North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

21 April 2016

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 26 APRIL 2016** at **2.00 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest
Members are requested to give notice of any declaration of interest in respect of items of business on the agenda.

2. Minutes (Page 5)
The accuracy of the Minutes of the meeting held on 29 March 2016 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy to enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

3. Directorate Plans 2016/19 (Page 11)
Submit report by the Chief Executive on the five Directorate Plans 2016/19 as set out at Appendices 1 - 5; a 6-monthly progress reports and the report to the Scrutiny and Petitions Committee for further scrutiny (copy enclosed).

Reports by the Executive Director (Economy and Communities)

4. Clyde Marine Planning Partnership (Page 227)
Submit report by the Executive Director (Economy and Communities) on the new Clyde Marine Planning Partnership for the Clyde Marine Region (copy enclosed).

5. Strathclyde Partnership for Transport (SPT) Grant Funding (Page 235)
Submit report by the Executive Director (Economy and Communities) on the offers of grant funding from Strathclyde Partnership for Transport (SPT) for 2016-17 (copy enclosed).

Reports by the Executive Director Finance and Corporate Support

6. Audit Scotland Report: An Overview of Local Government in Scotland 2016 (Page 241)
Submit report by the Executive Director (Finance and Corporate Support) on the findings of the recent Audit Scotland report (copy enclosed).

Reports by the Executive Director (Place)

7. Clyde Valley Residual Waste Project (Page 297)
Submit report by the Executive Director (Place) on the Clyde Valley Residual Waste Project, and to seek authority to enter into a Post Contract Inter Authority Agreement (IAA) with four Partner Councils, which will involve North Lanarkshire Council, as Lead Authority, entering into a Contract (the Project Agreement) with Viridor Clyde Valley Limited (Viridor) for the Treatment of Residual Waste for a 25 year period (copy enclosed).

CONTRACTS

8. Framework Agreement for the provision of Central Heating / Combined Central Heating and Electrical Rewiring to residential properties (Page 305)
Submit report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the Framework Agreement for Central Heating / Combined Central Heating and Electrical Rewiring and also award the first phase of the works (copy enclosed).

9. Framework Agreement for the provision of Electrical Rewiring Works to residential properties (Page 309)
Submit report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the Framework Agreement for Electrical Rewiring Works to residential properties and also award the first phase of the works (copy enclosed).

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

Cabinet

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

Agenda Item 2

Cabinet
29 March 2016

IRVINE, 29 March 2016 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present
Willie Gibson, John Bruce, Marie Burns, Anthea Dickson, Tony Gurney, Ruth Maguire, Elizabeth Higton, Mark Fraser (Church Representatives) (Agenda Items 1 - 7) and Courtney Gemmell and Dara Howie (Youth Representatives) (Agenda Items 1 - 7).

In Attendance
E. Murray, Chief Executive; L. Friel, Executive Director, M. Hogg, Senior Manager (Financial Management) and P. Doak, Senior Manager (Internal Audit, Risk and Performance) (Finance and Corporate Support); John Butcher, Executive Director, S. Quinn, Head of Service (Schools) and A. McClelland, Senior Manager (Education and Youth Employment); C. Hatton, Executive Director and L. Cree, Senior Manager (Property Management and Investment) (Place); I. Colvin, Director (Health and Social Care Partnership), M. Adams, Programme Manager (Early Intervention and Prevention) and M. Inglis, Senior Manager (Intervention Services); A. Fraser, Head of Democratic Services, J. Hutchison, Communications Officer (Media and Internal Communications) and A. Little, Committee Services Officer (Chief Executive's Service.

Chair
Councillor Gibson in the Chair.

Apologies for Absence
A. Hill and the Very Reverend Matthew Canon McManus.

1. Declarations of Interest

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

2. Minutes

The accuracy of the Minutes of the Meeting held on 15 March 2016 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. INSIGHT School Leavers' Attainment Results 2015

Submitted report and presentation by the Executive Director (Education and Youth Employment) on the performance of North Ayrshire schools in the Scottish Qualification Authority (SQA) examinations of 2015, including the current position in relation to improving attainment in Literacy and Numeracy (Appendix 1); Improving Attainment for All (Appendices 2a - 2c); Attainment vs. Deprivation (Appendices 3a - 3b); Increasing Post-School Participation (Appendix 4); and an Executive Summary of the INSIGHT School Leavers' Attainment Results 2015 (Appendix 5).

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

- improving attainment in literacy and numeracy and a focus on these areas within the primary sector;
- the benchmarking methodology used by INSIGHT which is centred on a Virtual Comparator and replaces the group of comparator schools/authorities used in Standard Tables and Charts (STACs) as the main performance evaluation tool;
- key characteristics that make up the virtual school and matches ten leavers from across Scotland to every one of the leavers in each school; and
- circulation of the presentation to all Members of the Council.

The Cabinet agreed (a) to note the content of the report and the achievements of school leavers in last year's SQA examinations and the measures being taken to improve attainment in keeping with our commitment to the Scottish Attainment Challenge; and (b) that the Executive Director (Education and Youth Employment) circulate the presentation to all Members of the Council.

4. Education and Youth Employment: Autistic Spectrum Disorder Strategy and Policy 2016 - 2020

Submitted report by the Executive Director (Education & Youth Employment) on (a) the Scottish Government's 10 year Scottish Strategy for Autism; and (b) the development of North Ayrshire's draft Autistic Spectrum Disorder (ASD) Strategy and Policy 2016 - 2020 and Action Plan (Appendix 1).

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

- work that is being done to roll out training for staff in relation to ASD;
- specialist training that will be provided for those working directly with pupils and children with ASD; and
- support for families that is provided via specialists units and additional support needs schools.

The Cabinet agreed (a) to approve the Autistic Spectrum Disorder Strategy and Policy 2016 - 2020, as outlined in Appendix 1 to the report; and (b) that officers continue to work to enhance the ASD provision in Education and Youth Employment.

5. North Ayrshire Children's Services Plan 2016-20

Submitted report by the Director (Health and Social Care Partnership) on the development of the North Ayrshire Children's Services Plan 2016-20: Getting It Right For You, based on the four priorities from the Improving Children's Outcomes survey with the Scottish Government and the Dartington Social Research Unit. The draft Children's Services Plan was attached at Appendix 1 to the report and contained the Action Plan detailing actions against each promise to indicate what is planned to deliver them.

The Cabinet thanked the staff and young people for the work that had been done in preparing the North Ayrshire Children's Services Plan 2016-20: Getting It Right For You.

Noted.

6. Children's Services Change Projects

Submitted report by the Director (Health and Social Care Partnership) on the governance arrangements for children's services change projects that included (a) the establishment of a Young People Support Review Board, co-chaired by the Heads of Service from Education and Youth Employment and the Health and Social Care Partnership; and (b) details of the eight change projects being taken forward, as outlined in Appendix 1 to report.

Members asked questions, and were provided with further information, on projects that may continue for more than one year and the Children's and Young People Support Board that would continue to oversee the delivery of the projects.

The Cabinet agreed to approve the governance and reporting arrangements for the Children's Change Programmes as detailed in Appendix 1 to the report.

7. Corporate Parenting

Submitted report by the Director (Health and Social Care Partnership) on (a) the work progressing as part of the Corporate Parenting responsibilities of the Health and Social Care Partnership for Looked After Children; (b) the introduction of the Scottish Care Leavers Covenant (2015) to support Scotland's corporate parents in fulfilling their duties to improve the life chances of all of Scotland's care leavers; and (c) areas of improvement in supporting young care leavers towards entering education, employment and training and work that will be done to update the Corporate Parenting Strategy 2014/17 in light of the Children and Young Person Act 2014.

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

- Aftercare and Throughcare Programmes that work with young people and Who Cares Scotland; and
- consideration of an event for Members on the work of Who Cares Scotland.

The Cabinet agreed (a) to approve the approach to Corporate Parenting under the new Act; (b) to adopt the Scottish Care Leavers Covenant (2015); and (c) that the Director (Health and Social Care Partnership) arrange an event on the work of Who Cares Scotland for Members of the Council.

8. Revenue Budget 2015/16 : Budgetary Control Statement to 31 January 2016

Submitted report by the Executive Director (Finance and Corporate Support) which (a) set out the revenue budgetary control position for the Council at 31 January 2016; (b) provided a brief explanation of Services' major variances at Appendices 1 - 8; (c) detailed the proposed virements at Appendix 9; and (d) detailed the Housing Revenue account budgetary control position at 31 November 2015 at Appendix 10.

The Cabinet agreed to (a) note (i) the information and financial projections outlined in the report; and (ii) the current financial projection for the Health and Social Care Partnership; and (b) approve the virements detailed in Appendix 9.

9. Capital Monitoring to 31 January 2016

Submitted report by the Executive Director (Finance and Corporate Support) which provided information on the progress in delivering the Capital Investment Programme as at 31 January 2016, which included (a) actual expenditure to 31 January 2016 and forecast expenditure to 31 March 2016; (b) a projected outturn of £57.568m against a budget of £57.407m and a forecasted projected outturn for HRA of £21.469m against a budget of £21.870m.

The Cabinet agreed to (a) approve the revisions to budgets outlined at Sections 2.1, 2.6, 2.7 and 2.9 of the report; (b) note (i) the actual General Services and HRA expenditure and revised budgets to 30 January 2016; and (ii) the forecast of expenditure to 31 March 2016.

10. North Ayrshire HSCP Recovery Plan

Submitted report by the Executive Director (Finance and Corporate Support) which set out (a) the projected overspend within the Health and Social Care Partnership (HSCP) and the action being taken to mitigate further pressures; and (b) the request for additional non-recurring funding of circa £1.255m for the HSCP in 2015/16.

Appendix 1 to the report provided details of the budget Deficit Recovery Plan 2015/16 presented to the Integration Joint Board (IJB) on 10 March 2016. The report included a breakdown of each budget with a significant projected budget variance and, where appropriate, the remedial action required was detailed. The Interim Budget 2016/17 report presented to the Integration Joint Board on 10 March 2016 was attached as Appendix 2 to the report.

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

- early delivery of future savings through effective transition of service users from Care Home routes to Care at Home through the successful Pavilion 3 rehabilitation initiatives;
- a review of high cost care packages; and
- the circulation to Members of the Care at Home DVD that had recently been presented to the Integration Joint Board.

The Cabinet agreed to (a) approve a non-recurring contribution to cover the final IJB Social Services overspend of circa £1.255m in 2015/16, noting this can be accommodated within the Council bottom line budget; (b) advise the IJB that additional funding for 2015/16 is on a non-recurring basis with a requirement to ensure service delivery in 2016/17 is contained within the agreed budget; and (c) note that the IJB at its meeting on 10 March 2016 approved a delegated budget for 2016/17 for Social Care Services which meets the current known pressures providing a level of assurance of the non-recurring basis of the current funding request.

11. Equity Stake in DBFM Holdco

Submitted report by the Executive Director (Finance and Corporate Support) which set out (a) changes to the European System of Accounts 2010 rules (ESA10) which have amended the structure of Design Build Finance Maintain (DBFM) model which will be used to deliver the proposed Largs Campus; (b) the formation of DBFM Holdco which will be responsible for the delivery of the Largs Campus; (c) the requirement for the Council to be a 10% equity stakeholder in DBFM Holdco at a value of 10p; and (d) the proposed appointment of the Executive Director (Finance and Corporate Support) as a Director of DBFM Holdco and DBFM Co on behalf of the Council.

The Cabinet agreed to (a) grant authority to take a 10% equity stake in the DBFM Holdco set up for the delivery of Largs Campus; and (b) approve the appointment, if required, of the Executive Director (Finance and Corporate Support) as a Director of DBFM Holdco and DBFM Co on behalf of the Council

12. Strategic Risk Register 2016/17

Submitted report by the Executive Director (Finance and Corporate Support) on (a) a review of the Strategic Risk Register undertaken by the Corporate Risk Management Group and Corporate Management Team, as detailed in Appendix 1 to the report; and (b) changes to the risk register and matrix as outlined in Sections 1.2 and 1.3 of the report.

The Cabinet agreed to approve the Strategy Risk Register for 2016/17 as outlined at Appendix 1 to the report.

13. Industrial Property Portfolio

Submitted report by the Executive Director (Place) which provided information on a review of the Council's Industrial Property Portfolio undertaken which identified several recommendations in respect of (i) the recovery of service charges; (ii) the condition of vacant units; (iii) marketing activity; (iv) Council occupation of space; (v) under-renting and (vi) the future delivery strategy which was detailed at section 2.6.2 of the report.

The Cabinet agreed to approve (a) the proposals to implement an alternative service delivery model for the management of the Council's industrial property portfolio; and (b) that a procurement exercise be carried out to appoint a delivery partner for the management of the portfolio.

The meeting ended at 3.45 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

26 April 2016

Cabinet

Title:	**Directorate Plans 2016/17 update**
Purpose:	To present for approval the 2016 update on the Council's Directorate Plans 2015/18.
Recommendation:	That the Cabinet agrees to (a) approve the 2016 updates on the 2015/18 Directorate Plans as set out at Appendices 1 - 5; (b) receive 6-monthly progress reports and (c) refer the report to the Scrutiny and Petitions Committee for further scrutiny

1. Executive Summary

1.1 This paper presents the 2016 updates on the 2015/18 Directorate Plans for Cabinet approval. Whilst three year plans were approved by Cabinet last year, Plans are reviewed annually to ensure alignment with budgets and reflect any significant changes over the previous year.

1.2 The updated Directorate Plans are attached as an appendix and Cabinet is asked to approve them.

2. Background

2.1 Directorate Plans are a vital component of the Council's corporate governance arrangements. They form part of the "Golden Thread" referred to in the Performance Management Strategy by demonstrating the part each Directorate will play in achieving the outcomes and priorities contained in the Single Outcome Agreement and Council Plan. They also provide the framework for service or team plans and personal and performance development (PPD) of individual staff .

2.2 The period of the Directorate Plans is three years with an annual review to reflect any significant changes and to ensure alignment with the budget planning process. The Directorate Plans 2015/18 were agreed by Cabinet on the 20 April 2015. The Plans have been updated for 2016 to ensure they reflect any significant changes within the Directorate. Plans have been produced in accordance with the revised Directorate Planning and Budgeting Guidance. The 'good to great' journey has been embedded within the Guidance which also provides flexible reporting options against the Strategic Priorities and the 'Good to Great' themes.

2.2 There are five Directorate Plans in total:

Appendix 1 - Democratic Services
Appendix 2 - Finance & Corporate Support
Appendix 3 - Education & Youth Employment
Appendix 4 - Economy and Communities
Appendix 5 - Place

2.3 The Health and Social Care Partnership agreed their Strategic Plan 2015/18 on 2 April 2015. The Strategic Plan focuses on delivering improved outcomes and reducing health inequalities for the people of North Ayrshire. The plan is currently being refreshed and the revised Strategic Plan will be available in summer 2016.

2.4 The Directorate Plans are closely aligned to the Council Plan and are the main mechanism for reporting progress on the Council Plan throughout the year.

3. Proposals

3.1 That the Cabinet agrees to (a) approve the 2016 updates on the Directorate Plans 2015/18 as set out at Appendices 1 - 5; (b) receive 6-monthly progress reports and (c) refer the report to the Scrutiny and Petitions Committee 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:	The plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities.
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 The Extended Corporate Management Team have discussed the updated Directorate Plans. Staff were consulted in the development of the Plans.

ELMA MURRAY
Chief Executive

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

Background Papers
Single Outcome Agreement 2013/17
Council Plan 2015/20
Performance Management Strategy

Democratic Services

Directorate Plan

2015/18

2016 Update

For more information contact:

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Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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1. Democratic Services Structure

2. Foreword

This is an exciting time to be at the heart of the authority. We are a good Council, on our way to being a great one. The role of Democratic Services in this Good to Great journey is a crucial one. We are the glue which links Members, Committees, Services and Community Planning Partners and ensures that the Council's governance arrangements are effective and transparent.

Of course, all this is set against a background of decreasing resources and increasing demand, both internal and external, and a need to deliver more for less. This means that we need to be clear as to our priorities and how we will deliver them.

Along with Finance and Corporate Support we have the primary responsibility for ensuring that the underpinnings supporting Council Priorities are in good shape. These include:-

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

These principles of reducing inequality, continuous improvement, sound governance, and effective communication provide the bedrock for our priorities, and will remain as my priorities throughout this plan.

Andrew Fraser
Head of Democratic Services
March 2016

3. Our budget and how we intend to spend it

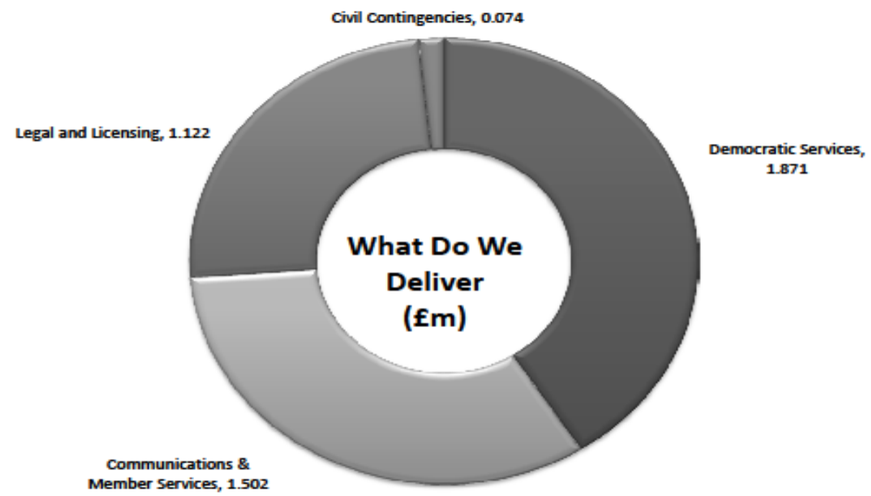
Democratic Services provides a wide range of supporting services for the Council.
The charts below show the services delivered and the cost of each service based on 2016/17 revenue budgets, which total £4.569m. They also show where the money goes across the main areas of spend in any one year. This service is delivered by 73.8 FTEs.

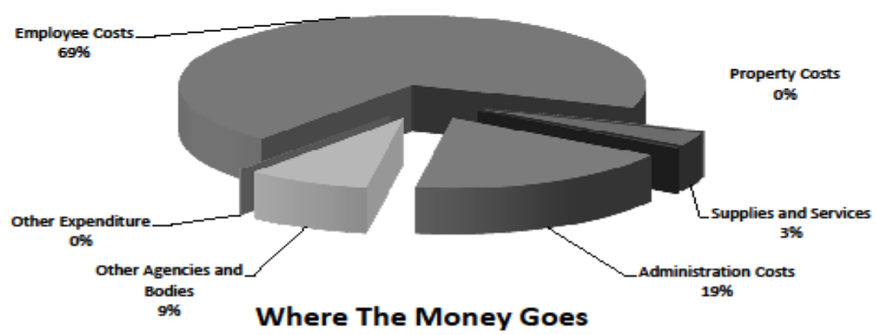
In a typical year, Democratic Services delivers many different services to the Council and its residents, such as:

- administering various licences, including taxis, landlord registration and entertainment permits
- delivering legal support around effective court interventions to protect vulnerable people
- facilitating an effective and proactive information governance and data protection regime throughout the Council
- embedding a performance management culture throughout the Council

Corporate Communications offer professional, expert advice and support on how to protect and enhance the Council's reputation and public image as an effective, efficient, ethical and innovative organisation. The team covers a wide variety of disciplines including media, internal communications, social media, marketing and events.

During 2015/16 Legal and Licensing Services recovered a total of £973,740.75 of debt and granted 321 Taxi Drivers' licences in North Ayrshire.





Support and co-ordination of the Community Planning Partnership is a big part of our work.

Around 160 council meetings are organised, facilitated and published each year by Democratic Services

During 2015/16 we delivered data protection and information security training to 418 staff

Figure 1

3.1. Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by Democratic Services on a day to day basis, the most significant are:

Political Environment - As the organiser of elections and the interface between Members and officers, the work of Committee Services, Policy and Community Planning is influenced by the national and local political climate

Maximising the benefits of our Information and keeping it secure - The service continues to comply with our legal obligations relating to Freedom of Information and Data Protection and during 2016/17 will identify the opportunities to put in place the building blocks which will enable the Council to maximise the use of its information.

Locality Partnerships - The Community Empowerment (Scotland) Act 2015 requires the Community Planning Partnership to divide its area into localities and to plan for the needs of persons in those localities. It increases the number of statutory partners involved in Community Planning, with specific duties on all partners and additional duties on some partners. It reinforces a range of work to strengthen and improve CPPs. It will affect the role of North Ayrshire CPP partners and relationships between them, community engagement and capacity building by the CPP and put the CPP on a clearer statutory basis with clearer roles and responsibilities.

Community Justice - Local strategic planning and delivery of services through Community Planning Partnerships (CPPs) is central to the new Future Model for Community Justice in Scotland. The aim is to deliver against a set of long term outcomes around reducing reoffending; increasing positive citizenship; increasing public safety; increasing public reassurance; reducing costs and reducing stigma.

Good to Great - We are committed to continuous improvement and the journey to becoming a 'Great' Council. We are 'stepping up' our performance and looking at the most effective ways to deliver our services as well as rolling out the Recognised for Excellence (R4E) Improvement Plan.

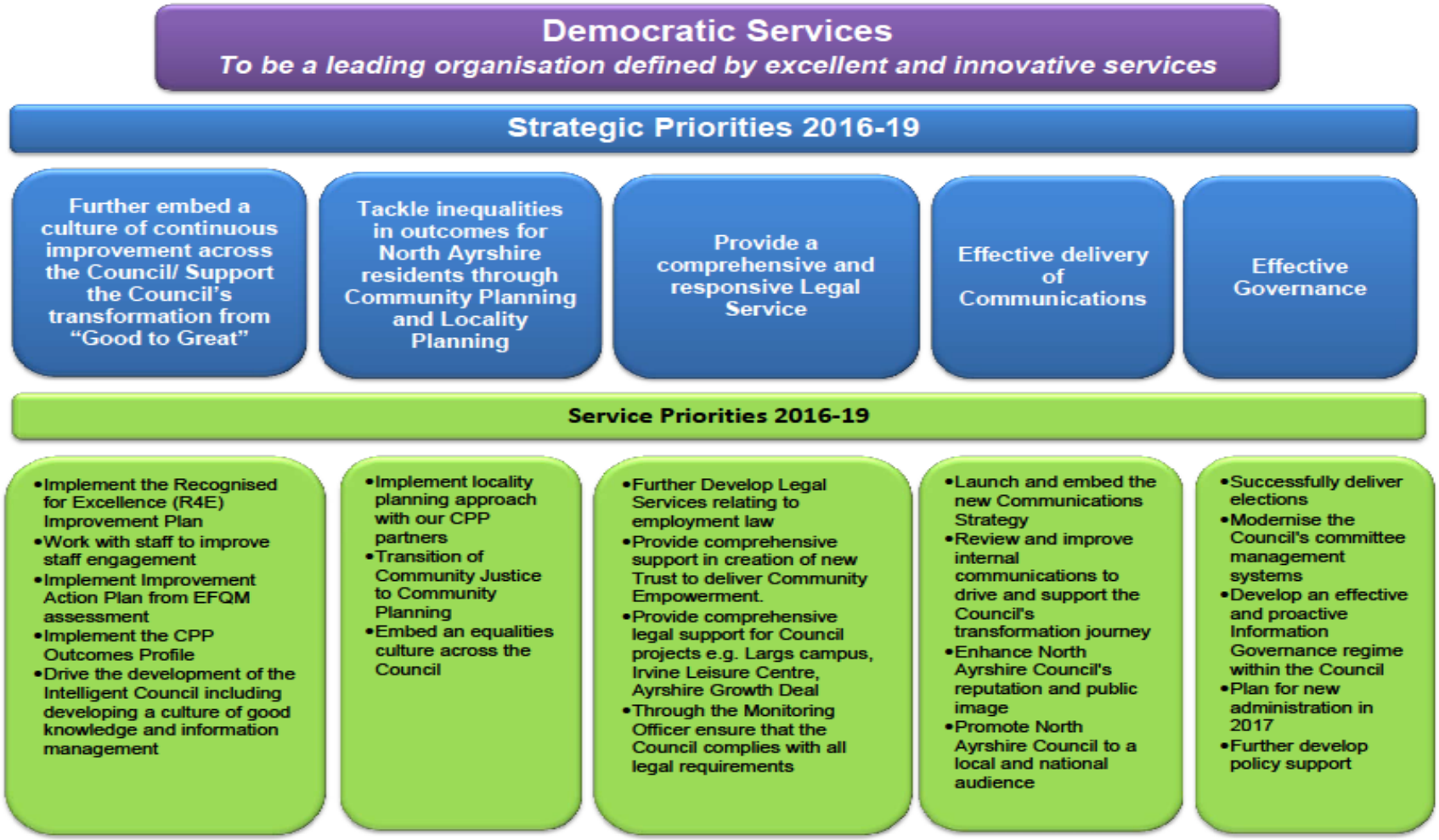
Inequalities within North Ayrshire - The demographics of North Ayrshire marked by inequalities and high levels of unemployment and poor health in particular in Irvine and the Three Towns provide a challenge for the Service.

Reputation - The continuing period of significant change needs to be underpinned by a robust Communications Strategy which will play a critical role in supporting and communicating changes and in managing both internal and external communications.

Major Transformational Change - Examples include the Integration of Health and Social Care, the biggest change to face Local Government since 1996. Similarly the Ayrshire Growth Deal will also result in extensive work for the service.

4. Introduction

This Plan identifies how we will contribute to the Council's vision – and also outlines our key priorities for the next three years and how we will support our people to deliver these. The plan gives an overview of our services, what we aim to achieve, and how we will measure our progress. Summarised below are our five priority areas.



5. What we do

Democratic Services provides a wide range of services which support the delivery of the Council's Strategic Priorities. These services are outlined below. From the start of 2015, Committee Services, Policy and Performance, Information Governance, Community and Locality Planning, Elections and Council Officers come together as a single team.

The Service provides the following range of Services across Democratic Services.

5.1. Democratic Services

Manager:	Margaret Davison (Democratic Services)
Number of Staff (FTE):	26

Manager:	Lynne McEwan (Communications and Member Services)
Number of Staff (FTE):	14.8

Manager:	Christine Andrew (Legal and Licensing Services)
Number of Staff (FTE):	26.5

5.2. Purpose

Committee Services
The Committee Services Team comprises Committee Services and the Ayrshire Area Support Team. The team as a whole functions at the heart of the Council's democratic core and plays an important part in ensuring efficient and transparent decision making and in supporting Elected Members and Children's Panel Members in their roles. The Service underpins the Council's political decision making processes.

Election Coordination
The Election Coordinator supports the Returning/Counting Officer in terms of the administration of elections and referenda.

Community Planning and Locality Planning
The Community Planning Team covers Community Planning, Locality Planning, corporate coordination of Equalities and the health improvement of Council employees. The Team provides communication across the partnership, coordination of partnership groups, strategic development and monitoring of performance. Locality Planning considers the specific needs of our six local areas and works across the partnership to best address those needs in an integrated way.

The Health Improvement function continues to promote the staff health and wellbeing agenda through the Livewell - Healthy Working Lives programme by aiming to maintain the Gold Healthy Working Lives award. We also support the coordination and monitoring of the delivery of North Ayrshire Council's equality outcomes outcomes across the Council.

Policy and Performance
The role of the Policy and Performance section is to support the development of performance management capacity and a culture of continuous improvement across the Council.

Information Governance
The role of the team is to promote good information governance and management, to develop and improve electronic document and records management across the Council, and to ensure that Services are equipped with the knowledge and skills in areas such as Records Management, Freedom of Information and Data Protection.

Communications and Member Services
The Corporate Communications Team provides an integrated Communications service for the whole Council – offering professional, expert advice and support on how to protect and enhance the Council's reputation and public image as an effective, efficient, ethical and innovative local authority.

The team cover a wide variety of disciplines, including media relations, internal communications, social media, marketing and events - and are responsible for ensuring the Council's operations, priorities, values, ambitions and challenges are better understood, both externally and internally

Media Relations includes providing a 24/7 reactive press inquiry service; issuing proactive press releases and photo calls; preparing briefing and background notes; researching and writing communications materials for internal and external publications; proofreading and editing communications materials for internal and external publications and award submissions and for managing relations with local, national and specialist media outlets.

Internal communications include supporting/driving the Council's 'Good to Great' transformation programme by researching, writing and editing material for use in the Council's Internal Communications channels - the weekly News in Brief email bulletin, the eight-weekly Team Talk core/cascade briefing system and the quarterly Staff Talk magazine - and for use in specialist 'Good to Great' publications

Marketing includes working closely with Services to develop, manage and evaluate targeted marketing campaigns to promote their Services – ensuring the right information gets to the right people at the right time and in the right way.

Events support includes project managing the annual Provost Civic Pride Awards and Charity Dinner and working with other Services to deliver various key corporate events such as Ministerial visits, facility openings, service launches and the Straight Talking programme.

Members Services provides professional support and advice to Elected Members, together with dedicated support to the Leader of the Council and the Provost.

Legal and Licensing Services
Legal and Licensing comprises three teams, namely Contracts, Litigation and Licensing which deliver a comprehensive legal service to the whole Council. The Service provides extensive legal support across many diverse areas of law to all

Directorates including representing the Council in court and tribunals and fulfils the Licensing obligation for the Council in respect of Liquor Licensing and Civic Government Licensing and Landlord Registration.

Contingencies
From April 2016 South Ayrshire Council will be the lead authority for civil contingencies and the pan-Ayrshire Civil Contingencies Team. The Team identifies risks and potential emergencies, plans for emergencies, co-ordinates exercises and provides training as required. Democratic Services also has a role as a single Point of Contact (SPOC) in relation to counter terrorism and the implementation of the 'Prevent' duty.

5.3. Activities

The main activities of the service include:

- Supporting Council and Committee Meetings, including arranging meetings, issuing Agendas, recording decisions, administering a range of grants, administering appointments to outside bodies and keeping governance documents up to date
- Progressing the 'Better Committee Reports' initiative and promoting 'paperless' Committee Meetings
- Completing the current review of the Council's Scheme for the Establishment of Community Councils
- Providing administrative support to the Children's Hearings System in Ayrshire
- Supporting the delivery over electoral events, including the 2016 Scottish Parliamentary Elections and the anticipated Referendum on membership of the European Union and the 2017 Local Government Elections
- Support to, and coordination of the Community Planning Partnership
- Delivery of and monitoring of the Single Outcome Agreement Action Plan, Council Plan, Directorate Plan and associated performance indicators
- Coordination of the work of the Corporate Equality Group
- Roll out of Locality Planning Approach, through community consultation and engagement
- Carrying out research including census, deprivation and demographic analysis at locality planning level and other levels
- Improvement of the health of Council staff
- Driving and further developing a culture of continuous improvement through the Performance Management Strategy and Forum
- Ensuring the Council meets and exceeds its public performance reporting requirements
- Coordinating the R4E Improvement Plan
- The completion and successful implementation of a records management plan, in accordance with the Public Records (Scotland) Act 2011. This will outline policies and procedures for the effective management of the Council's records.
- Ensuring that the Council continues to meet its statutory obligations in responding to requests made under the Freedom of Information (Scotland) Act 2002, the Environmental Information (Scotland) Regulations 2004 and the Data Protection Act 1998.

- Launch and embed the new Communications Strategy to ensure the Council's operations, priorities, values, ambitions and challenges are better understood, both externally and internally
- Review and improve internal communications to drive and support the Council's transformation journey through timely cascading of relevant information to staff
- Enhance North Ayrshire Council's reputation and public image as an efficient, effective, ethical, reputable, sustainable and innovative local authority
- Promote North Ayrshire to a local and national audience as a leading location for doing business and a great place to live, work, visit and invest in.
- Project Managing the Provost Civic Pride Awards and Charity Dinner
- Providing professional support and advice to Elected Members, together with dedicated support to the Leader of the Council and the Provost
- Planning and delivery of fair and efficient elections, free from challenge
- Day to day running of Cunninghame House and Perceton House, Council car etc
- Sale Purchase and Lease of Council property including Council House Sales.
- Supporting all Services in the delivery of any necessary litigation, including child protection orders, adult support and protection, ASN tribunals, all debt recovery, recovery of heritable property, and other evictions including Traveller evictions.
- Providing legal advice and support to the Planning committee, the Social Complaints Review Committee, Grievance Appeals committee Education Appeal Committee and any other support to other committees which may be required.
- Support for the Child Protection Committee and the Adult Protection Committee
- Support and advice for Council contracts and agreements.
- Delivery of the Licensing Board and Licensing in furtherance of the Council's Statutory obligation
- Delivery of the Council's Licensing Committee in furtherance of the Civic Government Act.
- Ensuring the Council's key governance documents are fit for purpose
- Through the Monitoring Officer role, ensuring that Council decisions comply with legal requirements
- Supporting community asset transfers
- Providing support for the creation of a Trust to enable delivery of the Council's obligation to bring about community Empowerment
- Defending decisions of the Council in court
- Support for major projects such as the Integration of Health and Social Care, Ayrshire Growth Deal, Largs Campus, the Portal Leisure Centre, wind up of Irvine Bay URC
- Responding to and coordinating emergencies
- Building community resilience.

5.4. Key Partners

We work with	To deliver	Timescale
National Convenor for the Children's Hearings System	■ Children's Hearings	2016/19
The Returning/Counting Officer, Electoral Registration Officer, Electoral Commission, our electronic voting/postal vote processing contractors, and government	■ Robust and transparent elections and referenda	
Community Planning Partners	■ SOA Priorities	
Scottish Performance Management Forum	■ Sharing of learning and good practice	
Improvement Service	■ Sharing of learning and good practice (Local Government Benchmarking Framework)	
Service Freedom of Information coordinators/ Service Data Protection Group representatives	■ FOI and DP requests are dealt with in an effective, efficient and compliant manner and key staff receive appropriate training	
Equivalent officers in other Scottish councils, through e.g. the FOI Network and SOLAR	■ Sharing of legislative knowledge and best practice	
Staff at the Office of the Scottish Information Commissioner	■ Advice and assistance on legislation, including latest updates, to improve service to customers	
Various software companies	■ Software implementations (streetscene scheduling, asset management, reporting)	
Directorates and services	■ Key projects and programmes to improve the services the Council delivers	
Local and national media	■ Improved awareness of services for local residents, improved reputation of the Council	
Volunteers and community groups	■ Successful community events, such as Marymass ■ Integrated planning, joint exercises and coordinated handling of emergencies	
Police Scotland and Fire Scotland	■ Major Community Events	
Category 1 responders including Police, Fire, NHS, Ayrshire local authorities etc	■ Integrated planning, joint exercises and coordinated handling of emergencies	
Scottish Government		
West of Scotland Regional Resilience Partnership		
All Council Services	■ A comprehensive legal service	
Scottish Courts Administration		
Registers of Scotland		
Public Guardian		
Mental Welfare Commission		

We work with	To deliver	Timescale
SCRA	■ A comprehensive legal service	
Scottish Information commissioner		
Faculty of Advocates		
Licensing Forum	■ The Statutory Licensing service	
NHS Ayrshire and Arran		
Police Scotland		
Fire and Rescue Service		
AD Partnership		
SW Scotland Community Justice Authority		
The Gambling Commission		

5.5. Key Strategies

We have responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Scheme of Administration Scheme of Delegation Standing Orders	■ Ensures proper governance arrangements are in place	2014 2015 2014	2017	2016
Member/Officer Protocol Councillors' Register of Interests	■ Ensures proper governance arrangements are in place	2015 2012		
North Ayrshire Single Outcome Agreement	■ SOA Priorities	2013	2016	2016
Healthy Working Lives	■ A healthier and more productive workforce	2015	2016	Reviewed annually
Equality Action Plan	■ Equality of protected groups	2015	2016	Reviewed annually
Performance Management Strategy	■ To embed a high performance culture throughout the Council	2015		
Council Plan	■ To be a leading organisation defined by excellent and innovative services	2015	2020	2020
Democratic Services Plan	■ To be a leading service defined by excellent and innovative services	2016	2019	annually
Information Management Strategy	■ To ensure that outcomes are aligned with the Council's corporate objectives and that they contribute to the Single Outcome Agreement for North Ayrshire 2013-2017.	2015	2020	2020
Records Management Plan	■ To set out proper arrangements for the management of records in the Council and Licensing Board.	2015	2020	Informal review annually Major review 5 years

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Good to Great (with other services)	■ A great Council which provides the best services to North Ayrshire	2014	When we are the best	ongoing
Communications Strategy	■ Ensure the Council's operations, priorities, core objectives, values, ambitions and challenges are better understood, both externally and internally	2012	2015	2015
North Ayrshire Civil Contingencies Plan	■ Effective handling of emergencies	2012	Ongoing	Ongoing
Emergency Control Centre Plan and Emergency Contact Directory	■ Effective handling of emergencies	2015/ 2014	Ongoing	Annually
Rest Centre Guidelines Recovery Plan	■ Effective handling of emergencies	2012 2013	Ongoing	Ongoing
Procedure Manuals (Legal and Licensing)	■ To deliver a comprehensive legal service to the Council	ongoin g		
Gypsy Traveller Unauthorised Encampment Policy (with Housing)	■ To provide a framework for the Council's interaction with unauthorised encampments	2013	2014	
Licensing Overprovision Policy Licensing Policy Statement	■ To provide the policy context for liquor licensing decisions	2013	2016	2016

6. Context

6.1. Our Improvement Journey – From Good to Great

We believe in continual improvement and constantly look to develop what we do for the community. We also strive to provide value for money. To achieve this improvement we seek information from our community about their satisfaction and encourage feedback from our staff, and partner organisations. We gather information and undertake a range of audits and self-assessments, by external bodies and internally. All of these are assist us to understand our strengths and identify areas for improvement and inform our plans.

We are changing service delivery through internal improvement and have identified the priorities for development to support delivery of our range of services. Improving capacity in each of these areas will help us to make North Ayrshire stronger in the future.

We are on a journey of shaping the services we provide and helping our people develop so that they are able to respond to the challenging needs of the communities we serve. Our journey from Good to Great will also involve reshaping our finances and the way we work. We want to do that by working with the public, North Ayrshire businesses, and other public bodies, and, of course, our staff. Good communication, both internal and external, are an integral component of our Good to Great journey, as reflected in the Council's Communications Strategy.

Democratic Services is committed to self-assessment and continuous improvement. In 2015/16 we undertook a self-assessment exercise within our Service which used the EFQM Excellence Model. We will be implementing the improvement plan from the self-assessment during 2016/17 and in the coming years.

Democratic Services will support the establishment of a systematic approach to self-assessment across the Council. This will include implementing a proportionate and structured three year rolling programme of self-assessment activity.

6.1.1. Our Improvement Journey Outcomes

Democratic Services will contribute to the Council's Good to Great Journey and aims to achieve the following outcomes:

Good to Great Themes

COMMUNITIES

- The Community Planning Team is working with colleagues within Connected Communities and the wider Community Planning Partnership in delivering the Locality Planning Approach. This means tackling local issues more effectively in partnership. We want to involve local residents in the regeneration process and empower communities and develop local leadership.
- The role of Licensing is to ensure safe delivery of services to the Community.
- Legal Services is involved in the support of the creation of a trust to deliver the Council's Community Empowerment obligations.

PLACES

- Legal Services provide essential support for major regeneration projects, such as the , Largs Campus, Garnock Campus, Dickson Drive Regeneration, Irvine Leisure Centre, and Revision of the KA Leisure Agreements
- Legal Services is involved in enhancement of the local environment through planning enforcement and eviction of illegal occupiers.

PARTNERSHIPS

(ENABLER)

- We lead on Community Planning in North Ayrshire - working in partnership across sectors to improve the lives of North Ayrshire residents.
- Our Information Governance Team is working with East and South Ayrshire Councils on the information governance issues affecting the integration of Social Services and the National Health Service
- Legal Services are currently supporting the Irvine Bay URC wind up, North Ayrshire Venture Trust and the Ayrshire Growth Deal.

PROCESSES **(ENABLER)**

- Policy and Performance is supporting the development of a culture of continuous improvement across the Council.
- Committee Services ensure decision making processes are efficient and effective and that elections are fairly and effectively run.
- Our Information Governance Team is exploring the potential of managing information electronically across the Council

PEOPLE

(ENABLER)

- Democratic Services leads the Council's approach to Healthy Working Lives and attainment of associated awards. This provides opportunities for staff to sustain and improve their health and wellbeing. Through our corporate role in relation to equalities we promote equality of opportunity and treatment for North Ayrshire residents and staff.
- Legal Services have a key role through child and adult protection work to intervene to protect some of our most vulnerable people. The work of Civil Contingencies also prepares and protects our population should an emergency occur.

6.2. Managing our Risks

The key risks for Democratic Services are outlined in Appendix A. We continue to be proactive in responding to the financial challenge.

6.3. Equalities

We are committed to fulfilling our statutory duty when developing policies and delivering our services. The Council has a framework in place to carry out Equality Impact Assessments (EIAs) to ensure no discrimination against any of the groups identified as having a protected characteristic. We also promote equality across North Ayrshire communities and within the Council. Moving forward the Council will promote key themes around Equality and Diversity issues, such as the recent programme around 'Challenging Sectarianism' which supports awareness of the protected characteristic of Religion and Belief.

By carrying out EIAs when developing policies, we will:

- Improve the quality of services by making sure they are suitable and accessible to everyone
- Identify any possible discrimination which may exist and means of overcoming these
- Help to develop good practice and achieve best value
- Promote equal opportunities and good relations between groups.

Democratic Services supports the Council to fulfil its public sector equality duty including:

- Coordination of the Corporate Equality Group which has oversight of equality issues across the Council
- Developing and monitoring of Equality Action Plan
- Production of an annual Equality Report
- Promotion of equalities training
- Supporting services to undertake equality impact assessments
- Refreshing the Council's approach to equalities and making it more transparent and visible.

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
More council employees working flexibly	Democratic Services positively support a range of arrangements for flexible working including homeworking and compressed hours
Employees able to respond more confidently and appropriately to the needs of colleagues and customers	The service has corporate responsibility to ensure that employees are able to respond to the needs of colleagues and customers. This includes training, support to complete Equality Impact Assessments and coordinating the Corporate Equality Group.

We have completed Equality Impact Assessments (EIAs) for new or revised policies and procedures relating to:

- Screening and EIAs of 2015/18 budget proposals

7. Delivery

Details of the 2016 actions and associated performance indicators and risks are shown below.

Key: **Enabler** – underpins the delivery of the Council's Strategic Priorities
SP2 – Strategic Priority 2: Working Together to Develop Stronger Communities

Performance Indicators

Strategic Priorities	Good to Great Themes					Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets			Lead
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
Enabler	✓						Employee Engagement Level		67.9%	69.9%					Democratic Services
SP2				✓			Number of locality plans agreed by Locality Partnerships			New PI			6		Community Planning
Enabler		✓					% of key corporate governance documents up to date			New PI			100%		Democratic Services
Enabler		✓					Implementation of PMF work plan			New PI			100%		Policy and Performance
Enabler		✓					Support Services as % of total gross expenditure [1]		2.5%				Data Only		Democratic Services
Enabler		✓					% of very satisfied and satisfied customers (Legal Services)						95%		Legal Services
Enabler		✓					% of Elected Members very satisfied or satisfied with services provided			New PI			95%		Democratic Services
Enabler	✓						Absence rate - Days lost per employee per annum	4.3	6.9			6	6		Democratic Services
Enabler	✓						% of staff who have had a PPD interview in last 12 months	97%	100%		100%	100%	100%		Democratic Services
Enabler		✓					Cost of Democratic Core per 1000 population (£)[2]	£31,485.50	£30545.99			Data Only	Data only		Legal Services

[1] Local Government Benchmarking Framework (LGBF) - Corp 1
[2] Local Government Benchmarking Framework (LGBF) - Corp 2

Performance Indicators																
Strategic Priorities	Good to Great Themes					Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets			Lead
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
Enabler		✓					Total cost of the legal function as a percentage of organisational running costs (expenditure)[3]	0.2%	0.2%			0.29%	0.29%		Legal Services
Enabler		✓					Average hourly rate of in-house legal team compared to other in-house legal teams per SOLAR Benchmarking	TBC	TBC				TBC		Legal Services
Enabler		✓					% of invoices paid within 30 days for Democratic Services		95.29%			92%			Democratic Services
Enabler		✓					Freedom of Information requests responded to in 20 working days (%)	88%	93%			94%			Information Governance
Enabler		✓					Increase the value of media (print/online/TV/radio) coverage secured for North Ayrshire Council			New PI			Data only		Communications
Enabler	✓						Increase in staff satisfaction levels with internal communications via annual staff Internal Communications Survey			New PI			Data only		Communications
Enabler		✓					Increase/maintain the number of marketing campaigns that meet or exceed the campaign objectives			New PI			Data only		Communications

Actions

[3] Joint UK Audit Bodies (Legal Services) recommended indicator -1a

Strategic Priorities	Good to Great Themes					Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
Enabler		✓					Implement the Recognised for Excellence Improvement Plan	The Council will have made further progress on its good to great journey	Democratic Services	
Enabler	✓						Work with staff to improve staff engagement	Further motivated and engaged staff	Democratic Services	
Enabler	✓						Implement EFQM Improvement Action Plan	Our contribution to the Council's good to great journey. The Service will be working more efficiently and staff will be fully engaged and motivated.	Democratic Services	
Enabler				✓			Improve the CPP Outcomes Profile	The CPP Board will be using the profile as an improvement tool	Community Planning	
Enabler		✓					Drive the development of the Intelligent Council	The Council is consistently and effectively using data, knowledge and intelligence, has a robust Information Governance and Data Protection regime. Staff are aware of their responsibilities	Democratic Services / Information Governance	
SP2					✓		Implement locality planning approach with our CPP partners	Locality Planning approach is implemented with partners	Community Planning	
Enabler					✓		Transition of Community Justice to Community Planning	Effective partnership working arrangements are put in place for the CPP to take on the reducing reoffending remit of the Community Justice Authority	Community Planning	
Enabler	✓						Embed an equalities culture across the Council	Staff have embedded equalities into their work practices and staff are aware of their responsibilities	Community Planning	
Enabler		✓					Further develop Legal Services relating to Employment Law	Proactive approach to employment issues and overall savings for the Council	Legal	
Enabler		✓					Provide comprehensive support to create new Trust to deliver Community Empowerment.		Legal	
Enabler		✓					Provide comprehensive legal support for Council projects e.g. Largs campus, Irvine Leisure Centre, Ayrshire Growth Deal	Maximising the amount of legal work the Council is able to retain in-house at lower costs	Legal	

Actions										
Strategic Priorities	Good to Great Themes					Action Ref.	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
Enabler		✓					Through the Monitoring Officer ensure that the Council complies with all legal requirements	Council is fully compliant with all legal requirements	Legal	
Enabler		✓					Launch and embed the new Communications Strategy	Transparent and effective communications for all stakeholders	Communications	
Enabler		✓					Review and improve internal communications to drive and support the Council's transformation journey	Highly engaged workforce	Communications	
Enabler		✓					Enhance North Ayrshire Council's reputation and public image	North Ayrshire Council is viewed as a reputable and innovative local authority	Communications	
Enabler		✓					Promote North Ayrshire Council to a local and national audience	North Ayrshire is seen as a 'Great' Council	Communications	
Enabler		✓					Successfully deliver elections	Successful delivery of Elections	Democratic Services	Election mistakes result in challenge on the basis of the integrity of the election - that election was not fair, transparent or results were not accurate
Enabler		✓					Modernise the Council's committee management systems	More efficient and accessible committees	Committee Services	
Enabler		✓					Develop an effective and proactive Information Governance regime within the Council	The Council has a robust Information Governance and Data Protection regime. Staff are aware of their responsibilities	Information Governance	The Council does not use its information to best effect or loses information.
Enabler		✓					Plan for new administration in 2017	The Council is prepared for the new Administration	Democratic Services	
Enabler		✓					Further develop policy support	The Council is developing policy to support its vision	Democratic Services	

8. Directorate Planning Timetable

Task	Frequency	2016/19 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

Appendix A - Risks

Risk Code & Title	Information Governance	Current Risk Matrix
Risk	The Council does not use its information to best effect or loses information.	
Consequence	Services are inefficient and there are fines and reputational damage arising from lost information.	**Current Risk Score** Impact x Likelihood
Current Controls	Planning for introduction of Master Data Management , Electronic Document and Records Management System, Big Data and data protection policies and training	3x3
Linked Actions		
Linked Actions Code & Title	Develop an effective and proactive Information Governance regime within the Council Drive the development of the Intelligent Council including developing a culture of good knowledge and information management	

Risk Code & Title	Elections	Current Risk Matrix
Risk	Election mistakes result in challenge on the basis of the integrity of the election - that election was not fair, transparent or results were not accurate	
Consequence	Reputational damage to RO and subsequently to the Council. Risk of a petition.	**Current Risk Score** Impact x Likelihood
Current Controls	Election Co-Ordinator Effective project management: project plan/risk plan/integrity plan Contingency planning Regular Election Team meetings	4x2
Linked Actions		
Linked Actions Code & Title	Successfully deliver elections	

North Ayrshire Council

Our Journey From Good To Great

Finance and Corporate Support

2015/18
2016 Update

For more information:

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North Ayrshire Council
Cunninghame House | Irvine | North Ayrshire | KA12 8EE

Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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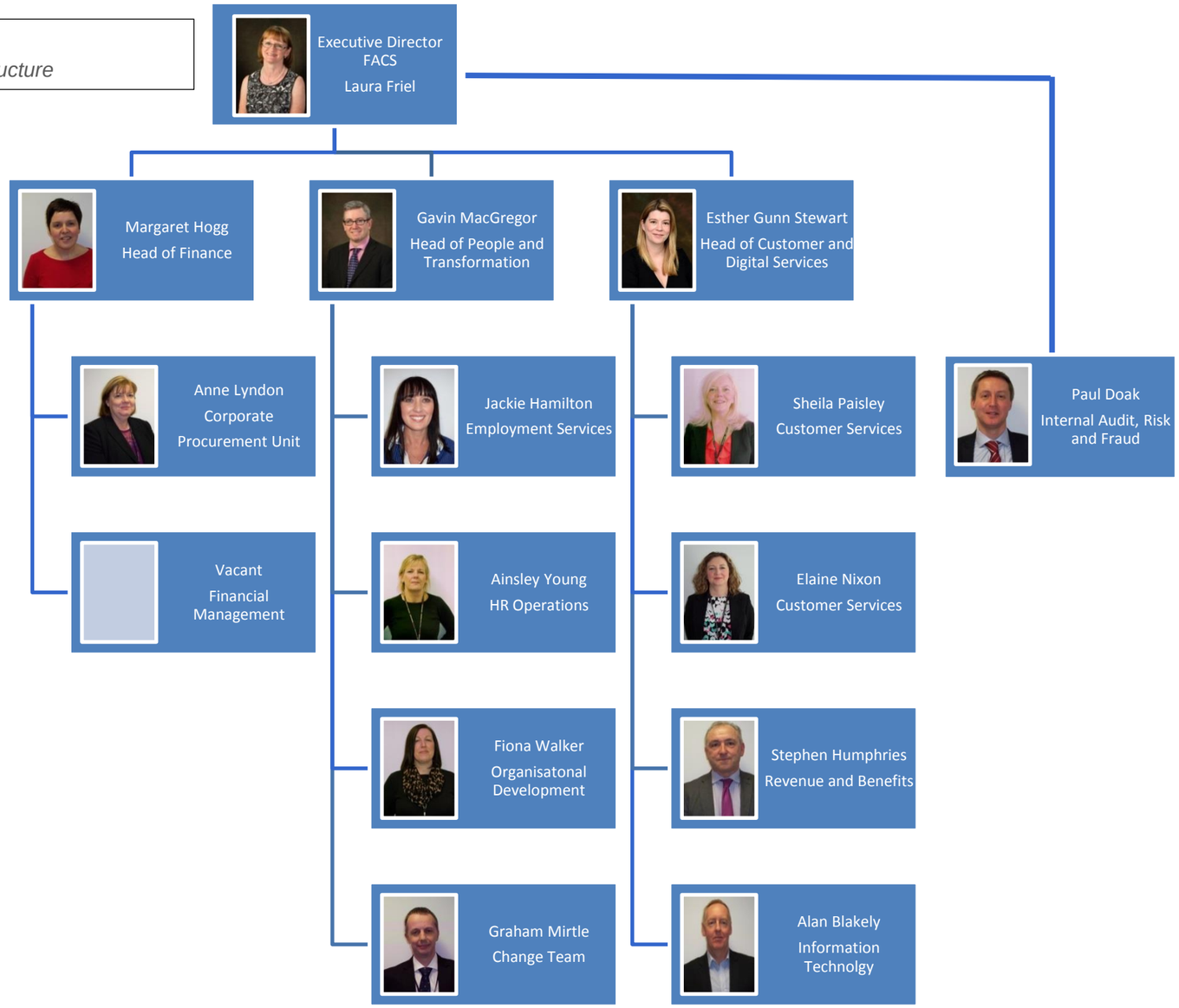
1. Directorate Structure

1.1 Directorate Structure

Figure 1: Directorate Structure

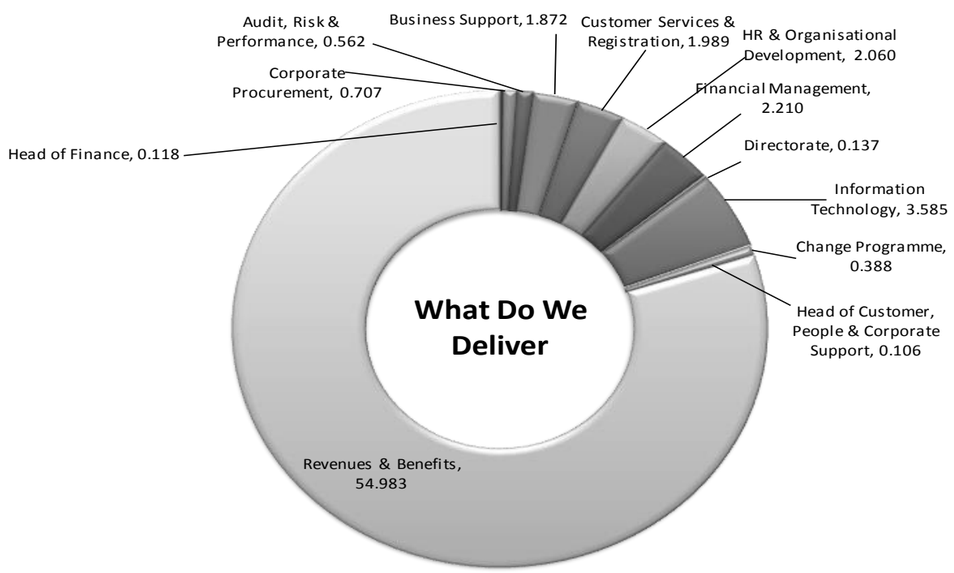


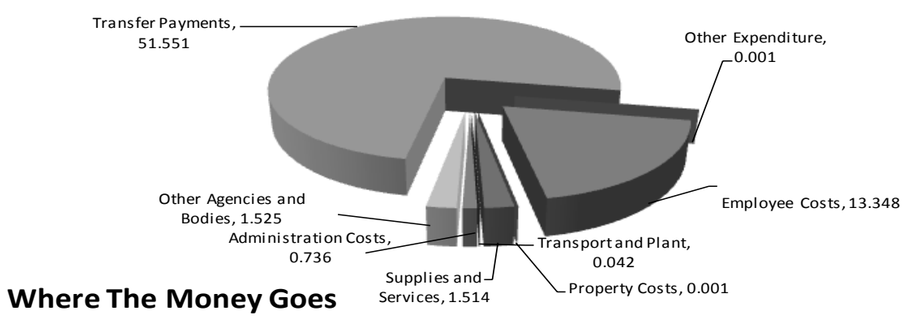
2. Our budget and how we intend to spend it

£0.250m to support Health and Social Care integration

£0.100m strengthening ICT systems to ensure we stay connected

£0.100m investment in desktops





£0.100m enabling agile working across the workforce

£0.119m investment in the Council's Wide Area Network, including schools

£0.100m in our core IT infrastructure

Finance & Corporate Support provide a wide range of supporting services for the Council.

