



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

16 April 2015

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Ground Floor, Cunninghame House, Irvine on **MONDAY 20 APRIL 2015** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

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

2. Minutes (Page 7)

The accuracy of the Minutes of the meeting held on 24 March 2015 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

EDUCATION ITEMS FOR INFORMATION

3. Scottish Qualification Authority (SQA) Examination Results 2014 (Page 13)

Submit report by the Executive Director (Education and Youth Employment) on the overall performance of the 2014 North Ayrshire Council school leavers as highlighted in INSIGHT's first annual report (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

4. Directorate Plans 2015/18 (Page 33)

Submit report by the Chief Executive on the Council's Directorate Plans for 2015/18 (copy enclosed).

5. Performance Management Strategy (Page 289)

Submit report by the Chief Executive on the refreshed Performance Management Strategy (copy enclosed).

6. North Ayrshire Council - Benchmarking (Page 315)

Submit report by the Chief Executive on the Local Government Benchmarking data and the improvements North Ayrshire Council is making across all groups of indicators (copy enclosed).

Reports by the Executive Director (Finance and Corporate Support)

7. Revenue Estimates 2015/16 - Common Good and Trusts (Page 321)

Submit report by the Executive Director (Finance and Corporate Support) on the anticipated annual income and expenditure in respect of the Common Good Funds and Trusts administered by North Ayrshire Council (copy enclosed).

8. Irvine Enterprise Area Strategic Investment Site – Purchase of Land and Investment in Infrastructure

Submit report by the Executive Director (Economy & Communities) on the proposals to purchase land within the Irvine Enterprise Area from Scottish Enterprise, and thereafter invest in the site (copy to follow).

9. Corporate Social Responsibility (Page 349)

Submit report by the Executive Director (Economy & Communities) on the Corporate Social Responsibility Policy (copy enclosed).

GENERAL BUSINESS FOR INFORMATION

10. Welfare Reform activity in 2014/15 (Page 363)

Submit report by the Executive Director (Finance and Corporate Support) on the welfare reform action plan (copy to enclosed).

11. Local Scrutiny Plan 2015/16 (Page 385)

Submit report by the Executive Director (Finance and Corporate Support) on the Local Scrutiny Plan for 2015/16 prepared by the Local Area Network of external scrutiny bodies (copy enclosed).

- 12. Audit Scotland Report: An Overview of Local Government in Scotland 2015 (Page 395)**
Submit report by the Executive Director (Finance and Corporate Support) on the findings of the recent Audit Scotland report (copy enclosed).
- 13. Glasgow Prestwick Airport Spaceport Bid (Page 451)**
Submit report by the Executive Director (Economy and Communities) on the UK Government's proposals for the UK's first spaceport, and the Glasgow Prestwick Airport Spaceport (GPA) bid (copy enclosed).
- 14. Update: Waste Management Strategy 2012 - 2016 (Page 457)**
Submit report by the Executive Director (Place) on the implementation of the Council's Waste Management Strategy 2012 - 2016 (copy enclosed).
- 15. North Ayrshire Health and Social Care Partnership (NAHSCP) Medium Term Financial Plan - Due Diligence and Risks. (Page 471)**
Submit report by the Executive Director (Finance and Corporate Support) on the current position and potential future financial implications of the 2015/16 to 2017/18 budget of the North Ayrshire Health and Social Care Partnership (copy enclosed).
- 16. Award of Contract - Replacement of Central Heating and combined Central Heating and Electrical Re-wiring to various dwelling locations within North Ayrshire. (Page 505)**
Submit report by the Executive Director (Finance and Corporate Support) on the tender exercise for the replacement of Central Heating and combined Central Heating and Electrical Re-wiring to various dwelling locations within North Ayrshire (copy enclosed).
- 17. Award of Contract - Framework Agreement for the Provision of Mechanical and Electrical Design Consultancy Services (Page 509)**
Submit report by the Executive Director (Finance and Corporate Support) on the tender exercise for the renewal of the framework agreement for the provision of Mechanical and Electrical Design Consultancy Services (copy enclosed).

MINUTES

- 18. Physical Environment Advisory Panel: Minute of the meeting held on 6 March 2015 (Page 513)**
Submit report by the Executive Director (Place) on the minute of the Physical Environment Advisory Panel held on 6 March 2015 (copy enclosed).
- 19. 1st Tier Joint Consultative Committee and Corporate Health and Safety Group: Draft Minutes of meetings held on 16 March 2015 (Page 523)**
Submit report by the Chief Executive on the draft minutes of the 1st Tier Joint Consultative Committee and Corporate Health and Safety Group held on 16 March 2015 (copies enclosed).

20. Urgent Items

Any other item which the Chair considers to be urgent.

Cabinet

Sederunt: **Elected Members**

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

Church Representatives

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

Teaching Representative

Mr Gordon Smith

Youth Council Representatives

to be advised

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
24 March 2015

Irvine, 24 March 2015 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Willie Gibson, Alan Hill, Marie Burns, John Bruce, Tony Gurney and Ruth Maguire; Very Reverend Matthew Canon McManus and Elizabeth Higon (Church Representatives) (Agenda Items 3 - 5) and Gordon Smith (Teaching Representative) (Agenda Items 3 - 5).

Also Present

Donald Reid.

In Attendance

E. Murray, Chief Executive; J. Butcher, Executive Director and S. Quinn, Head of Service (Schools) (Education and Youth Employment); C. Hatton, Executive Director, D. Tate, Senior Manager (Property Management and Investment) and K. Campbell, Facilities Manager (Place); K. Yeomans, Executive Director and M Strachan, Senior Manager (Business Development) (Economy and Communities); L. Friel, Executive Director, G. Macgregor, Head of Customer, People and Corporate Support, M. Hogg, Senior Manager (Financial Management), P. Doak, Senior Manager (Internal Audit, Risk and Performance) and A. Dunsmore, Accountant, (Finance and Corporate Support); I. Colvin, Director (North Ayrshire Health and Social Care Partnership); A. Fraser, Head of Democratic Services, R. Sharp, Information Governance Manager, R. Moore, Communications Officer (Media and Internal Communications) and A. Little, Committee Services Officer (Chief Executive's).

Also In Attendance

T. Stewart, Headteacher (Irvine Royal Academy).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

Anthea Dickson.

1. Chair's Remarks

The Chair, in terms of Standing Order 9.4, agreed to accept two items of urgent business relating to the Implementation of Living Wage increase for 2015/16 and Kirktonhall, West Kilbride. These would be considered under item 17.

The Chair further agreed, in terms of Standing Order 9.1, to vary the order of business to allow earlier consideration of Agenda Item 4 (Irvine Royal Academy: Education Scotland Continuing Engagement Report) and prior to exempt item to take Agenda Item 17 (Urgent Items: Implementation of Living Wage increase for 2015/16 and Kirktonhall, West Kilbride).

2. Declarations of Interest

In terms of Standing Order 16 and Section 5 of the Code of Conduct for Councillors, Councillor Gurney, as an employee of the University of the West of Scotland, declared a interest in Agenda Item 10 (Review of Business Support) and withdrew from the meeting for that item of business.

3. Minutes

The accuracy of the Minutes of the meeting held on 10 March 2015 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

4. Irvine Royal Academy: Education Scotland Continuing Engagement Report

Submitted report by the Executive Director (Education and Youth Employment) on the findings of HM Inspectors from Education Scotland in November 2014, including details of the good progress made towards addressing the main points for action that had been identified in the original inspection report. The Cabinet also received a presentation from the Headteacher of Irvine Royal Academy.

The Cabinet agreed to (a) offer congratulations to the Headteacher and her staff and the pupils and parents of Irvine Royal Academy for the transformational changes made at the school and the continued progress towards further improvements; and (b) to otherwise note the report.

5. Education and Youth Employment: Accessibility Strategy 2015 - 2018

Submitted report by the Executive Director (Education and Youth Employment) which provided information on (a) the Education (Disabilities Strategies and Pupils' Educational Records) (Scotland) Act 2002, (b) recent Scottish Government guidelines to improve disabled pupils' access to education; and (c) the development of a draft Accessibility Strategy 2015 – 2018 (Appendix 1) to meet legislative requirements.

The Cabinet agreed (a) to note and approve the content of the draft Accessibility Strategy; (b) that officers continue to work to enhance the equality of access to education; and (c) that officers consult with key stakeholders, developing a revised Accessibility Strategy that takes into account the new guidance and meets legislative requirements.

6. Toilet Provision in North Ayrshire Council Schools

Submitted report by the Executive Director (Education and Youth Employment) on the progress made to improve toilet provision in schools across North Ayrshire that included details of (a) the consultation process that has taken place with teachers and pupils; (b) a standard specification for toilet refurbishment projects that will be used in all future refurbishment projects, where appropriate; (c) condition surveys completed across the school estate; and (d) planned refurbishment projects and upgrade works.

Members asked questions and were provided with further information in relation to a future visit to North Ayrshire by the Scottish Children's Commissioner that could also include his attendance at a Youth Council meeting.

The Cabinet agreed to (a) note the progress made to date to improve toilet provision in schools; and (b) the further improvements as outlined in the report.

7. Records Management Plan

Submitted report by the Chief Executive on the draft Council and Licensing Board's combined Records Management Plan, in accordance with the Council's obligations under the Public Records (Scotland) Act 2011 that requires to be submitted to the Keeper of the Records of Scotland by 31 March 2015.

The Cabinet agreed to (a) approve the Records Management Plan as outlined at Appendix 1; and (b) delegate authority to the Chief Executive to make such changes to the Plan as are required by the Keeper of the Records of Scotland prior to its approval.

8. Revenue Budget 2014/15 : Budgetary Control Statement to 31 January 2015

Submitted report by the Executive Director (Finance and Corporate Support) which (a) set out the revenue budgetary control position for the Council at 31 January 2015; (b) provided a brief explanation of Services' major variances at Appendices 1 - 9; (c) detailed the proposed virements at Appendix 10; and (d) the Housing Revenue account budgetary control position at 31 January 2015 at Appendix 11.

Members asked questions and were provided with further information in relation to an increase in the Council Tax base as a result of an increase in the number of households.

The Cabinet agreed to (a) note the information and financial projections outlined in the report; (b) note the action plan being developed by the Health and Social Care Partnership to bring expenditure in line with budgets for 2015/16; (c) approve the virements detailed in Appendix 10; (d) approve the new carry forwards identified at section 2.3 (viii); and (e) approve the new charge proposed for Environmental Information Requests detailed at section 2.9 of the report.

9. Capital Monitoring to 30 January 2015

Submitted report by the Executive Director (Finance and Corporate Support) which provided information on (a) the progress in delivering the Capital Investment Programme as at 31 January 2015; (b) progress of all projects, with explanations for the carry forwards detailed in Appendix 1; and (c) the programme for the Housing Revenue Account (HRA), as detailed in Appendix 2.

The Cabinet agreed to (a) approve the revisions to budgets outlined at Sections 2.1 - 2.2 and 2.10 - 2.11 of the report; and (b) note (i) the actual General Services and HRA expenditure to 31 January 2015; and (ii) the forecast of expenditure to 31 March 2015.

10. Local Governance (Scotland) Act 2004 (Remuneration and Severance Payments) Amendment Regulations 2015

Submitted report by the Executive Director (Finance and Corporate Support) on the Local Governance (Scotland) Act 2004 (Remuneration and Severance Payments) Amendment Regulations 2015 in relation to Councillors' salaries which provides for a 1% increase in the basic Councillor salary, the Leader's salary and the salary of the Civic Head or Provost.

The Cabinet agreed to (a) note the terms of the Local Governance (Scotland) Act 2004 (Remuneration and Severance Payments) Amendment Regulations 2015 in relation to the level of Councillors' salaries; (b) set the Provost's salary at the level detailed in the regulations; (c) the same percentage increase to the Senior Councillor component of salary; and (d) that implementation of the Councillor pay award should be made at the same point in time as the forthcoming local government employee pay award.

11. Review of Business Support

Submitted report by the Executive Director (Economy and Communities) which set out (a) the provision of business support in North Ayrshire; (b) an options appraisal for the delivery of the Business Gateway Programme undertaken on behalf of the three Ayrshire authorities; (c) the proposal to terminate the Business Gateway contract with Lanarkshire Enterprise; and (d) the proposal to bring the Business Gateway service in-house.

Members asked questions and were provided with further information in relation to the Crichton Institute which is a collaborative venture bringing together a number of academic and business partners, local government and regional development bodies to support economic development.

The Cabinet agreed to (a) approve bringing in-house the Business Gateway service; (b) note the review of The Hatchery; and (c) the development of the concept of North Ayrshire becoming an Entrepreneurial Hotspot.

12. Neighbourhood Vision – Remodelling of the Council’s Operational Property Portfolio

Submitted report by the Executive Director (Place) which set out (a) the range of operational and non-operational properties owned or leased by the Council; (b) future property requirements; and (c) the key principles identified to support remodelling of the Council's Property Estate.

The Cabinet agreed to approve the key principles to support remodelling of the Council's Property Estate.

13. Draft Local Biodiversity Action Plan for North Ayrshire 2015-18

Submitted report by the Executive Director (Place) on (a) the Draft Local Biodiversity Action Plan (LBAP) for North Ayrshire 2015-18 (Appendix 1); and (b) the proposed consultation process, including the publication of the LBAP on the Council's website.

That Cabinet agreed to (a) approve the Draft Local Biodiversity Action Plan for North Ayrshire (Appendix 1) for public consultation; and (b) receive a report on the findings of the consultation at a future date.

14. General Services Revenue Estimates 2015/16: Update

Submitted report by the Executive Director (Finance and Corporate Support) on the General Services Revenue Budget for 2015/16, analysed by service and expenditure type. The General Services Revenue Estimates matrix was set out at Appendix 1 to the report.

The Cabinet agreed to (a) note the 2015/16 General Services matrix outlined at Appendix 1; and (b) note the Non Domestic Rates poundage for 2015/16 .

15. Strategic Risk Register 2015/2016

Submitted report by the Executive Director (Finance and Corporate Support) which set out (a) the key strategic risks facing the Council; and (b) provided an executive summary of the Strategic Risk Register 2015/16 at Appendix 1 to the report.

The Cabinet agreed to note the Strategic Risks for the Council contained in Appendix 1 to the report.

16. Minutes of the Housing Revenue Account Business Plan Implementation Group: 12 February 2015

Submitted report by the Executive Director (Place) on minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 12 February 2015.

Noted

17. Urgent Items

The Chair agreed that the undernoted items be considered as a matter of urgency to allow the proposed actions to be taken without delay.

17.1 Implementation of Living Wage Increase for 2015/16

Submitted report by the Executive Director (Finance and Corporate Support) on the proposed implementation of the Living Wage at the revised rate of £7.85 with effect from 1 April 2015.

Members asked questions and were provided with further information in relation to the final agreement on the overall pay settlement that has yet to be confirmed and formally agreed through COSLA.

The Cabinet agreed to approve the payment of the new Living Wage rate of £7.85 from 1 April 2015, in advance of the overall Local Government pay settlement being finalised.

17.2 Kirktonhall, West Kilbride

Submitted report by the Executive Director (Economy and Communities) on (a) the current position in relation to the external funding bids by the Kirktonhall Creative Media Group; and (b) the proposed review of the position of the Group as preferred bidders for the Kirktonhall building.

The Cabinet agreed (a) to continue to support the work of the Kirktonhall Creative Media Group to progress its business objectives; (b) withdraw the preferred bidder status from the Kirktonhall Group in the light of lack of progress to secure external funding within the timescale proposed by previous Cabinet report; and (c) that the building be offered for sale on the open market in order that the Council might pursue any opportunities to identify a future use for the building.

18. Exclusion of the Public and Press

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

18.1 Surplus Property - Perceton House complex, Irvine

Submitted report by the Executive Director (Place) which sought approval to dispose of the Perceton House complex, Irvine.

The Cabinet agreed to approve the disposal of the Perceton House complex, Irvine, in the terms detailed in the report.

The meeting ended at 3.45 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

21 April 2015

Cabinet

Subject: Scottish Qualification Authority (SQA)
Examination Results 2014

Purpose: To update Cabinet on the overall performance of the 2014 North Ayrshire Council school leavers¹ as highlighted in INSIGHT's first annual report.

Recommendation: That the Cabinet agrees to note the content of the report and the achievements of school leavers in last year's SQA examinations and the measures being taken to improve attainment in 2015-16.

1. Introduction

- 1.1 Until 2013, Standard Tables and Charts (STACs) were the main performance evaluation tool for schools and education authorities, published by the Scottish Government using Scottish Qualification Authority (SQA) examination results. This was replaced in 2014 with a new online tool - called INSIGHT - designed to analyse, compare and improve performance of young people in the senior phase. INSIGHT promotes a collaborative approach to analysing the data and working together to improve attainment and achievement.
- 1.2 INSIGHT is proving, overall, to be a more efficient tool for measuring school performance and is more accessible to all teachers in secondary schools. It goes beyond SQA attainment, including also a wide range of SCQF-credited awards and programmes. INSIGHT is consistent with the Curriculum for Excellence ethos as it emphasises the best achievement at the point of exit from school², rather than at stage-by-stage level, although it still allows users to drill down to cohort, level, subject or socio-demographic characteristics of pupils. Nevertheless, it should also be noted that further work is still required to allow this tool to be fully utilised when comparing results against benchmarks.

1 The leavers cohort in INSIGHT does not completely match with the Skills Development Scotland (SDS) leavers return. This will be the case across local authorities due to the inherent difficulty in matching individual data sets

2 The 2014 benchmarking "point of exit" indicators published in INSIGHT in 27 February 2015 are called "National Benchmarking Measures". The set of similar indicators referring to specific cohorts are designated as "Local Benchmarking Measures" in INSIGHT.

- 1.3 The new benchmarking methodology used by INSIGHT is centred on the idea of a "Virtual Comparator" replacing the group of "comparator schools/authorities" used in STACs. This virtual school is built around four key characteristics, which go into the make-up of any school: gender balance; staying-on rates; percentage of time spent in mainstream classes and deprivation based on the Scottish Index of Multiple Deprivation (SIMD). From these four areas, the tool matches ten leavers from across Scotland to every one of the leavers in each school/authority and treat this matched group as the virtual school/authority.
- 1.4 The main analysis of 2014 attainment and achievement for secondary schools was released by the Scottish Government on 27 February 2015. This report follows on from the interim overview of the 2014 SQA results provided to Cabinet in October 2014. It is structured along the four key national benchmarking measures aimed at:
 1. Improving attainment in Literacy and Numeracy (% of candidates attaining Literacy and Numeracy)
 2. Improving attainment for all (Average Total Tariff Score distribution)
 3. Tackling Disadvantage by Improving the Attainment vs. Deprivation Gap (Average Total Tariff Score by SIMD decile)
 4. Increasing Post-school participation (School Leaver Destinations for 2014)

2. Current Position

- 2.1. Improving attainment in Literacy and Numeracy (These highlights are supported by charts in Appendix 1a - 1d)
 - 2.1.1 The percentage of leavers in North Ayrshire achieving Literacy at SCQF level 4 or above has been consistently above the performance of the Virtual Comparator and overall National levels – reaching 93.7% in 2014. The trend is increasing since 2010, although North Ayrshire schools had a peak performance of 94.8% in 2013 (Appendix 1a). Literacy at level 5 or better in 2014 is showing an even more encouraging trend. At 68.3% in 2014, it not only exceeded the Virtual Comparator performance for the first time in the last 5 years, but is also at a faster growing pace than the National or the Virtual Comparator performance (Appendix 1b). This is a reflection of the continued drive to raise aspirations and the quality of achievement levels for most of our school leavers. There is a continued drive towards presenting pupils at their maximum potential.
 - 2.1.2 The performance in Numeracy is somewhat lower than the one in Literacy. This is consistent with the national picture. 79% of the leavers in North Ayrshire achieved a Numeracy award at SCQF Level 4 and 57.4% at level 5 or better in 2014 (Appendices 1c and 1d).

The positive aspect of this is that North Ayrshire performance is increasing at a higher rate than National and Virtual Comparator performance. This allowed North Ayrshire School Leavers for the second year running to outperform the Virtual Comparator for Numeracy at Level 5 or better in 2014.

2.1.3 Analysis shows our pace of improvement is faster than the national picture for both literacy and numeracy. Literacy will always remain a focus in our schools. However, the data suggests that Numeracy must become a priority for the authority and therefore, in our schools. As a result, all schools will be directed to highlight numeracy as a priority on school improvement plans. This will be supported by work that is already being undertaken at a central level in recognition of the authority and national picture.

2.2 Improving attainment for all (These highlights are supported by charts in Appendix 2a - 2d)

2.2.1 The total tariff score per leaver is a new measure of overall attainment - defined as the sum of their latest and best course and unit attainment in the old qualifications as well as the new qualifications and other SCQF awards available through CfE. The total tariff score values are not comparable with the measure presented in previous years, due to the change in the tariff scale³.

2.2.2 The "Attainment for All" measures look not only at the average total tariff score per leaver for the Lowest attaining 20% (which has been a key measure in the past), but also at the Middle attaining 60% and at the Highest attaining 20%.

2.2.3 The average total tariff score of the Lowest attaining 20% of leavers (Appendix 2a) has increased over the last five years and been consistently above the Virtual Comparator. In three of the last five years, the performance of the Lowest attaining 20% of leavers has been greater than the National performance.

2.2.4 Over the last five years, there has been a more than 21% increase in the average total tariff scores of the Middle attaining 60% of leavers (Appendix 2b). However, the same improvement can be seen in the Virtual Comparator and National performance and North Ayrshire remains below both of these comparators.

2.2.5 Analysing the performance of the Highest attaining 20% of leavers (Appendix 2c), it is clear that, whilst there has been improvement in this measure over the last five years, the performance remains below the Virtual Comparator and National Levels.

3 The new tariff scale addresses the full range of learner journeys in the Senior Phase whilst striving to avoid perverse incentives (e.g. quantity over quality)

2.2.6 However, a deeper analysis reveals (Appendix 2d) that the S4 leavers are outperforming, in 2014, the Virtual Comparator in all three measures and the national level in the lowest 20% and the middle 60% measures.

2.2.7 The performance of the Middle attaining 60% and the top attaining 20% is a key area for improvement. Therefore, continued work on the senior phase will include a focus on option choices for this cohort of young people to ensure we are both meeting their needs and raising their aspirations. In addition, this will also support the priority of increasing the staying on rate, ie the percentage of pupils completing their senior phase education and therefore increasing the number and level of qualifications they gain.

2.3 Attainment vs. Deprivation (These highlights are supported by charts in Appendix 3a - 3b)

2.3.1 The INSIGHT measure aimed at tackling disadvantage presents the Average total tariff score compared across the SIMD datazone deciles⁴ where the leavers reside.

2.3.2 The chart referring to this measure (Appendix 3a) highlights "bubbles" for which the centre is marking the Average Total Tariff score of leavers in the respective decile and the size of the bubble suggests the proportion of the total cohort residing in the respective SIMD decile areas. The "lighter" bubbles represent North Ayrshire and the "darker" bubbles designate the National picture. The steeper the line through the bubbles, the more pronounced the disparity between the attainment of leavers residing in more deprived areas and that of leavers from less deprived areas.

2.3.3 Looking at the chart of Attainment vs. Deprivation for leavers in 2014 (Appendix 3a), it is worth noting that - in almost all SIMD deciles - North Ayrshire pupils have performed in line with or higher than that of the National establishment. Considering that over 55% of our school leavers reside in SIMD deciles 1 to 3, this is an encouraging picture. 2014 school leavers in SIMD decile 3, 4 and 8 have performed considerably higher than the National establishment.

2.3.4 Looking at the cumulative attainment of 2014 school leavers (Appendix 3a), the average trendline for North Ayrshire is almost overlapping the National trend line, indicating an almost consistent average performance, with a similar attainment vs. deprivation correlation.

4 The Scottish Index of Multiple Deprivation (SIMD) ranks the 6505 datazones across Scotland according to a composite of measures of socio-economic deprivation. We are able to pinpoint the SIMD deprivation decile of the area where a pupil resides using the pupil's postcode as collected on the occasion of the annual School Census. SIMD decile 1 represents the 10% most deprived datazones in Scotland while SIMD decile 10

The North Ayrshire trendline is, however, slightly flatter than the trendline for the National Establishment – which signifies that the attainment gap between the more and the less SIMD deprived areas is slightly less pronounced in North Ayrshire than nationally.

2.3.5 The cumulative attainment of school leavers (in terms of the total tariff score of the average school leaver of each year's cohort) is derived from the information provided by INSIGHT, Attainment vs. Deprivation measure. Appendix 3b is showing the five-year trend of the average total tariff score in North Ayrshire vs the National establishment.

2.3.6 The average North Ayrshire school leaver attains at a lower level than the average national school leaver. However, data analysis shows the average attainment of a North Ayrshire school leaver from each SIMD decile is comparable or better than the average Scottish school leaver from the same decile. This analysis tells us that the overall lower performance is due to a much higher proportion of school leavers living in the 30% most SIMD deprived areas. Therefore, reducing the impact of socio-economic deprivation on educational attainment, together with raising aspirations and expectations of children and young people, are the correct priorities for North Ayrshire.

2.4 Increasing Post-School Participation (Appendix 4)

2.4.1 As reported on other occasions, the percentage of school leavers moving into positive destinations three months after their school leaving date is one of the highest across Scotland. For the purpose of Appendix 4, it should be noted that the INSIGHT leavers' cohort does not match exactly the cohort reported by Skills Development Scotland (SDS) in December last year. In 2014, the INSIGHT cohort has 4% less pupils than the SDS 2014 leavers' cohort. Therefore, those leavers are not included in any of the indicators above. This is a statistical discrepancy due to different data sets being used in INSIGHT and SDS analysis. The positive picture reflected by the post-school participation measure is a credit to the efforts of careers services, staff in schools and centrally employed support teams in providing North Ayrshire school leavers with the best range of opportunities available locally and nationally.

2.4.2 It will be important to build on the excellent work and use this as a basis to ensuring positive and sustained destinations in the future.

3. Proposals

- 3.1 It is proposed that Cabinet agrees to note the content of the report and the achievements of the leavers as highlighted in this first annual INSIGHT.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications.

Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

- 4.6 North Ayrshire CPP SOA 2013-17: Priority - "A Working North Ayrshire".
NAC Council Plan 2015-2020: Priority 3 - "Ensuring people have the right skills for learning, life and work".
Education and Youth Employment Directorate Plan 2015-2018: Priorities -
2. High quality learning and teaching is taking place in all our schools.
4. Levels of attainment and achievement are improving for all learners.
5. High numbers of our young people are entering positive and sustainable post-school destinations.

5. Consultations

- 5.1 The Corporate Director (Education and Youth Employment), the Head of Service (Schools) and senior officers have visited secondary schools to meet with head teachers and their senior management teams to discuss achievement results for 2014 to help and support all young people in meeting their full potential. Challenging discussions have taken place on how schools are using the analysis of their attainment as a mechanism to inform their targets, particularly on presentations for National 5 and Higher for the session ahead. A particular emphasis is now being placed on the use of data to inform future practice.
- 5.2 As a result of ongoing consultation and discussion, Head Teachers are now participating in one to one data analysis sessions with our research officer. Further work is also taking place with senior managers at authority and school level.
- 5.3 A common approach to target setting and tracking using the SEEMiS CfE tracking and monitoring package has been introduced across all secondary schools. SEEMiS delivered training to school senior managers on the tracking module which is ensuring more robust target setting, tracking and monitoring is taking place this session and the years ahead. This has been followed up with in-house training.

6. Conclusion

- 6.1 In summary, across all four national measures, there is an increasing trend in performance and attainment which gives a solid foundation to build upon.



JOHN BUTCHER
Executive Director (Education and Youth Employment)

Reference : JB/SQ/LS

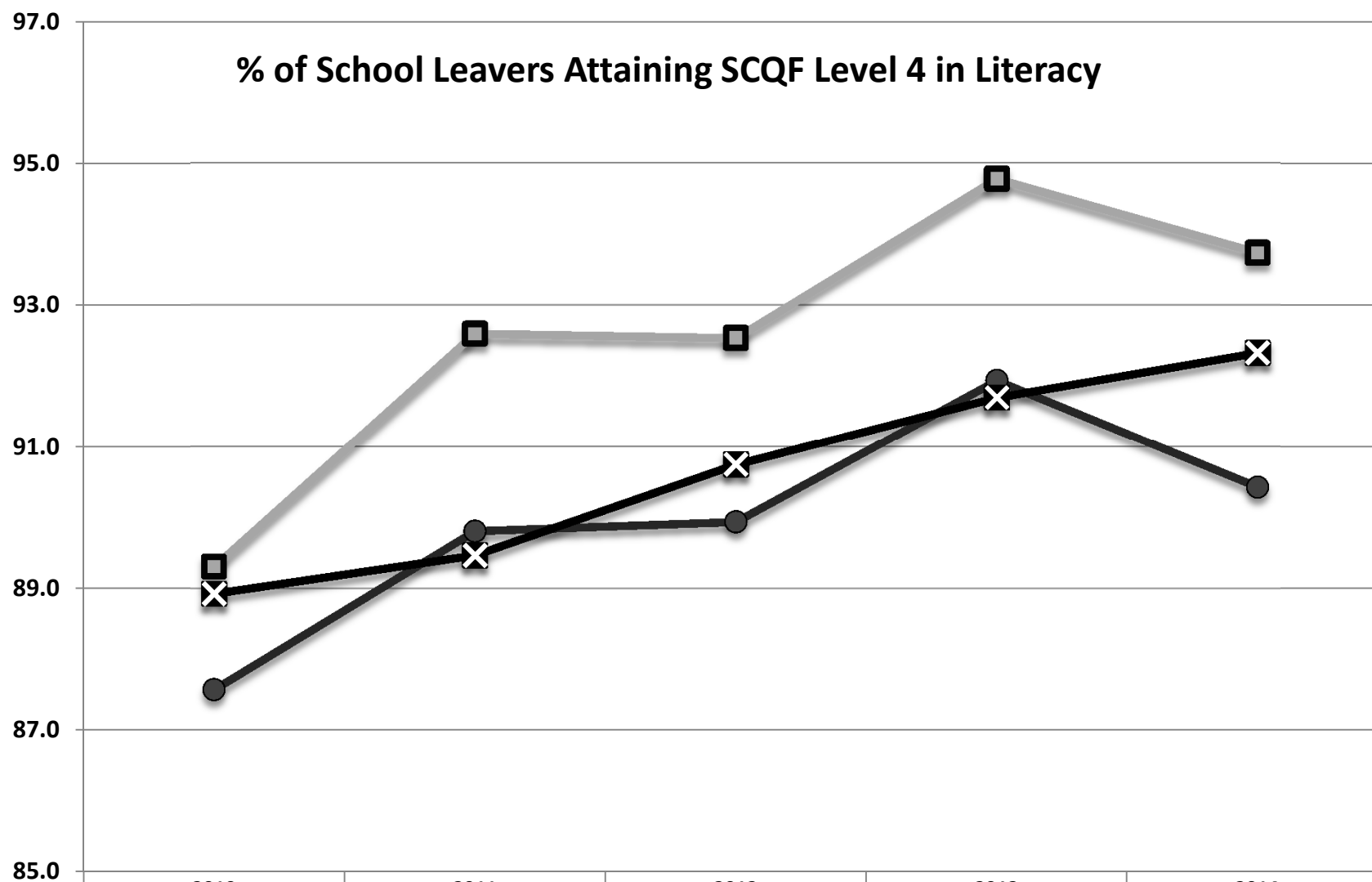
For further information please contact Steven Quinn, Head of Service (Schools), on 01294 324413.

Background Papers

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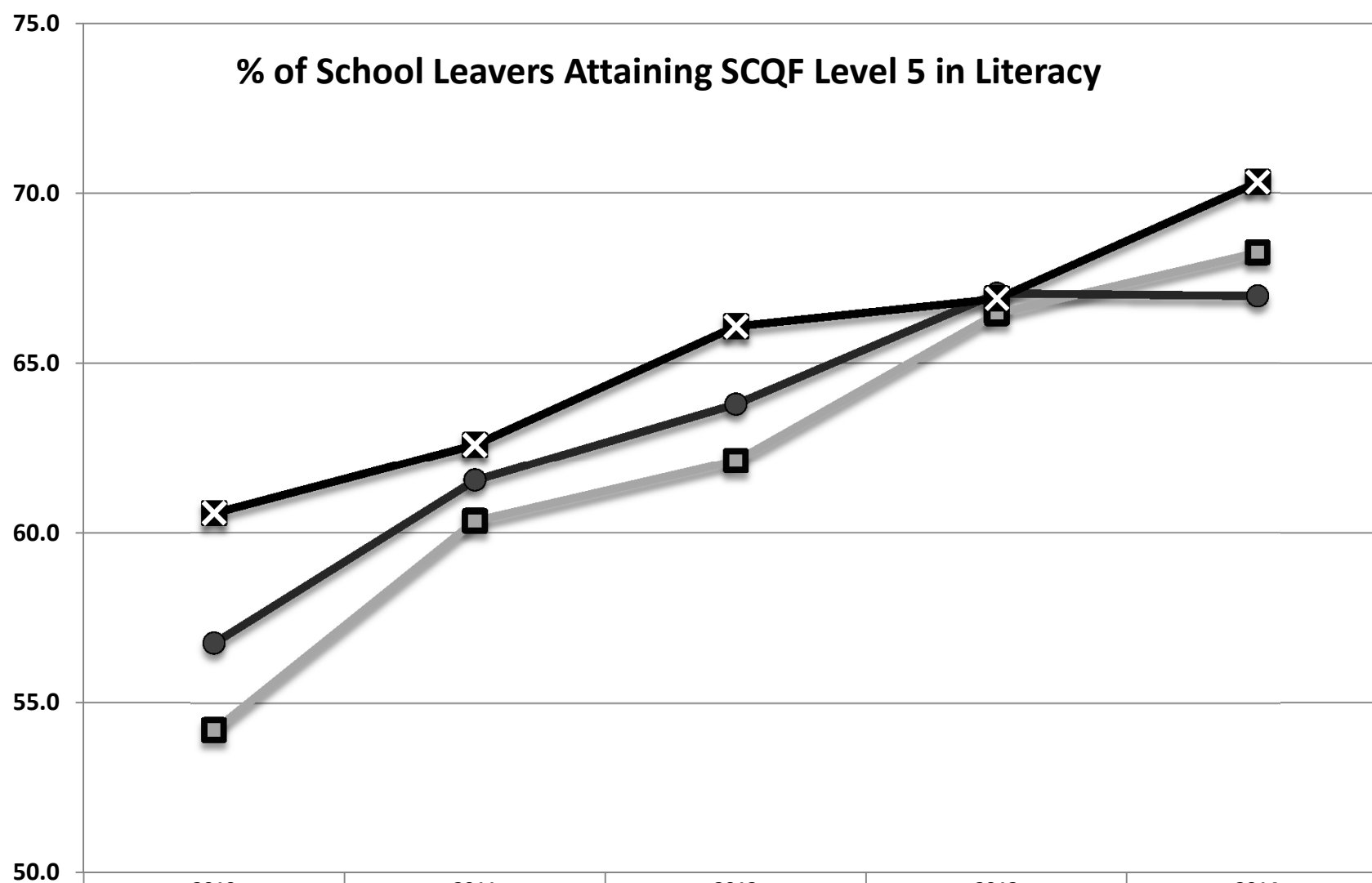
Appendix 1a

% of School Leavers Attaining SCQF Level 4 in Literacy



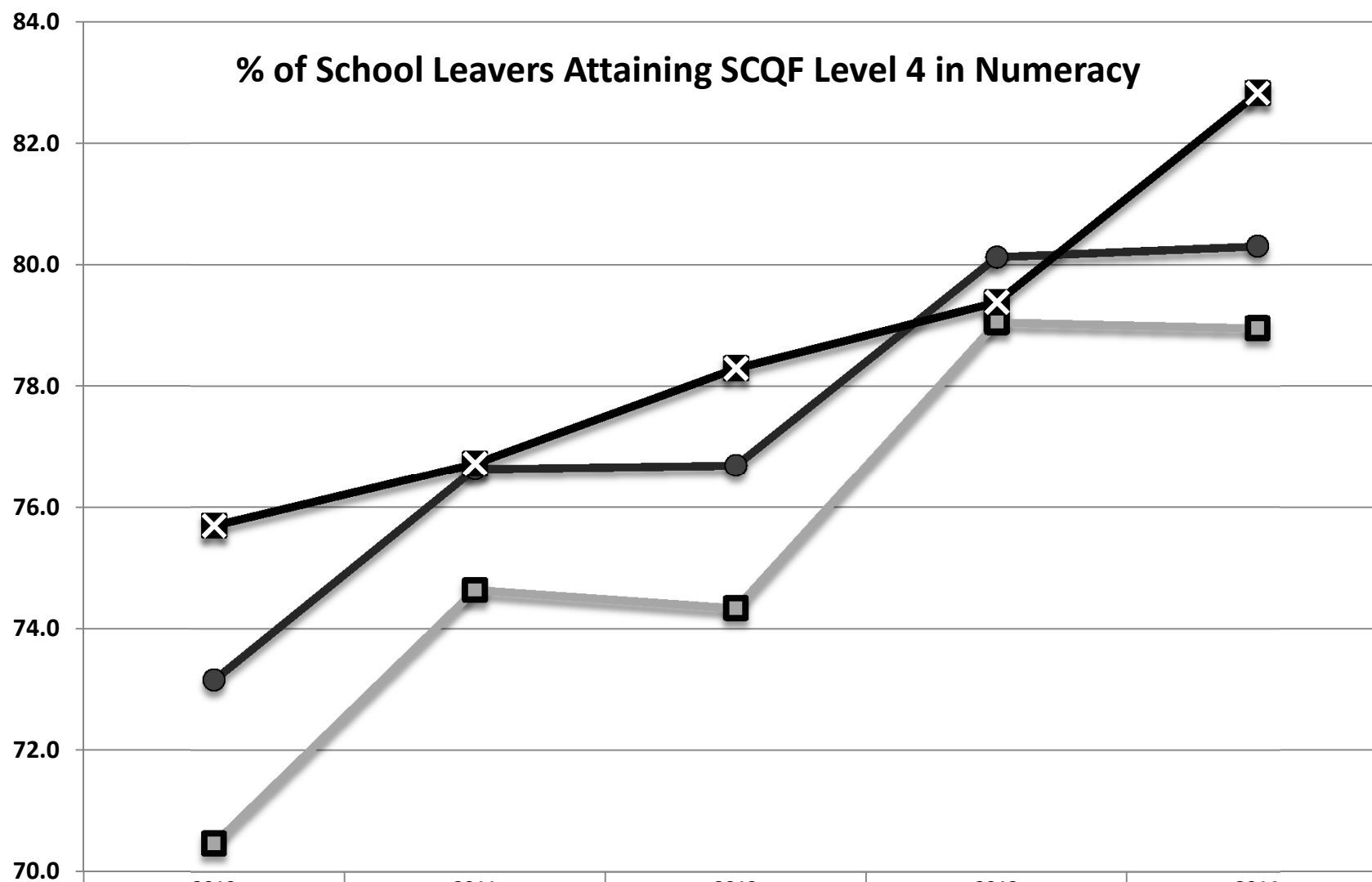
	2010	2011	2012	2013	2014
North Ayrshire	89.31	92.60	92.54	94.78	93.74
Virtual Comparator	87.58	89.81	89.94	91.94	90.43
National	88.93	89.47	90.75	91.70	92.33

