234	60	✅
SENV04e: % of unclassified roads that should be considered for maintenance treatment	34.6%	36.2%	✅	35.2%	36%	✅	33.9%	36%	✅
HSN04b: Average time taken to complete non-emergency repairs	7.85	9	✅	5.51	7	✅	5.45	6	✅
SENV04b: % of Class A roads that should be considered for maintenance treatment 10-12	36.2%	34.8%	🔺	36.2%	37%	✅	37.3%	37%	✅
SENV04c: % of Class B roads that should be considered for maintenance treatment 10-12	36.8%	34.7%	🔺	39.2%	38%	✅	40.4%	40%	✅
SENV04d: % of Class C roads that should be considered for maintenance treatment 10-12	50.8%	51.1%	✅	51.3%	52%	✅	48.6%	52%	✅
22v) The percentage of the road network that should be considered for maintenance treatment.	38.3%	39.1%	✅	39.1%	39.1%	✅	38.1%	39.3%	✅
Overall carbon emissions (tonnes)	47,076	54,283	✅	43,756	50,198	✅	2WIP	45,137	✅
SHSN03: Percentage of stock meeting the Scottish Housing Quality Standard (SHQS).	98.67%	93%	✅	99.14%	98.2%	✅	99.19%	99.4%	✅

Indicator									
SENV03c: Street Cleanliness Score	90.6	96.5	🔴	92.2	94	🔺	94.5	94	✅
SENV06: % of total household waste that is recycled	55.31%	56%	✅	55.8%	54.5%	✅	3NA	54.5%	
SHSN05: Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year	99.48%	99%	✅	99.93%	99.5%	✅	99.96%	99.95%	✅
Percentage of waste reused (MSW)	0.47%	0.5%	🔺	0.58%	0.5%	✅	3NA	0.5%	
Percentage of fly-tipping incidents on public land cleared within five working days	99.6%	98%	✅	99.2%	98%	✅	99.49%	98%	✅
Percentage of instances of graffiti removed within 5 working day timescale	93.4%	96.5%	🔺	98.5%	97%	✅	99.33%	97%	✅

Underpinning the delivery of our strategic priorities

PI Description	2016/17			2017/18			2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status
Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by your landlord	87.6%	91.3%	🔺	87.6%	87%	✅	92.93%	90%	✅
Employee Engagement Level (Place)	62.8	75	🛑	68.5	65	✅	68.5	65	✅
SENV1a: Net cost of Waste collection per premise	£54.60	£54.16	✅	£52.76	£53.29	✅	1NA	£53.13	
SENV02: Net waste disposal cost per premises	£101.81	£115.40	✅	£91.07	£116.40	✅	1NA	£116.19	
SENV07a: % of adults satisfied with refuse collection	87.67%	85%	✅	87.67%	85%	✅	1NA	85%	
SENV07b: % of adults satisfied with street cleaning	78.33%	80%	🔺	76.67%	80%	🔺	1NA	80%	
SENV03a: Cost of street cleaning per 1,000 population £	£14,784.02	£15,185.00	✅	£13,690.00	£15,563.00	✅	1NA	£15,868.00	
SC&L05b: % of adults satisfied with parks and open spaces	81%	88%	🔺	78.33%	86%	🔺	1NA	86%	
SC&L04: Cost of Parks and Open Spaces per 1,000 of the Population	£29,450.29	£46,662.00	✅	£23,426.00	£23,290.00	✅	1NA	£22,860.00	
SENV04a: Road cost per kilometre £	£11,216.70	£12,218.00		£11,357.00	£11,015.00	✅	1NA	£11,091.00	
Number of days lost within 'Place' due to sickness absence per FTE peer annum (days)	10.15	9	🛑	11.10	9	🛑	10.76	9	🛑
Number of stage 1 complaints received 'Place Directorate'	1,104		📊	1,188		📊	1214		📊
Number of stage 2 complaints received 'Place Directorate'	42		📊	52		📊	31		📊

Number of UC arrears cases - HRA	299		📈	875		📈	2,490		📈
Value of UC arrears - HRA	£140,133.00		📈	£373,024.31		📈	£730,227.50		📈
% of homeless presentations as a result of evictions/landlord actions (all tenures)	12%		📈	25%		📈	25.22%		📈
TEMPORARY ACCOMMODATION - Current rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year	3.8%		❓	7.7%	5%	🛑	4.33%	5%	✅
HSN01b: Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	3.39%	3.5%	✅	3.59%	4%	✅	3.34%	4.5%	✅
% of rent due in year that was lost due to voids	0.33%	0.6%	✅	0.35%	0.6%	✅	0.45%	0.5%	✅
Percentage of tenants satisfied with repair service	99.1%	98%	✅	97.37%	98%	✅	97.34%	98%	✅
Percentage of tenants on universal credit that are in rent arrears	78.3%		📈	79.1%		📈	74.02%		📈

1. **LGBF and APSE stats for 2018/19 will not be available until later in 2019**
2. **Overall carbon emissions figures will not be available until June 2019, however early indications are showing a positive result**
3. **Waste recycled, and reused stats will not be available until end May 2019**

NORTH AYRSHIRE
Health and Social Care Partnership

Joint Performance Review Report

January 2019 – March 2019

May 2019

1

Contents

Introduction

The purpose of this report is to afford a high level overview of the progress being made in by the Health & Social Care Partnership in delivering the strategic priorities as set out in our 3 year strategic plan.

A glossary of acronyms used within this report is contained in Appendix 5.

Overview

The 2018-21 Partnership strategy has a developing focus on defining core impact actions that add tangible service benefits and have subsequent influence on associated areas of challenge and transformation. Throughout the period of this strategy we will continue to monitor progress on core performance areas while benchmarking and setting targets for new actions undertaken to support our strategic objectives. The performance measures provided during this period reflect the transformational change being undertaken as well as the continued demand impact on core services.

Through consultation we will continue to measure our performance against the retained 5 Strategic Priorities of:

- Tackling Inequalities
- Engaging Communities
- Improving Mental Health and Wellbeing
- Bringing Service Together
- Prevention and Early Intervention

During the 2018/19 financial year the IJB were working towards delivering financial balance, with £1.5m held on behalf of the IJB by the Council to commence repayment of the £5.8m outstanding debt for previous year social care overspends. Whilst it is positive to note that the IJB will repay a sum of £0.668m towards the debt to the Council during 2018/19, with the remainder to be repaid in future years, a surplus of £1.5m was not generated due to variations between projections and actual costs for social care services at the financial year-end. A number of unknown financial commitments arose at the year-end, including some relating to previous financial years which are non-recurring commitments. The year-end financial monitoring report to the IJB will include a plan to improve the accuracy of future financial projections. The IJB have also for the first time in 2018/19 accounted for the final year-end position in a truly integrated way with resource shifting from the NHS budget to Social Care and have also accommodated within the overall position the earmarking of specific ring-fenced Scottish Government funding.

We continue to consider all available options to reduce our absence levels and ensure a continuity of service as our absence rate per NAC employee is 23% above target of 11 days at 13.8 days for 2018-19.

Summary of Performance Measures

The table below shows a high level view of progress made against the Partnership strategic priorities with all measures presented in Appendix [1]. At the time of the report there are 24 measures attributed to the first year of our new Strategic Plan with those showing a Red or Amber status presented with commentary.

Quarter	🔴	🔺	✅	Data	Reported 1 Qtr Behind	Data Not Available
Q1	5	1	6	3	4	5
Q2	6	0	9	1	4	4
Q3	10	1	8	1	4	0
Q4	6	1	8	1	7	1

Note – due to report timing and the NHS validation process several updates remain outstanding and will be populated as measures are approved.

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Children, Families and Justice Services – Highlights

% Children Looked After on the Community

LAAC having 3 or more moves in the past 12 months
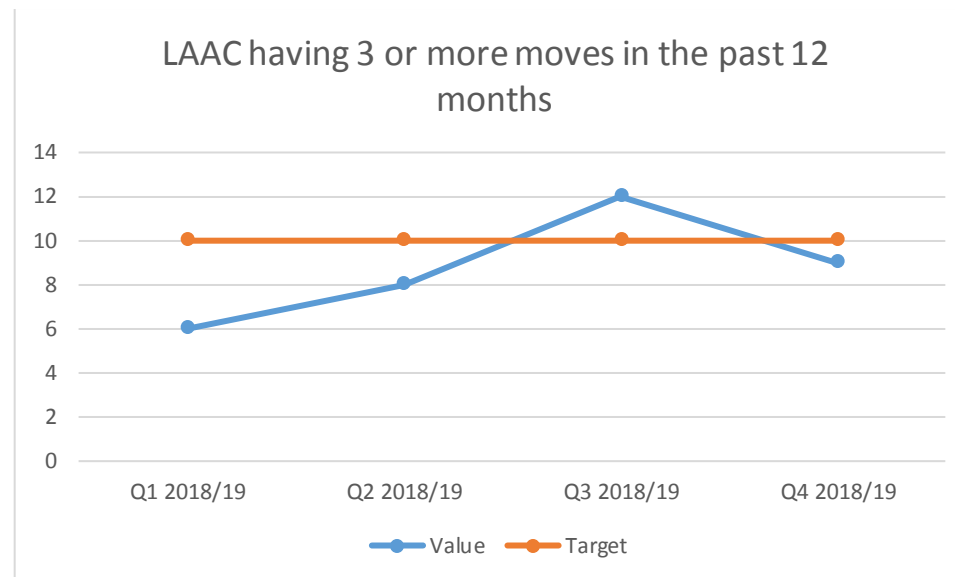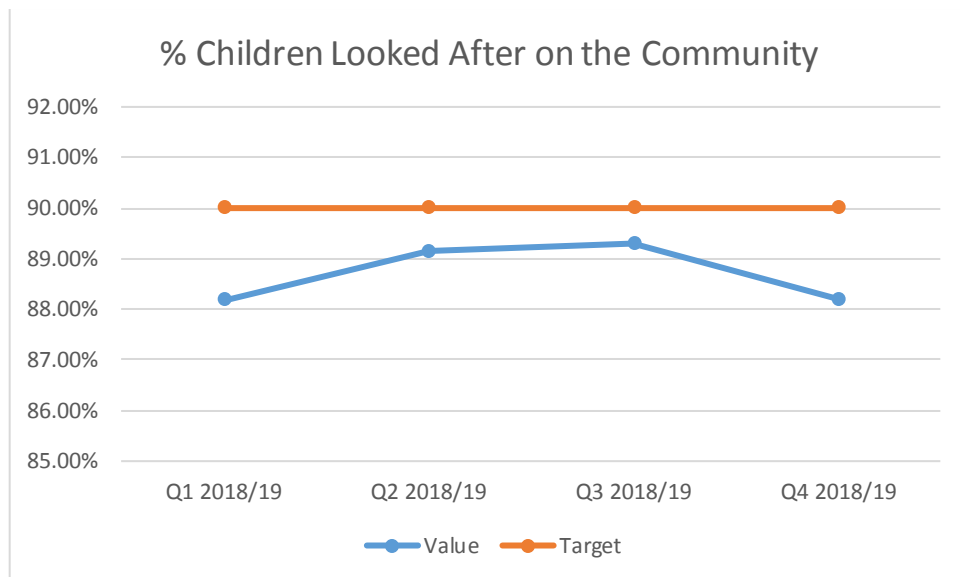
Children's Services and Corporate Parenting Plan Implementation

- The Corporate Parenting Audit and Evaluation group continue to meet and have agreed to arrange an evaluation day in April 2019 to finalise measurements from previously agreed actions and to agree new actions for 2019/20

Young Carers

- There has now been agreement that within Greenwood Academy, there will be an early identification process for those young people who require support. This model will help inform locality models moving forward.

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- The model which has been implemented within Greenwood Academy and Elderbank has also been introduce within Kilwinning Academy as also within the Three Towns Localities. This will support those young people and children for whom there are vulnerabilities as well as those who are young carers. The Young Carers statement has now been introduced across North Ayrshire with the Named Person being responsible for identifying the appropriate person to support the completion of the statement and subsequent action plan.

Child Protection Figures

- From October of last year, the number of children on the Child Protection Register has dropped from 156 to 117. Monthly case audits are undertaken by the Senior Manger(s) and Chief Social Work Officer reviewing current registration and placement status while providing essential professional risk and decision-making judgements appropriate for each case.

Justice Services – Desistance Officer

- Meeting a commitment in our strategic plan a Desistance Officer has been appointed to support service user engagement with services. This is the first post of its type in Scotland.

Change Programme Update

Kilwinning Locality Team

- Meetings have commenced with Headmaster and deputy Head at Kilwinning Academy to plan a future session with Universal Early Years, Social Work and Education staff.
- Monthly informal meetings have also commenced for Health and Social Care Partnership, Education and wider involved staff groups
- Correspondence with unions/partnership representative has taken place with a meeting taking place in January 2019.
- Short Life Working Groups have been formed; Information sharing and communication, Training, Pathways and Accommodation
- Building work delays of 2-3 weeks have resulted in the completion date being 26th April 2019. A risk assessment has been completed following a meeting with Health and Safety representatives and staff continue to engage in the four short life working groups. Communication with IT departments are ongoing to support improved agile working for Named Persons.

MAASH

- Ongoing development of the model, however with significant turnover of Police staff, there is a perception that the model is under great pressure now with Police pushing every concern through the hub overwhelming the team.

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- An evaluation of the MAASH project is currently underway. This has involved stakeholder consultation and interrogation of quantitative data. This evaluation will assist the project team in determining potential amendments to working and recording practices.

Universal Early Years

- Recruitment under way for permanent Perinatal Mental Health Nurse post
- Speech & Language Therapist post made permanent
- Recruitment underway for second Family Nurture post, linking with Education around recruitment

Challenge Fund – School Based Approach

- Irvine model has informed the Locality Modelling approach for Universal Early Years and Fieldwork Social Work teams to move into three towns locality, to work in partnership with Education colleagues
- Interviews this month for further 2.00 wte Social Workers to enable expansion into further localities

Challenge Fund – Reduction in residential school placements

- Agreement to align 3 wte posts to the children's houses and is now managed by the Senior Manager for Children Looked After Children

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Children, Families and Justice Services – Value, Detail and Resolution

SOL_CHN09_(SSSP)	Description			National Outcome
TI7 (LGBF)	Balance of Care for looked after children: % of children being looked after in the Community			Positive Life chances
	Value	Target	Status	Short Trend
Q1 2018/19	88.17%	90%	⚠️	⬆️
Q2 2018/19	89.14%	90%	✅	⬆️
Q3 2018/19	89.3%	90%	✅	⬆️
Q4 2018/19	88.19%	90%	⚠️	⬇️

Value Detail

2018/19 – Quarter Four Update: As with previous quarters the work that is ongoing around the residential schools Challenge Fund project aims to get young people within accommodation back to North Ayrshire community setting.

2018/19 – Quarter Three Update: There has been a slight decrease in % of children being looked after in the community from Q2 2018-19, although this is still within target. Work is ongoing around the residential schools challenge fund project and this aims to get young people back to the North Ayrshire community and within supported accommodation.

2018/19 - Quarter Two Update: There has been a slight increase in % of children being looked after in the community from Q1 2018-19. Work is ongoing around the residential schools challenge fund project and this aims to get young people back to the North Ayrshire community and within supported accommodation.

2018/19 - Quarter One Update: Although there has been a slight increase in % of children being looked after in the community it still falls short of the 90% target. Work is currently being done around the residential schools challenge fund project and this aims to get young people back to the North Ayrshire community and within supported accommodation.

NAHSCP_28	Description			National Outcome
TI	Number of LAAC who have 3 or more moves in the past 12 months			Best Start Possible
	Value	Target	Status	Short Trend
Q1 2018/19	6	10	✅	⬆️
Q2 2018/19	8	10	✅	⬇️

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| Q3 2018/19 | 12 | 10 | 🛑 | ⬇ |
| Q4 2018/19 | 9 | 10 | ✅ | ⬆ |

Value Detail

2018/19 – Quarter Four Update: Of the 366 children looked after away from home as at 31/03/2019, 2 had experienced 3 placement moves in the last 12 months, 3 had 4, 3 had 5 and 1 had 6 moves.

2018/19 - Quarter Three Update: Of the 362 children looked after away from home as at 31/12/18, 9 had experienced 3 accommodated placement moves in the last 12 months, 2 had 4 moves and 1 had 5 moves.
Work continues around the Challenge Fund School - based approach in reducing Looked After (LAC)/Looked After and Accommodated Numbers (LAAC). The planned activity details three areas that will run concurrently to assess learning outcomes of each. Kilwinning bringing Universal Early Years/Fieldwork and Education together, Three Towns bringing Universal Early Years/Fieldwork/Education and Mentoring pathways together, Irvine integrating the School based programme with Universal Early Years/Fieldwork and expanding across the Irvine locality. Accommodation is to be scoped out with Education colleagues for further expansion into Irvine Royal Academy and North Coast and Garnock Valley.

2018/19 - Quarter Two Update: Of the 377 children looked after away from home as at 30th September 2018, 5 had experienced 3 accommodated placement moves in the last 12 months, 2 had 4 moves and 1 had 5 moves.

2018/19 - Quarter One Update: Of the 380 children looked after away from home as at 30th June 2018, 4 had experienced 3 accommodated placement moves in the last 12 months, 1 had 4 moves and 1 had 6 moves

NAHSCP_08	Description		National Outcome
EC	Number of Children accessing Direct Payments		Positive Life chances

	Value	Target	Status	Short Trend
Q1 2018/19	45	41	✅	⬆
Q2 2018/19	42	41	✅	⬇
Q3 2018/19	40	41	⚠	⬇
Q4 2018/19	41	41	✅	⬆

Value Detail

2018/19 – Quarter Four Update:

2018/19 - Quarter Three Update: There has been a reduction of two children accessing direct payments. This is a result of a child now being recognised as an adult and the other's direct payment coming to an end.

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There has been a resurgence of interest in testing the value of thinking differently, more creative support planning and adventurous use of budgets. Children and Family Services are exploring this at the moment following an input from Tim Keilty - Qualified Social Worker and Associate of "In Control Scotland". His approach follows the question "What would it take?" i.e. what would it take you to get you to school? He shares real life stories where a small amount of money has made dramatic changes to young people and their families.

2018/19 - Quarter Two Update: There has been a decrease of 3 children with direct payments however this is still 1 above the target.

2018/19 - Quarter One Update: The number of Children accessing Direct Payments has increased by 3 since Q4 2017-18. Service target will be defined over the coming months.

NAHSCP_12	Description			National Outcome
EC	Actively recruit new in-house foster carers (Previously SPSS_P_B06)			Best Start Possible
	Value	Target	Status	Short Trend
Q1 2018/19	104	85	✅	⬆
Q2 2018/19	105	85	✅	⬆
Q3 2018/19	105	85	✅	▬
Q4 2018/19	104	85	✅	⬇

Value Detail

2018/19 - Quarter Four Update: A decrease of 1 from Q3 2018/19, although it continues to perform well and above target.

2018/19 - Quarter Three Update: No change in this PI from Q2 2018/19. It continues to perform well above target.

2018/19 - Quarter Two Update: The number of in-house foster carers has increased by 1 from Q1 2018-19, continuing to perform well about the identified target. Recruitment of foster carers continues to be a priority for North Ayrshire Health and Social Care Partnership and there are various campaigns held throughout the year.
In addition, we make use of local radio and the local authority web site for this purpose. Both of these methods have featured foster carers themselves speaking about the rewards of fostering to encourage others to apply and have been successful. Use of external fostering placement are regularly reviewed and work is ongoing to ensure that children who are returning home from such placements are done so as promptly as possible.

2018/19 - Quarter One Update: The number of in-house foster carers has increased by 1 from Q4 2017-18. The family placement team held an open evening on June the 5th, allowing potential carers to drop in and chat to staff. This provided an opportunity to find out more about the fostering role.

NAHSCP_37	Description	National Outcome
PEI	Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	Best Start Possible

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	Value	Target	Status	Short Trend
Q1 2018/19	89.7%	92.2%	✅	⬇
Q2 2018/19	88%	92.2%	⚠	⬇
Q3 2018/19	93.4%	92.2%	✅	⬆
Q4 2018/19				

Value Detail

2018/19 - Quarter Four Update: not available at time of report

2018/19 - Quarter Three Update: Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus) has increased from Q2 2018 2019 by 5.4%. This PI is delivered one quarter behind due to data collection methods.

2018/19 - Quarter Two Update: Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus) has fallen from the previous quarter. Ongoing work around developing teams around the "family" will aid in increasing this. Monthly, informal meetings will commence from 31.01.19. This meeting will be for Health and Social Care Partnership, Education and wider staff groups involved. Four short life working groups have been formed; information sharing and communication, training, pathways and accommodation with the aim of developing this project further.

2018/19 - Quarter One Update: This PI is delivered one quarter behind due to data collection methods.

NAHSCP_38	Description		National Outcome
PEI	Preschool children protected from disease through % uptake of child immunisation programme (MMR1)		Best Start Possible
	Value	Target	Status	Short Trend
Q1 2018/19	95.2%	98.2%	✅	⬆
Q2 2018/19	91.7%	98.2%	⚠	⬇
Q3 2018/19	94.4%	98.2%	⚠	⬆
Q4 2018/19				

Value Detail

2018/19 - Quarter Four Update: not available at time of report

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2018/19 - Quarter Three Update: Preschool children protected from disease through % uptake of child immunisation programme (MMR1) has increased from Q2 2018 2019 by 2.7%. This PI is delivered one quarter behind due to data collection methods.

2018/19 - Quarter Two Update: Preschool children protected from disease through % uptake of child immunisation programme (MMR1) has fallen from the previous quarter. Ongoing work around developing teams around the "family" will aid in increasing this. Monthly, informal meetings will commence from 31.01.19. This meeting will be for Health and Social Care Partnership, Education and wider staff groups involved. Four short life working groups have been formed; information sharing and communication, training, pathways and accommodation with the aim of developing this project further.

2018/19 - Quarter One Update: This PI is delivered one quarter behind due to data collection methods.

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Health and Community Care – Highlights
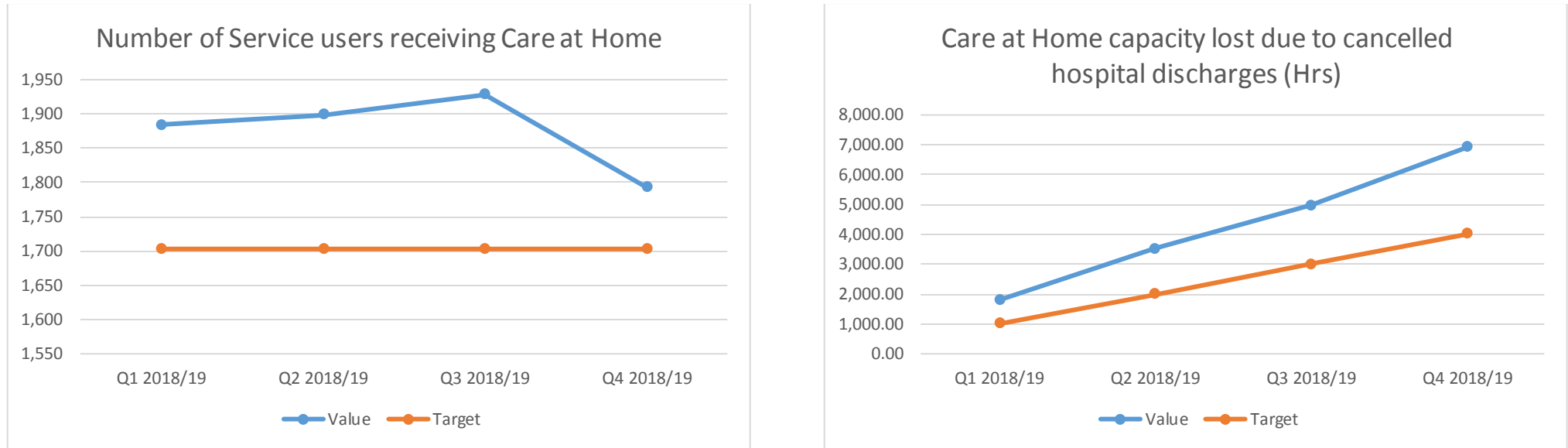
Pan Ayrshire Model for Intermediate Care and Rehabilitation Launch

- The Pan-Ayrshire Model for Enhanced Intermediate Care and Rehabilitation, focusses on providing high quality care and support through early intervention and preventative action to help stop older people and people with complex needs becoming unwell in the first place or supporting them to manage their conditions more effectively at home or a homely environment.
- The enablers for this will include Technology Enabled Care (TEC) and locality based Multi – Disciplinary Teams.
- The pan-Ayrshire model for Enhanced Intermediate Care and Rehabilitation is developed around Intermediate Care and Rehabilitation Hubs which provide a single point of access, with screening and clinical triage, ensuring the person is seen by the right service, first time.
- The model supports people at different stages of their recovery journey and will link up and build on existing intermediate care and rehabilitation services. This will reduce duplication and fragmentation of services across Ayrshire and Arran.

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- The hubs will operate 9am – 5pm, 7 days per week
- The Pan-Ayrshire Model for Enhanced Intermediate Care and Rehabilitation has shown early signs of meeting its outcomes - Faster, more co-ordinated response to deterioration/crisis, preventing unnecessary acute hospital admission, promoting early discharge and where possible supporting people's recovery at home or a homely environment. The project will be monitored to ensure all benefits are realised and maximised where possible.

Carers

- The Adult Carer Support Plan is now live. The Short Break Statement is being developed to look at a range of suitable options for breaks from caring.
- The Digital Resource for carers is now live and being promoted. North Ayrshire Council is the first Partnership or Local Authority to go live with such a resource and this resource will be evaluated to ensure best use within North Ayrshire.
- Carer Positive Employer Level 2 – established draft submitted to the Chief Executive of North Ayrshire Council on March 19th for sign off to help support people who work for North Ayrshire Council and carry out a caring role
- Carer involvement in hospital discharge is progressing rapidly due to acute sites receiving funding for a concentrated time. Two carer support staff will identify and help carers through the discharge process with linking back to carer information and support in their communities. This ensures carers are being identified earlier and given the right level of information at the right time.
- The New Carer Strategy 2019 – 2024 consultation and research continues and specific topics are being concentrated on for both young and adult carers i.e. education, transport and employability.

Arran Complex Care Pilot

- The Arran Complex Care pilot is currently under evaluation with a view to assessing its suitability for Arran wide implementation. This is in conjunction with the findings of the Arran Review carried out in 2017, which highlighted the desire for tailored services that placed patients at the centre or care and support, and, are delivered near or within their home.

Falls Prevention

- Falls prevention drop in event was held at Brooksby in November linking with the seasonal flu clinic.

Ayrshire College

- Ayrshire College began collaborating with the NHS to initiate a group in November 2018 that supported inpatients to recognise their learning in health and wellbeing while in hospital and evidence this with the support of OT staff and Ayrshire College tutor.

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Health and Community Care – Value, Detail and Resolution

NAHSCP_07	Description		National Outcome
EC	Number of Adults accessing Direct Payments		Independent

	Value	Target	Status	Short Trend
Q1 2018/19	112	110	✅	▬
Q2 2018/19	100	110	🛑	⬇
Q3 2018/19	101	110	🛑	⬆
Q4 2018/19	100	110	🛑	⬇

Value Detail
2018?19 – Quarter Four Update: Work is continuing within the Partnership to promote the use of Direct Payments across all assessment teams.
2018/19 - Quarter Three Update: There has been an increase of 1 adult accessing direct payments from the previous quarter. This is a result of an individual transitioning from childhood into adulthood. In order to increase the amount of adults accessing direct payments a new collaboration for the North Ayrshire Health and Social Care Partnership has been with the Community Brokerage Network (CBN) who are based and long established in East Ayrshire but secured funding recently to move further across Ayrshire and beyond. CBN employ brokers to work with people with social care needs to plan and organise their support. They help connect people back into their communities. Again though, some of these brokers have experience in directing their own support and use that to encourage people to be more creative in how they are supported.
2018/19 - Quarter Two Update: There has been a reduction of 12 adults accessing direct payments from the previous quarter. In the coming months further work will be undertaken to work with the health and social care teams to increase the number of service users making informed choices and ultimately directing their care in the manner that suits them.
2018/19 - Quarter One Update: There has been no change in value from Q4 2017-18. Service target will be defined over the coming months.

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NAHSCP_14	Description			National Outcome
BST	Number of days people spend in hospital when they are ready to be discharged (Bed days lost).			Quality of Life
	Value	Target	Status	Short Trend
Q1 2018/19	4,804	1,936	🔴	⬇
Q2 2018/19				❓
Q3 2018/19	4,808	1,936	🔴	❓
Q4 2018/19	3,579	1,936	🔴	⬆

Value Detail

2018/19 – Quarter Four Update: Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

2018/19 – Quarter Three Update: Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

2018/19 – Quarter Two Update:

2018/19 - Quarter One Update: Due to a system transition within NHS we have not been able to achieve the validated data for this quarter.

NAHSCP_92	Description			National Outcome
BST	Percentage of purchased care service covered by a contract			
	Value	Target	Status	Short Trend
Q1 2018/19		70%		❓
Q2 2018/19	97.02%	70%	✅	❓
Q3 2018/19	97%	70%	✅	❓
Q4 2018/19	97%	70%	✅	❓

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Value Detail
2018/19 - Quarter Four Update: The year has ended meeting set targets from Q2 to Q4.

NAHSCP_20	Description			National Outcome
PEI	Number of Service users receiving Care at Home			Independent
	Value	Target	Status	Short Trend
Q1 2018/19	1,884	1,703	✅	⬇
Q2 2018/19	1,899	1,703	✅	⬆
Q3 2018/19	1,928	1,703	✅	⬆
Q4 2018/19	1,793	1,703	✅	⬇

Value Detail
2018/19 – Quarter Four Update: Although the numbers have fallen Q3 it remains 5% above the set target.
2018/19 – Quarter Three Update: A further increase this quarter sees this measure sitting at 13.2% above target.
2018/19 - Quarter Two Update: There has been a slight increase in the numbers of people receiving care at home placing us at 11.5% above target.
2018/19 - Quarter One Update: Data is taken from Carefirst the centralised Social Care Information System. This is a unique count of individuals as at 30/06/2018. There is a 6.78% decrease from Q4 2017-18.

NAHSCP_24	Description			National Outcome
PEI	Percentage of ICT service users seen within 1 day of referral			Effective Use of Resources
	Value	Target	Status	Short Trend
Q1 2018/19	91.4%	90%	✅	⬇
Q2 2018/19	100%	90%	✅	⬆
Q3 2018/19	100%	90%	✅	▬
Q4 2018/19	100%	90%	✅	▬

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Value Detail
2018/19 – Quarter Four Update: In Q4 there was an increase in referrals to 360 received by the Intermediate Care Team
2018/19 – Quarter Three Update: 355 referrals received by ICT in this quarter.
2018/19 - Quarter Two Update: 417 referrals received by ICT in this quarter
2018/19 - Quarter One Update: 520 referrals received by ICT (Formerly called ICES) team with 475 seen within 24hrs

NAHSCP_29	Description			National Outcome
PEI	Percentage of ASP Inquiries completed within 5 working days			Safe
	Value	Target	Status	Short Trend
Q1 2018/19	47.9%			⬇
Q2 2018/19	51.6%			⬆
Q3 2018/19	55.6%			⬆
Q4 2018/19	58.1%			⬆

Value Detail
2018/19 – Quarter Four Update: 50/86 authorised within 5 working days
2018/19 - Quarter Three Update: 55/99 authorised within 5 working days
2018/19 - Quarter Two Update: 63/122 AP1s authorised within 5 working days.
2018/19 - Quarter One Update: 119 AP1s were authorised in this period, 57 of which were authorised within 5 working days of date assignee started.

NAHSCP_78	Description			National Outcome
PEI	Care at Home capacity lost due to cancelled hospital discharges (Hrs)			Effective Use of Resources
	Value	Target	Status	Short Trend
Q1 2018/19	1,795.75	1,000	🔴	⬆
Q2 2018/19	3,513.25	2,000	🔴	⬇

19

| Q3 2018/19 | 4,958 | 3,000 | 🛑 | ⬇ |
| Q4 2018/19 | 6,907 | 4,000 | 🛑 | ⬇ |

Value Detail

2018/19 - Quarter Four Update: Capacity lost increased by 39% from Q3 and remains above target.
Our hospital team is based within Crosshouse Hospital Discharge Hub and attends daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

2018/19 - Quarter Three Update: Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

2018/19 - Quarter Two Update: The value for this measure is an accumulation of each quarter over the year.

2018/19 - Quarter One Update: The value for this measure is an accumulation of each quarter over the year.

NAHSCP_80	Description		National Outcome
PEI	Number of patients waiting for CAH package (Hospital)		Effective Use of Resources

	Value	Target	Status	Short Trend
Q1 2018/19		80	❓	❓
Q2 2018/19		80	❓	❓
Q3 2018/19	139	80	🛑	❓
Q4 2018/19	26	80	✅	⬆

Value Detail

2018/19 – Quarter Four Update: Our hospital team is based within Crosshouse Hospital Discharge Hub and attends daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

2018/19 - Quarter Three Update: Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.

2018/19 – Quarter Two Update:

2018/19 - Quarter One Update: Due to a system within NHS we have not been able to achieve the validated data for this quarter.

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NAHSCP_82	Description				National Outcome
PEI	Number of Service Users delayed due to funding being confirmed				Effective Use of Resources
	Value	Target	Status		Short Trend
Q1 2018/19			[?]		[?]
Q2 2018/19			[?]		[?]
Q3 2018/19	15	0	🔴		[?]
Q4 2018/19	47	0	🔴		⬇️

Value Detail
2018/19 – Quarter Four Update: Our hospital team is based within Crosshouse Hospital Discharge Hub and attends daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure carer is co-ordinated and discharges facilitated timeously.
2018/19 - Quarter Three Update: Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure care is co-ordinated and discharges facilitated timeously.
2018/19 - Quarter Two Update:
2018/19 - Quarter One Update: Due to a system transition within NHS we have not been able to achieve the validated data for this quarter.

NAHSCP_83	Description				National Outcome
PEI	Number of Service Users delayed in discharge to a care home after funding confirmed				Effective Use of Resources
	Value	Target	Status		Short Trend
Q1 2018/19					[?]
Q2 2018/19					[?]
Q3 2018/19	19	30	✅		[?]
Q4 2018/19	Data not available for report				

Value Detail
2018/19 – Quarter Four Update: No data available.
2018/19 - Quarter Three Update: Our hospital team based within Crosshouse Hospital continues to grow and are now based within the Discharge Hub. The hospital team attend daily huddles, increasing understanding of acute site flow challenges and responding to early referrals, undertaking comprehensive assessments to ensure care is co-ordinated and discharges facilitated timeously.
2018/19 – Quarter Two Update:
2018/19 - Quarter One Update: Due to a system transition within NHS we have not been able to achieve the validated data for this quarter.

22

Mental Health Services- Highlights

Learning Disabilities service users in voluntary placements

Referral to Treatment Times – Psychological Therapies
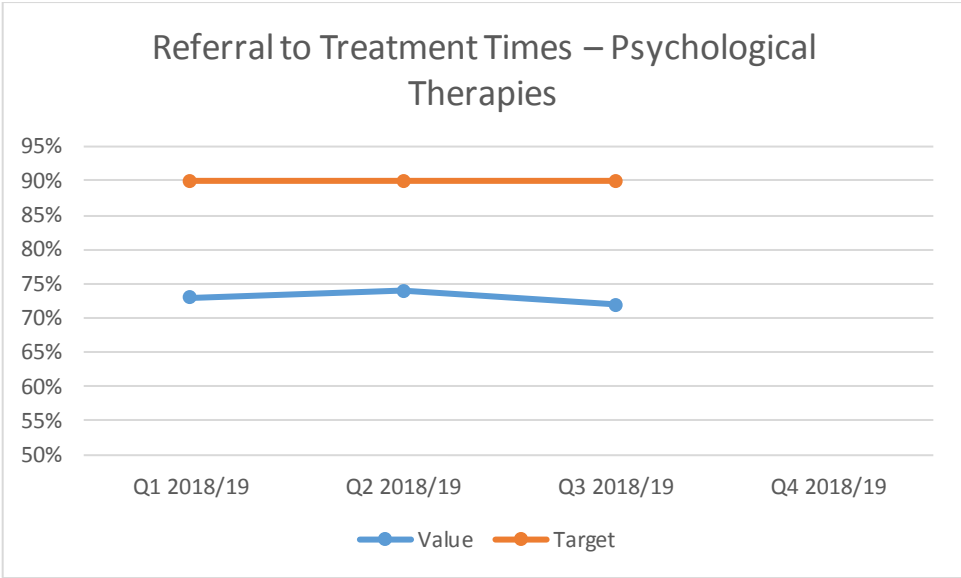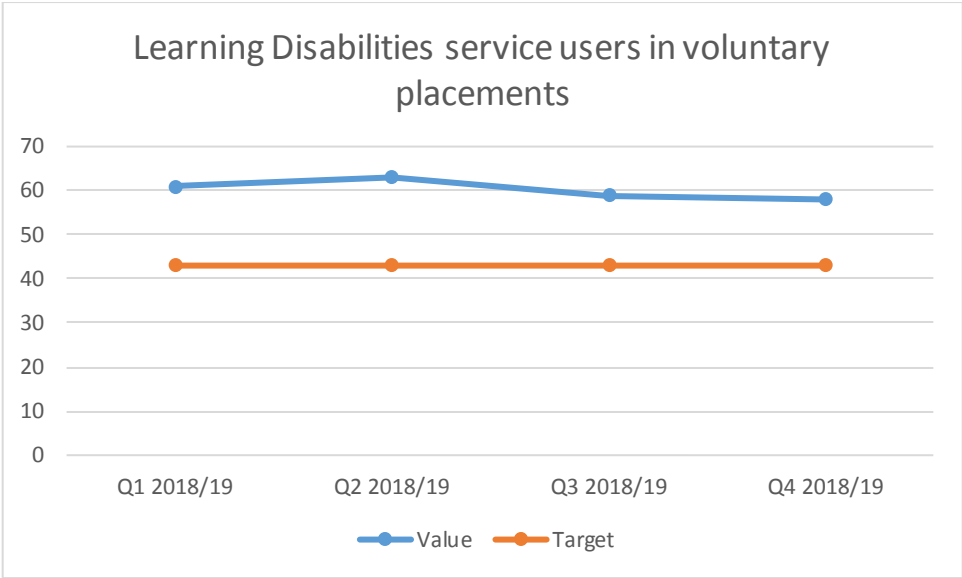
Mental Health Conversation

- Findings from the Mental Health Conversation were used to inform the draft Ayrshire and Arran Mental Health Strategy in response to the national Mental Health Strategy (2017 – 2027) published by Scottish Government.
- This has ensured that the themes and outcomes discussed within the strategy are based largely on contributions from people who use Mental Health services and their families and carers, those who deliver those services, and people from the wider communities of Ayrshire and Arran.

Elderly Mental Health Inpatients Proposal

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- A proposal was made to the Strategic Planning and Mental Health Change Programme Board in relation to changes in Elderly Mental Health Inpatient Services.
- The proposal was based around merging Croy and Ward 4 leading to a 'new' Ward 4, 17 bedded functional assessment ward, an additional 12.94 Rehabilitation Nurses, 13.93 Health Care Assistants across the Unit, reduced bed numbers in remaining wards to match average percentage occupancy, align services with longer term 'aim' on Ayrshire Central Hospital site and scope required works to enable better standard vacated adult wards on Ailsa site to be occupied.
- Some of the benefits as a result of this proposal are as follows; improved staffing skill mix and numbers, allow occupancy of best inpatient accommodation (Ailsa site and Woodland View), address concerns of Mental Welfare Commission regarding Ailsa accommodation, release resource for alternative investment, allow loved ones to be cared for closer to families (Iona and Lewis), improved care experience (not reliant on use of supplementary staff) and rationalise number of wards and beds making future re-provision more readily achievable.

Engagement Plan for Alcohol and Drug Partnership Strategy Development

- North Ayrshire Alcohol and Drug Partnership are looking to hear the views of people who access services, carers, family members and general public, in order to produce a meaningful strategy. The strategy will run from June 2019 – June 2022.
- The premise of this engagement would be to have open dialogue with the various target audiences listed above. There would be no direct mention of the North Ayrshire Alcohol Drug Partnership strategy in the discussions although a choice would be provided in relation to priorities.
- The engagement would be branded – The North Ayrshire Alcohol and Drugs Conversation in order to build profile and interest. There would be a commitment, at the outset, from senior management to review and respond to all comments received.
- Running alongside the engagement would be information sharing in relation to what the Alcohol and Drug Partnership must do, for example highlighting which priorities are already set.

Warrix Ave and Trindlemoss

- Warrix Avenue (Community Mental Health facility): Major refurbishments completed end of March 2019. Snagging being undertaken. Workforce recruited and care model pathways completed. Induction programme and orientation to commence April/May with first patients admissions mid-June 2019.

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- Trindlemoss full site refurbishments and major works now scheduled for completion August/September 2019. Ongoing working groups in relation to new model of Learning Disability Day Services for preparation of transfer of Fergushill/Hazeldene to Trindlemoss.
- Workforce modelling for both care home and tenancies progressing as is identification of support plans of delivery aligned to opportunities for service users provided by new model of accommodation.

Change Programme Update

Day Services Recommissioning

- Following on from the engagement event in November, work has continued with staff within the day services and service users themselves around issues such as signage, colour schemes and actions to prioritise. A recent development day with staff drew in contributions from the Scottish Commission for Learning Disabilities; TACT; Community Link Workers; and the Community Brokerage Network. University of the West of Scotland, who successfully bid for the evaluation of the move to the new site, were also present, and worked with staff to develop ideas for appropriate evaluation methods.

Adult Community Mental Health Integration

- Session with staff regarding configuration of the team going forward
- Completed interviews for Mental Health Practitioner posts and four preferred candidates agreed

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Mental Health Services – Value Detail and Resolution

NAHSCP_13	Description			National Outcome
EC	Number of LD service users in voluntary placements.			Independent

	Value	Target	Status	Short Trend
Q1 2018/19	61	43	✅	⬇
Q2 2018/19	63	43	✅	⬆
Q3 2018/19	59	43	✅	⬇
Q4 2018/19	58	43	✅	⬇

Value Detail

2018/19 – Quarter Four Update: The number of LD service users in voluntary placements has decreased from Q3 2018-19 by 1. Of the 58, 51 were unpaid, not seeking paid employment and 7 were engaged in voluntary work (unpaid), seeking employment.

2018/19 – Quarter Three Update: The number of LD service users in voluntary placements has decreased from Q2 2018-19 by 4. Of the 59, 52 were unpaid, not seeking paid employment and 7 were engaged in voluntary work (unpaid), seeking employment.

2018/19 - Quarter Two Update: The number of LD service users in voluntary placements has increased from Q1 2018-19 by 2. Of the 63, 56 were unpaid, not seeking paid employment and 7 were engaged in voluntary work (unpaid), seeking employment.

2018/19 - Quarter One Update: Although the number of LD service users in voluntary placements has fallen from Q4 2017-18, it is still ahead of its target. Of the 61, 55 were unpaid, not seeking paid employment and 6 were engaged in voluntary work (unpaid), seeking paid employment. A voluntary placement is a service to which there is no cost attached to the LD service. This could be a service user accessing a lunch club or community group for social support but could also include undertaking voluntary work/work experience in a local charity shop or business.

NAHSCP_30	Description			National Outcome
PEI	Addictions referrals to Treatment within 3 weeks (Alcohol)			Healthier

	Value	Target	Status	Short Trend
Q1 2018/19	94.9%	90%	✅	⬇
Q2 2018/19	94%	90%	✅	⬇

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Q3 2018/19	100%	90%	✅	⬆️
Q4 2018/19				

Value Detail

2018/19 - Quarter Three Update:
At Q3 we have further increased the percentage by 6% to 100%, remaining above the set target.

2018/19 - Quarter Two Update:
At the end of each quarter, there is a lengthy scrutiny and validation process both locally and nationally to ensure that any potential information which could be published is accurate and up to date. As such all information is published one quarter behind.

2018/19 - Quarter One Update: At the end of each quarter, there is a lengthy scrutiny and validation process both locally and nationally to ensure that any potential information which could be published is accurate and up to date. As such all information is published one quarter behind.

NAHSCP_30	Description		National Outcome
PEI	Addictions referrals to Treatment within 3 weeks (Drugs)		Healthier

	Value	Target	Status	Short Trend
Q1 2018/19	96.4%	90%	✅	⬇️
Q2 2018/19	91%	90%	✅	⬇️
Q3 2018/19	100%	90%	✅	⬆️
Q4 2018/19				

Value Detail

2018/19 – Quarters 1-3 Update:
Performance in Q3 has increased to 100% from the dip to 91% in Q2.

NAHSCP_41	Description		National Outcome
PEI	Number waiting for PCMHT (North) more than 18 weeks		Healthier

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	Value	Target	Status	Short Trend
Q1 2018/19	40	48	✅	⬆
Q2 2018/19	36	48	✅	⬆
Q3 2018/19	26	48	✅	⬆
Q4 2018/19				

Value Detail

2018/19 – Quarter Four Update: not available at time of report

2018/19 - Quarter Three Update: From December-end report

2018/19 - Quarter Two Update:

2018/19 - Quarter One Update: The number waiting for PCMHT for more than 18 weeks has fallen by 50% from Q4 2017-18 to Q1. This may be as a result of the waiting times initiative that has been undertaken. For example holding clinics at the weekend.

NAHSCP_43	Description			National Outcome
PEI	Referral to Treatment Times – Psychological Therapies (North) as at the end of the quarter			Healthier

	Value	Target	Status	Short Trend
Q1 2018/19	73%	90%	🔴	⬇
Q2 2018/19	74%	90%	🔴	⬆
Q3 2018/19	72%	90%	🔴	⬇
Q4 2018/19				

Value Detail

2018/19 – Quarter Four Update: not available at time of report

2018/19 - Quarter Three Update: There has been a 2% decrease from the last quarter for referral to treatment times. With the new clinical psychologist in post this figure is expected to decline.

2018/19 - Quarter Two Update: There has been a 1% increase from the last quarter for referral to treatment times. There has been an ongoing attempt to recruit a new clinical psychologist which should aid in meeting the target.

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2018/19 - Quarter One Update: There has been a decrease of 1% in referral to treatment times for Psychological Therapies. 17% below the 90% target.

NAHSCP_45	Description			National Outcome
PEI	Number of accepted CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)			Healthier

	Value	Target	Status	Short Trend
Q1 2018/19	71	23	🔴	⬆
Q2 2018/19	56	23	🔴	⬆
Q3 2018/19	66	23	🔴	⬇
Q4 2018/19				

Value Detail

2018/19 – Quarter Four Update: not available at time of report

2018/19 - Quarter Three Update:
There has been an increase of 10 referrals into CAMHS for either anxiety or depression. This increase is likely in reaction to the number of suicides that occurred in Ayrshire, with the transition from Primary to Secondary school also playing a role. Work is ongoing within the Kilwinning locality aiming to support young people at a much earlier stage, preventing escalation into crisis.

2018/19 - Quarter Two Update: There has been a reduction of 15 referrals into CAMHS for either anxiety or depression. Work is ongoing within the Kilwinning locality aiming to support young people at a much earlier stage, preventing escalation into crisis.

2018/19 - Quarter One Update: 71 CAMHS referrals were accepted with presenting complaint of anxiety or depression, 19 less from Q4 2017-18. A seasonal drop could be the reason behind this.

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System Wide – Value Detail and Resolution

NAHSCP_75	Description			National Outcome
BST	Average working days lost to sickness absence per employee. NAC			Engaged Workforce

	Value	Target	Status	Short Trend
Q1 2018/19	3.49	2.75	🔴	⬆
Q2 2018/19	6.8	5.5	🔴	⬇
Q3 2018/19	10.25	8.25	🔴	⬇
Q4 2018/19	13.8	11	🔴	⬇

Value Detail

2018/19 – Quarter Four Update: Absence remains above target and further analysis will be undertaken to determine where any areas of prevalence may lie for targeted action. As well as those ways listed previously the new staff 'Attendance Reward Scheme' in the Partnership has launched. At the end of every quarter, all staff who have full attendance will have their names put in a draw for a £1000 worth of vouchers of their choosing.

2018/19 - Quarter Three Update: The Partnership is committed to a holistic approach designed to support good health and positive wellbeing for all staff. We do this in various ways, including supports such as Occupational Health Check, Additional Physiotherapy, Counselling, Healthy You Events, Provision of Flu Vaccination to all staff, Work-life Balance initiatives as well as intensive training in moving and handling and CALM.

2018/19 - Quarter Two Update: Following an IJB decision in August of this year, the partnership will be launching a new 'Attendance Reward Scheme' for all staff in the North Ayrshire Health and Social Care Partnership. At the end of every quarter next year, all staff who have full attendance will have their names put in a draw for a £1000 worth of vouchers of their choosing. This will run for a year as a pilot and the findings will be shared with the wider NHS and Council colleagues.
The Health and Social Care Partnership continues to support staff in a variety of ways, from counselling services to physio support, to restricted duties and phased returns.

2018/19 - Quarter One Update: Musculoskeletal (MSK) and Counselling resources have been recruited for NAC and NHS staff in order to improve this.

NAHSCP_76	Description			National Outcome
BST	Percentage working days lost to sickness absence (HSCP NHS Staff)			Engaged Workforce

	Value	Target	Status	Short Trend
Q1 2018/19	5.2%	4.5%	🔴	⬆

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Q2 2018/19	5.76%	4.5%	🔴	⬇
Q3 2018/19	6.69%	4.5%	🔴	⬇
Q4 2018/19	5.05%	4.5%	🔴	⬆

Value Detail
2018/19 – Quarter Four Update: NHS figures show a decrease in overall percentage working days lost but remains above target. As well as those ways listed previously the new staff 'Attendance Reward Scheme' in the Partnership has launched. At the end of every quarter, all staff who have full attendance will have their names put in a draw for a £1000 worth of vouchers of their choosing.
2018/19 - Quarter Three Update: The Partnership is committed to a holistic approach designed to support good health and positive wellbeing for all staff. We do this in various ways, including supports such as Occupational Health Check, Additional Physiotherapy, Counselling, Healthy You Events, Provision of Flu Vaccination to all staff, Work-life Balance initiatives as well as intensive training in moving and handling and CALM.
2018/19 - Quarter Two Update: Following an IJB decision in August of this year, the partnership will be launching a new 'Attendance Reward Scheme' for all staff in the North Ayrshire Health and Social Care Partnership. At the end of every quarter next year, all staff who have full attendance will have their names put in a draw for a £1000 worth of vouchers of their choosing. This will run for a year as a pilot and the findings will be shared with the wider NHS and Council colleagues. The Health and Social Care Partnership continues to support staff in a variety of ways, from counselling services to physio support, to restricted duties and phased returns.
2018/19 - Quarter One Update: Musculoskeletal (MSK) and Counselling resources have been recruited for NAC and NHS staff in order to improve this.

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System Wide – Employee Attendance

Staff absence to 31st March 2019 is detailed in Appendix 2 – Employee Attendance, with tables 1 and 1b (NAC Staff Group) and table 2 (NHS staff). Staff absence cannot as yet be compiled as one staffing group. Along with absence a detail of the training provided for NHS employees has been included in table 3.

Sickness absence from NAC staff in the partnership is 23% above target of 11 days at 13.8 days. This is an improvement on the same period in 2017-18 of 1.58 days.

NHS sickness absence for staff in the partnership to March 2018 was 5.05%. Compared to the same period in 2017-18 this has decreased from 6.19%

MSG Indicators

The MSG map represents the comparison of the last 7 months available data.

Emergency Admissions

	CNES 299	ORKN 152	SHET 123

Map of Scotland regions with values:

- CNES 299
- ORKN 152
- SHET 123
- HIGH 1682
- ABNS 1621
- ABNC 1735
- A&B 358
- ANGS 947
- MRY 626
- INVE 94
- WDUN 107
- STIR 38
- DUND
- P&K 1157
- FIFE 1510
- EDUN 18
- CLAC 26
- FALK 76
- NAYR 1622
- RENF 177
- EREN 55
- GLAS 125
- EDIN 3616
- ELOT 894
- NLRK 3175
- WLOT 1603
- MLOT 762
- SAYR 1417
- EAYR 1487
- SLAN 2660
- D&G 890
- SBOR 1021
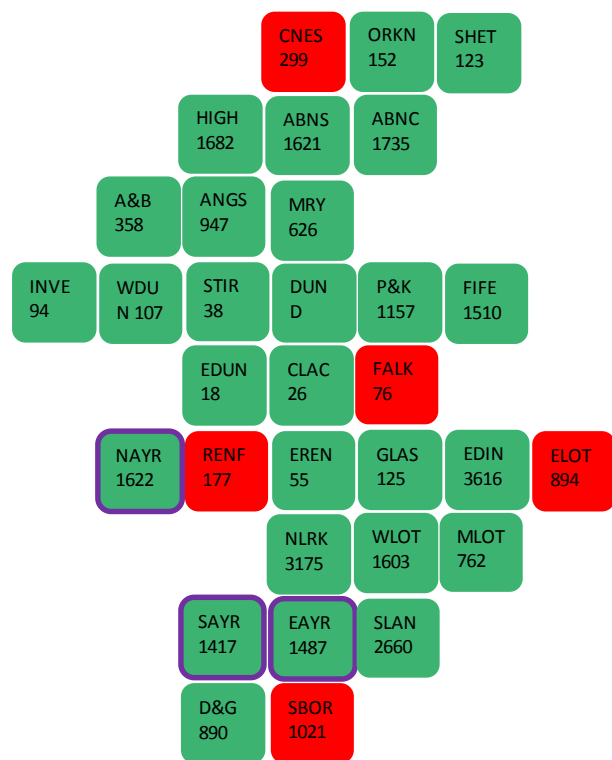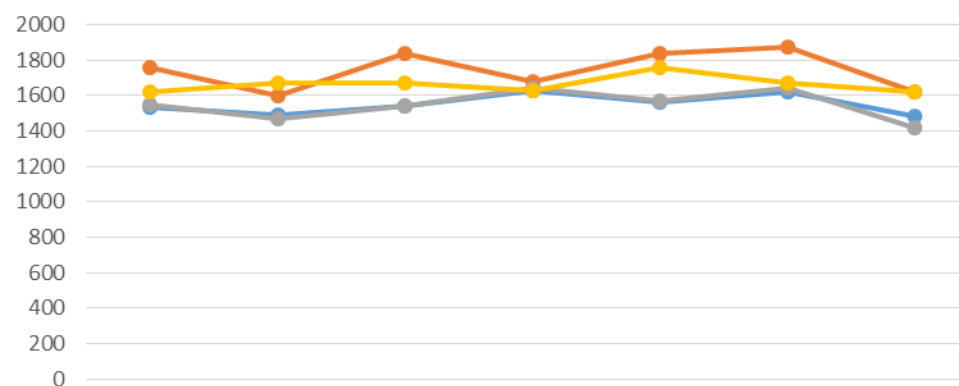
	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
East Ayrshire	1532	1494	1538	1,626	1560	1622	1487
North Ayrshire	1762	1601	1840	1,677	1837	1875	1622
South Ayrshire	1548	1471	1540	1,645	1567	1645	1417
2018-19 Target	1,623	1,671	1,671	1,630	1,761	1,672	1,620

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Emergency Admissions from A&E

	CNES 172	ORKN 123	SHET 131		
	HIGH 899	ABNS 579	ABNC 817		
A&B 456	ANGS 345	MRY 353			
INVE 617	WDUN 644	STIR 348	DUND 702	P&K 452	FIFE 1799
	EDUN 504	CLAC 223	FALK 750		
NAYR 1007	RENF 1346	EREN 476	GLAS 3942	EDIN 2672	ELOT 660
	NLRK 2990	WLOT 1071	MLOT 570		
SAYR 798	EAYR 923	SLAN 2518			
D&G 911	SBOR 673				
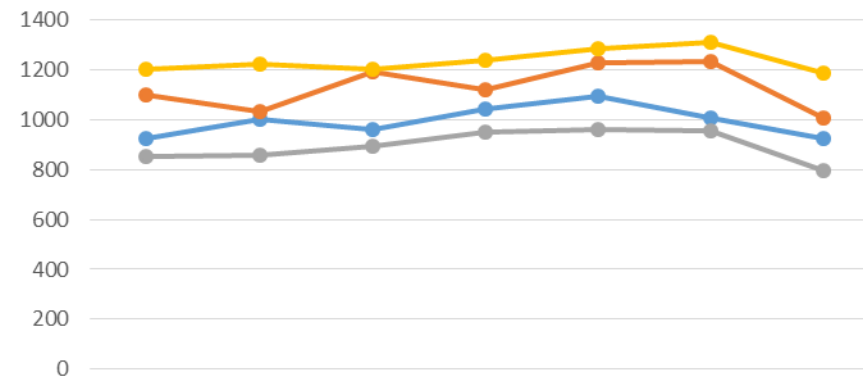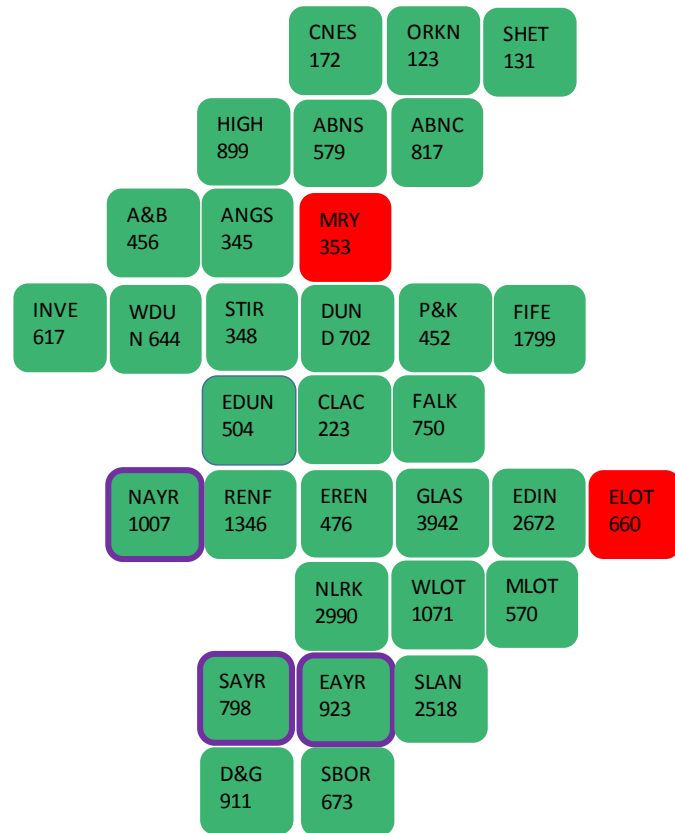
	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
East Ayrshire	924	1002	959	1042	1092	1009	923
North Ayrshire	1098	1032	1192	1118	1227	1235	1007
South Ayrshire	854	857	893	950	961	956	798
2018-19 Target	1204	1221	1204	1240	1283	1311	1188

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Delayed Discharges Bed Days

CNES 554	ORKN 69	SHET 73
HIGH 2957	ABNS 1007	ABNC 1011
A&B 713	ANGS 318	MRY 927
INVE 49	WDUN 261	STIR 569	DUND 991	P&K 728	FIFE 3206
EDUN 344	CLAC 304	FALK 1496
NAYR 1916	RENF 626	EREN 142	GLAS 3203	EDIN 5223	ELOT 644
NLRK 2852	WLOT 1596	MLOT 930
SAYR 1758	EAYR 480	SLAN 3316
D&G 1537	SBOR 961

	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
East Ayrshire	579	413	394	321	283	366	480
North Ayrshire	1231	1429	1654	1636	1700	1670	1916
South Ayrshire	1623	2026	2148	2396	2095	1929	1758
2018-19 Target	672	727	803	1015	1081	1156	1111

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Delayed Discharges – Code 9

	CNES 295	ORKN 0	SHET 0

Region	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
East Ayrshire	317	151	168	168	125	118	208
North Ayrshire	99	64	184	236	236	246	196
South Ayrshire	113	169	224	245	181	223	100
2018-19 Target	36	76	123	127	248	348	334

Map values:
CNES 295, ORKN 0, SHET 0, HIGH 1027, ABNS 267, ABNC 70, A&B 253, ANGS 40, MRY 196, INVE 0, WDUN 94, STIR 57, DUND 362, P&K 275, FIFE 680, EDUN 0, CLAC 86, FALK 493, NAYR 196, RENF 180, EREN 60, GLAS 790, EDIN 839, ELOT 0, NLRK 516, WLOT 98, MLOT 12, SAYR 100, EAYR 208, SLAN 605, D&G 175, SBOR 186

Code 9 reasons include:

- Awaiting place availability in specialist facility for under 65s
- Awaiting place availability in specialist facility for over 65s
- Awaiting for completion of complex care arrangements in order to live in own home
- Awaiting bed availability in other NHS hospital/facility when no facilities exist in the NHS Board area
- Patients exercising statutory right of choice – where an interim placement is not possible or reasonable
- Adults with incapacity Act delays over 3 months. The cut-off point for these delays has been reduced from 6 months to 3 months to provide a fuller understanding of the reasons behind these delays

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Finance

Key points:

- Overall the IJB will report a year-end surplus of £0.945m against budget, this reflects the position after the £1.5m being held for the IJB by the Council has been transferred back to the partnership, prior to this transfer an overall year-end deficit of £0.541m would have been reported (£0.818m after adjustment for new earmarked balances)
- After earmarking ring-fenced Scottish Government funding for the ADP, Primary Care and Mental Health of £0.277m this leaves £0.668m which is the uncommitted amount available to commence repayment of the £5.8m debt to North Ayrshire Council
- The IJB have for the first time during 2018/19 accounted for the final year-end position in a truly integrated way with resource shifting from the NHS budget to offset Social Care costs, with a year-end transfer of £0.410m supporting the offset of in-year social care overspends and supporting the debt repayment
- It is positive to note that the IJB will commence repayment of the debt to the Council, however in working towards financial balance during 2018/19 there was a plan to repay £1.5m. This was not possible due to variations between projections and actual costs for social care services at the financial year-end
- The main movements from the period 10 projected position include a £0.6m adverse movement in Learning Disability services due to 2016/17 historic invoices and a responder service not included in financial commitments and an adverse movement of £0.2m in Children's Services due to a higher cost care package and another case where Education did not share costs for a residential placement
- An action plan to improve future social care financial projections will be presented to the IJB with the year-end financial monitoring report. The Social Care Finance Team moved across to the HSCP during 2018/19 to facilitate improved communication and joint working with front line HSCP services, this move supports the strengthening of financial management arrangements for the HSCP and the plans to improve financial projections and processes
- The main pressure areas continue to be Care Homes, Learning Disability care packages and residential placements for Children, offset by a number of areas with particularly high levels of vacancies
- The approved balanced IJB budget for 2019/20 includes plans to address these areas of overspend and in some areas the work undertaken during 2018/19 to improve the financial position will have a greater impact for the ongoing financial commitment in future years

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Appendix 1 – List of all Performance Measures

Priority 1. Tackling Inequalities	Quarters											
PI Description	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Balance of Care for looked after children: % of children being looked after in the Community	88.17%	90%	🔺	89.14%	90%	✅	89.3%	90%	✅	88.19%	90%	🔺
Number of LAAC who have 3 or more moves in the past 12 months	6	10	✅	8	10	✅	12	10	🛑	9	10	✅

Priority 2. Engaging Communities	Quarters											
PI Description	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Adults accessing Direct Payments	112	110	✅	100	110	🛑	101	110	🛑	100	110	🛑
Number of Children accessing Direct Payments	45	41	✅	42	41	✅	40	41	🔺	41	41	✅
Actively recruit new in-house foster carers (Previously SPSS_P_B06)	104	85	✅	105	85	✅	105	85	✅	104	85	✅
Number of LD service users in voluntary placements.	61	43	✅	63	43	✅	59	43	✅	58	43	✅

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Priority 3. Bringing Services Together

PI Description	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of days people spend in hospital when they are ready to be discharged (Bed days lost).	4,804	1,936	🔴				4,808	1,936	🔴	3,579	1,936	🔴
Average working days lost to sickness absence per employee. (Previously SPSS_P_G01)	3.49	2.75	🔴	6.8	5.5	🔴	10.25	8.25	🔴	13.8	11	🔴
Percentage working days lost to sickness absence (HSCP NHS Staff)	5.2%	4.5%	🔴	5.76%	4.5%	🔴	6.69%	4.5%	🔴	5.05%	4.5%	🔴
Percentage of purchased care service covered by a contract	85%	70%	✅	97.02%	70%	✅	97%	70%	✅	97%	70%	✅

