



Cunninghame House,  
Irvine.

31 May 2012

### **Cabinet**

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **WEDNESDAY 6 JUNE 2012** at **2.00 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

#### **1. Declarations of Interest (Page 7)**

- 1.1** Submit report by the Chief Executive on the requirements of Standing Orders and Section 5 of the Code of Conduct for Councillors in relation to declarations of interest (copy enclosed).
- 1.2** Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

#### **2. Assurance and Improvement Plan 2012-15 (Page 19)**

Submit report by the Corporate Director (Finance and Infrastructure) on the Council's updated Assurance and Improvement Plan for 2012-15 prepared by the Local Area Network of external scrutiny bodies (copy enclosed).

## **REPORTS FOR DECISION**

- 3. Appointment of Educational Representatives to Cabinet (Page 39)**  
Submit report by the Chief Executive on arrangements for appointing three church representatives and others to the Cabinet (copy enclosed).
- 4. Revised Policy for Rating of Lands & Heritages Partly Unoccupied for a Short Time (Page 45)**  
Submit report by the Corporate Director (Finance and Infrastructure) seeking approval to change the Council's policy for short term empty relief for non-domestic property with effect from 1 April 2011 (copy enclosed).
- 5. Lease of part of the Churchyard of the Former Barony Church, West Kilbride (Page 53)**  
Submit report by the Corporate Director (Finance and Infrastructure) on the changes to the actual area of land occupied by West Kilbride Community Initiative Limited at Barony Church (copy enclosed).
- 6. Kirktonhall, 1 Glen Road, West Kilbride (Page 59)**  
Submit report by the Corporate Director (Finance and Infrastructure) on the applications received for the property transfer of Kirktonhall to third sector organisations and to recommend actions in respect of these applications (copy enclosed).
- 7. Proposed Multi Fuel Power Station at Hunterston: Public Inquiry (Page 65)**  
Submit report by the Solicitor to the Council on the action taken to engage legal representation for the Council in the forthcoming Public Inquiry (copy enclosed).
- 8. Service Plans 2012/13 (Page 69)**  
Submit report by the Chief Executive seeking approval of the Service Plans 2012/13 (copy enclosed).
- 9. Policy Boards (Page 229)**  
Submit report by the Chief Executive on approval to establish 6 cross-party Policy Boards to assist in the preparation of policy proposals for consideration by Cabinet (copy enclosed).
- 10. Bridging Finance to North Ayrshire Citizens Advice Service (NACAS) (Page 235)**  
Submit report by the Chief Executive seeking homologation of the offer of bridging finance of £13,960 to North Ayrshire Citizens Advice Service (NACAS) (copy enclosed).

## **REPORTS FOR INFORMATION**

**11. Committed to Excellence Award (Page 239)**

Submit report by the Chief Executive on the "Committed to Excellence" status awarded to the Council by Quality Scotland (copy enclosed).

**12. Blue Badge Reform (Page 243)**

Submit report by the Corporate Director (Social Services and Health) on recent and forthcoming changes to the Blue Badge scheme (copy enclosed).

**13. Coastal Communities Fund bid – Millport Pier (Page 247)**

Submit report by the Chief Executive on the Stage one application submitted to the Coastal Communities Fund for the renovation of Millport Pier (copy enclosed).

## **CONTRACT APPROVAL**

**14. 3 Year Microsoft Enterprise Agreement 2012/2015 - Report on Tenders (Page 265)**

Submit report by the Solicitor to the Council on tenders received for the procurement of a 3 Year Microsoft Enterprise Agreement (copy enclosed).

**15. Family Support Service (Page 269)**

Submit report by the Corporate Director (Social Services and Health) on a tender exercise to appoint a provider to deliver a Family Support Service, providing early intervention services to parents with children 0-8 years in order to build capacity and capability (copy enclosed).

**16. Procurement Exercise - Tenants Home Contents Insurance (Page 275)**

Submit report by the Corporate Director (Social Services and Health) on tenders for the provision of Tenants Home Contents Insurance for North Ayrshire Council tenants (copy enclosed).

**17. Bridgegate Streetscape Improvements (Page 279)**

Submit report by the Corporate Director (Finance and Infrastructure) on the contract for the main contractor to carry out the construction work associated with the improvements to the streetscape within the Bridgegate area of Irvine (copy enclosed).

**18. Approval to Award Business Gateway Services in Mainland Ayrshire (Page 287)**

Submit report by the Chief Executive on the tender of Business Gateway Services post October 2012 in Mainland Ayrshire (in collaboration with East Ayrshire Council and South Ayrshire Council) (copy enclosed).

## **MINUTES FOR NOTING**

**19. Economic Development, Business Development Approvals Committee - Minutes of Meeting held on 24 April 2012 (Page 295)**

Submit report by the Chief Executive on the Minutes of the Meeting of the Economic Development, Business Development Approvals Committee held on 24 April 2012 (copy enclosed).

**20. Urgent Items**

---

## Cabinet

---

Sederunt:

Willie Gibson (Chair)  
Alan Hill (Vice-Chair)  
Marie Burns  
Anthea Dickson  
John Ferguson  
Tony Gurney  
Alex McLean

Chair:

Attending:

Apologies:

Meeting Ended:



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 1.1**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Declarations of Interest: Advice to Elected Members**

---

**Purpose:** To highlight the requirements of Standing Orders and Section 5 of the Code of Conduct for Councillors in relation to declarations of interest.

---

**Recommendation:** That Members note the report and ensure (i) that they are familiar with the requirements of Section 5 of the Code of Conduct for Councillors in relation to declaring interests; and (ii) consider the need to declare financial or non-financial interests in any contract or any other matter as defined by Section 5 of the Councillors' Code Conduct when attending meetings of the Council and its committees.

---

#### **1. Introduction**

- 1.1 The purpose of this report is to highlight the requirements of the Council's Standing Orders and Section 5 of the Code of Conduct in relation to declarations of interest.

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

- 2.1 Standing Order 16 provides that if any Member of the Council has a financial or non-financial interest in any contract or any other matter as defined by Section 5 of the Councillors' Code Conduct, and is present at any meeting at which that matter is to be considered, he/she must, as soon as practicable after the meeting starts, disclose that he/she has an interest and importantly, state the nature of this interest.
- 2.2 To facilitate such declarations, a heading "Declarations of Interest", routinely appears as the first item on agendas for all meetings of the Council and its committees. All declarations of interest are recorded in the minutes of the meeting and are therefore a matter of public record.

- 2.3 All Members of the Council must observe the Code of Conduct for Councillors. Section 5 of the Code, which is appended to this report, sets out the rules in relation to declarations of interest. It is important that all Members are familiar with the rules on making declarations of interests. Such declarations produce transparency in regard to interests which might influence, or be thought to influence, the actions of a Councillor.
- 2.4 Whilst Committee clerks and other officers may provide advice if asked, in terms of the Code of Conduct, it is the personal responsibility of Elected Members to determine when a declaration of an interest is required. Members should also determine whether the nature of the interest is such that he/she is precluded from taking part in consideration of that matter and whether he/she must leave the meeting while that matter is under discussion.

### **3. Proposals**

- 3.1 It is proposed that Members note the report and ensure:-
- (i) that they are familiar with the requirements of Standing Orders and Section 5 of the Code of Conduct for Councillors in relation to declaring interests; and
  - (ii) they consider the need to declare financial or non-financial interests in any contract or any other matter as defined by Section 5 of the Councillors' Code Conduct when attending meetings of the Council and its committees.
- 3.2 In future, Committee Chairs, when dealing with the Declarations of Interest item on the agenda, should invite Members to declare any interests in terms of Standing Order 16 and Section 5 of the Code of Conduct for Councillors.
- 3.3 The Member making the declaration is expected to make a statement which is sufficiently informative to enable those at the meeting, or anyone reading the minute, to understand the nature of the interest. If the nature of the interest is not clear, the Committee clerk will ask for clarity.

### **4. Implications**

Financial Implications

- 4.1 None arising from this report.



#### Human Resource Implications

- 4.2 None arising from this report.

#### Legal Implications

- 4.3 Failure by Members to declare interests is a breach of the Councillors' Code of Conduct and can result in action being taken by the Standards Commissioner for Scotland.

#### Equality Implications

- 4.4 None arising from this report.

#### Environmental Implications

- 4.5 None arising from this report.

#### Implications for Key Priorities

- 4.6 None arising from this report.

### **5. Consultations**

- 5.1 The Solicitor to the Council has been consulted in the preparation of this report and agrees with its content.

### **6. Conclusion**

- 6.1 The key principles of the Code of Conduct for Councillors, especially those which specify integrity, honesty and openness, are given practical effect by the requirement for Councillors to declare interests at meetings which they attend. The rules on declaration of interest, along with the rules which require registration of interests, are intended to produce transparency in regard to interests which might influence, or be thought to influence, the actions of a Councillor.

- 6.2 It is important therefore that all Members are aware of the requirements of the Code. If any Member of the Council has a financial or non-financial interest in any contract or any other matter as defined by Section 5 of the Councillors' Code Conduct and is present at any meeting at which that matter is to be considered, he/she must, as soon as practicable after the meeting starts, disclose that he/she has an interest and state the nature of this interest. Such declarations will be recorded in the minutes for the meeting.



ELMA MURRAY  
Chief Executive

**Reference :**

For further information please contact Martyn McKeown, Committee Services Manager on 01294 324130.

**Background Papers**

Code of Conduct for Councillors.

**Standards Commission for Scotland**

**Code of Conduct for Councillors**

**Section 5: Declarations of Interests**

5.1 The key principles of the Code, especially those which specify integrity, honesty and openness are given further practical effect by the requirement for you to declare interests at meetings which you attend. The rules on declaration of interest, along with the rules which require registration of interests, are intended to produce transparency in regard to interests which might influence, or be thought to influence, your actions as a councillor.

5.2 It is your responsibility to make decisions about whether you have to declare an interest or make a judgement as to whether a declared interest prevents you from taking part in any discussions or voting. You are in the best position to assess your personal circumstances and to judge how these circumstances affect your role as a councillor in regard to a particular matter. You can, of course, seek advice from appropriate Council officers or from other sources which may be available to you. In making decisions for which you are personally responsible you are advised to err on the side of caution.

5.3 You may feel able to state truthfully that an interest would not influence your role as a councillor in discussion or decision-making. You must, however, always comply with the objective test (“the objective test”) which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a councillor.

5.4 Much of the content of the rules set out in this section of the Code refers to Council or Committee meetings. The principles relating to declaration of interests are not confined to such meetings. You must apply these principles no less scrupulously in your dealings with Council officers, at meetings with other councillors, including party group meetings, meetings of Joint Boards and Joint Committees and any other meeting, formal or informal, where you are representing your Council.

**Interests which Require Declaration**

5.5 Interests which require to be declared (if known to you) may be financial or non-financial. They may or may not cover interests which are registrable in terms of this Code. Most of the interests to be declared will be your personal interests but, on occasion, you will have to consider whether the interests of other persons require you to make a declaration. The paragraphs which follow deal with; your financial interests; your non-financial interests and the interests, financial and non-financial, of other persons.

## **Your Financial Interests**

5.6 You must declare, if it is known to you, ANY FINANCIAL INTEREST (including any financial interest which is registrable under any of the categories prescribed in Section 4 of this Code and any interest as defined in a specific exclusion defined in paragraph 5.18).

There is no need to declare:-

- (i) an interest where a general exclusion, as defined in paragraph 5.18, applies but an interest where a specific exclusion applies must be declared; or
- (ii) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded other than in the following circumstances.

There is no need to withdraw in the case of:-

- (i) an interest covered by a general exclusion or a specific exclusion; or
- (ii) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

## **Your Non-Financial Interests**

5.7 You must declare, if it is known to you, any NON-FINANCIAL INTEREST if:-

- (i) that interest has been registered under category eight (Non-Financial Interests) of Section 4 of the Code; or
- (ii) that interest would fall within the terms of the objective test.

There is no need to declare:-

- (i) an interest where a general exclusion applies, but an interest where a specific exclusion applies must be declared; or
- (ii) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded other than in the following circumstances.

There is no need to withdraw in the case of:-

- (i) an interest covered by a general exclusion or a specific exclusion; or
- (ii) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

5.8 As a councillor you will serve on other bodies as a result of express nomination or appointment by your Council or otherwise by virtue of being a councillor. Your membership of statutory Joint Boards or Joint Committees which are composed exclusively of councillors does not raise any issue of declaration of interest in regard to Council business. In relation to service on the boards and management committees of limited liability companies, public bodies, societies and other organisations, you must decide, in the particular circumstances surrounding any matter, whether to declare a non-financial interest. Only if you believe that, in the particular circumstances, the nature of the interest is so remote or without significance, should it not be declared. You must always remember the public interest points towards transparency and, in particular, a possible divergence of interest between the Council and another body. Keep particularly in mind the advice in paragraph 3.18 of this Code about your legal responsibilities to any limited liability company of which you are a director.

5.9 You will also have other private and personal interests and may serve, or be associated with, bodies, societies and organisations as a result of your private and personal interests and not because of your role as a councillor. In the context of any particular matter you will have to decide whether to declare a non-financial interest. You should declare an interest unless you believe that, in the particular circumstances, the interest is too remote or without significance. In reaching a view on whether the objective test applies to the interest, you should consider whether your interest (whether taking the form of association or the holding of office) would be seen by a member of the public acting reasonably in a different light because it is the interest of a person who is a councillor as opposed to the interest of an ordinary member of the public.

### **The Financial Interests of Other Persons**

5.10 The Code requires only your financial interests to be registered. You also, however, have to consider whether you should declare any financial interest of certain other persons.

You must declare if it is known to you ANY FINANCIAL INTEREST of:-

- (i) a spouse, a civil partner or a co-habitee;
- (ii) a close relative, close friend or close associate;
- (iii) an employer or a partner in a firm;

- (iv) a body (or subsidiary or parent of a body) of which you are a remunerated member or director;
- (v) a person from whom you have received a registrable gift or registrable hospitality;
- (vi) a person from whom you have received registrable election expenses.

There is no need to declare an interest if it is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded other than in the following circumstances.

There is no need to withdraw in the case of:-

- (i) an interest covered by a specific exclusion; or
- (ii) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

5.11 This Code does not attempt the task of defining "relative" or "friend" or "associate". Not only is such a task fraught with difficulty but is also unlikely that such definitions would reflect the intention of this part of the Code. The key principle is the need for transparency in regard to any interest which might (regardless of the precise description of relationship) be objectively regarded by a member of the public, acting reasonably, as potentially affecting your responsibilities as a councillor and, as such, would be covered by the objective test.

### **The Non-Financial Interests of other persons**

5.12 You must declare if it is known to you ANY NON-FINANCIAL INTEREST of:-

- (i) a spouse, a civil partner or a co-habitee;
- (ii) a close relative, close friend or close associate;
- (iii) an employer or a partner in a firm;
- (iv) a body (or subsidiary or parent of a body) of which you are a remunerated member or director;
- (v) a person from whom you have received a registrable gift or registrable hospitality; or
- (vi) a person from whom you have received registrable election expenses.

There is no need to declare the interest unless it is clear and substantial.

There is only a need to withdraw from the meeting if the interest is clear and substantial.

## **Making a Declaration**

5.13 You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether agendas for meetings raise any issue of declaration of interest. Your declaration of interest must be made as soon as practicable at a meeting where that interest arises. If you do identify the need for a declaration of interest only when a particular matter is being discussed you must declare the interest as soon as you realise it is necessary.

5.14 The oral statement of declaration of interest should identify the item or items of business to which it relates. The statement should begin with the words "I declare an interest". The statement must be sufficiently informative to enable those at the meeting to understand the nature of your interest but need not give a detailed description of the interest.

## **Frequent Declarations of Interest**

5.15 Public confidence in a local authority is damaged by perception that a Council's decisions are substantially influenced by factors other than the public interest. If you would have to declare interests frequently at meetings of a particular committee or in respect of any role which you are asked to discharge as a councillor, you should not accept a role or appointment with that attendant consequence. Similarly, if any Council appointment or nomination to another body would give rise to objective concern because of your existing personal involvements or affiliations, you should not accept the appointment or nomination.

## **Dispensations**

5.16 In some very limited circumstances dispensations may be granted by the Standards Commission in relation to the existence of financial and non-financial interests which in terms of this Code would otherwise prohibit participation in discussion and voting.

5.17 Applications for dispensations will be considered by the Standards Commission which will be able to consider requests for dispensations which will apply generally to a class or description of councillors who are all affected by a particular category of interest. In situations where general or category dispensations are not granted by the Standards Commission, applications for particular dispensations should be made as soon as possible in advance of any meetings where dispensation is sought. You should take no part in consideration of the matter in question unless, and until, the application for dispensation is granted.

## Definition of Exclusions

5.18 The following paragraphs refer to General Exclusions and Specific Exclusions

### (1) The General Exclusions

The general exclusions referred to in this section of the Code are in relation to interests which a councillor may have:-

- (i) as a Council tax payer or rate payer or in relation to the Council's public services;
- (ii) in relation to setting the Council tax;
- (iii) in relation to matters affecting councillors' remuneration, allowances, expenses, support services and pension; or
- (iv) as a Council house tenant.

In relation to (i), a councillor does not have an interest which has to be declared as a Council tax payer or ratepayer or, in respect of any issue relating to the terms of services which are offered to the public generally, as a recipient or non-recipient of those services.

In relation to (ii), a councillor does not have a financial interest which has to be declared in connection with:-

- (a) the setting of Council tax (including the approval of the total estimated expenses of the authority to be incurred during the year in question); and
- (b) the setting of any substitute Council tax (including the approval of any revised total estimated expenses)

notwithstanding that the councillor may have an interest in any item of expenditure.

In relation to (iii), a councillor does not have an interest which has to be declared in connection with any matter relating to councillors' remuneration, allowances, expenses or support services or in relation to councillors' pension arrangements, including the investment of superannuation funds.

In relation to (iv), a councillor does not have an interest which has to be declared in connection with any matter relating to council house matters, notwithstanding that the councillor has an interest in the tenancy of council housing accommodation (including any garage), always provided:-

- (a) this exclusion does not apply in respect of any matter which is concerned solely or mainly with the particular tenancy from which an individual councillor's interest derives; and
- (b) this exclusion does not apply to any councillor who is in arrears of rent in respect of his or her council house (or garage as appropriate).



## (2) The Specific Exclusions

The specific exclusions referred to in this section of the Code are in relation to interests which a councillor may have:-

- (i) as a member, or director of, an outside body; or
- (ii) as a member of the Cairngorms National Park Authority (“CNPA”).

In relation to (i), the exclusion applies to any councillor who has been nominated or appointed or whose appointment has been approved by the councillor’s local authority and who has registered an interest under Section 4 of the Code as a member or director of:-

- (a) devolved public body as defined in Schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise;
- (d) a body being a company:-

- i. established wholly or mainly for the purpose of providing services to the councillor’s local authority; and
- ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

So as to enable the councillor to take part in the consideration and discussion of, and to vote upon, any matter relating to the body in question the councillor is required to declare his or her interest at all meetings where matters relating to the body in question are to be discussed. This is always provided the exclusion does not apply in respect of any matter of a quasi-judicial or regulatory nature where the body in question is applying to the local authority for a licence, a consent or an approval, is making an objection or representation or has a material interest concerning such a licence, consent or approval or is the subject of a statutory order of a regulatory nature, made, or proposed to be made, by the local authority.

In relation to (ii), the exclusion applies to (a) Decisions on Planning Applications where the CNPA have submitted comments to the Council and (b) Decisions on Planning

Applications where the CNPA have decided not to call-in the Applications, as follows:-

(a) the exclusion applies to any councillor who is also a member of the CNPA where the CNPA have submitted comments, representations or objections to the Council in relation to a planning application so as to enable the councillor to take part in the consideration and discussion of, and to vote upon, the determination of the planning application by the Council, subject to the following:-

i. this exclusion only applies where the councillor has not participated in the decision to make comments, representations or objections and has not attended during the item of the relevant CNPA meeting to decide on the comments, representations or objections to be submitted.

ii. this exclusion applies to meetings of the Council and of any committee or sub-committee of the Council and to other meetings as referred to in paragraph 5.4 of the Code to deal with the planning application.

**Code to deal with the planning application.**

(b) the exclusion applies to any councillor who is also a member of the CNPA where the CNPA have decided not to call-in a planning application so as to enable the councillor to take part in the consideration and discussion of, and to vote upon, the determination of the planning application by the Council, subject to the following:-

i. this exclusion only applies provided the CNPA have, in reaching their decision not to call-in, confined themselves to the question whether the application should be called-in and not discussed the merits of the application in so deciding.

ii. this exclusion applies to meetings of the Council and of any committee or sub-committee of the Council and to other meetings as referred to in paragraph 5.4 of the Code to deal with the planning application.

---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 2**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Assurance and Improvement Plan 2012-15**

---

**Purpose:** To advise the Cabinet of the Council's updated Assurance and Improvement Plan for 2012-15 prepared by the Local Area Network of external scrutiny bodies.

---

**Recommendation:** That the Cabinet notes the Assurance and Improvement Plan 2012-15.

---

#### **1. Introduction**

- 1.1 Following the publication of the Crerar Report in September 2007, the Scottish Government committed to establishing a simplified, more coherent and more proportionate approach to delivering local government scrutiny. The Scottish Government subsequently asked the Accounts Commission to coordinate work to improve the scheduling and planning of scrutiny activity, develop a single corporate assessment and implement an annual shared risk assessment (SRA) to drive scrutiny activity.
- 1.2 These arrangements marked a fundamental shift away from standard inspections undertaken on a predetermined basis. They are given effect by a Local Area Network (LAN) of external scrutiny bodies, including Audit Scotland, Education Scotland (formerly, HMIE), the Care Inspectorate and the Scottish Housing Regulator. The LAN produces an annual, rolling 3-year Assurance and Improvement Plan (AIP) based on its SRA. Audit Scotland produces and publishes an annual national External Scrutiny Plan, based on each of the 32 councils' AIPs. External scrutiny plans cover strategic scrutiny work, ie scrutiny activity that looks at corporate processes and at service level. Councils' self-assessment arrangements are placed at the heart of this approach. The plans exclude scrutiny at the level of individual units such as care homes or schools.
- 1.3 At its meeting on 24 May 2011, the Executive of the previous Administration noted the Council's second Assurance and Improvement Plan (AIP), for 2011-14.

1.4 The Executive approved the Council's current Self-Assessment Strategy on 30 August 2011, and this was subsequently incorporated into the Performance Management Strategy 2012-15. Key elements of that strategy are:

- The vision is of "sector leading performance management arrangements and a supporting culture by 2014".
- The Public Service Improvement Framework (PSIF) should continue to be the core self-assessment framework.
- Education & Skills will develop their already robust approach to self-assessment by introducing and using Validated Self-Evaluation (VSE).
- Social Services & Health will use PSIF for support services and the former SWIA Performance Improvement Model for frontline services.
- A regular, proportionate and risk-based programme of self-assessment activity should recommence across all Services in April 2012.
- The Council should undertake a second Council-wide self-assessment in 2013 and consideration should be given to including Elected Members in the Council-wide exercise.
- The Council should participate in the Quality Scotland recognition scheme known as "Levels of Excellence" which is based on the EFQM Excellence Model.

## **2. Current Position**

2.1 Audit Scotland published its third national External Scrutiny Plan on 16 May 2012. The Council's AIP 2012-15 is set out at the Appendix. It includes:-

- a short summary;
- an assessment of the Council's position regarding identified national risk priorities;
- areas of unchanged scrutiny risk assessment;
- changes to 2011/12 risk assessments;
- review of 2011/12 scrutiny activity; and,
- scrutiny plan changes.

2.2 The SRA process began in November 2011, with the LAN drawing evidence from a number of sources, including:

- the annual report to the Controller of Audit and Elected Members for 2010/11 from the Council's appointed external auditors (Audit Scotland);
- the Council's own performance data and self-evaluation evidence; and,
- evidence gathered from Education Scotland, the Care Inspectorate and the Scottish Housing Regulator (published inspection reports and supporting evidence).

2.3 Three categories of risk are defined:

- where there are **significant risks** which would indicate that the LAN needs to undertake some scrutiny activity in order to provide public assurance;
- where there are **areas of uncertainty** or **gaps in information** available to the LAN to determine whether or not they need to undertake some scrutiny activity; and,
- where there are **no significant risks**.

2.4 Key messages from the AIP are:

2.4.1 **No significant scrutiny risks were identified by the LAN.** This is an improved position from the previous year when three such areas were identified, namely:

- risk assessment and management within Social Services and Health;
- governance and accountability; and,
- performance management and challenge and improvement.

The LAN has downgraded these risks to areas of uncertainty to reflect their assessment that these matters still need to be fully embedded.

2.4.2 The LAN also consider asset management to be an area of uncertainty. Although improvements in the reporting of capital programme are acknowledged, capital slippage continues to be a concern for the LAN and they have assessed it as an area of uncertainty due to insufficient progress, particularly relating to asset management planning. No significant risks were identified in this area last year. The cut-off for agreement of the AIP was the end of January 2012. A seminar was held for Elected Members on 27 February 2012 to brief them on the development of six themed Asset Management Plans and the Executive noted these plans at its meeting on 28 February.

2.4.3 Work on the above areas of uncertainty will continue as part of ongoing baseline scrutiny activity to gather more information or monitor the impact of Council improvements. The updated position will then be reflected in updated LAN reports or the next AIP as appropriate. Audit Scotland will also carry out a further review of the Council's progress in implementing its BV2 Improvement Plan and report back in the next annual report to the Controller of Audit and Elected Members.

2.4.4 Within Social Services & Health, strategic planning and the strategic partnership with NHS Ayrshire & Arran has been downgraded from an area of uncertainty in 2011/12 to no significant risks. This followed the Care Inspectorate scrutiny report described at paragraph 2.4.6 below.

2.4.5 Some core national risk priorities were assessed as part of the SRA process. These were:

- **Protection and welfare of vulnerable people (children and adults) - no significant concerns.** The AIP concludes that the Council places a high priority on the protection and welfare of people. It notes that services to protect children were evaluated as good and very good in 2010 and improvements have continued to be made to these services.
- **Assuring public money is being used properly - area of uncertainty.** Despite concluding that the Council has satisfactory internal control systems and good internal audit arrangements, and acknowledging various improvements to governance arrangements, the LAN identified weaknesses in relation to a fraud against the Council and in the payment of goods and services not yet received. It considers that uncertainties remain regarding the impact of actions taken by the Council to prevent similar issues arising in future. This will be further addressed and reported on as part of the 2011/12 annual audit.
- **How councils are responding to the challenging financial environment - area of uncertainty.** Overall, the LAN is satisfied that the Council is taking appropriate steps to manage budget reductions in the future. However, the unprecedented scale of the budget reductions being sought means that the LAN, inevitably, considers there is a degree of uncertainty over their attainment and the impact that this will have on services. This will be further addressed and reported on as part of the 2011/12 annual audit.

#### 2.4.6 2011/12 scrutiny activity comprised of the following:

- Follow-up of in summer 2011 of governance / accountability and performance management / challenge and improvement issues referred to at 2.4.1 above, which arose originally as part of the BV2 Audit (Sep 2010). The results were reported in the 2010/11 Annual Report to the Controller of Audit and Elected Members in October 2011. That report was submitted to the Executive and Scrutiny Committee on 8 and 21 November 2011 respectively. Quarterly BV2 Improvement Plan progress reports were also submitted to the Executive and Scrutiny Committee during 2011/12.
- Following completion of an initial scrutiny level assessment (ISLA), the Care Inspectorate conducted follow-up work in June 2011 and reported in September 2011. Their report (submitted to the Executive on 6 December 2011) noted that Social Services & Health had responded promptly to a number of issues, that progress was made in most areas of concern and uncertainty and that a comprehensive action plan to address remaining issues is being implemented.
- The Audit Scotland review of Fire & Rescue Services in Strathclyde was published in March 2012 and reported to the Scrutiny Committee of the previous Administration on 11 April 2012. There are no issues arising from this review directly impacting on the Council.

#### 2.4.7 There are no scrutiny plan changes as a result of this latest SRA, so there continues to be no scrutiny activity aimed specifically at the Council during the 3-year period 2012/13-2014/15. However, scrutiny work will take place during 2012/13 in three areas:

- Follow up of Audit Scotland's report on Maintaining Scotland's Roads. It does not arise from the SRA - it is national activity and started during May 2012.
- The Council has invited Education Scotland to carry out a validated self-evaluation of Additional Support for Learning, Early Years and Raising Attainment, working with Education & Skills. These choices were made following consultation with Members of the previous Administration. Again, this is not a scrutiny response arising from identified risks. The work will take place during September - November 2012 and will report in early 2013.

- At the request of Scottish Ministers, the Care Inspectorate will lead a joint inspection of Children's Services in each council and will report publicly from Autumn 2012. North Ayrshire's inspection will begin in January 2013. The process is underway in Angus - as a "development site" - and other council areas subject to inspection in 12/13 are Argyll & Bute (January), East Dunbartonshire (July), City of Edinburgh (October) and Orkney Islands (October). According to the National Scrutiny Plan, the selection of local authority areas for inspection is "based on intelligence and risk and takes account of the SRA".

### **3. Proposals**

- 3.1 The Cabinet is invited to note the Assurance and Improvement Plan Update for 2012/15.

### **4. Implications**

Financial Implications

- 4.1 None.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 None.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 External scrutiny directly supports Council Plan Objective 4: "Operating more efficiently and effectively".



## **5. Consultations**

- 5.1 The Corporate Management Team (CMT) was consulted by the LAN during the process of updating the AIP.

## **6. Conclusion**

- 6.1 Although the Chair of the Accounts Commission has stated that AIPs are not a measure of councils' current performance, he has commented that:

"Better targeting has reduced the overall level of scrutiny on councils following the streamlining of the system and better coordination and sharing of information across the scrutiny bodies. Councils are making better use of scrutiny and assessing their own performance, backed up by robust supporting evidence. We welcome this."



ELMA MURRAY  
Chief Executive

### **Reference :**

For further information please contact Jim Montgomery, General Manager (Policy & Service Reform), on telephone number 01294 324125

### **Background Papers**

Independent Review of regulation, Audit, Inspection and Complaints  
Handling of Public Services in Scotland (Prof Lorne Crerar, Sep 2007)  
National Scrutiny Plan (Audit Scotland, 16 May 2012)  
Maintaining Scotland's Roads (Audit Scotland, Nov 2004)  
Maintaining Scotland's Roads: a Follow Up Report (Audit Scotland, Feb 2011)



# North Ayrshire Council

## Assurance and Improvement Plan

### Update 2012–15

#### Introduction

1. The first Assurance and Improvement Plan (AIP) for North Ayrshire Council was published in July 2010. That document set out the planned scrutiny activity for the council for the period April 2010 to March 2013 based on a shared risk assessment undertaken by a local area network (LAN) made up of representatives of all of the main local government audit and inspection agencies.
2. The aim of the shared risk assessment process was to focus scrutiny activity where it is most needed and to determine the most proportionate scrutiny response over a three year period. The AIP gave an overview of the information that informed the risk assessment and showed how this links to the proposed scrutiny response.
3. The LAN met again in November 2010 to update the AIP for the period 2011-14. The AIP Update was published in May 2011.
4. This report is the result of the third shared risk assessment which began in November 2011. The risk assessment considers the audit and scrutiny risks in relation to the council strategic priorities, services and corporate governance framework. The update process drew on evidence from a number of sources, including:
  - The annual report to the Controller of Audit and elected members for 2010/11 from the council's appointed external auditors.
  - The council's own performance data and self-evaluation evidence.
  - Evidence gathered from Education Scotland, the Care Inspectorate and the Scottish Housing Regulator (SHR) (including published inspection reports and other supporting evidence).
5. The outcomes from the LANs most recent shared risk assessment are contained in this short report which summarises changes to risk assessments and proposed scrutiny responses. Appendix 1 to this report sets out a timetable for proposed audit and inspection activity between April 2012 and March 2015 which reflects the revised and updated scrutiny risk assessment.

## Summary

6. No significant scrutiny risks were identified by the LAN as part of this shared risk assessment process. This is an improved position from the last AIP where significant risks were reported in risk assessment and management within social services and health; within governance; and within performance management and challenge and improvement. Arrangements in these areas have improved, however, the LAN considers they still require to be fully embedded and have therefore re-assessed these as “areas of uncertainty”. The LAN also considers there are uncertainties regarding the council’s approach to asset management due to insufficient progress within this area, in particular the absence of an asset management plan.
7. In these areas work will be carried out as part of the ongoing base line scrutiny activity to gather more information or monitor the impact of council improvements. The updated position in these areas will then be reflected in LAN member reports or the next AIP as appropriate. In addition, Audit Scotland will carry out a further review of the council’s progress against its latest Best Value Improvement Plan. The results will be reported in the annual report to the Controller of Audit and elected members in October 2012. The results of this work will be key to determining the timing of any future Best Value work carried out by the scrutiny bodies.
8. There is no scrutiny activity aimed specifically at North Ayrshire Council. This is reflected in appendix 1. However, please note the footnotes at appendix 1 which highlight the baseline scrutiny activity which will continue at unit level throughout the period of the AIP; or national scrutiny activity which is planned such as the joint inspection of children’s services.

## National risk priorities

9. A number of core national risk priorities have been assessed in all 32 councils as part of this process. These are:
  - **The protection and welfare of vulnerable people (children and adults) including access to opportunities - No significant risks.** The council places high priority on the protection and welfare of people. It continues to plan and implement improvements in the assessment and management of risk, as outlined below. Outcome focused practice is developing and the council is committed to strengthening and accelerating its work in identifying, recording and aggregating outcomes for people using services. The council is developing its strategic approach to personalisation and has involved a range of partners in this work, including people using services and carers. A local pilot was planned in order to test a new resource allocation system and the council has used learning from other councils to inform this development. Services to protect children were evaluated as good and very good in 2010, and improvements have continued to be made to these services.

- **Assuring public money is being used properly – Area of uncertainty.** The council has satisfactory internal control systems and good internal audit arrangements. The council continues to make improvements to its governance arrangements such as providing member training, reviewing the role of the scrutiny committee, and a revision of corporate governance documents. In addition to the work done to support members in their scrutiny role the council has strengthened the way officers conduct business. For example, the capital programme and asset group has revised the format of its monitoring reports, improving accountability. The change to the format of reporting has improved the management of the council's capital account, allowing it to manage its projects and resources more effectively. However, capital slippage continues to be a concern.
- Despite these improvements, weaknesses have been identified in relation to a fraud perpetrated against the council and in the payment of goods and services not yet received. In response, officers have revised systems and processes in order to help prevent similar issues arising in future. However, the LAN considers that uncertainties remain regarding the impact of the actions taken by the council. The 2011/12 annual audit will address this by including testing in this area of uncertainty, and will report its findings.
- **How councils are responding to the challenging financial environment - Area of uncertainty.** The council enters these challenging financial times with usable reserves totalling £52.712 million (as at 31 March 2011) and a history of spending within its budgets. These reserves include an unallocated general fund balance of £4.966 million, which is slightly below its target of £5.118 million. The council has demonstrated that it is engaged in identifying efficiency savings to address funding shortfalls.
- The Scottish Government issued the proposed financial settlement for 2012/15 in December 2011. This indicated that North Ayrshire Council will receive £282.767 million in 2012/13, a reduction of £0.795 million (0.3 per cent) from 2011/12. This represents a deterioration on earlier planning assumptions made by the council. The proposed financial settlements provide planning figures for 2013/14 and 2014/15, however external factors such as the risk of further recession or the downgrading of economic growth could have an impact on the local government settlement. The council has also been advised that funding for the Irvine Bay regeneration project will fall short of current funding levels and those identified within its business plan. Officers have addressed these issues in its most up to date budget for 2012/13 to 2014/15.
- Consultation has taken place with local organisations, community groups and members of the public through "Straight Talking" sessions. These events allow local people to give their views as to how the council should address the financial challenges it faces. The council is working on rolling three year financial plans and members are engaged in the process regarding proposed efficiency savings or service reductions. The council has identified the efficiency savings and service reductions it requires in order to set a balanced budget in 2012/13. The savings proposed for 2012/13 are considered to be sustainable and should help in the requirement to meet further savings in 2013/14 and 2014/15.

Currently, there is a funding gap of approximately £3.3 million and £5.5 million for 2013/14 and 2014/15 respectively which will be addressed in future year's budgets.

- Overall, we are satisfied that the council is taking appropriate steps to manage the budget reductions in future years. This, and the financial stewardship demonstrated in previous years enabled the LAN to conclude that there are no significant risks regarding financial management.
- However, the unprecedented scale of the reductions being sought means that the LAN, inevitably, considers there is a degree of uncertainty over their attainment and the impact that this will have on the services provided. The LAN will continue to keep the financial position of the council under review and report on it as part of the 2011/12 annual audit.

## Areas of unchanged scrutiny risk assessment

- 10.** This update focuses predominantly on those areas assessed as being uncertain or having significant risk. However, in the interest of providing a broader view of the council's overall risk assessment, it is important to highlight those areas that were previously assessed as having no significant risks which, based on additional evidence in the current year, continue to be so. These are:

| Service   | Outcome   | Corporate Assessment  |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Education and skills</li> <li>• Infrastructure</li> <li>• Housing</li> <li>• Homelessness</li> <li>• Housing asset management and repairs</li> </ul> | <ul style="list-style-type: none"> <li>• Working and training</li> <li>• Healthy and active</li> <li>• Caring and supportive</li> <li>• Safe and secure</li> <li>• Learning and taking part</li> <li>• Clean and green</li> <li>• For you and everyone</li> </ul> | <ul style="list-style-type: none"> <li>• Vision/strategic direction</li> <li>• Leadership and culture</li> <li>• Planning and resource alignment</li> <li>• Partnership working and community leadership</li> <li>• Community engagement</li> <li>• Customer focus and responsiveness</li> <li>• Risk management</li> <li>• ICT</li> <li>• Efficiency</li> <li>• Competitiveness</li> <li>• Financial management</li> <li>• Managing people</li> <li>• Procurement</li> <li>• Equalities</li> <li>• Sustainability</li> </ul> |

11. All areas identified as significant risks or areas of uncertainty in the 2011/12 AIP update have had their risk assessments updated below.

## Changes to 2011/12 risk assessments

12. The following table relates to risk assessments that have been changed from the 2011/12 AIP Update.

| Area   | 2011/12 Risk Assessment | 2012/13 Risk Assessment | Reason for Change  |
|--|-------------------------|-------------------------|--|
| Social services and health- strategic planning and strategic partnership with health | Area of uncertainty     | No significant risks    | <p>Care Inspectorate scrutiny report September 2011.</p> <ul style="list-style-type: none"> <li>Work on financial planning had been prioritised by the service and there was evidence of some progress being made in linking longer term service and financial planning especially for older people's services and family placement services. Work on procurement and contracting had been prioritised to good effect and the council is working with the Care Inspectorate in the development of an overarching, service wide 10-year commissioning strategy.</li> <li>Relationships with the local NHS had improved and positive progress had been made. Joint work had also progressed on a pan Ayrshire basis through the aegis of the Strategic Alliance with the other Ayrshire local authorities and the NHS in developing a joint equipment store, out-of-hours social work services and other specialist resources.</li> <li>Addiction services were to become co-located and a revised budget allocation for these services had been agreed based on a needs assessment that resulted in North Ayrshire getting additional resources.</li> <li>Good partnership working had been developed between social work services and the police.</li> </ul> <p>The LAN has therefore decided that this is no longer an area of uncertainty.</p> |
| Social services and health- risk assessment and management                           | Significant risks       | Area of uncertainty     | <p>Care Inspectorate scrutiny report September 2011.</p> <ul style="list-style-type: none"> <li>The social work service had responded promptly to issues identified in relation to concerns about assessing and managing risk. However, while actions have been taken there is a level of uncertainty about the impact of proposed changes and a number of actions have yet to be implemented.</li> <li>The newly formed social work governance board had initiated an audit of all guidance and tools for assessing and managing risk and set up a working group to develop practice guidance for developing and using chronologies. Thresholds for children who did not meet child protection criteria were being fundamentally reviewed and improvements were planned.</li> </ul>   |

| Area   | 2011/12 Risk Assessment | 2012/13 Risk Assessment | Reason for Change  |
|--|-------------------------|-------------------------|--|
|  |                         |                         | <ul style="list-style-type: none"> <li>The service was planning a practice review to assess the impact of changes made and proposed, and was committed to learning and benchmarking with others to improve practice.</li> </ul> <p>Steps have been taken to improve how the council assesses and manages risk. However, some actions have yet to be implemented and the LAN considers there is still uncertainty over their impact. The Care Inspectorate will continue to monitor planned improvements that have yet to be fully implemented. This will be carried out as part of the on-going monitoring by the link inspector from the Care Inspectorate, hence this area of work is not included in the scrutiny plan.</p>   |
| Governance and accountability                        | Significant risks       | Area of uncertainty     | <ul style="list-style-type: none"> <li>Overall, the council has satisfactory internal control systems and good internal audit arrangements.</li> <li>The council has improved its governance arrangements such as providing member training, reviewing the role of the scrutiny committee, and revising corporate governance documents. It has also strengthened the way officers conduct business. For example, the capital programme &amp; asset group has revised the format of its monitoring reports, improving accountability. The change to the format of reporting has improved the management of the council's capital account, allowing it to manage its projects and resources more effectively. However, this did not prevent slippage in the general services capital programme in 2010/11.</li> <li>Weaknesses, particularly in relation to a fraud perpetrated against the council and the payment of goods and services not yet received were identified during 2010/11. This latter weakness also arose in the previous year. We are satisfied that the council has taken steps to address the identified weaknesses. However, the LAN considers a level of uncertainty remains until we carry out testing to ensure that prescribed procedures are being followed.</li> </ul> <p>The LAN considers that the council have taken steps to address the risks identified in last year's AIP. However, the weaknesses identified during the 2010/11 audit mean that uncertainties remain as to the effectiveness of these arrangements. This will be considered further by Audit Scotland as part of the 2011/12 annual audit work.</p> |
| Performance management and challenge and improvement | Significant risks       | Area of uncertainty     | <ul style="list-style-type: none"> <li>Self evaluation is under developed and the council still has more work to do to develop a culture of continuous improvement and behavioural change across services. Some services still require to buy into the council's improvement agenda.</li> <li>The council is clearly focusing on performance management and the change agenda. The council's senior management team and elected members demonstrate commitment to improving</li> </ul>   |



| Area             | 2011/12 Risk Assessment | 2012/13 Risk Assessment | Reason for Change  |
|------------------|-------------------------|-------------------------|--|
|                  |                         |                         | <p>and promoting a performance management culture. The council has an ambitious vision for performance management. The council should use this vision as a basis for developing a more comprehensive performance management framework and integrating the various performance tools that it has in place.</p> <ul style="list-style-type: none"> <li>• The council has improved the way it reports its performance. The use of, and access for members to, the covalent electronic performance management system provides more comprehensive performance reporting. It also makes available summary reports to the public as well as more comprehensive performance reports on its North Ayrshire performs website. This approach to performance reporting has improved the scrutiny and challenge of service performance.</li> <li>• The council is making good progress with its best value improvement plan.</li> <li>• The council has increased its capacity for improvement through the use of a strategic partner to help progress its change agenda.</li> </ul> <p>The LAN considers that the council have made considerable improvements to its performance management arrangements. However, the LAN considers there are still uncertainties due to the need to further develop self evaluation and to ensure that all services are committed to continuous improvement. This will be considered further by Audit Scotland as part of the 2011/12 annual audit work.</p> |
| Asset management | No significant risks    | Area of uncertainty     | <ul style="list-style-type: none"> <li>• The council has implemented actions to address concerns regarding the lack of progress with regards to asset management. A working group ('our future working environment') was created to develop an asset strategy. It aimed to provide 'a plan to rationalise the property portfolio, thus reducing running costs and obtaining capital receipts for the council'. We are informed that the group is making progress, that asset management plans have been developed and that these will be approved. Audit Scotland will review this progress as part of the annual audit.</li> <li>• The proportion of council accommodation that is in a satisfactory condition improved slightly between 2009/10 and 2010/11; whereas the proportion of council accommodation that is suitable for current use fell by a similar amount over the same period.</li> <li>• Significant slippage against capital expenditure was again experienced during the 2010/11 financial year regarding the general service programme. Slippage in the HRA programme is occurring in 2011/12. Members are aware of this and approved amendments to the capital programme to address</li> </ul>  |

| Area | 2011/12 Risk Assessment | 2012/13 Risk Assessment | Reason for Change   |
|------|-------------------------|-------------------------|---|
|      |                         |                         | <p>this slippage.</p> <p>The LAN considers that there are uncertainties in asset management until the draft asset management plan is approved and embedded thus enabling the working group to demonstrate that improvements are being achieved. This will be considered further by Audit Scotland as part of the 2011/12 annual audit work.</p> |

## Review of 2011/12 scrutiny activity

13. Audit Scotland carried out a Best Value audit in September 2010. The performance management and governance aspects of this review were followed up in the summer of 2011 and reported in the annual report to the Controller of Audit and elected members in October 2011. The improvements to the council's performance management arrangements and governance arrangements; and the resulting areas of uncertainties in these areas have been included in the table of risk assessments above.
14. The Audit Scotland review of fire and rescue services in Strathclyde has been carried out and the report was published early in March 2012. There are no issues emerging from this review impacting directly on North Ayrshire Council.
15. Following completion of an initial scrutiny assessment (ISLA), the Care Inspectorate completed follow-up scrutiny in June 2011 and its report was published in September 2011. The report noted that social services and health had responded promptly to a number of issues identified at the ISLA stage and had initiated a number of work-streams. Overall, progress was made in most areas of concern and uncertainty and a comprehensive action plan to address remaining issues is being implemented. However, as previously described in this report, work had still to be completed and actions implemented in respect of assessing and managing risk. This is, therefore an area of uncertainty that is reflected in our updated risk assessments.

## Scrutiny plan changes

16. There are no changes to the scrutiny plan arising from this shared risk assessment update. No specific risk based scrutiny activity is planned by LAN members as a result of the update.
17. There will, however, be scrutiny work in relation to the follow up of Audit Scotland's national report on Maintaining Scotland's Roads. This does not result from the shared risk assessment but is national activity.
18. Education Scotland have been invited by the council to carry out a validated self-evaluation working with education services. This commences in September 2012 and will be ongoing from September to

November 2012. A report will be published early in 2013. This was not a scrutiny response to any identified risks.

19. At the request of Scottish Ministers the Care Inspectorate will lead a joint Inspection of Children's Services in each local authority in Scotland. These inspections will commence in 2012/13 and start with a development site in April/May 2012; and commence a cycle of inspection of services for children which will report publicly from Autumn 2012. North Ayrshire Council has been selected for inspection in 2012/13 and this will commence in January 2013.

## Scrutiny plans

Scrutiny activity in the shaded rows does not result from the shared risk assessment but is either at the request of the council eg supported self-evaluation work or national activity eg national follow-up work or activity requested by Ministers.

| NORTH AYRSHIRE COUNCIL   |                                    | 2012-13 |     |      |      |     |      |     |     |     |     |     |     |
|--|------------------------------------|---------|-----|------|------|-----|------|-----|-----|-----|-----|-----|-----|
| Scrutiny activity year 1   |                                    | Apr     | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
| Self evaluation of education services working with Education Scotland. (note – this is a voluntary action by the council and is not a scrutiny response to any identified risks) |                                    |         |     |      |      |     |      |     |     |     |     |     |     |
| Maintaining Scotland's Roads -Follow Up of National Report   |                                    |         |     |      |      |     |      |     |     |     |     |     |     |
| Joint Inspection of Children's Services  |                                    |         |     |      |      |     |      |     |     |     |     |     |     |
| No specific scrutiny work  |                                    |         |     |      |      |     |      |     |     |     |     |     |     |
|  |                                    | 2013-14 |     |      |      |     |      |     |     |     |     |     |     |
| Scrutiny activity year 2   |                                    | Apr     | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
| No specific scrutiny work  |                                    |         |     |      |      |     |      |     |     |     |     |     |     |
|  |                                    |         |     |      |      |     |      |     |     |     |     |     |     |
|  |                                    | 2014-15 |     |      |      |     |      |     |     |     |     |     |     |
| Indicative scrutiny activity for rolling third year  | Potential scrutiny bodies involved |         |     |      |      |     |      |     |     |     |     |     |     |
| No specific scrutiny work  |                                    |         |     |      |      |     |      |     |     |     |     |     |     |
|  |                                    |         |     |      |      |     |      |     |     |     |     |     |     |

## Footnotes

- The focus of the AIP Update is **strategic scrutiny activity**, that is scrutiny activity which is focused at corporate or whole service level, but there will also be baseline scrutiny activity at unit level on-going throughout the period of the AIP. This will include, for example, school and residential home inspections.
- At the request of Scottish Ministers the Care Inspectorate will lead a **joint Inspection of Children's Services** in each local authority in Scotland. These inspections will commence in 2012/13 and start with a development site in April/May 2012; and commence a cycle of inspection of services for children which will report publicly from Autumn 2012. North Ayrshire Council has been selected for inspection in 2012/13 and this will commence in January 2013.
- In addition, Audit Scotland will be working with scrutiny partners to pilot an approach to assessing the **delivery of outcomes by community planning partnerships**. Pilot sites will be confirmed with the LAN lead in due course.
- Audit Scotland undertake an annual rolling programme of **thematic performance audits**. The fieldwork sites are identified as part of the development of the scope for each individual audit. Fieldwork sites will be confirmed with LAN leads as each audit is developed.
- The **annual audit** of local government also comprises part of the baseline activity for all councils.
- In April 2008, the Accounts Commission agreed to a request from the Department for Work and Pensions (DWP) to take over the Benefit Fraud Inspectorate's responsibility for inspecting housing and council tax benefit (benefits) services in Scotland. As Audit Scotland has no inspection function, this '**benefits performance audit**' work has been incorporated into the annual audit of local government. The exact timing of the audits will be confirmed through the LAN lead.
- **Education Scotland**, through the District Inspector, will continue to support and challenge Education Services regularly and as appropriate the **Care Inspectorate** will regulate care services and inspect social work services based on the Public Services Reform (Scotland) Act 2010.
- Scrutiny bodies also reserve the right to make unannounced scrutiny visits.