% of School Leavers Attaining SCQF Level 5 in Literacy



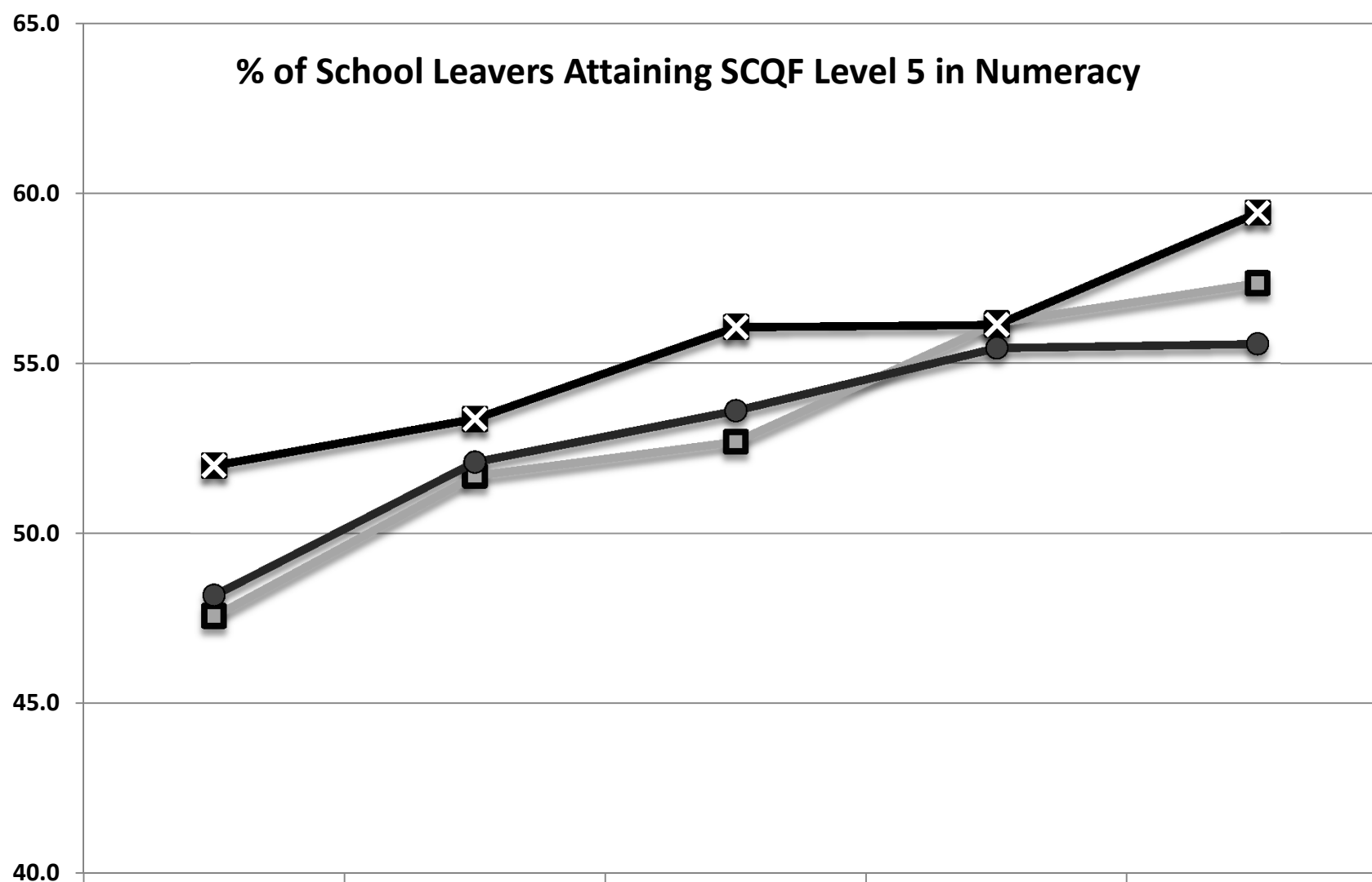
	2010	2011	2012	2013	2014
North Ayrshire	54.22	60.35	62.13	66.47	68.26
Virtual Comparator	56.77	61.55	63.80	67.06	66.98
National	60.58	62.60	66.09	66.90	70.33

% of School Leavers Attaining SCQF Level 4 in Numeracy



	2010	2011	2012	2013	2014
North Ayrshire	70.47	74.64	74.34	79.06	78.96
Virtual Comparator	73.16	76.64	76.70	80.13	80.31
National	75.70	76.73	78.30	79.39	82.83

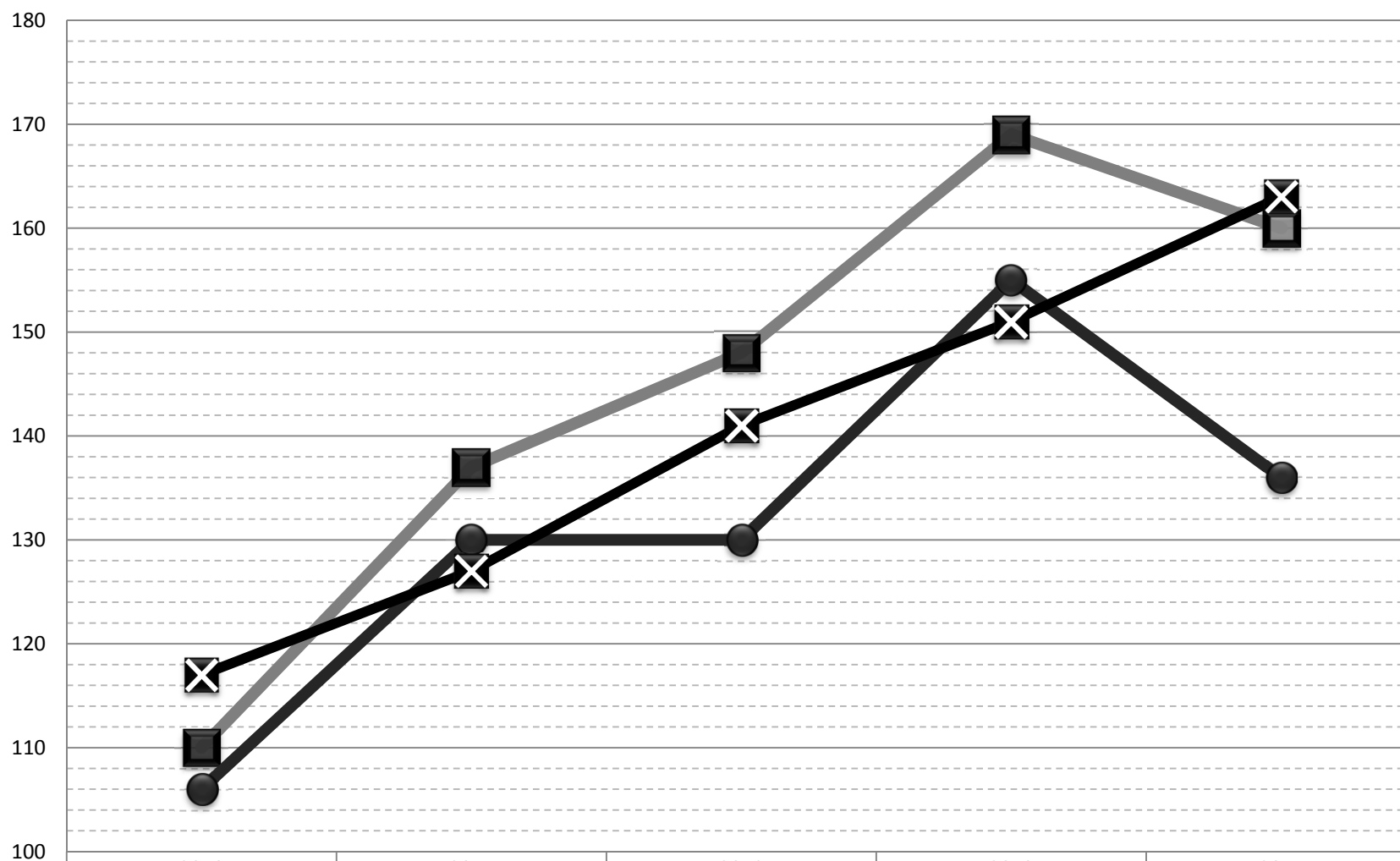
% of School Leavers Attaining SCQF Level 5 in Numeracy



	2010	2011	2012	2013	2014
North Ayrshire	47.58	51.70	52.70	56.18	57.35
Virtual Comparator	48.19	52.10	53.61	55.45	55.57
National	52.00	53.37	56.06	56.13	59.42

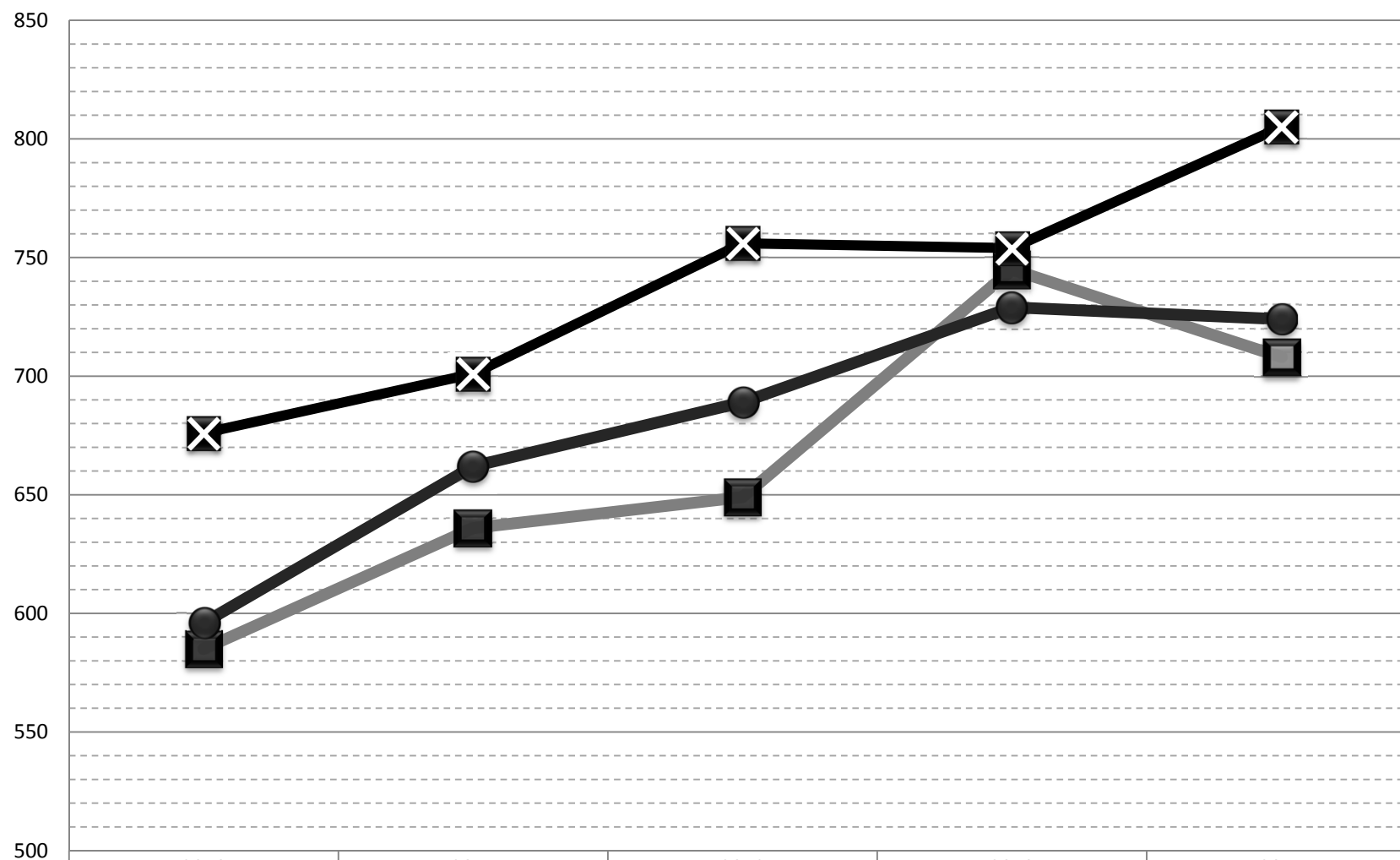
Appendix 2a

Attainment for All - Lowest 20%



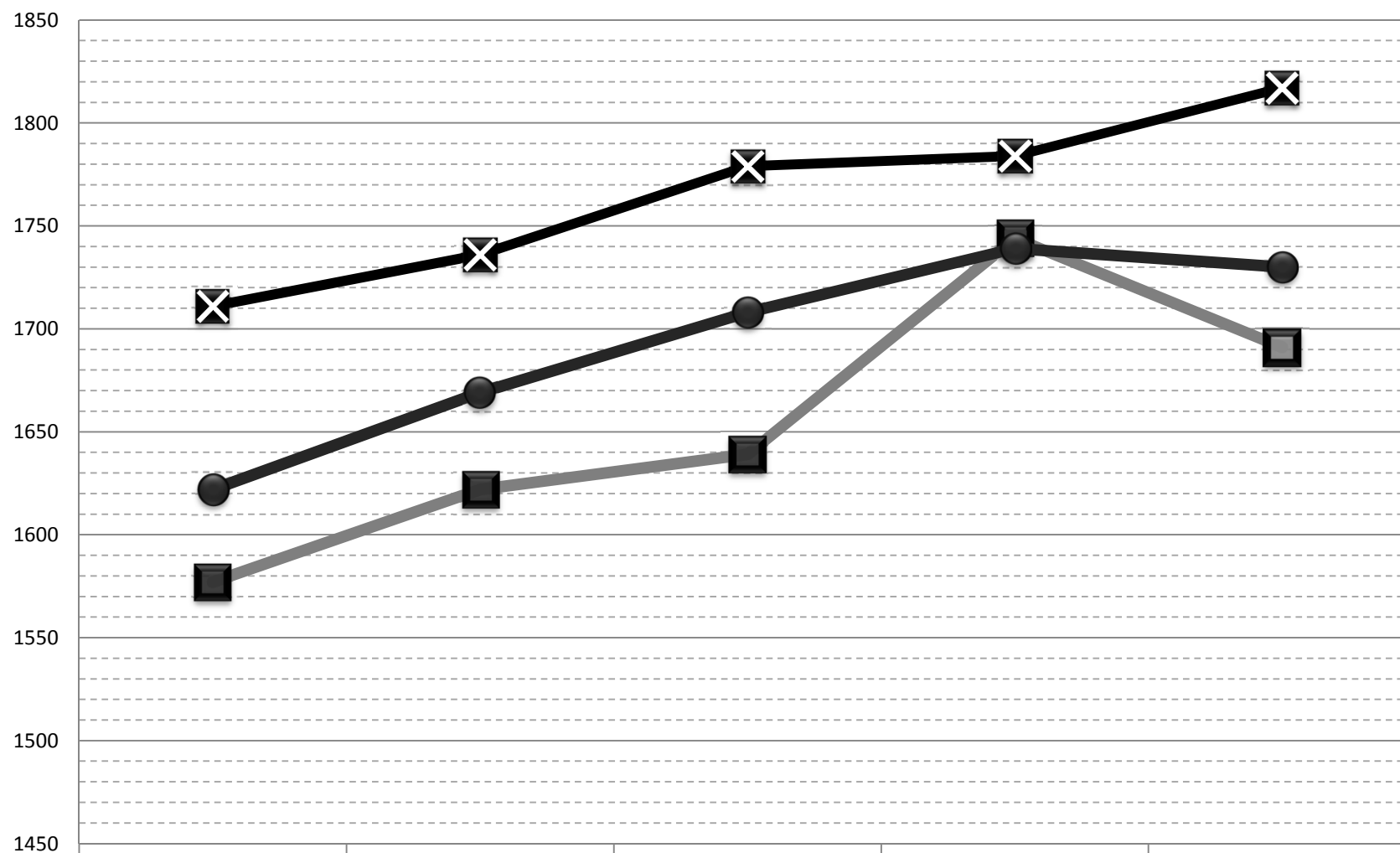
	2010	2011	2012	2013	2014
North Ayrshire	110	137	148	169	160
Virtual Comparator	106	130	130	155	136
National	117	127	141	151	163

Attainment for All - Middle 60%



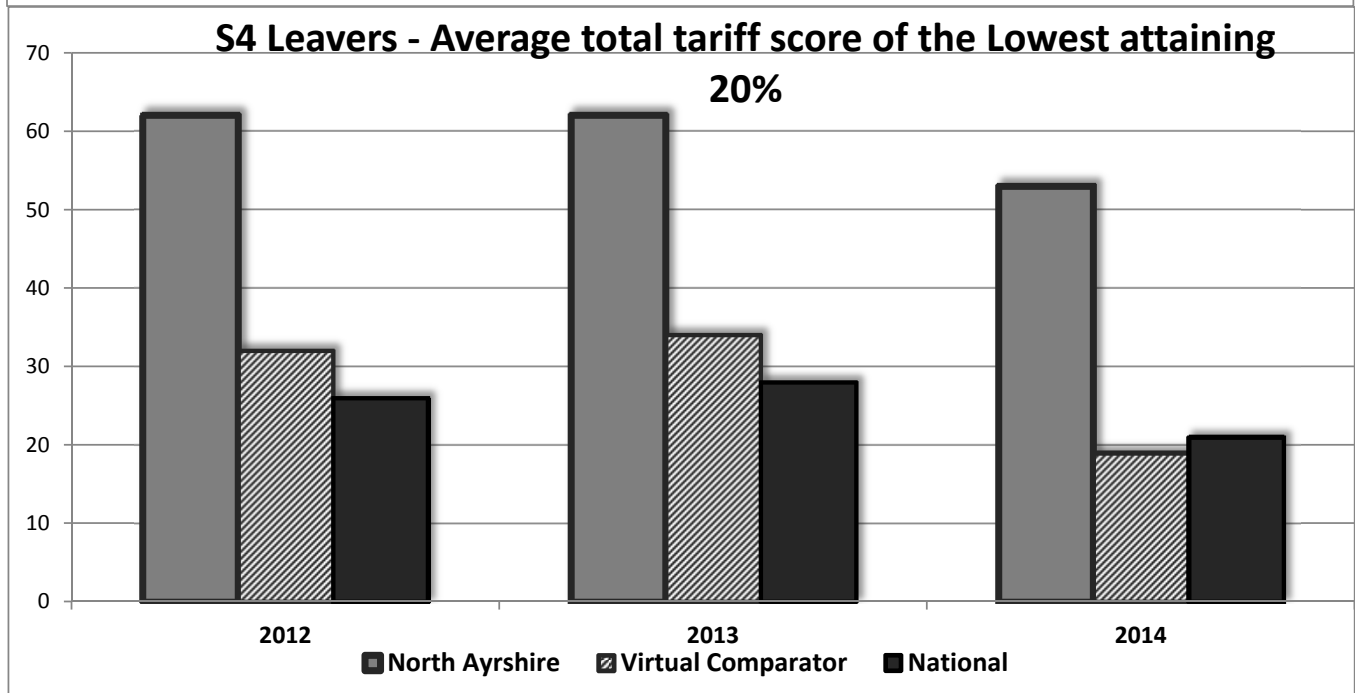
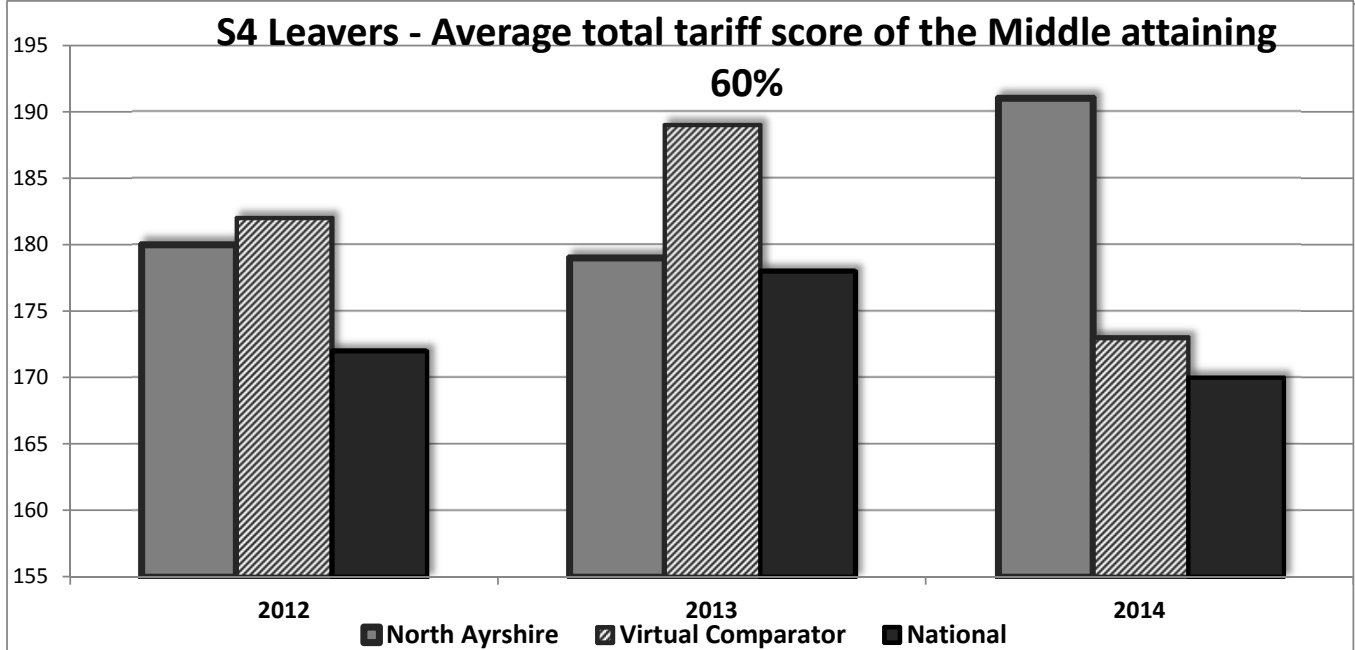
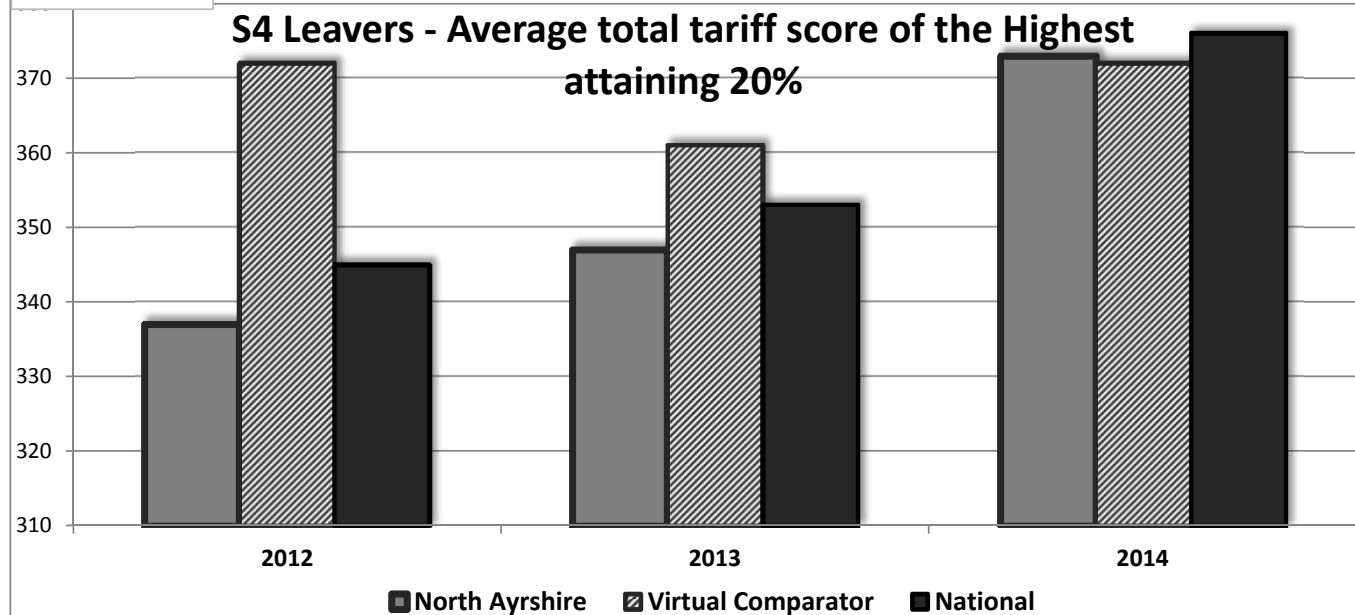
	2010	2011	2012	2013	2014
North Ayrshire	585	636	649	745	708
Virtual Comparator	596	662	689	729	724
National	676	701	756	754	805

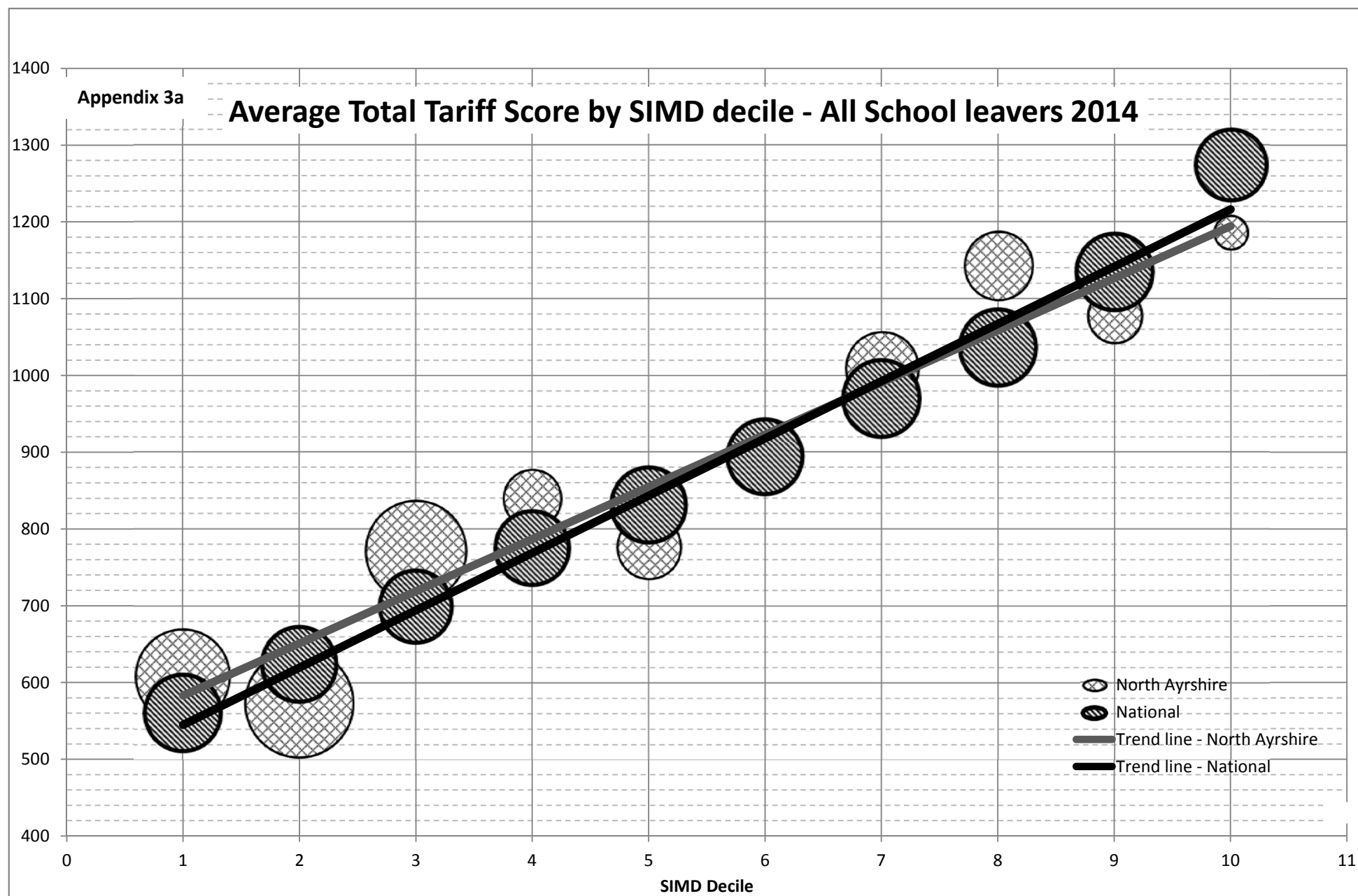
Attainment for All - Highest 20%



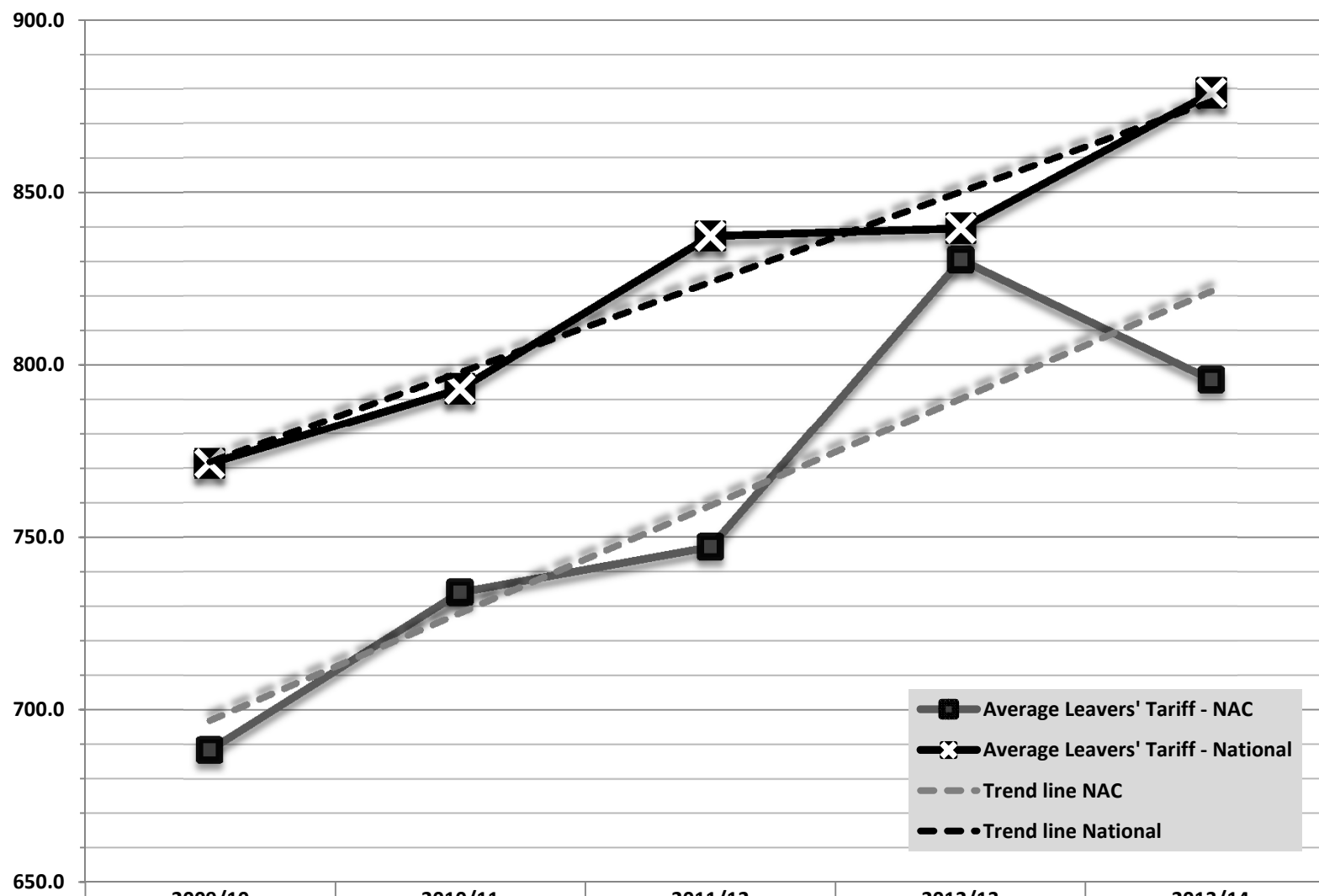
North Ayrshire
 Virtual Comparator
 National

2010	2011	2012	2013	2014
1577	1622	1639	1744	1691
1622	1669	1708	1739	1730
1711	1736	1779	1784	1817





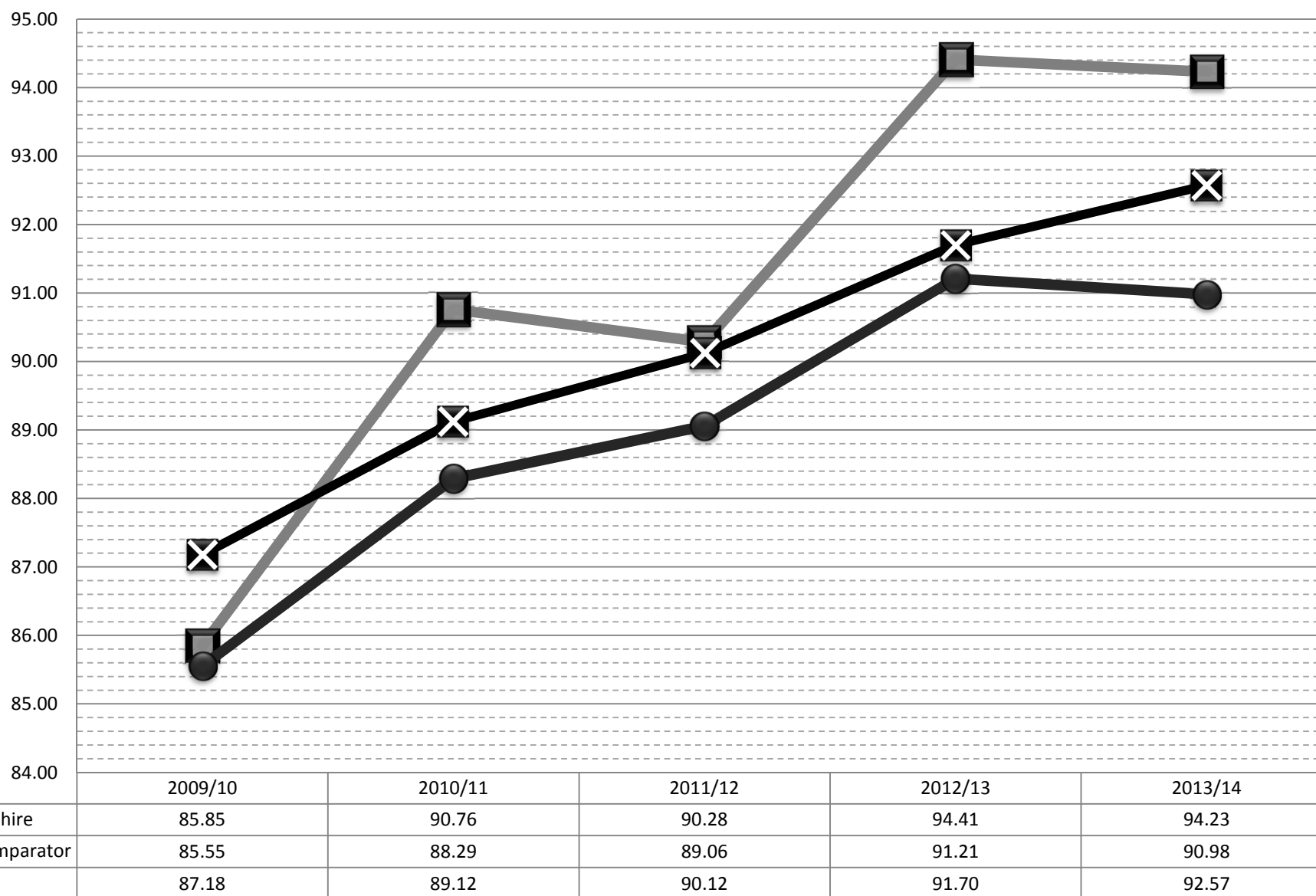
Average Total Tariff Score per School Leaver - 5 years



Average Leavers' Tariff - NAC	688.4	734.0	747.2	830.5	795.8
Average Leavers' Tariff - National	771.4	793.1	837.4	839.6	878.8

School Leaver Destinations - INSIGHT Leaver's cohorts 2010-14

% of Schools Leavers in a Positive Destination



NORTH AYRSHIRE COUNCIL

Agenda Item 4

21 April 2015

Cabinet

Subject: Directorate Plans 2015/18

Purpose: To present for approval the Council's Directorate Plans 2015/18.