Priority 4. Prevention & Early Intervention

PI Description	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number of Service users receiving Care at Home	1,884	1,703	✅	1,899	1,703	✅	1,928	1,703	✅	1,793	1,703	✅
Percentage of ICES service users seen within 1 day of referral	91.4%	90%	✅	100%	90%	✅	100%	90%	✅	100%	90%	✅
Percentage of ASP Inquiries completed within 5 working days	47.9%		📈	51.6%		📈	55.6%		📈	58.1%		📈
Addictions referrals to Treatment within 3 weeks (Alcohol)	94.9%	90%	✅	94%	90%	✅	100%	90%	✅	Reported ¼ behind		
Addictions referrals to Treatment within 3 weeks (Drugs)	96.4%	90%	✅	91%	90%	✅	100%	90%	✅	Reported ¼ behind		

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PI Description	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Preschool children protected from disease through % uptake of child immunisation programme (Rotavirus)	89.7%	92.2%	✅	88%	92.2%	⚠️	93.4%	92.2%	✅	Not available for report		
Preschool children protected from disease through % uptake of child immunisation programme (MMR1)	95.2%	98.2%	✅	91.7%	98.2%	⚠️	94.4%	98.2%	⚠️	Not available for report		
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	1,795.75	1,000	🔴	3,513.25	2,000	🔴	4,958	3,000	🔴	6,907	4,000	🔴
Number of patients waiting for CAH package (Hospital)		80	❓		80	❓	139	80	🔴	26	80	✅
Number of Service Users delayed due to funding being confirmed			❓			❓	15	0	🔴	47	0	🔴
Number of Service Users delayed in discharge to a care home after funding confirmed							19	30	✅			

Priority 5. Improving Mental Health & Wellbeing	Quarters											
PI Description	Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
	Value	Target	Status	Value	Target	Status	Value	Target	Status	Value	Target	Status
Number waiting for PCMHT (North) more than 18 weeks	40	48	✅	36	48	✅	26	48	✅	Reported ¼ behind		
Referral to Treatment Times – Psychological Therapies (North) as at the end of the quarter	73%	90%	🔴	74%	90%	🔴	72%	90%	🔴	Reported ¼ behind		
Number of accepted CAMHS Referrals with presenting complaint of anxiety or depression (including low mood/depression)	71	23	🔴	56	23	🔴	66	23	🔴	Reported ¼ behind		

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Appendix 2 – MSG Indictor Table

Performance Indicator	Monthly Data						Performance Data Last Update
	Sep 2018	Oct 2018	Nov 2018	December 2018	January 2019	February 2019	
	Value	Value	Value	Value	Value	Value	
Number of Emergency Admissions to Acute Hospitals	1,601	1,910	1,677	1,837	1,875	1,622	February
Emergency Admissions to Acute Hospitals Rate per 1000	12	14.1	12.4	13.6	13.9	12.0	February
Number of Admissions from Emergency Dept.	1,032	1,192	1,118	1,227	1,235	1,007	February
Admissions from Emergency Dept. Rate per 1000	7.6	8.8	8.3	9.1	9.1	7.5	February
Emergency Dept. conversion rate	31	34	35	36	36	33	February
Number of unscheduled hospital bed days in Acute	7,331	8,854	9,338	9,197	9,348		January
Unscheduled Hospital Bed days in acute rate per 1000	70.02	65.4	69.0	67.9	69.1		January
Number of Emergency Dept. Attendances	3,283	3,463	3,225	3,428	3,416	3,039	February
Emergency Dept. attendances Rate per 1000	24.3	25.6	23.8	25.3	25.3	22.5	February
Number of Delayed Discharges bed days (all reasons)	1,429	1,654	1,636	1,700	1,670	1,916	February

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Performance Indicator	Monthly Data						Performance Data Last Update
	Sep 2018	Oct 2018	Nov 2018	December 2018	January 2019	February 2019	
	Value	Value	Value	Value	Value	Value	
Number of Delayed Discharges bed days (all reasons) rate per 1000	13.1	15.1	14.9	15.5	15.3	17.5	February
Number of Delayed Discharges bed days (code 9)	64	184	236	236	246	196	February
Number of Delayed Discharges bed days (Code 9) rate per 1000	0.6	1.7	2.2	2.2	2.2	1.8	February

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Appendix 3 – Employee Attendance

Table 1a NAC 2018 – 19 Data

#	Directorate / Service	FTE	April	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
45	Business Administration	168.64	0.81	0.80	0.60	0.95	1.18	1.16	1.25	1.21	0.52	0.30	0.61	0.79	10.18	11.04	-0.86
46	CF - Fieldwork	92.10	0.57	0.86	0.62	0.99	1.31	1.27	0.84	1.35	1.45	1.57	1.32	1.05	13.20	11.04	2.16
47	CF - Intervent Serv	76.41	1.39	1.56	0.76	0.38	0.39	0.81	1.46	0.83	0.38	0.64	1.48	2.07	12.15	11.04	1.11
48	CF - Justice Services	66.31	1.33	1.77	1.06	0.49	1.22	1.59	1.64	1.63	0.73	1.12	0.80	0.60	13.98	11.04	2.94
49	CF - LAAC	99.14	0.79	0.64	0.54	0.69	0.49	0.47	0.48	0.88	0.62	0.77	1.02	1.21	8.60	11.04	-2.44
50	CF - Pract Dev & Rev	13.00	0.42	0.00	0.27	2.09	2.09	2.00	2.30	1.55	0.42	0.00	0.08	0.38	11.60	11.04	0.56
51	CF - Univer Early Yrs	11.00	0.15	0.04	0.00	0.00	0.96	1.75	2.50	2.12	2.02	2.38	1.09	0.11	13.12	11.04	2.08
52	HCC - Arran Services	9.36	0.41	0.41	0.00	0.10	0.00	2.83	0.37	0.87	0.00	0.00	0.00	0.53	5.52	11.04	-5.52
53	HCC - Comm Care Serv	551.90	1.30	1.46	1.35	1.26	1.23	1.14	1.37	1.45	1.34	1.73	1.31	1.29	16.23	11.04	5.19
54	HCC - Locality Services	101.23	0.88	0.64	0.52	0.95	0.87	0.96	0.63	0.99	0.66	0.88	0.64	1.03	9.65	11.04	-1.39
55	HCC - Long Term Cond	22.49	1.62	0.73	0.59	0.00	0.31	0.10	0.63	0.33	0.89	0.18	0.67	1.16	7.21	11.04	-3.83
56	HCC - Primary Care Serv	5.00	0.40	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.40	0.00	1.20	11.04	-9.84
57	HCC - Rehab & Reable	13.40	0.00	0.21	0.21	1.57	1.79	1.43	1.79	0.64	0.93	1.91	3.58	1.57	15.63	11.04	4.59
58	HSCP - Finance	19.79	0.00	0.00	0.00	0.00	0.00	0.00	1.17	0.27	0.00	0.00	0.00	1.01	2.45	11.04	-8.59
59	Management Team	7.65	0.00	0.00	0.00	0.00	3.29	2.86	1.57	0.00	0.00	0.00	0.00	0.00	7.72	11.04	-3.32
60	MHS - Addictions	19.17	4.26	4.71	3.60	2.33	1.11	1.09	1.47	1.98	1.22	1.47	2.08	1.10	26.42	11.04	15.38
61	MHS - Community	17.80	3.03	3.09	2.87	1.40	1.18	0.22	1.52	1.24	1.24	2.08	1.91	0.56	20.34	11.04	9.30
62	MHS - Learning Diff	48.00	1.95	2.35	2.91	2.79	3.16	1.22	1.37	1.55	1.15	2.12	2.58	2.36	25.51	11.04	14.47
63	Plan & Performance	15.80	2.22	1.39	1.31	1.29	1.35	0.00	1.37	0.89	0.00	0.32	0.38	0.00	10.52	11.04	-0.52
64	HSCP	1,360.20	1.16	1.26	1.07	1.07	1.16	1.08	1.23	1.26	0.97	1.23	1.15	1.17	13.81	11.04	2.77

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Table 1b NAC 2017-18 Data

Days Lost per FTE	FTE	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
Bus Sup - Operations	157.10	0.82	1.11	1.24	0.82	1.08	0.97	1.21	1.27	0.97	1.29	0.92	0.64	12.3	7.5	4.84
Bus Sup - Strategy	13.00	0	0	0	0	0	0	0	0	0.38	0	0.23	0	0.61	7.5	-6.89
CF - Fieldwork	104.66	0.7	0.79	0.98	0.87	1.12	1.02	0.91	0.94	1.44	1.98	1.31	1.18	13.2	7.5	5.74
CF - Intervent Serv	75.80	0.51	1.19	1.45	1.73	1.32	1.18	0.45	1.06	1.12	1.36	1.84	2.42	15.6	7.5	8.13
CF - Justice Services	86.64	2.1	1.24	1.42	1.18	1.85	1.53	1.81	3.08	1.96	2.25	2.74	2.25	23.4	7.5	15.91
CF - LAAC	103.53	1.64	1.51	1.27	0.84	1.51	0.88	1.1	1.17	1.24	1.32	1.72	1.3	15.5	10	5.5
CF - Pract Dev & Rev	13.00	0.55	1.11	1.22	0.78	1.59	0.74	0.46	0.77	0.08	0.85	0.38	0	8.53	4	4.53
CF - Univer Early Yrs	8.40	0.11	1.53	2.33	0	1.56	0.95	2.97	1.62	0.83	0.95	0.19	0	13	7.5	5.54
HCC - Arran Services	8.14	3.75	2.21	2.21	0	0	0	0.77	1.23	0.12	0	0.31	2.33	12.9	7.5	5.43
HCC - Comm Care Serv	519.45	1.1	1.35	1.4	1.29	1.43	1.1	1.37	1.55	1.29	1.45	1.33	1.37	16	11	5.03
HCC - Locality Cumbrae	80.73	1.13	1.05	1.15	0.62	1.14	1.33	1.27	1.11	1.34	1.57	1.79	1.87	15.4	7.5	7.87
HCC - Long Term Cond	22.14	1.35	1.59	0.93	0.78	1.36	1.79	1.56	1.11	1.42	1.56	2.21	2.31	18	7.5	10.47
HCC - Rehab & Reable	12.00	1.13	0.83	1.13	0.17	1.25	1.33	0.78	1.7	1.27	0.96	1.26	0.58	12.4	7.5	4.89
HSCP - Finance	2.00	0	0	0	0	0	0	0	0	0	0.5	0	1	1.5	4	-2.5
Management Team	8.00	0	0.63	0	0	1.75	0	0	0	0	0	0.75	0	3.13	4	-0.87
MHS - Addictions	17.60	1.54	2.23	1.6	1.12	0.59	0.27	1.18	2.48	2.57	2.77	3.64	2.72	22.7	7.5	15.21
MHS - Community	18.10	0.1	0.73	2.72	1.1	1.68	1.1	1.57	1.99	1.94	1.82	0.22	1.22	16.2	7.5	8.69
MHS - Learning Diff	50.97	1.15	2.21	2.32	2.07	2.25	1.51	1.68	2.35	2.46	2.47	1.66	1.63	23.8	7.5	16.26
Plan & Performance	15.80	0	0.06	0.11	0.39	0.67	1.12	1.24	0.69	0.27	0.15	0.05	1.08	5.83	4	1.83
HSCP	1,317.05	1.05	1.25	1.33	1.08	1.35	1.08	1.21	1.42	1.3	1.5	1.41	1.4	15.4	11	4.38

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Table 2 **NHS 2018 – 19**

Organisation & HR Development
Workforce Information
Attendance summary by Service/Department - March 2019
North Ayrshire H&SCP

NHS Ayrshire & Arran

	Current month absence for March 2019										Current year accumulative as at 31 March 2019									
	Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*		Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*	
North Ayrshire H&SCP		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%
Business Support North																				
Community Locality Admin North	1913	6	0.31%	0	0.00%	0.31%	0	0.0%	0	0.00%	18965	171	0.90%	1261	6.65%	7.55%	0	0.0%	216	1.14%
Mental Health Support	20276	361	1.78%	461	2.27%	4.05%	90	0.4%	171	0.84%	241861	3705	1.53%	10079	4.17%	5.70%	90	0.0%	2398	0.99%
North Ayrshire Management & Admin	2062	0	0.00%	113	5.46%	5.46%	0	0.0%	5	0.23%	23921	247	1.03%	785	3.28%	4.31%	0	0.0%	110	0.46%
Business Support North	24252	367	1.51%	573	2.36%	3.88%	90	0.4%	175	0.72%	284747	4124	1.45%	12124	4.26%	5.71%	90	0.0%	2724	0.96%
Children's Health / Care & Justice Services North																				
Child Services	1871	40	2.14%	0	0.00%	2.14%	0	0.0%	9	0.48%	21649	376	1.74%	465	2.15%	3.88%	259	1.2%	51	0.24%
Early Years Children & Families North	12992	238	1.83%	23	0.17%	2.00%	284	2.2%	96	0.74%	154182	1491	0.97%	2625	1.70%	2.67%	5343	3.5%	2126	1.38%
School Nursing	1282	142	11.08%	0	0.00%	11.08%	0	0.0%	0	0.00%	15051	354	2.35%	0	0.00%	2.35%	0	0.0%	37	0.24%
Children's Health / Care & Justice Services North	16144	420	2.60%	23	0.14%	2.74%	284	1.8%	105	0.65%	190882	2221	1.16%	3090	1.62%	2.78%	5602	2.9%	2214	1.16%
Community Health & Care Services North																				
Community Health & Social Care North	4279	30	0.70%	0	0.00%	0.70%	0	0.0%	38	0.89%	53016	890	1.68%	3576	6.75%	8.42%	0	0.0%	390	0.74%
District Nursing North	9365	89	0.94%	555	5.93%	6.87%	295	3.1%	180	1.92%	111273	1244	1.12%	5039	4.53%	5.65%	3944	3.5%	1405	1.26%
Intermediate Care & Rehabilitation Service North	2126	30	1.41%	0	0.00%	1.41%	0	0.0%	23	1.06%	10493	68	0.64%	0	0.00%	0.64%	0	0.0%	51	0.49%
North Partnership Management Team	587	0	0.00%	122	20.71%	20.71%	0	0.0%	0	0.00%	6969	0	0.00%	488	7.00%	7.00%	0	0.0%	15	0.22%
Older People Services North	13567	319	2.35%	457	3.36%	5.71%	473	3.5%	56	0.41%	159998	5801	3.63%	8772	5.48%	9.11%	1043	0.7%	1391	0.87%
Packages of Care North	2883	89	3.09%	72	2.50%	5.58%	0	0.0%	0	0.00%	34713	1162	3.35%	2645	7.62%	10.97%	626	1.8%	520	1.50%
Rehabilitation & Reablement Service North	5366	182	3.38%	75	1.40%	4.78%	0	0.0%	8	0.14%	60988	818	1.34%	555	0.91%	2.25%	1560	2.6%	451	0.74%
Remote & Rural North	7841	23	0.29%	0	0.00%	0.29%	0	0.0%	191	2.43%	86848	1501	1.73%	650	0.75%	2.48%	0	0.0%	1022	1.18%
Community Health & Care Services North	46014	761	1.65%	1280	2.78%	4.43%	767	1.7%	494	1.07%	524298	11483	2.19%	21724	4.14%	6.33%	7173	1.4%	5244	1.00%

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Organisation & HR Development
Workforce Information
Attendance summary by Service/Department - March 2019

North Ayrshire H&SCP

NHS
Ayrshire
& Arran

	Contracted Hours	Short Term Sick		Long Term Sick		All Sick	Maternity Leave		Absence relating to EFPs*		Contracted Hours	Short Term Sick		Long Term Sick		All Sick	Maternity Leave		Absence relating to EFPs*	
		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%		Hrs	%	Hrs	%	%	Hrs	%	Hrs	%
North Ayrshire H&SCP																				
Lead Partnership North																				
Addictions North	10349	153	1.48%	60	0.58%	2.06%	158	1.5%	90	0.87%	119422	2101	1.76%	2642	2.21%	3.97%	2436	2.0%	1101	0.92%
Adult Mental Health Community	1045										12306	0	0.00%	0	0.00%	0.00%	0	0.0%	120	0.98%
Associate Medical Director	6838	20	0.29%	112	1.64%	1.93%	264	3.9%	0	0.00%	93052	977	1.05%	1740	1.87%	2.92%	3280	3.5%	263	0.28%
EMH In-patient North	23062	567	2.46%	1228	5.32%	7.78%	0	0.0%	330	1.43%	280760	7933	2.83%	15510	5.52%	8.35%	4321	1.5%	4108	1.46%
Health & Social Care Management	1960	30	1.53%	0	0.00%	1.53%	0	0.0%	0	0.00%	21792	86	0.40%	0	0.00%	0.40%	0	0.0%	53	0.24%
MH - Adult Community North	11037	235	2.13%	158	1.43%	3.56%	126	1.1%	171	1.55%	123762	1871	1.51%	1898	1.53%	3.05%	2672	2.2%	2147	1.73%
MH - Adult Mental Health In Patient	44416	1535	3.45%	1909	4.30%	7.75%	348	0.8%	831	1.87%	523781	14363	2.74%	28508	5.44%	8.18%	9073	1.7%	7355	1.40%
MH - Child & Adolescent Mental Health	6658	229	3.44%	0	0.00%	3.44%	158	2.4%	86	1.28%	82222	1951	2.37%	2888	3.51%	5.88%	863	1.0%	1262	1.54%
MH - EMH Community North											784	15	1.91%	0	0.00%	1.91%	0	0.0%	15	1.91%
MH - Learning Disabilities	11137	502	4.51%	482	4.33%	8.84%	95	0.8%	222	1.99%	126076	2930	2.32%	7111	5.64%	7.96%	338	0.3%	1145	0.91%
MH - Psychology	13616	134	0.98%	158	1.16%	2.14%	630	4.6%	117	0.86%	162138	2836	1.75%	1786	1.10%	2.85%	6023	3.7%	1937	1.19%
Lead Partnership North	130118	3405	2.62%	4106	3.16%	5.77%	1778	1.4%	1847	1.42%	1546094	35063	2.27%	62083	4.02%	6.28%	29005	1.9%	19506	1.26%
North Ayrshire H&SCP	216528	4951	2.29%	5982	2.76%	5.05%	2918	1.3%	2621	1.21%	2546021	52891	2.08%	99021	3.89%	5.97%	41869	1.6%	29688	1.17%
total for North Ayrshire H&SCP	216528	4951	2.29%	5982	2.76%	5.05%	2918	1.3%	2621	1.21%	2546021	52891	2.08%	99021	3.89%	5.97%	41869	1.6%	29688	1.17%

Current month absence for March 2019 — Current year accumulative as at 31 March 2019

Table 3 **NHS Training**

Organisation & HR Development
Workforce Information

NHS Ayrshire & Arran

MAST activity by department as at 31 March 2019 (96% target for all topics)

North Ayrshire H&SCP	Headcount	Fire Safety (1 year*)		Management of Aggression (18 months*)		Moving & Handling (2 years*)		Infection Control (1 year*)		Safe Information Handling (once)		Adult Protection (3 years*)		Child Protection (3 years*)		Customer Care (once)		Display Screen Equipment (once)		Equality & Diversity (once)		IT Security (once)		PDR (once)	
Business Support North																								
Community Locality Admin North	15	14	93%	15	100%	15	100%	14	93%	15	100%	14	93%	15	100%	14	93%	15	100%	13	87%	15	100%	13	87%
Mental Health Support	160	123	77%	125	78%	131	82%	109	68%	128	80%	128	80%	129	81%	157	98%	155	97%	156	98%	155	97%	149	93%
North Ayrshire Management & Admin	23	21	91%	21	91%	21	91%	22	96%	22	96%	23	100%	23	100%	23	100%	23	100%	23	100%	23	100%	23	100%
Business Support North	198	158	80%	161	81%	167	84%	145	73%	165	83%	165	83%	167	84%	194	98%	193	97%	192	97%	193	97%	185	93%
Children's Health / Care & Justice Services North																								
Child Services	25	16	64%	17	68%	15	60%	16	64%	16	64%	17	68%	18	72%	23	92%	23	92%	23	92%	23	92%	22	88%
Early Years Children & Families North	99	87	88%	87	88%	92	93%	83	84%	87	88%	91	92%	94	95%	95	96%	92	93%	96	97%	97	98%	92	93%
School Nursing	10	9	90%	8	80%	9	90%	8	80%	8	80%	8	80%	9	90%	10	100%	9	90%	8	80%	10	100%	8	80%
Children's Health / Care & Justice Services North	134	112	84%	112	84%	116	87%	107	80%	111	83%	116	87%	121	90%	128	96%	124	93%	127	95%	130	97%	122	91%
Community Health & Care Services North																								
Community Health & Social Care North	28	16	57%	17	61%	17	61%	15	54%	15	54%	19	68%	21	75%	25	89%	23	82%	25	89%	26	93%	26	93%
District Nursing North	70	60	86%	62	89%	60	86%	57	81%	50	71%	59	84%	58	83%	61	87%	60	86%	63	90%	61	87%	58	83%
Intermediate Care & Rehabilitation Service North	15	13	87%	14	93%	14	93%	14	93%	14	93%	13	87%	13	87%	13	87%	13	87%	13	87%	14	93%	14	93%
North Partnership Management Team	4	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%	1	25%
Older People Services North	94	57	61%	68	72%	89	95%	63	67%	53	56%	80	85%	80	85%	90	96%	88	94%	87	93%	88	94%	88	94%
Packages of Care North	19	13	68%	17	89%	18	95%	15	79%	12	63%	18	95%	16	84%	18	95%	17	89%	17	89%	17	89%	16	84%
Rehabilitation & Reablement Service North	35	26	74%	33	94%	34	97%	24	69%	25	71%	28	80%	28	80%	34	97%	34	97%	34	97%	35	100%	34	97%
Remote & Rural North	55	48	87%	44	80%	52	95%	47	85%	46	84%	48	87%	50	91%	54	98%	53	96%	53	96%	55	100%	54	98%
Community Health & Care Services North	320	234	73%	256	80%	285	89%	236	74%	216	68%	266	83%	267	83%	296	93%	289	90%	293	92%	297	93%	291	91%

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MAST activity by department as at 31 March 2019 (96% target for all topics)

North Ayrshire H&SCP	Headcount	Fire Safety (1 year*)		Management of Aggression (18 months*)		Moving & Handling (2 years*)		Infection Control (1 year*)		Safe Information Handling (once)		Adult Protection (3 years*)		Child Protection (3 years*)		Customer Care (once)		Display Screen Equipment (once)		Equality & Diversity (once)		IT Security (once)		PDR (once)	
Lead Partnership North																									
Addictions North	67	63	94%	64	96%	62	93%	64	96%	65	97%	65	97%	63	94%	66	99%	66	99%	66	99%	66	99%	66	99%
Adult Mental Health Community	7	5	71%	6	86%	5	71%	5	71%	5	71%	6	86%	5	71%	6	86%	6	86%	7	100%	7	100%	7	100%
Associate Medical Director	42	28	67%	28	67%	31	74%	30	71%	27	64%	35	83%	34	81%	38	90%	40	95%	39	93%	40	95%	35	83%
EMH In-patient North	147	130	88%	133	90%	146	99%	139	95%	132	90%	145	99%	139	95%	147	100%	145	99%	144	98%	147	100%	147	100%
Health & Social Care Management	12	8	67%	8	67%	9	75%	8	67%	8	67%	9	75%	9	75%	10	83%	10	83%	10	83%	11	92%	11	92%
MH - Adult Community North	70	58	83%	59	84%	66	94%	62	89%	64	91%	65	93%	65	93%	68	97%	69	99%	69	99%	69	99%	68	97%
MH - Adult Mental Health In Patient	285	228	80%	248	87%	271	95%	248	87%	228	80%	265	93%	261	92%	280	98%	281	99%	281	99%	283	99%	280	98%
MH - Child & Adolescent Mental Health	41	24	59%	28	68%	29	71%	24	59%	24	59%	30	73%	35	85%	40	98%	38	93%	39	95%	39	95%	38	93%
MH - Learning Disabilities	69	63	91%	68	99%	64	93%	68	99%	68	99%	68	99%	69	100%	69	100%	69	100%	69	100%	69	100%	69	100%
MH - Psychology	101	97	96%	98	97%	99	98%	100	99%	100	99%	100	99%	101	100%	101	100%	101	100%	101	100%	101	100%	101	100%
Lead Partnership North	841	704	84%	740	88%	782	93%	748	89%	721	86%	788	94%	781	93%	825	98%	825	98%	825	98%	832	99%	822	98%
total for North Ayrshire H&SCP	1493	1208	81%	1269	85%	1350	90%	1236	83%	1213	81%	1335	89%	1336	89%	1443	97%	1431	96%	1437	96%	1452	97%	1420	95%

*It is not currently possible to revalidate e-Learning modules until they have expired. 1 calendar month has therefore been added to these revalidation periods to allow sufficient time to renew e-Learning modules after expiry.

For reference, a list of all courses/modules included in the measurement of the above topics are published on Athena in the "Attendance & Workforce Statistics" area in the "NHS Ayrshire & Arran summary reports" folder.

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Appendix 4 – Finance

North Ayrshire Health & Social Care Partnership
Objective Summary Report as at 31st March 2019

Partnership Budget - Objective Summary	2018/19 Budget									2018/19	
	Council			Health			TOTAL			Over/ (Under) Spend Variance at Period 10	movement in projected budget variance from Period 10
	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COMMUNITY CARE AND HEALTH	53,802	53,706	(96)	11,900	12,047	147	65,702	65,753	51	436	(385)
: Locality Services	25,275	25,690	415	4,177	4,175	(2)	29,452	29,865	413	781	(368)
: Community Care Service Delivery	25,847	25,554	(293)	0	0	0	25,847	25,554	(293)	(220)	(73)
: Rehabilitation and Reablement	1,151	912	(239)	1,650	1,513	(137)	2,801	2,425	(376)	(297)	(79)
: Long Term Conditions	1,189	1,208	19	4,315	4,662	347	5,504	5,870	366	247	119
: Integrated Island Services	340	342	2	1,758	1,697	(61)	2,098	2,039	(59)	(75)	16
MENTAL HEALTH SERVICES	24,030	25,097	1,067	49,408	48,015	(1,393)	73,438	73,112	(326)	(414)	88
: Learning Disabilities	18,200	19,984	1,784	477	340	(137)	18,677	20,324	1,647	858	789
: Commmunity Mental Health	4,290	3,705	(585)	1,631	1,352	(279)	5,921	5,057	(864)	(710)	(154)
: Addictions	1,540	1,408	(132)	1,216	1,157	(59)	2,756	2,565	(191)	(122)	(69)
: Lead Partnership Mental Health NHS Area Wide	0	0	0	46,084	45,166	(918)	46,084	45,166	(918)	(440)	(478)
CHIDREN'S AND JUSTICE SERVICES	31,946	32,313	367	3,512	3,258	(254)	35,458	35,571	113	(61)	174
: Intervention Services	3,827	3,674	(153)	303	330	27	4,130	4,004	(126)	(85)	(41)
: Looked After & Accomodated Children	16,264	17,045	781	0	0	0	16,264	17,045	781	667	114
: Fieldwork	4,616	4,550	(66)	0	0	0	4,616	4,550	(66)	0	(66)
: CCSF	304	235	(69)	0	0	0	304	235	(69)	(67)	(2)
: Justice Services	2,740	2,735	(5)	0	0	0	2,740	2,735	(5)	0	(5)
: Early Years	321	223	(98)	2,836	2,527	(309)	3,157	2,750	(407)	(468)	61
: Policy & Practice	3,874	3,851	(23)	0	0	0	3,874	3,851	(23)	(116)	93
: Lead Partnership NHS Children's Services Area Wide	0	0	0	373	401	28	373	401	28	8	20
PRIMARY CARE	0	0	0	48,916	48,839	(77)	48,916	48,839	(77)	(86)	9
ALLIED HEALTH PROFESSIONALS				4,636	4,588	(48)	4,636	4,588	(48)	(91)	43
MANAGEMENT AND SUPPORT COSTS	5,336	3,743	(1,593)	500	1,242	742	5,836	4,985	(851)	229	(1,080)
CHANGE PROGRAMME	1,400	1,266	(134)	1,284	1,086	(198)	2,684	2,352	(332)	(199)	(133)
TOTAL	116,514	116,125	(389)	120,156	119,075	(1,081)	236,670	235,200	(1,470)	(186)	(1,284)

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Return Hosted Over/Underspends East	0	0	0	0	50	50	0	50	50	256	(206)
Return Hosted Over/Underspends North	0	0	0	0	292	292	0	292	292	273	19
Return Hosted Over/Underspends South	0	0	0	0	(26)	(26)	0	(26)	(26)	0	(26)
Allocation of PCIF from East	0	0	0	0	(30)	(30)	0	(30)	(30)	0	(30)
Allocate the Action 15 underspend to East and South	0	0	0	0	239	239	0	239	239	0	239
REVISED UNDERSPEND	**116,514**	**116,125**	**(389)**	**120,156**	**119,600**	**(556)**	**236,670**	**235,725**	**(945)**	**343**	**(1,288)**
Less Earmarking	0	0	0	0	0	0	0	0	0	0	0
PCIF	0	0	0	0	30	30	0	30	30	0	30
Action 15	0	0	0	0	116	116	0	116	116	0	116
ADP	0	131	131	0	0	0	0	131	131	0	131
FINAL OUTTURN POSITION	**116,514**	**116,256**	**(258)**	**120,156**	**119,746**	**(410)**	**236,670**	**236,002**	**(668)**	**343**	**(1,011)**

The movement from period 10 is mainly in relation to the reallocation of the budgeted £1.5m to the IJB in relation to debt repayment partly offset by other final cost outturn movements in Learning Disabilities and Children's services.

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Appendix 5 – Glossary of Acronyms

Acronym	Description
A&E	Assessment and Enablement
ACH	Ayrshire Central Hospital
ADHD	Attention Deficit Hyperactivity Disorder
ARAF	Ayrshire Risk Assessment Framework
AWMH	Arran War Memorial Hospital
BIRD	Brief Intervention & Recreational Drug Use
C&F	Children and Families
CAMHS	Child and Adolescent Mental Health Team
CareNA	Care North Ayrshire
CBT	Cognitive Behaviour Therapy
CMHT	Community Mental Health Team
CP	Child Protection
CYPSG	Children & Young Peoples Strategic Group
EMH	Elderly Mental Health
GP	General Practitioner (Practice)
HCC	Health and Community Care
HSCP	Health & Social Care Partnership
ICT	Intermediate Care Team
IGPAG	Information Governance Pan Ayrshire Group
LAA	Looked After & Accommodated
LAAC	Looked After & Accommodated Children
LD	Learning Disabilities
LOT	Local Operational Teams
MADART	Multiple Agency Domestic Abuse Response Team
MH	Mental Health
MH PRG	Mental Health Public Reference Group

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MHS	Mental Health Service
MSG	Ministerial Strategy Group for Health and Community Care
NAC	North Ayrshire Council
NACAS	North Ayrshire Citizens Advice Service
NADARS	North Ayrshire Drug and Alcohol Service
ORT	Opiate Replacement Therapy
OT	Occupational Therapy
PAC	Performance and Audit Committee
PC	Primary Care
PCMHT	Primary Care Mental Health Team
PDS	Post Diagnostic Support
PRG	Public Reference Group
Res	Resources
SDS	Self-Directed Support
SSSC	Scottish Social Services Council
TCAT	Transforming Care After Treatment

NORTH AYRSHIRE COUNCIL

11th June 2019

Cabinet

Title:	**Domestic Abuse Policy Review**
Purpose:	The purpose of this report is to seek approval for the proposed changes to the Domestic Abuse policy in relation to the introduction of Safe Leave.
Recommendation:	That Cabinet approves the revised Domestic Abuse Policy which includes 10 days Safe Leave.

1. Executive Summary

1.1 This report provides an overview of the proposed amendments to the Domestic Abuse Policy following a Council Motion in February 2019.

1.2 With around 60,000 domestic abuse incidents reported each year to Police Scotland, and North Ayrshire having the 11th highest incident rates per 10,000 population in Scotland, these statistics show domestic abuse is a prevalent issue across North Ayrshire's community where 77% of our workforce reside.

1.3 Implementation of Safe Leave is a positive approach.

1.4 The proposed recommendations within this report include introducing Safe Leave, separate from employee's holiday entitlement and sick leave, implementation of a Gender Based Violence (GBV) Advisor who is a dedicated individual to support and signpost employees to support agencies and authorise Safe Leave. North Ayrshire's Violence Against Women (VAW) Partnership have also committed to providing training for all Managers to ensure they are equipped to handle domestic abuse conversations and have confidence to follow the correct procedures.

2. Background

2.1 Council, on 13 February 2019 carried the following motion:

"Safe Leave for Staff
New Zealand's world leading Victims' Protection Bill requires employers to give victims of domestic violence up to 10 days paid leave from work, separate from annual leave and sick leave entitlements. A similar policy in North Ayrshire Council, would assist victims to leave their partners, find new homes and help protect themselves and any dependent children. The Council is asked to request officers to consider the introduction

of up to 10 days 'Safe Leave' and bring forward a paper outlining the proposals to Cabinet."

2.2 New Zealand Parliament passed The Domestic Violence Victims Protection Bill on 30th July 2018, which came into effect on 1st April 2019. This Bill provides victims of domestic abuse with 10 days paid Safe Leave.

2.3 Police Scotland have provided Domestic Abuse Statistics for North Ayrshire for the period April 2017 – February 2019 (Figure 1). The chart shows a 5.2% increase in cases of domestic abuse reported to the Police over this period.

North Ayshire Domestic Abuse Statistics

Period	Value
April 2018 - February 2019	1518
April 2017 - April 2018	1443

(scale: 1400, 1450, 1500, 1550)
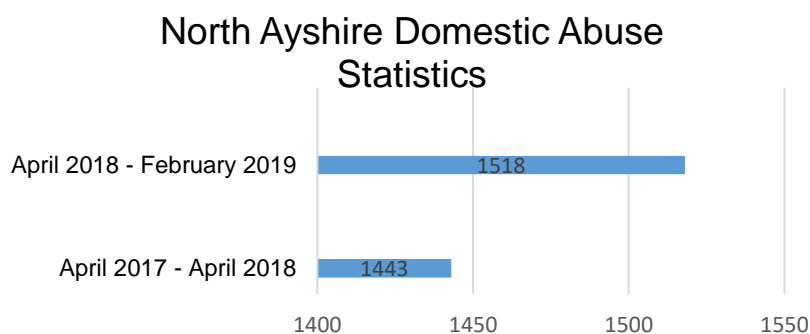
(Figure 1: DOMESTIC ABUSE RECORDED BY THE POLICE IN SCOTLAND, 2017/18, 2019)

2.4 Where gender information was recorded, 4 out 5 incidents of domestic abuse in 2017/18 had a female victim and a male accused, this figure has remained stable since 2011/12.

2.5 The Council already has a Domestic Abuse Policy in place which grants employees paid leave to attend various appointments and unpaid leave to cover an extended period of absence, there are no time constraints on unpaid leave, however the uptake is low. The statistics showed only 3 employees had taken paid Special Leave in the last financial year.

A small working group was established with representation from the North Ayrshire VAW Partnership and Human Resources to review and update the policy.

3. Proposals

3.1 Taking into account the above background information, it is proposed that the Council implements a similar strategy to New Zealand for Domestic Abuse by implementing 10 days paid Safe Leave into our Domestic Abuse Policy (Appendix 1).

3.2 Domestic Abuse costs the Scottish Government an estimated £2.3 billion, inclusive of decreased productivity, administrative difficulties from unplanned time off, lost wages and sick pay. The North Ayrshire Violence Against Women Forum (NAVAW) are clear that a supportive Domestic Abuse Policy will support employees to continue employment.

3.3 The introduction of 10 days paid Safe Leave will provide more clarity than the previous Special Leave arrangements. The revised Domestic Abuse Policy provides the following detail on the leave that can be approved:

- 10 days paid Safe Leave to cover absence where the complexity of the situations demands this, this will be in addition to standard holiday entitlement and sick leave entitlement. These 10 days can be taken as a block or intermittently, and for personal use in relation to the situation.
- It is anticipated the leave would be used to cover appointments where necessary and related to the employee's circumstances e.g. re-arranging housing or childcare, court appointments, solicitor, support agencies (this list is not exhaustive).
- Unpaid Safe Leave to cover an extended period of absence where the complexity of the situation demands this.

3.4 The policy will be supported by the implementation of a Gender Based Violence Adviser, to be referred to as "GBV Advisor". This is a volunteer role and therefore at no additional cost to the Council. The volunteer, a Co-ordinator who currently works within the Community Safety Service has been identified based on their experience, skills and knowledge in dealing with domestic abuse.

3.5 The NAVAW Partnership were key in the consultation process to revise the Domestic Abuse Policy. The NAVAW have also agreed to assist in promoting the Domestic Abuse Policy and aim to improve employee access rates as this proposal provides a route to disclose this information. The GBV Advisor will have a generic email address which ensures all information is kept confidential and aligns with GDPR.

3.6 In support of this policy all Managers will attend a half day Domestic Abuse Training, which will be delivered by North Ayrshire's Violence Against Women Partnership. The training aims to provide Managers with the ability to support victims/survivors, signpost to support agencies and enable early interventions and decrease the long-term effects of domestic abuse.

3.7 Approval of the above proposals demonstrates North Ayrshire Council's commitment to supporting our people to stay safe, develop stronger communities and improving the lives of North Ayrshire people. As a pro-active employer providing these supports allows skilled, experienced employees to retain their jobs and feel safe and supported in the workplace.

4.   Implications/Socio-economic Duty

Financial:	The Council's current Domestic Abuse Policy which has been accessible to all employees for some time, has a very low employee access rate therefore, it is difficult to calculate the cost of Safe Leave.
Human Resources:	Employers have a duty of care to provide safe and effective working environments for their employees. The introduction of these proposals will improve and develop our strategies in supporting our workforce.
Legal:	No legal implications.
Equality/Socio-economic Duty:	No negative issues identified, will have a positive impact in addressing gender-based violence.
Children and Young People:	Positive impact on children involved in domestic abuse households.
Environmental & Sustainability:	N/A
Key Priorities:	The proposals support the delivery of the draft Council Plan 2019-24: • Aspiring Communities: Priority Outcome: North Ayrshire's residents and communities are safe • A Council for the Future: Priority Outcome: A valued workforce delivers high quality services.
Community Benefits:	Healthier communities by supporting victims through domestic abuse could reduce the mental health and associated dependences.

5.   Consultation

5.1   Consultation has taken place with North Ayrshire Violence Against Women Partnership and Trade Unions.

Laura Friel
Executive Director (FACS)

For further information please contact **Jackie Smillie, Senior Manager (HR & OD),** on **01294 324671**.

Background Papers
None

Domestic Abuse Policy and Guidance
Version: 3.3

Our Staff Values
Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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Section 4 **Support for Employees**	4.1 Council Wide Initiatives 4.2 Individual Support 4.3 Additional Advice and Guidance
	Appendix 1 - Sources of Domestic Abuse Support Appendix 2 – Management Guidance Flowchart
Related Forms/ Template Letters	• N/A
Related documents	• Violence against Women Strategy 2015-18 • Respect and Dignity at Work Policy • Disciplinary Policy and Procedures

Version Number	Effective Date	Details of Last Revision
3.1	01.05.15	Updated to reflect COSLA model guidance and local Violence against Women Strategy 2015-18
3.2	21.08.15	Updated to replace reference to Navigate with 'Connects'
3.3	09.05.19	Updated to reflect legislation changes, updated support contacts plus introduction of GBV Advisor and paid safe leave.

Equality Impact Assessment	13.04.15

1. Introduction

North Ayrshire Council is dedicated to being an employer of choice and to ensuring that its employees and communities are safe and better protected. The Council is also committed to promoting equalities and to combating social exclusion.

1.1 Policy Statement

1.1.1 North Ayrshire Council recognises that domestic abuse is a serious issue within society which affects the lives of many adults and children. Domestic abuse is unacceptable and inexcusable. For many victims of domestic abuse there is no escape, even when they go to work. We are committed to assisting and supporting employees, both male and female, who may be experiencing domestic abuse.

1.1.2 This Domestic Abuse Policy complements our policies for Employee Welfare and Health & Safety and focuses on the issues relating to domestic abuse from an employment perspective. It has been prepared taking account of the recommendations contained in Equally Safe – Scotland's Strategy for Preventing and Eradicating Violence against Women and Girls and also the Council's Anti-Social Behaviour, Violence Against Women and Homelessness Strategies.

1.1.3 The Council is aware of its duty of care as a good employer for ensuring, so far as is reasonably practicable, the health, safety and welfare of its employees at work, and for creating an environment in which employees are safe to disclose their experience of abuse in order to access support and increase safety for themselves and others. However, the right of employees not to disclose must be respected and no employee should feel pressured into sharing this information if they do not wish to do so. For some employees the workplace is a safe haven and the only place that offers routes to safety.

1.2 Objectives

1.2.1 The purposes of this policy are:

- to assist and support employees requesting help in addressing problems arising from domestic abuse and ensure confidential and sympathetic handling of situations for employees arising from domestic abuse

- to provide a framework for addressing the behaviour of employees who may be perpetrators of abuse and who may pose a risk to other employees within the context of their work

- to set out for employees generally the Council's position in relation to addressing domestic abuse and ensure that all employees are aware of our policy through communication and making information easily accessible

2. General Principles/Definitions

2.1 Application

2.1.1 This policy and associated guidance refers principally to women, but it applies equally to men. Research shows that women are more likely to experience domestic abuse than men and to suffer more serious injury and ongoing assaults than men. However, it should be acknowledged that men can experience domestic abuse from their female partner and that domestic abuse also occurs in same-sex relationships.

2.1.2 All employees have the right to receive support where needed irrespective of the type of abuse they have experienced.

2.1.3 This policy applies to all employees of the Council and can also be used to support agency workers and individuals who are training with the Council but not employed.

2.2 Definitions

2.2.1 For the purposes of this policy, domestic abuse is defined as "Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are, or have been, intimate partners or family members, regardless of gender or sexuality".

2.2.2 Domestic abuse is the abuse of power and control over one person by another and can take many different forms including physical, sexual, emotional, verbal and financial abuse as well as coercive control.

2.2.3 Gender-based violence is violence that is directed against a woman because she is a woman, or violence that affects women disproportionately and is a manifestation of historically unequal power relations between men and women.

2.2.4   Harassment and stalking is unwanted, persistent often threatening attention for example following someone, constantly phoning, texting or e-mailing at home or work.

2.2.5   Honour crimes are violence excused as forms of punishment for behaviour which is perceived as deviating from what the family or community believes to be the 'correct' form of behaviour sometimes referred to as 'family honour'.

2.3	**Responsibilities**

2.3.1   Domestic abuse, as a recognised form of gender-based violence has a devastating impact on individuals and their families. Being an employer of choice includes supporting employees through new or difficult periods in their lives.

2.3.2   The Council supports various campaigns against domestic abuse and broader violence against women issues including the White Ribbon Campaign which aims to involve men in taking more responsibility for reducing the level of violence against women.

2.3.3   Although domestic abuse will occur predominately outside of the workplace, the employment implications for employees who experience abuse are significant. It can have a detrimental impact on health and well-being, which may affect attendance, performance and effectiveness.

2.3.4   Managers have the responsibility to ensure their skills are up to date to support employees and therefore must attend the training available. This allows Managers to be equipped when employees raise their experience of domestic abuse, and therefore able to provide flexible support tailored to meet the circumstances of each individuals, taking into account any additional needs that they may have.

2.3.5   All disclosures of abuse experienced by employees should be treated confidentially, the key exception being situations where there is reason to believe that there may be a risk to others, including harm to children. In these circumstances, local child/adult protection procedures should be followed.

2.3.6   Employees are encouraged to respond appropriately if they suspect that a colleague is experiencing or perpetrating abuse. Employees may not want to discuss the abuse, but concerns should be raised in confidence with a Manager.

2.3.7   Where an employee feels more comfortable discussing the situation out with their own Service, they may wish to contact GBV Advisor, Occupational Health or the HR Team.

2.3.8   Employees can also contact the Gender Based Violence (GBV) Advisor who is able to sign post employees to appropriate support agencies and offer guidance/support. The GBV Advisor can be contacted on: GBVsupport@north-ayrshire.gov.uk, all correspondence to the GBV Advisor is confidential and align with GDPR.

3   Guidance for Managers

3.1   Introduction

3.1.1   The following guidance may assist Managers. A flowchart with management guidance is shown at Appendix 2.

3.1.2   An employee who is experiencing domestic abuse may want to seek advice/support from their Manager. The employee may also disclose information about domestic abuse as part of other discussions e.g. during a PPD, supervision or return to work discussion. Alternatively, the employee may seek support from a colleague, Trade Union, GBV Advisor, Representative or HR, who may, at the employee's request, approach the Manager on the employee's behalf. If an employee requires work place adjustments, their Manager should liaise with the Health and Safety Team as required on the employee's behalf.

3.1.3   The role of a Manager is not to deal with the abuse itself but to make it clear through the Domestic Abuse Policy that employees will be supported and to outline what help is available.

3.1.4   In your role as manager, you should be aware of the potential barriers that make it difficult for employees to seek support and should be conscious not to make judgements or to provide counselling or advice but seek expert input where appropriate.

3.2   Spotting the Signs

3.2.1 An employee approaching their Manager for help may not be the first sign that the employee is suffering from domestic abuse. As a Manager, you are in a unique position to observe your team members' performance, behaviour and demeanour at work, and you may have your own suspicions or have heard rumours from colleagues. People experiencing

domestic abuse may feel stigmatised and disempowered. They often do not want to admit or share their experiences because they feel some responsibility for their situation, they feel shame, or they feel they should be able to deal with the situation on their own. It is unlikely that an employee who feels this way will admit that they are experiencing domestic abuse if confronted by their Manager. However, you should still ask the employee in a sensitive manner if everything is all right at home. This may be the lifeline someone needs.

3.2.2   If an employee's work performance and/or attendance has become a cause for concern, you should ask for an explanation, as you would from any member of your team. It is then up to the employee whether they wish to disclose personal information during this or a future discussion with you. You should ensure that any discussion takes place somewhere private and try to ensure that there will be no interruptions. You should take time to listen, as you may be the first person the employee has told.

3.2.3   Out with formal discussions, other things you can do to spot the signs are:

- Look for sudden changes in behaviour such as an employee becoming withdrawn and quiet and/or changes in the quality of work performance for unexplained reasons

- Look for changes in the way an employee dresses for example excessive clothing on a hot day, changes to the amount of make-up used which may indicate the covering up of signs of physical violence

- Look for injuries such as bruises that are explained away; explanations for injuries that are inconsistent with the injuries displayed

- Look for other possible indicators, for example employees with a high absenteeism rate without explanation, employees who seem overly secretive regarding home life, or employees who appear to be isolated from friends and family

- Be aware of interruptions at work for example repeated upsetting calls/texts/emails, reluctance to turn off mobile phone at work, etc

3.3   Responding and Providing Support

3.3.1   Managers are not trained counsellors and <u>are not</u> expected to counsel victims but should listen and provide information regarding support mechanisms and encourage the employee to seek support from appropriate agencies (see Appendix to this Domestic Abuse Policy for details**). No referrals should be made on behalf of the employee without their express consent.**

3.3.2   Effective 'first contact' responding includes some simple measures Managers can take:

- Believe an employee if they disclose that they are experiencing domestic abuse – do not ask for proof. Speak to the employee about their immediate and future safety and assist them to think through their options for example agree a safety plan, discuss Safe Leave, available support networks, protection strategies and provide telephone numbers for organisations that can help including the police, women's aid, men's aid and rape crisis.
- Reassure the employee that the Council has an understanding of how domestic abuse may affect their work performance and the support that can be offered
- Undertake a risk assessment where relevant to ensure that the potential risk to employees and colleagues is lessened. Provide a range of practical workplace safety measures such as an assumed name at work, provision of temporary mobile phone, mutual agreement of a safe, confidential method of communication etc.
- Be aware of the parameters of your role as a Manager and make clear to an employee what you can and cannot provide.

3.3.3   Providing support can include directing the employee to sources of support, both within the Council (e.g. GBV Advisor, Occupational Health Services, Human Resources, etc.) and out with as referred to above, and considering work related adjustments and supports such as:

- Role of GBV Advisor:
  - Provide support and guidance
  - Sign-post to support agencies
  - Authorise Safe leave
  - Hold confidential records of employee granted Safe Leave
- Granting 10 days Safe Leave (paid) for appointments where necessary and related to the employee's circumstances e.g. re arranging housing or childcare, court appointments, solicitor, support agencies

- Unpaid Safe Leave to cover an extended period of absence where the complexity of the situation demands this.
- Access to Employee Counselling Support
- Diverting phone calls or changing phone extension number if employee is receiving harassing calls, with the consent of the employee
- Agreeing with the employee what, if anything, to tell colleagues and how they should respond if their partner or former partner telephones or visits the workplace
- Ensuring the employee does not work alone or in an isolated area and checking that the employee has arrangements for getting safely to and from home
- Keeping a record of any incidents of abuse in the workplace, including persistent telephone calls, emails or visits to the workplace
- Supporting the employee in a sympathetic, non-judgemental and confident manner
- Changing work patterns or adjusting workload for a temporary period to make it more manageable, or giving favourable consideration to any request for a change of workplace/work arrangements
- Agreeing that an employee can use an assumed name at work
- Reviewing the security of information held such as temporary or new addresses, bank or healthcare details
- With the employee's consent, advising colleagues of the situation on a need to know basis and agreeing the response should the perpetrator/alleged perpetrator contact the workplace or present themselves at the workplace
- At times when the employee needs to be absent from work, mutually agreeing a safe, confidential method of communication and consider safety implications that may arise when working from home
- Implementing particular security arrangements that may have to be put in place to ensure the safety of the employee and colleagues
- The Council's Homeless Assessment, Prevention and Advice team (HAPA) focus on housing legislation that relates to domestic abuse and should be contacted if the employee requires accommodation (see Appendix 1 for details).

| 3.4 | Confidentiality and Recording |

3.4.1 All advice, information and support should remain confidential. No information should be disclosed without the express written consent of the employee. However, Managers need to explain to the employee that where issues regarding the protection of children or the protection of adults in need of support arise, the child protection and the adult protection services will need to become involved without consent.

3.4.2 A brief note should be placed in the employee's personal file detailing the date the meeting took place and outlining that personal information was shared. Line Managers should give a copy of this to the employee. Managers should not post a copy of any correspondence to the employee; they should give a copy to the employee in person, as the abuser may have access to mail at home.

3.4.3 If any arrangements are made regarding changes to working hours/post/location the agreement and review date should be put in writing and a copy placed in the employee's personal file and on the HR & Payroll System. The reason for changes should be 'personal circumstance' and not full details of the situation.

3.4.4 If any Safe Leave is agreed, to ensure confidentiality, this will be recorded by the GBV Advisor on their own recording system and on Kelio using the "authorised absence" category. If Safe Leave is authorised by the employee's Manager, they should inform the GBV Advisor to ensure this is recorded appropriately.

3.5 Perpetrators of Abuse

3.5.1 Any employees who are alleged perpetrators of abuse within the workplace may be dealt with in accordance with the Council's Dignity and Respect at Work Policy and Procedure and where applicable the Council's Disciplinary Policy and Procedures.

3.5.2 Any employees who are alleged perpetrators of abuse out with the workplace may be dealt with in accordance with the Council's Disciplinary Policy and Procedures, if the allegations are considered to fundamentally affect the employee's suitability for the post which they hold with the Council. Examples of alleged abuse may include domestic abuse; gender-based violence; physical or sexual abuse of children; downloading child pornography; sexual violence; involvement in honour violence or stalking.

3.5.3 The Council's Code of Conduct requires that where an employee is charged or convicted specifically in connection with offences outside working hours relating to illegal drugs, dishonesty, violence or of a sexual nature, such criminal charges or convictions may result in disciplinary proceedings being taken against the employee, up to and including summary dismissal.

3.5.4 Employees should inform the Council immediately of any cautions or convictions for domestic abuse. Failure to do so may itself be viewed as a disciplinary matter.

3.5.5 Where an employee has made an allegation without foundation that another employee is perpetrating abuse, this will be viewed as a serious

employee conduct issue and will be investigated and addressed where appropriate using the Council's Disciplinary Policy and Procedure.

3.5.6   Employees should not suffer victimisation as a result of the application of any aspect of this Policy. Where there is evidence that an employee has been victimised, this will be considered as a serious employee conduct issue and will be investigated under the Council's Disciplinary Policy and Procedure.

3.6	Employees who do not wish to take up support

3.6.1   Although the Council seeks to provide a supportive environment in which employees can raise issues relating to domestic abuse, some employees affected by domestic abuse, depending on their situation, may refuse support or only take up partial support. Dealing with domestic abuse is a process that takes time and there are various reasons why employees may find it difficult to seek support. For example, they may have pressure from family to remain silent/stay in the relationship; financial pressures may restrict their options especially if children are involved; and/or they may feel it is safer to stay. It should be noted that contrary to popular belief evidence shows that women are likely to experience the most significant episode of violence at the point of ending an abusive relationship or once the relationship has ended.

3.6.2   It is the employee's choice on whether or not to accept support and managers should respect their decision, reassure them the Council's primary concern is for their safety and remind them that support is available if they need it in future.

3.6.3   Even if a manager disagrees with the decisions being made by the employee regarding an employee's relationship it is important to understand that a victim of domestic abuse may make a number of attempts to leave their partner before they are finally able to do so.

4	Support for Employees

4.1	Council Wide Initiatives

4.1.1   The North Ayrshire Violence against Women Forum partnership group was established to tackle domestic abuse in North Ayrshire. Its remit encompasses the wider 'violence against women' agenda. This incorporates physical, sexual and psychological violence occurring within the family, including domestic abuse, rape, incest and child sexual abuse. It also includes sexual harassment and exploitation.

4.1.2 The North Ayrshire Violence against Women Forum has a Strategy and Action Plan to tackle domestic abuse which includes dealing with perpetrators. The Council works with its partners on the Forum to support women who are survivors of abuse, in particular Women's Aid, Victim Support, Strathclyde Police, the Procurator Fiscals Office and NHS Ayrshire & Arran and to consider ways of addressing the issues of domestic abuse at source.

4.2 Additional Advice and Guidance

4.2.1 North Ayrshire Council will aim to make all employees aware of this Domestic Abuse Policy and publicise the support available to employees through channels such as notice boards, Connects, training, employee briefings and any other means as deemed appropriate.

4.2.2 Employees who feel they require support should meet with their Manager, who will discuss and seek advice on any concerns you may have about confidentiality. However, the employee may feel more comfortable discussing the situation out with their own Service, in which case they may wish to contact:

1. Gender Based Violence (GBV) Advisor
2. Occupational Health Service
3. Human Resources Advisers
4. Trade Union Representative
5. Relevant Referral Agency
6. Support Agency

All contact details are available on Appendix 1. If the employee approaches Human Resources it may be appropriate for a Manager within the employee's service to be informed, particularly if the employee has specific needs i.e. redeployment, safe leave or unpaid special leave. However, the Manager will not be informed without the employee's prior consent.

4.2.3 Once employees disclose their situation they can be assured that their Manager will not approach any outside organisations, including the police, without their written consent. However, when issues regarding child protection or adults in need of support and protection arise, the child and adult protection services will be informed without consent.

4.2.4 For further additional sources of support see Appendix 1 – 'Sources of Domestic Abuse Support' which details the websites and contact numbers of local and national agencies that provide support for victims of domestic abuse.

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Appendix 1- Sources of Domestic Abuse Support (as at April 2019)

Resource	Contact Details
Internal North Ayrshire Council Contacts:	
GBV Advisor	GBVsupport@north-ayrshire.gov.uk
HR Team	01294 324669
Occupational Health	01294 327210
Women's Aid Offices:	
North Ayrshire Women's Aid	01294 602424 or www.nawomensaid.org.uk
South Ayrshire Women's Aid	01292 266482
East Ayrshire Women's Aid	01563 536001
Cumnock & Doon Valley Women's Aid	01290 423434
Women's Centre, Kilmarnock	01563 544807
If preferred for Black and Minority Women:	
Hemat Gryffe Women's Aid	0141 353 0859 or www.hematgryffe.org.uk
Shakti Women's Aid	0131 475 2399 or www.shaktiedinburgh.co.uk
Support for Men experiencing domestic abuse:	
Men's advice line www.domesticabuse.co.uk	0808 801 0327 Email: info@mensadviceline.org.uk Internet: www.mensadviceline.org.uk
Respect Phone Line	0808 802 4040 Email: info@respectphoneline.org.uk Internet: www.respectphoneline.org.uk
Police Scotland:	
National advice	http://www.scotland.police.uk/keep-safe/advice-for-victims-of-crime/domestic-abuse/
Domestic Abuse Unit	01563 505 076 www.scotland.police.uk
Concern Hub	01563 505 131 www.scotland.police.uk
Other Local Support:	
Ayrshire Samaritans	116 123 (UK) jo@samaritans.org
North Ayrshire Victim Support	01294 277040 (Mon-Fri 10am – 2pm) or 0345 603 9213 (Mon-Fri 8am – 8pm)
NAC Homelessness Assessment, Prevention and Advice	01294 314600 or 0800 0196 500 (out with office hours)
Citizens Advice Bureau, Irvine	01294 311333
Rape Counselling and Resource Centre	01563 544686
National Resource Support:	
Scottish Women's Aid – 24hr Helpline	0800 027 1234 www.scottishwomensaid.org.uk
Rape Crisis	0808 801 0302 or www.rapecrisisscotland.org.uk
Shelter	0808 800 4444 or www.scotland.shelter.org.uk
One Parent Families Scotland	0808 801 0323 or www.opfs.org.uk
Breathing Space Scotland	0800 83 85 87 or www.breathingspace.scot
Breaking the Silence	1800 737 732 or info@breakingsilence.com.au

Appendix 2: Management Guidance Flowchart – Employees experiencing Domestic Abuse

Employee reports issues of Domestic abuse to Line Manager and seeks advice/support.

Employee discloses information about domestic abuse as part of PPD, Return to Work or other formal discussion.

Manager suspects/has heard rumours from another employee that an employee is experiencing domestic abuse.

Sensitively approach the employee in private and ask them whether everything is OK at home.

Employee discloses domestic abuse

Employee does not disclose domestic abuse

Manager should move the conversation to somewhere private and try to ensure there will be no interruptions.

Continue to monitor the situation, including the employee's work performance.

Explain to the employee what will happen regarding confidentiality and recording. Listen to the employee then discuss their health and safety and provide advice on the various types of support available to them. Make employee aware of support available – GBV Adviser etc,

Give the employee time to think about their options. It may take them some time between disclosing and taking any form of action.

If any changes are made put the arrangement in writing and place in the employee personal file and update the HR & Payroll system.

Remain in contact with the employee on a frequent basis. Monitor any new working arrangements and review to see if they are having desired effect.

Make any changes as necessary. Continue to support employee.

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Health and Safety Annual Report 2018/19**
Purpose:	To provide Cabinet with an update on the Health and Safety performance within Council Services during 2018/19.
Recommendation:	It is proposed that Cabinet notes the good progress made in Health and Safety during 2018/19.

1. Executive Summary

1.1 Health and Safety cuts across every Service within the Council. North Ayrshire Council has a legal duty of care to protect the health, safety and welfare of its employees and others who are affected by its business. Corporate Health and Safety operates in partnership with all Services and external partners to provide advice, guidance and support to improve the health and safety culture and ultimately reduce the risk of injury and ill-health incidents.

1.2 The Corporate Health and Safety team issues and keeps under review a range of guidance documents to reflect organisational change and new updated working practices.

1.3 The team continues to provide a wide range of training, using both electronic and short course formats, delivered both internally and using external providers. This will be further developed during 2019/20 to help support an enhanced health and safety culture across the Council.

1.4 Information is provided within the report which illustrates the incident trends within the Council. Aggression and Violence incidents continue to return the highest numbers and Services work with the relevant groups to examine causes and develop reduction strategies.

2. Background

2.1 The Health and Safety at Work Act places a Duty of Care on employers towards employees while they are at work. To meet its Duty of Care, it is essential that the Council works pro-actively to provide safe systems of work and risk assessments, as well as monitoring health and safety performance.

2.2   The Health and Safety Annual Report, which is attached at Appendix 1 to this report, is a key part of the monitoring and reporting process to Elected Members.

2.3   The Annual Report outlines in detail the following:

- Developments during 2018/19
- Corporate Health and Safety Training
- Incident Statistics and monitoring
- Planned Improvements for 2019/2020

Developments

2.4   A range of developments took place during 2018/19 to strengthen the Council's approach to Health and Safety – these included the introduction of Chief Officer site visits, updating policies and guidance relating to Fire Safety, Smoke Free Grounds and risk assessments, the introduction of unannounced visits by Health and Safety advisers and campaigns on Near Misses and Slips, Trips and Falls.

Training

2.5   The Corporate Health and Safety team continues to deliver a range of face-to-face and online training for Council employees – the range of training is being reviewed and expanded and will be enhanced during 2019/2020 through the appointment of an additional Health and Safety adviser with a specific remit around training.

Incident Monitoring

2.6   Monitoring the Council's performance of health and safety requires statistics to be analysed to identify appropriate actions. The monitoring is undertaken by Elected Members, Chief Officers, Senior Management and Trade Unions.

2.7   To support effective Health and Safety monitoring, each Directorate holds a Health and Safety Planning Group meeting, normally chaired by a Chief Officer on a quarterly basis. The purpose of these meetings is to review, discuss and plan operational Health and Safety performance, actions and incident statistics.

2.8   Furthermore, on a quarterly basis, the Corporate Health and Safety team reports on directorate performance statistics, health and safety projects and performance to the Corporate Health and Safety Group chaired by the Leader of the Council and attended by senior health and safety representatives from all Services and Trade Unions.

2.9   Section 4 of the annual report provides a detailed review, which shows an increase from 912 recorded incidents in 2017/18 to 1250 in 2018/19. The majority of the increased incidents were within Education and Youth Employment and were due to Aggression and Violence.

Planned Improvements

2.10 Plans are in place to deliver further improvements to the Health and Safety framework during 2019/20 – these include additional training (noted at 2.5 above), the introduction of a formal 'follow-up' methodology for tracking and reporting the implementation of

agreed Health and Safety actions and the development of a new electronic Health and Safety incident report system.

3.   Proposals

3.1   It is proposed that Cabinet notes the good progress made in Health and Safety during 2018/19.

4.   Implications/Socio-economic Duty

Financial:	None.
Human Resources:	Supporting health, safety and wellbeing for Council employees, customers and service users.
Legal:	Ensuring that the Council meets its Duty of Care and complies with Health and Safety legislation. Failure to do so may result in prosecutions or financial penalties.
Equality/Socio-economic Duty:	None.
Children and Young People:	None.
Environmental & Sustainability:	None.
Key Priorities:	A robust Health and Safety culture supports the delivery of the key priorities in the draft Council Plan 2019-2024.
Community Benefits:	None.

5.   Consultation

5.1   The Corporate Health and Safety Team consults regularly on Health and Safety with Elected Members, employees and Trade Unions. The subjects within this report have been shared at directorate planning groups and at the Corporate Health and Safety group.

Laura Friel
Executive Director (FACS)

For further information please contact **James Walls, Corporate Health and Safety Manager,** on **01294-324679**.

Background Papers
0

CORPORATE HEALTH AND SAFETY

ANNUAL REPORT 2018/19

Version:	Final
Date:	23/05/2019
Author:	James Walls
Classification:	Public

CORPORATE HEALTH AND SAFETY
ANNUAL REPORT 2018/19

1   Background

1.1   The Health & Safety at Work Act places significant requirements on employers to ensure a Duty of Care to employees while at work. To meet its Duty of Care, it is essential that the Council provides safe systems of work, carries out risk assessments and monitors health and safety performance in relation to its services, employees and service users. Monitoring the Council's performance of health and safety requires statistics to be gathered and analysed, to identify appropriate action. The monitoring is undertaken by Elected Members, Chief Officers, Senior Management, Employees and Trade Unions.

1.2   To support effective Health and Safety monitoring, each directorate holds a Health & Safety Planning Group meeting, normally chaired by a Chief Officer on a quarterly basis. The purpose of these meetings is to review, discuss and plan operational Health and Safety performance, actions and incident statistics. Given the very low number of incidents, the Finance and Corporate Support Health and Safety group meets less frequently and is chaired by the Senior Manager (Internal Audit, Risk and Fraud). On a quarterly basis, the Corporate Health and Safety team reports on directorate performance statistics, health and safety projects and performance to the Corporate Health and Safety Group chaired by the Leader of the Council and attended by senior health and safety representatives from all services and Trade Unions.