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 3**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Appointment of Educational Representatives to Cabinet**

---

**Purpose:** To seek approval of arrangements for appointing three church representatives and others to the Cabinet.

---

**Recommendation:** That the Cabinet approves the proposals set out in Section 3 of the report.

---

#### **1. Introduction**

- 1.1 In terms of the Scheme of Administration approved by Council on 16 May 2012, the Cabinet will assume responsibility for overseeing the Council's functions as Education Authority. It is expected that the Cabinet will consider educational matters at every third meeting.
- 1.2 This report proposes the appointment of additional representatives to attend meetings of the Cabinet when dealing with educational matters.

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

- 2.1 Section 124 of the Local Government (Scotland) Act 1973, requires the Council to appoint three church representatives to any committee which either advises the authority on any matter relating to the discharge of their functions as education authority or discharges any of those functions of the authority on its behalf. The church representatives are specified in Section 124 (4) of the 1973 Act i.e.
  - (a) one representative of the Church of Scotland, nominated in such manner as may be determined by the General Assembly of the Church;
  - (b) in the case of the education authority for each area (other than Orkney Islands, Shetland Islands and Western Isles), one representative of the Roman Catholic Church, nominated in such manner as may be determined by the Scottish Hierarchy of the Church; and

- (c) one person (or, in the case of the education authorities for Orkney Islands, Shetland Islands and Western Isles, two persons), in the selection of whom the authority shall have regard (taking account of the representation of churches under paragraphs (a) and (b) above) to the comparative strength within their area of all the churches and denominational bodies having duly constituted charges or other regularly appointed places of worship there.
- 2.2 In respect of (c) above, this position was in the previous administration held by Reverend David Karoon of the Arran Free Church of Scotland until his resignation in August 2011. Reverend Karoon was appointed by the Education Executive in October 2007. This followed public notices and press releases being issued to the local press indicating that the Council was seeking to a third religious representative. In appointing Reverend Karoon, the Education Authority took account of the comparative strengths of the three churches that submitted nominees being (1) The Church of Jesus Christ of the Latter-Day Saints, (2) Cornerstone Church, and (3) The Arran Free Church of Scotland.
- 2.3 Whilst the legislation is silent on the matter, the church representatives would be voting members on educational matters.
- 2.4 The Council has received a representation from the National Secular Society in respect of the church representatives. This is appended.
- 2.5 Under the previous administration, a representative of the professional teaching associations, nominated by the Local Negotiating Committee for Teachers, served as a non-voting member of the Education Executive. It is proposed that this arrangement be continued.
- 2.6 Finally, it is considered that 2 non-voting pupil representatives, being members of the Youth Council, should be appointed to attend meetings of the Cabinet to give a pupil perspective on educational matters.

### **3. Proposals**

- 3.1 It is proposed that the Cabinet agrees:-
  - (a) that the Chief Executive invite the Church of Scotland and the Roman Catholic Church to appoint representatives to the Cabinet, or renominate the previous representatives being Mr Gordon McConnell for the Church of Scotland and the Very Reverend Matthew Canon McManus for the Roman Catholic Church.



- (b) to issue a public notice seeking nominations from church or denominational groups to fill the third position.
- (c) to co-opt a non-voting representative of the professional teaching associations, nominated by the Local Negotiating Committee for Teachers, to join the Cabinet, and to invite Mr Gordon Smith to continue in this role.
- (d) to appoint 2 non-voting pupil representatives (1 male, 1 female), being Members of the Youth Council, to attend meetings of the Cabinet to give a pupil perspective on educational matters.
- (e) if (c) and (d) are agreed, to recommend to Council that the Scheme of Administration be amended to provide for these appointments in the constitution of the Cabinet when considering educational matters.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no implications arising from this report.

##### Human Resource Implications

- 4.2 There are no implications arising from this report.

##### Legal Implications

- 4.3 The Council is required to meet its obligations in respect of Section 124 of the Local Government (Scotland) Act 1973.

##### Equality Implications

- 4.4 There are no implications arising from this report.

##### Environmental Implications

- 4.5 There are no implications arising from this report.

##### Implications for Key Priorities

- 4.6 There are no implications arising from this report.

## **5. Consultations**

- 5.1 The Corporate Director (Education and Skills) and the Solicitor to the Council have been consulted.

## **6. Conclusion**

- 6.1 The report sets out an approach to ensure that the Council meets its obligations in respect of Section 124 of the Local Government (Scotland) Act 1973, and considers other appointments the Cabinet may wish to make.



ELMA MURRAY  
Chief Executive

Reference : MMcK

For further information please contact Martyn McKeown, Committee Services Manager on 01294 324130.

## **Background Papers**

None

8 May 2012

To all Scottish mainland local authority Chief Executives  
*For circulation to all newly elected councillors*

5 Atholl Crescent

Edinburgh

EH3 8EJ

EMAIL: [enquiries@secularism.org.uk](mailto:enquiries@secularism.org.uk)

WEB: [www.secularism.org.uk](http://www.secularism.org.uk)

Dear Chief Executive

### **External Religious Representation on Local Authority Education Committees**

I am writing to you concerning the constitution of the education committee or its equivalent in your local authority following the elections of 3 May 2012.

I request that you place this letter before the newly elected members of the council before they make decisions about the composition of the council committee that discharges its education functions.

We are concerned that there are legal obligations on your local authority to appoint non-elected religious representatives to the committee which discharges your local authority education functions.

We are particularly concerned that two individual Christian denominations, the Church of Scotland and the Roman Catholic Church are allowed to nominate their representatives to positions on the committee.

According to the 2001 census 42% of the Scottish population were recorded as being affiliated to the Church of Scotland and 16% to the Church of Rome. Scottish Household Survey data for 2007/8 suggest that the respective figures had been reduced by then to 39 and 14% respectively.

We therefore question why these two churches, alone of all denominations and religions, should have the privilege of nominating members of education committees. This is especially the case when one church has the support of such a small proportion of the overall Scottish population.

We also have doubts as to whether the current regulations that govern the composition of local authority education committees are competent in that they seem to be in conflict with the obligation on public authorities under the Equality Act of 2010 not to discriminate on grounds of religion or belief.

In these circumstances we ask the newly elected members of the council to consider that the positions for religious representatives on your council's education committee should meantime remain unfilled.

We also request that if members of your council are concerned with the undemocratic imposition of external religious representatives on your council's education committee that they raise the issue with the Convention of Scottish Local Authorities and all the Members of the Scottish Parliament that represent your local authority area and contact this Society at the above email address.

Yours sincerely

Norman Bonney  
Council of Management



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 4**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Revised Policy for Rating of Lands and Heritages  
Partly Unoccupied for a Short Time**

---

**Purpose:** To seek the Cabinet's approval to change the Council's policy for short term empty relief for non-domestic property with effect from the 1 April 2011.

---

**Recommendation:** That the Cabinet approves the revised policy for short term empty property relief for non-domestic property with effect from the 1 April 2011, as set out at Appendix 1.

---

#### **1. Introduction**

- 1.1 Where a property is partly unoccupied for a short period of time only, Section 24 of the Local Government (Scotland) Act 1966 (as amended by Section 155 of the Local Government Finance Etc, Act 1994) gives the Council the discretion to request that the Assessor provide an apportioned rateable value between the occupied and unoccupied parts of a property.
- 1.2 The apportioned rateable value relating to the unoccupied part of a property is then used by the Council to award short-term empty property relief.
- 1.3 Legislation does not define what constitutes a short period of time and it is, therefore, the responsibility of the Council to determine this.

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

- 2.1 The Council adopted the short term empty property relief policy of the former Strathclyde Regional Council in 1996.
- 2.2 At present the policy defines "short-term" as a minimum of 1 month and a maximum of 3 months.

- 2.3 Under the current short-term policy empty property relief is only awarded to industrial property that is occupied and where part of the property then becomes unoccupied. For example, where an industrial ratepayer decides to scale down its business and part of the premises is no longer used.
- 2.4 The non-domestic rates section works with the Economic Development Service to attract new business to the area and to provide advice and guidance to ratepayers on the rate relief that is available.
- 2.5 Over the last 18 months, it has become evident that the current economic recession is having a significant impact on local business in terms of sustaining employment, cash flow and meeting their rates liability.
- 2.6 Discussions with businesses have highlighted that there are limitations in the current short-term empty relief policy:-
1. The current policy offers no relief to non-industrial property, for example shops, and is therefore too restrictive.
  2. No relief is awarded to a ratepayer who takes over an empty property and only occupies part of that property for a short period of time. This may discourage new business from locating in North Ayrshire.
  3. The 3 month maximum period of relief for industrial property is considered too short during the current economic recession.

### **3. Proposals**

- 3.1 The policy is therefore considered no longer fit for purpose and it is proposed to change it retrospectively from 1 April 2011 to provide as much support as possible to local business during this difficult economic period.
- 3.2 It is proposed that the policy for part-empty property be changed as follows:-

Short- term to be defined as:

#### Non-industrial property

Minimum 1 month and maximum 3 months for non-industrial property, for example a shop that is only partly used (not previously included in the policy).

This change for part empty property will match the maximum period of relief awarded to completely empty property in accordance with legislation.

Industrial property

Minimum 1 month and a maximum 6 months for an industrial property (previous maximum 3 months).

Extending the maximum award from 3 to 6 months when only part of an industrial property is occupied will provide much needed support to business during the current economic recession.

- 3.3 Part-empty relief will now be awarded to a ratepayer that takes over an empty property (previously only occupied property that became part-empty was eligible for relief).
- 3.4 The Cabinet is invited to approve the revised policy for short term empty property relief for non-domestic property with effect from the 1 April 2011, as set out at Appendix 1.

**4. Implications**

Financial Implications

- 4.1 Changing the policy from the 1 April 2011 will result in an estimated £110,851 of relief being awarded to two businesses, which will bring them much needed financial support during this difficult economic period. The Scottish Government will meet the full cost of this short-term empty property relief through the Rates Pool.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 None.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

## Implications for Key Priorities

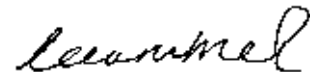
- 4.6 The revised short-term empty property relief policy may help attract business to North Ayrshire and this will help create and sustain employment in the local area and improve the local economy.

## 5. Consultations

- 5.1 The Council's Economic Development Service was consulted on the impact the economic recession and the current empty property relief policy was having on attracting business to North Ayrshire.

## 6. Conclusion

- 6.1 The proposed changes to the Council's policy on short-term empty relief will provide support to all types of business through this difficult economic period and may attract more business to North Ayrshire and help sustain employment.



LAURA FRIEL  
Corporate Director (Finance and Infrastructure)

Reference : SH

For further information please contact Stephen Humphries Chief Revenues & Benefits Officer on telephone number 01294 324527

## Background Papers

None



## **Appendix 1**

### **North Ayrshire Council - Non Domestic Rates Policy for Rating of Lands & Heritages Partly Unoccupied for a Short Time**

#### **Introduction**

Section 24 of the Local Government (Scotland) Act 1966 (as amended by Section 155 of the Local Government Finance Etc, Act 1994) states:

(1) If it appears to the rating authority that part of any lands and heritages included in the valuation roll is unoccupied but will remain so for a short time only, the authority may request the assessor to apportion the rateable value between the occupied and unoccupied parts and on being thus requested the assessor shall apportion the rateable value accordingly.

(2) As from whichever is the later of the following:

(a) The date on which lands and heritages the rateable value of which has been apportioned under subsection (1) above became partly occupied;

(b) The commencement of the financial year in which the request under that subsection relating to those lands and heritages was made,

Until whichever of the events specified in subsection (3) below first occurs, the value apportioned to the occupied part of the lands and heritages shall, subject to subsection (4) below, be treated for rating purposes as if it were the rateable value ascribed to the lands and heritages in the valuation roll.

(3) The events mentioned in subsection (2) above are—

(a) The reoccupation of any of the unoccupied part;

(b) The end of the financial year in which the request was made;

(c) A further apportionment of the value of the lands and heritages taking effect under subsection (1) above;

(d) The lands and heritages to which the apportionment relates becoming completely unoccupied.

(4) Where any lands and heritages fall within such class or classes of lands and heritages as may be prescribed by the Secretary of State by regulations, the value to be treated for rating purposes as if it were the rateable value ascribed to the lands and heritages in the valuation roll shall be the sum of—

(a) The value apportioned to the occupied part of the lands and heritages; and

(b) One half of the value apportioned to the unoccupied part of the lands and heritages.

(5) Notwithstanding paragraph (b) of subsection (3) above, if it appears to the rating authority that the part of the lands and heritages which was unoccupied at the date of an apportionment of the rateable value thereof under subsection (1) above has continued after the end of the financial year referred to in that paragraph to be unoccupied but will remain so for a short time only, the authority may direct that the apportionment shall continue to have effect for the next financial year; and subsections (2), (3)(a), (c) and (d) and (4) above shall have effect in relation to that year accordingly. “

### **Short period of time – Council discretion**

Where a property is partly unoccupied for a short period of time only, legislation gives the Local Authority the discretion to request that the Assessor provide an apportioned rateable value between the occupied and unoccupied parts of the property. Legislation does not define what constitutes a short period of time and it is therefore the responsibility of the Local Authority to determine what constitutes a short period of time.

For the purposes of this Policy “a short time” is defined as a period not less than 1 month but not exceeding 6 months for industrial property and 3 months for all other commercial properties.

### **Approach to dealing with applications**

- ❑ An application to be made by the ratepayer (or their representative) liable to pay Non Domestic Rates on the property.
- ❑ Applicants will be required to complete an application form and provide a plan showing the unoccupied area(s) along with any other supporting information and evidence to support their claim.
- ❑ All applications to be considered by the Revenues Manager and the Non-Domestic Rates Team Leader. Any case with exceptional circumstances and outside the normal criteria will be considered by the Chief Revenues & Benefits Officer.
- ❑ If an application meets the qualifying criteria then a request will be made to the Assessor to provide an apportioned rateable value for the unoccupied part of the property.
- ❑ The rates payable will be charged in accordance with legislation. The occupied part of a property will be charged at 100%. The unoccupied part of a property will be charged in accordance with legislation for the duration of the short-term empty period unless the property is industrial, in which case there is no charge.

- ❑ Any applicant subsequently found to have deliberately misled the Council as to their intentions in relation to this policy may have any apportioned rateable value cancelled and rates levied in accordance with the full rateable value which would otherwise have applied.

### **Criteria to be satisfied**

- ❑ Applications will be considered where the ratepayer advises that part occupation of the property is to last for a minimum period of 1 month and a maximum period of 6 months for an industrial property or 3 months for any other commercial property. If a ratepayer indicates that their part occupation is long term, i.e. likely to continue for more than 6 months for an industrial property and 3 months for any other commercial property then no rateable value apportionment will be considered beyond the maximum period.
- ❑ Applications will be considered in respect of all occupied and unoccupied commercial properties.
- ❑ A fresh application must be made whenever there is a change to the part occupation of the property so that the correct apportioned rateable value is used in the relief calculation. Any change in the rateable value will not affect the period of relief awarded for the same claim, which remains at either 3 or 6 months depending on the property type.
- ❑ Once a part unoccupied relief period has ended the property must be occupied for a period of 42 days (6 weeks) before a ratepayer can apply for a further relief period.
- ❑ Any relief from rates due to part occupation cannot exceed 12 months for the same ratepayer. This may consist of a number of separate claims over different financial years. This is to prevent a ratepayer from continuously keeping a part of their property empty to avoid full rates.
- ❑ In exceptional circumstance a case which merits special consideration may be reviewed under this policy even if some elements of the policy criteria are not satisfied, providing the relevant legislation is complied with.

### **Policy review**

- ❑ The Chief Revenues & Benefits Officer will review the policy in January each year with the Economic Development Team and the Cabinet will be asked to approve any material changes made to the policy.



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 5**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Lease of part of the Churchyard of the Former Barony Church, West Kilbride**

---

**Purpose:** That the Cabinet notes the changes to the actual area of land occupied by West Kilbride Community Initiative Limited at Barony Church.

---

**Recommendation:** That the Cabinet agrees to the amendment of the leased area at Barony Church, West Kilbride.

---

#### **1. Introduction**

- 1.1 At its meeting on 1 March 2011, the Executive agreed to a lease being granted to West Kilbride Community Initiative Limited, to facilitate the extension of the former church building to provide a café. The plan attached to the report from the Corporate Director (Finance & Infrastructure) indicated the ground required. This plan was based upon the ground plans submitted in connection with the company's planning application which was granted in 2010.
- 1.2 Subsequent to the original planning submission, the company altered its proposals, resulting in an application for amended planning permission, which was also granted. This revised drawing formed the basis of the lease plan.

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

- 2.1 The development, including decking area, has now been completed, but occupies a different shape to either of the previous plans, as shown at Appendix 1. This plan indicates the various stages of the development and the area of ground finally used.

#### **3. Proposals**

- 3.1 As the lease does not currently reflect the actual area occupied, it will be necessary to adjust the lease.
- 3.2 Accordingly, the Cabinet is invited to agree to the amendment of the leased areas at Barony Church, West Kilbride, to reflect the actual area of occupancy.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no financial implications.

##### Human Resource Implications

- 4.2 There are no human resource implications.

##### Legal Implications

- 4.3 The lease agreement and plan will require to be formally amended.

##### Equality Implications

- 4.4 There are no equality implications.

##### Environmental Implications

- 4.5 There are no environmental implications.

##### Implications for Key Priorities

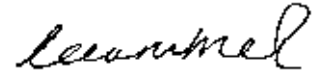
- 4.6 There are no implications for Key Priorities.

#### **5. Consultations**

- 5.1 The members for Ward 6 have been advised of the circumstances and the proposals to amend the lease.

## **6. Conclusion**

- 6.1 The Cabinet is invited to approve the amendment of the area leased to West Kilbride Community Initiative Limited to reflect the actual area now occupied.



LAURA FRIEL  
Corporate Director (Finance and Infrastructure)

Reference : AB/JL

For further information please contact Angus Bodie, Head of Infrastructure & Design Services on 01294 225211

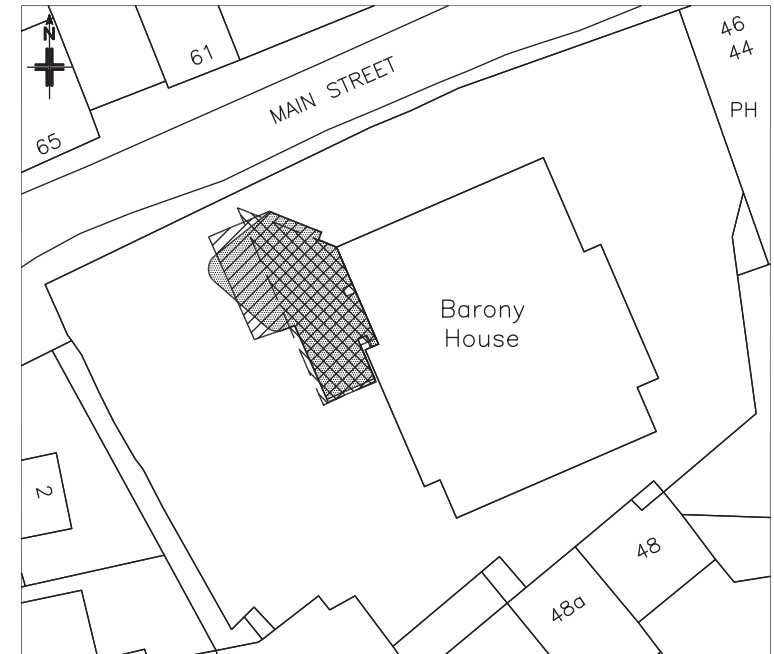
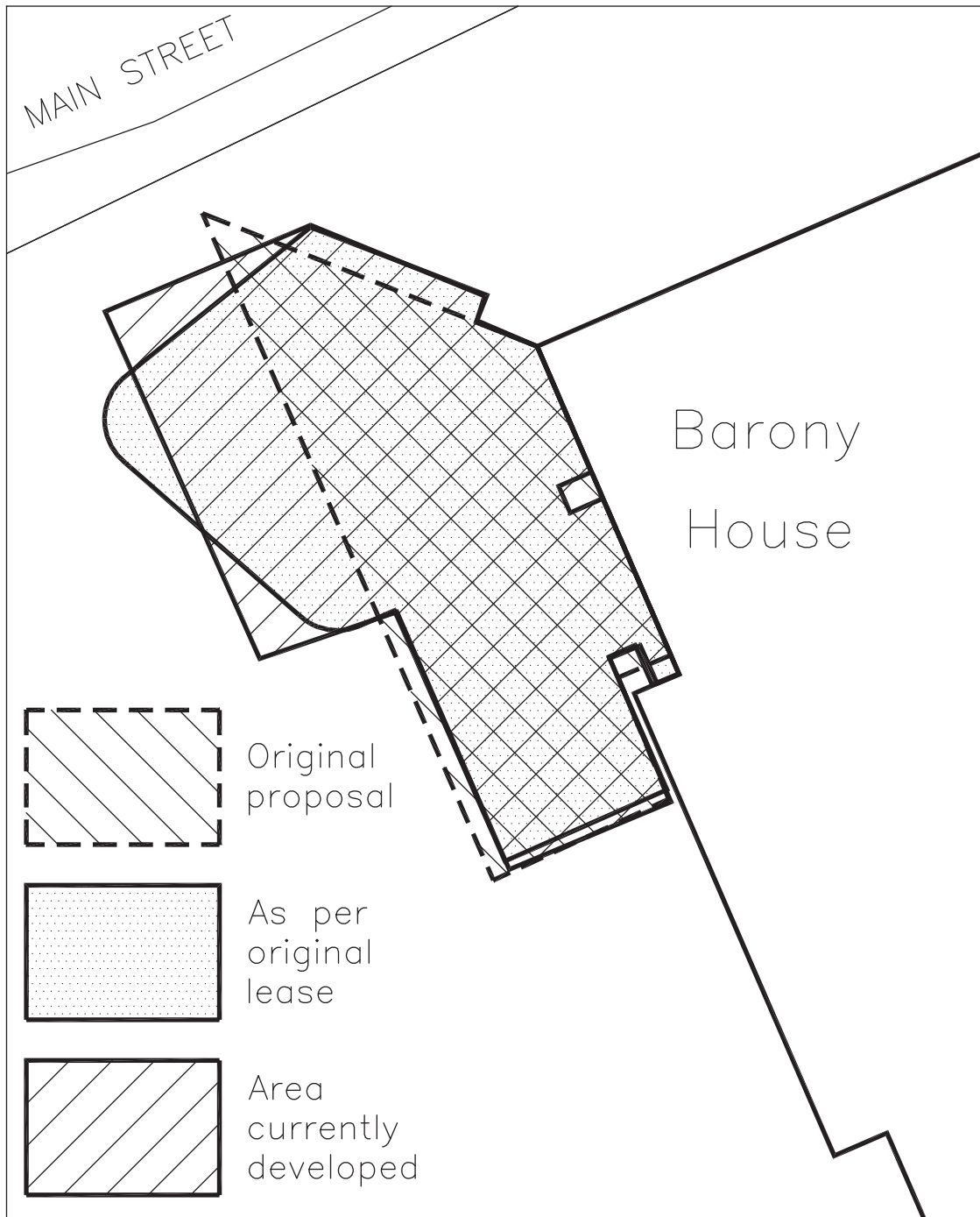
### **Background Papers**

Documentation in respect of planning permission and original lease






# Combined Areas, Former Barony Church, Main Street, West Kilbride, KA23 9AR



Location

|   |                 |
|---|-----------------|
| <br><b>North Ayrshire</b><br><small>COUNCIL</small><br><small>INFRASTRUCTURE &amp; DESIGN SERVICES</small> |                 |
| DRAWN BY  | Diane Wildridge |
| DATE  | 10/05/2012      |
| DRAWING No  | 2136 B          |
| SCALE   | N15             |
| OS SHEET  | N520485W        |



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 6**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Kirktonhall, 1 Glen Road, West Kilbride**

---

**Purpose:** To advise the Cabinet of the applications received for the property transfer of Kirktonhall to third sector organisations and to recommend actions in respect of these applications.

---

**Recommendation:** That the Cabinet agrees to (a) authorise the Corporate Director (Finance and Infrastructure) to take forward negotiations with the Kirktonhall Business Centre Group as the preferred group with a view to the future transfer of Kirktonhall subject to an assessment of the group's Business Plan; and (b) note that a further report on the outcome of the above assessment and negotiated terms and conditions of any transfer will be brought back to the Cabinet for approval.

---

#### **1. Introduction**

- 1.1 At its meeting on 21 June 2011, the Executive approved a policy for the Transfer of Assets to the Community. The purpose of the policy was to establish criteria and procedures for managing the transfer of Council properties to third sector organisations. Kirktonhall has been identified as being suitable for transfer to third sector organisations as it is surplus to Council requirements and has generated strong interest from community groups.
- 1.2 The property was offered on the open market from October 2008, with offers over £100,000 being asked. An offer of £80,000 was received in March 2009, but was withdrawn. In March 2011 an offer of £30,000 from a private individual was received and not accepted as disposal of an asset for less than 75% of its value was not justified on Social, Economic, Health or Environmental grounds under the Disposal of Land by Local Authorities (Scotland) Regulations. In addition, community interest had been expressed in Kirktonhall. There has been no interest in leasing the building and its condition would prevent the Council fulfilling its obligations as a landlord should it be leased.

- 1.3 The Council's policy states that where more than one party is interested in having a property transferred to them, a selection process will take place. In this regard, adverts were placed in the local press over a number of weeks and all parties who had previously expressed an interest in Kirktonhall were contacted by the Council and expressions of interest were invited by 12 noon on 16 February 2012. All Ward Councillors were informed that the adverts were being placed to ensure any groups who had not expressed an interest at that point but who may have been interested were advised.
- 1.4 Parties who had expressed an interest were invited to complete and return their applications by 8 March 2012. In addition to completing proformas regarding their organisation and their proposals for the use of Kirktonhall, the applicants were requested to provide any additional information that they felt would support their application.
- 1.5 At a meeting held on 14 March 2012, Officers from Infrastructure and Design Services, Economic Development, Finance and Education and Skills considered the applications received for Kirktonhall assessing them against previously established criteria. These criteria had been developed with advice from the Development Trusts Association Scotland (DTAS).

## **2. Current Position**

### **Application Assessments**

- 2.1 Three applications were received for Kirktonhall from:-
- the Kirktonhall Business Centre Group,
  - the West Kilbride Community Initiative Limited (WKCIL),
  - Creative Life International Society Limited.

### **Property Assessment**

- 2.2 There are no title restrictions which would prohibit the Council from selling or transferring the property and no onerous burdens or title conditions. The property is closed and surplus to operational requirements and requires significant investment. In planning terms, the property would be suitable for the uses proposed by each of the above parties.

## **The Kirktonhall Business Centre Group**

### **2.3 Organisational Assessment**

The group is a well-established community group and has attracted an "Awards for All" grant of £10,000 from the Big Lottery Fund grant for a feasibility study. The group is also making further bids to the Lottery, Community Energy Scotland and the Nuclear Decommissioning Authority. Management consultants EKOS have been commissioned for the feasibility study.

### **2.4 Project Assessment**

The proposals were wide-ranging, would offer areas of the premises for other groups and their activities and included the use of the whole building. Proposals are to provide business units, an art and crafts gallery, an internet café, conference room, photographic, and recording and multimedia studios.

### **2.5 Overall Assessment**

The group's proposals were inclusive and wide-ranging. In addition, considerable regard to the building and its condition had been a strong part of the proposals. The group also has funding bids at the most advanced stage of any of the other bidders.

## **The West Kilbride Community Initiative Limited**

### **2.6 Organisational Assessment**

The group is a well-established enterprise with a strong history in the area. At the time of the assessment, no funding had been secured by the group, although they identified some bodies to which they intend to apply.

### **2.7 Project Assessment**

The proposals made use of some parts of the building only and did not propose use of areas for other groups. The proposed use was largely for the production and distribution of craft and art works and in furthering the Craft Town status of West Kilbride.

### **2.8 Overall Assessment**

The proposals were essentially for the expansion of an existing enterprise into the Kirktonhall and it was felt the proposed activities could be accommodated elsewhere or carried out without actually owning the premises.

## **The Creative Life International Society Limited**

### **2.9 Organisational Assessment**

The group gave limited information on their organisation's structure and purpose. The proposed use is largely that of a community centre, but with an emphasis on arts and meditation.

### **2.10 Project Assessment**

The proposals were described in very general terms without firm proposals for the uses for Kirktonhall. They were largely to use the premises as a community and arts centre, without a clear need for purpose being demonstrated.

### **2.11 Overall Assessment**

The proposals were lacking in detail and did not require a transfer of ownership. There was no explanation of how the proposals could be funded.

## **Summary**

2.12 There have been competing interests for Kirktonhall with regard to its potential transfer to third sector organisations and it is recognised that considerable time and effort has been expended, in particular by two of the organisations (the Kirktonhall Business Centre Group and the West Kilbride Community Initiative) in putting together their applications.

2.13 None of the bidders was able to provide a robust Business Plan as the full development of these would require them to demonstrate to funding providers that they could secure the premises.

## **3. Proposals**

3.1 Applying the assessment criteria and balancing the risks and benefits of each proposal, it is recommended that the Cabinet approves that further discussions be undertaken with the Kirktonhall Business Centre Group to ensure a robust Business Plan is in place prior to agreeing the transfer of Kirktonhall with associated terms and conditions.

3.2 It is further recommended that the above work is progressed in a reasonable timescale in order to minimise the risk of the property deteriorating further. The condition of Kirktonhall will be regularly monitored and it is currently considered to be a building at risk by Historic Scotland.

- 3.3 Accordingly, the Cabinet is invited to (a) authorise the Corporate Director (Finance and Infrastructure) to take forward negotiations with the Kirktonhall Business Centre Group as the preferred group with a view to the future transfer of Kirktonhall subject to an assessment of the group's Business Plan; and (b) note that a further report on the outcome of the above assessment and negotiated terms and conditions of any transfer will be brought back to the Cabinet for approval.

#### **4. Implications**

##### Financial Implications

- 4.1 The Council continues to be responsible for the costs associated with the security, maintenance and insurance of Kirktonhall pending the development of terms and conditions for asset transfer.
- 4.2 There is the potential loss of a capital receipt to the Council if the transfer goes ahead on the basis of less than market value. At this stage, the Kirktonhall Business Group has not committed any funds in relation to a sale price. The detailed terms and conditions and the extent of any loss or potential capital receipt will be reported to future Cabinet.

##### Human Resource Implications

- 4.3 There are no employee implications.

##### Legal Implications

- 4.4 The transfer of assets is governed by disposal of land by Local Authorities (Scotland) Regulations 2010 and this allows the Council to transfer assets for less than the market value should certain criteria be met.

##### Equality Implications

- 4.5 There are no anticipated equality implications and an equality implication assessment has not been carried out.

##### Environmental Implications

- 4.6 There are not environmental implications.

## Implications for Key Priorities

4.7 The proposals in this report will deliver on the following priorities:

- 11 (a) levels of voluntary action and community involvement have increased.
- 11 (b) partnership working between public community and voluntary sector has improved.

## Community Benefit Implications

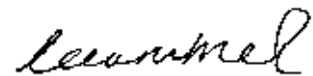
4.8 The assessment process has been structured to minimise the cost to organisations expressing an interest in Kirktonhall and discussions with groups to date have clearly stated that asset transfer is not guaranteed. Transfer of Kirktonhall aligns with the Community Asset Transfer policy in that a surplus property can be utilised by a community group which has a positive use for it and can gain financial support through ownership.

## 5. Consultations

5.1 Consultations have taken place with Education and Skills (Community and Culture), Financial Services and Economic Development and the Development Trusts Association Scotland.

## 6. Conclusion

6.1 Following an extensive consultation and assessment process, the Cabinet is asked to accept the application received from the Kirktonhall Business Centre Group regarding the proposed asset transfer of Kirktonhall, and note that further development work is required prior to a final decision being taken.



LAURA FRIEL

Corporate Director (Finance and Infrastructure)

Reference : AB/AK

For further information please contact Angus Bodie, Head of Infrastructure and Design Services on telephone number 01294 225211

## Background Papers

None



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 7**

**6 June 2012**

#### **Cabinet**

---

|                        |  |
|------------------------|--|
| <b>Subject:</b>        | <b>Proposed Multi Fuel Power Station at Hunterston:<br/>Public Inquiry</b>   |
| <b>Purpose:</b>        | To advise the Cabinet of the action taken to engage legal representation for the Council in the forthcoming Public Inquiry.  |
| <b>Recommendation:</b> | To homologate the actions taken by the Chief Executive to engage the services of Legal Counsel to represent North Ayrshire Council at the Hunterston Public Inquiry. |

---

#### **1. Introduction**

- 1.1 On 9 November, 2011, North Ayrshire Council agreed to object to an application by Ayrshire Power Limited for consent under the Electricity Acts for the construction of a multi fuel power station at the Hunterston Peninsula.
- 1.2 Representations of the Council resulted in the Scottish Ministers ordering a Public Inquiry to be held. The Inquiry will determine whether consent should be given to construct the power station as proposed, a decision which will ultimately be taken by the Scottish Ministers.

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

- 2.1 The Council has been advised that the Inquiry is likely to take place towards the end of 2012 and a Preliminary Inquiry Meeting is due to be held on 13 June 2012 at which time the details of the Inquiry will be set out including witnesses to be heard.
- 2.2 The decision on whether to consent to the construction of a power station is of huge significance to the Council and also to the community of North Ayrshire. It is anticipated that the Inquiry could last for up to six weeks, during which evidence will be led for those for and against the proposed development, experts on the subject of power stations and also carbon capture as well as legal debate on the issues arising.

- 2.3 It is recognised that significant resources will be required to support the Council's case and, accordingly, external support has been obtained.

### **3. Proposals**

- 3.1 The Council's Legal Services do not have the resources to undertake a major Public Inquiry and so external advisors have been sought. Given the importance of the Inquiry, it was concluded that Senior Counsel should be employed to represent North Ayrshire Council.
- 3.2 A number of top QCs were considered and, following a review, the Chief Executive, in consultation with the Leader and Depute Leader of the Council, agreed to instruct the appointment of Mr James Findlay, QC to represent North Ayrshire Council at the Inquiry. Mr Findlay will be supported by Junior Counsel, who will provide the necessary assistance the QC requires.
- 3.3 The decision taken by the Chief Executive under the Scheme of Delegation to Officers requires to be homologated by the Cabinet at an early meeting. Accordingly, the Cabinet is invited to homologate the actions taken by the Chief Executive to engage the services of Legal Counsel to represent North Ayrshire Council at the Hunterston Public Inquiry.

### **4. Implications**

#### Financial Implications

- 4.1 The importance of expert representation justifies the engagement of Counsel, the estimated cost of which is £150k. Funding is available for such services, from the 2011/12 underspend.

#### Human Resource Implications

- 4.2 There are none.

#### Legal Implications

- 4.3 There are none.

#### Equality Implications

- 4.4 There are none.

#### Environmental Implications

- 4.5 The decision on this Inquiry will have significant impact on the environment within North Ayrshire.

#### Implications for Key Priorities

- 4.6 There are none.

### **5. Consultations**

- 5.1 The Leader, Depute Leader and Corporate Director of Finance and Infrastructure have been consulted and support the actions taken by the Chief Executive and the recommendations in this report.

### **6. Conclusion**

- 6.1 Expert legal representation is essential to support the earlier decision of North Ayrshire Council to object to the development of the power station.



IAN T MACKAY  
Solicitor to the Council

Reference : 14/ITM/KLB

For further information please contact Ian Mackay, Solicitor to the Council on telephone number 01294 324385

### **Background Papers**

0



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 8**

**6 June 2012**

#### **Cabinet**

---

|                        |   |
|------------------------|---|
| <b>Subject:</b>        | <b>Service Plans 2012/13</b>  |
| <b>Purpose:</b>        | To present for approval Service Plans 2012/13.  |
| <b>Recommendation:</b> | That the Cabinet (a) approves the six Service Plans 2012/13 as set out at Appendices 1 - 6; and (b) agrees to receive 6-monthly progress reports. |

---

#### **1. Introduction**

- 1.1 Service 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 2012-15, by demonstrating the part each Service will play in achieving the outcomes and objectives contained in the Single Outcome Agreement and Council Plan. They in turn provide the framework for team / unit plans and personal development planning and review. Prepared annually, they cover a rolling three year period and are aligned with the budget process.

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

- 2.1 Services have produced their Service Plans for 2012/13 in accordance with the Service Planning and Budgeting Guidance issued in June 2011. The Service Plans for 2012/13 follow the same format as for the previous two years, ensuring continued stability in the planning framework for Members, managers and staff.
- 2.2 Policy & Performance Officers have worked closely with Services, providing support and challenge, to ensure the plans meet a number of criteria, including:
- There is a section indicating the Services' commitment to performance management, including self assessment;
  - They contain a broad and balanced set of indicators covering costs, quality and customer results (efficiency measures, and unit cost measures);
  - They include appropriate benchmarking information and footnotes to clarify what the benchmark is and the source;

- Targets set for 2012/13 and beyond are based on a realistic view of each Services' performance capabilities and capacity;
- They contain the most up to date performance values available to each Service; and
- They set out actions to support the delivery of the Service.

2.3 There are six Service Plans in total:

- Chief Executive's Service - Appendix 1
- Corporate Services - Appendix 2
- Education & Skills - Appendix 3
- Social Services & Health (Social Services) - Appendix 4
- Social Services & Health (Housing Services) - Appendix 5
- Finance & Infrastructure - Appendix 6

### **3. Proposals**

3.1 The Cabinet is asked to (a) approve the Service Plans for 2012/13 as set out at Appendices 1 - 6, and (b) agree to receive 6-monthly progress reports at future meetings.

### **4. Implications**

Financial Implications

4.1 There are no financial implications, as all commitments in service plans have been aligned with the Council's agreed budgets.

Human Resource Implications

4.2 As detailed in the respective service plans.

Legal Implications

4.3 As detailed in the respective service plans.

Equality Implications

4.4 As detailed in the respective service plans.

Environmental Implications

4.5 As detailed in the respective service plans.

Implications for Key Priorities

4.6 As detailed in the respective service plans.

## **5. Consultations**

- 5.1 The extended Corporate Management Team Corporate (Directors and Heads of Service) considered and peer reviewed the draft Service Plans on 7 March 2012. The Plans were subsequently revised as appropriate to take account of these comments.

## **6. Conclusion**

- 6.1 The Service Plans 2012/13 are action and improvement orientated, streamlined and focused. They are a vital part of the Golden Thread and are integral to the Council's Performance Management Strategy.



ELMA MURRAY  
Chief Executive

### **Reference :**

For further information please contact Jim Montgomery, General Manager (Policy & Service Reform), on telephone number 01294 324125

### **Background Papers**

Service Planning and Budgeting Guidance 2012/13 (June 2011)







**Chief Executive's Service  
Service Plan 2012/13**

## **(1) What do we do?**

North Ayrshire Council aims to provide the best quality services to our residents and to be one of the top performing Councils in Scotland. All services must therefore have a commitment towards continuous and identifiable improvement in service delivery and collaborate to ensure services are provided in the most effective ways. The role of the Chief Executive's Service in supporting this ambition is to:

- Undertake strategic policy oversight and constructive challenge of the work of the Council
- Provide support and guidance to Councillors
- Undertake some support activities for other Council services.

To perform this role the service comprises three teams:

- Policy & Service Reform (P&SR) - provides governance and support services to the Council, covering Member Services, Policy & Performance, Community Planning, Committee Services, Change Programme, Communications, Civil Contingencies Planning and Council Officers. Also coordinates all Election activity.
- Human Resources (HR) - provides strategic leadership and support for the corporate management of workforce matters by developing HR policies and strategies and overseeing their application throughout the Council.
- Economic Development (ED) - provides a range of services designed to support economic regeneration and wellbeing by improving the competitiveness of North Ayrshire's businesses, assisting people into work, improving infrastructure and securing additional external support for the local economy.

## **(2) Current performance**

Our assessments of recent performance (as reported to the Executive and Scrutiny Committee) were:

|                          | 2010/11 | 2011/12 (mid-year) |
|--------------------------|---------|--------------------|
| Overall performance      | Good    | Good               |
| Capacity for improvement | Good    | Good               |

During 2011/12 we took forward the following actions to improve our performance.

### **Policy & Service Reform:**

- Developed the transformational Change Programme to a significant scale.
- Facilitated better scrutiny though improved performance management arrangements

- Introduced a new Communications Strategy, featuring further “Straight Talking” events to engage with our communities
- Implemented new Community Planning governance structures with wider Elected Member involvement and updated our Single Outcome Agreement
- Efficiently delivered Scottish Parliamentary Election; UK Referendum on Voting Reform; and, one by - election
- Improved and increased our Equality Impact Assessment arrangements

### **Human Resources:**

- Managed the Workforce and HR elements of the Change Programme.
- Maintained the improvement in employee attendance at work
- Progressed the Organisational Development Strategy by:-
  - Launching the Strategic Leadership Development programme (High Impact Leadership) for the extended CMT
  - Rolling out the Performance and Personal Development Review process; strengthening the Professional Review and Development process for teachers; and, implementing a corporate Competency Based Recruitment and Selection process
  - Implementing a corporate eLearning Strategy
  - Developing our first Council-wide corporate Employee Engagement survey and introducing a new corporate approach to Employee Recognition
- Coordinated and managed the increase of Modern Apprenticeship places in North Ayrshire Council.
- Continued to work with the other two Ayrshire Councils to identify other areas for possible shared service delivery.
- Implemented systems and processes that comply with the Protection of Vulnerable Groups ( Act) Scotland 2004

### **Economic Development:**

- Completed a North Ayrshire Economic Development and Regeneration Strategy, a three year Business Plan and established the North Ayrshire Economic Development and Regeneration Board
- Secured Scottish Government support for additional resources to increase employment opportunities and successfully delivered the Future Jobs Fund project with 180 placements secured and within budget
- Worked with East and South Ayrshire to complete the five year Ayrshire & Arran Tourism Strategy 2011-2016
- Assisted over 1,000 North Ayrshire residents into work or training
- Secured private sector investment totalling £0.92m and £1.2m of European funding for business support and employability measures
- Successfully rolled out the North Ayrshire Town Centre Improvement Framework
- Introduced a new employability initiative – the North Ayrshire Youth Employment Support programme (YES) aimed at young unemployed people
- Successfully implemented the pan-Ayrshire and Arran/Cumbraes Business Gateway contracts achieving start up and business growth targets

### Our Strengths are

- Well structured change programme
- Managing the size/profile of workforce and staff development
- Positive independent evaluation of business development functions and town centre regeneration
- Robust policy support and framework for early interventions and prevention strategies

### Our Areas for Improvement are

- Developing a culture of and internal capacity for improvement including robust planning and performance management
- Community planning – developing a strong locality-based approach to service delivery
- Developing our workforce to be more flexible and have increasing confidence in the quality of the services we provide
- Increasing employment and enterprise development by providing an improved and joined-up range of support services for Business Support and Employment

### **(3) External factors for 2012/13**

- Public Service Reform – The Scottish Government's "*Renewing Scotland's Public Services: Priorities for Reform in Response to the Christie Commission*" commits to a five-year programme built on "*four pillars*" of public service reform, namely:
  - a decisive shift towards **prevention**;
  - greater integration of public services at a local level, driven by better **partnership**, collaboration and effective local delivery;
  - greater investment in the **people** who deliver the services through enhanced workforce development and effective leadership; and,
  - a sharp focus on improving **performance**, through greater transparency, innovation and use of digital technology.

In addition to the ongoing demographic and financial pressures this will require a fundamental change in how services are provided across the public sector.

- Elections – The Local Government Elections in May 2012 will result in a new Council, the political composition of which will determine the Council's decision making processes.
- Reputation – The continuing period of significant change needs to be underpinned by a strong communications strategy which will play a critical role in supporting and communicating changes and in managing both internal and external communications.
- Welfare Reform - Radical changes to UK Government welfare support programmes and the continuing impact of the economic recession will have a significant effect on North Ayrshire communities. This will require ED to implement

effectively the action plan to drive the Economic Development & Regeneration Strategy

#### **(4) Partnership environment**

- The Chief Executive's Service leads on the community planning, economic development and shared services agendas and works with a wide range of partners in Europe, nationally and in North Ayrshire. We will particularly focus on an enhanced approach to all partnership activities to implement the Christie Report.
- We will continue to work with our Trade Unions to maintain a stable employee relations climate.

#### **(5) Equalities**

The Chief Executive's Service coordinates the Corporate Equality Group, which is tasked with:

- promoting the Council's Equality policies; and,
- preparing, delivering and monitoring an annual Single Equality Scheme Action Plan to ensure the Council's statutory duties are met.

The Single Equality Scheme Action Plan for 2012/13 will include commitments to agree a set of Equality Outcomes (as required by new legislation from 2013) and to complete an equal pay audit.

#### **(6) Performance Management**

Robust performance management is at the heart of the Council's drive to secure continuous improvement and deliver high quality services. The Chief Executive's Service is committed to driving the implementation of the Performance Management Strategy to ensure the vision of having sector leading performance arrangements and a supporting culture is in place by 2014.

The Service is committed to the use of a range of benchmarks to measure comparative performance and will undertake self assessment and benchmarking exercises as appropriate to learn and improve.

## (7) Top level risks

The top level risks (and their \*ratings) for the Chief Executive's Service are:

*Likelihood (out of 6) x Impact (out of 4) = Max of 24*

|   |                                   |
|---|-----------------------------------|
| <b>Risk - Uncertain Economic Climate and Link to Deprivation</b><br>Deprivation levels within North Ayrshire remain high and proposed welfare reforms will exacerbate local needs, placing greater demands upon Council Services at a time when budgets are under significant pressure.   | <b>Risk Rating</b><br><br>5x3=15  |
| <b>Current Controls</b><br>The Economic & Development Regeneration Strategy is designed to target resources to prioritised areas of development by working in partnership with other stakeholders   |                                   |
| <b>Service Plan Action</b><br>C1 - Implement the Economic Development & Regeneration Strategy   |                                   |
| <b>Risk - Political Decision Making</b><br>Delays within the decision making process as a result of local government elections and possible changes to the political landscape may have an influence on the overall effectiveness of the transformational change programme which will have an impact upon Service and client users. | <b>Risk Rating</b><br><br>5x3 =15 |
| <b>Current Controls</b><br>The Council has in place appropriate options and proposals regarding political management systems to be adopted by the new administration beyond May 2012.   |                                   |
| <b>Service Plan Action:</b><br>A2 - Prepare options and proposals regarding political management systems to be adopted by the new administration beyond May 2012  |                                   |
| <b>Risk - Equal Pay Issues</b><br>Additional future pay claims against the Council will place a further cost burden on the Council which will be dependent on the volume of additional claims and the settlement basis of existing claims.  | <b>Risk Rating</b><br><br>4x3=12  |
| <b>Current Controls</b><br>Pay claims already intimated against the Council are being managed within a funding framework and, based upon current information resources have been identified to fund these costs.  |                                   |
| <b>Service Plan Action:</b><br>A10 – Resolve equal pay issues at least cost to the Council by March 2013  |                                   |

|  |                    |
|--|--------------------|
| <b>Risk - Demographic Change</b>   | <b>Risk Rating</b> |
| The number of older people within North Ayrshire is predicted to increase whilst at the same time the number of adults of working age is expected to fall. | 5x3=15             |
| <b>Current Controls</b>  |                    |
| The Economic Development & Regeneration Strategy is designed to attract and retain people and businesses within local communities.                         |                    |
| <b>Service Plan Action:</b>  |                    |
| C1 – Implement the Economic Development & Regeneration Strategy  |                    |

|  |                    |
|--|--------------------|
| <b>Risk - Audit Concerns</b>   | <b>Risk Rating</b> |
| Failure to demonstrate real improvements in adding value to the Council's activities as identified by Audit Scotland's assessment.   | 5x3=15             |
| <b>Current Controls</b>  |                    |
| The Council has identified that further work needs to be done to develop its approach to performance management, and plans are in place to develop a culture of continuous improvement and behavioural change. |                    |
| <b>Service Plan Action:</b>  |                    |
| A5 - Drive implementation of the Performance Management Strategy 2012-15   |                    |

|   |                    |
|---|--------------------|
| <b>Risk - Strategic Workforce Issues</b>  | <b>Risk Rating</b> |
| Inadequate organisational development, as part of the transformation process, may result in a loss of skills, knowledge and expertise which will inhibit service delivery quality and responsiveness on the part of the re-organised Service. | 2x3=6              |
| <b>Current Controls</b>   |                    |
| The Council has recognised the need to develop additional skills and capacity within its workforce to meet new challenges being identified  |                    |
| <b>Service Plan Action:</b>   |                    |
| B1 - Progress the Organisational Development Strategy to ensure the Council has the best people with the right skills and competencies to meet the needs of North Ayrshire's communities  |                    |

## (8) Our Key Objectives are

- a) The Council is more efficient and effective.
- b) We have a skilled and inclusive workforce.
- c) Regenerating our communities and increasing employment

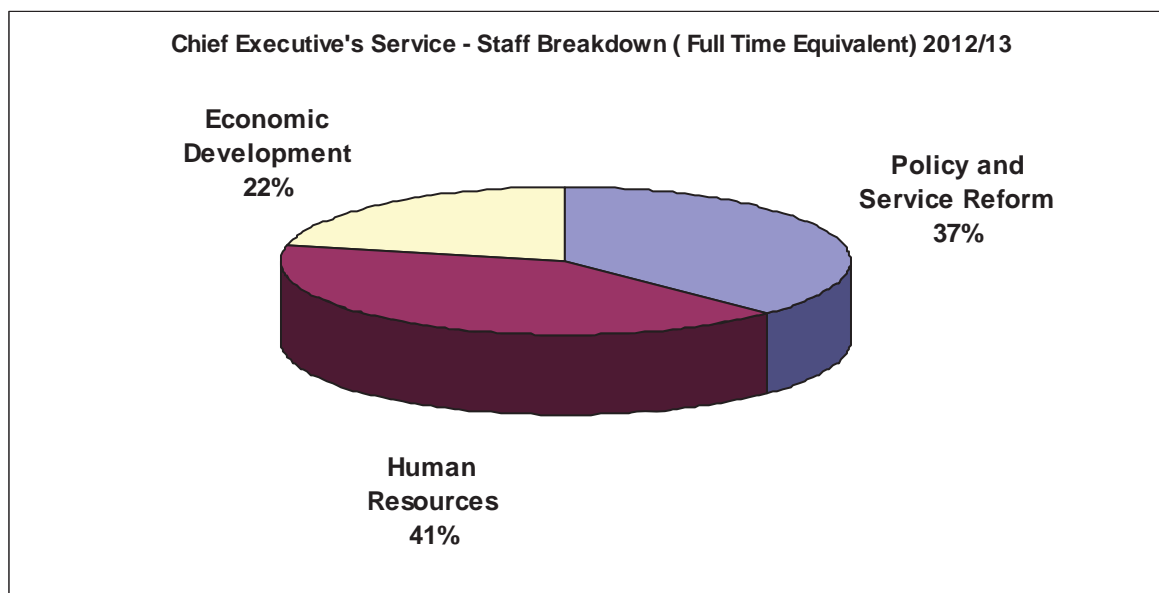
The Key Performance Indicators and Actions supporting these Objectives are set out at section (11), "What are we going to deliver in 2012/13?"