The charts above show the services delivered and the cost of each service based on 2016/17 revenue budgets which total £68.718m.

They also show where the money goes across the main areas of spend. This service is delivered by 419 FTEs.

The information to the left and right of the charts relates to planned capital expenditure for 2016/17.

Finance & Corporate Support provides a range of supporting services to the Council. In a typical year some of the services delivered will include:

Handling an average of 250,000 calls through the Customer Contact Centre and 100, 000 enquiries through our networks of customer services per year: more than 900,000 customers accessed our website for information on our services: we handle billing and collection of Council Tax from 67,700 dwellings; and we procure goods to the value of £171m across 3,425 suppliers on behalf of the whole Council.

3. Foreword

Welcome to the Finance and Corporate Support Directorate Plan 2016/19

This Plan sets out the key priorities for the Directorate for 2016/19 and builds on the great work that we're already doing. The priorities reflect the challenging environment of increasing demand and reducing resources within which the Council continues to operate.

A new structure has been put in place in Finance and Corporate Support (FACS) to ensure the Directorate is best placed to support the Council to deliver the outcomes set out in the 2015/20 Council Plan.

Finance and Corporate Support provides a wide range of services to North Ayrshire residents via our newly established Customer and Digital Services team and continues to provide support to all Council Services and the North Ayrshire Health and Social Care Partnership. Our Service now has lead responsibility for supporting the Council to deliver its next phase of Transformation.

Finance has a significant role in developing the short and longer term revenue and capital financial plans and strategies and supporting Services in the financial management of these resources, totalling around £379m in 2016/17.

Customer and Digital Services are committed to providing excellent services to our customers and ensuring that the Council has a fit for purpose Information Communication Technology (ICT) infrastructure.

Our People and Transformation Teams will support the development of our culture and workforce as the Council changes how it does things.

This Plan maps out what the Directorate will do to continue to support the Council's "*Good to Great*" journey, enabling it to achieve the overall vision 'to be a leading organisation defined by excellent and innovative services'.

Laura Friel
Executive Director

4. Introduction

This Plan identifies how FACS will contribute to achieving the Council's vision - ***To be a leading organisation defined by excellent and innovative services***. The plan also outlines our key priorities for the next three years and how we will support our people to deliver these. The plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of our customers and communities.

4.1 Key drivers for our Services

There are a number of factors and emerging legislation which directly influence the work carried out by the Directorate, the most significant are:

Financial Environment – The UK economy continues to show signs of recovery with UK growth levels being amongst the strongest of any G7 country with the Bank of England forecasting growth to remain around 2.4% - 2.8% over the next three years. This is driven mainly by strong consumer demand due to a recovery in wage inflation at the same time that Consumer Price Index (CPI) inflation has fallen to or near zero in recent times. The UK's financial environment is still closely linked to the performance in the wider economy including China and Japan. The US increased interest rates in December 2015 for the first time since 2006 and the Eurozone may need to consider increasing its quantitative easing if it is to succeed in significantly improving growth and getting inflation to the target level of 2 %.

There is broad consensus that there will be further pressure on public expenditure at a UK and Scottish level with significant cuts already experienced for 2016/17 and further cuts predicted for 2017/18 to 2019/20. In addition to economic performance, other factors which may influence the availability of funding for the public sector include elections in each of the next two years, recommendations emerging from the Smith Commission and financial powers arising from the Scotland Act 2012.

Resource Pressures and Organisational Change – North Ayrshire Council has responded to the challenging financial climate and the real reduction in resources that it has faced. The Council has delivered £56m of savings over the period 2010/11 to 2015/16. This approach has continued with the approval of the Council's medium term budget which will deliver a further £20.7m of savings over the next two years (2016/17 – 2017/18). The ten year financial strategy (2013/14 to 2022/23) and the availability of good quality financial information sit alongside this sound medium term financial planning.

Delivery of savings of this magnitude creates a challenge in delivering further sustainable savings in future years. This will require workforce resizing with input from Human Resources and the Change Team. Development of an outcome based approach to budgeting, a focus on early intervention and prevention and aligning resources to the six localities will help the Council focus

its resources on the services that make the greatest contribution to delivering its core outcomes.

Integration of Health and Social Care – The North Ayrshire Integrated Joint Board (IJB), with responsibility for social care and a range of health services, came into effect at the beginning of April 2015. The Integration Joint Board is responsible for financial and strategic oversight of these services.

Finance and Corporate Support has been involved in supporting the IJB and the Partnership Management Team across a range of support services including Financial Management, Audit, Information Communication Technology (ICT), Human Resources (HR) and Organisational Development (OD).

In an increasingly challenging financial environment it is essential to ensure effective financial stewardship and workforce planning for the Partnership and the Council to support delivery of strategic and operational objectives. We will also facilitate effective communication links and ICT access.

FACS has supported the new Partnership develop its thinking on an integrated ICT approach across all Ayrshire partner organisations.

Support for HR&OD issues is on-going through a range of sub-groups to address on-going operational HR issues and planning and delivery of the OD strategic plan and workforce planning. A new strategic HR/OD group has been established on a pan-Ayrshire basis.

Transformation (T2) Plans – A new strategic approach to corporate transformational change has been established. The Corporate Management Team will periodically sit as the Transformation Board with oversight and governance of a transformation programme which will focus on projects that address the financial constraints facing the Council and cross cutting issues such as actively addressing service demand and developing the Council as a leading organisation with excellent and innovative services. FACS will be the lead directorate for T2.

Digital Services – A key driver for the FACS directorate will be the creation and development of customer-focussed, digital services. This approach forms a key element of T2. FACS will play the leading corporate role in driving the development of digital services and the use of technology to secure service improvement and improved customer service.

Small Business, Enterprise and Employment Act 2015 – The UK government is planning to cap public sector exit payments. At present this policy will extend to all of the bodies where employment and remuneration practices are the responsibility of the UK Government. The Scottish Government has yet to determine if and how it may take forward similar arrangements. If the Scottish Government chooses to implement this policy this could have an impact on future workforce planning within the Council.

Good to Great – FACS remains committed to continuous improvement and the supporting the Council's Good to Great journey. This shared aim aligns with the Council's vision to be a leading organisation defined by excellent and innovative services. Much of the strategic focus of the FACS Directorate plan is in driving that shared vision across our teams, to ensure delivery of excellent levels of service recognising the challenges and being more innovative and radical in our thinking and leading the way nationally. This ethos is fully incorporated into our approach to T2.

Legislation – The following legislation is likely to have an impact on service delivery:

Welfare Reform and Work Bill 2015-16 – makes further provision for the phased introduction of a number of welfare reforms from 1 April 2016 that will impact significantly on people on low income who are in and out of work. These will impact on local communities within North Ayrshire and may increase demand for Council Services.

Scotland Bill 2015 – amends the Scotland Act 1998 and makes provision for the devolution of powers to the Scottish Government including: powers to vary elements of Universal Credit; to design and deliver welfare benefits for carers, people with a disability or illness; and deliver the regulated Social Fund. Once Royal Assent is received the Council will work with the Scottish Government to deliver these changes.

Procurement Reform (Scotland) Act 2014 – this aim to establish a national legislative framework for sustainable public procurement that supports Scotland's economic growth by delivering social and environmental benefits, supporting innovation and promoting public procurement processes and systems which are transparent, streamlined, standardised, proportionate, fair and business-friendly. Statutory Guidance issued in October 2015 outlined fair working practices; further guidance regarding the selection of tenderers and awards of contract is expected in January 2016. The remaining provisions of the Act will come into force on 18th April 2016 with the exception of the sustainable procurement duty (including community benefits) which will commence from 1 June 2016 and the requirement to produce a procurement strategy for regulated contracts which will be required by 31 December 2016.

The Public Contracts (Scotland) Regulations 2015 – implements the new EU public procurement directives and will take effect from 18 April 2016. The Act significantly changes the existing regulations in a number of key areas including a reduction in tender timescales, dividing requirements into smaller lots to encourage Small and Medium Sized Enterprises (SMEs), removal of lowest cost at award stage, introduction of "Innovative Partnerships", greater clarity regarding pre-market consultation, new grounds for exclusion, a lighter touch approach for care services and a changed approach to tendering with supported businesses and social enterprises.

4.2 Key Priorities

This plan focuses on delivering Finance and Corporate Support's priorities for the three years ahead, while learning lessons from the past. Summarised below are our **three** priorities along with the key actions we will take to deliver them.

Finance and Corporate Support Directorate

Council Plan 2016-2019

- 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

FACS Priorities 2016-19

Developing Exceptional Customer Service While Embedding Digital Methodologies

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

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

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

Lead and Support the Delivery of Transformational Change and Organisational Development

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

Finance and Corporate Support Directorate Plan 2016-19		
Priority	PI	Action
Developing Exceptional Customer Service While Embedding Digital Methodologies	Speed of processing (HB) new claims Speed of processing (HB) change of circumstances Speed of processing (CTR) new claims Speed of processing (CTR) change of circumstances IT Customer Satisfaction % of customers delighted with Contact Centre % of calls answered by the Contact Centre % of self-service transactions % of customers seen within 10 minutes % of FACS FOIs responded to within 20 days Ebilling for Council Tax customers % of death registrations within 2 working days % of accuracy for Registration	Implement the business support strategy Redesign of cash collection arrangements Development of alternative arrangements for Municipal Bank services Develop a strategy to channel shift council tax customers to electronic billing as part of a customer self-service Provide additional support to customer to access self-service channels Increase the number of on online transactions available Review Customer Services Strategies Introduce a new complaint handling procedure for Social Care
Effective Financial Planning and Stewardship for the Council and its Partner Organisations	Procurement & Commercial Improvement Programme % of FACS invoices that were paid within 30 days % of business rates collected in year % of Council Tax collected in year Cost of collection of council tax Gross cost of administration per benefit claim Support services as a percentage of total gross expenditure	Regular liaison with Pan Ayrshire finance colleagues to develop and share best practice Refresh long term financial strategy to cover 2016/17 to 2025/26 Update the medium term financial plan Pilot introduction of Participatory Budgeting Develop a more strategic framework for financial planning to support Transformation 2 Implementation of a new financial management system (FMS) Develop an action plan for Registration, to increase income and reduce costs Work with the Community Planning Partnership to support an interagency approach to financial planning Develop a Business Partnering approach for financial planning Support the (financial) Integration of Health and Social Care Support the (HR) Integration of Health and Social Care Develop a new three year Corporate Procurement strategy Develop a corporate strategy and contract plan for regulated procurements Update of Procurement Manual and Standing Orders

Finance and Corporate Support Directorate Plan 2016-19		
Priority	PI	Action
Lead and Support the Delivery of Transformational Change and Organisational Development	• Number of reportable incidents (RIDDOR) per 100,000 employees • Overall employee engagement level (FACS) • % of FACS staff who received a performance and personal development interview in the last 12 months • % of FACS staff with no sickness absence • Sickness absence days per employee (FACS) per FTE	• Implement a secondary internet connection • Develop a digital strategy • Move from operational reporting to advance analytics • Support the introduction of Kaizen Blitz Lean approach across the Council • Develop the Directorate's approach to embed performance management and benchmarking • Extend the roll out of HR21 Employee/Manager Self Service • Develop "Staff Voice" to identify key drivers within services around employee engagement and give qualitative feedback on emerging and planned workforce issues • Development and management of the Transformation Programme Phase 2 • Roll out of a stress management tool across the workforce to facilitate analysis for services • Develop and deliver a revised Health and Safety Policy • Provide a variety of interventions that make North Ayrshire Council a great place to work • Promote and enhance our Leadership Academy to aspiring/first, middle and strategic managers and leaders

5. What we do

5.1 Finance and Corporate Support

The Directorate provides a wide range of services through 10 sections within Finance, People and Transformation, Customer and Digital Services and Internal Audit, Risk and Fraud.

5.2 Finance

These sections fall within the service delivery area of Finance.

Manager:	Anne Lyndon – Corporate Procurement Unit
Number of Staff (FTE):	15
Location:	Cunninghame House

Manager:	Margaret Hogg – Financial Management
Number of Staff (FTE):	47
Location:	Cunninghame House/ Perceton House/ Montgomerie House

Note: no of staff as at 31 Jan 2016

5.3 Purpose

Corporate Procurement – is responsible for: ensuring adherence to policy and legislation; developing and implementing the Council's Corporate Procurement Strategy; providing advice and support with tendering; promoting community benefits; developing electronic procurement solutions and the Council's procurement processes. Accounts Payable ensure Council suppliers are paid accurately and promptly.

Financial Management – provides high-quality financial management information and advice to support decision-making by the Council and Services. Financial Management leads the development of the Council's financial planning including revenue and capital budgets, the preparation of annual accounts and other statutory returns, as well as providing support to Service Managers to manage their budgets.

Treasury Management – manages the Council's cash flow, loans and deposits.

5.4 Activities

- Provision of high quality financial management information and advice
- Continued development of medium and long term financial strategies and plans, including Outcome Based Budgeting, which support service delivery and capital investment
- Preparation of annual accounts and other statutory returns as part of the governance arrangements in place
- Provision of support for the integration of Health and Social Care
- Paying suppliers and other creditors accurately and promptly
- Developing the Council's procurement process

5.5 Key Partners

We are working with	To deliver
NHS Ayrshire and Arran / Health and Social Care Partnership	▪ Delivering integration
Local Businesses	▪ Developing North Ayrshire economy – increase in award of local contracts and community benefits
Other Local Authorities	▪ Cross council procurement initiatives generating savings ▪ Delivering integration

5.6 Key Strategies

Finance has a range of strategies that set out what we want to achieve for aspects of our business, these are noted below:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Corporate Procurement Strategy	Guidance on the recommended practices and policies required when purchasing all externally provided Goods, Works and Services.	2013	2016	Annual
Financial Strategy	To ensure longer term financial sustainability that provides for appropriate investment in priority services	2013	2023	2016/17
Treasury Management Strategy	To ensure that the Council has a clear framework to undertake borrowing which is affordable, prudent and sustainable and to undertake investments which have security and liquidity as a priority	April 2015	March 2016	Annually in December

5.7 People and Transformation

These sections fall within the service delivery area of People and Transformation.

Manager:	Jackie Hamilton – Employment Services
Number of Staff (FTE):	26
Location:	Cunninghame House

Manager:	Ainsley Young – HR Operations
Number of Staff (FTE):	11
Location:	Cunninghame House

Manager:	Fiona Walker – Organisational Development
Number of Staff (FTE):	8
Location:	Cunninghame House

Programme Manager:	Graham Mirtle – Change Team
Number of Staff (FTE):	7
Location:	Cunninghame House

5.8 Purpose

Employment Services supports the recruitment of employees including advertising, issuing contracts, Disclosure/PVG checking, redeployment and payment of employees and Elected Members. The section develops and maintains the Council's HR systems and provides workforce analytics to support strategic workforce planning.

HR Operations provides two core services:
Operations provide professional Human Resources support for management of workforce matters including; supporting the implementation of workforce change, employment law, the development and implementation of Human Resource policies and procedures and Terms and Conditions of Employment. The team supports and manages the relationships between employees and trades unions to support stable employee relations within the workplace.

Health and Safety provides a strategic approach to promote Health, Safety and Wellbeing to ensure the Council complies with Health and Safety Legislation. The team provides support, guidance and training to leadership teams, all employees and Elected Members. Investigations and auditing of health and safety management systems are an integral part of the team's responsibility.

The **Organisational Development Team** develops and delivers a strategic approach to people and organisational development. It is responsible for creating and implementing interventions designed to facilitate change and achieve improvements in organisational effectiveness. The team provides organisational and employee development support,

advice and guidance to leadership teams, all employees and Elected Members. In addition, a suite of corporate learning and development programmes are designed, delivered and evaluated to develop and enhance the knowledge, skills and behaviour of our employees.

The **Change Team** supports the Council's transformation programme. It focuses on projects which; address the financial constraints facing the Council, support delivery of the Council Plan outcomes and actively addresses service demand; streamline processes using Lean techniques.

5.9 Activities

- Provision of Human Resource support
- Timely payment of salaries and wages
- Provision of a Corporate Health and Safety function
- Provision of skills, knowledge and cultural training
- Provision of Organisational Development interventions
- Supporting the integration of Health and Social Care
- Leads and support Transformation Phase 2
- Leads roll out Lean Six Sigma to other areas of the Council
- Introduction of Kaizen Blitz rapid improvement
- Provision of People analytics

5.10 Key Partners

People and Transformation works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with	To deliver
Trade Unions	▪ To continue to deliver effective employee relations
National Health Service (NHS) and other local authorities	▪ Integration of Health and Social Care
Directorates and Services	▪ Key projects and programmes to improve the services the Council delivers
Improvement Service	▪ Sharing of good practice and benchmarking (Local Government Benchmarking Framework) (LGBF)

5.11 Key Strategies

People and Transformation has a range of strategies that set out what we want to achieve for aspects of our business, these are noted below:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Corporate Health and Safety Policy	To ensure the Council meets its statutory and compliance obligations under the Health and Safety at Work Act, etc. 1974, and related Regulations and Codes of Practice	2010	2015	2016/17
People Strategy	The People Strategy will support the delivery of the Council Plan and its strategic priorities through focussing on developing the right culture and helping the Council transform to be a leaner, more efficient and high performing organisation where people can develop and thrive	2015	2018	2018

5.12 Customer and Digital Services

These sections fall within the service delivery area of Customer and Digital Services.

Manager:	Esther Gunn Stewart – Customer Services
Number of Staff (FTE):	139
Location:	Various

Manager:	Stephen Humphries – Revenues and Benefits
Number of Staff (FTE):	67
Location:	Bridgegate House

Manager:	Alan Blakely – Information Technology
Number of Staff (FTE):	62
Location:	Cunninghame House

5.13 Purpose

Customer Services delivers the Customer Services and Business Support Strategy objectives. The Contact Centre handles in excess of 300,000 calls per year for a range of Council Services including Council Tax, Benefits, Waste, Streetscene, Building Services, Roads Services and Education. The section is responsible for a network of Customer Service Centres incorporating Registration Services which handle approximately 50,000 enquiries. Customer Services has ownership of a number of digital access channels including the external website, the intranet, web chat and the 'Report It' smartphone app. Business Support provides administrative support to all Directorates with the exception of the Health and Social Care Partnership.

Revenues and Benefits – undertakes the effective administration of income collection; around 17.5% of the Council's revenue for its General Fund services comes from the billing and collection of Council Tax from around 67,700 chargeable dwellings. The section also collects water and wastewater charges on behalf of Scottish Water, administers around 17,000 Housing and Council Tax Reduction claims including maximising the take-up of benefits in the community, delivering the Scottish Welfare Fund and supporting delivery of Universal Credit in partnership with Department for Work and Pensions. Non-domestic rates are collected from almost 5,000 local businesses on behalf of the Scottish Government. Income is also collected where the Council has provided goods or services to a customer.

Information Technology provides a comprehensive support and development service for Information and Communication Technology (ICT) related activity across the Council, aligned to the ICT Strategy, ICT Strategy for Education Establishments and Customer Services Strategy.

Information Technology Services maintain and develop the Council's infrastructure, including desktop and laptop devices, servers and networks, and support and development of the Council's website and business applications, information security and Public Services Network (PSN) compliance. A managed service is also provided to all schools and libraries.

5.14 Activities

- Comprehensive Information Technology support and development
- Implementation of new technology solutions within Customer Service
- Provision of business support to all Directorates with the exception of H&SCP
- Provision of first point of contact access to services
- Support for the development and delivery of digital access channels
- Supporting the integration of Health and Social Care
- Mitigation of welfare reforms
- Billing and collection of Council Tax from around 67,700 dwellings
- Administration of around 17,000 Housing Benefit claims

5.15 Key Partners

Customer and Digital Services (CDS) actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with	To deliver
Capita plc	▪ Design and manage the Council's Wide Area Network, providing more effective service provision and more efficient use of IT resources
NHS and other local authorities	▪ Integration of Health and Social Care
Directorates and Services	▪ Key projects and programmes to improve the services the Council delivers
Department of Works and Pensions (DWP)	▪ Universal Credit

5.16 Key Strategies

Customer and Digital Services have a range of strategies that set out what we want to achieve for aspects of our business, these are noted below:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Customer Service Strategy	The Customer Services Strategy sets out how the Council will drive forward the Customer Services vision	2012	2017	Annual
Council ICT Strategy	In line with the National and Local Government ICT Strategies the focus over the next 2 years will be: ▪ More Digital Services ▪ Cost Reductions; and ▪ Transformational Change	2014	2016	Annual
ICT Strategy for Educational Establishments	An ICT Strategy to establish a standard approach to the ICT delivery for Educational Establishments, and integrate ICT within the curriculum	2015	2018	2018
Business Support Strategy	How we support our internal customer processes	2015/16	2016	2017/18
Strategies pending approval	**Key Strategy Outcomes**	**Start Date**	**End Date**	**Review Date**
Council Digital Strategy	Integration of over-arching corporate strategic approach to digital services (consolidating this across digital elements of Customer Services Strategy, ICT Strategy, Business Support Strategy etc.)	2017	2018	2019/20

5.17 Internal Audit, Risk and Fraud

Manager:	Paul Doak – Internal Audit, Risk and Fraud
Number of Staff (FTE):	13
Location:	Cunninghame House

5.18 Purpose

Internal Audit provides independent assurance to Elected Members and senior managers that effective governance and internal control arrangements are in place across the Council. The Risk Management team ensures the Council is risk aware, with effective risk management embedded across Services and appropriate arrangements in place to ensure, as far as possible, business continuity. The section also manages all insurance matters for the Council. The Performance Team helps FACS deliver the Council's Performance Management Strategy. Corporate Fraud provides pro-active fraud prevention advice and investigates fraud within and against the Council.

5.19 Activities

- Provision of the Internal Audit Service
- Performance Management across the Directorate
- Providing effective Risk Management and Insurance Services
- Pro-active fraud prevention, detection and investigation

5.20 Key Partners

We are working with	To deliver
NHS Ayrshire and Arran / Health and Social Care Partnership	▪ Delivering integration
Audit Scotland	▪ National Fraud Initiative

5.21 Key Strategies

Internal Audit, Risk and Fraud has a range of strategies that set out what we want to achieve for aspects of our business, these are noted below:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Risk Management Strategy	The integration of risk management throughout the Council and its use as a general management tool within operational activities.	2014	2016	Biennial
Business Continuity Strategy	Assesses which functions within the Council are critical for service delivery and helps ensure recovery plans are in place	2015	2017	2017
Counter Fraud and Corruption Strategy	To reduce the Council's exposure to fraud risk and to ensure a robust response where instances occur	2015	2017	2017

6. Context

6.1 Our Improvement Journey – From Good to Great

In FACS we continue to deliver change and make progress towards operational excellence. We do this by engaging with our customers, encouraging feedback from our staff and partner organisations and establishing what best practice looks. External scrutiny and self-assessment are key planks of our improvement journey. All of this helps us understand our strengths and identify areas for improvement which informs our plans.

We continue to develop and improve service delivery and have identified the priority actions to ensure this happens. As part of our journey we support our people to develop and encourage them to contribute their ideas, enabling us to meet the needs of the communities we serve.

Our journey from Good to Great will involve redistributing our finances and changing the way we work. We do this by working with the public, North Ayrshire businesses, other public bodies, and, of course, our staff.

Finance and Corporate Support supports the establishment of a systematic approach to self-assessment across the Council. This includes implementing a proportionate and structured three-year rolling programme of self-assessment activity. The Directorate will undertake a self-assessment exercise once every three years employing an established quality improvement model such as EFQM.

6.1.1 Our Improvement Journey

The Directorate will contribute to the Council's Good to Great Journey and aims to achieve this by:

Good to great themes

		Action/Indicator
COMMUNITIES	Leading the delivery and development of self-service providing increased customer satisfaction and an improved customer journey	A1, A23, A30, A31, A31, A32, A33, P08, P10,
	Exploring opportunities for increased engagement through development of participatory budgeting	A9
	Increasing Community Benefits creating apprenticeships, jobs for the long term unemployed, work experience, mentoring, career days and mock interviews through our Procurement team	A17, A18, P1
PARTNERSHIPS	Supporting the Health and Social Care Partnership to deliver more integrated services to local people	A15, A16
	Sharing best practice in Finance on a pan Ayrshire basis	A6
	Developing a "business partnering" approach to support strategic decision making and value add activities	A14
	Working with Community Planning Partners to ensure the most effective allocation of resources	A13
	Developing effective partnership working with Trade Unions on strategic workforce changes	A25
PROCESSES	Supporting Services to deliver the 2016/17 budget	A7, A8
	Replacing the Financial Management System to streamline processes and improve financial management information	A11
	Improving processing times and payment of Housing Benefit and Council Tax Reduction and reducing overpayments	P3, P4, P5, P6.
	Implementing an IT Infrastructure to support the delivery of more digital services and transformational change	A4, A5, P13.
	Developing analytical 'insight' reporting to improve strategic decision making	A20
	Increasing on line transaction choices to provide a more flexible service to our customers	A30, P10, P13
	Delivering a prioritised programme of lean six sigma improvements to increase the efficiency of service delivery	A21
	Designing our processes to be digital end to end, reducing duplication and resource required	A5
PEOPLE	Enhancing Employee Engagement	A22, A23, P23
	Continuing to build leadership capacity	A29
	Reducing sickness absence and supporting our employees to improve their health, safety and wellbeing at work	A26, A27, P24, P25, P26
	Delivering initiatives to support North Ayrshire Council as an employer of choice	A28
	Continuing to support employees through workforce changes	A28
	Developing an environment for our employees to put forward suggestions	A24

6.2 Managing our Risk

The key risks for Finance and Corporate Support are outlined in Appendix A.

6.3 Equalities

Finance and Corporate Support is committed to fulfilling its statutory duty when developing policies and delivering our services. The Council developed an Equality Impact Assessment for managers to support the implementation of Equality Impact Assessments (EIAs). The tool kit will help to ensure that there is no discrimination against any of the seven different groups under the protected characteristics within the community and that equality is promoted. Equality Impact Assessments are carried out in the early development stages of a new policy or procedure.

By carrying out EIAs when developing policies, we will:

- Improve the quality of services by making sure they are suitable and accessible to everyone
- Identify any possible discrimination which may exist and means of overcoming these
- Help to develop good practice and achieve best value
- Promote equal opportunities and good relations between groups

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes	Action /PI Reference
More Council employees are working flexibly	■ Develop a new and improved Flexible working scheme to enhance and support agile working throughout the whole workforce.	A28
More young people are leaving school for positive destinations	■ Apprentice opportunities created through FACS	A17, P1
Vulnerable people have improved access to advice, services and products	■ Channel shift approach encourages those who can and who have access to utilise online services freeing up employee time to deal with those with more complex needs ■ Digital Champions in our service centres will support those who need additional support to access Digital Services ■ Use of Customer Insight data will identify those customers who may need additional support and enable us to target them in the right way	A1, A30, P3, P4, P5, P6, P8, P9, P10, P13 A5, A31, A32, A33, P11

6.3.1 Equality Impact Assessments

The Directorate has completed Equality Impact Assessments for new or revised policies and procedures relating to:

- Domestic Abuse
- Equalities Tool Kit
- Alcohol and Drugs
- Flexible Working
- Retirement
- Disciplinary Policy and Procedure

7. Delivery

Details of the actions that the Directorate will deliver during 2016/2019 are shown within this section, together with the associated performance indicators and risks. In line with the rest of the plan, the actions and indicators are linked to the ***Good to Great*** themes.

Priority Key :
CP P1 – Council Plan Priority 1 – Growing our economy, increasing employment and regenerating towns
Underpinning delivery of the Council's Priorities
FACS Priority 1: Developing exceptional customer service while embedding digital methodologies
FACS Priority 2: Effective Financial Planning and Stewardship for the Council and Partner Organisations
FACS Priority 3: Lead and support the delivery of transformational change and Organisational Development

Performance Indicators

Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16 as at Q2		16/17	17/18	18/19	
CP P1				√		PI1	Number of jobs/ apprenticeships created through using Community Benefit clauses	30	35	18		33	33	33	Corporate Procurement Unit
FACS P2		√				PI2	*New indicator* Procurement & Commercial Improvement Programme (PCIP)	-	-	-		Sector average	Above sector average	Above sector average	Corporate Procurement Unit

Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16 as at Q2		16/17	17/18	18/19	
FACS P1		√				PI3	Speed of processing (HB) new claims (days)	20.3	26.27	27.53		25.5	20.3	18.6	Benefits
FACS P1		√				PI4	Speed of processing (HB) change of circumstance (days)	11.7	15.73	16.15		15.5	11.7	10.0	Benefits
FACS P1		√				PI5	Speed of processing (CTR) new claims (days)	23.2	31.25	31.06		28.5	23.2	21.5	Benefits
FACS P1		√				PI6	Speed of processing (CTR) changes of circumstance (days)	7.3	9.88	4.6		8.5	7.3	6.8	Benefits
FACS P1		√				PI7	IT Services Customer Satisfaction	5.49	5.49	5.54	SOCITM average 4.97	5.58	5.58	5.58	ICT

Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16 as at Q2		16/17	17/18	18/19	
FACS P1		√				PI8	% of Customers delighted (Contact Centre)	n/a	74%	61%		77%	77%	77%	Customer Services
FACS P1		√				PI9	% of calls answered by the Contact Centre	84.44%	90.44%	93.91%		95%	95%	95%	Customer Services
FACS P1		√				PI10	% of self-service transactions	15%	-	19.6%		22%	24%	26%	Customer Services
FACS P1		√				PI11	% of customers seen within 10 minutes	93.3%	84%	94%		95%	95%	95%	Customer Services
FACS P1		√				PI12	Percentage of FACS FOIs responded to within 20 days	91.31%	95.26%	97.64%		98%	98%	98%	FACS

Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16 as at Q2		16/17	17/18	18/19	
FACS P1		√				PI13	EBilling for Council Tax Customers	-	-	-		5,200	7,500	10,500	Customer Services
FACS P1		√				PI14	% of death registrations within 2 working days	99.7%	97.25%	100%		99%	99%	99%	Customer Services
FACS P1		√				PI15	% of accuracy for Registration	98.84%	98.31%	Annual		98.5%	98.8%	99%	Customer Services
FACS P2		√				PI16	Percentage of FACS invoices that were paid within 30 days	93.97%	96.84%	98.44%	DoFs	97%	97.5%	98%	Corporate Procurement Unit
FACS P2		√				PI17	Percentage of business rates collected in year	95.6%	95.7%	56%	97.08%	95.8%	95.8%	95.8%	Revenues

Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16 as at Q2		16/17	17/18	18/19	
FACS P2		√				PI18	Percentage of Council Tax collected in year	94.75%	94.63%	57.43%	95.46%	94.69%	94.69%	94.69%	Revenues
FACS P2		√				PI19	Cost of collection of council tax	£9.93	£10.19	Annual	£10.94	£10.72	£10.72	£10.72	Revenues
FACS P2		√				PI20	Gross cost of administration per benefit claim	£40.28	£41.49	Annual	£40.14	£40.14	£40.14	£40.14	Benefits
FACS P2		√				PI21	Support Services as a percentage of total gross expenditure	2.2%	2.46%	Annual	5.07%	2.5%	2.5%	2.5%	Financial Management
FACS P3	√					PI22	Number of Reportable Incidents (RIDDOR) per 100,000 employees	366.1	329.3	Annual		320	310	300	Health & Safety

Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16 as at Q2		16/17	17/18	18/19	
FACS P3	√					PI23	Overall Employee Engagement Level – FACS	50.4%	62.7%	65.6%		68%	70%	72%	Organisational Development/ Performance Management
FACS P3	√					PI24	Percentage of FACS staff who received a Performance & Personal Development interview in the last 12 months	99%	98%	Annual		99%	99%	99%	FACS
FACS P3		√				PI25	Percentage of FACS staff with no sickness absence	50%	46%	80%		55%	60%	65%	FACS
FACS P3	√					PI26	Sickness absence days per employee (FACS) per FTE	7.2	7.1	2.02	10.80	7	7	7	FACS

Actions

Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
FACS P1		√				A1	Implement the Business Support strategy	A consistent, cost effective and high quality service will be provided centrally. Efficiencies will be generated. A structured performance management system will be in place. Customer Satisfaction will be measured. Human Resource, staff engagement and customer processes will be improved.	Customer Services	
FACS P1		√				A2	Redesign of Cash Collection arrangements	Enhanced efficiency for cash collection	Customer Services	Financial Environment
FACS P1		√				A3	Development of alternative arrangements for Municipal Bank services	Completed options appraisal and alternative arrangements in place	Customer Services/Financial Management	Financial Environment
FACS P3		√				A4	Implement a secondary internet connection	Improved business continuity for all services	ICT	
FACS P3		√				A5	Develop a Digital Strategy	Transformational Change in the way we deliver effective and efficient online services to customers with a successful optimised channel shift	Customer Services/ ICT	

Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
FACS P2		√				A6	Regular Liaison with Pan Ayrshire Finance colleagues to develop and share best practice	Improved processes and procedures and more effective financial management and planning.	Directorate	Financial Environment
FACS P2		√				A7	Refresh the long term financial strategy to cover 2016/17 to 2025/26	Provide visibility of the financial challenge and allow the Council to proactively develop longer term mitigation strategies	Financial Management	Financial Environment
FACS P2		√				A8	Update the medium term financial plan	Production of a medium term financial plan which reflects the economic and demographic environment in which we operate support delivery of a medium term balanced budget	Financial Management	Financial Environment
FACS P2		√				A9	Pilot introduction of Participatory Budgeting	Increased engagement with the local community in relation to budgeting	Financial Management	Financial Environment
FACS P2		√				A10	Develop a more strategic framework for Financial Planning to support Transformation 2.	The Council will maximise delivery of objectives within available resources	Financial Management	Financial Environment
FACS P2		√				A11	Implementation of a new financial management system (FMS)	Provision of robust, timely management information to support effective financial management and control to support decision making processes	Financial Management	Financial Environment

Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
FACS P2		√				A12	Develop an action plan for Registration, to increase income and reduce costs	A comprehensive plan that maps out increased income and cost reduction measures	Customer Services	
FACS P2					√	A13	Work with the Community Planning Partnership to support an interagency approach to financial planning.	Establish a joint resourcing approach across the Community Planning Partnership to ensure most effective targeting of resources to meet community needs	Financial Management	
FACS P2					√	A14	Develop a Business Partnering approach for Financial Planning	A clear strategic and operational financial service which meets the needs of Services and supports more effective decision making	Financial Management	
FACS P2					√	A15	Support the (Financial) Integration of Health and Social Care	Robust financial governance, planning and management will be in place supporting the partnership to deliver its Strategic plan within budget	Financial Management/ Internal Audit	HSCP

Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
FACS P2					√	A16	Support the (HR) Integration of Health and Social Care	HR Operational protocols and shared OD/Workforce Development Plan which support the partnership working arrangement	HR & OD	HSCP
FACS P2		√				A17	Develop a new three year Corporate Procurement strategy	A Corporate Procurement Strategy that meets current and anticipated future requirements	Procurement	
FACS P2		√				A18	Develop a Corporate Strategy and Contract Plan for regulated procurements	A consistent corporate approach that meets legislative requirements	Procurement	
FACS P2		√				A19	Update of Procurement Manual and Standing Orders.	Documents will reflect the Procurement Reform Scotland Act and EU Regulations	Procurement	
FACS P3		√				A20	Move from operational reporting to advanced analytics	Provision of statistical modelling and root cause analysis to inform decision making	Employment Services	
FACS P3		√				A21	Support the introduction of Kaizen Blitz Lean approach across the Council	Adoption of Kaizen Blitz approach where appropriate to solve business issues	Change Team	

Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
FACS P3		√				A22	Develop the Directorate's approach to embed performance management and benchmarking	An increase in staff engagement with performance reporting and benchmarking activities	Leadership Team / Performance Team	
FACS P3	√					A23	Extend roll out of HR21 Employee/Manager Self Service	Employees and managers will be able to access information securely and self-serve for a range of transactions generating savings across the Council and improving staff engagement	Employment Services	
FACS P3	√					A24	Develop 'Staff Voice' to identify key drivers within services around employee engagement and give qualitative feedback on emerging and planned workforce issues	Increased employee engagement	Customer Services	
FACS P3		√				A25	Development and management of the Transformation Programme Phase 2	The Council will have a Transformational Plan for Phase 2 of our journey from Good to Great that will be aligned with the Council strategic priorities	Directorate / Change Team	People and Transformation

Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
FACS P3	√					A26	Roll out of a stress management tool across the workforce to facilitate analysis for services	Identification of stress factors which will allow managers to take appropriate action in order to minimise stress in the workforce	HR Operations	People and Transformation
FACS P3	√					A27	Develop and deliver a revised Health and Safety Policy	A refreshed policy ensuring clear governance arrangements which support ownership of Health and Safety	HR Operations	
FACS P3	√					A28	Provide a variety of interventions that make North Ayrshire Council a great place to work	Low Absence, Low Turnover, increased engagement. Supporting North Ayrshire Council as an Employer of Choice	HR & OD	People and Transformation
FACS P3	√					A29	Promote and enhance our Leadership Academy to aspiring/first, middle and strategic managers and leaders	Increased knowledge, skills and behaviours of our staff which will continue to build Leadership Capacity	OD	People and Transformation

Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
FACS P1		√				A30	Develop a strategy to channel shift council tax customers to electronic billing as part of a customer self-service	30% of council tax bills produced electronically and 25% of new Council Tax Reduction claims made electronically	Revenues	
FACS P1		√				A31	Provide additional support to customer to access self-service channels	Increased percentage of customers accessing services online, satisfaction levels with online services have increased	Customer Services	
FACS P1		√				A32	Increase the number of online transactions available	The top 20 online enquiries will be available as transactions and will be the channel of choice by 25% of our customers	Customer Services	
FACS P1		√				A33	Review Customer Services Strategies	A functional Customer Services Strategy to improve the customer offering and enhance delighted customers	Customer Services	
FACS P1		√				A34	Introduce a new complaint handling procedure for Social Care	A consistent two stage complaint handling procedure will be in place across the Council. Complaint handling times will reduce within Social Care	Customer Services	

8. Directorate Planning Timetable

Task	Frequency	2016/19 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic & Administration Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

Appendix A

Risk Code & Title	FACS1617 R01 Financial Environment	Current Risk Matrix
Risk	The risk is that due to anticipated continuation of austerity the Council will be required to take increasingly difficult and challenging decisions, potentially operating with increasing levels of risk. Government funding has been reducing since 2010/11. This, together with the demographic pressures, in particular that of an ageing population, impacts on the ability of services to match need with resources. The 2016/17 local government settlement represents a significant reduction in funding. Planning for future years reflects further anticipated reductions in 2017/18 and 2018/19. Elections are taking place this year and next which may create further uncertainty around government priorities, the longer term national financial plan and the availability of funding for local government.	
Consequence	**Consequence of Risk Impacting Upon Service** Less funding means that there will be a reduction in delivery of some service areas potentially resulting in higher risks for service users.	**Current Risk Score**
Current Controls	**Current Controls** The Council continues to be proactive in responding to the financial challenge and seeks to ensure that budget decisions are taken in line with key priorities. Robust monitoring of the Council's revenue and capital budgets is in place. The Council has a 10 year Capital Investment programme to 2025/26. The current long term financial strategy to 2022/23 will be extended to 2025/26. The Council has agreed a balanced budget for 2016/17 and work has already begun to identify the remaining savings for 2017/18. The Council has established a programme of work to identify savings to bridge the anticipated future funding gap. This forward looking process supports greater financial security and stability and provides an opportunity for longer term service redesign plans to be implemented.	5 x 4 = 20

Risk Code & Title	FACS1617 R02 People and Transformation	Current Risk Matrix
Risk	There is an overarching corporate risk that transformation and change management activities which are core to the Council's future delivery models and long-term financial sustainability, fail to deliver and potentially disengage employees. The workforce context of significant organisational change, pay restraint and budget efficiencies may impact on employee engagement and the stability of employee relations which further impacts on the Council's capacity to meet service requirements and deliver key objectives.	
Consequence	**Consequence of Risk Impacting Upon Service** Any gaps in workforce planning and organisational development arrangements may lead to difficulties in having a workforce with the appropriate knowledge, engagement levels and skills to meet service demand and achieve desired outcomes. It will further impact on the Council's ability to continue to deliver change, meet Council objectives and achieve the required efficiencies.	**Current Risk Score**
Current Controls	Continuing focus on implementing Organisational Development interventions through the People Strategy which supports the Council's transformation, improves effectiveness and capability as well as develops an organisational culture which fosters involvement, engagement and high performance. Development of a corporate, co-ordinated approach to transformational change through an agreed Transformation 2 (T2) approach. Mechanisms for consultation and engagement with Trades Unions enable open dialogue with unions and elected members on key strategic workforce issues. Key strategic organisational change issues are developed through regular leadership team conferences. Ensuring that the Redeployment and VER programmes support service redesign and help manage workforce change. Clearly defined workstreams with People and Transformation and Customer and Digital Services to drive forward corporate transformation.	3 x 4 = 12

Risk Code & Title	FACS1617 R03 Effective Interaction with the Integrated Health and Social Care Partnership to ensure financial control and sustainability	Current Risk Matrix
Risk	The introduction of pooled budgets with Health presents a risk to the Council in terms of the potential burden of additional demographic/demand related costs and a decrease in direct financial control. In April 2015, the North Ayrshire Health and Social Care Partnership was created. This has entailed a major change in the way that the Council works in partnership with NHS Ayrshire & Arran and other stakeholders. Effective integration is made more difficult in a time of financial austerity when demand is rising and resources are diminishing. Differences in culture, historic structures, priorities and systems are being addressed in order for the Health and Social Care Partnership to achieve significant improvements for service users and patients.	
Consequence	**Consequence of Risk Impacting Upon Service** Growing demand for services across Health and Social Care at a time of decreasing resources creates a financial pressure for Partnerships. In order to address this, Partnerships need to make decisions about where to reduce costs and make savings while still delivering core statutory functions and ensuring people are kept safe and well. There is a risk that decisions made by the new partnership and Integration Joint Board (IJB) could result in negative publicity and adverse scrutiny of the authority and its partners. Aligned to this there is a risk that if the Partnership fails to manage its budgets effectively that the Council and Health Board may be required to provide additional funding support which could significantly impact on Partner resources.	**Current Risk Score**
Current Controls	**Internal Controls** The IJB meets monthly and monitors progress against the Strategic Plan and the Partnership financial position on a regular basis. Finance reports include projected outturns and are reviewed by Partnership Management and the IJB on a regular basis. These monitoring reports are also shared with the Directors of Finance of the Council and Health Board to ensure full transparency. These identify emerging financial issues as early as possible to enable corrective recovery actions to be put in place to address these. A change programme is in place within the new Partnership to assist with service redesign.	3 x 4 = 12

Risk Code & Title	FACS1617 R04 Information Security	Current Risk Matrix
Risk	The Council's ICT Strategy recognises the need for flexible and enabling service delivery support, but also the need to protect critical information and comply with information security requirements and standards. Finance and Corporate Support is responsible for the ICT Security Policy Framework that supports compliance. Failure to adopt and comply with these strategies, policies and procedures, may result in a failure to adequately maintain, manage and protect the information individual Services are take responsible for. The key risks are reputational, through loss of confidence by stakeholders, and financial through loss of data, failure to comply with policies and breach of information security. Failure to comply with PSN.	
Consequence	**Consequence of Risk Impacting Upon Service** Loss of confidence by key stakeholders. Reputational risk to the Council as a result of data or information security breaches. Increased risk of fines and penalties for poor management of information within the authority. Failure to meet the compliance criteria, therefore, the withdrawal of access to applications hosted on the PSN, such as GROS, DWP.	**Current Risk Score**
Current Controls	**Current Controls** Information Security risks are managed and controlled in a number of ways. Access to information systems is controlled and secure; laptops have data encryption installed along with anti-virus software. The Council adheres to government security standards and guidelines to access and share information securely with central and local government and other partners. The Council has already developed a Data Protection Policy and this along with the Acceptable Use Policy, ICT Security Policy and other security policies and guidance (annual independent health check, PSN action group) forms part of the Information Governance arrangements. Senior Information Risk Owners (SIROs) support the Information Management Training Framework to ensure employees and elected members are aware of their roles and responsibilities. The Council also mitigates the risk to information residing on servers through Disaster Recovery contracts and annual business continuity testing as well as standard back-up and off-site storage facilities in Bridgegate House.	3 x 4 = 12

Our Journey From

Good To Great

Education and Youth Employment 2015 – 2018

2016 Update

Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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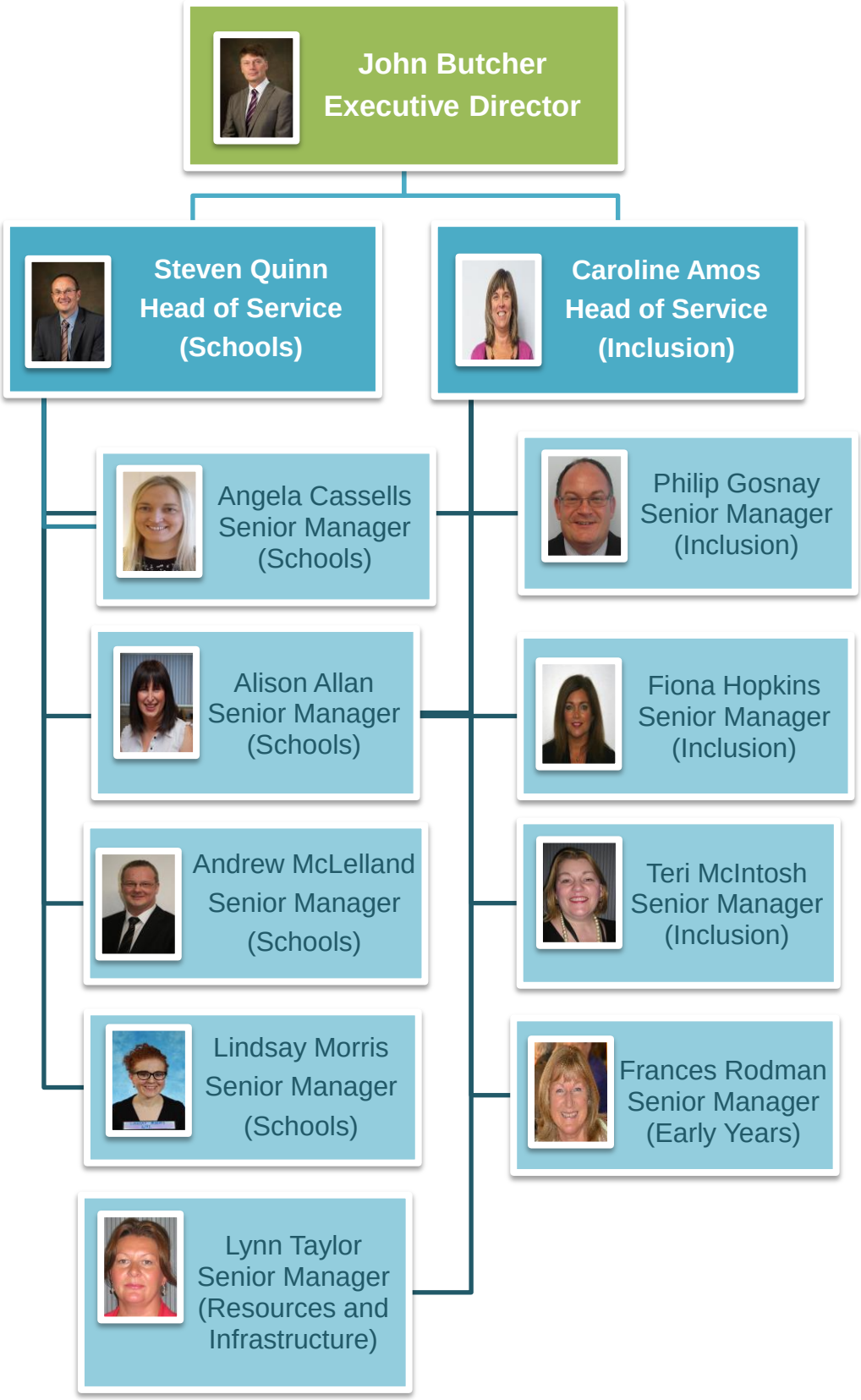
1. Directorate Structure

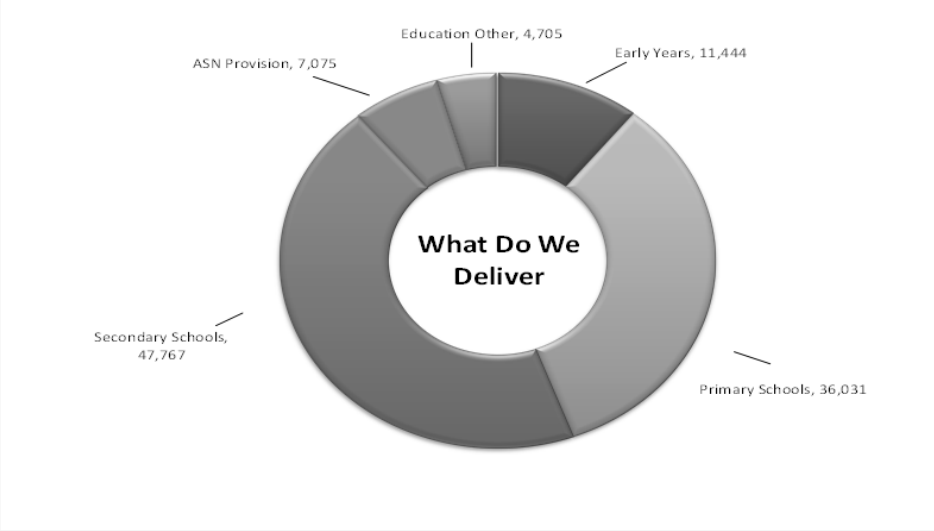


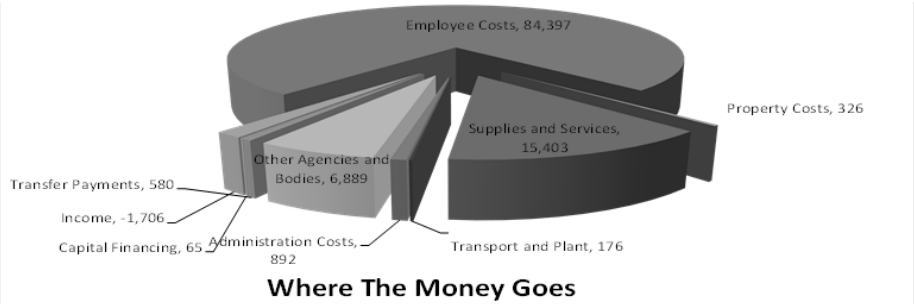
Our budget and how we intend to spend it

£1m invested in Teachers pensions

£25m to build a new ASN school

£350k annual investment modernising schools ICT





£3m towards upgrading Moorpark School

£32m towards a new school in Ardrossan

£2m for Early Years expansion at Annick PS

Education and Youth Employment provides a wide range of services for the Council. The charts above show the main services delivered and the cost of each service based on 2016/17 revenue budgets. They also show where the money goes across the main areas of spend in any one year.
Annually the Council undertakes investment in its assets and infrastructure and some of the main areas are also highlighted on this page.