1.3   The Corporate Health and Safety Team comprises three Health and Safety Advisers and one team manager who provide professional advice, guidance and support to Council Services, including the Health and Social Care Partnership, aiming to improve safety performance.

1.4   The Corporate Health and Safety Team continues to promote the theme of "Safety in Mind". The overarching aim of this theme is to raise the profile and understanding of Health and Safety in the workplace and to keep health and safety at the forefront of all our employees' minds on a day to day basis.

2   Developments during 2018/19

2.1   As with any organisation, it is essential for the Council to demonstrate that there is a commitment to continuously improve the way health and safety is managed and implemented.

2.2   This section of the report demonstrates where the Corporate Health and Safety Team has supported and implemented Council-wide improvements within Health, Safety and Wellbeing.

Health, Safety and Wellbeing Engagement

2.3   During 2018/19, the Corporate Health and Safety Team has actively engaged in a variety of sessions, meetings and workshops to raise the profile of Health and Safety and Wellbeing. Elected Members have also been included in the training and awareness sessions, specifically looking at Lone Working/Aggression & Violence and their responsibilities and accountabilities under Health and Safety legislation.

2.4   Chief Officers commenced site visits which included discussions with front line staff to demonstrate a visible commitment to health and safety. These visits will continue throughout 2019/20.

Reviews of Policies and Guidance

2.5   To ensure all Employees have access to current health and safety information and advice, all policies and guides have been published on the Council intranet and external website.

2.6   The Corporate Health, Safety and Wellbeing Policy (CHS&WP) communicates the Council's commitment, direction and priority of protecting employees' health, safety and wellbeing within the workplace. The policy provides clarity and definition of workplace responsibilities at each level within the Council and was developed in partnership with Chief Officers, Employees and Trade Unions.

2.7   The following documents have been updated during 2018/19:

- Smoking Policy (Addition of Smoke Free Grounds)
- Risk Assessment guidance and templates
- Fire Safety Policy
- Fire Safety Guidance
- Premises Fire Register

2.8   The following documents have been under review during 2018/19 and will be launched in 2019/20:

- 6 Monthly Inspection Guidance
- 6 Monthly Inspection Form
- Safety Alert Form
- Fire Evacuation Plan Template

Health and Safety Audits

2.9   The Corporate Health and Safety Team audited 12 teams on the subject of Lone Working:

- Building Services
- Eglinton Park Rangers
- Streetscene Operations
- Night Community Alert Team
- Arran Social Work Team
- Anti-Social Behaviour Investigation & Community Safety Team
- Care at Home
- Housing Home Visits
- Community Centres
- Fullarton Concierge Station
- Environmental Health
- School Janitors (Dreghorn Primary)

2.10 The audits were positive, but identified several areas requiring improvements. To assist Services in relation to additional risk control measures, Corporate Health & Safety will work with the Procurement team during 2019/20 to identify a supplier who can provide a range of technical solutions to improve lone working situations. This will allow Council Services to purchase the most appropriate solution for their employees.

Unannounced Visits

2.11 Towards the end of 2018/19, the Corporate Health and Safety team commenced a new initiative of conducting unannounced safety visits. Health and Safety Advisers visit Council premises, grounds, projects or construction sites without prior notice and conduct a series of checks to help support Services in complying with their health and safety responsibilities. The visits are being used to support improvement, not only to highlight non-compliance, but also to highlight best practice. The visits have been positively received by services.

Collaborative Working Relationships

2.12 At the beginning of 2018/19, the Corporate Health & Safety Steering Group (CH&SSG) was introduced, comprising of senior managers from across Directorates and the Health & Safety team. This Group meets quarterly, and its aim is to review in detail health & safety issues prior to disseminating information out to the directorates.

2.13 Corporate Health and Safety continue to build working relationships with Scottish Fire and Rescue (SF&RS) where communications were strengthened to identify and address audit findings.

2.14 Also, on a quarterly basis, Council and NHS health and safety lead officers meet to promote health and safety improvements within Health and Social Care Partnerships.

Electronic Incident Reporting

2.15 An essential element of health and safety is the reporting and recording of incidents. The Health & Safety Electronic Incident Reporting System (HSIR) has been implemented Council-wide, this has streamlined incident reporting, greatly improved information gathering and has the ability to effectively determine incident analysis and trends. Information from the HSIR System is also being utilised to provide Freedom of Information health and safety statistics on the Council website.

2.16 The current system is based on the Lotus Notes database which is being phased out and a new system is under development. This will be tested and rolled out across the Council after the summer.

Training

2.17 In order to help support health & safety cultural improvements across the Council, an additional temporary health and adviser will be recruited. This post will focus on the development and delivery of an expanded programme of training to employees across all Council services.

Near Miss Campaign

2.18 Near Miss Reporting and Investigation has been identified as one of the key pro-active actions to prevent future incidents from taking place. A 'Near Miss Campaign' was hosted to raise awareness among employees as to what a near miss is and why they should be reported.

2.19 The campaign message was cascaded to employees during 2018/19, with an expectation that there will be an ongoing increase in reporting of near misses (see section 4.14). Near Miss incidents are treated the same as an actual incident which results in injury or damage; they are investigated, and improvements put in place to prevent an actual incident taking place

Slip Trip Fall Campaign

2.20 Trend analysis identified that 'Slip Trip and Fall' incidents have been showing the highest number of incidents across all council services. As a result of this analysis, a 'Slip Trip Fall' Campaign was rolled out to senior management and front-line employees in quarter 4 2018/19. It is hoped that this campaign will raise awareness of these situations and reduce the number of incidents taking place and this will be closely monitored moving forward.

3   Corporate Health and Safety Training

3.1 During 2018/19, several new courses were developed: Risk Assessment Update Course, full Risk Assessment Course, Fire Awareness for all employees and Incident Investigation for Managers/Supervisors. The new courses will increase employee access, flexibility of learning and understanding health and safety in the workplace.

3.2 Bespoke premises specific Fire Warden training delivered within the Care Home environment continues to be popular with Services. This specific premises training also complements the fire safety audits undertaken by Scottish Fire and Rescue. To address specific service requirements, the team introduced flexible methods of delivery such as twilight and in-service courses and continued to offer these in 2018/19.

3.3 A variety of training courses were delivered across the Council during 2018/19. Table 1 below shows the courses delivered and the numbers of delegates on each in comparison to 2017/18.

3.4 The Risk Assessment update course has been introduced as a short-term solution to bring current risk assessors up to date with the new Corporate Risk Assessment Template and Guidance. Once all the current risk assessors have been trained, the risk assessment update course will no longer be required, and all new risk assessors will attend the formal 1-day course. The new template and guidance will be a significant improvement to the way the Council fulfils the requirements of the Management of Health and Safety at Work Regulations 1999.

3.5 There has also been a large increase in the new fire safety e-learning module completion, this is due to all relevant employees now completing the course.

Table 1

Course Title	No of delegates 2018/19	No of delegates 2017/18
Fire Warden	131	181
Fire Warden E-Learning	102	2
Fire Safety Awareness E-Learning	842	13
Risk Assessment	155	109
Risk Assessment Update	202	0
Asbestos Awareness E-Learning	37	42
Managing Stress	32	56
Stress Awareness	75	43
Understanding Stress Management	50	42
IOSH Managing Safely	39	35
IOSH Managing Safely Refresher	35	0
Aggression & Violence / Lone Working	14	183
Display Screen Equipment (e-learning)	302	0

4 Incident Statistics

4.1 A key part of the Corporate Health and Safety Team's monitoring role is to collect and review statistics on all reported Health and Safety incidents and near misses.

All Reported Health and Safety Incidents

4.2 Graph 1 below provides an analysis of incidents over a 24-month period and shows a comparison of all incidents from 1st April 2017 to 31st March 2019.
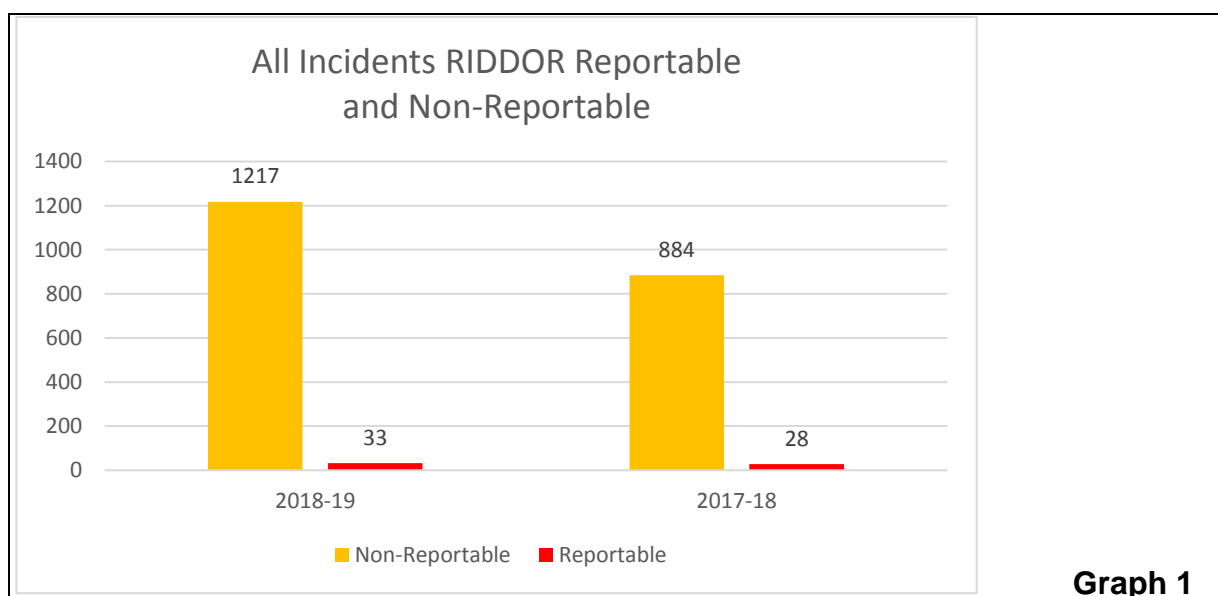
Graph 1

4.3 The graph shows that in 2017/18 we had a total of 912 incidents, and in 2018/19 we had a total of 1250 incidents, an increase of 338. The incidents reportable to the HSE showed an increase of 5. Further detailed analysis is provided in the paragraphs below.

RIDDOR Incidents by Directorate

4.4 The Council has a legal duty to report certain incidents to the Health and Safety Executive as per the requirements of the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR). Graph 2 below shows a comparison of RIDDOR reportable incidents across all directorates over the last 2 years.

RIDDOR Incidents by Directorate
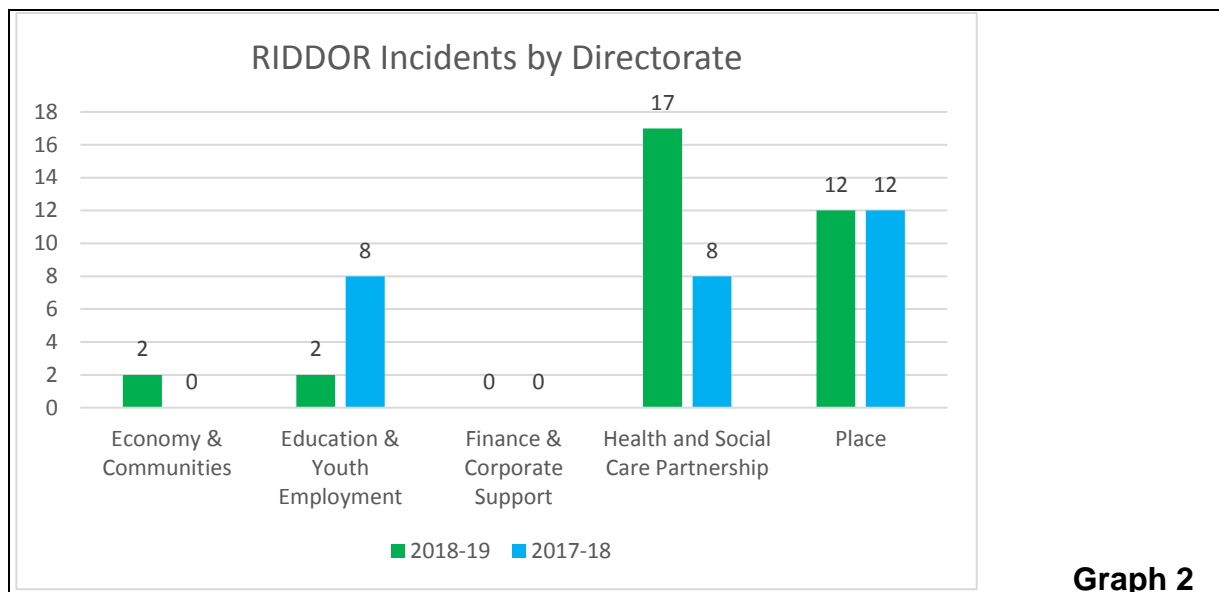
Graph 2

4.5 Graph 2 shows that over the two-year period, the Health and Social Care Partnership has reported the highest number of RIDDOR incidents with a total of 25, followed by the Place Directorate (24), Education and Youth Employment (10) and Economy & Communities (2). For this year, Health & Social Care Partnership have returned an increase of 9 on the previous year, the biggest increase being quarter 4. It is encouraging to note that Education & Youth Employment have returned the best performance with a decrease of 6 on the previous year. These are the three main operational areas within the Council and it is to be expected that these would be the areas generating the more serious RIDDOR Incidents.

4.6 Within the RIDDOR reporting requirements, there are two main categories which are Specified Injuries (more serious injuries) and Over 7 Day Injuries. In 2018/19, the Council had a slight increase in the specified injuries category with a total of 12 compared to 11 in the previous year.

4.7 The main cause of RIDDOR incidents in both 2017/18 and 2018/19 was the category of 'Slip Trip and Fall' and was the main driver for implementing the Slip Trip Fall Campaign.

4.8 Directorates comply with the findings identified in all RIDDOR Incident Investigation reports which identify corrective actions to help prevent reoccurrence. Directorates also share their RIDDOR incidents and the findings to the Corporate Health and Safety Group to help others learn from experience.

All Incidents by Directorate

4.9 Graph 3 below gives an analysis of the total number of all incidents that have occurred over the 2-year period and breaks down the incident statistics by directorate.

Graph 3
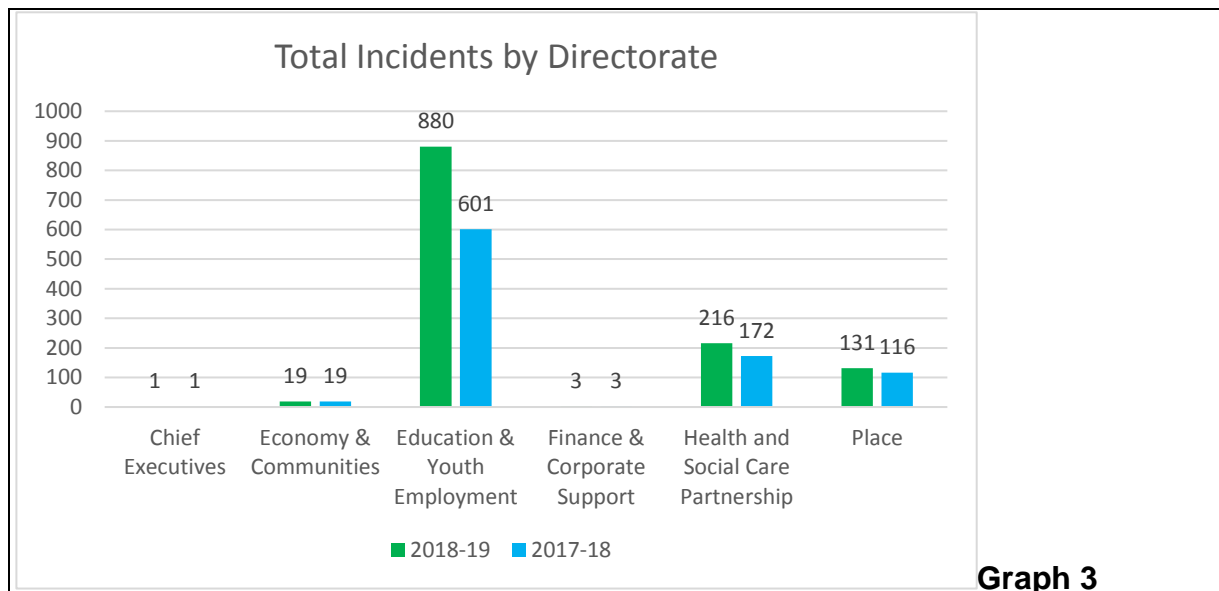
4.10 This shows that Education and Youth Employment recorded the most incidents during 2018/19, followed by the Health and Social Care Partnership and then Place.

4.11 Further detail on the incidents within these three Directorates is provided later in this report; however, no further information is provided on Economy and Communities, Finance and Corporate Support or Chief Executives as the number of incidents is very low. This helps to focus attention on the most significant areas.

Most Common Incidents (excluding Aggression and Violence)

4.12 Graph 4 below shows the total number of incidents by cause (excluding Aggression and Violence) across the Council over the past 2 years.

Graph 4
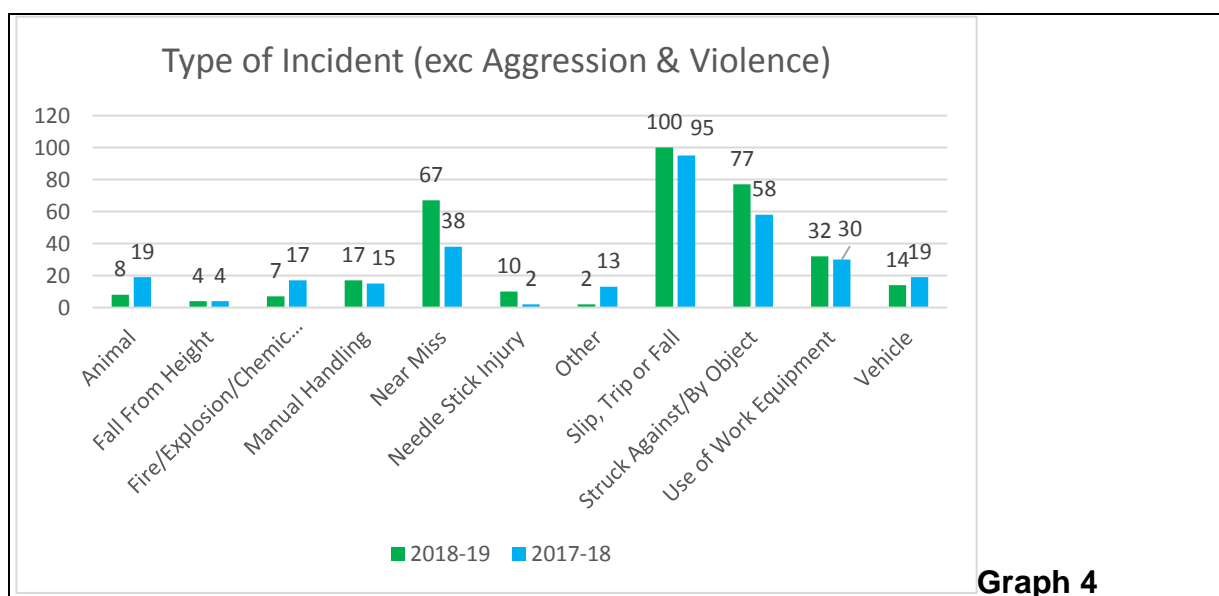
4.13 The incident type showing the highest numbers across the 2-year period is 'Slip Trip and Fall' with 195 incidents. It is hoped that the Slip Trip Fall Campaign will help to reduce this number going into 2019/20.

4.14   In 2017/18 the Council reported 38 near miss incidents, and this year we have seen a significant increase to 67. This is a positive situation as the reporting of near miss incidents is a pro-active way of dealing with issues before they become incidents. The Near Miss Campaign has raised awareness and encouraged employees to report Near Misses.

Aggression and Violence Incidents

4.15   Graph 5 below gives an indication of where aggression and violence incidents are taking place and shows that, in 2018/19, we have seen an increase in incidents across all services except for FACS. Education and Youth Employment have increased by 262, Health & Social Care Partnership (38), Place (8) and Economy & Communities (4). Within E&YE, the highest numbers sit within the ASN and Primary Schools and can be categorised as being without intent to injure.

4.16   H&SCP have been pro-active in ensuring that staff are reporting all incidents of physical and verbal aggression towards them, however minor. This has resulted in an increase in reporting.

4.17   Place Directorate has experienced an increase of 8, but numbers remain relatively small with the majority of incidents occurring within Housing. Corporate Health & Safety have been delivering Aggression & Violence training to Housing employees.
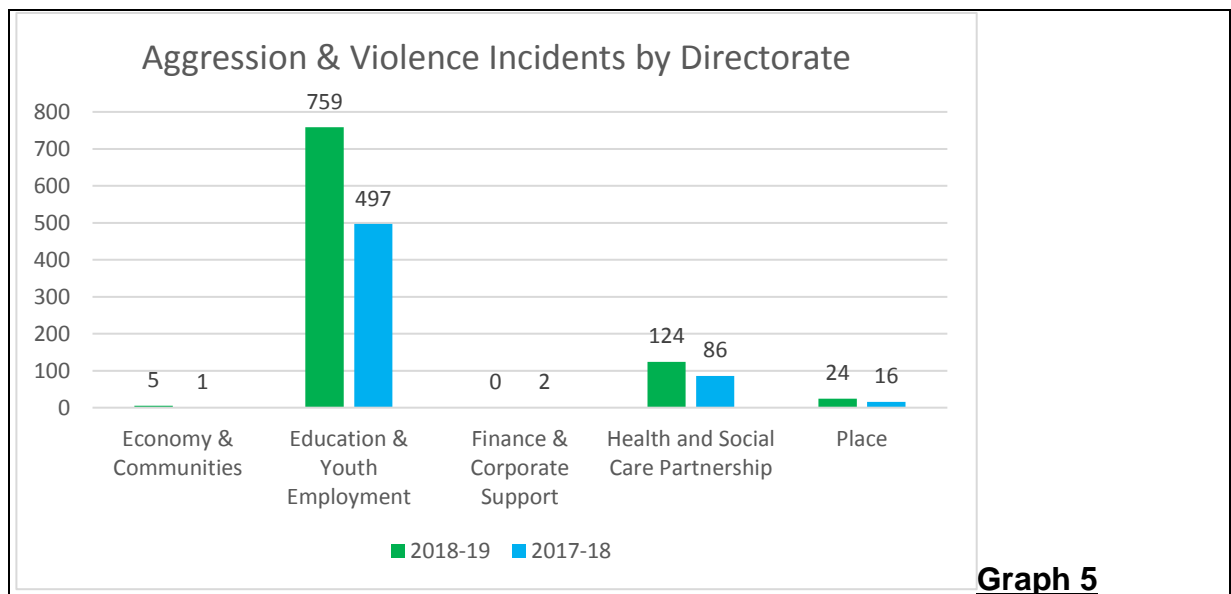
Graph 5

4.18   Graph 6 gives more detail on the type of aggression and violence incidents that are taking place across all directorates, with physical violence being the most significant cause.
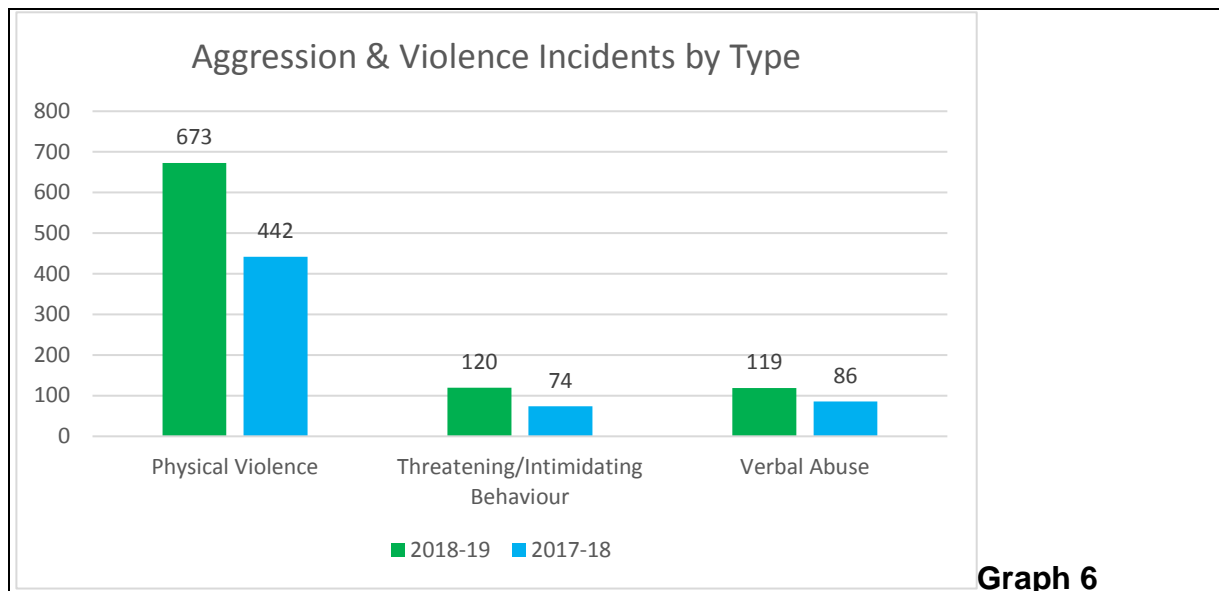
Graph 6

Analysis of Incidents by Directorate

Place Directorate

4.19 Graph 7 below gives a detailed analysis of the common types of incidents (excluding Aggression and Violence) within the Place Directorate.

Graph 7
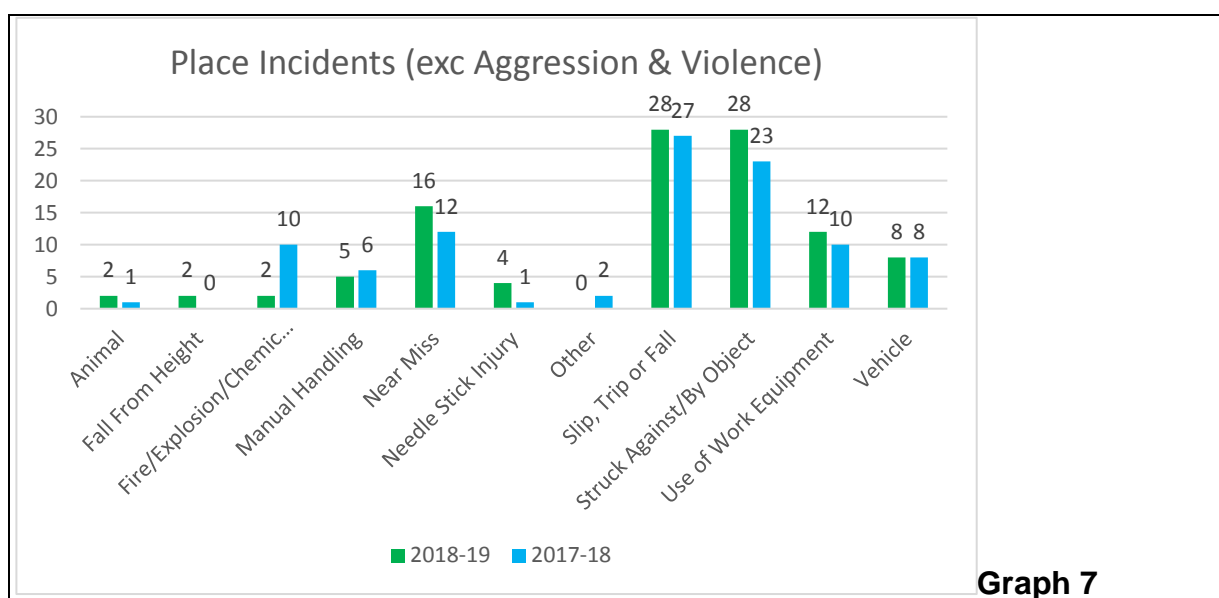
4.20 There was a total of 100 incidents for 2017/18 and 107 for 2018/19. 'Struck Against/Struck by Object' incidents have increased by 5, use of work equipment by 2, with fire/chemical incidents reducing by 8.

4.21 The Place Directorate Health and Safety planning group continues to meet on a quarterly basis to deliver a directorate health and safety action plan and monitor progress, ensuring good governance around Health and Safety issues. This performance reporting is further underpinned by managers providing updates to the Heads of Service.

4.22 Focusing on employee well-being, the Directorate continues to engage with occupational health including 4368 contacts during the year, 163 mini health checks, 390 inoculations, 523 counselling and 1206 physiotherapy appointments. In addition, the Directorate continues with Well-being site visits with a range of employees attending. In relation to high risk driving posts, 70 drivers' medicals were carried out.

Health and Social Care Partnership

4.23 Graph 8 below gives a detailed breakdown of incidents within the Health and Social Care Partnership (excluding aggression and violence) and shows a small increase in 2018/19 (92 incidents) versus 2017/18 (86 incidents). 'Slip Trip and Fall', 'Struck Against/By Object', 'Use of Work Equipment' and Manual Handling incidents were the main causes.

Graph 8
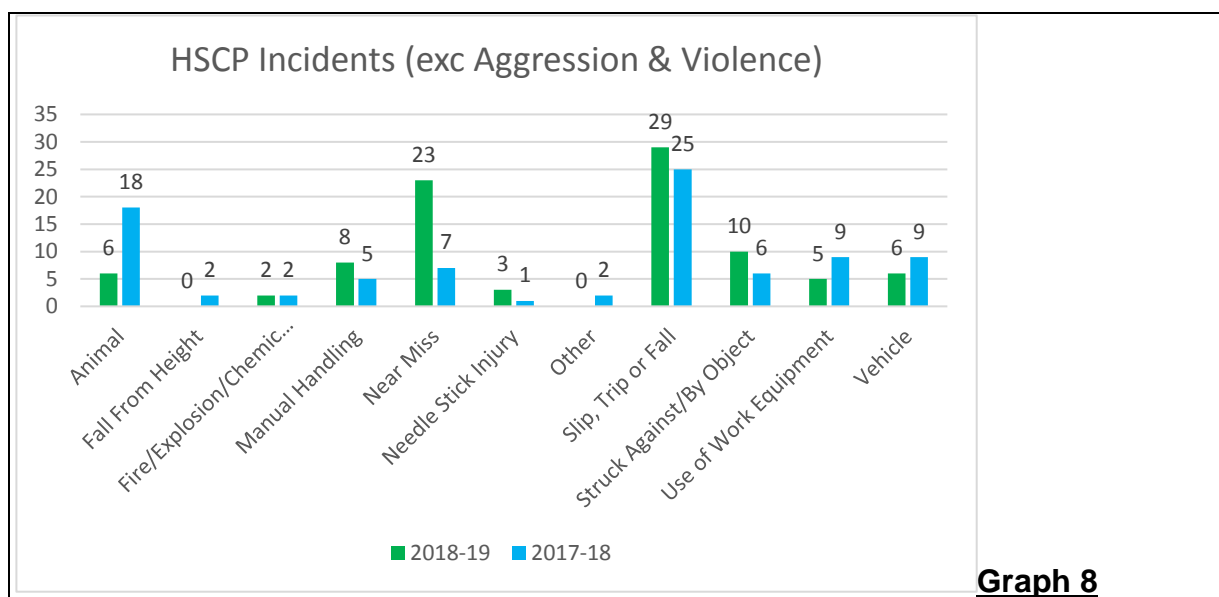
4.24 The highest incident type (outwith aggression and violence) is 'Slip Trip Fall' which has increased by 4. The Slip Trip Fall awareness campaign should help to reduce these incidents, address some of the causes and help to raise awareness among employees.

4.25 Near Misses are pro-active indicators and it is good to see that these have seen a large increase within the Partnership compared to the previous year, as a result of the Near Miss Campaign raising awareness amongst employees.

4.26 Employee Health & Wellbeing events were delivered across 7 localities within North Ayrshire in order to provide additional support to staff within the Partnership. Events included mini-health checks, spinal checks, mindfulness, sound therapy, reflexology, massage and flu immunisation. Events were well attended and supported by staff. The Partnership also fund additional, one day per week, physiotherapy and counselling services via Optima, the Occupational Health provider.

4.27 A review and redesign of the delivery of the Moving and Handling training programme was undertaken within the Partnership to include work-based observations. These observations take place in service user homes and staff have been able to demonstrate high standards of moving and handling practice and knowledge. These

visits have also allowed family members the opportunity to seek further advice or guidance where required.

4.28 The majority of RIDDOR incidents within HSCP are in relation to direct assistance/personal care with service users whose needs are becoming more varied and complex.

Education and Youth Employment

4.29 Graph 9 below gives a detailed analysis of incidents within the Education and Youth Employment Directorate where, in both 2017/18 and 2018/19, 'Slip Trip Fall' followed by 'Struck Against/by Object' are showing the highest numbers out-with Aggression and Violence incidents.

Graph 9
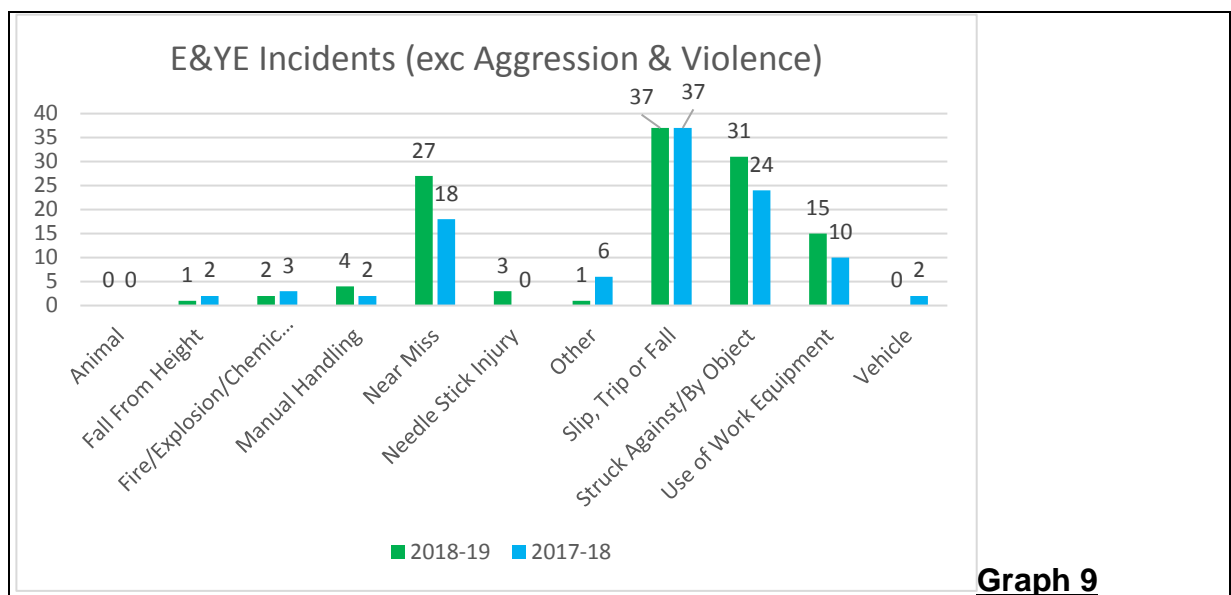
4.30 Over the 2-year period, 'Slip Trip Fall' incidents have remained the same. The areas generating the highest numbers of 'Slip Trip Fall' incidents are Playgrounds/External Areas (17), Inside of School (11) and Gyms (9). The 'Slip Trip Fall' Campaign should raise awareness and in the long-term help to reduce these types of incidents.

4.31 It is also important to note the increased reporting of near misses. In line with the aims of the Near Miss Campaign, this is a positive development.

4.32 During 2018/19, a total of 759 Aggression and Violence incidents occurred within Education and Youth Employment, this is an increase of 262.

4.33 Graph 10 below gives further analysis and shows that over the 2-year period, the highest number of incidents are taking place within primary schools with a total of 686 with an increase of 156 taking place this year (2018/19). As previously reported, a contributing factor in this increase may be that children previously placed in ASN schools are now attending mainstream primary schools.

E&YE Aggression & Violence by School Type

	Early Years Centre	Primary Schools	Secondary Schools	Additional Support Schools
2018-19	4	421	92	242
2017-18	2	265	58	172
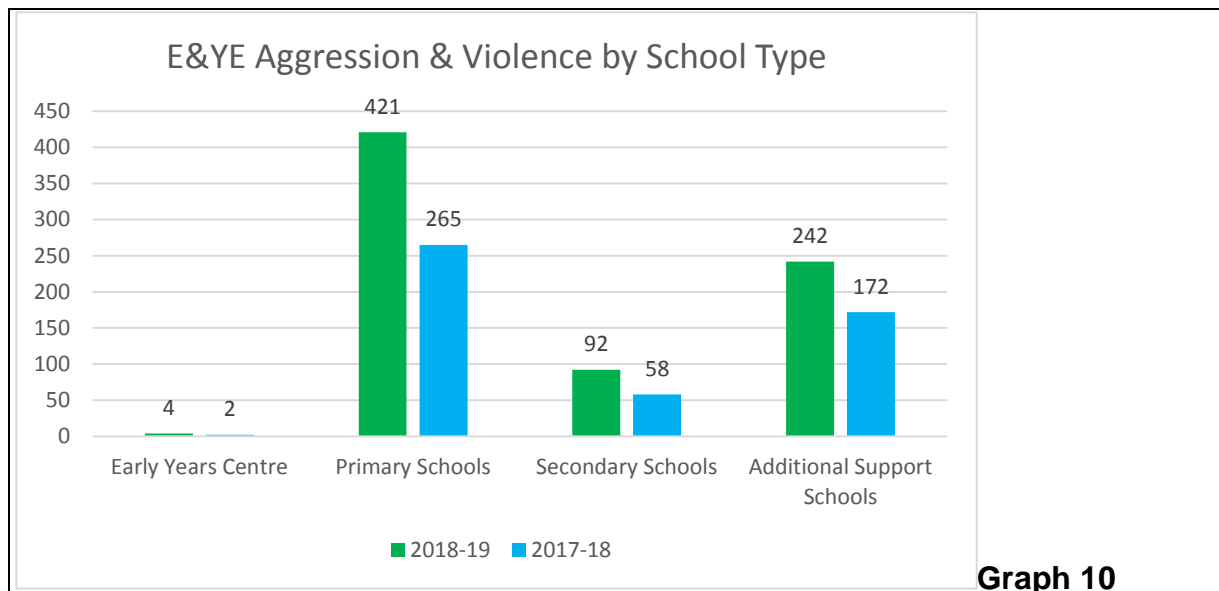
Graph 10

4.34   Graph 11 below shows a comparison of the type of aggression and violence incidents with physical violence showing the highest numbers. This is largely because of children with Additional Support Needs where each child's needs, such as a medical condition, associated medication and/or circumstance, can affect their levels of frustration or behaviour. This can result in three or four reports being submitted on the same day involving the same child. At the request of Head Teachers, a new category has been added to the incident report form – Aggression and Violence Without Intent. This allows staff to record incidents that they believe to be unintentional.

E&YE Aggression & Violence by Type

	Physical Violence	Threatening/Intimidating Behaviour	Verbal Abuse
2018-19	627	64	68
2017-18	404	45	48

Graph 11
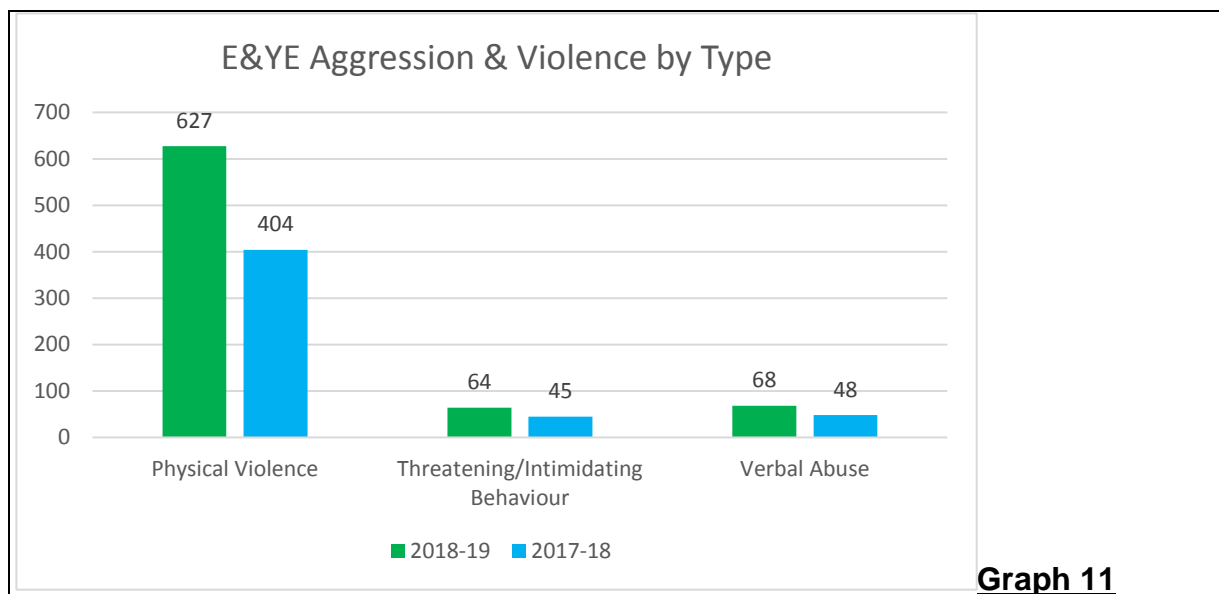
4.35   Staff and Trade Unions have explored ways of trying to reduce the number and type of Aggression and Violence incidents; schools will continue to review pupil care plans and where appropriate consult and discuss pupil needs with parents and health partners.

5   Planned Improvements for 2019/20

5.1   To meet the requirements of Health and Safety legislation in relation to the Duty of Care and to improve the management of Health and Safety within the Council, it is important to identify areas to improve the safety culture and performance at all levels.

5.2   Corporate Health and Safety in conjunction with Directorates will seek to implement continuous improvement in a variety of ways. The following improvement actions are currently planned for 2019/20:

- Complete the roll out of the 'Slip Trip Fall Campaign'
- Ensure that Near Miss reporting becomes the norm – performance is reviewed through Directorate Safety Groups
- Further develop the Health and Safety Incident Reporting System
- Introduce a formal 'follow-up' methodology for tracking and reporting on the implementation of agreed Health and Safety actions
- Increase delivery of health and safety training for all Services, including
  - Complete development of an 'Incident Investigation Training Course for Managers/Supervisors' and roll out to services
  - Roll out of a new Risk Assessment Template, Guidance and Training
  - Deliver new IOSH Managing Safely Refresher Course
  - Further manual handling training to support a reduction in staff absences due to musculo-skeletal conditions
- Review and cascade new or amended Health and Safety Policies/Guidance

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**ICT Infrastructure Strategic Review**
Purpose:	To provide Cabinet with an overview of the Council's IT Infrastructure Strategic Review; seek approval for the allocation of funding; and seek approval to proceed to tender.
Recommendation:	That Cabinet (a) notes progress on the Infrastructure Strategic Review; (b) approves the allocation of funding; and (c) approves progression to the tender phase.

1 Executive Summary

1.1 The Council's Wide Area Network (WAN), Local Area Network (LAN), Telephony, and Wireless LAN (WIFI) contracts end in Sept 2020. The existing contract has been in place since 2013 and at that time this met the infrastructure needs of the organisation.

1.2 Technology has advanced at pace and to ensure our future infrastructure is fit for purpose and meets the demands of today's digital environment, IT Services supported by industry experts, undertook a comprehensive review of the Council's IT Infrastructure.

1.3 The Digital Strategy sets out the digital vision and states that "Our ICT infrastructure will enable mobile working and be flexible enough to meet the changing needs of digital service delivery".

1.4 The Council's Technology Strategy sets out how technology will support transformational change. It states how our infrastructure must be developed and strategically aligned to the Council's key technologies and approach.

1.5 The review of our current infrastructure highlighted:

- Most internet traffic originates in Schools and is significantly restricted by current connection bandwidths. Internet traffic is likely to grow as a consequence of the implementation of new software and the move to a cloud-based approach.
- WiFi connectivity is often problematic, especially when moving between rooms.
- A significant proportion of the existing infrastructure will be end of life by in 2020, risking security noncompliance, no vendor support, difficulties obtaining replacement components and inability to rollout new requirements.
- By 2025, traditional telephony services will be replaced by more modern and cost-effective Voice over Internet Protocol (VoIP). This represents a paradigm shift for telephony and will give us no choice but to more to this new technology.

1.6 Recommendations from the review that will shape our future network infrastructure have highlighted that the WAN, Wired LAN and WiFi should be all be replaced. Replacing the WAN will double the bandwidth and provide direct access to the internet at all schools and libraries. A new WiFi solution will provide increased and improved connectivity.

1.7 Telephony recommendations outline that the current System should be upgraded or replaced with a similar solution and deployed across all corporate sites. A new telephony systems in schools should be implemented and where appropriate, mobile phones should be used in place of handsets to support agile/remote working.

1.8 Given that a significant proportion of the existing infrastructure will be end of life by 2020 coupled with the pace of change in technology, similar to what we have seen in the last seven years, it is likely that a significant proportion of the Council's ICT Infrastructure will continue to need replaced every five to seven years.

2 Background

2.1 The Council awarded contracts for Wide Area Network (WAN), Local Area Network (LAN), Telephony, and Wireless LAN (WIFI) to Capita and Provista in late 2013 and these are coming to an end in Sept 2020 as anticipated.

2.2 The Council's Digital Strategy sets out the digital vision, principles and priorities that will support the Council's workforce and customers, allowing everyone to work and learn in smarter ways. Furthermore, the strategy states that "Our ICT infrastructure will enable mobile working and be flexible enough to meet the changing needs of digital service delivery".

2.3 The Council's Technology Strategy was approved by Cabinet on 29th May 2018. The strategy sets out the vision, principles and the key technologies that will support transformational change, including Office 365, and the cloud platform approach to business application delivery. Importantly, it states how our infrastructure must be developed and be strategically aligned with these technologies and approach.

2.4 The revised ICT Asset Management Plan was approved by Cabinet on the 29th May 2018. This was revised to ensure the continued robust and prudent management of the Council's ICT assets in line with the Council's Technology Strategy.

2.5 Industry experts, FarrPoint, were commissioned in January 2019 to conduct a full review of the Council's networking infrastructure, covering WAN, LAN, WiFi and Telephony. This review is now complete, and a summary of the findings are provided.

2.6 Current Position

2.6.1 Wide Area Network (WAN)

Supplied by Capita, the WAN provides connectivity to over 160 Council sites and wireless WAN in 10 locations. The analysis informs us that:

- the Peak areas of use are: 64% primary schools, 67% secondary schools, 72% libraries, 63% corporate.

- Most internet traffic originates in schools but is significantly constrained by current speeds to schools and the Education Scotland internet link at Cunninghame House which regularly peaks at 100% use.
- Internet traffic will grow as a result of Office 365 implementation and Cloud platform adoption.

2.6.2 Local Area Network (LAN)

Supplied by PCM, the LAN estate comprised around 530 devices. The analysis informs us that 90% of the LAN estate is either end of life or going end of life in 2020 and must be replaced to ensure security compliance and continuity of service delivery.

2.6.3 Wireless LAN (WiFi)

Supplied by PCM, this solution comprises approximately 1000 WiFi Access Points which will be end of life by April 2023. Analysis has highlighted that:

- The WiFi estate equipment is no longer produced by the manufacturer and therefore current equipment is being recycled and re-used. Any new demand for equipment will require a new solution.
- The identity management solution, used to authenticate WiFi users, will be end of life in December 2019 and must be replaced to ensure security compliance.
- The solution is designed as an add on to the wired LAN and was not implemented as the primary mode of connectivity.
- BT WiFi branded as Council WiFi is used in libraries and some public buildings.
- WiFi connectivity is problematic with connections dropping when moving between rooms.

2.6.4 Telephony

Supplied and supported by Capita, this solution serves around 1800 users at 6 sites. All other sites are served by individual PBX systems, encompassing over 120 smaller sites and approximately 1,400 extensions. Analysis has highlighted that:

- The Cisco IP Telephony platform will go end of life in 2020.
- Of the existing PBX systems, 61 are supported, the remainder are. It is estimated that possibly as much as 90% of the PBX estate is end of life.
- There are 38 sites that have direct exchange lines (DEL), these are outwith the telephony system.
- Currently around 70 telephony circuits and well over 1000 analogue lines are supplied under contracts with BT and Vodafone and rely on several different technologies. Critically, BT has confirmed that these technologies will be phased out in favour of internet based (SIP) technology by 2025.

3 Proposals

3.1 A number of options were identified as part of the review, this included "Do Nothing" as a base line. These options were evaluated on a cost and requirements basis and as a result, the Network Infrastructure Strategic Review makes several recommendations.

3.1.1 **WAN**

- At corporate sites, the WAN should be replaced by a network that provides, as a minimum, double the bandwidth. This will ensure the highest quality of service and resilience across the corporate network.

- At schools and libraries, the WAN should be replaced by a network that will provide local breakout to the internet and, as a minimum, double the bandwidth.
- Existing internet bandwidths at Cunninghame House and Bridgegate House are retained.
- It is recommended that WAN procurement begins as soon as possible.

3.1.2 LAN and WiFi
- The wired LAN and WiFi should be replaced by an on-premise solution.
- The identity management solution, used to authenticate WiFi users, should be replaced to provide a single solution for authentication.
- The WiFi solution should be replaced at all locations to minimise complexity. However, this complexity will persist until rollout is complete.
- Replacement of the LAN and WiFi will ensure continued security compliance of these components, as well as continuity of service delivery.
- It is recommended that LAN and WiFi procurement begins as soon as possible.

3.1.3 Telephony
- The Cisco Telephony platform should be upgraded / replaced and extended to all corporate sites. Where appropriate mobile devices should be used in favour of Telephony handsets.
- PBX systems in schools and libraries should be refreshed.
- All existing telephone circuits should be replaced and aligned with the WAN replacement as they are interdependent.
- Migration to the new internet technology will yield significant revenue savings estimated at around £184,000 per annum once all circuits have been migrated.
- It is recommended that the procurement process commences as soon as possible.

4 Investment Cost and Funding
4.1 The capital and revenue costs associated with the planned investment is summarised in the undernoted tables;

Capital Cost	Total £
WAN	357,100
LAN / Wi-Fi	1,173,000
Telephony	496,693
Total Capital Cost	**2,026,793**
Current Budget	334,431
Additional Capital Budget Required	**1,692,362**

Revenue Cost	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Total £
Current Budget	942,772	942,772	942,772	942,772	942,772	4,713,860
Projected Cost	949,182	913,698	769,736	654,708	665,265	3,952,589
Cost / (Saving)	**6,410**	**(29,074)**	**(173,036)**	**(288,064)**	**(277,507)**	**(761,271)**

The total capital investment cost is £2,026,793. After incorporating existing capital budgets from the current plan the additional capital budget required is £1,692,362. The spend profile will impact across 3 years from 2019/20 to 2021/22. In terms of funding, the initial capital investment will be met from the Capital fund, therefore no additional borrowing requirement and this investment will be paid back over a period of 7 years from the annual revenue savings as outlined in the table above. The annual revenue savings will be generated mainly through the telephony migration and through a single supplier arrangement for the WAN.

5 Implications/Socio-economic Duty

Financial:	The additional capital cost of £1,692,362 will be met initially from the Capital fund with no requirement for additional borrowing and repaid from annual revenue savings over a period of 7 years.
Human Resources:	None
Legal:	Procurement Service and Legal Services will be involved in the tendering process.
Equality/Socio-economic Duty:	There are no direct equality / Socio-economic implications
Children and Young People:	The upgrade of connectivity to schools will ensure faster access to the internet and other services for pupils and teaching staff.
Environmental & Sustainability:	There are no direct environmental or sustainability implications.
Key Priorities:	The refresh of our ICT infrastructure supports delivery of the Councils Digital and Technology strategies; and support the efficient delivery of the priorities within the draft Council Plan 2019-24
Community Benefits:	The upgrade of connectivity to libraries and other public buildings will ensure faster access to the internet and other services for members of the public.

6 Consultation

6.1 The strategic review process included a review of technical and business documentation and a series of interviews with representatives from Information Technology, Transformation and Customer Services.

5.2 A report was presented to the CPAG meeting on 25th April culminating in this report to Cabinet.

Laura Friel
Executive Director – Finance and Corporate Support

For further information please contact Brendan Quigley, Senior Manager (IT) on 01294 324295.

Background Papers
None

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Revenue Budget 2018/19 : Financial Performance to 31 March 2019**
Purpose:	To advise Cabinet of the financial performance for the Council for 2018/19.
Recommendation:	That Cabinet agrees to (a) note the information and financial performance outlined in the report; (b) approve the earmarking of £0.566m identified at 2.4 to meet future year commitments; and (c) note the current financial performance of the Health and Social Care Partnership at 2.5.

1. Executive Summary

1.1 The General Services Revenue Estimates for 2018/19 were approved by Council on 28 February 2018. The Housing Revenue Account (HRA) Revenue Budget for 2018/19 was approved by Council on 20 December 2017.

1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, financial performance reports are presented on a regular basis. This is the fifth and final report for 2018/19 and covers the period to the end of March 2019 (Period 12). This is the final financial performance information on which the Annual Accounts for the Council will be prepared.

1.3 At Period 12 the General Fund is reporting a net in-year underspend of £2.321m, 0.7%, after transferring resources to other funds. This is an increase of £1.214m from that reported at Period 10 which is primarily related to income from capital receipts, applied to meet transformation costs, £2.300m, partly offset by costs arising from the local government pay settlement (£0.921m).

1.4 Following the earmarking of £2.300m to support the 2019-20 revenue budget, as agreed by Council 27 February 2019, the final outturn is a net in-year underspend of £0.021m.

1.5 The Housing Revenue Account is reporting a net breakeven position, which is consistent with the position reported at Period 10.

1.6 The Health and Social Care Partnership is reporting an overspend of £0.818m for the year, an increase of £0.591m over that reported at the end of December. The Council services element of the reported overspend is £1.226m, which is an increase of £0.712m. The Council had set aside £1.486m to support the repayments of the IJB's deficit to the Council. Given the final outturn of the IJB, £0.818m of this will fund the in-year overspend with £0.668m applied as a partial repayment of the Integrated Joint Board's outstanding deficit which now stands at £5.139m.

2. Background

General Fund

2.1 The Council set a breakeven budget for 2018/19. In addition to the budget approved on 28 February 2018, earmarked funds of £14.056m were carried forward from 2017/18 for service expenditure in future years. £7.303m of these funds were drawndown during 2018/19 and are reflected in the reported performance.

2.2 The reported net in-year underspend is £2.321m, net of transfers to reserves. This represents 0.7% of the Council's total budget. On 27 February 2019, the Council approved the General Services Revenue Estimates 2019/20 to 2021/22 which included the application of £2.300m from the projected underspend to support the 2019/20 revenue budget. Following the earmarking of these funds, the final reported outturn is a net in-year underspend of £0.021m.

2.3 The following table details the final position on a service by service:

Service Expenditure	Appendix No	Annual Budget	Actual Outturn to 31 March 2019	Variance for year (Fav)/Adv	Projected Variance at P10 (Fav)/Adv	Movement	Request for Carry Forward Approved @ P10	New Requests for Carry Forward	Variance for Year After Carry Forward (Fav)/Adv
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive and Democratic Services	1	3,827	3,565	(262)	(76)	(186)	9	87	(166)
Economy and Communities	2	19,847	19,508	(339)	(10)	(329)	10	29	(300)
Education and Youth Employment	3	110,163	110,599	436	(63)	499	-	-	436
Finance & Corporate Support	4	18,350	17,531	(819)	(498)	(321)	287	166	(366)
Place	5	57,695	57,481	(214)	(78)	(136)	-	81	(133)
Other Corporate Services	6	8,684	7,040	(1,644)	(395)	(1,249)	-	155	(1,489)
Sub Total		218,566	215,724	(2,842)	(1,120)	(1,722)	306	518	(2,018)
Health and Social Care Partnership	9	95,169	95,169	-	-	-	-	-	-
Balance for Services		313,735	310,893	(2,842)	(1,120)	(1,722)	306	518	(2,018)
Financing Charges	7	30,279	27,596	(2,683)	(2,635)	(48)	2,635	48	-
Total Planned Expenditure		344,014	338,489	(5,525)	(3,755)	(1,770)	2,941	566	(2,018)
Planned Income									
Aggregate External Finance	7	(278,321)	(278,538)	(217)	(240)	23	-	-	(217)
Council Tax	7	(53,756)	(53,842)	(86)	(53)	(33)	-	-	(86)
Contribution to Capital Fund	7	(2,300)	(2,300)	-	-	-	-	-	-
Contribution to/from Earmarked Funds	7	(9,637)	(9,637)	-	-	-	-	-	-
Total Planned Income		(344,014)	(344,317)	(303)	(293)	(10)	-	-	(303)
Net Expenditure/ (Income)		-	(5,828)	(5,828)	(4,048)	(1,780)	2,941	566	(2,321)
Support for 2019/20 Revenue Budget		-	-	-	-	-	-	2,300	2,300
Revised Net Expenditure/(Income)		-	(5,828)	(5,828)	(4,048)	(1,780)	2,941	2,866	(21)

* Financing Charges underspend of £2.683m transferred to Loans Fund Reserve in accordance with agreed policy

2.4 Detailed explanations of the significant variances in service expenditure compared to the approved budgets, together with information on funding to be carried forward to support expenditure during 2019/20, are provided in appendices 1 to 7 to this report. A summary of the proposed carry forward of earmarked funds is included at Appendix 7.

A brief explanation of the significant movements for each service since Period 10 is outlined below:

(i) **Chief Executive and Democratic Services – underspend of £0.262m, an increase in underspend of £0.186m**
The movement is primarily related to an underspend on Election Costs (£0.087m) and additional licensing income (£0.027m). It is requested that the £0.087m underspend on Election Costs is transferred to the Election Fund in accordance with the agreed policy.

(ii) **Economy and Communities – underspend of £0.339m, an increase in underspend of £0.329m**
The movement is primarily related to additional income in relation to Protective Services and Building Warrants (£0.059m) and the Better Off North Ayrshire programme, following a prudent assessment of the revised funding arrangements, (£0.213m). It is requested that £0.029m is earmarked for commitments during 2019/20 related to Skills Development Scotland funding for the Modern Apprenticeship Programme, £0.020m and the Makerspace project, £0.009m.

(iii) **Education and Youth Employment – overspend of £0.436m, a movement of (£0.499m) from the previously reported underspend**
The movement is primarily related to additional non-teacher staff costs within Secondary schools arising from additional support demands within schools, £0.215m, increased residential placement costs following changes in funding arrangements, £0.111m, and additional teacher cover costs related to maternity and absence levels across all educational sectors, £0.174m. These have been partly offset by additional PPP utility cost refunds (£0.062m). During 2019/20 action will be taken to review financial forecasting and management around key budget areas to ensure future service delivery within available resources.

(iv) **Finance and Corporate Support – underspend of £0.819m, an increase in underspend of £0.321m**
The movement is primarily related to increased income arising from Council Tax Statutory Additions due to increased activity and additional recoveries in relation to previous years, £0.111m, reduced Housing Benefit subsidy costs arising from increased DWP income, £0.185m, and improved debt recovery activity in relation to Housing Benefit overpayments, £0.091m. Significant elements of the reported movements cannot be forecast prior to year end. It is requested that £0.166m is earmarked for commitments during 2019/20 in relation to project management costs arising from the ICT Network review, which is reported separately on the Cabinet agenda.

(v) **Place – underspend of £0.214m, an increase in underspend of £0.136m**
The movement is primarily related to reduced costs and increased income within Waste Services, £0.350m, reflecting lower than anticipated staffing costs, reduced costs for the operation of the Blue Bin and residual waste contracts and increased income from Waste Gas Extraction and the Sale of Bins. In addition, increased income in relation to the resettlement programme within Other Housing, £0.086m and reduced fuel costs linked to reduced usage across the fleet, £0.047m. These movements have been partly offset by additional unrecoverable costs within Building Services (£0.143m), additional expenditure on kitchen equipment within Facilities Management (£0.125m) and additional costs within Energy and Sustainability (£0.218m) for the purchase and usage of Carbon Allowances arising from the final year of the UK Government's Carbon Reduction Commitment Energy Efficiency Scheme. It is requested that £0.081m is earmarked for commitments during 2019/20 in relation to Millport Pier repairs, £0.045m, and Condition Survey works, £0.036m.

(vi) **Other Corporate Items – underspend of £1.644m, an increase in underspend of £1.249m**
The increased underspend is primarily related to additional funding for transformation costs approved by Council, £2.300m, partly offset by additional costs for the Local Government Pay Settlement (£0.921m) and additional utility price inflation (£0.231m). It is requested that £0.155m is earmarked for commitments which are anticipated during 2019/20 in relation to grant funding received but not drawndown, £0.128m, and other commitments, £0.027m. Full details of all proposed earmarked funds are included in Appendix 7.

Health and Social Care Partnership

2.5 The final HSCP financial performance report for the year will be presented to the Integrated Joint Board on 20 June 2019. The report will outline the 2018/19 performance and proposed improvements, including:

- An overspend of £0.818m for the year, which is an increase of £0.591m over that reported at the end of December. The Council services element of the overspend is £1.226m, which is an increase of £0.712m;

- The main movements since Period 10 include:

  ➢ £0.628m with LD services related to historic invoices (£0.411m) and the responder service (£0.217m); and
  ➢ £0.173m children's residential packages.

- The main pressure areas continue to be care homes, Learning Disability packages and residential placements for children;

- The Council had set aside £1.486m to support the repayments of the IJB's deficit to the Council. Given the final outturn of the IJB, £0.818m of this will fund the in-year overspend with £0.668m applied as a partial repayment of the Integrated Joint Board's outstanding deficit which now stands at £5.139m; and

- The final financial performance report will be presented to the IJB in June 2019 and will include an action plan to improve the accuracy of projections, including a review of historic processes and improving relationships between the HSCP finance team, service teams, contract management and providers.

Housing Revenue Account

2.6 The Housing Revenue Account budgeted for a breakeven position in 2018/19. A net breakeven position is currently projected. This is summarised in the following table:

	Annual Budget	Actual Outturn to 31 March 2019	Variance for year (Fav)/Adv	Projected Variance at P10 (Fav)/Adv	Movement
	£000's	£000's	£000's	£000's	£000's
Employee Costs	4,468	4,634	166	166	-
Property Costs	17,293	17,279	(14)	(31)	17
Supplies & Services	284	185	(99)	(98)	(1)
Transport Costs	42	33	(9)	(11)	2
Administration Costs	1,741	1,789	48	47	1
Third Party Payments	2,312	2,443	131	131	-
Transfer Payments	103	84	(19)	(23)	4
Other Expenditure	468	450	(18)	36	(54)
Capital Financing Costs	23,479	22,813	(666)	(568)	(98)
Gross Expenditure	**50,190**	**49,710**	**(480)**	**(351)**	**(129)**
Income	**(50,190)**	**(49,710)**	**480**	**351**	**129**
Net Expenditure	**-**	**-**	**-**	**-**	**-**

2.7 Detailed explanations of the significant variances in expenditure compared to the approved budgets are provided in Appendix 8 to this report.

A brief explanation of the significant movements for each service since Period 10 is outlined below:

(i) **Capital Financing Costs – underspend of £0.666m, an increase in underspend of £0.098m**
The movement reflects the revised borrowing strategy and the actual cash flows and interest rates.

3.   Proposals

3.1 That Cabinet agrees to (a) note the information and financial performance outlined in the report; (b) approve the earmarking of £0.566m identified at 2.4 to meet future year commitments; and (c) note the current financial performance of the Health and Social Care Partnership at 2.5.

4.   Implications/Socio-economic Duty

Financial:	**General Services** The final outturn position for the year is an underspend of £0.021m. **Housing Revenue Account** The final outturn position for the year is a net breakeven position.
Human Resources:	None
Legal:	None
Equality/Socio-economic Duty:	None
Children and Young People:	None
Environmental & Sustainability:	None
Key Priorities:	This budget monitoring report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.
Community Benefits:	None

5.   Consultation

5.1   Chief Officers have been consulted as part of the review of financial performance and have approved the projected variances contained in this report.