Recommendation: That the Cabinet agrees to (a) approve the five Directorate Plans 2015/18 as set out at Appendices 1 - 5; (b) receive 6-monthly progress reports; (c) to note the Strategic Plan of North Ayrshire Integration Joint Board, and (d) refer the report to the Scrutiny and Petitions Committee for further scrutiny

1. Introduction

- 1.1 Directorate Plans are a vital component of the Council's corporate governance arrangements. They form part of the "Golden Thread" referred to in the Performance Management Strategy by demonstrating the part each Directorate will play in achieving the outcomes and priorities contained in the Single Outcome Agreement and Council Plan.
- 1.2 They also provide the framework for service or team plans and personal and performance development (PPD) of individual staff .
- 1.3 The period of the Directorate Plans is three years with an annual review to reflect any significant changes and to ensure alignment with the budget planning process.

2. Current Position

- 2.1 Directorates have produced their Directorate Plans for 2015/18 in accordance with the revised Directorate Planning and Budgeting Guidance.
- 2.2 The 'good to great' journey has been embedded within the Guidance which also provides flexible reporting options against the Strategic Priorities, the 'Good to Great' themes and areas of focus.
- 2.3 The pre-populated template has encouraged a more consistent format across all Directorates.

2.4 There are five Directorate Plans in total:

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

2.5 Due to the formation of the Health and Social Care Partnership the previous Social Services and Health Service Plan has been replaced with the Strategic Plan 2015/18. The Strategic Plan will focus on delivering improved outcomes and reducing health inequalities for the people of North Ayrshire and contribute to delivering the Council's Strategic Priority - *Supporting all of our people to stay safe, healthy and active*. The Strategic Plan was approved by North Ayrshire Integration Joint Board at its meeting on 2 April 2015 (Appendix 6). The Plan has been circulated to all Members of the Council.

2.6 The Directorate Plans and the Strategic Plan explain how the Council Plan will be delivered by each Directorate. They contain the main actions which will be undertaken by each Service to implement the Council Plan. They will be the main mechanism for reporting progress on the Council Plan throughout the year.

3. Proposals

3.1 That the Cabinet agrees to (a) approve the five Directorate Plans 2015/18 as set out at Appendices 1 - 5; (b) receive 6-monthly progress reports; (c) to note the Strategic Plan of North Ayrshire Integration Joint Board, and (d) refer the report to the Scrutiny and Petitions Committee for further scrutiny.

4. Implications

Financial Implications

4.1 There are no financial implications, as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.

Human Resource Implications

4.2 There are no human resources implications as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.

Legal Implications

4.3 There are no legal implications

Equality Implications

- 4.4 The plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities.

Environmental and Sustainability Implications

- 4.5 The Plans support the Strategic Priority - *Protecting and enhancing the environment for future generations*.

Implications for Key Priorities

- 4.6 The Directorate Plans support delivery of the Council's Strategic Priorities.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 The Extended Corporate Management Team have discussed the Directorate Plans. Staff were consulted in the development of the Plans.

6. Conclusion

- 6.1 The Directorate Plans 2015/18 are improvement oriented, streamlined and focused and provide the detail on how we will deliver the Council's Strategic Priorities.



ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

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



**Democratic
Services
Directorate Plan
2015/18**

For more information contact:

Andrew Fraser, Head of Service

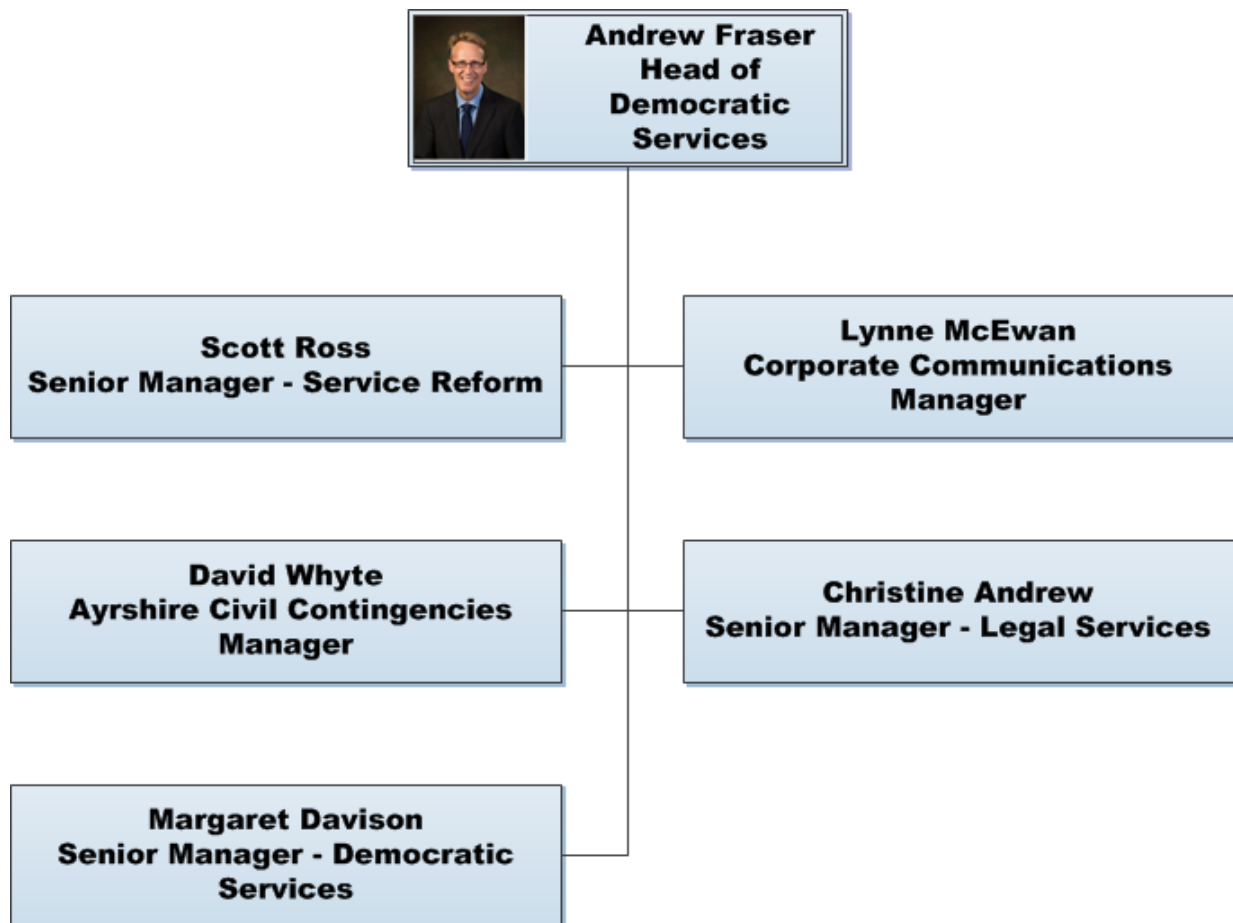
andrewfraser@north-ayrshire.gov.uk

01294 324125

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1. Democratic Services Structure



2. Our budget and how we intend to spend it

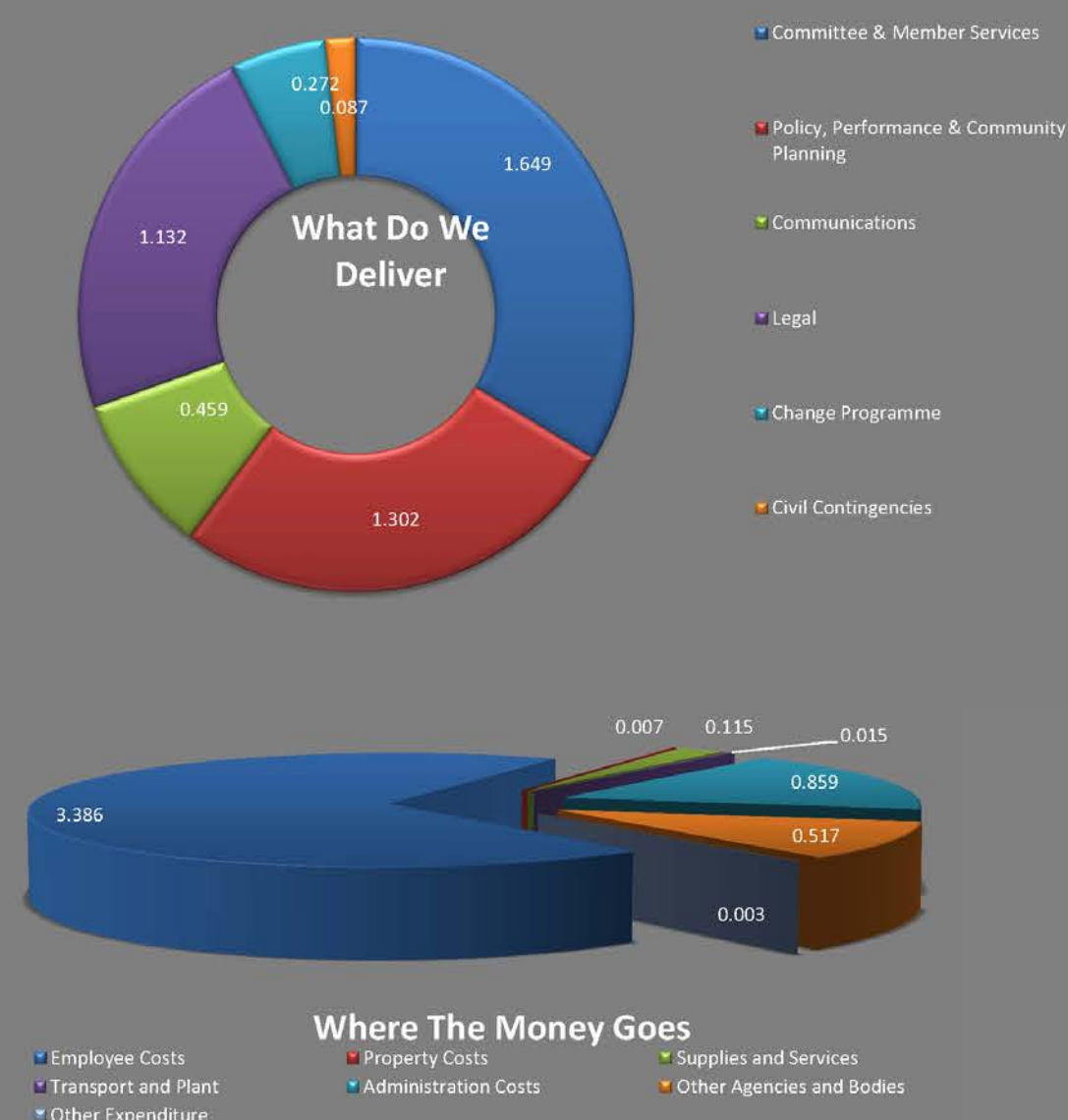
In 2015/16 £0.279m is planned to deliver a diverse programme of transformation across the Council

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

Democratic Services provides a wide range of supporting services for the Council.

The charts above show the services delivered and the cost of each service based on 2015/16 revenue budgets, which total £4.901m.

They also show where the money goes across the main areas of spend in any one year. This service is delivered by 77.6 FTEs.



We also provide a proactive and responsive resilience service across Ayrshire with our partner authorities

Around 200 council meetings are organised, facilitated and published each year by Democratic Services

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

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

Figure 1

3. Foreword

Welcome to the Democratic Services Plan 2015/18

This is an exciting time to be at the heart of the authority. The start of this planning period finds the Council in good shape. We have been given another clean bill of health from our auditors, have steadily improved performance across most of our indicators, and a degree of budget certainty for the next 3 years. We are a good Council, on our way to being a great one. The role of Democratic Services in this Good to Great journey is a crucial one, whether it is our Change Team supporting transformational change, or our community and neighbourhood planning teams seeking to mobilise the assets of partners and the community. We are the glue which links Members, Committees, Services and Community Planning Partners and ensures that the Council's governance arrangements are effective and transparent.

Of course, all this is against a background of decreasing resources and increasing demand, both internal and external, and a need to deliver more for less. This means that we need to be clear as to our 2015/18 priorities and how we will deliver them.

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

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

These principles of reducing inequality, continuous improvement, sound governance, and effective communication provide the bedrock for our 2015/18 priorities, and will remain as my priorities throughout this plan.



Andrew Fraser
Head of Democratic Services
March 2015

4. Introduction

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

This plan focuses on delivering Democratic Services' priorities for the three years ahead, while learning lessons from the past. Summarised below are our **five** priorities and the actions we will undertake to deliver them. The priorities of Democratic Services underpin the delivery of the Council's Strategic Priorities.

1. Further embed a culture of continuous improvement across the Council/Drive the Council's transformation from 'Good to Great'

- Implement the Performance Management Strategy
- Development and management of Transformation Programme Phase 2
- Embed Lean Six Sigma throughout the Council's workforce
- Undertake Service wide PSIF assessment
- Fully embed Staff Reference Group
- Implement CPP Benchmarking Framework

2. Tackle inequalities in outcome for North Ayrshire residents through Community Planning and Neighbourhood Planning

- Carry out option appraisal exercise for the introduction of neighbourhood forums
- Finalise and implement governance arrangements for neighbourhood planning
- Work with Partners to target resources to best meet the needs of communities
- Transition of Community Justice to Community Planning
- Review the Community Planning Performance Management arrangements
- Deliver the Community Planning Organisational Development Plan
- Refresh the Council's Equality Strategy to ensure a proactive and visible approach

3. Provide a comprehensive and responsive Legal Service

- Develop Legal Services relating to employment law
- Lead Pan Ayrshire Legal workstream relating to the Integration of Health and Social Care
- Provide comprehensive legal support for Council projects e.g. Garnock and Largs campuses, Irvine Leisure Centre
- Through the Monitoring Officer ensure that the Council complies with all legal requirements

4. Effective delivery of Communications

- Embedding of employee communications to support Council transformation
- Undertake a review of the Council's Communications Strategy
- Promote North Ayrshire Council to a local and national audience

5. Effective Governance

- Implement Election Project Plans and successfully deliver Elections
- Modernise the Council's committee management systems through development of CMIS
- Implement revised governance arrangements for the Ayrshire Civil Contingencies Team
- Embed an effective and proactive Information Governance and Data Protection regime within the Council
- Develop corporate policy support

5. What we do

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

The Service provides a range of Services across Democratic Services and Legal and Licensing Services.

5.1 Democratic Services

Manager:	Melanie Anderson (Acting)
Number of Staff (FTE):	8 (includes Committee Services and Area Support Team)
Location:	Cunninghame House

Manager:	Alison Nelson (Election Coordinator)
Number of Staff (FTE):	5
Location:	Cunninghame House

Manager:	Morna Rae (Community Planning) and Damien Griffith (Neighbourhood Planning)
Number of Staff:	6
Location:	Cunninghame House

Manager:	Anne Todd (Policy and Performance)
Number of Staff:	3
Location:	Cunninghame House

Manager:	Richard Sharp (Information Governance)
Number of Staff:	6
Location:	Cunninghame House and Perceton House

Manager:	Scott Ross (Service Reform)
Number of Staff:	7
Location:	Cunninghame House

Manager:	Lynne McEwan (Communications and Member Services)
Number of Staff:	16
Location:	Cunninghame House

Manager:	David Whyte (Civil Contingencies)
Number of Staff:	5 (Pan-Ayrshire)
Location:	Prestwick Airport

5.2 Purpose

Committee Services

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

Election Coordination

The Election Coordinator supports the Returning/Counting Officer in terms of the administration of elections and referenda. The Elections Coordinator oversees the four Council Officers who ensure the efficient running of Cunninghame House and Perceton House.

Community Planning and Neighbourhood Planning

The Community Planning Team covers Community Planning, Neighbourhood Planning, corporate coordination of Equalities and the health improvement of Council employees. The Community Planning Team provides communication across the partnership, coordination of partnership groups, strategic development and monitoring of performance. Neighbourhood Planning considers the specific needs of our local areas (6 within North Ayrshire) and works across the partnership to best address those needs in an integrated way. We support the coordination and monitoring of the delivery of North Ayrshire Council's equality outcomes across the Council.

The Health Improvement function continues to promote the staff health and wellbeing agenda through the Livewell - Healthy Working Lives programme by aiming to maintain the Gold Healthy Working Lives award.

Policy and Performance

The role of the Policy and Performance section is to support the development of performance management capacity and a culture of continuous improvement across the Council. This includes supporting the Head of Service in the implementation of the Performance Management Strategy and provision of performance support to Democratic Services and Directorates.

Information Governance

The role of the team is to promote good governance and assurance in information management, to develop EDRMS, and to ensure that Services are equipped with the knowledge and skills in areas such as Records Management, Freedom of Information and Data Protection.

Service Reform

Service Reform work across all services within the Council, providing programme and project management support to transform and improve the services that we deliver.

Communications and Member Services

Communications and Member Services provide services covering media and internal communications and marketing and events. A 24/7 Media Relations Service is provided responding to reactive press inquiries and issuing proactive press releases and photo calls. Internal communications include Team Talk and weekly News in Brief emails to improve and increase awareness of the Council's transformation programme from 'Good to Great'. Marketing and Events work closely with Services to develop, manage and evaluate targeted marketing campaigns – ensuring the right information gets to the right people at the right time and in the right way.

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

Civil Contingencies

The pan-Ayrshire Civil Contingencies Team identifies risks and potential emergencies, plans for emergencies, exercises such plans to ensure they are fit-for-purpose, provides training as required and supports Councils and communities in responding to emergencies.

5.3 Activities

The main activities of the service in 2015/18 include:

- Supporting Council and Committee Meetings, including arranging meetings, issuing Agendas, recording decisions, administering a range of grants and administering appointments to outside bodies
- Supporting community councils, which includes assisting community councils and reviewing the Council's Scheme for the Establishment of Community Councils
- Providing administrative support to the Children's Hearings System in Ayrshire
- Support to, and coordination of the Community Planning Partnership
- Delivery of and monitoring of the Single Outcome Agreement Action Plan, Council Plan, Directorate Plan and associated performance indicators

- Coordination of the work of the Corporate Equality Group
- Roll out of Neighbourhood Planning Approach, through community consultation and engagement
- Carrying out research including census, deprivation and demographic analysis at neighbourhood planning level and other levels
- Improvement of the health of Council staff
- To drive and further develop a culture of continuous improvement through the Performance Management Strategy and Forum
- To ensure the Council meets and exceeds its public performance reporting requirements
- The completion and successful implementation of a records management plan, in accordance with the Public Records (Scotland) Act 2011. This will outline policies and procedures for the effective management of the Council's records.
- To ensure that the Council continues to meet its statutory obligations in responding to requests made under the Freedom of Information (Scotland) Act 2002, the Environmental Information (Scotland) Regulations 2004 and the Data Protection Act 1998.
- Continuing the journey from Good to Great through Transformation Phase 2
- Rolling out Lean Six Sigma to other areas of the Council
- Preparing internal communication – Team Talk, News in Brief and Staff Talks
- Providing a full proactive and reactive media service
- Promoting North Ayrshire Council to a local and national audience
- Marketing the activities of the wide variety of services delivered by the Council
- Project Managing the Provost Civic Pride Awards and Charity Dinner
- Providing professional support and advice to Elected Members, together with dedicated support to the Leader of the Council and the Provost
- Planning and delivery of fair and efficient elections, free from challenge
- Day to day running of Cunninghame House and Perceton House, Council car etc
- Responding to and coordinating emergencies
- Building community resilience.

5.4 Key Achievements

In 2014/2015 the service achieved a number of notable performance highs including:

Council Strategic Priority	Good to Great Theme	Key Achievements
Underpins the delivery of the Council's Strategic Priorities	Processes	<p>The successful delivery of the European Parliamentary Elections, the Referendum on Scottish Independence and the Ward 8 By Election</p> <p>Facilitated almost 200 meetings of the Council, its committees and other groups</p> <p>Recommended 54 applicants to the National Convener for appointment to the National Children's Panel</p>
<p>Growing our economy, increasing employment and regenerating towns.</p> <p>Working together to develop stronger communities</p> <p>Ensuring people have the right skills for learning, life and work</p> <p>Supporting all of our people to stay safe, healthy and active</p>	Partnerships	<p>Innovative partnership initiatives delivered such as Skills Centre of Excellence at Irvine Royal Academy,</p> <p>Support to families through Early Intervention and Prevention Strategy,</p> <p>Embedding of Multi Agency Domestic Abuse Response Team</p> <p>Positive feedback from Audit Scotland following audit follow-up visit</p>
Working together to develop stronger communities	Partnerships	Hosted a successful "best practice" visit from Mid and East Antrim District Council
	Partnerships Communities	Consultation and engagement on Neighbourhood Planning
Underpins the delivery of the Council's Strategic Priorities	People	Achievement of Gold Award for 'Healthy Working Lives'
Underpins the delivery of the Council's Strategic Priorities	Processes	<p>Embedding of the Performance Management Forum (PMF)</p> <p>Positive assessment from Audit Scotland on performance management arrangements</p> <p>Refresh and development of Council Plan 2015/20</p> <p>Information Governance Strategy updated to include progress made towards</p>

		implementing effective Information Governance across the Council
Growing our economy, increasing employment and regenerating towns Working together to develop stronger communities	Communities, People	Continued work supporting Place Directorate in improving the services provided to the communities – transport, scheduling, streetscene. Ongoing support for KA Leisure transformation.
Supporting all of our people to stay safe, healthy and active	Partnerships, Communities	Continued programme management for the integration of Health and Social Care. Continued work with early intervention and prevention and early years collaborative.
Ensuring people have the right skills for learning, life and work	Communities, Places	Ongoing strategic review of education. Project management for the Largs campus.
Underpins the delivery of the Council's Strategic Priorities	Processes, People	Support for Lean Six Sigma pilot programme.
Working together to develop stronger communities	Communities and Place	Successful integrated marketing campaign and media coverage of Queen's Baton Relay (QBR)
	Communities	Successful media coverage of European Election, Referendum and By-election.
		Contributed to the successful delivery of key Council and community events, such as Party at the Pencil, Marymass and the Provost's dinner
Underpins the delivery of the Council's Strategic Priorities	People	Embedding a range of new internal communication channels throughout the Council - News in Brief, Team Talk and Staff Talk
Supporting all of our people to stay safe, healthy and active	Communities	Supporting Arran Council of Voluntary Services, Arran, Millport and Largs Community Councils in the development of Community Resilience plans
		Effective support for 3 emergencies in North

5.5 Key Partners

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

We are working with	To deliver	Timescale
National Convenor for the Children's Hearings System	■ Children's Hearings	2015/18
The Returning/Counting Officer, Electoral Registration Officer, Electoral Commission, our electronic voting/postal vote processing contractors, and government	■ Robust and transparent elections and referenda	2015/18
Community Planning Partners	■ SOA Priorities	2015/18
Scottish Performance Management Forum	■ Sharing of learning and good practice	2015/18
Improvement Service	■ Sharing of learning and good practice (Local Government Benchmarking Framework)	2015/18
Service Freedom of Information coordinators/ Service Data Protection Group representatives	■ FOI requests are dealt with effectively and timeously/ DP requests are dealt with effectively and timeously, and key staff receive appropriate training	2015/18
Equivalent officers in other Scottish councils, through e.g. the FOI Network and SOLAR	■ Sharing of legislative knowledge and best practice	2015/18
Staff at the Office of the Scottish Information Commissioner	■ Advice and assistance on legislation, including latest updates, to improve service to customers	2015/18
Robert Owen Centre	■ Strategic Review of Education	2015
Sport Scotland	■ Largs Campus ■ Transformation of KA Leisure	2015
Various software companies	■ Software implementations (streetscene scheduling, asset management, reporting)	2015
Colin Barr	■ Continuous improvement through Lean	2015/16
Directorates and services	■ Key projects and programmes to improve the services the Council delivers	2015/18
Local media	■ Improved awareness of services for local residents, improved reputation of the Council	2015/18
Volunteers and community groups	■ Successful community events, such as Marymass	2015/18

	■ Integrated planning, joint exercises and coordinated handling of emergencies	
Police Scotland and Fire Scotland	■ Major Community Events	2015/18
Category 1 responders including Police, Fire, NHS, Ayrshire local authorities etc	■ Integrated planning, joint exercises and coordinated handling of emergencies	2015/18
Scottish Government	■ Integrated planning, joint exercises and coordinated handling of emergencies	2015/18
West of Scotland Regional Resilience Partnership	■ Integrated planning, joint exercises and coordinated handling of emergencies	2015/18

5.6 Key Strategies

Democratic Services have responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Scheme of Administration Scheme of Delegation Standing Orders	Ensures proper governance arrangements are in place	2014 2015 2014	2017	2016
Member/Officer Protocol Councillors' Register of Interests	Ensures proper governance arrangements are in place	2015 2012		
North Ayrshire Single Outcome Agreement	■ SOA Priorities	2013	2017	2016
Healthy Working Lives	■ A healthier and more productive workforce	2014	2015	Reviewed annually
Equality Action Plan	■ Equality of protected groups	2014	2015	Reviewed annually
Performance Management Strategy	■ To embed a high performance culture throughout the Council	2015		
Council Plan	■ To be a leading organisation defined by excellent and innovative services	2015	2020	2020
Democratic Services Plan	■ To be a leading service defined by excellent and innovative services	2015	2018	annually
Information Management Strategy	■ To ensure that outcomes are aligned with the Council's corporate	2015	2016	2016

	objectives and that they contribute to the Single Outcome Agreement for North Ayrshire 2013-2017.			
Records Management Plan	■ To set out proper arrangements for the management of records in the Council and Licensing Board.	November 2014	31/03/2015	2016
Good to Great (with other services)	■ A great Council which provides the best services to North Ayrshire	2014	When we are the best	ongoing
Communications Strategy	■ Ensure the Council's operations, priorities, core objectives, values, ambitions and challenges are better understood, both externally and internally	2012	2015	2015
North Ayrshire Civil Contingencies Plan	Effective handling of emergencies	2012	Ongoing	Ongoing
Emergency Control Centre Plan and Emergency Contact Directory	Effective handling of emergencies	2015/2014	Ongoing	Annually
Rest Centre Guidelines Recovery Plan	Effective handling of emergencies	2012 2013	Ongoing	Ongoing

5.7 Legal and Licensing Services

Manager:	Christine Andrew
Number of Staff (FTE):	28
Location:	Cunninghame House

5.8 Purpose

Legal and Licensing comprises three teams, namely Contracts, Litigation and Licensing which deliver a comprehensive legal service to the whole Council. The Service provides extensive legal support across many diverse areas of law to all Directorates and fulfils the Licensing obligation for the Council in respect of Liquor Licensing and Civic Government Licensing and Landlord Registration.

5.9 Activities

The main activities of the service in 2015/18 will be:

- Sale Purchase and Lease of Council property including Council House Sales.
- Supporting all Services in the delivery of any necessary litigation, including child protection orders, adult support and protection, ASN tribunals, all debt recovery, recovery of heritable property, and other evictions.
- Providing legal advice and support to the Planning committee, the Social Complaints Review Committee, Grievance Appeals committee and any other support to other committees which may be required.
- Support and advice for Council contracts and agreements.
- Delivery of the Licensing Board and Licensing in furtherance of the Council's Statutory obligation
- Ensuring the Council's key governance documents are fit for purpose
- Through the Monitoring Officer role, to ensure that Council decisions comply with legal requirements
- Supporting the integration of health and social care
- Supporting community asset transfers
- Defending decisions of the Council in court

5.10 Key Achievements

In 2014/2015 Legal and Licensing Services achieved a number of notable performance highs as follows:

Council Strategic Priority	Good to Great Theme	Key Achievements
Supporting all of our people to stay safe, healthy and active	Communities	Leadership of the pan-Ayrshire Legal Workstream and delivery of the Scheme for the Integration of Health and Social Care. Timeous and effective court interventions to protect vulnerable people – eg 10 Child Protection Orders, and Adult Support and protection, cases
Growing our economy, increasing employment and regenerating towns	Places	Support for delivery of the Marine biological Centre, Millport, Largs Campus, Garnock Campus, Dickson Drive Regeneration, Irvine Leisure Centre and revision of the KA Leisure Agreements.

		Ensuring that in spite of the automatic revocation of 339 Personal Licenses only 5 businesses were effected.
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5.11 Key Partners

Legal and Licensing Services actively work with partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with	To deliver	Timescale
All Council Services	■ A comprehensive legal service	2015/18
Scottish Courts Administration	■ A comprehensive legal service	2015/18
Registers of Scotland	■ A comprehensive legal service	2015/18

5.12 Key Strategies

Legal and Licensing Services has responsibility for the development and implementation of the following strategy

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Procedure Manuals (Legal and Licensing)	■ To deliver a comprehensive legal service to the Council	ongoing		
Gypsy Traveller Unauthorised Encampment Policy (with Housing)	■ To provide a framework for the Council's interaction with unauthorised encampments	2013		
Licensing Overprovision Policy	■ To provide the policy context for liquor licensing decisions	2013	2016	2016
Licensing Policy Statement	■ To provide the policy context for liquor licensing decisions	2013	2016	2016

6. Context

6.1 Our Improvement Journey – From Good to Great

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

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

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

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

6.1.1 Our Improvement Journey – Themes and Areas of Focus

Democratic Services will contribute to the Council's **Good to Great** Journey and, in line with the Council Plan, will focus on the following five **Good to Great** themes. Links to the Council's Strategic Priorities (SP) are also shown below:

Good to Great Themes



Giving local people better choice and more of a say

SP02

Giving people the choice and flexibility to lead independent lives

SP04

Providing excellent education for all

SP03

Encouraging healthy, active and rewarding lifestyles

SP04

Safeguarding and providing excellent support to those who need it most

SP04

Areas of Focus



Confident and Safe Communities

SP04

Well Managed Assets

SP05

A resilient economy

SP01

Rich, Diverse and Protected Environments

SP05

The Supply of Quality Housing Better Meets Local Needs and Aspirations

SP02



Achieving more in partnership

Working with local communities to help them flourish

Strengthen and build on the partnership working between the Council and local businesses



Strong, effective financial management

Delivering exceptional customer service)

Doing things differently and better

Corporate Governance and Risk

Build resilient systems and processes



Develop Skills, Knowledge and Behaviour

Improve Communications

A Valued Workforce

(ENABLER)

6.1.2 Our Improvement Journey Outcomes

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



- The Change Team is currently involved in the strategic review of educational services and managing the WarpIT project.
- The Community Planning Team is working with colleagues within Connected Communities and the wider Community Planning Partnership through the Neighbourhood Planning Approach. This means tackling local issues more effectively in partnership. We want to involve local residents in the regeneration process and empower communities. We want to develop local leadership with clear accountability and effective use of partnership working, involving the private sector, both in investment and in shaping ideas and investment.
- The role of Licensing is to ensure safe delivery of services to the Community.



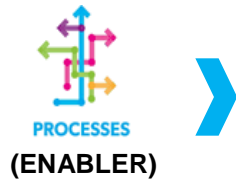
- The Change Team is currently project managing the Largs Campus project; scoping the Streetscene improvement project; managing the waste management project; and managing the WarpIT project. The Change Team is likely to be involved with our colleagues in other directorates in working to protect and enhance the local environment.
- Legal Services provide essential support for major regeneration projects, such as the Marine biological Centre, Largs Campus, Garnock Campus, Dickson Drive Regeneration, Irvine Leisure Centre and Revision of the KA Leisure Agreements.



(ENABLER)



- The Community Planning Team leads on Community Planning in North Ayrshire. This involves working in partnership across sectors to improve the lives of North Ayrshire residents. We provide strategic direction and coordination of Community Planning activities.
- Our Information Governance Team is working with East and South Ayrshire Councils on the information governance issues affecting the integration of Social Services and the National Health Service
- The Change, Legal and Communications Teams are currently supporting the integration of Health and Social Care.



(ENABLER)

- The Change Team is currently supporting the roll out of Lean Six Sigma and the use of benchmarking.
- Policy and Performance is supporting the development of performance management capacity and a culture of continuous improvement across the Council.
- Committee Services are key to ensuring that decision making processes are both efficient and effective and that elections are fairly and effectively run.
- Our Information Governance Team is exploring the potential of managing information electronically across the Council via an electronic document and records.



(ENABLER)

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

6.2 Managing our Risks

The key risks for Democratic Services are outlined in Appendix A.

6.3 Key drivers for our services

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

Political Environment

As the organiser of elections and the interface between Members and officers, the work of Committee Services is directly influenced by the national and local political climate

Community Empowerment and Renewal Bill - The Community Empowerment and Renewal Bill was introduced to the Scottish Parliament on 11 June 2014. The Bill proposes to increase the number of statutory partners involved in Community Planning, with specific duties on all partners and additional duties on some partners. The proposals in this Bill will reinforce a range of work to strengthen and improve CPPs. It will affect the role of North Ayrshire CPP partners and relationships between them, community engagement and capacity building by the CPP and put the CPP on a clearer statutory basis with clearer roles and responsibilities.

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

Good to Great

We are committed to continuous improvement and the journey to becoming a 'Great' Council. We are 'stepping up' our performance and looking at the most effective ways to deliver our services. A cross-directorate Transformation Board has been created to support and steer our journey to 'greatness'.

Inequalities within North Ayrshire

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

Reputation

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

Integration of Health and Social Care

The Integration of Health and Social Care is the biggest change to face Local Government since 1996. Democratic Service is already intensively involved, including leading inter-agency work streams.