## (9) Our Top Priorities for 2012/13

- Implement the Economic Development & Regeneration Strategy (c1)
- Review the North Ayrshire Community Planning partnership to ensure it is at the centre of public service reform ( a6)
- Develop and implement a long term change programme to match with future funding gap, service demand projections and align with national public service reform agenda (a4)
- Drive implementation of the Performance Management Strategy (a5)
- Progress the Organisational Development Strategy to ensure the Council has the right people with the right skills in the right place (b1)
- Implement an Elected Member Induction and Development Programme to support the new Members of the Council post May 2012 (a3)

## (10) Resources

|   | 2009/10      | 2010/11      | 2011/12<br>(as at 31/12/2011) | 2012/13<br>(Budgeted) |
|---|--------------|--------------|-------------------------------|-----------------------|
| <b>Staff Breakdown (Full Time Equivalent)</b> |              |              |                               |                       |
| P&SR <sup>1</sup>                             | 51.0         | 50.4         | 47.6                          | 46.8                  |
| HR <sup>2</sup>                               | 55.2         | 51.8         | 49.2                          | 51.0                  |
| ED  | 28.2         | 27.7         | 25.7                          | 27.2                  |
| <b>Total</b>                                  | <b>134.4</b> | <b>129.9</b> | <b>122.5</b>                  | <b>125</b>            |

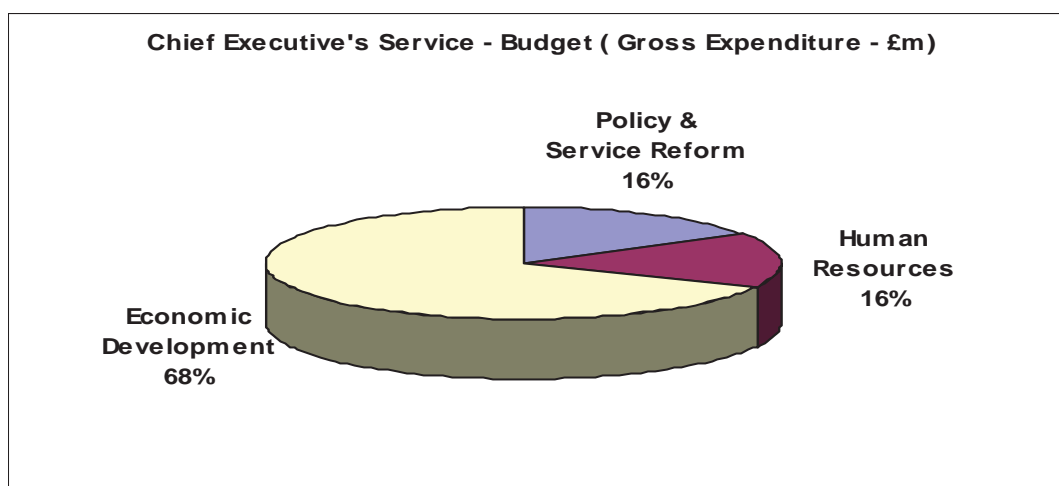
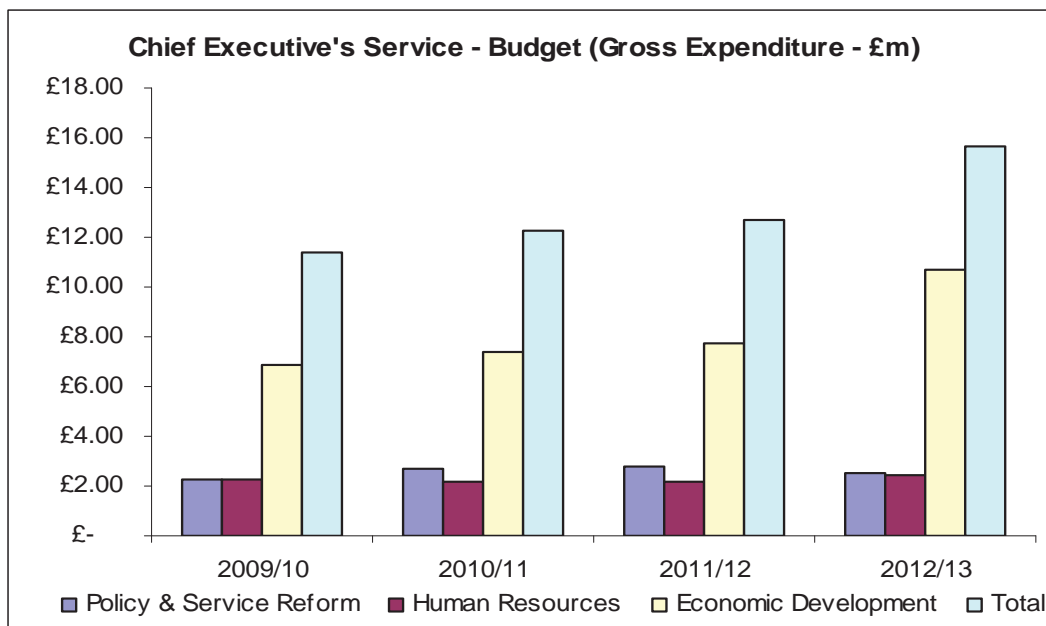


<sup>1</sup> Includes Members Services, Executive Office & Emergency Planning

<sup>2</sup> Includes Tournament Park training section staff but excludes Modern Apprentices



|                                       | 2009/10 | 2010/11 | 2011/12<br>(as at 1/12/2011) | 2012/13<br>(Budgeted) |
|---------------------------------------|---------|---------|------------------------------|-----------------------|
| <b>Budget (Gross expenditure -£m)</b> |         |         |                              |                       |
| P&SR                                  | 2.29    | 2.697   | 2.825                        | 2.552                 |
| HR                                    | 2.24    | 2.193   | 2.14                         | 2.430                 |
| ED                                    | 6.83    | 7.361   | 7.711                        | 10.673                |
| Total                                 | 11.36   | 12.251  | 12.676                       | 15.655                |



# **(11) What are we going to deliver in 2012/13?**

The details are set out in the following tables.

| Objective | a) The Council is more efficient and effective |
|-----------|--|
|-----------|--|

| Key Performance Indicators |   | Actual |       | Benchmark             | Targets |                  |                  |
|----------------------------|---|--------|-------|-----------------------|---------|------------------|------------------|
| Ref                        |   | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) | 12/13   | 13/14            | 14/15            |
| A1                         | Staff number for NAC (headcount) <sup>3</sup>   | 7225   | 6900  | 6684                  | 6565    | 6144             | 6144             |
| A2                         | Staff number for NAC (full time equivalent) <sup>4</sup>  | 6065   | 5796  | 5556                  | 5449    | 5145             | 5145             |
| A3                         | Absence rate - Days lost per employee per annum for Local Government Employees in the Chief Executive's Service | 9.1    | 5.8   | 3.4                   | 4.9     | 4.5 <sup>6</sup> | 4.3 <sup>7</sup> |
| A4                         | Cost of Democratic Core per 1000 population (£) <sup>8</sup>  |        |       |                       |         | 28.12            | 28.12            |
| A5                         | Total HR cost per 1,000 employees (FTE) <sup>9</sup>  |        |       |                       |         | 404.2            | 384.3            |
| A6                         | Cost of Economic Development function per 1000 population (£)   |        | 53.02 | 52.00                 | 75.74   | 63.16            | 63.16            |

| Ref | Action   | Responsibility                      | Sub-actions                                    | Sub-actions | Success criteria/Desired Outcome   |
|-----|--|-------------------------------------|--|-------------|--|
| A1  | Administer the Scottish Local Government Elections | Chief Executive (Returning Officer) | Complete all election activities by 3 May 2012 |             | Election results unchallenged by stakeholders and delivered in line with all legislative requirements and national performance standards |

<sup>3</sup> Scottish Government Staffing Watch - Annual Return

<sup>4</sup> Scottish Government Staffing watch – Annual Return

<sup>5</sup> Average number of days lost through sickness for all North Ayrshire Council staff (including teachers) - 2010/11 actual

<sup>6</sup> Indicative target - Actual will be reviewed.

<sup>7</sup> Indicative target - Actual will be reviewed.

<sup>8</sup> New Indicator – Solace Improving Local Government Indicators

<sup>9</sup> New indicator - Solace Improving Local Government Indicators

| Ref | Action   | Responsibility         | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome  |
|-----|--|------------------------|---|--|---|
| A2  | Prepare options and proposals regarding political management systems to be adopted by the new administration beyond May 2012   | General Manager (P&SR) | Agree review of political management system and draft proposal by May 2012  | Approval of political management system agreed by Elected Members by 30 June 2012                              | Political management system agreed and adapted by new administration.   |
| A3  | Develop and implement an Elected Member Induction and Development Programme  | General Manager (P&SR) | Complete Elected Members Induction post 2012 election - June 2012.  | Complete CPD self assessment for all councillors who agree to participate – October 2012.                      | Elected Members acquire appropriate competencies and have agreed personal development plans.  |
| A4  | Develop and implement a long term change programme to match with future funding gap, service demand projections and align with national public service reform agenda | General Manager (P&SR) | Map transformational activity, across the council, to strategic objectives and present to elected members by 27th June 2012 | Realign relationship with strategic partner, Impower, to best meet future needs of the Council by August 2012  | Return on Investment in change programme clearly demonstrated   |
| A5  | Drive implementation of the Performance Management Strategy 2012-15  | General Manager (P&SR) | Implement Action Plan by 31 March 2013  |  | By 2014, the Council will have sector-leading performance management arrangements in place.   |
| A6  | Review the North Ayrshire Community Planning partnership to ensure it is at the centre of public service reform  | General Manager (P&SR) | Vision for Neighbourhood Locality Planning agreed by September 2012   | Develop and implement the Single Outcome Agreement 2013-17 (SOA) with a stronger community focus by March 2013 | All partners signed up to new SOA and partner resources allocated to priority areas, realising full potential of community planning |

| Ref        | Action   | Responsibility          | Sub-actions   | Sub-actions   | Success criteria/Desired Outcome  |
|------------|--|-------------------------|---|---|---|
| <b>A7</b>  | Implement Communications Strategy  | General Manager (P&SR)  | Social Media Strategy and Policy developed and approved by May 2012 | Household Survey completed by June 2012 to inform new Administration's first budget | Improved internal and external communications and a higher public profile for Council.                              |
| <b>A8</b>  | Manage organisational change and workforce rightsizing and provide corporate guidance and support to all Services in undertaking such exercises. | Head of Human Resources |   |   | Council service structures and employee levels are aligned with needs of Changing North Ayrshire programme.         |
| <b>A9</b>  | Lead on implementation of Maximising Attendance policy and support services to achieve their agreed 2012/13 attendance at work targets.          | Head of Human Resources |   |   | Days lost per employee per year are reduced to, or are less than agreed target levels for 2012/13 by 31 March 2013. |
| <b>A10</b> | Resolve equal pay issues at least cost to Council by March 2013  | Head of Human Resources | Complete an equal pay audit by 31 October 2012                      |   | All equal pay claims have been settled  |

| Objective | b) We have a skilled and inclusive workforce |
|-----------|--|
|-----------|--|

| Key Performance Indicators |   | Actual |       |                          | Benchmark          | Targets |               |               |
|----------------------------|---|--------|-------|--------------------------|--------------------|---------|---------------|---------------|
| Ref                        |   | 09/10  | 10/11 | 11/12 YTD<br>(31 Dec 11) |                    | 12/13   | 13/14         | 14/15         |
| <b>B1</b>                  | % female employees who are in top 2% of earners                                   | 43.1   | 40.4  | 43.9                     | 39.5 <sup>10</sup> |         | <sup>11</sup> |               |
| <b>B2</b>                  | % female employees who are in top 5% of earners                                   | 48.6   | 46.4  | 50.2                     | 46.3 <sup>12</sup> |         | <sup>13</sup> |               |
| <b>B3</b>                  | Percentage of employees recorded as having a disability                           | 1.8    | 2.7   | 1.7                      | 1.74 <sup>14</sup> |         | <sup>15</sup> |               |
| <b>B4</b>                  | Percentage of Black & Minority Ethnic employees                                   | 0.8    | 0.8   | 0.8                      | 0.7 <sup>16</sup>  |         | <sup>17</sup> |               |
| <b>B5</b>                  | % of CES staff who have had a PDR / PPD interview in last 12 months               | 100    | 100   | 100                      | 94 <sup>18</sup>   | 100     | 100           | 100           |
| <b>B6</b>                  | % of managers eligible for Corporate MDP who have completed course (Council Wide) | 7      | 17    | 56                       |                    | 80      |               | <sup>19</sup> |
| <b>B7</b>                  | % of managers eligible for Corporate MDP who have completed course (CES Managers) | 28     | 55    | 79                       |                    | 80      |               | <sup>20</sup> |

<sup>10</sup> Audit Scotland 2010/11 – Scottish Average

<sup>11</sup> Data only indicator

<sup>12</sup> Audit Scotland 2010/11 - Scottish Average

<sup>13</sup> Data only indicator

<sup>14</sup> Society of Personnel Directors Scotland 2007 Scottish Councils Average

<sup>15</sup> Data only indicator

<sup>16</sup> National Census 2001 - %BME for North Ayrshire

<sup>17</sup> Data only indicators

<sup>18</sup> Average % completed as at March 2011

<sup>19</sup> Targets for Corporate MDP beyond 2012/13 to be reviewed during 2012/13

| Key Performance Indicators |   | Actual |       |                       | Benchmark | Targets |       |               |
|----------------------------|---|--------|-------|-----------------------|-----------|---------|-------|---------------|
| Ref                        |   | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |           | 12/13   | 13/14 | 14/15         |
| <b>B8</b>                  | Average days per employee invested in learning and development in North Ayrshire Council (Council wide) |        |       |                       |           |         |       | <sup>21</sup> |

| Ref | Responsibility  | Sub-actions                                      | Sub-actions   | Success criteria/Desired Outcome  |  |
|-----|---|--|---|---|--|
| B1  | Progress the Organisational Development Strategy (ODS)            | Head of Human Resources                          | Complete first Council-wide employee engagement survey and develop action plan from findings by 31 October 2012 | Implement employee recognition scheme - North Ayrshire Achieves by 31 December 2012 | Council has the right people with the right skills in the right place            |
| B2  | Obtain Silver Healthy Working Lives (HWL) Award by September 2012 | General Manager (P&SR)                           | Complete Health Needs Assessment of employees by April 2012   | Develop HWL Action Plan from needs assessment by May 2012                           | Increased health improvement activity across all Council services                |
| B3  | Implement the Single Equality Action Plan 2012/13                 | General Manager (P&SR) / Head of Human Resources | Single Equality Scheme Action Plan 2012/13 approved by April 2012   | Receive reports on six monthly progress in implementing Action Plan by October 2012 | The Council is prepared to fulfil the new public sector equality specific duties |

<sup>20</sup> Targets beyond 2012/13 will be reviewed during 2012/13

<sup>21</sup> Baseline data to be established during 2012/13 to inform suitable targets

| Objective                  | c) Regenerating our communities and increasing employment  |        |               |                               |                    |         |                       |       |
|----------------------------|--|--------|---------------|-------------------------------|--------------------|---------|-----------------------|-------|
| Key Performance Indicators |  | Actual |               |                               | Benchmark          | Targets |                       |       |
| Ref                        |  | 09/10  | 10/11         | 11/12<br>YTD<br>(31 Dec 11)   |                    | 12/13   | 13/14                 | 14/15 |
| C1                         | % of working age population in employment  | 65.5   | 61.4          | 62.8                          | 71.0 <sup>22</sup> |         | Improve <sup>23</sup> |       |
| C2                         | % of adults claiming Jobseekers Allowance  | 6.6    | 6.4           | 6.3                           | 4.2 <sup>24</sup>  |         | Improve <sup>25</sup> |       |
| C3                         | % of those aged 18-24 claiming Jobseekers Allowance  | 14.8   | 13.3          | 13.3                          | 8.3 <sup>26</sup>  |         | Improve <sup>27</sup> |       |
| C4                         | ONS jobs density <sup>28</sup>   | 0.5    | Not available | Not available                 | 0.78 <sup>29</sup> |         | Improve <sup>30</sup> |       |
| C5                         | % employees in North Ayrshire in Standard Occupational Classification (SOC) jobs 1-3 (managerial, professional, technical) | 35.9   | 33.3          | 34.0                          | 41.3 <sup>31</sup> |         | Improve <sup>32</sup> |       |
| C6                         | % of working age population with no qualifications   | 13.9   | 12.7          | Not available until July 2012 | 12.3 <sup>33</sup> |         | Improve <sup>34</sup> |       |

<sup>22</sup> Scottish Average - Office for National Statistics (ONS) Annual Population Survey, April 2010 to March 2011)

<sup>23</sup> Close the gap between the NA figure and the Scottish average

<sup>24</sup> Scottish Average (ONS Claimant Count, March 2011)

<sup>25</sup> Close the gap between the NA figure and the Scottish average

<sup>26</sup> Scottish Average (ONS Claimant Count, March 2011)

<sup>27</sup> Close the gap between the NA figure and the Scottish average

<sup>28</sup> The ONS jobs density figures represent the ratio of total jobs to population aged 16-64 in North Ayrshire vs. Scotland

<sup>29</sup> Scottish Average (ONS jobs density - 2009)

<sup>30</sup> Close the gap between the NA figure and the Scottish average

<sup>31</sup> Scottish Average (ONS Annual Population Survey, April 2010 to March 2011)

<sup>32</sup> Close the gap between the NA figure and the Scottish average

<sup>33</sup> Scottish Average (ONS Annual Population Survey, April 2010 to March 2011)

<sup>34</sup> Close the gap between the NA figure and the Scottish average

| Key Performance Indicators |  |       |       | Actual                         |  |  | Benchmark | Targets               |       |  |
|----------------------------|--|-------|-------|--------------------------------|--|--|-----------|-----------------------|-------|--|
| Ref                        |  | 09/10 | 10/11 | 11/12 YTD<br>(31 Dec 11)       |  |  | 12/13     | 13/14                 | 14/15 |  |
| C7                         | Number of enterprises located within North Ayrshire per 10,000 working population                          | 383   | 374   | 361                            |  |  |           | Improve <sup>36</sup> |       |  |
| C8                         | Number of Business Gateway new starts per 10,000 working age population.                                   | 30.9  | 31.7  | Not available until April 2012 |  |  |           | Improve <sup>38</sup> |       |  |
| C9                         | Number of jobs created where funding from NAC business support made a significant contribution             |       | 533   | 562                            |  |  | 600       | N/A                   | N/A   |  |
| C10                        | Number of jobs created and safeguarded where NAC inward investment support made a significant contribution |       | n/a   | New indicator                  |  |  | 150       | 300                   | N/A   |  |
| C11                        | Number of businesses assisted to trade outwith Scotland  |       | n/a   | New indicator                  |  |  | 6         | 10                    | 15    |  |
| C12                        | Number of ED clients entering employment through ED sponsored initiatives.                                 | 1055  | 1,120 | 1,000 <sup>39</sup>            |  |  |           | 1,000 <sup>40</sup>   |       |  |
| C13                        | Number of people entering training through ED sponsored initiatives  | 1,756 | 1,335 | 750 <sup>41</sup>              |  |  |           | 750 <sup>42</sup>     |       |  |
| C14                        | Number of Modern Apprentices on North Ayrshire Council programmes  | 42    | 42    | 90 <sup>43</sup>               |  |  |           | 90 <sup>44</sup>      |       |  |

<sup>35</sup> Scottish Government: Scottish Corporate Statistics 2011

<sup>36</sup> Close the gap between the NA figure and the Scottish average

<sup>37</sup> Scottish Average (New businesses supported by the Business Gateway, April 2010 to March 2011)

<sup>38</sup> Close the gap between the NA figure and the Scottish average

<sup>39</sup> European Union, Lowlands & Uplands Programme – European Social Fund - Priority 5 contracted target

<sup>40</sup> European Union, Lowlands & Uplands Programme – European Social Fund - Priority 5 contracted target

<sup>41</sup> European Union, Lowlands & Uplands Programme – European Social Fund - Priority 5 contracted target

<sup>42</sup> European Union, Lowlands & Uplands Programme – European Social Fund - Priority 5 contracted target

<sup>43</sup> Excludes the 17 Modern apprentices which are on programmes with Building Services

<sup>44</sup> Future targets beyond 2012/13 to be reviewed in 2012/13



| Key Performance Indicators |  | Actual |       |  | Benchmark         | Targets       |                  |       |
|----------------------------|--|--------|-------|--|-------------------|---------------|------------------|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD (31 Dec 11)                                |                   | 12/13         | 13/14            | 14/15 |
| <b>C15</b>                 | Number of Modern Apprentices moving into substantive employment within Council | 17     | 8     | 8  | Nil               |               | 15 <sup>45</sup> |       |
| <b>C16</b>                 | % growth in North Ayrshire tourist numbers since season last                   | 3.0    | 2.5   | Not available  | 2.0 <sup>46</sup> | 2.0           | N/A              | N/A   |
| <b>C17</b>                 | % increase in North Ayrshire tourism revenue since season last                 | 1.2%   | -2.9  | Not available  | 2.0 <sup>47</sup> | 2.0           | N/A              | N/A   |
| <b>C18</b>                 | North Ayrshire town centre vacancy rates                                       | n/a    | n/a   | Baseline being prepared for all North Ayrshire towns | Scottish Average  | <sup>48</sup> |                  |       |

<sup>45</sup> Future targets beyond 2012/13 to be reviewed in 2012/13

<sup>46</sup> Scottish Target ( Visit Scotland 2010) - Note local figures only available via Scottish Tourism Economic Activity Monitoring (STEAM) and are not strictly comparable

<sup>47</sup> Scottish Target ( Visit Scotland 2010) - Note local figures only available via STEAM and are not strictly comparable

<sup>48</sup> New indicator, target to be established

| Ref | Responsibility               | Sub-actions  | Sub-actions  | Success criteria/Desired Outcome  |
|-----|------------------------------|--|--|---|
| C1  | Economic Development Manager | Monthly reporting system for elected members to be in place by 30 September 2012                 |  | Progress made in closing the gap between North Ayrshire and the Scottish employment rate. |
| C2  | Economic Development Manager | Establish annual North Ayrshire schools' enterprise competition                                  | Develop youth enterprise clubs in all North Ayrshire secondary schools       | Increase number of entrepreneur/self employed people in North Ayrshire                    |
| C3  | Economic Development Manager | Work collaboratively with Business Gateway to better support business pre and post start-up      | Implement monthly progress meetings between the Council and Business Gateway | Improved support for start-up businesses  |
| C4  | Economic Development Manager | Recruit local business people and entrepreneurs to act as business mentors for new entrepreneurs |  | Establish links between new business start ups and companies with growth potential        |
| C5  | Economic Development Manager | Extend aftercare support to new companies that have been established                             |  | New businesses assisted   |
| C6  | Economic Development Manager | Review of Council owned units  | Investigate joint Marketing Initiative                                       | New jobs created<br>New business created  |

| Ref        | Responsibility               | Sub-actions  | Sub-actions   | Success criteria/Desired Outcome  |
|------------|------------------------------|--|---|---|
| <b>C7</b>  | Economic Development Manager | Develop and implement a more effective and joined Up Business Account Management Structure | Work collaboratively with Scottish Enterprise to better support North Ayrshire businesses   | Improve understanding of roles that North Ayrshire Council and Scottish Enterprise have in offering support to businesses |
| <b>C8</b>  | Economic Development Manager | Develop and implement a Beyond North Ayrshire Business support Programme                   | Establish a series of events to encourage exporting   | Increase amount of exports by North Ayrshire companies  |
| <b>C9</b>  | Economic Development Manager | Develop and implement a North Ayrshire Business to Business trading programme              | Encourage businesses and the public sector to spend more of their income locally            | Increase local take up of procurement opportunities   |
| <b>C10</b> | Economic Development Manager | Provide an enhanced Support for Social Enterprises   | Revise Opp2mise contract and successfully procure<br>Review Investing in Enterprise project | Numbers of Social Enterprises have increased  |
| <b>C11</b> | Economic Development Manager | Develop a Joined Up North Ayrshire Marketing Offer   | Work with SDI to collectively sell North Ayrshire as a competitive business location        | Increased number of inward investments to North Ayrshire  |
| <b>C12</b> | Economic Development Manager | Enhance North Ayrshire's Strategic Business Locations                                      | Introduce a factory upgrading programme to increase occupation rates                        | Increased factory unit occupation rates<br>Increased number of businesses   |

| Ref        |  | Responsibility               | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome                            |
|------------|--|------------------------------|---|--|---|
| <b>C13</b> | Develop and implement an Employment and Skills Pathways into Key Sectors                   | Economic Development Manager | Introduce a series of programmes aimed at addressing youth unemployment   |  | Youth unemployment has decreased.                           |
| <b>C14</b> | Develop a strategy which maximises the local economic benefit from Hunterson               | Economic Development Manager | Explore opportunities for community benefit employability clauses as a means of achieving targeted training and recruitment for local residents |  | Employment opportunities for local people                   |
| <b>C15</b> | Implement North Ayrshire and pan-Ayrshire Tourism Strategies                               | Economic Development Manager | Pan-Ayrshire Tourism Group established by April 2012<br>North Ayrshire Action Plan completed by 30 June 2012                                    | Pan-Ayrshire Action Plan completed by August 2012  | Improvements in tourism numbers, tourism revenue and jobs.  |
| <b>C16</b> | Deliver a coordinated approach to develop and create distinctive and vibrant town centres. | Economic Development Manager | Continue roll out of the Council's Town Centre Regeneration Framework to Kilbirnie, Beith and Largs   | Roll out to Largs Town Centre by 30 September 2012<br>Support progress in Kilbirnie and Beith to 30 April 2013               | Improved shopping facilities and vibrant town centre areas. |
| <b>C17</b> | Improve North Ayrshire's Transport Connections   | Economic Development Manager | Lobby Scottish Government to upgrade A737   | Explore opportunities to develop community transport schemes in parts of North Ayrshire with poor public transport provision | Improved transport links for residents and business         |

| Ref        | Responsibility               | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome  |
|------------|------------------------------|---|--|---|
| <b>C18</b> | Economic Development Manager | Annual report to Council  |  | Additional regeneration investment secured.   |
| <b>C19</b> | Head of Human Resources      | Full contract value with SDS met by 31st March 2013                                     |  | Trainees achieve qualifications/ move on to positive destinations.                    |
| <b>C20</b> | Economic Development Manager | Promote awareness of the use of clauses through Council contracts – Capital and Revenue |  | Community Benefit Clauses being widely used within the Council and partner contracts. |
| <b>C21</b> | Economic Development Manager | Preliminary Report on headline figures to elected members by 31 Dec 2012                | Final 2011 Census report to elected members by 31 March 2013 | Council fully aware of the results of the Census in North Ayrshire.                   |





## **Corporate Services**

### **Service Plan 2012 - 2013**

## **What we do**

Corporate Services comprises five functions:

- IT Services
- Customer Services
- Legal Services, including Licensing and Registration
- Protective Services, including Environmental Health, Trading Standards and Building Standards
- Planning Services, including Development Planning and Development Management

The work of Corporate Services is to provide support services across all its main functions to all the services of North Ayrshire Council. In addition, Corporate Services provides telephone and face-to-face access to the public in North Ayrshire through the contact centres as well as the Registration, Licensing and Regulatory Services;

This covers: -

1. IT Services – provision of a comprehensive support and development service for ICT related activity across the Council;
2. Customer Services – operation of the Council telephone contact centre, local offices and the website.
3. Joint IT and Customer Services – developing and implementing strategy for ICT and customer service.
4. Legal Services – provision of legal support to all services of the Council in fulfilling their statutory function as service providers to North Ayrshire communities.
5. Licensing – provision of liquor licensing services (covering all licensed premises in North Ayrshire) and civic licensing services (for example taxis and private hire cars, street traders and market operators, public entertainment and processions).
6. Registration – a full registration service for births, deaths, marriages and civil partnerships.
7. Building Standards – ensuring the health, safety and welfare and convenience of the public in and around buildings and structures.
8. Environmental Health and Trading Standards – an environmental and public health service comprising enforcement of food safety, pollution control, health and safety at work, public health legislation and pest control, while also ensuring fair trading practice to protect trade, commerce and public from fraudulent trading, animal welfare enforcement, and business and consumer advice.



9. Development Planning – production and implementation of statutory development plans; promotion and implementation of sustainable economic development and regeneration.
10. Development Management – processing of planning applications and enforcement in the interests of the built and natural environment.

## **(2) Current Performance**

Corporate Services assessments of recent performance (as reported to the Executive and Scrutiny Committee) were:

|                          | 2010/11 | 2011/12 (mid-year) |
|--------------------------|---------|--------------------|
| Overall performance      | Good    | Good               |
| Capacity for improvement | Good    | Good               |

Actions to improve the self assessment rating are provided in the Areas for Improvement below.

During 2011/12:-

### Corporate Services

- Maintained service level while meeting budget efficiencies in excess of 17.6%.

### IT Services

- Finalised a new Information Management Strategy for North Ayrshire Council which addressed the issues around data handling and data management identified in the Service Plan for the previous year.
- Conducted two independent bench marking exercises which demonstrated that IT Services is very cost effective in its provision of service.
- For the fourth year in a row, exceeded targets for dealing with calls reported to the IT service desk.
- IT Services demonstrated through an independent SOCITM Customer Satisfaction survey that it continues to sustain a high level of customer satisfaction.

### Customer Service

- Delivered a range of online services including Council Tax, Special Uplifts and School Placing Requests.
- NAC was the first Council in Scotland to launch the “Report It” Smartphone App. to allow NA residents instant reporting to the Council on fly tipping, litter, potholes etc.
- Established a Customer Service benchmarking group.
- Implemented a new method for measuring customer satisfaction which demonstrated that Customer Services is exceeding the national target.

- Improved online access for the public with the development of further self-service options including access to Council Tax information online and delivery of a mobile phone application.
- Carried out an Equalities Impact Assessment in relation to planned changes within the Local Office network and the Contact Centre.

#### IT and Customer Services

- Carried out separate client satisfaction surveys on the performance of IT Services and Customer Services. Implemented a new method of measuring customer satisfaction both within Corporate Services and across the Council, consistently achieving above the national benchmark.

#### Planning Services

1. Fully engaged the Local Development Plan Committee in preparing the Local Development Plan.
2. Implemented changes arising from the Scottish Government's planning reform agenda.
3. Established user forums for public engagement in local planning services;
4. Restructured the Planning Service which will take effect from 1/04/2012.

#### Legal Services

- Assisted services across the Council to implement the provisions of a number of new statutes including the Adoption and Children (Scotland) Act 2007 and the Licensing (Scotland) Act 2005, and provided training to other council services.
- Liaised with Social Services and Education on the development of service level agreements.

#### Regulatory Services

- Integrated the Environmental Health and Trading Standards services with a new management structure.

### **Strengths**

#### Corporate Services

- Competent, committed professional staff sustained through Personal Development Review (PDR) and Continuous Professional Development (CPD).
- Sustained low levels of sickness absence.
- Essential support for delivery of SOA objectives.
- High level of technical competence.
- Flexible workforce, eg Legal Services undertaking weekend and out of hours working, and Environmental Health being part of the Pan-Ayrshire Out of Hours Noise Team.

### IT Services

- IT Services can demonstrate through benchmarking that it is very cost effective.
- IT Services can demonstrate through an independent SOCITM Customer Satisfaction survey that it continues to sustain a high level of customer satisfaction. Quote from SOCITM: "North Ayrshire IT Services has achieved the highest user satisfaction score from the thirteen Scottish local authorities that have run this survey in 2010 and 2011. This also places North Ayrshire comfortably within the top quartile of over one hundred organisations (mostly local authorities) across the UK that have participated over the same period."

### Customer Services

- Structured performance management culture which takes a balanced scorecard approach and delivers tangible improvements.
- Consistently achieved above 90% customer satisfaction levels.

### Planning Services

- High level of engagement with stakeholders and accountability to elected members, e.g. through the Local Development Plan Committee.

### **Areas for improvement**

- Demonstrate commitment towards self assessment and formulating a programme of self assessment activity including the Planning Services improvement plan for the Scottish Government (action a.1).
- Identify additional robust performance indicators for Legal Services and include these in future service plans (action a.6).
- Develop benchmarking opportunities across the service utilising external sources such as the Improvement Service (action a.6, b.1, b.3 and e.2).
- Review operation of IT service desk.

## **(3) External factors for 2012/13**

### **Technological**

Our Information Management and ICT strategies recognise the need to address Government initiatives for digital inclusion and the shared services agenda and opening up access to public sector data, and in addition will enable the Council to take advantage of new technology for service improvement.

### **Economic**

The impact of the current economic climate on the Council's finances will lead to a further reduction in the Council workforce. This could adversely affect service levels and increase pressure on remaining staff. Robust performance management and more regular assessment of staff morale will be used to monitor this, and appropriate measures taken to ensure that service delivery is maintained.

#### **(4) Partnership Environment**

Effective partnership working is vital to our service. The Single Outcome Agreement with the Scottish Government and associated action plan provide a clear focus for all partnership activity in North Ayrshire.

Protective Services and Planning already engage in shared services with external bodies, other councils and other bodies such as the Ayrshire Joint Planning Unit and the Irvine Bay Urban Regeneration Company to promote efficiency and economy across the service.

Planning Services have joined a benchmarking group comprising Renfrewshire, East Renfrewshire, West Dumbarton and East Dumbarton councils.

Environmental Health Services have signed an agreement with all other local authorities in Scotland for the provision of a unified public analyst service. They also provide an Out of Hours Noise Service in conjunction with East Ayrshire and South Ayrshire Councils.

Further shared service working will ensue from the implementation of a pan-Ayrshire Regulatory Service in 2012.

#### **(5) Equalities**

- Customer Services have carried out an equality impact assessment in relation to planned changes within the Local Office network and the Contact Centre.
- The website is currently being reviewed to ensure that it meets the standard set out for accessibility within the SOCITM guidelines. Feedback on this will be available in March and the Service Plan will be updated to reflect the outcome.
- There is a Customer Experience working group responsible for the delivery of the One Stop Shop in Irvine. An equality impact assessment will identify the requirements of all customers including those who may be visually or hearing impaired or have mobility issues.
- Other services plan to carry out equality impact assessments in line with Council policy and the Equalities Act 2010.
- Service Improvement to ensure accessibility – the proposed relocation of the Licensing Service to Cunninghame House in 2012 will result in improved disabled access to the service

#### **(6) Performance management**

- The service is committed to benchmarking, self assessment and external awards as highlighted in the action plan below.

## (7) Risk Register

Likelihood (out of 6) x Impact (out of 4) = Max of 24

|  |   |
|--|---|
| <p><b>7.1 Risk – Current Economic Climate</b></p> <p>The impact of the current economic climate on the Council's finances will lead to a further reduction in the Council's workforce, placing additional pressure on remaining staff. Investment within North Ayrshire in relation to the construction industry has been limited over the period, resulting in reduced fee income and the need to restructure affected areas of service. The risk to Corporate Services is that, with reducing numbers of staff and additional pressures placed upon remaining staff, it may be difficult to maintain current performance levels and service quality. Performance targets may have to be adjusted to reflect this.</p> <p>These risks are being addressed by restructuring a number of services within Corporate Services to produce the necessary savings while seeking to maintain service levels, and by making maximum use of available staff by delegating work as much as possible within the service, allowing more qualified staff to deal with the challenge of new legislation and service delivery. In addition, soft market testing on some Council support services, including part of Corporate Services, will be carried out in 2012/13.</p> | <p><b>Risk Rating</b></p> <p>6x3 = 18</p> |
| <p><b>Consequence of Risk Impacting Upon Service</b></p> <p>Performance levels may be adversely impacted. Staff morale and job satisfaction will be affected where additional pressure is placed upon a smaller number of staff. If performance and subsequently quality falls, the service will be subject to increased levels of internal scrutiny.</p>  |   |
| <p><b>Current Controls</b></p> <p>SP1112LP_A_A01 Implement Service Improvement Plans<br/>           SP1112LP_A_A03 Review service structure – Planning<br/>           SP1112LP_A_A07 Secure verification role – Building Standards<br/>           SP1112LP_A_B03 Pan Ayrshire Regulatory Service</p>   |   |
| <p><b>Service Plan Action:</b></p> <p>SP1213LP_A_A01 Implement Service Improvement Plans<br/>           SP1213LP_A_A03 Review Service Structure – Planning<br/>           SP1213LP_A_A07 Restructure Local Offices<br/>           SP1213LP_A_B02 Pan Ayrshire Regulatory Service</p>   |   |

|   |   |
|---|---|
| <p><b>7.2 Risk – General Legislation Requirements</b></p> <p>The Council is subject to significant levels of Scottish, UK and European Legislation which may lead to increased pressure on existing resources to advise on or carry out the implementation of such legislation. Corporate Services are assisting services across the Council in managing new legislation at a time when staffing levels are reducing and more demand is being placed upon the Service for assistance. The risk to Corporate Services is that it doesn't receive adequate funding to meet service demands.</p> | <p><b>Risk Rating</b></p> <p>5x3 = 15</p> |
| <p><b>Consequence of Risk Impacting Upon Service</b></p> <p>Demands placed upon the Service cannot be met within existing resources. Staff absence levels may increase due to the additional pressure being placed upon remaining staff. Levels of performance may fall where insufficient resources exist.</p>   |   |
| <p><b>Current Controls</b></p> <p>SP1112LP_A_A06 Introduction of new building regulations.<br/>SP1112LP_A_B04 Child protection improvement plan.</p>  |   |
| <p><b>Service Plan Action:</b></p> <p>SP1213LP_A_B04 Child protection improvement plan</p>  |   |

|  |   |
|--|---|
| <p><b>7.3 Risk – Pan-Ayrshire Regulatory Service</b></p> <p>As part of the ongoing drive for better service delivery and efficiencies, the three Ayrshire Councils have provisionally signed up to a shared regulatory service which will provide an integrated service to communities across Ayrshire in relation to Building Standards, Trading Standards and Environmental Health. The risk to the Service is that any delays in implementing the new Service may have a negative effect on staff morale.</p> | <p><b>Risk Rating</b></p> <p>5x3 = 15</p> |
| <p><b>Consequence of Risk Impacting Upon Service</b></p> <p>Failure to agree and implement an effective business model will have a negative affect upon performance. Delays in implementing the service could impact upon staff morale, lead to increased rates of absence and lead to poorer levels of performance within the individual authorities to the shared service.</p>   |   |
| <p><b>Current Controls</b></p> <p>SP1112LP_A_B03<br/>A Pan Ayrshire Regulatory Business and Implementation Plan was approved by the Ayrshire Shared Services Board. A Project Board and Project Teams provide strategic direction and governance to the project. A project manager was appointed to focus on governance and financial arrangements relating to the project. Monthly project reports, through an employee bulletin, are provided to staff in affected areas.</p>                                  |   |
| <p><b>Service Plan Action:</b></p> <p>SP1213LP_A_B02</p>   |   |

|  |   |
|--|---|
| <p><b>7.4 Risk – Information Management</b></p> <p>The Council's Information Management and ICT Strategies recognise the need to address Government initiatives for digital inclusion, the shared services agenda and the opening up of access to public sector data, all of which will enable the Council to take advantage of new technology for service improvement. Corporate Services is responsible not only for the development of these strategies but for the protection of data it uses itself on a daily basis, in relation to the contact centre, child protection, planning and protective services.</p> <p>The Council's Wide Area Network (WAN) infrastructure requires to be updated to ensure that services can access new applications and systems effectively in the future. A strategic assessment is under way which will highlight the costs and associated timescale for any implementation.</p> <p>The Council requires a secondary data centre to ensure satisfactory recovery of service applications and data in the event of a disaster within the main data centre. It is intended that a suitable facility will be incorporated within the refurbished Bridgegate House.</p> <p>The risk to the Service is that it fails to adequately protect and manage the information it is responsible for.</p> | <p><b>Risk Rating</b></p> <p>5x3 = 15</p> |
| <p><b>Consequence of Risk Impacting Upon Service</b></p> <p>Increased risk of fines and penalties for poor management of data within the authority. Significant impact on "at risk" individuals where information is lost or incorrectly released.</p>   |   |
| <p><b>Current Controls</b></p> <p>SP1112IT_D01 Implement ICT Strategy</p>  |   |
| <p><b>Service Plan Action:</b></p> <p>SP1213IT_D01 Implement ICT Strategy and action plan.</p>   |   |

Additional actions to mitigate these risks are contained in section (11) below.



## **(8) Objectives**

The following objectives support the overall Council Plan objectives:-

- a) The Council is more efficient and effective.
- b) Partnership working has improved
- c) Our environment is protected and enhanced
- d) Our levels of customer service have been improved or maintained.
- e) We demonstrate value for money.
- f) Our people have the technical, management and customer-focused skills necessary to deliver a best value service.

The Key Performance Indicators and Actions supporting these objectives are set out at section (10) below.

In addition, Customer Services will be putting together submissions for an award for their Iphone app, probably through COSLA, and the Contact Centre will also be preparing a submission for the Contact Centre Association's awards for excellent customer service.

## **(9) Priorities for 2012/13**

The main priorities for next year are:

- Implementing a change programme resulting from work already in hand within the service and the current exercise being undertaken by the Council's business change consultants. (d.3)
- Maintaining service delivery as a consequence of reduction in budgets
- The implementation and effective development of joint working in the Pan-Ayrshire Regulatory Service. (b.2)
- Implementing the approved restructuring of the Planning service. (a.3)
- Implement the Council's ICT Strategy and Action Plan and improve our focus on the citizen by ensuring they have greater choice and access to services, delivered at lower cost, with greater availability of online services. (f.2)
- Development and delivery of a channel shift strategy resulting in a 10% reduction in calls to the Contact Centre for Council Tax and Environmental and Related Services. (d.1)
- Delivery of a One-stop Shop for Irvine as part of the Bridgegate House project. (d.5)
- Implement Customer Services Strategy. (d.1)



**(10) Resources**

|                             | Staffing<br>FTE<br>as at 1/4/09 | Staffing<br>FTE<br>as at 1/4/10 | Staffing<br>FTE<br>as at 1/4/11 | Staffing<br>FTE<br>as at 1/4/12 |
|-----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Legal Services <sup>1</sup> | 56.4                            | 66.2                            | 64.1                            | 55.7                            |
| Protective Services         | 56.3                            | 56.2                            | 44.6                            | 47.1                            |
| Planning Services           | 31.6                            | 29.9                            | 24.9                            | 25.7                            |
| IT Services                 | 77.0                            | 69.3                            | 67.2                            | 65.5                            |
| Customer Services           | 35.8                            | 36.7                            | 39.46                           | 41.1                            |
| <b>Total</b>                | <b>257.10</b>                   | <b>258.3</b>                    | <b>240.26</b>                   | <b>235.1</b>                    |

|                     | Budget<br>2009/10 gross<br>expenditure<br>(£m) | Budget<br>2010/11 gross<br>expenditure<br>(£m) | Budget<br>2011/12 gross<br>expenditure<br>(£m) | Budget 2<br>2012/13 gross<br>expenditure<br>(£m) |
|---------------------|--|--|--|--|
| Legal Services      | 3.91   | 3.93   | 3.75   | 3.03   |
| Protective Services | 3.32   | 3.30   | 3.32   | 3.23   |
| Planning Services   | 1.95   | 2.16   | 2.14   | 1.97   |
| IT Services         | 4.34   | 4.03   | 3.60   | 3.18   |
| Customer Services   | 1.14   | 1.36   | 1.36   | 1.06   |
| <b>Total</b>        | <b>14.66</b>                                   | <b>14.78</b>                                   | <b>14.17</b>                                   | <b>12.47</b>                                     |

<sup>1</sup> Since 1/4/10, includes 13 Licensing staff

<sup>2</sup> Excludes Central Support

**(11) What are we going to deliver in 2012/13?**

The details are set out in the following tables:-

| Objective                  |   | a) The Council is more efficient and effective |       |                    |                  |        |       |       |
|----------------------------|---|--|-------|--------------------|------------------|--------|-------|-------|
| Key Performance Indicators |   | Actual   |       |                    | Benchmark        | Target |       |       |
| Ref                        | Key Performance Indicator   | 09/10  | 10/11 | 11/12 YTD (30 Sep) |                  | 12/13  | 13/14 | 14/15 |
| A1                         | Absence – Average number of days lost per full time employee per annum (days)             | 6.3  | 8.1   | 5.1                | 7.4 <sup>2</sup> | 6.0    | 6.0   | 6.0   |
| A2                         | % of staff who have had a PDR / PPD interview in last 12 months (%)                       | 98   | 100   | 100                | 100              | 100    | 100   | 100   |
| A3                         | % of high priority public health complaints dealt with within 2 days (%) (EH)             | 97   | 92    | 100                | n/a              | 95     | 97    | 97    |
| A4                         | % of food poisoning investigations undertaken within 2 days of receiving inquiry (%) (EH) | 95   | 95    | 94                 | n/a              | 95     | 96    | 96    |
| A5                         | % of high priority pest control requests dealt with within 2 days (%) (EH)                | 91   | 94    | 95                 | n/a              | 94     | 95    | 95    |
| A6                         | % of high risk food premises inspections undertaken in time (6 months) (%) (EH)           | 100  | 100   | 100                | 98.9             | 98     | 99    | 99    |
| A7                         | % of requests for Building Warrants responded to within 15 days (%) (BS)                  | 94   | 93    | 93                 | 100              | 94     | 95    | 95    |
| A8                         | % of Building Warrants issued or determined within 6 days (%) (BS)                        | 90   | 92    | 92                 | 100              | 91     | 92    | 92    |
| A9                         | % of Completion Certificates issued or determined within 3 working days (%)               | 94   | 96    | 97                 | 100              | 96     | 97    | 97    |
| A10                        | % of House Holder planning applications completed within 2 months                         | 95   | 97    | 90                 | 90               | 95     | 95    | 95    |

<sup>2</sup> Average number of days lost through sickness for all North Ayrshire Council staff (including teachers) - 2010/11 actual

| Key Performance Indicators |  |  |  |  | Actual |       |                    | Benchmark                         | Target |       |       |
|----------------------------|--|--|--|--|--------|-------|--------------------|-----------------------------------|--------|-------|-------|
| Ref                        | Key Performance Indicator  |  |  |  | 09/10  | 10/11 | 11/12 YTD (30 Sep) |                                   | 12/13  | 13/14 | 14/15 |
| A11                        | % of all Non Householder planning applications completed within 2 months   |  |  |  | 72     | 85    | 80                 | 80                                | 85     | 86    | 86    |
| A12                        | % Registration entries without corrections   |  |  |  | 98.44  | 97.9  | not yet available  | 97% Average for Scottish Councils | 98.5   | 98.5  | 98.5  |
| A13                        | Number of working days to register 100% of Charging Orders in the Land Register after receiving complete instructions from Social Services |  |  |  | 7      | 7     | 7                  | n/a                               | 6      | 6     | 5     |
| A14                        | % of enquiries completed through a self-service channel for "Report It" and Council Tax  |  |  |  | N/A    | N/A   | TBC                |                                   | 10%    | 15%   | 30%   |

| Actions |  |   |  |           |  |  |
|---------|--|---|--|-----------|--|--|
| Ref     | Action   | Responsibility                                    | Milestone                                    | Milestone | Success Criteria/Desired Outcome                                 |  |
| A1      | Implement Service Improvement Plans incorporating the outcomes of the PSIF process and progress the next phase of the PSIF self-assessment process | Managers: Legal, Protective and Planning Services | Actions implemented March 2013               |           | Actions completed on target; continuous monitoring satisfactory. |  |
| A2      | Completion of new Local Development Plan with full member and public engagement  | Manager Planning Services                         | May 2012 – Submission to Scottish Government |           | Unresolved objections minimised.                                 |  |

| <b>Actions</b> |   |   |  |   |  |
|----------------|---|---|--|---|--|
| <b>Ref</b>     | <b>Action</b>   | <b>Responsibility</b>   | <b>Milestone</b>   | <b>Milestone</b>                                    | <b>Success Criteria/Desired Outcome</b>  |
| <b>A3</b>      | Review current service structure of Planning Services to align with principles of planning reform; priority for regeneration and corporate business change objectives | Manager Planning Services   | Restructure completed by April 2012  |   | Voluntary early releases agreed and first and second phase posts filled.   |
| <b>A4</b>      | Implement Joint Health Protection Plan with other Ayrshire councils and Health Board  | Chief Environmental Health Officer, Health Board and other councils | Set up progress meetings with other councils and Health Board by June 2012 |   | Continued cooperation in joint health protection across Ayrshire   |
| <b>A5</b>      | Establish and maintain user forum(s) to improve stakeholder involvement in local plans and development management.  | Manager Planning Services   | Development Management to hold a user forum by June 2012                   |   | Representations against the Local development plan continue to be minimised; Planning application submissions improved |
| <b>A6</b>      | Develop benchmarking partnerships for Legal Services  | Manager Legal Services  | Join SOLAR benchmarking group April 2012                                   | To be included in the next service plan for 2013/14 | Improved performance management for Legal Services   |
| <b>A7</b>      | Restructure the Local Offices to deliver budget savings   | CSM   | Agreement by CMT & Members on restructure by April 2012                    |   | Achievement in budget reduction  |

| Objective | b) Partnership working has improved |
|-----------|-------------------------------------|
|-----------|-------------------------------------|

| Key Performance Indicators |                           | Actual |       |                          | Benchmark |  |  | Target |       |       |
|----------------------------|---------------------------|--------|-------|--------------------------|-----------|--|--|--------|-------|-------|
| Ref                        | Key Performance Indicator | 08/09  | 09/10 | 10/11<br>YTD (30<br>Sep) |           |  |  | 11/12  | 12/13 | 13/14 |
|                            | None                      |        |       |                          |           |  |  |        |       |       |

| Actions   |   |                           |   |           |  |  |
|-----------|---|---------------------------|---|-----------|--|--|
| Ref       | Action  | Responsibility            | Milestone   | Milestone | Success Criteria/Desired Outcome   |  |
| <b>B1</b> | Complete current Planning benchmarking exercise with East Ayrshire Council                    | Development Plans Manager | Completion of exercise by May 2012  |           | Service/procedural improvements identified.  |  |
| <b>B2</b> | Complete the implementation of the agreed pan-Ayrshire Regulatory Service                     | Solicitor to the Council  | Governance structure to be determined and agreed with other councils by July 2012 |           | Delivery of all-Ayrshire service   |  |
| <b>B3</b> | Establish Planning benchmarking relationship with Renfrewshire and East Renfrewshire Councils | Development Plans Manager | Finalise arrangements by May 2012   |           | Benchmarking relationship in place and being used to drive forward service improvement |  |

| Actions |   |   |   |           |  |
|---------|---|---|---|-----------|--|
| Ref     | Action  | Responsibility                              | Milestone   | Milestone | Success Criteria/Desired Outcome   |
| B4      | Develop existing working with Social Services towards efficient delivery of the Child Protection Improvement Plan, and pursue orders under Adoption and Children (Sc.) Act 2007, including more frequent and earlier meetings with Social Services staff to ensure increased protection for vulnerable children | Manager Legal Services; Chief Legal Officer | Legal Services to continue to provide training to Social Services staff on the guidance published under the Adoption and Children (Sc.) Act 2007 until April 2012 and beyond. |           | To maintain and build on good working relationships and practices to deliver robust procedures for the protection of vulnerable children, and to raise awareness of new procedures in terms of the Adoption and Children (Scotland) Act 2007 |

| Objective | c) Our environment is protected and enhanced |
|-----------|--|
|-----------|--|

| Key Performance Indicators |   | Actual |       |                    | Benchmark |  |  | Target |       |       |
|----------------------------|---|--------|-------|--------------------|-----------|--|--|--------|-------|-------|
| Ref                        | Key Performance Indicator                                   | 09/10  | 10/11 | 11/12 YTD (30 Sep) |           |  |  | 12/13  | 13/14 | 14/15 |
| C1                         | Length of new countryside access footpaths constructed (km) |        | 30    | Not yet available  | n/a       |  |  | 30     | 32    | 32    |

| Actions |   |   |  |  |   |  |
|---------|---|---|--|--|---|--|
| Ref     | Action  | Responsibility                            | Milestone  | Milestone  | Success Criteria/Desired Outcome                            |  |
| C1      | Continue to implement an improvements and signage scheme for the Core Paths Plan and wider path network   | Planning Services Manager/ Access Officer | 30 additional kilometres of paths to be completed by March 2013. |  | Improved public awareness and confident countryside access. |  |
| C2      | Implement an improvement scheme for the existing provision for outdoor access within Council ownership including path networks, parks and open space. | Planning Services Manager/ Access Officer | Identify further funding opportunities by June 2012              | Implement revised Community Outdoor Access Grants Scheme by April 2012 | Community Groups enabled to deliver local projects.         |  |

| Actions |   |   |   |           |  |
|---------|---|---|---|-----------|--|
| Ref     | Action  | Responsibility  | Milestone   | Milestone | Success Criteria/Desired Outcome   |
| C3      | Implement the current Local Biodiversity Action Plan and prepare the next phase of priority biodiversity actions. | Planning Services Manager/ Policy Officer (Environment) | Further set of biodiversity actions to be drafted - May 2012. |           | Data collated for wider use; improved sustainability and to inform funding opportunities |



| Objective | d) Our levels of customer service have been improved or maintained |
|-----------|--|
|-----------|--|

| Key Performance Indicators |  | Actual |        |                 | Benchmark | Target |       |       |
|----------------------------|--|--------|--------|-----------------|-----------|--------|-------|-------|
| Ref                        | Key Performance Indicator  | 09/10  | 10/11  | 11/12 YTD       |           | 12/13  | 13/14 | 14/15 |
| D1                         | IT Services Customer Satisfaction (SOCITM National Survey – average values on a scale of 1 to 7 (where 1 is poor and 7 excellent). | 5.37   | N/A    | N/A (till Dec.) | 5.37      | 5.39   | 5.40  | 5.40  |
| D2                         | SOCITM Better Connected rating for Website (Star Rating)   | 2      | 2      | 2               |           | 3      | 4     | 4     |
| D3                         | Percentage of IT Service Desk calls resolved within target   | 91%    | 93%    | 94%             |           | 90%    | 90%   | 90%   |
| D4                         | Percentage of FOI requests responded to in 20 working days   | 94%    | 93%    | N/A             | TBA       | TBA    |       |       |
| D5                         | Percentage of customer satisfaction with service delivery by Customer Services <sup>3</sup>  | NA     | 93%    | 94%             | 90%       | 95%    | 95%   | 95%   |
| D6                         | Number of customer complaints  | 516    | 430    |                 |           |        |       |       |
| D7                         | Percentage of complaints handled on time (Stage 2)   | 88%    | 90%    |                 |           | 92%    | 92%   | 92%   |
| D8                         | Percentage of calls answered   | 87.65% | 91.56% | 90.93%          |           | 92%    | 92%   | 92%   |

Customer Satisfaction targets are static for 3 years as a result of the potential impact of budget cuts.