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LAURA FRIEL
Executive Director (Finance and Corporate Support)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner),** on **01294 324551**.

Background Papers
Revenue Budget 2018/19: Financial Performance to 31 January 2019 - Cabinet – 12 March 2019

DEMOCRATIC SERVICES
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Legal	712	645	(67)	(9%)	1
Policy, Performance & Community Planning	952	914	(38)	(4%)	2
Communications	409	410	1	0%	
Civil Contingencies	69	71	2	3%	
Committee Services	631	487	(144)	(23%)	3
Member Services	1,054	1,038	(16)	(2%)	
Totals	3,827	3,565	(262)	(7%)	
Less Proposed Carry Forwards		96	96		
Net Total	3,827	3,565	(166)	(4%)	

Subjective Summary	Annual Budget	Projected Outturn	Annual Variance Adverse or (Favourable)	% Variance
	£000	£000	£000	
Employee Costs	3,071	3,018	(53)	(2%)
Property Costs	7	7	-	0%
Supplies and Services	270	171	(99)	(37%)
Transport and Plant Costs	16	10	(6)	(38%)
Administration Costs	960	896	(64)	(7%)
Other Agencies & Bodies	283	266	(17)	(6%)
Transfer Payments	-	-	-	-
Other Expenditure	-	-	-	-
Capital Financing	-	-	-	-
Gross Expenditure	4,607	4,368	(239)	(5%)
Income	(780)	(803)	(23)	3%
Net Expenditure	3,827	3,565	(262)	(7%)

DEMOCRATIC SERVICES
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Budget £000	Outturn Variance £000	Variance as % of budget	Section
Note 1			**Legal**
			Movement - There has been an increase in underspend of £0.042m since P10 mainly as a result of additional licensing income
1,077	(18)	-2%	Employee costs - There is an underspend of £0.018m due to vacancy management
55	(13)	-24%	Administration costs - There is an underspend of £0.013m mainly due to reduced expenditure on legal expenses
(466)	(27)	6%	Income - There is an over-recovery of £0.027m mainly within Licensing due to higher than anticipated income
45	(8)	-18%	Other minor variances
	(66)	0%	
Note 2			**Policy, Performance & Community Planning**
			Movement - There has been no significant movement since P10
924	(10)	-1%	Employee costs - There is an underspend of £0.010m due to vacancy management
38	(12)	-31%	Administration costs - There is an underspend of £0.012m mainly within staff training and photocopying
64	(15)	-23%	Third Party Payments - There is an underspend of £0.015m mainly due to British Sign Language
(47)	(1)	4%	Other minor variances
			£0.009m for British Sign Language has been earmarked for commitments in 2019/20
	(38)	0%	
Note 3			**Committee Services**
			Movement - There has been an increase in underspend of £0.113m since P10 mainly due to Election Costs
556	(38)	-7%	Employee costs - There is an underspend of £0.038m due to vacancy management
20	(21)	-106%	Administration costs - There is an underspend of £0.021m mainly due to external printing as a result of electronic agendas and a refund of external printing costs within Elections
115	(87)	-76%	Supplies & Services - There is an underspend of £0.087m in relation to Election costs
(48)	2	-6%	Other minor variances
	(144)	0%	

ECONOMY AND COMMUNITIES
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% variance	310 Note No
	£000	£000	£000		
Management	720	686	(34)	0%	
Economic Growth					
Planning & Protective Services	1,573	1,385	(188)	(12%)	1
Economic Development	5,561	5,260	(301)	(5%)	2
Connected Communities	11,993	12,177	184	2%	3
Net Total	19,847	19,508	(339)	-2%	
Less Proposed Carry Forwards	-	39	39		
Net Total	19,847	19,547	(300)		

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	13,943	14,198	255	2%
Property Costs	1,004	1,017	13	1%
Supplies and Services	1,304	1,303	(1)	(0%)
Transport and Plant Costs	150	118	(32)	(21%)
Administration Costs	298	226	(72)	(24%)
Other Agencies & Bodies	9,327	9,188	(139)	-1%
Transfer Payments	-	-	-	0%
Other Expenditure	75	76	1	1%
Capital Financing	-	-	-	0%
Gross Expenditure	26,101	26,126	25	0%
Income	(6,254)	(6,618)	(364)	6%
Net Expenditure	19,847	19,508	(339)	-2%

ECONOMY AND COMMUNITIES
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Planning & Protective Services**
			Movement : The underspend has increased by £0.096m since P10 due to an over recovery of income £0.59m and a combination of other minor movements.
2,399	(70)	-3%	Employee Costs - There are underspends within Planning of £0.073m due to vacancies
52	(9)	-17%	Admin Costs - There is an underspend of £0.009m due to a downturn in planning applications
164	(37)	-23%	Other Supplies & Services - There is an underspend of £0.010m which is in relation to the costs of the Local Development Plan and has been approved to be earmarked for additional costs within 19/20. An underspend of £0.026m across Protective Services.
(1,289)	(39)	3%	Income - An over recovery of income in Protective Services, mainly due to building warrants, has been partly offset by an under recovery in Planning Income of £0.020m mainly due to the lack of major planning applications. Whilst below target, planning income has improved from last year.
	(33)		Other minor variances
			£0.010m has previously been earmarked in respect of the production of the Local Development Plan.
	(188)		
	Note 2		**Economic Development**
			Movement : The underspend has increased by £0.173m since P10 mainly due to expected grant income in relation to the Better Off North Ayrshire programme.
4,001	(52)	-1%	Employee Costs - Regeneration - underspend of due to vacancy management
	(258)		Third Party Payments - the Better Off North Ayrshire programme has a favourable variance of £0.258m. This takes account of all expenditure for the year against expected grant payments from Big Lottery Funding, in accordance with the proposed changes to the funding arrangements. This underspend will offset the overspends reported during 2017/18.
	9		Other minor variances
	(301)		
	Note 3		**Connected Communities**
			Movement : The previous overspend has decreased by £0.066m since P10 mainly due to a reduction in Employee costs in Community Facilities of £0.033m
7,103	404	6%	Employee Costs - There are overspends in Community Facilities (£0.271m), as well as in Libraries (£0.112m). These are offset by an underspend in Community Development of £0.325m due to the early realisation of savings. Included also is the cost of VER for these early savings is £0.353m.
1,039	(54)	-5%	Supplies & Services - there are various underspends across many lines including Community Development £0.028m, Heritage £0.013m and Libraries £0.012m.
202	(60)	-30%	Administration costs - there are various underspends across many lines within Connected Communities mainly in Community Development £0.016m (which includes Staff training £0.008m) and Libraries £0.018m (which includes Telephones £0.010m and Printing & Stationery £0.009m).
4,845	(29)	-1%	Third Party Payments - there are various underspends across many lines mainly including Country Parks £0.017m (Payments to Other Local Authorities).
(299)	(41)	14%	Income - Additional income in the Arran Outdoor Centre due to the centre being fully booked.
	(36)		Other minor variances
			It is requested that £0.029m is earmarked for future commitments in respect of Modern Apprenticeships with Skills Development Scotland, £0.020m, and £0.009m towards the Makerspaces libraries grant funded project.
	184		

EDUCATION AND YOUTH EMPLOYMENT
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Early Years Education	13,152	13,095	(57)	(0%)	1
Primary Education	34,186	34,187	1	0%	
Secondary Education	41,195	41,325	130	0%	2
Additional Support Needs	11,813	12,265	452	4%	3
Education - Other	3,931	3,841	(90)	(2%)	4
Pupil Equity Fund	5,886	5,886	-	0%	
Net Total	110,163	110,599	436		

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	98,375	98,424	49	0%
Property Costs	323	359	36	11%
Supplies and Services	10,951	10,964	13	0%
Transport and Plant Costs	185	208	23	12%
Administration Costs	1,195	1,115	(80)	-7%
Other Agencies & Bodies	6,982	7,580	598	9%
Transfer Payments	580	583	3	1%
Other Expenditure	6	6	-	0%
Capital Financing	61	56	(5)	-8%
Gross Expenditure	118,658	119,295	637	1%
Income	(8,495)	(8,696)	(201)	2%
Net Expenditure	110,163	110,599	436	0%

EDUCATION AND YOUTH EMPLOYMENT
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Early Years Education**
			Movement : there has been no significant movements since P10
1,295	24	2%	Payments to Other bodies : there is a reported overspend related to an increased demand for both the childminders and private providers service delivery model as a result of the Early Years expansion programme.
	(35)		Income from Wraparound Care charges not formally incorporated into the budgets
	(46)		Other minor movements
	(57)		
	Note 2		**Secondary Education**
			Movement : the previously reported underspend has become an overspend. The movement of £0.257m since P10 has mainly occurred within non teacher employee costs.
3,666	160	4%	Employee costs : an overspend in non Teachers costs due mainly to Education Assistants.
12,910	(136)	-1%	PPP unitary charge is underspent by £0.136m mainly due to refunds of utility costs at year end.
85	31	36%	Third Party Payments : Overspend relates to payments made to Janitors for overtime in relation to school lets
703	42	6%	Income : Under recovery of income from school lets (£0.040m) and music charges (£0.024m) offset against PPP insurance rebate of £0.031m.
	33		Other minor movements
	130		
	Note 3		**ASN**
			Movement : there has been a increase in the overspend of £0.132m since P10 primarily due to an increase in residential placements of £0.111m along with a decrease in day placements underspend of £0.032m. The increase in residential costs is mainly due to a change in funding split for a young person between HSCP and Education.
1,362	429	31%	An overspend on external specialist residential placements. £0.125m of this is due to the agreement with HSCP to pay 25% of secure placements from 1 July 2018 together with the ongoing high number of children in residential education.
872	(2)	0%	There is a small underspend on external day placements as a result of the rigorous screening process in place that enables the Council to support children in mainstream establishments or authority ASN establishments.
	25		Other minor movements
	452		
	Note 4		**Education Other**
			Movement : the underspend has decreased by (£0.131m) since P10 mainly due to Teachers cover costs.
1,105	(111)	-10%	Employee costs: Non Teachers - reduction in costs due to vacancy management
1,821	174	10%	Employee costs: Additional costs related to unallocated central teacher cover costs
19	23	121%	Admin costs : Increased Licence costs from SEEMIS
345	(30)	-9%	Supplies and Services: early realisation of savings (£0.065m) in relation to the centrally held Curriculum for Excellence budget offset against overspends in IT costs of £0.035m.
270	26	10%	Third Party Payments : Increased costs in relation to Copyright agreements
(998)	(160)	16%	Income : Additional inocme related to recharges to external organisations for staff on secondments.
	(12)		Other minor variances
	(90)		

FINANCE AND CORPORATE SUPPORT
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Directorate	202	198	(3)	0%	
Audit & Risk	610	584	(25)	0%	
Finance					
Head of Service	174	160	(14)	(4%)	
FMS Project	42	42	0		
Financial Services	1,460	1,446	(14)	2%	
Corporate Procurement	852	820	(32)	0%	
People & Transformation					
Head of Service	112	112	(0)	0%	
Human Resources & Organisational Development	695	712	17	9%	
Employee Services	1,136	1,097	(39)	0%	
Customer & Digital Services					
Head of Service	111	75	(36)	0%	1
Transformation Services	1,774	1,740	(34)	2%	2
Revenues & Benefits	(246)	(335)	(88)	(4%)	3
ICT	4,373	4,219	(153)	0%	4
Data Services	387	376	(12)	(3%)	
Customer Services	5,211	4,909	(302)	(1%)	5
Business Support	1,456	1,374	(82)	(3%)	6
Totals	18,350	17,531	(819)	0%	
Less Proposed Carry Forwards		453	453		
Net Total	18,350	17,984	(366)	0%	

Subjective Summary	Annual Budget	Final Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	14,164	13,963	(201)	0%
Property Costs	84	144	60	0%
Supplies and Services	2,423	2,258	(165)	0%
Transport and Plant Costs	32	22	(11)	0%
Administration Costs	686	621	(66)	1%
Other Agencies & Bodies	1,919	1,879	(40)	2%
Transfer Payments	49,089	49,089	0	0%
Other Expenditure	214	211	(3)	0%
Capital Financing	0	0	-	-
Gross Expenditure	68,612	68,186	(426)	0%
Income	(50,262)	(50,655)	(393)	0%
Net Expenditure	18,350	17,531	(819)	0%

FINANCE & CORPORATE SUPPORT
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Head of Customer and Digital**
			Movement - There is no significant movement since P10
111	(36)	-32%	Employee Costs - There is an underspend of £0.036m due to Maternity Leave.
			£0.028m has been earmarked for staffing commitments in 2019/20
	(36)		
	Note 2		**Transformation**
			Movement - There is no significant movement since P10
1,526	(57)	-4%	Employee Costs - There is an underspend of £0.057m due to vacancy management
	22		Third Party Payments - There is an overspend of £0.022m mainly due to support for programme development
	1		Other minor variances
			£0.034m has been earmarked for HR systems project commitments in 2019/20
	(34)		
	Note 3		**Revenues**
			Movement - There has been a increase in underspend of £0.061m since Period 10 mainly due to increased income recovery from Council Tax Statutory Additions identified at year end.
555	116	21%	Employee Costs - There is an overspend of £0.116m mainly due to severance costs
251	(49)	-19%	Admin Costs - There is an underspend of £0.049m due to £0.015m within Bank Charges, £0.009m within External Printing and £0.024m within Sheriff Officer Commission
(1,159)	(157)	14%	Income - There is an over recovery of Council Tax Statutory Additions of £0.167m due to an additional recovery in relation to previous years and a 7% increase in Statutory Additions imposed influenced by the Council Tax Increase
	2		Other minor variances
	(88)		
	Note 4		**ICT**
			Movement - There has been a reduction in underspend of £0.011m since Period 10 mainly due to severance costs
2,326	32	1%	Employee Costs - There is an overspend of £0.032m mainly due to severance costs
1,805	(174)	-10%	Supplies & Services - There is an underspend of £0.174m mainly due to the timing of Software licences and WAN circuit costs
	(11)		Other minor variances
			£0.096m has been earmarked for Platform software licences commitments in 2019/20
	(153)		
	Note 5		**Customer Services**
			Movement - There has been an increase in underspend of £0.171m since Period 10 mainly due increased income in respect of Housing Benefit overpayment recoveries and DWP income for Housing Benefit identified on completion of the year end claim.
2,444	(191)	-8%	Employee Costs - There is an underspend of £0.191m due to vacancy management
(47,875)	(88)	0%	Income - There is an overrecovery of £0.088m mainly due to £0.185m overrecovery within DWP Income for HB and £0.015m over recovery in DHP overpayments offset with £0.072m underrecovery in HB overpayments and £0.030m underrecovery in Registration Income.
	(23)		Other Minor Variances
			£0.129m of DWP Income has been earmarked for staffing commitments in 2019/20.
			It is requested that £0.166m is earmarked for future commitments in respect of project management costs arising from the ICT Network review.
	(302)		
	Note 6		**Business Support**
			Movement - There has been an reduction in underspend of £0.010m since Period 10 mainly due to severance costs
1,420	(52)	-4%	Employee Costs - There is an underspend of £0.052m due to vacancy management offset by severance costs
(7)	(23)	333%	Income - There is an over recovery of £0.023m due to occupational health recharges.
	(7)		Other Minor Variances
	(82)		

PLACE
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Directorate and Support	35	-	(35)	(100%)	
Physical Environment					
Head Of Physical Environment	2	-	(2)		
Building Services	(2,352)	(2,209)	143	(6%)	1
Property Management & Investment	1,864	1,815	(49)	(3%)	
Housing Assets & Investment	71	-	(71)	0%	
Property Maintenance	809	551	(258)	(32%)	2
Property Running Costs	5,473	5,695	222	4%	3
Energy and Sustainability	4,112	4,180	68	2%	4
Facilities Management	12,168	12,093	(75)	(1%)	5
Other Housing	5,029	4,804	(225)	(4%)	6
Commercial Services	-	-			
Head Of Commercial Services	8	-	(8)	(100%)	
Roads	6,901	7,003	102	1%	7
Streetscene	4,592	4,717	125	3%	8
Internal Transport	10,098	10,214	116	1%	9
Waste Services	8,863	8,594	(269)	(3%)	10
Net Total	57,695	57,481	(214)	(0%)	
Transfer to Earmarked Reserves		81	81		
Net Total	57,695	57,562	(133)		

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	% variance
	£000	£000	£000	
Employee Costs	43,384	43,722	338	1%
Property Costs	18,089	18,099	10	0%
Supplies and Services	10,437	9,898	(539)	(5%)
Transport and Plant Costs	9,936	10,467	531	5%
Administration Costs	1,970	1,892	(78)	(4%)
Other Agencies & Bodies	17,631	18,462	831	5%
Transfer Payments	1,708	1,705	(3)	(0%)
Other Expenditure	581	627	46	8%
Capital Financing	41	48	7	
Gross Expenditure	103,777	104,920	1,143	1%
Income	(46,082)	(47,439)	(1,357)	3%
Net Expenditure	57,695	57,481	(214)	(0%)

PLACE
FINANCIAL PERFORMANCE 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Budget £000	Projected Variance £000	Variance as % of budget	Section
	Note 1		**Building Services**
			Movement:- There has been a movement of £0.143m since period 10, the primary factors contributing to the movement include additional employee costs (overtime,and pay award increase).
(2,421)	143	-	Building Services are required to account for any agreed additional pay award from within existing resources. Due to the late agreement of the settlement, additional costs were not able to be mitigated. In addition, additional spend was required on overtime due to work in the high flats and the late release of work (Aids and Adaptations).
	143		
	Note 2		**Property Maintenance**
			Movement - there has been no significant movement since P10
809	(258)	(32%)	Property Costs - amended programming of planned maintenance.
			It is requested to earmark £0.036m in respect of property condition surveys that have not been able to be completed by the contractor before 31 March.
	(258)		
	Note 3		**Property Running Costs**
			Movement - there has been no significant movement since P10
5,473	222	4%	Property Costs - current delay in delivery of property rationalisation savings and includes £0.075m under recovery of income in relation to the commercial property rental saving
	222		
	Note 4		**Energy and Sustainability**
			Movement:- There has been adverse movement of £0.218m since Period 10 due to the utilisation and purchase of Carbon Allowances
312	64	21%	Third Party Payments - overspend £0.064m due to the utilisation and purchase of carbon allowances arising from the final year of the UK Government's Carbon Reduction Commitment Energy Efficiency Scheme
0	4	-	Other Minor Movements
	68		
	Note 5		**Facilities Management**
			Movement : There has been an adverse movement of £0.125m since P10 mainly due to additional spend in kitchen equipment and tools & implements.
11,425	(32)	(0%)	Employee costs - underspend due to vacancies, early implementation of the catering review and a reduction in use of overtime.
(3,763)	(44)	1%	Income - over recovery of income mainly due to an increased uptake in school meals.
	1	-	Other minor movements
	(75)		
	Note 6		**Other Housing**
			Movement : There has been an increase in the underspend of £0.182m since P10 primarily due to grant income for the resettlement programmes of £0.086m, a reduction of HRA recharges of £0.040m and a reduction in Supplies and Services of £0.056m for WAN and Employee clothing
3,531	(46)	(1%)	Employee costs - There is an underspend of £0.046m in Employee Costs due to vacancy management.
1,347	119	9%	Property costs - There is an overspend of £0.119 m arising from increased Security costs for CCTV and Customer Services due to repairs and replacement of CCTV equipment (£0.060m). Other overspends include utilities and cleaning which are due to an increase in the number of budgeted temporary accommodation properties.
139	(50)	(36%)	Supplies and Services - there are underspends in WAN Circuits (0.033m) and other supplies and Services (0.017m)
2,408	(50)	(2%)	Third Party payments - There is an underspend of £0.050m due to a reduction in the HRA recharge for general fund activities.
188	125	66%	Other costs - There is an overspend in other costs of £0.125m due to an increase in bad debt provision of £0.180m offset by a reduction in Arrears write-offs of £0.055m. The introduction of Universal Credit has had an adverse impact on rent arrears.
(4,435)	(263)	4%	Income - An over-recovery of hostel rents income (£0.177m) is projected due to an increased number of tenancies. Also grant income of £0.086m has been claimed in respect of the resettlement programmes. Additional grant received in this financial year will offset overspends reported in previous years.
	(60)	-	Other minor movements
	(225)		

Budget £000	Projected Variance £000	Variance as % of budget	Section
Note 7			**Roads**
			Movement : The overspend has increased by £0.055m since P10 mainly due to the increased transport costs of £0.053m.
3,864	(176)	(5%)	Employee costs - there is an underspend due to vacancy management.
75	203	271%	Transport costs - the cost of hiring vehicles required for specialist work
2,216	(74)	(3%)	Supplies and Services - an underspend has occurred following a reallocation of capital funding to revenue
2,478	193	8%	Third Party Payments - payments to contractors costs reflects additional specialised works.
-	(44)	-	Other minor movements
-			It is requested to earmark £0.045m in respect of the Millport Pier repairs which were scheduled for completion during 18/19 but have been delayed until 19/20.
	102		
Note 8			**Streetscene**
			Movement:- there has been an adverse movement of £0.073m since P10 mainly due to an increase in Employee severance costs
6,135	121	2%	Employee Costs - there is an overspend of £0.121m due to severance costs of £0.067m together with lower than anticipated levels of staff turnover.
192	(45)	(23%)	Property Costs - expenditure was delayed against various budget lines (e.g. street furniture; plants and grounds maintenance) in order to offset overspends elsewhere in Streetscene.
118	98	83%	Transport Costs - are overspent mainly due to £0.055m for hire of skips; £0.010m in ferry charges and £0.017 external hires.
200	(77)	(39%)	Contractors - expenditure was managed against contractors budget lines in order to offset overspends elsewhere in Streetscene.
	28		Other minor movements
	125		
Note 9			**Internal Transport**
			Movement : There has been a favourable movement of £0.054m from period 10 mainly due to an increase in the fuel underspend of £0.047m.
4,312	108	3%	Transport Provision Costs - there is an overspend of £0.108m, partially as a result of an increase in the number of budgeted school days in this financial year together with the continued trend of increasing demand for social services transport provision.
419	57	14%	External Hires - are £0.095m overspent as a result of additional hires of £0.060m required to accommodate temporary operational needs related to the introduction of the Waste Strategy.
1,726	(61)	(4%)	Fuel Costs - are £0.061m underspent due to a decrease in fuel usage.
1,951	72	4%	Repairs & Maintenance Costs - are £0.072m overspent partially due to costs associated with temporary operational needs from the introduction of the waste strategy.
(189)	(55)	29%	Income - There is an over-recovery in relation to £0.056m internal hire of pool vehicles.
0	(5)	-	Other minor movements
	116		
Note 10			**Waste Services**
			Movement: there has been a decrease in overspend since P10 of £0.350m. This is mainly due to lower than anticipated costs for the pay settlement £0.109m, reduced costs of the Blue Bin Contract of £0.073m due to improving recyclate contamination levels, reduced costs in relation to the residual waste contract of £0.066m due to lower tonnages of waste and additional income from Waste Gas Extraction £0.042m and the Sale of Bins £0.025m
4,411	86	2%	Employee Costs - there is an overspend of £0.086m mainly due to a requirement to supplement current resources to reflect seasonal and operational demands. Work is ongoing to address this overspend going forward.
186	(144)	(77%)	Supplies & Services - an underspend on aftercare costs of Shewalton Landfill Site which are being met from an existing provision.
5,309	(21)	(0%)	Third party payment – there is an overspend of £0.095m in the blue bin contract mainly due to the reduction in market prices for recyclates and contamination levels. Awareness campaigns are ongoing to reduce levels of contamination. There is an underspend of £0.171m for residual waste disposal costs due to a reduction in waste arisings. This is partly offset by an overspend of £0.050m in Household Recycling Centre waste costs and Amenity Waste (Streetscene depot waste diverted from landfill) which has an overspend of £0.066m. There is also an underspend of £0.061m in Organic Waste Disposal due to a reduction in garden waste arisings.
	47		Payments to Other Local Authorities - Contract management fees in relation to the Clyde Valley Partnership has cost £0.047m.
(2,189)	(197)	9%	Income - additional income of £0.045m due to increased separation and sale of scrap metal for recycling mainly due to improvements from the upgraded Arran Recycling Centre. There is also £0.098m additional income from Waste Gas Extraction due to the capping and closure of the final landfill site cell. Also additional income from Commercial Refuse Charges £0.029m and the Sale of Bins £0.025m
	(40)		Other Minor Movements
	(269)		

318

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£000	£000	£000		
Strathclyde Passenger Transport	2,319	2,316	(3)	0%	
SPT Concessionary Fares	272	272	-	0%	
Ayrshire Joint Valuation Board	786	786	-	0%	
Other Corporate Costs					
Pension Costs	1,865	1,815	(50)	(3%)	1
Central Telephones	86	76	(10)	(12%)	
Other Corporate Items (incl Transformation Costs, Bad Debt Provision, External Audit fees and other centrally held funding.)	3,356	1,775	(1,581)	(47%)	2
	8,684	7,040	(1,644)	(19%)	
Less Proposed Carry Forwards		155	155		
Net Total	8,684	7,195	(1,489)	(17%)	

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Budget £000	Outturn Variance £000	Variance as % of budget	Section
	Note 1		**Pension Costs**
			Movement - There has been no significant movement since P10
1,865	(50)	(3%)	The underspend of £0.050m is due to reduced pension costs mainly relating to before local government reorganisation
	(50)		
	Note 2		**Other Corporate Items**
			Movement : There has been an increased underspend of £1.249m since P10 primarily related to additional funding for severances from capital receipts (£2.300m) partly offset by additional costs for the local government pay settlement £0.921m and additional utility price inflation £0.231m.
3,356	(1,581)	(47%)	Following significant progress in the settlement of Equal Pay claims, a review of the current provision has identified (£0.493m) which is no longer required and has been released, a reduced requirement for centrally held funds in relation to Unaccompanied Asylum Seekers (£0.350m), the implementation of Universal Credit (£0.200m), additional funding in relation to VR/VER transformation costs incurred across services (£0.745m), and a lower than anticipated drawdowns in relation to Care Home contract inflation and insurance costs (£0.511m). These have been partly offset by increased Bad Debt Provision, £0.718m. Agreement is sought to ringfence £0.155m in relation to funding received but not drawndown, £0.128m, and other commitments, £0.027m. Full details of all proposed earmarked funds are included in Appendix 7.
	(1,581)		

MISCELLANEOUS ITEMS
FINANCIAL PERFORMANCE 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Objective Summary	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% variance	Note No
	£000	£000	£000		
Financing Charges	30,279	27,596	(2,683)	(9%)	1
Scottish Government Funding	(278,321)	(278,538)	(217)	0%	2
Council Tax	(53,756)	(53,842)	(86)	0%	3
Use of Earmarked Funds	(11,937)	(11,937)	-		
Totals	(313,735)	(316,721)	(2,986)	1%	
Less Carry Forward to Loans Fund Reserve		2,683	2,683		
Net Total	(313,735)	(314,038)	(303)	0%	

Note 1 Financing Charges

Capital Financing charges have underspent by £2.683m based on the actual cash flow and interest rates. This amount has been ringfenced and will be transferred to the Loans Fund Reserve in line with the Council's Treasury Management and Investment Strategy.

Note 2 Scottish Government Funding

Income from the Scottish Government has over recovered by £0.217m as a result of the Business Rates Incentivisation Scheme 2016-19.

Note 3 Council Tax

Income from Council Tax has over recovered by £0.086m primarily related to an underspend on Council Tax Reduction partly offset by prior year adjustments

Carried Forward Funds to 2019-20	
	£000
Previously Approved	
Loans Fund Reserve	2,683
DWP Income	129
Platform Licences	96
HR Systems Project	34
F&CS Staffing Commitments	28
Local Development Plan	10
British Sign Language	9
	2,989
Grants / External Funding	
DHP Admin Funding	52
Homelessness Funding	33
DWP UC/HB Funding	26
Modern Apprenticeship Funding	20
Community Justice Transitional Funding	12
Child Poverty Action Report Funding	5
	148
Commitments	
Network Review - Project Management	166
Election Costs	87
Millport Pier Repairs	45
Condition Survey Works	36
O365 Implementation	20
Makerspace Contribution	9
North Ayrshire Achieves	7
	370
	3,507

HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

	Annual Budget	Final Outturn	Annual Variance Adverse or (Favourable)	% Variance	Note No
	£	£	£		
Employee Costs	4,468	4,634	166	4%	1
Property Costs					
Responsive Repairs	1,781	1,693	(88)	(5%)	
Void Repairs	2,610	2,913	303	12%	
Planned and Cyclical Maintenance	7,478	7,580	102	1%	
Aids and Adaptions	1,792	1,224	(568)	(32%)	
Other property costs	3,632	3,869	237	7%	
Total for Property Costs	17,293	17,279	(14)		2
Supplies & Services	284	185	(99)	(35%)	3
Transport Costs	42	33	(9)	(21%)	
Administration Costs	1,741	1,789	48	3%	4
Third Party Payments	2,312	2,443	131	6%	5
Transfer Payments	103	84	(19)	(18%)	
Other Expenditure	468	450	(18)	(4%)	
Capital Financing Costs	23,479	22,813	(666)	(3%)	6
Gross Expenditure	50,190	49,710	(480)	(1%)	
Income					
Council House Rents	(47,394)	(47,083)	311	(1%)	
Other Rents	(311)	(296)	15	(5%)	
Recharges	(2,231)	(2,182)	49	(2%)	
Other Income	(254)	(149)	105	(41%)	
Transfer from HRA Reserves	-	-	-	0%	
Total Income	(50,190)	(49,710)	480	(1%)	7
Net Expenditure	-	-	-		

HRA
BUDGETARY CONTROL 2018/19

REPORT FOR THE 12 MONTHS TO 31 MARCH 2019

Budget £000	Variance £000	Variance as % of budget	Section
		Note 1	**Employee Costs**
			Movement: There has been no significant movement since P10
4,468	166	4%	There is an overspend of £0.166m projected primarily due to unbudgeted VER costs of £0.196m offset by turnover of £0.030m
	166		
		Note 2	**Property Costs**
			Movement: There has been no significant movement since P10
17,293	(14)	0%	There is an underspend in Property costs of £0.014m due to a reduction in Aids and Adaptations' work of £0.568m and reduced response repairs of £0.088m partly offset by increased Void repairs of £0.303m, Planned repairs of £0.102m and other property costs of £0.238m, which includes additional costs for Irvine High Flats decants.
	(14)		
		Note 3	**Supplies and Services**
			Movement: There has been no significant movement since P10
284	(99)	-35%	There is an underspend in Supplies and Services due to reduced spending on Software Licences and Employee Clothing
	(99)		
		Note 4	**Third Party Payments**
			Movement: There has been no significant movement since P10
2,312	163	7%	There is an overspend of £0.163m due to revised project management fees for revenue projects of £0.249m offset by a reduction in insurance costs of £0.086m.
	(32)		Other minor movements
	131		
		Note 5	**Capital Financing**
			Movement: There has been an increase in the underspend in Capital Financing Charges of £0.098m since P10
23,479	(666)	-3%	Capital Financing charges are underspent by £0.666m based on the latest cash flow and interest rate projections. This reflects the current strategy of taking temporary borrowing rather than permanent borrowing to maximise the financial savings as a result of current market conditions.
	(666)		
		Note 6	**Income**
			Movement: There has been a reduction in income of £0.129m since P10 primarily due to Insurance Claims not settled
(47,395)	311	-1%	There is an under-recovery of Council house rent income of £0.311m due to a higher number of vacant units due to refurbishments and new build programmes.
(2,485)	157	0%	Other Income - there is an under-recovery of £0.157m due to reduced tenant repair recharges (£0.055m) as well as insurance claims not settled of £0.102m.
	12		Other minor movements
	480		

HRA reserves and balances	B/fwd from 2017/18	Transfer to / from Reserves	Use of Earmarked sums	Earmarking of in year surplus	Funding of Capital Projects	Balance at 31/03/19
	£m	£m	£m	£m	£m	£m
Council House Building Fund	7.749	-	-	0.554	(1.277)	7.026
Welfare Reform	3.000	-	-	-	-	3.000
Contingency Balance	1.000	-	-	-	-	1.000
Infrastructure Improvements	0.545	-	-	-	-	0.545
Major Refurbishment Works	0.242	-	-	-	(0.190)	0.052
Trindlemoss	1.091	-	-	-	(0.300)	0.791
	13.627	**-**	**-**	**0.554**	**(1.767)**	**12.414**

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Capital Programme Performance to 31 March 2019**
Purpose:	To advise Cabinet of progress in delivering the Capital Investment Programme for 2018/19.
Recommendation:	That Cabinet agrees to (a) note the revisions to budgets outlined in the report; (b) approve the reallocation of the underspend within Largs Academy to support the ASN school project; and (c) note the General Services and HRA expenditure to 31 March 2019.

1. Executive Summary

1.1 The General Services Capital Investment Programme 2018/19 to 2027/28 was approved by Council on 28 February 2018. The Housing Revenue Account (HRA) Capital Investment Programme 2018/19, which sits within the updated HRA Business Plan, was approved by Council on 20 December 2017.

1.2 This report identifies the final programme for 2018/19, taking account of adjustments made to the initial budgets, and advises of actual expenditure to 31 March 2019.

1.3 The final outturn reported for the General Fund is expenditure of £32.006m against a budget of £33.060m, a reduction of £4.794 from that reported at Period 10. The final outturn position for the HRA is expenditure of £28.987m against a budget of £28.686m, an increase of £0.729m from that reported at Period 10. The movements relate to the latest programme information from services and are reflected in the revisions to the budget.

2. Background

General Fund

2.1 The following table outlines the movements in the 2018/19 General Services budget:

	2018/19 £m
Budget approved as at 31 January 2019	37.028
a) Revised Funding	(0.188)
b) Transfer to Revenue	(1.993)
c) Alterations to phasing of projects:- 2018/19 to 2019/20	(0.706)
d) Revisions to programme	0.444
Revised budget as at 31 March 2019	34.585

2.2 (a) **Revised Funding**
The capital programme has been updated to reflect a reduction in grant from Sustrans in relation to Irvine High Street, (£0.450m), which has been partly offset by additional grant funding from Scottish Enterprise in relation to Irvine Enterprise Area £0.183m and Lochshore £0.050m and an additional contribution from NHS Ayrshire and Arran in relation to Warrix Avenue £0.029m.

(b) **Transfers to Revenue**
A number of projects have been identified as Revenue in nature and £1.993m of budget and expenditure has been included in the Revenue Monitoring report for this period, including Improvement Grants (£0.549m), Landfill Site Restoration (£0.574m) and Lochshore expenditure on assets not owned by North Ayrshire Council (£0.573m).

(c) **Alterations to the Phasing of Projects**
Projects have been reprofiled to future years to reflect the revised programme plans and adjustments to phasing agreed by Council as part of the Capital Programme refresh, including the Non Domestic Energy Efficiency Programme (£0.064m) and Flexibility (£0.481m).

(d) **Revisions to the Programme**
The capital programme has been updated to reflect adjustments to planned capital funded from current revenue, including £0.345m in relation to Quarry Road Phase 2.

2.3 The following graph illustrates the movement in each programme on a service basis compared to the revised programme:
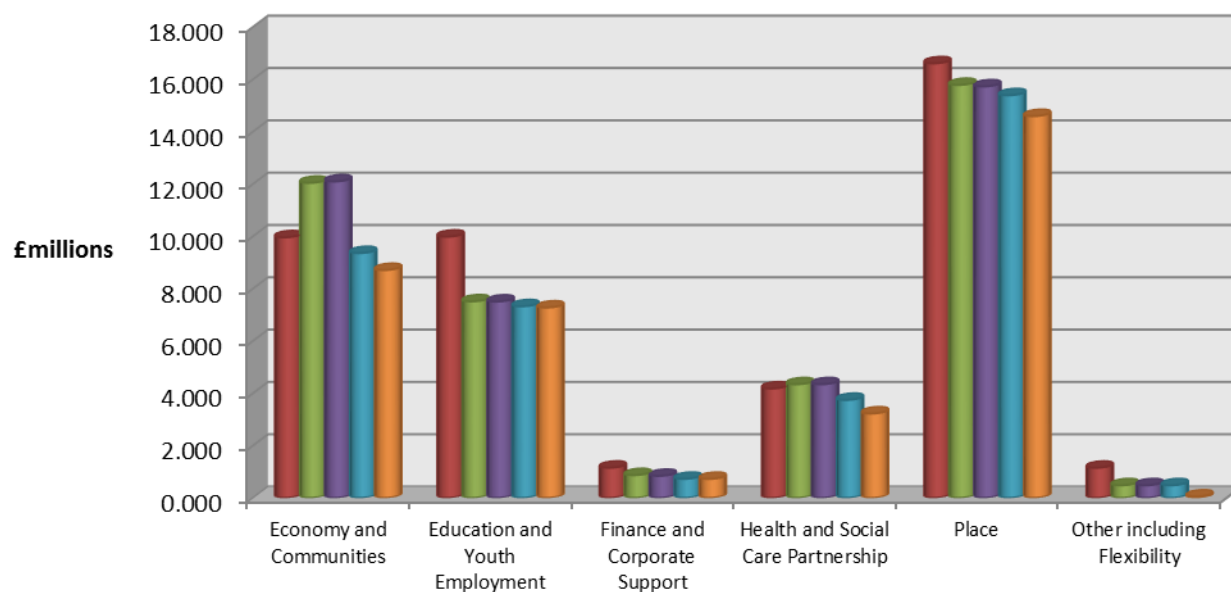
	Economy and Communities	Education and Youth Employment	Finance and Corporate Support	Health and Social Care Partnership	Place	Other including Flexibility
Revised Programme - £43.045m	9.962	9.986	1.153	4.182	16.612	1.150
Programme @ P6 - £41.036m	12.043	7.512	0.870	4.343	15.787	0.481
Programme @ P8 - £40.997m	12.097	7.505	0.841	4.343	15.730	0.481
Programme @ P10 - £37.028m	9.358	7.325	0.727	3.746	15.391	0.481
Programme @ P12 - £34.585m	8.711	7.277	0.725	3.226	14.595	0.051
Movement	(1.251)	(2.709)	(0.428)	(0.956)	(2.017)	(1.099)

2.4 Capital Expenditure to 31 March 2019

Actual expenditure to 31 March 2019 (Period 12) amounted to £32.006m or 96.8% of the revised annual budget for 2018/19 of £33.060m. Capital Programme performance by service is summarised in the following table:

Service	Budget 2018/19 £000's	Carry Forwards and Adjustments £000's	Revised Budget 2018/19 £000's	Expenditure / Income to 31 March 2019 £000's	Variance Over / (Under) £000's
Expenditure					
Economy and Communities	8,711	(524)	**8,187**	7,835	(352)
Education and Youth Employment	7,277	(220)	**7,057**	6,477	(580)
Finance and Corporate Support	725	(44)	**681**	681	-
Health and Social Care Partnership	3,226	(478)	**2,748**	2,748	-
Place	14,595	(259)	**14,336**	14,265	(71)
Other including Flexibility	51	-	**51**	-	(51)
Total Expenditure	34,585	(1,525)	**33,060**	32,006	(1,054)
Income					
General Capital Grant	(1,915)	-	**(1,915)**	(1,915)	-
Specific Capital Grant	(3,564)	-	**(3,564)**	(3,569)	(5)
Use of Reserve Funds	(290)	-	**(290)**	(290)	-
Capital Funded from Current Revenue	(162)	-	**(162)**	(162)	-
Capital Receipts	-	(129)	**(129)**	(129)	-
Other Grants & Contributions	(5,661)	674	**(4,987)**	(4,637)	350
Prudential Borrowing	(22,993)	980	**(22,013)**	(21,304)	709
Total Income	(34,585)	1,525	**(33,060)**	(32,006)	1,054

2.5 Budget adjustments of (£1.525m) have been identified within the capital programme for 2018/19. The revised budget has been updated to reflect these changes, including:

- Economy and Communities: a range of adjustment across projects, including:
  - Work which will be completed during 2019/20, including:
    - (£0.193m) - Electric Vehicle Infrastructure;
    - (£0.190m) - Irvine Enterprise Area;
    - (£0.086m) - Lochshore; and
    - (£0.072m) - Castles and Historic Monuments.
  - Budget brought forward from 2019/20, including:
    - £0.057m - Irvine High Street.

- Education and Youth Employment: a range of adjustments across projects, including:

  ➢ Work which will be completed during 2019/20, including:

    ❖ (£0.074m) – Moorpark Primary; and
    ❖ (£0.258m) – Largs Academy residuals.

  ➢ Budget brought forward from 2019/20, including:

    ❖ £0.090m - Kilwinning Early Years; and
    ❖ £0.120m - Auchenharvie PE works and Secondary Estate.

- Finance and Corporate Support: a range of smaller projects will be completed during 2019/20;

- Health and Social Care Partnership: a range of adjustments primarily related to:

  ➢ Work which will be completed during 2019/20, including:

    ❖ (£0.215m) – Improvement Grants;
    ❖ (£0.152m) – Trindlemoss; and
    ❖ (£0.057m) – Young Persons Residential and Respite Unit.

- Place: a range of adjustments across projects, including:

  ➢ Work which will be completed during 2019/20, including:

    ❖ (£0.219m) – Cemetery Extensions, Walls and Infrastructure.

2.6   A variance of (£1.054m) is reported within the capital programme for 2018/19. This includes:

- Within Economy and Communities underspends on the Ardrossan Harbour Interchange (£0.138m) and Bus Route Congestion work (£0.212m) have been matched by a reduction in grant funding from the SPT;

- Within Education and Youth Employment, the underspend on Largs Academy (£0.548m) has been achieved following savings on asbestos work. Approval is being sought to reallocate this budget to support the ASN school project;

- Within Place the underspends have been reported on Cunninghame House Phase 3 (£0.038m) and Cemetery works (£0.032m), the latter will be transferred to the Cemeteries Holding Account.

2.7   Information on the progress of all projects can be found in Appendix 1.

2.8   Movements in funding, elements of which are related to the profile of expenditure reported above, are summarised below;

- A reduction in SPT grant funding in relation to Ardrossan Harbour Interchange and Bus Route Congestion works, £0.350m; and

- Reduced Prudential Borrowing of (£0.709m) which will now be required in future years.

Housing Revenue Account

2.9 There have been no movements in the HRA Capital budget since Period 10.

2.10 <u>Capital Expenditure to 31 March 2019</u>

Actual expenditure to 31 March 2019 (Period 12) amounted to £28.987m or 101.0% of the revised annual budget for 2018/19 of £28.686m. Capital Programme performance is summarised in the following table:

	Revised Budget 2018/19	Carry Forwards and Adjustments	**Revised Budget 2018/19**	Expenditure / Income to 31 March 2019	Variance Over / (Under)
<u>Service</u>	£000's	£000's	**£000's**	£000's	£000's
Expenditure					
Housing Revenue Account	28,278	408	**28,686**	28,987	301
Total Expenditure	28,278	408	**28,686**	28,987	301
<u>Income</u>					
Sale of Assets	(32)	-	**(32)**	(33)	(1)
CFCR	(13,226)	-	**(13,226)**	(13,214)	12
Capital Grants	(7,640)	-	**(7,640)**	(7,640)	-
Contribution from House Build Fund	(1,612)	-	**(1,612)**	(1,277)	335
Use of Reserves	(491)	-	**(491)**	(491)	-
Affordable Housing Contribution	(2,788)	-	**(2,788)**	(2,032)	756
Prudential Borrowing	(2,489)	(408)	**(2,897)**	(4,300)	(1,403)
Total Income	(28,278)	(408)	**(28,686)**	(28,987)	(301)

2.11 Budget adjustments of (£0.408m) have been identified within the HRA capital programme for 2018/19. The revised budget has been updated to reflect these changes:

- Budget carried forward to 2019/20, including:
  - ➢ £0.081m - Central Heating works; and
  - ➢ £0.052m - Electrical Rewiring works.

- Budget brought forward from 2019/20 in relation to:
  - ➢ £0.405m - Acceleration of the new build programme;
  - ➢ £0.077m - Refurbishment works at Connel Court; and
  - ➢ £0.081m - Roofing and Rendering programme.

2.12 A variance of £0.301m is reported within the HRA capital programme for 2018/19. This is primarily related to increased volume of void bathroom works, £0.346m, and the financial impact of delays in the Canal Court SHU project, £0.306m, partly offset by reduced professional management charges (£0.185m).

2.13 Movements on funding, elements of which are related to the profile of expenditure reported above, is summarised below;

- Deferred use of ringfenced reserves for new builds and Affordable Housing; £1.091m; and

- Increased Prudential Borrowing of £1.403m.

3. Proposals

3.1 That Cabinet notes (a) the revisions to budgets outlined in the report; (b) approve the reallocation of the underspend within Largs Academy to support the ASN school project; and (c) note the General Services and HRA expenditure to 31 March 2019.

4. Implications/Socio-economic Duty

Financial:	**General Services** The final outturn position for the year is a favourable variance of £1.054m. **Housing Revenue Account** The final outturn position for the year identifies additional costs of £0.301m which will be met from the 2019/20 Capital Programme.
Human Resources:	None
Legal:	None
Equality/Socio-economic Duty:	None
Children and Young People:	None
Environmental & Sustainability:	None
Key Priorities:	This budget monitoring report directly supports the Council Plan 2019 to 2024 by maximising resources and providing value for money to support financially sustainable delivery models.
Community Benefits:	None

5.   Consultation

5.1   Chief Officers have been consulted as part of the review of financial performance and have approved the variances contained in this report.

Click here to enter text.
LAURA FRIEL
Executive Director (Finance and Corporate Support)

For further information please contact **David Forbes, Senior Manager (Strategic Business Partner),** on **01294 324551**.

Background Papers
Capital Programme Performance to 31 January 2019 - Cabinet – 12 March 2019

North Ayrshire Council Capital Statement 2018/19
Year Ended 31st March 2019

Period 12

Project Description	TOTAL PROJECT				CURRENT YEAR 2018/19				
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/ (Under) Spend for 2018/19	True Over/ (Under) Spend	Brought / Carry Forward to 2019/20
	£	£	£	£	£	£	£	£	£
EXPENDITURE									
Economy & Communities									
Regeneration	32,752,691	7,979,872	32,614,735	(137,956)	5,413,456	5,246,024.10	(167,431)	(137,956)	(29,475)
Strategic Planning & Infrastructure	2,945,827	6,019,232	2,945,827	0	842,678	603,191.81	(239,486)	0	(239,486)
Information & Culture	157,077	6,563	157,077	0	72,077	0.00	(72,077)	0	(72,077)
Completed Projects	29,527,302	29,090,020	29,313,428	(213,874)	2,382,851	1,985,892.60	(396,958)	(213,874)	(183,084)
SUB TOTAL	**65,382,896**	**43,095,686**	**65,031,066**	**(351,830)**	**8,711,062**	**7,835,108.51**	**(875,953)**	**(351,830)**	**(524,123)**
Education & Youth Employment									
Nursery Education	11,494,370	1,569,314	11,494,370	0	1,538,603	1,606,631.04	68,028	0	68,028
Primary Schools	19,281,433	88,486	19,281,433	0	136,621	62,106.43	(74,515)	0	(74,515)
Secondary Schools	37,639,816	2,359,287	37,639,816	0	2,032,292	2,071,232.10	38,940	0	38,940
Special Education	25,056,000	965,756	25,056,000	0	835,363	796,341.22	(39,022)	0	(39,022)
Completed Projects	63,339,785	62,545,835	62,760,405	(579,380)	2,733,682	1,941,119.76	(792,562)	(579,380)	(213,182)
SUB TOTAL	**156,811,404**	**67,528,679**	**156,232,024**	**(579,380)**	**7,276,561**	**6,477,430.55**	**(799,130)**	**(579,380)**	**(219,750)**
Finance & Corporate Support									
Information Technology	1,040,206	913,222	1,040,206	0	282,979	239,286.45	(43,693)	0	(43,693)
Council IT Strategy	2,473,276	1,607,793	2,473,276	0	441,893	441,738.32	(155)	0	(155)
Completed Projects	340,870	340,870	340,870	0	0	0.00	0	0	0
SUB TOTAL	**3,854,351**	**2,861,885**	**3,854,351**	**0**	**724,872**	**681,024.77**	**(43,847)**	**0**	**(43,847)**
Health & Social Care									
Management & Support	804,597	703,814	804,597	0	63,233	52,349.00	(10,884)	0	(10,884)
Housing Non HRA	219,305	0	219,305	0	219,305	0.00	(219,305)	0	(219,305)
Adults	5,046,273	2,843,279	5,046,273	0	2,759,235	2,568,290.83	(190,944)	0	(190,944)
Young People	5,720,000	127,182	5,720,000	0	184,000	127,181.55	(56,818)	0	(56,818)
SUB TOTAL	**11,790,175**	**3,674,274**	**11,790,175**	**0**	**3,225,773**	**2,747,821.38**	**(477,952)**	**0**	**(477,952)**
Place									
Roads	53,163,627	8,073,136	53,163,627	0	6,110,050	6,116,846.12	6,796	0	6,796
Office Accommodation	3,320,668	3,328,427	3,320,668	0	3,320,668	3,328,426.92	7,759	0	7,759
Other Property	263,268	141,738	263,268	0	131,268	141,737.50	10,470	0	10,470
Streetscene	1,329,559	701,025	1,329,559	0	728,231	508,997.58	(219,233)	0	(219,233)
Transport	1,831,711	1,844,952	1,831,711	0	1,831,711	1,844,952.28	13,241	0	13,241
Waste Services	15,101,315	14,496,017	15,101,315	0	1,266,034	1,223,474.90	(42,559)	0	(42,559)
Renewable Energy	1,120,000	977,257	1,120,000	0	477,656	477,501.57	(154)	0	(154)
Completed Projects	11,963,344	11,790,655	11,891,740	(71,604)	729,785	622,095.40	(107,690)	(71,604)	(36,086)
SUB TOTAL	**88,093,492**	**41,353,205**	**88,021,888**	**(71,604)**	**14,595,403**	**14,264,032.27**	**(331,371)**	**(71,604)**	**(259,767)**
Other									
Other	51,364	0	0	(51,364)	51,364	0.00	(51,364)	(51,364)	
SUB TOTAL	**51,364**	**0**	**0**	**(51,364)**	**51,364**	**0.00**	**(51,364)**	**(51,364)**	**0**
Total Project Expenditure	**325,983,683**	**158,513,729**	**324,929,505**	**(1,054,178)**	**34,585,035**	**32,005,417**	**(2,579,617)**	**(1,054,178)**	**(1,525,439)**
Total Project Income					**(34,585,035)**	**-32,005,417**	**2,579,617**	**1,054,178**	**1,525,439**
Total Net Expenditure					**(0)**	**0**	**0**	**0**	**0**

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Capital Programme Funding 2018/19

Funding Description	Budget at Capital Refresh Feb 2019	Changes after capital refresh Feb 2019	Revised Budget 18/19	Actual Income to 31 March 2019	Variance
				£	£
CAPITAL BORROWING					
Prudential Borrowing	16,382,846	6,609,642	22,992,488	21,303,389	-1,689,099
SUB TOTAL	**16,382,846**	**6,609,642**	**22,992,488**	**21,303,389**	**-1,689,099**
SCOTTISH GOVERNMENT FUNDING					
Specific Capital Grants					
Early Learning & Childcare	1,503,331	-40,951	1,462,380	1,551,910.00	
Cycling / Walking /Safer Streets	373,000		373,000	248,107	
Vacant & Derelict Land Funding	3,755,988	-2,026,635	1,729,353	1,769,208	
Capital Grants					
General Capital Grant	2,464,041	-549,370	1,914,671	1,914,671	
SUB TOTAL	**8,096,360**	**-2,616,956**	**5,479,404**	**5,483,896**	**4,492**
OTHER INCOME TO PROGRAMME					
Use of Funds :-					
Capital Fund	**5,268,535**	**-4,979,535**	**289,000**	**289,000**	**0**
Change & Service Redesign Fund	**11,233**	**-10,000**	**1,233**	**1,233**	**-0**
CFCR	**1,055,704**	**-893,597**	**162,108**	**162,107**	**0**
Grants & Contributions	**6,860,326**	**-1,199,523**	**5,660,803**	**4,637,216**	**-1,023,587**
Capital Receipts	**3,071,442**	**-3,071,442**	**0**	**128,577**	**128,577**
Sale of Land and Buildings	2,998,317	(3,071,442)	(73,125)	0.00	
Sale of Vehicles	40,000		40,000	94,402	
Insurance Recoveries (Vehicles)	33,125		33,125	33,125	
Montgomerie Park Masterplan	0		0	1,050	
SUB TOTAL	**16,267,240**	**-10,154,097**	**6,113,143**	**5,218,132**	**-895,010**
TOTAL CAPITAL PROGRAMME FUNDING	**40,746,446**	**-6,161,411**	**34,585,035**	**32,005,417**	**-2,579,617**

CAPITAL MONITORING 2018/19

ECONOMY & COMMUNITIES

Project Description	TOTAL PROJECT				2018/19 BUDGETS					DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/ (Under) Spend for 18/19	True Over/(Under) Spend	Brought / Carry Forward to 2019/20	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£			
ECONOMIC GROWTH												
Regeneration												
IRVINE HIGH STREET	3,013,927	1,353,924	3,013,927	0	1,171,708	1,228,433	56,725		56,725	✅	✅	
MILLPORT CARS	400,000	0	400,000	0	0	0	0		0	✅	✅	
MONTGOMERIE PARK MASTERPLAN	6,274,684	1,634,348	6,274,684	0	71,289	70,952	(337)		(337)	✅	✅	
AYRSHIRE GROWTH DEAL	12,617,000	0	12,617,000	0	0	0	0		0	✅	✅	
LOCHSHORE, KILBIRNIE	1,148,715	62,852	1,148,715	0	85,863	0	(85,863)		(85,863)	✅	✅	
VDLF 19-20 FUNDS	2,141,000	0	2,141,000	0	0	0	0		0	✅	✅	
VDLF - IRVINE KYLE ROAD SITE PREP	187,999	187,999	187,999	0	47,028	47,028	(0)		(0)	✅	✅	
VDLF - GREENWOOD INTERCHANGE	105,349	105,349	105,349	0	0	0	0		0	✅	✅	
VDLF - ARDROSSAN NORTH SHORE	18,010	18,010	18,010	0	18,010	18,010	0		0	✅	✅	
ARDROSSAN HARBOUR & LANDSLIDE	610,000	10,000	610,000	0	0	0	0		0	✅	✅	
ARDROSSAN HARBOUR INTERCHANGE	400,000	62,044	262,044	(137,956)	200,000	62,044	(137,956)	(137,956)	(0)	✅	✅	SPT grant for 18-19 reduced
QUARRY ROAD PHASE 2	5,134,148	3,843,489	5,134,148	0	3,812,915	3,812,915	(0)		(0)	✅	✅	
VDLF - GAS WORKS (DALRY)	3,761	3,761	3,761	0	3,761	3,761	0		0	✅	✅	
VDLF - MCDOWALL PLACE, ARDROSSAN	2,882	2,882	2,882	0	2,882	2,882	0		0	✅	✅	
Total Regeneration	**32,752,691**	**7,979,872**	**32,614,735**	**(137,956)**	**5,413,456**	**5,246,024**	**(167,431)**	**(137,956)**	**(29,475)**			
Strategic Planning & Infrastructure												
ACCESS PATH NETWORK PROGRAMME *	642,678	5,649,081	642,678	0	642,678	595,712	(46,966)		(46,966)	✅	✅	
CAR PARK STRATEGY	317,353	278,875	317,353	0	0	0	0		0	✅	✅	
ELECTRIC VEHICLES INFRASTRUCTURE	200,000	7,480	200,000	0	200,000	7,480	(192,520)		(192,520)	✅	✅	Transport Scotland Grant agreed to be carried forward to 19-20
Total Strategic Planning & Infrasturture	**2,945,827**	**6,019,232**	**2,945,827**	**0**	**842,678**	**603,192**	**(239,486)**	**0**	**(239,486)**			

CAPITAL MONITORING 2018/19

ECONOMY & COMMUNITIES

Project Description	TOTAL PROJECT				2018/19 BUDGETS					DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/ (Under) Spend for 18/19	True Over/(Under) Spend	Brought / Carry Forward to 2019/20	Delivery Status Financial	Delivery Status Physical	
CONNECTED COMMUNITIES												
Information & Culture												
CASTLES & HISTORIC MONUMENTS	72,077	0	72,077	0	72,077	0	(72,077)		(72,077)	Holding Code	Holding Code	
ABBEY TOWER	85,000	6,563	85,000	0	0	0	0		0	On Hold	OnHold	Scope of works greater than budget available. E & C applying for additional funding to HES. PMI still awaiting client decision
Total Information & Cultural	**157,077**	**6,563**	**157,077**	**0**	**72,077**	**0**	**(72,077)**	**0**	**(72,077)**			
Completed Projects												
PURCHASE OF STRATEGIC ASSETS	1,069,927	1,069,927	1,069,927	0	0	0	0		0	Complete	Complete	
STONEYHOLM MILL	48,091	47,346	47,346	(745)	745	0	(745)	(745)	0	Complete	Complete	
IRVINE ACTIVE TRAVEL HUB	1,330,957	1,337,707	1,330,957	0	1,301,068	1,307,818	6,750		6,750	✅	Complete	
QUARRY ROAD PHASE 1	2,977,098	2,932,332	2,972,657	(4,441)	182,785	178,344	(4,441)	(4,441)	(0)	Complete	Complete	
IRVINE ENTERPRISE AREA *	496,697	306,862	496,697	0	496,697	306,862	(189,835)		(189,835)	✅	Complete	
VDLF - MOORPARK ROAD WEST	405,424	405,424	405,424	0	9,029	9,029	(0)		(0)	Complete	Complete	
VDLF - NACCO SITE	27,182	27,182	27,182	0	27,182	27,182	0		0	Complete	Complete	
VDLF - WINTON PARK	11,708	11,708	11,708	0	11,708	11,708	0		0	Complete	Complete	
KILBIRNIE CARS (KNOX INST)	333,877	333,877	333,877	0	78,533	78,533	0		0	Complete	Complete	
LARGS MASTERPLAN	341,626	345,235	345,235	3,609	62,807	66,416	3,609	3,609	0	Complete	Complete	
BUS CORRIDOR IMPROVEMENTS	67,297	0	0	(67,297)	67,297	0	(67,297)	(67,297)	0	Complete	Complete	Grant for 18-19 reduced
BUS ROUTE CONGESTION MEASURES	92,000	0	0	(92,000)	92,000	0	(92,000)	(92,000)	0	Complete	Complete	Grant for 18-19 reduced
CLEAN AIR	23,000	0	0	(23,000)	23,000	0	(23,000)	(23,000)	0	Complete	Complete	Grant for 18-19 reduced
CUMBRAE FERRY & BUS STOP	30,000	0	0	(30,000)	30,000	0	(30,000)	(30,000)	0	Complete	Complete	Grant for 18-19 reduced
IRVINE LEISURE CENTRE	22,190,977	22,190,977	22,190,977	0	0	0	0	0	0	Complete	Complete	
ST BRIDE'S CHAPEL, ARRAN	81,441	81,441	81,441	0	0	0	0		0	Complete	Complete	
Total Completed Projects	**29,527,302**	**29,090,020**	**29,313,428**	**(213,874)**	**2,382,851**	**1,985,893**	**(396,958)**	**(213,874)**	**(183,084)**			
Total Economy & Communities	**65,382,896**	**43,095,686**	**65,031,066**	**(351,830)**	**8,711,062**	**7,835,109**	**(875,953)**	**(351,830)**	**(524,123)**			

CAPITAL MONITORING 2018/19

EDUCATION & YOUTH EMPLOYMENT

Project Description	TOTAL PROJECT				2018/19 BUDGETS					DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/ (Under) Spend for 18/19	True Over/(Under) Spend	Brought / Carry Forward to 2019/20	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£			
Nursery Education												
Early Years Programme												
EARLY LEARNING & CHILDCARE FUTURE PROJECTS	4,580,283	4,073	4,580,283	0	0	0.00	0	0	0	✅	✅	
LOUDON MONTGOMERY EARLY YEARS	0	0	0	0	0	0.00	0		0	✅	✅	
ST BRIDGETS EARLY YEARS	9,944	0	9,944	0	9,944	0.00	(9,944)		(9,944)	✅	✅	
CASTLEPARK EARLY YEARS	185,000	5,827	185,000	0	3,982	5,827.08	1,845		1,845	✅	✅	
LAWTHORN EARLY YEARS	162,209	0	162,209	0	0	0.00	0		0	✅	✅	
HAYOCKS EARLY YEARS	152,785	0	152,785	0	0	0.00	0		0	✅	✅	
WOODLANDS EARLY YEARS	198,139	0	198,139	0	0	0.00	0		0	✅	✅	
CORSEHILL EARLY YEARS	450,000		450,000	0	0	0.00	0		0	✅	✅	
CALEDONIA EARLY YEARS	173,736		173,736	0	0	0.00	0		0	✅	✅	
BLACKLANDS EARLY YEARS	184,085		184,085	0	0	0.00	0		0	✅	✅	
SPRINGSIDE EARLY YEARS	348,000		348,000	0	0	0.00	0		0	✅	✅	
KILMORY EARLY YEARS	21,790		21,790	0	21,790	26,289.75	4,500		4,500	✅	✅	
ST PETERS EARLY YEARS	0		0	0	0	18,991.16	18,991		18,991	✅	✅	
ST MARKS EARLY YEARS	355,304		355,304	0	0	7,867.31	7,867		7,867	✅	✅	
Completed Nursery Education												
GLENCAIRN / LOUDON MONTGOMERY EARLY YEARS	162,820	169,005	162,820	0	153,003	159,187.86	6,185		6,185	Complete	Complete	
ARDEER EARLY YEARS	333,787	205,210	333,787	0	190,415	205,209.60	14,795		14,795	Complete	Complete	
ST JOHNS EARLY YEARS	308,103	277,517	308,103	0	307,167	276,581.13	(30,586)		(30,586)	Complete	Complete	
STANLEY EARLY YEARS	27,000	3,615	27,000	0	27,000	3,614.70	(23,385)		(23,385)	Complete	Complete	
KILWINNING (PENNYBURN SCHOOL) EARLY YEARS	672,217	623,506	672,217	0	533,281	623,505.55	90,225		90,225	Complete	Complete	
DALRY PRIMARY SCHOOL EARLY YEARS	55,146	56,920	55,146	0	55,146	56,919.67	1,774		1,774	Complete	Complete	
SPRINGVALE EARLY YEARS	105,796	104,044	105,796	0	105,796	104,044.41	(1,752)		(1,752)	Complete	Complete	
ABBEY / ST LUKES PRIMARY SCHOOL EARLY YEARS	58,226	63,872	58,226	0	58,226	63,871.78	5,646		5,646	Complete	Complete	
Other Nursery Education												
ANNICK PRIMARY EXT - EARLY YRS PROVISION	2,950,000	55,726	2,950,000	0	72,853	54,721	(18,132)		(18,132)	✅	✅	
Total Nursery Education	**11,494,370**	**1,569,314**	**11,494,370**	**0**	**1,538,603**	**1,606,631**	**68,028**	**0**	**68,028**			