6.4 Equalities

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

By carrying out EIAs when developing policies, we will:

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

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

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

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

6.4.1 Equality Impact Assessments

Democratic Services has completed Equality Impact Assessments (EIAs) for new or revised policies and procedures relating to:

- Screening and EIAs of 2015/18 budget proposals

7. Delivery

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

Performance Indicators

Good to Great Theme: People/Processes										
Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
		12/13	13/14	14/15		15/16	16/17	17/18		
A valued workforce (People)	Absence rate - Days lost per employee per annum for Local Government Employees in the Service		4.3	Not available until 20 May	6	6			Democratic Services	Underpins the delivery of the Council's Strategic Priorities
Develop Skills, Knowledge and Behaviour (People)	% of Democratic and Administration Services staff who have had a PDR / PPD interview in last 12 months		97%	Not available until early May	100%	95%			Democratic Services	Underpins the delivery of the Council's Strategic Priorities
Strong, effective financial management (Processes)	Cost of Democratic Core per 1000 population (£) ¹	£29,827	£31,485.50	Not available until LGBF publication		Data only			Democratic Services	Underpins the delivery of the

¹ Local Government Benchmarking Framework (LGBF) - Corp 2

										Council's Strategic Priorities
Strong, effective financial management (Processes)	Total cost of the legal function as a percentage of organisational running costs (expenditure) ²	0.29	0.2%	Not available until end of 2015		0.29%			Legal Services	Underpins the delivery of the Council's Strategic Priorities
Strong, effective financial management (Processes)	Average hourly rate of in-house legal team compared to other in-house legal teams per SOLAR Benchmarking	£36.78	£36.92	Not available until end of 2015		£36			Legal Services	Underpins the delivery of the Council's Strategic Priorities
Strong, effective financial management (Processes)	% of invoices paid within 30 days for Democratic Services			95.53% (at 28 February 2015)		92%			Democratic Services	Underpins the delivery of the Council's Strategic Priorities
Corporate Governance and Risk (Processes)	Freedom of Information requests responded to in 20 working days (%)	95%	88%	Not available until end of April		Data only			Information Governance	Underpins the delivery of the Council's Strategic Priorities
Communications (Processes)	Number of proactive press			512		Data only			Communications	Underpins the delivery of

² Joint UK Audit Bodies (Legal Services) recommended indicator -1a

	releases									the Council's Strategic Priorities
Communications (Processes)	Number of photo calls			106		Data only			Communications	Underpins the delivery of the Council's Strategic Priorities

Actions

Good to Great Theme: Processes/Partnerships/Communities/People						
Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Council Strategic Priority	Link to Risk	Link to Priority
Doing things differently and better (Processes)	Implement the Performance Management Strategy	The Council is recognised as having <i>leading</i> performance management arrangements and a supporting performance management culture	Policy and Performance	Underpins the delivery of the Council's Strategic Priorities		1
Doing things differently and better (Processes)	Development and management of Transformation Programme Phase 2	The Council will have a Transformation Plan for phase 2 of our journey from Good to Great that will be aligned with the Council strategic priorities.	Service Reform	Underpins the delivery of the Council's Strategic Priorities	Our ability to respond to increasing demand is limited due to a reduction in resources	1
Doing things differently and better	Embed Lean Six Sigma throughout the Council's	Lean Six Sigma will be the main methodology for improving	Service Reform	Underpins the delivery of the Council's	Our ability to respond to increasing	1

(Processes) Develop skills, knowledge and behaviour (Processes)	workforce	processes in the Council.		Strategic Priorities	demand is limited due to a reduction in resources	
Doing things differently and better (Processes)	Deliver the Community Planning Organisational Development Plan	Community Planning partners have strong and effective relationships. There is improved joint working and increased opportunities for partnership working are identified	Community Planning	Underpins the delivery of the Council's Strategic Priorities		1
Doing things differently and better (Processes)	Review the Community Planning Performance Management arrangements	Community Planning performance management arrangements are streamlined and the partnership can effectively scrutinise its performance	Community Planning	Underpins the delivery of the Council's Strategic Priorities		1
Doing things differently and better (Processes)	Implement CPP Benchmarking Framework	The CPP can better understand local needs, target improvement activity through access to consistent data and supporting mechanisms, and share learning on how to achieve better outcomes	Community Planning	Underpins the delivery of the Council's Strategic Priorities		1

A Valued Workforce (People)	Refresh the Council's Equality Strategy to ensure a proactive and visible approach		Community Planning	Underpins the delivery of the Council's Strategic Priorities		2
A Valued Workforce (People)	Fully embed Staff Reference Group	Further motivated and engaged staff	Democratic Services	Underpins the delivery of the Council's Strategic Priorities		1
Doing things differently and better (Processes)	Undertake Service wide PSIF assessment	Improvement Plan implemented for Service	Policy and Performance	Underpins the delivery of the Council's Strategic Priorities		1
Giving local people better choice and more of a say (Communities)	Carry out option appraisal exercise for the introduction of neighbourhood forum	Best practice in community engagement and consultation is used to develop governance arrangements for neighbourhood forums	Community Planning	Underpins the delivery of the Council's Strategic Priorities	Neighbourhood Planning fails to achieve its potential	2
Giving local people better choice and more of a say (Communities)	Finalise and implement governance arrangements for neighbourhood planning	Clear and workable governance proposals are agreed with buy in from across communities and CPP partners	Community Planning	Underpins the delivery of the Council's Strategic Priorities	Neighbourhood Planning fails to achieve its potential	2
Achieving more in partnership (Partnerships)	Work with Partners to target resources to best meet the needs of communities	Across the CPP partners use their resources to tackle the priority issues identified in each neighbourhood area in a coherent way	Community Planning	Underpins the delivery of the Council's Strategic Priorities	Neighbourhood Planning fails to achieve its potential	2
Achieving more in	Transition of Community	Effective partnership	Community	Underpins the		2

partnership (Partnerships)	Justice to Community Planning	working arrangements are put in place for the CPP to take on the reducing reoffending remit of the Community Justice Authority	Planning	delivery of the Council's Strategic Priorities		
Corporate Governance and Risk (Processes)	Develop Legal Services relating to employment	Proactive (rather than reactive) approach to employment issues and overall savings for the Council	Legal Services	Underpins the delivery of the Council's Strategic Priorities		3
Corporate Governance and Risk (Processes)	Lead Pan Ayrshire Legal workstream relating to the Integration of Health and Social Care	Governance of Integration Joint Board and Health and Social Care Partnership implemented on time	Legal Services	Underpins the delivery of the Council's Strategic Priorities		3
Corporate Governance and Risk (Processes)	Provide comprehensive legal support for Council projects e.g. Garnock and Largs campuses, Irvine Leisure Centre	Maximising the amount of legal work the Council is able to retain in-house at lower costs	Legal Services	Underpins the delivery of the Council's Strategic Priorities		3
Corporate Governance and Risk (Processes)	Through the Monitoring Officer ensure that the Council complies with all legal requirements	Council is fully compliant with all legal requirements	Legal Services	Underpins the delivery of the Council's Strategic Priorities		3
Improve Communications (Processes)	Undertake a review the Council's Communications	Transparent and effective communication for all stakeholders	Communications	Underpins the delivery of the Council's Strategic		4

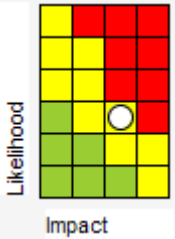
	Strategy			Priorities		
Improve Communications (Processes)	Promote North Ayrshire Council to a local and national audience	North Ayrshire is seen as a 'Great' Council	Communications	Underpins the delivery of the Council's Strategic Priorities		4
Improve Communications (Processes)	Embedding of employee communications to support Council transformation	Highly engaged workforce	Communications	Underpins the delivery of the Council's Strategic Priorities		4
Corporate Governance and Risk (Processes)	Embed an effective and proactive Information Governance and Data Protection regime within the Council	The Council has a robust Information Governance and Data Protection regime. Staff are aware of their responsibilities	Information Governance	Underpins the delivery of the Council's Strategic Priorities		5
Corporate Governance and Risk (Processes)	Implement revised governance arrangements of the Ayrshire Civil Contingencies Team	Governance arrangements are in place	Ayrshire Civil Contingencies Team	Underpins the delivery of the Council's Strategic Priorities		5
Corporate Governance and Risk (Processes)	Implement Election Project Plans and successfully deliver Elections	Successful delivery of Elections	Democratic Services	Underpins the delivery of the Council's Strategic Priorities	Election mistakes result in challenge on the basis of the integrity of the election - that election was not fair, transparent or results were not accurate	5
Corporate	Modernise the Council's	More efficient and	Committee	Underpins the		5

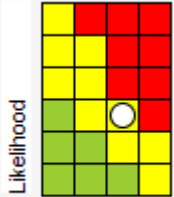
Governance and Risk (Processes)	committee management systems through CMIS	accessible committees	Services	delivery of the Council's Strategic Priorities		
Corporate Governance and Risk (Processes)	Develop corporate policy support		Democratic Services	Underpins the delivery of the Council's Strategic Priorities		5

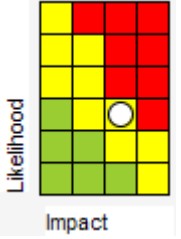
8. Directorate Planning Timetable

Task	Frequency	2015/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic & Administration Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

Appendix A

Risk Code & Title	Neighbourhood Planning	Current Risk Matrix
Risk	Neighbourhood Planning fails to achieve its potential	
Consequence	<p>Provisions of the 2011 Christie Commission are not implemented resulting in poor integration of public services to local areas, sustaining duplication and low engagement of communities in the design and delivery of services to neighbourhoods.</p> <p>Neighbourhood Plans and associated Action Plans for local areas remain undeveloped.</p> <p>A key platform for delivering our statutory commitment under the Community Empowerment Act will not be established.</p> <p>Impact on the review and re-launch of Community Councils</p>	<p>Current Risk Score</p> <p>Likelihood x Impact</p>
Current Controls	<p>Interim Programme Board to be established to ensure six Neighbourhood Partnership Boards are in place for 2016. Interim Board to manage all related and supporting projects which have been identified in a separate summary of workstreams.</p> <p>CPP Board quarterly progress updates.</p>	3x4
Linked Actions		
Linked Actions Code & Title	Carry out option appraisal exercise for the introduction of neighbourhood forum	
	Finalise governance proposals for neighbourhood planning	
	Work with Partners to target resources to best meet the needs of communities	

Risk Code & Title	Financial Environment	Current Risk Matrix
Risk	Our ability to respond to increasing demand is limited due to a reduction in resources	
Consequence	The risk is that we will require to take increasingly difficult and challenging decisions, potentially operating with increasing levels of risk. This, together with the financial uncertainty and demographic pressures, impacts on the ability of the Service to meet need against a backdrop of reducing real term resources.	Current Risk Score Likelihood x Impact
Current Controls	Communication/staff engagement Examine workload areas to drop/ do more efficiently Examine opportunities through technology	3x4
Linked Actions		
Linked Actions Code & Title	Refocus of Change Team Work to align with Council Priorities/development of Transformation Phase 2 Embed Lean Six Sigma throughout the Council's workforce	

Risk Code & Title	Elections	Current Risk Matrix
Risk	Election mistakes result in challenge on the basis of the integrity of the election - that election was not fair, transparent or results were not accurate	 <p>Likelihood</p> <p>Impact</p>
Consequence	Reputational damage to RO and subsequently to the Council. Risk of a petition.	Current Risk Score Likelihood x Impact
Current Controls	Dedicated Election Co-Ordinator Effective project management: project plan/risk plan/integrity plan Contingency planning Regular Election Team meetings	3x4
Linked Actions		
Linked Actions Code & Title	Implement Election Project Plans and successfully deliver Elections	



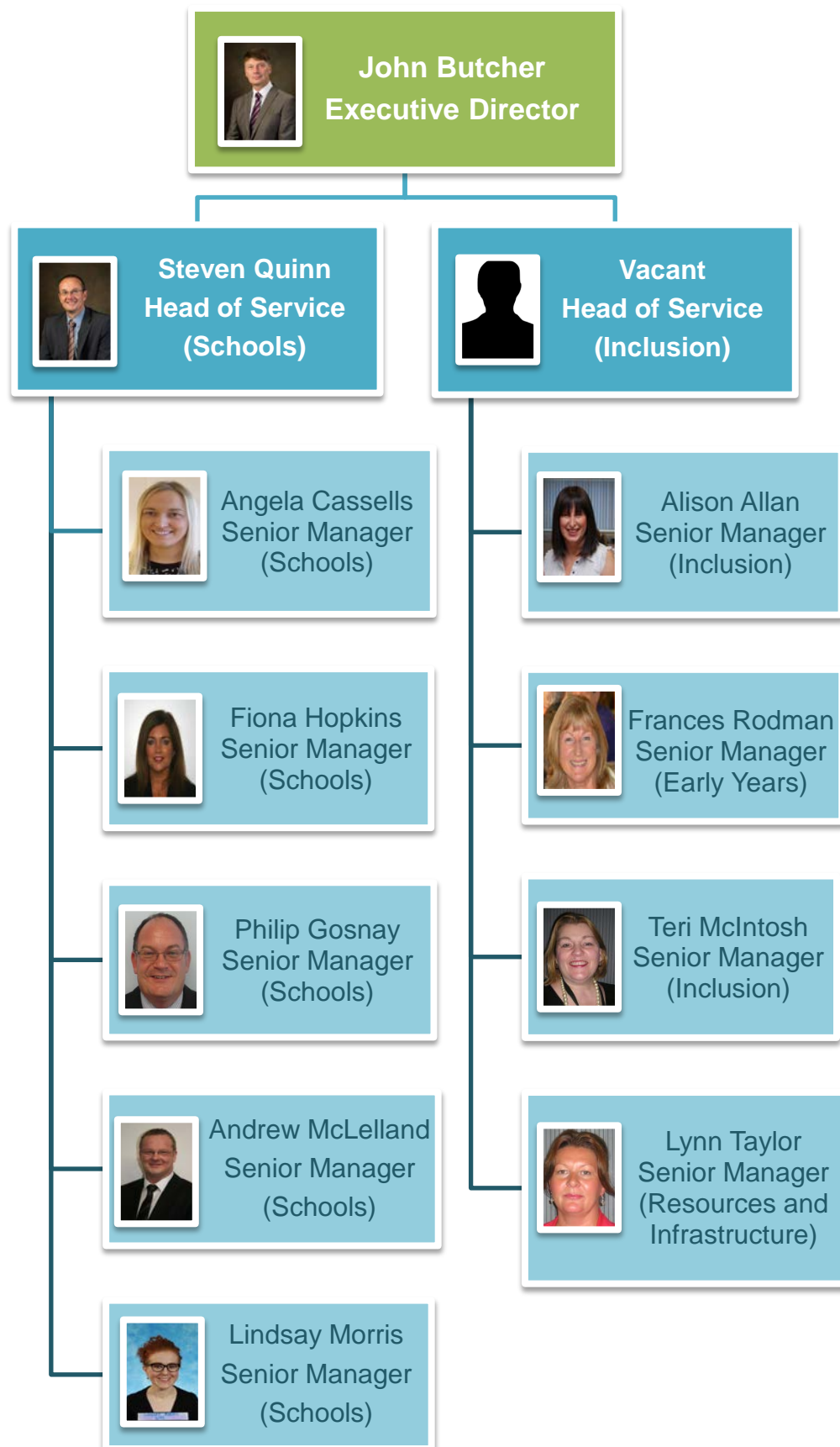
Our Journey From Good To Great

Education and Youth Employment

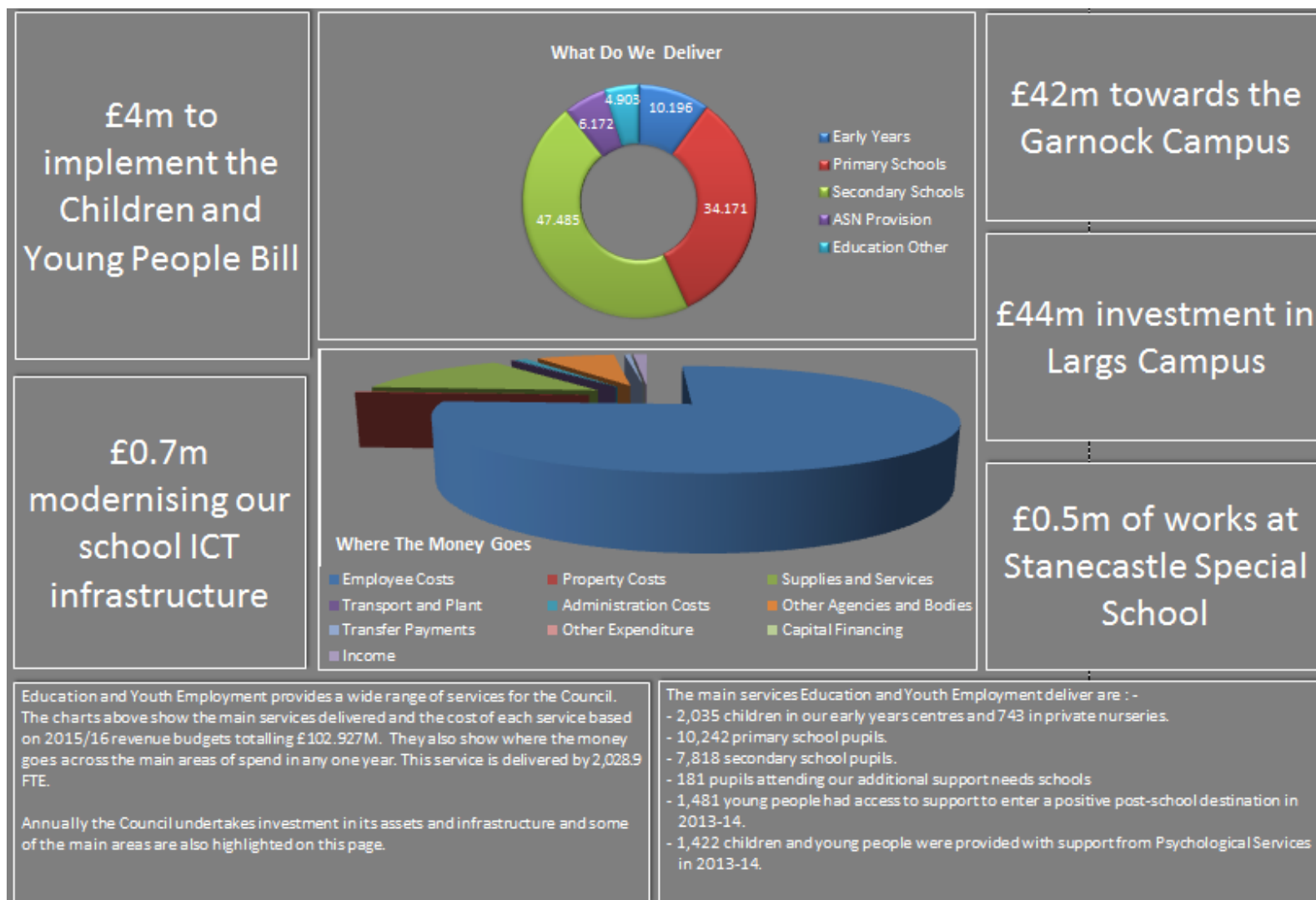
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1. Directorate Structure



2. Our budget and how we intend to spend it



3. Forward

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

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

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

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

John Butcher (Executive Director)

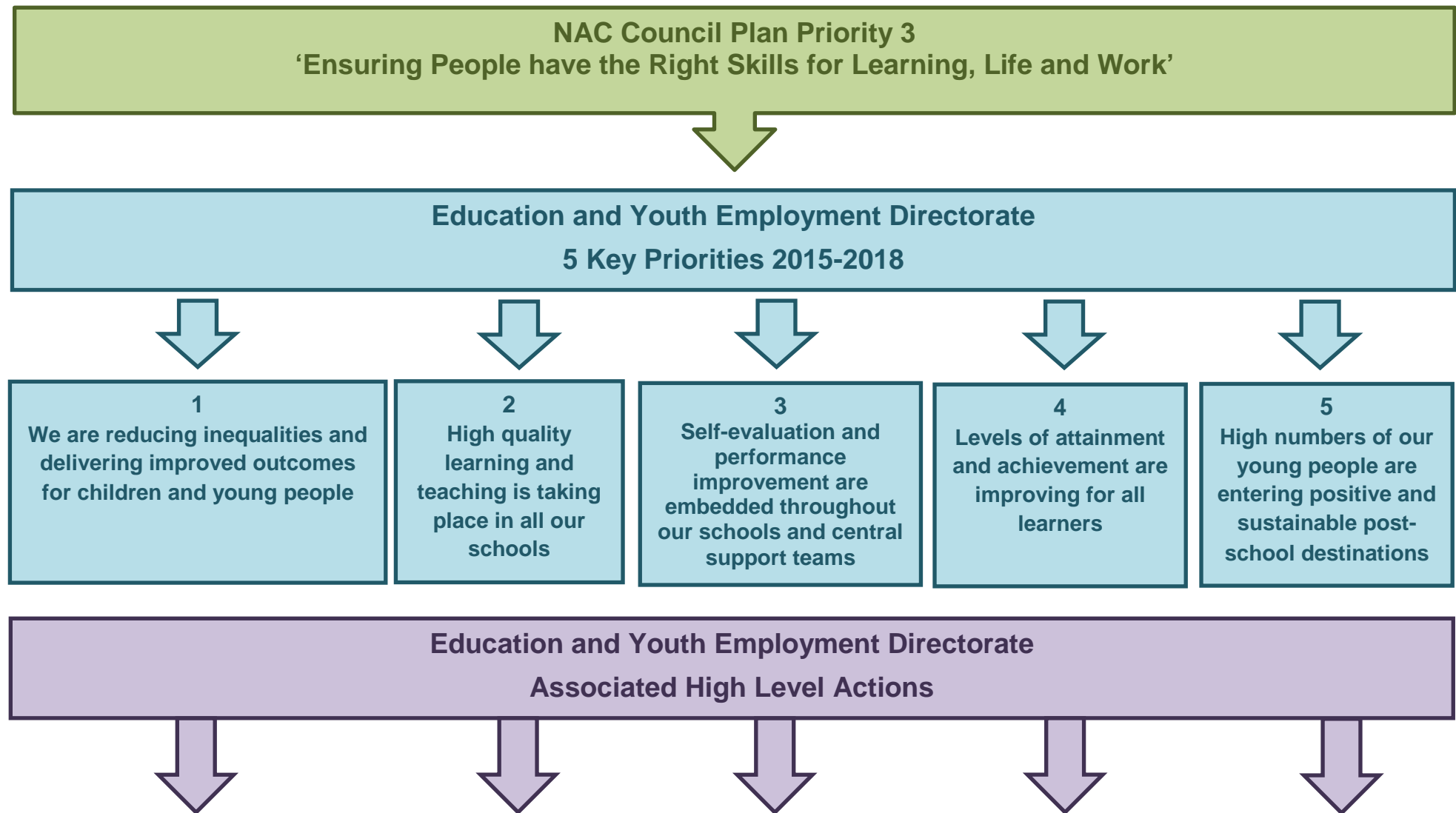
4. Introduction

This Directorate Plan identifies how Education and Youth Employment will contribute to achieving the Council's vision **‘to be a leading organisation defined by excellent and innovative services’**.

Our Plan outlines the Directorates key priorities over the next three years and how we will support our people to deliver on these. It also provides an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve.

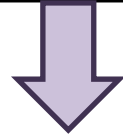
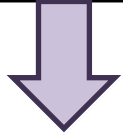
The diagram outlined overleaf details our five key priorities and the associated high level actions that we will undertake to support the Council's strategic objective of **‘Ensuring People have the Right Skills for Learning, Life and Work’**.

4.1 Education and Youth Employment Directorate: Strategic Planning Framework



Education and Youth Employment Directorate

Associated High Level Actions



1. Continue to develop nurturing approaches to promote inclusion across all education establishments.
2. Through new legislative initiatives and effective assessment and planning, continue to provide targeted support for vulnerable children and families.
3. Reinvigorate and refine existing high-quality approaches with partners to ensure we are Getting it Right for Every Child.
4. Encourage and support active collaboration and engagement with parents in supporting their child's learning.
5. Through our Accessibility Strategy, ensure that all young people have equality of access to the curriculum.
6. Develop approaches across our schools to support the well-being of our children, teachers, parents and carers in partnership with North Ayrshire Health and Social Care Partnership.

1. Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors.
2. Develop our approaches to the curriculum in the BGE to provide a foundation for progression and further specialisation in the Senior Phase.
3. Support and strengthen the professional capacity of staff through leadership development.

1. Broaden and extend our approach to self-evaluation to ensure a consistency of rigour which will support the ongoing cycle of review and improvement planning in all education establishments.
2. Support all education establishments in developing effective approaches in the analysis of data to inform action on improving teaching and learning.
3. Further develop reporting of management information to inform policy and practice.
4. Maintain a financial management framework which effectively supports the business objectives of Education and Youth Employment.

1. Provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups.
2. Continue to develop the Senior Phase to ensure our young people are given the best opportunity to achieve qualifications and awards at the highest level.
3. Provide learners with opportunities to participate in activities which provide a vehicle for wider achievement.
4. Develop and implement a strategy to reduce the extent to which inequality and deprivation constrains educational outcomes and life chances.

1. Continue to develop partnership links and collaborative arrangements with the FE sector, employers and commerce in line with the Commission for Developing Scotland's Young Workforce Report.
2. Further develop the curriculum to maximise school leavers' access to further and higher education and to training experiences and employment.
3. Continue to support young people with additional support needs (ASN) to secure a sustainable destination that meets their needs.

5. What we do

The Education and Youth Employment Directorate provides a wide range of services across two main areas of integrated service delivery. These are 'Schools' led by Head of Service, Steven Quinn and 'Inclusion' led by a Head of Service who will be appointed in the near future.

Number of Staff (FTE):	Teachers	1362
	Non-Teaching	704
	Total	2066
Locations:	1. All Early Years Centres, Primary, Secondary and ASN schools. 2. Education and Youth Employment HQ, Cunninghame House. 3. Psychological Service, Kilwinning Road, Irvine	

5.1 Schools

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

5.1.1 Purpose

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

5.1.2 Activities

The main activities of the service in 2015/16 will be:

- Providing children and young people with high quality teaching and learning within innovative, flexible and nurturing environments.
- Ensuring the appropriate implementation of the national curriculum.
- Raising attainment and achievement so that more of our young learners are securing positive and sustainable post school destinations.
- Supporting our schools to raise standards through continuous improvement in line with national priorities and expectations.
- Reducing the educational attainment gap for children from disadvantaged groups.

5.1.3 Key Achievements

In 2014-2015, the service achieved a number of notable performance highs.

Council Strategic Objective	Good to Great Theme	Key Achievements
Ensuring people have the right skills for learning, life and work	Communities	The overall performance of our young people continues to show improvement in both their levels of attainment and in wider achievements.
Ensuring people have the right skills for learning, life and work	Communities	North Ayrshire, in recognition of the high priority it gives to STEM education was one of four authorities elected to work on the national STEM project. A key outcome of the project is to develop a national STEM self-evaluation framework.
Ensuring people have the right skills for learning, life and work	Communities	We are one of only 12 Councils participating in the Raising Attainment for All (RAFA) Collaborative pilot which was launched by the Scottish Government in June 2014. The collaborative will support consistent improvement in attainment and achievement through the development of a collaborative learning system.
Ensuring people have the right skills for learning, life and work	Communities	Lawthorn Primary Schools approach to using Glow has been recognised by Education Scotland and resulted in them being invited to speak at the Scottish Learning Festival, an

		invitation to meet Angela Constance, the Education Minister and a visit from the Singaporean Ministry of Education.
Ensuring people have the right skills for learning, life and work	People	We have developed a range of CLPD opportunities to support professional growth, which combines a balance of academic and research based learning alongside practical experience. Examples of this include access to Masters Level qualification, Scottish Qualification for Headship as well as newly qualified practitioners leading Teachers Learning Communities.
Ensuring people have the right skills for learning, life and work	People	The Council is working in partnership with the Robert Owen Centre for Educational Change at the University of Glasgow to carry out contextual research across the Ardrossan and Irvine clusters with a focus on analysing impact on changing practice within and between schools.

5.1.4 Key Partners

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

We are working with	To deliver	Timescale
Education Scotland	<ul style="list-style-type: none"> Better learning experiences and outcomes for learners of all ages. 	Ongoing
Scottish Qualifications Authority	<ul style="list-style-type: none"> Qualifications that accurately reflect learners' knowledge and skills. 	Ongoing
General Teaching Council of Scotland (GTCS)	<ul style="list-style-type: none"> The professional standards expected of all teachers. 	Ongoing
Parents	<ul style="list-style-type: none"> Support for children in their learning. 	Ongoing
NAC IT Services	<ul style="list-style-type: none"> Reliable ICT infrastructures, applications and services in North Ayrshire schools. 	Ongoing
SEEMIS	<ul style="list-style-type: none"> An electronic reporting system, which addresses all aspects of school administration. 	Ongoing
Ayrshire College	<ul style="list-style-type: none"> Career options and pathways for young people in the Senior Phase. Support for our young people in making successful transitions to postsecondary education and employment. 	Ongoing

5.2 Inclusion

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

5.2.1 Purpose

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

5.2.2 Activities

The main activities of the service in 2015/16 will be:

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

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

5.2.3 Key Achievements

In 2014-2015, the service achieved a number of notable performance highs.

Council Strategic Objective	Good to Great Theme	Key Achievements
Ensuring people have the right skills for learning, life and work	Communities	The continued investment in services for vulnerable children and families has ensured that parents/carers are receiving a high level of targeted and appropriate support in our Early Years Centres.
Ensuring people have the right skills for learning, life and work	Communities	In 2014, Springvale Early Years Centre became a pioneer site for the Early Years Collaborative and introduced a number of innovative projects resulting in increased levels of parental involvement.
Ensuring people have the right skills for learning, life and work	Communities	All children now have access to a minimum of 600 hours early learning and childcare and 11 establishments are providing a more flexible 2.5 day model to support working parents.
Ensuring people have the right skills for learning, life and work	Communities	Percentage level of our school leavers going onto positive destinations in 2013-14 was 94.1%, the highest ever recorded figure in North Ayrshire and 5 th highest of all Scottish Local Authorities.
Ensuring people have the right skills for learning, life and work	Communities	Our approach to 'Activity Agreements' has been successful and we have been able to offer bespoke programmes dependent on the need of particular groups of young people. This has been enhanced by the addition of personalised interventions to deal with specific barriers/challenges.
Ensuring people have the right skills for learning, life and work	Communities	The 'Raising Attainment in Literacy - Dyslexia Focus Project' has been recognised as leading practice by Edinburgh University and our staff have attended conferences to share their good practice with colleagues across Scotland.

5.2.4 Key Partners

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

We are working with	To deliver	Timescale
Health and Social Care Partnership	<ul style="list-style-type: none"> Improved outcomes for vulnerable young people and their families. 	Ongoing
Early Years Centres - Private Providers	<ul style="list-style-type: none"> A programme of educational activities, security and care to young children between the ages of 2 and 5. 	Ongoing
Ayrshire College and other FE Institutions	<ul style="list-style-type: none"> Successful transitions for our young people to post-secondary education and employment. 	Ongoing
Local/National Employers	<ul style="list-style-type: none"> Enhanced school-business links and a better understanding of employer requirements when recruiting young people. 	Ongoing
Parents	<ul style="list-style-type: none"> Support for children in their learning. 	Ongoing

5.2.5 Key Strategies

The Directorate has responsibilities across a range of strategies that set out what we want to achieve for a particular priority, outcome or targeted group, including also what we will do with our partner services and agencies to deliver on agreed outcomes.

Inclusion has a shared responsibility with our key partners for the development, review and delivery of the following strategies:

Strategy Name	Key Strategy Outcome	Start Date	End Date	Review Date
North Ayrshire Early Intervention and Prevention Strategy 2013-17	<ul style="list-style-type: none"> To improve outcomes for vulnerable children from 0 to 8. 	2013	2017	Annually
Youth Employment Strategy for North Ayrshire 2013 - 2020	<ul style="list-style-type: none"> Increasing youth employment to above the national average by 2020. 	2013	2020	Annually

6. Context

6.1 Our Improvement Journey – From Good to Great

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

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

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

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

6.2 Our Improvement Journey – Themes and Areas of Focus

Education and Youth Employment will contribute to the Council's ***Good to Great*** Journey and, in line with the Council Plan, will focus on the five ***Good to Great*** themes highlighted overleaf.

Areas of Focus



Giving local people better choice and more of a say

Giving people the choice and flexibility to lead independent lives

Providing excellent education for all

Encouraging healthy, active and rewarding lifestyles

Safeguarding and providing excellent support to those who need it most



Confident and Safe Communities

Well Managed Assets

A resilient economy

Rich, Diverse and Protected Environments

The Supply of Quality Housing Better Meets Local Needs and Aspirations



(ENABLER)



Achieving more in partnership

Working with local communities to help them flourish

Strengthen and build on the partnership working between the Council and local businesses



(ENABLER)



Strong, effective financial management

Delivering exceptional customer service

Doing things differently and better

Corporate Governance and Risk

Build resilient systems and processes



(ENABLER)



Develop Skills, Knowledge and Behaviour

Improve Communications

A Valued Workforce



6.3 Our Improvement Journey Outcomes



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



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



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



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



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



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

6.4 Managing our Risks

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

6.5 Key drivers for our services

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

Legislative Framework

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

- Education (Scotland) Act 1980.
- Children and Young People (Scotland) Act 2014.
- Education (Additional Support for Learning) (Scotland) Acts 2004 and 2009.
- Standards in Scotland's Schools etc Act 2000.
- Education (School Meals) (Scotland) Act 2003.
- Scottish Schools (Parental Involvement) Act 2006.
- Schools (Health Promotion and Nutrition) (Scotland) Act 2007.
- Equality Act 2010.
- Human Rights Act 1998.

We also work within the following policy initiatives:

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

6.6 Equalities

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

6.7 Equality Outcomes

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

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

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

6.8 Equality Impact Assessments

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

By carrying out EIAs when developing policies, we will:

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

In 2014-2015, the directorate completed Equality Impact Assessments for new or revised policies and procedures relating to:

- Support for Children with Long Term Absence from School.
- Children Missing from Education.
- Sexual Health and Relationships Education.
- School Dress Code.
- Religious Observance in Schools.

7 Delivery

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

Good to Great Theme: Communities

Area of Focus: Providing Excellent Education for All

Good to Great Theme: Communities											
Area of Focus	Indicator	Actuals			Benchmark		Targets			Lead Service	Link to Council Strategic Priority
		12/13	13/14	14/15	National/Virtual Comparator 2013/14		15/16	16/17	17/18		
Providing Excellent Education for All	% of leavers attaining SCQF Level 4 in Literacy	94.8%	93.7%	n/a	92.3%	90.4%	94.5%	94.5%	95%	Schools	Ensuring people have the right skills for learning, life and work
Providing Excellent Education for All	% of leavers attaining SCQF Level 5 in Literacy	66.5%	68.2%	n/a	70.3%	67%	69%	70%	71%	Schools	Ensuring people have the right skills for learning, life and work

Providing Excellent Education for All	% of leavers attaining SCQF Level 4 in Numeracy	79.1%	78.9%	n/a	82.8%	80.3%	80%	82%	84%	Schools	Ensuring people have the right skills for learning, life and work
Providing Excellent Education for All	% of leavers attaining SCQF Level 5 in Numeracy	56.2%	57.3%	n/a	59.4%	55.6%	58%	60%	61%	Schools	Ensuring people have the right skills for learning, life and work
Providing Excellent Education for All	Average total tariff score of the highest 20% attainment cohort		1691		1817	1730	1748	1788	1820	Schools	Ensuring people have the right skills for learning, life and work
Providing Excellent Education for All	Average total tariff score of the middle 60% attainment cohort		708		805	724	758	802	876	Schools	Ensuring people have the right skills for learning, life and work
Providing Excellent Education for All	Average total tariff score of pupils living in SIMD 20% most deprived areas		589		593	n/a	641	651	673	Schools	Ensuring people have the right skills for learning, life and work

Providing Excellent Education for All	% gap in average total tariff score of school leavers resident in SIMD 20% most deprived and those from the 80% least SIMD deprived North Ayrshire areas.		55.54%		n/a	n/a	51%	47%	43%	Schools	Ensuring people have the right skills for learning, life and work
Providing Excellent Education for All	% of young people choosing to stay onto S5 after Winter Holidays (S5 January roll as % of S4 roll at September previous year)		76.44%		n/a	n/a	79%	80%	82%	Schools	Ensuring people have the right skills for learning, life and work
Providing Excellent Education for All	% of young people choosing to stay onto S6 (as % of S4 roll at September two years before)		64.21%		62.4%	n/a	62%	65%	68%	Schools	Ensuring people have the right skills for learning, life and work
Providing Excellent Education for All	% of school leavers in a positive destination		94.1%		92.3%	n/a	94.5%	94.8%	95%	Inclusion	Ensuring people have the right skills for learning, life and work

Good to Great Theme: Communities						
Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Council Strategic Priority	Link to Risk	Link to Priority
Providing Excellent Education for All	Develop and implement a strategic vision for learning and teaching within and across Early, Primary and Secondary sectors.	All our children and young people are receiving the highest standards of teaching and learning caring, supportive and nurturing learning environments.	Schools	Ensuring people have the right skills for learning, life and work		Levels of attainment and achievement are improving for all learners
Providing Excellent Education for All	Continue to develop nurturing approaches to promote inclusion across all education establishments.	All our children and young people are receiving the support they need to help them work towards achieving their full potential.	Inclusion	Ensuring people have the right skills for learning, life and work		We are reducing inequalities and delivering improved outcomes for children and young people
Providing Excellent Education for All	Develop and implement a strategy to reduce the extent to which inequality and deprivation constrains educational outcomes and life chances.	The attainment gap in our schools is narrowing and young people from vulnerable backgrounds are more successful in achieving positive post-school outcomes.	Schools	Ensuring people have the right skills for learning, life and work		We are reducing inequalities and delivering improved outcomes for children and young people
Providing Excellent Education for All	Develop our approaches to the curriculum in the BGE to provide a	Our secondary schools are maintaining breadth in the range of areas	Schools	Ensuring people have the right skills for learning, life		High quality learning and

	foundation for progression and further specialisation in the Senior Phase.	covered in the curriculum and building solid foundations for later specialisation.		and work		teaching is taking place in all our schools
Providing Excellent Education for All	Continue to develop the Senior Phase to ensure our young people are given the best opportunity to achieve qualifications and awards at the highest level.	Our secondary schools are offering appropriate opportunities and advice for young people to achieve qualifications at the highest level of which they are capable.	Schools	Ensuring people have the right skills for learning, life and work		Levels of attainment and achievement are improving for all learners
Providing Excellent Education for All	Provide learners with opportunities to participate in activities which provide a vehicle for wider achievement.	Children and young people have more opportunities to participate and achieve in a wider range of activities	Schools	Ensuring people have the right skills for learning, life and work		Levels of attainment and achievement are improving for all learners
Providing Excellent Education for All	Further develop the curriculum to maximise school leavers' access to further and higher education and to training experiences and employment.	Increasing numbers of our young people are accessing access higher learning or sustained employment that is appropriate to their needs and relevant to the local and national economy.	Schools	Ensuring people have the right skills for learning, life and work		We continue to focus on ensuring high numbers of our young people are entering positive and sustainable post-school destinations

Good to Great Theme: Communities

Area of Focus: Safeguarding and Providing Excellent Support to Those Who Need it Most

Good to Great Theme: Communities										
Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
		12/13	13/14	14/15		15/16	16/17	17/18		
Safeguarding and Providing Excellent Support to Those who Need it Most	No. of parents who have accessed and successfully completed a 'Parenting Programme'	n/a	n/a		None available	145	155	165	Inclusion	Working to Develop Stronger Communities
Safeguarding and Providing Excellent Support to Those who Need it Most	No. of families who have participated in a 'Parent Early Education Partnership' (PEEP) group	n/a	n/a		None available	180	190	200	Inclusion	Working to Develop Stronger Communities
Safeguarding and Providing Excellent Support to Those who Need it Most	% of participants (on completion of parenting programmes) who report an increase in their confidence levels as a parent	n/a	n/a		None available	80%	82%	85%	Inclusion	Working to Develop Stronger Communities
Safeguarding and Providing Excellent Support to Those who Need it Most	% of participants (on completion of parenting programmes) who report an increase	n/a	n/a		None available	80%	82%	85%	Inclusion	Working to Develop Stronger Communities

	in their levels of interaction with their children									
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Good to Great Theme: Communities						
Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Council Strategic Priority	Link to Risk	Link to Priority
Safeguarding and Providing Excellent Support to Those who Need it Most	Through new legislative initiatives and effective assessment and planning, continue to provide targeted support for vulnerable children and families	The provision of effective support, learning and development opportunities is improving the life chances of vulnerable children, young people and families.	Inclusion	Ensuring people have the right skills for learning, life and work		We are reducing inequalities and delivering improved outcomes for children and young people
Safeguarding and Providing Excellent Support to Those who Need it Most	Provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups, including looked after children (LAC) and children with additional support needs (ASN).	Through provision of high quality educational support the gap in educational achievement between children from disadvantaged groups and that of their peers has been narrowed.	Inclusion	Ensuring people have the right skills for learning, life and work		Levels of attainment and achievement are improving for all learners
Safeguarding and Providing Excellent Support to Those who Need it Most	Continue to support young people with additional support needs (ASN) to secure a sustainable destination that meets their needs.	Young people with additional support needs are consistently progressing to positive and sustained destinations.	Inclusion	Ensuring people have the right skills for learning, life and work		We continue to focus on ensuring high numbers of our young people are entering

						positive and sustainable post-school destinations
Providing Excellent Education for All	Through our Accessibility Strategy ensure that all young people have equality of access to the curriculum etc.	All our children and young people are aspiring to achieve their full potential giving them the basis for a successful life as active members of the community.	Inclusion	Ensuring people have the right skills for learning, life and work		We are reducing inequalities and delivering improved outcomes for children and young people