<sup>3</sup> New measure introduced based on national approach to measuring customer satisfaction

| Actions   |   |                              |   |           |  |
|-----------|---|------------------------------|---|-----------|--|
| Ref       | Action  | Responsibility               | Milestone   | Milestone | Success Criteria/Desired Outcome                                       |
| <b>D1</b> | Implement Customer Service Strategy   | Customer Services Manager    | Project plan for expansion of Telephone Contact Centre (April 2012) |           | Improved customer satisfaction   |
| <b>D2</b> | Evaluate the SOCITM National Survey results and take any corrective action necessary.   | IT Manager                   | July 2012   |           | Improved customer satisfaction   |
| <b>D3</b> | Develop new customer service strategy in conjunction with the Change Programme  | Customer Services Manager    | May 2012  |           | Improved customer satisfaction   |
| <b>D4</b> | Increase the availability of on-line services   | Customer Services Manager/IT | TBA   | TBA       | Improved customer satisfaction and generation of efficiencies          |
| <b>D5</b> | Carry out an equality impact assessment for the proposed one stop shop in Irvine to identify the requirements of all customers including those who may be visually or hearing impaired or have mobility issues. | Customer Services Manager    | January 2013  |           | Improved customer satisfaction and compliance with Equalities Act 2010 |

| Objective                  |   | e) We demonstrate value for money |       |                    |                  |                       |       |       |
|----------------------------|---|-----------------------------------|-------|--------------------|------------------|-----------------------|-------|-------|
|                            |   |                                   |       |                    |                  |                       |       |       |
| Key Performance Indicators |   | Actual                            |       |                    | Benchmark        | Target                |       |       |
| Ref                        | Key Performance Indicator                                       | 09/10                             | 10/11 | 11/12 YTD (30 Sep) |                  | 12/13                 | 13/14 | 14/15 |
| E1                         | Number of workstations supported by Support Specialist (SOCITM) | 502                               | 543   | 593                | 458              | Within lower quartile |       |       |
| E2                         | ICT expenditure per user  |                                   |       |                    | TBA <sup>4</sup> |                       |       |       |
| E3                         | Acquisition cost of workstation (SOCITM KPI 4)                  |                                   |       |                    | TBA              |                       |       |       |
| E4                         | Cost per call minute in Contact Centre                          | £0.69                             | £0.93 | £0.75              |                  |                       |       |       |

| Actions |  |                        |   |              |  |
|---------|--|------------------------|---|--------------|--|
| Ref     | Action   | Responsibility         | Milestone   | Milestone    | Success Criteria/Desired Outcome   |
| E1      | Continue to benchmark the ICT Service with other Local Authorities through SOCITM. | Infrastructure Manager | Update benchmark data for 2012/13 by end of December 2012 | To be agreed | A measurable benchmarking exercise that will ensure continual improvement within IT Services |

<sup>4</sup> SOCITM Benchmarking Club to confirm performance indicators to be used by December 2011.

| Actions |  |                           |  |  |
|---------|--|---------------------------|--|--|
| Ref     | Action   | Responsibility            | Milestone                                    | Milestone  |
| E2      | Establish Customer Services benchmarking group with other local authorities. | Customer Services Manager | Pilot benchmarking information in June 2012. | Reduction in costs through sharing of best practice. |

*Customer Services are leading 6 councils in a benchmarking group. An agreement on areas to benchmark and the method for calculating results is currently being developed. It is anticipated that this may change some of the KPIs within the 2012/13 Service Plan; however, the impact of this will not be fully understood until November 2012.*

| Objective                  | f) Our people have the technical, management and customer-focused skills necessary to deliver a best value service |  |  |                                   |        |                    |        |             |
|----------------------------|--|--|--|-----------------------------------|--------|--------------------|--------|-------------|
| Key Performance Indicators |  |  |  | Actual                            |        | Benchmark          | Target |             |
| Ref                        | Key Performance Indicator  |  |  | 09/10                             | 10/11  | 11/12 YTD (30 Sep) | 12/13  | 13/14 14/15 |
| F1                         | Average days lost to sickness absence per employee per annum (days)  |  |  | 10.29                             | 5.46   | 1.83               | 6.0    | TBA         |
| F2                         | % of staff who have had a PDR / PPD interview in last 12 months  |  |  | 100                               | 100    |                    | 100    | 100         |
| F3                         | Technical competence of IT Services staff <sup>6</sup>   |  |  | 95%                               | 95%    |                    | 95     | 96          |
| F4                         | Availability of main business applications and core infrastructure components (SOCITM)                             |  |  | 99.63%<br>- avg of 5 main systems | 99.72% | 99.78%             | 99.8%  | 98.5%       |
| F5                         | Percentage of staff within Customer Services who have completed Customer Service Professional training             |  |  | 6.25%                             | 8.10%  | 8.33%              | 20%    | 60%         |

<sup>5</sup> NAC Council average figure.

<sup>6</sup> Customer satisfaction (SOCITM National Survey) results due December 2011

| Actions   |  |                          |  |           |   |
|-----------|--|--------------------------|--|-----------|---|
| Ref       | Action   | Responsibility           | Milestone  | Milestone | Success Criteria/Desired Outcome  |
| <b>F1</b> | Conduct the first annual review of Performance and Personal Development scheme | Managers and supervisors | September 2012                                     |           | Competent customer focused staff  |
| <b>F2</b> | Implement ICT Strategy and Action Plan   | IT Manager               | Produce a 6-monthly progress report (October 2012) |           | Technology is efficiently utilised to enable new ways of working, generate savings and drive service improvement. |



## **Education and Skills**

### **Service Plan 2012 – 2013**

## **1. WHAT WE DO?**

### **Education**

- North Ayrshire Council is responsible for educational services within its area. This is provided through:

### **Early Years**

- All children in North Ayrshire have access to a nursery place from the month following their third birthday. Places for children under 3 are allocated through Partnership Forums

### **Primary Schools**

- 53 primary schools which cater for more than 10,000 pupils, and vary widely in size with pupil numbers from under 20 to over 400. They follow national guidance on the curriculum.

### **Secondary Schools**

- Secondary School Education is provided through 9 schools, providing an education for around 8,000 young people. These schools are staffed by teachers, technicians, classroom assistants, librarians and clerical staff. Students are offered a wide range of courses enabling them to proceed to employment, training, further and Higher Education

### **Pupil Support**

- Children with additional support needs generally attend their local Primary or Secondary School, or one of the four special schools in North Ayrshire.
- In some cases where children have more specialised needs, they will attend one of the free standing community nurseries.

### **Quality Improvement Service**

- Quality Improvement Service plays a key role in ensuring the appropriate implementation of Curriculum for Excellence and raising standards, the review of school performance is crucial to the development of robust systems of self-evaluation which leads to improvement.

### **Psychological Services**

- The Psychological Service aims to help children and young people develop as confident individuals, responsible citizens, effective contributors and successful learners by:
  - Contributing to identification of support needs
  - Working in partnership with the key adults involved with children to bring about positive change
  - Raising awareness about the challenges children face through advising and training others
  - Carrying out research to help develop services for children.



## **Outdoor Education Resource**

- The Arran Outdoor Education Centre & Outreach Service provides a range of excellent outdoor experiences for school groups. Children and Young People from Primary, Secondary and Special Schools benefit from residential visits each session.

## **Country Parks**

- The Country Parks Section based at Eglinton Country Park provides a varied programme of leisure, physical activity and curriculum based environmental education opportunities for schools, families, the community and visitors

## **Community and Culture**

Within Community and Culture, the Community Development section delivers:

- An integrated service relating to community Learning and Development, physical activity sports and health including adult learning, work with communities and youth work.
- Active Schools
- Community Club development
- Healthy Futures

The Information and Culture Service delivers an integrated service incorporating:

- The Library and Information Service , including support to schools, families and communities:
- Arts and Culture:
- Museums and Heritage: and
- Children's Outreach Services, including play and work with parents and carers.

## **2. CURRENT PERFORMANCE**

During 2011/12 we made significant progress against the Priorities identified in our Service Plan:

### **Maintain service quality across Education and Skills in current financial climate.**

There have been significant changes and restructuring of staff across a number of areas within Education and Skills portfolio. While these have been challenging, the focus of the service has been to maintain frontline services, in particular those for our most vulnerable children and young people, and those focussed on early intervention.

Analysis of our performance through self-evaluation and from external validation would suggest that these have not impacted on the quality of service provision.

**Continue to develop Curriculum for Excellence in order to deliver improved attainment leading to more positive post school destinations.**

All aspects of Curriculum for Excellence are progressing well. Schools are on track with the authority timescale leading to the successful delivery of Curriculum for Excellence. Considerable staff development has been undertaken across key areas such as health and wellbeing, literacy and numeracy, and assessment and profiling. Increasing Community and Cultural Services are linking with schools to improve the Curriculum for Excellence experiences of young people.

Improvements have been made across most measures of attainment and we have seen a significant increase in the number of young people returning both to 5<sup>th</sup> and 6<sup>th</sup> year of school. The range of activities undertaken to support young people into positive destinations, including the work of secondary outreach, activity agreements, increased the vocational opportunities and the increase in the number of a modern apprenticeships in the authority have all contributed to a better picture of positive destinations than might have been expected in the current economic climate.

**Continue to develop Community Capacity in order to improve community involvement, culture, lifelong learning and physical activity.**

The greater integration of Community and Cultural Services has led to a significant increase in community involvement across culture, lifelong learning and physical activity. Individuals, schools and communities are working with Community and Cultural Services to access a greater range of learning, sports, cultural and volunteering opportunities. Support for early intervention and Curriculum for Excellence is being developed in conjunction with schools and third sector organisations. Work with partners in relation to youth diversionary activities and hard to reach groups is having a positive impact on communities. Partnerships with the third sector to increase the capacity of individuals and communities to become empowered to deliver more effective outcomes are progressing well.

**Review and consolidate the Education & Skills Estate in line with Our Future Working Environment**

Considerable work has been undertaken with iMPower to look at detailed roll projections and population patterns into the future. The Education and Skills Business Case which was approved by the Education Executive in October outlined a work stream which will culminate in proposals being brought forward to ensure that the school estate is operating at 85% capacity.

**Continue to invest in preventative early intervention in order to ensure equity and improve outcomes for all children and young people.**

We are making good progress in adopting a more effective co-ordinated approach to family and parenting skills within the ICSP and the corporate framework. This includes increasing the range of approaches being implemented such as Mellow Parenting and Managing Children's Behaviour, and making more effective use of Community and Culture resources to improve the range of support available.

We have increased the number of staff trained in the Solihull Parenting Approach. In addition to this, additional staffing resource has been given to 17 nursery

establishments in order to develop and support work with parents at this early stage. Each community nursery establishment now has a link to the community learning officer in order to support parent groups.

## **Strengths**

- The inspection report of the Greenwood Learning Community which accompanied the Greenwood Academy inspection by HM Inspectorate of Education recorded several examples of sector leading practice by staff in work with young people, adults and community organisations.

A well established partnership approach to meeting the needs of local communities was recorded in the 2 excellent and 3 very good grades recorded. This report and its grades have only ever been bettered in Scotland by the previous inspection of the Auchenharvie Learning Community in December 2009.

- Education & Skills participated in an Education Scotland (formerly HMIE) review of More Choices, More Chances & 16+ Learning Choices with a particular focus on the more vulnerable young people. The feedback highlighted many key strengths including, innovative & effective approaches, well developed & productive partnerships with external agencies, improving school leaver destination statistics and use of Curriculum for Excellence principles when planning learning for vulnerable pupils.
- Good progress has been made in improving performance in S4 at Level 3 English and Mathematics, and at five or more awards at Level 3 (Standard Grade Foundation or equivalent). The percentage of pupils achieving 1, 3 or 5 Highers by the end of S6 has improved and is our best performance yet.
- Senior Phase – Planning for the Senior Phase is well underway with secondary schools curricular frameworks now agreed. The senior school e-prospectus on GLOW is under development. With continued partnership working and the agreed local area consortia arrangements, schools will be on target to deliver the entitlements of the senior phase in session 2013-14. The Virtual Learning Environment short life working group is planning the pilot project between Arran High School and Largs Academy which will widen curricular access to Advanced Highers for pupils on Arran. A Vocational Learning festival is planned for May 4<sup>th</sup> to raise awareness of the new accredited courses on leadership, volunteering, skills for work etc. A “vocational partners” working group has been set up to plan the delivery of flexible pathways in the senior phase. Continued Professional Development support is in place to ensure that teachers are ready and confident in delivering new qualifications.
- The Curriculum for Excellence Steering Group and Assessment Group have provided strategic direction in terms of assessment and reporting. Through planned opportunities at department, school, cluster and local authority level, teachers have been involved in professional dialogues and moderation activities to further develop consistent and robust assessment practices. Local Authority Guidance on new reporting formats and P7/S3 pupil profiles are being used to determine cluster approaches. Stakeholder feedback has been positive about new reporting formats. Staff are working with increased confidence and using the Local Assessment Resource and National Assessment Resource to support them.

## Areas for Improvement

- Attainment at S4 at General and Credit Level and at Higher in S5 is below the average of our national comparators and the national average. Considerable efforts continue to be made by our secondary schools and partners in order to deliver better outcomes for learners in North Ayrshire.
- Further develop arrangements for assessment and moderation in order to improve teacher confidence and establish more robust assessment mechanisms.
- Continue to support schools, in partnership with external agencies, to further develop capacity to provide appropriate information, advice and guidance to all pupils approaching their school leaving age with a view to further improving positive school leaver destinations. This will include a focus on the more vulnerable youngster and those most at risk of moving into a negative destination.
- Continue to work with Community Planning partners to further develop the Early Years Strategy for North Ayrshire.

Further development in relation to CfE courses and programmes.

## 3. EXTERNAL FACTORS

1. **Corporate Change Management Programme:** Managing impact on future service delivery, and communicate this to stakeholders.
2. **Budget Pressures:** The Service will contribute to Council wide reductions in funding through service reviews, while aiming to maintain the quality of services.
3. **Curriculum for Excellence:** Challenge of implementing Curriculum for Excellence with reducing resources.
4. **National Assessment:** Development of national authority, cluster and school robust assessment and moderation systems in addition to the use of the national assessment resource, in order to accurately monitor and report on pupil progress 2010-2011.
5. **Partnership Working:** Challenge to continue to deliver joint arrangements in view of declining partnership budgets.
6. **Industrial Action :** Potential Industrial Action from Teachers as a result of proposed changes to Pensions
7. **Legislative Change:** Potential changes in legislation relating to Early Years and Getting it Right For Every Child.
8. **Outcomes of National reviews:** devolved school management. MacCormac Report on teachers' conditions of service. The review of post 16 education, Implementation of the Donaldson report on teacher training, continuing professional development and leadership.

#### 4. PARTNERSHIP ENVIRONMENT

| Key Partnership plans for Education and Skills |
|--|
| North Ayrshire Single Outcome Agreement        |
| Community Planning Partnership                 |
| Integrated Children's Services Plan            |
| Sportscotland Partnership Agreement            |

| Key Internal Partners for Education and Skills |
|--|
| Social Services and Health                     |
| Finance and Infrastructure                     |
| Corporate Services                             |

| Key External Partners for Education and Skills |                                   |
|--|-----------------------------------|
| Education Scotland                             | Scottish Qualifications Authority |
| James Watt College                             | Kilmarnock College                |
| Universities                                   | Skills Development Scotland       |
| Job Centre Plus                                | KA Leisure Ltd                    |
| Sports Clubs                                   | Council of Voluntary Services     |
| Ayrshire Community Trust                       | Sports Scotland                   |
| Community Groups                               | North Ayrshire Youth Council      |
| Creative Scotland                              | NHS Ayrshire and Arran            |
| Strathclyde Police                             | Voluntary Organisations           |
| South Ayrshire Council                         | East Ayrshire Council             |
| Parent Councils                                | Pupil Councils                    |
| Scotland's Learning Partnership                | Young Scot                        |
| Scottish Library and Information Council       | Museums and Galleries Scotland    |
| Irvine Bay Urban Regeneration Company          | Youthlink Scotland                |
| Care Inspectorate                              |                                   |

#### 5. EQUALITIES

Promoting equality and tackling disadvantage is an integral part of service delivery across Education and Skills.

Equality Impact Assessments have been completed for all efficiency savings identified through the budget setting process, and will be completed for service changes planned for 2012/13.

Equality Champions have been nominated and trained in every school and nursery, to promote equality, ensure awareness of duties under equality legislation, and to carry out equality impact assessments in relation to the protected characteristics.

A GLOW-based Equalities Champion network area has been established to enable easy access to relevant equalities documents.

The Accessibility Steering Group facilitates the inclusion of children and young people affected by disability in opportunities offered by schools and nurseries.

Community Development staff have provided good support to local minority and ethnic communities in engaging with North Ayrshire Council and the wider community. Staff have worked closely with the Ayrshire Minority Ethnic Community Association in the development of a resource centre in Irvine for the ethnic community. English for speakers of other languages is delivered across the authority area and programmes are expanding. It covers family learning, employability, citizenship, literacies and social inclusion themes. Gypsy Travellers have received a range of interventions supporting children, young people and adults in the local area

## **6. PERFORMANCE MANAGEMENT**

Performance management information is routinely and systematically benchmarked against a range of available and appropriate local and national comparators. Benchmarking is an integrated component of our performance management framework which includes data collection and management information systems.

## **7. TOP LEVEL RISKS**

**Political Decision Making:** Delays in the decision making process due to the new Council being formed in May 2012 may reduce the overall effectiveness of the Service Reform Programme impacting on Service and client users with the potential to result in budgetary uncertainty. For example, decisions in relation to changes and improvements to the school estate.

**Partnership Working:** Pressure on partners to create efficiencies could result in the authority not realising the benefits and efficiencies planned from effective partnership working. These risks are assessed in all instances of partnership agreements and joint initiatives and deliverable plans are developed accordingly.

**Uncertain Economic Climate and Very High Levels of Deprivation:** Greater pressure on all areas of service delivery across Education & Skills Directorate.

**Provision of Supply Teachers:** Difficulties in securing adequate levels of supply teacher cover to meet demand across all school sectors may impact on Service's capacity to sustain service delivery.



## **8. OBJECTIVES**

- a. Levels of Educational attainment and achievement have improved so that more young people are leaving school for positive destinations.
- b. Increase the opportunities to support vulnerable children and families.
- c. People are more active more often.
- d. Opportunities for lifelong learning have increased.
- e. Levels of voluntary action and community involvement have increased.
- f. Our Services are more efficient and effective.

## **9. PRIORITIES FOR 2012/13**

1. Maintain and improve service quality across Education and Skills in current financial climate.
2. Continue to develop Curriculum for Excellence in order to deliver improved attainment and achievement leading to more positive post school destinations.
3. Continue to develop Community Capacity in order to improve community involvement, economic activity culture, lifelong learning and physical activity.
4. Develop strategies and implementation models for devolved locality based planning, operational management and delivery of services.
5. Progress the review and associated consolidation of the Education & Skills' Estate in line with the Corporate Asset Strategy and associated Corporate Asset Plans.
6. Implement the Councils early intervention strategy in order to ensure equity and improve outcomes for children and young people.
7. Further develop self-evaluation, performance management and continuous improvement including participation in a Validated Self Evaluation with Education Scotland.
8. Carry out a review of Early Years provision.

## **10. PRIORITIES FOR 2013/15**

1. To ensure the highest quality of education provision through developing and implementing Curriculum for Excellence.
2. To continue to improve the quality of attainment and achievement leading to positive and sustained post school destinations.
3. Explore sustainability and economically viable community based delivery options for Education.
4. Consolidate and rationalise the learning estate.
5. Implementation of the Education and Skills Change Programme Business Plan.

## **11. BENCHMARKING ACTIVITIES**

Education and Skills carry out the following Benchmarking Activities:

- Education Scotland Comparator Authorities
- ADES Benchmarking Groups
- School Comparator Benchmarking Groups – every school has 20 comparator schools
- Subject Benchmarking Groups
- Validated Self –Evaluation
- ABC ( Community and Cultural Services)
- How good is our School
- How good is our Community
- How good is our Culture & Sport
- How good is our Community Learning
- How good is our Corporate Parenting
- Specific benchmarking activity related to the implementation of the Education and Skills Change Programme Business Plan.



## 12. RESOURCES

|  | 2009/10 | 2010/11       | 2011/12       | 2012/13                   |
|--|---------|---------------|---------------|---------------------------|
| <b>Staffing ( Full Time Equivalent</b>     |         |               |               |                           |
| Total                                      | 2601.71 | 2535.09       | 2532.32       | 2,379.65                  |
| <b>Budget (Gross expenditure -£m</b>       |         |               |               |                           |
| Resources& Infrastructure                  |         | 7.90          | 6.74          | 3.15                      |
| Early Years                                |         | 8.83          | 9.00          | 8.85                      |
| Primary Schools                            |         | 51.48         | 50.07         | 45.67                     |
| Secondary Schools                          |         | 56.06         | 56.67         | 54.04                     |
| Additional Support Needs                   |         | 8.98          | 8.96          | 8.32                      |
| Other Education                            |         | 2.60          | 3.56          | 1.81                      |
| Quality Improvement Service<br>& Inclusion |         | 1.11          | 1.02          | 0.95                      |
| Psychological Services                     |         | 1.03          | 1.00          | 0.90                      |
| Community & Culture                        |         | 14.17         | 13.10         | 10.34                     |
| NAL Ltd                                    |         | 4.12          | 3.91          | 3.57                      |
| <b>TOTAL</b>                               |         | <b>156.28</b> | <b>154.03</b> | <b>137.60<sup>1</sup></b> |

<sup>1</sup> These are provisional figures.

### (13) WHAT ARE WE GOING TO DELIVER IN 2012/13?

The details are set in the following tables

| Objective | A. Levels of Educational attainment and achievement have improved so that more young people are leaving school for positive destination. |
|-----------|--|
|-----------|--|

| Key Performance Indicators |  | Actual |       |                       | Benchmark         | Targets |  |       |
|----------------------------|--|--------|-------|-----------------------|-------------------|---------|--|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |                   | 12/13   | 13/14  | 14/15 |
| A1                         | Proportion of inspected or reviewed schools receiving a report of "Good" or better on key indicators |        | 85%   | 66%                   | tbc               | 100%    | 100%   | 100%  |
| A2                         | % of pupils gaining 5 or more awards at SCQF Level 3 or better (by the end of S4)                    | 95.1   | 95    | n/a                   | 92.6 <sup>1</sup> | 96      | First year of revised National Qualifications , Targets will be set when National Data is available. |       |
| A3                         | 5 or more awards at Level 4 or better (by the end of S4)   | 74.5   | 74    | n/a                   | 77.6 <sup>2</sup> | 77      | First year of revised National Qualifications, Targets will be set when National Data is available.  |       |
| A4                         | 5 or more awards at Level 5 or better (by the end of S4)   | 29.7   | 32    | n/a                   | 32.9 <sup>3</sup> | 31      |  |       |

<sup>1</sup> Education Scotland Comparator Authorities  
Clackmannanshire, Inverclyde , North Lanarkshire, West Dumbartonshire, West Lothian

<sup>2</sup> Education Scotland Comparator Authorities

| Key Performance Indicators |   | Actual |       |                       | Benchmark          | Targets            |            |       |
|----------------------------|---|--------|-------|-----------------------|--------------------|--------------------|------------|-------|
| Ref                        |   | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |                    | 12/13              | 13/14      | 14/15 |
| A5                         | 3 or more awards at SCQF Level 6 or better (by the end of S5)   | 19.6   | 20    | n/a                   | 22.4 <sup>4</sup>  | 21                 | available. |       |
| A6                         | Average Tariff Score – S4   | 169    | 177   | n/a                   | 181 <sup>5</sup>   | 181                | 183        | 185   |
| A7                         | Looked after children –Average Tariff Score – S4  | tbc    | 89    | n/a                   | TBC                | 95                 | 97         | 100   |
| A8                         | Percentage Attendance – Primary Schools   | 94.7   | 94.6  | 95.5                  | 94.9 <sup>6</sup>  | 95                 | 95         | 95.5  |
| A9                         | Percentage Attendance- Secondary Schools  | 91.5   | 91.5  | 92.2                  | 91.2 <sup>7</sup>  | 92.5               | 92.5       | 93    |
| A10                        | Exclusion Incidents per 1000 pupils – Primary Schools   | 6.2    | 10.1  | 2.2                   | 12.1 <sup>8</sup>  | 9                  | 8          | 7     |
| A11                        | Exclusion incidents per 1000 pupils – Secondary Schools   | 104.8  | 82.8  | 36.0                  | 81.6 <sup>9</sup>  | 85                 | 80         | 78    |
| A12                        | Number of participants accessing Community and Culture youth programmes- work with children           | 3990   | 37800 | 39501                 | Not available      | 3000 <sup>10</sup> | 30000      | 30000 |
| A13                        | Number of participants accessing Community and Culture youth programmes – youth work.                 | 2471   | 8390  | 5734                  | Not available      | 7000               | 7000       | 7000  |
| A14                        | Percentage of school leavers going into Employment , Education or Training                            | 85.5   | 90.7  | n/a                   | 86.1 <sup>11</sup> | 86.5               | 87.5       | 88.5  |
| A15                        | % of young people choosing to stay onto S5 (Jan S5 roll), as % of S4 roll at September previous year. | 68.3   | 68.7  | n/a                   | 72 <sup>12</sup>   | 72                 | 73         | 74    |

<sup>3</sup> Education Scotland Comparator Authorities

<sup>4</sup> Education Scotland Comparator Authorities

<sup>5</sup> Scottish Average

<sup>6</sup> Scottish Local Authority Average

<sup>7</sup> Scottish Local Authority Average

<sup>8</sup> Scottish Local Authority Average

<sup>9</sup> Scottish Local Authority Average

<sup>10</sup> Resources have been reduced

<sup>11</sup> Education Scotland – Comparator Authorities

<sup>12</sup> Scottish Local Authority Average

| Key Performance Indicators |  |  | Actual |       |                       | Benchmark        | Targets |       |       |
|----------------------------|--|--|--------|-------|-----------------------|------------------|---------|-------|-------|
| Ref                        |  |  | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |                  | 12/13   | 13/14 | 14/15 |
| A16                        | % of young people choosing to stay onto S6(Sept S6 roll), as % of S4 roll at September previous year |  | 43.1   | 51.5  | n/a                   | 45 <sup>13</sup> | 52.5    | 53    | 53.5  |

| Ref |   | Responsibility                   | Milestone/ Sub-actions  | Milestone/ Sub-actions   | Success criteria/Desired Outcome   |
|-----|---|----------------------------------|---|--|--|
| A1  | Continue to Implement Curriculum for Excellence | Head of Service – Education 3-18 | Over 95% of teachers report improvement in formative assessment skills. June 2012 | Successful introduction of Curriculum for Excellence for S2- June 2012 | <ul style="list-style-type: none"> <li>Education Scotland Reports and School Reviews provide evidence of improvement.</li> <li>Almost all S2 pupils have experienced a broad general curriculum</li> <li>In almost all facilities guidance has impacted on assessment protocols</li> <li>As a result of being involved in Teacher Learner Communities, Teachers formative assessment skills will have improved.</li> </ul> |

<sup>13</sup> Scottish Local Authority Average

| Ref |  | Responsibility                        | Milestone/<br>Sub-actions   | Milestone/<br>Sub-actions   | Success criteria/Desired<br>Outcome  |
|-----|--|---------------------------------------|---|---|--|
|     |  |                                       | CfE Strategy Group<br>Review of the curriculum<br>and assessment in the<br>Broad General Education<br>S1-S3 by February 2013  |   | Every S3 pupil has a profile<br>which summarises their<br>achievements.  |
| A2  | Prepare for the<br>implementation of the<br>senior phase of Curriculum<br>for Excellence | Head of Service –<br>Education (3-18) | <p>Senior phase position<br/>paper finalised and<br/>accepted by October<br/>2012.</p> <p>E-prospectus evaluated<br/>and extended to include<br/>new vocational pathways.<br/>Additional resources<br/>identified and agreed by<br/>January 2013</p> <p>Subject specialists<br/>nominated as SQA quality<br/>assurance moderators by<br/>January 2013</p> | <p>Local authority guidelines<br/>for the Broad General<br/>Education in place by<br/>June 2013</p> <p>Guidance on Senior<br/>Phase (S4-S6)<br/>assessment and<br/>moderation of new<br/>qualifications protocols<br/>are developed by June<br/>2013.</p> | <p>Standards &amp; Quality report,<br/>Quality Improvement Officer<br/>visits , Reviews and<br/>Education Scotland reports<br/>confirm that schools are<br/>confident and ready to<br/>implement the first year of<br/>the Senior phase of<br/>Curriculum for Excellence<br/>including the new<br/>qualifications.</p> <p>Senior School options<br/>include flexible curricular<br/>pathways as a result of<br/>consortia and partnership<br/>working.</p> <p>Nominated Subject<br/>specialists trained to<br/>undertake dual Quality<br/>Assurance role within<br/>authority and SQA to support<br/>moderation of the new<br/>qualifications.</p> |

| Ref |  | Responsibility                   | Milestone/<br>Sub-actions  | Milestone/<br>Sub-actions   | Success criteria/Desired Outcome   |
|-----|--|----------------------------------|--|---|--|
| A3  | Improve attainment of pupils across all age groups   | Head of Service – Education 3-18 | More rigorous tracking of pupil progress and target setting. - March 2013            | Mentoring approaches established to support Young People – March 2013   | Improved levels of attainment across all levels  |
| A4  | Implement more efficient alternative timetabling structures in Secondary Schools   | Head Teachers                    | Consultation with parents , pupils , teachers and Trade Unions Completed – June 2012 | 33 Period week implemented in 5 schools – Aug 2012<br><br>Increased access to vocational pathways in all schools. – December 2012<br><br>Local Consortium arrangements in place – December 2012 | More flexible learning opportunities are in place for pupils                                   |
| A5  | Revise anti-bullying policy and procedures.  | Head of Service – Education 3-18 | Systems developed for monitoring bullying in establishments - March 2013             | Guidance Revised for Pupil Councils – March 2013  | Young peoples citizenship and participation skills established                                 |
| A6  | To work with secondary schools to further improve a flexible programme within the context of Senior Phase of Curriculum for Excellence , that better meets the needs of pupils | Quality Improvement Manager      | An agreed timeline is in place and being implemented by schools- June 2012           | New contract is in place with Ayrshire Chamber of Commerce which enables more appropriate work experience- June 2012  | More young people are accessing more appropriate work placements. Evidenced through evaluation |

| Ref |   | Responsibility   | Milestone/<br>Sub-actions  | Milestone/<br>Sub-actions  | Success criteria/Desired<br>Outcome   |
|-----|---|--|--|--|---|
| A7  | To further build on the capacity of schools to support leavers make effective transitions into positive, sustained post-school destinations | <i>Quality Improvement Manager</i>                                   | Formal transition arrangements have been agreed with local FE Colleges.<br>June 2012       | Review the impact of 16+ co-ordinators in schools' on leavers destinations<br>Dec 2012                                 | .The percentage of leavers into positive destinations improves by a further 1%  |
| A8  | Further develop the Youth Achievement awards menu to enhance attainment and achievement for young people                                    | Head of Service – Education 3-18<br>Manager<br>Community Development | An agreed framework in place to recognise and reward Young Peoples' achievements-June 2012 | Awards Ceremony to celebrate achievement is held – June 2012   | A 5% increase in the number of young people achieving awards – June 2012  |
| A9  | Develop effective planning and delivery of CfE and other educational opportunities with partners in Learning Communities                    | Head of Service<br>Community and Culture                             | Learning Community review policy is agreed-June 2012                                       | Learning Community review policy is implemented for school and learning community reviews in cluster areas-August 2012 | Staff and partners are planning together to deliver appropriate local learning opportunities and jointly monitoring and evaluating outcomes |

| Ref        |  | Responsibility                              | Milestone/<br>Sub-actions   | Milestone/<br>Sub-actions  | Success criteria/Desired<br>Outcome  |
|------------|--|---|---|--|--|
| <b>A10</b> | Further develop the menu of Community and Culture CfE learning entitlements for young people within school and community settings. | Head of Service<br>Community and<br>Culture | Joint evaluation framework is established between schools and Community and Culture to provide coherent experience for learners – June 2012 | Increase the number of joint programmes delivered by Community & Culture and schools – November 2012 | 5% increase in number of joint programmes.                                   |
| <b>A11</b> | Work with partners to deliver a range of diversionary programmes which engage young people in positive learning experiences        | Head of Service<br>Community and<br>Culture | A structured approach targeted at key areas is in place to deliver agreed outcomes – August 2012  |  | 5% Increase in new contacts with young people in targeted areas – March 2013 |



| Objective                  | b) Increase the opportunities to support vulnerable children and families                            |        |                    |                       |           |           |           |           |  |
|----------------------------|--|--------|--------------------|-----------------------|-----------|-----------|-----------|-----------|--|
| Key Performance Indicators |  |        |                    |                       |           |           |           |           |  |
| Ref                        |  | Actual |                    |                       | Benchmark | Targets   |           |           |  |
|                            |  | 09/10  | 10/11              | 11/12 YTD (31 Dec 11) |           | 12/13     | 13/14     | 14/15     |  |
| B1                         | Proportion of Early Years Centres receiving an inspection report of good or better in key indicators | 100%   | 100% <sup>14</sup> | 100%                  | tbc       | 100%      | 100%      | 100%      |  |
| B2                         | Number of priority places available to vulnerable children aged 0-3 years                            | 210    | 210                | 210                   | n/a       | Data Only | Data Only | Data Only |  |
| B3                         | Number of day care places available to vulnerable children aged 0-3 years                            | 60     | 67                 | 61                    | n/a       | Data Only | Data Only | Data Only |  |

| Ref | Action  | Responsibility                   | Sub-actions                                    | Sub-actions | Success criteria/Desired Outcome   |
|-----|---|----------------------------------|--|-------------|--|
| B1  | Implement Solihull Parenting Approach across North Ayrshire | Head of Service- Education 3-18  | Training Programme fully rolled out- June 2012 |             | Greater consistency in communicating messages about parenting from Midwives, Health Visitors, Nursery Nurses and Education is reflected in evaluation of approach. |
| B2  | Carry out a review of Early Years provision                 | Head of Service – Education 3-18 | Review completed- May 2012                     |             | Recommendations made to Education Executive – June 2012  |

| Ref | Action  | Responsibility                           | Sub-actions  | Sub-actions | Success criteria/Desired Outcome   |
|-----|---|--|--|-------------|--|
| B3  | Within Community and Culture , provide literacies, play , capacity building and family learning opportunities in schools and community settings | Head of Service<br>Community and Culture | A Framework of support to children and adults is in place including capacity building in literacy and numeracy, play, physical activity for young children and arts and cultural awareness- January 2013 |             | An increased number of participants is involved in learning and cultural activities and an increased number of participants is reporting positive outcomes- March 2013 |

| Objective                  | c) People are more active more often  |       |       |                       |  |       |           |           |  |  |
|----------------------------|---|-------|-------|-----------------------|--|-------|-----------|-----------|--|--|
| Key Performance Indicators |   |       |       |                       |  |       |           |           |  |  |
| Ref                        |   |       |       | Actual                |  |       | Benchmark | Targets   |  |  |
|                            |   | 09/10 | 10/11 | 11/12 YTD (31 Dec 11) |  | 12/13 | 13/14     | 14/15     |  |  |
| C1                         | Number of sessions within the Programme   | tbc   | tbc   | 151,624               |  | . n/a | 170,000   | 172,000   |  |  |
| C2                         | Number of community based sports groups being supported by North Ayrshire Council | n/a   | n/a   | 23                    |  | n/a   | 26        | 27        |  |  |
| C3                         | Total number of participants in NALL programmes and activities.                   | n/a   | n/a   | 1,384,373             |  | n/a   | 1,500,000 | 1,500,000 |  |  |

| Ref | Action  | Responsibility                        | Sub-actions   | Sub-actions | Success criteria/Desired Outcome  |
|-----|---|---------------------------------------|---|-------------|---|
| C1  | Implement the national physical activity guidelines for early years and children and young people via the Play Strategy | Head of Service Community and Culture | The North Ayrshire Play Strategy is revised to reflect new guidance and all staff are engaged in delivery of the strategy- June 2012                  |             | The Play Strategy is integrated into capacity building work with parents, carers, nurseries, schools and family centres                     |
| C2  | Deliver the North Ayrshire Fit for the Future 2010-15 Strategy outcomes   | Head of Service Community and Culture | Further develop opportunities and facilities for regular participation in physical activity and sport are in place across North Ayrshire- August 2012 |             | The profile of sport and activity; and the capacity of community organisations to deliver activity and sport programmes have been developed |

| Ref       | Action  | Responsibility                           | Sub-actions  | Sub-actions  | Success criteria/Desired Outcome  |
|-----------|---|--|--|--|---|
| <b>C3</b> | Deliver the 5 Active Schools targets in partnership with North Ayrshire's schools and local communities.  | Head of Service<br>Community and Culture | Increased involvement in activity and sport by young people , and increase in sport related achievement awards – December 2012 | An increased number of adults and community sports clubs are engaged in supporting the delivery of volunteering and coaching programmes – March 2012 | 5% increase in participation  |
| <b>C4</b> | Assist individuals and communities to participate in a range of activity and health related opportunities | Head of Service<br>Community and Culture | Mechanisms are identified to engage with identified target groups- December 2012   |  | Target groups are identified and engaged in a range of physical activity and health related opportunities |

| Objective                  |   | d) Opportunities for lifelong learning have increased |       |                       |                                |                   |        |        |  |  |  |
|----------------------------|---|---|-------|-----------------------|--------------------------------|-------------------|--------|--------|--|--|--|
| Key Performance Indicators |   | Actual  |       |                       | Benchmark                      | Targets           |        |        |  |  |  |
| Ref                        |   | 09/10   | 10/11 | 11/12 YTD (31 Dec 11) |                                | 12/13             | 13/14  | 14/15  |  |  |  |
| D1                         | Number of participants accessing Community and Culture information sessions and cultural events | 8831  | 31414 | 14558                 | No benchmark figure available. | 20,000            | 20,000 | 20,000 |  |  |  |
| D2                         | Number of adults accessing Community and Culture adult learning opportunities.                  | 1000  | 5932  | 5297                  | No benchmark figure available  | 1500 <sup>1</sup> | 1500   | 1500   |  |  |  |
| D3                         | Number of individual participants accessing Community and Culture adult literacy programmes.    | 1000  | 1754  | 1302                  | No benchmark figure available  | 1000              | 1000   | 1000   |  |  |  |

| Ref | Action   | Responsibility                        | Sub-actions  | Sub-actions | Success criteria/Desired Outcome  |
|-----|--|---------------------------------------|--|-------------|---|
| D1  | Develop and refine a continuum of community based adult learning programmes within a range of settings | Head of Service Community and Culture | Joint planning is embedded at all levels and learners have a clear understanding of what's available in North Ayrshire branded learning centres – September 2012 |             | Programmes reflect a spectrum of learning, including non-formal, informal and accredited routes to progression. |

<sup>1</sup> Targets reflect projected capacity/direction

| Ref       | Action   | Responsibility                           | Sub-actions  | Sub-actions | Success criteria/Desired Outcome  |
|-----------|--|--|--|-------------|---|
| <b>D2</b> | Review, develop and deliver adult literacies programmes within a range of settings | Head of Service<br>Community and Culture | Literacies partnership established to deliver effective intervention from early years to adulthood - June 2012 |             | There is clear evidence of engagement with vulnerable adults, children and young people   |
| <b>D3</b> | Develop and deliver "softer" core skills programmes to enhance employability       | Head of Service<br>Community and Culture | Programmes and partnerships are in place to deliver effective learning opportunities – June 2012               |             | Learners are able to demonstrate to employers a range of vocational skills which improve job readiness, including improved communication, numeracy, problem solving, ICT and time management. |

| Objective | e) Levels of voluntary action and community involvement have increased. |
|-----------|---|
|-----------|---|

| Key Performance Indicators |  | Benchmark | Actual |       |                             | Targets       |       |       |
|----------------------------|--|-----------|--------|-------|-----------------------------|---------------|-------|-------|
| Ref                        |  |           | 09/10  | 10/11 | 11/12<br>YTD<br>(31 Dec 11) | 12/13         | 13/14 | 14/15 |
| E1                         | Number of Active volunteers who have participated in training delivered by Community and Culture |           | n/a    | 2096  | 955                         | Not available | 4000  |       |
| E2                         | Number of Groups who have participated in training delivered by Community and Culture.           |           | n/a    | 45    | 91                          | Not available | 85    |       |
| E3                         | Number of groups accessing support and guidance by Community and Culture                         |           | n/a    | 65    | 1104                        | Not available | 100   | 110   |

| Ref | Action                                       | Responsibility                           | Sub-actions  |  | Sub-actions | Success criteria/Desired Outcome  |
|-----|--|--|--|--|-------------|---|
| E1  | Continue to develop and support volunteering | Head of Service<br>Community and Culture | Prepare and seek approval for “volunteering as a learning strategy”, including a framework for partnership working with the Third Sector Interface – June 2012 |  |             | A framework for partnership working with the Third Sector Interface is implemented and an increased number of volunteering opportunities are available<br>Including those which support early years early intervention. |

| Ref       | Action  | Responsibility                           | Sub-actions  | Sub-actions   | Success criteria/Desired Outcome  |
|-----------|---|--|--|---|---|
| <b>E2</b> | Implement the Cultural Partnership and Strategy                         | Head of Service<br>Community and Culture | A Cultural Partnership strategy group has been formed and cultural strategy is produced – June 2012  |   | Cultural Ambassadors in schools are working with the Cultural Partnership and communities and cultural citizenship and civic pride outcomes are visible through joint heritage/arts bids and projects |
| <b>E3</b> | Encourage the adoption of an asset based community development approach | Head of Service<br>Community and Culture | Asset transfer protocol agreed – Oct 2012.<br>Training packages produced – Oct 2012<br>Pilot programme undertaken- October 2012.                     | Those Community Associations seeking the transfer of community assets have been offered training in governance, management and financial sustainability.<br>December 2012 | Models for future provision are evaluated and assets are transferred to organisations where appropriate   |
| <b>E4</b> | Develop and enhance individual and community capacity                   | Head of Service<br>Community and Culture | Offer a range of courses and programmes designed to enhance community capacity, e.g. supporting community groups and organisations-<br>December 2012 |   | Increase the number of volunteers involved in community activities and groups   |



| Objective                  | f) Our Services are more efficient and effective   |        |       |                       |                   |           |       |       |  |  |
|----------------------------|--|--------|-------|-----------------------|-------------------|-----------|-------|-------|--|--|
| Key Performance Indicators |  |        |       |                       |                   |           |       |       |  |  |
| Ref                        |  | Actual |       |                       | Benchmark         | Targets   |       |       |  |  |
|                            |  | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |                   | 12/13     | 13/14 | 14/15 |  |  |
| F1                         | Average number of working days per employee lost through sickness absence ( Local Government Staff)  | 11.7   | 7.3   | 2.9                   | na                | 5.6       | 6.2   | 6.2   |  |  |
| F2                         | Average number of working days per employee lost through sickness absence ( Teaching Staff)  | 9.5    | 5.5   | 2.4                   | na                | 5.6       | 6.2   | 6.2   |  |  |
| F3                         | % of staff who have had a PPD in the last twelve months ( Local Government Staff)  | 98     | 98    | 93                    |                   | 100       | 100   | 100   |  |  |
| F4                         | % of staff who have had a PRD in the last twelve months ( Teaching staff)  | 97     | 89    | 89                    |                   | 100       | 100   | 100   |  |  |
| F5                         | Total Budgeted running costs per pupil – Primary Schools   | 3618   | 3648  | 3890                  | 4090 <sup>2</sup> | Data Only |       |       |  |  |
| F6                         | Total Budgeted running costs per pupil – Secondary Schools   | 5483   | 5803  | 5798                  | 5681 <sup>3</sup> | Data Only |       |       |  |  |
| F7                         | % of parents/carers who responded “ Agree” or “ Strongly Agree” with the statement “ I am kept well informed about my child’s progress”                  |        | 95.2  | n/a                   | n/a               | 89        | 90    | 91    |  |  |
| F8                         | % of parents/carers who responded “Agree” or “Strongly Agree” with the statement “ Overall , I am happy with the school” in school review questionnaires |        | 92    | n/a                   | n/a               | 97        | 98    | 99    |  |  |

<sup>2</sup> Scottish Local Authority Average

<sup>3</sup> Scottish Local Authority Average

| Key Performance Indicators |  | Actual |       |                          | Benchmark | Targets |       |       |
|----------------------------|--|--------|-------|--------------------------|-----------|---------|-------|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD<br>(31 Dec 11) |           | 12/13   | 13/14 | 14/15 |
| F9                         | % of pupils who responded “ Agree” or “ Strongly Agree” with the statement “I am encouraged and stretched to work to the best of my ability” in school review questionnaires |        | 94.9  | n/a                      | n/a       | 96      | 97    | 98    |
| F10                        | % of pupils who responded “ Agree” or “ Strongly Agree” with the statement “ I feel safe and cared for in school”  |        | 92    | n/a                      | n/a       | 95      | 96    | 97    |

| Ref       | Action   | Responsibility                                 | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome  |
|-----------|--|--|---|--|---|
| <b>F1</b> | Proposals to consolidate school estate   | Head of Service (Logistics and Infrastructure) | Formulate proposals for consideration by May 2012           | Seek approval from Elected Members by Aug 2012             | Council decisions to progress proposals to next stages of implementation.<br>Where relevant, decisions to commence public consultations from October 2012 |
| <b>F2</b> | Carry out a Validated Self Evaluation of Education and Skills                  | Head of Service – Education 3-18               | Self Evaluation Completed December 2012                     | Action plan agreed and implemented.<br>March 2013          | Positive validation by HMIE - December 2012.  |
| <b>F3</b> | Develop and maximise new technologies to create more efficient ways of working | Head of Service – Logistics and Infrastructure | Agreement of Education and Skills ICT Strategy by May 2012. | Robust Service Level Agreement in place with IT –June 2012 | Evidence of planned impacts is detailed in IT strategy and action plan  |

| Ref       | Action   | Responsibility                                | Sub-actions  | Sub-actions  | Success criteria/Desired Outcome  |
|-----------|--|---|--|--|---|
| <b>F4</b> | Development of cluster working   | Head of Service- Logistics and Infrastructure | Ardrossan Pilot Completed – April 2012   | Evaluation of Pilot and recommendations analysed for future development<br>Report on further implementation to Council Committee by December 2012.   | Pilot demonstrates a sustainable model for further roll out.<br>Proposals agreed for devolved budget management.<br>Implementation across North Ayrshire Council.<br>Achievement of business plan budget efficiencies.<br>Contribution to improved outcomes for learners, families and communities. |
| <b>F5</b> | Continue to improve Performance Management Culture in Education & Skills | Performance and Planning Manager              | Staff suggestion mechanisms developed – June 2012<br>Explore potential for formal accreditation of good practice through external awards- March 2013 | Communication strategy in place-June 2012<br>Benchmarking Activities further explored across a wide range of Education and Skills activity.- March 2013<br>Market testing of aspects of PPP contract- March 2013 | Performance management and continuous improvement is embedded throughout all Education & Skills activities and services.  |
| <b>F6</b> | Implement new PRD procedures for Teaching staff.                         | Quality Improvement Manager                   |  | Training material is produced and developed – October 2012.  | PRD processes reflect themes in “Teaching-Scotland’s Future”  |

| Ref | Action   | Responsibility                           | Sub-actions   | Sub-actions | Success criteria/Desired Outcome  |
|-----|--|--|---|-------------|---|
| F7  | Implement a service review for Community Development | Head of Service<br>Community and Culture | Conduct and implement the recommendations of a whole service review (Community Development) as part of a best value review.-<br>December 2012 |             | Recommendations will be used to shape service delivery to deliver identified outcomes |



**Social Services and Health  
(Social Services)**

**Service Plan 2012 - 2015**

## **(1) What we do**

The role of Social Services & Health is to support, care for and protect people by providing or purchasing services designed to promote the dignity, safety and independence of people who use our services and to contribute to community safety.