The main services Education and Youth Employment deliver are :
- 1,925 children in our early years centres and 624 in private nurseries
- 10,289 primary school pupils
- 7,703 secondary school pupils
- 176 pupils attending our additional support needs schools

3. Foreword

Welcome to the Corporate Directorate Plan for Education and Youth Employment.

Public confidence in our education system in North Ayrshire continues to increase. We have maintained and continue to develop strategies to ensure our drive for continuous improvement across the service, with evidence showing an improved trend in educational outcomes as well as successfully increasing numbers of our school leavers progressing into a positive destination. We have continued to embed the new national curriculum and national qualifications in our schools, helping to ensure that all our young people are provided with a firm foundation for progression and access to the right qualifications.

Further Developing the Senior Phase: Working with partners in further and higher education, employers and third sector providers will continue to be the cornerstone of ensuring sustained positive destinations for our young people. Closing the attainment gap, giving our young people a high quality learning experience in quality learning environments will enhance opportunities for all. Our staff are our biggest asset and investment focused on developing their skills will deliver improved outcomes for our young people.

This new Directorate Plan is ambitious, with the principal objective of ensuring that all children and young people in North Ayrshire have access to high quality education delivered by staff in a learning environment that will provide them with knowledge, experiences and skills to secure employment and be active and responsible citizens. We will remain focused on improving educational outcomes for all our children and young people and ensure that education continues to be the heart of our communities here in North Ayrshire.

This three year plan will be reviewed on an annual basis to ensure that the actions contained in it are still relevant and continue to drive improvement across services. Through this plan, we will support and challenge our staff to improve the quality of the service we provide and we look forward to making well-evidenced progress towards our planned outcomes over the next three years.

John Butcher (Executive Director)

4. Introduction

This Directorate Plan identifies how Education and Youth Employment will contribute to achieving the Council's vision **'to be a leading organisation defined by excellent and innovative services'**. Our Plan outlines the Directorates key priorities over the next three years and how we will support our people to deliver on these. It also provides an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve.

This plan details our five key priorities and the associated high level actions that we will undertake to support the Council's strategic objective of 'Ensuring People have the Right Skills for Learning, Life and Work'.

Key drivers for our services

Education and Youth Employment carries out its main functions within a legislative framework that has been established at the national level by the Scottish Government and also by strategic objectives established at the local level by the North Ayrshire Community Planning Partnership and by North Ayrshire Council. This framework includes national legislation and associated guidance such as Best Value and also local strategic objectives as outlined in the North Ayrshire Single Outcome Agreement (SOA) and the North Ayrshire Council Plan.

Legislative Framework

The principal legislation and guidance which impacts upon the provision of education service are:

- Education (Scotland) Act 1980.
- Children and Young People (Scotland) Act 2014.
- Education (Additional Support for Learning) (Scotland) Acts 2004 and 2009.

- Standards in Scotland's Schools etc Act 2000.
- Education (School Meals) (Scotland) Act 2003.
- Scottish Schools (Parental Involvement) Act 2006.
- Schools (Health Promotion and Nutrition) (Scotland) Act 2007.
- Equality Act 2010.
- Human Rights Act 1998.

We also work within the following policy initiatives:

- Curriculum for Excellence.
- Getting it Right for Every Child (GIRFEC).
- Early Years Framework.
- Early Years Collaborative.
- United National Convention on the Rights of the Child.

Education and Youth Employment Directorate

Strategic Outcomes 2016-2019

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

Service Priorities 2016-2019

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 inclusion strategy, ensure effective support for children and young families.
- Further strengthen and embed existing high-quality approaches to ensure we are Getting it Right for Every Child.
- Encourage and support active collaboration and engagement with parents, including child's learning.
- Further extend and develop approaches to support the well-being of our children, staff, parents and carers in partnership other agencies.

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

- Develop and implement a strategic vision for learning and teaching for all of our learners.
- Evaluate and enhance our curriculum in the BGE and Senior Phase.
- Support and strengthen the professional capacity of staff.

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

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

4. Analyse Employee Engagement Survey and develop and implement improvement plan.

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

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

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

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

5. What we do

The Education and Youth Employment Directorate provides a wide range of services across two main areas of integrated service delivery. These are 'Schools' led by Head of Service, Steven Quinn and 'Inclusion' led by a Head of Service, Caroline Amos.

Number of Staff (FTE):	Teachers 1354 Non-Teaching 702 **Total 2056** (Figures based on September 2015 Census)
Locations:	1. All Early Years Centres, Primary, Secondary and ASN schools. 2. Education and Youth Employment HQ, Cunninghame House. 3. Psychological Service, Kilwinning Road, Irvine

5.1 Schools

Steven Quinn (Head of Service) is the strategic lead for schools with overarching responsibility for school improvement, covering areas such as quality assurance and the curriculum. The Head of Service for Schools also has operational responsibility for around half of all schools in North Ayrshire. He is supported by five senior managers, four of whom are based within the Quality Improvement Service and they each have responsibility for a locality based school cluster in addition to carrying a specific remit across our key strategic areas. These include the Broad General Education (BGE), the Senior Phase, quality assurance, raising attainment and leadership. A further Senior Manager has responsibility for resources and infrastructure.

5.1.1 Purpose

The key purpose of this part of the service is to support the successful implementation of Curriculum of Excellence, enable our children and young people to develop their capacities as successful learners and to develop our staff and improve the organisational capability of the service. The main of areas of focus include learning and teaching, quality assurance and evaluation in our Primary and Secondary schools, the skills young people require to secure employment, further education, training as well as developing the professional capacity of our staff. In addition, this area of the Service also has a focus on Directorate wide planning and performance, resource management (staff, finance and the school estate) and the co-ordination of ICT and health and safety.

5.1.2 Activities

- Providing children and young people with high quality teaching and learning within innovative, flexible and nurturing environments.
- Ensuring the appropriate implementation of the national curriculum.
- Raising attainment and achievement so that more of our young learners are securing positive and sustainable post school destinations.
- Supporting our schools to raise standards through continuous improvement in line with national priorities and expectations.
- Reducing the educational attainment gap for children from disadvantaged groups.
- Using data and research to identify "what works" and adapting best practice to North Ayrshire context.
- Introduce and develop approaches to delivery of the National Improvement Framework.

5.1.3 Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with	To deliver	Timescale
Education Scotland	▪ Better learning experiences and outcomes for learners of all ages.	Ongoing
Scottish Qualifications Authority	▪ Qualifications that accurately reflect learners' knowledge and skills.	Ongoing
General Teaching Council of Scotland (GTCS)	▪ The professional standards expected of all teachers.	Ongoing
Parents	▪ Support for children in their learning.	Ongoing
NAC IT Services	▪ Reliable ICT infrastructures, applications and services in North Ayrshire schools.	Ongoing
SEEMIS	▪ An electronic reporting system, which addresses all aspects of school administration.	Ongoing
Ayrshire College	▪ Career options and pathways for young people in the Senior Phase. ▪ Support for our young people in making successful transitions to postsecondary education and employment.	Ongoing

5.2 Inclusion

The Head of Service (Inclusion) is the strategic lead for promoting and supporting inclusion, this covers areas such as the identification and minimising of barriers to learning and participation and the elimination of discrimination and promotion of equality. The Head of Service for Inclusion also has operational responsibility for around half of all schools in North Ayrshire. Support is provided by four senior managers each of whom has responsibility for a locality based school cluster in addition to carrying a specific remit across key areas, which include additional support needs, specialist provision, GIRFEC, Early Years Framework, parental engagement, youth employment and child protection. The Head of Service also has line management responsibility for the Principal Psychologist who has strategic responsibility for ensuring the effective planning and delivery of the full range of services provided by the Educational Psychology service.

5.2.1 Purpose

This area of the service has a number of key responsibilities centred on reducing inequalities and improving outcomes for vulnerable children, young people and families. These include promoting equality of educational opportunity and inclusion and supporting our young people to enter positive and sustained post school destinations. The Educational Psychology service also contributes to the identification of support needs and works in partnership with key agencies involved with children to bring about positive change. The main of areas of focus include learning and teaching in our Early Years Centres, the promotion and management of inclusion and improving opportunities for young people to maximise their attainment and achievement.

5.2.2 Activities

The main activities of the service in 2016/17 will be:

- Establishing 'nurturing schools' so that they become a focus for tackling inequalities and improving opportunities for young people.
- Providing targeted support for vulnerable children and families.
- Ensuring full implementation of the duties in the Children and Young People Act 2014.

- Removing barriers to learning and helping children and young people access the curriculum at an appropriate level
- Supporting young people to enter positive and sustained post school destinations
- Enhancing the role of evidence based practice in education

5.2.3 Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with	To deliver	Timescale
Health and Social Care Partnership	▪ Improved outcomes for vulnerable young people and their families.	Ongoing
Early Years Centres - Private Providers	▪ A programme of educational activities, security and care to young children between the ages of 2 and 5.	Ongoing
Ayrshire College and other FE Institutions	▪ Successful transitions for our young people to post-secondary education and employment.	Ongoing
Local/National Employers	▪ Enhanced school-business links and a better understanding of employer requirements when recruiting young people.	Ongoing
Parents	▪ Support for children in their learning.	Ongoing

5.2.4 Key Strategies

The Directorate has responsibilities across a range of strategies that set out what we want to achieve for a particular priority, outcome or targeted group, including also what we will do with our partner services and agencies to deliver on agreed outcomes. Inclusion has a shared responsibility with our key partners for the development, review and delivery of the following strategies:

Strategy Name	Key Strategy Outcome	Start Date	End Date	Review Date
North Ayrshire Early Intervention and Prevention Strategy 2013-17	■ To improve outcomes for vulnerable children from 0 to 8.	2013	2017	Annually
Youth Employment Strategy for North Ayrshire 2013 - 2020	■ Increasing youth employment to above the national average by 2020.	2013	2020	Annually

6. Context

6.1 Our Improvement Journey – From Good to Great

We believe in continual improvement and constantly look to develop what we do for the community as well as ensure that we provide value for money. To achieve this improvement, we seek information from our community about their satisfaction and encourage feedback from our staff and partner organisations. We gather information and undertake a range of audits and self-assessments by external bodies and internally. All of these are used to assist us to understand our strengths and identify areas for improvement which inform our plans.

We are changing service delivery through internal improvement by looking inside the Council and we have identified the priorities for development to support delivery of our range of services. Improving capacity in each of these areas will help us to make North Ayrshire stronger in the future.

We are on a journey of shaping the services we provide and helping our people develop so that they are able to respond to the challenging needs of the communities we serve.

Our journey from Good to Great will also involve reshaping our finances and the way we work. We want to do that by working with the public, North Ayrshire businesses, other public bodies and of course, our staff.

The Directorate has in place a strategy to ensure it continues to improve as it aspires to move along its journey from good to great. Building on a sound Framework of Quality Assurance and Improvement .It aims to ensure every establishment and officer knows where they are on that journey. Plans, which are clear and concise, provide the framework to deliver and manage improvement.

The Directorate has embraced the national challenge to reduce the attainment gap. Attainment Challenge funds are focused on improving learning and teaching supporting wellbeing; engaging families in learning as well as ensuring our young people get the best possible start in their education journey. The Directorate is learning from 'what works' elsewhere, as well as embedding the national improvement framework.

North Ayrshire Council, Education and Youth Employment Quality Improvement Framework sets out the Directorates approach to self-assessment and evaluation in order to support establishments on their journey to excellence. The framework is centred around How Good is Our School 4(HGIOS 4), which is mapped to the EFQM model. A series of planned self-evaluation activities takes place throughout the year, where staff, pupils and senior management evaluate against national quality indicators. In addition they review their performance against authority and school priorities, producing an annual evaluative report. Success is qualified as “good”, “very good” etc. in line with HGIOS levels 1-6. All establishments are required to produce evidence to support their self-evaluation. This is validated as part of the formal Quality Improvement visits carried out three times a year. In addition two formal reviews of the performance of Secondary Schools against national and comparator data takes place. These reviews look at the attainment and achievement of the previous cohort of children, but more importantly seek to improve future results. The data is segmented, and can identify School, Department, teacher and pupil performance across all subject areas.

6.2 Our Improvement Journey Outcomes

The directorate will contribute to the council's Good to Great Journey and aims to achieve the following outcomes:

Good to Great Themes

- Vulnerable children and families in our communities are receiving appropriate targeted support.
- Levels of attainment and achievement are improving for all learners.
- The extent to which inequality and deprivation is constraining educational outcomes and life chances has been reduced.
- High numbers of our young people continue to progress into positive and sustainable post-school destinations.
- Collaborative working between schools, schools communities and community organisations is enhancing achievement and civic engagement.

- Children and young people are involved in shaping sustainable futures.
- Through Eco Schools, our young people are being empowered to take action towards an environmentally just world.
- Our school estate is being managed to encourage energy efficient practices and to reduce carbon emissions.

- Improved outcomes for all our young people are being achieved through working closely with a wide range of partners.
- Partnership working with colleges, universities and employers is enhancing opportunities for our school leavers.
- Partnership arrangements with Health and Social Care are helping to reduce inequalities for vulnerable children and families.
- More parents are actively engaged in their child's learning encouraging their intellectual and social development.

- Our approach to quality assurance and self-evaluation is facilitating improved outcomes for all learners.
- Efficient financial management is supporting the business objectives of the Directorate.
- We are securing continuous improvement in all our schools through the effective use of performance evidence.

- We are developing staff capability, capacity and leadership to support a culture of learning in our schools.
- Our 'Workforce Strategy' is ensuring that we have committed, skilled and empowered staff, enabling us to meet the priorities and outcomes to which we aspire.

6.3 Managing our Risks

The key risks for Education and Youth Employment are outlined in Appendix A.

6.4 Equalities

Education Services promotes an inclusive approach in all aspects of service delivery. We manage our staff and deliver our services to ensure no discrimination. The protected characteristics within the Equality Act (2010) are disability, gender transgender, pregnancy and maternity, race, religion or belief, gender, sexual orientation, marriage and civil partnership and age. In accordance with the Equality Act (2010), we aim to ensure that all children and young people in our authority have equal access to quality educational experiences. We work with schools, staff, partners and parents to support those pupils and staff who have a protected characteristic to ensure our services meet the needs of children and reflect the values we hold.

6.5 Equality Outcomes

Under the Equality Act in Scotland, North Ayrshire Council has a specific duty to produce a set of equality outcomes which are informed by engagement with different equality groups and stakeholders. Our outcomes are designed to help us achieve our vision and meet our general duty to eliminate discrimination and harassment; promote equality of opportunity and promote good relations.

Education and Youth Employment play a contributory role to all of North Ayrshire Council's Equality Outcomes with specific responsibility for delivering Outcomes 6 and 7. The actions being taken by the Directorate to support the delivery of these outcomes is highlighted in the table below.

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
More young people are leaving schools for positive, sustained destinations	■ Development and implementation of a strategy to reduce the extent to which inequality and deprivation constrain educational outcomes and life chances.
More young people are leaving schools for positive, sustained destinations	■ Provision of high quality education and support to narrow the outcomes gap for children from disadvantaged groups.
More young people are leaving schools for positive, sustained destinations	■ Through our Accessibility Strategy, ensure that all young people have equality of access to the curriculum.
Pupils feel safer in schools	■ Capacity building for schools Equalities Champions to enable whole school approaches to Equalities.

6.6 Equality Impact Assessments

Education and Youth Employment is committed to fulfilling its statutory duty when developing policies and delivering our services. The Council has a framework in place for carrying out Equality Impact Assessments (EIAs) to ensure that there is no discrimination against any of the different groups (under the protected characteristics) within the community and that equality is promoted. It is important that Equality Impact Assessments are carried out in the early development stages of a new policy or procedure.

By carrying out EIAs when developing policies, we will:

- Improve the quality of services by making sure they are suitable and accessible to everyone.
- Identify any possible discrimination which may exist and means of overcoming these.
- Help to develop good practice and achieve best value.
- Promote equal opportunities and good relations between groups.

In 2015-16, the directorate completed Equality Impact Assessments for new or revised policies and procedures relating to:

- Restructure of Support Services to Schools
- Early Years- Parenting Forum
- Dining Room Supervision
- Increase in charges to other local authorities- pupil placements

6.7 Delivery

Details of the actions that the directorate will deliver during 2015/2018 are shown within this section, together with the associated performance indicators and risks. In line with the rest of the plan, the actions and indicators are linked to the *Good to Great* themes.

PIs

Strategic Priorities	Good to Great Themes					Indicator Description	Actuals			Benchmark	Targets		
	People	Processes	Places	Communities	Partnerships		13/14	14/15	15/16		15/16	16/17	17/18
3	✓			✓		% of leavers attaining SCQF Level 5 in Literacy	68.2%	74.1%	n/a	72.6%	69%	70%	71%
3	✓			✓		% of leavers attaining SCQF Level 5 in Numeracy	56.6%	64.9%	n/a	62.4%	59%	60%	62%
3	✓			✓		Average total tariff score of the highest 20% attainment cohort	1691	1719	n/a	1832	1748	1788	1820

Strategic Priorities	Good to Great Themes					Indicator Description	Actuals			Benchmark	Targets		
	People	Processes	Places	Communities	Partnerships		13/14	14/15	15/16		15/16	16/17	17/18
3	✓			✓		Average total tariff score of the middle 60% cohort	708	756	n/a	820	802	876	898
3	✓			✓		Average total tariff score of the lowest 20% attainment cohort	161	186	n/a	168	168	189	210
3	✓			✓		Average total tariff score of pupils living in SIMD 30% most deprived areas	640	665	n/a	634	696	718	728
3	✓			✓		% of school leavers in a positive destination	94.1%	96.1%	n/a	92.3%	94.5%	94.8%	95%

Strategic Priorities	Good to Great Themes					Indicator Description	Actuals			Benchmark	Targets		
	People	Processes	Places	Communities	Partnerships		13/14	14/15	15/16		15/16	16/17	17/18
3				✓	✓	% of participants (on completion of parenting programmes) who report a positive impact.	N/A	N/A	Available March 2016	n/a	80%	82%	85%
Enabler	✓					% of non-teaching staff who have had a PPD in the last twelve months.	92.5%	85%	Available March 2016		98%	98%	98%
Enabler	✓					% of teaching staff who have had a PRD in the last twelve months.		95%	Available March 2016		98%	98%	98%
Enabler	✓					Employee Engagement Level.		65.6%	70.5%	69.6%	72%	73%	74%

Actions

Strategic Priorities	Good to Great Themes					Action Description	What success will look like	Head of Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships				
3				✓		Embed and extend nurturing approaches to promote inclusion across all education establishments.	All our children and young people are receiving the highest standards of teaching and learning caring, supportive and nurturing learning environments.	Caroline Amos	1,4,5
3				✓		Within the framework of the inclusion strategy, ensure effective support for children and young families.	All our children and young people are aspiring to achieve their full potential, giving them the basis to achieve their full potential.	Caroline Amos	1,4,5
3				✓	✓	Further strengthen and embed existing high-quality approaches to ensure that we are Getting it Right For Every Child.	As part of a shared approach with partners, the service is meeting the needs of vulnerable children and young people, facilitating them to reach their full potential.	Caroline Amos	1,4,5
3				✓	✓	Encourage and support active collaboration and engagement with parents.	Our schools are building stronger links with parents and are effective in supporting parental engagement.	Caroline Amos	1,2

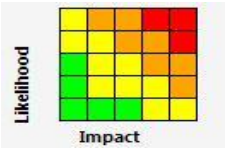
Strategic Priorities	Good to Great Themes					Action Description	What success will look like	Head of Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships				
3				✓	✓	Further extend and develop approaches to support the well-being of our children, staff, parents and carers in partnership with other agencies.	Our schools are effectively promoting the health and wellbeing of children and young people and of all those in the educational communities to which they belong.	Caroline Amos	1,4
3	✓					Support and strengthen the professional capacity of staff.	Our school leaders are improving teaching and learning through their influence on staff, pupil motivation and commitment.	Steven Quinn	6
3		✓				Broaden and extend our approach to self-evaluation to ensure a consistency of rigour which will support continuous improvement planning in all education establishments.	Our schools have robust systems in place for monitoring and evaluation which is providing clear evidence on what works well, and what can be improved further.	Steven Quinn	
3		✓				Further refine our approaches to the use of data and research to inform effective teaching and learning.	Performance information and research is being widely used to inform improvements in quality of teaching and learning , and to enhance pupil outcomes	Steven Quinn	

Strategic Priorities	Good to Great Themes					Action Description	What success will look like	Head of Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships				
3		✓				Further develop reporting of management information, to inform policy and practice, and to meet the requirements of the National Improvement Framework.	Robust information is being reported to relevant stakeholders in line with National Improvement Framework.	Steven Quinn	
3				✓		Raise attainment and achievement throughout the BGE and Senior Phase, through innovative approaches to learning and teaching.	Improved attainment and achievement.	Steven Quinn	5
3				✓		Further develop a Senior Phase curriculum that blends different types of learning and provide a range of appropriate learning pathways leading to the achievement of qualifications and awards at all levels.	Our secondary schools are offering appropriate opportunities and advice for young people to achieve qualifications at the highest level of which they are capable.	Steven Quinn	5

Strategic Priorities	Good to Great Themes					Action Description	What success will look like	Head of Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships				
3	✓			✓		Integrate a range of personal and wider achievement options into learning programmes to enhance the skills and qualifications of all learners.	Children and young people have opportunities to participate and achieve in a wider range of activities.	Steven Quinn	
3				✓	✓	Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector.	A range of programmes are being delivered through these partnerships, enabling school leavers to secure a positive post school destination.	Steven Quinn	1
3	✓			✓		Continue to support young people with additional support needs (ASN) to secure a sustained destination that meets their needs.	Young people with additional support needs are consistently progressing to positive and sustained destinations.	Caroline Amos	5

Strategic Priorities	Good to Great Themes					Action Description	What success will look like	Head of Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships				
Enabler	✓			✓		Analyse findings of Employee Engagement Survey, and implement improvement plan.	Employee engagement continues to improve.	Steven Quinn/Caroline Amos	
Enabler			✓			Manage and deliver the modernisation of the school estate to improve the environment that supports the learning and teaching for children and young people.	The school estate is fit for the 21st Century.	Steven Quinn	3

Task	Frequency	2016/19 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic & Administration Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

Risk Code & Title	E&S_1617_R01: Partnership Working	Current Risk Matrix
Risk	Many of our partners continue to experience financial and funding pressures. This has the potential to adversely impact on their ability to provide and deliver effective services in partnership with Education and Youth Employment. The delivery of the requirements of new legislation, with key partners, to ensure we 'Get it Right for Every Child'.	
Consequence	The risk to the service relates to the service not realising the benefits achieved through effective partnership working.	**Current Risk Score: 16**
Current Controls	Partnership working and programmes are being delivered across communities and schools involving closer service integration across a wider range of programmes. Education and Youth Employment also continue to collaborate with a wide range of partners in the Strategic Review of Education.	

Linked Actions

Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Further strengthen and embed existing high-quality approaches to ensure to ensure that we are Getting it Right for Every Child.				31st March 2017	Caroline Amos

Risk Code & Title	E&S_1617_R02: Stakeholder Engagement	Current Risk Matrix
Risk	Our partners and stakeholders are key to the service achieving our strategic objectives. As such the service must endeavour to inform, consult, involve and listen to all our stakeholders so that we can use feedback and information to improve the way we deliver our services and ultimately deliver our key strategic priorities and objectives.	
Consequence	An inability to effectively consult, engage and collaborate with all of our different stakeholder groups increases the likelihood that the service will not effectively deliver on our key priorities and achieve our key objectives.	**Current Risk Score: 9**
Current Controls	Schools regularly consult with staff, parents, guardians and pupils as part of the school review process and responses are used to inform service improvements and to measure progress against key performance targets. The service also undertakes widespread consultation with a range of key stakeholders as part of the Service Planning process.	

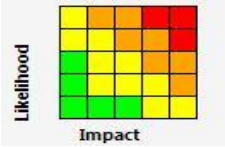
Linked Actions

Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Encourage and support active collaboration and engagement with parents				31st March 2017	Caroline Amos

Risk Code & Title	E&S_1516_R03: Review of the School Estate	Current Risk Matrix
Risk	North Ayrshire Council has undertaken a review of the school estate and has indicated that it will use the results of the review to ensure that our school estate is fit for purpose in terms of effectively supporting and enhancing learning and teaching for children and young people. The risk is that having raised public expectations we may not be able to deliver the improvements that meet expectations across the authority.	
Consequence	As a result of being unable to deliver improvements to the school estate the service may lose the goodwill and support of many parents. Additionally, our inability to deliver improvements will see a continuation in the physical deterioration of a number of our schools allied to the potential for poorer education and learning experiences for children and young people attending these schools. .	**Current Risk Score: 16**
Current Controls	A key strand of the current 'Strategic Review of Education' is centred on provision of a school estate that is fit for the 21st century. Effective governance to deliver the new capital plan.	

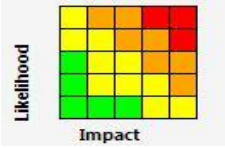
Linked Actions

Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Manage and deliver the modernisation of the school estate to improve the environment that supports learning and teaching for children and young people.				31st March 2017	Steven Quinn

Risk Code & Title	E&S_1516_R04: Children and Young People Act 2014	Current Risk Matrix
Risk	The Children & Young People (Scotland) Act 2014 became law on the 27th of March, 2014 and contains a number of changes to how children and young people in Scotland will be cared for. These changes will come into force in Scotland over the next two to three years and will have significant implications for the service.	
Consequence	If the service fails to deliver the duties stipulated in the Act we will be unable to offer enhanced opportunities and support for children and young people and increased levels of flexibility to support the needs of parents.	**Current Risk Score: 12**
Current Controls	Education and Skills have developed proposals to support the implementation of 600 hours Early Learning and Childcare for 3-5 year olds and entitled 2 year olds as an aspect of the Children and Young People (Scotland) Bill. This will allow delivery of 600 hours ELC in North Ayrshire within the associated time frame. The service is also working closely with PMI to examine likely requirements for extensions/renovations to early years establishments and continues to train and recruit child minders and day carers. The service is working with partners to ensure that effective assessment, planning and a named person service is in place for August 2016.	

Linked Actions

Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Within the framework of the inclusion strategy , ensure effective support for children and young families.				31st March 2017	Caroline Amos

Risk Code & Title	E&S_1516_R05: Reducing Attainment Gap	Current Risk Matrix
Risk	The service is committed to addressing the educational attainment gap on the basis that educational outcomes are a strong determinant of later life chances. By giving our young people the best skills for life, learning and work, a route will be provided through which we can aim to improve social mobility, reduce poverty and enable our young people and communities to reach their potential.	
Consequence	If we are not successful in reducing the educational attainment gap for young people who reside in North Ayrshire's more deprived areas, they will continue to experience limited opportunities to secure a positive post-school destination and limited expectations of their life chances.	**Current Risk Score: 12**
Current Controls	The service continues to provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups.	

Linked Actions

Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Levels of attainment and achievement are improving for all learners.				31st March 2017	Steven Quinn

Risk Code & Title	E&S_1516_R06: Leadership Development	Current Risk Matrix
Risk	As part of our approach to ensuring high quality learning and teaching is taking place in our schools, the service is supporting leadership development for education practitioners in North Ayrshire. The key risk is that we fail to develop effective leaders for our schools and that teachers in leadership roles will not be as effective in leading their teams, initiating and managing change effectively and in developing leadership capacity in others (school leadership).	
Consequence	We have only limited success in ensuring high quality teaching and learning is taking place in our schools and the professional capacity of our teachers is not being fully realised.	**Current Risk Score: 9**
Current Controls	We are providing a range of accredited training opportunities aimed at developing school leaders as agents of transformational change. We are delivering high quality CPD via the Learning Academy.	

Linked Actions

Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Support and strengthen the professional capacity of staff.				31st March 2017	Steven Quinn

Economy and Communities

Directorate Plan

2015/18

2016 Update

For more information contact:

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Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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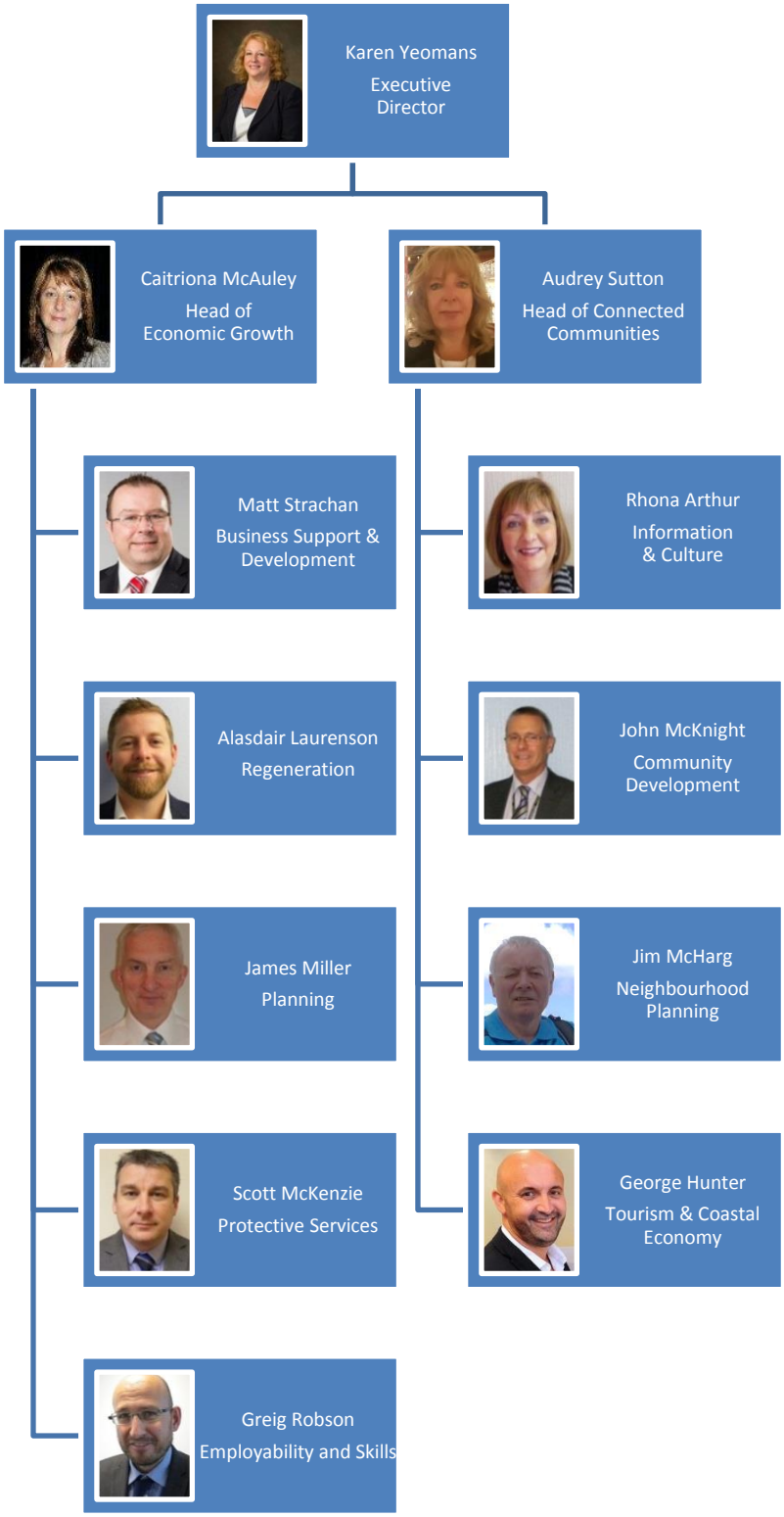
1 Directorate Structure

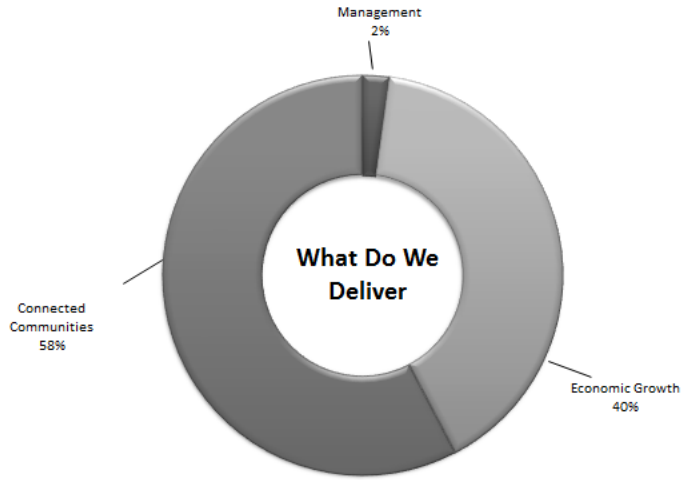


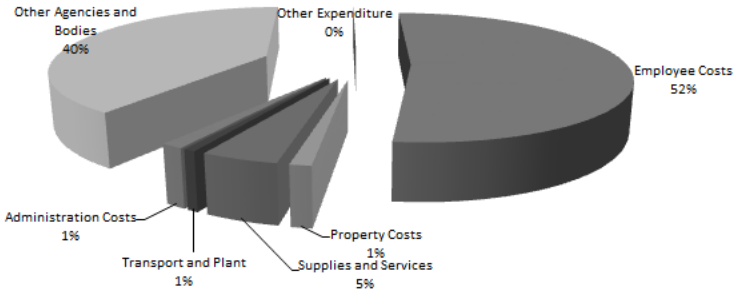
2 Budget Overview

£5m ESF Employability Programme

Saltcoats Town Hall £3.7m refurbishment

£4m investment in the Irvine Enterprise Area





Where The Money Goes

£9m towards the Ayrshire Growth Deal

£23m Townhouse & Portal culture, community and leisure facility in Irvine

£5.15m planned on town centre regeneration

Economy and Communities provides a wide range of services for the Council. The boxes above show 3 and 10 year capital budgets. The charts in the centre show the main services delivered and the cost of each service based on 2016/17 revenue budgets totalling £22.464M. They also show where the money goes across the main areas of spend in any one year. Annually the Council undertakes investment in its assets and infrastructure and some of the main areas are also highlighted on this page.

Economy and Communities provides a wide range of services. For example in the year to end March 2016 we were expecting to: -

- support 430 people into work
- recruit 98 council Modern Apprentices and 99 into the private sector
- create 350 new jobs
- work and support 388 local businesses
- provide account managed support through our team of 5 Business Growth Managers to 209 businesses
- support 588 community groups
- encourage 85% of 16 - 18 year olds to register to vote
- have 696 participants in community sports clubs

3 Foreword

Welcome to the Economy & Communities Directorate Plan 2016/19

Economy and Communities is an ambitious and exciting directorate which inspires, supports and works together with businesses, people and places to make North Ayrshire "the Place to Be."

The directorate supports the delivery of the SOA priority 'A Working North Ayrshire' and contributes to the delivery of the SOA priorities 'A Healthier North Ayrshire' and 'A Safe and Secure North Ayrshire' through aspects of its work.

Importantly, Economy and Communities recognises and shares the Community Planning Partnership's overarching themes, which shape how we go about our business. Early intervention and prevention, building community capacity and reducing inequalities are at the heart of everything we do.

The directorate leads on the delivery of two of the Council's strategic priorities:

- Growing our economy, increasing employment and regenerating towns; and
- Working together to develop strong communities.

The directorate makes a major contribution to the delivery of two further priorities:

- Ensuring people have the right skills for learning, life and work; and
- Supporting all of our people to stay safe, healthy and active.

The directorate contributes, through aspects of its work, to the delivery of the final Council strategic priority:

- Protecting and enhancing the environment for future generations.

Economy and Communities therefore plays a significant role within North Ayrshire, both in creating the environment for and enabling economic and community activity. This includes creating places where our residents want to live, and where tourists want to visit. Working in partnership with our communities at a local level, this has the potential to be a powerful dynamic. In the months ahead we will be introducing new models of service delivery provide the best support for tourism, regeneration, business support, culture and leisure.

The economic climate remains challenging; however, we are working with our partnerships to secure significant new developments to help North Ayrshire become a place where businesses want to locate.

Our key focus is on developing the Ayrshire Growth Deal with East and South Ayrshire Councils to attract significant public and private sector investment. We are working with the Economic Development and Regeneration Board on implementing our Economic Strategy and Team North Ayrshire's partnership approach so that we are offering the best business support. We are passionate about inclusive growth, where everyone benefits significantly from economic growth, through our work developing employability skills, building employability hub partnerships and supporting social enterprises.

Excellent progress is being made in our partnership working with communities and this can be seen in the CPP and Cabinet support for our leadership in establishing Locality Partnerships. We are inspired by our first participatory budgeting and excited about the further roll-out of this so that our communities are fully involved in local decision making about investing in community futures. They now have opportunities to be equal partners in identifying local priorities. We are moving forward in our plans is to co-producing strategies and services to address local needs.

Finally we are working hard with the tourism sector to identify the best way to promote North Ayrshire as The Place to Be. We are building a sustainable new tourism approach through our action plan promoting our maritime, coastline, leisure and heritage which have the potential to be developed into world class opportunities for the benefit of residents and visitors.

We're excited by the progress we've making on key priorities and very much looking forward to working with our partners in business, communities and across the Council to deliver these.

Karen Yeomans
Executive Director

3.1 Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by the directorate on a day to day basis. The strategic drivers which influence the work of the directorate are wide ranging but in the main relate to tackling our significant issues of unemployment and inequality through a range of measures- see Section 7 for further details. The Community Empowerment Act (Scotland) 2015, has significant implications for the governance and operation of CPPs and the role played in local government by communities.

The uncertainty in relation to the national economy and how this will affect North Ayrshire has an impact in terms of resourcing and statutory income generation mainly relating to the construction industry. The poor economy also encourages an influx of less expensive, sub-standard goods and services which has an impact on the council's trading standards service in relation capacity and resources.

The following legislation is likely to have an impact on service delivery:

- Scotland Bill
- Government Economic Strategy
- European Youth Strategy 2014-20
- Scottish Government Regeneration Strategy 2015
- European Union Financial Compliance Framework 2017
- Local Government (Scotland) Act 2003
- Community Empowerment (Scotland) Bill Act 2015
- Children and Young People's Bill 2014
- Land Reform (Scotland) Act 2003
- CLD Regulations 2013
- National Youth Work Strategy 2014-19
- Statement of Ambition for Adult Learning 2014-2019
- Active Scotland Outcomes and sportscotland Corporate Plan 2015-2019
- Curriculum for Excellence Implementation Plan
- The National Gaelic Language Plan 2012-17
- Invest in Youth 2015
- Developing Scotland Young Workforce

Economy and Communities Directorate

To be the best at what we do in Scotland

Strategic Outcomes 2016-19

Healthy, Working Communities

Support 4000 jobless people with opportunities, training, education and support towards work.

Vibrant Places

North Ayrshire is the place for families to live, visitors to enjoy and business to invest.

Growing Business

Support new and growing business to create 1000 new jobs by April 2019

Service Priorities 2016-2019

Ayrshire Growth Deal

- Governance
- Business Case
- Projects:
  - Life sciences
  - Coastal Corridor
  - Connecting communities for growth

Locality Planning

- Developing & Supporting Locality Partnerships
- Community Engagement & Participation
- Building Community Capacity & Leadership
- Healthy & Engaged Communities

Inclusive Growth

- Diagnostic Tool
- 250 Council Apprentices
- Social Economy Development
- Employability Hub roll out
- Employability Service support
- Co-hub development as part of AGD

Service Transformation

- Tourism development
- Team North Ayrshire
- Cultural, leisure and sports development
- Regeneration (post URC)
- Childcare information

Best in Class – the 2020 challenge

- Benchmarking results
- National indicators
- Awards

Essential Ingredients

- Staffing
- Leadership
- Financial Management
- Customer Consultation
- Stakeholder Engagement
- Communication
- External Funding

Economy and Communities Directorate Plan 2016-19		
Theme	PI	Action
Ayrshire Growth Deal	■ Progress against actions	■ Submission of Ayrshire Growth Deal prospectus ■ Submission of Ayrshire Growth Deal outline business case ■ Development of Ayrshire Growth Deal projects ■ Enable the provision of commercial development within strategic investment sites that will provide the right support for inward investment, business expansion and inclusive growth
Locality Planning	■ The number of local and neighbourhood plans agreed by communities ■ The number of community management and ownership initiatives ■ The number of people who are accessing the opportunities and support they need in their local area	■ Implement our locality planning approach, to ensure that communities are involved in decision making, by establishing 6 Locality Partnerships ■ Develop 6 Locality Plans ■ Introduce Participatory Budgeting ■ Review and support Community Councils ■ Support and develop community capacity, empowerment and leadership, including work with young people, citizenship, participation and enterprise ■ Continue to implement our Young People's Citizenship and Participation Strategy ■ Develop a process for establishing participation requests

Inclusive Growth	▪ Unemployed people participating in council funded/operated employability programmes ▪ Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives ▪ Number of unemployed people registered with employability hubs ▪ Number of modern apprentices on North Ayrshire Council programmes at 31 March ▪ The number of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	▪ Work with Scottish Government to create and pilot a diagnostic tool to assist in developing our approach to inclusive growth ▪ Working closely with communities and making better use of evidence to identify the most vulnerable and to put in place mechanisms and development opportunities to reduce the impact of welfare reform and poverty ▪ Implement and manage the skills pipeline (£5M ESF project) ▪ Roll out network of employability hubs and integrate into pipeline ▪ Implement recommendations of Modern Apprentice review and meet annual target for new starts ▪ Submit funding application and, if successful, implement financial inclusion strategy ▪ Produce new North Ayrshire socio-economic briefing ▪ Develop placemaking approach ▪ Launch and implementation of new social enterprise strategy and action plan
Service Transformation	▪ Tourism bed nights within North Ayrshire have increased ▪ Tourism visitor numbers ▪ Number of jobs created by business in North Ayrshire supported by Business Support and Development ▪ Number of businesses actively account managed by Business Support and Development ▪ Number of businesses receiving support from Business Support and Development ▪ Number of volunteers who are active in Community and Culture and Third Sector Interface activities ▪ Sqm of business space created ▪ Hectares of vacant/derelict land developed ▪ Number of jobs forecast through secured investment ▪ Value of investment secured for North Ayrshire	▪ Relaunch the North Ayrshire and collaborative pan-Ayrshire tourism approach ▪ Revolutionise business support through Team North Ayrshire ▪ Integrate cultural, leisure and sports development within arms-length organisation ▪ Reshape the North Ayrshire regeneration approach and structure (post URC) ▪ Develop structures for management and ownership of URC acquired assets ▪ Delivery of a URC legacy plan ▪ Transition Children and Families outreach service into information and advice service

Best in Class	▪ LGBF Cost per visit and Customer Satisfaction Levels (Libraries, Museums & Galleries, Parks & Open Spaces, Trading Standards & Environmental Health, Leisure Services, Economic Growth) Please see section 6.1 ▪ External recognition and awards ▪ Number of community groups accessing support and guidance provided by Connected Communities ▪ Number of adults accessing adult learning opportunities provided by Connected Communities ▪ Number of participants accessing Connected Communities youth programmes - Youth work ▪ % of Customers Satisfied with Planning Services ▪ Town centre footfall	▪ Achieving our 2020 Challenge: Meeting customer expectations by delivering excellent and innovative services in challenging times ▪ Nurture and support arts, sports, cultural and heritage opportunities to increase civic pride ▪ Promote healthy and active lifestyles to increase health and well-being and to develop participation in sport ▪ Delivery of e-Buildings Standards in conjunction with Scottish Government ▪ Maintain performance in the decision times on planning applications
Essential Ingredients	▪ Sickness absence days per employee (E&C) per FTE ▪ Employee engagement level (E&C) ▪ Leverage of External funding	▪ Improving our Employee Engagement ▪ Develop and action plan of projects across the Directorate resulting from the Lean Six Sigma training ▪ Develop and implement the external funding strategy ▪ Develop suite of customer satisfaction and stakeholder perception measures

4 What we do

The directorate provides a wide range of services through 9 integrated delivery areas led by Caitriona McAuley – Head of Economic Growth and Audrey Sutton – Head of Connected Communities, designed to deliver increased benefits to our customers through increased synergy and impact among these services.

4.1 Economic Growth

This service falls within the service delivery area of Caitriona McAuley – Head of Economic Growth.

Manager:	Matthew Strachan Business Development & Support
Number of Staff:	13
Location:	Cunninghame House

Manager:	Alasdair Laurenson Regeneration
Number of Staff:	13
Location:	Cunninghame House

Manager:	James Miller Planning Services
Number of Staff:	16
Location:	Cunninghame House

Manager:	Scott McKenzie Protective Services
Number of Staff:	36
Location:	Cunninghame House

Manager:	Greig Robson Employability & Skills
Number of Staff:	17
Location:	Cunninghame House

4.1.1 Purpose

The Business Development Team is responsible for: designing a Business Support Offering for North Ayrshire (Team North Ayrshire); providing tailored support to business and inward investors; implementing the business focused recommendations from the ED&R Board; delivering the Business Gateway service, including leading on strategic relationships with all other Team North Ayrshire partners; developing strategy for key sectors within North and developing support for

Social and Community Enterprises in conjunction with Connected Communities; the promotion of North Ayrshire as "the Place to Be" by marketing key assets nationally and internationally through the delivery of our International strategy.

The Regeneration Team is responsible for: leading the Ayrshire Growth Deal within NAC; developing and regenerating the economy and communities of North Ayrshire by creating the conditions for new investment and employment; the promotion of physical regeneration projects; the promotion of our town centres; the development and implementation of area based regeneration plans in partnership with our communities; and, securing external funding. The team also are responsible for Active Travel and Transport Strategy.

The Planning Service is responsible for: statutory and informal advice and guidance on sustainable economic development and land use; the protection and enhancement of the natural and built environment, through the implementation and enforcement of the Planning Acts and associated legislation. The Service is also responsible for the production of the North Ayrshire Local Development Plan, Digital Strategy and Connectivity.

Protective Services is responsible for Building Standards (health, safety, welfare and convenience in and around buildings and structures; energy efficiency; enforcement in relation to dangerous buildings and the Council's Corporate Land and Property Gazetteer); Environmental Health (food safety, health & safety, pollution control, public health, port health and pest/dog control); and Trading Standards (legal compliance amongst businesses for the goods and service they provide, along with animal welfare standards).