Good to Great Theme: Partnerships

Area of Focus: Achieving More in Partnership

Good to Great Theme: Partnerships										
Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
		12/13	13/14	14/15		15/16	16/17	17/18		
Achieving More in Partnership	% of Adults Satisfied with Local Schools		88%		81%	90%	91%	92%	Inclusion	Ensuring people have the right skills for learning, life and work

Good to Great Theme: Partnerships						
Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Council Strategic Priority	Link to Risk	Link to Priority
Achieving More in Partnership	Continue to develop partnership links and collaborative arrangements with the FE sector, employers and commerce in line with the Commission for Developing Scotland's Young Workforce Report.	In partnership with the new Ayrshire College, HE and employers, the service is developing and delivering a range of programmes to ensure school leavers are able to progress to a positive post school destination.	Inclusion	Ensuring people have the right skills for learning, life and work		We continue to focus on ensuring high numbers of our young people are entering positive and sustainable post-school destinations
Achieving More in Partnership	Reinvigorate and refine our existing high-quality approaches with partners to ensure we are Getting it Right for Every Child.	As part of a shared approach with partners, the service is meeting the needs of vulnerable children and young people's and facilitating them to reach their full potential.	Inclusion	Ensuring people have the right skills for learning, life and work		We are reducing inequalities and delivering improved outcomes for children and young
Achieving More in Partnership	Encourage and support active collaboration and engagement with parents in supporting their child's learning	Our schools are building stronger links with parents and are effective in supporting parental engagement, particularly for those parents who are not significantly involved in their children's education.	Schools	Ensuring people have the right skills for learning, life and work		We are reducing inequalities and delivering improved outcomes for children

						and young
Achieving More in Partnership	Develop approaches across our schools to support the well-being of our children, teachers, parents and carers in partnership with North Ayrshire Health and Social Care Partnership.	Our schools are effectively promoting the health and wellbeing of children and young people and of all of those in the educational communities to which they belong.	Schools	Supporting all of our people to stay safe, healthy and active		We are reducing inequalities and delivering improved outcomes for children and young

Good to Great Theme: People

Area of Focus: Develop Skills, Knowledge and Behaviour

Good to Great Theme: People										
Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
		12/13	13/14	14/15		15/16	16/17	17/18		
Develop Skills, Knowledge and Behaviour	% of non-teaching staff who have had a PPD in the last twelve months		92.5%		96.5%	96.5%	97%	97.5%	Schools	Ensuring people have the right skills for learning, life and work
Develop Skills, Knowledge and Behaviour	% of teaching staff who have had a PRD in the last twelve months		95.5%		95%	97.5%	98%	98.5%	Schools	Ensuring people have the right skills for learning, life and work

Good to Great Theme: People						
Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Council Strategic Priority	Link to Risk	Link to Priority
Develop Skills, Knowledge and Behaviour	Support and strengthen the professional capacity of staff through leadership development.	Our school leaders are improving teaching and learning through their influence on staff and pupil motivation and commitment.	Schools	Ensuring people have the right skills for learning, life and work		High quality learning and teaching is taking place in all our schools

Good to Great Theme: Processes

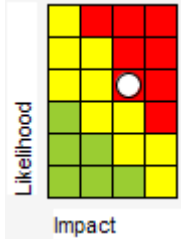

Area of Focus: Doing Things Differently and Better

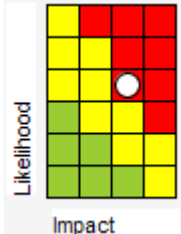

Good to Great Theme: Processes						
Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Council Strategic Priority	Link to Risk	Link to Priority
Doing Things Differently and Better	Broaden and extend our approach to self-evaluation to ensure a consistency of rigour which will support the ongoing cycle of review and improvement planning in all education establishments.	Our schools have robust systems in place for monitoring and evaluation which is providing clear evidence on what works well and what can be improved further	Schools	Ensuring people have the right skills for learning, life and work		Self-evaluation and performance improvement are embedded throughout our schools and central support teams

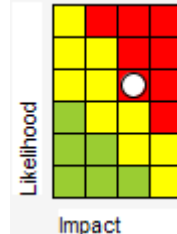

Doing Things Differently and Better	Support all education establishments in developing effective approaches in the analysis of data to inform action on improving teaching and learning.	Performance evidence is being widely utilised in all our schools to inform improvements in the quality of teaching and learning and to enhance pupil outcomes.	Schools	Ensuring people have the right skills for learning, life and work		Self-evaluation and performance improvement are embedded throughout our schools and central support teams
Doing Things Differently and Better	Continue to further develop reporting of management information to inform policy and practice.	Improved management and financial information is being used to better inform policy discussion and decision-making within the service.	Schools	Ensuring people have the right skills for learning, life and work		Self-evaluation and performance improvement are embedded throughout our schools and central support teams
Doing Things Differently and Better	Maintain a financial management framework which effectively supports the business objectives of Education and Youth Employment.	Established financial controls allow effective monitoring and review of performance against budgets and targets.	Finance	Ensuring people have the right skills for learning, life and work		Self-evaluation and performance improvement are embedded throughout our schools and central support teams

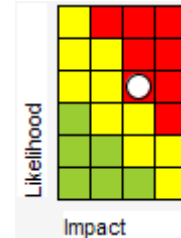

Directorate Planning Timetable

Task	Frequency	2015/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic & Administration Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

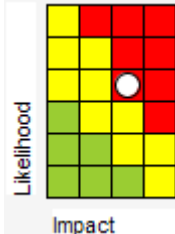

Risk Code & Title	E&S_1516_R01: Impact of Budgetary/Financial Pressures				Current Risk Matrix
Risk	North Ayrshire Council's block grant from central government has reduced every year since 2010/11 and will continue to do so for the foreseeable future. This will continue to impact on resources and the ability of Services to meet service demands.				
Consequence	The risk to the service relates to an ability to maintain current levels of service provision and delivery given the level of reductions across service budgets.				Current Risk Score: 12
Current Controls	Education and Youth Employment has made significant progress in reducing its overall expenditure while improving services and outcomes. The service also undertakes robust monitoring of revenue and capital budgets to ensure we manage demand and alleviate financial pressures on the service.				
Linked Actions					
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Maintain a financial management framework which effectively supports the business objectives of Education and Skills.				31 st March 2016	Angus Grossart

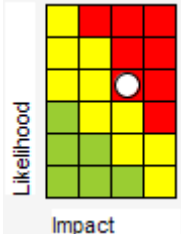

Risk Code & Title	E&S_1516_R02: Partnership Working				Current Risk Matrix
Risk	Many of our partners continue to experience financial and funding pressures. This has the potential to adversely impact on their ability to provide and deliver effective services in partnership with Education and Youth Employment.				
Consequence	The risk to the service relates to the service not realising the benefits achieved through effective partnership working.				Current Risk Score: 12
Current Controls	Partnership working and programmes are being delivered across communities and schools involving closer service integration across a wider range of programmes. Education and Youth Employment also continue to collaborate with a wide range of partners in the Strategic Review of Education.				
Linked Actions					
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Continue to develop partnership links and collaborative arrangements with the FE sector, employers and commerce in line with the Commission for Developing Scotland's Young Workforce Report.				31 st March 2016	Head of Service (Inclusion)

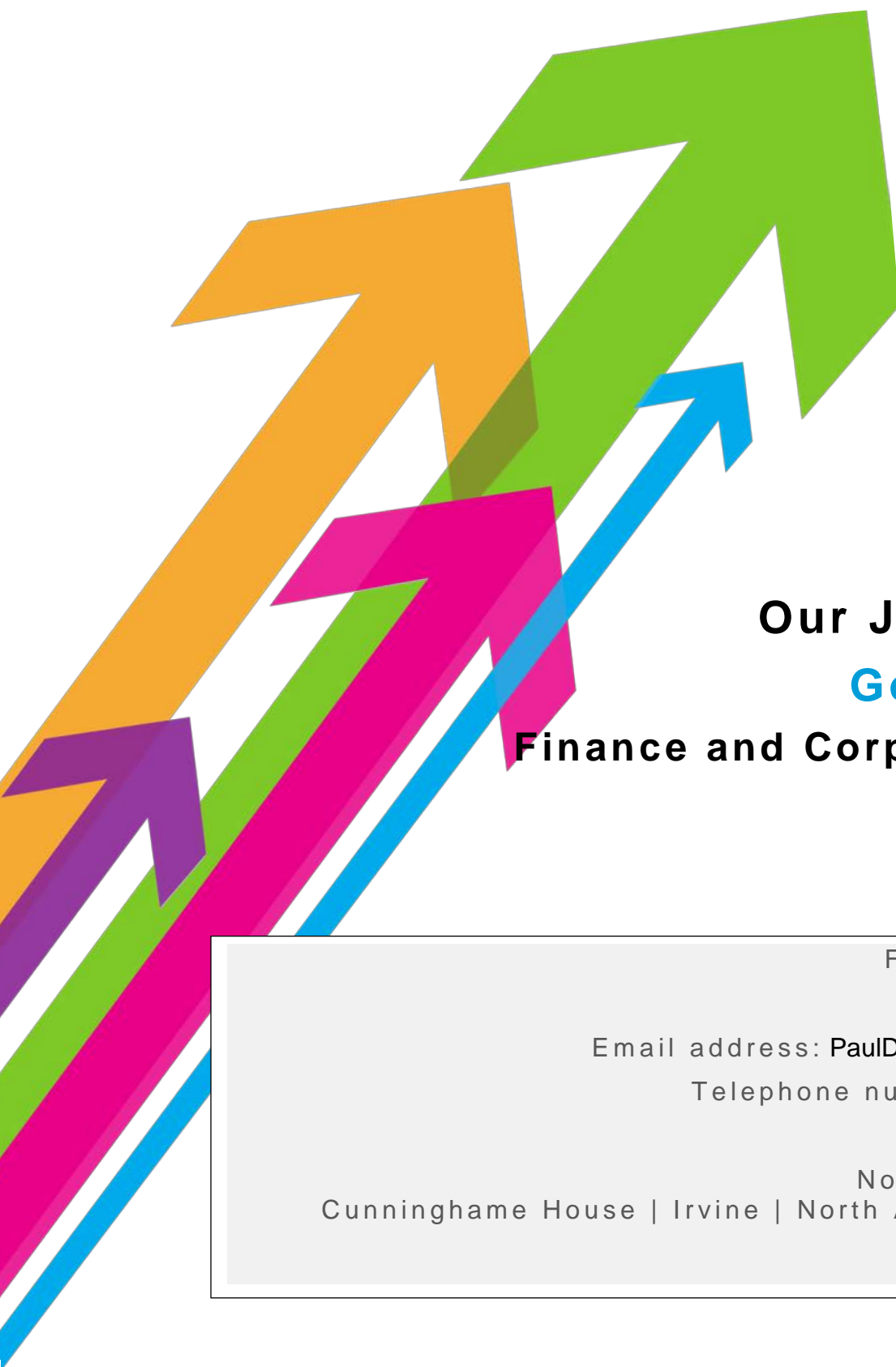
Risk Code & Title	E&S_1516_R03: Stakeholder Engagement				Current Risk Matrix
Risk	Our partners and stakeholders are key to the service achieving our strategic objectives. As such the service must endeavour to inform, consult, involve and listen to all our stakeholders so that we can use feedback and information to improve the way we deliver our services and ultimately deliver our key strategic priorities and objectives.				
Consequence	An inability to effectively consult, engage and collaborate with all of our different stakeholder groups increases the likelihood that the service will not effectively deliver on our key priorities and achieve our key objectives.				Current Risk Score: 12
Current Controls	Schools regularly consult with staff, parents, guardians and pupils as part of the school review process and responses are used to inform service improvements and to measure progress against key performance targets. The service also undertakes widespread consultation with a range of key stakeholders as part of the Service Planning process.				
Linked Actions					
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Encourage and support active collaboration and engagement with parents in supporting their child's learning				31 st March 2016	Head of Service (Inclusion)

Risk Code & Title	E&S_1516_R04: Review of the School Estate				Current Risk Matrix
Risk	North Ayrshire Council has undertaken a review of the school estate and has indicated that it will use the results of the review to ensure that our school estate is fit for purpose in terms of effectively supporting and enhancing learning and teaching for children and young people. The risk is that having raised public expectations we may not, as a result of budgetary considerations, be able to deliver the improvements that are identified in the review.				
Consequence	As a result of being unable to deliver improvements to the school estate the service may lose the goodwill and support of many parents. Additionally, our inability to deliver improvements will see a continuation in the physical deterioration of a number of our schools allied to the potential for poorer education and learning experiences for children and young people attending these schools. .				Current Risk Score: 12
Current Controls	A key strand of the current ‘Strategic Review of Education’ is centred on provision of a school estate that is fit for the 21 st century and the current review of the school estate is feeding into this wider strategic review and will also inform the Councils 10-year capital plan (2015-2015) which is due to be published in the summer of 2015.				
Linked Actions					
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Manage and deliver the modernisation of the school estate to improve the environment that supports learning and teaching for children and young people.				31 st March 2016	Lynn Taylor

Risk Code & Title	E&S_1516_R05: Children and Young People Act 2014				Current Risk Matrix
Risk	The Children & Young People (Scotland) Act 2014 became law on the 27th of March, 2014 and contains a number of changes to how children and young people in Scotland will be cared for. These changes will come into force in Scotland over the next two to three years and will have significant implications for the service.				<div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div><div>Impact</div></div></div>
Consequence	If the service fails to deliver the duties stipulated in the Act we will be unable to offer enhanced opportunities and support for children and young people and increased levels of flexibility to support the needs of parents.				Current Risk Score: 12
Current Controls	Education and Skills have developed proposals to support the implementation of 600 hours Early Learning and Childcare for 3-5 year olds and entitled 2 year olds as an aspect of the Children and Young People (Scotland) Bill. This will allow delivery of 600 hours ELC in North Ayrshire within the associated time frame. The service is also working closely with PMI to examine likely requirements for extensions/renovations to early years establishments and continues to train and recruit child minders and day carers.				
Linked Actions					
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Through new legislative initiatives and effective assessment and planning, continue to provide targeted support for vulnerable children and families	<div><div></div></div>			31 st March 2016	Frances Rodman

Risk Code & Title	E&S_1516_R07: Reducing Attainment Gap				Current Risk Matrix
Risk	The service is committed to addressing the educational attainment gap on the basis that educational outcomes are a strong determinant of later life chances. By giving our young people the best skills for life, learning and work, a route will be provided through which we can aim to improve social mobility, reduce poverty and enable our young people and communities to reach their potential.				
Consequence	If we are not successful in reducing the educational attainment gap for young people who reside in North Ayrshire's more deprived areas, they will continue to experience limited opportunities to secure a positive post-school destination and limited expectations of their life chances.				Current Risk Score: 12
Current Controls	The service continues to provide high quality education and support to narrow the outcomes gap for children from disadvantaged groups.				
Linked Actions					
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Develop and implement a strategy to reduce the extent to which inequality and deprivation constrains educational outcomes and life chances.				31 st March 2016	Steven Quinn

Risk Code & Title	E&S_1516_R08: Leadership Development				Current Risk Matrix
Risk	As part of our approach to ensuring high quality learning and teaching is taking place in our schools, the service is supporting leadership development for education practitioners in North Ayrshire. The key risk is that we fail to develop effective leaders for our schools and that teachers in leadership roles will not be as effective in leading their teams, initiating and managing change effectively and in developing leadership capacity in others (school leadership).				
Consequence	We have only limited success in ensuring high quality teaching and learning is taking place in our schools and the professional capacity of our teachers is not being fully realised.				Current Risk Score: 12
Current Controls	We are providing a range of accredited training opportunities aimed at developing school leaders as agents of transformational change.				
Linked Actions					
Linked Actions Code & Title	Expected Outcome	Linked Actions Progress	Linked Actions Latest Note	Due Date	Assigned To
Support and strengthen the professional capacity of staff through leadership development.				31 st March 2016	Steven Quinn



Our Journey From
Good To Great
Finance and Corporate Support
2015/18

For more information:

Email address: PaulDoak@north-ayrshire.gov.uk

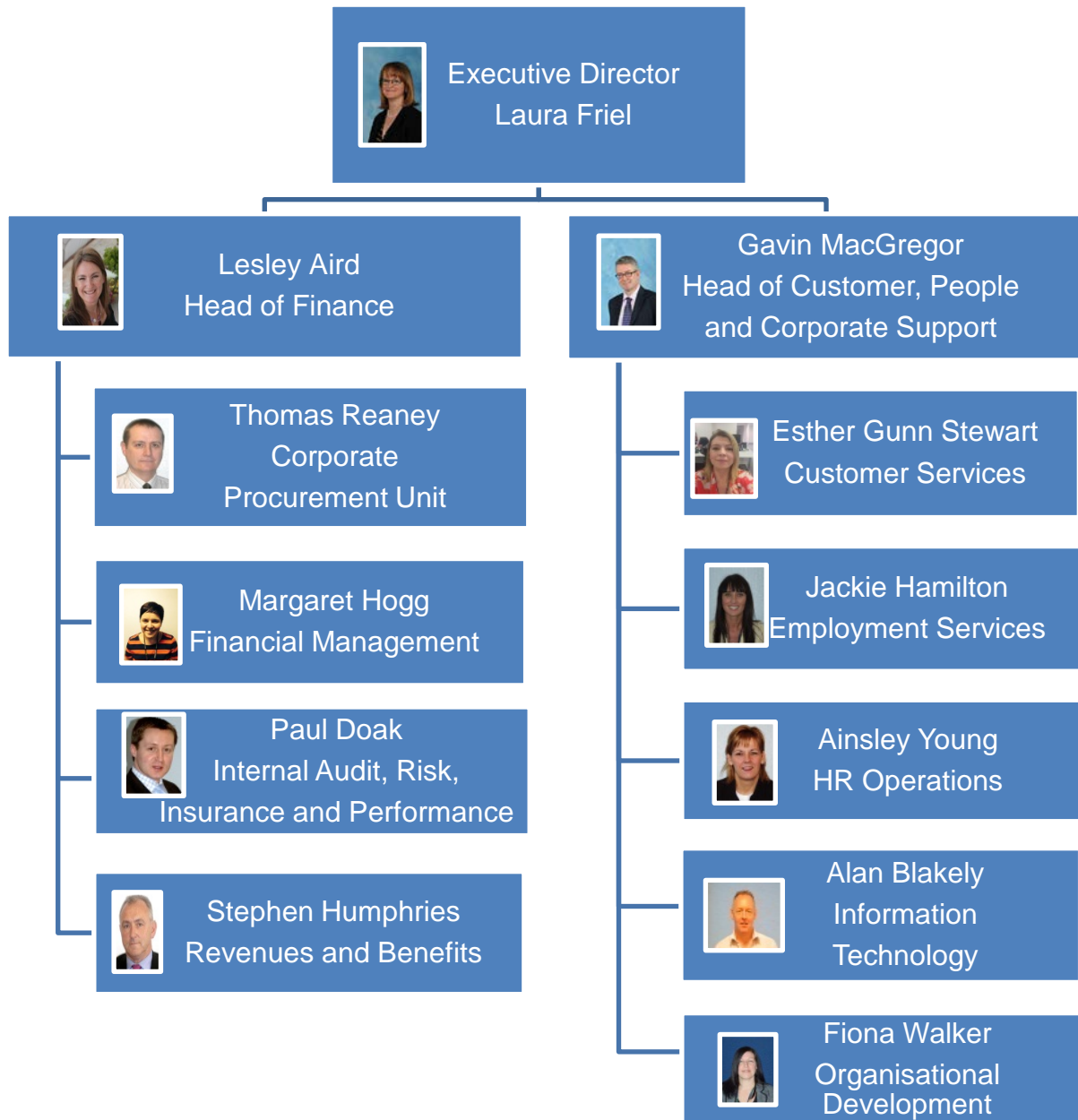
Telephone number: [01294 324561](tel:01294324561)

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

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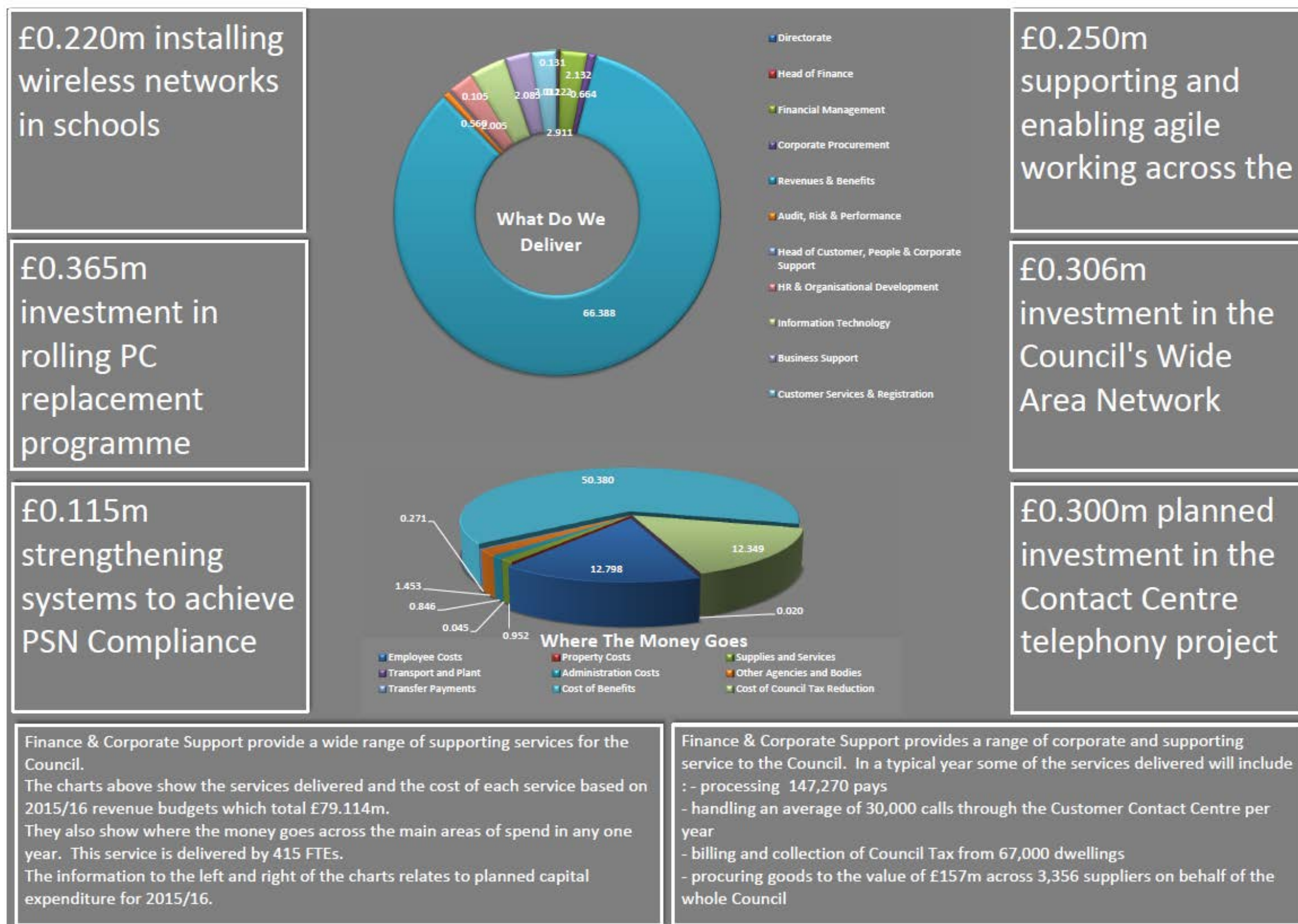
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1. Directorate Structure



2. Our budget and how we intend to spend it

Figure 1



3. Foreword

Welcome to the Finance and Corporate Support Directorate Plan 2015/18

This Plan sets out the key priorities for the Service for 2015/18. Finance and Corporate Support is responsible for providing support services across the Council, as well as public facing services like Revenues and Benefits and Customer Services.

The Council continues to operate in a challenging environment with increasing demand for services sitting alongside reducing resources. Finance has a significant role in developing the short and longer term revenue and capital financial plans and strategies and the financial management of these resources, totalling around £447m in 2015/16.

Customer, People and Corporate Support has a key role in providing an excellent service to our customers and our workforce and ensuring that the Council has a robust ICT infrastructure to support our service delivery.

This Service Plan maps out what the Directorate will do to help ensure that the Council moves from “*Good to Great*” enabling it to achieve the overall vision ‘to be a leading organisation defined by excellent and innovative services’.



Laura Friel
Executive Director

4. Introduction

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

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

Developing exceptional Customer Service	Effective Financial Planning and Stewardship	Lead and support the delivery of transformational change	Develop and deliver a new People Strategy	Support the development of the Health and Social Care partnership
<ul style="list-style-type: none"> • Support increased customer access and self-service • Implement new staff intranet • Channel shift to enhance customer service and experience • Work with partners to implement Universal Credit • Develop Business Support Strategy 	<ul style="list-style-type: none"> • Refresh the long term financial plan to 2026/27 • Implement new FMS system • Further development of the Outcome Based Budgeting framework • Develop a joint resourcing model across the CPP 	<ul style="list-style-type: none"> • Lean Six Sigma reviews in key areas • Deliver Channel Shift Strategy to improve services • ICT investment to develop more resilient systems and processes • Redesign cash collection service 	<ul style="list-style-type: none"> • Implement new People Strategy • Improve staff engagement through 'Staff Voice' and other initiatives 	<ul style="list-style-type: none"> • Providing Financial, Audit, HR and ICT Support for Health and Social Care Partnership

5. What we do

5.1 Finance and Corporate Support

The Directorate provides a wide range of services through 9 sections within Finance and Customer, People and Corporate Support.

5.2 Finance Sections

These sections fall within the service delivery area of Finance.

Manager:	Thomas Reaney – Corporate Procurement Unit
Number of Staff (FTE):	16
Location:	Cunninghame House

Manager:	Margaret Hogg – Financial Management
Number of Staff (FTE):	58
Location:	Cunninghame House/ Perceton House/ Montgomerie House

Manager:	Paul Doak - Internal Audit, Risk & Performance
Number of Staff (FTE):	13
Location:	Cunninghame House

Manager:	Stephen Humphries – Revenues and Benefits
Number of Staff (FTE):	76
Location:	Bridgegate House

5.3 Purpose

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

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

Treasury Management – maintains the cash flow of the Council, while effectively managing loans and deposits held by the Council to support the delivery of the Council's capital programmes.

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

Revenues and Benefits – undertakes the effective administration of income collection; around 18% of the Council's revenue for its General Fund services comes from the billing and collection of Council Tax from around 67,000 chargeable dwellings. The section also administers around 18,000 Housing and Council Tax Reduction claims including maximising the take-up of benefits in the community. This section delivers the Scottish Welfare Fund and will deliver Universal Credit in partnership with Department for Work and Pensions.

Non-domestic rates are collected from almost 5,000 local businesses on behalf of the Scottish Government. The section collects income on behalf of Scottish Water. Income is also collected where the Council has provided goods or services.

5.4 Activities

- Provision of high quality financial management information and advice
- Continued development of medium and long term financial strategies and plans which support service delivery and capital investment
- Preparation of annual accounts and other statutory returns as part of the governance arrangements in place
- Provision of support for the integration of Health and Social Care
- Continued development of Outcome Based Budgeting to inform the medium and long term budget strategies
- Welfare Reform and the introduction of Universal Credit
- Billing and collection of Council Tax from around 65,000 dwellings
- Administration of around 20,000 Housing Benefit claims
- Provision of the Internal Audit Service
- Performance Management across the Directorate
- Providing effective Risk Management and Insurance Services
- Pro-active fraud prevention, detection and investigation
- Paying suppliers and other creditors accurately and promptly
- Developing the Council's procurement process

5.5 Key Achievements

In 2014/2015 the Finance Service achieved a number of notable performance highs as follows:

Good to Great Theme	Key Achievements
Communities	Development and increased delivery of Community Benefits providing a number of new local jobs
Communities	Officer review of the 12 recommendations contained in the Council's non-standard lending action plan to reduce interest payments and debt levels for residents of North Ayrshire
Communities	Sector leading procurement working with local SMEs with the growth in local businesses winning contracts
Communities	Administration of Discretionary Housing Payments and mitigation of spare room subsidy
Communities	North Ayrshire Achieves Finalist – Scottish Welfare Fund Team. Providing support to the most vulnerable residents.
Communities	Staff involvement in the Commonwealth Games and the Queens baton relay
Communities	Revenues and Benefits reaccreditation of Customer Service Excellence
Place	Procurement Capability score increased from 61% to 72% - ranked 6/32
Place	Significant improvement in percentage of creditor invoices paid within 30 day target
People	Delivery of cash handling training to 450 staff across the Council during 2014/15
Partnerships	Leading the way in financial governance and planning for the HSCP
Processes	Creation of a Corporate Fraud team to provide a pro-active deterrent to and investigation of fraud against the council
Processes	Approval of a balanced medium term budget covering 2015-2018 in support of the council's priorities
Processes	Completion of an unqualified set of Annual Accounts for 2013/14 with a reduction in the number of Audit Scotland recommendations including an Audit Scotland statement "Financial management is strong with a robust budget setting process in place to deliver services in line with the Council priorities"
Processes	1 st Phase of Outcome Based Budgeting approach implemented
Processes	PSIF proposed action plan for FACS agreed and implemented by the Leadership Team
Processes	Procurement Team of the year – GO awards finalist

5.6 Key Partners

We are working with	To deliver	Timescale
NHS Ayrshire and Arran / Health and Social Care Partnership	<ul style="list-style-type: none"> Delivering integration 	2015/16
Audit Scotland	<ul style="list-style-type: none"> National Fraud Initiative 	2016
Department of Works and Pensions (DWP)	<ul style="list-style-type: none"> Universal Credit 	2015
Local Businesses	<ul style="list-style-type: none"> Developing North Ayrshire economy – increase in award of local contracts and community benefits 	2015/16
Other Local Authorities	<ul style="list-style-type: none"> Cross council procurement initiatives generating savings 	2015/16

5.7 Key Strategies

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

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Corporate Procurement Strategy	Guidance on the recommended practices and policies required when purchasing all externally provided Goods, Works and Services.	2015	2016	Annual
Risk Management Strategy	The integration of risk management throughout the Council and its use as a general management tool within operational activities.	2014	2016	Bi annual
Financial Strategy	To ensure longer term financial sustainability that provides for appropriate investment in priority services	2013	2023	30/09/2015
Treasury Management Strategy	To ensure that the Council has a clear framework to undertake borrowing which is affordable, prudent and sustainable and to undertake investments which have security and liquidity as a priority	April 2015	March 2016	Annually in December
Counter Fraud & Corruption Strategy	To reduce the Council's exposure to fraud risk and to ensure a robust response where instances occur	2015	2017	2017
Strategies pending approval	Key Strategy Outcomes	Start Date	End Date	Review Date
Business Continuity Strategy	Assesses which functions within the Council are critical for service delivery and helps ensure recovery	2015	2017	2017

	plans are in place			
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5.8 Customer, People and Corporate Support

These sections fall within the service delivery area of Customer, People and Corporate Support.

Manager:	Esther Gunn Stewart – Customer Services
Number of Staff (FTE):	138.5
Location:	Various

Manager:	Jackie Hamilton – Employment Services
Number of Staff (FTE):	23.5
Location:	Cunninghame House

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

Manager:	Alan Blakely – Information Technology
Number of Staff (FTE):	58.5
Location:	Cunninghame House

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

Customer Services delivers the Customer Services Strategy objectives. The Contact Centre handles in excess of 300,000 calls per year for a range of Council Services including Council Tax, Benefits, Waste, Streetscene, Building Services, Roads Services and Education. The section is responsible for a network of Customer Service Centres incorporating Registration Services. Customer Services have ownership of a number of digital access channels including the external website, the intranet, web chat and the 'Report It' smartphone app. Business Support is now part of the Customer Service Team and provides administrative support to the Directorates of Place, Finance and Corporate Support (FACS) and Democratic Services.

Employment Services delivers employee services relating to the recruitment of employees including advertising, issuing contracts, Disclosure/PVG checking, redeployment and payment of employees and Elected Members. The section is also responsible for the development and maintenance of the Council's HR systems and provision of workforce analytics to support strategic workforce planning.

HR Operations provides two core services;

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

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

Information Technology provides a comprehensive support and development service for Information Technology related activity across the Council, aligned to the ICT Strategy 2014 and the ICT Strategy for Education 2015. IT Services maintain and develop the Council's ICT infrastructure (PCs, networks, servers, internet access) including the support and development of the Council's website and business applications, information security and PSN compliance and a managed service to schools and libraries.

The **Organisational Development Team** develops and delivers a strategic approach to people and organisational development. It is responsible for creating and implementing interventions designed to facilitate change and achieve improvements in organisational effectiveness. The team provides organisational and employee development support, advice and guidance to leadership teams, all employees and Elected Members. In addition, a suite of corporate learning and development programmes are designed, delivered and evaluated to develop and enhance the knowledge, skills and behaviour of our employees.

5.9 Activities

- Provision of Human Resource support
- Timely payment of salaries and wages
- Provision of a Corporate Health and Safety function
- Comprehensive Information Technology support and development
- Implementation of new technology solutions within Customer Service
- Provision of business support to FACS, Democratic Services and Place
- Provision of first point of contact access to services
- Support for the development and delivery of digital access channels
- Provision of skills, knowledge and cultural training
- Provision of Organisational Development interventions
- Supporting the integration of Health & Social Care

5.10 Key Achievements

In 2014/2015 Customer People and Corporate Support achieved a number of notable performance highs as follows:

Good to Great Theme	Key Achievements
Communities	Staff involvement in the Commonwealth Games and the Queens baton relay
Communities	Public web site rating increased from 1* to 4* - in the UK top 20 delivering effective online services
Communities	Refinement of the Channel Shift approach incorporating customer insight information to deliver measurable success with channel shift (customers moving to self-service transactions, using web chat and Twitter)
Communities	Development of the ICT Strategy for Education to support 21 st century learning
Partnerships	More efficient working via real-Time Information (RTI) data exchange with HMRC
Partnerships	Leading and supporting the implementation of the Health and Social Care Partnership
People	Supporting the Council's Good to Great journey through the Employer Brand and Values
People	Council employee engagement increased from 55% to 65%
Processes	Cross service working with Waste Services resulting in an increase in customer satisfaction and a decrease in both complaints and repeat calls
Processes	Improved Customer service delivery – over 90% of customers satisfied with the service provided
Processes	Development of workforce analytical 'insight' reporting which provides greater understanding of current and future workforce needs resulting in informed strategic decision making
Processes	Leading the way in technological improvements which has improved the IT infrastructure to meet the changing demands of our customers
Processes	Streamlined working via implementation of new e-recruitment system
Processes	Efficiencies through new improved Election payroll system introduced
Processes	Kai Sigma approach to service redesign in place
Processes	Development of new Customer Service standards across our Services
Processes	Review and re-launch of Maximising Attendance Policy and Procedure
Processes	Implementation of workforce changes supporting delivery of budget efficiency savings
Processes	Achieved Public Services Network (PSN) compliance in January 2015 ensuring secure use of information
Processes	Achieved 2 nd place out of participating Scottish Local Authorities in Customer Satisfaction Survey for IT Services in 2014. Remain in the upper quartile of all participating UK public sector bodies
Processes	Implementation of the new Local Government and Teachers Pension Schemes
Processes	PSIF proposed action plan for FACS agreed and implemented by Leadership Team

5.11 Key Partners

Customer, People and Corporate Support (CPCS) actively works with our partners to plan, design and deliver improved services for our customers. Our key partners are:

We are working with	To deliver	Timescale
Trade Unions	<ul style="list-style-type: none"> To continue to deliver effective employee relations 	Ongoing
Capita plc	<ul style="list-style-type: none"> Design and manage the Council's Wide Area Network, providing more effective service provision and more efficient use of IT resources 	2018
NHS and other local authorities	<ul style="list-style-type: none"> Integration of Health and Social Care 	2015/16

5.12 Key Strategies

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

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Customer Service Strategy	The Customer Services Strategy sets out how the Council will drive forward the Customer Services vision	2012	2017	Annual
Corporate Health and Safety Policy	To ensure the Council meets its statutory and compliance obligations under the Health and Safety at Work Act, etc. 1974, and related Regulations and Codes of Practice	2010	2015	2015
Corporate ICT Strategy	<p>In line with the National and Local Government ICT Strategies the focus over the next 2 years will be:</p> <ul style="list-style-type: none"> More Digital Services Cost Reductions; and Transformational Change 	2014	2016	Annual
ICT Strategy for Educational Establishments	An ICT Strategy to establish a standard approach to the ICT delivery for Educational	2015	2016	Annual

	Establishments, and integrate ICT within the curriculum			
Strategies pending approval	Key Strategy Outcomes	Start Date	End Date	Review Date
People Strategy	The People Strategy is under development and will support the delivery of the Council Plan and its strategic priorities through focussing on developing the right culture and helping the Council transform to be a leaner, more efficient and high performing organisation where people can develop and thrive	2015	2018	New
Business Support Strategy	How we support our internal customer processes	2015/16	2016	New

6. Context

6.1 Our Improvement Journey – From Good to Great

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

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

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

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

6.1.1 Our Improvement Journey – Themes and Areas of Focus

The Directorate will contribute to the Council's **Good to Great** Journey and, in line with the Council Plan, will focus on the following five **Good to Great** themes. Links to the Council's Strategic Objectives are also shown below:

Good to Great Themes



Giving local people better choice and more of a say

CSP2



Confident and Safe Communities

CSP4



(ENABLER)



Achieving more in partnership



(ENABLER)



Strong, effective financial management



(ENABLER)



Develop Skills, Knowledge and Behaviour

Areas of Focus

Giving people the choice and flexibility to lead independent lives

CSP4

Providing excellent education for all

CSP3

Encouraging healthy, active and rewarding lifestyles

CSP4

Safeguarding and providing excellent support to those who need it most

CSP4

Well Managed Assets

CSP5

A resilient economy

CSP1

Rich, Diverse and Protected Environments

CSP5

The Supply of Quality Housing Better Meets Local Needs and Aspirations

Working with local communities to help them flourish

Strengthen and build on the partnership working between the Council and local businesses

Delivering exceptional customer service

Doing things differently and better

Corporate Governance and Risk

Streamlining processes on an end to end basis for our customers

Evolving how we recognise our staffs achievements

A Valued Workforce

6.1.2 Our Improvement Journey

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

Good to great themes



- Increasing Community Benefits via Procurement creating apprenticeships, jobs for the long term unemployed, work experience, mentoring, career days and mock interviews
- Providing assistance to community groups as part of the asset transfer initiative to transfer assets to the community, via the Procurement and Financial Management Teams
- Retaining Customer Service Excellence accreditation for Revenues and Benefits
- Implementing a Corporate Customer Charter with a consistent reporting mechanism to allow measurement of outcomes
- Leading on the delivery and development of self-service providing increased customer satisfaction and an improved customer journey
- Exploring opportunities for increased engagement through development of participatory budgeting



- Securing capital investment to enable asset investment and development
- Supporting implementation of the Neighbourhood Planning approach



- Supporting the implementation of Universal Credit for single working age jobseeker allowance claimants including the provision of digital support, budgetary and debt advice
- Supporting the Health and Social Care Partnership to deliver more integrated services to local people
- Developing a “business partnering” approach for internal services to support delivery of the wider strategic priorities
- Developing joint resourcing with Community Planning Partners



- Working with services to deliver the 2015/18 approved budget
- Refreshing the 10 year financial strategy to reflect the ongoing challenges faced by the council
- Replacing the Financial Management System to streamline processes and to improve financial management information
- Maintaining a PCA rating above the national average, demonstrating a high quality approach to Procurement
- Improving processing times and payment of Housing Benefit and Council Tax Reduction and reducing overpayments
- Successfully implementing an IT Infrastructure to support the delivery of more digital services and transformational change
- Developing workforce analytical 'insight' reporting which will improve strategic decision making
- Increasing on line transaction choices available to provide a more flexible service to our customers
- Delivering a prioritised programme of lean six sigma improvements to increase the efficiency of service delivery



- Supporting staff to work towards Customer Service Professional Qualifications
 - Enhancing Employee Engagement and wellbeing of our staff
 - Continuing to build leadership capacity
 - Improving how we recognise the achievements of our staff
 - Continuing to provide development opportunities that support staff to be better skilled, trained and qualified
-

6.2 Managing our Risk

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

6.3 Key drivers for our Services

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

Financial Environment – The UK economy continues to show signs of recovery with inflation and unemployment falling and growth taking place in a number of sectors. Commentators have concerns about how sustainable this position is moving forward as the economy continues to rely on consumer expenditure and the housing market. The UK's financial environment is still closely linked to performance in the US and Eurozone and although there has been some progress in these areas their economic performance is still an area of concern.