The services are directed by the Council's statutory duties and are designed to meet national standards based on best practice and to provide value for money. Where appropriate a number of services are delivered in partnership.

The key activities of Social Services are:

- Child, adult and public protection.
- Assessment of need and risk for individuals and families when required; where appropriate, identify services to meet those needs, manage risks and plan and review care to ensure that needs are being met appropriately and the desired outcomes achieved.
- Plan, commission, procure and deliver services in line with the needs and strengths of communities, sustaining people at home or in homely environments.
- Provide community disposals for people who offend and services to meet their needs and the risks they pose.
- Contribute to the Council's strategies for social inclusion and regeneration.

## **(2) Current performance**

Social Services & Health's assessments of recent performance (as reported to the Executive and Scrutiny Committee) were:

|                          | 2010/11 | 2011/12 (mid-year) |
|--------------------------|---------|--------------------|
| Overall performance      | Good    | Good               |
| Capacity for improvement | Good    | Very Good          |

Actions to improve the self assessment rating are provided in the Areas for Improvement below.

### **During 2011/12 Social Services and Health achieved the following:**

- Exceeded target numbers for the recruitment of fee-based foster carers and opened children's homes.
- Maintained progress in respect of residential care staff achieving appropriate qualifications.
- Implemented the Caledonian System to address men's domestic abuse and reduce the risk to women and children.
- Community Pay Back orders.
- Implemented a 'Whole Systems Approach' to Youth Justice including Effective and Early Intervention Joint Teams.

- Redeveloped, on time and within budget, the former Caley Court residential unit into an integrated resource and office facility shared by the Council and NHS Ayrshire and Arran.
- Established the Centralised Business Unit for the delivery of the Care at Home Service.
- Achieved national target for delayed discharges.
- Implemented a revised charging policy for services.
- Introduced the Partnership Participation Standard and Test to support co-production with service users and families.
- Developed an employability strategy to increase employment opportunities for people who use our services.
- Achieved national target for reports submitted to the courts by the due date.
- Launched a significant Change Programme around Shifting the Balance of Care for older people and developing a Personalisation programme for North Ayrshire.

### **Strengths**

- Consistently positive grades within Care Commission/Care Inspectorate inspection reports for registered services.
- Deployed Covalent performance management system to enhance proactive performance management.
- Co-ordinated the service's approach to equalities with a strategic focus in addressing the equalities agenda.
- Promotion of financial inclusion and improvement in financial capability for residents of North Ayrshire.
- Improved partnership working with Strathclyde Police and NHS Ayrshire and Arran.

### **Areas for improvement**

- Strengthening our approach to planning and commissioning.
- Implementation of our contract monitoring and quality assurance framework for internal and external service provision.
- Development and implementation of service wide Organisational Development Plan
- Implement self-evaluation programme in line with service priorities.
- Improving our approach to risk assessment and risk management for service users.
- Involving individuals and communities in the design, delivery and evaluation of services.
- Redesigning disability services to ensure effective service provision in the short term.

### **(3) External factors for 2012/13**

The main challenges for Social Services over the 2012-2013 period are anticipated to result from:

- Demand pressures - additional demands for services as a result of ongoing adverse economic conditions.
- Demand pressures - ensuring the ability of the service to meet additional demands for services specifically in relation to demographic changes (increase in the 65+ population) and increasing numbers of vulnerable young people and adults with complex needs.
- Welfare reform - impact of recent changes to UK benefit entitlement, specifically in relation to Incapacity Benefit for people with disabilities.
- Legislative initiatives - implications for services users, carers and services as a result of the enactment of the Self-Directed Support (Scotland) Bill; anticipated legislation for greater integration between Social Work services and the National Health Service.

### **(4) Partnership Environment**

Social Services works with a broad range of partners, including service users and carers, the NHS, other local authorities, Strathclyde Police, Scottish Children's Reporter, the Community Justice Authority, Scottish Prison Service and organisations in the independent and voluntary sectors.

Significant effort has been invested in improving partnership working, particularly with the NHS and other Ayrshire authorities through the CHP and the Strategic Alliance.

In 2011/12 we delivered a number of significant services in partnership:

- Older people – Local Operational Teams.
- Whole system approach to Youth Justice including Early and Effective Interventions.
- Caley Court – co-located alcohol and drug services.
- Pan Ayrshire Out of Hours service – with three Ayrshire councils, co-located with NHS Ayrshire and Arran.
- We also agreed to work together to deliver further services in 2012/2013, including:
  - A joint equipment service across Ayrshire councils and NHS partnership.
  - A joint Sensory Impairment service across Ayrshire and NHS partnership.
  - A multi-agency domestic violence team led by Strathclyde Police.



## **(5) Equalities**

Social Services is committed to ensuring that equality and human rights are woven into the way we plan and provide care services and into the way we treat service users, carers and our staff.

As a provider and commissioner of care services we recognise the diversity of the people and communities in North Ayrshire and are committed to:

- Making continuous progress in establishing equal opportunities and tackling discrimination and disadvantage.
- Ensuring we provide high quality services that meet the needs of all our diverse communities.
- Ensuring that service users and our staff do not receive less favourable treatment because of their age, sex, marital status, faith, race, disability or sexual orientation, or for any other reason that is not justified.
- Tackling areas of potential discrimination and social exclusion so that access to our care services, employment arrangements and staff opportunities are fair and inclusive.
- Ensuring information and advice about our services is accessible to all.
- Consulting with our service users to make sure that all the communities we serve are satisfied with the standard of information and services we provide.
- Securing support for our equality goals from all our stakeholders.

These aims are underpinned by legal duties to promote equality and diversity for people of every age, disability, faith, gender, race and sexual orientation.

Our Single Equality Action Plan sets out the activities which we have agreed to undertake to promote equality within the diverse communities of North Ayrshire. The word 'single' is used to imply an overall strategic view and in line with our 'Golden Thread' commitments the Single Equality Action Plan has developed a clearer connection between actions contained in our Service Plan and those contained in the our Equality Action Plan.

## **(6) Performance Management Framework**

### **• Performance Management**

Performance management is at the heart of our drive to secure continuous improvement and deliver high quality, efficient, and user-focused services. Social Services and Health is committed to providing the best possible service to those who use our services and our framework helps to ensure that our plans are translated into effective actions that help us to achieve our goal of improving not just outcomes for service users but also improving the quality of the services we commission and provide.

We have established a quarterly performance management review at senior level and intend to roll out this approach across the service over the next 12 months.

The contract management framework will be implemented from 2012 for commissioned services.

- **Benchmarking**

North Ayrshire Social Services recognises that any meaningful performance management framework must include processes to undertake meaningful comparative analysis against other local authorities. The service benchmarks itself via membership of the Community Care Benchmarking Network and by analysis of national statistics as provided by Scottish Government, Scottish Children's Reporter Administration and Scottish Consortium for Learning Disabilities.

Through benchmarking with other councils across Scotland we are able to identify and investigate best practice that can be used to inform service improvement.

- **Self-assessment**

Social Services undertook their first PSIF self-assessment during 2010 and we are committed to the Council's programme for this. Within Social Services we are implementing the use of the Care Inspectorate's Performance Inspection Model to self-evaluate front line services.

At a local level we will implement a systematic approach to practice improvement across the service.

## **(7) Top level risks**

The service has undertaken a thorough review of the risks inherent in the delivery of the service plan. A register of all significant risks is maintained, together with actions that are being taken to mitigate the potential impact of the risks. This is subject to regular review by the Senior Management Team.

The main risks identified by the service are:

- **Failure of an independent care provider**

A significant volume of care for adults and older people is delivered on our behalf by the independent sector. There has already been a number of high profile failures in the independent sector and the national picture is that others in the sector lack financial stability.

- **Rising demand outstrips available resources**

Rising demand is seen throughout the service but particularly affecting older people due to a growing older population. We are addressing this through a programme of service redesign.

- **Failure to manage risks to service users consistently and robustly**

We are reviewing our risk management processes in all areas of service to ensure that these are fit for purpose.

- **IT systems do not meet changing business needs**  
Business needs are changing rapidly and the service has recognised that IT systems must keep pace with changes in practice and delivery of services. This forms a discrete workstream within the Change Programme.
- **Management of budgets is insufficiently robust to contain service delivery within the budget**  
In the face of rising demand and the need to reduce costs we will need to keep budgets under constant scrutiny
- **Inability to resource the change programme with staff with adequate skills**  
The change programme will need staff with skills, which are not part of the business as usual, skillset. We are taking steps to provide relevant training and development to all staff involved in and affected by the Change Programme.

## **(8) Objectives**

Social Service and Health has set six key objectives for the period 2012 – 2015, linked to the objectives set in the Council Plan for the Council as a whole. These are;

- a). Vulnerable people are supported to live safely and independently
- b). Children and young people are supported to live safely within their own communities
- c). Reduce crime and anti social behaviour and the impact of this on victims and communities
- d). Design, commission and deliver sustainable services efficiently and effectively
- e). Work in partnership with service users and carers to maximise their choices and control over their lives and services
- f). Engage with and support communities to develop capacity to meet local needs and aspirations.

## **(9) Priorities for 2012/13**

1. Protection of vulnerable children and adults and the public.
2. Delivery of the Social Services change programme including;
  - Shifting the balance of care for older people.
  - Introducing a personalisation approach for North Ayrshire Social Service users.
  - Redesigning our arrangements for access to services, pathways between services and delivery of longer-term support.
3. In conjunction with our partners, implementation of our early intervention and prevention programme activities for children and families to improve longer term outcomes. This will include;
  - Establishing a family support service.
  - Establishing a Joint Domestic Violence Team.

- Reviewing and strengthening permanency planning and enhancing adoption supports.
4. Working in partnership we will,
    - Embed the new Ayrshire Out of Hours services.
    - Develop Joint Commissioning Plans for Adult Services.
    - Develop a Joint Equipment Service and Joint Sensory Impairment Service.
  5. Support our workforce, service users, the Council and partners through the CHP Committee in responding to the Government's requirements around the integration of health and social work.

## (10) Resources

### *Staffing (Full -Time Equivalent)*

|                                | <b>Staffing FTE<br/>as at 31/3/10</b> | <b>Staffing FTE<br/>as at 31/3/11</b> | <b>Staffing FTE<br/>as at 31/13/12</b> |
|--------------------------------|---------------------------------------|---------------------------------------|--|
| <b>Community Care</b>          | 734.25                                | 681.86                                | 642.16                                 |
| <b>Children &amp; Families</b> | 274.57                                | 267.30                                | 276.91                                 |
| <b>Criminal Justice</b>        | 46.60                                 | 52.50                                 | 57.26                                  |
| <b>Resources</b>               | 218.28                                | 213.98                                | 237.55                                 |
| <b>Social Services Total</b>   | <b>1273.71</b>                        | <b>1215.64</b>                        | <b>1213.89</b>                         |

### *Budget (Gross Expenditure £m)*

| <b>2009/10</b> | <b>2010/11</b> | <b>2011/12<br/>(as at 31/01/12)</b> | <b>2012/13<br/>(Budgeted)</b> |
|----------------|----------------|-------------------------------------|-------------------------------|
| 104, 364, 334  | 113,215,323    | 109,352,215                         | 117, 211, 386*                |

\* Figure as at 12/03/2012. Subject to revision.

## (11) Delivery

The details of what we are going to deliver against each of our objectives and how we will measure success are set out in the following table

| Objective                  | a) Vulnerable people are supported to live safely and independently                            |        |       |                       |                    |         |       |       |  |
|----------------------------|--|--------|-------|-----------------------|--------------------|---------|-------|-------|--|
| Key Performance Indicators |  | Actual |       |                       | Benchmark          | Targets |       |       |  |
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |                    | 12/13   | 13/14 | 14/15 |  |
| A1                         | Number of patients waiting more than six weeks for discharge to appropriate setting            | 0      | 0     | 0                     | 0 <sup>1</sup>     | 0       |       |       |  |
| A2                         | Number of people aged 65+ receiving homecare   | 1,303  | 1,326 | 1,317                 | -                  | 1,300   |       |       |  |
| A3                         | Total number of homecare hours per 1,000 population aged 65+                                   | 402    | 413.2 | 418.7                 | 490.1 <sup>2</sup> | 450     |       |       |  |
| A4.1                       | Percentage of homecare clients aged 65+ receiving: - Personal care                             | 94.2%  | 98.4% | 97.3%                 | 91.1% <sup>2</sup> | 99%     |       |       |  |
| A4.2                       | - a service during evening / overnight   | 37.6%  | 39.9% | 41.9%                 | 41.6% <sup>2</sup> | 45%     |       |       |  |
| A4.3                       | - a service at weekends  | 77.1%  | 80.5% | 82.4%                 | 71.3% <sup>2</sup> | 84%     |       |       |  |
| A5                         | Percentage of people aged 65+ with intensive care needs (plus 10 hours) receiving care at home | 30%    | 30.7% | 31.4%                 | 33.5% <sup>3</sup> | 30%     |       |       |  |
| A6                         | Number of emergency readmissions to hospitals (75+)  | 609    | 678   | -                     | 631 <sup>4</sup>   |         |       |       |  |
| A7                         | Number of service users 65+ with a community alarm package                                     | 1,927  | 2,451 | 2,505                 | 2845 <sup>5</sup>  | 2,800   |       |       |  |
| A8                         | Number of service user with an enhanced telecare package <sup>6</sup>                          | -      | 125   | 251                   | -                  | 500     |       |       |  |
| A9                         | Percentage of referrals to Home Care receiving a reablement service                            | -      | -     | 41%                   | -                  | 70%     | 100%  | 100%  |  |

<sup>1</sup> ISD National Delayed Discharge Information

<sup>2</sup> Audit Scotland

<sup>3</sup> Source: SCCBN benchmarking tool. Comparators are: Dundee City, East Ayrshire, Falkirk and West Dunbartonshire.

<sup>4</sup> Ayrshire average 2010/11 – (NA 678 / EA 570 / SA 646)

<sup>5</sup> Comparator Average: Source SG Home Care Return 2011

<sup>6</sup> Enhanced telecare is all equipment additional to a basic smoke alarm or carbon monoxide detector.

| Key Performance Indicators |   |  | Actual |        |                       | Benchmark | Targets |       |       |
|----------------------------|---|--|--------|--------|-----------------------|-----------|---------|-------|-------|
| Ref                        |   |  | 09/10  | 10/11  | 11/12 YTD (31 Dec 11) |           | 12/13   | 13/14 | 14/15 |
| A10                        | Volume of respite care delivered to adults (18 – 64) overnight        |  | 5,318  | 5,163  | 4,761                 | NA        | 5,163   |       |       |
| A11                        | Volume of respite care delivered to adults (18 – 64) day time (hrs)   |  | 18,504 | 16,013 | 12,281                | NA        | .7      |       |       |
| A12                        | Volume of respite care delivered to older people (65+) overnight      |  | 10,394 | 9,912  | 7,455                 | NA        | 9,500   |       |       |
| A13                        | Volume of respite care delivered to older people (65+) day time (hrs) |  | 90,671 | 90,990 | 68,083                | NA        | 91,000  |       |       |

| Ref | Action   | Responsibility                             | Sub-actions |  | Sub-actions  | Success criteria/Desired Outcome  |
|-----|--|--|-------------|--|--|---|
| A1  | Implement plans for the redevelopment of the Dirrans reablement service.   | Head of Service (Community Care & Housing) |             |  | Project Team assigned architectural plans agreed and buildings contractor appointed. | The service has expanded and a Rehabilitation Centre for adults under 65 has been created.  |
| A2  | Establish new supported accommodation model within the former residential unit in Ardrossan.   | Head of Service (Community Care & Housing) |             |  |  | Purpose-built accommodation for service users with a learning disability or a mental health issue has been delivered.                       |
| A3  | Develop a service specification between NAC and NHS to ensure the efficient and effective provision of Addictions Services in North Ayrshire | Head of Service (Children, Families & CJS) |             |  | Development work undertaken and draft service specification document completed       | Introduction of a service specification that signals the objectives and expected outcomes of shared service delivery across North Ayrshire. |

<sup>7</sup> Data collection of this PI is under review as such setting an appropriate target is not possible.

| Ref | Action   | Responsibility                             | Sub-actions | Sub-actions  | Success criteria/Desired Outcome   |
|-----|--|--|-------------|--|--|
| A4  | Establish a Sheltered Housing HUB model to support the Older People Housing Strategy   | Head of Service (Community Care & Housing) |             |  | Older people remain independent in their homes for longer and have greater choice where there is a need for more specialist types of accommodation |
| A5  | Work in partnership with Housing Services to implement the Older People Housing Strategy   | Head of Service (Community Care & Housing) |             |  | Older people remain independent in their homes for longer and are able to make informed choices regarding housing options                          |
| A6  | Design and implement a Care-at-Home Reablement Service   | Head of Service (Community Care & Housing) |             |  | Reduction in the need for Residential Care and/or a reduction in community based care packages for new and existing service users.                 |
| A7  | Support more vulnerable people in their own homes by providing effective Telecare solutions which minimise risk and promote independence | Head of Service (Community Care & Housing) |             | Monitor and report on types and levels of aids and adaptations provided to service users | The independence and autonomy of vulnerable older people has been maintained and they are more able to live safely and securely at home.           |
| A8  | Implement an Ayrshire Out-of-Hours service in partnership with East and South Ayrshire local authorities.                                | Head of Service (Community Care & Housing) |             |  | Help is available from the Emergency Social Work Standby Service outside normal office hours (evenings, weekends and holidays).                    |



| Objective | b) Children and young people are supported to live safely within their own communities |
|-----------|--|
|-----------|--|

| Key Performance Indicators |   | Actual |        |                       | Benchmark          | Targets |       |       |
|----------------------------|---|--------|--------|-----------------------|--------------------|---------|-------|-------|
| Ref                        |   | 09/10  | 10/11  | 11/12 YTD (31 Dec 11) |                    | 12/13   | 13/14 | 14/15 |
| <b>B1</b>                  | Percentage of children on child protection register who were previously de-registered within one year                               | 5%     | 4%     | -                     | -                  | 4%      |       |       |
| <b>B2</b>                  | Percentage Child Protection Investigations completed from recorded initial Child Protection Concerns                                | -      | 73.1%  | 55.9%                 | -                  | 60%     |       |       |
| <b>B3</b>                  | Percentage of Child Protection plans that are circulated to all Case Conference attendees within 5 calendar days of Case Conference | -      | -      | -                     | -                  | 100%    |       |       |
| <b>B4</b>                  | Percentage of Social Background Reports submitted within target time Scottish Children's Reporter Administration                    | 56%    | 57.5%  | 69%                   | 58.1% <sup>8</sup> | 75%     |       |       |
| <b>B5</b>                  | Percentage of Children subject to a Supervision Requirement seen by a Supervising Officer within 15 days                            | 95.1%  | 93.8%  | 99.1%                 | 76.5% <sup>5</sup> | 100%    |       |       |
| <b>B6</b>                  | Percentage of Children in a Kinship Care placement subject to a residence order   | -      | -      | 10%                   | -                  | 15%     |       |       |
| <b>B7</b>                  | Percentage of fostered looked after and accommodated children who are accommodated in an in-house foster placements                 | 61%    | 65%    | 76.5%                 | 78% <sup>7</sup>   | 78%     |       |       |
| <b>B8</b>                  | Volume of overnight respite care provided to children and young people  | 1,568  | 1,664  | 1,254                 | NA                 | 1,600   |       |       |
| <b>B9</b>                  | Volume of day time respite care provided to children and young people   | 11,807 | 16,822 | 8,437                 | NA                 | 12,000  |       |       |

<sup>8</sup> West Dunbartonshire Council Benchmarking Comparator



|            |   |     |       |       |                   |     |      |
|------------|---|-----|-------|-------|-------------------|-----|------|
| <b>B10</b> | Balance of care for LAAC: % children looked after in the community (SOLACE indicator)   | 88% | 90%   | 90%   | 91% <sup>9</sup>  | 90% |      |
| <b>B11</b> | Percentage of substance misusing parents/carers open to addictions services who have a completed Parenting Impact Assessment                          | -   | -     | -     | -                 | 50% | 100% |
| <b>B12</b> | Percentage attendance at Child Protection Case Conferences by Addiction Services where drug and/or alcohol abuse has been identified as a risk factor | -   | -     | -     | -                 | 75% | 100% |
| <b>B13</b> | Percentage of formerly looked after and accommodated children and young people entitled to aftercare in employment, education or training.            | 25% | 45.1% | 30.4% | 37% <sup>10</sup> | 25% |      |
| <b>B14</b> | Number of young people (16+) who have been involved with services, employed as mentors  | -   | -     | 0     | -                 | 4   | 6    |

| Ref       | Action  | Responsibility                             | Sub-actions | Sub-actions  | Success criteria/Desired Outcome  |
|-----------|---|--|-------------|--|---|
| <b>B1</b> | Increase the availability of foster placements for children needing to be 'Looked After'      | Head of Service (Children, Families & CJS) |             | Second quarter target figure for number of new NAC foster placements has been achieved | Increased provision of NAC foster placements.                                       |
| <b>B2</b> | Review and transfer where appropriate all current Kinship Care placements to Residence Orders | Head of Service (Children, Families & CJS) |             |  | Children are routinely provided with a permanent home within their extended family. |

<sup>9</sup> SG CLAS Statistics 2009-10 – LA Average

<sup>10</sup> SG CLAS Statistics 2009-10 – LA Average

| Ref       | Action   | Responsibility                             | Sub-actions | Sub-actions  | Success criteria/Desired Outcome  |
|-----------|--|--|-------------|--|---|
| <b>B3</b> | Work in partnership across Fieldwork Teams and Legal Services to ensure appropriate plans for permanence are actioned timeously.   | Head of Service (Children, Families & CJS) |             |  | Decisions on children's long term needs are taken in a timely manner to ensure they are provided with a permanent home within their extended family.                |
| <b>B4</b> | Re-establish a Forum for looked after young people accommodated in North Ayrshire residential units and monitor outcomes and progress of the Forum   | Head of Service (Children, Families & CJS) |             | Consultative discussions with staff and young people are completed and forum procedures established. . | Looked after young people in North Ayrshire have a platform in which to express their views and share their experiences.  |
| <b>B5</b> | Develop an inter-agency network of Family Support Workers in partnership with Health, Education Services and Housing Services to work directly with vulnerable families to improve early childhood experiences | Head of Service (Children, Families & CJS) |             |  | Vulnerable families are able to access direct practical and organisational support and access local networks, services and activities which benefit their children. |
| <b>B6</b> | Establish a series of 'Family Centres' throughout North Ayrshire in partnership with Health, Education Services and Housing Services to provide integrated support and advice services to vulnerable families. | Head of Service (Children, Families & CJS) |             |  | Families are able to access a range of support services and advice locally in an environment that is familiar and comfortable to them.                              |

| Ref       | Action  | Responsibility                             | Sub-actions | Sub-actions | Success criteria/Desired Outcome   |
|-----------|---|--|-------------|-------------|--|
| <b>B7</b> | Establish a 'Mentoring Project' and provide a pro-social modelling approach to enhance vulnerable children's involvement in mainstream activities within their communities. | Head of Service (Children, Families & CJS) |             |             | Vulnerable 8-16 year olds have developed new skills and enhanced their involvement in mainstream activities. |

| Objective | c) Reduce crime and anti social behaviour and the impact of this on victims and communities |
|-----------|---|
|-----------|---|

| Key Performance Indicators |  | Actual |       |                          | Benchmark                                   | Targets |       |       |
|----------------------------|--|--------|-------|--------------------------|---|---------|-------|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD<br>(31 Dec 11) |   | 12/13   | 13/14 | 14/15 |
| C1                         | Percentage of new CPO clients with supervision requirement seen by supervising officer within a week | -      | -     | 80%                      | Data available from South West Scotland CJP | 100%    |       |       |
| C2                         | Percentage of CPO Unpaid work requirement commenced induction within 5 working days                  | -      | -     | 75%                      | Data available from South West Scotland CJP | 100%    |       |       |
| C3                         | Percentage of individuals on new CPO unpaid work requirement began work placements within 7 days     | -      | -     | 79%                      | Data available from South West Scotland CJP | 100%    |       |       |
| C4                         | Percentage of individuals subject to Level 1 CPO Unpaid Work completed within 3 months               | -      | -     | 70%                      | Data available from South West Scotland CJP | 50%     |       |       |
| C5                         | Percentage of individuals subject to CPO Level 2 Unpaid Work completed within 6 months               | -      | -     | 79%                      | Data available from South West Scotland CJP | 75%     |       |       |
| C6                         | Number of secure remands for under 18  | 9      | 2     |                          | -   | 7       | 5     | 5     |

| Ref | Action   | Responsibility                             | Sub-actions | Sub-actions | Success criteria/Desired Outcome   |
|-----|--|--|-------------|-------------|--|
| C1  | Contribute to the establishment and development of an Ayrshire-wide core team which is dedicated to working with female offenders. | Head of Service (Children, Families & CJS) |             |             | Outcomes for women in the criminal justice system are improved and female offenders are better supported to access existing mainstream services. |

| Ref       | Action  | Responsibility                             | Sub-actions | Sub-actions | Success criteria/Desired Outcome  |
|-----------|---|--|-------------|-------------|---|
| <b>C2</b> | Identify and provide training for staff to allow them to work with convicted Domestic Violence offenders who have been assessed as unsuitable for the Caledonia System.                                     | Head of Service (Children, Families & CJS) |             |             | Staff have the skills required to deliver an effective service to domestic violence offenders         |
| <b>C3</b> | Establish North Ayrshire multi-agency Domestic Violence Team (DVT) and monitor the impact of the new service arrangements.  | Head of Service (Children, Families & CJS) |             |             | The safety of adults and children affected by domestic abuse is increased.                            |
| <b>C4</b> | Complete the implementation of the whole systems approach to youth justice to ensure that 16 – 17 year olds who appear in Court are provided with effective community alternatives to custody.              | Head of Service (Children, Families & CJS) |             |             | Provision of early and effective intervention for young people involved in offence related behaviour. |
| <b>C5</b> | Evaluate the Early & Effective Intervention model to ensure that first time and low tariff young offenders receive a timeous and effective response and are appropriately diverted from statutory measures. | Head of Service (Children, Families & CJS) |             |             | First time and low tariff young offenders are being appropriately diverted from statutory measures.   |

| Ref | Action   | Responsibility                             | Sub-actions | Sub-actions | Success criteria/Desired Outcome  |
|-----|--|--|-------------|-------------|---|
| C6  | Develop mechanism to identify the most vulnerable 18 to 21 year olds who find themselves involved in Court processes and ensure provision of appropriate supports to help reduce or prevent further escalation of offending. | Head of Service (Children, Families & CJS) |             |             | Young offenders aged between 18-21 have reduced their involvement in offending. |

| Objective                  | d) Design, commission and deliver sustainable services efficiently and effectively   |        |       |                       |                     |                   |       |       |
|----------------------------|--|--------|-------|-----------------------|---------------------|-------------------|-------|-------|
| Key Performance Indicators |  |        |       |                       |                     |                   |       |       |
| Ref                        |  | Actual |       |                       | Benchmark           | Targets           |       |       |
|                            |  | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |                     | 12/13             | 13/14 | 14/15 |
| D1                         | Average working days lost to sickness absence per employee   | 14.3   | 7.0   | 9.53                  | 7.4 <sup>11</sup>   | 7.7 <sup>12</sup> |       |       |
| D2                         | Percentage staff that have completed a PPD interview in the last 12 months   | 96%    | 100%  | -                     | -                   | 100%              |       |       |
| D3                         | Percentage of purchased care services covered by a contract  | -      | -     | -                     | -                   | 60%               |       |       |
| D4                         | Percentage of care staff with appropriate qualifications for the level of post held, working in council residential care (older people)              | 65%    | 76%   | 90.2%                 | 87% <sup>13</sup>   | 95%               |       |       |
| D5                         | Percentage of care staff with appropriate qualifications for the level of post held, working in council day care services (adults and older people). | -      | -     | -                     | -                   | 95%               |       |       |
| D6                         | Percentage of care staff with appropriate qualifications for the level of post held, working in council residential care for children                | 60%    | 75%   | 77.1%                 | 71% <sup>14</sup>   | 95%               |       |       |
| D7                         | Number of Older People Service Users in a permanent care home placement  | 852    | 886   | 915                   | 829.8 <sup>15</sup> | 880               |       |       |
| D8                         | Percentage of home care outsourced to external providers   | 27%    | 34%   | 41%                   | -                   | 50%               |       |       |

<sup>11</sup> Average number of days lost through sickness for all North Ayrshire Council staff (including teachers) - 2010/11 actual

<sup>12</sup> The absence target of 7.7 days for Social Services and Health is an overall service figure and is a combination of the targets for APT&C (7 days) and Manual and Craft (9.5 days).

<sup>13</sup> West Dunbartonshire Council Benchmarking Comparator

<sup>14</sup> West Dunbartonshire Council Benchmarking Comparator

<sup>15</sup> Comparator Average (West Dunbartonshire, East Ayrshire, Falkirk Council, Dundee City)

| Ref       | Action  | Responsibility                             | Sub-actions | Sub-actions | Success criteria/Desired Outcome  |
|-----------|---|--|-------------|-------------|---|
| <b>D1</b> | Introduce new Child Protection procedures and ensure compatibility with the Carefirst case management system.             | Head of Service (Children, Families & CJS) |             |             | Children are safer from the risk of harm or neglect and staff are aware of their responsibilities and are able to provide specific advice for certain situations. |
| <b>D2</b> | Review and update the Learning and Development Strategy to reflect workforce needs identified within the Change Programme | Head of Service (Finance & Performance)    |             |             | A revised programme of training is available to support employees in organisational change  |
| <b>D3</b> | Complete the Senior Management Team development programme   | Head of Service (Finance & Performance)    |             |             | Senior managers are enabled to maximise service performance and deliver on strategic objectives.  |
| <b>D4</b> | Ensure that staff who are liable to be registered with the SSSC meet the deadlines for registration and qualification     | Head of Service (Finance & Performance)    |             |             | SSSC registration requirements have been met by all appropriate staff.  |
| <b>D5</b> | Develop overarching 'Commissioning Strategy' for Social Services and Health and implement across all care groups.         | Head of Service (Finance & Performance)    |             |             | Robust processes for the commissioning, procurement and monitoring of purchased services have been implemented.   |
| <b>D6</b> | Implement a Contract Management and Quality Assurance Framework   | Head of Service (Finance & Performance)    |             |             | Service users are receiving the highest quality and safety of service, which meets contractual standards and is continuously improving.                           |



| Ref        | Action   | Responsibility                             | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome   |
|------------|--|--|---|--|--|
| <b>D7</b>  | Implement a strategy for the delivery of financial related advice services throughout North Ayrshire                                       | Head of Service (Finance & Performance)    | Evaluate current service provision and undertake consultative discussions with partner agencies | Identify recommendations and complete report                                     | Consumers are more able to manage their personal finances effectively.   |
| <b>D8</b>  | Develop with Housing Services a performance management framework in relation to the current Housing Protocol for looked after young people | Head of Service (Children, Families & CJS) |   |  | Housing and Children's Services are able to evidence their effectiveness in discharging their duties to looked after young people.                               |
| <b>D9</b>  | Establish transparent Resource Allocation System (RAS) for social care services  | Head of Service (Community Care & Housing) | Completion of Pathfinder exercise by end of July 2012   | Implementation plan for roll out of SDS agreed by end of September 2012          | Service users receive a fair allocation of social care resources according to their level of need.   |
| <b>D10</b> | Introduce revised Self-Directed Support procedures which take account of legislation enacted by the Scottish Government.                   | Head of Service (Community Care & Housing) | Completion of Pathfinder exercise by end of July 2012   | Implementation plan for roll out of SDS agreed by end of September 2012          | NAC Social Services Self-Directed Support procedures are aligned with national policy and guidance.  |
| <b>D11</b> | Test the effectiveness of the path finder for self-directed support (SDS) in respect of the RAS and revised SDS procedures                 | Head of Service (Community Care & Housing) | Completion of Pathfinder exercise by end of October 2012  | Implementation plan for roll out of SDS agreed by end of September 2012          | The RAS and SDS procedures implemented by the service are proven to be fit for purpose.  |
| <b>D12</b> | Complete the service review of ILS and implement plans for the redesign of the service   | Head of Service (Community Care & Housing) | Consult with stakeholder groups and publish findings by end of October 2012                     | Report to Committee and begin implementation of recommendations by February 2013 | Transformational change has been achieved, ensuring ILS service users are receiving an efficient and effective service that meets the requirement of Best Value. |

| Ref        | Action   | Responsibility                             | Sub-actions   | Sub-actions   | Success criteria/Desired Outcome   |
|------------|--|--|---|---|--|
| <b>D13</b> | Implement a service-wide programme of self-evaluation which meets the requirements of Care Inspectorate  | Head of Service (Children, Families & CJS) |   |   | The service has identified key service strengths and areas where improvement is needed and determined priorities for improvement |
| <b>D14</b> | Develop and implement a suite of Carefirst reports that meet the needs of Team and Senior Managers in relation to the Change Programme.                                    | Head of Service (Finance & Performance)    |   |   | Reporting mechanisms are established that provide detailed intelligence on progress of Change Programme workstreams              |
| <b>D15</b> | Redesign admin support to fit with the requirements defined by the Change Programme workstreams  | Head of Service (Finance & Performance)    |   |   | The service has transformed the way it delivers services with effective support from administrative staff                        |
| <b>D16</b> | Implement a service-wide programme of activities and initiatives as outlined in the 'Maximising Attendance' Action Plan, which are aimed at reducing staff absence levels. | Head of Service (Finance & Performance)    |   |   | Staff absence levels have been reduced and absence targets have been met   |
| <b>D17</b> | Evaluate and develop the use of the IORN scoring tool as a Resource Allocation System  | Head of Service (Community Care & Housing) | Completion of Pathfinder exercise by end of July 2012 | Implementation plan for roll out of SDS agreed by end of September 2012 | The IORN scoring tool has informed the choice of RAS implemented by the service.   |
| <b>D18</b> | Reprovision Montrose Care House (Arran) on a new location and promote an integrated model of care  | Head of Service (Community Care & Housing) |   |   | Montrose House is providing social and health care to support vulnerable older people.   |

| Ref        | Action  | Responsibility                             | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome   |
|------------|---|--|---|--|--|
| <b>D19</b> | Develop a pan-Ayrshire joint equipment service with NHS and partner authorities in South and East Ayrshire                    | Head of Service (Community Care & Housing) | Project Plan to be completed by end of August 2012. | Implementation of Project Plan to begin by end of November 2012. | Collective resources are maximised to ensure a more efficient delivery of services in a respect of equipment                                 |
| <b>D20</b> | Fully implement the agreed model for the management and delivery of Care at Home Services and increase levels of outsourcing. | Head of Service (Community Care & Housing) |   |  | Costs have been reduced and Social Services are maintaining a more sustainable service delivery model.                                       |
| <b>D21</b> | Work in partnership with all key agencies to develop a joint Sensory Impairment service across Ayrshire                       | Head of Service (Community Care & Housing) |   |  | An Ayrshire wide unitary service is providing supportive, cost effective and transformational services for people with a sensory impairment. |

| Objective | e) Work in partnership with service users and carers to maximise their choices and control over their lives and services |
|-----------|--|
|-----------|--|

| Key Performance Indicators |  | Actual |       |                       | Benchmark | Targets |       |       |
|----------------------------|--|--------|-------|-----------------------|-----------|---------|-------|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |           | 12/13   | 13/14 | 14/15 |
| E1                         | Percentage of learning disability service users with a completed Person Centred Plan (PCP)           | -      | -     | -                     | -         | 20%     |       |       |
| E2                         | Percentage of learning disability service users receiving respite accessing short breaks as respite. | -      | 21%   | -                     | -         | 21%     |       |       |
| E3                         | Percentage of learning disability service users accessing employment support activities.             | -      | -     | -                     | -         | 22%     |       |       |
| E4                         | Number of service users accessing Direct Payments (total throughout service year)                    | 53     | 58    | 84                    | -         | 140     |       |       |

| Ref | Action   | Responsibility                          | Sub-actions | Sub-actions | Success criteria/Desired Outcome   |
|-----|--|---|-------------|-------------|--|
| E1  | Work in partnership with MacMillan to mainstream the advice service for people affected by cancer  | Head of Service (Finance & Performance) |             |             | People affected by cancer in North Ayrshire are able to access a service that offers specific cancer-related information and advice. |
| E2  | Work in partnership with stakeholder groups to develop the Social Services employability strategy to increase employment opportunities for service users | Head of Service (Finance & Performance) |             |             | Individuals have been enabled to enter, sustain and progress in the labour market.   |

| Ref       | Action   | Responsibility                             | Sub-actions | Sub-actions | Success criteria/Desired Outcome  |
|-----------|--|--|-------------|-------------|---|
| <b>E3</b> | Undertake a review of Mental Health and Learning Disability Services and consult with key stakeholder groups.                                      | Head of Service (Community Care & Housing) |             |             | The views of staff and service users have informed service improvements in LD and MH.   |
| <b>E4</b> | Facilitate the development of the 3 <sup>rd</sup> Sector and enable them to deliver new and innovative social care services within North Ayrshire. | Head of Service (Finance & Performance)    |             |             | A social enterprise approach has been established and the Third Sector is delivering new and innovative social care services affording greater choice to service users. |

| Objective | f) Engage with and support communities to develop capacity to meet local needs and aspirations. |
|-----------|---|
|-----------|---|

| Key Performance Indicators |   | Actual     |            | Benchmark                | Targets |       |       |
|----------------------------|---|------------|------------|--------------------------|---------|-------|-------|
| Ref                        |   | 09/10      | 10/11      | 11/12 YTD<br>(31 Dec 11) | 12/13   | 13/14 | 14/15 |
| F1                         | Debt Advice indicator (£)   | £6,446,189 | £6,446,189 | £5,278,836               | £6m     | £6m   | £6m   |
| F2                         | Money Matters indicator – income generation for service users (£) | £3,645,338 | £3,645,338 | £3,147,202.7             | +10%    | +10%  | +10%  |

| Ref | Action   | Responsibility                          | Sub-actions | Sub-actions | Success criteria/Desired Outcome  |
|-----|--|---|-------------|-------------|---|
| F1  | Engage with vulnerable service users to maximise disposable income and increase financial capability | Head of Service (Finance & Performance) |             |             | Vulnerable individuals are more able to access and/or use financial services and products which are appropriate to their needs and which enable them to lead a normal 'included' life in society. |



**NORTH AYRSHIRE**  
COUNCIL

**Housing Services**  
**Service Plan 2012 – 2013**

## **(1) What do we do?**

Housing Service's overarching aim is to provide excellent, value for money services to our customers, clients, tenants and those on our housing waiting lists.

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 work links to North Ayrshire Council's corporate plans, including the Council Plan, and reflects the Scottish Government National Priorities and the North Ayrshire Community Planning Partnership (CPP) Single Outcome Agreement.

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

### **Housing Management**

- Managing estates and tenancies
- Minimising voids
- Managing housing waiting lists and lettings
- Maximising our income

### **Homelessness**

- Ensuring that no one sleeps rough
- Ensuring existing homeless become more visible
- Securing sustainable resettlement for people who become homeless
- Reducing the number of people who become homeless in the first place
- Reducing duration of homelessness
- Providing support services to vulnerable groups
- Establishing robust service user involvement

### **Safer Communities**

- Reducing disorderly conduct and nuisance behaviour
- Reducing level of neighbour disputes
- Reducing concerns about personal safety
- Supporting victims of crime and antisocial behaviour

### **Strategic & Enabling Role**

- Meeting peoples housing needs and aspirations
- Meeting the housing needs of rural North Ayrshire
- Meeting housing aspirations amongst people with particular needs
- Delivering new social housing via the strategic housing investment and Council house building programmes
- Maintaining and improving housing quality, environment and services



### **Customer Service & Tenant Involvement**

- Working towards mainstreaming Equalities & Diversity issues across all areas of service provision.
- Providing excellent customer services tailored to the needs of our diverse customer base.
- Providing a good range of housing and repairs information and advice services.
- Continually developing and supporting staff members.
- Maximising the involvement of service users in the planning and delivery of the services.
- Providing tenants with a range of involvement opportunities which meet their diverse needs and characteristics.
- Ensuring that tenants and tenant representatives are able to fully participate through the provision of adequate training, information and resources.
- Listening and responding to feedback that we receive from service users so that they can genuinely influence decision making.

### **Providing Value for Money**

- Securing and managing competitive contractual arrangements with suppliers and service providers to ensure value for money.
- Implementing value for money principles and exploring efficiency opportunities.
- Operating robust financial management processes across the service.

## **(2) Current Performance**

### **During 2011/12 we:**

- Launched and implemented the new Local Housing Strategy 2011–16.
- Launched and implemented the new Antisocial Behaviour and Community Safety Strategy 2011–14.
- Launched and implemented the new Tenant Participation Strategy 2011–14.
- Developed the new North Ayrshire Older People Housing Strategy.
- Continued to drive forward the regeneration of Vineburgh in partnership with Cunninghame Housing Association.
- Successfully completed the construction of a further 40 units of new Council housing at Winton Avenue, Kilwinning.
- Achieved the Scottish Government abolition of priority need homelessness target one year early.
- Continued to develop homeless prevention work and reduced levels of homeless presentations significantly below the Scottish average.
- Commenced a review of the Housing Revenue Account rent structure.

### **Strengths**

- Audit Scotland and Scottish Housing Best Value Network statistics demonstrate that we are a top performing organisation in relation to Allocations, Voids, Rent Arrears and Homelessness.
- Partnership working continues to be at the core of all strategic planning and service delivery with numerous good practice examples highlighted following internal and external scrutiny. (see para 4)

- Customer responsive service with strong performance management Culture.
- Value for money; Scottish Government statistics and Scottish Housing Best Value Network benchmarking analysis show that our staffing costs are amongst the lowest of all Scottish local authorities but our performance is good or excellent across all service areas ('A' rating received from the Scottish Housing Regulator).
- Received external recognition for innovation & service levels from organisations such as the Scottish Government, Investors in People, Customer Service Excellence, Tenant Participation Advisory Service and the HMIE, CoSLA
- Services are delivered with a focus on early intervention & prevention. Good practice examples have been highlighted across housing management functions, homelessness and community safety e.g. There has been a reduction in homeless applications of 49% (1370-766) from 08/09 to 10/11

### **Areas for Improvement**

- The new Scottish Social Housing Charter requires landlords to ensure that their rent structures are consistent and easy to understand, with rent levels reflecting size and other features of the property; in light of this the Council's rent structure is being reviewed.
- Increase community involvement and confidence in identifying local ASB problems, by improving communication links with community groups and raising awareness of available ASB services.
- The Adaptations process requires to be reviewed in partnership with Social Services to improve customer focus and efficiency.
- More effective and efficient working with the owner occupied sector and construction industry to help address the shortfall in affordable housing and maximise available resources.
- Develop improved approach to housing options advice with North Ayrshire Housing Register partners.

### **(3) External factors for 2012/13**

- Increased demand for services due to the current economic environment.
- Response to forthcoming new legislation; in particular the Welfare Reform Bill which will introduce significant changes to the existing system.
- A significant reduction in the availability of Scottish Government funding for the Affordable Housing Programme.
- Failure to involve our customers in shaping future service delivery and assessing performance.

#### **(4) Partnership environment**

Housing Services is committed to strong and effective partnership working across the full range of our services. This commitment was evidenced during inspections by the Scottish Housing Regulator and Her Majesties Inspectorate of Education (HMIE); both of which recognised and commended Housing Services on its approach to partnership working and effective consultation.

For example, while Housing Services has lead responsibility within the Council for antisocial behaviour and community safety issues, we could not provide effective, sustainable services and responses without the involvement and co-operation of our internal and external partners. As partners we aim to prevent and divert antisocial behaviour; intervene promptly in response to emerging problems; share relevant information and use the full range of available resources and powers to address problematic behaviour. Housing Services takes a lead role in this approach by hosting monthly, multi-agency case conferences to agree actions on individual cases of antisocial behaviour; and by working with the Director of Community Safety to identify wider community safety issues for action by a multi-agency tasking and problem-solving group.

In addition to the above the work currently being undertaken in relation to developing the Older People's Housing Strategy is further example of effective partnership working. The key objectives and strategic direction of the strategy have been informed jointly by Housing Services, Social Services, NHS Ayrshire & Arran, local Registered Social Landlords, tenants and residents and other key stakeholders.

The service has an excellent track record of partnership working with tenants in service development. This has been strengthened via the establishment of the North Ayrshire Tenants and Residents Forum, and Sheltered Housing Forum.

#### **(5) Equalities**

We are committed to fulfilling our statutory duty to promote equality and treat people respectfully, fairly and equally across all areas of our business; this includes the provision of housing, homelessness, estate management and antisocial behaviour services. We are also committed to tackling discrimination and harassment in all of our activities and to ensuring that our services are accessible to everyone irrespective of their race, religious belief, disability, gender, age or sexual orientation.