Employability and Skills provides advice, guidance and support to individuals to gain and retain employment and to support the business team to achieve their purpose of meeting business skills' needs. The Employability Team also manage the Council's Modern Apprenticeship programme, the development of a network of Employability Hubs, the Employability Skills Pipeline, the provision of socio-economic reports and leading the Council response on Welfare Reform.

4.1.2 Activities

The main activities of the service in 2016/17 will be:

Business Development & Support

- Team North Ayrshire Account Management
- International Strategy
- Innovation
- Early Stage Growth
- Social Enterprise Development
- Delivery of Business Gateway in North Ayrshire

Regeneration

- Ayrshire Growth Deal
- Irvine Bay URC wind-up
- Joint Place/E&C investment and regeneration programme
- Developing new models for regeneration
- Implement transport and Active Travel projects as set out in relevant strategies
- Expenditure of Vacant and Derelict Land Funding

Planning Services

- Continue to support the implementation of the Local Development Plan and other regeneration activities through the determination of planning applications and continue to be to be a top performing planning authority within Scotland;
- Protect the local built and natural environment through the investigation of potential breaches of planning control;
- Process all application as timeously as possible to maintain 1st place ranking Planning Service.
- Undertake evidence gathering for LDP and preparation of main issues report.

Protective Services

- Determination of Building Warrant applications and Completion Certificates and associated site verification inspections;
- Food Safety, Health & Safety and Public Health and other such inspections and enforcement;
- Provide advice and enforcement to businesses and suppliers in relation to legal compliance in a variety of sectors.

Employability and Skills

- Employability Hubs
- Removing barriers to employment through contracted provision
- EU/Big Lottery/ Scottish Government Financial Skills programme
- Welfare Reform support
- Modern Apprentices

4.1.3 Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with	To deliver	Timescale
Business Development & Support		
Team North Ayrshire Partners	Best in Class Support Offer	Ongoing
Regeneration		
Caledonian Maritime Assets Ltd.	Brodick Harbour Redevelopment	2016
Field Studies Council	Millport Field Centre	Ongoing
Working for Irvine Together	Irvine Vision	Ongoing
Irvine Bay Regeneration Company	Irvine Enterprise Area; town centres	Ongoing
Scottish Government	Ayrshire Growth Deal	Ongoing
Scottish Enterprise	Irvine Enterprise Area	Ongoing
South Ayrshire Council	Ayrshire Growth Deal	Ongoing
East Ayrshire Council	Ayrshire Growth Deal	Ongoing
Highlands and Islands Enterprise	Brodick Harbour Redevelopment	2016
West of Scotland European Forum	ESIF Operational Programmes	Ongoing
Nuclear Decommissioning Authority	Millport Field Centre, Youth Employment Scheme.	Ongoing
Coastal Communities Fund	Millport Field Centre, Brodick Harbour Redevelopment, Marine Leisure project.	2016
Persimmon Homes	Montgomerie Park	Ongoing
Strathclyde Partnership for	Improving the availability, quality and	Ongoing

Transport	uptake of public transport	
North Ayrshire Outdoor Access Forum	Improved opportunities for and the promotion of outdoor access and active travel	2015 – 2018
Planning Services		
Development Industry	New development projects across the housing, commercial, tourism, energy and leisure sectors	Ongoing
Business and Commerce	An 'Open for Business' culture through advice and positive support for new development that provides employment and encourages sustainable economic growth within North Ayrshire.	Ongoing
Heads of Planning Scotland and Royal Town Planning Institute	An efficient and consistent approach to the application of Planning Services in Scotland.	Ongoing
Statutory and other Regulatory bodies e.g. SNH, SEPA, Historic Scotland, Transport Scotland, Scottish Water	A service that helps meet, improve and deliver the provision of services provided by regulatory bodies in order to protect the natural and built environment.	Ongoing
Scottish Government and their partner agencies	A robust regulatory framework that is fit for purpose and meets the needs of our communities.	Ongoing
North Ayrshire Council internal Services and their partners	A robust regulatory framework that is fit for purpose and meets the needs of our communities.	Ongoing
Communities within North Ayrshire	An open and fair regulatory framework that supports the implementation of the Local Development Plan and encourage development that supports the needs of communities	Ongoing
Irvine Bay Regeneration Company	Support the development of sustainable economic growth within the Irvine Bay area and specifically the Irvine Enterprise Area.	Ongoing

NHS Ayrshire & Arran	Support the development of the land and property assets	Ongoing
Protective Services		
Civil Contingencies Planning Liaison Group	A comprehensive range of proactive and reactive plans to cover all anticipated events	Ongoing
Local Authority Building Standards Scotland and the South West Scotland Building Standards Consortium	A predictable, consistent approach to the application of Building Standards in Scotland	Ongoing
NHS Ayrshire and Arran	All aspects of public health in relation to the Joint Health Protection Plan	Ongoing
Scottish Government and their partner agencies e.g. BSD, FSA, HSE; SEPA Food Standards Scotland	A robust regulatory framework across all of the service areas	Ongoing
NACAS	Effective intelligence in relation to all areas of business and compliance	Ongoing
SCOTSS & SOCOEHS	Co-ordinate the enforcement activities and share good working practices within Trading Standards and Environmental Health Services respectively	Ongoing
Business and Commerce	Advice and where required positive intervention for regulatory compliance and to enable a right first time approach	Ongoing
Employability and Skills		
Ayrshire College	Employability Hubs, Skills Pipeline	Ongoing
North Ayrshire Council internal Services and their partners	Employability Hubs, Skills Pipeline	Ongoing
Scottish Government and their partner agencies	Welfare Reform, Modern Apprenticeships	Ongoing
DWP	Welfare Reform, Employability Hub, Skills	Ongoing

	Pipeline	
Third Sector and employability skills providers	Employability Hubs, Skills Pipeline	Ongoing

4.1.4 Strategies

The directorate has a range of strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a planning period (3 years) including what we will do with our partner services and agencies to deliver those outcomes. The following Services have responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Business Development & Support				
International Strategy	Active FDI Location with top position within Scotland	2014/15	2018	Annual
	Greater Glasgow's back office and life sciences hub	2014/15	2020	Annual
	Increased export activity	2014/15	2018/19	Annual
Innovation Strategy	To increase innovation and R&D activity within business base	2015	Ongoing	Annual
ED&R Strategy Refresh	Development of Business Competitiveness	2016	2019	Annual
Regeneration				
ED&R Strategy Refresh	Increased employment and inward investment	2016	2019	Annual
Irvine Vision	Vision for the future of Irvine and framework for community involvement/ action	2015	2025	

Vacant and Derelict Land Strategy	To secure the redevelopment or improvement of vacant and derelict land	2014		
Local Transport Strategy	To set out the strategic actions for improved transport connectivity and modal shift within North Ayrshire	2015	2020	2020
Naturally Active North Ayrshire	To provide the strategic direction and vision for outdoor access and active travel	January 2015	January 2020	January 2020
Planning				
Local Development Plan	To provide the land use framework for future development of North Ayrshire	2014	2019	By 2019
Protective Services				
Joint Health Protection Plan	Ensure resilience in responding to public health incidents	2016	2018	
Private Water Strategy	Ensure the safety and improvement of private water supplies	2016		
Scottish Regulators Strategic Code of Practice	Achieving sustainable economic growth within the regulatory frameworks	2015		
Employability & Skills				
Developing Scotland's Young Workforce	Positive destinations and careers for young people	2013	ongoing	annually

Welfare Reform	Support to secure employment for those affected by Welfare Reform	2013	ongoing	quarterly
Economic Development and Regeneration Strategy Refresh	Meeting Business Needs for skills	2016	2019	annually

4.2 Connected Communities

This service falls within the service delivery area of Audrey Sutton – Head of Connected Communities.

Manager:	John McKnight Community Development
Number of Staff (FTE):	79 - combined
Location:	Cunninghame House and various locations

Manager:	Jim McHarg Community Empowerment and Participation
Number of Staff (FTE):	79 - combined
Location:	Cunninghame House and various locations

Manager:	Rhona Arthur Information and Culture
Number of Staff (FTE):	128
Location:	Cunninghame House and various locations

Manager:	Vacant Tourism/Visitor Economy
Number of Staff (FTE):	3
Location:	Cunninghame House and various locations

4.2.1 Purpose

Community Development works to ensure that individuals and groups, including young people, have the rights skills and opportunities to participate fully in their communities and to develop and promote citizenship, health, sport, well-being and civic pride. This includes opportunities for volunteering and to develop leadership skills.

Community Empowerment and Participation supports the development of Locality Planning for the Community Planning Partnership, and the Community Empowerment Bill and the Strategic Learning Plan. This includes opportunities for community enterprise and participation in local democracy and community activity.

Information and Cultural Services add value to people's lives through participation in libraries, culture and the arts, heritage and museums, community facilities such as Saltcoats Town Hall and community centres, Eglinton Country Park, Children's literacies and arts as well as health and wellbeing and play. These services offer opportunities for life-enriching volunteering, digital participation, nurturing the creative industries and link strategically to employability, tourism, community and individual development and the health and wellbeing agenda.

Tourism/Visitor Economy will develop a new tourism approach which establishes a North Ayrshire focus on marine and coastal tourism opportunities while continuing to develop a pan-Ayrshire collaborative approach to marketing and promotion and major projects through the Ayrshire Growth Deal. The team will support and promote the local tourism industry and events and develop places where people are proud to live and visit. This includes engaging with and consulting our residents and visitors to ensure services and activities are focussed on their needs.

4.2.2 Activities

The main activities of the service in 2016/17 will be:

Community Development

- Active Communities Strategy 2016-2021 and Framework Plans
- Integration of sports development and Active Schools with KA Leisure to ensure better outcomes for schools and communities;
- The development of Community Sport Hubs;
- The refresh of the Sports Facilities Strategy 2016-2021
- Raising attainment in schools through participation in physical activity, sport, dance and drama

- The development and delivery of the key priorities for children and young people, which are youth work, participation, citizenship, outdoor education and learning, including locality youth forums and European partnerships;
- Work with the third and voluntary sector to develop service provision in partnership with our communities;
- Support for locality partnerships;
- The ongoing development of the Arran Outdoor Education Centre.

Community Empowerment and Participation

- The development of the locality approach, including participation and empowerment, which is key to ensuring that communities play a central role in placemaking and shaping local priorities. Connected Communities will play a key role in the development of community networks to ensure full local participation in the development of locality plans;
- Support for locality partnerships;
- The review and re-establishment of Community Councils;
- The introduction and establishment of Participatory Budgeting;
- Working in partnership with the third and voluntary sectors to identify more effective ways of delivering relevant services at a local level, including work with community associations;
- The delivery of Strategic Learning Plan, which includes literacy and digital participation.

Information and Culture

- Information and Culture
- The development of an integrated, arms length approach to delivering libraries and cultural services;
- Development and delivery of library services to support reading and literacy development, lifelong learning and access to business community and health information, based on neighbourhood local requirements;
- Development of a cultural strategy;
- Launch of Saltcoats Town Hall and Irvine Townhouse and Portal as community venues;
- Development of community facilities such as halls and centres;
- CARIS childcare information service for Ayrshire, children's literacies, play and parenting;
- Development and delivery of culture and the arts to widen participation and understanding and nurture networks to support local artists and creative industries;

- Development and delivery of heritage and museums with partners and to widen understanding and participation, as well as conservation and promotion;
- Develop Eglinton Country Park through a Master Plan and contribute to Local Biodiversity Action Plan outcomes;
- Continued delivery of North Ayrshire Gaelic Language Plan; and
- Support for locality partnerships.

Visitor Economy/Tourism

- Development of a new North Ayrshire and pan-Ayrshire collaborative tourism approach and action plan;
- Development of marine and coastal tourism offer for North Ayrshire and as an Ayrshire Growth Deal project;
- Development of an events strategy and forum;
- Review and implementation of the most effective approaches to service delivery to ensure support for the sector;
- Programme of engagement with and consultation residents and visitors to ensure services and activities are focussed on their needs.

4.2.3 Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with	To deliver	Timescale
Community Development		
North Ayrshire Council Education and Youth Employment	Delivery of accredited youth work and Arran Outdoor Education Centre Programmes	Ongoing
sportscotland	Active Schools Programme Education and Youth Employment	2015-2019
The Duke of Edinburgh's Award Scheme Scotland	D or E Award Scheme for young people aged 13 to 25 years.	Ongoing
Creative Scotland and local cultural partnerships		Ongoing
KA Leisure	Improved access to sport and physical	Ongoing

	activity	
Police Scotland	Volunteering and Capacity Building	Ongoing
NHS Ayrshire & Arran	Engagement and Consultation Portal	Ongoing
Sportscotland	NAC/KA Partnership Agreement Active Communities Strategy 2016-2021	2015-2019 2016-2021
Community Empowerment and Participation		
The Ayrshire Community Trust (TACT)	Volunteering and Capacity Building Engagement and Consultation Portal	Ongoing
Ayrshire College	English for Speakers of Other Languages/Literacies/Employability	Ongoing
DWP (Job Centre Plus)	Employment Hubs and Employment Support Projects	Ongoing
North Ayrshire Council Education and Youth Employment	Strategic Learning Plan, Family Learning	Ongoing
Scottish Government	Strategic Learning Plan	Ongoing
CPP partners, including internal NAC partners	Locality Planning and Strategic Learning Plan	Ongoing
North Ayrshire communities, groups and individuals	Locality Planning and Strategic Learning Plan	Ongoing
Information and Culture		
NHS Ayrshire and Arran and Macmillan Cancer Information and Support Services	Improved Wellbeing and Health Information in Libraries	Ongoing
Scottish Libraries and Information Council	Library strategy and development	Ongoing
Job Centre Plus and local employability partners	Digital access and Stevenston Employment Hub to mitigate impact of Welfare Reform	Ongoing

Creative Scotland and local cultural partnerships	Improved access to culture and the arts	Ongoing
TACT	Increased opportunities for volunteering	Ongoing
Bord na Gaidhlig	Development and implementation of Gaelic Plan	Ongoing
Out of School Care, schools, parenting and play groups	Healthy Start, positive play and early intervention to improve children's literacies	Ongoing
Ayrshire Youth Arts Network	'Time to Shine' Scottish Youth Arts Strategy and improve access and participation in the arts for young people aged 0 - 25 across Ayrshire	2014 - 2017
Museums and Galleries Scotland Museums Forum	Going Further: the National Strategy for Museums and Galleries in Scotland and widen access to North Ayrshire heritage	Ongoing
Ayrshire Youth Arts Network	'Time to Shine' Scottish Youth Arts Strategy and improve access and participation in the arts for young people aged 0 - 25 across Ayrshire	Ongoing
Ayrshire Archives	Access to North, South East Ayrshire Council's individual and joint collections	Ongoing
Historic Environment Scotland	Significant historic collections and archives, and ancient buildings and sites of significant importance	Ongoing
Tourism/Visitor Economy		
Visit Arran		Ongoing
Visit Scotland	Partnership with national agency to deliver digital marketing and promotion of regional tourism product	Ongoing
East Ayrshire Council	Pan-Ayrshire collaborative relationship	Ongoing
South Ayrshire Council	Pan-Ayrshire collaborative relationship	Ongoing
Ayrshire Golf	Partnership with South Ayrshire Council	Ongoing
Industry partners	Collaborative approach to tourism development	Ongoing
Scottish Enterprise	Development of tourism opportunities	Ongoing

4.2.4 Strategies

The directorate has a range of strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a planning period (3 years) including what we will do with our partner services and agencies to deliver those outcomes. The following Services have responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Information & Culture				
Library Strategy	Improved library experiences; Increased customer satisfaction	2014		Annual
Cultural Strategy	Increased cultural participation locally; Improved access to information and skills for participants; Increased confidence and sense of connection to place.	Under development		
Eglinton Park Master Plan	Improve the ambition and sustainability, including infrastructure, of Eglinton Park visitor attractions	2015	2020	Annual
Play Strategy	Develop and promote play in North Ayrshire, including building the capacity of partners	2006		Annual

Community Development and Community Empowerment and Participation				
CLD Regulations 2013	Ensuring communities– particularly the disadvantaged – have access to the CLD support they need; Strengthening co-ordination between the full range of CLD providers, ensuring that CPPs, local authorities and other providers of public services respond appropriately to the expectations set by the CLD plan.	2013		
National Youth Work Strategy 2014-19	Ensuring young people have the best opportunities to participate in society	2014	2019	
Statement of Ambition for Adult Learning	Ensuring young people have the best opportunities to participate in society	2015	2019	2018
Community Empowerment Bill June 2015	Communities are empowered to boost local democratic participation, increase confidence and skills among local people	2015		
North Ayrshire Community Learning and Development Plan	Improved life chances and stronger more resilient communities	Sep 2015	2018	2016

Community Asset Transfer Strategy	Building the capacity and confidence of community organisations and groups to explore the potential to undertake local management of Community buildings and facilities			
North Ayrshire Active Communities Strategy 2016-2021	Opportunities – to continue to promote and provide opportunities for participation in regular physical activity and sport for the community of North Ayrshire.	2016	2021	2018
North Ayrshire Council, sportscotland Partnership Agreement 2015 - 2019	Ensuring there are more and higher quality opportunities to participate in sport	2015	2019	2017
Tourism/Visitor Economy				
ED&R Strategy	Refreshed North Ayrshire approach to marine and coastal tourism	In development	Ongoing	
North Ayrshire Tourism Action Plan	North Ayrshire action plan and pan-Ayrshire collaborative approach	In development	Ongoing	
Ayrshire Growth Deal	Ayrshire maritime tourism projects	In development	Ongoing	
Awakening the Giant – Marine Tourism Strategy for Scotland	Framework for marine tourism developments	2015	Ongoing	

5 Our Journey from Good to Great

We believe in continual improvement and constantly look to develop what we do for the community as well as ensure that we provide value for money. To achieve this improvement we seek information from our community about their satisfaction and encourage feedback from our staff, and partner organisations.

We gather information and undertake a range of audits and self-assessments, by external bodies and internally. In November 2015 we carried out a self-assessment using an EFQM Enabler Map approach and this, together with the Peer Review Meetings has helped to provide a systematic approach and robust assessment of the new Directorate. This has been used to assist us to understand our strengths and identify areas for improvement and inform our plans.

Our journey from Good to Great will also involve reshaping our finances, exploring at new models for service delivery and reforming the way we work. We want to do that by working with the public, North Ayrshire businesses, and other public bodies, and, of course, our staff. We have set up an Employee Engagement Forum, with representation from across the Directorate to ensure that there is a clear, formal mechanism to gather staff ideas and views.

Good to Great Themes

COMMUNITIES

- Implement our locality planning approach, to ensure that communities are involved in decision making, by establishing 6 Locality Partnerships
- Develop 6 Locality Plans
- Review and support Community Councils
- Support and develop community capacity, empowerment and leadership, including work with young people, citizenship, participation and enterprise
- Continue to implement our Young People's Citizenship and Participation Strategy
- Work with Scottish Government to create and pilot a diagnostic tool to assist in developing our approach to inclusive growth
- Work closely with communities and making better use of evidence to identify the most vulnerable and to put in place mechanisms and development opportunities to reduce the impact of welfare reform and poverty
- Develop and implement our Financial Inclusion Strategy
- Nurture and support arts, sports, cultural and heritage opportunities to increase civic pride
- Promote healthy and active lifestyles to increase health and well-being and to develop participation in sport

PLACES

- Develop placemaking approach
- Relaunch the North Ayrshire and collaborative pan-Ayrshire tourism approach
- Reshape the North Ayrshire regeneration approach (post URC)
- Develop structures for management and ownership of URC acquired assets
- Delivery of a URC legacy plan
- Town centre footfall

PARTNERSHIPS

- Submission of Ayrshire Growth Deal prospectus
- Submission of Ayrshire Growth Deal outline business case
- Development of Ayrshire Growth Deal projects
- Implement and manage the skills pipeline (£5M ESF project)
- Roll out network of employability hubs and integrate into pipeline
- Submit funding application and, if successful, implement financial inclusion strategy
- Produce new North Ayrshire socio-economic briefing
- Revolutionise business support through Team North Ayrshire

- Enable the provision of commercial development within strategic investment sites that will provide the right support for inward investment, business expansion and inclusive growth
- Develop a process for establishing participation requests
- Introduce Participatory Budgeting
- Launch and implementation of new social enterprise strategy and action plan
- Transition Children and Families outreach service into information and advice service
- Delivery of e-Buildings Standards in conjunction with Scottish Government
- Maintain performance in the decision times on planning applications
- Develop and action plan of projects across the Directorate resulting from the Lean Six Sigma training
- Develop and implement the external funding strategy
- Develop suite of customer satisfaction and stakeholder perception measures

- Implement recommendations of Modern Apprentice review and meet annual target for new starts
- Integrate cultural, leisure and sports development with arms-length organisation
- Achieving our 2020 Challenge: Meeting customer expectations by delivering excellent and innovative services in challenging times
- Improving our Employee Engagement

5.1 Managing our Risks

We start our planning journey by assessing our risks. We use information from past performance to learn for the future. This includes information from our analysis following incidents, reviews undertaken by statutory bodies such as the Accounts Commission and feedback from the public, North Ayrshire businesses and, of course, our staff.

We also try to anticipate what will happen in the future, for example changes in legislation, the population and the economic situation.

Key risks are identified, recorded and monitored within the Council's risk register.

This plan tells you what our risks are, how we have identified them and how we intend to reduce them to help us improve the lives of North Ayrshire people and develop stronger communities.

The risks for Economy and Communities are:

- E&C-1 Economic Inequalities
- E&C-2 Partnership Working
- E&C-3 Community Empowerment and Capacity Building
- E&C-4 Arran Outdoor Education Centre

Further details can be found in appendix 7.

5.2 Equalities

Economy and Communities is committed to fulfilling its statutory duty when developing policies and delivering our services. The Council has a framework in place for carrying out Equality Impact Assessments (EIAs) to ensure that there is no discrimination against any of the different groups (under the protected characteristics) within the community and that equality is promoted. It is important that Equality Impact Assessments are carried out in the early development stages of a new policy or procedure.

By carrying out EIAs when developing policies, we will:

- Improve the quality of services by making sure they are suitable and accessible to everyone.
- Identify any possible discrimination which may exist and means of overcoming these;
- Help to develop good practice and achieve best value;
- Promote equal opportunities and good relations between groups.

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
Encouraging more disabled people into work and training	Supporting uptake of opportunities through Employability Hubs
The incidence of violence against women is reduced	Joint work on new Strategy
The incidence of hate crime is reduced	Partnership activities with Police Scotland
Older people are more active and independent in their communities	Path networks are improved for all abilities access for active travel, everyday journeys and recreation; activities are developed by the Connected Communities to prevent isolation and to increase mental and physical activity
Vulnerable people have improved access to financial advice, services and products	Addressed in part by actions undertaken in response to Welfare Reform
More young people are leaving schools for positive, sustained destinations	Joint work with Education and Youth Employment to ensure not just the first positive destination but the subsequent destinations for training and employment
Pupils feel safer in schools	Support 14 Healthy Start Clubs; establishment of youth participation strategies in schools
More Council employees are working flexibly	Provide access to computers and wi-fi through libraries
Employees are able to respond more confidently and appropriately to the needs of colleagues and customers	Participate in Customer Services Forum and support the implementation of the Customer Charter
	Take part in learning and development opportunities and PPD

5.2.1 Equality Impact Assessments

The directorate has completed Equality Impact Assessments for new or revised policies and procedures relating to:

- LGBT Charter Mark and LGBT Youth Provision
- Children and families – Literacies, Play and Health and Wellbeing
- Healthy Start
- Library Opening Hours

6 Delivery

Details of the actions that the directorate will deliver during 2015/2018 are shown within this section, together with the associated performance indicators and risks. In line with the rest of the plan, the actions and indicators are linked to the Good to Great themes and associated areas of focus.

Directorate performance can also be measured and compared through the Local Government Benchmarking Framework (LGBF) which scrutinises areas such as cost and customer satisfaction in Libraries, Museums & Galleries, Parks & Open Spaces, Trading Standards & Environmental Health, Leisure Services, Economic Development

A further indication is External Recognition and Awards which are monitored and reported monthly within the corporate framework and available on the Council website.

6.1 Performance Indicators

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
2				✓	✓	CC_03	The number of local and neighbourhood plans agreed by communities	n/a	n/a		25	25	28	31	Connected Communities
2		✓	✓	✓	✓	CC_04	The number of community management and ownership initiatives	n/a	n/a	3	1	3	5	5	Connected Communities

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
2			✓	✓	✓	CC_05	The number of people who are accessing the opportunities and support they need in their local area	n/a	n/a	799	799	1000	1100	1150	Connected Communities
1					✓	SP_DE_08	Unemployed people participating in council funded/operated employability programmes	n/a	n/a	1,263			1435	1435	Economic Growth
1					✓	SP_DE_A03	Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	1,119	962			750	765	765	Economic Growth

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
1		✓			✓	EG20	Number of unemployed people registered with employability hubs	n/a	n/a	n/a		n/a	900	1200	Economy & Communities
1					✓	SP_FCS_P_B01	Number of modern apprentices on North Ayrshire Council programmes at 31 March	140	103				85	85	Economic Growth
3				✓		CC_01	The number of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	n/a	n/a			400	400	400	Connected Communities
1,2			✓	✓	✓	EG_13	Tourism bed nights within North Ayrshire have increased	n/a	n/a	496,000	496,000		489,600		Connected Communities

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
1,2			✓	✓	✓	SOA_WNA 15	Tourism visitor numbers	1,123 ,960				1,171,3 33	1,171,33 3		Connected Communities
1		✓			✓	EG21	Number of jobs created by business in North Ayrshire supported by Business Development	n/a	n/a	n/a		n/a	333	333	Economic Growth
1		✓			✓	EG22	Number of businesses actively account managed by Business Support and Development	n/a	n/a	n/a		n/a	215	235	Economic Growth
1		✓			✓	EG23	Number of businesses receiving support from Business Support and Development	n/a	n/a	n/a		n/a	400	400	Economic Growth

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
2			✓	✓	✓	CC_09	Number of volunteers who are active in Community and Culture and Third Sector Interface activities	n/a	n/a	7585	7000	7000	7000	7000	Connected Communities
1			✓		✓	EG24	Sqm of business space created	n/a	n/a	n/a		n/a			Economic Growth
1&2			✓	✓	✓	SP_DE_05	Hectares of vacant/derelict land developed	n/a	8.24						Economic Growth
1	✓			✓	✓	EG25	Number of jobs forecast through secured investment	n/a	n/a	n/a		n/a			Economic Growth
Enabler		✓				EG26	Value of investment secured for North Ayrshire	n/a	n/a	n/a		n/a			Economic Growth

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
1	✓		✓	✓		SOL_C&L05b	% of adults satisfied with parks and open spaces	93%	93%						Place / Connected Communities
1-5		✓	✓	✓	✓	SENV05a	Cost of Trading Standards per 1000 population £	£5,433.83	£5,027.48						Economic Growth
1-5		✓	✓	✓	✓	SENV05b	Cost of Environmental Health per 1,000 population £	£13,862.11	£11,835.84						Economic Growth
4		✓	✓	✓	✓	SOL_C&L01	Cost per attendance at sports facilities £	£2.28	£2.15						KA Leisure / Connected Communities
1, 2 & 3		✓		✓		SOL-C&L02	Cost per library visit £	£1.57	£1.52						Connected Communities

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
2 & 3		✓		✓		SOL_C&L03	Cost per museum visit £	£0.16	£0.38						Connected Communities
1, 2 & 3	✓			✓		SOL_C&L05a	% of adults satisfied with libraries	93%	93%						Connected Communities
2 & 3	✓			✓		SOL_C&L05c	% of adults satisfied with museums and galleries	85%	79%						Connected Communities
4	✓			✓		SOL_C&L05d	% of adults satisfied with leisure facilities	83%	72%						KA Leisure / Connected Communities
2		✓		✓		CC_02	Number of community groups accessing support and guidance provided by Connected Communities	n/a	n/a	588	500	500	500	525	Connected Communities

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
3				✓	✓	CC_08	Number of adults accessing adult learning opportunities provided by Connected Communities	n/a	n/a	63588	60000	45,000	37,500	35,000	Connected Communities
2				✓	✓	SP_ES_P_A13	Number of participants accessing Connected Communities youth programmes - Youth work	8,620	25,220		29,392	25,000	25,000	25,000	Connected Communities
1	✓	✓	✓		✓	EG27	% of Customers Satisfied with Planning Services	n/a	n/a	n/a		n/a	50%	50%	Economic Growth
1-5			✓	✓	✓	EG_10	Town centre footfall	n/a	345,319 (Q4 only)		1.393m	1.393m	1.395m		Connected Communities

Strategic Priorities	Good to Great Themes					Indicator Ref	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		15/16	16/17	17/18	
Enabler	✓					EC_03	Sickness absence days per employee (E&C) per FTE	n/a	n/a	7.52	5.5	7.52			Economy & Communities
Enabler	✓					EC_05	Employee engagement level (E&C)	n/a	n/a	77.3%	75%	77.3%			Economy & Communities
Enabler	✓					EG_11	Leverage of External funding	n/a	£1.9m		£1.9m				Economy & Communities

6.2 Actions

Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
1	✓	✓	✓			E&C_16/17_A01	Submission of Ayrshire Growth Deal prospectus	A successful funding application	Economic Growth	1,2
1	✓	✓	✓			E&C_16/17_A02	Submission of Ayrshire Growth Deal outline business case	A successful funding application, wide range of partners, agreed governance and clear implementation plans	Economic Growth	1,2
1	✓	✓	✓			E&C_16/17_A03	Development of Ayrshire Growth Deal projects	Agreed projects with a wide range of partners and clear implementation plans	Economic Growth	1,2
1	✓	✓	✓			E&C_16/17_A04	Enable the provision of commercial development within strategic investment sites that will provide the right support for inward investment, business expansion and inclusive growth	Increased number of businesses and increased jobs	Economic Growth	1,2

Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
2	✓		✓			E&C_16/17_A05	Implement our locality planning approach, to ensure that communities are involved in decision making, by establishing 6 Locality Partnerships	Each neighbourhood will have a programme of meetings and consultation events will be held regularly and will be supported by a cross section of the community	Connected Communities	2,3
2	✓		✓			E&C_16/17_A06	Develop 6 Locality Plans	Each neighbourhood will have clear plans in place	Connected Communities	2,3
2	✓		✓	✓		E&C_16/17_A07	Introduce Participatory Budgeting	A range of PB projects and partnerships, with community interest in further PB	Connected Communities	2,3
2	✓		✓			E&C_16/17_A08	Review and support Community Councils	Links to Locality Partnerships and revitalised Community Councils	Connected Communities	2,3

Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
2	✓		✓			E&C_16/17_A09	Support and develop community capacity, empowerment and leadership, including work with young people, citizenship, participation and enterprise	An increased leadership base will be developed in communities, and strong links will be forged with individuals and groups in communities leading to increased productivity in terms of projects, businesses and events	Connected Communities	2,3
	✓		✓			E&C_16/17_A10	Continue to implement our Young People's Citizenship and Participation Strategy	Increased levels of participation	Connected Communities	2,3
2	✓		✓	✓		E&C_16/17_A11	Develop a process for establishing participation requests	A clear process for identifying, measuring, supporting and reporting participation requests is made developed and promoted	Connected Communities	2,3

Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
2	✓	✓		✓	✓	E&C_16/17_A12	Work with Scottish Government to create and pilot a diagnostic tool to assist in developing our approach to inclusive growth	Clear approach with effective tool	Economic Growth	1,2
2	✓		✓			E&C_16/17_A13	Working closely with communities and making better use of evidence to identify the most vulnerable and to put in place mechanisms and development opportunities to reduce the impact of welfare reform and poverty	Implementation of partnership approaches mitigating against social and economic pressure; so vulnerable individuals and communities feel supported and enabled to make choices	Economic Growth	1,2
2	✓		✓			E&C_16/17_A14	Implement and manage the skills pipeline (£5M ESF project)	Implementation of planned project	Economic Growth	1,2

Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
2	✓		✓			E&C_16/17_A15	Roll out network of employability hubs and integrate into pipeline	Increased number of hubs and clients, supported by a wide range of partners	Economic Growth	1,2
2	✓		✓			E&C_16/17_A16	Implement recommendations of Modern Apprentice review and meet annual target for new starts	Number of Modern Apprenticeships and increased skills	Economic Growth	1,2
1-5	✓			✓		E&C_16/17_A17	Submit funding application and, if successful, implement financial inclusion strategy	Implemented Financial Strategy and increasing number of clients	Economic Growth	1
1-5	✓	✓	✓	✓	✓	E&C_16/17_A18	Produce new North Ayrshire socio-economic briefing	Biannual reports	Economic Growth	1
1-5	✓	✓	✓			E&C_16/17_A19	Develop placemaking approach	Number of projects and engaged communities	Economic Growth	1, 2 & 3

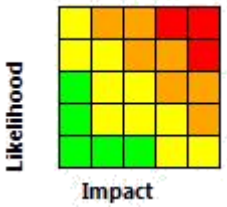
Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
1-5	✓	✓	✓			E&C_16/17_A20	Launch and implementation of new social enterprise strategy and action plan	Implemented social enterprise strategy and increasing number of clients	Economic Growth	1
1-5	✓	✓	✓	✓		E&C_16/17_A21	Relaunch the North Ayrshire and collaborative pan-Ayrshire tourism approach	Increased number of visitors to North Ayrshire, Increased tourism partners	Connected Communities	1,2
			✓	✓	✓	E&C_16/17_A22	Revolutionise business support through Team North Ayrshire	Significant increase in business growth in North Ayrshire	Economic Growth	1,2
1-5	✓		✓		✓	E&C_16/17_A23	Integrate cultural, leisure and sports development with arms-length organisation	Agreed Business Plan, TUPE of staff	Connected Communities	3
1-5	✓	✓	✓	✓		E&C_16/17_A24	Reshape the North Ayrshire regeneration approach and structure (post URC)	Integrating our approaches for tourism, business development, land use, investment and community involvement	Economic Growth	1,2

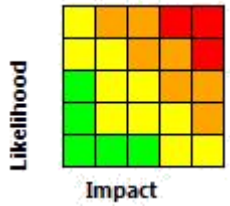
Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
1-5	✓	✓	✓	✓		E&C_16/17_A25	Develop structures for management and ownership of URC acquired assets		Economic Growth	1,2
1-5	✓	✓	✓	✓		E&C_16/17_A26	Delivery of a URC legacy plan		Economic Growth	1,2
2	✓	✓		✓	✓	E&C_16/17_A27	Transition Children and Families outreach service into information and advice service	Effective information and advice service	Connected Communities	1,2
1-5			✓	✓	✓	E&C_16/17_A28	Achieving our 2020 Challenge: Meeting customer expectations by delivering excellent and innovative services in challenging times	Efficient and effective services Top quartile performance High customer satisfaction levels	Economic Growth / Connected Communities	1-4
2-5	✓	✓	✓	✓	✓	E&C_16/17_A29	Nurture and support arts, sports, cultural and heritage opportunities to increase civic pride	Increased participation in cultural and heritage and sports, leading to higher levels of satisfaction, confidence and wellbeing	Connected Communities	2,3

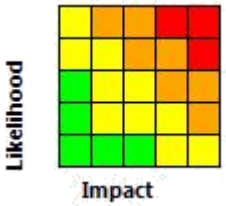
Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
2-5	✓	✓	✓			E&C_16/17_A30	Promote healthy and active lifestyles to increase health and well-being and to develop participation in sport	Increased participation in cultural and heritage and sports, leading to higher levels of satisfaction, confidence and wellbeing	Connected Communities	2,3
1-5			✓	✓		E&C_16/17_A31	Delivery of e-Buildings Standards in conjunction with Scottish Government	Higher levels of satisfaction	Economic Growth	1,2, & 3
1-5			✓	✓		E&C_16/17_A32	Maintain performance in the decision times on planning applications	Higher levels of satisfaction	Economic Growth	1,2, &3
1-5					✓	E&C_16/17_A33	Improving our Employee Engagement	Reduced sickness absence Increased levels of Employee Engagement in annual survey	Economic Growth / Connected Communities	1-4
1-5					✓	E&C_16/17_A34	Develop and action plan of projects across the Directorate resulting from the Lean Six Sigma training	Clear action plan and project delivery	Economic Growth / Connected Communities	1-4

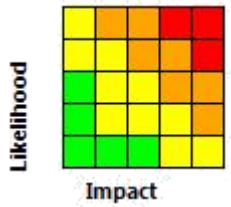
Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Linked to Risk
	People	Processes	Places	Communities	Partnerships					
1-5		✓			✓	E&C_16/17_A35	Develop and implement the external funding strategy	Clear action plan and project delivery	Economic Growth / Connected Communities	1-4
1-5	✓	✓			✓	E&C_16/17_A36	Develop suite of customer satisfaction and stakeholder perception measures	Clear action plan and project delivery	Economic Growth / Connected Communities	1-4

7 Risk Appendix

Risk Code & Title	E&C -1 Economic Inequalities	Current Risk Matrix
Risk	North Ayrshire has for a sustained period of time experienced a continued increase in the level of unemployment and number of residents receiving key benefits. The economic downturn makes the interventions required by the Council, to halt and reverse this trend, both more difficult and of greater importance. Proposed welfare reforms, including the introduction of Universal Credit, will exacerbate local needs placing greater demands upon Council Services at a time when budgets are under significant pressure. A focus on economic regeneration and effective targeting of resources is essential to maximise opportunity and minimise the impact of the current economic climate on our communities.	
Consequence	The risk is that failure to address the current challenges will result in increased levels of deprivation, failure to improve the health and wellbeing of our communities and higher demand for Council Services.	**Current Risk Score**
Current Controls	The Council is lobbying for resources at a national level through the Ayrshire Growth Deal, and is prepared to better target local resources, in recognition of the particular challenges facing North Ayrshire. This will drive a new capital programme of investment designed to regenerate North Ayrshire towns is also being delivered. The Council has developed a strategy to tackle inequalities and is developing a Financial Strategy. Stevenston Employability Hub has opened and more Hubs are planned to support those accessing welfare benefits and seeking work. The Economic Regeneration Strategy has been refreshed to target resources to prioritised areas of development by working in partnership with other stakeholders. A new employment offer to focus on supporting residents into work led to increased focus on business development and in particular to the introduction of Team North Ayrshire which aims to make the most of partner resources across North Ayrshire and with a particular focus on Growth companies. As well as a marketing campaign to promote North Ayrshire as a place to live, work and invest. Development of a new business support offer aimed at supporting existing businesses to grow. A clear focus on targeted skills and employment provision to meet the needs of local companies is also being agreed and an International Strategy is being implemented.	**18**

Risk Code & Title	E&C-2 Partnership Working	Current Risk Matrix
Risk	The risk to the service relates to the continued financial and funding pressures on partners which could be detrimental to effective partnership working.	
Consequence	This could result in the authority not realising the benefits realised through effective partnership working.	**Current Risk Score**
Current Controls	Connected Communities has continued to work closely with a wide range of partners in all areas of work and within the Community Planning Partnership. NAC staff are sensitive to the pressures of partner organisations and intervene where advice or support can be of assistance. For example, regular contact is kept with CPP partners, Out of School Care organisations, Sport Clubs and Healthy Start Clubs so that issues are identified and problems addressed with partnership input, where appropriate. The development of the 'Cultural Strategy' for North Ayrshire and work with Creative Scotland continues to develop the 'Place Partnership' which will deliver funding and strong cultural networks for the creative industries in North Ayrshire. Joint planning with providers of community based adult learning programmes is embedded at all levels and learners have a clear understanding of what's available in North Ayrshire branded learning centres.	**9**

Risk Code & Title	E&C-3 Community Empowerment and Capacity Building	Current Risk Matrix
Risk	The risk facing the authority is that the community benefits expected from the implementation of the Community Empowerment Act will not be developed as expected. Varying levels of support are required to empower community groups and organisations across the authority to achieve their aspirations. This support is being identified and resourced within the Council and the Community Planning Partnership. The development of community capacity and appropriate support mechanisms to allow local communities to determine their own objectives and have their voices heard in the planning and delivery of services is a key priority of North Ayrshire Council. The ability of communities and organisations to do this varies and the Council is committed to providing the appropriate support, according to local need, to ensure that communities are able to achieve their potential in this challenging economic climate. During 2015/16, the Council supported 6 locality planning workshops to assist with the development of the CPP's Locality Partnerships (also see 'Health Inequalities' risk above). These workshops were well supported by a wide range of groups and individuals and specifically discussed co-design and co-production of local services. The workshops have cemented readiness in locality for the new Partnerships to be launched at the beginning of 2016/17 and agreements have been reached on Terms of reference, planning and reporting and governance structures. Consultation and engagement with local communities was successfully completed in relation to the Irvine Vision, planning for the Townhouse and Portal in Irvine, changes to library opening hours and the Employability Hub at Stevenston Library.	
Consequence	This could potentially lead to some communities having greater influence in the planning and delivery of responsive services at the expense of others. The potential also exists for a difference between what the Council desires in terms of community ownership of assets and what communities themselves feel able and prepared to commit to and the agenda losing impetus.	**Current Risk Score**
Current Controls	Officers have been identified to work with Locality Partnership groups to ensure priorities are identified and action plans developed which are fair and achievable. Participatory Budgeting will be piloted in early 2016/17. Key groups are supported by officers, partnership groups and the Ayrshire Community Trust to identify their goals. Development and publication of guidance to support staff and community organisations in successfully completing 'Asset Transfer' requests, which has been used to support a number of community groups in preparing for asset transfer options or developing new projects across the area.	**12**

Risk Code & Title	E&C-4 Arran Outdoor Education Centre	Current Risk Matrix
Risk	There are three types of risks associated with the AOEC. The first is the service specific risk to users of the centre, predominantly children and young people from North Ayrshire schools, but increasingly including a range of family groups and other visitors. The second type of risk is that the centre is the resilience centre for the island, with one of the main generators in case of an adverse scenario e.g. extreme weather, and the centre being unusable for any reason would affect this status. The third type of risk is reputational damage following a serious incident involving users at the centre.	
Consequence	One risk is that the centre activities, predominantly outdoor and physical, should result in an accident; the second is that the centre should become uninhabitable through accident/fire/incident, and that accommodation would require to be found on Arran for more than 40 centre users. In the case of the resilience centre status, the island would lose one of its main support centres for any civil contingency that might arise. Should the centre become unusable for an extended period of time an alternative delivery programme would be required to maintain service and workforce employment.	**Current Risk Score**
Current Controls	The centre adheres to stringent health and safety and risk assessment procedures. Staff have a range of advanced qualifications and building standards go beyond current requirements.	**12**

Our Journey From Good To Great

Directorate of Place

2015/18

2016 update

Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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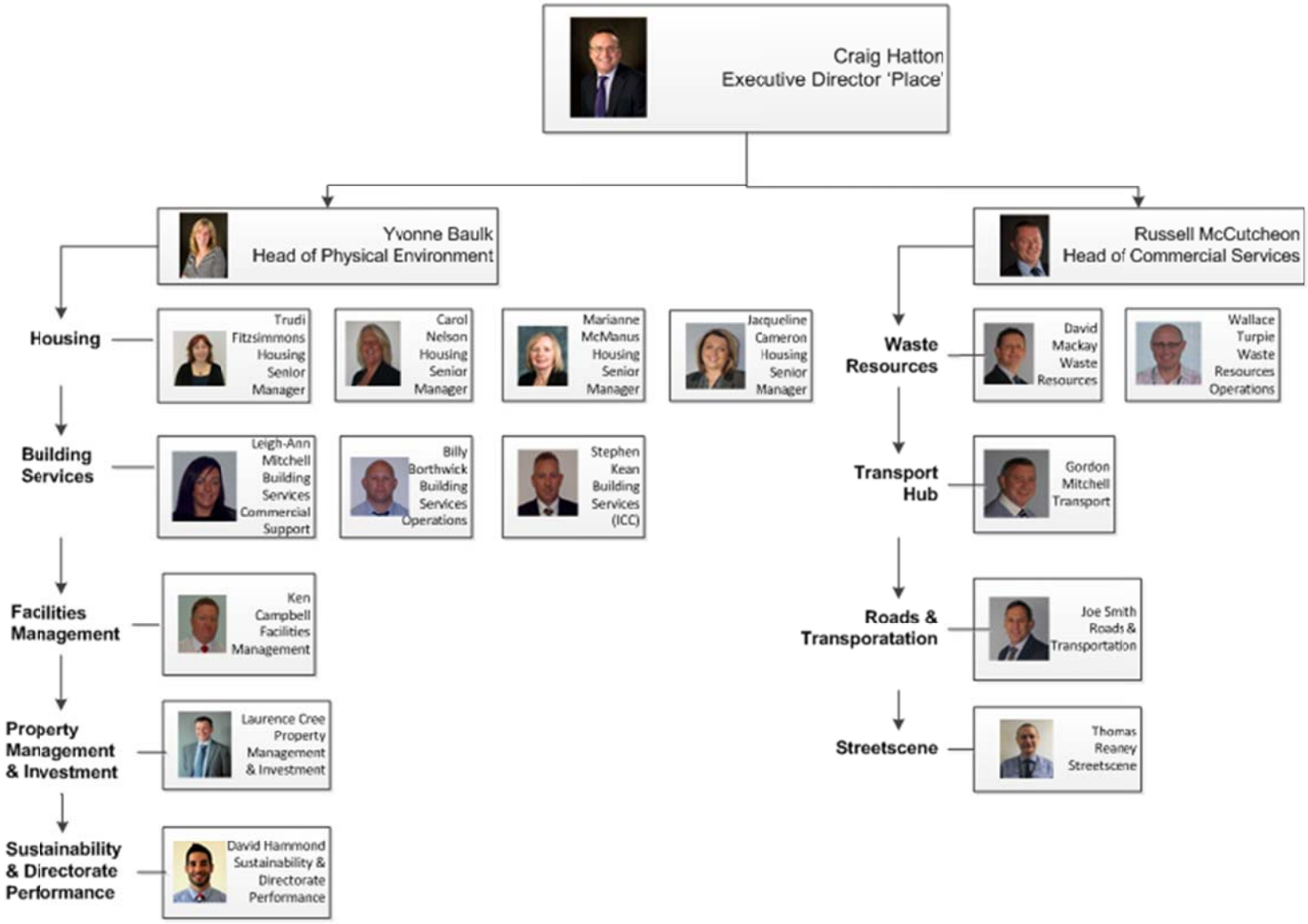
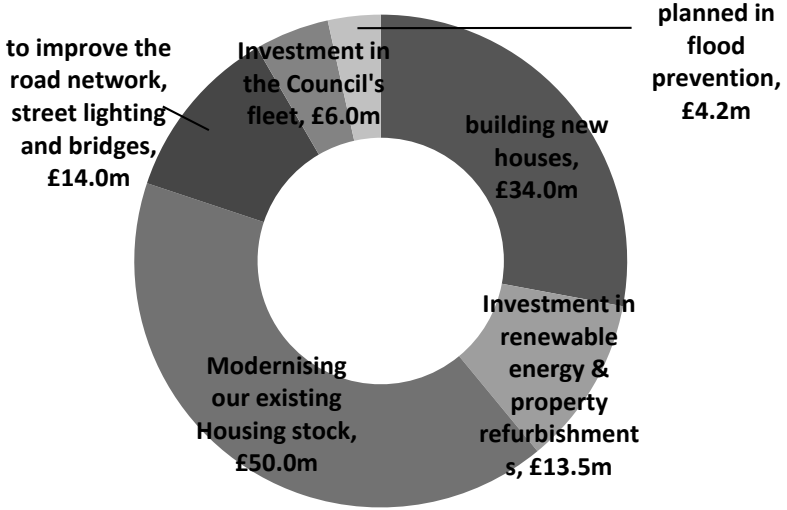
1. Directorate Structure

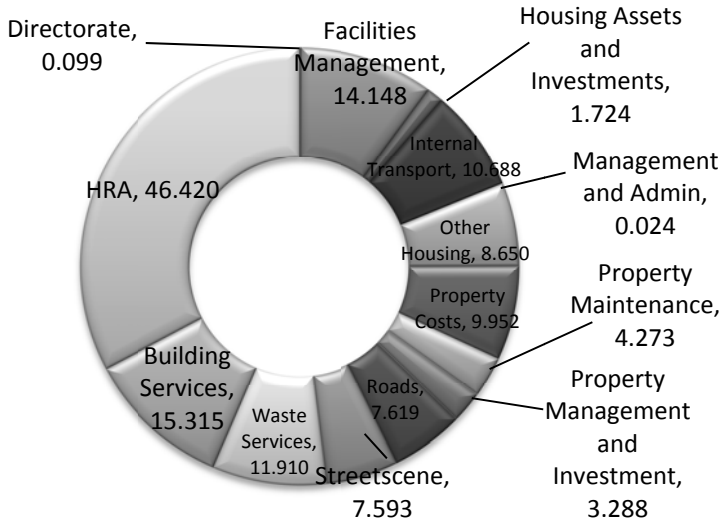


2. Our budget and how we intend to spend it

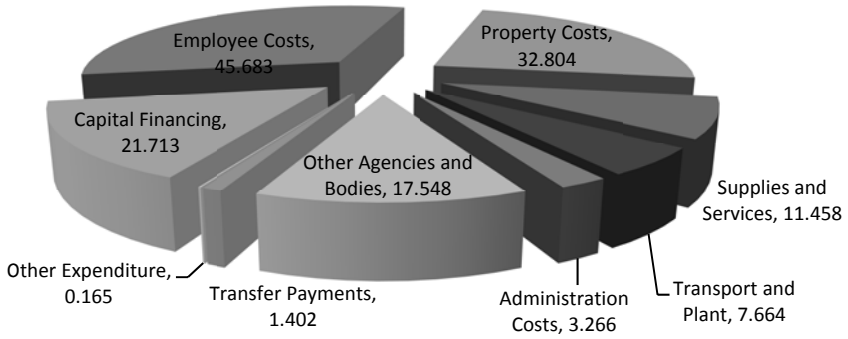
Capital - Main areas of spend



Revenue - What Do We Deliver



Annually the Council undertakes investment in its assets and infrastructure and some of the main areas for capital spend are highlighted on the above chart.



Where The Money Goes

Place provides a wide range of services. In a typical year some of the services delivered will include: -
- 1,643,364 school meals served to primary and secondary schools throughout North Ayrshire
- collecting waste from 67,703 households each week
- provision of 625 vehicles to support the delivery of services
- offering support and accommodation to 770 residents who access the Homelessness Service on an annual basis.

Place provides a wide range of services for the Council. The charts above show the services delivered and the cost of each service based on 2016/17 revenue budgets. They also show where the money goes across the main areas of spend in any one year.

3. Foreword

Welcome to the 'Place' Directorate Plan 2016/19

The Directorate of Place was established in July 2014 and brings together all of the physical assets and infrastructure either owned by or the responsibility of the Council into one management area. The services provided are front facing and interact with residents, businesses and visitors to the area on a daily basis. Accordingly the strive for customer service excellence is at the heart of our delivery.

Whilst supporting and contributing to all of the Council's Corporate priorities the Directorate has specific lead responsibility for managing and enhancing the environment and in 2014 devised an overarching Environmental Sustainability and Climate Change Strategy that sets out the aspirations and approach of the Council to build on the good work to date in reducing carbon emissions and become sector leading by 2020.