CAPITAL MONITORING 2018/19

EDUCATION & YOUTH EMPLOYMENT

Project Description	TOTAL PROJECT				2018/19 BUDGETS					DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/(Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/(Under) Spend for 18/19	True Over/(Under) Spend	Brought / Carry Forward to 2019/20	Delivery Status Financial	Delivery Status Physical	
Primary Schools												
MOORPARK PRIMARY	9,621,465	88,486	9,621,465	0	136,621	62,106	(74,515)		(74,515)	✅	✅	
MONTGOMERIE PARK SCHOOL	9,659,968	0	9,659,968	0	0	0	0		0	✅	✅	
Total Primary Education	**19,281,433**	**88,486**	**19,281,433**	**0**	**136,621**	**62,106**	**(74,515)**	**0**	**(74,515)**			
Secondary Schools												
AUCHENHARVIE PE WORKS	2,235,422	1,953,254	2,235,422	0	1,636,220	1,699,699	63,479		63,479	✅	✅	
AUCHENHARVIE ADDITIONAL CLADDING	800,000	0	800,000	0	0	0	0		0	✅	✅	
KILWINNING LEARNING ENVIRONMENT	2,814,394	405,043	2,814,394	0	396,072	370,543	(25,529)		(25,529)	✅	✅	
AYRSHIRE COLLEGE PARTNERSHIP DEVELOPMENT	200,000	0	200,000	0	0	0	0		0	✅	✅	
ARDROSSAN NEW BUILD	31,590,000	990	31,590,000	0	0	990	990		990	✅	✅	
Total Secondary Education	**37,639,816**	**2,359,287**	**37,639,816**	**0**	**2,032,292**	**2,071,232**	**38,940**	**0**	**38,940**			
Special Education												
NEW BUILD ASN SCHOOL	25,056,000	965,756	25,056,000	0	835,363	796,341	(39,022)		(39,022)	✅	✅	
Total Special Education	**25,056,000**	**965,756**	**25,056,000**	**0**	**835,363**	**796,341**	**(39,022)**	**0**	**(39,022)**			
Completed Projects												
HAYOCKS PRIMARY SCHOOL NURSERY ADAPTS	206,800	206,800	206,800	0	0	0	0	0	0	Complete	Complete	
LOUDON MONT PRIMARY SCHOOL NURSERY ADAPTS	702,332	698,914	702,332	0	31,577	28,160	(3,417)	0	(3,417)	✅	Complete	
ELDERBANK PS	11,123,543	11,122,155	11,123,543	0	73,544	73,544	0		0	Complete	Complete	
ANNICK PRIMARY SCHOOL	540,932	547,030	547,030	6,098	540,500	546,598	6,098	6,098	(0)	Complete	Complete	
ST PALLADIUS PRIMARY SCHOOL	45,000	45,386	45,386	386	45,000	45,386	386	386	0	Complete	Complete	
ST BRIDGETS PRIMARY SCHOOL	155,000	116,828	116,828	(38,172)	155,000	116,828	(38,172)	(38,172)	0	Complete	Complete	
LEARNING ACADEMY AUCHENHARVIE	427,292	427,292	427,292	0	27,128	27,128	(0)		(0)	Complete	Complete	
LARGS ACADEMY	4,719,513	3,914,310	4,171,821	(547,692)	1,293,702	488,499	(805,203)	(547,692)	(257,511)	✅	Complete	True underspend mainly as a result of savings in asbestos budget
GARNOCK CAMPUS	40,307,259	40,289,164	40,307,259	0	74,679	56,585	(18,094)		(18,094)	✅	Complete	
AUCHENHARVIE SECONDARY ESTATE LEARNING ENVT	2,346,546	2,403,411	2,346,546	0	420,803	477,668	56,865		56,865	Complete	Complete	
IRVINE ROYAL/COLLEGE ADAPTS	2,062,074	2,062,464	2,062,074	0	63,134	63,524	390		390	Complete	Complete	
KILWINNING ESTATE SECONDARY PITCH	703,495	712,080	703,495	0	8,615	17,200	8,585		8,585	Complete	Complete	
Total Completed Projects	**63,339,785**	**62,545,835**	**62,760,405**	**(579,380)**	**2,733,682**	**1,941,120**	**(792,562)**	**(579,380)**	**(213,182)**			
Total Education & Youth Employment	**156,811,404**	**67,528,679**	**156,232,024**	**(579,380)**	**7,276,561**	**6,477,431**	**(799,130)**	**(579,380)**	**(219,750)**			

CAPITAL MONITORING 2018/19

FINANCE & CORPORATE SUPPORT

Project Description	TOTAL PROJECT				2018/19 BUDGETS					DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/ (Under) Spend for 18/19	True Over/(Under) Spend	Brought / Carry Forward to 2019/20	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£			
Information Technology												
PC REPLACEMENT/VIRTUAL DESKTOP *	68,630	69,939	68,630	0	68,630	69,939	1,309		1,309	✅	✅	
DATA RATIONALISATION & STORAGE	809,617	362,007	809,617	0	52,390	52,390	0		0	✅	✅	
PSN COMPLIANCE *	5,000	364,319	5,000	0	5,000	0	(5,000)		(5,000)	✅	✅	
AGILE WORKING *	156,959	116,958	156,959	0	156,959	116,958	(40,001)		(40,001)	✅	✅	
Total Information Technology	**1,040,206**	**913,222**	**1,040,206**	**0**	**282,979**	**239,286**	**(43,693)**	**0**	**(43,693)**			
Council IT Strategy												
WIRELESS ACCESS IN SCHOOLS	480,689	473,615	480,689	0	0	0	0		0	✅	✅	
MANAGED WAN SERVICES	773,583	707,979	773,583	0	10,889	15,539	4,650		4,650	✅	✅	
SCHOOLS ICT INVESTMENT *	388,408	384,069	388,408	0	388,408	384,069	(4,339)		(4,339)	✅	✅	
BUSINESS CONTINUITY	400,948	948	400,948	0	948	948	(1)		(1)	✅	✅	
INFRASTRUCTURE ENHANCEMENTS *	30,252	29,788	30,252	0	30,252	29,788	(464)		(464)	✅	✅	
DIGITAL STRATEGY	399,396	11,396	399,396	0	11,396	11,396	(0)		(0)	✅	✅	
Total IT Strategy	**2,473,276**	**1,607,793**	**2,473,276**	**0**	**441,893**	**441,738**	**(155)**	**0**	**(155)**			
Completed Projects												
FMS SYSTEM	340,870	340,870	340,870	0	0	0	0		0	Complete	Complete	
Total Completed Projects	**340,870**	**340,870**	**340,870**	**0**	**0**	**0**	**0**	**0**	**0**			
Total Finance & Corporate Support	**3,854,351**	**2,861,885**	**3,854,351**	**0**	**724,872**	**681,025**	**(43,847)**	**0**	**(43,847)**			

CAPITAL MONITORING 2018/19

HEALTH & SOCIAL CARE

Project Description	TOTAL PROJECT				2018/19 BUDGETS					DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/ (Under) Spend for 18/19	True Over/(Under) Spend	Brought / Carry Forward to 2019/20	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£			
Management & Support												
HOME CARE SYSTEM	433,918	391,129	433,918	0	1,233	1,233	(1)		(1)	✅	✅	
CAREFIRST IT SYSTEM	120,678	84,620	120,678	0	0	0	0		0	✅	✅	
HSCP ICT INVESTMENT TO SUPPORT INTEGRATION	250,000	228,065	250,000	0	62,000	51,117	(10,884)		(10,884)	✅	✅	
Total Management & Support	**804,597**	**703,814**	**804,597**	**0**	**63,233**	**52,349**	**(10,884)**	**0**	**(10,884)**			
Housing Non HRA												
IMPROVEMENT GRANTS *	219,305	0	219,305	0	219,305	0	(219,305)		(219,305)	✅	✅	
CARE & REPAIR	0	0	0	0	0	0	0		0	✅	✅	
Total Housing Non HRA	**219,305**	**0**	**219,305**	**0**	**219,305**	**0**	**(219,305)**	**0**	**(219,305)**			
Adults												
TRINDLEMOSS	4,146,000	1,995,925	4,146,000	0	1,872,718	1,720,937	(151,781)	0	(151,781)	✅	✅	
WARRIX AVENUE	900,273	847,354	900,273	0	886,517	847,354	(39,163)		(39,163)	✅	✅	
Total Older People	**5,046,273**	**2,843,279**	**5,046,273**	**0**	**2,759,235**	**2,568,291**	**(190,944)**	**0**	**(190,944)**			
Young People												
RESIDENTIAL & RESPITE UNIT	5,720,000	127,182	5,720,000	0	184,000	127,182	(56,818)		(56,818)	✅	✅	
Total Young People	**5,720,000**	**127,182**	**5,720,000**	**0**	**184,000**	**127,182**	**(56,818)**	**0**	**(56,818)**			
Total Health & Social Care	**11,790,175**	**3,674,274**	**11,790,175**	**0**	**3,225,773**	**2,747,821**	**(477,952)**	**0**	**(477,952)**			

* These projects are rolling programmes. Total budget only reflects current programmes

CAPITAL MONITORING 2018/19

Place

Project Description	TOTAL PROJECT				2018/19 BUDGETS					DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/ (Under) Spend for 18/19	True Over/ (Under) Spend	Brought / Carry Forward to 2019/20	Delivery Status Financial	Delivery Status Physical	
	£	£	£	£	£	£	£	£	£			
PHYSICAL ENVIRONMENT												
Roads												
ROADS IMPROVE/RECONSTRUCTION *	3,617,815	3,617,815	3,617,815	0	3,617,815	3,568,133	(49,682)		(49,682)	✅	✅	
LIGHTING *	1,002,147	1,026,793	1,002,147	0	1,002,147	1,026,793	24,646		24,646	✅	✅	
UPPER GARNOCK FPS	17,400,001	1,826,220	17,400,001	0	308,691	330,011	21,320		21,320	✅	✅	
MILLPORT COASTAL FPS	27,597,999	524,896	27,597,999	0	108,601	114,498	5,897		5,897	✅	✅	
MILLBURN FPS	1,100,000	48,717	1,100,000	0	42,131	48,717	6,586		6,586	✅	✅	
MILLPORT PIER	500,000	80	500,000	0	-	80	80		80	✅	✅	
BRIDGES INFRASTRUCTURE PROG *	970,615	974,313	970,615	0	970,615	974,313	3,698		3,698	✅	✅	
LARGS PROMENADE SEAWALL	700,000	54,302	700,000	0	60,000	54,302	(5,698)		(5,698)	✅	✅	
PARKING CHARGES & DPE	275,050	0	275,050	0	50	-	(50)		(50)	✅	✅	
Total Roads	**53,163,627**	**8,073,136**	**53,163,627**	**0**	**6,110,050**	**6,116,846**	**6,796**	**-**	**6,796**			
Office Accommodation												
PROPERTY LIFECYCLE INVESTMENT *	3,320,668	3,328,427	3,320,668	0	3,320,668	3,328,427	7,759	-	7,759	✅	✅	
Total Office Accommodation	**3,320,668**	**3,328,427**	**3,320,668**	**0**	**3,320,668**	**3,328,427**	**7,759**	**-**	**7,759**			
Other Property												
INDUSTRIAL PORTFOLIO *	131,268	141,738	131,268	0	131,268	141,738	10,470		10,470	✅	✅	
WOODLANDS PRIMARY PLAYINGFIELD DRAINAGE	132,000	0	132,000	0	-	-	-		-	✅	✅	
Total Property	**263,268**	**141,738**	**263,268**	**0**	**131,268**	**141,738**	**10,470**	**-**	**10,470**			
Streetscene												
CEMETERY EXTNS, WALLS & INFRA *	0	0	0	0	-	-	-		-	Holding Code	Holding Code	
LAMLASH CEMETERY EXTENSION	636,079	291,574	636,079	0	410,330	232,956	(177,374)	-	(177,374)	✅	✅	
HAYLIE BRAE CEMETERY WALLS	150,280	134,651	150,280	0	150,280	134,651	(15,629)		(15,629)	✅	⚠️	Wall repairs still outstanding
ARDROSSAN CEMETERY PLOTS AND WALLS	17,500	13,020	17,500	0	17,500	13,020	(4,480)		(4,480)	✅	✅	
KILBIRNIE CEMETERY	176,390	23,230	176,390	0	264	1,514	1,250		1,250			
KILWINNING CEMETERY NEW	7,500	0	7,500	0	7,500	-	(7,500)		(7,500)	✅	✅	
KNADGERHILL CEMETERY INFRASTRUCTURE	239,050	238,549	239,050	0	127,357	126,856	(501)		(501)	✅	✅	
KNADGERHILL CEMETERY EXTENSION	10,000	0	10,000	0	10,000	-	(10,000)		(10,000)	✅	✅	
DALRY CEMETERY EXTENSION	92,760	0	92,760	0	5,000	-	(5,000)		(5,000)	✅	✅	
Total Streetscene	**1,329,559**	**701,025**	**1,329,559**	**0**	**728,231**	**508,998**	**(219,233)**	**-**	**(219,233)**			

CAPITAL MONITORING 2018/19

Place

Project Description	TOTAL PROJECT				2018/19 BUDGETS					DELIVERY STATUS		Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Actual Expenditure to 31 March 2019	Actual Over/ (Under) Spend for 18/19	True Over/ (Under) Spend	Brought / Carry Forward to 2019/20	Delivery Status Financial	Delivery Status Physical	
Transport												
VEHICLES *	1,831,711	1,844,952	1,831,711	0	1,831,711	1,844,952	13,241		13,241	✅	✅	
Total Transport	**1,831,711**	**1,844,952**	**1,831,711**	**0**	**1,831,711**	**1,844,952**	**13,241**	**-**	**13,241**			
Waste Services												
SHEWALTON LANDFILL	13,601,315	13,272,542	13,601,315	0	18,144	-	(18,144)		(18,144)	✅	✅	
WASTE COLLECTION REVIEW	1,500,000	1,223,475	1,500,000	0	1,247,890	1,223,475	(24,415)		(24,415)	✅	✅	
Total Waste Services	**15,101,315**	**14,496,017**	**15,101,315**	**0**	**1,266,034**	**1,223,475**	**(42,559)**	**-**	**(42,559)**			
Renewable Energy												
SOLAR PV RETROFIT EXTENSION	120,000	40,845	120,000	0	41,000	40,845	(155)		(155)	✅	✅	
NON DOMESTIC ENERGY EFFICIENCY PROGRAMME	1,000,000	936,411	1,000,000	0	436,656	436,656	0		0	✅	✅	
Total Renewable Energy	**1,120,000**	**977,257**	**1,120,000**	**0**	**477,656**	**477,502**	**(154)**	**-**	**(154)**			
Completed Projects												
CUNNINGHAME HOUSE PHASE 3-4	2,117,935	2,083,995	2,083,995	(33,940)	33,940	-	(33,940)	(33,940)	-	Complete	Complete	
CUNNINGHAME HOUSE PHASE 5	665,463	658,463	665,463	0	7,000	-	(7,000)	-	(7,000)	✅	Complete	
SALTCOATS TOWN HALL	3,720,892	3,717,349	3,720,892	0	135,637	132,093	(3,544)		(3,544)	✅	Complete	
SALTCOATS PUBLIC REALM	923,188	832,645	923,188	0	33,254	7,711	(25,543)		(25,543)	✅	Complete	
OLD BARONY CEMETERY WORKS	60,836	60,836	60,836	0	-	-	-	-	-	Complete	Complete	
KILWINNING CEMETERY INFRASTRUCTURE	156,224	117,845	117,845	(38,379)	156,224	117,845	(38,379)	(38,379)	(0)	Complete	Complete	Underspend to be transferred to Cemetery holding budget
DREGHORN CEMETERY	24,487	22,677	22,677	(1,810)	24,487	22,677	(1,810)	(1,810)	0	Complete	Complete	Underspend to be transferred to Cemetery holding budget
MILLPORT CEMETERY	27,508	35,412	35,412	7,904	27,508	35,412	7,904	7,904	0	Complete	Complete	Overspend to be transferred from Cemetery holding budget
SKELMORLIE CEMETERY WALL	131,939	131,939	131,939	0	-	-	-	-	-	Complete	Complete	
BEITH AULD KIRK	254,793	254,793	254,793	0	-	-	-		-	Complete	Complete	
GARDEN WEIR FISH PATH	55,825	55,825	55,825		23,116	23,116	(0)		(0)	Complete	Complete	
CCTV GENERAL	389,694	389,694	389,694	0	283,240	283,240	0		0	Complete	Complete	
RENEWABLE ENERGY PROGRAMME	51,018	51,018	51,018	0	-	-	-		-	Complete	Complete	
BIOMASS RETROFIT PROGRAMME	3,383,542	3,378,163	3,378,163	(5,379)	5,379	-	(5,379)	(5,379)	-	Complete	Complete	
Total Completed Projects	**11,963,344**	**11,790,655**	**11,891,740**	**(71,604)**	**729,785**	**622,095**	**(107,690)**	**(71,604)**	**(36,086)**			
Total Place	**88,093,492**	**41,353,205**	**88,021,888**	**-71,604**	**14,595,403**	**14,264,032**	**(331,371)**	**(71,604)**	**(259,767)**			

OTHER BUDGETS

Project Description	TOTAL PROJECT				2018/19 BUDGETS						Comments
	Total Project Budget	Cumulative Expenditure to date	Total Project Forecast	Projected Over/ (Under) Spend	Total Revised Budget 2018/19	Year to Date Budget 2018/19	Actual Expenditure to 31 March 2019	Year to Date Variance 2018/19	Projected Expenditure to 31 March 2019	Over/ (Under) Spend for 18/19	
	£	£	£	£	£	£	£	£	£	£	
FLEXIBILITY / IMPROVEMENT FUND	51,364	0	0	(51,364)	51,364	0	0	0	0	(51,364)	
Total Other Budgets	**51,364**	**0**	**0**	**(51,364)**	**51,364**	**0**	**0**	**0**	**0**	**(51,364)**	

Description	Budget Approved 01 March 2018 £'000	Budget B/Fwd/ (C/Fwd) £'000	Approved Revisions to programme £'000	Revised Budget 2018/19 £'000	Actual Spend to 31/03/2019 £'000	Actual Year End Variance £'000	Carry forward to 19/20 £'000	True Over / (Under)spend £'000	Delivery Status Financial	Delivery Status Physical	Comments
Council House Build Programme											
Acquisition Of Houses On Open Market	480	470	393	1,344	1,291	(53)	-	(53)	Amber	Green	Revised actuals from Building Services for completions in 18/19.
New Build Glencairn House SHU	-	325	9	335	271	(64)	-	(64)	Green	Green	
New Build Canal Court SHU	-	4,108	799	4,907	5,214	307	-	307	Green	Green	Additional spend is required for a revision of the fire barriers which also resulted in a delay in the main contractor's timeline.
New Build Dickson Drive Phase 2	-	2,086	(102)	1,984	2,066	81	81	-	Green	Red	Completion of this project has slipped from August 2018 to July 2019.
New Build Watt Court	-	2,800	829	3,629	3,854	225	225	-	Green	Green	
New Bulid Braithwic Terrace	600	(600)	14	14	14	-	-	-	Green	Green	
New Build Flatt Road Phase 1	1,800	(400)	71	1,471	1,550	79	79	-	Green	Green	
New Build Tarryholme	-	1,531	(1,013)	518	543	25	25	-	Green	Red	Project completion has slipped to August 2019
New Build Kinnier Road	-	172	(172)	-	0	-	-	-	Green	Green	
New Build Ardrossan Road Seamill			775	775	755	(20)	(20)	-	Green	Green	
New Build St Colms			113	113	92	(21)	(21)	-	Green	Green	
New Build St Michaels Wynd			217	217	246	29	30	-	Green	Green	
New Build Harbourside Irvine			936	936	959	23	23	-	Green	Green	
New Build Afton Court			1	1	29	28	28	-	Green	Green	
New Build Caley Court			1	1	10	9	9	-	Green	Green	
New Build Springvale Saltcoats			1	1	6	5	5	-	Green	Green	
Total For Council House Build Programme	2,880	12,189	1,236	16,305	16,900	593	405	189			
Improvement to Existing Homes - Building Services											
Window Replacement	669	(209)	(144)	316	302	(14)	-	(14)	Green	Green	
Bathroom Programme	627	241	511	1,379	1,725	346	-	346	Amber	Green	Increase is due to Void Bathrooms which has seen an upward trend in the final quarter of 2018/19
Kitchen Programme	705	184	24	913	837	(76)	-	(76)	Green	Green	
Total For Improvements to Existing Homes - Building Services	2,002	215	391	2,608	2,863	256	-	256			
Improvement to Existing Homes - External Contractors											
Central Heating	1,321	(41)	38	1,319	1,238	(81)	(81)	-	Green	Green	
Insulated Re-Rendering	528	(63)	15	480	489	9	9	-	Green	Green	
Electrical Rewiring	186	66	179	432	380	(52)	(52)	-	Green	Green	
Total For Improvements to Existing Homes - External Contractors	2,034	(37)	232	2,231	2,107	(124)	(124)	-			
Refurbishment Schemes											
Roofing & Rendering	3,167	(215)	(89)	2,863	2,944	81	81	-	Green	Green	
Refurb - Dickson Court	-	772	23	794	758	(36)	(36)	-	Green	Green	
Kilwinning Housing Office	-	213	8	220	261	41	-	41	Green	Green	Overspend due to additional furnishings and IT costs
Kilbirnie Housing Office	-	275	(223)	52	54	2	2	-	Green	Green	
Garrier Court	1,613	(1,613)	-	-	-	-	-	-	Green	Green	
Connel Court	-	1,073	(386)	687	764	77	77	-	Green	Green	
Total For Refurbishment Schemes	4,780	503	(669)	4,614	4,780	167	126	41			
Other Capital Works											
Energy Efficiency Standard	1,035	(98)	29	966	968	2	2	-	Green	Green	
Other Capital Works	311	(199)	3	114	100	(14)	(14)	-	Green	Green	
Health And Safety Works	207	-	(207)	-	-	-	-	-	Green	Green	
Major Improvements	-	300	206	507	509	2	2	-	Green	Green	
Detection Equipment	-	300	(134)	167	111	(56)	(56)	-	Green	Green	
Solar Panels	-	-	579	579	648	69	69	-	Green	Green	
Professional Management Charges	1,111	-	(926)	185	(0)	(185)	-	(185)	Amber	Green	Revised allocations of professional management charges between Revenue and Capital
Total For Other Capital Works	2,664	302	(449)	2,518	2,336	(182)	3	(185)			
TOTAL EXPENDITURE	14,359	13,172	742	28,276	28,987	710	410	301			
Sale Of Assets	-	(14)	(17)	(32)	(33)	(1)	-	(1)			Sale of Coastguards Cottage Kildonan, Land at Mill Road Irvine and land at Lylestane park Kilwinning
CFCR	(12,767)	-	(460)	(13,227)	(13,215)	12	-	12			
Capital Grants	(1,475)	(4,354)	(1,811)	(7,641)	(7,641)						
Affordable Housing Contribution	(117)	(2,671)	-	(2,789)	(2,033)	756	-	756			Slippage on New Build Schemes -
Funding from Reserves	-	-	(491)	(492)	(492)						Tarryholme and Major Improvements
Capital Fund Contribution	-	(1,612)	-	(1,612)	(1,277)	335	-	335			Slippage on New Build Schemes -
Prudential Borrowing	-	(4,521)	2,038	(2,483)	(4,296)	(1,813)	(410)	(1,403)			Increased Borrowing required to fund the gap from reduced Affordable Housing contribution and earmarked reserves.
TOTAL INCOME	(14,359)	(13,172)	(741)	(28,276)	(28,987)	(711)	(410)	(301)			
NET EXPENDITURE	-	-	-	-	-	-	-	-			

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Maximising Opportunities from Advertising on North Ayrshire Land Assets**
Purpose:	To seek Cabinet approval on the proposed pilot approach to maximising our resources from the sale of advertising opportunities on Council assets – land assets (roundabouts).
Recommendation:	That Cabinet agrees (a) the proposed approach to testing the market for maximising opportunities from advertising on our land assets (roundabouts); (b) the Head of Service (Commercial) be delegated to progress with the pilot as outlined; and (c) notes the advertising principles detailed within the report to protect the Council's interests and reputation.

1. Executive Summary

1.1 Municipalisation continues to feature as a key component of the new developing Council Plan and is a fundamental strand of our transformation aspirations. Many Councils are already maximising their assets from advertising opportunities. The type of assets being utilised are varied. Examples include lamp post banners, bus shelters, car parks, ferry posters, service points, roundabouts, council fleet, e-payslips, council publications and intranet.

1.2 In order to determine whether advertising on our assets would be appropriate, significant research has been completed. The research findings (which are detailed further in this report) concluded that the best approach was to:

- Assess and understand the potential benefits and any risks associated with the sale of advertising opportunities on Council assets;
- Agree which asset to consider first for advertising and then roll out on a phased approach. (This will allow the council to test the market);
- Complete an options appraisal on how the Council could implement a scheme going forward
- Develop a Policy to protect the Council's interests and reputation by defining what will and will not be considered appropriate advertising on Council assets
- Test the market by carrying out a pilot advertising trial on specific assets to inform future appropriate advertising potential.

1.3 Several benefits were highlighted including contributing to economic growth and potential additional opportunities. However, the assessment of risks revealed that any maximising of our resources would be a longer-term endeavour and would depend on local factors such as local market demands, the local economic climate, market forces

and the attractiveness and type and location of assets (roundabouts). These risks are to an extent outwith the Council's direct control and will have a key influence on whether advertising opportunities are sought by prospective customers. Work has been completed on how to mitigate a number of these risks as part of an options appraisal.

1.4   An options appraisal was carried out which considered three different methods of delivery:

- o Contracted out
- o Delivered inhouse
- o A mixture of both – partnership

The outcome of the options appraisal showed the preferred option is to take a partnership approach. This has the maximum benefits with the minimum risk.

1.5   North Ayrshire Council will need to procure a supplier who has established networks of contacts and has expertise in sales and advertising. The Council's Procurement Team has confirmed this type of contract can be procured through a quick quote.

1.6   A draft set of guiding advertising principles has been created which are designed to protect the Council's interests and reputation during the pilot and which can inform the creation of a longer-term Council Advertising Policy. In addition, and to ensure transparency and clear understanding of what will be delivered by the "Partnership" approach during the pilot, a set of responsibilities has been developed detailing the different roles and the expectations required from the partner appointed which also outlines the role of Council officers. These defined roles will ensure that any advertising signage infrastructure meets Planning and Roads legislative requirements and that all permissions are sought.

1.7   A trial pilot advertising on land assets (roundabouts) is proposed which will inform future potential advertising opportunities by testing the available markets.

2.   Background

2.1   To fully understand the potential opportunities available from offering advertising on North Ayrshire Council's assets, significant research including surveys and visits, has been collated over the last few months. The purpose of this research was:

- To learn from Councils who were already maximising their assets and to identify the different delivery approaches that are being taken;
- To gather information on the types of assets being offered for advertising;
- To ensure that officers understand all the complexities involved (including legal, procurement, road and planning regulations);
- To identify any benefits and risks for North Ayrshire Council;
- To explore best practice and understand the different delivery models.

2.2   Research Findings

Information was gathered from several Scottish local authorities and through an information request circulated round UK authorities via APSE – Association of Public Service Excellence.

Councils who are successfully seeing the benefits from this type of activity were found to have researched the benefits and risks and then tested the market, by adopting a pilot approach before rolling out to another asset. This allows clear direction of travel by setting out guiding principles together with a framework for how advertising decisions will be made. In addition, it allows for clear definitions of what type of advertisement will and will not be accepted by any Council to ensure reputation and core values are protected.

2.3 Benefits and Risks

Advertising can deliver a range of benefits including:

- Local economic growth – resulting from offering value for money advertising opportunities to local businesses and directing potential customers to local suppliers;
- Enhanced reputation – providing advertising platforms to help other anchor institutions to communicate;
- Income generation to offset costs – this can help ensure future sustainability of services.

In contrast there are risks to be considered:

- Income generation is a long-term endeavour;
- Depending upon size and type of organisation or business, some of the assets will be more attractive and advantageous than others.

2.4 Adopting a pilot approach – land assets (roundabouts)

Best practice across several authorities showed that they tested their advertising markets first by adopting a pilot approach. Consideration was given to which of the Council's assets would be best placed to test the market within North Ayrshire and the preferred option was to consider land (roundabout) assets.

The rationale for considering advertising on roundabouts as a first step:

- it does not compete directly with our local advertising companies i.e. roundabout advertising is a new market and arguably is viewed as having unique selling points of audience reach, traffic flows and footfall.
- Roundabouts, unlike the Council's vehicle fleet, are not being utilised for internal opportunities for advertising Council services. It is proposed that advertising on Council vehicle fleet is considered in due course.

2.5 Advertising Pilot Principles

The following principles will be an integral part of the proposed pilot. They have been developed to ensure that our values are protected, and that the integrity of the Council's operations are not compromised. The Head of Service (Commercial) will be delegated to implement the proposed pilot and will ensure that the following principles are adhered to when making decisions on any roundabout advertisement during the pilot:

- The Council's delegated officer will seek legal, planning or other professional advice where necessary, from the Head of Democratic Services, Head of Planning and Senior Roads Manager to ensure all necessary permissions are obtained.
- Advertising agreements must include a statement that the North Ayrshire Council's functions will continue to be carried out fully and impartially, notwithstanding the existence of an advertisement arrangement.
- The reputation and credibility of North Ayrshire must not be damaged by making agreements with unsuitable third parties and the form of advertising must be consistent with the stated objectives and values of the Council.
- Agreement can be terminated by the Council's delegated officer if any of the pilot principles are not met.
- Agreement must be in the form of a written agreement.
- North Ayrshire Council will not permit advertising that represents a conflict of interest or is likely to cause serious or widespread offence. There should be no real or apparent conflict between the objectives and community goals of the Council and those of the advertiser. Care will be taken to avoid causing offence on the grounds of race, age, religion, sex, sexual orientation or disability.
- Content that is not permitted for advertising, but is not limited to, is content that contains, infers or suggests any of the following:

  i. Advocacy of, or opposition to, any politically, environmentally or socially controversial subjects or issues;
  ii. Political publicity, (being material which in whole or in part, appears to be designed to effect political support of a political party) or campaigning materials;
  iii. Disparagement or promotion of any person or class of persons;
  iv. Promotion or incitement of illegal, violent or socially undesirable acts;
  v. Promotion of availability of tobacco, alcohol products, weapons, gambling or illegal drugs;
  vi. Advertising of financial organisations and loan advancers with punitive interest rates;
  vii. Promotion or availability of adult or sexually orientated entertainment materials;
  viii. Advertising that infringes on any trademark, copyright or patent rights of another company;
  ix. Claims or representations in violation of advertising or consumer protections laws;
  x. Companies who are linked to arms sales or have previously been blacklisted;
  xi. Display of campaign materials, canvassing and flyposting.

2.6 Assessing Proposals.

In addition to ensuring that the above principles are met, each advertising proposal will be subject to an assessment by North Ayrshire Council's delegated officer. This includes assessing and evidencing:

- That planning permission has been granted for any advertising arrangement;
- How any advertisement opportunity links to the promotion or improvements or the well-being of North Ayrshire communities (this assessment is a legislative requirement under The Local Government in Scotland Act 2003);
- That the type of advertising is consistent with the pilot principles;

- That any advertising proposal does not contravene North Ayrshire's standing orders relating to transparency, equal treatment, non-discrimination, endorsement and proportionality;
- Whether the advertiser has a current planning application or planning matter before the Council which may cause a conflict of interest;
- Whether any advertiser is subject to or likely to be subject to a dispute with the Council's regulation or planning services or who owe North Ayrshire Council a debt. (It is expected that any individual or organisation entering into an advertising agreement will disclose whether there is a current planning application or planning matter relating to them, or if the individual or organisation is involved in any current dispute with the Council);
- That advertising rates comply with the terms of the Disposal of Land Regulations.

Only those cases which meet all the above principles and qualifying criteria will be progressed for further consideration during the pilot. In cases where the advertisement opportunity does not meet the criteria the Council's delegated officer will notify accordingly.

In addition, the pilot outcomes will be fully evaluated and will aid and assist:

- Any future roll out of advertisement opportunities on other assets
- Any longer-term advertisement policy development

2.7 Land Assets (roundabouts)

North Ayrshire owns twenty-six (of the 35) roundabouts across the area. These assets are varied in their size, location and road infrastructure and traffic volumes. Each roundabout and any potential for advertising will require to be considered on a case by case basis to maximise any potential market demand.

Advertising signage on roundabouts will require planning permission for each individual location and there is a risk that planning permission is not approved. Planning have advised that the size, nature and location of any signage would need to be considered on a case by case basis to ensure planning regulations are met. Planning will be consulted on each proposed location going forward.

Furthermore, roadside advertising must not compromise road safety. Signs must not obscure or hinder the interpretation of official road signs. They should not be placed in any location that would obstruct driver visibility splays and must not cause sun glare which can distract road users. They must be safe and securely fixed but take consideration of minimising risk in the event of vehicle impact. The Roads Service will be consulted on any proposals.

2.8 Delivery method – Options appraisal

An options appraisal was completed to assess the preferred model for delivery. This work considered the level of investment needed against any financial return, benefits and risks and the timescale of any income to be realised. Three options were considered:

i.   In-house delivery

ii.   Contract out to an external supplier

iii.   A partner approach with in-house delivery of certain aspects supported by specialist advertising sales expertise by contracted supplier

The preferred option was identified as the third option – **adopting a partnership approach**. This option gave the maximum benefit with the minimum of risk and could be delivered within existing resources. In addition, it would ensure:

- that the Council's reputation was protected;
- that there was no risk of planning permissions and road safety legislation not being adhered to as the Council would still have full responsibility and Planning and Roads will be consulted when proposals were made;
- any potential advertising opportunity is compliant with the advertising pilot principles detailed above.

2.9   Responsibilities between Council officers and partnership contractor

The following identifies a desired set of roles and responsibilities between Council Officers and partnership contractor. These will be negotiated fully and supported by Procurement.

The successful tender will have an established working relationship with other Scottish Council's as their advertising and sponsorship agents, with expertise on revenue generated from roundabout and land assets.

The service delivery advertising partner responsibilities during the pilot will be to:

- Have a dedicated project manager and sales team delivering the project
- Assist the council to take these opportunities to a stage where they can be sold
- Assessing the value of each opportunity and discussing this with the council
- Report progress monthly
- Deliver a forecast of revenue each year
- Allocate sales personnel to each opportunity
- Identify and secure customers for live opportunities
- Create sales materials for each opportunity
- Market opportunities within our portfolio of assets
- Arrange the delivery and installation of agreed signage
- Deal with customer care
- Identify new advertising opportunities
- Aim to secure agreements for each location on a minimum contract period of 6 - 12 months
- Ensure that the signage is durable, and its location and content meet all roads and planning regulations

The Council responsibilities will be to:

- Ensure that signage type and location that are identified for possible opportunities meet all the necessary planning and roads legislation. This will be completed before any opportunities are sold
- Agree the potential asset value of each roundabout

- Ensure the advertising pilot principles are met fully
- Obtain required approvals from Planning and Roads
- Agree and negotiate any necessary arrangements for the display of the signage

2.10 A temporary post of Business Development Manager has separately been established to oversee and co-ordinate the Council's Municipalisation aspirations. This post will support the development and introduction of the advertising on land assets pilot. This additional resource will manage the pilot, procure and manage any subsequent contract, oversee opportunities, and monitor compliance with the principles detailed in this report with a view to developing a longer-term approach to advertising on further Council assets.

2.11 If Cabinet agrees to progress with the pilot advertising opportunity and recommendations included in this report, further work can be taken forward by:

- Procuring the services of a supplier with proven advertising skills and experience to allow North Ayrshire an opportunity to test the market within a managed risk environment.
- Developing a partnership with the supplier which will ensure that each opportunity going forward will meet pilot principles, legislative responsibilities and can evidence financial return which will contribute to the well-being of the local community.
- Evaluating the outcomes of the pilot and, if appropriate, consideration will be given to rolling out further advertising opportunities on other council assets, with opportunities for fleet vehicles and other land assets being further developed.

3. Proposals

3.1 That Cabinet agree the proposed approach to testing the market for maximising opportunities from advertising on our land assets (roundabouts).

3.2 That Cabinet agree the Head of Service (Commercial) be delegated to progress with the pilot as outlined.

3.3 That Cabinet note the advertising principles detailed in the report to protect the Councils interests and reputation.

4. Implications/Socio-economic Duty

Financial:	The Council's budget setting process agreed that as part of the development of Municipalisation opportunities that an income of £20k is to be achieved through advertising on the Council's assets.
Human Resources:	Any additional resource requirements will be met from existing resources.

Legal:	Planning regulations, road safety regulations and Local Government Scotland Act 2003 will be considered as part of the development of advertising opportunities. Advertising rates will require to be let in accordance with the Disposal of Land Regulations
Equality/Socio-economic Duty:	None.
Children and Young People:	None.
Environmental & Sustainability:	Any advertising structures/signage will be considered in terms of impact when Planning consent applications are submitted for approval.
Key Priorities:	Income generation through the development of opportunities for offering advertising on land assets (roundabouts) will contribute to the developing Municipalisation aspirations being incorporated into the new draft Council Plan as well as ensuring sustainable and effective Asset Management.
Community Benefits:	Local advertisement for local services.

5. Consultation

5.1 Corporate Communications, Planning, Procurement, Legal, and the Roads Service have been consulted on this proposal.

RUSSELL McCUTCHEON
Head of Commercial Services

For further information please contact **Louise Beattie, Business Manager, Place Directorate,** on **01294 324344**.

Background Papers
N/A

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Acquisition of Land for Council House Building**
Purpose:	To seek Cabinet approval for the Housing Revenue Account to purchase land at Ayrshire Central, Irvine for Council House Building.
Recommendation:	That Cabinet approves the acquisition of land at Ayrshire Central, Irvine from the NHS for a sum of £2,700,000, subject to the deduction of abnormal development costs.

1. Executive Summary

1.1 The Strategic Housing Investment Plan (SHIP) 2019-2024 was approved by Cabinet on 2 October 2018. The SHIP sets out the priorities for affordable housing investment in North Ayrshire over the next five years to support the outcomes articulated within the Local Housing Strategy 2018-2022 (LHS).

1.2 The development programme includes provision for the redevelopment of 100 units at Ayrshire Central, Irvine, which is currently owned by the NHS (see plan at Appendix 1). The site is listed as 'Redevelopment 12' within the SHIP. The site will contribute towards meeting the target of constructing 1,375 new Council homes by March 2024.

1.3 The site is currently scheduled for works to commence during spring 2021; however, early acquisition of the site would allow the works to be accelerated. This will help to ensure that any additional funding that may become available from the Scottish Government due to the slippage in other local authority house building programmes can be utilised within North Ayrshire.

1.4 This report therefore seeks Cabinet approval for the Housing Revenue Account to purchase land at Ayrshire Central Hospital, as referenced in the site boundary plan at Appendix 1, from the NHS at a gross value of £2,700,000. The acquisition value will be subject to the deduction of abnormal costs to be agreed between the Council and the NHS. This gross site valuation has been established through assessment by the District Valuer. Site investigations have been instructed jointly to inform negotiations regarding abnormal development costs.

2. Background

2.1 The Strategic Housing Investment Plan (SHIP) 2019-2024 was approved by Cabinet on 2 October 2018. The SHIP sets out the priorities for affordable housing investment in North Ayrshire over the next five years to support the outcomes articulated within the Local Housing Strategy 2018-2022 (LHS).

2.2 The Council's development programme includes provision for the redevelopment of 100 units in Irvine, listed as 'Redevelopment 12' within the SHIP. The site will contribute towards meeting the target of constructing 1,375 new Council homes by March 2024.

2.3 When preparing the SHIP, the Council and its RSL partners committed to delivering the projects detailed within it. However, the nature of development means that unexpected delays or constraints may emerge. Scottish Government guidance therefore indicates that a slippage programme is required. To meet the requirement for 'slippage', the Council has over committed the funding within the SHIP. This also provides the opportunity to take advantage of grant funding not utilised within other local authority areas.

Development Programme

2.4 From April 2016 to March 2019, North Ayrshire has been able to secure additional funding of £9.87m by accelerating projects within the SHIP, demonstrating the Council's consistent ability, along with our RSL partners, to deliver an ambitious development programme.

2.5 The construction work to develop new housing at Ayrshire Central is currently scheduled to commence during spring 2021 and be completed by winter 2023. The development of the site for housing complies, in principle, with the Local Development Plan.

2.6 Early acquisition of the site would allow the development to be accelerated and provide the opportunity for the Council to utilise funding which may become available from the Scottish Government due to slippage in other local authority programmes.

2.7 The housing mix for the site is currently being established for the proposed 100 Council housing units. The mix will be set with reference to the Council's Housing Need and Demand Assessment, analysis of the North Ayrshire Housing Register, and engagement with the Health and Social Care Partnership.

Site Valuation

2.8 A District Valuation has been instructed for the site, with the gross valuation subject to the deduction of any abnormal costs anticipated as part of the development project. The abnormal costs will be obtained from site investigations which are currently underway. The gross site value is £2.7m, subject to the deduction of abnormal costs to be agreed between the Council and the NHS.

2.9 The site measures 13.8 Hectares and is anticipated to accommodate in excess of 100 units. The final site capacity will be confirmed following the completion of the site investigation works. Any additional land will either be utilised for further phases of Council house building or private residential development following resolution or mitigation of site constraints. The use of any additional land to develop private housing would contribute to the Council's commitment through the Local Housing Strategy 2018 – 2022 to use the affordable housing development programme to provide opportunities to front-fund infrastructure works for private development.

Abnormal Development Costs

2.10 In order to determine the extent of abnormal development costs associated with the development site, the Council and the NHS have jointly instructed site investigations which will take place during spring / summer 2019.

2.11 The following items are known site constraints which may contribute to the abnormal development costs associated with the site:

- Existing B-listed buildings which are in poor condition
- Existing trees and associated Tree Protection Orders
- Peat removal / mitigation
- The culverted Red Burn and associated potential flooding to localised areas
- The requirement for a landscaped buffer between the Hospital and residential site

2.12 The land at Ayrshire Central has been privately marketed by the NHS for over a decade with no firm interest. New Council house building at this site will contribute to the regeneration of the area and complement the NHS's wider redevelopment of the Ayrshire Central Hospital site.

3. Proposals

3.1 It is proposed that Cabinet approves the acquisition of the Ayrshire Central, Irvine site from the Housing Revenue Account for the sum of £2,700,000, subject to the deduction of abnormal costs.

4. Implications/Socio-economic Duty

Financial:	The sum of £2,700,000, less agreed abnormal deductions, which will be confirmed when the joint site investigations are concluded, will be transferred from the Housing Revenue Account to the NHS. The Housing Revenue Account 30 year Business Plan includes budget provision for the development of 1,375 new units of Council housing by March 2024.
Human Resources:	There are no human resource issues arising from this report.

Legal:	Legal services have been instructed to undertake the necessary legal agreements.
Equality/Socio-economic Duty:	The Council House Building Programme makes a direct contribution to the Council's socio-economic duty by providing affordable housing. Our rent levels are below the Scottish national average for local authority housing providers. Our new build housing also meets the latest Building Standards, and we adopt a range of sustainable technologies at each project to provide lower running costs and alleviate fuel poverty.
Children and Young People:	There is an evidential link between the quality of housing and educational attainment. Our new build Council house build programme therefore has a positive impact on children and young people.
Environmental & Sustainability:	New homes have a low environmental impact, with the aim of reducing fuel use and associated fuel costs. All projects will be delivered in accordance with Building Standards regulations for energy efficiency. In addition, the projects will meet the Scottish Government's 'Greener Standard'. Innovative approaches to sustainable development will be considered for the site (e.g. biomass boilers, solar photovoltaic panels and smart home technologies).
Key Priorities:	The provision of new affordable housing supports the draft Council Plan priority to provide affordable, modern and well-designed homes that meets residents' needs.
Community Benefits:	Community benefits will be sought as part of the contract with the development contractor.

5.   Consultation

5.1   Consultation with the Health and Social Care Partnership was undertaken in the preparation of this report.

YVONNE BAULK
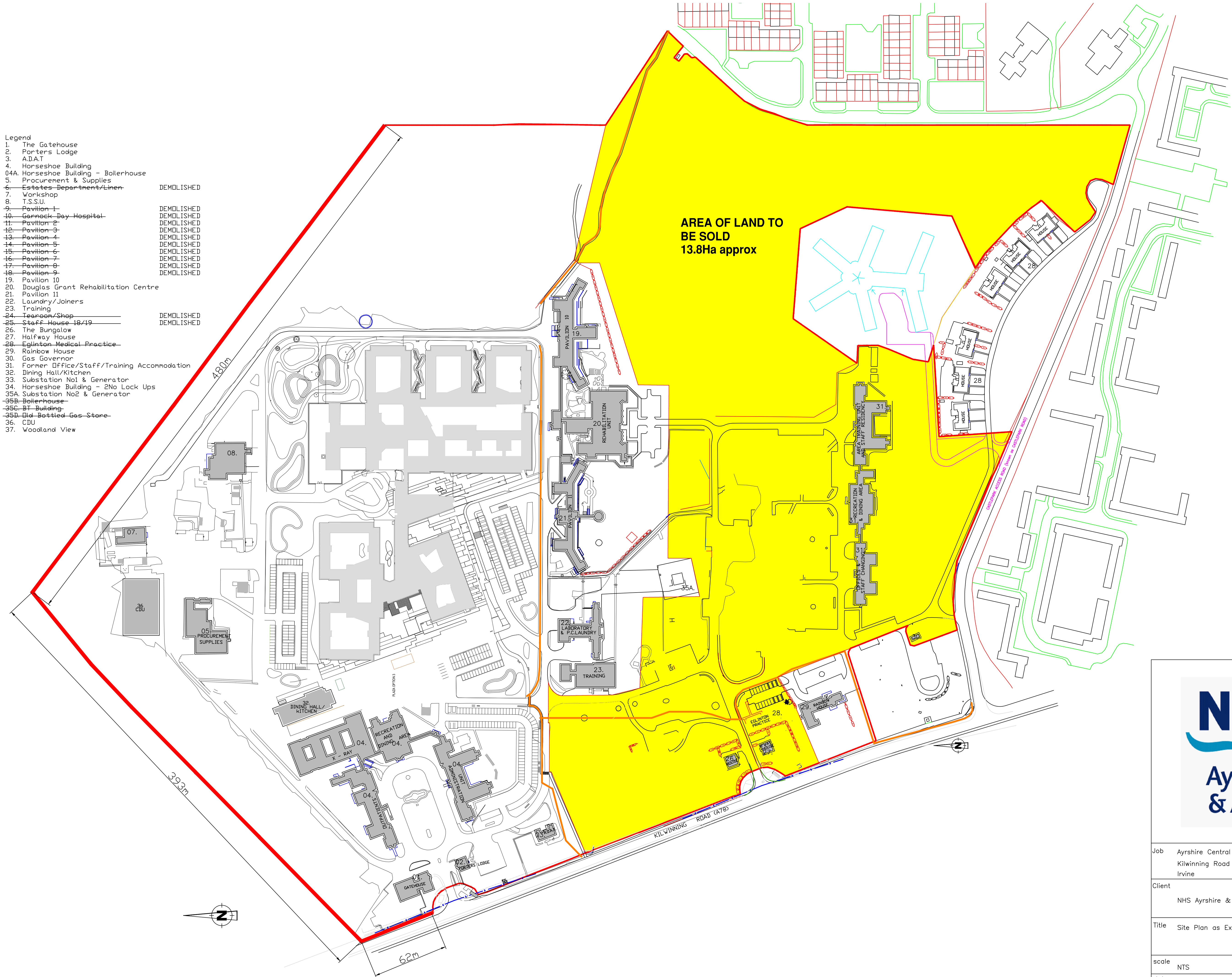Head of Physical Environment

For further information please contact **David Hammond, Senior Manager (Housing Strategy & Corporate Sustainability,** on **01294 324764**.

Background Papers
N/A

Legend
1. The Gatehouse
2. Porters Lodge
3. A.D.A.T
4. Horseshoe Building
04A. Horseshoe Building - Boilerhouse
5. Procurement & Supplies
6. Estates Department/Linen   DEMOLISHED
7. Workshop
8. T.S.S.U.
9. Pavilion 1   DEMOLISHED
10. Garnock Day Hospital   DEMOLISHED
11. Pavilion 2   DEMOLISHED
12. Pavilion 3   DEMOLISHED
13. Pavilion 4   DEMOLISHED
14. Pavilion 5   DEMOLISHED
15. Pavilion 6   DEMOLISHED
16. Pavilion 7   DEMOLISHED
17. Pavilion 8   DEMOLISHED
18. Pavilion 9   DEMOLISHED
19. Pavilion 10
20. Douglas Grant Rehabilitation Centre
21. Pavilion 11
22. Laundry/Joiners
23. Training
24. Tearoom/Shop   DEMOLISHED
25. Staff House 18/19   DEMOLISHED
26. The Bungalow
27. Halfway House
28. Eglinton Medical Practice
29. Rainbow House
30. Gas Governor
31. Former Office/Staff/Training Accommodation
32. Dining Hall/Kitchen
33. Substation No1 & Generator
34. Horseshoe Building - 2No Lock Ups
35A. Substation No2 & Generator
35B. Boilerhouse
35C. BT Building
35D. Old Bottled Gas Store
36. CDU
37. Woodland View

AREA OF LAND TO
BE SOLD
13.8Ha approx

KILWINNING ROAD (A78)

480m
393m
62m

NHS
Ayrshire
& Arran

Job	Ayrshire Central Hospital
	Kilwinning Road
	Irvine
Client	
	NHS Ayrshire & Arran
Title	Site Plan as Existing
scale	NTS drg.no rev
date	February 2018

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NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Declaration of a Climate Change Emergency**
Purpose:	To recommend that the Council declares a climate change emergency and initiates public debate on the next steps in tackling climate change in North Ayrshire.
Recommendation:	That Cabinet: (i) approves the Council's declaration of a climate change emergency; (ii) instructs officers to undertake public consultation, with a particular focus on engaging young people, on the next steps for a collective response to tackling climate change in North Ayrshire; and (iii) instructs that officers initiate preparation of an updated Environmental Sustainability & Climate Change Strategy for publication in autumn 2020.

1. Executive Summary

1.1 A UK wide movement to 'declare a climate emergency' has been established. There is a growing consensus that current targets and actions proposed by countries to date are insufficient to achieve the 2015 Paris Agreement to limit the rise in global temperatures. A recently published Intergovernmental Panel on Climate Change (IPCC) report calls for a 2050 target for net zero emissions and urgent action from member countries to increase their sustainability ambitions.

1.2 The objective of declaring a climate change emergency is to raise awareness of the threats of climate change, stimulate debate, and issue a collective call to action to combat the rise in global temperatures.

1.3 The Council has been pro-active in establishing civic leadership to tackle climate change. The first Environmental Sustainability & Climate Change Strategy (ESCCS) was published in 2014 and was updated in 2017. Successes from the ESCCS are summarised at paragraph 2.7.

1.4 The latest ESCCS is due for publication at the beginning of 2021. Given the growing concerns at an international and national level in relation to insufficient progress in tackling climate change, and the particular concerns of young people in relation to this matter, it would be expedient to initiate consultation and preparation of the next iteration of the ESCCS as soon as possible.
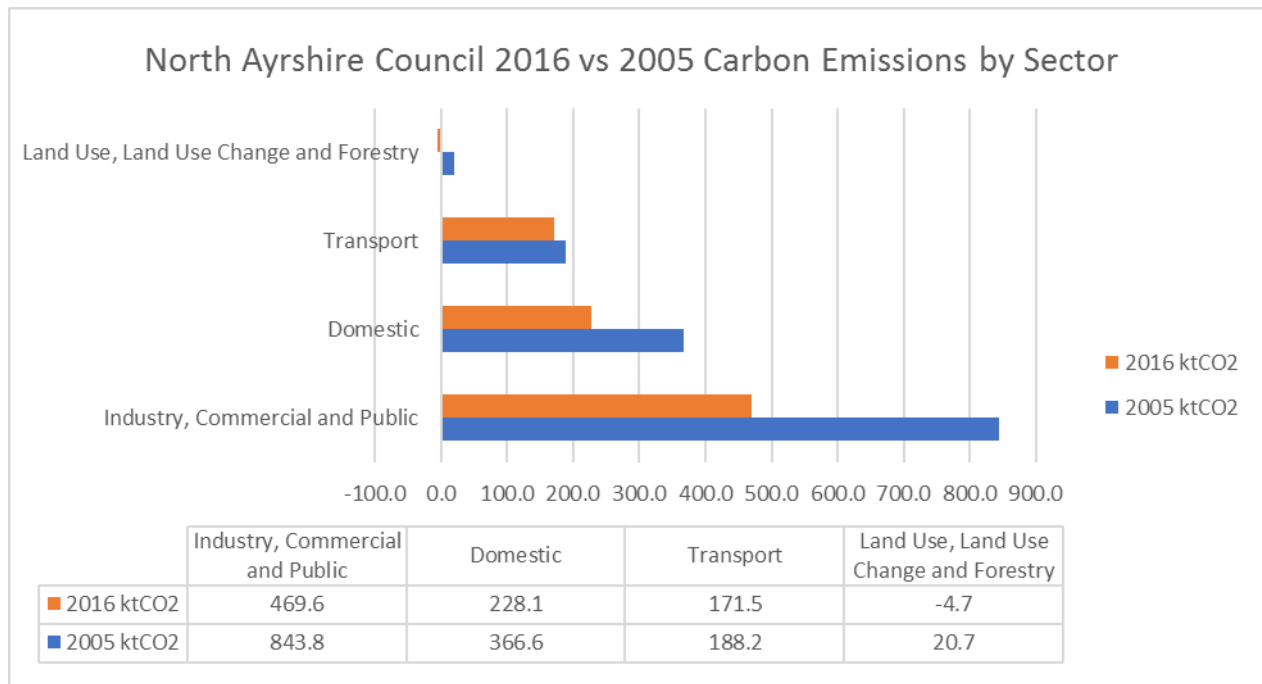
1.5 Cabinet is therefore invited to approve the Council's declaration of a climate change emergency, and instruct officers to undertake a public consultation, with a particular focus on young people, to inform preparation of an updated Environment Sustainability & Climate Change Strategy for future consideration by Cabinet.

2. Background

2.1 In the latter decades of the twentieth century, the phenomenon of climate change, and its potential impacts, gained global profile. In 1988, the Intergovernmental Panel on Climate Change (IPCC), an intergovernmental body of the United Nations, was established. The objective of the IPCC is to provide an objective, scientific view of climate change, its natural, political and economic impacts and risks, and possible response options.

2.2 The IPCC produces reports that contribute to the work of the United Nation Framework Convention on Climate Change (UNFCCC), which is the main international treaty on climate change. The IPCC prepares regular assessments, one of which was critical to informing the 'Paris Agreement' in 2015. The Paris Agreement's long-term goal is to keep the increase in global average temperature to well below 2°C above pre-industrial levels; and to limit the increase to 1.5 °C, since this would substantially reduce the risks and effects of climate change.

2.3 A UK wide movement to 'declare a climate emergency' has been established in response to a report by the IPCC published in October 2018 and the United Nations annual Emissions Gap Report which was published in November 2018. These reports set out scientific evidence indicating that global warming has already risen average temperatures by 1.0 °C, and that the current rate of warming suggests we will reach 1.5 °C by the middle of this century. There is a growing consensus that targets and actions proposed by countries to date are insufficient to achieve the Paris Agreement. The IPCC report calls for a 2050 target for net zero emissions and urgent action from member countries to increase their ambitions.

2.4 The objective of declaring a climate change emergency is to raise awareness of the threats of climate change, stimulate debate, and issue a collective call to action to combat the rise in global temperatures.

2.5 At a national level, the Climate Change (Emissions Reduction Targets) (Scotland) Bill is currently making its way through Scottish Parliament. The Bill currently sets a 90% reduction target in carbon emissions in Scotland by 2050 (based on 1990 baseline levels). A call to the Independent Committee on Climate Change (CCC) was issued in October 2018 for them to provide advice on reductions required by 2050 to meet the Paris Agreement commitment within the UK. These findings have recently been published and recommend a target of net zero emissions across the UK by 2050. Moreover, the report calls for Scotland to achieve net zero emissions by 2045, given the greater potential for emission removal than the rest of the UK (through utilising unused oil and gas fields to store carbon, and the available space for tree planting due to lower population density). This announcement is expected to inform an update to the 90% target within the Bill, which will likely become 100% by 2045, with interim targets of 70% reduction by 2030 and 90% reduction by 2040, as the CCC have evidenced that such targets are technically feasible.

2.6 Each year, the Department for Business, Energy and Industrial Strategy (BEIS) produce a breakdown of carbon emissions across local authority areas throughout the UK. The latest dataset, published in 2018, reports that the carbon emissions across North Ayrshire in 2016 are 864.6 $ktCO_2$ (kilo tonnes of carbon dioxide). This equates to a 39% reduction from the 2005 baseline year. Figure 1 below identifies the main sectors monitored and their associated carbon emissions in 2016:

Figure 1: North Ayrshire Council area Carbon Emissions

	Industry, Commercial and Public	Domestic	Transport	Land Use, Land Use Change and Forestry
2016 ktCO2	469.6	228.1	171.5	-4.7
2005 ktCO2	843.8	366.6	188.2	20.7

2.7 The Council has been pro-active in establishing civic leadership to tackle climate change. The first Environmental Sustainability & Climate Change Strategy (ESCCS) was published in 2014 and was updated in 2017. Collectively, the ESCCS has:

- Established a 40% target for reduction in carbon emissions by 2030, based on a 2005 baseline. Progress is ahead of schedule in meeting both the 40% target for the whole of North Ayrshire and for the Council's estate. The current reduction figures for these are 39% and 35% respectively. The increased area wide performance is mostly due to large carbon reductions in the domestic and industrial sectors due to ongoing decarbonisation of the electricity grids, energy efficiency improvements, and increasingly stringent emissions regulations
- Delivered almost 10MW of installed renewable or low-carbon energy generation through the Council' solar panel retrofit programme, biomass retrofit programme, and landfill gas recovery schemes
- Led to £1.000m of investment in energy conservation measures in Council buildings, as part of a Non-Domestic Energy Efficiency Programme in partnership with Scottish Futures Trust, saving over 372 tonnes CO_2 over the lifetime of the project
- Introduced a 'car club' scheme to reduce emissions associate with staff business travel through the provision of low and zero carbon vehicles
- Replaced over 60% of street lighting across North Ayrshire with more energy efficient LED lighting

- Provided support and resources to primary schools through the Primary School Energy Challenge, reducing energy consumption by 270 MWh and encouraging low carbon behaviours

2.8   While climate change is an issue which has implications for everyone and calls for change come from across the demographic spectrum, young people across the country have recently been participating in climate change strikes and other profile-raising activities to challenge policy-makers at all levels to increase ambition and bring a sense of urgency to tackling climate change.

2.9   The latest ESCCS is due for publication at the beginning of 2021. Given the growing concerns at an international and national level in relation to insufficient progress in tackling climate change, and the particular concerns of young people in relation to the climate change issue, it would be expedient to initiate preparation of the next iteration of the ESCCS as soon as possible.

3.   Proposals

3.1   To inform the next ESCCS, it is proposed to undertake a North Ayrshire wide public consultation to gather information and ideas to inform the response to climate change.

3.2   The primary consultation tool will be CONSUL, which is a digital consultative platform which allows people to respond to consultation questions and participate in an online debate. The ESCCS CONSUL consultation will be entitled 'Climate Change: Just Cool It'. The consultation will be promoted in early years centres, primary schools, secondary schools and further education establishments across North Ayrshire, and will be designed to:

- Raise awareness of, and stimulate debate about, climate change and its implications
- Provide advice and guidance on simple steps people can take to combat climate change. This will be linked to other promotional campaigns, for example the Council's Zero Waste Strategy
- Gather thoughts and ideas to inform the future response to tackling climate change in North Ayrshire, building on our progress to date
- Provide opportunities for teaching staff to link the consultation to relevant Curriculum for Excellence outcomes

3.3   Consultation with our young people will be promoted and encouraged through a number of methods. The CONSUL platform will be promoted through the Youth Services social media platforms.

3.4   Using our Participation and Citizenship Network, Members of Scottish Youth Parliament will be encouraged to consult with local constituents throughout North Ayrshire. There is also the opportunity to engage with our locality youth forums, youth council and hard to reach young people through key partners. We will encourage schools to participate by linking our locality staff with key schools.

3.5   The consultation will also be promoted through the Community Engagement Network, Community Councils, and Locality Partnerships.

3.6 The consultation exercise is proposed to launch in August to 2019, to coincide with the new academic year, and run until December 2019. This will also allow the consultation to be publicised as part of 'Climate Week Scotland' in October 2019. All consultation feedback will be collated, reviewed, and used to inform preparation of the third ESCCS for consideration by Cabinet later in 2020.

3.7 The North Ayrshire Local Biodiversity Action Plan 2019-2031 (LBAP) was approved by Cabinet in May 2019. The impacts of climate change have significant implications for the future viability of our habitats and species. In addition, our habitats have the potential to play a valuable role in carbon sequestration. Following publication of an updated ESCCS, the LBAP will be reviewed to reflect any additional or amended actions which are required in order to align with our climate change response.

3.8 Cabinet is therefore invited to declare a climate change emergency, as a pre-cursor to initiating a public debate on tackling climate change in North Ayrshire. It is proposed that this declaration is followed by a North Ayrshire wide consultation event, to engage communities by stimulating debate on the appropriate collective response to climate change. The outputs from this consultation process will be used to inform the third iteration of the ESCCS for future consideration by Cabinet.

4.   Implications/Socio-economic Duty

Financial:	There are no financial implications arising from the report. The proposed consultation activity and preparation of the third iteration of the Environmental Sustainability & Climate Change Strategy will be funded from existing revenue budgets. Any funding requirements for new initiatives identified through the ESCCS update will be considered when the document is presented for approval.
Human Resources:	None.
Legal:	None.
Equality/Socio-economic Duty:	The proposed new Environmental Sustainability & Climate Change Strategy will include actions to alleviate fuel poverty for those on the lowest incomes within North Ayrshire.
Children and Young People:	The report proposes consultation with children and young people to empower them to share their views on tackling climate change within North Ayrshire.
Environmental & Sustainability:	The proposals contribute directly to the new Council Plan priority of 'A Sustainable Place' by encouraging action to further reduce emissions in North Ayrshire.
Key Priorities:	As above.
Community Benefits:	Community benefits will be sought as part of the procurement process for any new projects identified in the forthcoming ESCCS update.

5.   Consultation

5.1   Consultation will be undertaken with communities, including young people, subject to approval of this report.

YVONNE BAULK
Head of Physical Environment

For further information please contact **David Hammond, Senior Manager (Housing Strategy & Corporate Sustainability),** on **01294 324764.**

Background Papers
0

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Scottish Government Consultation: Short-term Lets**
Purpose:	To provide Cabinet with details of a recently published Scottish Government consultation on short-term let accommodation and the proposed consultation response.
Recommendation:	That Cabinet approves the draft response at Appendix 1 for submission to Scottish Government.

1. Executive Summary

1.1 The term 'short-term let' applies to properties which are available to let for short periods of time, and are typically self-catering accommodation, which is increasingly booked via online platforms such as Airbnb.

1.1 Short-term lets can have a significant benefit to tourism and the related economy; however, they can also be the cause of challenges including loss of mainstream residential accommodation, inconsistency in taxation, and anti-social behaviour issues.

1.2 For this reason, the Scottish Government has issued a consultation asking for stakeholder views on local issues to inform a potential national regulatory framework for short-term lets.

1.3 This may involve registration and/or licensing of short-term lets and enabling different local authority areas to tailor the approach to their needs and priorities, with the possible addition of a financial mechanism to control numbers of short-term lets.

1.4 The consultation questions and proposed Council response are provided at Appendix 1. Cabinet is invited to approve this response for submission to Scottish Government.

2. Background

2.1 In April 2018, the Scottish Government published a consultation document entitled 'Short-term Lets: Consultation'. The consultation paper sets out a summary of the available evidence in relation to the short-term let industry, an outline of a potential regulatory approach, which might involve registration and/or licensing of short-term lets and asks for views on what the powers available to local authorities should be. The paper also signposts other action being taken by the Scottish Government which may impact on short-term lets.

1

2.2   While the Scottish Government welcomes the economic benefits which the development of new models of short-term letting brings to Scotland, it does recognise the challenges they can cause. While there has clearly been a significant growth in short-term lets in recent years, there is limited information on the impact in individual local authorities.

2.3   For a let to be considered 'short-term', the Scottish Government outlined the following conditions that must be met:

- The accommodation is made available for use for letting for a cumulative period of 28 days or more in any rolling period of 365 days (this includes being advertised as available for let)
- At least one of the lets commencing in the same rolling period is not a private residential tenancy (as outlined in the Private Housing (Tenancies) (Scotland) Act 2016)

2.4   There are circumstances where people stay for a short or unpredictable period outwith their primary residence that do not fall within the definition of short-term lets. These include licensed hotels and B&B accommodation, hostels, refuges, care homes, and student accommodation.

2.5   Short-term lets generally involve the letting of all or part of a domestic property, but can also take the form of serviced apartments and furnished accommodation with hotel style services. The accommodation is usually booked through online platforms (for example Airbnb, booking.com etc.).

2.6   It should be recognised that short-term let activity benefits the national and local economies through tourism and the associated economic activity, including the wide range of spin-off and supply chain businesses supported by the sector.

2.7   Short-term let accommodation is not solely for tourism purposes. It also provides a valuable service, for example, to:

- people who are wishing to relocate to an area and require short-term accommodation before securing a long-term solution
- contract workers looking for short-term accommodation
- existing homeowners who are looking for alternative accommodation while carrying out work on their own property

2.8   New collaborative accommodation platforms are part of a wave of 'disruptive technologies', which often operate in a significantly different way from previous businesses. This means that current management and regulatory systems may not be appropriate or applicable. Disruptive technologies can also generate new challenges which require to be addressed.