To ensure the above aims are achieved Housing Services has developed service specific equality and accessibility policies; Equality Impact Assessments (EIA's) are also carried out on all new policies, strategic plans and financial decisions. An example of this is the EIA that will be carried out on the review of the adaptations service that is planned for the forthcoming year. This will ensure that any new or revised policy decisions do not adversely affect, or discriminate against, vulnerable tenants and residents with a physical disability or impairment.

## **(6) Performance Management**

### **Performance Management Framework**

Robust performance management is at the heart of our drive to secure continuous improvement and deliver high quality services. Housing Services is committed to providing the best possible service to its customers. We have in place a performance management framework to ensure our plans translate into actions. It sets out how we will deliver good performance.

### **Benchmarking & Peer Review**

The service regularly benchmarks itself via membership of the Scottish Housing Best Value Network, the Scottish Rents Arrears Forum and HQN Rent Income Excellence Network. We are also regularly involved in Peer Reviews with other authorities in order to continually develop our performance.

### **Public Service Improvement Framework (PSIF)**

PSIF is the Council's core approach to self assessment. It is based on the European Foundation for Quality Management (EFQM) Excellence Model and integrates the principles of Best Value with elements of the Investors in People and Customer Service Excellence standards. Housing Services successfully undertook their first PSIF self assessment during 2010 and are committed to the Council's rolling three year programme approved in August 2011.

## **(7) Top level risks**

The top level risks identified below take account of the external factors highlighted within Section 3, "External factors for 2012/13". Actions to mitigate these risks are contained in Section (11), "Action Plan"

| <b>Identified Risk</b>  | <b>Potential Impact</b>   |
|---|---|
| Welfare Reform and Housing Benefit changes  | <ul style="list-style-type: none"><li>• Increase in rent arrears and bad debt resulting in reduced income to the HRA</li><li>• Increase in Homelessness</li><li>• Increased demand for housing options and debt advice services</li><li>• Increased demand for social housing</li></ul> |
| Increased demand for services due to the current economic environment                             | <ul style="list-style-type: none"><li>• Increased pressure placed on existing staffing resources</li><li>• Reduction in quality of service</li><li>• Reduction in satisfaction levels</li></ul>   |
| The reduction in availability of Scottish Government funding for the Affordable Housing Programme | <ul style="list-style-type: none"><li>• Inability to complete key regeneration projects</li><li>• Reduction in Housing Association development programmes</li><li>• Impact on HRA Business Plan target to deliver 50 new units of Council houses per year (for next 10 years)</li></ul> |

| Identified Risk   | Potential Impact   |
|---|--|
|   | <ul style="list-style-type: none"> <li>Failure to address shortage of affordable housing across North Ayrshire Council Ayrshire</li> </ul> |
| Failure to involve our customers in shaping future service delivery and assessing performance | <ul style="list-style-type: none"> <li>We do not to meet our statutory requirements to involve and consult with customers</li> </ul>       |

## (8) Objectives<sup>1</sup>

Housing Service Plan priorities and actions for 2012/13 are aligned to the following Council Plan 2010/13 core objectives;

| Council Plan Core Objective 1                        |  |
|--|--|
| Regenerating our Communities & Increasing Employment |  |
| 1  | To ensure the supply and quality of housing better meets needs and aspirations of North Ayrshire residents |

| Council Plan Core Objective 2 |  |
|-------------------------------|--|
| Protecting Vulnerable People  |  |
| 2                             | To reduce the levels, and fear of, crime and Antisocial Behaviour  |
| 3                             | To provided support and homeless services that meet the needs of our tenants and service users                                 |
| 4                             | To eliminate discrimination and harassment in all of our activities and to ensure that all services are accessible to everyone |

| Council Plan Core Objective 3    |     |
|----------------------------------|-----|
| Improving Educational Attainment |     |
|                                  | N/A |

| Council Plan Core Objective 4              |  |
|--|--|
| Operating More Efficiently and Effectively |  |
| 5  | To actively encourage a culture of tenant and customer engagement that ensures the wider aspirations of our communities are achieved |
| 6  | Provide innovative, efficient value for money services that meet the needs of our tenants and customers                              |

<sup>1</sup> Referenced to Council Plan Core Objectives

**(9) Priorities for 2012/13**

- Launch and implement the new North Ayrshire Older Person Housing Strategy 2012-15.
- Ensure the successful delivery of the new Council House building programme in Redstone Avenue, Kilwinning & Copeland Crescent, Millport.
- Develop a new rent setting policy that ensures rent levels are consistent, easy to understand and reflect size and other features of the property
- Develop and implement an improved approach to housing options advice with North Ayrshire Housing Register partners
- Continue to work with the Director of Community Safety to improve community involvement in addressing antisocial behaviour problems

**(10) Resources**

|   | Staffing<br>FTE as at 31/3/10 | Staffing<br>FTE as at 31/3/11 | Staffing<br>FTE as at 31/1/12 |
|---|-------------------------------|-------------------------------|-------------------------------|
| Housing Management                      | 105                           | 100                           | 101                           |
| HQ & Central Functions                  | 27.6                          | 27.6                          | 27.6                          |
| Homelessness                            | 70                            | 63                            | 63                            |
| Antisocial Behaviour & Community Safety | 48                            | 48                            | 42                            |

**Gross Budget (inc HRA & Non HRA)**

|                                 | 2009/10                | 2010/11                | 2011/12               | Change +/-          |
|---------------------------------|------------------------|------------------------|-----------------------|---------------------|
| HQ/Central Functions            | £ 4,071,139.00         | £ 4,498,817.00         | £ 4,650,373.00        | £151,556.00         |
| Grant Funding/Support Provision | £ 5,127,337.00         | £ 4,220,764.00         | £ 3,933,258.00        | -£287,506.00        |
| Housing Management              | £ 3,273,500.00         | £ 3,364,489.00         | £ 3,548,201.00        | £183,712.00         |
| Homelessness                    | £ 4,492,996.00         | £ 4,048,716.00         | £ 4,063,694.00        | £14,978.00          |
| ASB & Community Safety          | £ 2,521,801.00         | £ 2,485,915.00         | £ 2,364,966.00        | -£120,949.00        |
|                                 | <b>£ 19,486,773.00</b> | <b>£ 18,618,701.00</b> | <b>£18,409,668.00</b> | <b>-£209,033.00</b> |

| Council Plan      | Core Objective 1: Regenerating our Communities & Increasing Employment  |
|-------------------|---|
| Service Objective | 1. To ensure the supply and quality of housing better meets needs and aspirations of North Ayrshire residents |

| Key Performance Indicators |  | Actual |       |                       | Benchmark | Targets          |  |  |  |
|----------------------------|--|--------|-------|-----------------------|-----------|------------------|--|--|--|
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |           | 12/13            | 13/14                                    | 14/15                                    |  |
| 1.1                        | Number of Registered Social Landlord (RSL) housing units reaching completion on a yearly basis | 113    | 88    | Annual                | N/A       | N/A <sup>1</sup> | Dependant on Scottish Government funding | Dependant on Scottish Government funding |  |
| 1.2                        | Number of new build Council housing units reaching completion on a yearly basis                | N/A    | 23    | 40                    | N/A       | N/A <sup>2</sup> | Dependant on Scottish Government funding | Dependant on Scottish Government funding |  |

| Ref | Action  | Responsibility | Sub-actions   | Sub-actions   | Success criteria/Desired Outcome |
|-----|---|----------------|---|---|----------------------------------|
| 1.1 | Ensure all new Council houses are built to lifetime home/secure by design standards and receive a minimum of good 'eco rating.' | DM HQ          | Appropriate accreditation and certification received for new build developments | All appropriate accreditation received and tenant satisfaction with new homes is high |                                  |

<sup>1</sup> Dependant on site start date & construction timeline

<sup>2</sup> Dependant on site start date & construction timeline



| Ref | Action   | Responsibility   | Sub-actions  | Sub-actions                                     | Success criteria/Desired Outcome  |
|-----|--|------------------|--|---|---|
| 1.2 | Ensure the Council house-building project at Redstone Avenue, Kilwinning & Copeland Crescent, Millport are completed on time and within budget | DM HQ            | 56 new units completed by Dec '13                      |   | 56 new units of Council Housing completed within budget and on time and tenant satisfaction with new homes is high  |
| 1.3 | Work with private sector to increase the supply of, and access to, affordable housing  | DM HQ            | Consultation event held July '12                       | Action Plan agreed August '12                   | Closer and more effective working relationship established with private sector resulting in 1/ increased options for addressing shortage in affordable housing and 2/ more efficient use of available resources |
| 1.4 | Ensure the successful completion of the Vineburgh Regeneration Project   | DM East<br>DM HQ | Work toward completing subsequent three phases by 2015 |   | Delivery of a regenerated sustainable community with high levels of civic pride and tenant satisfaction   |
| 1.5 | Launch and implement the new North Ayrshire Older Person Housing Strategy  | DM HQ            | Approved by Council's Executive June '12               | Launch event held Aug '12                       | Strategy launched and all partners working toward agreed outcomes   |
| 1.6 | Develop improved approach to housing options advice with North Ayrshire Housing Register partners  | DM East          | Software purchased and procedures agreed June '12      | Staff trained & new approach introduced Dec '12 | New housing options approach introduced that improves advice to applicants  |

| Council Plan      | Core Objective 2: Protecting Vulnerable People                       |
|-------------------|--|
| Service Objective | 2. To reduce the levels, and fear of, crime and Antisocial Behaviour |

| Key Performance Indicators |  | Actual |       |                             | Benchmark | Targets               |       |       |
|----------------------------|--|--------|-------|-----------------------------|-----------|-----------------------|-------|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12<br>YTD<br>(31 Dec 11) |           | 12/13                 | 13/14 | 14/15 |
| 2.1                        | % of residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark | 45     | 35    | 31                          | N/A       | To be agreed with CPP |       |       |
| 2.2                        | Number of Serious and Persistent Antisocial Behaviour Complaints                               | 201    | 227   | 186                         | N/A       | 240                   | 240   | 240   |

| Ref | Action  | Responsibility | Sub-actions   | Sub-actions | Success criteria/Desired Outcome                       |
|-----|---|----------------|---|-------------|--|
| 2.1 | Improve community involvement in addressing antisocial behaviour problems | PO ASB/CSS     | Develop involvement of tenants & residents network & other community groups Mar '13 |             | Increased confidence in reporting antisocial behaviour |

| Council Plan      | Core Objective 2: Protecting Vulnerable People   |
|-------------------|--|
| Service Objective | 3. To provide support and homeless services that meet the needs of our tenants and service users |

| Key Performance Indicators |   | Actual |                   |                             | Benchmark                                | Targets               |                       |                       |  |
|----------------------------|---|--------|-------------------|-----------------------------|--|-----------------------|-----------------------|-----------------------|--|
| Ref                        |   | 09/10  | 10/11             | 11/12<br>YTD<br>(31 Dec 11) |  | 12/13                 | 13/14                 | 14/15                 |  |
| 3.1                        | % of hostel residents participating in health, leisure & social initiatives               | 40     | N/A               | 78                          |  | 45                    | 47                    | 47                    |  |
| 3.2                        | % reduction in homeless presentations   | 22     | 28.1 <sup>3</sup> | 7.2                         | National reduction of 4% <sup>4</sup>    | Maintain 10/11 levels | Maintain 10/11 levels | Maintain 10/11 levels |  |
| 3.3                        | % of cases re-presenting within 12 months of initial presentation (Perm Acc) <sup>5</sup> | 8.1    | 4.8               | 7.4                         | 5.6 SA <sup>6</sup><br>14th <sup>7</sup> | 8                     | 7.5                   | 7                     |  |
| 3.4                        | % of cases re-presenting within 12 months of initial presentation (Temp Acc)              | 1.7    | 1.9               | 1.7                         | 4.8 SA<br>7th                            | TBC                   | TBC                   | TBC                   |  |
| 3.5                        | % of homeless people deemed to be in priority need  | 91     | 97                | 100                         | 88 <sup>8</sup>                          | 100                   | 100                   | 100                   |  |
| 3.6                        | % of lets to homeless   |        | 29.2              | 26.2                        |  | TBC                   | TBC                   | TBC                   |  |

<sup>3</sup> 766 presentations 28.1% reduction from 09/10

<sup>4</sup> Scottish Government figures to September '09

<sup>5</sup> Please note for 2012/13 PI has been split between Perm/Temp Accommodation to reflect SPI, the actual figures for previous years have been amended to match the SPI return

<sup>6</sup> SA – Scottish Average based on Audit Scotland Report 2010/2011

<sup>7</sup> Scottish rankings based on Audit Scotland Report 2010/2011

<sup>8</sup> Scottish Government Interim target for North Ayrshire

| Ref | Action   | Responsibility              | Sub-actions  | Sub-actions | Success criteria/Desired Outcome  |
|-----|--|-----------------------------|--|-------------|---|
| 3.1 | Develop assessment & support pathways for homeless clients within Temporary Accommodation who suffer from severe alcohol addiction & chaotic lifestyles  | DM HQ                       | Appropriate accommodation and support provided March '13   |             | Accommodation and support pathways in place for People with alcohol/addiction   |
| 3.2 | Plan and manage the implications of Welfare Reform   | DM HQ<br>DM West<br>DM East | Targeted communication to tenants as changes are implemented each year up to and including Mar '13 |             | Impact of welfare reform on individuals is minimised through information and specialist advice<br><br>Impact of welfare reform on HRA income is minimised |
| 3.3 | Provide/offer resettlement support to all homeless clients at point of resettlement irrespective of tenure   | DM HQ                       | Ensure that sustainable resettlement is secured for those who become homeless Dec '12              |             | Support provision in place resulting in a reduction in levels of repeat homelessness  |
| 3.4 | Develop an integrated homeless IT system to ensure that:<br>1/ there is effective and efficient case management and<br>2/ consistent and accurate performance management information is produced | DM HQ                       | Develop system for implementation Dec '12  |             | New integrated homeless IT system fully operational   |

| Ref | Action  | Responsibility | Sub-actions  | Sub-actions  | Success criteria/Desired Outcome   |
|-----|---|----------------|--|--|--|
| 3.5 | Develop a framework to ensure children affected by Homelessness have input to service development & provision | DM HQ          | Agree & implement effective communication strategy<br>June '12 | Children & young people are consulted<br>October '12 | Homeless services are planned and delivered to take account of the needs of children |

| Council Plan      | Core Objective 2: Protecting Vulnerable People  |
|-------------------|---|
| Service Objective | 4. To eliminate discrimination and harassment in all of our activities and to ensure that all services are accessible to everyone |

| Key Performance Indicators |  | Actual |       |                             | Benchmark | Targets |       |       |
|----------------------------|--|--------|-------|-----------------------------|-----------|---------|-------|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12<br>YTD<br>(31 Dec 11) |           | 12/13   | 13/14 | 14/15 |
| 4.1                        | % of equality impact assessments carried out | 100    | 100   | 100                         |           | 100     | 100   | 100   |

| Ref | Action  | Responsibility | Sub-actions                     | Sub-actions   | Success criteria/Desired Outcome   |
|-----|---|----------------|---------------------------------|---|--|
| 4.1 | Housing Service to lead on a cross service review of the adaptation process within North Ayrshire Council | DM HQ          | Produce draft report by Aug '12 | Review completed and revised procedures implemented Dec '12 | Introduction of a more efficient and effective adaptations process that meets the needs of service users |

| Council Plan      | Core Objective 4: Operating More Efficiently and Effectively  |
|-------------------|---|
| Service Objective | 5. To actively encourage a culture of tenant and customer engagement that ensures the wider aspirations of our communities are achieved |

| Key Performance Indicators |  | Actual |       |                          | Benchmark | Targets |       |       |
|----------------------------|--|--------|-------|--------------------------|-----------|---------|-------|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD<br>(31 Dec 11) |           | 12/13   | 13/14 | 14/15 |
| 5.1                        | Number of tenants registered on Tenant Consultation Register   | 349    | 418   | 519                      |           | 450     | 460   | 470   |
| 5.2                        | % of respondents to tenant satisfaction survey who stated the Council is excellent or good   | N/A    | 83    | N/A                      |           | N/A     | 83    | N/A   |
| 5.3                        | % of respondents to survey of residents in Community Warden areas who stated that Wardens had made their area a better place to live | 65     | N/A   | N/A <sup>9</sup>         |           | 65      | N/A   | 65    |

| Ref | Action   | Responsibility | Sub-actions   | Sub-actions | Success criteria/Desired Outcome   |
|-----|--|----------------|---|-------------|--|
| 5.1 | Develop a new role for tenants in relation to assessment of the new Social Housing Charter Standards in line with the Scottish Housing Regulatory requirements | DM West        | Agree a new framework with tenants.<br>Obtain approval from Executive Dec '12 |             | Tenants are aware of their landlord's performance in relation to the standards within the Social Housing Charter |

<sup>9</sup> Survey will be carried out January 2012

| Ref | Action  | Responsibility | Sub-actions                     | Sub-actions               | Success criteria/Desired Outcome                               |
|-----|---|----------------|---------------------------------|---------------------------|--|
| 5.2 | Undertake biennial Tenant Satisfaction Survey | DM West        | Tender Process Completed Nov 12 | Survey Completed March 13 | Information available to gauge & inform levels of satisfaction |



| Council Plan      | Core Objective 4: Operating More Efficiently and Effectively                                   |
|-------------------|--|
| Service Objective | 6. Provide efficient value for money services that meet the needs of our tenants and customers |

| Key Performance Indicators |   | Actual |       |                       | Benchmark                                 | Targets |       |       |  |
|----------------------------|---|--------|-------|-----------------------|---|---------|-------|-------|--|
| Ref                        |   | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |   | 12/13   | 13/14 | 14/15 |  |
| 6.1                        | Spend on supervision & management per property £  | 496    | 528   | Annual                |   | N/A     | N/A   | N/A   |  |
| 6.2                        | Spend on Repairs & Maintenance per property £   | 1298   | 1058  | Annual                |   | N/A     | N/A   | N/A   |  |
| 6.3                        | % of days lost to sickness absence  | 3.4    | 2.9   | 4                     |   | TBC     | TBA   | TBA   |  |
| 6.4                        | Average number of working days per employee lost through sickness absence                   | 7.14   | 6.1   | 4.22                  |   | TBC     | TBA   | TBA   |  |
| 6.5                        | % of rent due in the year that was lost due to voids  | 0.3    | 0.3   | 0.4                   | 1.3 SA <sup>10</sup><br>1st <sup>11</sup> | 1       | 1     | 1     |  |
| 6.6                        | Average time to re-let houses (not low demand)  | 12     | 12    | 14                    | 36 SA<br>1st                              | 16      | 16    | 16    |  |
| 6.7                        | Average time to re-let houses (low demand)  | 15     | 13    | 17                    | 63 SA<br>1st                              | 16      | 16    | 16    |  |
| 6.8                        | Current tenant arrears as a % of net rent due   | 4.1    | 4.02  | 3.1                   | 5.9 SA<br>8 <sup>th</sup>                 | 3.8     | 3.7   | 3.6   |  |
| 6.9                        | % of current tenants owing more than 13 weeks rent excluding those owning less than £250.00 | 2.4    | 2.18  | 1.8                   | 4.1 SA<br>4 <sup>th</sup>                 | 2.2     | 2.1   | 2     |  |
| 6.10                       | % of staff who have had a PPD interview in the last 12 months                               | 100    | 100   | Annual                | N/A                                       | 100     | 100   | 100   |  |

<sup>10</sup> SA – Scottish Average based on Audit Scotland Report 2010/2011

<sup>11</sup> Scottish rankings based on Audit Scotland Report 2010/2011

| Key Performance Indicators |   | Actual |       |                       | Benchmark | Targets |       |       |
|----------------------------|---|--------|-------|-----------------------|-----------|---------|-------|-------|
| Ref                        |   | 09/10  | 10/11 | 11/12 YTD (31 Dec 11) |           | 12/13   | 13/14 | 14/15 |
| 6.11                       | % of stage 2 complaints responded to within 20 working days | 100    | 100   | 100                   | N/A       | 100     | 100   | 100   |

| Ref | Action  | Responsibility   | Sub-actions                             | Sub-actions | Success criteria/Desired Outcome  |
|-----|---|------------------|---|-------------|---|
| 6.1 | Develop and implement a Value for Money Strategy that focuses on procurement and delivery of services             | DM HQ            | Strategy developed by Nov '12           |             | Strategy and value for money principles embedded resulting in more efficient use of available resources |
| 6.2 | Retain Investors in People accreditation for Housing Services   | DM HQ            | Annual review year 3 of 3 May '12       |             | Achieve IIP re accreditation at Gold status   |
| 6.3 | Retain Customer Excellence accreditation for Concierge Service  | DM East          | Annual review year 3 of 3 May '12       |             | Achieve Customer Excellence re accreditation  |
| 6.4 | Successfully implement actions and recommendations contained within the new Housing Revenue Account Business Plan | DM HQ<br>DM West | Annual progress report produced May '12 |             | Report produced demonstrating progress with agreed actions & recommendations                            |

| Ref | Action  | Responsibility | Sub-actions   | Sub-actions | Success criteria/Desired Outcome                              |
|-----|---|----------------|---|-------------|---|
| 6.5 | Develop a new rent structure and rent setting policy in line with the new Housing Revenue Account Business Plan | DM West        | Consultation carried out with North Ayrshire Tenants and Residents Group, Tenants and the HRA Business Plan Group<br>Apr – Jul 12 |             | New consistent, fair and equitable rent structure implemented |
| 6.6 | Seek "Recognised for Excellence" award  | DM HQ          |   |             | Achieve Recognised for Excellence for Housing Services        |





## **Finance and Infrastructure**

### **Service Plan 2012 – 2013**

## **Introduction**

Finance and Infrastructure provides the following diverse range of services:

- Financial Services
- Environment and Related Services, including Building Services
- Infrastructure and Design Services

In addition to a range of front line services, aspects of the service provided by Finance and Infrastructure are corporate in nature, offering advice and support to Elected Members and Services including; financial management, procurement, audit assurance and risk management and corporate property services.

### **(1) What we do?**

#### **FINANCIAL SERVICES**

The Council operates in a fast moving and challenging environment with Financial Services directing the development of short and longer term financial plans and strategies to assist Council Services deliver efficient and cost-effective services at a time of significant budget reductions. Financial Services has a lead role in the financial management of the council's revenue and capital budgets of around £454m (2012-13 figure), covering both general fund services and the housing revenue account. This is underpinned by robust budgetary control procedures.

Around 17% of the council's revenue for its general fund services comes from the billing and collection of council tax. Billing and collection of non-domestic rates is also delivered on behalf of the Scottish Government, with a distribution back to the Council from a Scottish pool. The service also collects around £19.6m of water and wastewater charges on behalf of Scottish Water.

The work of Financial Services can be broken down into the following activities:

**Financial Management** – development of the Council's short and medium-term financial management strategy to support the council's business objectives. Provision of high-quality financial management information and advice to support decision-making by the council. Leading the development of the council's annual revenue and capital budgets and supporting service managers to monitor approved budgets. Preparation of annual accounts and other statutory returns.

**Revenues** – ensuring the effective administration and maximisation of income through the billing and collection of council tax from 66,740 dwellings, non-domestic rates from some 4,888 businesses and sundry debtor invoices where the council has provided goods or services.

**Benefits** – the administration of around 19,800 housing and council tax benefit claims including maximising the take-up of benefit in the community and the identification and prevention of fraudulent benefit claims.

**Payroll** – ensuring the accurate calculation and payment of salaries and wages to around 6,700 employees and 30 elected members; liaison with Strathclyde Pension Fund and Her Majesty's Revenue and Customs. A Payroll service is also provided to several external organisations.

**Risk Management, Insurance and Business Continuity** – ensuring the council is risk aware with effective risk management embedded across Services with appropriate arrangements in place to ensure, as far as possible, business continuity. This is increasingly relevant in the current environment.

**Internal Audit** – providing independent assurance to senior managers and elected members that effective governance and internal control arrangements are in place across the council.

**Corporate Procurement Unit (CPU)** – the development and delivery of a strategic approach to Procurement to ensure the Council achieves Best Value. The CPU is responsible for developing the Council's procurement processes and ensuring adherence to policy and legislation. The CPU is also responsible for developing and implementing the Council's Corporate Procurement Strategy and providing advice and support with tendering exercises and electronic procurement.

**Creditor Payments** – ensuring suppliers and other creditors of the council are paid accurately and promptly.

**Treasury Management** – ensuring the cash flow of the council is maintained, while effectively managing loans and deposits held by the council to support the delivery of the council's capital programmes.

**Cashiers** – the collection and administration of payments received by the council and the provision of a municipal bank service.

## **ENVIRONMENT AND RELATED SERVICES**

The majority of services delivered are governed by statute with supporting Government directives. Services are currently delivered through five business areas together with departmental administrative support. The Service also has an active role in Emergency Planning for North Ayrshire Council

**Waste Services** – Provides a waste collection and recycling service to 66,740 households. A similar service is offered to commercial waste producers, within a competitive market realising an annual income of £1.25m. Four household waste recycling centres are provided together with a landfill site at Shewalton.

**Facilities Management** – Provides catering to 66 schools, 8 residential units, 8 day care facilities, daily community meals, and lunch clubs, in compliance with the standards set down through the Schools (Health Promotion & Nutrition) (Scotland) Act 2007 and Social Care & Social Work Improvement Scotland (SCSWIS). Catering is provided to the public at Tournament café and function catering upon request. The Service also provides cleaning to 205 operational buildings; cleaning of void

Council housing prior to re-letting, janitorial services to schools and nurseries, 62 school crossing patrols and cleaning of 27 public conveniences. Out of hours and weekend services are supplied by a third party and supported by Facilities Management staff;

**Streetscene** – Responsible for maintenance of the ‘green elements’ of public open space totalling some 821 hectares, 14 town centre parks, water courses, sports pitches, tree and woodlands and the provision of seasonal bedding and hanging baskets. It further provides and maintains 111 play facilities. The service removes abandoned vehicles along with the sweeping and cleansing of 1,028 km of highway on a planned programme to ensure they remain free from litter, graffiti, fly-tipping and dog fouling in accordance with a code of practice for street cleanliness and undertakes educational and enforcement activities in support of this. There are approximately 800 burials and interments per year at 22 operational cemeteries and churchyards. A further 16 closed cemeteries are maintained. The service maintains the war and other memorials within North Ayrshire.

**Transport** – Responsible for ensuring that the Councils fleet of some 500 vehicles and heavy plant are maintained and operated in accordance with Road Transport legislation. The Service operates a MOT testing station and through an inspection programme ensures minimum standards are achieved for taxis’ and other licensed vehicles.

**Building Services** – Responsible for carrying out the repair and maintenance of Council owned property in North Ayrshire, of approximately 13,249 houses and 389 non-housing Council properties such as schools, public halls, libraries and offices. The Service undertakes approximately 50,000 individual jobs per year, and generates an annual income in the region of £19m. In order to carry out this work 274 full time and temporary, skilled and semi-skilled tradespersons are employed covering twelve different trades. A four-year apprenticeship programme is also well established with up to 20 apprentices working within the business at any one time. The Service is organised into four operational business units; three housing units and a non-housing unit. The operational units are supported by the commercial support unit, which includes material and procurement, administration and personnel, contract performance and financial management.

## **INFRASTRUCTURE AND DESIGN SERVICES**

Infrastructure and Design Services, as an asset management service, has responsibility for a variety of statutory duties in relation to the legislation affecting roads, housing and Council properties.

The Service is organised into three sections, Housing, Property and Roads.



**Housing** – the management of the Council's Housing stock of 13,249\* houses including:

- Ensuring statutory compliance;
- Implementing the Housing Asset Management Plan and securing SHQS by 2015;
- The design, procurement, contract management and monitoring of capital and revenue funded refurbishment programmes;
- Monitoring the quality and performance of works by contractors.

**Property** – corporate estates management and professional advice for 793 non-Housing assets including:

- Implementation of the Property Asset Management Plan, the Corporate Asset Management Strategy, and leading development of the overarching corporate asset management plan;
- Management of the Central Repairs Accounts;
- Project management of building projects;
- Delivery of the General Services capital programme;
- Lead for Energy and Carbon Management within the Council;
- Management of the commercial and industrial estate portfolio.

**Roads** – managing the Roads Network including:

- The statutory and regulatory functions as the local Roads Authority to manage and maintain some 1,028 km of adopted non-trunk roads and footways, and their associated structures including street lighting, traffic signs and signals;
- Traffic management, road safety, transportation and development control;
- Contract administration of roads, lighting, civil engineering and townscape works;
- Management and implementation of the Roads Asset Management Plan (RAMP).

In addition the service has lead responsibility for responding to winter and weather emergencies, flood risk management, coastal protection and harbours.

## **(2) Current performance**

Finance and Infrastructure's assessments of recent performance (as reported to the Executive and Scrutiny Committee) were:

|                          | 2010/11 | 2011/12 (mid-year) |
|--------------------------|---------|--------------------|
| Overall performance      | Good    | Good               |
| Capacity for improvement | Good    | Good               |

Finance and Infrastructure has achieved the following performance highs:

\* Provided by Housing Services as at 30/9/11

**Customer Focus** – Finance and Infrastructure have continued to improve services provided to customers:

- The Benefits Service and the Council Tax Service achieved Customer Service Excellence accreditation in 2010 and 2011 respectively;
- Almost 100% of Building Services' customers rate the service as good or excellent;
- Building Services was recognised as the top performer out of 21 Scottish public sector organisations in relation to emergency repairs and void re-let times;
- In conjunction with Customer Services, Environment and Related Services and Infrastructure and Design Services have recently introduced an iPhone Application. This provides another means for customers to report faults or log complaints with the Council.

**Continuous Improvement** – the Service aims to improve service delivery within available resources:

- Developed the Council's overarching financial strategy for 2011/16;
- Introduced improved procedures for budget monitoring and reporting;
- For the first time, the Council's financial statements were prepared in accordance with the Code of Practice based on International Financial Reporting Standards (IFRS);
- Received an improved report from Audit Scotland on the Council's Accounts for 2010/11;
- Financial Services led a comprehensive council wide training programme on key council governance documents (Financial Regulations and Standing Orders);
- Led the development of the six corporate Asset Management Plans with specific responsibility for five of the plans: Roads, Housing, Property, Fleet and Open Space;
- Environment and Related Services have developed a Waste Strategy to enable achievement of National and International Waste and Recycling Targets.

### **Contributing to the Corporate Change Agenda**

- Commenced implementation of the outcomes from the Streetscene review which will deliver efficiencies of £1.063m over the period 2012/14;
- Environment and Related Services procured an electronic management tool (ICT based workflow scheduling tool) for Waste Services to improve the efficiency of the service;
- Started to implement proposals to improve delivery of Facilities Management Services with potential to realise savings of £900k between 2012 and 2014;
- The 'revitalise and re-brand' improvement programme for Building Services has identified potential marketing opportunities, new income streams and improved working processes;
- Led the implementation of the Council's Carbon Management Reduction Plan which aims to reduce carbon emissions by 27.5% over a 10 year period from the baseline (2005/06) of 98,347 tonnes. A reduction of 34,109 (34.7%) tonnes of carbon emissions has been achieved up to 2010/11. The Carbon Reduction Plan is ahead of target by almost 11,000 tonnes.

## **Strengths**

- A track record in successfully implementing change based on achievements listed above;
- The Service is delivering high levels of performance, meeting targets against PIs in 80% of indicators;
- The Council has a strong track record of financial management supported by the Council's financial management strategy which was approved by the Executive in August 2011;
- The Service has achieved high levels of customer satisfaction.

## **Areas for improvement**

- Continue to explore options for shared services and partnership working with other local authorities and external organisations;
- Continue to develop procurement resulting in a higher performance being reflected in the Procurement Capability Assessment score;
- Continue to develop the Council's six themed asset management plans;
- Continue to improve performance against the service's performance indicator targets;
- Implement Performance Management Strategy across the service.

### **(3) External factors for 2012-13**

As noted above Finance and Infrastructure Services provide a number of corporate services which impact across Council Services. The external factors highlighted below reflect the corporate and service responsibilities of Finance and Infrastructure Services:

**Financial Environment** – The performance of the global economy continues to be weak with regular downward adjustment to projections of economic growth leading to the potential for further recession. This, coupled with the ongoing Euro crisis, creates greater risk and uncertainty around resources which will be available to fund public services.

**Resource Pressures and Organisational Change** – less resources coupled with increased demand for services due to changing demographic and rising costs have created a gap between income and expenditure over the next few years with an expectation that this will continue beyond the current Spending Review period. The Directorate will lead the development of the medium and long term financial strategy and as a service will contribute to Council-wide savings. The Council has made excellent progress in responding to the financial challenge delivering savings of £22.4m during 2010/11 and 2011/12. Delivery of savings of this magnitude to date creates challenge in delivering further sustainable savings in future years. Significant change and work force resizing will be required.

**Assurance and Improvement Plan (AIP)** – Areas of continued uncertainty for Finance and Infrastructure, reflected in the 2012/13 Assurance and Improvement Plan relate to:

- Governance and Accountability
- Asset Management Planning

These have been downgraded from ‘area of significant risk’ and ‘no significant risk’ since the last AIP. Steps have been taken in 2011/12 to revise the Council’s key documents and provide training to all relevant staff, updating them on the Council’s core governance documents. Good progress has also been made in the development of the six Asset Management Plans with a Members seminar and Executive approval of the Asset Plan Action Plans.

**Legislation** – A range of legislative frameworks and codes of practice govern the delivery of the majority of the Directorate’s Services. The Directorate will provide services that meet the requirements of new or current legislation including:

- New Regulations in relation to Scotland’s Zero Waste Plan
- Control of Asbestos Regulations (2006)
- The Flood Risk Management (Scotland) Act 2009
- Decriminalisation of Parking Enforcement (DPE)
- Welfare Reform Bill 2011

The Scottish Government published a new national Waste Management Plan (Zero Waste Plan) on 9 June 2010 setting out the future direction of waste management for Scotland and has published the draft Zero Waste (Scotland) Regulations 2011. The amount of recycled waste will be increased and treatment options will be developed for bio-degradable waste currently sent to landfill. The draft regulations are intended to implement the regulatory changes required to deliver the key actions contained within the new Zero Waste Plan.

The ‘Control of Asbestos Regulations (2006)’ require the enforcement of asbestos certificates to reduce potential exposure to asbestos fibres.

The Flood Risk Management (Scotland) Act 2009 provides a framework for reducing overall flood risk and the Council will work with the Scottish Environment Protection Agency (SEPA) to develop a new approach.

Decriminalisation of Parking Enforcement (DPE) will see responsibility for enforcing on-street parking move from the Police to local authorities.

Changes to the current Welfare System are being progressed as part of the Government’s solution to the UK deficit. The Welfare Reform Bill 2011 contains a number of reforms that will impact significantly on Communities within North Ayrshire and the structure of Council Services delivering Services at a local level. The abolition of housing benefit and the introduction of a Universal Credit will transform the benefit system for social and private housing claimants. The abolition of council tax benefit and the introduction of a localised benefit scheme together with other benefit reforms including the administration of the Social Fund will present major

challenges to the Council. A Welfare Reform Working Group has been established to identify and assess the implications of each reform prior to implementation.

**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:

- Work with the three Ayrshire Councils towards a Shared Roads Service;
- Work with social services on resourcing issues associated with the integration of health and social services;
- Participation in the Public Sector Property Group;
- Information and advice on energy and carbon management is shared between Energy Officers through the Scottish Energy Officers Network (SEON) as well as East and South Ayrshire.

**Political Environment** – Possible political changes following the May 2012 local government elections.

#### **(4) Partnership environment**

Effective partnership working is vital to our service to support the SOA and Council Plans, to drive Service improvements and to meet the recommendations of the Christie Commission. Finance and Infrastructure has a range of partnership arrangements in place with internal services, other local authorities and external organisations including:

- Ayrshire Joint Waste Group (North, East and South) for the procurement of a residual waste treatment facility;
- Housing Quality Network (HQN);
- Irvine Bay Urban Regeneration Company;
- Jobcentre Plus, the Pension Service and HM Revenues and Customs to ensure all aspects of benefits claims and fraud investigations are considered in a joined up manner;
- People in Places, working with Keep Scotland Beautiful on environmental issues;
- Civil Contingencies Planning Liaison Group for emergency planning issues;
- Scotland Excel to maximise collaborative purchasing opportunities.
- Scottish Futures Trust;
- Society of Chief Officers of Transportation in Scotland (SCOTS);
- Strathclyde Partnership for Transport (SPT).

#### **(5) Equalities**

Finance and Infrastructure are committed to fulfilling our 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 within the community and that equality is promoted.

EIAs assist in achieving the Council Plan priority to reduce disadvantage and promote equal opportunities. Carrying out an EIA involves systematically assessing the likely effects of policies or budget decisions on the community.

By carrying out EIAs when developing policies, these 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.

## (6) Top level risks

Likelihood (out of 6) x Impact (out of 4) = Max of 24

|   |                                    |
|---|------------------------------------|
| <b>Risk - Welfare Reform</b><br>The risk to be managed by Financial Services relates to the impact this change will have upon the service to the customer and staff and the ability to recover income due to the Council. There is also the wider financial risk where demand for services may increase e.g. homelessness, social services. | <b>Risk Rating</b><br><br>6x3 = 18 |
| <b>Current Controls</b><br>Welfare Reform Group established to meet monthly. Remit of group to identify, co-ordinate and respond to implications of reforms, keeping Members and the CMT updated.<br><br>Operational plans for Benefits for 2012/13 contain associated actions to minimise the impact of any reforms within 2012/13.        |                                    |
| <b>Service Plan Action:</b><br><br>E06 – Welfare Reform Group to identify and assess the implications of each reform prior to implementation.<br>E07 – Manage the migration of the welfare reforms into Revenues and Benefits.  |                                    |
| <b>Risk - Sustainability of Building Services</b><br>The level of investment to improve the quality of the Housing stock will decline over the next two/three years which, unless alternative income streams are secured, will result in a reduction in the number of employees and competitiveness of the service.                         | <b>Risk Rating</b><br><br>4x4 = 16 |
| <b>Current Controls</b><br>This risk is being managed through the implementation of the revitalise and re-brand programme which seeks to modernise current work practices, increase productivity and identify other income streams.   |                                    |



Consultants have been commissioned to analyse the market to assess the most appropriate arms length model, timing of entry to the market and external market opportunities which will minimise or mitigate the risk of market failure.

A Business Manager has been recruited to develop a transformation programme; this will encompass staff motivation, development and direction.

**Service Plan Action:**

E20 – Develop and deliver the chosen sustainable business model for Building Services.

E21 – Continue to monitor delivery of a value for money service.

|   |   |
|---|---|
| <p><b>Risk - Fraud</b><br/>The risk relates to the increasing frequency of identity and creditor fraud and the level of sophistication and preparation undertaken prior to the attacks.</p>   | <p><b>Risk Rating</b><br/><br/>5x3 = 15</p> |
| <p><b>Current Controls</b><br/>Current governance arrangements have been reviewed in line with advice from sector professionals.</p> <p>Financial Services, with support from the Council's Internal Audit Section, will continue to undertake a systematic review of its procedures and controls for the payment of invoices and housing and council tax benefit.</p> <p>Refund procedures for council tax, non-domestic rates, sundry debtors and housing benefit overpayments have also been checked and strengthened to prevent the loss of public funds.</p> |   |
| <p><b>Service Plan Action:</b><br/>E10 – Strengthen the Council's approach to risk management.</p>  |   |

|   |   |
|---|---|
| <p><b>Risk - Failure to maintain road network to an acceptable standard</b><br/>The risk is that the approved budgets do not provide sufficient funding to halt the decline in the condition of the road network.</p>   | <p><b>Risk Rating</b><br/><br/>5x3 = 15</p> |
| <p><b>Current Controls</b><br/>Priority based risk assessment tool to ensure effective target of resources.</p> <p>Investment decisions are moving towards an asset management based approach.</p> <p>Robust inspection regimes are in place supported by pro-active management and following "Well-maintained Highways" the code of practice for Highway Maintenance Management.</p> |   |
| <p><b>Service Plan Action:</b><br/>E25 – Develop potential shared services in Roads.<br/>D03 – Maintain condition of the priority road network.</p>   |   |

|  |   |
|--|---|
| <p><b>Risk - Financial Environment and Organisational Change</b></p> <p>The risk is that the Council will be required to take increasingly difficult and challenging decisions, potentially operating with increasing levels of risk.</p> <p>North Ayrshire's government grant reduced in both 2010/11 and 2011/12, with a clear indication that resources available for service delivery will reduce in the medium term. This, together with the increasing financial uncertainty associated with the global economic downturn and demographic pressures, impacts on the ability of services to meet need against a backdrop of reducing resources.</p> | <p><b>Risk Rating</b></p> <p>6x2 = 12</p> |
| <p><b>Current Controls</b></p> <p>Development of financial strategy and associated training across services</p>  |   |
| <p><b>Service Plan Action:</b></p> <p>E02 – Consolidation of the Finance function.<br/> E03 – Progress the Council's interim Financial Strategy.<br/> E04 – Update the Financial Strategy.<br/> E05 – To develop a five-year financial planning model that recognises, and is sensitive to key variables</p>   |   |

|   |  |
|---|--|
| <p><b>Risk - Meeting Statutory Waste Management Targets</b></p> <p>The risk to the Council relates to the delay in providing an outline business case for new waste treatment facilities.</p> <p>The Scottish Government has intimated that the final Zero Waste (Scotland) Regulations will be published in early 2012. Until certainty exists on the implications arising from the regulations planning for a waste treatment facility will have to be delayed.</p> | <p><b>Risk Rating</b></p> <p>3x3 = 9</p> |
| <p><b>Current Controls</b></p> <p>A waste strategy and action plan to meet expected targets in the medium term has been completed. The Ayrshire Joint Waste Partnership is developing an outline business case to support the procurement of facilities to meet long term (2020 onwards) expected targets of the European Union and Scottish Government.</p>  |  |
| <p><b>Service Plan Action:</b></p> <p>A02 – Continue the development of Shewalton Landfill Site to enable continued capacity and compliance with the PPC permit<br/> F01 – Implement actions arising from Waste Strategy<br/> F02 – Procure a residual waste treatment facility for the three Ayrshire Councils</p>   |  |



## (7) Objectives

The activities undertaken by Finance and Infrastructure in 2012-13 will contribute to the following key objectives within the Council Plan:

| <b>Council Plan Core Objective 1</b>                          |  |
|---|--|
| <b>Regenerating our Communities and Increasing Employment</b> |  |
| a)  | Our environment is protected and enhanced  |
| b)  | Regenerating our communities and increasing employment                                   |
| <b>Council Plan Core Objective 2</b>                          |  |
| <b>Protecting Vulnerable People</b>                           |  |
| c)  | Health and well being throughout life have improved                                      |
| d)  | Road safety has improved   |
| <b>Council Plan Core Objective 4</b>                          |  |
| <b>Operating More Efficiently and Effectively</b>             |  |
| e)  | Operating More Efficiently and Effectively   |
| f)  | Recycling of waste has increased and the amount of waste going to landfill has decreased |

The Key Performance Indicators and Actions supporting these Objectives are set out at section (11) – Delivery.

## (8) Priorities for 2012-13

The key priorities for Finance and Infrastructure Services during 2012-13 are:

| Priorities  | Action Ref                                       |
|---|--|
| Developing the Council's financial planning and management arrangements for revenue and capital resources via: <ul style="list-style-type: none"> <li>• Delivery of the improvements contained in the Council's interim financial management strategy that will support the Council's medium to long-term financial decisions and help to achieve its priorities within the resources available;</li> <li>• Development of a five-year financial planning model that recognises, and is sensitive to, key variables and delivers responsible and sustainable options;</li> <li>• Strengthening procurement arrangements in partnership with Services and development of a best practice approach to procurement;</li> <li>• Continuing to develop CPAG to progress the Council's Asset Management Plans, ensuring robust investment decisions and effective implementation of capital projects including development of a medium/long term investment strategy for maintaining the Council's road network;</li> </ul> | E03, E04<br><br>E05<br><br>E11<br><br>E12<br>D03 |

|  |                                     |
|--|-------------------------------------|
| <ul style="list-style-type: none"> <li>• Progressing the Action Plans from the five Finance and Infrastructure Asset Plans and continuing to lead the development of the corporate approach to asset management;</li> <li>• Consolidation of the Financial Management function, strengthening financial management at a time of reducing resources.</li> </ul>   | E22<br><br>E02                      |
| <p>Contributing to the Council's transformation agenda by implementing:</p> <ul style="list-style-type: none"> <li>• The new operating models for Waste Services and the Facilities Management Service;</li> <li>• The review of Transport including the new Transport Hub;</li> <li>• The Building Services transformation programme in preparation for the approved long-term sustainable business model for Building Services.</li> </ul> | E17, E18<br><br>E19<br><br>E20, E21 |
| Delivering the Waste Strategy which will ensure the Council achieves the National and International Waste and Recycling Targets.   | F01                                 |
| Continuing to implement the Flood Risk Management Scotland Act (2009), in particular within the Garnock Valley area.   | A04                                 |
| Manage and improve the Council's Housing Stock through delivery of the Housing Business Plan and achievement of SHQS by 2015.  | E26                                 |
| Leading the Welfare Reform Working Group enabling the Council to respond timeously to all changes.   | E06, E07                            |

## **(9) Resources**

The resources available to deliver the Finance and Infrastructure Service priorities are detailed in the table below.

|                                       | Staffing<br>FTE at 1<br>April 2009 | Staffing<br>FTE at 1<br>April 2010 | Staffing<br>FTE at 1<br>April 2011 | Budget<br>2011-12<br>Gross Exp<br>(£m) |
|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|--|
| Financial Services                    | 141.7                              | 146.5                              | 138.7                              | 7.112m                                 |
| Environment and<br>Related Services   | 1240.7                             | 1191.9                             | 1131.9                             | 67.18m                                 |
| Infrastructure and<br>Design Services | 224.4                              | 244.7                              | 223.7                              | 25.3m                                  |

## **(10) Performance Management**

Performance Management is at the heart of the drive by Finance and Infrastructure to secure continuous improvement and deliver high quality services. Finance and Infrastructure are committed to providing the best possible service to customers. To help deliver this, a dedicated Performance Management team has recently been established within the Service.

Finance and Infrastructure is committed to supporting the Council's Performance Management Vision through the following actions:

### **Benchmarking**

Finance and Infrastructure has a range of benchmarks which underpin our performance indicators including:

- APSE, SCOTS, NESI and SOLACE;
- Audit Scotland's Statutory Performance Indicators and family groups;
- CIPFA Director of Finance Performance Indicators;
- Department for Work and Pensions;
- External markets and the private sector;
- Keep Scotland Beautiful;
- Local Authority benchmark groups;
- Scottish Housing Best Value Network.

## **Self Assessment**

Finance and Infrastructure is committed to self-assessment using the Public Service Improvement Framework (PSIF). Each section is working toward the implementation of the action points arising from this exercise. Building Services will undertake a self-assessment during 2012/13. The next phase of PSIF will commence during 2012/13 (excluding Building Services).