2015 was a fantastic year of achievement for the services within the Directorate through the winning of a vast number of external awards, a key part of the Councils journey from 'Good to Great'. These awards demonstrate that our services are amongst the very best in Scotland and the wider UK and also recognise the commitment and key role our staff play in delivering high quality services within our communities.

My key priorities for the forthcoming year are to continue to build upon this sound base ensuring that the Directorate fully contributes to the 'Good to Great' journey including:-

- Continued development and delivery of the Service Transformation Programme to deliver service improvements and the financial savings to meet the reducing public sector budget;
- Deliver of efficient, effective and customer focused services that realise high levels of customer satisfaction and are externally recognised as sector leading;
- Support and develop our staff to continue to deliver high quality services;
- Deliver of the Councils Environmental Sustainability and Climate Change Strategy with particular focus on developing renewable energy solutions;
- Effective management of our assets through the development and implementation of asset management plans;
- Development of a strategic approach to realise income from the commercial operation of Services;
- Continued implementation and further development of the Council's house-building programme to increase the number of new homes;

- Implement the actions of the roads improvement plan and where appropriate fully integrate with the Streetscene service;
- Carrying out a wider review of PMI, Housing and Building Services arrangements and Service delivery following the recent restructure of Directorate Services.
- Support the wider work of the Council in the development of locality planning.

Craig Hatton
Executive Director

3.1 Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by the Directorate on a day to day basis, the most significant are:

Welfare Reform Act 2012

Changes to the benefits system are having an impact on the rental income for Housing Services. The introduction of Universal Credit, a direct payment of rent benefits to the tenants rather than directly to Housing Services, began in April 2015. The roll out will continue until 2019 providing a risk of higher rent arrears.

Statutory guidance, legislation and the regulatory framework (Housing)

The 2014 Housing (Scotland) Act has been enacted; however, guidance from the Scottish Government on its implementation is still pending. This will have a significant impact on Housing, other Council Services, and our partner organisations. The Act covers key areas such as: abolition of the right to buy; allocation of social housing; use of Short Scottish Secure Tenancies and Scottish Secure Tenancies; private rented housing; letting agents; private housing condition and mobile home sites.

The statutory guidance in relation to how the Housing Revenue Account should be managed and operated. This will have a direct impact on some key service areas and will require extensive consultation with tenant representative groups.

The Scottish Housing Regulator has recently carried out Thematic Enquiries in relation to Gypsy Travellers. Services will need to be reviewed and, where appropriate, adjusted to reflect the findings of these Enquiries. Scottish Government guidance on the delivery of housing options activities in Scotland will have a significant impact on the way in which homelessness prevention and housing options services in delivered and monitored within North Ayrshire.

Further Scottish Housing regulator thematic enquiries are expected on implementation of this guidance during 2016.

The Private Sector Housing Bill which aims to regulate the Private Rented Sector by introducing a modernised tenancy regime. It will do so by amending the grounds for eviction, simplifying tenancy agreements and providing a framework for Local Authorities to restrict unreasonable rent increases. It is hoped that the revised system will increase security of tenure for private sector tenants.

Demographics and housing stock profile

Work has commenced on reviewing the service specific and strategic implications of a mismatch between stock profile and demand in North Ayrshire. This, along with a projected increase in older person and single person households, will require a comprehensive review of existing stock and future development programmes.

Waste (Scotland) Regulations 2012

The regulations provide a regulatory framework to support a number of significant changes to waste management technologies and processes. The Council has agreed a Waste Strategy that sets out how the Council will meet these regulations.

A number of the statutory requirements from these regulations came in to force on 1st January 2014 with further amendments that took effect on 1st January 2016.

The EU Waste Framework Directive and the Circular Economy

The Waste Framework Directive (WFD) requires Member States of the European Union (EU) to establish both a network of disposal facilities and competent authorities with responsibility for issuing waste management authorisations and licences. In December 2008 the revised WFD (08/98/EC) came into force introducing the first EU wide recycling targets.

By 2020 Member States must re-use or recycle 50% of household waste (the UK Government is interpreting this to include composting of organic wastes) and re-use, recycle or recover 70% of non-hazardous construction and demolition waste.

The European Commission reviewed the recycling and other waste-related targets in the EU Waste Framework Directive 2008/98/EC, the Landfill Directive 1999//31/EC and the Packaging and Packaging Waste Directive 94/62/EC. The aim of the review was to help turn Europe into a circular economy, boost recycling, secure access to raw materials and create jobs and economic growth. The European Commission adopted their new Circular Economy Package on 2 December 2015. The majority of the proposals for changes in EU legislation are less challenging than those already set by the Waste (Scotland) Regulations 2012, therefore having limited impact on Scotland's ambitious Zero Waste Plan.

Zero Waste Plan

Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society. This vision describes a Scotland where all waste is seen as a

resource; Waste is minimised; valuable resources are not disposed of in landfills, and most waste is sorted, leaving only limited amounts to be treated.

To achieve this vision the Plan sets out the following key targets/requirements:-

- Complete the roll-out of food waste collections to households by 31st December 2015 (complete);
- Offer collections of food waste to small businesses who produce more than 5Kg of food waste per week by 31st December 2015 (complete);
- Recycle 60% of household waste by 2020;
- Cease disposal of Biodegradable Waste to landfill by 31st December 2020;
- Recycle 70% of all waste by 2025; and
- Reduce the waste disposed of to landfill to a maximum of 5% by 2025.

The general principle of the Zero Waste Plan is to move waste management along the waste hierarchy to more environmentally beneficial methods.

Household Waste Recycling Charter and Code of Practice

Scottish Government, Zero Waste Scotland and COSLA have agreed a voluntary Household Recycling Charter and associated Code of Practice (CoP) which sets out framework for implementing consistent recycling collections across Scotland. The CoP specifies the material streams that should be collected separately and the specific items that will, and will not, be accepted within each stream through standardisation of the material specification for recyclable materials. The Waste Resources service is currently working with Zero Waste Scotland on an options appraisal to assess the cost and operational implications of different collection system options that would enable compliance with the Charter and CoP. The completed options appraisal will form part of the considerations to be presented to elected members during the development of the Waste Strategy 2016 to 2021.

Landfill Taxation

Landfill taxation was introduced by the Treasury to encourage waste producers to produce less waste, recover more value from waste, for example through recycling or composting and to use more environmentally friendly methods of waste disposal. Through increasing the cost of landfill, other advanced waste treatment technologies with higher gate fees are made to become more financially attractive. To increase the pace of change, escalators have subsequently been applied that have seen the higher rate tax increase from £10 per tonne in 1999 to £82.60 per tonne in 2015/16. From April 2015 the responsibility for the tax passed over to the Scottish Government. The standard rate of landfill tax in 2016/17 will rise to £84.40 per tonne, with the lower rate for inactive waste rising to £2.65 per tonne.

The Flood Risk Management (Scotland) Act 2009

This provides a framework to identify and effectively manage areas at risk of flooding. The Council is lead authority for the Local Flood Plan District for Ayrshire and a Flood Risk Management Plan is now in place. A plan of how the measures form this plan will be delivered has to be approved by June 2016.

Roads (Scotland) Act 1984

This legislation outlines the powers and provides the framework to enable local roads authorities to undertake their duties and responsibilities in relation to the maintenance of the roads infrastructure under the Act.

Renewable Energy

Scottish Government has updated the Scottish Renewables Action Plan 2009 with the Routemap for Renewable Energy in Scotland 2011. The original Renewables Action Plan set out short term actions towards the delivery of 2020 targets for renewable energy. This updated and expanded Routemap reflects the challenge of the Government's target to meet an equivalent of 100% demand for electricity from renewable energy by 2020, as well as our target of 11% renewable heat.

Climate Change (Scotland) Act 2009

The Act creates the statutory framework for greenhouse gas emission reductions in Scotland by setting an interim 42% reduction target for 2020, with the power for this to be varied based on expert advice, and an 80 percent reduction target for 2050. To help ensure the delivery of these targets, this part of the Act also requires that the Scottish Ministers set annual targets, in secondary legislation, for Scottish emissions from 2010 to 2050.

The Act places climate change duties on Scottish public bodies, including Councils, that in exercising their functions they act:

- in a way best calculated to contribute to the delivery of the targets set in or under Part 1 of the Climate Change Act;
- in the way best calculated to help deliver any programme laid before the Scottish Parliament under section 53;
- in a way that it considers is most sustainable.

Scottish Government Draft Electricity Generation Policy Statement (EGPS)

The draft EGPS is constructed around a number of relevant targets and related requirements:

- Delivering the equivalent of at least 100% of gross electricity consumption from renewables by 2020 as part of a wider, balanced electricity mix, with thermal generation playing an important role through minimum of 2.5 GW of thermal generation progressively fitted with Carbon Capture and Storage (CCS);

- Enabling local and community ownership of at least 500MW of renewable energy by 2020; and
- Lowering final energy consumption in Scotland by 12%.

Scottish Government Heat Policy Statement

The Heat Policy Statement sets out the Scottish Government's future policy direction for addressing the three key aspects of the heat system:

- How we use it (heat demand and its reduction)
- How we distribute and store it (heat networks and heat storage)
- Where our heat comes from (heat generation)

Energy Efficiency Standard for Social Housing (EESSH)

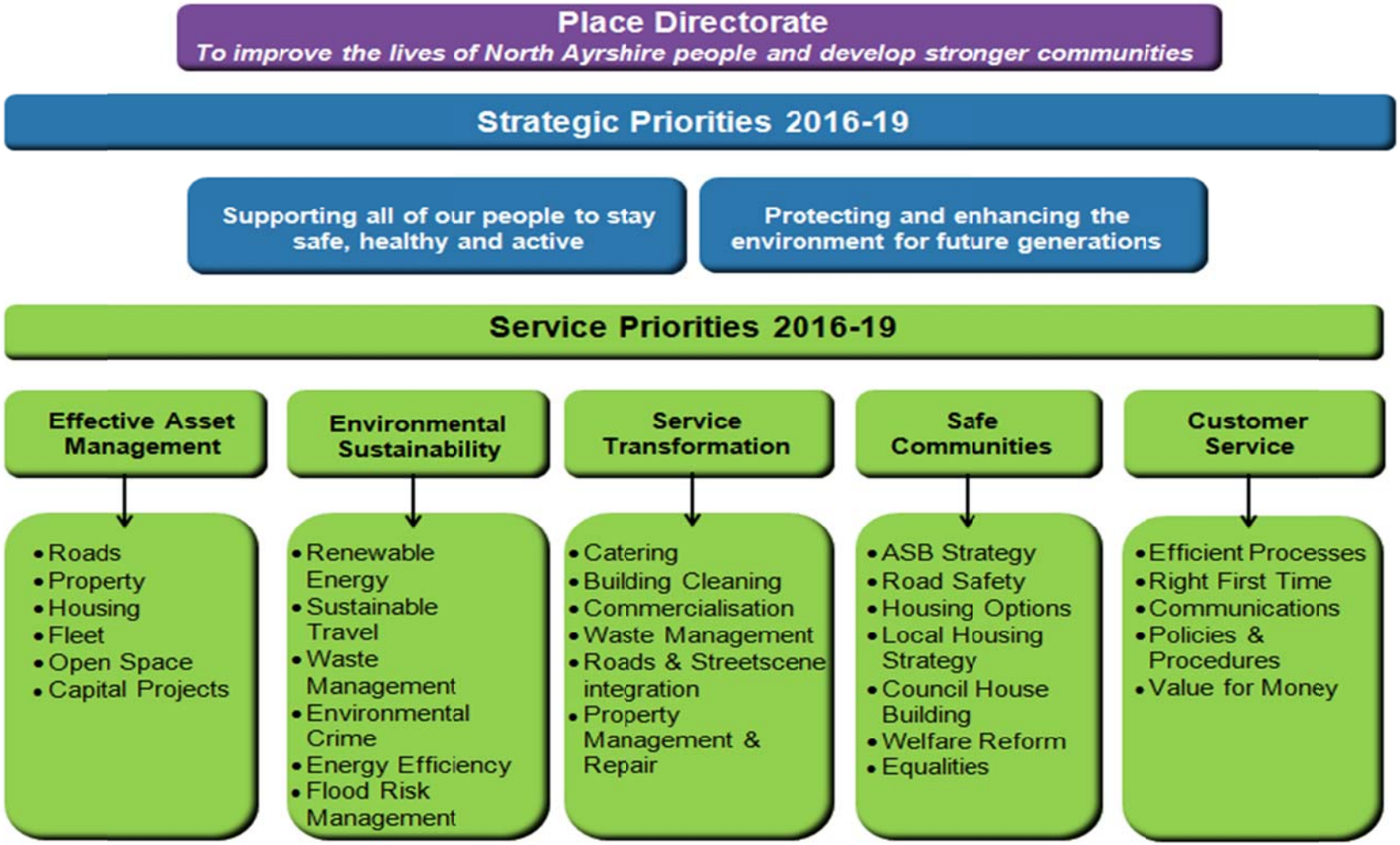
This aims to improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases.

Christie Commission

The Christie Commission's review on the future delivery of public services recommends improved integration of service provision, preventative spending and improved efficiency by sharing services wherever possible. Key actions for the Service relate to: a) The implementation of the Service Improvement Plan for Streetscene and Roads, and b) Procurement of Residual Waste treatment facilities through the Clyde Valley Waste partnership.

4. Introduction

This Plan identifies how we will contribute to achieving the Council's vision '***To be a leading organisation defined by excellent and innovative services***'. The Plan also outlines our key priorities for the next three years and how we will support our people to deliver on these. The Plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve. This Plan focuses on how the Directorate supports the delivering of the Council strategic priorities for the three years ahead, while learning lessons from the past.



5. What we do

The directorate provides a wide range of services through two integrated delivery areas of Physical Environment and Commercial Services. These services are outlined below.

5.1 Physical Environment

Manager(s):	Trudi Fitzsimmons (Housing Senior Manager)
	Jacqueline Cameron (Housing Senior Manager)
	Marianne McManus (Housing Senior Manager)
	Carol Nelson (Housing Senior Manager)
Number of Staff (FTE):	231.4
Location:	Cunninghame House, Irvine, KA12 8EE

Manager(s):	Billy Borthwick (Operations Manager)
	Stephen Kean (Intelligent Coordination Centre Manager)
	Leigh-Ann Mitchell (Commercial Support Manager)
Number of Staff (FTE):	240.5
Location:	Portland Industrial Estate, Portland Place, Stevenston, North Ayrshire, KA20 3NN

Manager(s):	Ken Campbell (Facilities Management)
Number of Staff (FTE):	409.8
Location:	Montgomerie House, 2A Byrehill Drive West Byrehill Industrial Estate, Kilwinning, North Ayrshire, KA13 6HN

Manager:	Lawrence Cree (Property Management & Investment)
Number of Staff (FTE):	95.0
Location:	Perceton House, Perceton, Irvine, North Ayrshire, KA11 2DE

Manager:	David Hammond (Energy, Sustainability & Directorate Performance)
Number of Staff (FTE):	6.2
Location:	Cunninghame House, Irvine, KA12 8EE

5.1.1 Housing Services

Housing Services currently employs 231.4 staff and manages 13,120 properties. Our overarching aim is to provide excellent, value for money services to our customers, clients, tenants and those on our North Ayrshire Housing Register.

Further to this we aim to assist anyone who may be homeless, and contribute to the wider community by helping provide safer communities, tackling antisocial behaviour and assisting in meeting the need for support services in North Ayrshire. We also have a key strategic role in the regeneration of areas within North Ayrshire by planning for, and delivering, projects and services that contribute to the provision of new affordable housing and the development of sustainable communities.

Our key activities fall within five main headings; these can be summarised as follows:

- Housing Management
- Homelessness
- Safer Communities
- Strategic & Enabling Role
- Customer Service & Tenant Involvement
- Providing Value for money

5.1.2 Building Services

This Service undertakes the repair, planned maintenance, improvement and adaptation of Council owned properties, consisting of; approximately 13,120 homes, and 367 non housing properties including schools, public halls, libraries and offices.

The service operates a responsive repair service 24 hours a day seven days a week, undertakes the repair and refurbishment of void properties to re-let standards, maintaines and improves communal housing environments, provides aids and adaptations to enable tenants to stay in their homes and is responsible for the delivery aspect of a number of areas within the Housing Capital Programme e.g. installations of kitchens, replacement windows etc.

The service completes approximately, 50,000 jobs per year and generates an income of approximately £17m.

5.1.3 Facilities Management

Facilities Management provides catering to 63 schools, 8 residential units, 8 day care facilities, daily community meals, and lunch clubs. Catering is provided to the public at Tournament Café, Eglinton Park and function catering is provided upon request on a commercial basis.

The Service also provides cleaning to 187 operational buildings; cleaning of void Council housing prior to re-letting, janitorial services to schools and nurseries, 67 school crossing patrols and cleaning of 25 public conveniences.

5.1.4 Property Management & Investment

Property Management & Investment is responsibile for the effective asset management of the Council's housing and non-housing property assets and for ensuring the property assets are maintained in a conditon that is compliant with all legislative requirements.

The services provided include design, project management and monitoring of all capital and revenue related property projects and commerical estates management.

In addition, the service has responsibility for the continued development and implementation of actions arising from the Property and Housing Asset Management Plans and the delivery of key objectives identified within the Environmental Sustainability & Climate Change Strategy 2014-2017.

5.1.5 Sustainability & Directorate Performance Team

The Energy & Sustainability Service remit includes lead responsibility for driving forward the sustainability agenda, identification and implementation of renewable energy and energy efficiency projects, management of the Council's energy and water consumption and billing, and co-ordination of action on biodiversity.

Energy and Sustainability works closely with a variety of services across the Council, but in particular with Housing Services and Property Management & Investment Services. This work is in relation to fuel poverty strategy, renewable energy and energy efficiency in capital projects, and compliance with the Energy Efficiency & Social Housing Standard.

5.2 Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with		Timescale
North Ayrshire Health & Social Care Partnership	■ To contribute to the new set up and delivery of the new Health & Social Care Partnership; ■ To contribute to the development and delivery of the Health and Homelessness Action Plan. ■ To provide services to older people and review aids and adaptations.	2015-2018 2016-2018 2016-2018
Local Registered Social Landlords	■ To successfully deliver the 2015- 18 SHIP; ■ To develop the new 2016-21 Local Housing Strategy; ■ To deliver and develop North Ayrshire Housing Register services to applicants for housing; ■ To introduce large-scale home insulation projects across North Ayrshire.	April 2015 – March 2018 March 2016 – Dec 2016 2015-2019 2015-2018
Tenants and Residents	■ To ensure we involve tenants in the shaping and delivery of their housing service; ■ To successfully deliver the 2014-2017 Customer Involvement and Empowerment Strategy.	2016-2019 2016-2017
Department of Work & Pensions	■ To develop and agree a Delivery Partnership agreement to deliver Universal Credit in North Ayrshire.	January 2016 -2019
Scottish Government	■ To maximise opportunities for the North Ayrshire affordable housing programme; ■ To improve home energy efficiency. ■ To deliver Energy efficiency programmes through Home Energy Efficiency Programme Scotland (HEEPS), and Scotland Energy Efficiency Programme (SEEP)	2015-2018 2015-2018
Third sector & voluntary organisations	■ To introduce prevention and early intervention activities	2015-2018
COSLA and Home Office – Strategic Migration Partnership	■ To deliver the Syrian Refugee Resettlement Programme	2016-2019
Building Services are working in partnership with Property Management & Investment	■ To deliver a repairs and maintenance Contract including Housing and Non Housing works.	2015 - 2018

We are working with		Timescale
Building Services are working in partnership with Roads & Transportation	■ To deliver a repairs and maintenance Contract for street lighting improvement across North Ayrshire.	2015-2018
Property Management & Investment, Building Services and Housing	■ To deliver all aspects of tenants Charter and NAC repairs policy.	2015 - 2018
Scottish Futures Trust/Education & Youth Employment	■ To deliver new build school campuses within North Ayrshire; ■ To deliver Scotland's Schools for the Future Initiative. ■ To provide financial support and technical expertise to deliver new renewable energy and energy efficiency initiatives, such as improvements to our non-domestic estate and a district heating scheme.	2015-2018 2015-2018
Education & Youth Employment	■ To promote healthier working lives and support the links of health and wellbeing in the Curriculum for Excellence through the integration of the key objectives in the Better Eating Better Learning guidance; ■ To provide school food that provides affordable access to good nutrition for all children and young people and optimising the uptake of school meals, in particular for those children and young people receiving free school meals.	2015-2018
APSE Energy	■ To provide technical expertise, including free consultancy, to facilitate delivery of new renewable energy initiatives such as ground mounted solar and roof mounted solar	2015-2018
Sustainable Scotland Network	■ To provide technical expertise, to deliver new sustainability initiatives including awareness raising and behaviour change	2015-2018
Arran Community Energy	■ To provide new community renewable energy projects	2015-2018
Citrus Energy	■ To provide energy switching and energy efficiency advice to tenants and homeowners to help eradicate fuel poverty	2015-2018
Resource Efficient Scotland	■ To provide technical expertise, to deliver new sustainability initiatives including awareness raising and behaviour change	2015-2018

We are working with		Timescale
BRE Scotland	■ To provide technical expertise and training, to ensure new domestic and non-domestic capital projects deliver the highest sustainability standards	2016
Local Energy Advice Forum	■ Advice and guidance to communities on LEAF members on energy and renewables advice, fuel switching, debt management and income maximisation.	2016-2019
IiP Scotland	■ Expertise support to represent good practice in the way in which our people are led, managed and developed.	2016-2019
Qualtiy Scotland	■ Expertise support for our organisation to ensure the best principles of self-assessment are embedded across services.	2016-2019
Economy & Communities	■ To deliver the Industrial Estates Strategy.	2015-2018
Scottish Fire & Rescue & Police Scotland	■ To successfully deliver the Antisocial Behaviour and Violence Against Women Strategies 2015-2018	2016-2018
Irvine Bay Urban Regeneration Company	■ To deliver the Public Realm Projects to support economic growth	2015/2018
Health & Social Care Partnership	■ To ensure NAC's most vulnerable people are safe and secure within their own homes; ■ Provision of services that support older people in our care.	2015 – 2018
Health & Social Care Partnership	■ To ensure NAC's most vulnerable people are safe and secure within their own homes; ■ Provision of services that support older people in our care.	2015 – 2018
Local Supplier Partnerships/ Producers	■ To deliver the Government's Nutritional Standards for school meals. ■ To support the local economy and employment opportunities. ■ To deliver the recommendations outlined in the becoming a good food nation and objectives outlined in the 2025 vision	2015-2018
Cunninghame Housing Association	■ To provide a care & repair service	2016-2019
Food banks/Church of Nazarene	■ To provide out of term meals	2016-2019
Police Scotland	■ To provide an anti-social behaviour service	2016-2019

5.3 Key Strategies

Physical Environment has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Local Housing Strategy 2011-2016	■ The supply & quality of housing better meets needs & aspirations; ■ Fewer people become homeless; ■ Promote independent living; ■ Housing is sustainable & contributes to stable communities; ■ Access to high quality information & advice has improved; ■ The strategic process is open, transparent and accountable.	April 2011	April 2016	June 2016
Strategic Housing Investment Plan (SHIP)	■ Meet housing need; ■ Focus on high quality design; ■ Build sustainable homes; ■ Involve the community; ■ Seek to continually improve; and ■ Deliver value for money.	July 2016	Nov 2016	Bi-annual
Fuel Poverty Strategy	■ Where reasonably practical fuel poverty for North Ayrshire Residents	?	?	?
Antisocial Behaviour Strategy 2015-18	■ Levels & fear of crime and antisocial behaviour have reduced and crimes being detected have increased; ■ Reoffending has reduced; ■ The harmful effects of drugs and alcohol are reduced; ■ Levels of domestic abuse have decreased and a higher level of support is provided to victims; ■ Road Safety has improved; ■ Fire safety has improved; ■ Fear of crime and antisocial behaviour has reduced; ■ More residents engage in community activities and volunteering. ■ Reduction in Environmental crimes.	April 2015	April 2018	Oct 2017
Customer Involvement and Empowerment Strategy	■ Residents are able to play a key role in shaping and improving the services they receive; ■ Residents can choose, from a range of options, the most appropriate way for them to be involved; ■ More customers are involved with the housing service and satisfaction levels have improved.	April 2014	April 2017	Oct 2016

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Violence Against Women Strategy 2015-18	■ A greater proportion of people of all ages in North Ayrshire are aware of the issues around violence against women and girls and are empowered to challenge abusive and violent behaviour; ■ Employers in North Ayrshire have robust policies and procedures, reflecting best practice, relating to gender equality, flexible working and sexual harassment; ■ A reduction in all forms of violence and abuse; ■ Increased awareness of the early signs of abuse across all sectors, with service providers able to intervene sensitively and effectively.	April 2015	April 2018	Oct 2017
Property Asset Management Plan	■ Maintain a fit-for-purpose property portfolio that is complaint with all legislative requirements and meets the needs of service users ■ Implement outcome of Service review. ■ Ensure the non-housing property portfolio is being utilised effectively and efficiently	April 2014	Mar 2017	Feb 2016
Housing Asset Management Plan	■ Maintain a fit-for-purpose Council housing portfolio that is complaint with all legislative requirements and meets the needs of our tenants.	April 2014	Mar 2017	Annual
Environmental Sustainability & Climate Change Strategy	■ Support affordable warmth to households across North Ayrshire ■ Develop a green economy; ■ Reduce carbon emissions from transport and travel; ■ Lead the way in making our operational activity more sustainable; ■ Increase in renewable energy generation; ■ Corporate awareness of the need to integrate sustainability into strategic and operational decision making and evidence of this in practice.	Nov 2014	Mar 2017	April 2016
Renewable Energy Strategy	■ Delivery of a range of renewable energy projects and policy recommendations	2015	2018	2018
Local Biodiversity Action Plan	■ Improvement in the conservation of important habitats and species	2015	2018	2018
Carbon Management Plan	■ Reduction in carbon emissions (CMP will be subsumed into refreshed ESCCS)	2016	2021	

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Sustainable Energy Action Plan	■ Range of actions identified to reduce carbon emissions across North Ayrshire in terms of waste, transport, buildings (SEAP will be subsumed into refreshed ESCCS)	2016	2021	
Neighbourhood Vision – Remodelling of the Council's Operational Property Portfolio	■ Provide fit-for-purpose and conveniently located 'service hubs' that service users can readily access; ■ Provide fit-for-purpose and conveniently located education and leisure facilities for service users; ■ Provide modern, flexible and well laid out office accommodation for staff that is economically and environmentally efficient. ■ Support community empowerment through enabling asset transfers.	April 2015	Mar 2018	April 2016
Five year business plan for Building Services	■ A viable sustainable business	April 2015	Mar 2021	Annually
Climate Change Reporting Duty	■ Evidence of the Council's action on climate change	Annual		
Performance Management Framework (PMF)	■ Clear & consistent approach to performance management across the Directorate	2016	2016	2019
Communication Framework	■ Clear & consistent approach to communication mechanisms across the Directorate	2016	2016	2019

5.4 Commercial Services

Manager(s):	David Mackay, Waste Resources (Strategy & Contract)
Manager(s):	Wallace Turpie, Waste Resources (Operations)
Number of Staff (FTE):	155.9
Location:	Murdoch Place Oldhall West Industrial Estate Irvine Ayrshire KA11 5AW

Manager(s):	Gordon Mitchell (Transport)
Number of Staff (FTE):	40.6
Location:	Transport Garage, Montgomerie House, 2A Byrehill Drive West Byrehill Industrial Estate, Kilwinning, North Ayrshire, KA13 6HN

Manager:	Joe Smith (Roads & Transportation)
Number of Staff (FTE):	86.8
Location:	Cunninghame House, Irvine, KA12 8EE

Manager:	Thomas Reaney (Streetscene)
Number of Staff (FTE):	175.6
Location:	Cunninghame House, Irvine, KA12 8EE

5.4.1 Waste Resources

Waste Services provides a waste collection and recycling service to 67,385 households. A similar service is offered to approximately 1,500 commercial waste producers, within a competitive market realising an annual income in excess of £1.3m.

We operate 3 household waste recycling centres together with a landfill site and transfer station at Shewalton, Irvine and one in Brodick, Arran.

Our waste awareness team provides guidance to households and businesses. We also deliver talks and presentations to local schools and community groups encouraging participation in the Council's recycling services and increased knowledge of the environmental impacts of waste, resource efficiency, and the Zero Waste challenge.

5.4.2 Transport Hub & Vehicle Maintenance

The Transport Hub and Vehicle Maintenance Service provide a centralised Council transport facility through two key functions;

- Procurement and maintenance of all Council fleet vehicles and plant. Ensuring the fleet of 625 vehicles and heavy plant are compliantly maintained and operated in accordance with the Council's Operator's Licences and Road Transport legislation;

- Provision of a Corporate Transport facility for all transport and journey requirements for the Council. The Transport Hub facilitates a centralised enquiry and hire desk to enhance the planning, utilisation, budgeting, scheduling, and best procurement value.

The Hub operates an MOT testing station which helps to facilitate the inspection programme that ensures a minimum standard for taxis and other licenced vehicles within North Ayrshire.

5.4.3 Roads & Transportation

Roads and Transportation Service provides a diverse range of statutory and regulatory services in addition to the provision of front line services.

The service manages the Roads Infrastructure in accordance with the strategy set out within the Roads Asset Management Plan and is responsible for the maintenance of roads infrastructure comprising 1034km roads, 1004km footways, 22,511 street columns, 440 bridges; flood prevention, coastal protection and watercourses; Traffic management; Road Safety Improvement Strategy and initiatives; and Winter Maintenance and Weather Emergencies.

5.4.4 Streetscene

Streetscene undertakes strategic, statutory obligation and asset management responsibilities, regarding physical assets and open space within the public realm.

The service maintains 2,410 hectares of public open space, 14 parks, 41 football pitches, 9 rugby pitches, 4 hockey pitches, 17 tennis courts and 3 golf courses and is responsible for 106 traditional play areas, 275 ha of woodland within towns and villages, 23 war memorials and 44 cemeteries and churchyards, 18 of which are in regular use.
Streetscene is also responsible for the litter clearing of the roads infrastructure comprising of 1034km, with 1004km of Footways and programmed cleaning of streets, open spaces and beaches including the removal of fly-tipping and graffiti.

In addition, the service also provides a burials and bereavement service conducting over 800 interments and approximately 16,000 memorial inspections each year.

5.5 Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with		Timescale
Building Services	■ To deliver the Repairs and Maintenance Contract for street lighting improvement across North Ayrshire.	2015-2018
Strathclyde Partnership for Transport (SPT)	■ To design and build new Park and Ride Facilities and improve transport facilities. ■ To continue partnership working for the provision of mainstream school transport	2015-2018 2015-2018
Scottish Timber Transport Group	■ To deliver the 10 Year investment Plan on timber extraction routes.	2018
Scottish Fire & Rescue & Police Scotland	■ To deliver Improved Road Safety.	2015-2018
Energy Saving Trust	■ To deliver an environmentally sustainable fleet.	2015-2018
Clyde Valley Waste Partnership	■ To deliver the procurement of a long-term residual waste treatment solution.	2015-2018
Scottish Environment Protection Agency (SEPA)	■ To provide continued compliance with the PPC Permit at Shewalton Landfill site. ■ To deliver the Ayrshire Flood Risk Management Plan; ■ To deliver the Ayrshire Shoreline Management Plan; ■ To deliver the environmentally safe practices during service delivery.	2015-2018 2016 2022 2015-2018
Zero Waste Scotland (ZWS)	■ To increase reuse and recycling of waste through continuing to work with ZWS as part of their local authority support programme.	2015-2018
Cunninghame Furniture Recycling Company	■ To increase reuse and recycling of waste and creation of local training and employment opportunities.	2015-2018
Keep Scotland Beautiful	■ To deliver a high standard of grounds maintenance which enhances the physical environment of North Ayrshire. ■ To deliver Street Cleansing Standards	2015-2018
Scottish National Heritage	■ To deliver SSSI Standards	2015-2018
Local Community Groups	■ To engage with communities to become environmental stewards for their local area e.g. Ayrshire Litter Volunteer Network (ALVN)	2015-2018
Multi Agency Working Partnership	■ To deliver safer communities & reduce environmental crime.	2015-2018
Scottish Government	■ To develop infrastructure in North Ayrshire e.g. Northern Road Corridor to Glasgow. ■ To develop Flood Management Scheme.	

5.6 Key Strategies

Commercial Services has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Fleet Asset Management Plan	▪ Effective management of assets to deliver Council services.	Apr 2015	Mar 2018	Annual
Waste Strategy	▪ Long term objective is to divert waste from landfill and meet the requirements of the zero waste regulations and the national waste agenda. ▪ Promoting waste prevention, minimising, re-use, recycling and recovering of as much waste as possible.	2012	2016	Annual
Roads Asset Management Plan	▪ Continue to improve North Ayrshire Council's Roads Infrastructure.	2015	2018	Annual
Flood Risk Management Plan	▪ Continue to Implement Requirements of the Flood Risk Management (Scotland) Act; ▪ To prevent or minimise coastal erosion.	2016	2018	Annual
Road Safety Plan	▪ Reducing the number of people killed or injured on North Ayrshire's road network.	2015	2020	Every 5 years
Winter and Weather Emergencies Plan	▪ Fulfil the Councils statutory obligation to ensure the safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions; ▪ Establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions.	2015	2018	Annual

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Open Space Asset Management Plan	■ To ensure the maintenance and protection of all types of open space in North Ayrshire so as to achieve the maximum benefit from that provision.	2011	2021	Annual
Tree & Woodland Policy	■ Effective management of trees and woodlands for which North Ayrshire Council is responsible.	2014	2024	2016
Litter, Fly Tipping and Dog Fouling Prevention Strategy	■ Ensure a coordinated, best practice approach to litter, fly-tipping & dog fouling prevention and management; ■ Encourage a social contract with communities to protect and enhance the local environment.	2014	2019	2019

6 Context

6.1 Our Improvement Journey – From Good to Great

We believe in continual improvement and constantly look to develop what we do for the community as well as ensure that we provide value for money. To achieve this improvement we seek information from our community about their satisfaction and encourage feedback from our staff, and partner organisations. We gather information and undertake a range of audits and self-assessments, by external bodies and internally. All of these are used to assist us to understand our strengths and identify areas for improvement and inform our plans.

The Place Directorate will support the approach to self-assessment across the Council. This will include implementing a proportionate and structured programme of self-assessment activity across the Directorate and Services. This will involve Services within our Directorate undertaking self-assessment exercises and employing an established quality improvement model such as EFQM.

We are changing service delivery through internal improvement by looking inside the Council and we have identified the priorities for development to support delivery of our range of services. Improving capacity in each of these areas will help us to make North Ayrshire stronger in the future.

We are on a journey of shaping the services we provide and helping our people develop so that they are able to respond to the challenging needs of the communities we serve.

Our journey from Good to Great will also involve reshaping our finances and the way we work. We want to do that by working with the public, North Ayrshire businesses, and other public bodies, and, of course, our staff.

6.1.1 Our Improvement Journey Outcomes

The directorate will contribute to the Council's Good to Great Journey and aims to achieve the following outcomes:

- The impact of welfare reform on the HRA business plan and local communities is minimised
- Continued supply of high-quality homes that meet the changing needs of our Communities through the delivery of the Council House Building and Refurbishment programme
- Services are developed and delivered to protect vulnerable people, promote independent living and contribute to sustainable communities
- School meal uptake is increased and children and young people are supported to make healthier choices
- Successful implementation of actions arising from Flood Risk Management within our Communities

- Reduce the Council's carbon footprint
- Increase the use of renewable technology
- Residual waste treatment solution procured and accepting waste.
- Increased reuse and recycling of waste
- Our streets and open spaces are well maintained and clean
- We deliver high standards in the maintenance of the Council's property portfolio and our road infrastructure

(ENABLER)

- Successful procurement of a long-term residual waste treatment solution in conjunction with Clyde Valley Waste Partnership
- Working in partnership with Safer North Ayrshire to implement locality planning into community safety in North Ayrshire
- Working in partnership with Cunninghame Furniture Recycling Company to create local training and employment opportunities
- Working with local supplier partnerships/producers to achieve the Governments Nutritional Standards for school meals and to support the local economy and employment opportunities

(ENABLER)

- Successful alignment of Streetscene and Roads & Transportation
- Successful implementation of a co-ordinated model for materials and stores across Services ensuring that we provide value for money
- Successful implementation of the Building Services 5 year business plan, delivering value for money through identifying new work streams and improving customer satisfaction through improved "right first time" approach to repairs
- Successful introduction of IT mobile scheduling systems
- Successful development and delivery of the service transformation programme
- Successful implementation of a cashless catering system in all schools within our communities

(ENABLER)

- Successful delivery of programmes to support, motivate and develop staff, through improved levels of staff engagement
- Enhancing employee engagement and wellbeing of our staff
- Continuing to develop leadership capacity
- Further development of the Directorate Recognition Scheme
- Improved internal communication processes

6.2 Managing our Risks

The risks for 'Place' are reflected in *Appendix A*.

6.3 Equalities

The Council has a framework in place for carrying out Equality Impact Assessments (EIAs) to ensure that there is no discrimination against any of the different groups (under the protected characteristics) within the community and that equality is promoted. It is important that Equality Impact Assessments are carried out in the early development stages of a new policy or procedure.

By carrying out EIAs when developing policies, we will:

- Improve the quality of services by making sure they are suitable and accessible to everyone;
- Identify any possible discrimination which may exist and means of overcoming these;
- Help to develop good practice and achieve best value;
- Promote equal opportunities and good relations between groups.

Place supports the Council to fulfil its public sector equality and has undertaken a number of actions during 2015/2016 including:

Protected Characteristics	Actions taken to support the delivery of Equality outcomes
All [1]	■ Antisocial Behaviour – For Antisocial behaviour request for service equalities cases are all treated as a priority. These requests usually result in a higher level of response in terms of warnings or enforcement. Immediate consideration is also given to individuals support needs and appropriate referrals ae made. A similar approach is taken when dealing with alleged offenders that may have equalities issues. ■ Affordable living developments.
Age & Disability	■ We play a key role in successful care in the community by providing modifications or home improvements which enable people with health and social care needs to remain in their own homes; ■ Streetscene are currently reviewing the play parks with a view to making them available to a wider audience. During this review each site will be looked at with a view to incorporating equipment that will allow disabled children to use the play park safely; ■ Waste Services reviewed the assisted collection process in 2014 make it easier to apply over the telephone. In addition the

[1] Age – Older people children and young people; Disability – Disabled people, including people with a physical and/or mental impairment; Gender – Men and Women; Gender reassignment – where a person is living as the opposite gender to their birth; Pregnancy and maternity; Race – Ethnic minority communities, including Gypsy travellers, refugees and asylum seekers; Religion or belief; Sexual orientation – Lesbian, gay, and bisexual people.

	complaints/ service request process for missed pull outs has been reviewed to ensure the service is more responsive.
Equality Outcomes	**Actions being taken to support the delivery of Equality Outcomes**
Age & Disability	■ Priority for certain repairs i.e. boiler breakdowns given to families with young children, older people and vulnerable groups; ■ Team delivering older people's housing strategy through new build sheltered housing units, refurbishments of existing sheltered housing and provision of amenity housing; ■ Houses specially adapted to suit the needs of elderly groups; ■ Focussed approach to improve the condition of schools and additional provision of nursery spaces for pre-schools; ■ Annual plan to improve access to Council premises for disabled users; ■ New build developments of day care centres and brains injury clinic; ■ Aids and adaptations procedure to adapt houses to suit specific physical/mental impairment needs; ■ Senior Living Developments.
Religion or Belief	■ The new Largs campus will incorporate denominational/non-denominational education provision within the one campus setting

Specific actions being taken to support the delivery of Equality Outcomes from 2015 onwards are:

Protected Characteristics	Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes	Action
Age	Older people are more active and independent in their communities.	■ As part of the Sheltered Housing re-provisioning programme we are incorporating community hubs within the complexes. These will be used to provide physical activity classes and other services that will ameliorate social isolation and promote wellbeing.	Incorporate community hubs within Sheltered Housing complexes as part of the re-provisioning programme
Sex	The incidence of violence against women is reduced.	■ Implementation of the 2015-18 Violence Against Women Strategy, with outcomes based around four priorities; ■ Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls; ■ Women and girls thrive as equal citizens: socially, culturally, economically and politically; ■ Interventions are early and effective, preventing violence and promoting women's safety and	Implement and continue to review the Violence Against Women Strategy

		wellbeing; ■ Men desist from all forms of violence against women and girls and perpetrators of such violence received a robust and effective. response.	
All	The incidence of hate crime is reduced.	Implementation of the 2015-18 Antisocial Behaviour Strategy, of which three strategic outcomes are: ■ Levels of crime and antisocial behaviour have reduced and crimes being detected have increased; ■ Reoffending has reduced; ■ Fear of crime and antisocial behaviour has reduced;	Implement and continue to review the 2015-18 Antisocial Behaviour

6.3.1 Equality Impact Assessments

The directorate has completed Equality Impact Assessments for new or revised policies and procedures relating to:

- Antisocial Behaviour Strategy 2015-18
- Violence Against Women Strategy 2015-18
- Tree and Woodland Policy
- Housing Asset Management Plan
- Provision of Street Lighting

7 Delivery

Details of the actions that the directorate will deliver during 2016/2019 are shown within this section, together with the associated performance indicators and risks. In line with the rest of the plan, the actions and indicators are linked to the ***Good to Great*** themes.

Key: 4 – Links to Council's strategic Priority 4 – Supporting all of our people to stay safe, healthy and active
5 – Links to Council's strategic Priority 5 – Protecting and enhancing the environment for future generations
Enabler – underpins the delivery of the Council's Strategic Priorities
P – Symbolises Directorate Plan priority

7.1 Performance Indicators

Council's Strategic Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		16/17	17/18	18/19	
4 P				✓		HS – PI003	Number of new build Council housing units reaching completion on a yearly basis	12	122	Q3 56		59	143	40	Housing
4				✓		PL_PI003	Households sustain their tenancy 12 months beyond resettlement following Housing Options	NA	89%	NA	36.9 1415 ARC	89%	89%	90%	Housing

Council's Strategic Priorities		Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
		People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		16/17	17/18	18/19	
4					✓		HS - PI028	Average length of time taken to re-let properties in the last year (days)	14	14	Q3 15	36.9 1415 ARC	17	17	17	Housing
4					✓		SP_DE_C18	Percentage uptake of school meals	46.71%	50.79%	Q3 61.49%	48,42 1314 APSE	57%	58%	59%	Facilities Management
5	P			✓			PL_PI002	Percentage of Completed Units which attain Eco Homes Very Good or equivalent	100%	100%	NA		100%	100%	100%	Housing
5	P			✓			SHSN04b	(Charter 12) Average time taken to complete non-emergency repairs	9	9.18	NA	9.876 1415 ARC	9	9	9	Building Services
5	P			✓			SOL_CORPAM02	Proportion of internal floor area of operational buildings in satisfactory condition	99.4%	99.5%	99.9%	82.92% 1415 SOLACE	100%	100%	100%	Property Management & Investment
5	P			✓			SOL_CORPAM01	Proportion of operational buildings that are suitable for their current use	88.6%	90.26%	90%	79.01% 1415 SOLACE	90%	92%	95%	Property Management & Investment

Council's Strategic Priorities		Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
		People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		16/17	17/18	18/19	
5	P			✓			SOL_HSN03	% of Council dwellings that meet the Scottish Housing Quality Standard	96.32%	98.22%	Q3 87%	90.38% 1415 SOLACE	93%	95%	99%	Property Management & Investment
5	P			✓			SOL_HSN05	% of council houses that are compliant with the Energy Efficiency Standard for Social Housing (EESSH)	98.17%	99.26%	Q3 91.65%	96.55% 1415 SOLACE	93%	95%	99%	Property Management & Investment
5	P			✓			CP_FCS_001	Overall carbon emissions from Council operations (tonnes)	58,041	55,000	NA		54,283	52,654	51,654	Energy & Sustainability
5	P			✓			SOL_ENV06	% of total household waste that is recycled (calendar year as per SEPA)	56%	56.5%	Q3 59.7%	42.8% 1415 SOLACE	56%	56%	56%	Waste Resources
5				✓			SP_DE_C03	% of waste reused (MSW)	0.7%	0.53%	NA		0.81%	0.83%	0.85%	Waste Resources

Council's Strategic Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		16/17	17/18	18/19	
5			✓			SPI22_E	Overall percentage of road network that should be considered for maintenance treatment	40.8%	39.1%	NA	37% 13/14 SCOTTS/ SRMCS	39.1%	39.1%	39.1%	Roads & Transportation
5			✓			SOL_ENV04b	% of Class A roads that should be considered for maintenance treatment	35.5%	34.87%	NA	29.03% 1415 SOLACE	34.8%	34.8%	34.8%	Roads & Transportation
5			✓			SOL_ENV04c	% of Class B roads that should be considered for maintenance treatment	39.8%	34.75%	NA	36.1% 1415 SOLACE	34.7%	34.7%	34.7%	Roads & Transportation
5			✓			SOL_ENV04d	% of Class C roads that should be considered for maintenance treatment	51.2%	51.08%	NA	37.35% 1415 SOLACE	51.1%	51.1%	51.1%	Roads & Transportation
5			✓			OP_PL_LIGHT_01	Percentage of lamps restored to working condition within seven days	68%	81.9%	TBC	91.7% 1314 SCOTTS/APSE	92%	93%	94%	Roads & Transportation
5 P			✓			SENV03b	Street Cleanliness Index - % Clean	96.9	92.31	Q3 95.7%	93.9% 1415 SOLACE	96.5	96.5	96.5%	Streetscene

Council's Strategic Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		16/17	17/18	18/19	
5			✓				Number of Fixed Penalty Notices issued for Environmental Crime	NA	NA	22		25	25	25	Streetscene
5			✓			SP_DE_C09	% of fly-tipping incidents on public land cleared within three working days	98.7%	99.29%	Q3 99.6%		98%	98%	98%	Streetscene
5			✓			SP_DE_C10	% of instances of graffiti removed within 3 working day timescale	96.1%	94.5%	Q3 90%		96.5%	97%	97%	Streetscene
Enabler P Underpins delivery		✓				HS - PI001	Charter 1 % of tenants satisfied with the overall service provided by their landlord	91%	91.1%	NA	88.1% 1415 ARC	91.3%	91.4%	91.5%	Housing
Enabler P Underpins delivery		✓				HS - PI025	% of tenants satisfied with the opportunities given to them to participate in their landlords decision making processes	89%	89%	NA	79.6% 1415 ARC	90%	90%	90%	Housing

Council's Strategic Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		16/17	17/18	18/19	
Enabler P Underpins delivery		✓				HS - PI030	% of tenants satisfied with the standard of their home when moving in	70.73%	91.02%	Q3 89.7%	86.1% 1415 ARC	90%	90%	90%	Housing
Enabler P Underpins delivery		✓				SHSN01b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	3.2%	3.75%	Q3 2.7%	5.29% 1415 ARC	3.5%	4%	4	Housing
Enabler P Underpins delivery		✓				SOL_HSN02	% of rent due in year that was lost due to voids	0.4%	0.38%	Q3 0.34%	1.14% 1415 ARC	0.6%	0.6%	0.6%	Housing
Enabler Underpins delivery		✓				SP_DE_C16	% of tenants satisfied with repair service	NA	99.1%	TBC		98%	98%	98%	Building Services
Enabler Underpins delivery		✓				SP_DE_C19	Net cost per school meal (including CEC)	NA	£3.00	TBC		£2.81	£2.81	£2.79	Facilities Management
Enabler P Underpins delivery		✓				SENV01	Net waste collection cost per premises	£55.36	£52.25	NA	£65.17 14/15 SOLACE	£60.77	£60.74	£60.74	Waste Resources
Enabler P Underpins delivery		✓				SENV02	Net waste disposal cost per premises	£82.10	£99.53	NA	£91.46 14/15 SOLACE	£90.55	£92.87	£92.87	Waste Resources
Enabler P Underpins delivery		✓				SOL_ENV07a	% of adults satisfied with refuse collection	90%	82%	NA	84% 1415 SOLACE	90%	90%	90%	Waste Resources

Council's Strategic Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		16/17	17/18	18/19	
Enabler P Underpins delivery		✓				SOL_ENV04a	Road cost per kilometre £	£9,165 .54	£7,567 .67	NA	£5,618 1415 SCOTTS/ APSE	£6,920	£6,727	£6,727	Roads & Transportation
Enabler P Underpins delivery		✓				SOL_ENV07b	% of adults satisfied with street cleaning	80%	78%	NA	74% 1415 SOLACE	80%	80%	80%	Streetscene
Enabler P Underpins delivery		✓				SOL_ENV03a	Net cost of street cleaning per 1,000 population £	£15,739 .12	£14,921 .22	NA	£15,818.12 1415 SOLACE	£16,970	£15,846	£15,846	Streetscene
Enabler P Underpins delivery		✓				SOL_C&L05b	% of adults satisfied with parks and open spaces	91%	88%	NA	86% 1415 SOLACE	90%	90%	90%	Streetscene
Enabler Underpins delivery		✓				SOL_C&L04	Cost of parks and open spaces per 1,000 population £	NA	£33,770 .61	TBC		£46,662	£45,531	£45,531	Streetscene
Enabler Underpins delivery		✓				PL_PI014	Number of stage 1 complaints received 'Place Directorate'	NA	1,265	Q3 699		900	850	800	Place Performance Team
Enabler Underpins delivery		✓				PL_PI016	Number of stage 2 complaints received 'Place Directorate'	NA	13	Q3 24		30	27	25	Place Performance Team

Council's Strategic Priorities	Good to Great Themes					Indicator Reference	Indicator Description	Actuals			Benchmark	Targets			Lead Service
	People	Processes	Places	Communities	Partnerships			13/14	14/15	15/16		16/17	17/18	18/19	
Enabler Underpins delivery	✓					PL_PI007	Number of days lost within 'Place' due to sickness absence per FTE per annum (days)	NA	10.1	NA		9	8.5	8	Place Performance Team
Enabler	✓						Employee Engagement Level (Place)		63.4%	62.8%		75%	75%	75%	Place Performance Team

7.2 Actions

Council's Strategic Priorities		Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
		People	Processes	Places	Communities	Partnerships					
4	P				✓		PL_DP_020	Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities	• Impact of welfare reform on individuals is minimised through access to information and specialist advice; • Impact of welfare reform on the Housing revenue account is minimised.	Housing	PL01 PL07
4	P				✓		PL_DP_026	Continue to implement the Strategic Housing Investment Plan (SHIP)	Delivery of Council House Building and Refurbishment projects at: • Canal Court, Saltcoats. • Dickson Drive, Irvine. • Fencedyke, Irvine. • Kiln Court, Irvine. • Montgomery Court, Kilbirnie. • Robert W Service Court, Kilwinning. • Waterside Street, Largs – CHA • Ardrossan Harbour – CHA • Tarryholm Drive, Irvine (Phase 1) - IHA	Housing	
4	P				✓		PL_DP_027	Complete & commence implementation of the 2016-2021 Local Housing Strategy in partnership with key stakeholders	Mainstreaming of strategic planning for housing, including homelessness, housing and fuel poverty and enhance Housing's corporate profile and meeting local needs and aspirations	Housing	PL02
4	P				✓		PL_DP_029	Develop a new housing options approach in line with revised national guidance	Services are being delivered that take account of the national guidance and maximise cross tenure housing options for our customers	Housing	