There is broad consensus that there will be further pressure on public expenditure at a UK and Scottish level with a second wave of significant cuts predicted for 2016/17 to 2018/19. In addition to economic performance, other factors will influence the availability of funding for the public sector including elections in each of the next three years, financial powers arising from the Scotland Act 2012, recommendations arising from the Smith Commission and the demographic challenges which North Ayrshire is facing.

Resource Pressures and Organisational Change – North Ayrshire Council has responded to the challenging financial climate and the real reduction in resources that it has faced. The Council has delivered £49m of savings over the period 2010/11 to 2014/15. This approach has continued with the approval of the Council's medium term budget which will deliver a further £23.345m of savings over the next three years (2015/16 – 2017/18). The ten year financial strategy (2013/14 to 2022/23) and the availability of good quality financial information sit alongside this sound medium term financial planning.

Delivery of savings of this magnitude creates a challenge in delivering further sustainable savings in future years, which will require significant workforce resizing with Human Resource input. Development of an outcome based approach to budgeting, a focus on early intervention and prevention and aligning resources to the six neighbourhoods will help the Council focus its resources on the services that make the greatest contribution to delivering its core outcomes.

Integration of Health and Social Care – The North Ayrshire Integrated Joint Board (IJB), with responsibility for social care and a range of health services, will come into effect early in 2 April 2015. The Integration Joint Board will be responsible for financial and strategic oversight of these services.

In establishing the IJB there has been a requirement to:

- Establish an Integration Scheme which sets out the terms and conditions of the integration and the relationships between the Council and Health Board.
- Develop a strategic plan which sets out the services which will be provided via the Partnership

Finance and Corporate Support have been involved in the planning and implementation for the new Partnership, covering Financial Management, Audit, ICT, HR and OD.

Work will continue within these areas in 2015/16 to ensure effective financial stewardship for the Partnership and the Council, facilitate effective communication links and ICT access, support staff and management and deliver support services to the new Partnership once the Integration Joint Board has been formed.

Public Services Network (PSN) – The UK Government replaced the current Government Security Extranet (GSx network) with a new Public Services Network (PSN). The Council uses this network to securely access applications such as General Register Office for Scotland (GROS), Department for Work and Pensions (DWP) and for secure eMail. The Council has successfully gained accreditation and will apply annually to retain this. With the introduction of the Scottish Wide Area Network (SWAN) which is a national initiative, further services will become available over the next few years, the scope of this has not been defined.

Technological – The Council's ICT strategies recognise the need to address Government initiatives for digital inclusion, data sharing and opening up access to public sector data. In addition this will enable the Council to take advantage of new technology for service improvement. Scotland's National Digital Public Services Strategy and Action Plan was published and the Local Government Sectorial Strategy is being progressed. The Council's ICT Strategy will take cognisance of these emerging strategies.

Good to Great - We are committed to continuous improvement and the journey to becoming a 'Great' Council. We are 'stepping up' our performance and looking at the most effective ways to deliver our services. A cross-directorate Transformation Board has been created to support and steer our journey from Good to Great.

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

Welfare Reform Act 2012 - contains a number of reforms that will impact significantly on communities within North Ayrshire and the demand for Council Services. Many of the reforms have now been implemented.

The Council will work in partnership with the DWP and other stakeholders through a Delivery Partnership Agreement to implement Universal Credit including the provision of digital support, budgetary and debt advice and support customers through the migration of Disability Living Allowance to Personal Independence Payments.

Scotland Bill 2015 - The Smith Commission recommended the devolution of powers to the Scottish Government to vary elements of Universal Credit including direct payment to landlords; and to design and deliver welfare benefits for carers, people with a disability or illness for example Attendance Allowance; and delivery of the regulated social fund including winter fuel payments. The Council will work with the Scottish Government to deliver these changes, as required. A bill is expected to be brought forward after the UK general election in May.

Single Tier Pension Scheme - with effect from 1 April 2016 the Government is introducing a Single Tier State Pension, this will close the State Second Pension Scheme and contracting out will end. At present 81% of the workforce currently contribute to the State Second Pension and both employees and employers will be subject to increased National Insurance contributions as a result.

Procurement Reform (Scotland) Act 2014 - aim is to establish a national legislative framework for sustainable public procurement that supports Scotland's economic growth by delivering social and environmental benefits, supporting innovation and promoting public procurement processes and systems which are transparent, streamlined, standardised, proportionate, fair and business-friendly.

6.4 Equalities

Finance and Corporate Support is committed to fulfilling its statutory duty when developing policies and delivering our services. The Council has a framework in place for carrying out Equality Impact Assessments (EIAs) to ensure that there is no discrimination against any of the seven different groups (under the protected characteristics – gender; age; race; nationality; religion; disability and sexual orientation) within the community and that equality is promoted. It is important that Equality Impact Assessments are carried out in the early development stages of a new policy or procedure.

By carrying out EIAs when developing policies, we will:

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

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes	Action Reference
More Council employees are working flexibly	<ul style="list-style-type: none"> ■ Enhance flexible working opportunities for employees 	A39
More young people are leaving school for positive destinations	<ul style="list-style-type: none"> ■ Apprentice opportunities created through FACS 	A01
Vulnerable people have improved access to advice, services and products	<ul style="list-style-type: none"> ■ New Customer Service Centre in Bridgegate and the development of the Saltcoats Town Hall provides improved access to services 	A22
	<ul style="list-style-type: none"> ■ Channel shift approach encourages those who can and who have access to utilise online services freeing up employee time to deal with those with more complex needs 	A23
	<ul style="list-style-type: none"> ■ Digital Champions in our service centres will support those who need additional support to access Digital Services 	A21
	<ul style="list-style-type: none"> ■ Use of Customer Insight data will identify those customers who may need additional support and enable us to target them in the right way 	A21

6.4.1 Equality Impact Assessments

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

- Work Life Balance Policy
- Agile Working
- Voluntary Early Release Scheme
- Special Leave Policy
- Understanding your Employment Status Policy & Procedure
- Employment & Termination of Temporary/Fixed Term Employees Policy & Procedures
- Code of Conduct
- Defalcation Procedure
- Money Laundering Policy
- Payroll Rationalisation

7. Delivery

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

Performance Indicators

Link to Council Strategic Objective: Ensuring people have the right skills for learning, life and work

Good to Great Theme: Communities										
	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15 at Q3		15/16	16/17	17/18	
P01	Giving local people better choice and more of a say	Number of jobs/apprenticeships created through using Community Benefit clauses	19	30	TBA		33	33	33	Corporate Procurement Unit

Link to Council Strategic Objective: Underpinning delivery of the Council's Strategic Objectives

Good to Great Theme: Processes

	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15 at Q3		15/16	16/17	17/18	
P02	Strong, effective financial management	Support Services as a percentage of total gross expenditure	2.2%	2.2%	Annual	LGBF 5.13% Rank 1/32	2.2%	2.2%	2.2%	Financial Management
P03	Strong, effective financial management	Percentage of Council Tax collected in year	94.7%	94.75%	84.89%	LGBF 95.16% Rank 21/32	94.8%	94.85%	94.9%	Revenues
P04	Strong, effective financial management	Cost of collection of council tax	£11.05	£9.93	Annual	LGBF £12.13 Rank 13/32	£9.75	£9.75	£9.75	Revenues
P05	Strong, effective financial management	Gross cost of administration per benefit claim	£40.36	£40.28	Annual	£42.03 CIPFA Average (2013/14)	£40.28	£40.28	£40.28	Benefits
P06	Strong, effective financial management	Percentage of business rates collected in year	95.8%	95.6%	79%	97.03% CIPFA Average (2013/14)	96.0%	96.1%	96.2%	Revenues
P07	Delivering exceptional customer service	Speed of processing (HB) new claims (days)	20	20.3	27.32		20.2	20	19.8	Benefits
P08	Delivering exceptional customer service	Speed of processing (HB) change of circumstance (days)	11	11.7	16.83		11.7	11.5	11.3	Benefits

Good to Great Theme: Processes

	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15 at Q3		15/16	16/17	17/18	
P09	Delivering exceptional customer service	Speed of processing (CTR) new claims (days)	n/a	23.2	32.28		23.2	22.8	22.3	Benefits
P10	Delivering exceptional customer service	Speed of processing (CTR) changes of circumstance (days)	n/a	7.3	10.03		7.3	7.1	7	Benefits
P11	Delivering Exceptional Customer Service	Procurement Capability Assessment (%)	51%	61%	72%	Average 56.4%	Top quartile	Top quartile	Top quartile	Corporate Procurement Unit
P12	Delivering Exceptional Customer Service	Percentage of FACS invoices that were paid within 30 days	n/a	93.97%	93.84%		95%	95.5%	96%	Corporate Procurement Unit
P13	Delivering Exceptional Customer Service	Percentage of FACS FOIs responded to within 20 days	n/a	91.31%	95.91%		100%	100%	100%	FACS
P14	Delivering Exceptional Customer Service	IT Services Customer Satisfaction	5.58	5.49	5.49	SOCITM average 5.07	5.58	5.58	5.58	IT
P15	Delivering Exceptional Customer Service	% of calls answered	90.7%	84.44%	89.62%		92%	93%	93%	Customer Service

Good to Great Theme: Processes

	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15 at Q3		15/16	16/17	17/18	
P16	Delivering Exceptional Customer Service	% of Customers delighted (Contact Centre)	n/a	n/a	74%		77%	78%	80%	Customer Service
P17	Delivering Exceptional Customer Service	SOCITM Website Rating	1*	4*	4*		4*	4*	4*	Customer Service
P18	Delivering Exceptional Customer Service	% of self-service transactions	n/a	15%	-		17%	19%	22%	Customer Service
P19	Delivering Exceptional Customer Service	% of customers seen within 10 minutes	n/a	93.3%	-		95%	95%	95%	Customer Service
P20	Delivering Exceptional Customer Service	Number of customers with a basic online account	n/a	n/a	-		15k	22k	30k	Customer Service
P21	Delivering Exceptional Customer Service	Number of customers who have an advanced online account	n/a	n/a	-		5k	7k	9k	Customer Service
P22	Delivering Exceptional Customer Service	% of death registrations within 2 working days	-	99.7%	98%		100%	100%	100%	Customer Service
P23	Delivering Exceptional Customer Service	% of accuracy for Registration	-	98.84%	-		99%	99%	99%	Customer Service

Good to Great Theme: People

	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15 at Q3		15/16	16/17	17/18	
P24	A valued workforce	Percentage of FACS staff with no sickness absence	n/a	50%	76%		55%	60%	65%	FACS
P25	A valued workforce	Sickness absence days per employee (FACS) per FTE	7.6	7.2	5.32		7	7	7	FACS
P26	Develop Skills, Knowledge and Behaviour	Percentage of FACS staff who received a Performance & Personal Development interview in the last 12 months	96%	99%	Annual		99%	99%	99%	FACS
P27	A valued workforce	Employee Engagement – FACS	50.4%	50.4%	62.7%		62.7%	62.7%	75%	Organisational Development

Actions

Good to Great Theme: Communities						
	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A01	Communities	Continue to explore opportunities to create more jobs and apprenticeships through using community benefit clauses in the tender process	An increase in jobs for local people	Procurement		
A02	Communities	Explore introduction of Participatory Budgeting	Increased engagement with the local community in relation to budgeting	Financial Management	Financial Environment	2
A03	Communities	Work with schools to provide leavers with guidance on completion of application forms	Increase in school leaver applications for Council positions/apprenticeships	Employment Services		

Good to great theme: Partnership						
	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A04	Achieving more in partnership	Agree a Delivery Partnership Agreement with the DWP and external partners to deliver Universal Credit in North Ayrshire and provide customers with digital and budgetary support	Improved customer experience following the introduction of Universal Credit; vulnerable customers provided with digital and budgeting support and Housing Benefit caseload migrated to the DWP	Benefits Service	Welfare Reform	1
A05	Achieving more in partnership	Continue to support the Integration of Health and Social Care	Robust financial governance, planning and management will be in place ensuring the partnership can deliver within budget	Financial Management and Internal Audit	Integration of Health and Social Care	5
A06	Achieving more in partnership	Continue to support the Integration of Health and Social Care	Operational protocols implemented which support the partnership working arrangement	IT	Integration of Health and Social Care	5
A07	Achieving more in partnership	Continue to support the Integration of Health and Social Care	HR Operational protocols and shared OD/Workforce Development Plan which support the partnership working arrangement	HR	Integration of Health and Social Care	5

Good to great theme: Processes						
	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A08	Strong, effective financial management and planning	Develop the Outcome Base Budgeting (OBB) Framework to provide support for the next phase of Council transformation	The council will maximise achievement of objectives within available resources	Financial Management	Financial Environment	2
A09	Strong, effective financial management and planning	Implementation of a new financial management system (FMS)	Provision of robust, timely management information to support effective financial management and control to support decision making processes	Financial Management	Financial Environment	2
A10	Strong, effective financial management and planning	Refresh the long term financial strategy to cover 2015/16 to 2026/27	Provide visibility of the financial challenge and allow the Council to proactively develop longer term mitigation strategies	Financial Management	Financial Environment	2
A11	Strong, effective financial management and planning	Update the medium term financial plan	Production of a medium term financial plan which reflects the economic and demographic environment in which we operate and delivers a balanced budget	Financial Management	Financial Environment	2
A12	Strong, effective financial management and planning	Develop a joint resourcing model across the Community Planning Partnership	A joint resourcing model across the Community Planning Partnership to ensure most effective targeting of resources to meet community needs	Financial Management	Financial Environment	2

Good to great theme: Processes						
	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A13	Doing things differently and better	Carry out a Lean Six Sigma review of the customer journey within Financial Management	Streamlined processes which are more effective and efficient and improve the customer journey	Financial Management		3
A14	Delivering exceptional customer service	Provide a clear definition of service delivery to customers and service responsibilities of customers through Business Partnering	Increased customer engagement measured against Service Standards for Financial Management	Financial Management		1
A15	Build resilient systems and processes	Development of alternative arrangements for Municipal Bank services	Completed options appraisal and alternative arrangements in place	Financial Management/ Customer Services	Financial Environment	3
A16	Strong, effective financial management and planning	Develop debt recovery strategies to improve the collection levels of council tax and business rates	Improved collection of council tax and business rates	Revenues		2
A17	Strong, effective financial management and planning	Tender for sheriff officer debt recovery and diligence services to reduce commission payments	Support control of council tax collection costs	Revenues		
A18	Doing things differently and better	Carry out a Lean Six Sigma review of changes in revenues and claims processing in benefits to reduce costs	Cost effective processes in place for revenues and benefits	Revenues		3
A19	Doing things differently and better	Carry out a Lean Six Sigma review of the business model within employment services	A more visible and 'self - service' model	Employment Services		3

Good to great theme: Processes						
	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A20	Doing things differently and better	Move from operational reporting to advanced analytics	Provision of statistical modelling and root cause analysis to inform decision making	Employment Services		3
A21	Delivering exceptional customer service	Provide additional support to customer to access self-service channels	Increased percentage of customers accessing services online, satisfaction levels with online services have increased	Customer Services		1
A22	Delivering exceptional customer service	Implement a single point of contact for customer access in the Saltcoats Town Hall	Higher levels of Customers Satisfaction and quick customer service	Customer Services		1
A23	Delivering exceptional customer service	Increase the number of online transactions available	The top 20 online enquiries will be available as transactions and will be the channel of choice by 25% of our customers	Customer Services		1
A24	Doing things differently and better	Redesign of Cash Collection	Enhanced efficiency for cash collection	Customer Services	Financial Environment	2
A25	Delivering exceptional customer service	Introduce a new complaint handling procedure for Social Services	A consistent two stage complaint handling procedure will be in place across the Council. Complaint handling times will reduce within Social Services.	Customer Services		1


Good to great theme: Processes						
	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A26	Doing things differently and better	Implement a new staff intranet which will incorporate self-service for staff	Employees will be able to access information securely and self-serve for a wide range of transactions. This will generate savings across the Council and improve staff engagement	Customer Services		1
A27	Doing things differently and better	Develop and implement a strategy for Business Support	<p>A consistent, cost effective and high quality service will be provided centrally.</p> <p>Efficiencies will be generated.</p> <p>A structured performance management system will be in place.</p> <p>Customer Satisfaction will be measured.</p> <p>Human Resource, Staff engagement and Customer processes will be improved.</p>	Customer Services		1
A28	Delivering exceptional customer service	Develop the Directorate's approach to embed performance management and benchmarking	An increase in staff engagement with performance reporting and benchmarking activities	Performance Management		

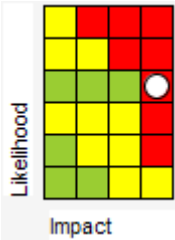
Good to great theme: Processes						
	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A29	Doing things differently and better	Develop a strategy to channel shift council tax customers to electronic billing as part of a customer self-service	30% of council tax bills produced electronically 25% of new Council Tax Reduction claims made electronically	Revenues		1
A30	Build resilient systems and processes	Implement a secondary internet connection	Improved business continuity for all services	IT Services	Information Security	1
A31	Build resilient systems and processes	Develop the wide area network (WAN) - Implement Core Network	Improved network – Faster access to information systems	IT Services	Information Security	1
A32	Build resilient systems and processes	Develop the local area network (LAN) - Detailed Design of Council HQ and Large Sites	Improved network – more modern communication equipment to take advantage of emerging technologies	IT Services	Information Security	1
A33	Build resilient systems and processes	Invest in technology to encompass emerging products and solutions. Network Development - IP Telephony	Introduction of IP telephony to the Council to support agile working and new technologies	IT Services		1
A34	Build resilient systems and processes	Improve the Network infrastructure with provision of wider coverage of the wireless infrastructure in schools	Improved network infrastructure to allow secure and effective access to the internet and resources for pupils and teaching staff	IT Services	Information Security	1

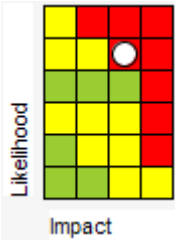
Good to great theme: People						
	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A35	A Valued Workforce	Undertake work around 'Staff Voice' to identify key drivers within services around employee engagement and give qualitative feedback on emerging and planned workforce issues	Increased employee engagement	Organisational Development	Organisational Change	4
A36	A Valued Workforce	Implementation of the Council's new People Strategy	A culture which supports transformational change and improving organisational effectiveness	Organisational Development	Organisational Change	4
A37	A Valued Workforce	Actively work in partnership with employees to enhance engagement and wellbeing opportunities	An empowered and engaged workforce	Organisational Development	Organisational Change	4
A38	A Valued Workforce	Develop a more comprehensive recognition scheme	Highly motivated and engaged staff	Organisational Development		4
A39	A Valued Workforce	Develop and integrate a more flexible culture and working time arrangements	Enhanced arrangements in place and increased employee engagement	Operations	Organisational Change	4
A40	Develop Skills, Knowledge and Behaviour	Continue to support and enhance skills, knowledge and behaviour of leaders at all levels	Strong dispersed leadership, improved retention and robust workforce planning	Organisational Development		4

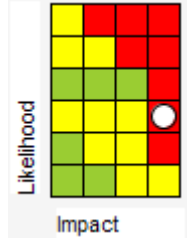
8. Directorate Planning Timetable

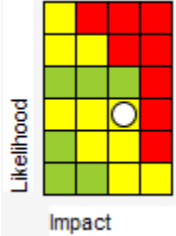
Task	Frequency	2015/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic & Administration Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

Risk Code & Title	FACS1516 R01 Financial Environment	Current Risk Matrix
Risk	<p>Risk - Financial Environment</p> <p>The risk is that due to anticipated continuation of austerity the Council will be required to take increasingly difficult and challenging decisions, potentially operating with increasing levels of risk.</p> <p>Government funding has consistently reduced since 2010/11 with indications that the resources available for service delivery will continue to diminish for the foreseeable future. This, together with the demographic pressures, in particular that of an ageing population, impacts on the ability of services to match need with resources.</p> <p>The Smith Commission, review of local government finance and the implementation of the Scotland Act (2012) contribute to a range of uncertainties. Elections are taking place in each of the next three years. This creates further uncertainty around government priorities, the longer term national financial plan and the availability of funding for local government.</p>	 <p>Likelihood</p> <p>Impact</p>
Consequence	<p>Consequence of Risk Impacting Upon Service</p> <p>Reduced funding available means that there has to be a reduction in delivery of some service areas.</p>	Current Risk Score
Current Controls	<p>Current Controls</p> <p>Robust monitoring of the Council's revenue and capital budgets.</p> <p>The Council agreed a balanced three year budget for 2015/16 to 2017/18. This three year budget allows for greater financial security and stability. It provides an opportunity for longer term service redesign plans to be implemented.</p> <p>Financial strategy for both capital and revenue up to 2022/23.</p> <p>Outcome based budgeting will help ensure that resources are allocated in line with the councils priorities.</p>	18

Risk Code & Title	FACS1516 R02 Organisational Change	Current Risk Matrix
Risk	<p>Risk – Organisational Change</p> <p>Current and foreseeable future local government environment is one of financial restraint, combined with increased demands for services. Transformational change of service delivery is a key corporate aim. Key risk is that change management projects which are core to the Council's future service delivery models and long-terms financial sustainability, fail to deliver and also impact significantly on employee engagement levels, and therefore performance. In addition to supporting wider corporate change agenda, FACS also have an ambitious change programme of improvement across services.</p>	
Consequence	<p>Consequence of Risk Impacting Upon Service</p> <p>Negative impact upon levels of performance and staff engagement levels. Risk of unplanned or unknown wider change projects impacting on corporate support services within FACS.</p>	Current Risk Score
Current Controls	<p>Current Controls</p> <p>1) Change management</p> <p>Transformation Board: co-ordination of change projects</p> <p>Good to Great strategy- strategic focus on FACS</p> <p>Agile project management & Lean Six Sigma training & processes</p> <p>2) Employee engagement</p> <p>Engagement survey and improvement plans for FACS</p> <p>Staff involvement forums- Business Improvement Groups etc.</p> <p>Positive Qualities training</p> <p>Team Talk with FACS details</p>	16

Risk Code & Title	FACS1516 R03 Welfare Reform	Current Risk Matrix
Risk	<p>Risk - Welfare Reform</p> <p>The UK Government's Welfare Reform Act 2012 aims to improve work incentives, simplify the benefits system and reduce administration costs and the overall cost of welfare benefit. The Act contains a range of welfare reforms that are having significant consequences for all benefit claimants, the wider local community and for the delivery of Council Services. The risk to be managed by the Council is the impact this change is having on local communities and the demand for Council services.</p>	
Consequence	<p>Consequence of Risk Impacting Upon Service</p> <p>Universal Credit is being rolled out by the DWP in North Ayrshire from 27 April 2015; this requires the DWP to take a co-ordinated approach with the Council, via a Partnership Agreement. Universal Credit is paid monthly and direct to a household and includes a Housing Element; this may adversely affect the rental income of the Council if rent charges are not paid.</p> <p>The Council's homeless accommodation properties do not meet the DWP definition of supported exempt accommodation or specified accommodation; meaning for example spare room subsidy applies; a person on Universal Credit living in temporary accommodation reduces the income of the Council and creates challenges around future service provision but financial plans are in place for this.</p>	Current Risk Score
Current Controls	<p>Current Controls</p> <p>A cross service Welfare Reform Working Group has been established and meets monthly. An action plan is in place to mitigate the impact of each welfare reform. The working group provides regular progress reports to the CMT and Cabinet.</p> <p>The Smith Commission recommendations include Scottish Government powers to vary when the Universal Credit is paid and who it is paid to and this may mitigate the impact of direct payments.</p> <p>Regular planning meetings with Jobcentre Plus.</p>	15

Risk Code & Title	FACS1516 R04 Integration of Health and Social Care	Current Risk Matrix
Risk	<p>Risk – Integration of Health and Social Care</p> <p>Financial risk - the introduction of pooled budgets with Health presents a risk to the Council in terms of the ability ensure financial discipline within the new Partnership and the potential burden of additional demographic/demand related costs.</p> <p>HR risk – development of new integrated teams will require additional HR support and resources placing additional pressure on the existing resources to deliver support for integration and business as usual.</p> <p>ICT risk – additional resource and cost implications of integrating/combining/providing joint access to separate systems while still maintaining sound controls and safeguards.</p> <p>General risk - demand for corporate services to support the new Health and Social Care Partnership may put additional pressure on corporate support teams which could lead to diminution of services or additional resource pressures.</p>	
Consequence	<p>Consequence of Risk Impacting Upon Service</p> <p>Additional cost to be borne by the Council.</p> <p>Impact upon service quality.</p> <p>Potential impact upon other council services and how the remaining council services integrate.</p>	Current Risk Score
Current Controls	<p>Internal Controls</p> <p>Programme Board to oversee the work of numerous specific work streams designed to ensure the integration progresses as smoothly as possible, mitigating against this risk</p> <p>Key staff from Finance and Corporate Services are involved in the planning and implementation for the new Partnership. These include staff from Financial Management, Audit, ICT, HR and OD working across a variety of work streams to ensure effective delivery of the new Partnership services.</p> <p>Work will continue within these areas during 2015/16 to ensure effective financial stewardship for the Partnership and the Council, facilitate effective communication links and ICT access, support staff and management during the change process and deliver continued effective support services to the new Partnership once the Integration Joint Board has been formed.</p> <p>Shadow Integration Board, Council and Health Board oversight of the Programme Board through progress reports.</p>	15

Risk Code & Title	FACS1516 R05 Information Security	Current Risk Matrix
Risk	<p>Risk – Information Security</p> <p>The Council's ICT Strategy recognises the need for flexible and enabling service delivery support, but also the need to protect critical information and comply with information security requirements and standards. Finance and Corporate Support is responsible for the ICT Security Policy Framework that supports compliance.</p> <p>Failure to adopt and comply with these strategies, policies and procedures, may result in a failure to adequately maintain, manage and protect the information individual Services are take responsible for.</p> <p>The key risks are reputational, through loss of confidence by stakeholders, and financial through loss of data, failure to comply with policies and breach of information security. Failure to comply with PSN.</p>	
Consequence	<p>Consequence of Risk Impacting Upon Service</p> <p>Loss of confidence by key stakeholders. Reputational risk to the Council as a result of data or information security breaches. Increased risk of fines and penalties for poor management of information within the authority. Failure to meet the compliance criteria, therefore, the withdrawal of access to applications hosted on the PSN, such as GROS, DWP.</p>	Current Risk Score
Current Controls	<p>Current Controls</p> <p>Information Security risks are managed and controlled in a number of ways. Access to information systems is controlled and secure; laptops have data encryption installed along with anti-virus software. The Council adheres to government security standards and guidelines to access and share information securely with central and local government and other partners. The Council has already developed a Data Protection Policy and this along with the Acceptable Use Policy, ICT Security Policy and other security policies and guidance (annual independent health check, PSN action group) forms part of the Information Governance arrangements. Senior Information Risk Owners (SIRO's) support the Information Management Training Framework to ensure employees and elected members are aware of their roles and responsibilities. The Council also mitigates the risk to information residing on servers through Disaster Recovery contracts and annual business continuity testing as well as standard back-up and off-site storage facilities in Bridgegate House.</p>	12



Our Journey From
Good To Great
Directorate of Place
2015/18

Focus. Passion. Inspiration.



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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1. Directorate Structure



2. Our budget and how we intend to spend it

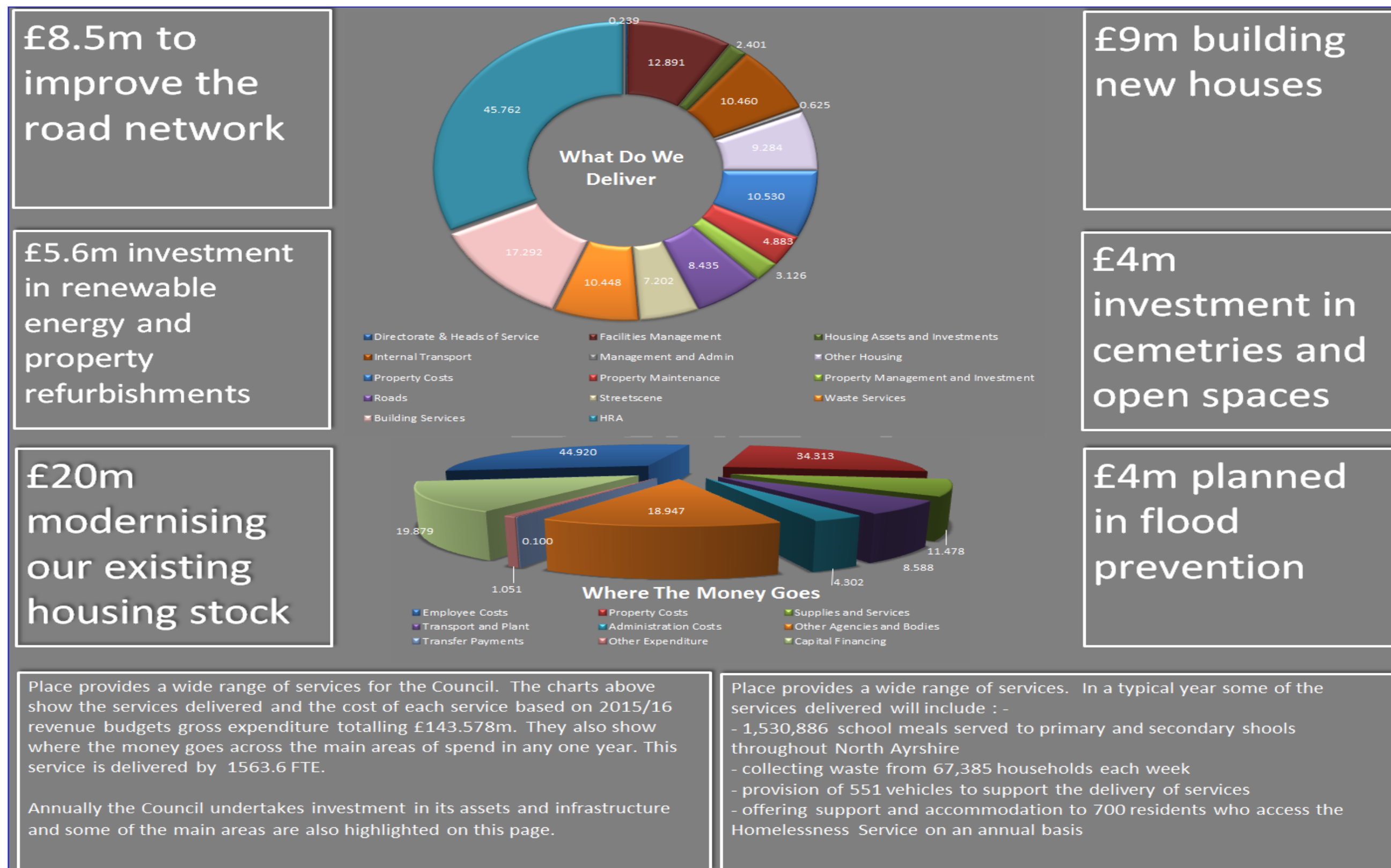


Figure 1

3. Foreword

Welcome to the 'Place' Directorate Plan 2015/18

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

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

2014 was a fantastic year of achievement for the services within the Directorate through the winning of a vast number of external awards, a key part of the Councils journey from 'Good to Great'. These awards demonstrate that our services are amongst the very best in Scotland and the wider UK and also recognise the commitment and key role our staff play in delivering high quality services within our communities.

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

- Deliver of the Councils Environmental Sustainability and Climate Change Strategy with particular focus on developing renewable energy solutions;
- Deliver of efficient, effective and customer focused services that realise high levels of customer satisfaction and are externally recognised as sector leading;
- Implement the actions of the roads improvement plan and where appropriate fully integrate with the Streetscene service;
- Continue to develop the financial sustainability of the Council's Building Services trading operation;
- Continued implementation of the Council's house-building programme;
- Effective management of our assets through the development and implementation of asset management plans;
- Support and develop our staff to continue to deliver high quality services.



Craig Hatton
Executive Director

4. Introduction

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

This Plan focuses on how the Directorate supports the delivering of the Council strategic priorities for the three years ahead, while learning lessons from the past. Summarised below are the 3 strategic priorities the directorate takes a lead on/supports the delivery of, along with the enabling area of focus of '*Doing things differently and better*' and the actions we will undertake to deliver them.

Protecting and enhancing the environment for future generations	Supporting all of our people to stay safe, healthy and active	Doing things differently and better
<ul style="list-style-type: none">• Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017• Deliver the Renewable Energy Management Strategy• Develop a delivery plan to increase the Energy Efficiency Standard for Social Housing (EESH)• Implement low energy efficiency street lighting across North Ayrshire• Continue implementation of the Waste Strategy 2012-2016 and develop an appropriate Waste Strategy for 2016-2021	<ul style="list-style-type: none">• Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities• Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)• Develop the 2016-2021 Local Housing Strategy in partnership with key stakeholders• Continue to implement the Strategic Housing Improvement Plan (SHIP)• Develop a new housing options approach in line with revised national guidance	<ul style="list-style-type: none">• Complete the service review for Streetscene & Roads• Carry out an options appraisal for Coordinated Materials Supply and Stores Provision• Develop an internal/ external growth strategy for Building Services• Rationalise the number and associated running costs of property assets

5. What we do

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

5.1 Physical Environment

Manager(s):	Vacant (Housing Strategy & Development)
	Jacqueline Cameron (Principal Officer Antisocial Behaviour/Community Safety Services)
	Marianne McManus (Divisional Manager - West)
	Carol Nelson (Divisional Manager – East)
Number of Staff (FTE):	237
Location:	Cunninghame House, Irvine, KA12 8EE

Manager:	David Tate (Property Management & Investment)
Number of Staff (FTE):	96.5
Location:	Perceton House, Perceton, Irvine, North Ayrshire, KA11 2DE

Manager(s):	Joe Smith (Roads & Transportation)
Number of Staff (FTE):	96.8
Location:	Perceton House, Perceton, Irvine, North Ayrshire, KA11 2DE

Manager(s):	Mark McNeil (Streetscene Operations)
	Vacant (Streetscene Strategy)
Number of Staff (FTE):	218.26
Location:	Perceton House, Perceton, Irvine, North Ayrshire, KA11 2DE

5.1.1 Housing Services

Housing Services currently employs 237 staff and manages 13,092 properties. Our overarching aim is to provide excellent, value for money services to our customers, clients, tenants and those on our North Ayrshire Housing Register.

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

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

- Housing Management
- Homelessness
- Safer Communities
- Strategic & Enabling Role
- Customer Service & Tenant Involvement

5.1.2 Property Management & Investment

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

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

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

For the financial year 2014/15 the activities of the PMI team equates to a revenue expenditure of £21m and a capital expenditure of £44m.