2.9   Some examples of the challenges that the rise in short-term let accommodation, particularly that booked through online platforms, are:

- Loss of residential housing, leading to lack of availability and choice, higher rents and higher house prices, and reduced community cohesion through high proportions of transient visitors
- Loss of amenity in the surrounding neighbourhood through antisocial behaviour of guests, and property damage, maintenance and repair issues
- Personal safety risks to hosts, guests and other residents
- Regulatory mismatches between the short-term lets, hotel and B&B sectors, e.g. in terms of health and safety and taxation
- Enforcement of guest and host compliance with existing statutory and voluntary requirements, e.g. industry codes of practice
- Loss of revenue to public authorities. The Barclay Review reported ineligible properties benefitting from the Small Business Bonus Scheme

3. Proposals

3.1 The Council response to the various questions posed by the consultation paper are provided in Appendix 1. It is proposed that the Cabinet approve the submission of this response to the Scottish Government.

4. Implications/Socio-economic Duty

Financial:	There are no financial implications arising from this report.
Human Resources:	Not applicable.

Legal:	There may be future legal implications for the Council, pending the outcome of the consultation report and next steps. The consultation paper proposes a potential new regulatory framework for the short-term let sector.
Equality/Socio-economic Duty:	Not applicable.
Children and Young People:	Not applicable.
Environmental & Sustainability:	Not applicable.
Key Priorities:	The proposals in this paper would contribute to the following North Ayrshire Council Plan priorities for: • Active and strong communities • Inclusive, growing and enterprising local economy • People and communities are safe • Affordable, modern and well-designed homes that meets residents' needs • Vibrant, welcoming and attractive places • A sustainable environment
Community Benefits:	Not applicable.

5. Consultation

5.1 The consultation response involved input from the following Council services:

- Physical Environment (Housing)
- Economic Growth (Planning, Trading Standards, Tourism & Coastal Economy)
- Democratic Services (Licensing)
- Finance & Corporate Support (Revenue & Benefits)

YVONNE BAULK
Head of Physical Environment

For further information please contact **David Hammond, Senior Manager, Housing Strategy & Corporate Sustainability,** on **01294 324764**.

Background Papers
Scottish Government (2019), Short Term Lets: Consultation

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Appendix 1: Response to Scottish Government Consultation: Short Term Lets

1   Are you aware of any additional data on the impacts of short-term lets (over and above that set out), which the Scottish Government should take into account when considering proposals for regulation?

Although there is a published study on the impact of second home ownership on Arran, this does not specifically identify additional data on how second homes are occupied. Second home ownership on Arran is high, and the study identifies impacts on the housing market and economy, particularly identifying the lack of affordable housing for workers on Arran.

2   Should a regulatory framework distinguish between sharing, swapping and secondary letting?

Yes. We believe these distinctions are useful as the impacts that such forms of short-term letting can have are varied. Swapping and secondary forms of letting can have more potential for antisocial behaviour than sharing as there is no oversight by a host who is present in the location.

Secondary letting is particularly problematic owing to its potential to inflate housing markets and/or diminish Private Rented Sector (PRS) occupation in areas where housing is in short supply.

3   Should the rules be capable of being different depending on the type of accommodation? For example, to distinguish between tenement flats and detached houses.

Yes, as different property types can give rise to different challenges.

4   Do you have any comments on any other aspect of the definition of short-term lets?

No. The definition is comprehensive and takes cognisance of the range of different types of short-term let accommodation.

5   Do you have any comments on the positive or negative impacts of short-term lets?

Within North Ayrshire most potential impacts arising from short term lets relate to the Isle of Arran, and the challenge of ensuring affordable housing options that support community sustainability and economic development.

Arran has the second largest number of self-catering bookings in Scotland after Edinburgh. Meanwhile, growing the housing supply on Arran – particularly affordable housing - is challenging to achieve because of land availability, land values, and high construction costs.

Second homes are known to have an inflationary effect on housing markets, further challenging community sustainability. Increased ability to capitalise on second home ownership - which can potentially occur through unregulated growth of this sector – could incentivise and therefore further grow second home ownership.

There is also evidence to suggest that short term letting in areas of high tourism can lead to a diminution of PRS capacity. Edinburgh City Council have recently estimated a loss of

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10% of PRS capacity to the short-term let sector. Given that Arran is second to Edinburgh for self-catering visits in Scotland means that this risk of PRS reduction is also likely to be high for Arran.

Analysis of Arran's economy published by the Arran Economic Group in 2017 has shown that the island experienced a growth of its economy by 10% in 2016. However, the same report has also highlighted a decline in the overall population and the lack of labour supply as being the principle threat to continuing economic growth. The report attributes a lack of affordable housing as the main reason for a diminished labour supply.

This relationship between affordable housing and tourism growth shows that for growth to be sustainable, affordable housing is a key requirement. We therefore welcome a regulatory framework that ensures local authorities have the requisite powers to ensure that growth of short term letting is managed, sustainable, and does not lead to the diminution of affordable housing options. Such levers would allow us to harness the opportunities that this sector can offer whilst at the same time mitigating against risks that could undermine our economic base and the fabric of our rural communities.

6   Do you have any examples of other positive or negative impacts of short-term lets?

No.

7   Do you have any comments about the impact of short-term lets on the housing market?

See response to Question 5.

8   Do you have any comments on the restrictions imposed on short-term lets by planning law?

On Arran, second home ownership is an issue, but there is no clear evidence to highlight that altering planning law would respond to the issue.

9   Do you have any comments on powers to tackle antisocial behaviour caused by short-term lets?

While short lets are not a major problem in relation to antisocial behaviour in North Ayrshire, this may be attributable to under reporting. Arran has a high number of holiday lets but there are no reported antisocial behaviour incidents arising to date.

10   Do you have any comments about complaint systems for short-term lets?

It is presently unclear what recourse there is when complaints arise from participants in short-term letting activity. Consideration should be given to expanding the role of an existing ombudsman, or the creation of a new ombudsman, to hear complaints from participants in the sector and provide determinations. It appears that complaints regulation is currently ad-hoc within the sector, with participants using online review systems (on the short-term letting platforms themselves, or third-party review sites such as TripAdvisor) to log complaints.

11   Do you have any comments on safety issues related to short-term lets?

Clarity is required on the area of health and safety legislation that short-term lets fall within, as there are a number of potential stakeholders in local authorities, including Environmental Health, Trading Standards, and Planning.

We would support a similar standard to be introduced for short-terms lets as exists for the PRS sector, i.e. the Repairing Standard. This would ensure that short-term letting hosts have adequate liability for ensuring that there is adequate smoke and fire detection, gas safety etc. for their guests.

12   Do you have any comments on eligibility for non-domestic rates?

The current requirement to intend to let a property for 140 days or more in a financial year without any evidence of actual letting provides an easy opportunity for property owners to avoid council tax by switching to non-domestic rates as a self-catering unit. The council has a high number of second homes on the Isle of Arran and Millport and in recent years there has been some movement towards non-domestic rates, which has reduced the Council's council tax income. The Non-Domestic Rates (Scotland) Bill and subsequent secondary legislation will address this issue.

13   Do you have any comments on the additional eligibility requirements recommended by the Barclay Review?

It is currently too easy for an owner of a property to switch from Council Tax to Non-Domestic Rates to avoid taxation, but this must be balanced against the right of an owner to decide what do with their own property. Legislation should allow for the legitimate movement of property between council tax and non-domestic rates but not for tax avoidance reasons. The Barclay review recognised this weakness in the non-domestic rates system and the Non-Domestic Rates (Scotland) Bill and subsequent secondary legislation is trying to address this known loophole, which is welcome.

The Bill and secondary legislation may make it more difficult for owners of a property to switch from council tax to non-domestic rates by making it a condition that a property must be let for 70 days and an intention to let for 140 days in a financial year. This change should protect the Council's council tax income and may also result in self-catering units moving back to council tax because an owner cannot prove they let their property out for 70 days or more per year.

14   Do you have any comments on the eligibility of self-catering accommodation for the Small Business Bonus Scheme?

Most self-catering units in North Ayrshire have a Rateable Value below £15,000 and are therefore eligible for 100% small business bonus scheme relief. If the property meets the eligibility criteria of a small business, then they should receive rates relief just like any other business. The Non-Domestic Rates (Scotland) Bill will give Councils discretion to decide if a property is a dwelling or should be rated as a self-catering unit and secondary legislation will introduce the requirement to let for 70 days, together these reforms may reduce the number of self-catering properties receiving rates relief and help Councils retain council tax income.

15   Do you have any other comments on taxation relating to short-term lets?

No.

16   Do you have any additions or amendments to the proposed design principles?

No, the proposed design principles appear appropriate.

17   Do you have any comments on the proposed scope of a regulatory framework?

We support the recommendations within the consultation for the development of a national framework to allow councils powers to take action against the owners of the short-term lets should antisocial behaviour be persistent and where they are failing to address the issues.

18   Do you have any comments on the controls or conditions which councils should be able to set through a registration or licensing regime?

We would support some usage of market-based mechanisms to control short-term lets in specific circumstances. We would welcome disincentives applied to 'secondary letting' forms of short-term let. This is because of the risk of inflating housing markets in locations such as Arran and Cumbrae where, in effect, residential dwellings are transformed into exclusively commercial units.   This would further reduce an already restricted housing supply. This could be facilitated through a registration or licensing scheme.

19   Do you have any comments on whether a licensing scheme and/or market-based approach, and any associated charges, should apply to all types of short-term lets and whether conditions and/or charges should vary according to the type of property, its location or the number of rooms?

As per the response to the question above, the primary challenge is the regulation of secondary letting. The introduction of charging could, in principle, address the imbalance between the attractiveness of secondary letting and traditional PRS activity in some areas. Consideration would need to be given to potential unintended consequences, such as a detrimental impact on the tourism industry through reduced availability of accommodation, as well as the administrative burdens of implementing and collecting any charges.

20   Do you have any comments on the effectiveness of a days per year limit in meeting the Scottish Government's objectives?

We support the case for the effectiveness of a 90 days limit per year. This is particularly important towards ensuring that short-term lets do not lead to a diminished PRS market. We would like to see this proposal extended beyond large cities where demand is particularly high. Such demand poses the risk of compromising the PRS sector which is particularly vulnerable to a 'substitution risk' if an unrestricted and high demand short-term let runs alongside it. Edinburgh City Council have already estimated a 10% diminution of the PRS sector. In North Ayrshire a healthy PRS is essential in helping meet housing need on Arran, furthermore research has shown that there are affordable housing access issues already present, which could be inhibiting the Arran economy from growing further. As 18-35s year old cohort forms close to 50% of PRS tenure in Scotland, means that this risk if left unchecked is likely to impact on young people's housing options in Arran.

21   Do you have any comments on how regulations should deal with commercial hosts?

In the PRS sector, there are few, if any, distinctions applied between private landlords with one property, and landlords with multiple properties. It is accepted, however, that there are VAT issues to be considered for those operators whose turnover exceeds the taxable turnover threshold.

22   Do you have any comments on who should be subject to enforcement and sanctions?

Our view is that enforcement and sanctions should be levied on hosts not guests. In North Ayrshire's PRS, enforcement and sanctions are administered via Licensing Committee. The

remit of the Committee could be extended to include short-term lets, subject to appropriate resourcing and training.

23   Do you have any other comments on short-term lets not covered in your answers to the above?

No.

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Decriminalised Parking Enforcement and the Introduction of Car Parking Charges**
Purpose:	To seek Cabinet approval to: (1) progress and submit an application to Scottish Government to introduce Decriminalised Parking Enforcement within North Ayrshire; and (2) introduce car parking charges at identified short stay car parks in Irvine, Kilwinning, Saltcoats, Largs and charges for on street parking at Brodick as detailed within Appendix 1.
Recommendation:	Cabinet are asked to: (i) agree that an application seeking the introduction of Decriminalised Parking Enforcement across the North Ayrshire Council area will be finalised and submitted to Scottish Government; (ii) agree to the introduction of car parking charges at identified short stay car parks and identified on street parking at Brodick as detailed in Appendix 1; (iii) agree that a review of the current Town Centre Car Parking Strategy in support of proposals to introduce car parking charges will be carried out; (iv) note the proposed recruitment of a Car Parking Manager to progress the introduction of car parking charges and application for Decriminalised Parking Enforcement; (v) agree that there will be further engagement with local Ward members, to review existing parking restrictions, potential vehicle displacement and the introduction of resident parking permit schemes as appropriate; (vi) agree that officers will proceed with the necessary Traffic Regulation Orders required to introduce parking charges in the designated car parks, and on-street in Brodick; and (vii) note the next steps as outlined in paragraph 2.31 and agree to receive progress update reports as appropriate.

1. Executive Summary

1.1 Effective management of parking and the development of alternative travel modes are central aspects within the development of economic and environmentally sustainable town centres. The Council's agreed Town Centre Car Parking Strategy sets out to:

- Enhance and support local economies;
- Improve traffic flows and reduce congestion;
- Manage parking spaces to ensure adequate availability and the prioritisation of prime spaces;

- Reduce carbon emissions and improve air quality; and
- Promote alternative modes of travel.

1.2 At its Budget setting meeting on 28 February 2018 North Ayrshire Council agreed to develop the introduction of Decriminalised Parking Enforcement (DPE) and the introduction of car parking charges.

1.3 A previous project undertaken in 2011/12 identified that the introduction of DPE was not financially viable on its own and would require to be supported by the introduction of car parking charges. Consequently, the introduction of DPE was not taken forward at that time.

1.4 Parking offences in North Ayrshire are therefore still a criminal offence and any violation of parking restrictions are only enforceable by Police Scotland. The Road Traffic Act 1991 permits local authorities to apply for the legal powers to take over the enforcement of on-street, as well as off-street, car parking regulations from Police Scotland. In areas where DPE has been granted parking offences become civil offences enforceable by the local authority.

1.5 A Project Steering Group, comprising of officers from Roads, Economy & Communities, Legal, Finance, Communications and Customer Services was established to oversee and co-ordinate the development of a proposal to introduce car parking charges and to introduce DPE. The Steering Group has met with Transport Scotland's Policy Section who have provided guidance on the statutory process the Council requires to follow to apply for DPE powers. Feasibility studies for the introduction of car parking charges and DPE have been undertaken and reports on their outcomes prepared which have informed the proposals in this paper.

2. Background

2.1 Since the withdrawal of the Traffic Warden Service by the Police in 2012, the enforcement of parking violations has reduced significantly and is now generally only undertaken by the Police in response to complaints or issues of obstructive parking. This has led to a significant increase in visible parking violations and poor parking behaviours and an increase in complaints to the Council who are currently powerless to take any enforcement action.

2.2 The Town Centre Parking Strategy (July 2014) was developed to ensure a consistent and coherent approach to parking which enhances and supports the local economy. This identified the need to manage the availability of parking through the introduction of short stay parking in selected car parks in Irvine, Kilwinning and Saltcoats. This aimed to increase the turnover of spaces to ensure adequate provision of parking spaces and support town centre activities.

2.3 This was introduced on a voluntary basis in November 2016 in the five selected car parks listed below. This approach aimed to provide the opportunity for the Council to encourage good practice and change parking behaviour without introducing enforcement measures. It was implemented through the installation of signage stating "Short stay parking only, maximum stay three hours" at the following locations:

- Bridgegate, Irvine;

- Kirkgate, Irvine;
- Oxenward East, Kilwinning;
- Oxenward West, Kilwinning; and
- Vernon Street, Saltcoats.

As the introduction of the short stay parking limit was advisory, it relied on user compliance with the signage. Surveys of car park usage established that this had some initial success in terms of compliance including a desired increase in the turnover of vehicles and in the numbers visiting per day. Subsequent surveys later established that without enforcement, compliance and associated improvements had declined. This approach has therefore not achieved the required change in parking behaviour. To ensure compliance with short stay parking restrictions and generate the desired turnover of available parking spaces in our town centres to support town centre activities, enforcement is required.

2.4 Decriminalised Parking Enforcement (DPE) is a regime which enables the local authority to administer parking penalties, including the issuing of Penalty Charge Notices (PCNs) to vehicles. In areas with DPE, stationary traffic offences cease to be criminal offences enforced by the Police and instead become civil penalties enforced by the local authority. Local authorities retain the income from penalty charges from on and off-street parking offences. Any surpluses are used firstly for the provision and maintenance of off-street parking facilities and secondly for road improvement and public transport purposes in the local authority area.

2.5 Currently 21 out 32 local authorities in Scotland have put DPE in place. The main benefits of acquiring parking enforcement powers are:

- A co-ordinated parking enforcement service will be established;
- Compliance levels will improve;
- Overall improved environmental conditions including safer traffic conditions, and less pollution due to better traffic circulation;
- Parking enforcement would become more locally accountable, consistent and adaptable to local needs;
- Enhanced levels of enforcement for future parking controls:
  (i)   to tackle indiscriminate parking near schools;
  (ii)   for residents parking schemes; and
  (iii) for disabled parking bays
- Support for public transport and active travel initiatives through encouragement to consider alternatives to the private car;
- Improved safety for pedestrians and vulnerable groups;
- Enhanced turnover of parking in town centres to provide more short stay parking opportunities for shoppers, service users and long stay parking for the business community;
- Improved conditions for servicing (i.e. delivery vehicles), particularly through reduced competition for road space.

2.6 While the principal objective of introducing DPE in North Ayrshire is to improve compliance with parking regulations and the efficiency of the parking operation a Business Case previously developed in 2011/12 found that DPE would not be financially viable without the support of introducing car parking charges and the proposal was therefore not taken forward at that time.

2.7 The proposed introduction of car parking charges along with DPE will ensure a consistent and coherent approach to parking that meets the objectives of the Town Centre Car Parking Strategy in managing prime town centre parking spaces to ensure there is a turnover of sufficient parking spaces. The Council's car parking strategy does not currently support either off street or on street car parking charges. It is recognised that there are significant drivers for a change to this policy to ensure that it continues to meet the identified objectives. These include: increasing parking pressure within town centres; increasing reliance on cars for everyday journeys; decreasing patronage on public transport; ensuring that ongoing enforcement is economically viable; and reducing revenue budgets for the management and maintenance of car parks. The Strategy will therefore require to be reviewed and amended should Cabinet approve this proposal. It is also noted that the recent consultation on the forthcoming Transport Bill proposed the introduction of powers in relation to double and pavement parking for local authorities for which enforcement arrangements may be required.

2.8 While the previous study into the introduction of DPE proved not to be financially viable on its own, further work has now recently been undertaken which confirms the introduction of car parking charges together with DPE could potentially generate a net income stream of approximately £350,000 per annum. The income generated from penalty charges from on and off-street parking violations must be retained to finance the operation, enforcement and adjudication of the DPE regime. Car parking income should firstly be used to manage and maintain the car park infrastructure and enforcement, thereafter any surpluses can be used for other Council initiatives, for example road improvements, road safety projects or active travel schemes.

2.9 To obtain DPE powers the Council must follow a statutory process and make an application to Scottish Government. Transport Scotland assesses DPE applications on behalf of Scottish Ministers. Provided Ministers are content, Scottish Statutory Instruments are then drafted which will decriminalise parking offences and allow the local authority to take over enforcement from the Police. The process for applying for DPE can take up to 18 months and is set out as follows:

- Local authority undertakes DPE feasibility study (draft study completed)
- Local authority prepares draft application
- Local authority consults locally on draft proposals
- Local authority submits draft application to Transport Scotland
- Transport Scotland replies to local authority with comments, and begins to prepare the necessary Scottish Statutory Instruments (SSIs)
- Local authority reviews comments and submits final application to Transport Scotland
- Transport Scotland considers final application, and finalises SSIs
- Subject to Ministerial approval, Transport Scotland consults on draft SSIs
- Transport Scotland notifies Ministers of the consultation outcome and finalises SSIs
- Subject to Ministerial approval, SSIs are made and laid before the Scottish Parliament
- Provided there are no objections raised, SSIs come into force

2.10 A Project Steering Group was established, and officers met with Transport Scotland's Policy Officer last year to discuss the process for obtaining DPE powers.

2.11 The Project Steering Group set up a working group to progress operational matters concerning the introduction of DPE and Car Parking Charges. Due to limited in-house

resources, specialist expertise was obtained from our Framework Consultant RPS to provide feasibility reports into the Introduction of DPE and Car Parking Charges.

2.12 A financial assessment of introducing DPE has identified options for in-house and external operation of a DPE regime within the North Ayrshire area. The financial models show that DPE on its own is not financially viable, with in house operation of the controls costing an estimated £121,000 per annum net, after income from penalty charges.

2.13 A financial assessment of introducing car parking charges in our car parks has also been carried out to identify the expected cost of necessary infrastructure, management and operational running requirements. Furthermore, the assessment also identifies:

- a range of charging times and differing tariffs.
- recommendations on which off-street car parks should be included within the charging scheme, considering potential revenue generated, enforcement requirements, location, infrastructure costs and maintenance.
- full financial assessment of the introduction of car parking charges

2.14 On reviewing the feasibility assessments, local circumstances and taking account of the Council's current Town Centre Car Parking Strategy, a 'one size fits all' approach is not appropriate. Each town and village has been considered and each has a unique infrastructure and usage pattern. No two towns have the same traffic flow conditions. In addition, we require to assess the impact of the Dalry bypass on traffic in the Garnock Valley.

2.15 It is therefore not considered appropriate to introduce car parking charges at the current time within Skelmorlie, West Kilbride, Fairlie, Millport, Lochranza, Lamlash, Whiting Bay (and other villages on Arran – with exception of Brodick), Ardrossan, Stevenston, Beith, Kilbirnie, Dalry, Barmill, Glengarnock, Dreghorn or Springside. Whilst it is not proposed to introduce car parking charges at these towns and villages at the current time the introduction of DPE powers will facilitate the control of parking behaviour within all towns and villages through the enforcement of existing on street parking waiting restrictions. This will improve existing parking behaviour and create an increased availability of town centre parking for those wishing to visit the town and village centres for a few hours or less. Whilst it is not intended to introduce car parking charges within these towns and villages at this time, this will be kept under review to monitor the effectiveness of the introduction of DPE powers. Existing on street parking restrictions and local needs will also continue to be monitored with local Ward Elected Members going forward to identify any required amendments to existing controls.

2.16 It is recommended at this time that car parking charges be introduced at the identified short stay car parks in Irvine, Kilwinning, Saltcoats and Largs, and for on street parking at Brodick as shown in Appendix 1. Free parking will however be retained in all other car parks. This approach will ensure the provision of parking spaces to support town centre activities and achieve the Parking Strategy objectives.

Irvine

2.17 In Irvine consideration was given to the specific traffic dynamics of the town and current parking behaviour. There is regularly a lack of available short stay parking within the town centre and on street parking restrictions are not being adhered to. There is however parking available at a number of locations. It is proposed to introduce parking charges in 3 town centre car parks at Kirkgate, West Road and East Road. This equates

to approximately 10% of the available parking within the Town, therefore the majority of parking will remain free of charge. Current on street restrictions will also be enforced via DPE powers to ensure the appropriate use of all available parking. Officers will meet with Irvine Ward Members to agree local needs, including a review of current on street parking restrictions and the need for Resident Parking Permits as a result of displacement following the introduction of car parking charges and introduction of DPE controls. These controls will contribute to an increased availability of town centre parking spaces for use by visitors to the numerous town centre businesses and facilities whilst the retention of free long stay parking will be available for those wishing to visit all day or to park whilst at work, whilst also meeting the needs of town centre residents.

Kilwinning

2.18 Kilwinning has unique circumstances with very limited town centre on street parking, a busy college and a restricted vehicular access to the Main Street. Whilst existing car parks at Oxenward are designated as voluntary short stay car parks, these provisions are not being adhered to. All these factors contribute to a lack of available short stay parking spaces to service the town centre. There are also several residential properties within the town centre. It is proposed to introduce car parking charges in 2 car parks, these being at Almswall Road and one of the car parks at Oxenward, with the remaining Oxenward car park being designated as a free long stay car park. Free short stay parking (up to 1 hour) will also be provided at Oxenward. Officers will meet with Kilwinning Ward Members to agree local needs, including a review and agreement of the most suitable car park to charge in at Oxenward, agree the specifics of the introduction of some free short stay (up to 1 hour) parking, and review the need for Resident Parking Permits. These controls will contribute to an increased availability of town centre parking spaces for use by visitors to the numerous town centre businesses and facilities whilst the retention of free long stay parking will be available for those wishing to visit all day or to park whilst at work, whilst also meeting the needs of town centre residents.

Saltcoats

2.19 The town centre car parks within Saltcoats are well used and tend to be subject to all day parking which reduces the availability of car parking spaces for visitors wishing to spend a few hours or less in the centre. There is regularly a lack of available short stay parking within the town centre and on street parking restrictions are not being adhered to. There is however parking available at several locations. It is therefore proposed to introduce short stay car parking charges in the car parks at Vernon Street, Bradshaw Street, Windmill Street and Kirkgate. Current on street restrictions will also be enforced via DPE powers to ensure the appropriate use of all available parking. Officers will meet with Saltcoats Ward Members to agree local needs, including a review of current on street parking restrictions and the need for Resident Parking Permits as a result of displacement following the introduction of car parking charges and introduction of DPE controls. These controls will contribute to an increased availability of town centre parking spaces for use by visitors to the numerous town centre businesses and facilities whilst the retention of free long stay parking will be available for those wishing to visit all day or to park whilst at work, whilst also meeting the needs of town centre residents.

Largs

2.20 A review of current parking behaviour and traffic flow within Largs confirms the town is extremely busy and particularly at weekends. Currently there are local arrangements in place to assist with the management of available parking spaces during busy summer weekends through the introduction of parking marshals. The marshals do not have any

enforcement powers but have been successful in assisting drivers in locating available parking within the town. The Largs shorefront car park is well used and is currently operated on a pay and display basis. There is regularly a lack of available short stay parking within the town centre as existing on street parking restrictions are not being adhered to. It is proposed to introduce short stay parking charges in Gateside Street car park. With the introduction of DPE powers the existing on-street parking restrictions will also be better controlled to create a turnover of town centre parking spaces. Officers will meet with North Coast Ward Members to agree local needs, including a review of on street restrictions and the need for Resident Parking Permits following the introduction of car parking charges and DPE controls.

2.21 Within Largs, an opportunity has also become available to negotiate the purchase of an area of land adjacent to Bellman's Close. A business case has been developed to assess the financial viability of purchasing the site to operate as a fee-paying car park which has identified an anticipated 3.5 years payback period on the initial investment. Officers are currently pursuing the purchase of this ground which will be operated as a "Pay and Display" car park and will assist in the provision of 15 car parking spaces within the town centre.

2.22 Where future opportunities are identified for the provision of new additional parking in other towns or villages, these will be considered on a self-financing basis. A business case will be developed for each location being considered to review costs and potential payback period for the required investment. Income to offset costs will be generated from the introduction of car parking charges on any identified sites.

Brodick

2.23 The Island of Arran is a well visited tourist destination and attracts a number of cars and other vehicles, particularly since the introduction of the Road Equivalent Tariff (RET). The existing on street parking available at Brodick shorefront is well used by both visitors and residents of the island. It is proposed to introduce seasonal parking charges along Brodick Shorefront to meet the needs of tourists and visitors. Officers will also meet with Ward Members to discuss local needs including the introduction of an Islander Parking Permit scheme for the Brodick shorefront on street parking area where an "all-day" tariff will also be considered and introduced. It is anticipated this will provide for enhanced turnover of vehicles parked on the shorefront whist still facilitating island resident parking needs when choosing to leave their cars on the island whilst visiting the mainland.

2.24 The proposed short stay parking tariff will be introduced between 9:00am and 5:00pm Monday to Friday. Parking charges will be introduced 7 days a week in Largs and Brodick due to high visitor numbers at weekends. Charging in Brodick to be seasonal from April to October and will include an all-day parking tariff. Free parking will be retained for Blue Badge Holders in all car parks. Location plans of the proposed locations where car parking charges are to be introduced are shown in Appendix 1. The suggested tariffs are:

Proposed Tariff	
Time (Mins)	Short Stay
60	£1.00
120	£1.50
240	£3.00
All Day	Not Permitted

Whilst the proposed introduction of car parking charges at identified locations, together with the introduction of DPE powers, will facilitate several benefits, an income will also be generated. Based on the above suggested tariff being introduced, an annual gross income of approximately £471,000 is predicted. It is estimated that the annual revenue costs associated with the introduction of DPE will be £121,000 per year. These costs will be offset against the predicted income from car parking charges, therefore the potential net income is estimated to be £350,000 per year.

2.25 The financial assessments show that outsourcing the operation of the DPE regime is the most economical model, however this option comes with its risks. The Council would be required to control and monitor the contractor, in certain areas overzealous enforcement has been reputationally damaging and the contractor's commercial strategy may not align with the Council's wider corporate objectives. Consequently, it is recommended that enforcement is retained in-house, together with the requirement for the administration and processing of PCNs.

2.26 To implement and manage the DPE and car parking charges regime additional management and enforcement staff will be required. It is considered that the Council will require to create the positions of a new Parking Manager who would be supported by an enforcement team comprising a 1 Supervising Parking Attendant and 5.7 FTE Parking Attendants. This will enable 130 hours of on and off-street enforcement. Shift working will be required for the Parking Attendants to ensure enforcement can be delivered over the full week across North Ayrshire.

2.27 It should be noted that both East Ayrshire and South Ayrshire Councils operate a DPE regime. East Ayrshire Council have recently completed a review of parking within their area. They currently only apply parking charges in Kilmarnock from which they generated an income of £1.273 million in 2017/18. They have recently approved an increase in the parking charges to £1 per hour to a maximum of £5 in their long stay car parks and discarded their existing short stay car parks and introduction of an £8 tariff for all day parking in their existing short stay car parks. East Ayrshire are also considering the introduction of parking charges on Saturdays and extending the car parking charges into other towns. South Ayrshire currently only charge for parking in Ayr but are considering extending charging into Prestwick and Troon.

2.28 It will be necessary to introduce car parking charges at the same time as DPE powers as the income required from car parking charges is essential to make the introduction of DPE viable. The statutory process for DPE will take an anticipated 18 months. It is not considered appropriate to introduce car parking charges before DPE powers are available. The parking enforcement powers are essential to ensure the control of displacement of cars on to adjacent streets and any increase in poor parking practices. It is therefore considered appropriate to introduce DPE and car parking charges at the same time. It is also hoped that the nominal fee structure will encourage the use of the short stay facilities by shoppers and visitors, whilst the long stay parking will be available for those working in our town centres.

2.29 An exercise is also necessary to review our existing restrictions and Traffic Regulation Orders and to ensure existing road markings and sign plates are compliant to enable enforcement of on street parking restrictions. Car park directional signage will also be reviewed and further improved as necessary within towns.

2.30 Displacement of vehicles from car parks and by controlling existing on street parking restriction compliance will potentially result in a number of requests for Resident Parking Permit schemes to be introduced to combat indiscriminate parking in residential locations close to the town centres. Resident parking schemes will therefore require to be designed. It is also likely that there will be an increase in on street parking when charging is first introduced, however this will reduce, as acceptance of the charging regime grows. Meetings will be held to consider parking restrictions to control displacement into residential streets close to the town centres. Officers will meet local Elected Members on a Ward basis to review local circumstances.

2.31 The next stages in the process are:

- Submit draft application for DPE to Transport Scotland
- Recruitment of a Parking Manager
- Meet local Ward Members to review local circumstances
- Undertake review and consolidation of Traffic Regulation Orders
- Submit finalised application for DPE to Scottish Government
- Promote the Traffic Regulation Order to enable charging in our off-street car parks
- Promote the Traffic Regulation Order to enable charge on-street in Brodick
- Consider any objections to the Traffic Regulation Orders
- Review options for back office and administrative support
- Consultation and engagement
- Review of cashless technology for parking charges
- Procurement of car parking charges infrastructure
- Installation of car park charging infrastructure
- Recruitment of enforcement staff and back office support

2.32 In order to progress this project it is recommended that the recruitment of the necessary Parking Manager required to manage the DPE regime and charging within our car parks is now progressed.

3.   Proposals

3.1 It is proposed Cabinet agree that an application seeking the introduction of Decriminalised Parking Enforcement across the North Ayrshire Council area will be finalised and submitted to Scottish Government

3.2 It is proposed Cabinet agree to the introduction of car parking charges at identified short stay car parks and identified on street parking at Brodick as detailed in Appendix 1.

3.3 It is proposed Cabinet agree that a review of the current Town Centre Car Parking Strategy in support of proposals to introduce car parking charges will be carried out.

3.4 It is proposed Cabinet notes the proposed recruitment of a Car Parking Manager to progress the introduction of car parking charges and application for Decriminalised Parking Enforcement.

3.5 It is proposed Cabinet agree that there will be further engagement with local Ward members, to review existing parking restrictions, potential vehicle displacement and the introduction of resident parking permit schemes as appropriate.

3.6 It is proposed Cabinet agree that officers will proceed with the necessary Traffic Regulation Orders required to introduce parking charges in the designated car parks, and on-street in Brodick.

3.7 It is proposed Cabinet notes the next steps as outlined in paragraph 2.31 and agree to receive progress update reports as appropriate

4. Implications/Socio-economic Duty

Financial:	It is estimated that the annual revenue costs associated with the introduction of DPE will be £121,000 per year. These costs will be offset against a predicted income of £471,000 by introducing car parking charges in our short stay car parks and on-street in Brodick, therefore the potential net income is estimated to be £350,000 per year. Costs associated with land purchase at the available site in Largs at Bellman's Close and associated pay and display infrastructure will be met from the existing General Fund Capital Programme.
Human Resources:	The introduction of DPE and Car Parking Charges will require the creation of a new Parking Manager supported by a number of Enforcement Officers.

Legal:	Legislation contained in The Road Traffic Act 1991 enables local authorities to decriminalise parking offences and allows local authorities to introduce their own parking penalty regime. A Traffic Regulation Order will be required to consolidate our on-street parking restrictions and a Traffic Regulation Order will be required to introduce parking charges in our car parks. Any further on street parking restrictions will also require a Traffic Regulation Order to be approved.
Equality/Socio-economic Duty:	Improved car parking opportunities and better management of parking would improve accessibility to town centres for all.
Children and Young People:	Enhanced levels of enforcement will contribute to improvements in road safety.
Environmental & Sustainability:	The introduction of DPE and car parking charges supports improved environmental conditions, including improved traffic management and safer traffic conditions. Reduced pollution due to less illegal parking and better circulation of traffic and increased attractiveness of sustainable travel across North Ayrshire, which could result in increased use of public transport and reduced travel by car will reduce carbon emissions and improve air quality.
Key Priorities:	The introduction of DPE and car parking charges will contribute to the Council's key priorities contained in the draft new Council Plan relating to growing our economy, increasing employment and regenerating towns through the creation of improved turn over in parking spaces in town centres and new and improved opportunities for sustainable and active travel to key employment areas, town centres, services and local attractions.
Community Benefits:	Improved availability of car parking enhances and supports town centre economy.

5. Consultation

5.1 The Policy Advisory Panel were consulted on the proposals at a Special Advisory Panel Meeting held on 29 May 2019.

5.2 Consultation with key stakeholders and businesses will be necessary as part of the statutory process of applying for DPE.

5.3 Engagement with local Elected Members on a ward basis will be carried out to review existing parking restrictions, potential vehicle displacement and the introduction of resident parking permit schemes as part of the introduction of car parking charges and DPE controls.

RUSSELL McCUTCHEON
Head of Commercial Services

For further information please contact **Campbell Dempster, Senior Manager (Network), on 01294 324845**.

Background Papers
Insert titles of any background papers or N/A

Legend

CarParks

Stay Type

■ Long Stay Car Park

■ Short Stay Car Park

Irvine Central

Recreation Park
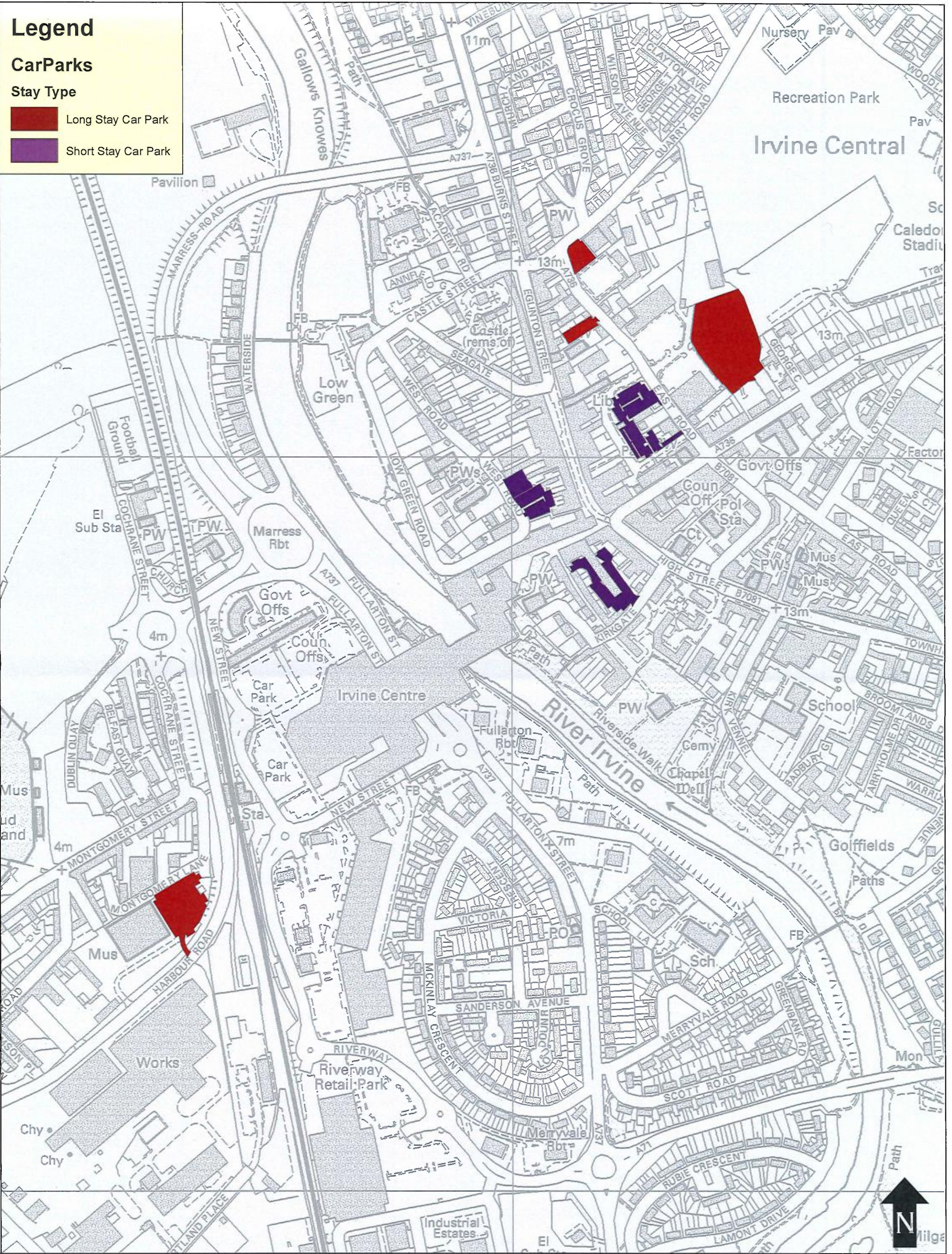
Title:
Irvine
Traffic Orders
Long / Short Stay Car Parks

NORTH AYRSHIRE COUNCIL
Commercial Services
Roads

Section:	Asset Management
Date:	23 May 2019
Scale:	1:4,500
Drawing No:	

Legend

CarParks

Stay Type

- ▮ Long Stay Car Park
- ▮ Short Stay Car Park
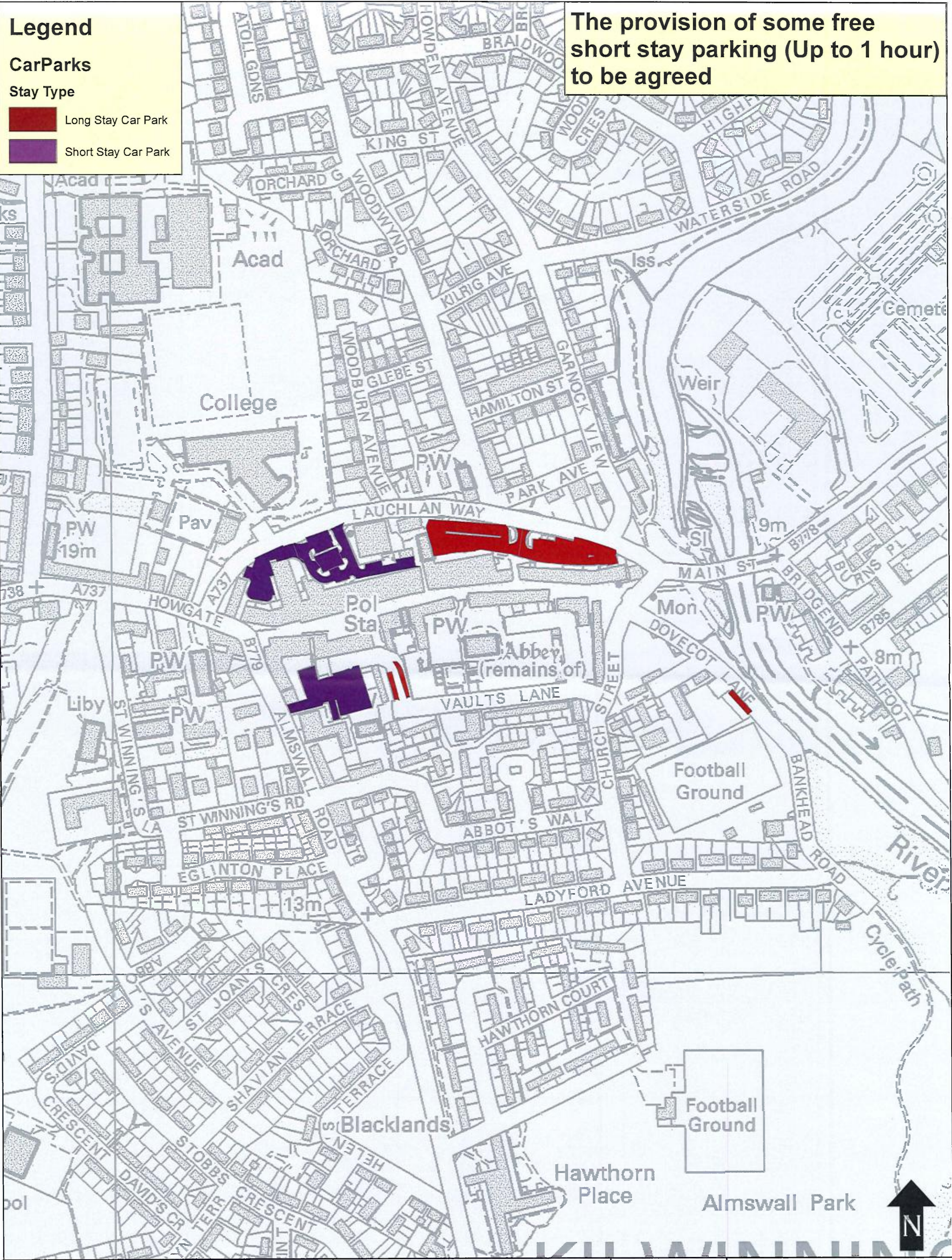
Title:

Kilwinning
Traffic Orders
Long / Short Stay Car Parks

NORTH AYRSHIRE COUNCIL
Commercial Services
Roads

Section:	Asset Management
Date:	23 May 2019
Scale:	1:3,000
Drawing No:	

Legend

CarParks
Stay Type

- 🟥 Long Stay Car Park
- 🟪 Short Stay Car Park

Sch
CHEM PLACE
ARGYLE ROAD
AVENUE
SHARPHILL
Path
B714
CAMPBELL AVENUE
GLEBE PLACE
Tel Ex
PW
GLEBE ST
Glebelands
Pav
War Meml
Pav
RENNIE PL
WINTON STREET
B780
Liby
MANSE STREET
Pav
SPRINGVALE STREET
WELLPARK ROAD
UNION STREET
BARNETT CRESCENT
MELBOURNE TERR
HAMILTON STREET
PW
PW
Car Park
Pol HQ
PARK ROAD
Mus
VERNON STREET
GLENCAIRN S
RAISE ST
Sta
EGLINTON STREET
TH
GREEN ST
KYLESHILL
B780
4m
W
SIDNEY STREET
DOCKHEAD PLACE
QUAY ST
COUNTESS ST
8m
WINDMILL STREET
4m
SEAVIEW ROAD
BRAES ROAD
The Braes
Tidal Pond
Pipe Line
The Hirst
Sand Harbour
Coalruffie
Outfall
Old Pierhead
Mon
East Shore
Outer Harbour
The Shott
Rock of the Reid
Shottend
fall
Inner Nebbock
New Pier
P Const, PER & UA Bdy
Outer Nebbock
East Shore

N

Title:		Section:	Asset Management
Saltcoats	"Reproduced from the Ordnance Survey Mapping with the permission of the Controller of Her Majesty's Stationery Office, © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. North Ayrshire Council SLA Licence Number: 100023393."	Date:	23 May 2019
Traffic Orders		Scale:	1:3,000
Long / Short Stay Car Parks	NORTH AYRSHIRE COUNCIL Commercial Services Roads	Drawing No:	

Largs
Traffic Orders
Long / Short Stay Car Parks

NORTH AYRSHIRE COUNCIL
Commercial Services Roads

Section:	Asset Management
Date:	23 May 2019
Scale:	1:3,000
Drawing No:	

Legend

CarParks

Stay Type

- Long Stay Car Park
- Short Stay Car Park

Tidal Ponds

Sand

FB

Liby

Pav

4m

6m

3m

Pipe Lines

EER, Co Const, P Const, PER & UA Bdy

Ferry T (Vehi

PO

PW

Invercloy

F Sta

Pol-Ho

Bus Sta

Pier

NTL

Hotel

5m

Info Cen

W

ALMA ROAD

PW

Sks

Falls

Nursery

MANSE CR

Mid Mayish

ALMA PARK

West Mayish

Drain

Path

HILLVIEW PL

Issues

East Mayish

Standing Stone

BRATHWIC PLACE

BRATHWIC TERR

whillan Burn

Track

37

N

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Gaelic Language Plan**
Purpose:	To seek approval for the second edition of North Ayrshire Council's Gaelic Language Plan.
Recommendation:	It is proposed that Cabinet:
	a) Approves the second edition of North Ayrshire's Gaelic Language Plan; and
	b) Remits officers to continue to work with Bòrd na Gàidhlig and partners on the development of Gaelic.

1. Executive Summary

1.1 A Gaelic Language Plan (GLP) is a statutory requirement for local authorities. The fundamental principles are based on increasing visibility of Gaelic and equal respect. The 2005 Act requires the Bòrd to secure the status of Gaelic as an official language of Scotland commanding equal respect, not necessarily treatment, to English. North Ayrshire Council's first GLP was approved in June 2014. A second edition of the GLP has been developed and widespread consultation carried out, along with an audit of current provision. Throughout the process the Council has worked closely with Bòrd na Gàidhlig.

1.2 Key features of the GLP are Gaelic Medium Education (GME) and Gaelic Learner Education. The GLP also affects all Council services and requires a description of how the authority will use Gaelic in relation to its internal processes, such as corporate identity, communications, publications and staff matters and how Gaelic will be used in any of the services the authority delivers.

1.3 The Bòrd commended the progress that the Council has made and recognised good practice in its third GLP Annual Monitoring Report in June 2017.

1.4 A set of 'high-level aims' was agreed by Cabinet in January 2019. Bòrd na Gàidhlig have passed these to Scottish Ministers and they form part of the assessment of the GLP.

2.   Background

2.1   North Ayrshire Council has been actively involved in supporting the Gaelic language and culture for over 20 years. As a local authority which serves a diverse range of cultures, we are committed to developing and supporting our Gaelic learners. There were 560 Gaelic speakers identified as living in North Ayrshire at the time of the 2011 Census.

2.2   Currently Gaelic Medium Education is provided in partnership with neighbouring authorities and a formal request for Gaelic Medium Education is currently progressing through the agreed process. North Ayrshire has made considerable progress over the years in developing Gaelic Awareness and language acquisition skills. Along with the Ayrshire Gaelic Forum it is committed to providing community language classes. There are currently 110 registered for Gaelic language classes.

2.3   Many more residents are involved Gaelic cultural events such as the annual feis, clarsach, accordion and fiddle playing, poetry, Celtic art, singing and story-telling, bilingual history events, in-school, nursery provision, community centres and libraries. North Ayrshire Libraries have invested in a collection of Gaelic books. They are currently hosted at Irvine and Beith Libraries but are available for request and collection at the nearest Council library. Gaelic language courses are also available to borrow from local libraries. Around six hundred items are borrowed each year.

2.4   The Council received a Gaelic Grant of £67,000 from Scottish Government to support activities in 2018/19.

2.5   North Ayrshire Council's second edition GLP continues to take a reasonable and proportionate approach which is respectful of the fact that these measures contribute to the National Gaelic Language Plan.

2.6   Progress includes a bi-lingual version of the Council logo, increasing use of Gaelic in Council buildings, website, road signs and email signatures. Much has been accomplished in education where GME is delivered in partnership with neighbouring authorities and work through 1+ 2 languages has resulted in wider use of Gaelic on a project basis in   primary schools. An audit of Gaelic language staff skills took place in July 2017 which confirms that second edition GLP is in line with staff capacity. The Bòrd acknowledges the progress that has been made with community learning and cultural events.

2.8   A cross-Council Gaelic Language Plan Development Group continues to monitor progress and has been involved in the development of the second edition GLP which is attached in Appendix I.

3. Proposals

3.1 It is proposed that Cabinet:

a) Approves the second edition of North Ayrshire Council's Gaelic Language Plan; and

b) Remits officers to continue to work with Bòrd na Gàidhlig and partners on the development of Gaelic.

4. Implications/Socio-economic Duty

Financial:	It is anticipated that any additional Gaelic project costs will be met by external funding.
Human Resources:	N/A
Legal:	The Gaelic Language Plan is a statutory responsibility of local authorities.
Equality/Socio-economic Duty:	Research reveals positive impacts of bilingualism on outcomes for people throughout life, including social advantages, access to two or more cultures, more tolerance towards and interest in other cultures and enabling people to be more employable in a range of settings.
Children and Young People:	Providing the opportunity for young people to learn Gaelic and to learn in Gaelic is considered within the report. There are a number of current opportunities for early years, primary and secondary Gaelic Learner Education and there are a number of partnership opportunities which include the use of the Gaelic language.
Environmental & Sustainability:	There are no environmental and sustainability implications contained within the present report.
Key Priorities:	The proposal contained within the report supports the North Ayrshire Council Plan priorities: • .Active and strong communities • Inclusive, growing and enterprising local economy • People enjoy good life-long health and well-being.
Community Benefits:	The Gaelic Learners' Forum has built capacity within its learners and partners and now provides a range of opportunities in North Ayrshire for individuals and groups to benefit from learning and self-actualisation. The educational benefits of learning a second language are proven, for all ages. The social benefits enable people to come together and share a common culture, both in linguistic and heritage contexts.

5. Consultation

5.1 The development of the high level aims and plan was achieved across North Ayrshire Council and its partners. The draft second edition Gaelic Language Plan 2019-2024

was made available on Consul for six weeks from April 2019 and promoted through the six Locality Partnerships and social media, with print copies available in public libraries.

Karen Yeomans
Executive Director (Economy & Communities)

For further information please contact **Audrey Sutton, Head of Service (Connected Communities),** on (01294) 324308.

Background Papers
Appendix 1: Gaelic Language Plan Consultation

NORTH AYRSHIRE COUNCIL

GAELIC LANGUAGE PLAN

2019-2024

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on [date to be inserted]

Foreword

North Ayrshire Council has been actively involved in supporting the Gaelic language and culture for over 20 years. As a local authority which serves a diverse range of cultures, we are committed to developing our Gaelic provision. This document is the second edition of our Gaelic Language Plan and we are delighted to further develop the approach laid out in our first Gaelic Language Plan 2014-19.

The aim of the Gaelic Language (Scotland) Act is to secure the status of Gaelic as an official language of Scotland commanding equal respect to the English language. Our Gaelic Language Plan explains how we will promote and use Gaelic within our work and throughout North Ayrshire. It affects all Council services and a range of departments have been working together in its development. The public and our external partners were able to share their views about our refreshed Plan in consultation events and an online survey.

We have a good basis for growth as there is considerable enthusiasm for participation in Gaelic cultural events such as the annual fèis, clàrsach, accordion and fiddle playing, poetry, art and song. We are exploring community interest in Gaelic medium education. North Ayrshire Council is committed to supporting the aspirations of the Gaelic Language Plan and being proactive in implementing them in a proportionate way.

There is much to be proud of: the increased visibility of Gaelic in our Council logo and in signage on an increasing number of our buildings; the work with Early Years groups on Arran supporting language acquisition, Gaelic Bookbug and information sessions for parents; building Gaelic language and culture within Curriculum for Excellence and using our partnerships to deliver Gaelic based learning through cultural activities.

The strong tradition of Gaelic language provision and the recent discussions with communities provide a firm foundation for the second edition of our Gaelic Language Plan, which shows our confidence that we will be successful in developing and promoting Gaelic throughout North Ayrshire.

Craig Hatton
Chief Executive
North Ayrshire Council

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Introduction

NORTH AYRSHIRE

1. North Ayrshire Council

North Ayrshire Council is a medium sized local authority on the west coast of Scotland serving a population of 138,200 (2011 Census). The local authority area is divided between the mainland and two islands – Arran and Cumbrae. The main centres of population include Ardrossan, Beith, Brodick, Dalry, Irvine, Largs, Millport, Kilwinning, Saltcoats, Stevenston and West Kilbride.

North Ayrshire is unique, beautiful and varied; a microcosm of Scotland at its best. With its rugged coastline, superb beaches and the dramatic island of Arran and the Cumbraes, it is proud of its landscape, culture and heritage. Tourism is an important feature of the area and ancient ruined castles, the historic attractions of Kilwinning Abbey Tower and the North Ayrshire Heritage Centre and traditional festivals such as Marymass, the annual fèis and the Largs Viking Festival link the community with their heritage and create a strong sense of place. Gaelic heritage and culture forms an important part of this through language, customs, stories, ideas, music and traditions.

The population is forecast to decline by around 10,000 overall due to an increase in net out-migration, in particular of young people. According to the Scottish Index of Multiple Deprivation 2016, North Ayrshire is the 5th most deprived area in Scotland. The 2018 figures from End Child Poverty show over 28% of children in North Ayrshire are in living poverty, the third worst in Scotland.

NORTH AYRSHIRE COUNCIL

North Ayrshire Council is one of 32 Scottish local authorities established by The Local Government (Scotland) Act 1994. North Ayrshire Council was formed on 1st April 1996, bringing together services formerly delivered in the area by Cunninghame District Council and Strathclyde Regional Council. It is responsible for the delivery of education, culture and community services, roads, waste management, economic development, planning, housing, environmental health, and emergency planning. We employ approximately 6500 people.

The Council leads the North Ayrshire Community Planning Partnership. Its Local Outcomes Improvement Plan is the focus for effective partnership working and the delivery of the Scottish Government's sixteen national outcomes.

The North Ayrshire Council Plan 2019-2024 is currently mid-consultation and sets out our ambitions for North Ayrshire which is Fair For All. It is based on two priorities: Aspiring Communities and Inspiring Place.

The Council faces considerable challenges to address poverty and inequalities by attracting jobs, increasing inward migration, raising educational attainment, modernising services and increasing aspirations; all within a very challenging economic climate. It has an ambitious Transformation Programme and works with its partners to deliver its ambitions through the Ayrshire Growth Deal. The Council has a strong commitment to increasing capacity in its communities and community empowerment.

More information about North Ayrshire Council can be found at www.north-ayrshire.gov.uk.

THE GAELIC LANGUAGE (SCOTLAND) ACT 2005

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require a public authority to prepare a Gaelic language plan. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

This document is the second edition of North Ayrshire Council's Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic.

North Ayrshire Council's Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act and having regard to the National Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.

STAKEHOLDER ENGAGEMENT AND PUBLIC CONSULTATION ON OUR DRAFT GAELIC LANGUAGE PLAN:

The 2005 Act requires public authorities to bring the preparation of their Gaelic language plans to the attention of all interested parties. North Ayrshire Council has engaged publicly on the draft of our Gaelic language plan through the six Locality Partnerships' March 2019 meetings and online survey, which asked

1) What is working well with Gaelic language and cultural developments in North Ayrshire Council area?
2) Are there any changes you'd like to see made to the draft to improve it?
3) What can you do to help us develop Gaelic further?

The draft Gaelic Language Plan 2019-2024 was made available on the Council website for six weeks from April 2019 and promoted through the six Locality Partnerships and social media, with print copies available in public libraries.

The Council has taken into account representations made to us during the consultation process.

APPROVAL OF NORTH AYRSHIRE COUNCIL'S GAELIC LANGUAGE PLAN:

North Ayrshire Council's Gaelic Language Plan will be submitted to Bòrd na Gàidhlig for approval on [date to be inserted].

SUMMARY OF GAELIC IN SCOTLAND

Results from the 2011 Census have shown that the decline in the number of Gaelic speakers has slowed since 2001. The total number of people recorded as being able to speak and/or read and/or understand Gaelic was 87,056. Of these 58,000 people (1.1% of the population) aged three and over in Scotland were able to speak Gaelic. This has declined from 59,000 in the 2001 census for more information and maps visit https://www.scotlandscensus.gov.uk/.

North Ayrshire Council recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. North Ayrshire Council is committed to the objectives set out in the National Gaelic Language Plan and has put in place the necessary structures and initiatives to ensure that Gaelic has a sustainable future in Scotland.

North Ayrshire Council recognises that the position of Gaelic is extremely fragile and if Gaelic is to be revitalised as a living language in Scotland, a concerted effort on the part of government, the public and private sectors, community organisations and individual speakers is required to:
- enhance the status of Gaelic;
- promote the acquisition and learning of Gaelic;
- encourage the increased use of Gaelic.

GAELIC WITHIN NORTH AYRSHIRE

Gaelic usage is evidenced in the wide distribution of Gaelic origin place names. For example:

Arainn – Arran;
Cumaradh - Cumbrae;
Àird Rosain - Ardrossan;
Dàil Ruigh - Dalry;

An Leargaidh Ghallda - Largs;
Cill Bhreannain – Kilbirnie;
Cill Dingeain - Kilwinning; and
Cille Bhrìghde an Iar – West Kilbride.

The 2011 Census gives the most recent picture of Gaelic skills, with 0.8% of the population registering Gaelic skills. Public interest in Gaelic language learning opportunities is spread across the area. Arran had indigenous Gaelic speakers within living memory.

Number of people with Gaelic language skills	
Speaks Gaelic	560
Age 0-24	68
Age 25-64	366
Age 65-110	126
Number of people aged 16-74 who can read, write and speak Gaelic	287

North Ayrshire Council used the first edition of its Gaelic Language Plan 2014-2019 to start its conversation with communities to establish the potential for the growth and development of Gaelic language. The following sections set out the current opportunities and these provide a good foundation on which to build, including an active Gaelic Forum, imaginative work in culture, heritage and music, and language development with early years and primary schools. We will continue to raise the visibility of Gaelic in our key buildings and our commitment, which started with the hoardings around the Irvine Townhouse building site and the new signs within the Greenwood Conference Centre, is widening to include new school campuses and other Council buildings.

There is no GME or GLPS provision in North Ayrshire at present. Our corporate policy is to educate our pupils expressing an interest in GME in partnership with neighbouring authorities, however we are currently exploring community interest in GME and are working towards a positive outcome.

We provide Gaelic language sessions in all seven Arran primary schools, on a weekly basis in five and in rotated blocks in the remaining two. On the main land, working closely with the 1 + 2 Coordinator, we provide primary schools within the Kilwinning and St Matthew's Clusters the opportunity to participate in various Gaelic Learning sessions on a rotational block basis.

We deliver a very effective Community Based Learning Programme starting with Gaelic Bookbug sessions, and are building capacity within our Early Years and Library staff to be able to deliver of Gaelic Bookbug, prioritising the Kilwinning and St Matthew's Cluster and Libraries.

Our community based Gaelic Language learning opportunities include traditional classes, project based learning, immersion opportunities including at Sabhal Mòr Ostaig, SQA accredited learning and traditional instruments that combines music with language. This is delivered in partnerships with the third sector and the Further Education sector. Working with

Suas Leis a Ghaidhlig North Ayrshire Gaelic Forum organise Gaelic Language Days providing an excellent opportunity for our learners to come together with learners from other Local Authorities. We are deeply appreciative of our tutor and volunteer workforce and want to recognise their contribution towards the delivery of the Gaelic Language Plan 2014-2019.

We continue to support Largs Gaelic Choir who perform at different events and compete in provincial mods, climaxing in the Royal National Mod with some choir members speaking Gaelic and many having an interest in the language and culture. The North Ayrshire Heritage Centre hosted an event on Gaelic Place Names. A Gaelic Opera was held in partnership with storyteller Tony Bonning and Ayrshire Operatic Experience with schools taking part in developing stories from traditional Gaelic fables and stories, which were then developed into an opera for them to participate in.

North Ayrshire Libraries have invested in a substantial collection of Gaelic books for all levels. They are regularly promoted and currently hosted at Irvine and Beith Libraries but are available for request and collection at the nearest Council Library. Gaelic language courses are also available to borrow materials and have them delivered to a library of your choice, using the library mobile phone app. Around 600 items are borrowed each year. The Gaelic learners help the library staff select new Gaelic materials for libraries and, whilst this is a continual process, an annual review of Gaelic materials will be embedded in the library's Collection Development Policy.

Housing Services' leaflets are available in Gaelic on request.

NAC STAFF GAELIC LANGUAGE SKILLS

We currently have two posts within the organisation where the use of Gaelic is a designated responsibility or desired requirement. North Ayrshire Council conducts annual audits of existing internal Gaelic capacity. The results of the 2018 audit were taken in to consideration when developing commitments in the plan and have assisted North Ayrshire Council in ascertaining how to establish, maintain or improve practices in order to develop the use of the Gaelic language. The full result are on the Council website.

The 2018 was carried out using Bòrd na Gàidhlig's survey.

Number of NAC staff with Gaelic language skills	
I do not understand Gaelic	158
I can understand & exchange simple Gaelic greetings	31
I can take part in basic conversations in Gaelic	2
I can comfortably take part in daily conversations with fluent Gaelic speakers	0
I can understand a few Gaelic words, signs or notices	32
I can write a simple Gaelic message on a greeting card	16
I can write about everyday subjects in Gaelic emails	0
Total number responding	194

During the period of the first edition of our Gaelic Language Plan we have offered Gaelic Awareness training and adult learning classes at two levels. Ùlpan Gaelic learning sessions were offered to NAC staff and elected members in April 2016. Our tutors have a range of opportunities to develop their skills, including immersion courses.

Our bi lingual Council logo is widely used on all Council buildings, vehicles, clothing, print and digital media. Bilingual greetings and phrases are being added to new and refurbished buildings including corporate buildings, civic and heritage buildings, new schools campuses and libraries.

THE GAELIC LANGUAGE PLAN OUR COUNCIL

This plan is the policy of North Ayrshire Council and has been endorsed both by our senior management team and Council members.

POSITION WITH OPERATIONAL RESPONSIBILITY OVER THE PLAN

The senior officer with operational responsibility for overseeing preparation, delivery and monitoring of North Ayrshire Council's Gaelic Language Plan is:

> Audrey Sutton
> Head of Service
> Connected Communities, Economy & Communities
> North Ayrshire Council
> Cunninghame house
> Irvine
> KA12 8EE
> KA12 8EE
>
> 01294 324414
> asutton@north-ayrshire.gov.uk

POSITION WITH DAY-TO-DAY RESPONSIBILITY OVER THE PLAN

The officer with operational responsibility for the day-to-day operation of North Ayrshire council's Gaelic Language Plan is the Senior Manager (Information & Culture). Questions about the day-to-day operation of the plan should be addressed to:

> Rhona Arthur
> Senior Manager (Information & Culture)
> Connected Communities, Economy & Communities
> North Ayrshire Council
> Cunninghame house

Irvine
KA12 8EE

01294 324415
RhonaArthur@north-ayrshire.gov.uk

The group designated to regularly monitor the implementation of the plan within North Ayrshire Council is the Gaelic Language Plan Development Group and consists of representatives from services from across the council.