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
4				✓			Participate in the Syrian Refugee Resettlement Programme in partnership with the Home Office , COSLA and the Scottish Government	Between 50 and100 refugees are resettled in North Ayrshire communities	Housing	
4				✓			Develop options & increase the Council House Building programme.	Additional units are added to the programme	Housing	

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
4				✓		PL_DP_021	Implement and continue to review the Antisocial Behaviour Strategy 2015-18	• The root causes of ASB are actioned through prevention and early intervention, ensuring action taken is appropriate proportionate and timely, and create more choices and chances for people to engage in positive activities; • Working together to achieve shared outcomes through a holistic approach to tackling ASB, with a focus on partnership working and sharing information, intelligence and resources; • Communities are engaged in a meaningful way as part of the development of strategies and services, and keep them informed of progress. Help communities to take responsibility for their own actions and take steps to directly challenge and deal with local problems; • Communicating better as partners to ensure positive, co-ordinated and evidence-based messages are shared with the public.	Housing	

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
4				✓		PL_DP_022	Implement and continue to review the Violence Against Women Strategy 2015-18	• Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls; • Women and girls thrive as equal citizens: socially, culturally, economically and politically; • Interventions are early and effective, preventing violence and promoting women's safety and wellbeing; • Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response.	Housing	
4				✓		PL_DP_028	Review the North Ayrshire Housing Allocation Policy in line with new statutory guidance	• Ensured compliance with new statutory requirements • Meet the needs of local residents	Housing	
5				✓		HS_SP_002	Improve the quality of private sector housing	• Fewer houses are below the tolerable standard. Households are assisted in accessing better quality homes	Housing	

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
4				✓		PL_DP_030	Continue to encourage the uptake of school meals and support children and young people to make healthier choices	• An increase in the uptake of school meals • Implementation of a range of marketing activities to raise the profile and increase the current school meal uptake • Toolkits completed in all schools in partnership with Education and Youth Employment to encourage better eating/better learning • Retain The Gold Food for Life Accreditation from The Soil Association	Facilities Management	
Enabler P				✓			Develop a more efficient hub and spoke school catering model for primary schools	• Cost effective model for school eatery	Facilities Management	
Enabler				✓			Rationalise cleaning of offices and schools	• Cost effective model for building cleaning	Facilities Management	
Enabler				✓			Rationalise and develop an alternative model for public conveniences	• Reduction in number of public conveniences • Transfer of assets to other groups • Availability of facilities in public buildings	Facilities Management	
4 P				✓		PL_DP_023	Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)	Flood Risk Management Plan and prioritised action plan completed and implementation underway.	Roads & Transportation	PL05

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
4				✓		PL_DP_024	Deliver the Road Safety Plan	The number of people killed or injured on North Ayrshire's Road Network will reduce.	Roads & Transportation	PL08
5			✓			PL_DP_013	Continue to develop and implement actions arising from the Property Asset Management Plan and implement the outcomes of the Service.	• Increase occupancy levels and income within the Council's commercial estate • Reduction in Council operational floor space • Increase the proportion of buildings suitable for their current use • Reduced level of void properties	PMI	PL04
5			✓			PL_DP_014	Continue to develop and implement actions arising from the Housing Asset Management Plan	• Reduce level of void properties • Improved condition of non-adopted HRA roads infrastructure • Implementation of Sheltered Housing Standard that complies with the Older Peoples Housing Strategy • Increase in number of properties meeting EESSH & SHQS • Increased partnership working with private home owners to improve the condition of mixed tenure housing stock	PMI	PL04
5			✓			PL_DP_015	Continue to improve capital governance of construction projects	• Capital projects delivered within agreed parameters • High level of customer service user satisfaction	PMI	PL15

Council's Strategic Priorities		Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
		People	Processes	Places	Communities	Partnerships					
5	P			✓			PL_DP_005	Implement the action plan to increase the Energy Efficiency Standard for Social Housing (EESSH)	• Increased level of EESSH compliance	Energy & Sustainability	PL02 PL16
5	P			✓			PL_DP_007	Refresh and Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017	• Reduce the Council's carbon footprint • Reduce the Council's utility costs • Increase the use of renewable technology • Create local jobs • Increase energy security	Energy & Sustainability	PL02
5	P			✓			PL_DP_010	Deliver the Renewable Energy Management Strategy	• Completion of the existing biomass and PV panel installation programme • Proposals developed in relation to one district heating scheme • Complete capital construction projects that utilise renewable technologies, power sources and heat recovery systems • Reduction in CO2 emissions	Energy & Sustainability	PL02

Council's Strategic Priorities		Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
		People	Processes	Places	Communities	Partnerships					
5	P			✓				Delivery an action plan to improve energy efficiency of non-domestic buildings within the Councils Estate.	• Installation of solar panels on Council owned dwelling roofs, to provide reduced energy costs for tenants and revenue savings for the Council • Installation of ground mounted solar arrays on the Council estate to reduce carbon emissions, provide energy security, and increase revenue streams. • Completion of the procurement exercise to deliver a District Heating Scheme • Implementation of a range of energy efficiency measures to non -domestic Council buildings to reduce carbon emissions and provide revenue savings	Energy & Sustainability	PL02
5	P			✓			PL_DP_001	Continue to deliver and develop improved sustainable waste management arrangements through the Council's Waste Strategy.	• Continued implementation of the Council's Waste Strategy 2012-2016 • Development of a Waste Strategy 2017-2022 which will incorporate a review of existing waste collection methodologies, including material streams and frequencies • Waste is moved along the waste hierarchy	Waste Resources	PL02
5				✓			PL_DP_003	Ensure the ongoing compliant and efficient operation and development of Shewalton landfill site to enable continued capacity and compliance with the PPC permit.	• Continued compliance with the annual SEPA Compliance Assessment Scheme	Waste Resources	PL02

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
5			✓			PL_DP_004	Develop Sustainable Business Travel arrangements.	• Sustainable Business Travel Policy created and implemented • Reduced carbon emissions • Reduced grey fleet business mileage	Transport Hub	PL02
5			✓			PL_DP_012	Continue to develop and implement actions arising from the Fleet Asset Management Plan	• Reduction in vehicle carbon emissions • Improved fuel efficiency • Increase in alternatively fuelled vehicles • Increase utilisation of fleet • Provision and operation of a well maintained vehicle fleet • Operator's licence maintained	Transport Hub	
5 P			✓			PL_DP_008	Implement low energy efficiency street lighting across North Ayrshire	• Reduction in energy consumption. • Reduce maintenance costs • Reduction in service enquiries/complaints from double lamps	Roads & Transportation	PL02
5			✓			PL_DP_016	Continue to develop and implement the actions arising from the Roads Asset Management Plan	• Reduction in accident statistics • Maintain road condition index • Reduction in carbon emission • Improved satisfaction with the Road Service • Well maintained road assets that meet legal requirements	Roads & Transportation	PL04 PL10

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
5			✓			PL_DP_017	Continue to develop and implement actions arising from the Open Space Asset Management Plan	• Well maintained assets that meet legal requirements • Provision of appropriate open space and associated facilities/furniture • Improved LEAMS & LAMS scores	Streetscene	PL04
5			✓			PL_DP_018	Continue to implement the Litter, Fly Tipping and Dog Fouling Prevention Strategy	• Improve cleanliness scores • Increase community engagement • Effective approach to enforcement	Streetscene	
5			✓			PL_DP_019	Deliver the Cemeteries Infrastructure Improvement Programme for 2016/17	• Completed repairs to cemetery boundary walls and infrastructure at several sites following engineers survey	Streetscene	
5			✓				Rationalisation of the provision of play parks	• A cost effective model is developed • A smaller number of strategically placed and well equipped facilities are provided	Streetscene	
5			✓				Rationalise street cleaning programme	• Achievement of a 10% saving in the cost of street cleaning • Maintain current cleanliness standards	Streetscene	
5			✓				Rationalise the maintenance of open space and floral displays	• Cost effective model for Grounds Maintenance	Streetscene	

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
4					✓		Work with members of the Safer North Ayrshire Partnership to implement locality planning into community safety in North Ayrshire	A partnership model which improves the perception of community safety across the six locality areas is in place	Housing	
4		✓					Review current funding model for CCTV and consider new delivery models	A new delivery model for CCTV is in place	Housing	
4		✓					Review the Homeless Service to explore models, to effectively improve the impact arising from welfare reform/local housing allowance.	A new delivery model is identified that minimises the impact of welfare reform/local housing allowance	Housing	
Enabler		✓				PL_DP_034	Implement the Building Services 5 Year Business Plan.	• Deliver value for money service • Achieve high levels of customer satisfaction through improved "right first time" approach • New work streams are identified and undertaken	Building Services	PL06
Enabler		✓				PL_DP_040	Extend the cashless catering system to all schools in North Ayrshire.	• Cashless catering facility installed and operational in all schools by August 2016 • Improved management information relating to school meal uptakes and trends	Facilities Management	

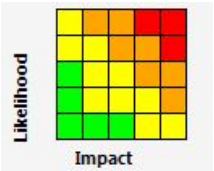
Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
Enabler **P**		✓				PL_DP_037	Rationalise the number and associated running costs of property assets including the sale and transfer of surplus assets	• Reduction in Councils operational floor space • Support Estate/Neighbourhood Planning approach • Reduced cost of service provision and reallocation of capital income • Transfer of assets to community groups	PMI	PL19 PL20
Enabler **P**		✓				PL_DP_032	Implement the Service Improvement Plan for Streetscene and Roads	• To have a long term partner for the provision of the Roads maintenance Service • To have a long term partner for a consultancy Service • To have a more integrated Roads & Streetscene Service	Roads & Transportation Streetscene	PL06
Enabler		✓				PL_DP_039	Introduce new IT scheduling system	• Modernise service delivery • Support opportunities for increased efficiency of the service • Improve street Cleanliness Score	Streetscene	PL11
Enabler **P**		✓					Development of a strategic approach to commercialisation opportunities	• A strategic framework and action plan and a realistic additional income stream is developed	Commercial Services	

Council's Strategic Priorities	Good to Great Themes					Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
	People	Processes	Places	Communities	Partnerships					
Enabler **P**		✓				PL_DP_036	Procure and implement a new model for materials supply and stores management service across the Directorate.	• Co-ordinated materials supply and stores management service procured and implemented within Building Services Waste Resources, Streetscene, Roads and Facilities Management (Cleaning & Janitorial Services) • Reduced cost of service provision	Building Services, Waste Resources, Streetscene, Roads and Facilities Management (Cleaning and Janitorial Services)	
Enabler	✓						Further develop and implement action plan to improve staff engagement	• Improved levels of staff engagement	Place Performance Team	

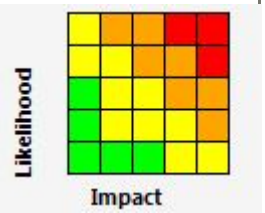
8 Directorate Planning Timetable

Task	Frequency	2016/19 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic & Administration Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

Appendix A - Directorate Risks

Risk Code & Title	PL01 Welfare Reform Act 2012 (Corporate Strategic Risk)	Current Risk Matrix
Risk	Welfare Reform Act 2012 – The risk to be managed by Housing Services relates to the potential increase in rent arrears and bad debt. This would result in reduced income to the Housing Revenue Account and consequential impact on our 30- year Business Plan. There is also the wider risk of an increase in homelessness and increased demand for social housing.	
Consequence	■ Increase in rent arrears and bad debt resulting in reduced income ■ Increase in homelessness ■ Increased demand for housing options and advice ■ Increased demand for social housing ■ Difficulty letting 3 and 4 bedroom houses	Current Risk Score
Current Controls	■ Corporate Welfare Reform Group established. Remit of group is to identify, co-ordinate and respond to implications, keeping members and CMT updated ■ Welfare Reform Advice Team established to provide advice and assistance to Council tenants ■ Work undertaken on the turnover and demand for 3 and 4 bedroom properties and options being developed ■ Work undertaken to establish impact on homeless households and homelessness service	18

Linked Actions	
Linked Actions Code & Title	Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities

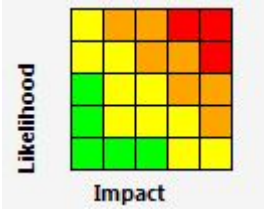
Risk Code & Title	PL02 Sustainability, Energy and Waste Management	Current Risk Matrix
Risk	There is a risk that the Council fails to deliver its commitments to meet statutory targets with regards to Sustainability, Energy and Waste Management and as a consequence would not achieve associated potential savings. The Council has committed to a desire to secure a sustainable North Ayrshire by ensuring the environment is enhanced and protected by considering the future implications of its decisions for North Ayrshire and its communities. Commitments under the Single Outcome Agreement, Corporate Priorities and legislation (both UK & Scottish Government) must be met which will also assist the Council in maximising associated potential opportunities, savings and efficiencies.	
Consequence	■ Failure to meet SOA outcomes and corporate objectives as well as failure to comply with environmental legislation and UK and Scottish Government objectives, Climate Change Duty, SCCD commitments, Energy Efficiency Action Plan and Zero Waste Plan targets. ■ Failure to maximise savings from reduced energy use/ consumption. ■ Failure to capitalise on energy saving measures for its own assets and operations, leading to increased operating costs as energy provision becomes more expensive. ■ Failure to capitalise on green jobs / incentives / green tourism and associated income to the area. ■ Failure to secure an alternative waste treatment and disposal method prior to the closure of Shewalton landfill site and the ban on biodegradable waste going to landfill by the end of 2020. ■ Reputational and financial risk.	Current Risk Score
Current Controls	■ An Environmental Sustainability & Climate Change Strategy 2014 – 2017 has been agreed which develops a vision for a sustainable North Ayrshire together with appropriate actions. ■ Sourcing more energy from renewables including the installation of PV solar panels and Bio-mass boilers in appropriate Council buildings. ■ Specific working groups relating to carbon management and energy efficiency have been established to progress associated actions.	9

	■ A Waste Management Strategy 2012-2016 and implementation plan are in place detailing key actions for the development of services to meet the targets and objectives of the Scottish Government's national waste agenda. ■ Working in partnership with the Clyde Valley Waste management partners to procure a long term solution for the treatment of residual waste. ■ Plan in place to the deliver the Energy Efficiency Standard For Social Housing (EESSH) ■ The Council's performance management framework includes performance indicators to monitor progress against delivery of required outcomes and targets. ■ The Council's Local Housing Strategy 2011-16 incorporates the principles of sustainability, fuel efficiency and affordable warmth into its vision for Housing. ■ A policy is in place to improve the procurement of sustainable goods and services. ■ A renewable energy strategy is nearing completion that will set out proposals to reduce the reliance on fossil fuels and replace with energy from renewable sources. ■ A Local Bio-Diversity Action Plan has been drafted for formal approval in April 2015.	

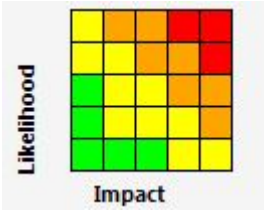
Linked Actions

Linked Actions Code & Title	Implement low energy efficient street lighting across North Ayrshire
	Continued implementation of the Councils Waste Strategy 2012-2016
	Develop an appropriate Waste Strategy for 2016-2021
	Develop a delivery plan to increase the Energy Efficiency Standard For Social Housing (EESSH)
	Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017
	Develop Sustainable Business Travel
	Deliver the Renewable Energy Management Strategy
	Develop the 2016-2021 Local Housing Strategy in partnership with key stakeholders
	Delivery of the Non Domestic Energy Efficiency Project
	Delivery of the first phase of the Social Housing Solar Panel Retrofit Programme
	Delivery of ground mounted solar arrays at Shewalton and Nethermains
	Procurement of a District Heating installation within Irvine central

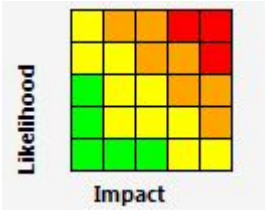
Risk Code & Title	PL03 Sustainability of Building Services	Current Risk Matrix
Risk	The level of investment within the housing stock has declined significantly over recent years resulting in a significant reduction in income for the service. Added to this is the introduction of the Welfare Reform Act which could reduce the level of investment in Council owned residential properties further if rent arrears continue to increase. As a trading operation Building Services requires to break-even over a 3 year period.	
Consequence	The risk is if the level of investment within the housing stock continues to decline, resulting in a significant reduction in the income for the service, added to this the introduction of the Welfare Reform Act could reduce the level of investment in Council owned residential properties further if rent arrears continue to increase.	Current Risk Score
Current Controls	A 5 year Business Plan has been successfully developed and implemented, with the first and most important business objective for Building Services is to operate as a viable business in a manner that is sustainable. The plan is supported by a 5 year financial model and a number actions to ensure sustainability.	6
Linked Actions		
Linked Actions Code & Title	Complete and implement an internal/external growth Strategy for Building Services to complement the 5 year business plan.	

Risk Code & Title	PL04 Failure to maintain infrastructure assets to an acceptable standard	Current Risk Matrix
Risk	Failure to maintain infrastructure assets to an acceptable standard	
Consequence	The risk is that the physical assets are not sufficiently maintained to enable their safe use and; the health within our tree and woodland stock is not maintained or safeguarded, leading to a significant loss of amenity value and reduced ability to provide biomass fuel.	Current Risk Score
Current Controls	■ Asset Management Plans and supporting investment programmes are established and in place. ■ Inspection regimes utilising industry guidance and best practice are in place to pro-actively identify defects. ■ Working with the Scottish Government, Forestry Commission and landowners to assess the extent and affected locations in order to eradicate Phytophthora disease and Ash dieback (Charla fraxinea). ■ The in-house team managed information on the diseases and identifies the actions to prevent spreading including Sanitation felling, decontamination of tools, equipment and protective clothing used. A 10 year strategic plan is being development for the management of trees and woodlands.	15

Linked Actions	
Linked Actions Code & Title	Continue to develop and implement actions arising from the Fleet Asset Management Plan
	Continue to develop and implement actions arising from the Open Space Asset Management Plan
	Continue to develop and implement actions arising from the Roads Management Plan
	Continue to develop and implement actions arising from the Housing Asset Management Plan
	Continue to develop and implement actions arising from the Property Management Asset Management Plan
	Implement low energy efficient street lighting across North Ayrshire
	Continue to develop and implement actions arising from the Coastal Management Plan

Risk Code & Title	**PL05 Statutory obligations from the Flood Risk Management (Scotland) Act 2009(should be considered for Corporate Strategic Risk)** I would welcome your thoughts on the Flood Risk and the Infrastructure Assets risk as to consideration for inclusion or not in Strategic Risk Register - RMcC	**Current Risk Matrix**
Risk	Failure to meet statutory obligations from the Flood Risk Management(Scotland) Act 2009	
Consequence	The risk is that we are unsuccessful in securing funding from the Scottish Government to implement the Garnock Valley Flood Scheme that is currently being prepared.	**Current Risk Score**
Current Controls	Committee report recommending preferred option planned to go to Cabinet in May 2014 with the public consultation process arranged to take place in early July 2014. This will allow the preferred option to be submitted to Scottish Government late July 2014 for approval to attract funding for the project, subject to any objections being received. Temporary flood defences to be implemented at specific locations to be determined during 2014/15 financial year. All Ayrshire LPD Steering Group implemented to take forward objectives of the proposed strategy.	15

Linked Actions	
Linked Actions Code & Title	Continue to develop and implement actions arising from the Flood Risk Management Plan

Risk Code & Title	PL06 Strategic Workforce Issues (Corporate Strategic Risk)	Current Risk Matrix
Risk	The Council has established a challenging Service Reform Programme which is impacting on the size and experience of the workforce. The programme recognises the need to develop additional skills and capacity within the workforce to meet new challenges. An essential part of the Service Transformation Programme is to ensure that skill sets, knowledge and capabilities are in place to deliver the reformed Service. There is an overarching corporate risk that change management activities which are core to the Council's future delivery models and long-term financial sustainability, fail to deliver and potentially disengage employees. Additionally, required budget savings in relation to workforce costs present significant risks in relation to decisions which may impact on employee relations.	
Consequence	Any gaps in the workforce planning and organisational development arrangements may lead to difficulties in having a workforce with the appropriate knowledge and skills to meet service demand and achieve desired outcomes. It will further impact on the Council's ability to continue to deliver change and achieve the required efficiencies.	Current Risk Score
Current Controls	Continuing focus on implementing Organisational Development interventions which support the Council's transformation and improve effectiveness and capability as well as developing an organisational culture which fosters involvement, engagement and high performance. Change management project support is delivered through a dedicated corporate change management team with key change projects now communicated organisation wide and reviewed with trade unions on a regular basis. Key strategic organisational change issues are developed through regular senior management conferences. Better integration of workforce planning within the Service Planning and Budgeting Process allows early engagement with the workforce and trade unions where service redesign may impact upon workforce numbers. Ensuring that the Redeployment and VER programmes support service redesign and help manage workforce change.	15

Linked Actions	
Linked Actions Code & Title	Develop an internal/external growth strategy for Building Services to complement the 5 Year Business Plan
	Implement the Service Improvement Plan for Streetscene & Roads
	Implement the Service Improvement Plan for Building Services to ensure a right first time approach

NORTH AYRSHIRE COUNCIL

Agenda Item 4

26 April 2016

Cabinet

Title:	**Clyde Marine Planning Partnership**
Purpose:	To advise the Cabinet of the new Clyde Marine Planning Partnership for the Clyde Marine Region.
Recommendation:	Agree to: (i) North Ayrshire Council participating in the new Clyde Marine Planning Partnership; and (ii) delegate authority to the Executive Director (Economy and Communities) to (a) select Officer representations from Economy and Communities for the Board and Member Group of the Clyde Marine Planning Partnership and (b) negotiate a full, permanent Board position for the Council. (iii) The Chief Executive writing to Marine Scotland and the new chair of the CMPP in support of a permanent position for North Ayrshire Council.

1. Executive Summary

1.1 Scotland's first National Marine Plan was adopted on 25 March 2015, setting out general principles for the sustainable development of the marine environment. Regional Marine Planning Partnerships are responsible for implementing the National Marine Plan at the regional level. This report provides an overview of the new Clyde Marine Planning Partnership (CMPP) including its remit, governance arrangements and relevance to North Ayrshire, and new statutory responsibilities. The CMPP Board would oversee the work of a Members' Group, comprising of officers or representatives from partner organisations.

2. Background

<u>The Clyde Marine Planning Partnership</u>

2.1 Marine Planning is not an entirely new concept to the Council as a member of the former Firth of Clyde Forum (FCF) which prepared the non-statutory Firth of Clyde Marine Spatial Plan. This framework was approved by the Council in 2010.

It has resulted in tangible actions including the approved Firth of Clyde Seascape and Landscape Assessment planning guidance. Other projects from the Spatial Plan include:

- development of a marine litter strategy to inform beach cleaning initiatives;
- the pending publication of a sea-level rise report, which will improve understanding of the known extent and associated risks of sea rise and storm surges in the Firth; and
- a recreation and data project, which gathers information on the location and value of marine recreation activities across the Clyde.

2.2 The new statutory Clyde Marine Planning Partnership (CMPP) supersedes the voluntary FCF. The Clyde and Shetland MPPs are the first two of eleven MPPs to be established. A map of the boundaries of the various marine partnerships is attached at Appendix 1. The CMPP would involve stakeholders with marine interests in the Clyde, which could include North Ayrshire Council, seven other local authorities, the Loch Lommond and Trossachs National Park Authority, port authorities (e.g. Peel Ports) and representation from various, relevant sectors including aquaculture, academia, transport, tourism and conservation. The Plan would be developed by the CMPP, but responsibility for adoption of the Plan rests with Scottish Ministers.

Clyde Regional Marine Plan

2.3 The legislative requirements of the Clyde Regional Marine Plan include:

- assessing the condition of the region;
- summarising the significant pressures and consequences of human activities;
- keeping under review the characteristics of the region: the purposes of its use, the communication, energy and transport systems and the living resources its supports;
- setting economic, social, marine ecosystem and climate change objectives;
- stating the contribution of Marine Protection Areas and other designated areas;
- stating policies for sustainable development of the region; and
- developing a statement of public participation and carrying out consultation.

Clyde Marine Planning Partnership Constitution

2.4 On 10 February 2016, the FCF met to dissolve the Forum and formally adopt the constitution of the CMPP. The constitution details the governance arrangements for the CMPP, which have been promoted by FCF working with the Scottish Government's Marine Scotland. Marine Scotland will support the CMPP with access to research data and guidance on policy development. It will also provide fixed funding until 2018 to develop the Plan.

3. Proposals

3.1 In terms of responsibility, the Board would govern the work of the Members' Group and have responsibility for policy matters, and the control of the financial position of the Partnership. The constitution lists the following organisations as having a permanent position on the Board:

- Argyll & Bute Council
- North Ayrshire Council or South Ayrshire Council (1 shared position)
- Clydeplan
- Scottish Natural Heritage
- Scottish Environment Protection Agency
- Peel Ports

A further 6 Board members can be nominated and elected to the Partnership. Board members would undertake their duties as individuals acting in the interests of the objectives of the Partnership and not as representatives of their organisation.

3.2 North Ayrshire and South Ayrshire Councils share one single position, which is based on historic arrangements under the FCF, when the former Ayrshire Joint Planning Unit represented both Councils.

3.3 North Ayrshire has nationally and regionally significant marine interests including several important marinas, extensive coastline, Hunterston deep sea port, Ardrossan, Brodick and Irvine Harbours. Therefore, it is recommended that the Council should seek a full permanent board position. This would be commensurate with North Ayrshire Council's maritime interests and as the planning authority for these interests.

3.4 Under the constitution, this Council can become a full member of the Board, subject to majority approval by Members. It is proposed that Cabinet agrees to delegate authority to the Executive Director (Economy and Communities) to negotiate a full permanent Board position for North Ayrshire Council. In addition, it is proposed that the Chief Executive should write to Marine Scotland and the chair of the newly established CMPP to request that a permanent position for NAC be supported.

3.5 As an interim position, it is proposed that the Council confirms its interest in joining the Clyde Partnership as a Member and accept the offer of a shared position on the Board.

4. Implications

Financial:	It is noted that Marine Scotland would fund the Partnership until 2018 to develop the Clyde Regional Marine Plan. Thereafter consideration would be required on future funding needs.
Human Resources:	From existing officer resources.
Legal:	None arising from this report, although the report has been prepared taking into account the Marine (Scotland) Act 2010 and the adopted Clyde Marine Planning Partnership Constitution.
Equality:	None.
Environmental & Sustainability:	The aim of the marine planning system is to contribute to the achievement of sustainable development, by coordinating activities and plans to support better integrated management of Scotland's marine waters.
Key Priorities:	The Clyde Marine Planning Partnership will contribute to several priorities, including the Council Plan 2015-2020 objective of 'protecting and enhancing the environment for future generations' through promoting sustainable management of North Ayrshire's marine and coastal environments.
Community Benefits:	None.

5. Consultation

5.1 This report has been prepared following consultation with the Council's Legal Service, the Clyde Marine Planning Partnership and South Ayrshire Council.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : AMcN
For further information please contact Andrew McNair, Strategic Planning & Infrastructure, Planning Officer on 01294 324769

Background Papers
Scottish Government Consultation on Scotland's First Marine Bill - the Executive of North Ayrshire Council, 30 September 2008

Scottish Government Consultation on the Draft Scottish Marine Regions Order 2013 - Planning Committee, 15 February 2011

Scottish Government Consultation on Planning Scotland's Seas - Cabinet, 12 November 2013

Illustrative map referred to in the explanatory note to the Scottish Marine Regions Order 2015

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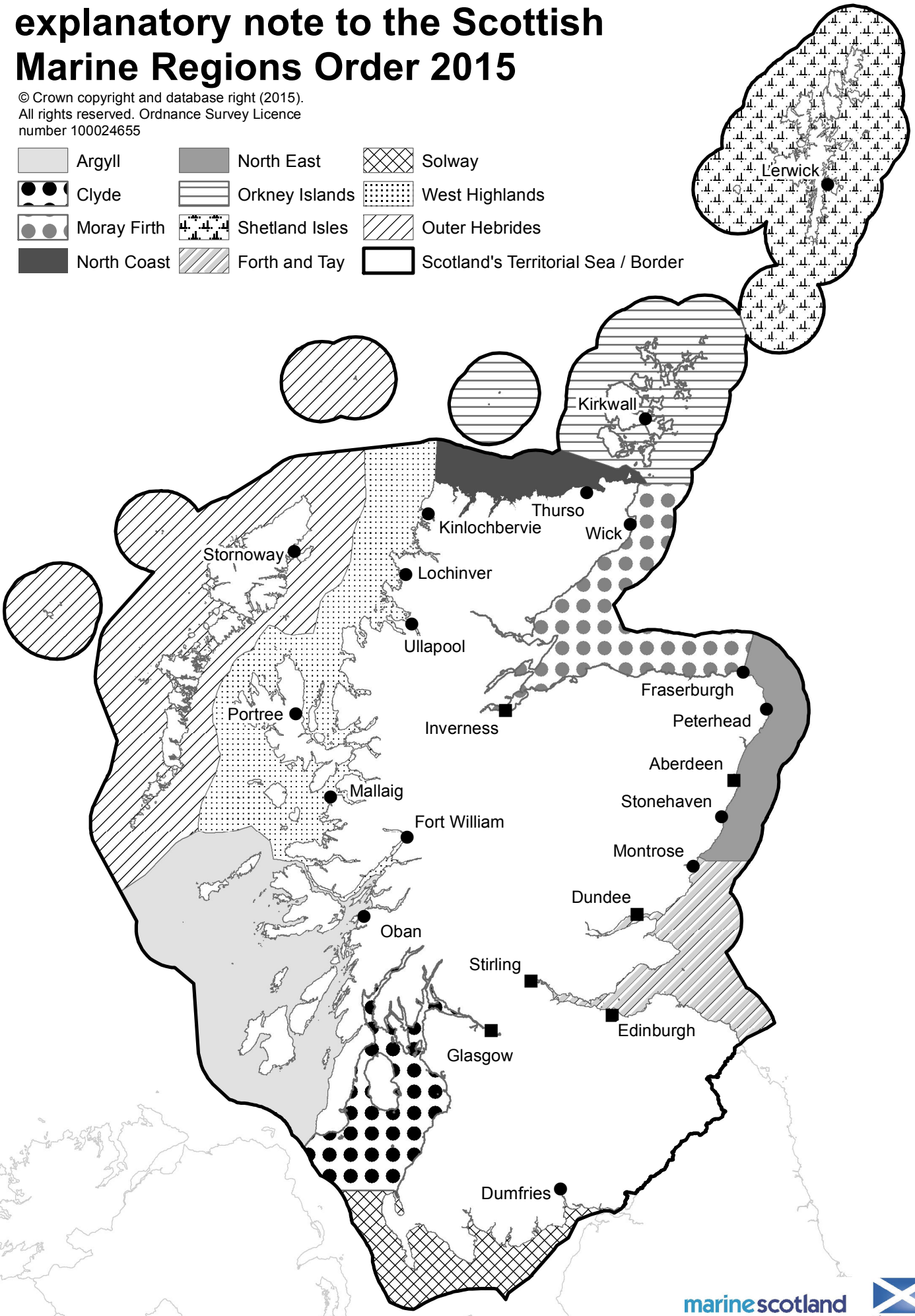

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The Scottish Government

NORTH AYRSHIRE COUNCIL

Agenda Item 5

26 April 2016

Cabinet

Title:	**Strathclyde Partnership for Transport (SPT) Grant Funding**
Purpose:	To advise the Cabinet of offers of grant funding from Strathclyde Partnership for Transport (SPT) for 2016-17.
Recommendation:	That Cabinet: (a) approves the acceptance and expenditure of the grant offers as detailed within the report; and, (b) seeks a list of potential SPT funded projects for 2017-18 be submitted to Cabinet for approval.

1. Executive Summary

1.1 The Council's Local Transport Strategy provides a framework for identifying and delivering transport and infrastructure projects that facilitates long term, sustainable, economic growth and regeneration in North Ayrshire. To support this funding applications are made annually to Strathclyde Partnership for Transport (SPT) and these are assessed and awarded on the basis of their strategic alignment with the regional transport strategy and SPT's Transport Outcome Report (TOR).

1.2 As a result, for 2016/17 the following projects have been agreed in principle and grant funding offers have been provided totalling £480,000 from SPT:

- £150,000 A841 Brodick to Lochranza Ferry Link upgrade.
- £255,000 Hawkhill Roundabout Improvements.
- £5,000 Irvine Town Centre Bus Infrastructure Improvements.
- £70,000 General Bus stop Infrastructure improvements.

1.3 In addition, SPT are providing £500,000 funding to Caledonian Maritime Assets Ltd for improved bus interchange facilities at the Brodick Ferry Terminal.

1.4 It should be noted that funding is allocated specifically to the projects identified. Any funding not accepted would be redistributed by SPT.

2. Background

2.1 SPT provides funding on an annual basis to local authorities and other bodies to ensure that capital investment is targeted towards key intervention areas. Projects were assessed against a number of factors including: strategic alignment with the Regional Transport Strategy and Transport Outcome Reports; integration with existing development plans; anticipated benefits for the regional and local transport networks; and, the level of risk to project delivery within the intended project programme and budget.

2.3 The schemes to which SPT funding has been allocated are described below.

- **£150,000 A841 Brodick to Lochranza Ferry Link Upgrade.**

Project: To continue with the upgrading of the bus route (A841) between Brodick and Lochranza ferry terminals. This includes localised widening of sections of the carriageway to accommodate two way flow of buses and other large vehicles together with reconstruction at key locations to improve journey reliability, particularly for bus operators. The project is a continuation of the project previously approved by Cabinet.

Benefits: Journey time reliability and road safety will be improved.

- **£255,000 Hawkhill Roundabout Improvements.**

Project: The reconstruction of Hawkhill Roundabout, Stevenston, to accommodate buses and other traffic to reducing the need for buses to merge with other traffic. This project has been carried over from the list of projects approved by Cabinet on 26 May 2015.

Benefits: Route 11 is one of the key bus routes in the West of Scotland and runs between Ardrossan and Kilmarnock. Route 11 provides for over 165 (eastbound) bus trips per day including 60 bus trips at peak times; with each bus potentially carrying over 70 passengers. The improvement of this "pinch point" along this route will improve public transport journey time, reliability and maintain the current level of service not only for Route 11 but all other bus services using the route (32, 585, X11, X36 & X44). This project will also assist in reducing congestion on the approaches to Hawkhill Roundabout.

- **£5,000 Irvine Town Centre Bus Infrastructure Improvements.**

Project: The majority of the transportation analysis for improvements to Irvine High Street Public Realm was carried out under last years approved project, and Cabinet agreed the transportation principles of the project on 8th December 2015. This project will assist with the design proposals to regenerate Irvine High Street and Bank Street including improved public realm and bus facilities.

Benefits: Once implemented, the benefits will be improved bus stop facilities for all users to encourage a modal shift to public transport in the centre of Irvine within a regenerated public realm area.

- **£70,000 Bus Stop Infrastructure Improvements.**

Project: The funding will be used to upgrade old style bus shelters, provide new shelters where possible and install raised kerbs and surfaced footways at various bus stops within North Ayrshire. Improvements will be targeted within the vicinity of the i3 Enterprise Area .

Benefits: With this funding we will continue to upgrade various bus stop facilities throughout North Ayrshire where there is a lack of suitable shelters and bus boarders.

2.4 Proposals for 2017/18 will be developed in accordance with the Local Transport Strategy and regeneration priorities. A list of proposed transport projects that are likely to be the subject of external funding applications will be submitted to Cabinet for approval in advance of submission to SPT for consideration.

3. Proposals

3.1 The overall grant funding allocation for 2016-17 was approved by the SPT Partnership Board earlier this year. The grant offers require to be signed and returned to SPT to secure the funding, if Cabinet approval is provided.

3.2 It is proposed that the Cabinet (a) approves the acceptance and expenditure of the grant offers as detailed within the report; and, (b) further to this a list of potential SPT funded projects for 2017-18 is submitted to Cabinet for approval.

4. Implications

Financial:	There are no financial implications for North Ayrshire Council in relation to these projects. All funding will be claimed from SPT with the exception of Irvine Town Centre Bus Infrastructure Improvements where SPT will contribute to the Councils wider design and capital contribution. The intention is to utilise 100% of the grant funding available, and there are no match funding requirements.
Human Resources:	Any staff design or construction time spent on these projects will be charged against the specific grant funding.
Legal:	There are no legal implications arising from this report.
Equality:	There are no equality implications arising from this report.
Environmental & Sustainability:	The proposed projects will reduce congestion within North Ayrshire and will contribute to reducing our carbon footprint.
Key Priorities:	The proposals support several priorities of the Council contained within the Council's Single Outcome Agreement (SOA). Examples include; ● improving connections to neighbouring areas, the West of Scotland, the UK and internationally ● support is given to the creation of distinctive and vibrant town centres ● older people are are more active and independent within their communities by improving public transport.
Community Benefits:	There are no such implications arising from this report.

5. Consultation

5.1 Consultation has been undertaken through the development of the Local Transport Strategy and through specific consultation for Irvine Public Realm project.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact David Hilditch on 01294 324745

Background Papers
The Transport Outcomes Report -
http://www.spt.co.uk/corporate/about/strategy/community-planning/

NORTH AYRSHIRE COUNCIL

Agenda Item 6

26 April 2016

Cabinet

Title:	**Audit Scotland Report: An Overview of Local Government in Scotland 2016**
Purpose:	To inform the Cabinet of the findings of the recent Audit Scotland report.
Recommendation:	That the Cabinet endorses the findings of the recent Audit Scotland report, the current position in North Ayrshire and further actions being taken to address the issues within the report.

1. Executive Summary

1.1 Audit Scotland recently published its annual 'Overview of Local Government in Scotland' report which is attached in full at Appendix 1.

1.2 This report highlights the key messages and issues and Appendix 2 details the main recommendations from the Audit Scotland report, together with the current position in North Ayrshire Council and planned actions. Audit Scotland's 'self-assessment toolkit for Councillors' is included at Appendix 3.

2. Background

2.1 Audit Scotland recently published its annual 'Overview of Local Government in Scotland' report. This examines how local authorities are responding to the main challenges that they face and identifies what more needs to be done.

2.2 The Audit Scotland report is split into 2 main sections, covering 'Managing Financial Performance' and 'Delivering Services', and is attached in full at Appendix 1. This covering report will highlight the key messages and issues from both sections.

2.3 The national report also includes a small number of recommendations for councillors; Appendix 2 to this report details these action points and the relevant work that has been undertaken, or is planned to be undertaken by North Ayrshire Council to address these. Audit Scotland has also included a 'self-assessment toolkit for Councillors' which is attached at Appendix 3.

2.4 The introduction by the Chair of the Accounts Commission recognises the achievement of Councils in meeting the challenges to date but also highlights the unprecedented level of challenge faced by local authorities moving forward. The scale of the challenge in 2016/17 and beyond has significantly increased because of the local government funding settlement, compounded by other factors such as cost pressures, increasing demand for services and the political pressures created by elections in 2016 and 2017.

Managing Financial Performance

2.5 Key Messages

2.5.1 Councils' revenue funding from the Scottish Government will reduce by 5% in 2016/17, bringing the real terms reduction since 2010/11 to 11%; at the same time, Councils face additional financial pressures and greater demands on services.

2.5.2 Councils have been effective in balancing their budgets, largely through making incremental changes, but face increasingly difficult decisions in how to spend their reducing budgets. This requires clear priorities and good long-term planning, evaluating options for more significant changes to delivering key services, beyond health and social care integration.

2.6 Other Issues

2.6.1 The majority of Councils underspent their 2014/15 budgets and increased their reserves in anticipation of future funding reductions. However, using reserves to support recurring spending on services is unsustainable.

2.6.2 Councils' debt has been increasing since 2011/12, although it decreased slightly in 2014/15. In addition, many Councils predict gaps between their income and spending in future years. This may threaten financial sustainability if risks are not well managed. However, Councils have been investing in creating and enhancing their assets and the value of assets increased during 2014/15.

2.6.3 Local Government Pension Scheme (LGPS) funds report shortfalls between the value of funds and the future pension commitments to be paid. This does not create immediate problems; pension funds have plans in place to reduce any deficits within a 20-year period.

Delivering Services

2.7 Key Messages

2.7.1 Despite reducing their spending, performance measures show that Councils improved in areas such as educational attainment, the quality of Council housing and waste recycling in 2014/15. However, customer satisfaction with some services declined and there are more significant funding reductions to come.

2.7.2 Most Councils have reduced their workforces to save money and many are planning further reductions. In doing so, they need to ensure they have people with the knowledge, skills and time to design, develop and deliver effective services in the future and also ensure that further reductions reflect Councils' priorities.

2.7.3 Councils and their partners need to respond to the Community Empowerment (Scotland) Act 2015, by involving local people more in making decisions about services, and empowering local communities to deliver services that are sustainable and meet local needs.

2.8 Other Issues

2.8.1 Health and Social Care integration is the most significant aspect of public sector reform for Councils. Significant risks need to be addressed if integration is to fundamentally improve the way health and care services are delivered.

2.8.2 The Accounts Commission continues to be concerned about Councils' slow progress in delivering services differently, rather than relying on incremental changes to existing models of service delivery. There are some examples of Councils achieving savings and community benefits through increasing online access to services, sharing services, collaborating on procurement and using arm's-length external organisations (ALEOs). Councils need to be more ambitious in their plans, better at longer-term planning, and willing to appraise all practical options for delivering services more efficiently and effectively.

2.8.3 There remains potential to reduce staff time lost to sickness absence, which continues to vary widely between the best-performing and worst-performing Councils. This increases the workload for remaining staff, which in turn can negatively affect morale and sickness absence. It can also impact on the ability of managers to deal with absence issues.

2.8.4 Councillors need good quality information, which should be clear, understandable and manageable, to help them make decisions. It is also essential that they have the appropriate skills to carry out their scrutiny role.

North Ayrshire position

2.9 In addition to the information provided at Appendix 2 on North Ayrshire's current position and planned actions there are a number of other areas of good practice to highlight:

- the sector leading approach and early establishment of the Health and Social Care Partnership in North Ayrshire;
- the agreement of a new Transformation Programme (T2) to support service redesign;
- agreement of a new Council Plan 2015-2020 setting out the Council's key objectives;
- approval of a long-term capital plan linked to the Council Plan objectives;
- a major review of the Council's loan debt was carried out in 2015/16 to support the refresh of the 10 year Capital Plan and provide assurance re sustainability;
- the delivery of around £56 million of revenue savings since 2010/11;
- the Council's policy of reviewing its reserves on an annual basis;
- ongoing investment in the Council's workforce through initiatives such as the High Impact leadership programme, the Leadership Academy and the system of Performance and Personal Development reviews;
- in 2014/15, 62% of the Council's performance indicators either maintained or improved their performance from the previous year and 73% of targets were met by Services.

3. Proposals

3.1 It is proposed that Cabinet endorses the findings of the Audit Scotland report which are summarised above and detailed in Appendix 1.

3.2 It is further proposed that Cabinet endorses the work which has already been done and is planned to be done by North Ayrshire Council, detailed at Appendix 2, in tackling the action points highlighted by Audit Scotland.

4. Implications

Financial:	None.
Human Resources:	None.
Legal:	None.
Equality:	None.
Environmental & Sustainability:	None.
Key Priorities:	Having good governance arrangements in place helps to underpin the achievement of the Council's key priorities.
Community Benefits:	None.

5. Consultation

5.1 Consultation has taken place with appropriate members of the ECMT to ensure current and proposed actions associated with the recommendations of the report have been identified.

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :
For further information please contact Laura Friel, Executive Director (Finance and Corporate Support) on 01294-324554.

Background Papers

None.

An overview of local government in Scotland 2016

ACCOUNTS COMMISSION

Prepared by Audit Scotland
March 2016

The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about/ac

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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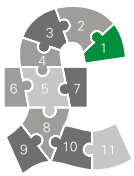


These pound sign icons appear throughout this report and represent key facts.

These question mark icons appear throughout this report and represent questions for councillors.

Exhibit data

When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

Chair's introduction

In our 2015 overview report we said, 'Councils tell us that they should manage budgetary pressures in 2015/16 but the years beyond pose a level of challenge not previously experienced.' The Commission recognises the achievement of councils – both councillors and officers – in meeting these challenges to date.

But the scale of the challenge in 2016/17 and beyond has significantly increased because of the local government funding settlement. The settlement has substantial implications for services to the public, councillors and the local government workforce.

Next year councils and health boards, through health and social care partnerships, jointly have the responsibility to make a significant start in the shift from hospital care to care at home and care in the community. This is the most far-reaching public service reform since the establishment of the Scottish Parliament.

And these challenges are compounded by: a one-year financial settlement, cost pressures, increasing demands on services from an ageing and growing population, the ambitions of the Community Empowerment (Scotland) Act 2015, and the political pressures created by elections in both 2016 and 2017.

The majority of our recent Best Value audits have highlighted a dependency on incremental changes to services, increasing charges and reducing employee numbers in order to make savings. But these are neither sufficient nor sustainable solutions set against the scale of the challenge facing councils. Cuts can only be part of the solution. What is required is a more strategic approach, longer-term planning and a greater openness to alternative forms of service delivery.

the scale of the challenge has significantly increased – cuts can only be part of the solution

It is challenging for councillors and officers to fundamentally change the way a council has provided a service over a lengthy period of time. But there are significant consequences to not conducting comprehensive option appraisals: services may not be as efficient or effective as they could be and may not be achieving value for money, resources may not be directed to priority areas such as preventative services, and councils may not be able to demonstrate that they are achieving best value.

In considering all viable options, it will be essential that councillors are provided with comprehensive and objective information on the cost, benefits and risks of each option. This will help them make considered decisions in partnership with service users and communities.

As the landscape of service delivery becomes ever more complex, councils will need to ensure they have people with the necessary knowledge and skills to manage that complexity. This is important for councillors and council officers, as both must have, for example, skills in options appraisal, programme management, commissioning, finance and scrutiny.

And in a climate of reducing resources the importance of scrutiny has never been greater. Scrutiny arrangements must add demonstrable value in monitoring the planning, execution and follow-up of key decisions. The public needs to have confidence that their council's arrangements are transparent, independent and effective. If they are not, the public interest is not being met.

The Commission hopes that this overview report will be a helpful tool for councillors and officers to stand back and assess their progress in the journey of improving outcomes for service users and communities. As always, the Commission welcomes feedback on its overview report.

Douglas Sinclair
Chair of the Accounts Commission

Summary

Key messages

1 Councils' revenue funding from the Scottish Government will reduce by five per cent in 2016/17, bringing the real terms reduction in revenue funding since 2010/11 to 11 per cent. At the same time, they face additional financial pressures and greater demands on services. Councils have been effective in balancing their annual budgets until now but councillors face increasingly difficult decisions about how best to spend their reducing budgets. This requires clear priorities and better long-term planning.

2 Councils' responses to budget reductions have mainly focused on incremental savings to existing services. In the face of further funding reductions, councils should be evaluating options for more significant changes to delivering key services, beyond health and social care integration.

3 Despite reducing their spending, performance measures show that councils improved in areas such as educational attainment, the quality of council housing and waste recycling, in 2014/15. However, customer satisfaction with some services declined and there are more significant funding reductions to come in 2016/17 and beyond.

4 Most councils have reduced their workforces to save money, and many are planning further staff reductions. In doing so, they need to ensure they have people with the knowledge, skills and time to design, develop and deliver effective services in the future.

5 Councils and their partners also need to respond to the Community Empowerment (Scotland) Act 2015, by involving local people more in making decisions about services, and empowering local communities to deliver services that are sustainable and meet local needs.

6 Councillors need to keep updating their skills and knowledge to fulfil their complex and demanding role. In particular, it is increasingly important that they are able to challenge and scrutinise decisions and performance, and fully assess options for new and different ways of delivering services within their reducing budgets.

Recommendations

Councillors are now leading complex organisations in increasingly challenging circumstances. There are a range of sources to help them understand and manage their council's financial and service performance, for example the Improvement Service. Our recommendations are intended to complement other sources of support and help councillors in carrying out their role effectively.

Councillors should:

- satisfy themselves that their council has a longer-term financial strategy (five or more years) supported by an effective medium-term financial plan (three to five years). These should show how the council will prioritise spending to achieve its objectives, make any necessary savings and remain financially sustainable
- appraise all practical options for how to deliver the services their communities need within the resources available. This includes examining opportunities to work with and empower communities to deliver services in different ways, and learning lessons from others and from wider public service reform. They should ensure they get all necessary information and support from officers to help them fully assess the benefits and risks of each option
- ensure their council continues to develop workforce strategies and plans that clarify the numbers and skills of staff needed in future. In assessing their council's workforce, councillors should consider whether they have people with the knowledge, skills and time to support them effectively in making the difficult decisions that lie ahead, and to design and implement new ways of delivering services
- make sure that decision-making processes and scrutiny arrangements remain appropriate for different ways of delivering services. This includes:
  - having clearly written and manageable information to help them make decisions and scrutinise performance
  - carrying out business openly and improving public reporting
- regularly review their personal training and development needs. They should work with council staff and others to create opportunities to update their knowledge and skills in increasingly important areas, such as financial planning and management, options appraisal, commissioning services, partnership working and scrutiny. These opportunities should also be available to any new members after the local elections in 2017
- use the questions in this report and the separate self-assessment tool to help them assess their council's position.

About this report

1. This report provides a high-level, independent view of councils' management and performance. It draws on the findings from local government audit work in 2015, including audits of 2014/15 financial statements, Best Value, Community Planning and performance. All reports are available on Audit Scotland's website.

2. The report is primarily for councillors and senior council officers as a source of information and to support them in their complex and demanding roles:

- Part 1 reviews the financial context in which councils are operating and gives a national overview of councils' financial performance. Information that compares one year with another is shown in real terms (taking inflation into account, based on 2014/15 prices) unless otherwise stated.

- Part 2 considers how councils are performing in delivering services and how they are changing the way they operate in the context of increasing pressures. It looks at the implications for councils' workforces and highlights key aspects of governance.

3. Exhibit 1 (page 9) provides a summary of the main pressures that councils face.

4. Throughout the report we identify questions that councillors could ask to help them understand their council's financial position, scrutinise performance and make good decisions. Councillors should satisfy themselves that they understand, and are comfortable with, the answers to the questions most relevant to them in their role within the council. These questions are also in a separate self-assessment tool on Audit Scotland's website, where we have also provided selected financial facts about each council to help comparisons and benchmarking.

Exhibit 1

Local government pressures

In the face of financial and service pressures, councils should be planning for the longer term and evaluating options for more significant service redesign.