5.1.3 Roads & Transportation

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

The service manages the Roads Infrastructure in accordance with the strategy set out within the Roads Asset Management Plan and is responsible for the maintenance of roads infrastructure comprising 1031km roads, 1004km footways, 22,511 street lights, 436 bridges; flood prevention, coastal protection and watercourses; Traffic and Transportation Strategy; Road Safety Improvement Strategy and initiatives; and preventative winter snow and ice operations.

5.1.4 Streetscene

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

The service maintains 2,410 ha of public open space, 14 parks, 41 football pitches, 9 rugby pitches, 4 hockey pitches, 17 tennis courts and 3 golf courses and is responsible for 105 traditional play areas, 275 ha of woodland within towns and villages, 23 war memorials and 44 cemeteries and churchyards, 20 of which are in regular use.

Streetscene is also responsible for the litter clearing of the roads infrastructure comprising of 1031km, with 1004km of Footways and programmed cleaning of streets, open spaces and beaches including the removal of fly-tipping and graffiti.

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

5.2 Key Achievements

In 2014-2015 the service achieved a number of notable performance highs as follows:

Strategic Priority: Supporting all of our people to stay safe, healthy and active	
Good to Great Theme: Communities	
■	Scottish Homes Award Winner – Senior Living Development of the Year;
■	Scottish Homes Award Winner – Rural Development of the Year
■	Inside Housing Top 5 UK Small Affordable Housing Development
■	Inside Housing Top 50 UK Affordable Housing Development;
■	Top performing Council within Scotland in delivering the requirements of the Scottish Housing Quality Standard (SHQS);
■	Scottish Transport Finalist in the category of ‘Most Innovative Project of the year’ – iCycle Project.

Strategic Priority: Protecting and enhancing the environment for future generations	
Good to Great Theme: Places	
■	Delivery of Bridgegate House redevelopment (winner of the RIBA J Schueco excellence awards);
■	Recognised by the Scottish Futures Trust for our approach to property asset management;
■	Winner of the Scottish Rural Parliament’s ‘Rural Innovators Award’ for Transport and Infrastructure – iCycle Award;
■	Finalist in the category of ‘Best Service Team Highways Winter Maintenance & Street Lighting’ at the APSE Annual Service Awards 2014;
■	Finalist at the APSE Performance Networks awards 2014 as Best Performing Roads Authority for the provision of Highways and Winter maintenance;
■	Identified through the national SCOTS/APSE benchmarking as the 5 th most improved Roads Authority in relation to road condition;
■	Continued to reduce carbon emissions in relation to street lighting for the 4 th year in succession;
■	Keep Scotland Beautiful Rural Seaside Award.

Strategic Priority: Protecting and enhancing the environment for future generations
Good to Great Theme: Places
<ul style="list-style-type: none"> ■ Marine Conservation Society - Quality of the Bathing Water, Pencil Beach, Largs; ■ Royal British Legion Scotland Very Highly Commended Award for Best Kept War Memorial in the Champion of Champions category; ■ CIWM Clean Britain Gold Award.

Underpins the delivery of the Council's Strategic Priorities
Good to Great Theme: Processes
<ul style="list-style-type: none"> ■ Top performing Local Authority in relation to core Housing Management Services: Voids; Allocations; Rent Collection; ■ Customer Service Excellence Re-accreditation for Concierge Service; ■ Introduction of a property factoring service that supports private home owners with progressing repair and maintenance issues.

Underpins the delivery of the Council's Strategic Priorities
Good to Great Theme: People
<ul style="list-style-type: none"> ■ North Ayrshire Achieves Finalist in the 'Light Bulb Moment' category for the development of the iCycle project; ■ APSE Winner of Internal Service Team of the Year – Best Service Team. Delivering an excellent Streetscene Service through efficient operations and engaging the community; ■ North Ayrshire Achieves Finalist in the category of 'Leading the Way'.

5.3 Key Partners

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

We are working with	To deliver	Timescale
North Ayrshire Health & Social Care Partnership	■ To contribute to the successful set up and delivery of the new Health & Social Care Partnership;	2015-2018
	■ To develop and implement a new cross tenure Adaptations Service;	July 2015
	■ A fit-for-purpose estate for the integrated Health & Social Care Partnership.	2015-2018
Local Registered Social Landlords	■ To successfully deliver the 2015- 18 SHIP;	April 2015 – March 2018
	■ To develop and implement a new strategic engagement framework;	August 2015
	■ To develop the new 2016-21 Local Housing Strategy;	January 2015 – March 2016
	■ To deliver and develop North Ayrshire Housing Register services to applicants for housing;	2015-2018
	■ Large-scale home insulation projects across North Ayrshire.	2015-2018

We are working with	To deliver	Timescale
Tenants and Residents	<ul style="list-style-type: none"> ■ To ensure we involve tenants in the shaping and delivery of their housing service; ■ To successfully deliver the 2014-2017 Customer Involvement and Empowerment Strategy. 	2015-2018
Department of Work & Pensions	<ul style="list-style-type: none"> ■ To develop and agree a Delivery Partnership agreement to deliver Universal Credit in North Ayrshire. 	January 2015 -2017
Scottish Government	<ul style="list-style-type: none"> ■ To maximise opportunities for the North Ayrshire affordable housing programme; ■ Improved home energy efficiency. 	2015-2018
Property Management & Investment	<ul style="list-style-type: none"> ■ Deliver all aspects of tenants Charter and NAC repairs policy. 	2015 - 2018
Scottish Futures Trust/Education & Youth Employment	<ul style="list-style-type: none"> ■ New build school campuses within North Ayrshire; ■ Scotland's Schools for the Future Initiative. 	2015-2018
Building Services	<ul style="list-style-type: none"> ■ Repairs and Maintenance Contract including Housing and Non Housing works; ■ Deliver all aspects of tenants Charter and NAC repairs policy. 	2015 – 2018
Economy & Communities	<ul style="list-style-type: none"> ■ Industrial Estates Strategy. 	2015-2018
Strathclyde Partnership for Transport (SPT)	<ul style="list-style-type: none"> ■ Design and Build new Park and Ride Facilities. 	2015
Scottish Timber Transport Group	<ul style="list-style-type: none"> ■ 10 Year investment Plan on timber extraction routes. 	2018
Building Services	<ul style="list-style-type: none"> ■ Repairs and Maintenance Contract for street lighting improvement across North Ayrshire. 	2015-2018
Police Scotland	<ul style="list-style-type: none"> ■ Improved Road Safety. 	2015-2018

We are working with	To deliver	Timescale
Irvine Bay Urban Regeneration Company	<ul style="list-style-type: none"> Public Realm Projects to support economic growth 	2015/18
Scottish Environment Protection Agency (SEPA) & Partners	<ul style="list-style-type: none"> All Ayrshire Flood Risk Management Plan; Ayrshire Shoreline Management Plan; Environmentally safe practices during service delivery. 	2016 2022 2015-2018
Keep Scotland Beautiful	<ul style="list-style-type: none"> A high standard of grounds maintenance which enhances the physical environment of North Ayrshire. 	2015-2018
Scottish National Heritage	<ul style="list-style-type: none"> To deliver SSSI Standards; Central Scotland Green Network initiatives. 	2015-2018 2015-2018
Local Community Groups	<ul style="list-style-type: none"> Engage with communities to become environmental stewards for their local area e.g. Ayrshire Litter Volunteer Network (ALVN) 	2015-2018
Multi Agency Working Partnership	<ul style="list-style-type: none"> Safer communities & reduce environmental crime. 	2015-2018

5.4 Key Strategies

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

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Local Housing Strategy 2011-2016	<ul style="list-style-type: none"> The supply & quality of housing better meets needs & aspirations; Fewer people become homeless; Promote independent living; Housing is sustainable & contributes to stable communities; Access to high quality information & advice has improved; The strategic process is open, transparent and accountable. 	April 2011	April 2016	Oct 2015
Antisocial Behaviour Strategy 2015-18	<ul style="list-style-type: none"> Levels & fear of crime and antisocial behaviour have reduced and crimes being detected have increased; Reoffending has reduced; The harmful effects of drugs and alcohol are reduced; Levels of domestic abuse have decreased and a higher level of support is provided to victims; More residents engage in community activities and volunteering. 	April 2015	April 2018	Oct 2017

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Customer Involvement and Empowerment Strategy	<ul style="list-style-type: none"> ■ Residents are able to play a key role in shaping and improving the services they receive; ■ Residents can choose, from a range of options, the most appropriate way for them to be involved; ■ More customers are involved with the housing service and satisfaction levels have improved. 	April 2014	April 2017	Oct 2016
Violence Against Women Strategy 2015-18	<ul style="list-style-type: none"> ■ A greater proportion of people of all ages in North Ayrshire are aware of the issues around violence against women and girls and are empowered to challenge abusive and violent behaviour; ■ Employers in North Ayrshire have robust policies and procedures, reflecting best practice, relating to gender equality, flexible working and sexual harassment; ■ A reduction in all forms of violence and abuse; ■ Increased awareness of the early signs of abuse across all sectors, with service providers able to intervene sensitively and effectively. 	April 2015	April 2018	Oct 2017
Strategic Housing Investment Plan (SHIP)	<ul style="list-style-type: none"> ■ Meet housing need; ■ Focus on high quality design; ■ Build sustainable homes; ■ Involve the community; ■ Seek to continually improve; and ■ Deliver value for money. 	July 2016	Nov 2016	Bi-annual
Property Asset Management Plan	<ul style="list-style-type: none"> ■ Maintain a fit-for-purpose property portfolio that is compliant with all legislative requirements and meets the needs of service users ■ Ensure the non-housing property portfolio is being utilised effectively and efficiently 	April 2014	Mar 2017	April 2015
Housing Asset Management Plan	<ul style="list-style-type: none"> ■ Maintain a fit-for-purpose Council housing portfolio that is compliant with all legislative requirements and meets the needs of our tenants. 	April 2014	Mar 2017	April 2015
Environmental Sustainability & Climate Change Strategy	<ul style="list-style-type: none"> ■ Support affordable warmth to households across North Ayrshire ■ Develop a green economy; ■ Reduce carbon emissions from transport and travel; ■ Lead the way in making our operational activity more sustainable. 	Nov 2014	Mar 2017	April 2016

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Neighbourhood Vision – Remodelling of the Council’s Operational Property Portfolio	<ul style="list-style-type: none"> ■ Provide fit-for-purpose and conveniently located ‘service hubs’ that service users can readily access; ■ Provide fit-for-purpose and conveniently located education and leisure facilities for service users; ■ Provide modern, flexible and well laid out office accommodation for staff that is economically and environmentally efficient. 	April 2015	Mar 2018	April 2016
Roads Asset Management Plan	<ul style="list-style-type: none"> ■ Continue to improve North Ayrshire Council’s Roads Infrastructure. 	2015	2018	Annually
Flood Risk Management Plan	<ul style="list-style-type: none"> ■ Continue to Implement Requirements of the Flood Risk Management (Scotland) Act; ■ To prevent or minimise coastal erosion. 	2016	2018	Annually
Road Safety Plan	<ul style="list-style-type: none"> ■ Reducing the number of people killed or injured on North Ayrshire’s road network. 	2015	2018	Every 5 years
Winter and Weather Emergencies Plan	<ul style="list-style-type: none"> ■ Fulfil the Councils statutory obligation to ensure the safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions; ■ Establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions. 	2015	2018	Annually
Open Space Asset Management Plan	<ul style="list-style-type: none"> ■ To ensure the maintenance and protection of all types of open space in North Ayrshire so as to achieve the maximum benefit from that provision. 	2011	2021	2016
Tree & Woodland Policy	<ul style="list-style-type: none"> ■ Effective management of trees and woodlands for which North Ayrshire Council is responsible. 	2014	2024	2015
Open Space Strategy	<ul style="list-style-type: none"> ■ The provision development and management of open space. 	2014	2024	2019
Litter, Fly Tipping and Dog Fouling Prevention Strategy	<ul style="list-style-type: none"> ■ Ensure a coordinated, best practice approach to litter, fly-tipping & dog fouling prevention and management; ■ Encourage a social contract with communities to protect and enhance the local environment. 	2014	2019	2019
Play Equipment Strategy	<ul style="list-style-type: none"> ■ The delivery of North Ayrshire’s Integrated Children’s Services Plan. 	2014	2024	2016

5.2 Commercial Services

Manager(s):	Billy Borthwick (Operations Manager)
	Stephen Kean (Intelligent Coordination Centre Manager)
	Leigh-Ann Mitchell (Commercial Support Manager)
Number of Staff (FTE):	240
Location:	Portland Industrial Estate, Portland Place, Stevenston, North Ayrshire, KA20 3NN

Manager(s):	Ken Campbell (Facilities Management)
Number of Staff (FTE):	463.05
Location:	Montgomerie House, 2A Byrehill Drive West Byrehill Industrial Estate, Kilwinning, North Ayrshire, KA13 6HN

Manager(s):	Gordon Mitchell (Transport)
Number of Staff (FTE):	34.00
Location:	Transport Garage, Montgomerie House, 2A Byrehill Drive West Byrehill Industrial Estate, Kilwinning, North Ayrshire, KA13 6HN

Manager(s):	David Mackay, Waste Services
Manager(s):	Wallace Turpie (Acting), Waste Collections
Number of Staff (FTE):	178
Location:	Murdoch Place Oldhall West Industrial Estate Irvine Ayrshire KA11 5AW

5.2.1 Building Services

This Trading Operation undertakes the repair, planned maintenance, improvement and adaptation of Council owned properties, consisting of; approximately 13,092 homes, and 372 non housing properties including schools, public halls, libraries and offices.

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

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

5.2.2 Facilities Management

Facilities Management provides catering to 60 schools, 8 residential units, 8 day care facilities, daily community meals, and lunch clubs. Catering is provided to the public at Tournament Café, Eglinton Park and function catering is provided upon request.

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

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

- Procurement and maintenance of all Council fleet vehicles and plant. Ensuring the fleet of 551 vehicles and heavy plant are compliantly maintained and operated in accordance with the Council's Operator's Licences and Road Transport legislation;
- Provision of a Corporate Transport facility for all transport and journey requirements for the Council. The Transport Hub facilitates a centralised enquiry and hire desk to enhance the planning, utilisation, budgeting, scheduling, and best procurement value.

5.2.3 Transport Hub & Vehicle Maintenance

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

- Procurement and maintenance of all Council fleet vehicles and plant. Ensuring the fleet of 551 vehicles and heavy plant are compliantly maintained and operated in accordance with the Council's Operator's Licences and Road Transport legislation;
- Provision of a Corporate Transport facility for all transport and journey requirements for the Council. The Transport Hub facilitates a centralised enquiry and hire desk to enhance the planning, utilisation, budgeting, scheduling, and best procurement value.

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

5.2.4 Waste Services

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

We operate 4 household waste recycling centres together with a landfill site and transfer station at Shewalton, Irvine and one in Brodick, Arran.

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

5.2.4 Key Achievements

In 2014-2015 the service achieved a number of notable performance highs as follows:

Strategic Priority: Supporting all of our people to stay safe, healthy and active
Good to Great Theme: Communities
<ul style="list-style-type: none"> ■ Highest performing Council in Scotland in respect of time taken to repair void properties to re-let; ■ Winner in the category of 'Specialist Cater/Catering' awarded by the Lead Association for Catering in Education; ■ Winner in the category of 'Local Authority Caterer of the Year' in the Educatering Excellence Awards; ■ Implemented Free School Meals for Primary 1 to 3 from January 2015; ■ Operation of all facilities management services for the new Elderbank Primary School.

Strategic Priority: Protecting and enhancing the environment for future generations
Good to Great Theme: Places
<ul style="list-style-type: none"> ■ Gold Food for life Catering mark – Supporting our food provenance and sustainability goals. ■ APSE Finalist in the category of 'Best Performer in Transport Services'; ■ APSE Finalist in the category of 'Most Improved Performer in Transport Services'; ■ Reduced Fleet produced Carbon emissions by 10%; ■ Won a Zero Waste Award (Silver) for the Waste Hierarchy from Let's Recycle.com; ■ 3rd highest performing local authority in Scotland for recycling exceeding the zero waste plan target of 50% by 2013.

Underpins the delivery of the Council's Strategic Priorities
Good to Great Theme: Partnerships
<ul style="list-style-type: none"> ■ 2015 COSLA Excellence Awards Gold Winner in the Strong and Sustainable Communities category for our reuse partnership with Cunninghame Furniture Recycling; ■ Scottish Resources 2014 Award Winner for the Best Partnership Initiative with Cunninghame Furniture Recycling; ■ Go Awards Scotland 2014/15 – John F McClelland Collaborative Procurement Initiative of the Year Award for the Clyde Valley Residual Waste Partnership.

Underpins the delivery of the Council's Strategic Priorities
Good to Great Theme: Processes
<ul style="list-style-type: none"> ■ Continued BSI ISO 9001 accreditation for catering and building cleaning services across all buildings; ■ Completed implementation of the review of Waste Services resulting in a fully implemented service-operating model; ■ Finalised an options appraisal report as the basis for developing a sustainable Waste Management Strategy for Arran.

Underpins the delivery of the Council's Strategic Priorities
Good to Great Theme: People
<ul style="list-style-type: none"> ■ Bronze COSLA Award – Securing the Workforce for the Future; ■ APSE Finalist Building & Housing Apprentice of the Year; ■ North Ayrshire Achieves Learning Achievement Winner; ■ Duke of Gloucester's Young Achievers Scheme Finalist; ■ Cost Sector Catering Awards 2014 Winners in the categories of 'Team of the Year' and 'Chef of the Year'; ■ Winner of 'Education Supporter of the Year' in the Scottish Education Awards 2014; ■ Winner of 'School Crossing Patroller of the Year' in the Assist Scottish National FM Awards 2014; ■ Finalist in the category of 'Newcomer of the Year' Educatering Excellence Awards; ■ Finalist in the category of 'Scottish School Cook of the Year' at the Assist Scottish National Facilities Management Awards 2014; ■ North Ayrshire Achieves Winner in the 'Leading the Way' category; ■ North Ayrshire Achieves Winner in the 'Team of the Year' category; ■ North Ayrshire Achieves Winner in the category of 'Modern Apprentice of the Year'; ■ North Ayrshire Achieves Winner of the Provosts Award (Winner of Winners); ■ APSE Finalist in the category of 'Internal Service Team of the Year - Best Service Team - Transport & Fleet'; ■ Winner of the APSE 'Rising Star Award'.

5.3 Key Partners

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

We are working with	To deliver	Timescale
Building Services are working in partnership with Property Management & Investment	<ul style="list-style-type: none"> ■ Repairs and Maintenance Contract including Housing and Non Housing works. 	2015 - 2018
Building Services are working in partnership with Housing Services	<ul style="list-style-type: none"> ■ Deliver all aspects of tenants Charter and NAC repairs policy. 	2015 – 2018
Building Services are working in partnership with Roads & Transportation	<ul style="list-style-type: none"> ■ Repairs and Maintenance Contract for street lighting improvement across North Ayrshire. 	2015-2018

We are working with	To deliver	Timescale
Health & Social Care Partnership	<ul style="list-style-type: none"> ■ Working to ensure NAC's most vulnerable people are safe and secure within their own homes; ■ Provision of services that support older people in our care. 	2015 – 2018
Education & Youth Employment	<ul style="list-style-type: none"> ■ Healthier working lives and supporting the links of health and wellbeing in the Curriculum for Excellence through the integration of the key objectives in the Better Eating Better Learning guidance; ■ School food that provides affordable access to good nutrition for all children and young people and optimising the uptake of school meals, in particular for those children and young people receiving free school meals. 	2015-2018
Local Supplier Partnerships/ Producers	<ul style="list-style-type: none"> ■ The Government's Nutritional Standards for school meals. ■ Supporting the local economy and employment opportunities. ■ The recommendations outlined in the becoming a good food nation and objectives outlined in the 2025 vision 	2015-2018
Strathclyde Partnership for Transport (SPT)	<ul style="list-style-type: none"> ■ Continue partnership working for the provision of mainstream school transport 	2015-2018
Energy Saving Trust	<ul style="list-style-type: none"> ■ Delivering an environmentally sustainable fleet. 	2015-2018
Clyde Valley Waste Partnership	<ul style="list-style-type: none"> ■ Procurement of a long-term residual waste treatment solution. 	2015-2018
Scottish Environment Protection Agency (SEPA)	<ul style="list-style-type: none"> ■ Continued compliance with the PPC Permit at Shewalton Landfill site. 	2015-2018
Zero Waste Scotland (ZWS)	<ul style="list-style-type: none"> ■ Increased reuse and recycling of waste through continuing to work with ZWS as part of their local authority support programme. 	2015-2018
Cunninghame Furniture Recycling Company	<ul style="list-style-type: none"> ■ Increased reuse and recycling of waste and creation of local training and employment opportunities. 	2015-2018

5.4 Key Strategies

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

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Five year business plan for Building Services	■ A viable sustainable business	April 2015	Mar 2021	Annually
Fleet Asset Management Plan	■ Effective management of assets to deliver Council services.	Apr 2015	Mar 2018	Annually
Waste Strategy	<ul style="list-style-type: none">■ Long term objective is to divert waste from landfill and meet the requirements of the zero waste regulations and the national waste agenda.■ Promoting waste prevention, minimising, re-use, recycling and recovering of as much waste as possible.	2012	2016	Annually

6 Context

6.1 Our Improvement Journey – From Good to Great

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

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

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

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

6.1.1 Our Improvement Journey – Themes and Areas of Focus

The directorate will contribute to the Council's **Good to Great** Journey and, in line with the Council Plan, will focus on the following five **Good to Great** themes. Links to the Council's Strategic Objectives are also shown below:



Giving local people better choice and more of a say

SP02

Giving people the choice and flexibility to lead independent lives

SP04

Areas of Focus

Providing excellent education for all

SP03

Encouraging healthy, active and rewarding lifestyles

SP04

Safeguarding and providing excellent support to those who need it most

SP04



Confident and Safe Communities

SP04

Well managed assets

SP05

A resilient economy

SP01

Rich, Diverse and Protected Environments

SP05



(ENABLER)



Achieving more in partnership

Working with local communities to help them flourish

Strengthen and build on the partnership working between the Council and local businesses



(ENABLER)



Strong, effective financial management

Delivering exceptional customer service

Doing things differently and better

Corporate Governance and Risk

Build resilient systems and processes



(ENABLER)








Develop Skills, Knowledge and Behaviour

Improve Internal Communications

A Valued Workforce

6.1.2 Our Improvement Journey Outcomes

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

 COMMUNITIES	<ul style="list-style-type: none"> ■ The impact of welfare reform is minimised ■ Services are developed and delivered to protect vulnerable people, promote independent living and contribute to sustainable communities ■ Promote wellbeing and ameliorate social isolation through the provision of community hubs within Sheltered Housing complexes ■ School meal uptake is increased and children and young people are supported to make healthier choices
 PLACES	<ul style="list-style-type: none"> ■ Reduce the Council's carbon footprint ■ Increase the use of renewable technology ■ Residual waste treatment solution procured and accepting waste. ■ Increased reuse and recycling of waste ■ Our streets and open spaces are well maintained and clean ■ We deliver high standards in the maintenance of the Council's property portfolio and our road infrastructure ■ Successful completion of all new Council House Building Projects to a minimum Eco Homes 'Very Good' or equivalent
 PARTNERSHIPS (ENABLER)	<ul style="list-style-type: none"> ■ Successful procurement of a long-term residual waste treatment solution in conjunction with Clyde Valley Waste Partnership ■ Increased reuse and recycling of waste through continuing to work with Zero Waste Scotland as part of their local authority support programme ■ Working in partnership with Cunninghame Furniture Recycling Company to create local training and employment opportunities ■ Working with local supplier partnerships/producers to achieve the Governments Nutritional Standards for school meals and to support the local economy and employment opportunities
 PROCESSES (ENABLER)	<ul style="list-style-type: none"> ■ Successful alignment of Streetscene and Roads & Transportation ■ Continue to develop what we do for the community as well as ensure that we provide value-for-money ■ Successful implementation of the property and repairs and maintenance ICT system ■ Successful introduction of IT mobile scheduling systems ■ Successful introduction of the cashless system to all schools in North Ayrshire
 PEOPLE (ENABLER)	<ul style="list-style-type: none"> ■ Achieve IiP accreditation ■ Successful delivery of programmes to support, motivate and develop staff ■ Enhancing employee engagement and wellbeing of our staff ■ Continuing to develop leadership capacity ■ Further development of the Directorate Recognition Scheme

6.1 Managing our Risks

The risks for 'Place' are reflected in *Appendix A* on page 55.

6.2 Key drivers for our services

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

Welfare Reform Act 2012

Changes to the benefits system, are having an impact on the rental income for Housing Services, April 2013 saw the introduction of the bedroom tax and benefit cap. This change introduced a charge to tenants on Housing Benefit for any additional bedrooms they have, risking an increase in rent arrears. Housing Services rental income is the main source of funding for Building Services paying for repairs, maintenance and improvement works to Council owned residential properties.

The introduction of Universal Credit, a direct payment of benefits to the tenants rather than directly to Housing Services for rent, began in April 2013 and the roll out will continue until 2017 providing a risk of higher rent arrears.

Statutory guidance, legislation and the regulatory framework

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

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

The Scottish Housing Regulator has recently carried out Thematic Enquiries in relation to Housing Options and Gypsy Travellers. Services will need to be reviewed and, where appropriate, adjusted to reflect the findings of these Enquiries. Further Thematic Enquiries are expected in the forthcoming year.

Demographics and stock profile

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

Waste (Scotland) Regulations 2012

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

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

The Waste Framework Directive (06/12/EC)

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

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

The European Commission is currently reviewing the recycling and other waste-related targets in the EU Waste Framework Directive 2008/98/EC, the Landfill Directive 1999/31/EC and the Packaging and Packaging Waste Directive 94/62/EC. The aim of the review is to help turn Europe into a circular economy, boost recycling, secure access to raw materials and create jobs and economic growth. The proposals from the review will be presented by the European Commission by the end of 2015, following a change to their original proposal.

Zero Waste Plan

Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society. This vision describes a Scotland where all waste is seen as a resource; Waste is minimised; valuable resources are not disposed of in landfills, and most waste is sorted, leaving only limited amounts to be treated.

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

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

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

Landfill Taxation

Landfill taxation was introduced by the Treasury to encourage waste producers to produce less waste, recover more value from waste, for example through recycling or composting and to use more environmentally friendly methods of waste disposal. Through increasing the cost of landfill, other advanced waste treatment technologies with higher gate fees are made to become more financially attractive. To increase the pace of change, escalators have subsequently been applied that have seen the higher rate tax increase from £10 per tonne in 1999 to £80 per tonne in 2014/15.

From April 2015 the responsibility for the tax passes over to the Scottish Government. Scottish Government announced in the 2015-16 Draft Budget statement that from the 1 April 2015 the standard rate will be £82.60 per tonne.

The Flood Risk Management (Scotland) Act 2009

This provides a framework to identify and effectively manage areas at risk of flooding. The Council is lead authority for the Local Flood Plan District for Ayrshire and is required to have a Flood Risk Management Plan in place by January 2016.

Renewable Energy

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

Energy Efficiency Standard for Social Housing (EESH)

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

Christie Commission

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

6.3 Equalities

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

By carrying out EIAs when developing policies, we will:

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

Place supports the Council to fulfil its public sector equality and has undertaken a number of actions during 2014/2015 including:

Protected Characteristics	Actions taken to support the delivery of Equality outcomes
All ¹	<ul style="list-style-type: none"> ■ Antisocial Behaviour – For Antisocial behaviour request for service equalities cases are all treated as a priority. These requests usually result in a higher level of response in terms of warnings or enforcement. Immediate consideration is also given to individuals support needs and appropriate referrals are made. A similar approach is taken when dealing with alleged offenders that may have equalities issues. ■ Affordable living developments.
Age & Disability	<ul style="list-style-type: none"> ■ We play a key role in successful care in the community by providing modifications or home improvements which enable people with health and social care needs to remain in their own homes; ■ Streetscene are currently reviewing the play parks with a view to making them available to a wider audience. During this review each site will be looked at with a view to incorporating equipment that will allow disabled children to use the play park safely; ■ Waste Services reviewed the assisted collection process in 2014 make it easier to apply over the telephone. In addition the complaints/ service request process for missed pull outs has been reviewed to ensure the service is more responsive.

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

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes
Age & Disability	<ul style="list-style-type: none"> ■ Priority for certain repairs i.e. boiler breakdowns given to families with young children, older people and vulnerable groups; ■ Team delivering older people's housing strategy through new build sheltered housing units, refurbishments of existing sheltered housing and provision of amenity housing; ■ Houses specially adapted to suit the needs of elderly groups; ■ Focussed approach to improve the condition of schools and additional provision of nursery spaces for pre-schools; ■ Annual plan to improve access to Council premises for disabled users; ■ New build developments of day care centres and brains injury clinic; ■ Aids and adaptations procedure to adapt houses to suit specific physical/mental impairment needs; ■ Senior Living Developments.
Religion or Belief	<ul style="list-style-type: none"> ■ The new Largs campus will incorporate denominational/non-denom education provision within the one campus setting

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

Protected Characteristics	Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes	Action
Age	Older people are more active and independent in their communities.	<ul style="list-style-type: none"> ■ As part of the Sheltered Housing re-provisioning programme we are incorporating community hubs within the complexes. These will be used to provide physical activity classes and other services that will ameliorate social isolation and promote wellbeing. 	Incorporate community hubs within Sheltered Housing complexes as part of the re-provisioning programme
Sex	The incidence of violence against women is reduced.	<ul style="list-style-type: none"> ■ Implementation of the 2015-18 Violence Against Women Strategy, with outcomes based around four priorities; ■ Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls; ■ Women and girls thrive as equal citizens: socially, culturally, economically and politically; ■ Interventions are early and effective, preventing violence and promoting women's safety and wellbeing; ■ Men desist from all forms of violence against women and girls and perpetrators of such violence received a robust and effective. response. 	Implement and continue to review the Violence Against Women Strategy

Protected Characteristics	Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes	Action Reference
All	The incidence of hate crime is reduced.	Implementation of the 2015-18 Antisocial Behaviour Strategy, of which three strategic outcomes are: <ul style="list-style-type: none"> ■ Levels of crime and antisocial behaviour have reduced and crimes being detected have increased; ■ Reoffending has reduced; ■ Fear of crime and antisocial behaviour has reduced; 	Implement and continue to review the 2015-18 Antisocial Behaviour

6.3.2 Equality Impact Assessments

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

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

7 Delivery

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

Rich, Diverse and Protected Environments

Good to Great Theme: Places									
Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
% of total household waste that is recycled	51.9%	56.1%	56.1% Estimate	4 2.2% ²	57%	57.5%	58%	Waste Services	Protecting and enhancing the environment for future generations
% of MSW Waste Reused	0.58%	0.70%	0.54%	N/A	0.81%	0.81%	0.81%	Waste Services	Protecting and enhancing the environment for future generations
Percentage of council houses that are energy efficient %	96.3%	98.2%	98.5%	83.6% ³	98.5%	98.5%	98.5%	PMI	Protecting and enhancing the environment for future generations
Street Cleanliness Index - % Clean	95.3%	96.9%	95.6%	96.1% ⁴	96.5%	96.5%	96.5%	Streetscene	Protecting and enhancing the environment for future generations

² SOLACE Scottish Figure North Ayrshire (Calendar Year 2013) Rank 3

³ SOLACE Scottish Figure (2013/14) North Ayrshire Rank 9

⁴ SOLACE Scottish Figure (2013/14) North Ayrshire Rank 15

Good to Great Theme: Places

Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
Percentage of Council houses compliant with EESSH	N/A	N/A	65%	N/A	70%	75%		PMI	Protecting and enhancing the environment for future generations
Council electricity consumption per KW/hr	467	460	453 (est)	N/A	441	430	420	PMI	Protecting and enhancing the environment for future generations
Average annual electricity consumption per street light (Kw Hrs)	344.97	348.98	Annual	398.75 ⁵	310	280	230	Roads & Transportation	Protecting and enhancing the environment for future generations
Reduction in Council fleet produced emissions	5131	5324	Annual	N/A	4792	4313	3882	Transport	Protecting and enhancing the environment for future generations
Overall carbon emissions (Tonnes)	57,208	58,041	56,920	N/A	55,962	54,283	52,654	PMI	Protecting and enhancing the environment for future generations

⁵ SCOTS/APSE Scottish Average 2013/14

Good to Great Theme: Places

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Continue implementation of the Councils Waste Strategy 2012-2016	<ul style="list-style-type: none"> All actions within the Waste Strategy 2012 – 2016 implemented. 	Mar 2016	Waste Services	Protecting and enhancing the environment for future generations	PL02 Sustainability, Energy and Waste Management
Develop an appropriate Waste Strategy for 2016-2021	<ul style="list-style-type: none"> All actions within the Waste Strategy 2016 – 2021 implemented. 	Mar 2016	Waste Services	Protecting and enhancing the environment for future generations	PL02 Sustainability, Energy and Waste Management
Continue to develop the Shewalton Landfill site to enable continued capacity and compliance with the PPC permit	<ul style="list-style-type: none"> Score “good” or better in the annual SEPA; Compliance Assessment Scheme. 	Mar 2018	Waste Services	Protecting and enhancing the environment for future generations	
Develop Sustainable Business Travel	<ul style="list-style-type: none"> Reduced carbon emissions; Reduce the grey fleet element of the Council’s Savings. 	Mar 2016	Transport	Protecting and enhancing the environment for future generations	PL02 Sustainability, Energy and Waste Management
Develop a delivery plan to increase the Energy Efficiency Standard For Social Housing (EESH)	<ul style="list-style-type: none"> Increased level of EESH compliance (100% by 2020). 	Mar 2020	PMI	Protecting and enhancing the environment for future generations	PL02 Sustainability, Energy and Waste Management

Good to Great Theme: Places

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Continue to deliver joint actions arising from Environmental Visual Audits	<ul style="list-style-type: none"> Improving the visual appearance of the area Cleaner environment Improved street cleansing index score. 	Mar 2018	Streetscene	Protecting and enhancing the environment for future generations	
Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017	<ul style="list-style-type: none"> Reduce the Council's carbon footprint; Increase the use of renewable technology. 	Mar 2017	Executive Director	Protecting and enhancing the environment for future generations	PL02 Sustainability, Energy and Waste Management
Implement low energy efficiency street lighting across North Ayrshire	<ul style="list-style-type: none"> Reduction in energy consumption. Reduced maintenance costs. 	Mar 2018	Building Services/ Roads & Transportation	Protecting and enhancing the environment for future generations	PL02 Sustainability, Energy and Waste Management & PL04 Failure to maintain infrastructure assets to an acceptable standard
Continue to develop and implement actions arising from the Flood Risk Management Plan	<ul style="list-style-type: none"> Continued implementation of the requirements of the Flood Risk Management (Scotland) Act; Number of properties at risk of flooding reduced. 	Mar 2018	Roads & Transportation	Protecting and enhancing the environment for future generations	PL05 Statutory obligations from the Flood Risk Management (Scotland) Act 2009

Good to Great Theme: Places

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Deliver the Renewable Energy Management Strategy	<ul style="list-style-type: none"> ■ Completion of the existing biomass and PV panel installation programme; ■ Proposals developed in relation to one district heating scheme; ■ Complete capital construction projects that utilise renewable technologies, power sources and heat recover systems; ■ Reduction in CO² emissions. 	<p>Mar 2016</p> <p>Mar 2017</p> <p>Mar 2018</p>	Energy & Sustainability Manager	Protecting and enhancing the environment for future generations	PL02 Sustainability, Energy and Waste Management
Develop and implement actions arising from the Shoreline Management Plan	<ul style="list-style-type: none"> ■ Completing the Ayrshire Shoreline Management Plan ready for public consultation. 	Mar 2018	Roads & Transportation	Protecting and enhancing the environment for future generations	

Well Managed Assets

Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
% of dwellings meeting SHQS	90.5%	96.3%	98.1% estimated	83.67% ⁶	99%	99%	99%	PMI	Protecting and enhancing the environment for future generations
Proportion of internal floor area of operational buildings in satisfactory condition	80%	99%	99% estimated	80.9% ⁷	100%	100%	100%	PMI	Protecting and enhancing the environment for future generations
Average time taken to complete non-emergency repairs	New PI	9	Annual	10.17 ⁸	9 Days	9 Days	9 Days	Building Services	Protecting and enhancing the environment for future generations
% of Completed Units which attain Eco Homes Very Good, or equivalent.	n/a	100%	100%	N/A	100%	100%	100%	Housing Services	Protecting and enhancing the environment for future generations

⁶ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 1

⁷ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 1

⁸ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 12

Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
Proportion of operational buildings that are suitable for their current use	87%	88%	90% estimated	78% ⁹	91%	92%	93%	PMI	Protecting and enhancing the environment for future generations
% of the road network that should be considered for maintenance treatment	42.7%	40.8%	39.1%	37.0% ¹⁰	39.0%	38.8%	38.5%	Roads & Transportation	Protecting and enhancing the environment for future generations
% of Class A roads that should be considered for maintenance treatment	36.3%	35.5%	34.9%	29.0% ¹¹	34.5%	34.2%	34.0%	Roads & Transportation	Protecting and enhancing the environment for future generations

⁹ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 10

¹⁰ SCOTS/SRMCS Results 2013-15

¹¹ SCOTS/SRMCS Results 2013-15

Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
% of Class B roads that should be considered for maintenance treatment	38.8%	39.8%	34.8%	36.1% ¹²	34.5%	34.2%	34.0%	Roads & Transportation	Protecting and enhancing the environment for future generations
% of Class C roads that should be considered for maintenance treatment	49.7%	51.2%	51.1%	37.3% ¹³	51.1%	51.1%	51.1%	Roads & Transportation	Protecting and enhancing the environment for future generations
% of unclassified roads that should be considered for maintenance treatment	42.3%	38.2%	36.7%	39.3% ¹⁴	36.5%	36.2%	36.0%	Roads & Transportation	Protecting and enhancing the environment for future generations
% of fly-tipping incidents on public land cleared within 3 days	New Target	98.7%	99.9% to Q3	N/A	98%	98%	98%	Streetscene	Protecting and enhancing the environment for future generations