Annual updates are available on the Council website and Gaelic learning opportunities are included in the Council's Learning and Development calendar. We will develop a Gaelic Language Plan Awareness module on the staff e-learning platform and work with our Human Resources/Organisational Development team to promote this to all staff, including the staff induction programme.

We will maximise the use of existing Gaelic resources to arms length and third parties such as business, partners and community groups by sharing our knowledge and experience.

PLANNING AND POLICY IMPLICATIONS FOR GAELIC

MAINSTREAMING GAELIC

North Ayrshire Council recognises that the various priority areas identified in the National Gaelic Language Plan will be primarily implemented through our Gaelic language plan but will seek opportunities to promote and develop the language through existing policy measures. We see as part of the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland.

In the formation, renewal and monitoring of policies, North Ayrshire Council will consider the commitments made in this Gaelic language plan and ensure that the impacts on Gaelic will be in line with the National Gaelic Language Plan.

THE NATIONAL GAELIC LANGUAGE PLAN

The National Gaelic Language Plan focuses on three key aims, all of which have a vital contribution to make in increasing the numbers of people learning, speaking and using Gaelic in Scotland, and identifies key development outcomes within each:

Development Area	Key Outcomes
Using Gaelic	An increase in the use of Gaelic will be promoted and supported. This will be done in collaboration with key partners and providers and through Bòrd na Gàidhlig initiatives and programmes. This includes speakers and learners increasing their use of the language. It involves developing more situations where Gaelic can be used. It involves using Gaelic in situations where it has not been used previously and the increased use of Gaelic in daily life. The increased use of Gaelic strengthens the community of speakers and contributes to its confidence. This expands opportunities for Gaelic and Gaelic users, thus increasing awareness and the profile of the language.
Learning Gaelic	An increase in the learning of Gaelic will be promoted and supported. This will be done in collaboration with key partners and providers and through Bòrd na Gàidhlig initiatives and programmes. This includes promoting, supporting and expanding Gaelic learning at all levels and in all sectors. The benefits from this are clear: as progress is made with this, it will increase the number of those who

Promoting Gaelic	understand, speak, read and write Gaelic and their ability to use Gaelic with confidence.
	A positive image of Gaelic will be promoted. This will be done in collaboration with key partners and providers and through Bòrd na Gàidhlig initiatives and programmes.
	Ensuring that a positive image of Gaelic is promoted and strengthened depends on a number of initiatives. It also includes ensuring that Gaelic is valued and that its important contribution to the social, cultural and economic life of the nation is recognised. The promotion of a positive image of Gaelic is critical to strengthening the appeal and status of Gaelic in Scotland and abroad. This depends on users and non-users alike.

COMMITMENT TO THE OBJECTIVES OF THE NATIONAL GAELIC LANGUAGE PLAN

North Ayrshire Council is committed to ensuring that the National Gaelic Language Plan is implemented, and in this section, we set out how we will achieve that aim.

HOME AND EARLY YEARS

North Ayrshire Council understands that a sustainable future for Gaelic needs more people to learn the language and supporting development in the home and early years is the key means of achieving this. We will help create a supportive environment for growing the number of Gaelic speakers in the home and early years in Scotland by:

- Raising awareness of and encouraging more parents to choose Gaelic education for their children
- Ensuring practical support, resources and advice for Gaelic Bookbug and in Gaelic early years education
- Ensuring the links are strengthened between the use of Gaelic in the home and Gaelic early years provision
- Improving the quality and availability of voluntary-led Gaelic pre-school activities and statutory early years education.

EDUCATION

North Ayrshire Council understands that a sustainable future for Gaelic needs more people to learn the language and be able to speak the language, including opportunities to use Gaelic. We will help create a supportive environment for growing the number of Gaelic speakers in Scotland by:

- Exploring initiatives to promote, establish and expand both GME and GLE at primary and secondary levels

- Exploring opportunity to develop GME with interested parents in line with the National Guidance
- Working in partnership with neighbouring authorities to enable GME at primary and secondary levels, until such times that there is sufficient demand to establish GME locally
- Ensuring adequate attention is given to the recruitment, retention, education, support and development of GME and GLE teachers, in the event there is sufficient demand to establish GME locally
- Providing a wide range of opportunities for young people in both GME and GLE to engage in activities that enhance their Gaelic skills through greater use
- Offering opportunities to build capacity within our teaching workforce through language development or recruitment
- Ensuring that all steps are taken to secure the quality of both GME and GLE through National Guidance and other means.
- Extending access to, and participation in, a wide range of Gaelic learning opportunities for adults and increasing the numbers progressing to fluency
- Ensuring good resources are available to support adults learning Gaelic.

COMMUNITY

North Ayrshire Council understands that the status of Gaelic needs more people to interact with the language on a daily basis, including seeing in use buildings and having opportunities to use it. We will help create a supportive environment for growing the number of Gaelic speakers in Scotland by:

- Continuing to support and develop Gaelic learning opportunities for adults
- Continuing to support existing and new Gaelic language and cultural community groups within the local authority area, to help grow the profile of the language, increase usage and encourage new learners
- Working closely with the Gaelic Forum in order to develop more Gaelic learning opportunities in the communities of North Ayrshire.

THE WORKPLACE

North Ayrshire Council understands that Gaelic is an important skill adding value to our workforce and that recognition of Gaelic skills will have a positive impact. We will take the following steps to increase our Gaelic capacity and the use of Gaelic as a workplace language in Scotland by:

- Creating a positive attitude to Gaelic in the workplace through awareness-raising and signage
- Promoting recruitment of Gaelic speakers to posts within the organisation where the use of Gaelic is a designated responsibility or desired requirement
- Ensuring the language is increasingly visible within the workplace
- Continuing to offer opportunities for staff to learn Gaelic and for speakers to develop their language skills
- Regularly reviewing Gaelic capacity within NAC through the Gaelic staff skills audit.

MEDIA AND ARTS; HERITAGE AND TOURISM

North Ayrshire Council understands the central role played by the media, arts, heritage and tourism industries in sustaining and growing engagement and increased use of Gaelic across Scotland. Also, we recognise the significant contribution that these areas make to the Scottish economy. We will take the following steps to help create a supportive environment for the growth of Gaelic media, arts, heritage and tourism in Scotland and internationally by:

- Raising the profile of Gaelic activity in North Ayrshire and promoting through the media
- Continuing to support and demonstrate the inclusion of Gaelic arts, culture and heritage in programmes of activity undertaken or funded by the local authority
- Seeking opportunities for the arts and media to showcase the Gaelic language
- Promoting the visibility and audibility of Gaelic as a unique part of Scotland's heritage
- Increasing the use of Gaelic in heritage and tourism sectors, including signage and interpretive materials, in both the public and private sectors
- Ensuring that appropriate recognition is given to Gaelic and that Gaelic is used in places of special interest and in promoting national events
- Ensuring that the importance of Gaelic to Scotland's history and its relevance today features in the tourism experience.

CORPUS

North Ayrshire Council recognises the need to strengthen the relevance and consistency of Gaelic, the importance of facilitating quality translation services and to promote research into the language. We will take the following steps to strengthen Gaelic corpus in Scotland by:

- Continuing to promote knowledge and understanding of Gaelic Place Names
- Continuing to use quality translation services to produce our Gaelic translations requested by local people.

LOCAL GOVERNMENT PRIORITIES

The Council leads the North Ayrshire Community Planning Partnership. Its Local Outcomes Improvement Plan is the focus for effective partnership working and the delivery of the Scottish Government's sixteen national outcomes.

The North Ayrshire Council Plan 2019-2024 is currently mid-consultation and sets out our ambitions for North Ayrshire which is Fair For All. It is based on two priorities: Aspiring Communities and Inspiring Place.

OUR PLAN

HIGH-LEVEL AIMS

North Ayrshire Council recognises the importance of the National Gaelic Language Plan and gives its commitment to extending the visibility of Gaelic, increasing its status and demonstrating equal respect for English and Gaelic for all services and facilities and will be actively offered. The North Ayrshire Council Gaelic Language Plan sets out the first steps for services.

Bòrd na Gàidhlig identified a set of "high-level aims" in [date to be inserted]. These high-level aims were agreed by John Swinney, Deputy First Minister of Scotland and Cabinet Secretary for Education and Skills. These high level aims support the current National Gaelic Plan and the National Outcomes.

No.	High Level Aim	Current Practice	Action required	Success Measure	Lead
1	That all commitments from the first iteration of NAC's Gaelic Language Plan which remain within its remit are carried forward and delivered.	The various priority areas identified in the National Gaelic Language Plan are being implemented through our NAC Gaelic Language Plan.	We will continue to deliver all commitments that remain within our remit.	Positive Annual Monitoring Report outlining progress	Chief Officers
2	To continue to increase the visibility of Gaelic in the Council.	We use a bilingual logo and include Gaelic on the interior and exterior signage on new or	We will demonstrate equal respect for Gaelic and English when a	Visual assessments E-learning module Positive Annual Monitoring Report outlining progress	Chief Officers

		refurbished council properties and vehicles.	refresh or new logo is developed. We will develop staff awareness of our Gaelic Language Plan through the development of e-learning		
3	To develop the capacity to use Gaelic within the Council's work.	We use Gaelic within the Council's work through signage and email greetings.	We will continue to actively seek to the capacity to use Gaelic within the Council's work.	Increased use reported in the staff skills audit	Chief Officers
4	To raise the profile of Gaelic activity in North Ayrshire.	We include Gaelic within the Council's activities in a 'normalisation' approach.	We will continue to normalise the use Gaelic within the Council's activities.	Positive Annual Monitoring Report outlining progress	Chief Officers
5	To continue working together with neighbouring authorities and other agencies to pursue Gaelic development strategies.	We work closely with our neighbouring authorities and other agencies to pursue Gaelic development strategies.	Ongoing	Evidence of partnership working	Chief Officers
6	To continue to develop Gaelic by promoting opportunities that encourage Gaelic learning across our early years, primary and secondary establishments.	We promote Gaelic learning opportunities in our early years and	We will develop capacity among our staff through promoting training opportunities and	Increased use reported in the staff skills audit	Head of Service, Education & Youth Employment

		primary establishments	sharing of good practice		
7	To develop the use of Gaelic on NAC's website and intranet, and to include guidance on the website for parents regarding the right to make a request for Gaelic medium primary education, in terms of the Education (Scotland) Act 2016.	We promote information about GME on our website	We will ensure that information about GME is current and promoted	Positive feedback from parents	Head of Service, Education & Youth Employment
8	To continue to support and develop Gaelic learning opportunities for adults, including Gaelic classes for NAC staff as part of their personal development programme, and Gaelic classes during Adult Learners' Week.	We promote Gaelic learning widely across North Ayrshire	We will develop capacity among our staff through promoting training opportunities and sharing of good practice	Increased use reported in the staff skills audit	Head of Service, Connected Communities
9	To continue to support existing and new Gaelic language and cultural community groups within the local authority area, to help grow the profile of the language, increase usage and encourage new learners.	We promote new Gaelic language and cultural community groups widely across North Ayrshire	We will develop the capacity of our volunteers and tutors by promoting training opportunities and providing opportunities to use Gaelic	Positive feedback from language and community groups Positive Annual Monitoring Report outlining progress	Head of Service, Connected Communities
10	To work closely with the Gaelic Forum in order to develop more Gaelic learning opportunities in the communities of North Ayrshire.	We work with the Gaelic Forum to develop increased opportunities to learn Gaelic and promote these	We will develop the capacity of our volunteers and tutors by promoting training opportunities and	Positive feedback from Gaelic Forum Positive Annual Monitoring Report outlining progress	Head of Service, Connected Communities

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		widely across North Ayrshire	providing opportunities to use Gaelic		
11	To provide Gaelic language skills training for staff involved directly in the implementation of the Gaelic language plan and/or based on the Gaelic language skills audit.	We offer opportunities for Gaelic learning	We will review our staff skills audit to make direct links and directly market Gaelic language skills training to interested staff	Increased use reported in the staff skills audit	Head of Service, Connected Communities
12	To regularly review Gaelic capacity within NAC through the Gaelic staff skills audit.	We carry out an annual staff audit of Gaelic language skills	Ongoing	Increased use reported in the staff skills audit	Head of Service, Connected Communities
13	To hold an annual Council Gaelic Day to promote the language.	We do not current have an annual focus for Gaelic promotion	We will develop and deliver an annual promotion of Gaelic language	Positive feedback from language and community groups Positive Annual Monitoring Report outlining progress	Head of Service, Connected Communities
14	To continue to support and demonstrate the inclusion of Gaelic arts, culture and heritage in programmes of activity undertaken or funded by the local authority.	We integrate Gaelic arts, culture and heritage in our normal programmes of activity	We will develop the capacity of our volunteers and tutors by promoting training opportunities and providing opportunities to use Gaelic	Positive feedback from language and community groups Positive Annual Monitoring Report outlining progress	Head of Service, Connected Communities

15	To continue to grow the visibility of Gaelic by increasing provision of English/Gaelic bilingual signage in Council buildings, demonstrating equal respect for the languages.	We use a bilingual logo and include Gaelic on the interior and exterior signage on new or refurbished council properties and vehicles.	We will continue to extend the range of phrases used and add to buildings, both new and refurbished and we will develop staff awareness of our commitment to increasing awareness of the Gaelic Language Plan through the development of e-learning	Visual assessments E-learning module Positive Annual Monitoring Report outlining progress	Chief Officers

CORPORATE SERVICES COMMITMENTS

The presence of Gaelic in the corporate identity and signs of a public authority greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.

North Ayrshire Council recognises the importance of extending the visibility of Gaelic and increasing its status.

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	Visibility				
No.	**Current Practice**	**Action required**	**Success Measure**	**Date**	**Lead**
16	We use a bilingual logo and include Gaelic on the interior and exterior signage on new or refurbished council properties and vehicles.	We will develop staff awareness of our Gaelic Language Plan through the development of e-learning. We will continue to explore how we include Gaelic on the interior and exterior signage on new or refurbished council properties and vehicles	Visual assessments E-learning module Positive Annual Monitoring Report outlining progress	Ongoing	Chief Officers GLP & HR
17	We use a bilingual logo.	We will continue to increase use of the bilingual logo.	Increased variety of use of Council logo	Ongoing	Finance and Corporate Support
18	We promote Gaelic through awareness raising events for staff and elected members and public consultation events.	We will continue to increase Gaelic promotion through awareness raising events for staff and elected members and public consultation events.	Feedback Uptake	Ongoing	Democratic Services
19	We provide some bilingual content, including Gaelic Language Plan and Gaelic Medium Education.	We will add to bilingual content to the Council website.	Visual assessments Feedback Uptake	Ongoing	Education & Youth Employment

		We will develop content about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events in North Ayrshire for the Council website.			
20	We use our bilingual logo on stationery.	We will introduce Gaelic in stationery when it is being reprinted.	Visual assessments	Ongoing	Finance and Corporate Support
21	We use a bilingual logo and include Gaelic on the interior and exterior signage on new or refurbished council properties and vehicles.	We will continue to extend the range of phrases used and add to buildings, both new and refurbished. We will develop staff awareness of our commitment to increasing awareness of the Gaelic Language Plan through the development of e-learning	Visual assessments E-learning module Positive Annual Monitoring Report outlining progress E-learning module	Ongoing	Chief Officers GLP & HR
22	We use our bilingual logo on road signs.	We will introduce Gaelic to threshold	Introduction of signs	On replacement	Place

		road signs on replacement.			

STAFFING

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

The use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic users have an important role to play within a public authority. Whatever the level of Gaelic skills required it is important that authorities ensure that Gaelic is a genuine occupational requirement. Authorities should adopt and apply objective criteria to ensure appointments are made in each case on a fair and consistent basis, and reflect the identified skills needs of the post.

North Ayrshire Council is carrying out an audit of staff skills and, to date, have identified a number of Gaelic speakers. Developing the staff capacity will be one of the fundamental parts of the Gaelic Language Plan; however, the ability to promote the use of Gaelic in the Council's life is constrained and our approach will be to develop skills before raising public expectations of wider use.

> **North Ayrshire Council recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. North Ayrshire Council also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so and depending on business needs.**

Staffing					
No.	**Current Practice**	**Action required**	**Success Measure**	**Date**	**Lead**
23	We will use bilingual adverts to recruit to posts where the ability to speak, read or write Gaelic is an occupational requirement, for example	We will continue to monitor opportunities	Annual Monitoring Report	Ongoing	HR

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	the delivery of Gaelic language learning, will be identified as Gaelic essential. Adverts will demonstrate equal respect for Gaelic and English, and linguistic ability will be taken into account as part of the recruitment process.				
24	Identify staff and elected members who would like to receive Gaelic awareness training and prioritise according to business need, for example those staff involved in the Gaelic Language Plan delivery. Over the lifetime of the plan, this training will be promoted and extended to all elected members.	We will provide opportunities for prioritised staff and elected members to attend Gaelic awareness training.	Feedback Uptake	Ongoing	Connected Communities/HR
25	We will develop and promote community and online Gaelic learning as a first step	We will regularly promote and encourage staff to take up Gaelic language learning opportunities.	Feedback Uptake	Year 1	Connected Communities/HR
26	We will use social media and other digital platforms to promote awareness of Gaelic.	We will review this this with our Communications team	Clarified process and increased promotion	Year 1	Communications Team
27	We will make links so that Gaelic is included in the Learning Plan for North Ayrshire	We will review this this with our Community Learning & Development Team	Annual Monitoring Report Learning Plan	Year 1	Community Learning & Development Team

DAY-TO-DAY OPERATIONS

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The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language and contributes to the sense that the use of Gaelic is possible and welcome. In addition to raising the profile of the language, it also creates opportunities for its practical use and encourages members of the public to use Gaelic in subsequent dealings with the public authority.

The use of Gaelic in interactions with an authority by mail, e-mail and by telephone is important in creating practical opportunities for the use of the language, and in contributing to the sense that its use is possible and welcome. The presence of Gaelic in a wide range of bilingual forms and Gaelic-only forms can also greatly enhance the visibility and prestige of the language. The preparation of Gaelic forms, applications and similar documents, can also assist in expanding the range of Gaelic terminology and the awareness of the Gaelic-speaking public of such terminology, thus helping the development of the language itself.

> **North Ayrshire Council recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.**

Day to Day Operations					
No.	**Current Practice**	**Action required**	**Success Measure**	**Date**	**Lead**
28	North Ayrshire Council has bilingual logo and some Gaelic phrases in some reception areas. We do not use Gaelic when answering telephone calls.	We will develop staff awareness of our Gaelic Language Plan through the development of e-learning and promote Gaelic language learning through our community delivery.	E-learning module	Year 1	GLP & HR

29	We will review our staff skills audit to make direct links and directly market Gaelic language skills training to interested staff	We will identify staff across the council who would like to receive Gaelic language training.	Increased use reported in the staff skills audit	Ongoing	Head of Service, Connected Communities
30	We will regularly promote and encourage staff to take up Gaelic language learning opportunities.	We will regularly promote and encourage staff to take up Gaelic language learning opportunities.	Increased use reported in the staff skills audit	Ongoing	Head of Service, Connected Communities
31	We will encourage for senior staff, elected members, staff with a Gaelic remit and other NAC staff to use bilingual greetings and signatures in their email.	We will provide translations for the phrases and job titles we use and widen our range.	Increased use	Year 1	Head of Service, Connected Communities
32	We will identify staff across the council who would like to receive Gaelic language training in order to be able to welcome and close public meetings.	We will identify staff across the council who would like to receive Gaelic language training in order to be able to welcome and close public meetings.	Interest recorded in staff skills audit	Year 2	Head of Service, Connected Communities
33	We will identify ways in which use of Gaelic in meetings where the subject matter relates to Gaelic language and where there is demand from Gaelic speakers can be facilitated and promote this.	We will increase use of Gaelic in meetings where the subject matter relates to Gaelic language by identifying demand	Annual Monitoring Return	Year 1	Head of Service, Connected Communities

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		for Gaelic language to be used in good time so that translation can be facilitated.			
34	We will identify ways in which the use of Gaelic in complaints procedures, where there is demand from Gaelic speakers, can be facilitated and promote this.	We will continue to monitor demand.	Evidence of demand	Ongoing	Finance and Corporate Services

COMMUNICATIONS

The use of Gaelic in the media and a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps demonstrate a public authority's commitment to making important information available through the medium of Gaelic, as well as enhancing the visibility and status of the language. As public authorities are seeing an increase in people accessing information through their websites, including Gaelic will significantly enhance the status and visibility of the language.

North Ayrshire Council is committed to increasing the use of Gaelic in these areas where the subject matter is of most interest to the general public or relates specifically to Gaelic issues.

Communications					
No.	**Current Practice**	**Action required**	**Success Measure**	**Date**	**Lead**
35	We will promote Gaelic activity and achievement to the media.	We will review this with our Communications team with the aim of embedding Gaelic proportionately	Clarified process and increased promotion	Year 1	Communications Team

			within their operations			
36	We will discuss interest, where there is demand, in receiving Gaelic press releases with local media.	We will continue to monitor demand.	Evidence of demand	Ongoing	Communications Team
37	We will continue to provide and promote bilingual information about Gaelic Medium Education and Gaelic Learner Education.	We will continue to monitor demand.	Increased website visits	Ongoing	WebsiteTeam Education & Youth Employment
38	We will review the inclusion of Gaelic in key corporate documents.	We will introduce the provision, use and promotion of bilingual corporate documents, which demonstrate equal respect for Gaelic and English	Annual Monitoring Return	Ongoing	Chief Officers
39	We will introduce the provision, use and promotion of bilingual corporate documents, which demonstrate equal respect for Gaelic and English.	We will continue to monitor demand.	Annual Monitoring Return	Ongoing	Chief Officers
40	We will make links to the appropriate Gaelic websites.	We will review this this with our Communications team	Clarified process and increased promotion	Year 1	Website Team GLP
41	We will continue to deliver a programme of exhibitions which integrates Gaelic.	Embedded in ongoing delivery	Annual Monitoring Return	Ongoing	Information & Culture

CORPUS

The development of Gaelic in this sector is vital to the future of Gaelic in Scotland. Attention to this will allow Gaelic to develop new terminology and registers leading to greater relevance and consistency. For those reasons steps will be taken to ensure the continued development of the Gaelic language.

North Ayrshire Council recognises the importance of developing the Gaelic language to ensure that it is fit for all appropriate purposes and for use in the growing range of contexts in which it features.

Communications					
No.	Current Practice	Action required	Success Measure	Date	Lead
42	Continue to work with communities and partners to raise awareness of Gaelic place names through cultural activities.	We will review this this with our Gaelic officers and Communications team	Increased promotion	Year 1	Gaelic officers & Communications Team
43	Ensure that work on Gaelic place names adheres to rules set by the latest Gaelic Orthographic Conventions and Ainmean Àite na h-Alba/Gaelic Place-Names of Scotland.	Ongoing	Addition of new names	Ongoing	Head of Service, Connected Communities
44	Work with experienced translators to respond to requests for Gaelic translation.	Ongoing	Annual Monitoring Return, if appropriate	Ongoing	Head of Service, Connected Communities
45	Share research and evidence about Gaelic Language with staff.	Ongoing	Annual Monitoring Return, if appropriate	Ongoing	Head of Service, Connected Communities

IMPLEMENTATION AND MONITORING

TIMETABLE

This Gaelic language plan will formally remain in force for a period of 5 years from the date it was approved by Bòrd na Gàidhlig. By no later than the end of this period we will review the plan, make such amendments as necessary and submit it to the Bòrd for approval.

PUBLICISING THE PLAN

EXTERNAL

North Ayrshire Council's Gaelic Language Plan will be published bilingually on North Ayrshire Council's website. We shall, as a minimum:

- issue a bilingual press release announcing the plan;
- use bilingual social media to promote the plan;
- make copies of the plan available in our public offices and reception areas;
- make the plan known to employees via North Ayrshire Council's intranet;
- distribute copies of the plan to Non-departmental Public Bodies and agencies, agents and contractors;
- distribute copies of the Plan to Gaelic organisations;
- distribute copies of the plan to other interested bodies; and
- make copies available on request.

INFORMING OTHER ORGANISATIONS OF THE PLAN

We informed our 6 Locality Partnerships at their March 2019 meeting of the forthcoming consultation and will provide updates in June and September 2019 meetings. We will alert other organisations, including third parties and arms-length organisations with whom we work to deliver services, by social media and via the Council's website and we will encourage them to operate in the spirit of the activities outlined in this plan.

We will develop an e-learning module to increase awareness of the Gaelic Language Plan and its importance to the Council. Staff will be alerted to the consultation through regular internal communications.

RESOURCING THE PLAN

Our activities will be funded through our regular revenue funding and we will continue to seek external funding to enrich opportunities for Gaelic in North Ayrshire.

MONITORING THE PLAN

This will be monitored and progress reported annually on the North Ayrshire Council website and to Bòrd na Gàidhlig.

North Ayrshire Council's Gaelic Language Plan will be:

• published bilingually on the website;

• promoted in a bilingual press release announcing the plan;

• made available in our customer services centre, libraries and corporate headquarters' reception area,

• promoted to employees via Connects, North Ayrshire Council's intranet;

• distributed to partner organisations, as appropriate;

• distributed to Gaelic organisations; and

• made available on request.

APPENDIX 1 – INTERNAL GAELIC CAPACITY AUDIT

Summary p8 and more information www.north-ayrshire.gov.uk

APPENDIX 2 – OUTCOMES OF CONSULTATION

Please visit - https://nay.communitychoices.scot

APPENDIX 3 – COPY OF EXISTING GAELIC POLICY

Please visit www.north-ayrshire.gov.uk to read the first edition of our Gaelic Language Plan

NORTH AYRSHIRE COUNCIL

11th June 2019

Cabinet

Title:	**Proposal for Community Investment Fund (CIF) Expenditure**
Purpose:	To determine an application by the Three Towns Locality Partnership to allocate CIF funding to a proposed project.
Recommendation:	That Cabinet: a) Reviews the enclosed application from the Three Towns Locality Partnership in line with CIF criteria; b) Makes recommendations in relation to the application; c) Approves expenditure where relevant; d) Agrees to accept further future applications from Locality Partnerships for CIF funding; and e) Agrees to accept a future report on the progress of the initiative at dates to be agreed with the Locality Partnerships.

1. Executive Summary

1.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified though Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All strategy.

1.2 Locality Partnerships have subsequently continued to work on their local action plans and are refining proposals for expenditure in line with their locally identified needs. This is a challenging process, and it is a testament to the dedication of the Locality Partnerships and their community partners that proposals are now emerging to provide creative approaches to addressing local challenges.

1.3 This report brings forward a proposal which responds to the specific needs of the local community and which has been developed based on local circumstances and opportunities.

1.4 This proposal has been approved to be submitted to Cabinet through a process of collaboration and consensus by the Three Towns Locality Partnership.

2.   Background

2.1   Within its budget for 2017-18, North Ayrshire Council provided an allocation for the creation of an innovative fund to enable communities to address the priorities they have identified though Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All strategy, to be distributed among Localities as follows:

Locality	Population	Value
Irvine	29%	£754,000
Kilwinning	11%	£286,000
3 Towns	23%	£598,000
Garnock Valley	15%	£390,000
North Coast	18%	£468,000
Arran	4%	£104,000

2.2   It was agreed that the CIF will support proposals and projects that connect with:

- The North Ayrshire Fair for All Strategy;
- The Community Planning Partnership and Locality priorities; and
- North Ayrshire Council's values, priorities and business objectives.
- Fulfil a compelling need and do not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

2.3   The proposal development and application process has been agreed as follows:

- Locality Partnerships should continue to engage with their communities and stimulate interest in the CIF.   The Locality Partnership will then strategically assess the applications, make links and look at the funding 'in the round.'
- If the partnership supports a bid then the group will be encouraged to submit a full application form, which they will decide upon before making a proposal to Cabinet for final approval.
- The finalised proposal will go to the next suitable Cabinet for final approval.

2.4   The enclosed application has been developed by the project partners, led by the Shibumi Karate Club, with the Three Towns Locality Partnership and North Ayrshire Council officers and is now recommended for approval by Cabinet. The proposal is as follows:

2.4.1 **Three Towns Locality Partnership: The Training Station**

The Training Station involves the conversion and refurbishment of part of Saltcoats Railway Station to form flexible community space. The aim of the project, led by the Shibumi Karate Club, is to promote community regeneration and civic pride within local communities through the re-purposing of a category B listed building, developing local community-based facilities that meet community needs and contributing to the community's health and wellbeing. Commitment to a funding package in excess of £400,000 has been achieved across a range of partners such as Scottish Government (Regeneration Capital Grant Fund), sportscotland, Scotrail and the Railway Heritage Trust.

3.   Proposals

It is proposed that Cabinet:

3.1   Reviews the enclosed application from the Three Towns Locality Partnerships, as detailed at Para. 2.4 above and within Appendix 1 attached;

3.2   Makes recommendations in relation to the application;

3.3   Approves expenditure where relevant;

3.4   Agrees to accept further future applications from Locality Partnerships for CIF funding; and

3.5   Agrees to accept future reports on the progress of the initiatives at dates to be agreed with the Locality Partnerships.

4. Implications/Socio-economic Duty

Financial:	The CIF funding has been allocated proportionately across Localities. The attached application is the next to be drawn down from the existing funds (see 2.1 above). North Ayrshire Council Finance officers will monitor the draw down and spend of the funds.
Human Resources:	There are no HR implications in relation to this proposal.
Legal:	There are no legal implications in relation to this proposal.
Equality/Socio-economic Duty:	There are no equality implications arising directly from this report. The purpose of Locality Planning is to reduce inequalities. Each of the CIF proposals is tested against that purpose before being presented to Cabinet.
Children and Young People:	Children and Young People will be considered and prioritised by Locality Planning Partnerships in each of the projects. This CIF proposal proposes particular benefits for children and young people, who have also been consulted as part of the process, and who will benefit both from the opportunities provided by the Karate Club and from those in the community hub.
Environmental & Sustainability:	There are no environmental and sustainability implications arising directly from this report.
Key Priorities:	The proposal contained within the report supports the North Ayrshire Council Plan priorities: • Active and strong communities • Inclusive, growing and enterprising local economy • People enjoy good life-long health and well-being.
Community Benefits:	The proposal will benefit a range of community groups and individuals and, in particular, supports the priorities of the Three Towns Locality Partnership. These include community regeneration and tourism.

5. Consultation

5.1 The proposals contained within this report have been developed and approved by the Three Towns Locality Partnership, through consultation with local people, including young people.

Karen Yeomans
Executive Director (Economy & Communities)

For further information please contact **Audrey Sutton, Head of Service (Connected Communities),** on **(01294) 324414**.

Background Papers
Appendix 1: Three Towns Locality Partnership: The Training Station

Appendix 1: Community Investment Fund: Proposal to Cabinet

Organisation name	*Shibumi Karate Club for The Training Station SCIO*
Brief details of organisation	The Training Station is constituted as a Scottish Charitable Incorporated Organisation (SCIO). Its membership is made up of members of the local community, representation from user groups such as Shibumi Karate club and stakeholders such as North Ayrshire Council and Network Rail. The local community has been engaged in every decision during development and once operational, will be involved in running the project through Board management and volunteering. The Steering Group (representing the community) is working closely with funders such as Network Rail, Abellio, Scotrail, sportscotland, the Railway Heritage Trust and KA Studio Hub St Matthews, with support from IDP Architects to ensure the longevity of the building in a way that best meets community needs and they will be represented on the Board, with North Ayrshire Council.
Locality	Three Towns Locality Partnership
Amount requested	£50,000
Brief overview of proposal	The Training Station involves the conversion and refurbishment of part of Saltcoats Railway Station to form an 81 square metre flexible community space in an area of severe deprivation with very limited community facilities. The building is still in current use as a train station and the conversion of unused space will ensure purposeful, community use of the Grade 'B' listed building. The works involve the conversion of the existing space to create a large multi-functional space through the removal of a dividing wall. Refurbishment will also include construction of a toilet and wet/changing room facilities allowing on site showering and additional changing space and will offer barrier free (DDA) accessible facilities for all. The refurbishment of the main hall will include smart capability including a wi-fi network and multimedia screen and projector for training/local meetings and presentations. A Japanese garden area will also be created as part of the project. **The aim of the project** is to promote community regeneration and civic pride within local communities through the re-purposing of a category B listed building, developing local community-based facilities that meet community needs and contributing to the community's health and wellbeing. Funders are supporting this project for the following reasons: a. It addresses local needs for local facilities and supports a key element of the Locality Outcomes Improvement Plan (LOIP) in developing local facilities and supporting action to improve health and well-being in an area of significant deprivation; b. It secures a viable and sustainable use of a building that is important to surrounding communities;

	c. It promotes inclusion and regeneration through community empowerment and supports and allows the community to 'take ownership' of its need to improve its health; and d. It addresses a local priority and varied local groups interest in working with Network Rail to ensure the longevity of a well-used piece of infrastructure and a piece of local history (The Station). The following outputs are anticipated: No. of new jobs created: 1 No. of construction jobs supported: 3 No. of training places created: 40 Number of buildings refurbished / brought back into use: 1 Total Sqm of building created or refurbished: 81 sqm Number of community facilities supported: 1 Number of businesses/enterprises benefiting from supported facilities: 10 Number of community groups supported through refurbishment of a derelict building: 25 Number of listed buildings maintained and cared for: 1 The total project cost is estimated to be £450,800 before project management costs. The budget is currently being revised and phasing completed. The Railway Heritage Trust has committed £125,000 Scotrail has committed £165,000 Scottish Government RCGF has awarded £150,000.
Timescale	Original completion date was March 2020 but delays in awarding RCGF (at national level) have required a rephasing. This is currently in progress.
Contact details	Jim McHarg, Senior Manager, Connected Communities

NORTH AYRSHIRE COUNCIL

11th June 2019

Cabinet

Title:	National Islands Plan and Island Communities Impact Assessment Consultation.
Purpose:	1) To seek Cabinet approval for the North Ayrshire Council response to the Scottish Government's consultation on the National Islands Plan and Island Communities Impact Assessment. 2) To seek Cabinet approval for the inclusion of the responsibility for islands matters in North Ayrshire within the portfolio of the Cabinet Member for Economic Growth.
Recommendation:	That Cabinet: a) Approves the proposed North Ayrshire Council response to the National Islands Plan and Island Communities Impact Assessment consultation; and b) Approves the inclusion of the responsibility for islands matters in North Ayrshire within the portfolio of the Cabinet Member for Economic Growth.

1. Executive Summary

1.1 North Ayrshire Council previously reported to Cabinet on 26th September 2017 on the proposed Islands Bill. This was enacted on 6th July 2018. The current report to Cabinet focuses on North Ayrshire Council's response to Scottish Government consultation on two elements of the Islands Act: the proposed National Islands Plan and Island Communities Impact Assessments.

1.2 North Ayrshire Council's responses to the consultation questions (Appendix 1) are based our previous response to the Islands Bill consultation; ongoing engagement with our communities, including Scottish Government consultation events on Arran and Cumbrae; and new developments which have emerged since the previous report, notably the ongoing Local Governance Review and the Ayrshire Growth Deal.

2. Background

2.1 In June 2014, on conclusion of the Island Areas Ministerial Working Group's work, the Scottish Government published the *Empowering Scotland's Island Communities* prospectus,[ ] presented as a coherent package of measures that developed a set of proposals based on three underpinning objectives:

- Promoting the voice of island communities;

- Harnessing island resources; and

- Enhancing the wellbeing of island communities

2.2 Following the *Empowering Scotland's Island Communities* prospectus, the Scottish Government consulted on provisions for a future Islands Bill. A key focus of this consultation was the aspect of 'island-proofing', consulting on its inclusion as a principle within any future Island Bills to formalise the approach in legislation.

2.3 The Islands (Scotland) Bill 2018 received Royal Assent on 6 July 2018. The first Commencement Regulations for the Island Act were laid on 20 September 2018 and came into force on 4 October 2018.

National Islands Plan

2.4 According to the Islands (Scotland) Act 2018, the purpose of the Plan is "to set out the main objectives and strategy of the Scottish Ministers in relation to improving outcomes for island communities that result from, or are contributed to by, the carrying out of functions of a public nature."

2.5 Section 3(3) of the Act provides a number of areas for improving outcomes for island communities, including:

a) Increasing population levels;
b) Improving and promoting:

   (i) sustainable economic development;
   (ii) Environmental wellbeing;

   (iii) health and wellbeing, and

   (iv) community empowerment

c) Improving transport services;
d) Improving digital connectivity;
e) Reducing fuel poverty;
f) Ensuring effective management of the Scottish Crown Estate (that is, the property, rights and interests to which section 90B(5) of the Scotland Act 1998 applies); and
g) Enhancing biosecurity (including protecting islands from the impact of invasive non-native species).

2.6 However, this is not an exhaustive list. Scottish Government emphasises that the National Islands Plan is not limited by Section 3(3), but rather will develop organically from the data gathered during the consultation process. Consequently, the National Islands Plan will include objectives and strategies related to those sectors linked to the

carrying out of functions of a public nature that will improve outcomes for island communities, even outcomes not included in section.

2.7 The first draft of the National Islands Plan must come before Scottish Parliament within 12 months of Part 2 of the Act coming into force, which in this instance means a draft of the Plan must be submitted by 4 October 2019.

2.8 Scottish Government states that so far as possible the National Islands Plan will include means to measure whether the outcomes identified have improved for island communities. This may well require the use of indicators, which will assess the degree of success in progress towards the objectives set out in the National Islands Plan.

2.9 In this respect, the Scottish Ministers will report on the Plan annually to monitor its progress and to consider where outcomes may or may not have improved. In addition, the Scottish Ministers will also review the National Islands Plan before the end of the period of five years beginning with the day on which the plan was last published.

2.10 The Islands (Scotland) Act clarifies that "in preparing the national islands plan, the Scottish Ministers *must consult* each local authority listed in the schedule, such other persons as they consider represent the interests of island communities, and such persons (including members of island communities and other persons) as they consider likely to be affected by or have an interest in the proposals contained in the plan".

2.11 Accordingly, Scottish Government has decided to undertake a wide consultation with island communities. They stress that this is not simply a procedural requirement, but an essential means to properly develop the National Islands Plan in a way that truly responds "to the distinctive geographical, natural heritage and cultural characteristics (including the linguistic heritage) of each of the areas inhabited by island communities."

2.12 Developing a plan which responds to "linguistic heritage" will include asking island communities how the Plan should take into account the needs of Gaelic speakers in island communities, and how this will interact with any commitments made by authorities in any Gaelic language plan they have produced under the Gaelic Language (Scotland) Act 2005.

2.13 North Ayrshire Council welcomes the proposal to develop legislation through an Islands Bill. We recognise the exigencies of island life and their communities and we also value and recognise the increasing aspirations of our island communities. Our islands have a unique culture and this is central to our spectacular tourism product in North Ayrshire. We wish to support and promote the priorities of our islands communities to create a sustainable and secure future for and with them.

2.14 Our response to the key consultation questions (some questions are for island residents as opposed to public bodies) is summarised below and the full text is attached at Appendix 1. North Ayrshire Council has listened to the views of its island residents in order to construct the consultation response.

2.15 National Islands Plan

Q12. What should be the main objectives for the National Islands Plan?

It is important that the effect of the Bill is to empower island communities. In line with the Community Empowerment Act's recommendations, the Plan should focus on inclusive economic growth, reducing inequalities and capacity building in island communities to strengthen communities in fragile areas.

The National Islands Plan needs to focus on:

- *Reducing the disadvantages of living on an island;*
- *The implications and impact of the removal of EU funding;*
- *EU Exit implications for our islands; and*
- *Inclusive growth and the socio-economic duty.*

Q13. What should be the key priorities for the Scottish Government in relation to the National Islands Plan?

Through ongoing engagement with our island communities on Arran and Cumbrae, the following key priorities, while not exhaustive, are recurring themes:

- *Economic growth, investment and sustainability;*
- *Reliance on seasonal tourism and the need for diversification;*
- *Community capacity and empowerment;*
- *Education and skills and retention of young people;*
- *Recruitment and retention of employees;*
- *Population and depopulation;*
- *Housing;*
- *Transport;*
- *Marine planning;*
- *Health and social care;*
- *Meeting the needs of older people;*
- *Energy and energy costs;*
- *Connectivity/digital (Arran);*
- *"Island premium" costs;*
- *Resilience;*
- *Planning policy;*
- *Preservation of heritage and cultural identity; and*
- *Protection of natural environment.*

Q14. What should be taken into account in terms of the functions of relevant authorities within the National Islands Plan?

The implications of the current Local Governance Review should be considered in relation to the Islands Plan and Impact Assessments, and vice versa.

The National Islands Plan and island proofing need to have regard to, and be part of a much wider, integrated strand of post-Christie public sector policy that includes the following themes:

- *Empowered and supported communities, working with public sector organisations on shared priorities;*
- *Targeting of resources need to achieve outcomes;*
- *Subsidiarity;*
- *Inclusive growth; and*
- *Socio-economic duty.*

Q15. How can we measure outcomes in relation to the National Islands Plan?

North Ayrshire Council believes it is imperative that the outcomes identified in the National Islands Plan articulate with the desired local outcomes and do not result in proliferation of priorities and outcome measures. In the case of North Ayrshire these are articulated with and by our communities mainly through our CPP and HSCP locality planning process (which is applied across North Ayrshire, not just in areas of deprivation) and reflect the priorities of the local area, and also in local economic plans where appropriate.

2.16 Island Communities Impact Assessments

Q21. What should be the main objectives for Island Communities Impact Assessments?

North Ayrshire's opinion, and that of our island communities, is that in order to ensure proper consideration of the potential impact on island residents of the adoption of policy changes, there should be a statutory requirement to prepare island impact assessments to take cognisance of the potential impacts on island communities.

As in our previous response to the Scottish Government consultation on the Islands Bill, we suggest that the Equalities model is followed as far as possible.

Q22. What do you think needs to be considered in the guidance and templates which will be developed to support the carrying out of Island Communities Impact Assessments by relevant authorities?

North Ayrshire Council's position, especially in relation to our Fair for All Inequalities Strategy and inclusive growth, is that it is essential that living in an island location should not be an unnecessary barrier for anyone with protected characteristics from accessing required services.

We also believe that proportionality is important, and propose that the approach which is developed should reflect current local authority equality impact assessments, which are based on screening processes which then inform full impact assessments where it is identified that there is a requirement.

Q23. What should be taken into account in relation to the reviews of decisions of relevant authorities relating to Island Communities Impact Assessments?

In making decisions relating to North Ayrshire, organisations will need to consider both the socio-economic duty and the needs of islands. These duties overlap and occasionally might need to be balanced against each other. In addition, resources are, and will continue to be,

an important factor in how decisions are made, and the acknowledgement of this is important in any review process.

2.17   North Ayrshire Council Islands Portfolio

2.17.1 North Ayrshire Council also wishes to reflect the priority it places on our island communities by specifically including the remit for islands within the portfolio of the Cabinet Member for Economic Growth, and this will include further work in relation to the National Islands Plan and Islands Communities Impact Assessments.

3.   Proposals

3.1   It is proposed that Cabinet:

a) Approves the proposed North Ayrshire Council response to the National Islands Plan and Island Communities Impact Assessment consultation; and

b) Approves the inclusion of the responsibility for islands matters in North Ayrshire within the portfolio of the Cabinet Member for Economic Growth.

4. Implications/Socio-economic Duty

Financial:	There are no financial implications in the current report.
Human Resources:	There are no HR implications in relation to this report,
Legal:	There are no legal implications in relation to this report.
Equality/Socio-economic Duty:	The consultation response focuses on the importance of the equality and socio-economic duties of public sector bodies in the design and implementation of both the National Islands Plan and the Islands Communities Impact Assessment. The proposals explicitly express the intention of creating more equality for island communities.
Children and Young People:	Children and Young People are key considerations in the themes which are proposed as priorities within the National Islands Plan and the Islands Communities Impact Assessment, including education and skills and retention of young people in island communities.
Environmental & Sustainability:	There are no environmental and sustainability implications arising directly from this report, although the proposed priorities include marine planning, sustainability, biodiversity and environmental landscape and built heritage.
Key Priorities:	The proposal contained within the report supports the North Ayrshire Council Plan priorities: • Active and strong communities • Inclusive, growing and enterprising local economy • People enjoy good life-long health and well-being.
Community Benefits:	The National Islands Plan and the Islands Communities Impact Assessment have the potential to deliver significant benefit for island communities across a range of key issues as highlighted in the consultation response.

5. Consultation

5.1 This response has been compiled with contributions from a number of Council and community partners, including participation in the Scottish Government's community engagement events in Arran and Cumbrae on 22nd and 23rd May 2019 respectively.

Craig Hatton
Chief Executive

For further information please contact **Audrey Sutton, Head of Service (Connected Communities),** on **(01294) 324414**.

Background Papers
Appendix 1: North Ayrshire Council response to the Scottish Government National Islands Plan and Islands Communities Impact Assessment Consultation.

Appendix 1

The Scottish Government's Consultation on the National Islands Plan and Island Communities Impact Assessment.

North Ayrshire Council

Responses due 6th July 2019

Consultation questions

We want the National Islands Plan to be a document that builds on what works well on Scottish islands, and which addresses the challenges faced by islands and their communities. The Plan will set out how the Scottish Government, local authorities and other public agencies might work to improve outcomes for island communities. Scottish Ministers will be asked to report back to Scottish Parliament every year on progress towards the goals included in the National Islands Plan.

The Plan, therefore, is key to how we will all work together with island communities in the future. It is therefore vital that as many people as possible who live, work and interact with Scotland's islands and their communities take part in this consultation. We want to hear people's experiences and especially, their views about what we can build on and do differently in the future. The questions set out below aim to give people the chance to shape the National Islands Plan in a way that truly responds to their interests and aspirations. Please take part.

Q1. If applicable, which island(s) do you live on or do you relate to?

The Isle of Arran and the Cumbraes

National Islands Plan

Q2. If applicable, what is good about living on your island? Please state 3 things that you like about living on your island.

Local Authority response – not applicable

Q3 If you've moved away from your island, please tell us why you left (for example, was it for work opportunities or for education)?

Local Authority response – not applicable

Q4. If you've moved away from your island, please tell us what, if anything you miss about island life.

Local Authority response – not applicable

Q5. If possible, please can you give us some examples of good local initiatives/projects/activities, etc?

Local Authority response – not applicable

Q6. The Islands (Scotland) Act lists a number of areas that are relevant for islands and island communities. Please rank these in order of priority for you:

- Depopulation

- economic development

- environmental protection

- health and wellbeing

- community empowerment

- transport

- digital connectivity

- fuel poverty

- land management

- biosecurity

All of these issues are important to North Ayrshire Council.

Do you feel that this list covers all aspects of island life?

☐ Yes
☐ <mark>No</mark>
☐ Don't know

Q7. If you answered no, is there anything else that you believe the National Islands Plan should address?

Local Authority response – not applicable

Q8. If applicable, are there any specific challenges about living on your island? Please state 3 challenges about living on your island.

Local Authority response – not applicable

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Q9. If you've moved away, please tell us about any challenges that you experienced whilst you were living on your island.

Local Authority response – not applicable

Q10. If applicable, what could be done to make living on your island better?

Local Authority response – not applicable

Q11. How do you feel the National Islands Plan should address and respond to the distinctive geographical, natural heritage and cultural characteristics (including the linguistic heritage) of local island communities, including the needs of Gaelic speakers within those communities?

Local Authority response – not applicable

National Islands Plan: General Questions Section:

So as many people and agencies as possible have an opportunity to help us shape the National Islands Plan, we would like to capture the views of relevant authorities, national, local and community groups, development trusts and other such partners with an interest in islands,

Q12. What should be the main objectives for the National Islands Plan?

North Ayrshire Council welcomes the proposal to develop legislation through an Islands Bill. We recognise the exigencies of island life and their communities and we also value and recognise the increasing aspirations of our island communities. Our islands have a unique culture and this is central to our spectacular tourism product in North Ayrshire. We wish to support and promote the priorities of our islands communities to create a sustainable and secure future for and with them.

It is also important that the effect of the Bill is to empower island communities. In line with the Community Empowerment Act's recommendations, the Plan should focus on inclusive economic growth, reducing inequalities and capacity building in island communities to strengthen communities in fragile areas.

The national Plan needs to focus on:

- *Reducing the disadvantages of living on an island, including those of higher prices, housing shortages and competitive disadvantages.*
- *The implications and impact of the removal of EU funding, which is targeted at areas furthest from the centre to reduce their competitive disadvantage. Replacing EU funding with the right type and level of domestic funding is critical. Less prosperous regions in the UK will lose access to £2.4billion a year for social and economic development – comprising EU Structural and Investment Funds (ESIF) and domestic match funding - unless successor or*

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replacement frameworks and funding programmes are put in place. At the heart of the proposed approach to a new UK Shared Prosperity Fund (UKSPF), proposed by the UK Government, should be the need to reduce regional inequality and achieve inclusive growth post-Brexit. This will require resources to be targeted at less prosperous areas. Resources allocated to this successor programme need to compensate for the loss of EU funding and provide additional resources to match the scale of national and regional objectives for achieving inclusive growth.

- *EU Exit implications for our islands, which include a reliance on tourism and in many cases on EU workers who may leave the UK.*

- *Inclusive growth and the socio-economic duty. Stark levels of regional inequality in the UK have been well-documented, however this is also an issue impacting the Scottish economy and our ambitions of inclusive growth. The Fraser of Allander Institute (2018) have recently highlighted this in their economic commentary: GVA per head in Edinburgh is nearly 2.5 times higher than in East and North Ayrshire. In the past 20 years this gap has widened – GVA per head in Edinburgh has nearly doubled since devolution, with growth in East and North Ayrshire around half that rate.*

- *Scottish Government's Economic Strategy (2015) states that uneven growth is evident within Scotland, with the gap in output per person between Edinburgh and East & North Ayrshire highlighted as a specific example. This 'regional gap' was also picked up in a report on Scotland's economic performance in June 2018 by Scottish Parliament's Economy, Jobs and Fair Work Committee Inquiry. The Committee made the recommendation that: 'it is vital that the gap between low-performing and high-performing regions in Scotland is reduced.'*

- *North Ayrshire Council recognise that in an increasingly challenging economic environment, we have to work in new ways in order to deliver inclusive growth. As a result, working in partnership with the Scottish Government's Office of Chief Economic Advisor, the Council piloted the 'Inclusive Growth Diagnostic'. The main purpose of the Diagnostic was to identify constraints and opportunities for driving inclusive growth in North Ayrshire in order to prioritise actions to address them at a time of constrained public sector resources. Jobs density was one of the key constraints identified by the diagnostic – indeed North Ayrshire has one of the lowest job densities in Scotland – and this highlights that the Council is unable to achieve inclusive growth without a change in national policy and investment, and as such investment should be targeted where there is most need, for example areas of market failure, and impact will be greatest. The Council is keen to share learning on the diagnostic as an important tool for targeting resources.*

- *Investment decisions by Scottish Government appear to be focussed on maximising economic growth, which has recently included investing in the central belt (the Medicines Manufacturing Innovation and Scottish Social Security Agency decisions are recent examples of decisions which prioritised connectivity and existing city labour resource over inclusive growth). The danger is that unless there is a genuine commitment to reducing the*

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competitive disadvantage of islands and prioritising this over investment which produces the highest GDP, the National Islands Plan and island proofing will not deliver its objectives for island communities.

In our response to the current proposals, we have consulted with representatives of our island communities in order to accurately reflect their views.

Q13. What should be the key priorities for the Scottish Government in relation to the National Islands Plan?

Through ongoing engagement with our island communities on Arran and Cumbrae, the following key priorities are recurring themes:

- *Economic growth, investment and sustainability, and retention of local businesses, requiring more targeted investment by public and private sector to create small scale craft and retail opportunities which will provide employment and create resilience.*
- *Reliance on seasonal tourism and the need for diversification.*
- *Community capacity and empowerment, including more subsidiarity and control of local budgets.*
- *Education and skills and retention of young people on the islands.*
- *Recruitment and retention of employees, including proposals for an islands' allowance for key staff.*
- *Population and depopulation and the demographic imbalance.*
- *Housing, including affordable housing. older people's housing and local construction and policy.*
- *Transport, including the impact of RET on our island residents; concessionary transport; cycling infrastructure; need for more reliable ferry service (Arran); more integrated transport arrangements across providers, including online purchasing; priority for residents on ferries; better disabled facilities and a strategic approach to regulation of the number of vehicles allowed on to the islands (Cumbrae).*
- *Marine planning, including licensing, as included in the Islands Bill. This approach is consistent with the empowerment of communities and work to further devolve powers from the Crown Estate, Scotland. Currently, statutory regional marine planning for theClyde Estuary has been devolved to the Clyde Marine Planning Partnership (CMPP), in which public authorities, including North Ayrshire Council plays a role. The CMPP provides an opportunity for island communities to promote sustainable development of their own waters, which best reflect the commercial, recreational and conservation interests of the islands. This acknowledges that one size does not fit all in relation to island communities. The opportunity to exercise development control over territorial sea around the coast lines and the granting of certain financial powers to borrow, invest and participate in business would be relevant to all Councils with island responsibilities. However, consultation with island communities is critical in these responsibilities.*

- *Health and social care, especially lack of care homes, need for improved care at home packages and better transport to hospital.*

- *Meeting the needs of older people.*
- *Energy and energy costs.*
- *Connectivity/digital (Arran).*
- *Marine planning.*
- *"Island premium" costs.*
- *Resilience.*
- *Planning policy.*
- *Preservation of heritage and cultural identity*
- *Protection of natural environment.*

It is acknowledged that this list is not exhaustive and North Ayrshire Council recommends that the characteristics included within the plan should not be restricted due to the uniqueness of individual island communities across Scotland.

Our island communities have forged unique cultural identities and have a priceless heritage because of their geographic character. This has an intrinsic global value which connects islanders, emanating from extended periods of isolation from mainland communities during which islanders have developed independence and self-reliance. The relationship between communities and coastal waters is subtly different to coastal communities; a daily visual connection to livelihood, leisure and mainland.

The Gaelic language references the local geography in a completely different way to English. For example, the translation for North Ayrshire Council/ Comhairle Siorrachd Àir a Tuath is constructed as the Council for the area to North of the mouth of the River Ayr. The preservation of Gaelic language and culture has been strong in Arran communities and schools, the annual Fèis Arainn attracting sustained high numbers of children and young people to take part in and celebrate Gaelic culture and music.

Island communities are passionate about capturing and sharing the uniqueness of the island experience, with heritage trails, oral histories and independent museums. Similarly, there are strong feelings about preserving the built heritage and natural environment, not just for the economic value of the tourism industry but for the quality of islanders' lives and as a legacy for generations to come.

The second edition of the North Ayrshire Council Gaelic Language Plan is currently open for consultation and demonstrates the Council's nurturing and supportive approach to Gaelic; an approach which is mirrored in its support for island communities' cultural and heritage initiatives.

Q14. What should be taken into account in terms of the functions of relevant authorities within the National Islands Plan?

The implications of the current Local Governance Review should be considered in relation to the Islands Plan and Impact Assessments, and vice versa.

The National Islands Plan and island proofing need to have regard to, and be part of a much wider, integrated strand of post-Christie public sector policy that includes the following themes:

- *Empowered and supported communities, working with public sector organisations on shared priorities*
- *Targeting of resources need to achieve outcomes*
- *Subsidiarity*
- *Inclusive growth*
- *Socio-economic duty.*

Many of these issues are currently being explored through the Local Governance Review. A comprehensive approach to locality planning, as developed in North Ayrshire, has demonstrated the need for a comprehensive fact-based area profile to inform the agreement by communities and CPP of shared priorities, sufficient resource (both staffing and through PB and our Community Investment Fund) to support communities and integrated public sector working.

North Ayrshire Council welcomes the proposal to develop legislation through an Islands Bill, with the proviso that the local authority and island communities are involved in the development of the legislation. North Ayrshire believes it is important to ensure that the Islands Bill is taken forward in the context of (a) Locality Planning as recently provided for in the Community Empowerment (Scotland) Act 2015, and (b) subsidiarity, that power should be delegated as close as possible to people. North Ayrshire Council is already recognising the special role of our islands and is addressing the concept of island specific plans through our Locality Planning arrangements and the Arran and Cumbrae Economic Plans, currently being reviewed to reflect the significant focus on the islands of the Ayrshire Growth Deal investment.

The commitment of public sector partners to invest between £3m and £4m in marine tourism to stimulate private sector and community-led activity will have a significant impact on the economic development of the islands. Further investment at Hunterston in relation to the circular economy, at Ardrossan in relation to marine infrastructure and public realm and at Irvine and Ardeer in relation to leisure and residential investment will also impact positively on the relationship between the islands and the mainland, delivering opportunities for employment and retention of residents.
The process of producing the economic plans has required significant engagement and consultation with island stakeholders and local business communities and this has ensured that we have the support and buy-in of local island people.

The development of a National Islands Plan would provide a consistent and transparent means of planning for and reporting on a range of commitments across all policy areas and would ensure that the empowerment and equality of island communities would be kept on the national local agenda. North Ayrshire Council believes that this approach would fit well with our developing Locality Approach and that the priorities and equality issues which currently emerge from our island specific work will have the opportunity to be reflected through a National Islands Plan. It makes sense to ensure that any new planning and reporting requirements and mechanisms fit with the existing landscape, to ensure coherence and

relevance to local needs.

It is important that island proofing supports Locality Planning and subsidiarity rather than being taken forward in isolation. A one size fits all should be avoided and the increasing acknowledgement of asymmetry is very welcome. Legislation and guidance needs to allow scope to tailor outcomes towards the needs of the specific island but additional layers of planning should be avoided where possible.
It is also important to recognise the difference between Island Authorities and Local Authorities with islands, ensuring that decision making and resultant impact takes this into account.

The principle of consulting and negotiating specifically with islanders on the impact of policies that affect them is generally welcome. A key theme which emerged in our engagement was the importance of the islands, and local authorities with islands, having a formal voice in the process of developing a national plan, and how local views and particularities could be reflected in a national plan as well as in local islands plans. It will therefore be important to consider how the relationship between the plan and the local policies will develop, and how the process of engagement and consultation will be carried out, including recognising a range of local organisations in this process.

North Ayrshire Council also proposes that all relevant local authorities and community planning partners should be statutory consultees in the process of drafting the national islands plan, to ensure that all aspects of issues affecting island communities are included and considered and to ensure a focus on improving outcomes for island communities.

Q15. How can we measure outcomes in relation to the National Islands Plan?

As highlighted elsewhere in this response, it is imperative that the outcomes identified in the National Islands Plan articulate with the desired local outcomes and do not result in proliferation of priorities and outcome measures. In the case of North Ayrshire these are articulated with and by our communities mainly through our CPP and HSCP locality planning process (which is applied across North Ayrshire, not just in areas of deprivation) and reflect the priorities of the local area, and also in local economic plans where appropriate.

These priorities are identified and measured through a variety of approaches:

- *The Local Outcomes Improvement Plan*
- *The Fair for All Inequalities Strategy, with a strong focus on child poverty*
- *Locality Plans and HSCP Locality Partnership Forum plans (on Arran, for example, these are one and the same thing, exemplifying an attempt to reduce rather than increase duplication)*
- *The North Ayrshire Council Plan*
- *HSCP Strategy*
- *Partnership strategies, e.g. the Children's Services Strategic Plan, Safer North Ayrshire*

- *Clyde Marine Planning Partnership*
- *Local economic plans*
- *Best Value processes*
- *Statutory inspections.*

It is important, therefore, that the National Islands Plan is designed in such a way as to support local priorities and to provide guidance and support in reinforcing the ways in which we can support our island communities rather than adding another layer of bureaucracy to the landscape. We have confidence that the practical support which will be provided to public sector partners and communities by the Plan will enhance the existing landscape.

Q16. If you have any further comments or points that you think should be taken into account in the development of the National Islands Plan, please state these below.

North Ayrshire Council and its island communities is generally in favour of the scope of the Plan and its aspirations and would be happy to assist in the further development of any of the constituent proposals.

However, the amount and type of resources required to implement the various aspects of the Plan need to be considered, especially since the basis for the proposals is an island authority, where it may be expected that existing resources may be better and more proportionately geared towards "islands" issues.

North Ayrshire Council believes that further exploration is required in relation to the differences between the 6 local authorities covered by the proposed Plan.

In discussions with islands representatives in North Ayrshire it is also a very strongly view any future Islands Plan should properly reflect the position of islands that lie within mixed mainland/island local authorities.

Moreover, in some aspects of the proposed Islands Plan there is not currently enough information available to provide a definitive opinion, and future engagement on these components would be welcome.

Island Communities Impact Assessment

Island Communities Impact Assessments will be one way in which relevant authorities can consider the impact of new laws, policies, strategies or services on islands. Guidance will be developed on how these impact assessments will operate and we believe that your input to this consultation can help us with this:

Q17. Can you name any policies, strategies or services that don't work very well for your island? Why do you feel they don't work well?

Local Authority response – not applicable

Q18. On the other hand, can you name any policies, strategies or services that **DO** work well for your island? Please tell us what it is about these that works so well.

Local Authority response – not applicable

Q19. How can Scottish Ministers and other relevant authorities involve island communities in assessments?

online surveys ☐
focus groups ☐
public meetings ☐
paper documents ☐
other (please comment) ☐

Local Authority response – not applicable

Q20. Is there anything else you would like to tell us?

Local Authority response – not applicable

Island Communities Impact Assessments – General Questions Section:

Guidance on how an Island Communities Impact Assessment should be carried out is not present in the Islands (Scotland) Act. Rather, the Act enables Ministers to develop guidance about the duty to have regard to island communities, of which the Island Communities Impact Assessment forms part.[16] The Scottish Ministers are also required to develop regulations "about reviews of decisions of relevant authorities relating to island communities impact assessments".

So as many people and agencies as possible have an opportunity to help us shape guidance and templates for Island Communities Impact Assessments, we would like to capture the views of relevant authorities, national, local and community groups, development trusts and other such partners with an interest in islands.

Q21. What should be the main objectives for Island Communities Impact Assessments?

North Ayrshire's opinion, and that of our island communities, is that in order to ensure proper consideration of the potential impact on island residents of the adoption of policy changes, there should be a statutory requirement to prepare island impact assessments to take cognisance of the potential impacts on island communities. This should be confirmed as a requirement to have "due regard" rather than "regard" as proposed currently, in order to strengthen the requirement on the public authorities listed in the proposals. We note that this aligns with the Community Empowerment (Scotland) Act 2015 which imposes a duty to act with a view to

reducing inequalities and socio-economic disadvantage.

As in our previous response to the Scottish Government consultation on the Islands Bill, we suggest that the Equalities model is followed as far as possible. There is already established jurisprudence and remedies for failure to assess.

In North Ayrshire, our islands have a different profile from much of the mainland. Much of our mainland has high levels of deprivation and unemployment. Arran and Cumbrae has different challenges, as highlighted earlier, such as housing, provision of care for older people, outward migration of young people and transport.

In making decisions relating to North Ayrshire therefore, organisations will need to consider both the socio-economic duty and the needs of islands. These duties overlap and occasionally might need to be balanced against each other in the light of continuing pressures on local government resources. It is therefore important that they are considered together, along with equalities. For that reason we would reiterate that island proofing should form part of the same process as assessing equalities and socio-economic duty impact. It is recommended therefore that existing screening and EIA processes are expanded to include island proofing.

Q22. What do you think needs to be considered in the guidance and templates which will be developed to support the carrying out of Island Communities Impact Assessments by relevant authorities?

North Ayrshire Council's position, especially in relation to our Fair for All Inequalities Strategy, is that it is essential that living in an island location should not be an unnecessary barrier for anyone with protected characteristics from accessing required services.

North Ayrshire is also the Carnegie UK test site for Kindness and we have been examining how individual, community, and crucially, organisational intentions and actions can be designed to deliver the best outcomes for communities. This approach underlines our approach to the socio-economic duty and to co-designing outcomes and outputs with those we serve.
We also believe that proportionality is important, and propose that the approach which is developed should reflect current local authority equality impact assessments, which are based on screening processes which then inform full impact assessments where it is identified that there is a requirement.

Our view is that it is important for relevant local authorities to be statutory partners in the consultation in relation to impact assessments and North Ayrshire would be willing to be involved in the development of this process.

North Ayrshire Council also proposes that the new Social Security Agency and Skills Development Scotland should be included as relevant authorities.

Consideration of the role of Lottery funded agencies may be worthwhile.

North Ayrshire Council agrees that this should apply to proposed legislation which is both primary and secondary in nature which it is anticipated will have a significantly

different effect on an island community from its effect on other communities in Scotland.