## **Awards**

Finance and Infrastructure plans to put forward submissions for excellence and best practice awards to the following:

- Customer Service Excellence Accreditation – Financial Services
- APSE Awards – Environment and Related Services; and Infrastructure and Design Services
- LACA – Local Authority Caterers Association – Environment and Related Services
- Britain in Bloom – Environment and Related Services
- Scottish Waste & Resources Annual Awards – Environment and Related Services
- COSLA Awards – Environment and Related Services; and Infrastructure and Design Services
- Scottish Transport Awards – Infrastructure and Design Services
- Saltire Society of Scotland (Bridges and structures) – Infrastructure and Design Services

## **(11) Delivery**

Details of the actions that Finance and Infrastructure will deliver during 2012/13 are given below, together with the associated performance indicators.

| Objective                  | a) Our environment is protected and enhanced   |        |       |                       |                    |         |        |        |
|----------------------------|--|--------|-------|-----------------------|--------------------|---------|--------|--------|
| Key Performance Indicators |  | Actual |       |                       | Benchmark          | Targets |        |        |
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD (30 Sep 11) |                    | 12/13   | 13/14  | 14/15  |
| A01                        | Overall cleanliness index – local environmental audit & management systems (LEAMS)     | 73     | 73    | 74                    | 74 <sup>1</sup>    | 74      | 74     | 74     |
| A02                        | Percentage of abandoned vehicles removed within 14 days from date of notice            | 100    | 100   | 100                   | N/A                | 100     | 100    | 100    |
| A03                        | Percentage of fly-tipping incidents on public land cleared within 7 days               | -      | -     | 100                   | New PI for 2011/12 | 100     | 100    | 100    |
| A04                        | Percentage of instances of graffiti removed from NAC properties within 7-day timescale | 94.7   | 100   | 92.7                  | N/A                | 97.5    | 97.5   | 97.5   |
| A05                        | Number of properties lying within flood risk areas in the Garnock Valley               | 380    | 380   | 380                   | *                  | Reduce  | Reduce | Reduce |

\* Baseline data to be developed 2012/13 with partners as part of Flood Risk Management Plans

<sup>1</sup> SPI – Scottish Average (2010/11)

| Ref        | Action  | Responsibility                           | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome  |
|------------|---|--|---|--|---|
| <b>A01</b> | Implement the actions of the Litter and Cleansing Strategy  | Head of Environment and Related Services | Review litter and dog bin provision and determine the criteria for future provision. (October 12) | Operate Community Engagement Schemes to improve and enhance a local community (December 12)                    | Maintain performance to achieve levels above minimum standards in respect of Street Cleanliness (LEAMS), Maintenance of Open Spaces (LAMS) and satisfaction with the local environment performance indicators |
| <b>A02</b> | Continue the development of Shewalton Landfill Site to enable continued capacity and compliance with the PPC Permit | Head of Environment and Related Services | Generate energy from Area 2 (November 12)   | Implement long-term Leachate Management Solution (August 12)   | Actions completed providing a 'satisfactory' or better PPC assessment rating from SEPA  |
| <b>A03</b> | Implement Phase 1 of the cemetery wall, paths and roadways repair and re-construction programme                     | Head of Environment and Related Services | Procure Contractors to undertake Phase 1 works (July 2012)  | Complete Phase 1 works and determine Phase 2 works for 2013/14 (March 2013)                                    | Walls, in accordance with programme, are reconstructed to meet acceptable standards of safety and where appropriate in accordance with the requirements of Historic Scotland                                  |
| <b>A04</b> | Continue to implement the Flood Risk Management Act (2009)  | Head of IDS                              | Co-ordinating a partnership arrangement with East and South Ayrshire (June 2012)                  | Continue to progress the upper Garnock Flood Prevention Scheme. Report to Scottish Government by December 2012 | Integrated Flood Risk Management Plan. Obtain flood prevention order  |
| <b>A05</b> | Establish legal framework for DPE   | Head of IDS                              | Survey all existing Waiting Restriction Traffic Regulation Orders (TROs) by May 2012              | Consult on new TROs from July 2012   | All Waiting Restrictions consolidation TROs in place and fully enforceable (March 2013)   |

| Objective | b) Regenerating our communities and increasing employment |
|-----------|---|
|-----------|---|

| Key Performance Indicators |  | Actual |       |                             | Benchmark | Targets |       |       |
|----------------------------|--|--------|-------|-----------------------------|-----------|---------|-------|-------|
| Ref                        |  | 09/10  | 10/11 | 11/12<br>YTD<br>(30 Sep 11) |           | 12/13   | 13/14 | 14/15 |
| B01                        | Total number of apprentices expressed as a percentage of Craft Operatives within Building Services | 5.6%   | 7.3%  | 7.8%                        | N/A       | 10%     | 10%   | 10%   |

| Ref        | Action  | Responsibility                           | Sub-actions                               | Sub-actions | Success criteria/Desired Outcome    |
|------------|---|--|---|-------------|-------------------------------------|
| <b>B01</b> | Co-ordinate the annual apprentice recruitment programme – Building Services | Head of Environment and Related Services | Recruitment campaign initiated – May 2012 |             | 5 Apprentices recruited by Sep 2012 |

| Objective | c) Health and wellbeing throughout life have improved |
|-----------|---|
|-----------|---|

| Key Performance Indicators |   | Actual |       |                       | Benchmark | Targets |       |       |
|----------------------------|---|--------|-------|-----------------------|-----------|---------|-------|-------|
| Ref                        |   | 09/10  | 10/11 | 11/12 YTD (30 Sep 11) |           | 12/13   | 13/14 | 14/15 |
| C01                        | Percentage uptake of school meals – primary schools   | 44.3   | 52.82 | 46.08                 | N/A       | 53      | 53    | 53    |
| C02                        | Percentage uptake of school meals – secondary schools | 34.1   | 39.94 | 41.47                 | N/A       | 43      | 43    | 43    |

| Ref | Action   | Responsibility                           | Sub-actions  | Sub-actions  | Success criteria/Desired Outcome |
|-----|--|--|--|--|----------------------------------|
| C01 | Implement marketing promotion campaign to encourage increased uptake of school meals | Head of Environment and Related Services | Evaluate success of current campaign (August 2012) | Market and promote free school meals through the website and programme discussions with media (September 2012) | Increased uptake of school meals |



| Objective | d) Road safety has improved |
|-----------|-----------------------------|
|-----------|-----------------------------|

| Key Performance Indicators |  | Actual |       |                       | Benchmark         | Targets |        |        |
|----------------------------|--|--------|-------|-----------------------|-------------------|---------|--------|--------|
| Ref                        |  | 09/10  | 10/11 | 11/12 YTD (30 Sep 11) |                   | 12/13   | 13/14  | 14/15  |
| D01                        | Number of people killed or seriously injured in road accidents                 | 66     | 30    | 26                    | 80 <sup>2</sup>   | Reduce  | Reduce | Reduce |
| D02                        | Number of children killed or seriously injured                                 | 7      | 4     | 5                     | 15 <sup>3</sup>   | Reduce  | Reduce | Reduce |
| D03                        | Number of people slightly injured  | 247    | 199   | 170                   | 367 <sup>4</sup>  | Reduce  | Reduce | Reduce |
| D04                        | Percentage of road network that should be considered for maintenance treatment | 40     | 47.8  | Annual indicator      | 37.9 <sup>5</sup> | 46      | 46     | 46     |
| D05                        | Number of public liability claims received relating to the road network        | 100    | 50    | 62                    | 100               | 80      | 70     | 65     |

| Ref | Action   | Responsibility | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome          |
|-----|--|----------------|---|--|---|
| D01 | Implement new Road Safety Plan 2011-2014 in line with Scotland's Road Safety Framework | Head of IDS    | RSP being delivered in all schools by April 2012          |  | Reduction in child casualties             |
| D02 | Provide road safety education in all schools   | Head of IDS    | All primary schools to be visited annually                |  | All primary children safer on the streets |
| D03 | Maintain condition of the priority road network  | Head of IDS    | Investment programme of road repair started by April 2012 | Full and effective spend of capital allocation by Dec 2012 | Road condition survey results stabilised  |

<sup>2</sup> Reported NAC Road Casualties target

<sup>3</sup> Reported NAC Road Casualties target

<sup>4</sup> Reported NAC Road Casualties target

<sup>5</sup> SPI - Scottish Average (2010/11)

| Objective                  | e) The Council is operating more efficiently and effectively   |                  |                  |                          |                    |         |       |       |  |  |
|----------------------------|--|------------------|------------------|--------------------------|--------------------|---------|-------|-------|--|--|
| Key Performance Indicators |  | Actual           |                  |                          | Benchmark          | Targets |       |       |  |  |
| Ref                        |  | 09/10            | 10/11            | 11/12 YTD<br>(30 Sep 11) |                    | 12/13   | 13/14 | 14/15 |  |  |
| E01                        | Number of days lost by Finance & Infrastructure staff due to sickness absence per FTE per annum (days)   | N/A <sup>6</sup> | 7.8 <sup>7</sup> | 7.00                     | 8.00 <sup>8</sup>  | 7.00    | 7.00  | 7.00  |  |  |
| E02                        | Cost of collecting council tax per chargeable dwelling (£)   | 15.88            | 12.17            | 12.89                    | 13.81 <sup>9</sup> | 12.85   | 12.81 | 12.77 |  |  |
| E03                        | Percentage of council tax collected in year  | 93.80            | 93.60            | 93.85                    | 94.7 <sup>10</sup> | 93.90   | 93.95 | 94.00 |  |  |
| E04                        | Percentage of business rates collected in year   | 93.22            | 96.65            | 96.69                    | 96.5 <sup>11</sup> | 96.74   | 96.79 | 96.84 |  |  |
| E05                        | Customer satisfaction levels for the council tax service   | 90.00            | 91.00            | 91.25                    | N/A                | 91.50   | 91.75 | 92.00 |  |  |
| E06                        | The number of invoices paid within 30 calendar days of receipt, as a percentage of all invoices paid (%) | 88.70            | 88.1             | 89.00                    | 88.1 <sup>12</sup> | 90.00   | 90.50 | 91.00 |  |  |
| E07                        | Percentage of all payments made, which are made by electronic means (%)                                  | 81.10            | 86.40            | 85.8                     | 85.6 <sup>13</sup> | 88.00   | 90.00 | 92.00 |  |  |

<sup>6</sup> Not available as this was a newly formed Directorate for 2010/11

<sup>7</sup> Excludes Building Services

<sup>8</sup> North Ayrshire Council absence Target for 2012/13

<sup>9</sup> SPI – Scottish Average (2010/11)

<sup>10</sup> SPI – Scottish Average (2010/11)

<sup>11</sup> CIPFA Directors of Finance Performance Indicator (Scottish Average 2010/11)

<sup>12</sup> SPI – Scottish Average (2010/11) & CIPFA Directors of Finance Performance Indicator (Scottish Average 2010/11)

<sup>13</sup> CIPFA Directors of Finance Performance Indicator (Scottish Average 2010/11)

| Key Performance Indicators |  |  | Actual |       |                       | Benchmark           | Targets                      |       |       |
|----------------------------|--|--|--------|-------|-----------------------|---------------------|------------------------------|-------|-------|
| Ref                        |  |  | 09/10  | 10/11 | 11/12 YTD (30 Sep 11) |                     | 12/13                        | 13/14 | 14/15 |
| <b>E08</b>                 | Gross administration cost per HB/CTB case (£)  |  | 50.33  | 41.31 | 40.60                 | 41.31 <sup>14</sup> | 40.00                        | N/A   | N/A   |
| <b>E09</b>                 | The right time indicator for processing new claims (HB) and changes of circumstance (days)                 |  | 12.9   | 12.7  | 12.5                  | N/A                 | 12.3                         | 12.2  | 12.1  |
| <b>E10</b>                 | Customer satisfaction levels for the benefits service  |  | 90.00  | 90.88 | 91.00                 | N/A                 | 91.50                        | 92.00 | 92.50 |
| <b>E11</b>                 | To achieve improved performance through the Procurement Capability Assessment (%)                          |  | 17     | 27    | 33                    | 32 <sup>15</sup>    | 46                           | 50    | 53    |
| <b>E12</b>                 | Net cost per premises of refuse collection (combined domestic, commercial and domestic bulky uplift) (£)   |  | 73.13  | 68.17 | Annual figure         | 66.22 <sup>16</sup> | 77.94                        | 74.27 | 74.27 |
| <b>E13</b>                 | Net cost per premise of refuse disposal (£)  |  | 74.85  | 83.78 | Annual figure         | 95.61 <sup>17</sup> | 78.48                        | 87.34 | 88.70 |
| <b>E14</b>                 | Gross cost of waste collection per premise (£)   |  | -      | -     | -                     | N/A <sup>18</sup>   | Reduce                       | -     | -     |
| <b>E15</b>                 | Gross cost per waste disposal per premise (£)  |  | -      | -     | -                     | N/A <sup>19</sup>   | Increase due to Landfill Tax | -     | -     |
| <b>E16</b>                 | Percentage of Customer Satisfaction for waste collection based on number of Complaints per 1000 households |  | 97.68  | 97.71 | N/A                   | N/A                 | 97                           | 97    | 97    |

<sup>14</sup> SPI – Scottish Average (2010/11)

<sup>15</sup> Procurement Capability Assessment benchmark information

<sup>16</sup> SPI – Scottish Average (2010/11)

<sup>17</sup> SPI – Scottish Average (2010/11)

<sup>18</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

<sup>19</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

| Key Performance Indicators |   |  | Actual |       |                       | Benchmark                   | Targets |       |       |
|----------------------------|---|--|--------|-------|-----------------------|-----------------------------|---------|-------|-------|
| Ref                        |   |  | 09/10  | 10/11 | 11/12 YTD (30 Sep 11) |                             | 12/13   | 13/14 | 14/15 |
| <b>E17</b>                 | Net cost of cemeteries per head of population (excluding CEC's) (£)   |  | 7.09   | 7.44  | Annual figure         | N/A                         | 4.37    | 4.18  | 4.18  |
| <b>E18</b>                 | Net cost per household for the provision of Grounds Maintenance Services (£)                                    |  | 70.09  | 70.37 | Annual figure         | N/A <sup>20</sup>           | 49.16   | 48.06 | 48.06 |
| <b>E19</b>                 | Percentage of customers who were fairly or very satisfied with the way that Public Open Spaces are looked after |  | N/A    | 72%   | N/A                   | N/A                         | 75      | 75    | 75    |
| <b>E20</b>                 | Net cost per household for the provision of street and other cleaning (£)                                       |  | -      | 59.07 | Annual figure         | 39.26 <sup>21</sup>         | 53.21   | 51.74 | 51.74 |
| <b>E21</b>                 | Net cost of street cleaning per 1,000 population (£)  |  | -      | -     | -                     | N/A <sup>22</sup>           | Reduce  | -     | -     |
| <b>E22</b>                 | Total Cost per lunchtime meal (including cec) (£)   |  | 3.53   | 3.37  | Annual figure         | 2.91 <sup>23</sup>          | 3.31    | 3.14  | 3.14  |
| <b>E23</b>                 | Percentage of emergency repairs complete within target (High)   |  | 99.09  | 99.47 | 99.61                 | 98 (SHBVN) <sup>24</sup>    | 99.5    | 99.5  | 99.5  |
| <b>E24</b>                 | Percentage of right to repair urgent jobs complete within target (Medium)                                       |  | 99.98  | 99.14 | 99.7                  | 96.05 (SHBVN) <sup>25</sup> | 99.6    | 99.6  | 99.6  |

<sup>20</sup> APSE Scottish Average (2010/11)

<sup>21</sup> APSE Scottish Average (2010/11)

<sup>22</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

<sup>23</sup> APSE Scottish Average (2010/11)

<sup>24</sup> Upper Quartile SHBVN (2010/11)

<sup>25</sup> Upper Quartile SHBVN (2010/11)

| Key Performance Indicators |   |  | Actual      |             |                       | Benchmark                   | Targets      |              |               |
|----------------------------|---|--|-------------|-------------|-----------------------|-----------------------------|--------------|--------------|---------------|
| Ref                        |   |  | 09/10       | 10/11       | 11/12 YTD (30 Sep 11) |                             | 12/13        | 13/14        | 14/15         |
| <b>E25</b>                 | Percentage of routine repairs complete within target (Low)  |  | 94.90       | 95.98       | 96.5                  | 95.83 (SHBVN) <sup>26</sup> | 96           | 96           | 96            |
| <b>E26</b>                 | Percentage of void property repairs complete within target (% of 3 day void)                                      |  | 98.03       | 99.38       | 91.3                  | N/A                         | 96           | 96           | 96            |
| <b>E27</b>                 | Percentage of void property repairs complete within target (% of 6 day void)                                      |  | 99.91       | 98.37       | 84.65                 | N/A                         | 90           | 90           | 90            |
| <b>E28</b>                 | Percentage of void property repairs complete within target (% of 20 day void)                                     |  | 99.53       | 97.85       | 90.91                 | N/A                         | 92           | 92           | 92            |
| <b>E29</b>                 | Percentage of non-Housing repairs complete within target  |  | 79.79       | 85.84       | 87.62                 | N/A                         | 88           | 88           | 88            |
| <b>E30</b>                 | Percentage of repairs completed within target times   |  | -           | -           | -                     | N/A <sup>27</sup>           | Increase     | -            | -             |
| <b>E31</b>                 | Number of houses meeting the Scottish Housing Quality Standard (% of stock)                                       |  | 6,055 45.4% | 9,046 (68%) | 69%                   | 53.6% <sup>28</sup>         | 11,393 (85%) | 12,460 (90%) | 13,250 (100%) |
| <b>E32</b>                 | Percentage of external customers satisfied – Building Services  |  | 98.7        | 99.6        | 96.95                 | N/A                         | 97           | 97           | 97            |
| <b>E33</b>                 | Percentage of aids and adaptation completed within the Housing Stock completed within target by Building Services |  | 82.55       | 86.62       | 97.46                 | N/A                         | 95           | 95           | 95            |
| <b>E34</b>                 | Total finance cost per 1,000 employees (FTE)  |  | -           | -           | -                     | N/A <sup>29</sup>           | Reduce       | -            | -             |

<sup>26</sup> Upper Quartile SHBVN (2010/11)

<sup>27</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

<sup>28</sup> SPI – Scottish Average (2010/11) & Solace – improving local government indicator

<sup>29</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

| Key Performance Indicators |   |  | Actual |       |                       | Benchmark           | Targets  |       |       |
|----------------------------|---|--|--------|-------|-----------------------|---------------------|----------|-------|-------|
| Ref                        |   |  | 09/10  | 10/11 | 11/12 YTD (30 Sep 11) |                     | 12/13    | 13/14 | 14/15 |
| <b>E35</b>                 | Cost of maintenance per kilometre of road (£)   |  | 3,979  | 4,082 | Annual indicator      | N/A <sup>30</sup>   | 3,650    | 3,600 | 3,550 |
| <b>E36</b>                 | Percentage of public service buildings that are suitable and accessible to disabled people  |  | 66.4   | 70    | Annual indicator      | N/A <sup>31</sup>   | 70       | 70    | 70    |
| <b>E37</b>                 | Percentage of council dwellings that are energy efficient                                   |  | -      | -     | 95                    | N/A <sup>32</sup>   | 98       | 99    | 100   |
| <b>E38</b>                 | Gross property costs of the operational estate as a percentage of the gross revenue budget  |  | -      | -     | -                     | N/A <sup>33</sup>   | Reduce   | -     | -     |
| <b>E39</b>                 | Percentage of gross internal floor-space in condition categories A-B (good or satisfactory) |  | -      | -     | -                     | N/A <sup>34</sup>   | Increase | -     | -     |
| <b>E40</b>                 | Energy costs/consumption spend per m2 (gas, electricity, oil, solid fuel)                   |  | -      | -     | -                     | N/A <sup>35</sup>   | Reduce   | -     | -     |
| <b>E41</b>                 | Operational property as a percentage of total portfolio                                     |  | -      | -     | -                     | N/A <sup>36</sup>   | Reduce   | -     | -     |
| <b>E42</b>                 | The proportion of operational accommodation that is suitable for current use.               |  | 89.2%  | 88.6% | Annual indicator      | 73.7% <sup>37</sup> | 90%      | 90%   | 90%   |
| <b>E43</b>                 | Percentage of F&I Staff who have had a PPD interview  |  | 92     | 96    | 99                    | N/A                 | 100      | 100   | 100   |

<sup>30</sup> Solace – improving local government indicator

<sup>31</sup> Audit Scotland SPI & Solace – improving local government indicator

<sup>32</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

<sup>33</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

<sup>34</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

<sup>35</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

<sup>36</sup> Solace – improving local government indicator – baseline and targets to be developed 2012/13

<sup>37</sup> Audit Scotland – SPI (Scottish Average)

| Ref        | Action  | Responsibility  | Sub-actions   | Sub-actions   | Success criteria/Desired Outcome  |
|------------|---|-----------------|---|---|---|
| <b>E01</b> | To enhance and develop a culture of performance across Finance and Infrastructure                       | Head of Finance | All performance data, actions, milestones and reports for 2012-13 updated to Covalent (Sept 2012) | Introduction of a unit cost and benchmarking methodology across all Services (March 2013) | Performance data to be input to Covalent by Sept 2012<br><br>Unit cost methodology in place across all Services |
| <b>E02</b> | Consolidation of the Finance Function   | Head of Finance | Structure fully implemented (October 2012)  |   | New structure implemented. Risk relating to business change, restructure and efficiency savings mitigated       |
| <b>E03</b> | Progress the Council's interim financial strategy   | Head of Finance | Develop options for a priority-based approach to determining future years' budgets (August 2012)  |   | Options identified and submitted to the Executive for consideration   |
| <b>E04</b> | Update the Financial Strategy   | Head of Finance | Update complete by July 2012  |   |   |
| <b>E05</b> | To develop a five-year financial planning model that recognises, and is sensitive to, key variables     | Head of Finance | Develop a five-year financial planning model (June 2012)  | Executive approve model (July 2012)   | Five-year financial planning model approved by the Executive  |
| <b>E06</b> | The Welfare Reform Group to identify and assess the implications of each reform prior to implementation | Head of Finance |   |   |   |

| Ref        | Action   | Responsibility  | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome   |
|------------|--|-----------------|---|--|--|
| <b>E07</b> | Manage the migration of the welfare reforms into revenues & benefits   | Head of Finance | Introduce a new localised benefit scheme (March 2013)   | Migrate the Benefits Investigation Service to a single fraud service | Public Service Improvement Framework action plan complete for year 1. Risks arising from Welfare Reform are mitigated  |
| <b>E08</b> | Customer Service Excellence accreditation retained by the Council Tax Service  | Head of Finance | Customer Service Excellence accreditation assessed externally through 1 <sup>st</sup> year health check (July 2012)   |  | Customer Service Excellence retained by Council Tax  |
| <b>E09</b> | Target resources at specific areas of the community where intelligence indicates that benefits are not being claimed as appropriate          | Head of Finance | Benefit uptake strategy implemented throughout the community (September 2012)   | Benefits uptake in targeted areas improves (March 2013)              | Housing Benefit and Council Tax Benefit payments increased   |
| <b>E10</b> | Strengthen the council approach to risk management   | Head of Finance | Proposals to CMT (March 2012)<br>Service risks on Covalent (November 2012)  | Strategic risk register on Covalent (March 2013)                     | Risk register and service risks updated to Covalent  |
| <b>E11</b> | Support the council in achieving our procurement potential, through development of an effective procurement strategy                         | Head of Finance | Procurement data including adherence to strategy, contract management etc gathered from services prior to CPA assessment carried out by Scotland Excel (Nov 12) | Strategy agreed by CMT / executive annually March 2013               | Procurement strategy approved and implemented.<br>Improve the CPA score<br><br>Drive down costs and improve efficiency |
| <b>E12</b> | To develop CPAG to ensure delivery of capital investment programme, to avoid slippage and to ensure compliance with the Council's priorities | Head of Finance | Capital programme reviewed (Sept 2012)  | Capital programme reviewed (March 2013)                              | Capital programme monitored robustly and capital spend is on track to meet the Council's priorities                    |



| Ref        | Action  | Responsibility                           | Sub-actions  | Sub-actions  | Success criteria/Desired Outcome   |
|------------|---|--|--|--|--|
| <b>E13</b> | Implementation of Electronic Payslips for office based employees with intranet access | Head of Finance                          | Pilot roll out to Cunninghame House employees (June 2012)                                      |  | Removal of paper payslips from office based employees with intranet access                                   |
| <b>E14</b> | To develop HR/Payroll in readiness for the introduction of HMRC RTI Data exchange     | Head of Finance                          | Commence software testing (Oct 2012)   |  | Software upgrade meets HMRC requirements   |
| <b>E15</b> | To develop systems and practices in readiness for workplace pension changes           | Head of Finance                          | First draft of new operational procedures for payroll / HR staff                               |  | Procedures updated ready for implementation of auto enrolment  |
| <b>E16</b> | Complete the implementation of the Streetscene Services delivery model                | Head of Environment and Related Services | Procure and commence implementation of an ICT based workflow management system (December 2012) | Establish SVQ programme for Streetscene operatives (December 2012) | Cost of service delivery reduced and skills of employees increased   |
| <b>E17</b> | Implement actions arising from review of Facilities Management                        | Head of Environment and Related Services | Commence pilot schemes for Hub and Spoke Catering System (August 2012)                         | Evaluate Hub and Spoke pilot (December 2012)                       | Facilities Management service provides a cost efficient service  |
| <b>E18</b> | Logistics review of waste collection round layout and working patterns                | Head of Environment and Related Services | Revised Round Layouts finalised and implementation agreed with Trade Unions (October 2012)     | Commence implementation of new rounds (January 2013)               | Revised round layouts and working patterns implemented realising a reduction in the cost of service delivery |
| <b>E19</b> | Implement 'transport hub' concept   | Head of Environment and Related Services | Complete mapping of journeys (September 2012)  |  | Reduction in number of operational vehicles and cost of providing transportation to support Council services |

| Ref        | Action   | Responsibility  | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome   |
|------------|--|---|---|--|--|
| <b>E20</b> | Develop and deliver the chosen sustainable business model for Building Services            | Head of Environment and Related Services              | Agree future Service delivery model (June 2012)                                     | Identify future areas of growth to increase income streams (June 2012)   | A clear strategic direction is formalised for the delivery of a new sustainable business model   |
| <b>E21</b> | Continue to monitor delivery of a value for money service by Building Services             | Head of IDS/ Head of Environment and Related Services | Benchmark the Service's pricing structure to assess if Best Value is being provided | Infrastructure and Design Services will: <ul style="list-style-type: none"> <li>• Undertake an annual internal audit review</li> <li>• Arrange a full Best Value review every 3 years by external consultants</li> </ul> | Value for money criteria is established and Building Services' performance is measured against this with any identified gaps being addressed   |
| <b>E22</b> | Progressing the Action Plans from the five Finance and Infrastructure Asset Plans          | Head of IDS/ Head of Environment and Related Services |   |  | To develop a more robust approach to managing core assets, ensuring optimal operation of the assets supporting the delivery of corporate goals |
| <b>E23</b> | Improve customer satisfaction of service within IDS  | Head of IDS   | Internal customer surveys complete by June 2012                                     | External surveys complete by July 2012   | Customer satisfaction improves   |
| <b>E24</b> | Implement Corporate Landlord   | Head of IDS   | Staff re-structure by October 2012  | Property budgets realigned by April 2013   | Corporate landlord team fully established by April 2013  |
| <b>E25</b> | Develop potential shared services in roads   | Head of IDS   | Develop full business case (June 2012)  |  | More efficient services across Ayrshire  |
| <b>E26</b> | Ensure all social housing stock meets the Scottish Housing Quality Standard (SHQS) by 2015 | Head of IDS   | To be developed on completion of House Condition Surveys                            | Implement Standard Delivery Plan from April 2012   | All Council Houses improved to established quality standard  |

| Objective                  | f) Recycling of waste has increased and the amount of waste going to landfill has decreased |        |        |                       |                                |         |        |        |  |  |
|----------------------------|---|--------|--------|-----------------------|--------------------------------|---------|--------|--------|--|--|
| Key Performance Indicators |   |        |        |                       |                                |         |        |        |  |  |
| Ref                        |   | Actual |        |                       | Benchmark                      | Targets |        |        |  |  |
|                            |   | 09/10  | 10/11  | 11/12 YTD (30 Sep 11) |                                | 12/13   | 13/14  | 14/15  |  |  |
| F01                        | Amount of Biodegradable MSW disposed of at landfill (Tonnes)                                | 29,271 | 26,451 | 13,785                | N/A                            | 22,549  | 21,597 | 20,645 |  |  |
| F02                        | Percentage of municipal waste recycled and composted  | 40.8   | 43.5   | 50.7                  | 38.2 <sup>38</sup>             | 47      | 51     | 54     |  |  |
| F03                        | Tonnage of Municipal Solid Waste (MSW) collected  | 85,518 | 84,483 | 45,900                | 99,915                         | 80,294  | 80,294 | 80,550 |  |  |
| F04                        | Tonnes of household waste collected per household   | 1.10   | 1.08   | 0.59                  | N/A                            | 1.02    | 1.02   | 1.02   |  |  |
| F05                        | Percentage of waste reused  | 0.48   | 0.42   | 0.36                  | N/A                            | 0.53    | 0.53   | 0.81   |  |  |
| F06                        | Percentage of household waste recycled and composted  |        |        |                       | New PI for 11/12 <sup>39</sup> | 55      | 58     | 61     |  |  |

<sup>38</sup> SPI – Scottish Average (2010/11) & Solace – improving local government indicator

<sup>39</sup> SEPA indicator

| Ref        | Action  | Responsibility                           | Sub-actions   | Sub-actions  | Success criteria/Desired Outcome   |
|------------|---|--|---|--|--|
| <b>F01</b> | Implement actions arising from Waste Strategy                         | Head of Environment and Related Services | Increase the range of materials collected for recycling (June 12) | Commence implementation of food waste collections (December 12)                                      | Implementation of the actions within the strategy will deliver increased performance against the range of waste and recycling performance indicators |
| <b>F02</b> | Identify solution for the long-term treatment of residual waste       | Head of Environment and Related Services | Complete options appraisal (September 2012)                       |  | A approach to reduce the amount of waste disposed of to landfill in line with Scotland's Zero Waste Plan is agreed                                   |
| <b>F03</b> | Improve facilities at Household Waste Recycling Centre (HWRC)         | Head of Environment and Related Services | Complete Largs HWRC improvement works (July 12)                   | Increase range of single material streams. (August 2012)   | Quantity and Quality of recyclable material collected at the HWRC's will increase  |
| <b>F04</b> | Engage the third sector to increase the re-use of household recycling | Head of Environment and Related Services | Provide re-use container at HWRC's (September 2012)               | Appoint advisor to assist with re-use project. Procurement through Zero Waste Scotland (August 2012) | Third sector utilised to deliver some re-use waste management services and amount of material re-used increases                                      |

---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 9**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Policy Boards**

---

**Purpose:** To seek approval to establish 6 cross-party Policy Boards to assist in the preparation of policy proposals for consideration by Cabinet.

---

**Recommendation:** That Cabinet (a) agrees to the establishment of 6 cross-party Policy Boards to support its work; and (b) requests that the Chief Executive brings forward detailed remits for these Boards to the next meeting.

---

#### **1. Introduction**

- 1.1 The Council, at its Statutory Meeting on 16 May 2012, agreed to establish a Cabinet/Scrutiny-type decision making structure for the effective running of its business.

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

- 2.1 In light of the anticipated work programme for Cabinet, it is considered that there is a need to create cross-party Policy Boards reflecting the portfolios of Cabinet. The Policy Boards will assist in the preparation of policy proposals for consideration by Cabinet.
- 2.2 Cabinet Portfolios/portfolio holders are as follows:
- Strategy, Community Planning Partnership & Community Health Partnership (Councillor Willie Gibson)
  - Community and Culture, Policy & Service Reform (Councillor Alan Hill)
  - Economy and Employment (Councillor Marie Burns)
  - Health and Social Care (Councillor Anthea Dickson)
  - Education Attainment and Achievement (Councillor Tony Gurney)
  - Finance & Corporate Support (Councillor Alex McLean)
  - Environment & Infrastructure (Councillor John Ferguson)

### 3. Proposals

- 3.1 In accordance with the priorities identified in the Council Plan, Cabinet is invited to consider the establishment of 6 cross-party Policy Boards, each consisting of up to ten Elected Members and Chaired by the relevant Portfolio holder as detailed below:

| Policy Board  | Remit in Brief  |
|---|---|
| <b>Education Attainment and Achievement</b><br><i>(Chaired by Councillor Tony Gurney)</i> | <p>The Education Attainment and Achievement Policy Board will develop council views around key aspects of policy which impact on educational outcomes:</p> <ul style="list-style-type: none"> <li>• improving positive destinations of school leavers</li> <li>• closing attainment gap between socially advantaged and disadvantaged groups to improve social mobility</li> <li>• develop a culture of high aspirations and expectations</li> <li>• increasing family and children's involvement and engagement in education from the earliest stages</li> </ul> |
| <b>Economy and Employment</b><br><i>(Chaired by Councillor Marie Burns)</i>               | <p>The Economy and Employment Policy Board will develop the Council's response to the challenges presented by the economy and high levels of unemployment.</p> <p>This Board will oversee the work of the Council in support of the North Ayrshire Economic Development and Regeneration Board chaired by Professor Alan McGregor.</p>  |

| Policy Board  | Remit in Brief   |
|---|--|
| <b>Health and Social Care</b> (inc. Integration & Housing)<br><i>(Chaired by Councillor Anthea Dickson)</i> | <p>The Health and Social Care Policy Board will develop Council views around key aspects of policy which impact on health outcomes. This will include issues relating to social care and housing services:</p> <ul style="list-style-type: none"> <li>● Improving health outcomes for adults in North Ayrshire</li> <li>● Developing joint services with the NHS and other key partners</li> <li>● Improving outcomes for vulnerable children and their families in North Ayrshire</li> <li>● Improving child, adult and public protection outcomes in North Ayrshire</li> </ul> |
| <b>Environment and Infrastructure</b><br><i>(Chaired by Councillor John Ferguson)</i>                       | <p>The Environment and Infrastructure Policy Board will oversee the work of the Council on:</p> <ul style="list-style-type: none"> <li>● Developing Environmental Sustainability</li> <li>● Developing the medium/long term Waste Strategy</li> <li>● Developing environmental management in our communities</li> <li>● Improving infrastructure investment planning through effective asset management</li> <li>● Building Services Review.</li> </ul>  |

| <b>Policy Board</b>   | <b>Remit in Brief</b>   |
|---|---|
| <b>Finance and Corporate Support</b><br>(Chaired by Councillor Alex McLean) | The Finance and Corporate Support Policy Board will oversee the work of the Council on: <ul style="list-style-type: none"> <li>● Developing the Capital Investment Strategy</li> <li>● Developing the medium and long term Revenue Strategy</li> <li>● Leading the Council's response to Welfare Reform</li> <li>● Leading the Council's Risk Management Strategy.</li> </ul> |
| <b>Community Empowerment</b><br>(Chaired by Councillor Alan Hill)           | The Community Empowerment Policy Board will develop and oversee the work of the Council on: <ul style="list-style-type: none"> <li>● Potential Asset Transfer and Policy Development</li> <li>● Responding to the Community Empowerment and Renewal Bill</li> </ul>   |

3.2 If Cabinet agrees to the establishment of these Policy Boards the Chief Executive will bring forward more detailed remits to the next meeting.

3.3 The Cabinet is invited to (a) agree to the establishment of 6 cross-party Policy Boards to support its work; and (b) request that the Chief Executive brings forward detailed remits for these Boards to the next meeting.

#### **4. Implications**

##### Financial Implications

4.1 There are no Financial Implications arising from this report.

##### Human Resource Implications

4.2 There are no Human Resource Implications arising from this.

##### Legal Implications

4.3 There are no Legal Implications arising from this report.



#### Equality Implications

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

#### Environmental Implications

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

#### Implications for Key Priorities

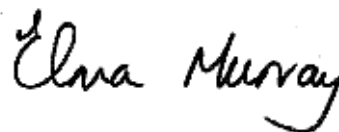
- 4.6 The establishment of Policy Boards will have implications for Single Outcome Agreement local outcome 15b "Public Services are more efficient and effective".

### 5. Consultations

- 5.1 Consultation has taken place with Political Groups Leaders and the Council's Corporate Management Team.

### 6. Conclusion

- 6.1 The establishment of cross-party Policy Boards will ensure wider Elected Member engagement, reduce the volume of business requiring to be considered by Cabinet and provide a focus on key priorities.



ELMA MURRAY  
Chief Executive

Reference : EM/BT

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

#### Background Papers

None



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 10**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Bridging Finance to North Ayrshire Citizens Advice Service (NACAS)**

---

**Purpose:** To seek homologation of the offer of bridging finance of £13,960 to North Ayrshire Citizens Advice Service.

---

**Recommendation:** That the Cabinet homologates the offer of bridging finance of £13,960 to North Ayrshire Citizens Advice Service.

---

#### **1. Introduction**

- 1.1 On 26 March 2012, NACAS announced that from June 2012 the service would only operate out of offices in Irvine and Saltcoats and the offices on Arran and in Kilbirnie and Largs would close. They advised that this was as a result of increasing numbers of clients and reduced public sector funding.
- 1.2 The Chief Executive wrote to the NACAS Board asking them to postpone such action until the review of the Council's support for financial advice services currently being undertaken by Social Services and Health was complete. This review includes input from NACAS and is due to report by the end of September.
- 1.3 As a result of this, further meetings were held between officers from Social Services and representatives of the NACAS Board to discuss the way forward.

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

- 2.1 Following these further meetings, it was agreed to offer NACAS bridging finance of £13,960 from the Social Services and Health budget to postpone the closure of offices until the end of September.
- 2.2 This was to allow for both NACAS's own review and the Council's review of advice services to be completed. A further report will be brought to the Cabinet at that time.

- 2.3 It should also be noted that NACAS have launched their telephone service and some initial information about how this service is working should be available by that time.

### **3. Proposals**

- 3.1 It is proposed that the Cabinet homologates the offer of bridging finance of £13,960 to North Ayrshire Citizens Advice Service and receives a further report after the completion of the review currently being undertaken by Social Services and Health.

### **4. Implications**

#### Financial Implications

- 4.1 The bridging finance has been identified within the Social Services and Health budget

#### Human Resource Implications

- 4.2 None

#### Legal Implications

- 4.3 None

#### Equality Implications

- 4.4 None

#### Environmental Implications

- 4.5 None

#### Implications for Key Priorities

- 4.6 Supports the core objective of protecting vulnerable people.

#### Community Benefit Implications


- 4.7 None

## **5. Consultations**

- 5.1 The Director of Social Services and Health has been consulted and endorses the terms of this report.

## **6. Conclusion**

- 6.1 This course of action will allow the current NACAS service to be maintained while awaiting the completion of both their own review of services and the review of financial advice being carried out by Social Services and Health. At that stage it will be possible to bring a further report to Cabinet.



ELMA MURRAY  
Chief Executive

Reference : AO

For further information please contact Alastair Osborne, Policy and Performance Officer, Chief Executive's on 01294 324126

### **Background Papers**

None



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 11**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Committed to Excellence Award**

---

**Purpose:** To advise the Cabinet of the "Committed to Excellence" status awarded to the Council by Quality Scotland.

---

**Recommendation:** That the Cabinet notes the Council's "Committed to Excellence" status.

---

#### **1. Introduction**

- 1.1 The Council's Self-Assessment Strategy was approved by the Executive of the previous Administration on 30 August 2011 and was subsequently incorporated into the Performance Management Strategy 2112/15, approved on 27 March 2012. The vision is that "by 2014, the Council will have sector leading performance management systems and a supporting culture in place".
- 1.2 The Self-Assessment Strategy committed the Council to participating in Quality Scotland's "Levels of Excellence" recognition programme, which is a European-wide programme based on the EFQM Excellence Model. Quality Scotland's vision is to make business excellence a national characteristic. Its programme offers a series of recognition opportunities, each of which requires a higher level of performance to be demonstrated, namely:
- "Committed to Excellence" (targeted for achievement in 2012)
  - "Recognised for Excellence" (targeted for achievement in 2014)
  - Scottish Awards for Business Excellence
  - European Excellence Award

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

- 2.1 The process required the Council to carry out a self-assessment, develop and implement an improvement plan and then invite Quality Scotland to ensure that these improvements have been successfully implemented. Quality Scotland examined the 2010/11 Council-wide self-assessment against the Public Service Improvement Framework (PSIF) and the related PSIF Improvement Plan, which had been prepared in anticipation of the Council's BV2 Audit. The PSIF

Improvement Plan was subsequently incorporated into the Council's BV2 Improvement Plan, as reported to the Council on 16 March 2011.

- 2.2 Quality Scotland invited the Council to highlight three specific improvement projects for validation and the following were summarised in a written submission:

- Implement a structured approach to development of the Extended Corporate Management Team (Corporate Directors and Heads of Service);
- Production of the Annual Performance Report; and,
- develop and implement short and medium/long term change programmes.

- 2.3 To augment the written evidence, accredited EFQM assessors from Quality Scotland visited the Council on 23 May and interviewed lead officers for the three projects as well as a focus group of officers from across various services.

- 2.4 The assessors confirmed at the end of the process that the Council had successfully demonstrated that it is "Committed to Excellence". This status will last for two years, during which the Council can use the "Committed to Excellence" logo on its various communications. The Provost will attend the Quality Scotland Scottish Awards for Business Excellence Awards 2012 event on 19 June to collect the award.

### **3. Proposals**

- 3.1 The Cabinet is invited to note the Council's "Committed to Excellence" status.

### **4. Implications**

#### Financial Implications

- 4.1 The cost of this external assessment by Quality Scotland was £1,250.

#### Human Resource Implications

- 4.2 None specifically, but the process provided rich learning opportunities for staff and the outcome should help to build staff confidence and a culture of improvement.

#### Legal Implications

- 4.3 None specifically.



#### Equality Implications

- 4.4 None specifically.

#### Environmental Implications

- 4.5 None specifically.

#### Implications for Key Priorities

- 4.6 None specifically.

#### Community Benefit Implications

- 4.7 None specifically.

### **5. Consultations**

- 5.1 No consultation was required regarding the terms of this report, but the award is the result of extensive cross-service collaboration.

### **6. Conclusion**

- 6.1 "Committed to Excellence" status represents an important milestone on the Council's improvement journey and should provide added confidence that the Council has the capability and capacity to have sector leading performance management arrangements by 2014. Implementation of the Performance Management Strategy should ensure that this outcome is achieved. As part of this, Housing Services will be assessed for the "Recognised for Excellence" award during 2013 and the learning from that process will inform the full Council's "Recognised for Excellence" assessment in 2014.



ELMA MURRAY  
Chief Executive

#### Reference :

For further information please contact Jim Montgomery, General Manager (Policy & Service Reform) on 01294 324125.

#### **Background Papers**

Committed to Excellence: Action Plan Template for Improvement Projects - North Ayrshire Council



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 12**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Blue Badge Reform**

---

**Purpose:** To advise the Cabinet of recent and forthcoming changes to the Blue Badge scheme.

---

**Recommendation:** That the Cabinet notes the changes made.

---

#### **1. Introduction**

- 1.1 This report provides a brief update on the implementation of the Scottish Government's Blue Badge Reform within North Ayrshire Council Social Services.
- 1.2 With effect from January 2012 all Blue Badges have been issued by Northgate, operating under contract to the Scottish Government. Applications continue to be received and processed locally. Further changes, as detailed below, will be introduced later this year.

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

- 2.1 Since the beginning of January 2012 to date, Social Services and Health has processed a total of 525 blue badge applications, of which 249 have been discretionary applications requiring further assessment. A very small number of applications has been received via the new online process.
- 2.2 From 1 September 2012, the regulations will provide mandatory independent mobility assessments (IMAs) where it is not clear whether or not the applicant is eligible for a badge under the "unable to walk" or "virtually unable to walk" criteria. These mobility assessments will be undertaken by the local authority based on information provided by a GP. It has been confirmed that there will be an annual funding transfer of £19,000 from Health to the Council's Social Services and Health service from 1 April 2012.
- 2.3 The Independent Living Service will continue to use current assessment tools for IMAs using the criteria set by the blue badge guidance.

- 2.4 The current charge for a blue badge in North Ayrshire is £20, as per the revised charging policy introduced in June 2011. The Council does not charge for replacement badges (lost or stolen) but, under the new process, Northgate will charge local authorities £4.60 for each new and replacement badge issued.

### **3. Proposals**

- 3.1 The following process for discretionary applications is proposed:

- First screening process:  
This will be undertaken by administrative staff and will be a desk-based screening process to check applications are fully completed and appropriate documentation is attached. There will be a follow up call to applicants where necessary.
- Independent Mobility Assessment:  
Relevant applications will be directed to locality occupational therapists who will hold a 'blue badge surgery' or undertake home visits where required. A process for refusals will require to be built in to improve communications with service users when a badge is refused, including provision of support from other areas of the service/Council to maximise income.

- 3.2 Northgate make a charge of £4.60 to cover the costs of issuing replacement badges. The Council does not currently make any charge to holders of Blue Badges who require a replacement due to the original having been lost or stolen. Advice from Transport Scotland is that the majority of local authorities interpret the Disabled Persons (Badges for Motor Vehicles) (Scotland) Regulations 2000 to mean that they are able to charge a fee not exceeding £20 for replacement badges. It is proposed that no change be made to the charges for Blue Badges made by North Ayrshire Council at this time, but that this be subject to review in line with other items in the Charging Policy.

#### **4. Implications**

##### Financial Implications

- 4.1 The sum transferred to the Council in respect of IMAs is £19,000, which represents less than half the cost of an Occupational Therapist post. Our expectation is that the actual costs could be well in excess of this. An assessment takes 30-45 minutes to complete and involves a timed walking assessment and completion and discussion of a standard form. IMAs for people who are unable to attend the Blue Badge Clinic and require a home visit will take considerably more time. At present, the Service will attempt to deliver IMAs within the current budget, but will keep this under review as the new process is implemented.

##### Human Resource Implications

- 4.2 There are no human resource implications.

##### Legal Implications

- 4.3 There are no legal implications.

##### Equality Implications

- 4.4 Blue Badges are available only to people with a disability and consequently the proposals in this report affect only people with a disability.

##### Environmental Implications

- 4.5 There are no environmental implications.

##### Implications for Key Priorities

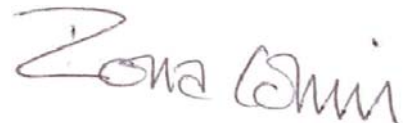
- 4.6 There are no implications for key priorities.

## **5. Consultations**

- 5.1 The changes to the Blue Badge scheme were the subject of a consultation by Scottish Government. No local consultation was undertaken as the Council has simply implemented the changes directed by Scottish Government. The new process has, as expected, resulted in a number of queries and informal complaints to the Council local offices. To date, there have been no written complaints under Stage 2 of the Listening and Learning procedure and two enquiries from Elected Members relating to delays in issuing new badges to their constituents.

## **6. Conclusion**

- 6.1 The changes to the Blue Badge scheme have resulted in changes to procedures and additional work in respect of independent mobility assessments.
- 6.2 Work is in progress to update the Blue Badge information on the Council website and this will go live shortly.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : LR/KS

For further information please contact Lisbeth Raeside, Head of Service, Finance and Performance on telephone number 01294 317705.

## **Background Papers**

None

---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 13**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Coastal Communities Fund bid – Millport Pier**

---

**Purpose:** To advise the Cabinet of the Stage one application submitted to the Coastal Communities Fund for the renovation of Millport Pier.

---

**Recommendation:** That the Cabinet notes the details of the application.

---

#### **1. Introduction**

- 1.1 The Government has introduced a new programme called the Coastal Communities Fund to support economic development projects in coastal areas across the UK. It will have around £23 million available each year for projects.
- 1.2 The Coastal Communities Fund is designed to support the economic development of coastal communities by promoting sustainable economic growth and jobs, so that people are better able to respond to the changing economic needs and opportunities of their area.
- 1.3 The opportunity to submit an expression of Interest to Coastal Communities Fund was circulated in the March Funding newsletter produced by Economic Development.
- 1.4 Each organisation can only submit one Expression of Interest.
- 1.5 Following circulating information about the fund throughout the Council, a cross departmental working group of officers identified two potential projects.
  - connecting communities with the Irvine harbour side by path upgrades, play area, signage and interpretation and dune restoration. This project was seeking £175,000 from the fund with a total project cost of £350,000. Match funding would be made up from a capital bid to Streetscene and planning budgets.

- the regeneration of Millport Pier, a significant economic asset for the Cumbrae community, to safeguard its future with a request for £500,000. The total project costs will be determined by the outcome of a options study currently underway.
- 1.6 Both projects fit with the objective of developing tourism infrastructure to support sustainable economic growth; however, both projects have difficulty in quantifying the amount of indirect jobs that they may create.
  - 1.7 A briefing paper was sent to the Chief Executive with an outline of both projects with the recommendation that the Millport Pier project was the best fit with our Economic and Regeneration Strategy.
  - 1.8 Cumbrae has approximately 200,000 to 220,000 island visitors per year. Research from the Sail West Strategy identified the need for well planned and proportionate infrastructure development to secure a necklace of facilities around the coastline to facilitate ease of access the sea. The Marine Leisure Tourism industry is worth £101 million a year to Scotland. The closure of this pier would be detrimental to the island's fragile economy and its ability to grow its share of tourism income.

## **2. Current Position**

- 2.1 Infrastructure and Design Services have submitted a stage one application for match funding for the renovation of Millport Pier. The pier is currently in a poor condition due to storms over recent years and is in danger of permanent closure due to its condition. Existing funding within the council is insufficient to carry out the measures that are required to bring it up to a fully useable condition.
- 2.2 A bid for funding was made in April 2012 with a business plan and capital delivery plan to be completed prior to the end of September 2012. Thereafter, should the bid be successful, the funding will be made available to carry out the works.
- 2.3 The business plan is currently being developed by a cross service working group and will be reported to Cabinet prior to submission in September. A structural survey of the pier was carried out and various options are being considered.



### **3. Proposals**

- 3.1 In identifying the project, officers are aware of the current condition of the pier and the need to carry out works to improve the usability and safety of the pier.
- 3.2 The project links to the following strategies:
- Scottish Government Economic Strategy 2007,
  - Scottish Government Tourism Strategy 2005 (revised 2008),
  - Highlands and Islands Enterprise (HIE) – Growth at the edge Operating Plan 2009-2012
  - Great Cumbrae Development Plan 2010.
- 3.3 It is proposed that the Cabinet notes the funding application.

### **4. Implications**

#### Financial Implications

- 4.1 The cost of implementing these works would be met jointly by the £500,000 grant funding and North Ayrshire Council capital funding. The exact amount of the North Ayrshire Capital funding required will be determined by the results of the study now being carried out. Initial estimates for retaining full use of the pier are in the order of £750,000.
- 4.2 There is no current capital allocation to match the bid if successful and officers would therefore require to bring forward proposals for match funding.

#### Human Resource Implications

- 4.2 None

#### Legal Implications

- 4.3 None

### Equality Implications

- 4.4 This project will provide improved access to Millport for all users throughout North Ayrshire.

### Environmental Implications

- 4.5 Increasing use of water borne services to the island will encourage the use of cycling and walking on the island and reduce the dependency of motorised vehicles thus improving the air quality within North Ayrshire.

### Implications for Key Priorities

- 4.6 The implementation of this project contributes to the Single Outcome Agreement, North Ayrshire outcomes
- 1a: Transport links and services to and from North Ayrshire have improved;
  - 1b: North Ayrshire is a more attractive tourist destination;
  - 6e: People are more active more often.

## **5. Consultations**

- 5.1 Consultation has previously been undertaken by Cumbrae Community Development Company, which led to the publication of the Isle of Cumbrae Development Plan in 2010. The plan identified the renovation of Millport Pier as a priority for the community and essential to sustain the island economy.

## **6. Conclusion**

- 6.1 The renovation of Millport Pier will save this important piece of transport infrastructure for years to come ensuring opportunities to visit this fragile island are maintained for future generations. The threat of closure of the pier would damage to the island's economy and accelerate its economic decline. The renovation of the pier will enable access to Millport by sea by large ships and vessels as well as marine leisure boating users whilst maintaining Millport as a working pier for the fishing industry.



ELMA MURRAY  
Chief Executive

Reference : DW/AM

For further information please contact Dianna Whyte, External Funding Officer on telephone number 01294 225178

### **Background Papers**

Coastal Communities Bid



# Stage one application form



## Welcome to the Coastal Communities Fund

This application form is for organisations that wish to apply to the Coastal Communities Fund. You should read the Coastal Communities Help Notes and the Questions and Answers before you start this form. These documents are available on our website:

[www.bigfund.org.uk/ccf](http://www.bigfund.org.uk/ccf)

Please complete this form in full. If you don't complete all of the questions your application will not be considered for funding from the Coastal Communities Fund.