Financial pressures

- **Funding reductions –** five per cent reduction in revenue funding in 2016/17; councils do not yet know the allocation for subsequent years
- **Increasing pension costs –** plans to reduce deficits in pension funds may cost councils more in future
- **Reduced financial flexibility –** national policy conditions on Scottish Government revenue funding allocations, eg maintaining teacher numbers, and on other sources of councils' income, eg council tax
- **Equal pay and living wage –** equal pay settlements continue and can result in unpredictable costs, while living wage rises are likely to affect contract costs

Service pressures

- **Service demand –** increasing demand due to demographic change, eg social care
- **Health and social care integration –** significant service transformation
- **Service performance –** maintaining and improving services; declining customer satisfaction
- **Staff reductions –** loss of knowledge, skills and time through workforce reductions; workload and morale pressures on remaining staff

Managing the pressures

- **Medium and long-term planning –** prioritising spending to achieve council objectives; making necessary savings; remaining financially sustainable
- **Options appraisal –** evaluating alternative ways of delivering services; involving and empowering local communities; learning lessons from others
- **Workforce planning –** developing workforce strategies and plans; ensuring staff have the knowledge, skills and time needed to design and deliver future services
- **Scrutiny –** ensuring decision-making and scrutiny processes remain appropriate; having clear and manageable information; carrying out business and reporting openly
- **Councillors' training and development –** reviewing needs regularly; updating knowledge and skills

Source: Audit Scotland

Part 1

Managing financial performance

Key messages

1 Councils received £10.76 billion of funding from the Scottish Government in 2014/15. This included £9.92 billion for revenue funding, which helps pay for day-to-day running costs, including staff. This was almost the same as the previous year and 6.5 per cent less in real terms than in 2010/11. While revenue funding in 2015/16 also remained largely unchanged in real terms, major challenges lie ahead for councils. The Scottish Government has reduced revenue funding in 2016/17 by five per cent in real terms. This equates to an 11 per cent reduction in revenue funding between 2010/11 and 2016/17. Councils also received capital funding in 2014/15 of £0.84 billion.

2 Councils have continued to balance their budgets each year by reducing their spending. The majority underspent their 2014/15 budgets and increased their reserves in anticipation of future funding reductions.

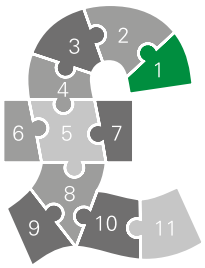
3 Local Government Pension Scheme (LGPS) funds report shortfalls between the value of funds and the future pension commitments to be paid. This does not create immediate problems. Pension funds have plans in place to reduce any deficits within a 20-year period.

4 Councils' debt has been increasing since 2011/12, although it decreased slightly in 2014/15. In addition, many councils predict gaps between their income and spending in future years. This may threaten their financial sustainability if risks are not well managed.

5 The challenging financial environment, together with changing demographics and rising demands on services, means that effective medium-term (three to five years) and longer-term (five or more years) financial planning is critical for councils. This is more challenging for councils when they do not know what their future funding and income will be, meaning that they need to plan for a range of possibilities.

councils have effectively balanced their budgets but long-term planning is critical in this challenging financial environment

In 2016/17, Scottish Government revenue funding for councils is 11 per cent lower (in real terms) than in 2010/11



5.1 per cent: reduction in Scottish Government revenue funding for councils in 2016/17

6.5 per cent: reduction in Scottish Government revenue funding between 2010/11 and 2014/15

£0.4 billion: increase in non-domestic rates (NDR) income between 2010/11 and 2014/15

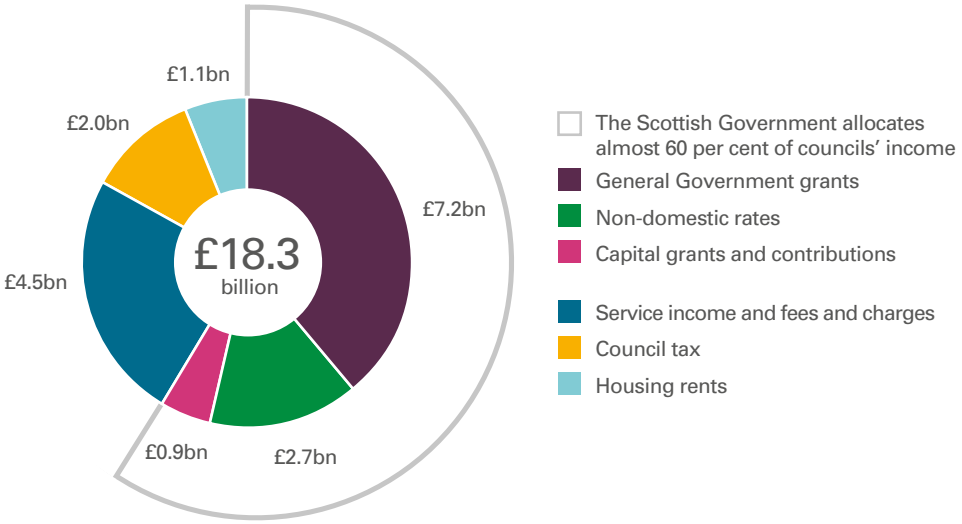
£18.3 billion: councils' total income in 2014/15

5. Councils' 2014/15 accounts showed that their total income was £18.3 billion. In line with previous years, the Scottish Government allocated almost 60 per cent of this (£10.76 billion) (Exhibit 2). This included revenue funding of £9.92 billion for day-to-day running costs, including staff; and capital funding of £0.84 billion to invest in buildings, roads and equipment. In real terms, the £10.76 billion is six per cent lower than in 2010/11, when total funding was at its highest.

Exhibit 2

Sources of councils' £18.3 billion of income in 2014/15

Almost 60 per cent of councils' income is allocated by the Scottish Government.



Notes:
1. Service income, fees and charges may include specific, service-related grants and income such as payments from the Scottish Government, NHS or other councils. They exclude housing rents which are shown separately as housing income.
2. Capital grants and contributions include income from the Scottish Government and others such as central government bodies, National Lottery and the European Union.
3. Figures sum to £18.4bn due to rounding.

Source: Councils' annual accounts, 2014/15

6. Scottish Government revenue funding remained almost unchanged (in real terms) in 2014/15 and 2015/16. In 2016/17, it will be five per cent lower than in 2015/16. This represents a reduction of 11 per cent in real terms since 2010/11.

7. In 2014/15, Scottish Government revenue funding included £343 million as part of the council tax reduction scheme, replacing council tax benefit that until 2013/14 came from the UK Government. It also included £490 million for freezing council tax at 2007/08 levels. The Scottish Government has added £70 million each year since 2008/09 to make up for income councils would have received if they had increased council tax in line with inflation each year. As part of the funding agreement for 2014/15, councils committed to implementing national policies to freeze council tax, and maintain teacher numbers and pupil to teacher ratios.

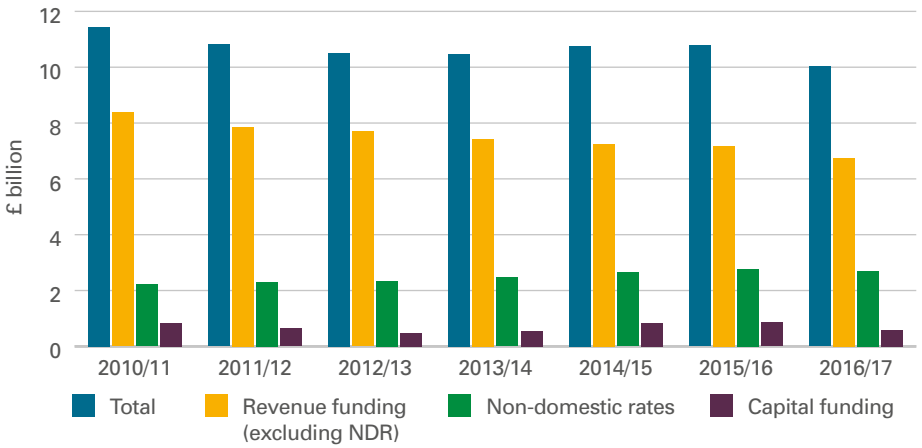
NDR makes up an increasing share of the revenue funding allocated by the Scottish Government

8. Non-domestic rates (NDR) are a tax on business property to help pay for local services. The Scottish Government sets the rate of tax, councils collect the money, and the Scottish Government redistributes it as part of its funding allocation to councils. NDR income has risen in recent years due to annual increases in the rate of tax and rises in the number of business properties on which the tax is paid (Exhibit 3). This increase, alongside total revenue funding decreases, has led to NDR making up 25 per cent of allocated revenue funding in 2014/15 compared with 19 per cent in 2010/11.

Exhibit 3

Scottish Government funding to councils from 2010/11 to 2016/17, at 2014/15 prices

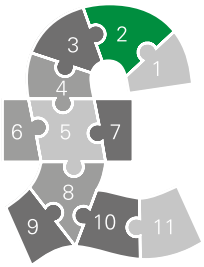
NDR income has been rising while total revenue funding has reduced.



Notes:
1. Funding allocations up to 2012/13 have been adjusted to remove funding for police and fire. Responsibility for these services transferred from local to central government in April 2013.
2. The Scottish Government has not yet set out its plans for local government funding beyond 2016/17.
3. From 2013/14, revenue funding includes payments for council tax reduction, replacing council tax benefit which previously came from the UK Government. This was £356 million in 2013/14 and £343 million in 2014/15, at 2014/15 prices.
4. The 2016/17 figures do not include £250 million that the Scottish Government allocated to health and social care integration authorities. This is an allocation from the Scottish Government health budget to NHS boards, rather than councils. The NHS boards will direct the funding to the integration authorities.

Source: Local Government Finance Circulars, Scottish Government, 2011-2016

Capital funding from the Scottish Government increased significantly in 2014/15 as part of a phased plan



£37.1 billion: value of physical assets owned by councils, for example buildings, schools, roads and equipment

£2.2 billion: amount councils invested in capital projects in 2014/15

£498 million: revenue and capital payments for Private Finance Initiatives (PFI) and Non-Profit Distributing (NPD) contracts in 2014/15

9. As part of its 2011/12 Spending Review, the Scottish Government rescheduled payments of some planned capital grant funding for councils for 2012/13 and 2013/14 by two years. This was to provide more capital funding for government bodies that are not allowed to borrow money. The Scottish Government then increased capital allocations to councils by £120 million in 2014/15 and £94.2 million in 2015/16. Similar shifts in capital funding are planned between 2016/17 and 2019/20, with lower funding in the first two years and higher in the last two years.

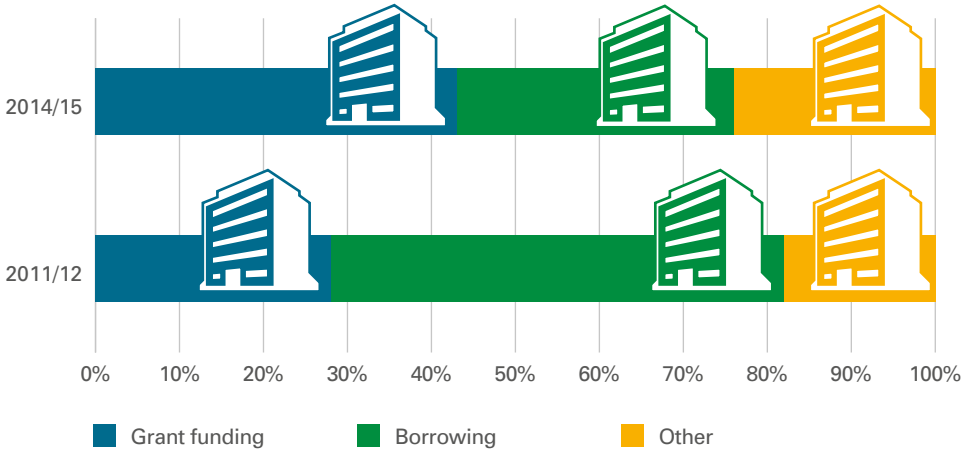
10. Between 2011/12 and 2014/15, capital grant funding increased from £720 million to £925 million (at 2014/15 prices). The Scottish Government provided about 80 per cent of grants in this period. Councils' total capital spending has decreased over the same period, from £2.5 billion to £2.2 billion (at 2014/15 prices). Councils are now using more capital grants than borrowing to fund their capital programmes (Exhibit 4, page 14). In 2016/17, councils face a decision about whether to increase their borrowing or decrease their capital programmes due to planned capital funding reductions by the Scottish Government.

11. Twenty-eight councils underspent their capital budgets in 2014/15. Capital underspends can have significant effects on a council's financial position, including cash flows from year to year, and how well it achieves its objectives. They may also have an effect on current and future borrowing. It is therefore important that capital spending plans are realistic. Councils should closely monitor capital spending and make sure there is effective communication between their capital investment and treasury management functions (the latter of which manages cash flow, borrowing and investments). Councils' treasury management strategies should set out for councillors how the borrowing strategy is informed by corporate priorities and capital investment needs (*Borrowing and treasury management in councils* [PDF]).[1] Councils should also demonstrate to elected members and service users how planned capital investment will help achieve their long-term strategic priorities (*Major capital investment in councils: follow-up* [PDF]).[2]

Exhibit 4

Sources of funding for capital spending

From 2011/12 to 2014/15, funding from capital grants increased and funding through borrowing decreased.



Note: Other sources of capital finance include money from the sale of assets, revenue funding used for capital spending and contributions from specific capital funds.

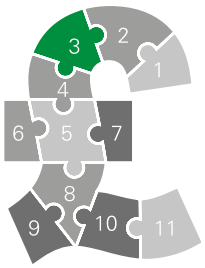
Source: Audit Scotland

12. As councils make decisions on how to manage reducing budgets, they must consider both the short and long-term implications of capital financing. This includes considering innovative funding options available for capital programmes, such as City Deals which attract additional funding from both the UK and Scottish Governments, as well as borrowing in traditional ways.

13. Councils are making significant revenue payments for Private Finance Initiatives (PFI) and Non-Profit Distributing (NPD) contracts, mostly for new and refurbished schools. In future, they will also face revenue charges associated with new projects financed through similar contracts or through newer funding models. It is important that both capital investment plans and treasury management strategies take into account the future revenue costs of capital financing options. Being aware of these costs allows councillors to fully scrutinise the long-term implications and affordability of funding decisions and to assess the sustainability of capital investment plans.

14. Councils have long-term assets worth nearly £40 billion, including physical assets, such as buildings, roads, vehicles and equipment, and long-term investments. The value increased by 1.7 per cent during 2014/15. The reported value of existing assets, shown in councils' annual accounts, is expected to increase greatly from 1 April 2016 when council-owned roads are to be valued on a different basis.

Councils have balanced their budgets by reducing their spending but face additional pressures on top of funding reductions



£18.7 billion: spending on day-to-day running of services (including interest costs and accounting adjustments)

23 councils spent less than their income on providing services in 2014/15

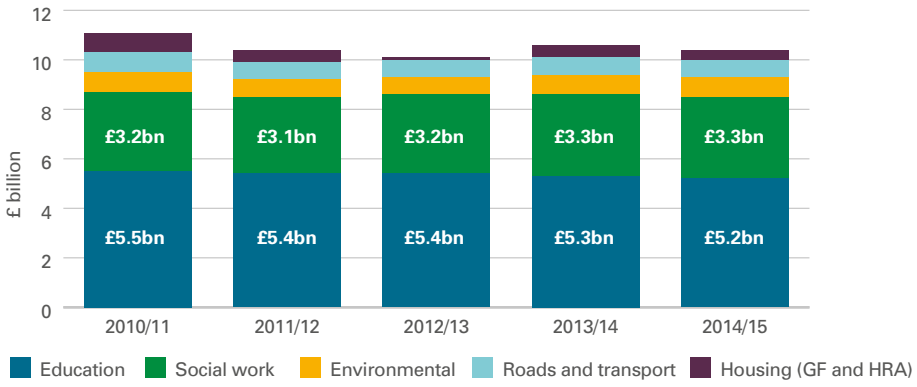
15. Councils have managed financial pressures by reducing spending across many of their main services and activities, except in social work (Exhibit 5). Councils' 2014/15 accounts showed expenditure of £18.7 billion. This looks like councils overspent by £0.4 billion but is actually due to adjustments that councils must make in their annual accounts, under local government accounting rules, for things like the accounting treatment of fixed assets and pension costs. In fact, the majority of councils underspent against their overall budgets in 2014/15. The one notable exception to this was Falkirk Council, which overspent by £2.9 million (0.8 per cent of its General Fund revenue budget). The most significant overspend of £3.3 million occurred in social work services and was partially offset by underspends in other areas.

16. The large number of underspends suggests that councils have successfully controlled their spending on services in preparation for the anticipated further funding reductions from 2016/17 onwards. Preparations for planned reductions in future years can also contribute to underspends if opportunities arise to

Exhibit 5

Council spending on main services 2010/11 to 2014/15, at 2014/15 prices

Councils have reduced their real terms net spending in service areas except in social work.



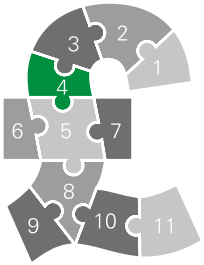
Notes:
1. The figures show net spending, which is the total amount spent less any income from fees, charges or other service-related income.
2. Housing figures include spending from the General Fund (GF) and Housing Revenue Account (HRA).

Source: Councils' annual accounts, 2010/11-2014/15

make savings ahead of schedule. Councils will find it increasingly challenging to underspend or balance their budgets from 2016/17 onwards because many incremental savings have already been made.

17. Even where councils underspent against their overall budgets, about a third of councils reported overspending their social work or social care budgets. The highest overspend in 2014/15 was in City of Edinburgh Council's health and social care service, which overspent its budget by £5.9 million due to demand pressures. The council has commissioned an external review to identify the main reasons for this and to help manage the budget in future. With demand rising because people are living longer, combined with further funding reductions, social care budgets will come under increasing pressure for many councils and for the new health and social care integration authorities. In 2016, we will publish a report, *Social work in Scotland, which* will look at the scale and impact of the financial and demand pressures facing social work and how councils and their partners are addressing these challenges.

Councils increased their usable reserves during 2014/15 in anticipation of further funding reductions



£1.9 billion: councils' usable reserves (excluding Orkney and Shetland Islands councils)

£375 million: unallocated General Funds (excluding Orkney and Shetland Islands councils)

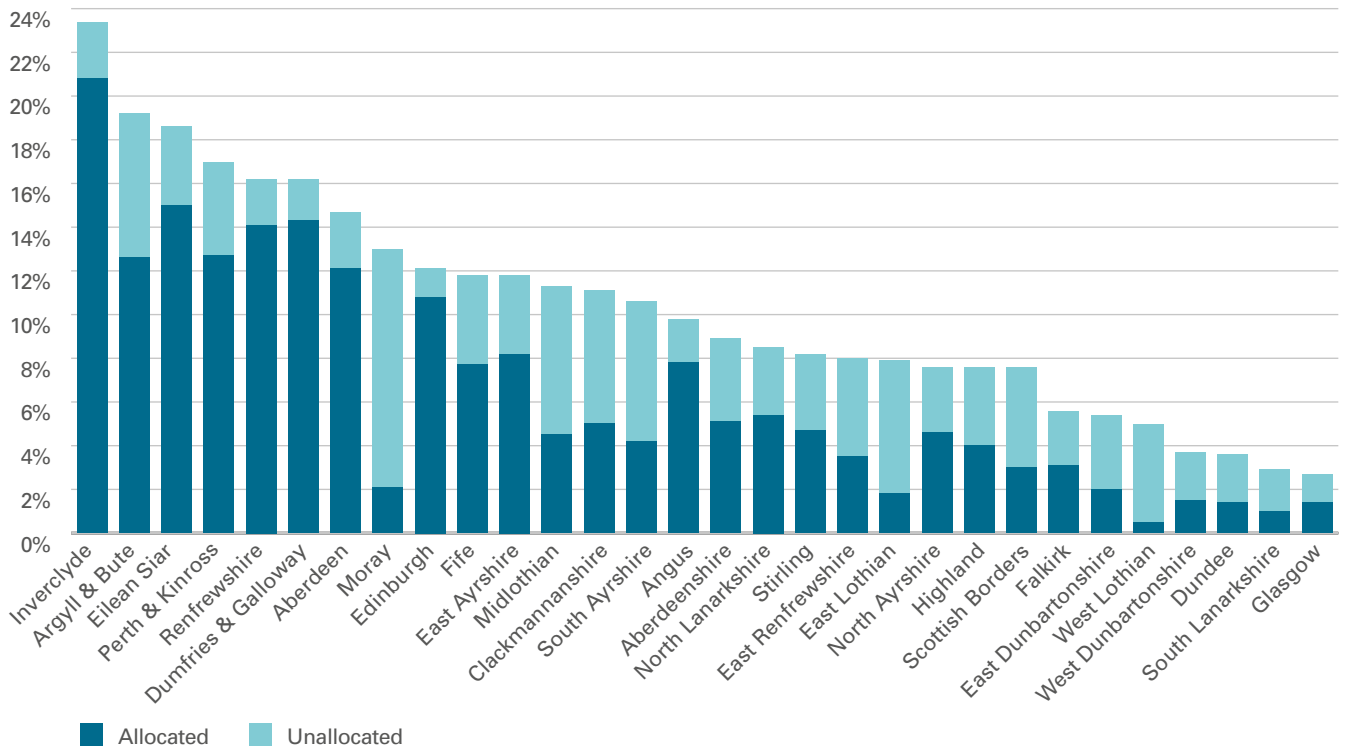
13 councils planned to use reserves for day-to-day spending in 2015/16

18. By the end of 2014/15, councils (excluding Orkney and Shetland Islands councils) had usable reserves of £1.9 billion, which is £31.4 million more than at the beginning of the year. £1.1 billion of this was in General Funds, available for councils to spend as required. £375 million of the £1.1 billion of General Funds were unallocated, meaning they were not earmarked for a specific purpose and therefore available as a contingency for unforeseen spending, such as making up shortfalls in income or savings, or for possible future commitments. Unallocated General Funds rose by 18.5 per cent during 2014/15. They are now 39 per cent higher than they were in 2010/11. Council finance directors tell us this is largely because they are being careful to save whenever opportunities arise, in anticipation of further funding reductions. Across Scotland, there is wide variation in the level of reserves councils hold and the levels of unallocated General Funds, with eighteen of the 30 councils having allocated more than half of their General Funds (Exhibit 6, page 17).

Exhibit 6

General Fund reserves held as a percentage of service costs, 2014/15

There is wide variation in the amount of General Fund reserves that councils hold compared to the cost of providing services.



Notes:
1. Figures exclude Orkney and Shetland Islands councils, which hold large reserves and balances arising mainly from harbour and oil-related activities, which affect what is included in their General Funds.
2. Service costs in this context are taken as the General Fund net cost of services, as reported in councils' annual accounts.

Source: Councils' annual accounts and data returns from auditors, 2014/15

19. Eighteen out of the 30 councils allocated more than half of their General Fund. Thirteen of Scotland's 32 councils planned to use reserves to bridge a gap between their income and spending in 2015/16 or beyond. Using reserves to support day-to-day spending on services is unsustainable. Financial plans and reserves policies must strike a balance between the planned use of reserves and being prepared for any unforeseen changes in circumstances to ensure councils can manage external pressures. For example, there have recently been multi-million pound compensation payments for multiple equal pay claims. Such events can significantly affect councils' reserves and their plans for using them.

20. The level of reserves that a council holds is a local decision, but should be clearly informed by an annually reviewed reserves policy. Thirty-one councils had a reserves policy in 2014/15, the exception being The Moray Council which plans to finalise a policy in March 2016. It is important that officers advise councillors of the rationale for holding specific levels of reserves. Councillors need to be satisfied that their council's reserve level is both appropriate and necessary. Reserves policies set a minimum or target level of reserves to be held but half of councils ended 2014/15 with unplanned increases or decreases in their General Fund (Exhibit 7, page 18). This underlines the importance of ensuring reserve levels are adequate and policies are regularly reviewed.

What level of reserves do we need, both allocated and unallocated?

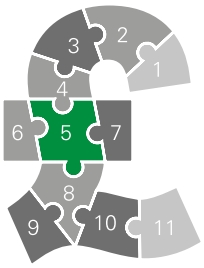
How effectively are we using the reserves we hold?

Exhibit 7

Increases and decreases in General Fund reserves

Total General Fund reserves increased overall but half of councils did not increase or decrease their reserves as planned.

Source: Councils' annual accounts and data returns from auditors, 2014/15



£39.9 billion: value of councils' long-term assets including their physical assets (£37.1 billion) and other assets such as long-term investments and money they are owed

£13.8 billion: councils' net debt – the difference between what is borrowed and owed (£15.2 billion) and the value of short-term investments (£1.4 billion)

£12.5 billion: councils' total short and long-term borrowing, which is the majority of their debt

£0.5 billion: increase in borrowing during 2014/15

Councils' net debt has increased since 2010/11, but decreased slightly in 2014/15.

21. Councils' debt includes money they have borrowed as well as commitments made under PFI, NPD and finance leases. Councils paid interest and repayment charges of about £1.5 billion in 2014/15, similar to the amount they paid in 2013/14. Most of councils' borrowing is for capital projects and helps them spread the cost of building, refurbishing and replacing their assets over a number of years.

22. Councils' net debt (total debt minus investments and cash) decreased by £44 million during 2014/15. At £13.8 billion (excluding Orkney and Shetland Islands councils), it remains £1.3 billion more than in 2010/11 (Exhibit 8).

23. Councils need to assess the affordability of borrowing and other forms of debt. In the short term, they do this using a number of 'prudential indicators', which show the effects on revenue budgets, in compliance with The Prudential Code.[3] We recommended in *Borrowing and treasury management in councils* [PDF] that councils should do more to assess the long-term affordability of borrowing and other forms of debt.

Exhibit 8

Councils' net debt, 2010/11 to 2014/15

Councils' net debt has increased since 2010/11, but decreased slightly in the last year.

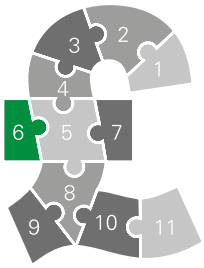
Notes:
1. Net debt is calculated as total debt (long-term borrowing, short-term borrowing, bank overdrafts and other long-term liabilities) minus external investments (short-term investments and cash, and cash equivalents).
2. Figures exclude Orkney and Shetland Islands councils, which have large investments associated with harbour and oil activities.

Source: Councils' audited accounts, 2010/11-2014/15

24. Borrowing levels are not an indication of financial problems or that a council may not be financially sustainable. As long as repayments are affordable and the council can finance its debts, then borrowing is a valuable means of financing longer-term capital costs. It is up to individual councils, taking into account their existing commitments, to determine how much they can afford to pay in annual repayments. Councils have reduced their borrowing in recent years, at the same time as there were changes in capital funding allocations from the Scottish Government and reductions in the overall size of capital programmes. Their overall level of outstanding borrowing has increased to £12.5 billion.

What implications do different borrowing and financing options have for our future revenue budgets?

Local Government Pension Scheme fund deficits can vary from year to year and long-term plans are in place to finance them



£33.8 billion: assets managed by the 11 separate LGPS funds in Scotland

£44.5 billion: total liabilities of the 11 LGPS funds

£10 billion: councils' share of the £10.7 billion long-term LGPS fund deficits

25. Pension contributions are a significant cost for councils. Most council staff pay into either the Scottish Teachers' Superannuation Scheme (STSS) or the Local Government Pension Scheme (LGPS). The Scottish Government is responsible for the STSS while councils are responsible for the LGPS. Staff in other related organisations, such as colleges, can also be members of these schemes.

26. The LGPS has 11 separate investment funds. These vary in size from Strathclyde Pension Fund, which manages about £16 billion (over 45 per cent) of the £33.8 billion LGPS assets, to a number of smaller funds each managing less than five per cent of total assets.

27. The value of the pension funds is fully assessed every three years to set contribution rates, most recently in 2014. Annual estimates are also made in between assessments. A range of factors are taken into account each time, for example inflation and life expectancy, and so annual estimates of fund values and future pension payments can vary from year to year.

28. At the end of 2014/15, there was an estimated £10 billion shortfall, or deficit, between the value of councils' pension funds and the future pension payments that will be made. This has increased by around £2.5 billion since 2011. During 2014/15, there were significant deficit increases in Glasgow City (£234m, 18 per cent), City of Edinburgh (£191m, 36 per cent), South Lanarkshire (£140m, 28 per cent), Falkirk (£128m, 51 per cent) and North Lanarkshire (£111m, 26 per cent) councils.

29. Pension deficits do not create immediate problems because staff and employer contributions and future payments will be made over a long period. There are long-term plans in place for funds to address current estimated deficits within 20 years.

The LGPS costs for councils are increasing

30. There are three main factors that determine variation in costs associated with the LGPS, and may result in increased pension costs for councils:

- Employer contribution rates: these range from around 17 to 22 per cent of employees' pay in 2014/15. They are not directly comparable between funds, or between councils within the same fund, because some councils make separate payments specifically to reduce deficits. But rates are set to increase. For example, by 2017/18 contribution rates will increase for five of the 11 councils that manage and administer the funds.

- Administration costs: these include the investment management fees for each fund, and other administration costs, and have been increasing. These are not comparable between funds, but the way the fees are reported has been changed to improve transparency and comparability between funds.

- Investment performance: the investment strategy for a fund takes into account the size of the fund's assets compared to its future liabilities, as well as other external market factors, when setting performance targets. Expected returns on investments are used to set employer contribution rates. In 2014/15, eight of the 11 LGPS funds reported above-expected returns and three reported returns below the targets they set for themselves (Highland, North East and Shetland).

31. Most LGPS funds have a growing number of pensioners within their schemes. The number of contributing members has also been increasing, despite staff reductions. Auto-enrolment into pension schemes is expected to result in more people joining. However, increases in the number of contributing members alone are not expected to offset the growing number of pensioners.

32. Councils face rising pension costs due to increases in pension scheme membership, raising the number of employees for whom they must contribute. Voluntary severance agreements can also increase the costs of paying pensions early and adding years to relevant employees' pensions. These agreements also result in councils having to make separate redundancy payments, although these are not pension costs.

33. Future employer contributions are part of a cost-sharing arrangement which may limit future increases. Employee contributions may however increase. Also, from 2016/17, employees and employers will no longer benefit from a reduction in National Insurance contributions, leading to increased costs for both.

34. There have been several recent developments to strengthen the governance and reporting of LGPS funds. In compliance with The Public Sector Pensions Act 2013, a local pension board was established for each LGPS fund before 1 April 2015. The board's role is to assist the fund manager to comply with rules relating to governance and administration of the fund.

35. A new Scottish Local Government Pension Scheme Advisory Board has also been set up as part of these reforms. Its role includes advising ministers on how the LGPS is operating and on any changes that may be desirable. It is likely to consider whether the structure of the LGPS in Scotland, with 11 separately administered funds, is efficient. That might include considering the value of the approach taken in England, of combining LGPS fund assets to allow collective investments to be made. The Accounts Commission welcomes this review of the LGPS.

What are the implications of workforce reductions on our pension costs?

How will these affect our pension liabilities and pension administration costs?

Equal pay remains a significant cost pressure

36. By March 2015, councils had paid out £605 million to employees in equal pay compensation. During 2014/15, 24 councils settled nearly 4,000 equal pay claims, worth a total of £24.9 million. Councils currently estimate that about 30,000 cases remain outstanding. Councils had put aside £117 million in anticipation of further payments in 2015/16 and beyond. This includes £78 million by North Lanarkshire Council to compensate employees whose claims were brought to tribunal and agreed in 2014/15.

37. Some councils do not expect many more significant equal pay claims and have reduced the money set aside for this purpose. However, recent cases highlight that councils' provisions can be significantly lower than the final costs. For example, Fife Council made a provision for equal pay claims of about £7 million in its 2014/15 accounts, based on the number of existing cases it had. However, in 2015/16 the council agreed to settle a large number of claims brought against it on the basis that the council's application of its job evaluation, pay protection and job assimilation arrangements under single status were unfair. The council's previous estimates of equal pay liability did not anticipate the application of its job evaluation scheme as being at risk. Therefore, the cost to the council of settling these cases is predicted to be many times greater than the financial provision it had made. This will significantly affect the council's financial position, including its planned spending on services and other projects or programmes. It is unclear how many other councils could potentially be in a similar position to Fife. The Accounts Commission plans to look at equal pay issues across local government in more detail during 2016/17.

Minimum and living wage rises have cost implications for councils

38. The living wage in Scotland is £8.25 per hour.[4] Councils have a collective agreement with Scottish Joint Council trade unions on pay for the period 2015/16 to 2016/17. As part of this agreement, councils committed to a pay settlement which set the living wage at a level of £8.33 per hour. In addition, the UK Government is aiming for a minimum wage of £9 per hour by 2020, which would mean significant pay rises for those currently on or near the current minimum wage (£7.20 per hour for those aged 25 and over from April 2016). While there are clearly benefits to low-paid workers through the living wage commitment, the increases in employee costs and contract costs – when contractors pay their staff the living wage – will put additional pressure on councils' finances. It will also require councils to review their grading structures where the living wage moves jobs out of existing pay scales.

Good financial planning and management is required to manage future pressures and ensure financial sustainability

39. At March 2015, all councils had balanced their budgets and were not planning to spend more in 2015/16 than they could afford. External auditors reported that councils had adequate reserves and could afford to repay their current debts. However, audit work has highlighted concerns about some aspects of financial planning, management and sustainability in a small number of councils.

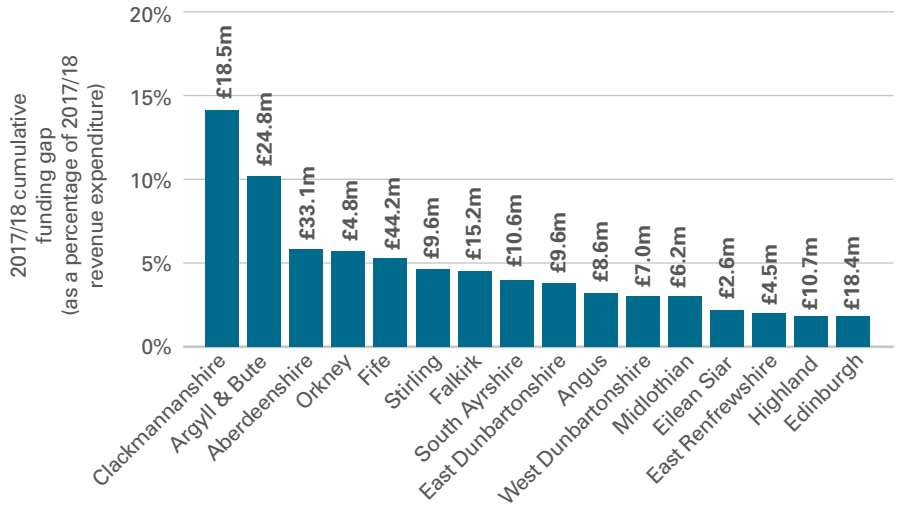
40. Auditors are most concerned about those councils that have been spending, or plan to spend, a significant amount of their reserves but still face a large gap between their expected income and spending. At March 2015, more than half of councils that had prepared indicative budgets for both 2016/17 and 2017/18 were reporting a funding gap between income and expenditure, even after they had identified savings and planned whether to use some of their reserves. At that point, five councils were predicting cumulative funding gaps of more than five per cent of their service costs by 2017/18. These were Clackmannanshire (14 per cent), Argyll and Bute (ten per cent), and Aberdeenshire, Orkney and Fife (five to six per cent) (Exhibit 9, page 23).

How fully do our financial plans identify estimated differences between income and expenditure (budget shortfall)?

Exhibit 9

Predicted funding gaps at March 2015

At March 2015, five councils were predicting cumulative funding gaps of more than five per cent in 2017/18.



Notes:
1. Figures are the 2017/18 cumulative funding gaps. Ten councils predict a balanced budget in 2017/18. Six councils had not prepared a budget for 2017/18 by March 2015.
2. Many councils have updated their estimates of funding gaps since this data was collected in March 2015 but we have not collected this updated information.

Source: Audit Scotland

41. The extent of the Scottish Government's funding reduction for 2016/17 is likely to result in councils identifying even larger funding gaps between the cost of delivering current services and their income, after taking account of planned savings or additional sources of income. Addressing this will require councils to go beyond incremental cost-saving measures to existing services and to fundamentally rethink their models of service delivery.

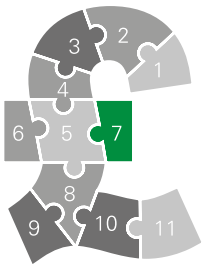
42. Councils' financial sustainability continues to be at risk as they face the combined challenges of reduced funding, increasing cost pressures (such as pensions, the living wage and equal pay) and rising demand for services from an ageing and growing population. Auditors will continue to assess councils' financial health and how well they are planning and managing their finances. Councils with good medium and longer-term financial plans and strategies are better equipped to manage these risks effectively.

What options do we have to address this budget shortfall for example, redesign services, use reserves?

How big is the remaining funding gap after we implement our selected options?

What actions are we taking to close any remaining funding gap?

Financial planning is crucial as councils face significant pressures in 2016/17 and beyond



15 councils have long-term financial strategies covering five or more years

29 councils have medium-term financial plans covering three to five years

43. A good financial strategy sets out a council's financial objectives and how it will achieve them. It shows clearly how the council will use the money it has to help achieve its Single Outcome Agreement (SOA) and strategic objectives. A financial strategy should cover at least five years and should set out the risks and liabilities, any assumptions made about income and the implications for affordability. Councils should also have in place detailed financial plans that set out fully-costed annual spending plans over at least the medium term (three to five years). When future Scottish Government funding is not known, councils should plan for a range of possible scenarios so they are prepared for different levels of funding and income.

44. Almost all councils have financial strategies that are accompanied by detailed financial plans covering at least three years. About a third of councils have financial plans covering five or more years. In a small number of councils, auditors reported that plans and strategies were still being developed.

45. Effective financial strategies and plans must take into account future financial pressures and how the council intends to respond to these. For example, councils need to assess how affordable the different options are for changing the way they deliver services. It is therefore important that financial plans support councils' priorities, savings and service change programmes, and asset management and workforce plans.

46. Shetland Islands Council, for example, has a five-year financial plan based on forecasts of future income, cost pressures, managing spending within the budget and financial risks. The council also intends to develop a 35-year asset investment plan to help it maintain the assets needed to deliver its priorities without reducing the money left for day-to-day running of services.

Do we have a long-term financial strategy covering at least five years that accounts for future pressures?

Is our five-year strategy supported by detailed financial plans covering a minimum period of three years?

How well do our financial plans set out the implications of different levels of income spending and activity?

How does our financial strategy link to our vision for the future?

Part 2

Delivering services

Key messages

1 Councils' performance in 2014/15 continued to improve across many of the performance measures in the Local Government Benchmarking Framework (LGBF). Councils have well-established systems to manage their performance and are improving how they report to the public.

2 Health and social care integration is the most significant aspect of public sector reform for councils. New integration authorities may not be in a position to make an impact in 2016/17. Significant risks need to be addressed if integration is to fundamentally improve the way health and care services are delivered.

3 The Accounts Commission continues to be concerned about councils' slow progress in delivering services differently, rather than relying on incremental savings to existing models of service delivery. There are some examples of councils achieving savings and community benefits through increasing online access to services, sharing services, collaborating on procurement and using arm's-length external organisations (ALEOs). Councils, however, need to be more ambitious in their plans, better at longer-term planning, and willing to appraise all practical options for delivering services more efficiently and effectively. This includes empowering and supporting local communities in delivering local services.

4 Most councils continue to reduce staff numbers. It is essential that they have comprehensive workforce strategies and plans, which must take into account not only workforce-related cost pressures, but the staff knowledge, skills and time they will need to plan and deliver services differently in future.

5 There is a need for councillors to continuously review and develop their skills and knowledge to help them carry out their increasingly complex and challenging role effectively. They need to have the skills and the necessary information to allow them to carry out effective scrutiny of performance. This becomes ever more important as councils develop new and different ways of delivering services within their reducing budgets.

councils need to be more ambitious and consider all the practical options for delivering services differently in future

Councils' performance improved in many service areas in 2014/15

47. Within the resources they had available in 2014/15 (for example money, people and buildings), councils continued to improve several key service performance measures, such as secondary school educational attainment, the balance between care at home and in care homes, the quality of council housing and waste recycling (Exhibit 10). Whatever their performance, the LGBF provides the starting point for councils to compare themselves with others to understand differences and learn lessons that will help them to improve performance.

48. The LGBF shows that public satisfaction with services has generally declined in recent years. This suggests a need for councils to work more closely with their communities and service users to establish service priorities.

Exhibit 10

Councils' service performance at a national level

There have been improvements across many of the performance indicators in the LGBF.

	LGBF indicator	2010/11	2011/12	2012/13	2013/14	2014/15
Education and Children's service	% of pupils gaining 5+ awards at Higher (Level 6)	23.0	25.0	25.7	28.1	29.3
	% pupils from deprived areas gaining 5+ awards at Higher (Level 6)[1]	8.0	9.0	10.1	12.6	12.8
	% of children being looked after in the community[2]	91.0	91.2	91.0	91.0	–
	% of adults satisfied with local schools	83.1	–	83.0	81.0	79.0
	% of pupils entering positive destinations	88.9	89.9	91.4	92.3	92.9
Corporate services	% of the highest paid 5% of employees who are women	46.3	48.5	48.7	50.7	51.7
	Domestic noise – average time (hours) to respond	47.8	31.6	43.2	80.7	58.9
	Sickness absence days per teacher	6.6	6.2	6.6	6.1	6.3
	Sickness absence days per employee (non-teacher)	10.8	10.4	10.9	10.3	10.8
	% of income due from council tax received by the end of the year	94.7	95.1	95.2	95.2	95.5
	% of invoices sampled that were paid within 30 days	89.5	90.2	90.5	91.9	92.5
Adult social care	SDS[3] spend on adults 18+ as a % of total social work spend on adults 18+	1.6	3.1	5.9	6.4	6.9
	% of people aged 65+ with intensive needs receiving care at home	32.2	33.0	34.1	34.3	35.6
	% of adults satisfied with social care or social work services	62.1	–	57.0	55.0	51.0
Culture and leisure	% of adults satisfied with libraries	83.5	–	83.0	81.0	77.0
	% of adults satisfied with parks and open spaces	83.1	–	86.0	86.0	86.0
	% of adults satisfied with museums and galleries	75.5	–	78.0	76.0	75.0
	% of adults satisfied with leisure facilities	74.6	–	80.0	78.0	76.0

Cont

Exhibit 10 continued

	LGBF indicator	2010/11	2011/12	2012/13	2013/14	2014/15
Environmental services	Street cleanliness score (% acceptable)	95.4	96.1	95.8	96.1	93.9
	% of total household waste that is recycled	38.7	41.0	41.7	42.2	42.8
	% of adults satisfied with refuse collection	80.9	–	83.0	83.0	84.0
	% of adults satisfied with street cleaning	73.3	–	75.0	74.0	74.0
Housing	Gross rent arrears (all tenants) as a % of rent due for the reporting year	–	–	–	5.6	5.9
	% of rent due in the year that was lost due to empty properties	1.3	1.3	1.2	1.3	1.2
	% of dwellings meeting Scottish Housing Quality Standards	53.6	66.1	76.6	83.7	90.4
	Average time taken to complete non-emergency repairs (days)	–	–	–	10.2	9.9
	% of council dwellings that are energy efficient	74.9	81.2	88.8	94.0	96.5
Corporate assets	% of operational buildings that are suitable for their current use	73.7	74.8	75.9	78.2	79.0
	% of internal floor area of operational buildings in satisfactory condition	81.3	82.7	82.6	80.9	82.9
Economic development	% unemployed people assisted into work from council operated / funded employability programmes	–	–	9.6	12.5	14.2
		2009/11	**2010/12**	**2011/13**	**2012/14**	**2013/15**
Roads maintenance	% of A class roads that should be considered for maintenance treatment	30.3	30.5	29.4	28.7	29.0
	% of B class roads that should be considered for maintenance treatment	35.8	36.3	35.0	35.2	36.1
	% of C class roads that should be considered for maintenance treatment	35.0	36.0	34.8	36.6	37.3

Decline in performance from previous year

Improvement from previous year

No change in performance

Baseline year

– No data available

Notes:
1. This data is calculated from the Scottish Index of Multiple Deprivation (SIMD).
2. Balance of care for looked after children: percentage of children being looked after in the community.
3. Self-directed support.
4. We have not included unit cost measures in this exhibit. Additional performance information is available at www.improvementservice.org.uk

Source: Local Government Benchmarking Framework, Improvement Service, 2016

Councils have well-established systems to help manage their performance and are improving how they report to the public

49. Councils have well-established systems for monitoring performance and continue to develop them. For example, in conjunction with the Scottish Public Services Ombudsman's (SPSO's) Complaints Standards Authority, councils are improving complaints monitoring as a means of better understanding public satisfaction with their services. Local government scrutiny bodies (Audit Scotland, the Care Inspectorate, Education Scotland, Scottish Housing Regulator and Healthcare Improvement Scotland), working collectively through the annual Shared Risk Assessment (SRA) process, have highlighted scope in some councils to use information more effectively in order to manage performance. This includes comparing performance with other councils and using self-evaluation.

50. Public performance reporting (PPR) is an important way for councils to demonstrate their performance to the public. Many councils have improved how they report their performance in public but there is a significant gap between top-performing councils and those that still need to improve their PPR.

51. The Accounts Commission will use LGBF data, complaints information and public performance reports as important sources of intelligence to inform future audits of Best Value.

How clearly do we report our plans and performance to the public?

Health and social care integration is intended to transform services across Scotland, but councils and their partners still need to address significant risks

52. The most significant transformation to council services taking place is the integration of health and social care services. The Public Bodies (Joint Working) (Scotland) Act 2014 sets out an ambitious programme of reform for the Scottish public sector to improve support for people who need health and social care services. It creates a number of new public organisations and aims to encourage more effective joint working between NHS boards and councils.

53. Councils and NHS boards are required to establish integration authorities by 1 April 2016. There are now 31 integration authorities, including a joint arrangement in Stirling and Clackmannanshire. All integration authorities are required to integrate adult health and social care services, but they can also choose to integrate other services. The scope of services being integrated varies widely across Scotland. Most notably, in Argyll and Bute, and Dumfries and Galloway, the integrated services will include all NHS acute services, including planned and unplanned hospital services. The integration authorities are now establishing management and governance arrangements, including organisational structures and internal processes.

54. Our *Health and social care integration* [PDF] report found that integration authorities may not be in a position to make an impact in 2016/17.[5] We reported on the significant risks that need to be addressed if integration is to fundamentally change the delivery of health and care services. These include:

- difficulties in agreeing budgets and finalising comprehensive strategic plans, due to councils having to set their budgets before NHS boards, and uncertainty about longer-term funding

- uncertainty about how complex governance arrangements will work in practice
- significant long-term workforce issues, such as different terms and conditions for NHS and council staff, and difficulties in recruiting and retaining GPs and care staff.

55. The issues around budgeting, strategic planning and governance need to be addressed quickly in order to improve local health and social care services in the next few years. In the longer term, joint action by councils and NHS boards will be needed to address workforce issues. Our *Changing models of health and social care* [PDF] report highlighted that, to transform services and successfully deliver better outcomes for users, NHS boards, councils and integration authorities will have to adopt innovative models of care and ways of working that are quite different from traditional services.[6]

The quality and ambition of councils' savings and service change programmes vary greatly

56. Most of the savings councils have made over the last four years have relied on incremental reductions to a wide range of services and relatively small increases in income from fees and charges. Many savings have come from staff voluntary redundancies. There is a limit to how many staff can be lost before there is a major impact on the quality or quantity of services. Councils need to consider options for more fundamental changes to the way they deliver services.

57. Councils have been developing savings plans and service change programmes in response to current and future reductions in their income. However, auditors have highlighted variation in the ability of councils' programmes to make the savings required. Some are making good progress towards tangible savings and improvements to services for communities. For example, East Ayrshire Council's transformation strategy is designed to achieve sustainable savings of £34.7 million over the five-year period up to 2016/17. Planned savings in the first three years have already been achieved and, at the time of approving its 2015/16 budget, the council reported no funding gap up to 2016/17. The council reviews its transformation strategy annually and consults local communities and stakeholders on its priorities as part of the review.

58. Auditors have expressed concerns about the extent to which planned changes in some councils are enough to make required savings, whether these changes are being implemented quickly enough, and how any changes reflect a council's priorities. For example, in Aberdeenshire Council, the auditor has reported that there is little evidence of robust plans with clear links to outcomes.

59. The Accounts Commission is concerned about councils' slow progress in delivering services differently, rather than relying on incremental savings and staff reductions. Recent Best Value audits on East Dunbartonshire, Falkirk, and Argyll and Bute councils highlight that, regardless of the ambition of savings plans and service change programmes, only relatively small-scale changes have been delivered so far.[7, 8, 9] Larger-scale changes that make a bigger impact on budget shortfalls have proved more difficult to achieve. Our *East Dunbartonshire Council: the Audit of Best Value and Community Planning – a follow-up report* [PDF] found a clear commitment to improvement but expressed concerns about the pace of delivering the improvements in practice. We recommended the council take urgent action to identify clearer priorities for its transformation programme.

How will our savings plans help us achieve our corporate objectives and commitments made to our Single Outcome Agreement?

How open are we to considering all possible options to reduce the cost, and improve the quality and effectiveness of the services we provide?

60. One area where councils are changing the way they work is in providing services online. This allows councils to provide services that better meet the needs of users, as set out in the Scottish Government's and COSLA's 2012 vision *Scotland's Digital Future – Delivery of Public Services*.[10] It also allows councils to deliver greater efficiency, reducing the number of staff required to deliver these services (Case study 1). However, it is important that councils continue to provide services for those who do not have access to, or simply do not want to use, online services.

Case study 1

Examples of online services in councils

City of Edinburgh Council

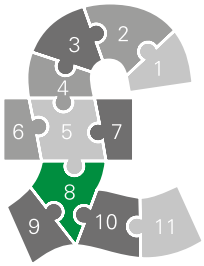
The council is currently redesigning many of its customer care services and moving services online where possible. The council plans to deliver annual savings of £5.9 million, through reducing the number of support staff. There are early signs that this initiative is making an impact: 40 transactions, such as school placing requests, are already available online and savings of £355,000 over the past year have been made. The council now aims to roll out a further 153 new types of online transaction in 2016/17.

The Highland Council

The council aims to reduce the equivalent of 54.2 full-time employees and save £1.3 million by 2018/19 through its Digital First programme. In 2014, 82,000 transactions took place online with a corresponding ten per cent decrease in face-to-face transactions. The council currently offers 87 services online, such as paying rent online, and is aiming to have 40 per cent of customer transactions online by April 2017. The council has implemented the Improvement Service's customer portal 'myaccount'. This reduces the requirement for customers to prove their identity every time they apply, and gives customers the ability to upload scanned and photographed evidence.

Source: Audit Scotland

There is limited evidence of councils collaborating or sharing services



£43 million: saved by councils in 2012/13 by using collaborative procurement contracts

61. Collaborating or sharing services can help meet financial challenges. For example, East Ayrshire and South Ayrshire councils have a shared roads maintenance service, which has been operating since April 2014. It aims to maintain and improve the service while saving £8.6 million over the next ten years. Stirling and Clackmannanshire councils are jointly delivering social work and education services. However, they decided in late 2015 to withdraw from this arrangement, and they will revert to single-council services by April 2017. These shared services involved a lot of preparatory work. They highlight the need for sustained commitment if councils are to deliver shared services successfully and realise any planned longer-term benefits.