The Islands Community Impact Assessment guidance should highlight the potential impacts, risks and benefits of the proposed policy, service or project in relation to islands communities.

We propose that Island Community Impact Assessments should consider the following:

- *Changes to strategies, policies, working practices and how we deliver services: are these likely to have a positive or negative impact on the people we serve?*
- *How can we plan to reduce or remove negative impact by making reasonable changes to how a particular group receives a service?*
- *Ensure that no one is unintentionally excluded because of specific characteristics, including being resident on an island.*

The assessments should be carried out during the early stages of any strategy or policy review, a new project or a major change to a service.

Engagement and/or consultation should take place with appropriate and representative groups of island communities that are most likely to be affected. This must then be used to help shape the design/outcomes of the project.
Issues identified by the islands communities themselves must feature in the impact assessments. As stated in Q13 above, these have been identified (though not exclusively) as follows:

- *Economic growth and investment*
- *Education and skills*
- *Retention of young people*
- *Population*
- *Housing*
- *Transport, including concessionary transport*
- *Energy*
- *Connectivity/digital*
- *Marine planning*
- *"Island premium" costs*
- *Health and social care*
- *Older people*
- *Community capacity*
- *Resilience*
- *Planning policy*
- *Preservation of heritage and cultural identity*
- *Protection of natural environment.*

North Ayrshire has also been at the forefront of developing inclusive growth approaches, including the application locally of theory into practice. The inequalities identified within this work (health, disability, caring responsibilities, transport) may in

some cases be amplified within our island communities and this should be considered within the Island Community Impact Assessments.

Q23. What should be taken into account in relation to the reviews of decisions of relevant authorities relating to Island Communities Impact Assessments?

It would be useful to consider any enforcement mechanism. Will this be progressed via the courts or the Ombudsman; will there be a new mechanism for these reviews; and will subsequent guidance address this?

As highlighted in Q21, in making decisions relating to North Ayrshire, organisations will need to consider both the socio-economic duty and the needs of islands. These duties overlap and occasionally might need to be balanced against each other. It is therefore important that they are considered together, along with equalities. This will require to be an important consideration when reviewing the rationale for decisions taken.

In addition, resources are, and will continue to be, an important factor in how decisions are made, and the acknowledgement of this is important in any review process.

Q24. If you have any further comments or points that you think should be taken into account in the development of Island Communities Impact Assessments, please state these below.

North Ayrshire would be happy to assist in further development of the National Islands Plan and Island Community Impact Assessments.

About you
Consultation

CONTACT

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NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**West of Scotland Loan Fund (WSLF)**
Purpose:	To seek approval to the proposals to wind up West of Scotland Loan Fund (WSLF) Ltd, transferring assets and activity to Business Loans Scotland (BLS) and to amend the Articles of Association of Business Loans Scotland Ltd
Recommendation:	That Cabinet approves:-

i.   as a member authority to the winding-up the West of Scotland Loan Fund Ltd (WSLF);
ii.   the transfer of North Ayrshire Council's West of Scotland Loan Fund assets to Business Loans Scotland (BLS);
iii. an amendment to the BLS Articles of Association, to allow BLS to pay surplus funds back to member local authorities that authority be delegated to the Head of Economic Growth to agree the draft resolution and signed in accordance with requirements of BLS.

1.   Executive Summary

1.1   The formation of Business Loans Scotland Ltd to facilitate local authority lending to small businesses across Scotland in 2017 has rendered the West of Scotland Loan Fund (WSLF) Ltd obsolete. Both boards of BLS and WSLF have agreed to transfer the assets of WSLF to BLS in order to reduce costs and deliver loans more efficiently.

1.2   This report sets outs the process required for North Ayrshire Council to give consent for the closure of WSLF and transfer to BLS. The report also sets out proposals for changes to the Articles of Association for BLS which will allow BLS to pay to member authorities surplus funds originating from these authorities and held at BLS. These are made up of cash at bank and loan repayments as received. This is consistent with a previous amendment that was agreed by Cabinet in 20 February 2018 for WSLF Ltd Articles of Association.

2.   Background

2.1   The WSLF has been in existence since 1996 with North Ayrshire Council being a member authority. During this time the fund has provided significant lending to local SMEs matching Council funds with European Regional Development Fund (ERDF) monies. Following advice from Scottish Government, a new pan-Scotland loan fund vehicle, BLS Ltd, was launched in 2017. Scottish Government is working with a range of partners to deliver new national loan funds of between £5,000 and £2m. BLS has been contracted by government to deliver loans from £25,000 to £100,000.

2.2   Given these changes, in February 2018, Cabinet approved a change to the WSLF Articles of Association to allow WSLF to pay to member local authorities surplus funds held within WSLF that were not required for lending. This was achieved by each member signing a Special Resolution that amended the company's Articles of Association. WSLF refunded £720k in 2018/19 to the Council.

2.3   As a BLS member, North Ayrshire Council transferred an agreed award of funds that it held at WSLF to the new company BLS. The funds covered the required match funding to draw European Regional Development Fund (ERDF) support and cover the costs associated with the set up and running of the company. All new loans thereafter were approved and processed through BLS. North Ayrshire Council now has assets held within BLS in the form of an existing loan portfolio and ring-fenced cash at bank, circa £400,000 and £30,000 respectively.

2.4   Furthermore, with BLS as the primary vehicle through which debt finance is provided to SMEs across Scotland, the WSLF Board has now agreed to the winding-up of the company and the transfer of each member authorities remaining assets into BLS, to consolidate   and   simplify   the   management   of   the   assets. North Ayrshire Council's residual assets held within WSLF consist primarily of the existing loan portfolio and ring-fenced cash at bank, circa £270,000 and £440,000 respectively (Mar 2019). Approval is sought to agree to the wind up of WSLF and transfer these assets to BSL.

2.5   The BLS Articles of Association, however, do not currently allow BLS to pay funds to member local authorities. Given the intention of WSLF to transfer its assets to BLS, and the desire of local authorities to be able to withdraw surplus funds in future if required, the BLS Board agreed at their March 2019 meeting to change their Articles of Association subject to the approval of member authorities. There are no new proposals at present for North Ayrshire Council to withdraw funds from BLS.

2.6   It has been proposed by the BLS Board, in discussion with the Fund's solicitors, Wright, Johnston and Mackenzie LLP (WJM) to issue a Special Resolution to members. This Special Resolution will therefore allow for amendment to Articles of Association to power to BLS to pay funds back to member local authorities. This amendment is virtually identical to that granted by WSLF in 2018. Wright Johnstone Mackenzie will issue equivalent for BLS once all Councils have secured agreement.

3.   Proposals

3.1   It is recommended that Cabinet approves:-

    iv.   as a member authority to the winding-up the West of Scotland Loan Fund Ltd (WSLF);

    v.   the transfer of North Ayrshire Council's West of Scotland Loan Fund assets to Business Loans Scotland (BLS);

    vi.   an amendment to the BLS Articles of Association, to allow BLS to pay surplus funds back to member local authorities

    vii.   that authority be delegated to the Head of Economic Growth to agree the draft resolution and signed in accordance with requirements of BLS.

4.   Implications/Socio-economic Duty

Financial:	There is no cost associated with this report. It represents the opportunity to minimise overhead costs by consolidating loan fund management activity. It also enables a future opportunity to access funds that can be utilised for additional economic development activity.
Human Resources:	There are no human resources impacts.
Legal:	The proposed changes have been subject to scrutiny and review by legal advisors to both the WSLF and BLS, as well as North Ayrshire Council's legal team and there are no additional legal implications.
Equality/Socio-economic Duty:	There is no direct impact resulting from this report however once BLS Articles have been amended and residual funds are agreed, proposals will be identified for the use of funds which link to Inclusive Growth.
Children and Young People:	No direct impact resulting from this report
Environmental & Sustainability:	There is no immediate impact resulting from this report
Key Priorities:	This proposal supports the Council Plan priority outcome of having an inclusive, growing and enterprising economy.
Community Benefits:	There are no Community Benefit implications arising from the report.

5.   Consultation

5.1   All Local Authorities in Scotland have been consulted in this process as have the Boards of WSLF and BLS.

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Karen Yeomans
Executive Director Economy and Communities

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For further information please contact **Matt Strachan, Senior Manager Business Development,** on **01294 310658**.

Background Papers
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NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Better Off North Ayrshire update**
Purpose:	The purpose of the report is to update members on the latest performance and financial position and seek approval for the approach to exiting the contracted delivery.
Recommendation:	The Cabinet is invited to – (a) Note the update provided on Better Off North Ayrshire. (b) Note the issues raised with regards to the financial risks to the Council (c) Agree the steps being put in place to mitigate those risks and reduce projected spend by £300k. (d) Seek a further update report in 6 months, with an update on the financial position and the future service arrangements for financial inclusion services.

1.   Executive Summary

1.1   This report sets out the background to the Better Off North Ayrshire service, which is a financial inclusion service funded through a 3-year contract with the National Lottery Community Fund(NLCF).

1.2   Since launch of the programme in March 2017, the programme has experienced difficulties in securing income through the funders to reimburse costs. This situation has been mirrored with the other lead contractors across Scotland. These challenges have been reported to Cabinet previously and the Council effectively lobbied for changes to the funding model during 2018. New Key Performance Indicators(KPIs) and payment triggers were agreed and formalised at the end of 2018.

1.3   The report outlines that income has increased in recent months but not to levels expected. Risks remain and these have been highlighted to the funders. The report sets out how the Council is continuing to manage this risk and sets out the approach to managing the end of service delivery.

2. Background

2.1 The Better Off North Ayrshire service was launched in March 2017, based on a 3-year contract with the Big Lottery Fund (now rebranded as the National Lottery Community Fund – NLCF). The contract had a total potential value of £3M, including programme management costs. North Ayrshire Council is one of five lead contractors in Scotland, with similar programmes operating in Argyll and Bute, Dundee, Inverclyde and Glasgow. The programme value across Scotland is circa £18M. The funding is provided to deliver innovative financial inclusion services.

2.2 North Ayrshire Council led a partnership of local 3rd sector partners to develop and deliver on the contract. The partnership currently includes – Community Housing Advocacy Project (CHAP), Citrus Energy – a subsidiary of Cunninghame Housing Association, ANCHO and 1st Alliance Credit Union.

2.3 NLCF match fund the programme with European Social Funds (ESF), meaning that all activity is bound by compliance rules around ESF. The contract operates on a payment by results model, which incorporates compliance with ESF rules and NLCF contract stipulations.

2.4 Cabinet has received previous reports highlighting the difficulties experienced across the programme since its inception. These difficulties had led to very few contract payments being made by NLCF in the first 18 months of the programme. As a result, all five lead contractors became very concerned about the viability of the programme.

2.5 In November 2018, Cabinet approved the continuation of the programme based on a new agreement with NLCF, which reduced contractual KPIs significantly and provided a new model for payments to be made. The new arrangements were welcomed; however it was recognised that risks remained which needed to be managed effectively.

2.6 **Claims and income**

2.6.1 NLCF make standard regular payments each quarter to cover our programme management costs and as such there are few concerns that income will be sufficient to cover these costs.

2.6.2 As part of the new funding model agreed, NLCF made a one-off payment in January 2019 as a proportion of costs incurred to date. This provided income of £749,000 for the North Ayrshire programme. The remaining income required to be generated will come from the achievement of outputs and outcomes and requires NLCF to approve each case file we submit. For every case file approved, a unit cost payment is received.

2.6.3 A test claim of 14 cases was submitted in January and NLCF feedback was that only 1 case submitted was deemed compliant. Several cases could be deemed compliant if various amendments to paperwork and additional evidence were provided. 5 cases were completely ruled out as non-compliant.

2.6.4 The first official claim under the new model was submitted on 21st March 2019. NLCF have reported some satisfaction that progress is being made in terms of meeting their expectations in terms of compliance. 26 cases were submitted and 12 were deemed compliant without any amendments. Several cases

required amendments and 3 were ruled out for payment completely. With errors rectified this claim for 23 cases has generated income of £61, 680.

2.6.5   The test claim and the first official claim submitted have highlighted the continuing difficulties in producing claims which NLCF view as ESF compliant and fit with their interpretation of the programme guidance. The work involved to get 23 cases approved for payment has been substantial both for the programme management team and the local delivery partners. It took almost 7 weeks from submission of claim to payment being received (on 7 May). It should be noted that claims have been kept small at this stage at request of NLCF, to test compliance.

2.7   **Current outlook**

2.7.1   Despite discussions last year with NLCF leading to reduced KPIs, a significant one-off payment and a new funding model, it is evident that across Scotland the programme continues to struggle as evidenced by the persistent low number of claims accepted for payment. While the NAC claims approved for payment has grown in recent months and compliance is on an upward trajectory, the new arrangements have not been sufficient to at this stage suggest the programme will perform as expected in North Ayrshire or indeed across Scotland.

2.7.3   The Council is continuing to make representations to NLCF on the difficulties being experienced with their claims process but there appears to be no progress in resolving this. Whilst the Council has upwards of 1200 cases currently, that should qualify for payment; there is now an expectation that a proportion of these not to be deemed acceptable.

2.7.4   Actual Claims

Payment trigger	Revised KPIs	Claimed to date
Stage 1	700	14
Stage 2	200	9

2.7.5   Projections for remainder of the programme

Revised KPIs were set knowing that we had sufficient case files already in existence and a year of delivery to generate more income. However, we are now assuming a proportion of case files will not qualify for payment, unless the NLCF change their position. Based on the decisions made in recent months by NLCF on what is payable and what is not payable through the claims process, our projections have been revised as follows:

2.7.6   Projected claims

Payment trigger	KPI	Projected claim to end of programme	Projected income
Stage 1	700	440	£542,080
Stage 2	200	120	£648,000
			£1,190,080

2.7.7 These projections if achieved would result in a total income for the programme delivery of £1,190,080 + £749,000 (one off payment) + £9,000 claim 1 = £1,948,080. Projected costs to the end of the programme are £2.2M, leaving a potential deficit of £260,920.

2.7.8 While we believe this is a realistic position given the feedback received on the most recent claim, there remain several risks associated with this position –

- The sample size of claim made recently is relatively small, therefore assumptions made need to be revised as larger claims are submitted.
- Retention of staff within the programme management team to check and submit compliant claims is vital and subject to risk.
- Retention of staff within delivery partners to ensure customers receive a high-quality service and that paperwork is compliant.
- The capacity of both NAC and partners to collate, check, submit and fix claims.
- The capacity of NLCF to check, provide feedback and approve claims.
- The ongoing difficulty in understanding how NLCF will view each claim – guidance has been inconsistent throughout the programme and decisions made we feel remain subjective, so difficult to predict.

2.8 Mitigating risk

The approach to mitigating risk falls into two main categories – Increasing income and reducing costs.

2.8.1 <u>Increasing income</u>
The service will continue to seek a more reasonable approach from the funders and do everything we can to increase the size, frequency and compliance of claims we are submitting.

2.8.2 A meeting involving senior executives from both organisations took place on 21st May to raise concerns at the highest level. NLCF made it clear that the most recent claim made by NAC was encouraging but that larger claims are now required to provide a clearer picture on the prospects moving forward. The difficulties in submitting larger claims were discussed and both parties agreed to re-look at what could be done to expedite the process. Following the meeting, we have developed a clear plan for claims submissions over the next year. We have decided to focus on claiming Stage 2 cases for the next 2 claims, as these generate more income.

2.8.3 At the meeting NAC made it clear that any financial deficit arising from this programme is unpalatable. NLCF confirmed that they recognised this and were focused on avoiding it by working with us to get more claims paid. If this approach does not succeed, NLCF did make a commitment to look at a contingency plan to deal with any potential financial deficit – however feel it is too early to make any formal commitments.

2.8.4 Following the officer meeting with the NLCF, the Leader of the Council has now written to the UK Government's Secretary of State for Digital, Culture, Media and Sport and the Scottish Government's Cabinet Secretary for Communities and Local Government; to seek political support for a resolution that reduces risk for the council in the coming months.

2.8.5 Reducing costs

While efforts to increase income remain very challenging, we are taking steps to reduce costs in the final year of delivery more quickly. We expect staffing costs to reduce naturally in the final year of the programme as staff seek new opportunities. We have made decisions to reduce funding to all providers in Year 3. These changes will reduce the financial risk by £300,000.

2.8.6 All these savings have been agreed with local providers who have been understanding of the Council's position and need to mitigate risk. The savings are such that 1st Alliance Credit Union will cease to be a contracted provider for the remainder of the programme.

2.8.7 By reducing our projected spend by £300,000 (to £2.2M), we reduce the amount of income required to cover our costs.

2.9 Performance

2.9.1 The contractual performance has been noted above but outwith this the service has achieved the following –

- 2407 people supported in total
- £1.8m of savings/reduced costs for residents

2.9.2 In addition to these outcomes, both the providers and programme management team regularly receive feedback from residents supported through the scheme. Customer satisfaction sits at 95% and often letters and "thank you" cards are received in recognition of the service provided to people who are often in great need. As all programmes across Scotland have struggled with the funding arrangements, we believe the issues are systemic to the programme and not reflective of a service which we have strong evidence has supported many people and provided an excellent service.

2.10 Exit strategy

2.10.1 The contract with NLCF states that delivery must cease completely on 20th February 2020. It has always been recognised that there would be a requirement to stop accepting new cases sometime before this to (a) ensure we didn't commence work on cases that would not complete before contract end and therefore would not qualify for payment (b) to ensure we don't start a journey of support and then leave customers stranded at the end of the contract. Discussions around the most apt time to stop taking new registrations have been ongoing with NLCF, local providers and we have also looked at what other lead contractors across Scotland are planning. Based on those discussions, we will stop accepting new cases to Better Off North Ayrshire at the end of September 2019. The remaining 5 months of delivery will see providers concentrate on existing caseloads and achieving outcomes and closing cases.

2.10.2 It should be noted that although contracted delivery will cease in February 2020, the programme allows for several months after this point for the submission of financial claims. As such the programme management team have been contracted until the end of July 2020 to ensure that we can continue to submit claims during this period.

2.10.3 The Council are considering how financial inclusion and advice services can best be delivered in the future. While it is difficult to envisage how resources can be found to completely mitigate for the loss of Better Off North Ayrshire, the Council will look at the most vital elements and assess how existing council provision could be developed to respond to any gaps that exist.

3. Proposals

3.1 The Cabinet is invited to –

(e) Note the update provided on Better Off North Ayrshire.
(f) Note the issues raised with regards to the financial risks to the Council
(g) Agree the steps being put in place to mitigate those risks and reduce projected spend by £300k.
(h) Seek a further update report in 6 months, with an update on the financial position and the future service arrangements for financial inclusion services.

4. Implications/Socio-economic Duty

Financial:	Programme Management costs associated with the programme are £298k but are paid as a regular grant and as such not at risk. Projected Programme Delivery costs are projected at circa £2.2M and the objective is to achieve full income to cover this. Projected income to end of programme is £1,948,080. As noted at 2.7.7 this results in a potential deficit of £260,920.
Human Resources:	The Council employs 2 staff directly to manage the programme. These staff are contracted to end of July 2020, but this could be extended if the claims process is not complete at this point.
Legal:	The Council signed a contract with Big Lottery Fund in 2017 and a variation to that contract to reflect new arrangements was signed in January 2019. Colleagues in legal services have been involved in examining the contract to protect the council's position
Equality/Socio-economic Duty:	At the heart of the Better Off North Ayrshire programme are issues of equality, with a focus on providing support to those financial excluded.
Children and Young People:	While Better Off can only support those of working age, a key target group are parents and in particular lone parents. The impact that better financial circumstances of parents can have on child poverty is well evidenced.
Environmental & Sustainability:	Sustainability is a key horizontal theme which applies to all EU programmes and the programme needs to regularly report on how sustainability is being addressed.
Key Priorities:	There is significant evidence that individual and family financial situations impact on many areas of their life. The Better Off Programme directly responds to the following priorities in the draft council plan – • North Ayrshire has an inclusive, growing and enterprising economy. • North Ayrshire's residents and communities enjoy good life-long health and well-being.
Community Benefits:	The project itself delivers extensive benefits to the wider community and particularly those experiencing financial hardship. Performance detail is set out at paragraph 2.9 of the report.

5. Consultation

5.1 Economic Growth has continued to discuss the programme on a regular basis with the local contracted providers. Colleagues in Financial Services have also been consulted regularly, with the Director of Finance and Corporate Services chairing the most recent meeting with the NLCF.

5.2 Colleagues in the Money Matters Service and the Council's Welfare Reform Team have been informed of the exit strategy of the programme.

Karen Yeomans
Executive Director Economy and Communities

For further information please contact **Greig Robson, Senior Manager Employability and Skills,** on **01294 324 951**.

Background Papers
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NORTH AYRSHIRE COUNCIL

11th June 2019

Cabinet

Title:	**Regeneration Capital Grant Fund - funding applications for 2020/21**
Purpose:	To inform and seek approval of Regeneration Capital Grant Fund applications in support of local regeneration projects.
Recommendation:	That Cabinet approve the decision to submit applications for projects at Lochshore, Annickbank (Irvine Enterprise Area) and Millport Town Hall.

1. Executive Summary

1.1 The Scottish Government (SG) recently launched a seventh round of the Regeneration Capital Grant Fund (RCGF), with applications for funding support invited by 10th June 2019.

1.2 The paper puts forward three projects considered best placed to benefit from the funding and which merit an application. It informs Members on the applications submitted for the 10 June 2019 deadline subject to Cabinet approval.

2. Background

Context

2.1 The RCGF has operated for six years. It was developed by the SG in partnership with COSLA and local authorities and has a capital budget of around £18M (reduced from the budget of £25M in previous years), providing financial support to physical regeneration projects that help to deliver improvements to deprived areas. It supports regeneration across Scotland and is available on a competitive basis.

2.2 To be successful applications need to demonstrate:

- A focus on areas which suffer from high levels of deprivation and
- disadvantage;
- Transformational change with strong regeneration outcomes;
- The potential to lever in private sector investment and address
- long term market failure; and,
- Clear community involvement.

2.3   The fund is not intended be a primary source of funding for:

- Housing projects;
- Major infrastructure projects relating to transport;
- Purchase of moveable infrastructure, e.g. furniture and fittings;
- Projects relating solely to hotel or retail developments;
- Projects that focus solely on public realm improvements, new
- roads / paths or upgrades (these may be eligible if they are
- elements within wider regeneration projects); and,
- Flood protection / work / upgrades.

2.4   Applications will be assessed against criteria including viability (10%), community involvement (15%), physical regeneration outcomes (30%), economic outcomes (25%), and social outcomes (20%). Key considerations are the ability to demonstrate the financial sustainability of a project, its ability to spend within the relevant period, demonstration of community involvement/support and that a project has emerged from a strategic process (rather than being put together only with a view to the receipt of RCGF funding).

2.5   The Council/IBRC have been successful with the following RCGF awards since its inception:

- 2014/15: Millport Field Centre (£500,000);
- 2014/15: Saltcoats Town Hall (£1,100,000);
- 2014/15: Ardrossan Quayside Offices (£1,800,000);
- 2016/17: Quarry Road Phase 1 (£965,000);
- 2018/19: Arran Gateway (£150,000; project could not be delivered given decision by building owner to select an alternative scheme); and,
- 2019/20: Saltcoats Training Station (£150,000)

2.6   The opportunity for applications for a seventh round focusing on expenditure in the 2020/21 financial year was published in late April. While there is no restriction on the number of applications that may be submitted, given the limited funds available and highly competitive nature of the fund, applicants are advised to be realistic with the number of applications and combined value of grant requests being made. Should multiple applications be submitted, these require to be ranked in terms of priority.

2.7   Following consideration of potential bids by officers, considering priority projects and projects emerging from local groups, it is recommended that bids are submitted for the following projects, listed in order of priority:

1. Lochshore – a contribution of £1.55M towards the development of a sports and community hub with an estimated cost of £3.65M. Match funding will be provided by the Council's capital fund, and in addition will be sought from the Nuclear Decommissioning Authority and Scottish Enterprise. The project is part of the wider Lochshore masterplan which aims to develop a tourism, leisure and community facility for the Garnock Valley area.
2. Annickbank, Irvine Enterprise Area – a contribution of £0.75M towards the development of two new office pavilions at an estimated cost of £2M. Match funding contributions will be sought from a combination of the Vacant and Derelict Land Fund and North Ayrshire Ventures Trust. The project will deliver

a third phase of development following two previous successful phases at the Annickbank Campus.

3. Millport Town Hall – a contribution of £0.5M towards the £3M cost of the redevelopment of the town hall to provide a heritage, arts and culture centre, tourism accommodation and a community hub.

2.8   It should be noted that Lochshore was the subject of an unsuccessful bid for the last round of RCGF in 2018/19. Feedback has been received from Scottish Government officers as to how the application may be strengthened including a reduction of the amount sought, confirmation of other contributing funding sources and better articulation of how the project will allow growth in employment and other outcomes. It is considered that the project can address these issues and put forward a strong case for funding.

2.9   A local community project, Saltcoats Training Station project was successful in being awarded £150,000 last year from RCGF. The Council has supported the development of the project which has attracted other external funding support particularly from Abellio.

2.10 In addition it is proposed that a regeneration delivery plan is prepared by late 2019 which identifies regeneration priorities and projects and that this will inform our funding bids going forward.

2.11 The deadline of 10th June is for a first stage application.   These will be submitted subject to Cabinet approval. Successful stage 1 applications will be advised by August. A further, more detailed submission would then be required by October, with the outcome known in January 2020.

3.   Proposals

3.1   That Cabinet approve the decisions to submit applications for projects at Lochshore, Annickbank (Irvine Enterprise Area) and Millport Town Hall.

4. Implications/Socio-economic Duty

Financial:	The three applications submitted propose investment with financial implications for the Council as follows: Lochshore - Application for £1.55M towards the £3.65M project cost. £1M is allocated in the capital programme for the project. The remainder of the funding would be sought from the Nuclear Decommissioning Authority, Sports Scotland, Garnock Rugby Club and Scottish Enterprise. Irvine Enterprise Area - Application for funding of £0.750M towards £2M investment. Remaining funds will be sought from a combination of the Vacant and Derelict Land Fund and North Ayrshire Ventures Trust. Millport Town Hall – £0.5M towards the project cost of £2.5M. An application for £0.2M has been submitted to the Council's Community Investment Fund to support the project.
Human Resources:	There are no Human Resource implications arising from the report.
Legal:	Should the funding applications be successful then the Council would require to enter into a funding agreement with the Scottish Government which would govern the use of the funding.
Equality/Socio-economic Duty:	The proposed investments seek to provide opportunities for businesses, job creation, community and leisure uses within SIMD areas in line with the intentions of the RCGF funding criteria.
Children and Young People:	Children and young people would benefit from the successful implementation of the projects, in particular those at Lochshore and Millport.
Environmental & Sustainability:	In the case of Annickbank and Lochshore the projects would help to see the positive redevelopment of land which is on the Councils vacant and derelict land register. The Millport Town Hall project would see the positive reuse of an empty property.
Key Priorities:	The proposals will support the Council Plan priorities of developing an inclusive, growing and enterprising local economy.
Community Benefits:	The proposed projects support community area regeneration priorities supporting increased visitor spend in the local economy, with an improved environment that supports local jobs and businesses.

5. Consultation

5.1 In determining the applications to be submitted, officers from the Economy and Communities Directorate considered potential applications, including projects

developed by community groups in North Ayrshire, which could fit with the criteria set by the Scottish Government.

Karen Yeomans
Executive Director, Economy & Communities

For further information please contact **Alasdair Laurenson, Senior Manager, Regeneration,** on **01294 324758**.

Background Papers
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NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Active Travel and Transport External Funding 2019/20**
Purpose:	To seek approval for the acceptance of grant offers to allow the implementation of projects to improve active travel, green networks and transport.
Recommendation:	That the Cabinet agrees to: a) Approve the acceptance and expenditure of the successful grant offers as detailed at Appendix 2; b) Approve the acceptance and expenditure of the outstanding grant offers and additional awards identified if successful; and c) Receive a further report on the proposed projects and associated funding applications for 2020/21.

1. Executive Summary

1.1 In January 2019, the Cabinet approved a number of active travel and transport projects across North Ayrshire and the submission of associated funding applications to enable their implementation. The projects identified emerged from the priorities of the Local Transport Strategy, Outdoor Access Strategy and Core Paths Plan and were informed by workshops with Elected Members and in consultation with Council Services and the North Ayrshire Outdoor Access Forum.

1.2 Funding applications are required on an annual basis in support of an annual capital and revenue budget. In excess of £1 million of external funding has typically been secured on an annual basis. Offers of funding totalling £2,056,000 have been received to date for the active travel and transport projects. These are presented in Appendix Two to the report.

2. Background

2.1 National priorities for transport and active travel are identified by the Scottish Government's National Transport Strategy, Strategic Transport Projects Review, Cycling Action Plan for Scotland and National Walking Strategy. These inform the Government and Transport Scotland's funding priorities for transport and active travel. This funding is then disbursed through a range of programmes including: Strathclyde Partnership for Transport's Capital Programme, Smarter Choices Smarter Places and Sustrans Scotland's Community Links. These programmes are open to applications

from Local Authorities on an annual basis to enable them to implement transport and active travel priorities at a local level.

2.2   The national priorities are translated into a local perspective through the Local Transport Strategy, Outdoor Access Strategy and Core Paths Plan. The North Ayrshire Local Transport Strategy 2015-20 provides the vision for an integrated transport network for North Ayrshire. The Outdoor Access Strategy, North Ayrshire Naturally Active and the North Ayrshire Core Paths Plan outline the Council's strategic approach to active travel including outdoor access and green infrastructure. These documents identify key priorities and flagship actions for transport and active travel at a local level. These are detailed in the Appendix One alongside potential sources of funding for their delivery.

2.3   The Inclusive Growth Diagnostic identified transport as a barrier to inclusive growth at a local level. In particular it was identified as a limiting factor to and preventing people from accessing employment and training opportunities. A number of contributing factors were identified including the: frequency of transport; connections between transport modes; cost; and shift patterns exacerbating transport constraints. The provision of high-quality opportunities for active travel and public transport for everyday journeys is therefore vital to local communities, inclusive growth and supporting modal shift to sustainable travel.

2.4   A limited capital and revenue budget is available therefore funding applications are required on an annual basis to implement active travel and transport priorities. Existing budgets are utilised alongside the annual Cycling, Walking and Safer Streets grant allocation from Transport Scotland as match funding to maximise the level of resources available.   Funding is also secured from other Council Services towards specific projects. Potential projects are informed by a range of factors including the: strategic priorities for active travel and transport; key issues for the local area; projects fit with funders' priorities; potential benefits to be derived from the project; budget availability; ability to secure match funding; and deliverability of the project.

2.5   Potential projects for which funding would be sought were identified from the Local Transport Strategy, Outdoor Access Strategy and Core Paths Plan. These were further prioritised through workshops with Elected Members and in consultation with a range of Council Services and the North Ayrshire Outdoor Access Forum. The outcome of this process was reported to Cabinet on 15 January 2019 which approved a range of projects across North Ayrshire and the submission of funding applications to enable their implementation.

2.6   Offers of funding totalling £2,056,000 have been received to date. This includes the annual Cycling Walking and Safer Streets Grant of £222,000 in 2019/20. The funding applications submitted and offers of funding are presented in Appendix Two. This is provided by Locality Planning area and includes a summary of the project, its estimated cost, and the funding secured to date. A number of the projects are being delivered in partnership with Place Services. This is detailed within the project overview section. The projects require to be delivered in the current financial year unless otherwise stated and will assist in achieving the Council's objectives in terms of: economic growth; transport; active travel; tourism; and the development of the Central Scotland Green Network. The outcome of remaining applications is still unknown, and it is envisaged that decisions will be received in July 2019.

2.7 It is proposed that potential projects for 2020/21 will be identified through a similar process to that previously undertaken. A further report will be submitted to Cabinet thereafter to obtain approval for the projects and the future submission of associated funding applications.

3. Proposals

3.1 The Cabinet is invited to agree to:-

a) Approve the acceptance and expenditure of the successful grant offers as detailed at Appendix 2;

b) Approve the acceptance and expenditure of the outstanding grant offers and additional awards identified if successful; and

c) Receive a further report on the proposed projects and associated funding applications for 2020/21.

4. Implications/Socio-economic Duty

Financial:	The costs associated with implementing the projects outlined in Appendix 1 will be met from a combination of the: external grant funding offers detailed; £50,000 Capital Allocation for the Access Path Network Programme and contributions from other Council Services. No additional Council funding is required for these projects.
Human Resources:	Two of the temporary Officer posts and one of the embedded Officer posts within the Active Travel and Transport Team will be funded through the Smarter Choices Smarter Places grant funding.
Legal:	There are no legal implications arising from this report. Where necessary traffic orders, path creation agreements and other legal agreements will be promoted.
Equality/Socio-economic Duty:	The projects will improve access to public transport and provide increased opportunities and improved access for all ages and abilities to the Council owned path networks in North Ayrshire.
Children and Young People:	The projects will improve access to the outdoors and the opportunities for active travel and physical activity for children and young people. Targeted behaviour change activities will be delivered for children and young people through the Travel Smart Project.
Environmental & Sustainability:	The projects will provide increased opportunities for sustainable and active travel including cycling and walking. This in turn will promote modal shift which will improve health and well-being of communities, reduce the use of private cars and improve the air quality within North Ayrshire in accordance with the Council's Environmental Sustainability and Climate Change Strategy.
Key Priorities:	The implementation of the projects will contribute to the delivery of a wide range of the Council's strategic objectives. This will contribute to the delivery of the Council Plan's vision of a North Ayrshire that is fair for all and the mission to improve well-being and equity. This will assist in achieving the priority outcomes that North Ayrshire: • Has active and strong communities; • Has an inclusive, growing and enterprising economy; • Residents and communities enjoy good life-long health; • Is well-connected with effective infrastructure; • Is a sustainable environment; • Is a vibrant, welcoming and attractive environment;
Community Benefits:	The potential for the inclusion of Community Benefit clauses will be investigated on a project by project basis through the procurement process. A number of the projects will be delivered through the Green Network Training Programme in partnership with East Ayrshire Woodlands which offers community benefits through the provision of training placements to local young unemployed people.

5. Consultation

5.1 The projects were informed by the priorities identified in the Local Transport Strategy, Outdoor Access Strategy and Core Paths Plan. These documents were developed through extensive consultation with stakeholders including local communities, agencies and partner organisations. The projects were also informed by workshops with Elected Members, consultation with Council Services and the North Ayrshire Outdoor Access Forum, and analysis against a range of factors. Public consultation on the details of the projects, for example in relation to scheme design and specification, will be undertaken on a project by project basis.

Karen Yeomans
Executive Director (Economy and Communities)

For further information please contact **Louise Kirk, Active Travel and Transport Manager,** on **01294 324766**.

Background Papers
North Ayrshire Core Path Plan
North Ayrshire Council Plan
North Ayrshire Local Transport Strategy
North Ayrshire Naturally Active

Appendix 1 - Active Travel and Transport Priorities

The table below outlines the key priorities and flagship actions identified for active travel and transport by the local strategies and the potential sources of funding for delivery.

Strategy	Key Priorities	Flagship Actions	Potential Sources Of Funding
Local Transport Strategy	• Economic Growth; • Improving accessibility and connectivity to help reduce inequality; and • Reducing the negative impact of transport on communities, businesses and the environment.	• Strengthen links to Glasgow and Regional Centres; • Increase the accessibility and awareness of the i3 Enterprise Area; • Improve Ardrossan Harbour and Ferry Terminal; and • Develop Community Transport in North Ayrshire.	Ayrshire Growth Deal Strathclyde Partnership for Transport (SPT) Capital Programme Transport Scotland
Outdoor Access Strategy (includes strategic approach to active travel)	• Active Travel is an attractive and viable option for everyday journeys; • An attractive, safe, accessible and quality destination for active travel; • A high quality information, education and interpretation programme for active travel; • Opportunities are integrated into wider regeneration programmes; and • Path networks have improved and are well maintained.	• Delivery of the Travel Smart Project; • Development of Active Travel Hubs; • Implementation of the Irvine Cycle Friendly Town; • Local delivery of the National Walking and Cycling Network (NWCN); and • Upgrade of National Cycle Network (NCN) Routes 7, 73 and 753.	Ayrshire Growth Deal Central Scotland Green Network Development Fund (CSGN) Coastal Communities Fund (CCF) European Regional Development Funds (ERDF) SPT Sustrans Transport Scotland
Core Paths Plan	• The establishment of the basic framework of paths for everyday journeys across North Ayrshire.	• Upgrade of the Core Path Network; • Greening of the Core Path Network; and • Local delivery of the National Walking and Cycling Network (NWCN).	Ayrshire Growth Deal CSGN Development Fund Coastal Communities Fund ERDF SPT Capital Programme Sustrans Transport Scotland

Appendix 2 - Active Travel and Transport Funding Applications and Offers

The references in the table to match funding from the Active Travel and Transport Budget include the Cycling Walking and Safer Streets grant allocation.
The following projects will benefit all or multiple of Locality Planning areas

Project Overview	Contributes to the	Locality Planning Areas	Estimated Cost	Funding Outcome
Bus Stop Improvements The improvement of the existing bus stop infrastructure across North Ayrshire to create a more attractive environment for passengers, encourage use of public transport and encourage modal shift.	Local Transport Strategy (LTS)	All	£100,000	£100,000 secured from Strathclyde Partnership for Transport (SPT).
Bus Route Congestion Measures The improvement of local bus routes including Route 11 through the implementation of a traffic control system to provide bus priority traffic lights in Irvine and Kilwinning. This is a partnership project with Place.	LTS	Irvine Kilwinning	£300,000 in 2019/20	£300,000 secured from SPT.
Bus Lane Feasibility A study to consider the feasibility of introducing a bus lane on the eastbound approach to Pennyburn Roundabout on the A738 Trunk Road. This aims to improve the service offered by an efficiency of the Route 11 bus service.	LTS	Irvine Kilwinning Three Towns	£25,000	Application to SPT. No award - this application was unsuccessful.
B714 Upgrade The upgrade of the single carriageway B714 to: complement the Dalry Bypass; improve the route for public and commercial transport; and improve connections to Glasgow.	LTS	Kilwinning Three Towns Garnock Valley	£300,000	Application to SPT. No award - this application was unsuccessful.
Coastal Connections The next stage of the study to investigate the potential to improve the physical connections and placemaking between Irvine and the Three Towns. This includes the production of detailed designs through stakeholder engagement.	OAS LTS	Irvine Three Towns	£50,000	Application to Sustrans' Places for Everyone. Decision anticipated in Summer 2019.
Real Time Passenger Information Investigation A study to investigate the feasibility of and preparing costings for the extension of the Real Time Passenger Information (RTPI) system at bus stops.	LTS OAS	All LP Areas	£20,000	Funding application to be submitted Summer 2019.
Route Action Plan for Rural Roads A study to identify recommendations and improvements for key strategic and distributor routes where accidents have occurred to inform future road improvements.	LTS	Kilwinning Three Towns North Coast	£180,000	Application to SPT. No award - this application was unsuccessful.

Project Overview	Contributes to the	Locality Planning Areas	Estimated Cost	Funding Outcome
		Garnock Valley		
Travel Smart A range of behaviour change activities linked to path improvements. These aim to encourage active and sustainable travel and include training, travel planning and events. The match funding for this project is from Council and partner resources including in-kind contributions.	OAS LTS	All	£204,000	£204,000 secured from Paths for All £136,969 of match.
National Cycle Network (NCN) Route 753 A feasibility and design study for the creation of NCN Route 753 between Ardrossan and Gourock. This will design the upgrade of the existing sections of the route establish the feasibility of the missing sections through stakeholder engagement.	OAS LTS	North Coast and Three Towns	£400,000	Funding application to be submitted Summer 2019.

The following tables summarise the remaining proposed projects by Locality Planning area.

Arran Locality Planning Area

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
A841 Brodick to Lochranza Ferry Link upgrade The upgrade of the bus route (A841) between Brodick ferry and Lamlash Ferry through widening of the carriageway to accommodate buses and the re-construction of areas of carriageway.	LTS	£700,000	Application to SPT. No award - this application was unsuccessful.
Arran Routes / National Cycle Network Route 73 This project was submitted to Scottish Natural Heritage's Natural and Cultural Heritage Fund as part of a wider project by the Arran Access Trust. This would construct the next section of NCN Route 73 between Brodick and Corrie.	OAS CPP LTS	£120,000	Application to the Natural and Cultural Heritage Fund in partnership with Arran Access Trust. Decision anticipated Summer / Autumn 2019.
Brodick to Lamlash Feasibility Study A study to investigate the feasibility of creating a path between Brodick and Lamlash. This would investigate a range of options including the upgrade of the existing path to provide opportunities for all abilities and multi user access.	OAS CPP LTS	£60,000	Funding application to be submitted Summer 2019.

Garnock Locality Planning Area

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
Dalry Station Access Improvements The widening of the footway along Bridgend to the station to improve its accessibility and promote joined up journeys to and from Dalry Station.	OAS LTS	£25,000	Application to SPT. No award - this application was unsuccessful.
Garnock Valley Active Travel Project This project would improve the links between National Cycle Network (NCN) Route 7 and Beith, Dalry and Kilbirnie and local path networks. This phase would implement the designs developed for the routes in 2018/19..	OAS LTS	£350,000	Funding application to be submitted in Summer / Autumn 2019.
Kilbirnie Path Upgrades The upgrade of existing paths at Glenriddet Avenue and Lynn Drive to an all abilities and multi-user access standard.	OAS CPP	£300,000	Application to Places for Everyone. Decision anticipated in Summer 2019.
Lochshore Community Links This is the next phase of the project and would prepare detailed designs for the two proposed gateways and further detailed design of a new active travel route connecting to Glengarnock station.	OAS LTS	£50,000	Application to Places for Everyone. Decision anticipated in Summer 2019.
Lochshore Active Travel Routes This it the next phase of the project and will construct four routes providing active travel connections for local communities to and through Lochshore from Kilbirnie town linking places of employment, education and public transport.	OAS CPP	£584,650	Application to Places for Everyone. Decision anticipated in Summer 2019. £50,000 secured from the Central Scotland Green Network (CSGN) Development Fund.
NCN Route 7 Implementation This project would implement the recommendations of the NCN Route 7 Kilwinning to Kilbirnie Feasibility Study on a phased basis. The submission of this application is subject to an acceptable design being developed for the route adjacent to the B780.	OAS LTS	£500,000	Funding application to be submitted in Summer / Autumn 2019.

Irvine Locality Planning Area

The wider Irvine Cycle Friendly Town (ICFT) project agreed by Cabinet in January had to be subdivided into smaller projects for submission to Sustrans Scotland's Places for Everyone programme. These are detailed below with the prefix ICFT.

Project Overview	Contributes to the	Estimated Cost	Funding Outcome

485

Irvine Cycle Friendly Town Implementation The upgrade of existing paths to an all abilities and multi user access standard improving connections to housing, employment and the town centre.	OAS LTS	£250,000	£250,000 secured from SPT.
Irvine Cycle Friendly Town (ICFT): i3 Active Travel Link The construction of an all abilities and multi user access path between Tarryholme and the i3 Enterprise Area to improve active travel opportunities.	OAS LTS	£300,000	Application to Places for Everyone. Decision anticipated in Summer 2019.
ICFT: Upgrade of Long Drive Link The upgrade of the existing path adjacent to Long Drive between Shewalton Roundabout and Greenwood interchange to encourage travel to the i3 Enterprise Area.	OAS LTS ICFT	£150,000	Application to Places for Everyone. Decision anticipated in Summer 2019.
Irvine Station Interchange Improvements The development of a base Paramics model for the road network to the West of the River Irvine. This would be used to improve connections between the main bus interchange and railway station and bus journey times between High Street Irvine and the railway station.	LTS	£30,000	Application to SPT. No award - this application was unsuccessful.
Irvine Town Centre Public Realm Improvements The improvement of the bus infrastructure, interchange facilities and non-motorised user environment in High Street as part of the overall town centre regeneration.	LTS OAS	£3,680,000 across 2018/19 and 2019/20.	£530,000 secured from SPT.

Kilwinning Locality Planning Area

Project Title	Contributes to the	Estimated Cost	Funding Outcome
Kilwinning: West - East Small Links The upgrade of three local routes up to an all abilities and multi user access standard to improve opportunities for active travel in and around Kilwinning. This would implement the designs developed in 18/19.	OAS CPP LTS	£100,000	Application to Places for Everyone. Decision anticipated in Summer 2019.
Eglinton Park The construction of an all abilities and multi-user access path between Kilwinning and Irvine through Eglinton Park. This would implement the designs developed in 18/19.	OAS LTS ICFT	TBC	Funding application to be submitted Summer 2019.
Project Title and Summary	**Contributes to the**	**Estimated Cost**	**Funding Outcome**

| Links to Eglinton Park
The construction of all abilities and multi-user access paths to Eglinton Country Park from Nethermains in Kilwinning and Castlepark in Irvine. This would implement the designs developed in 18/19. | OAS
LTS
ICFT | £400,000 | Application to Places for Everyone. Decision anticipated in Summer 2019. |

North Coast Locality Planning Area

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
Bus stop and queuing facilities at Cumbrae/Largs slipways A study into the impact of Road Equivalent Tariff (RET) at the ferry slipways on the Isle of Cumbrae and at Largs. This will determine if improvements are required to support RET in future years. This is a partnership project with Place.	LTS	£250,000	£250,000 secured from SPT
Cumbrae Community Links The construction of the Cumbrae Coastal Path and the implementation of the first phase of an off-road route between the Ferry slipway and Millport.	OAS CPP	£200,000	Application to SPT. No award - this application was unsuccessful. Further funding application to be submitted Summer 2019.
Fairlie Community Links The construction of the Fairlie Coastal Path and upgrade of the route between Fairlie and West Kilbride to an all abilities and multi user access standard.	OAS CPP	£400,000	Application to Places for Everyone. Decision anticipated in Summer 2019.
Largs Active Travel Implementation This project will implement the recommendations identified in the Largs Active Travel Study to improve active travel across Largs including the: upgrade of existing paths; and installation of signage, seating and cycle parking.	OAS LTS	£200,000	Funding application to be submitted Summer 2019.

Three Towns Locality Planning Area

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
Ardrossan Harbour Placemaking The next phase of the redevelopment of Ardrossan Harbour through the implementation of the Ardrossan Harbour Masterplan to create a multi modal terminal facility. This forms part of a £100M wider regeneration project.	OAS CPP	£2,500,000 over 2019/20 and 2020/21. Part of a wider project	Application to Places for Everyone. Decision anticipated in Summer 2019.
Ardrossan Harbour rail and ferry interchange The design and construction of improved public transport facilities and active travel links between the Harbour and Ardrossan town to support sustainable travel to the ferry terminal.	LTS OAS	£250,000 Part of a wider project	£250,000 secured from SPT
NCN Route 753 – Ardrossan North Shore The construction of an all abilities and multi user route through the Ardrossan North Shore Site. This will create an off-road alternative to the existing NCN Route 753.	OAS LTS	£1,300,000 Part of a wider project	Application to Places for Everyone. Decision anticipated in Summer 2019.
Saltcoats – Old Caledonian Railway Cutting The production of detailed designs and subsequent upgrade of the existing path between Raise Street to Canal Street to an all abilities and multi user access standard.	OAS LTS	£350,000	Application to Places for Everyone. Decision anticipated in Summer 2019.
Stevenston Level Crossing Study The project aims to establish the feasibility of a bridge as an alternative to Stevenston Level Crossing for all abilities and multi user access. The Study will investigate the feasibility of a bridge and/or other improvements for the safety and accessibility of non-motorised users.	OAS CPP LTS	£60,000	Application to Places for Everyone. Decision anticipated in Summer 2019.

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**Community Wealth Building Update and Next Steps**
Purpose:	To update the Cabinet on recent work to progress Community Wealth Building in North Ayrshire, and regionally as part of the Ayrshire Growth Deal, and to seek approval to establish a new Community Wealth Building Commission.

Recommendation: It is recommended that Cabinet:

1. Notes the progress of developing Community Wealth Building proposals and plans for North Ayrshire.
2. Notes the update on the inclusion of a Community Wealth Building Fund as part of the Ayrshire Growth Deal Heads of Terms.
3. Agree that a new Community Wealth Building Commission be established to lead the development of this work.
4. Agree the Leader of Council chairs the Commission and agree the participation of proposed Elected Members.

1. Executive Summary

1.1 This report provides Cabinet with an update on recent work to progress Community Wealth Building in North Ayrshire and outlines proposed next steps. The Council is recognised for its leading role in defining policy and practical solutions to achieving inclusive growth and Community Wealth Building is at the forefront of our proposed workplan to achieve an inclusive local and regional economy.

1.2 This report covers four main areas: an update on progress so far; the commission of the Centre for Local Economic Strategies (CLES) to undertake a local wealth building diagnostic for the Council and make recommendations to support the development of an ambitious Community Wealth Building Plan; proposals to establish a Community Wealth Building Commission; and the inclusion of a £3m Community Wealth Building Fund as part of the Ayrshire Growth Deal (AGD) Heads of Terms.

2. Background

2.1 Community Wealth Building (CWB) is an alternative approach to traditional economic development, which seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. Community Wealth Building is an approach which seeks to use the economic levers available to local authorities and other "anchor" institutions such as the NHS, further and higher education institutions, and larger private sector organisations, to support their local economies. At the heart of the Community Wealth Building approach are five pillars for harnessing existing resources to enable local economies to grow and develop: Procurement; Employment; Land and Assets; Financial Power; and Democratic Ownership of the Local Economy.

2.2 A Community Wealth Building Officer Working Group has driven CWB work in four main areas: support to local businesses in relation to Council procurement, reviewing the "Quick Quote" procurement process to enable more local companies to bid for work, validating the Council's procurement "wave plan" which sets out the Council's future tendering requirements over the next 2 years and developing a commissioning brief to engage with CLES, details of which are set out below.

2.3 A paper on CWB was presented to the Strategic Management Team of the Community Planning Partnership on 14th March. The paper recommended that CPP partners support the development of a CWB approach in North Ayrshire by agreeing to participate in the work that will be undertaken by CLES. The CPP partners agreed to the recommendation and will work with the Council and CLES on the development of a CWB Strategy.

2.4 In addition, CWB is at the heart of the proposed Council Plan 2019-2024 for consultation. Under the priority outcome 'North Ayrshire has an inclusive, growing and enterprising economy' the Plan highlights our ambitions to develop and implement a CWB approach to grow an inclusive economy in North Ayrshire.

North Ayrshire Community Wealth Building Plans

2.5 At the meeting of the Council's Corporate Procurement Board on 31st January 2019, a paper was presented on CWB, proposing North Ayrshire commission CLES be commissioned to develop a Community Wealth Building Plan. CLES are the acknowledged experts in relation to CWB in the UK, working with several English local authorities, most prominently Preston City Council. A robust research brief was agreed with CLES and an initiation meeting has taken place with CLES with work getting underway at the end of April. CLES will undertaken a local wealth diagnostic for North Ayrshire, engaging with senior Elected Members and Council officers and will develop a set of recommendations and actions across the five pillars of CWB.

2.6 CLES will deliver their draft, detailed action focused report by the end of June, with presentation of the findings to a newly proposed Community Wealth Building Commission and the CPP in September. The report will help inform a potential second phase of research, working with our Community Planning Partners and wider regional partners. The report will also inform the development of the AGD Community Wealth Building Fund project.

Ayrshire Growth Deal: Community Wealth Building Fund

2.7 The Heads of Terms for the Ayrshire Growth Deal were signed by the three Ayrshire Councils, Scottish and UK Governments on 8th March 2019. The Heads of Terms included a £3 million Community Wealth Building Fund.

2.8 Within the Heads of Terms, there is agreement that the Scottish Government will work with the three Ayrshire authorities to co-produce a Community Wealth Building Fund project as part of the wider Growth Deal portfolio and that it will be included in the final Growth Deal document to be submitted to government(s) by the end of 2019.

2.9 An initial meeting has taken place with the Scottish Government and officers from the three Ayrshire Councils with the view to convening a regional officer working group to develop the project proposal over the spring and summer. A report will be submitted to the next Regional Partnership meeting in June.

North Ayrshire Community Wealth Building Commission

2.10 Community Wealth Building is a key element of the new proposed Council Plan 2019-2024. As outlined above there is a substantial amount of work being progressed to take forward CWB. As such, it is proposed that a new Community Wealth Building Commission is established to oversee and direct this work, ensuring that CWB is at the centre of Council policy and programmes.

2.11 The proposal is that the new Commission will be chaired by the Leader of the Council. Membership will include the Portfolio Holder for Economic Growth and the Leader of the Opposition as key members. The wider membership of the group will be drawn from the Council services that play a critical role across the five pillars of CWB. Working with wider local and regional anchor institutions will be critical to the success of the approach. Recruitment of CPP partners for participation will be undertaken as an open invitation from the Chair.

2.12 The proposed remit for the Community Wealth Building Commission is set out in Appendix 1.

3.   Proposals

3.1   It is recommended that Cabinet:

 i.   Notes the progress of developing Community Wealth Building proposals and plans for North Ayrshire.
 ii. Notes the update on the inclusion of a Community Wealth Building Fund as part of the Ayrshire Growth Deal Heads of Terms.
 iii. Agree that a new Community Wealth Building Commission be established to lead the development of this work.
 iv. Agree the Leader of Council chairs the Commission and agree the proposed participation of Elected Members.

4. Implications/Socio-economic Duty

Financial:	The cost of work so far has been met from existing Economic Growth service budgets. The Community Wealth Building Strategy may have financial implications in terms of how delivery is actioned, and possibly an impact on the use of the Council's financial powers, however it is too early to identify any implications at this point. The £3m AGD Community Wealth Building Fund is funded fully by the Scottish Government.
Human Resources:	The Community Wealth Building Strategy may influence future workforce and recruitment plans however it is too early to identify any implications at this point.
Legal:	In governance terms the Commission is neither a committee of the Council nor an independently constituted external body. It is a form of working group and does not have powers delegated to it. Accordingly, Cabinet has power to constitute the Commission and appointments do not require to be made by Council. Any recommendations of the Commission will be actioned through the delegated powers of those Council or CPP officers serving on it, or by Cabinet or the relevant Community Planning Partner.
Equality/Socio-economic Duty:	No direct implications at this point however the Community Wealth Building Strategy will have a focus on ensuring an inclusive economy where all people and places benefit.
Children and Young People:	No direct implications, however it is widely recognised that employment and income is key to reducing child poverty.
Environmental & Sustainability:	No direct implications, however the outcomes of the work with CLES may result in more local purchasing and procurement from the Council, shorter supply chains and thus a smaller environmental impact due to transport goods, for example.
Key Priorities:	The Council's ambitions to develop Community Wealth Building initiatives will be progressed as part of our priority outcome to achieve an Inclusive, growing and enterprising local economy.
Community Benefits:	The work with CLES will include an assessment of how the Council's current Community Benefit policy and practice can be developed to support Community Wealth Building.

5. Consultation

5.1 Engagement has taken place with the Council's Corporate Procurement Board, the CPP, the Team North Ayrshire Board and a presentation will be delivered to the Economic Development and Regeneration (EDR) Board in June. Further engagement will be required as part of the development of a Community Wealth Building Strategy.

Karen Yeomans
Executive Director, Economy and Communities

For further information please contact **Andrew Noble, Inclusive Growth Programme Manager,** on **01294 324370**.

Background Papers
Appendix 1: proposed remit for North Ayrshire Community Wealth Building Commission

APPENDIX 1: PROPOSED REMIT FOR NORTH AYRSHIRE COMMUNITY WEALTH BUILDING COMMISSION

1. Remit

- To progress and promote the development of a strategic approach to community wealth building in North Ayrshire.
- To support the implementation of a Community Wealth Building Strategy.
- To commission research and gather evidence on barriers to Community Wealth Building as required.
- Provide regular updates to the Community Planning Board and Council Cabinet
- To recommend to Cabinet and the CPP the approval of a Community Wealth Building Strategy.
- To encourage involvement of businesses, Government agencies and local organisations in community wealth building initiatives.
- To promote best practice among stakeholders.
- To oversee North Ayrshire's contribution to the development of the Community Wealth Building Fund project, part of the Ayrshire Growth Deal including through the Ayrshire Regional Economic Partnership.
- To review policy and practice to deliver a more inclusive economy.

2. Membership

The Commission will be chaired by the Leader of the Council. The maximum membership of the Commission will be 15 members.

- Chair: Leader of the Council
- Portfolio Holder for Economic Growth
- Leader of the Opposition
- Head of Economic Growth
- Head of Connected Communities
- Head of Commercial Services
- Head of Physical Environment
- Head of Finance
- Head of HR
- 5-6 representatives from the CPP via open invitation from Chair

3. Frequency of meetings

- The Community Wealth Building Commission will meet quarterly.
- The Chair may, at any time, convene more frequent or additional meetings.

4. Reporting Arrangements

- The Group will submit reports to the Community Planning Partnership Board and to the Council Cabinet as required.

5. Secretariat

- The Lead Officer for the Commission will be Head of Economic Growth. However cross Council and CPP collaboration and participation will be required to deliver the ambitions of the Strategy.
- The Economic Growth Policy Team will act as the Secretariat to the Commission.
- The key tasks of the Secretariat are as follows:
    - o Development of meeting agendas in partnership with the Commission Chair;
    - o Drafting and coordination of Commission reports as required;
    - o Communications with the Commission's membership;
    - o Lead contact for engagement with CLES and ensuring progress towards the aims of the CLES research brief;
    - o Development of the North Ayrshire Community Wealth Building Strategy;
    - o Measuring and reporting progress towards the ambitions of the Strategy;
    - o Commissioning or undertaking any further research required including identifying areas of best practice;
    - o Invitation of any external speakers;
    - o Organisation of events and workshops as required including thematic sessions on the five pillars;
    - o Undertaking further consultation and engagement as required.

NORTH AYRSHIRE COUNCIL

11 June 2019

Cabinet

Title:	**A738 Kilwinning Road, Stevenston** **Experimental Traffic Regulation Order**
Purpose:	To seek approval for the promotion of an experimental Traffic Regulation Order to enable the trial of taxis utilising the Bus Lane in Kilwinning Road, Stevenston.
Recommendation:	That the Cabinet agrees to: a) Approve the promotion of an Experimental Traffic Regulation Order to enable the trial of taxis utilising the Bus Lane; and b) Receive a future report on the outcome of the experimental Traffic Regulation Order and further recommendation(s).

1. Executive Summary

1.1 The A738 Kilwinning Road Stevenston (Bus Lanes) Order 2006 restricts the use of the bus lane to buses carrying eight of more passengers. Requests were received from TOA Taxis in 2008 and 2018 to amend the Traffic Regulation Order (TRO) to enable taxis to also utilise the bus lane. These were refused given concerns regarding misuse by other vehicles and impacts on bus journey times given significant investment in the bus corridor infrastructure. This was informed by consultation with Police Scotland, Strathclyde Partnership for Transport and the main local bus operator.

1.2 In January 2019, the Audit and Scrutiny Committee considered a petition from TOA Taxis requesting that taxis be permitted to use the bus lane. The Committee agreed to remit to Officers to further investigate the promotion of an Experimental Traffic Regulation Order alongside complementary measures to improve the traffic flow and ease congestion within this localised area and report to Cabinet for a recommendation.

1.3 This report seeks approval for the promotion of an experimental TRO to enable taxis to use the Kilwinning Road bus lane for a period of 12 months and to allow the impacts of this to be monitored.

2. Background

2.1 North Ayrshire Council secured funding from the Public Transport Fund for a joint project with East Ayrshire Council for the development of a Quality Public Transport Corridor between Ardrossan and Kilmarnock. This delivered a range of improvements along the route including improved bus shelters, bus boarders and dedicated lanes between 2002

and 2006. These aimed to contribute to improved reliability and journey times as well as enhancing users' experience to encourage bus travel.

2.2 A bus lane was created on the A738 Kilwinning Road, Stevenston between the Pennyburn and Hayocks Roundabouts as part of this project. This aimed to address delays at peak times between these locations which impacted significantly on the operation of the key quality bus route between Ardrossan and Kilmarnock. Improvements to the route including Real Time Passenger Information (RTPI) were also funded through Strathclyde Partnership for Transport's (SPT) Capital Programme.

2.3 The A738 Kilwinning Road Stevenston (Bus Lanes) Order made in July 2006 restricts the use of the lane to buses adapted to carry eight or more passengers (exclusive of the driver) and pedal cycles. The bus lane is used by a range of vital bus services for local communities including:

- Service 11 operating every 10 minutes between Kilmarnock and Ardrossan; and
- Service 585 operating every 30 to 45 minutes between Ayr, Ardrossan and Greenock.

2.4 Improvements have been made to the bus lane since its introduction which aimed to improve vehicle flow and bus travel. Funding was secured from SPT's Capital Programme to expand the roundabout to allow eastbound buses to continue along the existing nearside lane, removing the need for eastbound buses to change lanes into the general traffic lane which at peak times resulted in delays.

2.5 Requests were received from TOA Taxis in 2008 and 2018 to amend the Traffic Regulation Order (TRO) to enable taxis to also utilise the bus lane. These were refused given that:
- The purpose of the bus lane was to improve public transport journey times, encouraging more people to use public transport.
- A private hire taxi can be viewed by road users as no different to any other car/van using the road and general road users may be aggrieved by taxis driving in the bus lanes. This could encourage misuse of the bus lane by motorists.
- Enforcement of the Order by Strathclyde Police would be more difficult.

2.6 In January 2019, the Audit and Scrutiny Committee considered a petition from TOA Taxis requesting that taxis be permitted to use the bus lane. It agreed to remit to Council Officers to further investigate an Experimental TRO alongside complementary measures to improve the traffic flow and ease congestion. The justification for this was that it would potentially allow taxi companies to provide a more cost-effective service to elderly customers, customers with mobility issues and in areas where there is no direct bus service. This would also allow the bus lane to be monitored to assess the impact on bus operations and misuse by non-taxi vehicles.

2.7 Further consultation has been undertaken with Strathclyde Partnership for Transport and the main local bus operator, Stagecoach West Scotland. Whilst both organisations have expressed continuing concerns, it is recognised that an experimental TRO would provide the opportunity to assess the impact of the inclusion of taxis in the bus lane.

2.8 On this basis it is proposed that the full length of the bus lane be the subject of an experimental TRO permitting taxis to utilise the bus lane for a period of 12 months. This will allow Hackney Licenced and Private Hire vehicles to utilise the bus lane. This would

allow a sufficient period to assess its impact on bus services and incidences of misuse by non-taxi vehicles. The experimental nature of the TRO would also provide the Council with the flexibility to rescind the Order should the monitoring identify a sufficiently negative impact on bus services.

2.9   This will enable the Council to make a more informed decision on the future operation of the bus lane in the long term. SPT and Stagecoach remain in discussion with the Council more generally about network performance and congestion, including the implementation of a traffic control system to provide buses with priority at traffic lights in Irvine and Kilwinning.

3.   Proposals

3.1   The Cabinet is invited to agree to:-

a)   Approve the promotion of an experimental Traffic Regulation Order to enable the trial of taxis utilising the Bus Lane; and
b)   Receive a future report on the outcome of the experimental Traffic Regulation Order and further recommendation(s).

4.   Implications/Socio-economic Duty

Financial:	The costs associated with implementing the proposal will be met from existing Council budgets.
Human Resources:	The Officer time required to implement, respond to complaints and monitor this proposal will be met from existing resources.
Legal:	The experimental Traffic Regulation Order will be promoted by the Council. This requires consultation with Police Scotland and SPT however there is no requirement to publish the proposals and no right to objection.
Equality/Socio-economic Duty:	This will be fully assessed through the experimental period to establish the implications to taxi journey times and costs and the implications for the bus services.
Children and Young People:	This will be fully reviewed through the experimental period to assess implications for access to education, leisure and employment facilities.
Environmental & Sustainability:	This will be fully reviewed through the experimental period to assess impacts to air quality and emissions.
Key Priorities:	The proposal aims to contribute to the outcome of an inclusive, growing and enterprising community by improving access to local services and facilities. The experimental period will assess any impact on public transport provision.
Community Benefits:	The impact on effective communities will be assessed as part of the experimental period.

5. Consultation

5.1 The Council's Commercial Services, Strathclyde Partnership for Transport and the main local bus operator, Stagecoach West Scotland, have been consulted on the proposal and in relation to previous requests as detailed in the report.

Karen Yeomans
Executive Director (Economy and Communities)

For further information please contact **Louise Kirk, Active Travel and Transport Manager,** on **01294 324766**.

Background Papers
None.