## Contacting us

As well as the Help Notes and Questions and Answers there is some additional guidance in this form. If you are not sure how to answer any questions, we will be happy to help. Please call us on 0845 4 10 20 30 or email us at [ccf@bigfund.org.uk](mailto:ccf@bigfund.org.uk)

If you have a hearing impairment you can contact us using a textphone on 0845 6 02 16 59.

We can supply this publication in other formats, such as large print or audiotape. We will also try to help with other communication needs, such as sign language or a community language, Braille and Welsh. Just let us know how we can help you when you contact us.

## Submitting your application

### The early round in Wales and England

If you wish to apply to the early round we must receive your completed form by midnight on 25 March 2012. In England you can apply to either the early round or the main funding round. In Wales, only the early round is available.

### The main funding round in Scotland, Northern Ireland and England

We must receive your completed form by midnight on 27 April 2012.

For the 2012/13 Coastal Communities Fund we will not consider applications that are received after these deadlines.

You can return your completed application form by email to [ccf@bigfund.org.uk](mailto:ccf@bigfund.org.uk). Please include "Coastal Communities Application" and the name of your organisation in the email subject header. Or you can post your form to:

Coastal Communities Applications  
Big Lottery Fund  
1 Atlantic Quay  
1 Robertson Street  
Glasgow  
G2 8JB

Please keep a copy of everything you send to us.

Delivered by



## Part 1: About your organisation and main contact

### Please provide us with details of your organisation

**1. What is the full name of your organisation as it appears on your governing document?**

NORTH AYRSHIRE COUNCIL

**2. What is your organisation's main or registered address and postcode?**

Address:

Cunninghame House  
Friars Croft,  
Irvine  
Ayrshire

Postcode: KA12 8EE

**3. Charity registration number (if applicable):**

N/A

**4. Company registration number (if applicable):**

N/A

**5. Website address (if you have one):**

## 6. Please provide us with information about the main contact for this application

The main contact should be the person who submits the application, can talk about the project and who we can contact during normal office hours.

We'll use email as our primary means of communication, so you should check you have provided the correct address and the main contact has access to, and regularly checks the inbox.

We'll send any correspondence from the following email address, so you should ensure your spam filter won't pick it up: [ccf@bigfund.org.uk](mailto:ccf@bigfund.org.uk)

| Title | Forenames (in full) | Surname |
|-------|---------------------|---------|
| Mr    | David               | Lodge   |

## 7. Position in the organisation

|                                    |
|------------------------------------|
| Team Manager - Development Control |
|------------------------------------|

## 8. Landline telephone number

|              |
|--------------|
| 01294 225233 |
|--------------|

## 9. Mobile telephone number

|              |
|--------------|
| 07999 957344 |
|--------------|

## 10. Email address

|                              |
|------------------------------|
| dlodge@north-ayrshire.gov.uk |
|------------------------------|

## 11. Confirm your email address

|                              |
|------------------------------|
| dlodge@north-ayrshire.gov.uk |
|------------------------------|

## 12. Communication

Please tell us if we should be aware of any particular communication needs your main contact has, such as textphone, sign language, large print, audiotape, Braille or a community language

|      |
|------|
| None |
|------|

## For applicants from Wales

In which language do you want us to communicate with you?

Welsh ☐ English ☐

## Part 2: England and Wales early deadline

Please answer the following questions to confirm you can apply to Coastal Communities Fund early deadline. If you cannot answer 'yes' to all of the following questions you cannot apply and should not submit an application form to the early deadline.

Through the early round of this programme in England and Wales, we are looking to fund projects which are ready to start immediately. Only projects which are 'ready to go' can apply to the early deadline.

### 13. Do you wish to apply to the early deadline in England or Wales?

☐ Yes – go to question 14

☐ No – go to Part 3

### 14. Should you be successful, will you be able to start spending your grant immediately?

Only projects which are 'ready to go' can apply to the early deadline. Complex projects with longer lead-in times, such as those involving capital works, can not apply to the early deadline.

☐ Yes

☐ No



## Part 3: About your project

### 15. What is the main delivery address of your project?

Tell us the postal address where your project will take place. Be as accurate as possible, including the street and postcode if you know it. If your project takes place in multiple locations, give details of the place where most of the project activity will be based.

Quayside  
Millport  
Ayrshire  
KA28 0AP

### 16. In which local authority ward(s) will your project activities take place?

North Ayrshire

### 17. In which local authority is your coastal community?

North Ayrshire

### 18. In which country (and region) will your project be delivered?

Only select one of the country options below. If your project will be delivered in Scotland or England, please also tell us in which region it will take place. Tick the relevant box(es).

☐ Wales

☐ Northern Ireland

☒ Scotland

☐ Highlands and Islands

☒ Rest of Scotland

☐ England

☐ East Midlands

☐ East of England

☐ London

☐ North East

☐ North West

☐ South East

☐ South West

☐ West Midlands

☐ Yorkshire and Humber

### 19. How much funding do you need from Coastal Communities?

You can apply for a grant of over £50,000 and less than the total funding available in each of the four UK countries. In Scotland, there are separate budgets for Highlands and Islands, and the Rest of Scotland. See Part 5 of our Help Notes for details of the funding available in each country.

£ £500,000

## 20. How much of your request is for capital items or capital works?

See Part 4 of the Help Notes on our website for more information on what we may or may not fund. If you don't plan to purchase capital items or undertake capital works with any funding you may receive from the Coastal Communities Fund put "0" in the answer box below. Please note that if you are applying to the early round in England or Wales, capital works are not eligible and there is an upper limit of £10,000 capital available for items of essential equipment.

£

## 21. How many years' funding do you need?

Up to two years' funding is available from the Coastal Communities Fund. See Part 4 of the Help Notes on our website for more information.

years

## 22. How many full time equivalent jobs will be created as a result of this project?

Job creation is an important part of the Coastal Communities Fund. You should give more detail about the nature of the jobs – whether they are permanent, seasonal, skilled or unskilled, and in what sector – in your answer to Q23.

direct full time equivalent jobs

indirect full time equivalent jobs

## 23. Please describe your project

Tell us about:

- \* where your project will take place
- \* the activities your grant would pay for
- \* how this will promote sustainable economic growth in your community
- \* the nature of any jobs that will be created by your project.

(maximum 250 words)

The project will take place on the pier at Millport on the island of Great Cumbrae within the Clyde Estuary. Great Cumbrae (Cumaradh Mor) is the largest of two islands situated 1.5km from shore on the west coast of Scotland. The island has an area of 2,886 acres, is encircled by an 18km coastal road and has a residential population of 1,434 (2001 census) which increases substantially during the summer tourist season due to the high proportion of second homes.

The grant would pay for the renovation of Millport Pier, the main berthing point for the PS Waverley and Balmoral. The improvement of this vital structure will lead to increased use. The pier provides a lifeline to the community on Great Cumbrae and is the focal point for a coastal town. The rejuvenated pier will encourage further activity in the harbour area both for commercial operators and the marine tourist industry. Millport's economic future is heavily reliant on tourism to sustain jobs and the redevelopment of the pier will help generate economic growth of the town and the island.

The renewal of the pier will lead to an unknown increase in jobs in both the fishing and tourism industries, including supporting growth in local shops and restaurants. The total estimated value of tourism in Ayrshire and Arran is £232 million.

## 24. Why is your project needed and how do you know this?

Tell us:

- \* about the issues facing your coastal community,
- \* why this project will help address those issues,
- \* what consultation or research you have done to support your findings and
- \* how the project links to and addresses local and national strategies and priorities.

(maximum 250 words)

Great Cumbrae was once popular as a holiday resort destination. Competition from European package holidays has led to a decrease in popularity of this Victorian seaside resort and it has gradually slipped into decline. The islands have a history of under investment and outdated facilities. Cumbrae has been designated as a 'fragile island' by HIE, needing support for future regeneration. Today the island is still popular with day-trippers: estimated at approximately 200,000 to 220,000 island visitors in 2009. The pier at Millport is central to the communities' identity as a tourist destination. The iconic Waverley paddle steamer stops at Millport Pier whilst visitors go ashore, supporting the island economy. The redevelopment and regeneration of Millport Pier will support this fragile island economy by sustaining tourism whilst offering a platform for further marine infrastructure development. Great Cumbrae Development Plan 2010 articulated the communities' vision for the island regeneration and renewal. Community consultation identified the development of the harbour / pier as a main priority project. Research from the Sail West Strategy identified need for well planned and proportionate infrastructure development to secure a necklace of facilities around the coastline to facilitate ease of access to the sea. The project links to the following strategies: Scottish Government Economic Strategy 2007, Scottish Government Tourism Strategy 2005 (revisited 2008), Highlands and Islands Enterprise (HIE) - Growth at the edge Operating Plan 2009-2012, Great Cumbrae Development Plan 2010.

## 25. How does your project address the Coastal Communities outcomes and priorities?

You can read about the Coastal Communities Fund outcomes on page 2 of the Help Notes, and about any country specific priorities on page 5. (maximum 250 words)

1) Coastal Communities are better able to use their assets (physical, natural, social, economic and cultural) to promote sustainable economic growth and jobs.

This project will meet this outcome by maintaining and developing specialised tourist infrastructure which will support marine tourism and also opportunities within the fishing industry.

2) Coastal Communities have greater capacity to create a sustainable economic future and are better equipped to adapt to change.

This is a small scale transport improvement which is vital to support this fragile community economy. The project will also enable the creation of new opportunities through the development of fisheries and aquaculture enterprises.

**26. Explain why your organisation, the partners you are working with and the proposed approach you are taking are likely to lead to a successful project.**

(maximum 250 words)

This project will be led by North Ayrshire Council with the full backing of the community, as identified in the island wide consultation exercise undertaken by Cumbrae Community Development Company that led to the publication of the Isle of Cumbrae Development Plan 2010. The plan identified the renovation of Millport Pier as a priority for the community and essential to sustain the island economy. North Ayrshire Council will discuss plans for the regeneration of the pier with the islanders to ensure their complete backing for the project.

North Ayrshire Council has extensive experience in delivering capital infrastructure projects within budget and on time as the appropriate expertise is held within the organisation.

**27. How will the project continue to benefit your coastal community after the funding has finished?**

(maximum 250 words)

The renovation of Millport Pier will save this important piece of transport infrastructure for years to come ensuring opportunities to visit this fragile island are maintained for future generations. The threat of closure of the pier would damage this island's economy and accelerate its economic decline. The pier is the centrepiece of this town's identity and a landmark attraction to visitors. The renovation of the pier will enable access to Millport by sea by large ships and vessels as well as marine leisure boating users whilst maintaining Millport as a working pier of the fishing industry. the restoration and refurbishment of this landmark will create a flexible and environmentally sound attraction for the island.

The renovated pier will be an asset to the community for years to come and will be maintained by North Ayrshire Council.

## State Aid

We need to know whether a grant to your organisation would be classed as State Aid. State Aid is a specific legal term arising from the European Union treaty. It constitutes financial aid to businesses which could distort competition. See Part 6 of the Help Notes for more information on State Aid.

**28. Do you propose to take specialist legal advice on how your project will meet State Aid requirements, and to provide this if invited to make a full application?**

☒ Yes

☐ No

**29. If No, please state how you plan to ensure that your organisation is able to comply with State Aid regulations in receiving a grant through this Fund.**

(maximum 200 words)

## Part 4: Data Protection, Freedom of Information, Welsh Language and Declaration

### Data Protection

If you have applied for, or hold, a grant with use, we will use the information you give us during assessment and during the lifetime of any funding to administer and analyse grants and for our own research purposes.

We may give copies of all or some of this information to individuals and organisations we consult when assessing applications, administering the programme, monitoring funding and evaluating funding processes and impacts. These organisations may include accountants, external evaluators and other organisations or groups involved in delivering the project.

We have a duty to protect public funds and for that reason we may also share information with other Lottery distributors, government departments, organisations providing matched funding and other organisations and individuals with a legitimate interest in Lottery applications, grants or specific funding programmes, or for the prevention and detection of crime.

We might use personal information provided by you in order to conduct appropriate identity checks. Personal information you provide may be disclosed to a credit reference or fraud prevention agency, which may keep a record of that information.

If false or inaccurate information is provided in a funding application and fraud is identified, details will be passed to fraud prevention agencies to prevent fraud and money laundering. Further details explaining how the information held by fraud prevention agencies may be used can be obtained by contacting our Head of Information Governance by emailing [dataprotection@bigfund.org.uk](mailto:dataprotection@bigfund.org.uk), by telephoning our advice line on 0845 4 10 20 30 or by writing to: Head of Corporate Governance, Big Lottery Fund 1 Plough Place London EC4A 1DE.

We might use the data you provide for research purposes. We recognise the need to maintain the confidentiality of vulnerable groups and their details will not be made public in any way, except as required by law. As Big Fund is administering this programme on behalf of HM Treasury, we will also share your information with them.

### Freedom of Information Act

The Freedom of Information Act 2000 gives members of the public the right to request any information that we hold. This includes information received from third parties, such as, although not limited to grant applicants, grant holders, contractors and people making a complaint.

If information is requested under the Freedom of Information Act we will release it, subject to exemptions; although we may choose to consult with you first. If you think that information you are providing may be exempt from release if requested, you should let us know when you apply.

## Welsh Language Act

Under the Welsh Language Act 1993 all public bodies in Wales and organisations that receive funding from public bodies in Wales must meet the requirements of the Act in providing a bilingual service to the public in Wales.

This means that all Big Fund grant holders must:

- \* promote their project bilingually and provide bilingual versions of all publicity materials, including publications and websites, paid for by our grant
- \* advertise all posts paid for by our grant in both English and Welsh in the press and consider whether the post needs to be filled by a Welsh speaker
- \* consider the linguistic make-up of the community in which they work in throughout the life of the grant.

### **Tick here to confirm you have read, understand and accept these obligations under the Welsh Language Act, the Data Protection Act 1998 and Freedom of Information Act 2000?**

- ☐ We understand and accept our obligations under the Welsh Language Act, Data Protection Act 1998 and Freedom of Information Act 2000.
- ☒ We agree that Big Fund can use the information we have provided for the purposes described under Data Protection above.
- ☒ We accept that if information about this application is requested under the Freedom of Information Act the Big Fund will release it.

## Declaration

- ☒ We confirm that the organisation named in question 1 has the legal power to deliver the project described in question 24.
- ☒ I confirm that I am authorised by the organisation named in question 1 to submit this application. I have read this form and confirm that its contents are accurate and true.
- ☒ We understand that if we make any seriously misleading statements at any stage or knowingly withhold information, this could make our application invalid and we will be liable to repay any funds.





---

## NORTH AYRSHIRE COUNCIL

### Agenda Item 14

6 June 2012

#### Cabinet

---

**Subject:** 3 Year Microsoft Enterprise Agreement 2012/2015  
- Report on Tenders

---

**Purpose:** To advise Cabinet of the tenders received for the procurement of a 3-year Microsoft Enterprise Agreement.

---

**Recommendation:** That Cabinet agrees to the procurement of a 3-year agreement for a Microsoft Office Enterprise Agreement through Insight.

---

#### 1. Introduction

- 1.1 The current ICT Strategy 2011–2016 was agreed by The Executive at its meeting on 6 December 2011. One of the key actions of the Strategy is to review the use of Microsoft Products and standardise the level of software in use.
- 1.2 The General Services Capital Investment Programme agreed at the Special meeting of The Executive on 1 February 2012 included capital budgeting of £800,000 over the three year period for a Microsoft Office Upgrade (2012-2013 (£275k), 2013-2014 (£262k) and 2014-2015 (£263k)).
- 1.3 The ICT Asset Management Plan approved by the Executive at its meeting on 28 February 2012 has a key action to develop roadmaps and replacement plans for ICT assets in line with the ICT Strategy.
- 1.4 Following discussions with Microsoft on licensing options for Microsoft Office products, the most cost-effective approach would be to enter a Microsoft Enterprise Agreement to allow upgrade of existing licences across the organisation.

#### 2. Current Position

- 2.1 In order to comply with the Council's Standing Orders and *The Public Contracts (Scotland) Regulations 2006* a formal tendering exercise was undertaken. OGC provides, through their Buying Solutions partner, pre-tendered and fully EU-compliant framework agreements for the procurement of Commoditised IT Hardware, Software and Services.

- 2.2 Following discussions with the Council's Procurement Service, an ITQ (Invitation to Quote) was raised via the Buying Solutions website on 20 March 2012. The criterion for the award of the contract was Most Economically Advantageous Tender, evaluated on the basis of Cost 60% and Quality 40%.
- 2.3 Four responses to the ITQ process were received on 2 April 2012. These were from Insight, Phoenix, Software Box and Trustmarque. All ITQ responses were fully evaluated by the tender evaluation team and the outcome of the evaluation exercise was checked by the Corporate Procurement unit.
- 2.4 The highest scoring proposal was submitted by Insight and the summary of scores is shown below.

|               | <u>Insight</u> | <u>Phoenix</u> | <u>SBL</u> | <u>Trustmarque</u> |
|---------------|----------------|----------------|------------|--------------------|
| Quality Score | 40.0           | 39.4           | 33.6       | 38.9               |
| Cost Score    | 60.0           | 57.4           | 57.2       | 56.5               |
| FINAL SCORE   | 100.0          | 96.8           | 90.8       | 95.4               |
| FINAL RANKING | 1              | 2              | 4          | 3                  |

- 2.5 Based on current Microsoft Office usage, 2600 devices would be licensed at a cost of £260,832 per annum for 3 years. There is a facility within the agreement to true up or true down by 10%.
- 2.6 Additional benefits included in the 3 year agreement include:
- Entitlement to upgrade Desktops to the latest version of the Microsoft Windows operating system;
  - Software planning and deployment services;
  - 94 Training days;
  - Rights for staff to use Microsoft Office on home computers(media charge not included);
  - Device management, analysis and reporting tools;
  - Regular reviews, product updates and support.

### **3. Proposals**

- 3.1 The Cabinet is invited to agree to the procurement of a 3-year agreement for a Microsoft Office Enterprise Agreement through Insight.

#### **4. Implications**

##### Financial Implications

- 4.1 There is provision in the IT Services Capital budget for procurement of the agreement.

##### Human Resource Implications

- 4.2 None

##### Legal Implications

- 4.3 None

##### Equality Implications

- 4.4 None

##### Environmental Implications

- 4.5 None

##### Implications for Key Priorities

- 4.6 The procurement of an agreement will assist the Council in meeting objectives and actions within the ICT Strategy (Maximise the use of core business applications) and the ICT Asset Management Plan (Develop roadmaps and replacement plans for ICT assets in line with the ICT Strategy).

#### **5. Consultations**

- 5.1 Consultation was undertaken with the Council's Corporate Procurement Unit.

## **6. Conclusion**

- 6.1 Procurement of a Microsoft Enterprise Agreement will allow the Council to standardise its Microsoft assets taking advantage of any upgrades or new releases during the 3 year period.



IAN T MACKAY  
Solicitor to the Council

Reference :

For further information please contact Alan Blakely, IT Manager on telephone number 01294 324272

### **Background Papers**

Tender documentation  
ICT Strategy 2011-16  
Asset Management Plan

---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 15**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Family Support Service**

---

**Purpose:** To seek the Cabinet's approval to undertake a tender exercise to appoint a provider to deliver a Family Support Service, providing early intervention services to parents with children 0-8 years in order to build capacity and capability.

---

**Recommendation:** That the Cabinet agrees to a tender exercise to appoint a provider to deliver the Family Support Service for an initial period of 1 year, with the option to extend on an annual basis for up to three years.

---

#### **1. Introduction**

- 1.1 In July 2011, the Christie Commission Report on the Future Delivery of Public Services highlighted the need to take preventative action to reduce the inequalities and disadvantage being experienced across Scotland. As a result, the Scottish Government set out as its first of four Pillars of Public Service Reform - "A decisive shift toward prevention".
- 1.2 On 8 November 2011, the Executive approved a report on Early Intervention and Prevention. The Child and Public Protection Chief Officer's Group agreed to approve the next stages in developing proposals for early intervention and prevention and to receive a report matching the Early Years Action Plan against the Council's budget proposals.
- 1.3 In February 2012, the Council's budget announcement indicated that £920,000 of new funding was to be committed to early years intervention and prevention for each of the three years from 2012. This has now been mapped against the proposals of the Early Years Action Plan.

- 1.4 This investment is planned to achieve a fundamental shift towards prevention. This approach is in line with the Scottish Government's Early Years Framework which describes the transformational change needed to give all children the best start in life. The early years are a critical period of opportunity to change the outcomes being experienced by children in North Ayrshire.
- 1.5 Intervening in the early years should, over time, reduce the need for crisis interventions in later life. These crisis interventions are costly for services such as social services, health, police and criminal justice. This should, therefore, bring savings to public services in the longer term.
- 1.6 North Ayrshires vision of "a better childhood" is built around three outcomes that:-
- children and young people are nurtured and parents are supported;
  - children and young people are safe, healthy, active, aspiring and achieving; and
  - the life chances of children and young people are improved
- 1.7 This vision is based on the Early Years Framework and the outcomes link to the national outcome "our children have the best start in life and are ready to succeed".

## **2. Current Position**

- 2.1 The Community Planning partners have recognised that a step change is required in order to achieve North Ayrshire's vision of "a better childhood", and reduce the need for crisis interventions in later life. In developing proposals, there has been a review of nationally recommended effective interventions and agreement reached on which of these would be appropriate in North Ayrshire.
- 2.2 The North Ayrshire strategies and plans which describe current commitments to prevention and early intervention include:
- Early Years Prevention and Early Intervention Action Plan 2012/15
  - Parenting Family Support Strategy and Action Plan 2010/15
  - Integrated Children's Service Plan and Action Plan 2010/15
  - NHS Ayrshire and Arran Maternity Strategy 2010/15

### **3. Proposals**

- 3.1 One of the early intervention proposals to be funded from the Council's budget is a Family Support Service. There is a need to provide intensive support to vulnerable families to help with household organisation and ways of creating a more structured family environment within the home.
- 3.2 The objectives of the service are as follows:
- To provide a flexible individual service which is family centred, in order to establish sustainable outcomes for parents and children;
  - To promote and enable family independence;
  - To respond appropriately to individual needs;
  - To build on the strengths already evident within the family; and
  - To utilise existing local networks of support which are available to children and families.
- 3.3 The provider will link with the range of Community Planning partners including Social Services and Health, Health, Education and Skills and third sector organisations. In keeping with the principles underpinning "Getting it Right for Every Child", the person making the referral to the Family Support Service will be the "named person" and will remain responsible for liaison with the service until the 12 week intervention has been completed.
- 3.4 A multi-agency working group has been meeting regularly to progress the Family Support Service initiative and this group has completed a service specification.
- 3.5 The Cabinet is invited to agree to a tender exercise to appoint a provider to deliver the Family Support Service for an initial period of 1 year, with the option to extend on an annual basis for up to three years.

### **4. Implications**

#### Financial Implications

- 4.1 Funding of £400,000 has been allocated to the Family Support Service for each of the next 3 years, beginning in 2012/13.

#### Human Resource Implications

- 4.2 There are no Human Resource Implications as the proposed staff group will be employees of the appointed provider.

#### Legal Implications

- 4.3 The procurement process will result in the award of a contract to the successful applicant. The Council's Legal Services will be fully involved in the procurement process.

#### Equality Implications

- 4.4 The provision of a Family Support Service will offer support to vulnerable parents and their children who have been identified by Community Planning partners as requiring this support. Service users are not expected to be disadvantaged through the provision of this service.

#### Environmental Implications

- 4.5 There are no environmental implications in connection with this proposal.

#### Implications for Key Priorities

- 4.6 The proposal contributes to the North Ayrshire vision of "a better childhood" and the outcomes that:
- children and young people are nurtured and parents are supported
  - children and young people are safe, healthy, active, aspiring and achieving.
  - the life chances of vulnerable children and young people are improved.
- 4.7 This vision is based on the Early Years Framework and the outcomes linked to the national outcome "our children have the best start in life and are ready to succeed".

#### Community Benefit Implications

- 4.8 The successful provider will potentially employ staff from the local community, thus enhancing local opportunities for employment.

### **5. Consultations**

- 5.1 Consultation has taken place with the Community Planning partners and a multi-agency working group has overseen the development of the proposal.



## **6. Conclusion**

- 6.1 The Family Support Service will provide early intervention services to parents with children 0/8 years in order to build capacity and capability. The funding for this service will come from the £920,000 identified for early years and prevention.
- 6.2 The Family Support Service is a key component in terms of achieving a fundamental shift towards prevention and early intervention. The provision of a Family Support Service should, over time, reduce the need for crisis interventions in later life.
- 6.3 The procurement process will enable a full tender exercise to be conducted to ensure that an appropriate provider is appointed to deliver the Family Support Service.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : DMac/NS

For further information please contact David MacRitchie, Senior Manager, Children and Families (Fieldwork) on telephone number 01294 317781.

### **Background Papers**

Early Years Prevention and Early Intervention Action Plan 2012/15

Parenting Family Support Strategy and Action Plan 2010/15

Integrated Children's Service Plan and Action Plan 2010/15

NHS Ayrshire and Arran Maternity Strategy 2010/15



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 16**

**6 June 2012**

#### **Cabinet**

---

|                 |   |
|-----------------|---|
| <b>Subject:</b> | <b>Procurement Exercise - Tenants Home Contents Insurance</b> |
|-----------------|---|

---

|                 |   |
|-----------------|---|
| <b>Purpose:</b> | To seek approval to tender for the provision of Tenants Home Contents Insurance for North Ayrshire Council tenants. |
|-----------------|---|

---

|                        |   |
|------------------------|---|
| <b>Recommendation:</b> | That the Cabinet agrees to a procurement exercise for the provision of a Tenants Home Contents Insurance contract, as set out in Section 3 of the report. |
|------------------------|---|

---

#### **1. Introduction**

- 1.1 Since 1995, the Council has offered tenants the option of obtaining household contents insurance under a Tenants Contents Insurance Scheme. The scheme enables tenants to purchase insurance for the contents of their homes on favourable terms. The scheme is optional and tenants are free to insure through other insurers on the market if they wish.

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

- 2.1 The current scheme is provided by Marsh UK (broker) and is underwritten by Royal Sun Alliance who handle and settle all claims received under the Scheme. The Council is also involved to the extent that it collects the insurance premiums and issues policy and claim forms on behalf of the insurer. The Council currently receives a commission of 12.5% to pay for the administration of the scheme.
- 2.2 Currently all tenants have the option of applying for standard insurance cover of £9,000 to £35,000. The cost of £9,000 cover is £2.10 per fortnight. As part of the scheme special premiums are available for pensioners. Tenants over 60 can insure for as little as £1.11 per fortnight for £6,000 cover. Tenants also have the option to choose standard or accidental damage cover. Premiums can be paid by a variety of methods. As part of the tendering process there may be the potential for these costs to be reduced and therefore ensure best value is being achieved.

2.3 As at 1 April 2012, 1,639 Tenants were on the household insurance scheme. This is 12% of the current total number of Council Tenants. Of the 1,639 tenants, 568 purchase accidental damage cover. There is clear scope to increase take up of the insurance scheme. Tendering companies will be asked for their proposals to improve this.

2.4 Social housing tenants are more likely to be financially excluded for some of the following reasons:-

- No bank account
- Inability by tenants to fund a policy excess
- High premiums due to high risk areas

The provision of a low cost weekly paid insurance scheme for tenants clearly falls within the financial inclusion agenda.

2.5 The current contract ends on 30 September 2012 and, in terms of the Council's Standing Orders and European Union procurement regulations, Elected Member approval is required prior to tenders being invited.

### **3. Proposals**

3.1 It is proposed that the Cabinet agrees to authorise an Open Tendering exercise for the provision of Home Contents Insurance for a period of three years, with the option of extending the contract for two further twelve month periods.

3.2. It is proposed that this tender should be fully electronic with responses submitted via the Public Contracts Scotland portal.

### **4. Implications**

#### Financial Implications

4.1 There are no financial cost implications as the Scheme is offered as an extra service to tenants. Administration of the scheme is cost neutral to the Council and is covered by the successful bidder. The estimated gross value of this contract to the successful bidder over a five year period would be around £450,000.

#### Human Resource Implications

4.2 There are no human resource implications.

#### Legal Implications

- 4.3 The procurement exercise will be undertaken in accordance with Council and European Union procedures.

#### Equality Implications

- 4.4 The equality credentials of service providers submitting tenders will form part of the evaluation.

#### Environmental Implications

- 4.5 There are no environmental implications.

#### Implications for Key Priorities

- 4.6 The continued provision of a Tenants Contents Insurance scheme will contribute to the following Single Outcome Agreement outcomes:

7. We have tackled the significant inequalities in Scottish society  
7b. Fewer people are living in poverty

- 4.7 Community Benefit

There are no community benefit implications.

### **5. Consultations**

- 5.1 Consultation on this proposal to tender has been undertaken with the Corporate Procurement Unit.

## **6. Conclusion**

- 6.1 The value of the contract is such that the European Union procurement regulations apply. The tender will allow the continued provision of Tenants Home Contents Insurance, supporting the delivery of a low cost option for tenants and the financial inclusion agenda.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : DH/1352/12

For further information please contact Olga Clayton, Head of Community Care and Housing on telephone number 01294 324626

### **Background Papers**

None

---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 17**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Bridgegate Streetscape Enhancement**

---

**Purpose:** To report on progress and seek approval to award the contract for the main contractor to carry out the construction work associated with the improvements to the streetscape within the Bridgegate area of Irvine.

---

**Recommendation:** That the Cabinet agrees (a) to note progress relating to the Bridgegate Streetscape Enhancement; and (b) that the contract be awarded to land Engineering (Scotland) Limited for the value of £1,781,120.48.

---

#### **1. Introduction**

- 1.1 Irvine Town Centre is a partnership initiative led by North Ayrshire Council (the council) and supported by Irvine Bay Regeneration Company (IBRC)
- 1.2 The initiative seeks to outline a vision to regenerate the town centre and kick-start the local economy by building upon the town's historic beauty, and will complement other planned developments in and around Irvine.
- 1.3 In addition to the refurbishment of Bridgegate House, the development of Trinity Church and the development of a new sports and leisure centre, the initial Irvine Town Centre Phase 1 programme will include the redevelopment and improvement of the streetscape within the Bridgegate area of Irvine.
- 1.4 The other key partner on this specific project is the Rivergate Shopping Centre.

1.5 In summary, the scope of the Streetscape Enhancement Scheme will include:

- A new stepped terraced access to Trinity Church,
- Enhanced surfacing and paving,
- Improved public and new feature lighting,
- Enhanced soft-landscaping,
- New street furniture and public art installations; and
- Specific training and employment outcomes.

1.6 Formal planning and design approval for the scheme was given by the council at a meeting of the Planning Committee on 14 February 2012. Previously the details had been presented to the Irvine Area Committee.

#### **Project Management & Design Team**

1.7 Formal project management for the project is being undertaken by IBRC, reporting through the Irvine Town Centre Combined Programme Group, chaired by the Head of Infrastructure and Design. Regular updates on the programme have also been presented to the Irvine Area Committee. A design team was appointed to progress both the technical design elements and delivery of the contract on behalf of the Council and IBRC.

#### **Procurement**

1.8 A Notice in respect of the Project was published on the Public Contracts Scotland portal on 31 October 2011. Fifteen completed PQQs were subsequently returned to the council by the 18 November 2011 deadline. One of the PQQs was discarded, on account of the company failing the Equifax financial evaluation. The remaining fourteen PQQs were assessed on 21 November 2011.

1.9 A short-list of five companies was drawn up with a deadline for return of 14 May 2012. Three submissions were subsequently returned by this deadline.

1.10 The contractor selection and tendering process has been carried out in accordance with all relevant European Contract advertising and Procurement Legislation and the Council's Financial Regulations.

## **2. Current Position**

2.1 The three received tenders were reviewed on 22 May 2012 in terms of both cost and quality (60: 40 Cost:Quality Ratio), the results are set out in Appendix 1.



- 2.2 The Quality Criteria for the scoring had been set in advance and detailed within the tender documentation: Management Approach, Logistics, Programme and Targeted Recruitment and Training.
- 2.3 The current construction programme notes construction work commencing in June 2012, although this is dependent upon Cabinet approval for the acceptance of the tender. The contract will then proceed in two phases in order to allow works to be stopped within the commercial area over the Christmas period. The first phase is programmed to be complete by November 2012 with an expected overall contract completion date of August 2013.
- 2.4 The project has been progressed in partnership with IBRC, and other key stakeholders, to ensure there has been a co-ordinated approach with all of the adjacent schemes (Bridgegate House and Trinity Church). In addition, regular joint project team meetings have taken place to address the technical issues, logistics and overlaps in contract phasing. These meetings will continue throughout the life-cycle of the three Bridgegate area projects.

### **3. Proposals**

- 3.1 That the Cabinet (a) notes progress relating to the Bridgegate Streetscape Improvements, and (b) agrees that the contract be awarded to Land Engineering (Scotland) Limited for the value of £1,781,120.48.
- 3.2 Progress on this project will be reported to the Irvine Area Committee on a regular basis.

### **4. Implications**

#### Financial Implications

- 4.1 Direct project funding for the capital expenditure on this contract will be provided to the Council from Irvine Bay Regeneration Company (IBRC). Confirmation of an allocation by IBRC for 2012/13 and 2013/14 and an associated projected cash-flow have been presented to the Council. The tender value is within the current budget forecast.

The project design team and project management costs will continue to be met by IBRC.

#### Human Resource Implications

- 4.2 There are no direct human resources implications as a result of accepting the preferred tender.

#### Legal Implications

- 4.3 The Council will be bound by the standard terms and condition of SBCC with Quantities 2011 contract.

#### Equality Implications

- 4.4 Pedestrian accessibility within the public area and to both Trinity Church and Bridgegate House will be improved. The North Ayrshire Access Panel has been fully consulted on all aspects of the project.

#### Environmental Implications

- 4.5 The project will result in an enhanced physical environment within this key public location.

#### Implications for Key Priorities

- 4.6 The project will deliver the following key priorities:-
- 1b North Ayrshire is a more attractive tourist destination
  - 1c North Ayrshire is a more attractive place to do business
  - 2a More people are in work and training
  - 9a Fear of crime and antisocial behaviour has reduced
  - 10c The condition of roads, footways, path networks and lighting has improved
  - 15c Partnership Working has improved

#### Community Benefit Implications

- 4.7 Targeted Recruitment and Training has been included as a specific quality assessment within the contract and is therefore a direct performance indicator for the contractor. If approved Land Engineering has indicated that they will provide eight (8) trainees the opportunity to access 26 weeks work placement, receiving GCOSVQ Level Two and CSC training. This equates to a total of 208 weeks training. Set against the councils existing Targeted Recruitment and Training standards this is twice the anticipated outputs for a project of this monetary value.

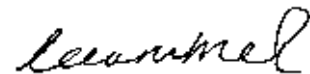
- 4.8 In addition, Land Engineering will provide 44 weeks of unwaged work experience in both technical/ground works and Administration. This will be offered to local schools.

## **5. Consultations**

- 5.1 Numerous public consultation and wider community engagement has taken place throughout the project. This will continue during the construction period.

## **6. Conclusion**

- 6.1 The tender exercise has identified Land Engineering (Scotland) Ltd at a sum of £1,781,120.48 as the preferred contractor. The award of the contract to Land Engineering (Scotland) will allow the redevelopment of Bridgegate Streetscape Enhancement to begin in due course and for this major project to contribute towards the wider objectives of Irvine Town Centre Initiative.



LAURA FRIEL  
Corporate Director (Finance and Infrastructure)

### **Reference :**

For further information please contact Angus Bodie, Head of Infrastructure and Design Services on telephone number 01294 225211

### **Background Papers**

Tender documentation.



## STREETSCAPE ENHANCEMENT PROJECT

22-May-12

| <b>Quality Scores:</b>                 |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|
|  | <b>Mackenzie</b>      | <b>Land Eng</b>       | <b>N Midland</b>      |
|  | <i>Weighted Score</i> | <i>Weighted Score</i> | <i>Weighted Score</i> |
| Management Approach<br>(Weighting 1.5) | 6                     | 7.5                   | 6                     |
| Logistics<br>(Weighting 1)             | 4                     | 5                     | 4                     |
| Challenges<br>(Weighting 1.5)          | 7.5                   | 7.5                   | 7.5                   |
| Tender Programme<br>(Weighting 2)      | 8                     | 10                    | 10                    |
| TR&T<br>(Weighting 2)                  | 8                     | 10                    | 4                     |
| <b>TOTAL</b>                           | <b>33.5</b>           | <b>40</b>             | <b>31.5</b>           |

| <b>Price Scores:</b> |               |               |               |
|----------------------|---------------|---------------|---------------|
| Tender Amount        | £1,786,987.00 | £1,781,120.48 | £2,182,835.34 |
| Score (Lowest = 60)  | 59.80         | 60.00         | 48.96         |

**TOTAL PRICE + QUALITY**                      **93.30**                      **100.00**                      **80.46**

**RANKING**                                      2                                      1                                      3

Notes:

**Weighted Score:**                      Scores are then weighted to reflect quality importance within works.



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 18**

**6 June 2012**

#### **Cabinet**

---

|                        |   |
|------------------------|---|
| <b>Subject:</b>        | <b>Approval to Award Business Gateway Services in Mainland Ayrshire</b>   |
| <b>Purpose:</b>        | To seek approval from the Cabinet to award the tender of Business Gateway Services post-October 2012 in Mainland Ayrshire (in collaboration with East Ayrshire Council and South Ayrshire Council). |
| <b>Recommendation:</b> | That the Cabinet agrees to award the Business Gateway Services post-October 2012 in Mainland Ayrshire to Lanarkshire Enterprise Services Limited.   |

---

#### **1. Introduction**

- 1.1 Business Gateway provides support to pre and post start-up businesses. These businesses can access workshops and advisor support in order to gain skills, knowledge and understanding of the regulations of becoming self employed. This support is also available to existing businesses in order to enhance their skills and knowledge further.
- 1.2 Referral links are made to Local Authorities and other agencies that can provide complimentary business support and/or access to funding in order that the companies can safeguard or create new jobs locally.
- 1.3 In 2006, the Scottish Government instructed Scottish Enterprise to revise the Business Gateway service and subsequently awarded a 5 year contract to deliver amended services from October 2007 – until September 2012.
- 1.4 Responsibility for delivery of the Business Gateway contract transferred from Scottish Enterprise to Local Authorities in April 2008 and for the highland area from Highlands and Islands Enterprise in April 2009.

- 1.5 North Ayrshire Council is the Lead Authority with responsibility for the management and delivery of the Business Gateway mainland contract on behalf of the 3 Local Authorities in Ayrshire since April 2008.
- 1.6 The Provision of Business Gateway Services to the 3 Ayrshire Council's was advertised as a contract opportunity on 9 February 2012.

## **2. Current Position**

- 2.1 A restricted tendering process was followed under the European Union procurement process.
- 2.2 A contract notice was published on Public Contracts Scotland Procurement website and the Official Journal of the European Union on 9 February 2012 for the Provision of Business Gateway Services to the 3 Ayrshire Councils. The service is for the period 1 October 2012 to 30 September 2015 with the option to extend for a further two 12 month periods subject to performance.
- 2.3 Six Pre Qualification responses were received on 12 March 2012 and evaluated by officers from North, East & South Ayrshire Councils. Four service providers passed the scoring and were Invited to Tender. One supplier declined to submit a tender and three tenders were received electronically through the secure post box facility in Public Contracts Scotland on Friday 4 May 2012 at 12 noon.
- 2.4 The tender report attached (Appendix 1) summarises the evaluation matrix.
- 2.5 The tendering was carried out in line with the Council's Standing Orders on procurement. The tenders were evaluated on the basis of quality 70% and cost 30% and were evaluated by officers from North, East and South Ayrshire Councils.
- 2.6 North Ayrshire Council has allocated £889,363 for this contract.
- 2.7 A breakdown of the new contract targets are below:-

***Please note this will not be split by a third to each local authority area. It will focus on the priorities of each Local Authority area:***



| <b>Table 1 – Service Targets</b>  | <b>Units</b> |
|---|--------------|
| <b>Start-up Advisory Service</b>  |              |
| <b>Number of start-up customers who have begun trading</b>  | <b>847</b>   |
| <b>Number of higher value start-up customers with agreed actions identified on their Action Plan for Growth</b> | <b>193</b>   |
| <b>Number of higher value start-up customers with completed Action Plans for Growth</b>                         | <b>193</b>   |
| Number of start-up workshops/seminars held  | 140          |
| Number of customers attending start-up workshops/seminars   | 1400         |
|   |              |
| <b>Growth Advisory Services for Start Up and Existing Businesses</b>  |              |
| <b>Number of growth customers with agreed actions identified on their Action Plan for Growth</b>                | <b>52</b>    |
| Number of growth customers accepted into growth pipeline relationship with SE/HIE                               | 26           |
| <b>Number of growth customers accepted into account management relationship with SE/HIE</b>                     | <b>12</b>    |
| Number of growing business workshops/seminars held  | 60           |
| Number of clients attending growing business workshops/seminars   | 600          |
|   |              |
| <b>BG Local Services</b>  |              |
| <b>Number of customers accessing local advisory services</b>  | <b>113</b>   |
| <b>Number of customers accessing local expert help services</b>   | <b>262</b>   |
| <b>Number of workshops/seminars held</b>  | <b>26</b>    |
| Number of customers attending workshops/seminars  | 240          |

2.8 The outcome of the tender is set out in the attached Appendix

### **3. Proposals**

- 3.1 It is proposed that **Lanarkshire Enterprise Services Limited** be awarded the contract for the provision of Business Gateway Services in Mainland Ayrshire from October 2012 to September 2017(in collaboration with East Ayrshire Council and South Ayrshire Council).
- 3.2 There will be a three month handover period with the current contractor from July to September 2012.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no additional financial implications above the £889,363 budgetary provision. Once it has been agreed to award the contract to Lanarkshire Enterprise Services Ltd, negotiations will commence with the contractor to match the contract more closely to local needs.

##### Human Resource Implications

- 4.2 None

##### Legal Implications

- 4.3 The Council is bound by the Public Contracts (Scotland) Regulations 2006 and the European Union Procurement Regulations. As lead authority North Ayrshire Council will have responsibility for the issue of all procurement documentation for this contract.

##### Equality Implications

- 4.4 None

##### Environmental Implications

- 4.5 None

##### Implications for Key Priorities


- 4.6 The key priorities for Business Gateway contributes to the 3 Ayrshire Councils Single Outcome Agreement and North Ayrshire's Community Planning Priority working and training. A similar report will be consider by both South and East Ayrshire Councils.

#### **5. Consultations**

- 5.1 North Ayrshire Council as the lead authority in Ayrshire has consulted with East and South Ayrshire councils throughout the procurement process to ensure that a coordinated and consistent approach has been taken in order to achieve "the most economically advantageous tender".

## **6. Conclusion**

- 6.1 A procurement exercise for the provision of Business gateway Services to North, East and South Ayrshire Councils has identified Lanarkshire Enterprise Services as the preferred bidder.



ELMA MURRAY  
Chief Executive

Reference : KMcG/AM

For further information please contact Kerry McGuire on 01294 225161

### **Background Papers**

NA



## **APPENDIX 1 – TENDER REPORT**

### **QUALITY EVALUATION**

| <b>Subcriteria</b>   | <b>Weighting</b> | <b>Lanarkshire</b> | <b>NET &amp; DHP</b> | <b>GO</b>    |
|----------------------|------------------|--------------------|----------------------|--------------|
| Methodology          | 30%              | 30                 | 15                   | 22.5         |
| Understanding        | 30%              | 30                 | 7.5                  | 22.5         |
| Innovation           | 15%              | 15                 | 3.75                 | 7.5          |
| Transition & risks   | 20%              | 15                 | 5                    | 20           |
| Workshop Content     | 5%               | 5                  | 3                    | 5            |
| <b>TOTAL QUALITY</b> |                  | <b>95</b>          | <b>34.25</b>         | <b>77.5</b>  |
| <b>QUALITY SCORE</b> |                  | <b>70</b>          | <b>25.24</b>         | <b>57.11</b> |

### **COST EVALUATION**

| <b>COSTS SUBMITTED</b> | <b>Lanarkshire</b>   | <b>NET &amp; DHP</b> | <b>GO</b>            |
|------------------------|----------------------|----------------------|----------------------|
| Start Up Advisory      | £1,719,603.69        | £1,843,483.50        | £1,694,932.46        |
| Growth Advisory        | £1,203,722.59        | £1,106,090.10        | £576,998.28          |
| Local Advisory         | £515,881.11          | £737,393.40          | £1,334,308.53        |
| <b>TOTAL</b>           | <b>£3,439,207.39</b> | <b>£3,686,967.00</b> | <b>£3,606,239.27</b> |

| <b>Sub-Weightings Applied</b> | <b>Lanarkshire</b> | <b>NET &amp; DHP</b> | <b>GO</b>    |
|-------------------------------|--------------------|----------------------|--------------|
| Start Up Advisory (40%)       | 39.43              | 36.78                | 40.00        |
| Growth Advisory (40%)         | 19.17              | 20.87                | 40.00        |
| Local Advisory (20%)          | 20.00              | 13.99                | 7.73         |
| <b>TOTAL</b>                  | <b>78.60</b>       | <b>71.63</b>         | <b>87.73</b> |
| <b>COST SCORE (POINTS)</b>    | <b>26.88</b>       | <b>24.49</b>         | <b>30</b>    |

### **EVALUATION SUMMARY**

|                    | <b>Lanarkshire</b> | <b>NET &amp; DHP</b> | <b>GO</b>    |
|--------------------|--------------------|----------------------|--------------|
| QUALITY SCORE      | 70                 | 25.24                | 57.11        |
| COST SCORE         | 26.88              | 24.49                | 30           |
| <b>TOTAL SCORE</b> | <b>96.88</b>       | <b>49.73</b>         | <b>87.11</b> |
| <b>RANKING</b>     | <b>1</b>           | <b>3</b>             | <b>2</b>     |



---

## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 19**

**6 June 2012**

#### **Cabinet**

---

**Subject:** **Economic Development, Business Development Approvals Committee - Minutes of Meeting held on 24 April 2012**

---

**Purpose:** To submit the Minutes of the Meeting of the Economic Development, Business Development Approvals Committee held on 24 April 2012.

---

**Recommendation:** That the Cabinet notes the Minutes set out at Appendix 1.

---

#### **1. Introduction**

- 1.1 The purpose of this report is to provide greater transparency of decisions taken in relation to business grants provided to support local economic development and regeneration.

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

- 2.1 The Minutes of the Meeting held on 24 April 2012 are attached at Appendix 1.

#### **3. Proposals**

- 3.1 That the Cabinet notes the Minutes set out at Appendix 1.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no implications.

##### Human Resource Implications

- 4.2 There are no implications.

##### Legal Implications

- 4.3 There are no implications.

Equality Implications

- 4.4 There are no implications.

Environmental Implications

- 4.5 There are no implications.

Implications for Key Priorities

- 4.6 There are no implications.

**5. Consultations**

- 5.1 No consultations were required.

**6. Conclusion**

- 6.1 The attached Minutes reflect the level of approvals made in April 2012 and all are within the budget allocations.



ELMA MURRAY  
Chief Executive

Reference : CN/AM

For further information please contact Colin Naismith, Team Leader on telephone number 01294 225168

**Background Papers**

None



## **BUSINESS DEVELOPMENT – APPROVALS MEETING**

Minute of the Approvals meeting held on Tuesday 24<sup>th</sup> April 2012 at Cunninghame House.

**Present:** Councillor David O'Neil – Leader of the Council  
Councillor John Reid – Depute Leader of the Council  
Alex Anderson – Manager (Economic Development Services)  
Colin Naismith – Senior Officer (Business Development Services)

1. **Apologies:**

2. **Matters Arising:**

There were no matters arising.

3. **Approvals:**

The following applications were considered under each programme all having previously received consideration by Finance Dept:

(i) Business Growth Programme.

A total of 13 company applications were considered and all received approval. Total grants approved on this basis were £38,763 towards total projects valued at £77,347.

(ii) Skills for Growth Programme.

A total of 12 company applications were considered and all received approval. Total grants approved on this basis were £26,081 toward estimated project costs of £53,002 and assisting 105 beneficiaries.

(iii) NAC Growth Programme

A total of 1 company applications was considered and received approval. Grants totalling £400 was approved towards projects exclusively deemed ineligible for EU project funding of £800.

(iv) Jobs Access Programme

A total of 15 applications were considered and all received approval for 14 full-time and 8 part-time beneficiaries with employment costs of £114,025 and wage subsidy support of £48,898.

It was noted that the 22 jobs would be filled by North Ayrshire residents who were at least three months unemployed.

(v) Leader / Business Gateway Growth Programme

A total of 6 applications had already been approved through the European Leader Programme for Arran and Cumbrae. Total grants of £6,346 towards projects costs of £12,691 were approved with a projection of 8 new jobs being created.

- (vi) West of Scotland Loan Fund  
One application was approved over a period of 5 years. The application represented a total project cost of £55,000 and a loan amount of £25,000. It is estimated that the loan will result in the creation of 6 new jobs.

- (vii) Programme Summary:

|                                |          |
|--------------------------------|----------|
| Number of Company assists:     | 48       |
| Number of Beneficiaries:       | 105      |
| Total Grants Awarded:          | £120,398 |
| Total Project Costs Assisted:  | £312,865 |
| Total Loans Awarded:           | £25,000  |
| Total New Jobs projected:      | 67       |
| Total Existing Jobs s/guarded: | 76       |

4. **AOCB:**

5. **Date of Next Meeting**

Date for next meeting TBC

Colin Naismith  
07.05.12