62. Our *Procurement in councils* [PDF] report found that councils had saved £43 million in 2012/13 through using Scotland Excel or Scottish Government collaborative procurement contracts, and councils' use of collaborative contracts has been increasing since then.[11] Savings were not the only benefit to this collaborative working. Councils had been systematically using procurement spending to support local economic development, and they had begun to achieve community benefits, such as apprenticeships and environmental improvements, into procurement contracts.

63. Whatever the means of delivering services, a crucial element of achieving best value is using options appraisal effectively to evaluate current and alternative ways to deliver services. Our *How councils work: Options appraisal – are you getting it right?* [PDF] report recommends rigorous and challenging appraisal of all the options.[12] It is important that councils consider a wide range of alternatives, including fundamentally different approaches, to help find the most effective and efficient way to achieve the council's priorities for its local communities (Exhibit 11, page 32).

64. In looking at possible options for delivering services, councils and their partners need to consider the opportunities presented by the Community Empowerment (Scotland) Act 2015. The Act aims to empower community bodies through ownership or control of land and buildings, and by giving them more say in decisions about public services.

How fully have we appraised the options for sharing services with similar or neighbouring authorities or other public sector bodies?

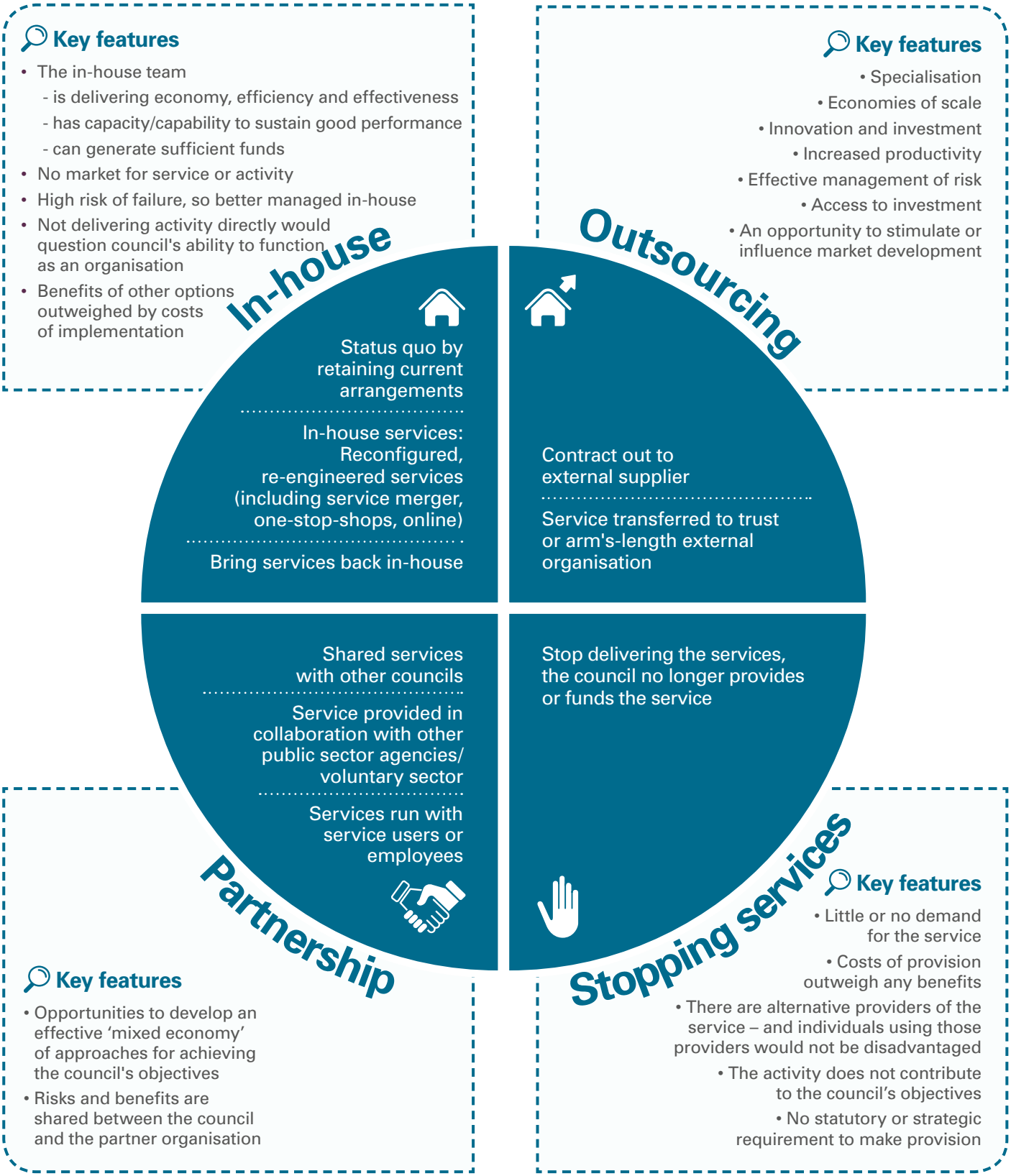
What options do we have for collaborating or sharing services?

How are we involving and empowering local communities to design and deliver services to suit local needs?

Exhibit 11

Options for delivering services

Councils should use options appraisal to consider alternative ways of delivering services.



Source: Audit Scotland

Councils are planning to increase the number of ALEOs to deliver services

65. Councils use ALEOs to deliver services differently and more efficiently, as they offer different opportunities for generating income and making tax savings. ALEOs are typically used to provide more commercial activities, including leisure, property development, car parking, energy generation, and conference facilities such as the Edinburgh International Conference Centre. They are also used across a diverse range of services including social care and waste recycling. Auditors have identified approximately 140 ALEOs operated by Scotland's councils, with around three-quarters of these providing cultural, leisure, housing or economic development services. Councils are planning to deliver more services through ALEOs by establishing new ALEOs or expanding the remit of existing ALEOs (Case study 2).

How do we learn from other changes we have made and the experiences of other organisations when identifying and considering all the options?

Case study 2

Examples of new and expanded ALEOs

SB Cares

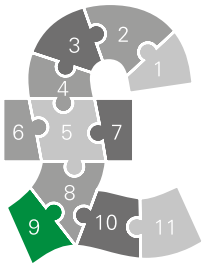
Scottish Borders Council established SB Cares to deliver most of the council's adult social care provision. Around 800 staff transferred to SB Cares on 1 April 2015. The new ALEO aims to make more efficient and flexible use of staff and generate additional income. The council expects to deliver £0.5 million savings in the first year.

Renfrewshire Leisure Limited

Renfrewshire Council expanded Renfrewshire Leisure Limited by transferring the management and staffing of cultural and leisure services, such as town halls, libraries and playing fields. It estimates £0.6 million of annual savings from the transferred services being eligible to pay reduced NDR.

Source: Audit Scotland

As councils continue to reduce staff numbers, it is essential that they plan to have the staff knowledge, skills and time to deliver services differently in future



24 councils, in September 2015, were planning to further reduce staff numbers during 2015/16 and beyond

31 councils have reduced and/or restructured their senior management in recent years, and 11 councils, in September 2015, were planning to make further changes

66. The majority of councils have reduced their workforces over the last few years to save money and establish more efficient ways of working. At 31 March 2015, there were approximately 200,800 people (full-time equivalent or FTE) employed by councils. This was around 800 fewer people (FTE) working in councils compared with the previous year. The net reduction in employment may be lower than 800 as it includes jobs transferring into ALEOs, although we do not have data on this. We have highlighted in previous reports that relying on reducing staff numbers to save money without changing the way councils deliver services is not sustainable.

How do we ensure our senior officers have the knowledge, skills and time to support us in making difficult decisions?

67. With their income falling further, and as they identify funding gaps in the next two years or longer term, councils are planning further staff reductions. Some councils are now making compulsory redundancies to reduce costs and better manage their workforces. For example, over half of councils have policies that allow them to make compulsory redundancies if necessary, and seven have already made a very small number of compulsory redundancies in 2014/15. At the same time, councils feel that their ability to fully manage their workforce in line with local priorities is affected by other factors outwith their control, such as the Scottish Government's requirement for councils to maintain teacher numbers.

68. A key area of savings has been in reducing and restructuring senior management. Councils need to ensure that they manage the risks of relying on smaller numbers of individual officers with an increasingly wide range of responsibilities. There is also the risk that they may not have the management skills and time they need to plan and implement new ways of delivering services. In contrast, some councils have difficulties in recruiting and retaining people in some key roles. For example, Aberdeen City Council had difficulty filling the position of Director of Corporate Governance. More widely, there is a recognised shortage of qualified procurement professionals. Councils may therefore have to develop the skills of their existing staff or find new ways to attract people with the specialist skills they need. This highlights the importance of succession plans as part of workforce planning to avoid losing essential skills and knowledge, particularly when considering further staff reductions.

Further workforce reductions must reflect councils' priorities

69. A number of councils have been developing their workforce strategies and plans. An effective workforce strategy takes account of the skills needed for the future, not just the numbers and grades of staff. This means tying it in with the council's identified priorities and its plans for changing how services are delivered. For example, with councils expected to involve local communities more in planning, managing and delivering services, in response to the Community Empowerment (Scotland) Act 2015, they may need to retain or develop further their skills in this area.

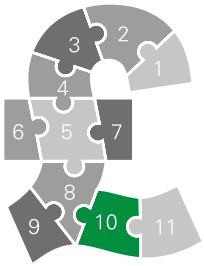
What do we need the workforce to look like in terms of numbers, skills and knowledge?

How do we ensure the council's future pay structures do not discriminate against any groups of staff?

70. Some councils have still to fully, or further, develop their workforce planning. We have raised concerns about workforce planning in recent Best Value reports. For example, East Dunbartonshire Council has a workforce strategy in place but it does not contain clear targets or timescales for meeting objectives, and so it is difficult to assess its impact. Our *Health and social care integration* [PDF] report also identifies the need for long-term workforce strategies in the new integration authorities. Developing a suitably skilled workforce is particularly challenging in health and social care integration, given the wide range of people involved and the size of the workforce.

71. We have also identified a risk that staff in some support services may be under severe pressure after significant staff reductions. For example, information collected by auditors shows that most councils have reduced finance staff. This has not had a negative impact on service delivery to date, with all councils submitting their unaudited accounts on time and all council audits being completed by the due date of 30 September 2015. Some councils are planning to reduce finance staffing further. This can pose risks for councils in being able to carry out good long-term financial planning, effective monitoring of budgets and savings, and responding to the additional work involved in budgeting for the new health and social care arrangements. However, it can also indicate better use of technology and therefore a need for fewer finance staff.

There is potential to reduce staff time lost due to sickness absence



10.8 days: the average number of sickness days per employee (excluding teachers) in 2014/15

6.3 days: the average number of sickness days per teacher in 2014/15

72. In 2014/15, sickness absence across councils increased by almost half a day per employee, excluding teachers. Sickness absence per employee varied across councils from an average of 8.8 days per year in Orkney to 14.5 days per year in West Dunbartonshire (Exhibit 12, page 36). If councils with high absence levels could lower this to match the top eight performing councils (lower than 9.9 days), that would gain the equivalent staff time of close to 700 full-time employees (excluding teachers) across Scotland.

73. Sickness absence also varied in 2014/15 among teachers from an average of 3.6 days per year in North Ayrshire to 10.1 days per year in Clackmannanshire. Similarly, if councils with high teacher absences could match the top eight performing councils (lower than 5.7 days), that would gain the equivalent staff time of close to 200 full-time teachers across Scotland.

74. With councils' workforces reducing, this potentially increases the workload for remaining staff, which in turn can negatively affect morale and sickness absence. It can also impact on the ability of managers to deal with absence issues.

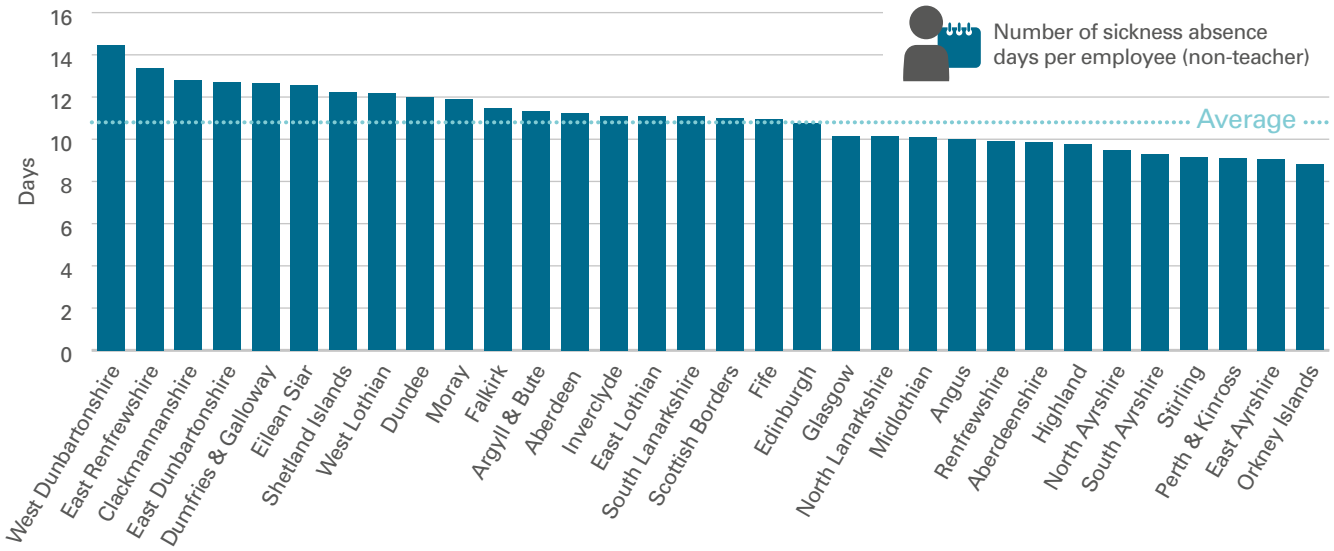
75. Reasons for sickness absence are complex and varied and therefore reducing absence is not easy. East Dunbartonshire Council has taken steps to reduce sickness absence, for example, by introducing better monitoring of short and long-term absences, identifying departments with high absence rates, and providing further support and guidance for managers. This has led to a decrease in staff absence levels, although they are still above the Scottish average. To try to reduce the cost of absence, the Improvement Service is helping councils to learn from each other, using the LGBF as a starting point.

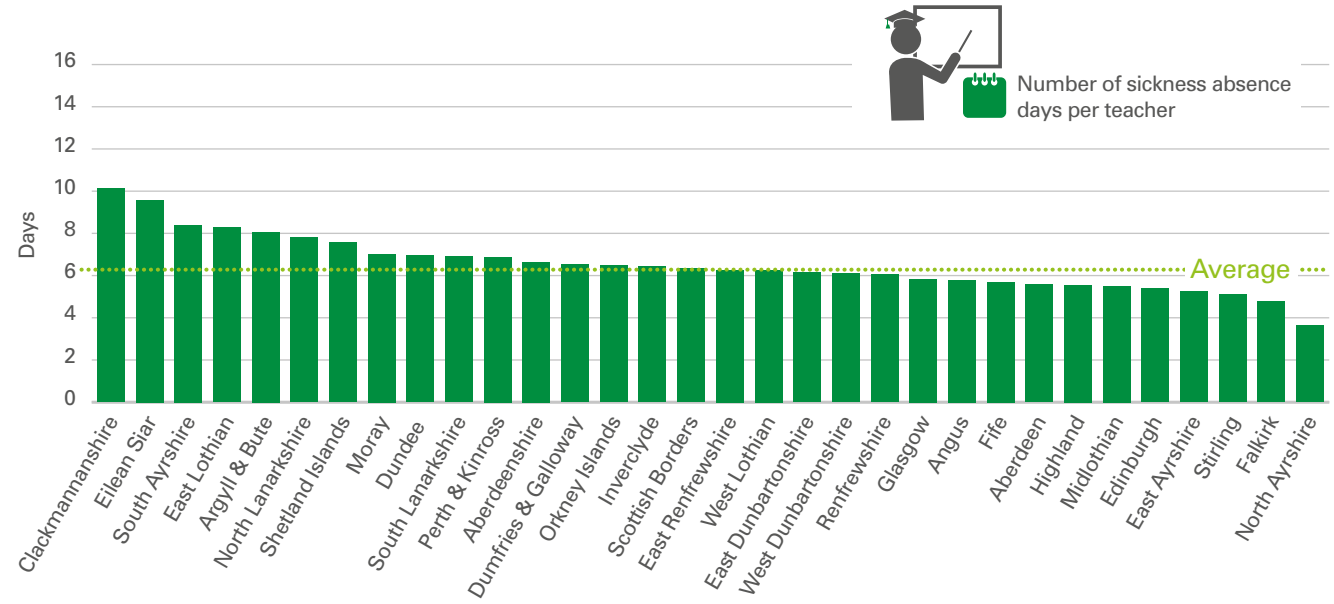
How effectively is the council working to improve sickness absence among employees?

Exhibit 12

Sickness absence for council employees in 2014/15

Clackmannanshire and West Dunbartonshire councils have the highest average number of sickness days for teachers and other employees respectively.

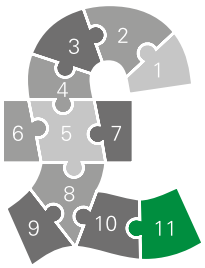




Note: Sickness absence varies from year to year. When councils use this LGBF information, they will want to consider the data for more than one year.

Source: Local Government Benchmarking Framework, Improvement Service, 2016

Councillors need good quality information to make decisions and the appropriate skills to carry out their scrutiny role



1,223: the number of councillors in Scotland

32: all councils' audited accounts were unqualified in 2014/15

76. It is important that councillors have clear, understandable and manageable information to help them make decisions and scrutinise effectively. We have seen meeting papers where councillors were expected to read over 700 pages of information. Committee reports can be long, complex and written in very bureaucratic language, making them difficult to understand. This places significant demands on councillors and makes it difficult for them to focus on the most important issues, such as the council's underlying financial position.

How do we ensure that the information we receive is clearly written, jargon-free and manageable?

77. Councils were required to add a management commentary to their annual financial reports for the first time in 2014/15. It replaces the previous explanatory foreword, as part of the move to make the accounts more accessible to readers. This should enable councillors and others to scrutinise the annual financial reports more effectively. We have prepared guidance for councils about financial reporting and scrutiny, with suggested questions for councillors to ask. This is available on our website. We will review these in more detail next year.

78. As well as making the accounts more understandable, officers need to provide councillors with information, support and advice to help them scrutinise the accounts and other financial and service performance information. For example, there are gaps between the technical information, such as prudential indicators, and the straightforward explanations that many councillors need to fully understand the consequences of their decisions. Our *Borrowing and treasury management in councils* [PDF] report found that councils need to improve their scrutiny in this area.

Councils need to conduct their business openly in the interests of local accountability

79. Good governance requires councils to conduct their business in a transparent manner. In some of the Best Value audits we carried out in 2015, for example in East Dunbartonshire and Argyll and Bute councils, we highlighted that they are carrying out a relatively high proportion of business in private. A wider analysis of the number of reports that councils consider in private, rather than in public, has highlighted variation in approach. For example, around a quarter of councils discuss less than two per cent of reports in private at meetings of the full council or at a policy and resources committee (or equivalent). In contrast, a few councils consider over 15 per cent of items in private.

How can we consider more of our business in public?

80. Decisions on considering items publicly or privately are influenced by a range of factors. In particular, they may be affected by local schemes of delegation to senior officers, allowing them to make certain operational decisions. They may also be influenced by the local culture developed over time in councils. In our recent Best Value report on Argyll and Bute Council, we recommended that the council establishes a more open and transparent culture and style of working, which includes minimising the amount of business it carries out in private. Councils should be looking to identify and adopt best practice to strengthen local accountability.

How can we involve our communities more in local decisions?

81. Every year, the Accounts Commission emphasises in its overview report the importance of good governance. This includes procedures for authorising spending decisions, systems for managing risks, processes for reporting and scrutinising financial and service performance, and the way councillors and staff behave. All of these are increasingly important as councils continue to adapt to changing circumstances and develop more creative and ambitious ways of achieving positive outcomes for communities. In doing this, they are working more with partners in the public, private and third sectors, and in partnership with their communities. It is therefore even more important for councils to review and update governance arrangements to ensure that they are fit for purpose. The principles of good governance are:

- creating and implementing a vision and focusing on outcomes
- councillors and officers working together to achieve a common purpose, with clearly defined functions and roles
- promoting the council's values and upholding high standards of conduct and behaviour
- taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- developing the capacity and capabilities of councillors and officers
- engaging with local people and other stakeholders to ensure robust public accountability.[13]

82. Councils should have appropriate arrangements in place to approve, monitor and hold ALEOs to account for the public funding that is provided to them. This includes complying with the Following the Public Pound Code. The Code is designed to ensure that openness, integrity and accountability are applied to all council decisions when public money is being spent, for example when establishing funding relationships with ALEOs. The importance of good governance was highlighted in Audit Scotland's *Conclusions on issues relating to the Lennoxtown Initiative* [PDF] in November 2015.[14] The report found that more robust processes should have been put in place to demonstrate that the public funds provided were used for the charitable purposes intended, and that using resources in this way represented best value.

83. In 2015, the chair of the Accounts Commission wrote to all chief executives and council leaders highlighting the importance of good governance and to encourage councils to apply good practice more consistently across all ALEOs. Local Area Networks will continue to monitor how effectively councils are overseeing ALEOs, with audit work looking at the role of ALEOs in service delivery being considered for 2017/18.

Councillors must develop their skills and knowledge as their role becomes more complex and demanding

84. Councillors face taking increasingly difficult decisions, often needing to consider new and more complex ways of delivering services. They need to be confident in their ability to appraise new ways of working and to scrutinise operational and financial performance. This will help them carry out their role effectively in the current demanding environment. Their continuing professional development should identify the skills and knowledge they need to develop.

85. Training on scrutiny tends to be provided at the start of a political term, as part of the induction scheme for new councillors, or targeted towards councillors who sit on scrutiny committees. However, scrutiny training needs to be provided more widely. Perth and Kinross Council, for example, developed an action plan after identifying a risk in councillors appointed to ALEOs not having the appropriate skills and training.

86. Our *Borrowing and treasury management in councils* [PDF] report found that councillors said it was often difficult to attend training due to other commitments. This was said to be particularly difficult where training courses were scheduled to last for a full day. To keep knowledge and skills up to date, councils could consider providing more training in a variety of ways to suit councillors' needs, including short briefings and online training.

87. Following local elections in 2017, the induction and training for new and re-elected councillors will be very important in helping them fulfil their role and responsibilities in an increasingly complex and challenging environment. To contribute to this, the Accounts Commission is doing more work on roles and responsibilities in 2016/17.

How well do we scrutinise decisions on financial and service performance?

How do we ensure we have the knowledge and expertise we need to scrutinise effectively?

Endnotes

1 *Borrowing and treasury management in councils* [PDF], Audit Scotland, March 2015.

2 *Major capital investment in councils: follow-up* [PDF], Audit Scotland, January 2015.

3 *The Prudential Code for Capital Finance in Local Authorities,* CIPFA.

4 Living Wage Foundation.

5 *Health and social care integration* [PDF], Audit Scotland, December 2015.

6 *Changing models of health and social care* [PDF], Audit Scotland, March 2016.

7 *East Dunbartonshire Council: the Audit of Best Value and Community Planning – a follow-up report* [PDF], Audit Scotland, June 2015.

8 *Falkirk Council: the Audit of Best Value and Community Planning* [PDF], Audit Scotland, August 2015.

9 *Argyll and Bute Council: Best Value audit 2015* [PDF], Audit Scotland, December 2015.

10 *Scotland's Digital Future – Delivery of Public Services,* November 2012.

11 *Procurement in councils* [PDF], *Audit Scotland,* April 2014.

12 *How councils work: Options appraisal – are you getting it right?* [PDF], Audit Scotland, March 2014.

13 *Delivering good governance in local government, Guidance note for Scottish authorities,* SOLACE/CIPFA, 2008.

14 *Conclusions on issues relating to the Lennoxtown initiative* [PDF], Audit Scotland, November 2015.

An overview of local government in Scotland 2016

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Key recommendations	Lead Officer(s)	Current NAC Position	Planned NAC Actions
Councillors should satisfy themselves that their Council has a longer-term financial strategy (5 years or more) supported by an effective medium term financial plan (three to five years). These should show how the Council will prioritise spending to achieve its objectives, make any necessary savings and remain financially sustainable.	Laura Friel	North Ayrshire has a 10 year financial strategy covering the period to 2022/23. The Council's rolling 3 year financial plan is reviewed annually when the Council sets its Council Tax.	A formal review of the 10 year financial strategy to 2026/27 will be concluded when the Scottish Government publishes the 3 year spending review (2017/18 to 2019/20) in September 2016. The next medium term financial plan will be considered in late 2016 / early 2017. Work will continue to develop the strategic framework that sits around the budget setting process.
Councillors should appraise all practical options for how to deliver the services their communities need within the resources available. This includes examining opportunities to work with and empower communities to deliver services in different ways, and learning lessons from others and from wider public service reform. They should ensure they get all necessary information and support from officers to help them fully assess the benefits and risks of each option.	Audrey Sutton	Councillors work with Community Planning Partners, in Cabinet and in Area Committees, and with NAC staff to allocate and ensure Best Value from resources, including community grants. They review good practice and implement improvements where relevant, including through the NAC Transformation Programme and through engaging with communities and staff.	North Ayrshire Community Planning Partnership has engaged with stakeholders and communities and will move to working in six localities from 1st April 2016. The co-production of this model (accredited as best practice by the Consultation Institute) will ensure the empowerment and involvement of local people in the identification of priorities and the co-design and co-delivery of solutions to local challenges. Officers from CPP partners will continue to support councillors to implement decisions which will target resources to reduce inequalities and to deliver services differently, including through community asset transfer, participation requests, participatory budgeting and working closely with the third and voluntary sector through the TSI.

Councillors should ensure their Council continues to develop workforce strategies and plans that clarify the numbers and skills of staff needed in future. In assessing their council's workforce, councillors should consider whether they have people with the knowledge, skills and time to support them effectively in making the difficult decisions that lie ahead, and to design and implement new ways of delivering services.	Gavin Macgregor	The Council has developed a wide range of workforce planning and analytical report formats e.g. Reshaping the Workforce reports which give a Council wide overview of planned FTE budget efficiencies as well as tracking of implementation and associated costs/payback periods, a full annual workforce demographic analysis to support individual Directorate's strategic planning of future workforce and cost management reports of workforce budgets and overtime analysis.	Further development of analytical reporting in liaison with individual Directorates to refine workforce strategic planning.
Councillors should make sure that decision-making processes and scrutiny arrangements remain appropriate for different ways of delivering services. This includes: - having clearly written and manageable information to help them make decisions and scrutinise performance - carrying out business openly and improving public reporting	Andrew Fraser	During 2015 the form and content of Committee Reports was reviewed to ensure these were clear, focussed and appropriate to their audience. Service Plans are approved by Cabinet and reviewed every 6 months, by Cabinet and the Scrutiny and Petitions Committee. Performance information, including trend analysis, both local and national is also reported to these Committees. Such information is published on the Council's website, in the Annual Performance Report and publicised where possible. The Scrutiny and Petitions Committee has a role in scrutinising Cabinet performance through dealing with Call-in's or undertaking its own projects.	Further action to improve the quality of committee reports is programmed for 2016, including training for report authors. In the run up to the new Council in May 2017 the opportunity will be taken to further streamline Committee processes, including Scrutiny and Audit.

Councillors should regularly review their personal training and development needs. They should work with Council staff and others to create opportunities to update their knowledge and skills in increasingly important areas, such as financial planning and management, options appraisal, commissioning services, partnership working and scrutiny. These opportunities should also be available to any new members after the local elections in 2017.	Andrew Fraser	The Council has a programme of Member training, with 17 events delivered in 2015/16. Members are consulted about desired areas of training. There are also further meetings with political groups about particular emerging issues, such as budgets. PPDs and 360° are also available to all Members. Particular Members are Portfolio Holders, with responsibility for particular services, allowing them to build up expertise in these areas.	A programme of training will be delivered to new and returning Members following the May 2017 Election. A draft induction 'First Few Weeks' has been prepared and planning will continue for the next year, at the same time as maintaining a full programme of Members' training.

SUPPLEMENT 1

Prepared by Audit Scotland | March 2016

Local government overview 2016

Self-assessment tool for councillors

ACCOUNTS COMMISSION

This self-assessment brings together a number of potential questions for councillors related to *An overview of local government in Scotland 2016* [PDF].
It is designed to help councillors identify how well informed they are about each area and to highlight areas where they may wish to ask further questions.

How well informed am I?		
Questions for councillors to consider	**What do I know?**	**Do I need to ask any further questions?**
Reserves (paragraphs 18 to 20)		
What level of reserves do we need, both allocated and unallocated?		
How effectively are we using the reserves we hold?		
Borrowing and financing (paragraphs 21 to 24)		
What implications do different borrowing and financing options have for our future revenue budgets?		

How well informed am I?		
Questions for councillors to consider	**What do I know?**	**Do I need to ask any further questions?**
Pension costs (paragraphs 30 to 35)		
What are the implications of workforce reductions on our pension costs?		
How will these affect our pension liabilities and pension administration costs?		
Funding gaps (paragraphs 39 to 42)		
How fully do our financial plans identify estimated differences between income and expenditure (budget shortfall)?		
What options do we have to address this budget shortfall for example, redesign services, use reserves?		
How big is the remaining funding gap after we implement our selected options?		
What actions are we taking to close any remaining funding gap?		
Long-term planning (paragraphs 43 to 46)		
Do we have a long-term financial strategy covering at least five years that accounts for future pressures?		
Is our five-year strategy supported by detailed financial plans covering a minimum period of three years?		
How well do our financial plans set out the implications of different levels of income spending and activity?		

How well informed am I?		
Questions for councillors to consider	**What do I know?**	**Do I need to ask any further questions?**
How does our financial strategy link to our vision for the future?		
Public Performance Reporting (paragraph 50)		
How clearly do we report our plans and performance to the public?		
Service redesign (paragraphs 56 to 65)		
How will our savings plans help us achieve our corporate objectives and commitments made to our Single Outcome Agreement?		
How open are we to considering all possible options to reduce the cost, and improve the quality and effectiveness of the services we provide?		
How fully have we appraised the options for sharing services with similar or neighbouring authorities or other public sector bodies?		
What options do we have for collaborating or sharing services?		
How are we involving and empowering local communities to design and deliver services to suit local needs?		
How do we learn from other changes we have made and the experiences of other organisations when identifying and considering all the options?		

How well informed am I?		
Questions for councillors to consider	**What do I know?**	**Do I need to ask any further questions?**
Workforce planning (paragraphs 66 to 75)		
How do we ensure our senior officers have the knowledge, skills and time to support us in making difficult decisions?		
What do we need the workforce to look like in terms of numbers, skills and knowledge?		
How do we ensure the council's future pay structures do not discriminate against any groups of staff?		
How effectively is the council working to improve sickness absence among employees?		
Openness and scrutiny (paragraphs 76 to 87)		
How do we ensure that the information we receive is clearly written, jargon-free and manageable?		
How can we consider more of our business in public?		
How can we involve our communities more in local decisions?		
How well do we scrutinise decisions on financial and service performance?		
How do we ensure we have the knowledge and expertise we need to scrutinise effectively?		

NORTH AYRSHIRE COUNCIL

Agenda Item 7

26 April 2016

Cabinet

Title:	**Clyde Valley Residual Waste Project**
Purpose:	The purpose of this report is to update Cabinet in relation to the Clyde Valley Residual Waste Project, and to seek authority to enter into a Post Contract Inter Authority Agreement (IAA) with four Partner Councils, which will involve North Lanarkshire Council, as Lead Authority, entering into a Contract (the Project Agreement) with Viridor Clyde Valley Limited (Viridor) for the Treatment of Residual Waste for a 25 year period.
Recommendation:	That Cabinet agrees:-

a. To approve the Final Business Case attached as Appendix A of the confidential papers.

b. To enter in to the Post Contract Inter Authority Agreement for the joint provision of Residual Waste Treatment and Disposal Services on behalf of North Ayrshire Council attached as Appendix B of the confidential papers.

c. That the Project Leader be authorised to agree such amendments to the draft Project Agreement and the draft Parent Company Guarantee as he considers necessary to achieve Financial Close, including any adjustments to the draft Payment Mechanism for Foreign Exchange as agreed in the Financial Close Protocol and any adjustments required to reflect any post-tender changes in the First Employee List.

d. That the Executive Director (Place) be given delegated authority to agree such minor amendments to the Post Contract Inter Authority Agreement as may be required.

e. That, subject to the Inter Authority Agreement being executed by the other Partner Councils, the Chief Executive or their authorised delegate, be authorised to execute, [in the presence of a witness], the finalised versions of each of:

- the Project Agreement with [Viridor Clyde Valley Limited];

- the Parent Company Guarantee from Viridor Limited;
- the Post Contract Inter Authority Agreement;
- a Certificate pursuant to the Local Government (Contracts) Act 1997 in respect of the Project Agreement
- any other ancillary documentation reasonably required in relation to the Project.

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1. Executive Summary

1.1 The Council's Waste Management Strategy contains a number of key actions for the development of services, including the procurement of a long term residual waste treatment solution, to meet the targets and objectives of the Zero Waste Plan, Scottish Government's national waste agenda.

1.2 At it's meeting of 4 December 2012, Cabinet agreed to enter into a pre-contract Inter Authority Agreement (IAA) relating to the joint procurement of long term Residual Waste Treatment and Disposal Services with four other partner Authorities. The Pre Contract IAA included the appointment of North Lanarkshire Council as the Lead Authority. The five Partner Councils are North Ayrshire Council, East Renfrewshire Council, East Dunbartonshire Council, North Lanarkshire Council and Renfrewshire Council (hereinafter the Partner Councils). The Partner Councils currently send approximately 190,000 tonnes (North Ayrshire - approx. 36,000 tonnes) of unprocessed waste to landfill per annum. Under the Scottish Waste Regulations landfill of residual waste will be banned from 2020.

1.3 Update reports regarding the Clyde Valley Residual Waste Project have been presented to Cabinet as the project has progressed.

1.4 At its meeting on 29 September 2015, Cabinet approved the appointment, by North Lanarkshire Council, of Viridor as Preferred Bidder following a Competitive Dialogue procurement process carried out under the terms of the Pre Contract IAA. Similar agreement was received from all Partner Councils and Viridor were appointed as Preferred Bidder on 8 October 2015.

1.5 Since the appointment of Preferred Bidder a Final Business Case (FBC) has been prepared, a Post Contract IAA has been drafted and a Key Stage Review has been carried out by Scottish Futures Trust (SFT).

2. Background

2.1 Cabinet agreed at it's meeting on 4 December 2015 to enter into a pre-contract Inter Authority Agreement (IAA) for the joint procurement of long term Residual Waste Treatment and Disposal Services with four other partner Authorities. The IAA included the appointment of North Lanarkshire Council as the Lead Authority.

2.2 Update reports regarding the Clyde Valley Residual Waste Project were presented to Cabinet on 26 February 2013, 25 June 2013, 12 November 2013 and 21 April 2015 summarising the procurement process, the project timetable, evaluation of Pre-Qualification Questionnaires (PQQ's), the outcome of the submission of outline and detailed solutions and the invitation to participate in final dialogue with the remaining two bidders.

2.3 On 29 September 2015 Cabinet gave approval for the appointment by North Lanarkshire Council of Viridor as Preferred Bidder following a Competitive Dialogue procurement process carried out under the terms of the Pre Contract IAA. In accordance with the Pre Contract IAA the agreement to the selection of Preferred Bidder was a matter reserved to Authorities and this agreement was received from all Partner Councils. Viridor was appointed as Preferred Bidder on 8 October 2015.

Final Business Case

2.4 An Outline Business Case (OBC) was originally prepared by SLR Consulting for the Partner Councils and was approved in December 2012. The aims and objectives of the Partner Councils were outlined within the OBC: i.e.: that the Partner Councils sought to procure a contract (commencing in December 2019) for the treatment and disposal of Contract Waste (190,000 tonnes per annum of waste that the Partner Councils currently send to landfill), as well as other ad-hoc waste handling and processing services. Under the Waste (Scotland) Regulations 2012 landfill of residual waste will be banned from 2020.

2.5 The Final Business Case (FBC) has been prepared by SLR with input from Financial Advisors Grant Thornton. A copy of the FBC report which contains commercially confidential information received from the preferred bidder is attached as Appendix A of the confidential papers issued separately. The FBC shows that the benefits predicted in the OBC have been achieved and that the costs following the tender process will actually be less than those predicted in the OBC.

2.6 The FBC has been scrutinised by the Project Finance and Technical Working Groups made up from officers from each of the Partner Councils and considered by the Clyde Valley Residual Waste Management Initiative, Steering Group.

2.7 The Approval of the FBC is a matter reserved to Authorities and its approval is recommended by the Steering Group. Approval of the FBC will allow the Post Contract Inter Authority Agreement to be signed by the Partner Councils therefore allowing the finalisation of the key contractual documents required to achieve Financial Close and Contract Award with the Preferred Bidder Viridor.

Post Contract Inter Authority Agreement

2.8 A copy of the draft Post Contract Inter Authority Agreement is attached as Appendix B of the confidential papers issued separately. Minor amendments may be required to the Post Contract IAA as we move towards financial close but these changes are unlikely to amend the risk profile as set out in the Agreement. The IAA is a legally binding document and includes the following key points:

- The Commencement, Duration and Termination of the Contract.
- Principles and Key Objectives.
- Duties of the Lead Authority and Other Authorities.
- Decision Making
- Contract Management
- Payments and Audit.
- Liability of the Councils

2.9 The Post Contract IAA has been scrutinised by the Legal and Finance Working Groups made up from officers from each of the Partner Councils and considered by the Clyde Valley Residual Waste Management Initiative Steering Group.

2.10 The Agreement and Execution of the Post Contract Inter Authority Agreement is a matter reserved to Authorities and approval to enter into the Post Contract IAA is recommended by the Steering Group.

Key Stage Review

2.11 Scottish Futures Trust (SFT) has been a non-executive member of the Steering Group since the beginning of the Project. SFT carried out a Key Stage Review of the Project in December 2015 and a copy of the Key Stage Review Report, held by the Executive Director, Place can be viewed upon request.

2.12 SFT have advised that subject to the recommendations in the report the project is ready to proceed to the next stage. All the SFT recommendations are acceptable and their implementation will be monitored by the Steering Group.

3. Proposals

3.1 It is proposed that Cabinet agree the following recommendations:

a. To approve the Final Business Case attached as Appendix A of the confidential papers..

b. To enter in to the Post Contract Inter Authority Agreement for the joint provision of Residual Waste Treatment and Disposal Services on behalf of North Ayrshire Council attached as Appendix B of the confidential papers.

c. That the Project Leader be authorised to agree such amendments to the draft Project Agreement and the draft Parent Company Guarantee as he considers necessary to achieve Financial Close, including any adjustments to the draft Payment Mechanism for Foreign Exchange as agreed in the Financial Close Protocol and any adjustments required to reflect any post-tender changes in First Employee List.

d. That the Executive Director (Place) be given delegated authority to agree such minor amendments to the Post Contract Inter Authority Agreement as may be required.

e. That, subject to the Inter Authority Agreement being executed by the other Partner Councils, the Chief Executive or their authorised delegate, be authorised to execute[, in the presence of a witness,] the finalised versions of each of:

- the Project the Project Agreement with [Viridor Clyde Valley Limited];
- the Parent Company Guarantee from Viridor Limited;
- the Post Contract Inter Authority Agreement;
- a Certificate pursuant to the Local Government (Contracts) Act 1997 in respect of the Project Agreement;
- any other ancillary documentation reasonably required in relation to the Project. Agreement with [Viridor Clyde Valley Limited].

4. Implications

Financial:

Pre-contract period costs

The contract period is 25 years from 1 December 2019. It has been agreed that the Contract Management Team will be established in 2016/17. The costs for this team are being allocated across Partner Councils using the annual budget proportions as shown in the Inter Authority Agreement. The North Ayrshire Council contribution for 2016/17 is £35k and this will be funded from within existing revenue budgets. The Reserves have been fully used to get to this position on the contract.

Revenue Implications

The Council committed in the Outline Business Case to a predicted cost of £4.900 million for 2020/21, which was indicative of the annual cost for the contract period. Following the tender process the Council's projected 2020/21 costs are £3.629 million, i.e. significantly less than the figure forecast at OBC.
The Council's 2015/16 Residual Waste budget is approximately £2.608 million. It should be noted that this budget will be adjusted to resource the current arrangements in the years leading to 2020/21 and it does not reflect the service level expected from the new contract. The Council has made provision in its long term financial plans so that sufficient funds will be available when the contract starts. Indeed as a result of the tender the forecast expenditure can be revised down.

A summary of the predicted impact on the Council's budget requirements for the financial year 2020/21 (the first full financial year) is set out below:

Revenue Expenditure Item	**Predicted Expenditure - 2020/21**
Unitary Payments (Gate Fee)	£3,498,000
Non-Domestic Rates - RWT Facility (Bargeddie)	£25,000
Non-Domestic Rates - ATS Facility	£71,000
Contract management Team contribution	£35,000
TOTAL	**£3,629,000**

	The Unitary Payments in 2020/21 will be dependant on the actual tonnages delivered, relevant inflation rates and what is agreed at Financial Close for the Foreign Exchange rate. The predicted budget requirements will be updated prior to service commencement.
Human Resources:	It is anticipated that a small number of employees currently employed at the Council's landfill site operation may be impacted when the new arrangements are introduced at the target commencement date of December 2019. TUPE may apply to these employees however it is proposed that avenues also be explored to either re-deploy these employees or utilise VER options.
Legal:	The Head of Service (Democratic and Administration) will be given delegated authority to sign the Post Contract Inter Authority Agreement for the joint provision of Residual Waste Treatment and Disposal Services. This is a legally binding document. The implementation of the Clyde Valley Residual Waste Project will assist in the achievement of statutory targets in respect of recycling and landfill diversion.
Equality:	There are no equality implications associated with this report.
Environmental & Sustainability:	The implementation of the Clyde Valley Residual Waste Project will have a positive impact on the environment by securing a reduction in the amount of waste disposed at landfill.
Key Priorities:	The implementation of the Clyde Valley Residual Waste Project will contribute towards the Council's key priority to Protect and Enhance the Environment.
Community Benefits:	There are no direct Community Benefits associated with this report.

5. Consultation

5.1 The Council's finance, procurement and legal services are consulted as part of the project teams that are working on the Clyde Valley Residual Waste Project along with specialist technical, financial and legal advisers.

CRAIG HATTON
Executive Director (Place)

Reference : CH/RMcC/DM/JA
For further information please contact Russell McCutcheon, Head of Commercial Services on 01294 541570

Background Papers
NIL

NORTH AYRSHIRE COUNCIL

Agenda Item 8

26 April 2016

Cabinet

Title:	**Framework Agreement for the provision of Central Heating / Combined Central Heating and Electrical Rewiring to residential properties**
Purpose:	To advise the Cabinet of the result of the tender exercise for the Framework Agreement for Central Heating / Combined Central Heating and Electrical Rewiring and also award the first phase of the works.
Recommendation:	Agree to approve the award of the framework to five contractors (McTear Contracts Ltd, James Frew Ltd, CCG (Scotland) Ltd, Saltire Facilities Management Ltd and Turner facilities Management Ltd) and to award the first phase of the works to McTear Contracts Ltd.

1. Executive Summary

1.1 North Ayrshire Council requires to establish a framework agreement for the provision of central heating and combined central heating and electrical rewiring to residential properties.

1.2 In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.

1.3 The contract term is for 3 years with the option to extend for a further 1 year.

2. Background

2.1 A formal notice was advertised on 15th October 2015 under the restricted procedure on the Public Contracts Scotland portal. The return date was 16th November 2015.

2.2 The purpose of the advert was to identify a maximum of 6 lowest compliant tenders for inclusion on the framework agreement and to award the lowest compliant tender for phase one of the works, which was for replacement of Central Heating Installations to 525 dwellings and Combined Central Heating and Electrical Re-wiring Installations to 110 dwellings at various locations within North Ayrshire.

2.3 The contract notice attracted 32 expressions of interest from potential suppliers of which 12 submitted Pre Qualification Questionnaires.

2.4 Following evaluation of Pre-Qualification Questionnaires the following 6 suppliers, were short-listed to receive an Invitation to Tender: CCG (Scotland) Ltd, James frew Ltd, McTear Contracts Ltd, Mitie Property Services (UK) Ltd, Saltire Facilities Management Ltd and Turner Facilities Management Ltd.

2.5 The return time and date for completed Invitations to Tender was 29th February 2016 at 12 noon at which point 5 tenders were submitted. Tenders received were evaluated against the stated evaluation criteria of lowest compliant tender price.

3. Proposals

3.1 It is recommended that the framework agreement is awarded to 5 contractors: CCG (Scotland) Ltd, James Frew Ltd, McTear Contracts Ltd, Saltire Facilities Management Ltd and Turner facilities Management Ltd. This will ensure there is sufficient competition for future phases of the works.

3.2 It is proposed that the first phase of the works be awarded to McTear Contracts Ltd.

4. Implications

Financial:	The total estimated value of the overall Framework Agreement, including any possible extensions, is £9,031,217.65. A total budget of £8,664,025 is available for this requirement. The value of the initial works contract is £1,904,729.93 with a budget of £1,777,523 available. A budget virement of £367,193 is to be made from the Electric Re-Wiring budget to meet the cost of the contract. The value and budget of the first phase of works are included in the figures for the overall Framework value.
Human Resources:	None
Legal:	In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tender exercise was advertised via the Public Contracts Scotland advertising portal
Equality:	None
Environmental & Sustainability:	Replacement of central heating and combined upgrades of central heating and electrical rewiring will make Council House stock more energy efficient. All replacement boilers comply with the Energy Related Product (ErP) Directive 2015.
Key Priorities:	This contributes to the Council Plan Strategic Priority 1: Growing our economy, increasing employment and regenerating towns and Council Plan Strategic Priority 5: Protecting and enhancing the environment for future generations.
Community Benefits:	For the duration of the initial works contract, the successful tenderer will deliver the following community benefits; 1 x new entrant apprentice Electrician, 1 x new entrant apprentice Heating Engineer, 1 x new entrant apprentice Joiner, a project agreed in conjunction with NAC Education & Skills involving local school pupils or community groups, carry out a workshop either in a school in North Ayrshire or on-site linked to Curriculum for Excellence and relating to Science, Technical, Engineering or Maths (STEM), work placement for a minimum of 5 days for an S4, S5 or S6 pupil from a North Ayrshire School, programme of 5 career talks in North Ayrshire schools and support a programme of mock interviews for pupils

	(equal to 3 days input, not necessarily in the one school). In future years, new Community Benefits Requirements will be issued with each Mini Competition.

5. Consultation

5.1 There was consultation with Housing Management and Investment throughout the tender process.

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC/2051
For further information please contact Hazel Templeton, Acting Category Manager on 01294 324547

Background Papers
Appendix 1 - Tender Outcome Report

NORTH AYRSHIRE COUNCIL

Agenda Item 9

26 April 2016

Cabinet

Title:	**Framework Agreement for the provision of Electrical Rewiring Works to residential properties**
Purpose:	To advise the Cabinet of the result of the tender exercise for the Framework Agreement for Electrical Rewiring Works to residential properties and also award the first phase of the works.
Recommendation:	Agree to approve the award of the framework to five contractors (G.D. Chalmers Ltd, Jordan Electrics Ltd, Maclin Electrics Ltd, McTear Contracts Ltd and Saltire Facilities Management Ltd) and to award the first phase of the works to McTear Contracts Ltd.

1. Executive Summary

1.1 North Ayrshire Council requires to establish a framework agreement for the provision of electrical rewiring to residential properties.

1.2 In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.

1.3 The contract term is for 3 years with the option to extend for a further 1 year.

2. Background

2.1 A formal notice was advertised on 19th November 2015 under the restricted procedure on the Public Contracts Scotland portal. The return date was 17th December 2015.

2.2 The purpose of the advert was to identify a maximum of 6 lowest compliant tenders for inclusion on the framework agreement and to award the lowest compliant tender for phase one of the works, which was for replacement of electrical rewiring installations to 280 dwellings at various locations within North Ayrshire.

2.3 The contract notice attracted 19 expressions of interest from potential suppliers of which 10 submitted Pre Qualification Questionnaires.

2.4 Following evaluation of Pre-Qualification Questionnaires the following 6 suppliers, were short-listed to receive an Invitation to Tender: G.D. Chalmers Ltd, Jordan Electrics Ltd, Maclin Electrics Ltd, McTear Contracts Ltd, Saltire Facilities Management Ltd and TK Murray Electrical

2.5 The return time and date for completed Invitations to Tender was 18th March 2016 at 12 noon at which point 5 tenders were submitted. Tenders received were evaluated against the stated evaluation criteria of lowest compliant tender price.

3. Proposals

3.1 It is recommended that the framework agreement is awarded to 5 contractors: G.D. Chalmers Ltd, Jordan Electrics Ltd, Maclin Electrics Ltd, McTear Contracts Ltd and Saltire Facilities Management Ltd. This will ensure there is sufficient competition for future phases of the works.

3.2 It is proposed that the first phase of the works be awarded to McTear Contracts Ltd.

4. Implications

Financial:	The total estimated value of the overall Framework Agreement, including any possible extensions, is £2,212,671.76. A total budget of £3,325,433 is available for this requirement. The value of the initial works contract is £518,709.56 with a budget of £760,532 available. A budget virement of £367,193 will be made from the underspend on this budget to meet the increased cost of the Central Heating contract. The value and budget of the first phase of the works are included in the figures for the overall framework value.
Human Resources:	None
Legal:	In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.
Equality:	None

Environmental & Sustainability:	Replacement of electrical rewiring will make Council House stock more energy efficient.
Key Priorities:	This contributes to the Council Plan Strategic Priority 1: Growing our economy, increasing employment and regenerating towns and Council Plan Strategic Priority 5: Protecting and enhancing the environment for future generations.
Community Benefits:	The successful tenderer will deliver the following community benefits during the contract for the initial works: 1 x new entrant apprentice electrician, 1 x new entrant apprentice joiner, 1 x a project agreed in conjunction with NAC Education & Skills involving local school pupils or community groups, 1 x carry out a workshop either in a school in North Ayrshire or on-site linked to Curriculum for Excellence and relating to Science, Technical, Engineering or Maths (STEM), 1 x work placement for a minimum of 5 days for a pupil from a North Ayrshire School, 1 x extended work placement for a total period of 15 days for a school pupil from a North Ayrshire School, 1 x programme of 5 career talks in North Ayrshire schools and 1 x support a programme of mock interviews for pupils. In future years, new Community Benefits Requirements will be issued with each Mini Competition.

5. Consultation

5.1 There was consultation with Housing Management and Investment throughout the tender process.

LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC/2052
For further information please contact Hazel Templeton, Acting Category Manager on 01294 324547

Background Papers
Tender Outcome Report