¹² SCOTS/SRMCS Results 2013-15

¹³ SCOTS/SRMCS Results 2013-15

¹⁴ SCOTS/SRMCS Results 2013-15

Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
% of instances of graffiti removed within 3 days	New Target	96.1%	95.4% to Q3	N/A	96%	96.5%	97%	Streetscene	Protecting and enhancing the environment for future generations
% of lamps restored to working condition within 7 days (Street Lighting)	95.05%	68%	Annual	91.67% ¹⁵	91%	92%	93%	Roads & Transportation	Protecting and enhancing the environment for future generations

Good to Great Theme: Places

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Continue to develop and implement actions arising from the Fleet Asset Management Plan	<ul style="list-style-type: none"> ■ Reduction in carbon emissions; ■ Reduction in fleet size; ■ Operator's licence maintained. 	Mar 2018	Transport	Protecting and enhancing the environment for future generations	PL04 Failure to maintain infrastructure assets to an acceptable standard

¹⁵ SCOTS/APSE Scottish Average 2013/14

Good to Great Theme: Places

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Continue to develop and implement actions arising from the Property Management Asset Management Plan	<ul style="list-style-type: none"> ■ Increase occupancy levels within the Council's commercial estate and support economic growth; ■ Reduction in Council operational floor space; ■ Improve estates and property asset management; ■ Increase in proportion of buildings suitable for their current use. 	Mar 2018	PMI	Protecting and enhancing the environment for future generations	PL04 Failure to maintain infrastructure assets to an acceptable standard
Continue to develop and implement actions arising from the Housing Asset Management Plan	<ul style="list-style-type: none"> ■ Reduced level of void properties; ■ Improved condition of non-adopted HRA roads infrastructure; ■ Implementation of Sheltered Housing Standard that complies with older peoples Housing Strategy; ■ Increased partnership working with private home owners to improve the condition of mixed tenure housing stock. 	Mar 2018	PMI	Protecting and enhancing the environment for future generations	PL04 Failure to maintain infrastructure assets to an acceptable standard
Improve capital governance of construction projects	<ul style="list-style-type: none"> ■ Capital projects delivered within agreed parameters ■ High level of customer service user satisfaction. 	Mar 2018	PMI	Protecting and enhancing the environment for future generations	

Good to Great Theme: Places

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Continue to develop and implement actions arising from the Road Asset Management Plan	<ul style="list-style-type: none"> ■ Reduction in accident statistics; ■ Improved road condition index; ■ Reduction in carbon emission; ■ Improved satisfaction with Roads Service. 	Mar 2018	Roads & Transportation	Protecting and enhancing the environment for future generations	PL04 Failure to maintain infrastructure assets to an acceptable standard
Continue to develop and implement actions arising from the Open Space Asset Management Plan	<ul style="list-style-type: none"> ■ Positive influence on how the built environment develops; ■ Provide a clean, high quality local environment; ■ Standard of equipped play parks has improved. 	Mar 2018	Streetscene	Protecting and enhancing the environment for future generations	PL04 Failure to maintain infrastructure assets to an acceptable standard
Implement the Litter, Fly Tipping and Dog Fouling Prevention Strategy	<ul style="list-style-type: none"> ■ Improve cleanliness scores; ■ Increase community engagement. 	Mar 2018	Streetscene	Protecting and enhancing the environment for future generations	
Deliver the Cemeteries infrastructure Improvement Programme for 2014/15	<ul style="list-style-type: none"> ■ Cemetery Assets are appropriately maintained ■ Wall repairs have been carried out at St. Margaret's Churchyard, Dalry, Stevenson High Kirk and Ardrossan cemetery. ■ Work in four cemeteries in Arran (Lochranza, Brodick, Kilmory, Lamlash) has been completed on schedule. ■ Road and headstone repairs completed at Ardrossan cemetery. 	Mar 2018	Streetscene	Protecting and enhancing the environment for future generations	

Safeguarding and providing excellent support to those who need it most

Good to Great Theme: Communities									
Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
Households sustain their Tenancy 12 months beyond resettlement following Housing Options	N/A	N/A	89% to Q3	N/A	80%	85%	89%	Housing Services	Supporting all of our people to stay safe, healthy and active
Resettlement into the private rented sector is facilitated for homeless and potentially homeless people (No of households)	256	270	260 YTD	N/A	270	275	280	Housing Services	Supporting all of our people to stay safe, healthy and active
Number of properties at risk of flooding	N/A	N/A	New indicator for 2015/16	N/A	Reduce	Reduce	Reduce	Roads & Transportation	Supporting all of our people to stay safe, healthy and active
% of Completed Units delivered on time and in budget.	12/13 n/a (0 units)	13/14 100% (12 units)	14/15 100% (77 units)	N/A	100% (108 units)	100% (20 units)	100% (56 units)	Housing Services	Supporting all of our people to stay safe, healthy and active
Average time to re-let properties in the last year (days)	14	14	14 YTD	35 ¹⁶	16	16	15	Housing Services	Supporting all of our people to stay safe, healthy and active

¹⁶ Scottish Social Housing Charter /Scottish Housing Best Value Network

Good to Great Theme: Communities

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities	<ul style="list-style-type: none"> ■ Impact of welfare reform on individuals is minimised through access to information and specialist advice. ■ Impact of welfare reform on the Housing Revenue Account is minimised 	Annual	Housing Services	Supporting all of our people to stay safe, healthy and active	PL01 Welfare Reform Act 2012
Implement and continue to review the 2015-18 Antisocial Behaviour	<ul style="list-style-type: none"> ■ Develop and deliver services to protect vulnerable people, promote independent living and contribute to sustainable communities. 	Mar 2018	Housing Services	Supporting all of our people to stay safe, healthy and active	
Implement and continue to review the Violence Against Women Strategy	<ul style="list-style-type: none"> ■ Develop and deliver services to protect vulnerable people, promote independent living and contribute to sustainable communities 	Mar 2018	Housing Services	Supporting all of our people to stay safe, healthy and active	
Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)	<ul style="list-style-type: none"> ■ Continued development of flood risk management to meet statutory obligations; ■ Reduction in properties at risk of flooding. 	Mar 2018	Roads & Transportation	Supporting all of our people to stay safe, healthy and active	
Deliver the Road Safety Plan	<ul style="list-style-type: none"> ■ Reducing the number of people killed or injured on North Ayrshire's Road Network. 	Mar 2018	Roads & Transportation	Supporting all of our people to stay safe, healthy and active	

Good to Great Theme: Communities

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Incorporate community hubs within Sheltered Housing complexes as part of the re-provisioning programme	<ul style="list-style-type: none"> ■ Provision of physical activity classes and other services that will ameliorate social isolation and promote wellbeing; ■ Promoting independent living; ■ Reduction in the number of hospital admissions; ■ More people are supported to stay in their homes and communities. 	Mar 2018	Housing Services	Supporting all of our people to stay safe, healthy and active	
Continue to implement the Strategic Housing Investment Plan (SHIP)	Delivery of the following schemes: <ul style="list-style-type: none"> ■ Canal Court, Saltcoats (36 units) ■ Dickson Ct, Beith (20 units) ■ Dickson Drive, Irvine (8 units) ■ Fencedyke, Irvine (34 units) ■ Kiln Court, Irvine (16 units) ■ Montgomery Ct, Kilbirnie (24 units) 	Mar 2018 Mar 2018 June 2015 Summer 2016 Sept 2015 Nov 2016	Housing Services	Supporting all of our people to stay safe, healthy and active	
Develop the 2016-2021 Local Housing Strategy in partnership with key stakeholders	<ul style="list-style-type: none"> ■ The Local Housing Strategy meets local needs and aspirations; ■ Fewer people become homeless; ■ Promote independent living; ■ Housing is sustainable & contributes to stable communities; ■ Access to high quality information & advice has improved; ■ The strategic process is open, transparent and accountable. 	April 2016	Housing Services	Supporting all of our people to stay safe, healthy and active	PL02 Sustainability, Energy and Waste Management

Good to Great Theme: Communities

In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Review the North Ayrshire Housing Allocation Policy in line with new statutory guidance	<ul style="list-style-type: none"> Ensured compliance with new statutory requirements Meet the needs of local residents. 	Mar 2016	Housing Services	Supporting all of our people to stay safe, healthy and active	
Develop a new housing options approach in line with revised national guidance	<ul style="list-style-type: none"> Services are being delivered that take account of the national guidance and maximise cross tenure housing options for our customers; Reduce homelessness. 	Annual	Housing Services	Supporting all of our people to stay safe, healthy and active	

Encouraging healthy, active and rewarding lifestyles.

Good to Great Theme: Communities									
Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
% Uptake of school meals	49.4%	46.71%	50.06% to Q3	48.42 ¹⁷	57%	58%	59%	Facilities Management	Supporting all of our people to stay safe, healthy and active

Good to Great Theme: Communities					
In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Continue to develop marketing focus to encourage the uptake of school meals and support children and young people to make healthier choices.	<ul style="list-style-type: none"> ■ Achieve an increase in the uptake of school meals. ■ Achieve a minimum of 75% uptake across all primary schools for p1-p3. 	Mar 2016	Facilities Management	Supporting all of our people to stay safe, healthy and active	

¹⁷ APSE Scottish Average (2013/14)

Achieving more in partnership

Good to Great Theme: Processes					
In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Continue to work with the Clyde Valley Partnership to deliver a residual waste treatment solution	<ul style="list-style-type: none"> Residual waste treatment solution procured and accepting waste; Compliance with Zero Waste Regulations. 	Mar 2020	Waste Services	Protecting and enhancing the environment for future generations	

Doing things differently and better

Good to Great Theme: Processes					
In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Implement the Service Improvement Plan for Streetscene & Roads	<ul style="list-style-type: none"> High performing Roads Service. 	Mar 2018	Executive Director	Enabler (Underpins the delivery of the Council's Strategic Priorities)	PL06 Strategic Workforce Issues
Achieve liP accreditation across the Directorate of Place	<ul style="list-style-type: none"> Achieve liP accreditation. 	Mar 2017	Executive Director	Enabler (Underpins the delivery of the Council's Strategic Priorities)	
Implement the Service Improvement Plan for Building Services to ensure a right first time approach.	<ul style="list-style-type: none"> Deliver value for money service; Achieve high levels of customer satisfaction. 	Mar 2018	Building Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)	PL06 Strategic Workforce Issues

Good to Great Theme: Processes					
In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Develop an internal/external growth strategy for Building Services to complement the 5 Year Business Plan	<ul style="list-style-type: none"> ■ Provision of a sustainable value for money service within Building Services 	Mar 2016	Building Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)	PL03 Sustainability of Building Services & PL06 Strategic Workforce Issues
Carry out an options appraisal for Coordinated Materials Supply and Stores Provision	<ul style="list-style-type: none"> ■ The supply, storage and distribution of materials and equipment is effectively and efficiently managed. 	Mar 2017	Executive Director	Enabler (Underpins the delivery of the Council's Strategic Priorities)	
Rationalise the number and associated running costs of property assets	<ul style="list-style-type: none"> ■ Reduction in Council operational floor space. ■ Improve estates and property asset management; ■ Support Neighbourhood Planning approach. 	Mar 2018	PMI	Enabler (Underpins the delivery of the Council's Strategic Priorities)	

Build resilient systems and processes (ICT)

Good to Great Theme: Processes					
In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk
Complete phase 1 and implement phase 2 of the property repairs and maintenance ICT system	<ul style="list-style-type: none"> ■ Modernise service delivery to ensure right first time; ■ ICT system in place. 	Mar 2016	Building Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)	
Introduce new IT scheduling systems	<ul style="list-style-type: none"> ■ Modernise service delivery; ■ Support opportunities for increased efficiency of the service; ■ Improve Street Cleanliness Score. 	Mar 2017	Streetscene	Enabler (Underpins the delivery of the Council's Strategic Priorities)	
Extend the cashless system to all remaining schools in North Ayrshire	<ul style="list-style-type: none"> ■ All schools are linked and parents have the opportunity to pay on line. ■ The council have access to more informed data regarding meal uptakes and trends. 	Mar 2016	Facilities Management	Enabler (Underpins the delivery of the Council's Strategic Priorities)	

Strong, effective financial management

Good to Great Theme: Processes									
Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
Net cost of waste disposal per premise (£)	£88.97	£82.10	Annual	£91.80 ¹⁸	£88.77	£90.55	£92.87	Waste Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)
Net cost of waste collection per premise (£)	£50.35	£55.36	Annual	£61.29 ¹⁹	£60.81	£60.77	£60.74	Waste Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)
Net cost of street cleaning per 1,000 population	£14,291.95	£15,739.37	Annual	£15,617.06 ²⁰	£16783	£16970	£15846	Streetscene	Enabler (Underpins the delivery of the Council's Strategic Priorities)
Cost of parks & open spaces per 1,000 population	£40,331.49	£44,777.97	Annual	£30,785.70 ²¹	£46336	£46662	£45531	Streetscene	Enabler (Underpins the delivery of the Council's Strategic Priorities)

¹⁸ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 16

¹⁹ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 12

²⁰ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 19

²¹ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 30

Good to Great Theme: Processes									
Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
Gross rent arrears as at 31st march each year as % of rent due	N/A Indicator changed	3.2%	2.4% YTD	5.1% ²²	3%	4%	5%	Housing Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)
Road cost per kilometre £	£7,377.05	£9,067.65	Annual	£6,058.47 ²³	£9155	£9108	£9063	Roads & Transportation	Enabler (Underpins the delivery of the Council's Strategic Priorities)
Net cost per school meal (including CEC)	£3.20	£3.22	Annual	£2.76 ²⁴	£2.85	£2.81	£2.79	Facilities Management	Enabler (Underpins the delivery of the Council's Strategic Priorities)
% of rent lost through properties being empty in last year	0.3%	0.4%	0.41% YTD	1.21% ²⁵	0.6%	0.6%	0.6%	Housing Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)

²² Scottish Social Housing Charter data

²³ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 23

²⁴ APSE Scottish Average 2012/13

²⁵ Scottish Social Housing Charter /Scottish Housing Best Value Network

Delivering exceptional customer service

Good to Great Theme: Processes									
Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
% of adults satisfied with refuse collection	90%	90%	Bi-annual	83% ²⁶	90%	90%	90%	Waste Services	Protecting and enhancing the environment for future generations
% of adults satisfied with street cleaning	76%	80%	Bi-annual	74% ²⁷	80%	80%	80%	Streetscene	Protecting and enhancing the environment for future generations
% of tenants satisfied with repair service	98.6%	98.7%	98.9% to Q3	N/A	98%	98%	98%	Building Services	Protecting and enhancing the environment for future generations

²⁶ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 10

²⁷ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 9

Good to Great Theme: Processes									
Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
% of adults satisfied with parks and open spaces	90%	91%	Bi-annual	76% ²⁸	90%	90%	90%	Streetscene	Enabler (Underpins the delivery of the Council's Strategic Priorities)
% of tenants satisfied with the standard of their home	98%	71%	Annual	83.4% ²⁹	90%	91%	92%	Housing Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)
% of tenants satisfied with the opportunities given to them to participate in their landlord decision making process	N/A	88.7%	N/A	78.4% ³⁰	N/A	90%	N/A	Housing Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)
% of tenants satisfied with overall service provided by their landlord	N/A	91.1%	N/A	87.8% ³¹	N/A	91.5%	N/A	Housing Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)
Customers are satisfied by the Housing Options advice provided	N/A	N/A	Annual	N/A	90%	95%	95%	Housing Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)

²⁸ SOLACE Scottish Figure (2013/14) North Ayrshire Council Rank 6

²⁹ Scottish Social Housing Charter /Scottish Housing Best Value Network

³⁰ Scottish Social Housing Charter data (Tenants Satisfaction Survey only carried out every 3 years)

³¹ Scottish Social Housing Charter data Tenants Satisfaction Survey only carried out every 3 years)

Developing Skills, Knowledge and Behaviour

Good to Great Theme: Processes									
Indicator	Actuals			Benchmark	Targets			Lead Service	Link to Council Strategic Priority
	12/13	13/14	14/15		15/16	16/17	17/18		
Number of days lost within 'Place' due to sickness absence per FTE per annum (days)	Not available	Not available	10.1	N/A	9.4	Not available	Not available	All Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)
% of 'Place' staff that have had a PPD interview in the last twelve months	Not available	Not available	Not available	N/A	100%	100%	100%	All Services	Enabler (Underpins the delivery of the Council's Strategic Priorities)

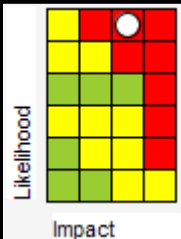
Good to Great Theme: People						
In the next 3 years we will	What success will look like	Timescale	Lead Service	Link to Council Strategic Priority	Link to Risk	
Multiskilling for improvement and repairs	Asset improvements in schools.	Mar 2016	Facilities Management	Enabler (Underpins the delivery of the Council's Strategic Priorities)		
Deliver programmes to support, motivate and develop staff	Successful delivery of programmes	Mar 2018	Executive Director	Enabler (Underpins the delivery of the Council's Strategic Priorities)		
Further development of the Directorate Recognition Scheme	Staff are recognised for their achievements	Mar 2018	Executive Director	Enabler (Underpins the delivery of the Council's Strategic Priorities)		

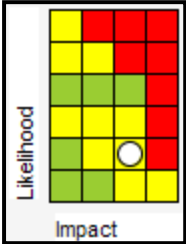
8 Directorate Planning Timetable

Task	Frequency	2015/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic & Administration Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

9 Directorate Risks

Appendix A

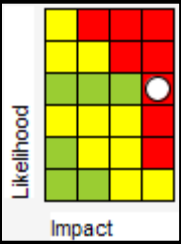
Risk Code & Title	PL01 Welfare Reform Act 2012	Current Risk Matrix
Risk	Welfare Reform Act 2012 – The risk to be managed by Housing Services relates to the potential increase in rent arrears and bad debt. This would result in reduced income to the Housing Revenue Account and consequential impact on our 30- year Business Plan. There is also the wider risk of an increase in homelessness and increased demand for social housing.	
Consequence	<ul style="list-style-type: none"> ■ Increase in rent arrears and bad debt resulting in reduced income ■ Increase in homelessness ■ Increased demand for housing options and advice ■ Increased demand for social housing ■ Difficulty letting 3 and 4 bedroom houses 	Current Risk Score
Current Controls	<ul style="list-style-type: none"> ■ Corporate Welfare Reform Group established. Remit of group is to identify, co-ordinate and respond to implications, keeping members and CMT updated ■ Welfare Reform Advice Team established to provide advice and assistance to Council tenants ■ Work undertaken on the turnover and demand for 3 and 4 bedroom properties and options being developed ■ Work undertaken to establish impact on homeless households and homelessness service 	18
Linked Actions		
Linked Actions Code & Title	Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities	

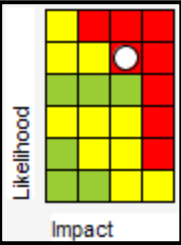
Risk Code & Title	PL02 Sustainability, Energy and Waste Management	Current Risk Matrix
Risk	<p>There is a risk that the Council fails to deliver its commitments to meet statutory targets with regards to Sustainability, Energy and Waste Management and as a consequence would not achieve associated potential savings.</p> <p>The Council has committed to a desire to secure a sustainable North Ayrshire by ensuring the environment is enhanced and protected by considering the future implications of its decisions for North Ayrshire and its communities. Commitments under the Single Outcome Agreement, Corporate Priorities and legislation (both UK & Scottish Government) must be met which will also assist the Council in maximising associated potential opportunities, savings and efficiencies.</p>	 <p>The matrix is a 4x4 grid. The top row has 2 green, 2 yellow, and 2 red squares. The second row has 2 yellow, 2 green, and 2 red squares. The third row has 2 green, 2 yellow, and 2 red squares. The bottom row has 2 green, 2 yellow, and 2 red squares. A white circle is located in the third row, third column, which is a yellow square.</p>
Consequence	<ul style="list-style-type: none"> ■ Failure to meet SOA outcomes and corporate objectives as well as failure to comply with environmental legislation and UK and Scottish Government objectives, Climate Change Duty, SCCD commitments, Energy Efficiency Action Plan and Zero Waste Plan targets. ■ Failure to maximise savings from reduced energy use/ consumption. ■ Failure to capitalise on energy saving measures for its own assets and operations, leading to increased operating costs as energy provision becomes more expensive. ■ Failure to capitalise on green jobs / incentives / green tourism and associated income to the area. ■ Failure to secure an alternative waste treatment and disposal method prior to the closure of Shewalton landfill site and the ban on biodegradable waste going to landfill by the end of 2020. ■ Reputational and financial risk. 	Current Risk Score
Current Controls	<ul style="list-style-type: none"> ■ An Environmental Sustainability & Climate Change Strategy 2014 – 2017 has been agreed which develops a vision for a sustainable North Ayrshire together with appropriate actions. ■ Sourcing more energy from renewables including the installation of PV solar panels and Bio-mass boilers in appropriate Council buildings. ■ Specific working groups relating to carbon management and energy efficiency have been established to progress associated actions. 	9

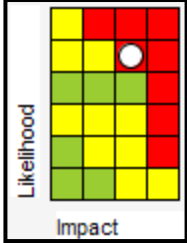
	<ul style="list-style-type: none"> ■ A Waste Management Strategy 2012-2016 and implementation plan are in place detailing key actions for the development of services to meet the targets and objectives of the Scottish Government's national waste agenda. ■ Working in partnership with the Clyde Valley Waste management partners to procure a long term solution for the treatment of residual waste. ■ Plan in place to the deliver the Energy Efficiency Standard For Social Housing (EESH) ■ The Council's performance management framework includes performance indicators to monitor progress against delivery of required outcomes and targets. ■ The Council's Local Housing Strategy 2011-16 incorporates the principles of sustainability, fuel efficiency and affordable warmth into its vision for Housing. ■ A policy is in place to improve the procurement of sustainable goods and services. ■ A renewable energy strategy is nearing completion that will set out proposals to reduce the reliance on fossil fuels and replace with energy from renewable sources. ■ A Local Bio-Diversity Action Plan has been drafted for formal approval in April 2015. 	
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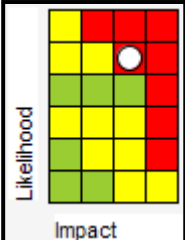
Linked Actions

Linked Actions Code & Title	Implement low energy efficient street lighting across North Ayrshire
	Continued implementation of the Councils Waste Strategy 2012-2016
	Develop an appropriate Waste Strategy for 2016-2021
	Develop a delivery plan to increase the Energy Efficiency Standard For Social Housing (EESH)
	Deliver the Environmental Sustainability & Climate Change Strategy 2014-2017
	Develop Sustainable Business Travel
	Deliver the Renewable Energy Management Strategy
	Develop the 2016-2021 Local Housing Strategy in partnership with key stakeholders

Risk Code & Title	PL03 Sustainability of Building Services	Current Risk Matrix
Risk	The level of investment within the housing stock has declined significantly over recent years resulting in a significant reduction in income for the service. Added to this is the introduction of the Welfare Reform Act which could reduce the level of investment in Council owned residential properties further if rent arrears continue to increase. As a trading operation Building Services requires to break-even over a 3 year period.	
Consequence	The risk is if the level of investment within the housing stock continues to decline, resulting in a significant reduction in the income for the service, added to this the introduction of the Welfare Reform Act could reduce the level of investment in Council owned residential properties further if rent arrears continue to increase.	Current Risk Score
Current Controls	This risk is being managed through the modernisation of current work practices and the identification of other income streams.	16
Linked Actions		
Linked Actions Code & Title	Develop an internal/external growth strategy for Building Services to complement the 5 Year Business Plan	

Risk Code & Title	PL04 Failure to maintain infrastructure assets to an acceptable standard	Current Risk Matrix
Risk	Failure to maintain infrastructure assets to an acceptable standard	
Consequence	The risk is that the physical assets are not sufficiently maintained to enable their safe use and; the health within our tree and woodland stock is not maintained or safeguarded, leading to a significant loss of amenity value and reduced ability to provide biomass fuel.	Current Risk Score
Current Controls	<ul style="list-style-type: none"> ■ Asset Management Plans and supporting investment programmes are established and in place. ■ Inspection regimes utilising industry guidance and best practice are in place to pro-actively identify defects. ■ Working with the Scottish Government, Forestry Commission and landowners to assess the extent and affected locations in order to eradicate Phytophthora disease and Ash dieback (Charla fraxinea). ■ The in-house team managed information on the diseases and identifies the actions to prevent spreading including Sanitation felling, decontamination of tools, equipment and protective clothing used. A 10 year strategic plan is being development for the management of trees and woodlands. 	15
Linked Actions		
Linked Actions Code & Title	Continue to develop and implement actions arising from the Fleet Asset Management Plan	
	Continue to develop and implement actions arising from the Open Space Asset Management Plan	
	Continue to develop and implement actions arising from the Roads Management Plan	
	Continue to develop and implement actions arising from the Housing Asset Management Plan	
	Continue to develop and implement actions arising from the Property Management Asset Management Plan	
	Implement low energy efficient street lighting across North Ayrshire	

Risk Code & Title	PL05 Statutory obligations from the Flood Risk Management(Scotland) Act 2009	Current Risk Matrix
Risk	Failure to meet statutory obligations from the Flood Risk Management(Scotland) Act 2009	
Consequence	The risk is that we are unsuccessful in securing funding from the Scottish Government to implement the Garnock Valley Flood Scheme that is currently being prepared.	Current Risk Score
Current Controls	Committee report recommending preferred option planned to go to Cabinet in May 2014 with the public consultation process arranged to take place in early July 2014. This will allow the preferred option to be submitted to Scottish Government late July 2014 for approval to attract funding for the project, subject to any objections being received. Temporary flood defences to be implemented at specific locations to be determined during 2014/15 financial year. All Ayrshire LPD Steering Group implemented to take forward objectives of the proposed strategy.	15
Linked Actions		
Linked Actions Code & Title	Continue to develop and implement actions arising from the Flood Risk Management Plan	

Risk Code & Title		PL06 Strategic Workforce Issues	Current Risk Matrix
Risk	The Council has established a challenging Service Reform Programme which is impacting on the size and experience of the workforce. The programme recognises the need to develop additional skills and capacity within the workforce to meet new challenges. An essential part of the Service Transformation Programme is to ensure that skill sets, knowledge and capabilities are in place to deliver the reformed Service. There is an overarching corporate risk that change management activities which are core to the Council's future delivery models and long-term financial sustainability, fail to deliver and potentially disengage employees. Additionally, required budget savings in relation to workforce costs present significant risks in relation to decisions which may impact on employee relations.		
Consequence	Any gaps in the workforce planning and organisational development arrangements may lead to difficulties in having a workforce with the appropriate knowledge and skills to meet service demand and achieve desired outcomes. It will further impact on the Council's ability to continue to deliver change and achieve the required efficiencies.		Current Risk Score
Current Controls	Continuing focus on implementing Organisational Development interventions which support the Council's transformation and improve effectiveness and capability as well as developing an organisational culture which fosters involvement, engagement and high performance. Change management project support is delivered through a dedicated corporate change management team with key change projects now communicated organisation wide and reviewed with trade unions on a regular basis. Key strategic organisational change issues are developed through regular senior management conferences. Better integration of workforce planning within the Service Planning and Budgeting Process allows early engagement with the workforce and trade unions where service redesign may impact upon workforce numbers. Ensuring that the Redeployment and VER programmes support service redesign and help manage workforce change.		15
Linked Actions			
Linked Actions Code & Title		Develop an internal/external growth strategy for Building Services to complement the 5 Year Business Plan	
		Implement the Service Improvement Plan for Streetscene & Roads	
		Implement the Service Improvement Plan for Building Services to ensure a right first time approach	

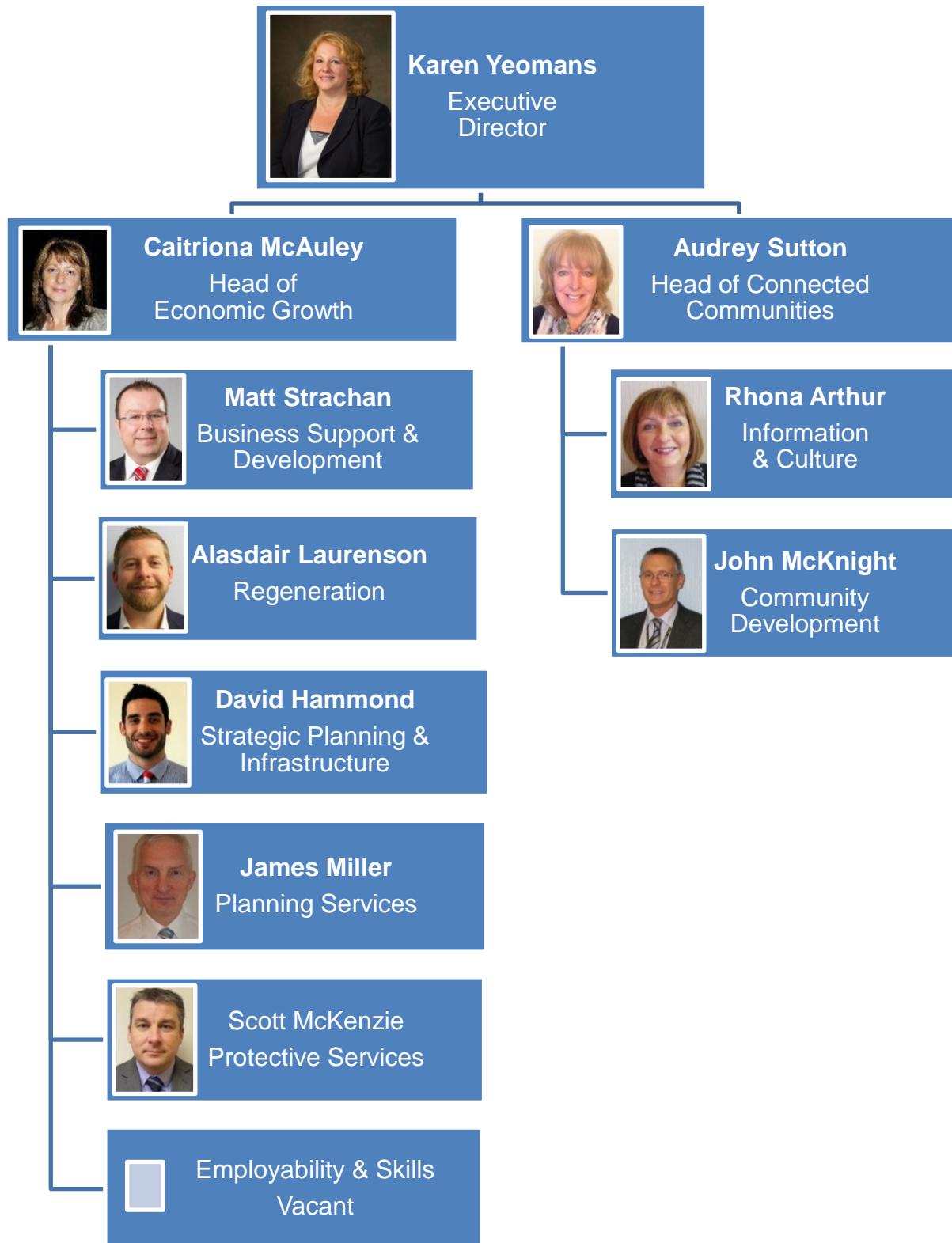


Our Journey From
Good To Great
Economy and Communities
2015/18

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1. Directorate Structure



2. Our budget and how we intend to spend it

£20m to build
a new leisure
centre in Irvine

£6m
regenerating
our town
centres

£5.8m towards
cycling areas
and paths
improvements

£4m on our
local
infrastructure
improvements

£2m
investment in
Largs Sports
Development

£6m for the
Irvine
Enterprise
Area

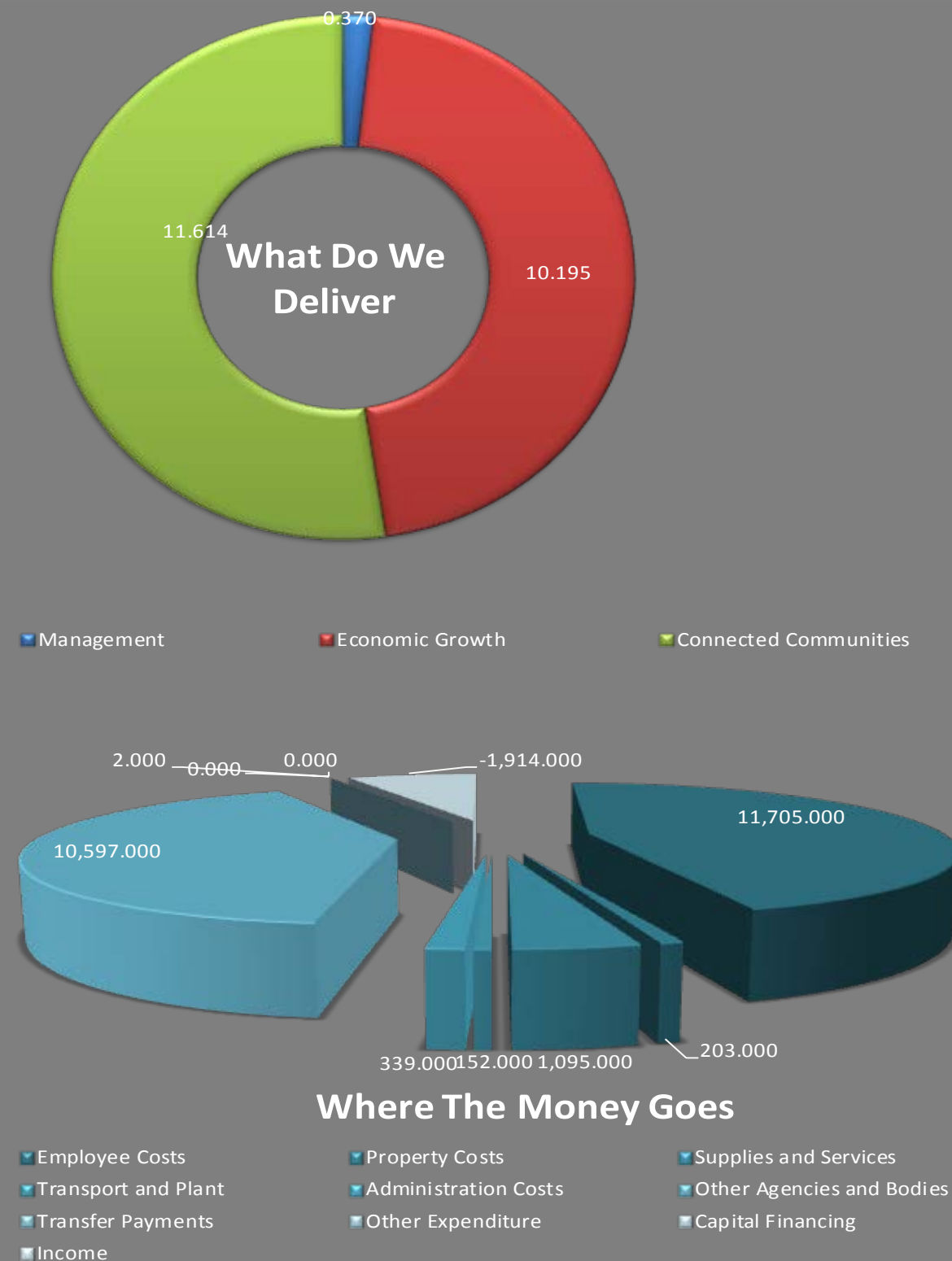


Figure 1

3. Forward

Welcome to the Economy & Communities Directorate Plan 2015/18

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

Economy and Communities aspires to play a strong leadership role in the regeneration of North Ayrshire, through economic development and by developing the agreed Community Planning Partnership neighbourhood approach, and recognises and values the role of our communities as equal partners in this journey.

Bringing together the key services involved in leading on sustainable economic regeneration and community capacity building, and recognising the interdependence between these agendas, Economy and Communities promotes business growth and increase in jobs; reduces economic inequalities by reducing unemployment for people furthest from the labour market in our deprived communities; and inspires and supports communities to shape successful and sustainable futures.

Partnership working is embedded across the Council and working together with our internal and external partners, including businesses, we will ensure that our communities are strong, empowered and adaptable. Economy and Communities is leading the development of participation and empowerment within our emerging neighbourhood planning arrangements, developing appropriate governance and ensuring that decision making is shared at the appropriate levels within our communities.

The directorate plays a key role in shaping the changing role of the Council, through the development of a “One Team” approach and as an enabler and facilitator rather than a deliverer of services – and has as a key priority capacity building across all sectors.

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

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

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

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

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

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

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

- Protecting and enhancing the environment for future generations.

Economy and Communities therefore plays a significant role within North Ayrshire, both in creating the environment for and enabling economic and community activity. This includes creating places where our residents want to live, and where tourists want to visit. Working in partnership with our communities at a local level, this has the potential to be a powerful dynamic.

All of this is achieved through focus on the several complementary priority areas as follows, which encompass the vision outlined above. These priorities link directly to our priorities set out within the Directorate Plan at Section 4:

- Business - supporting businesses to start up, to grow and to locate in North Ayrshire and export out with North Ayrshire.
- Employment - maximising employability prospects through skills pathway to allow more of our residents to share in economic growth opportunities.
- Regeneration - significant investment in our physical environment to generate a sustainable infrastructure to support both the economy and vibrant town centres, and to strengthen the relationship between tourism and heritage, culture and sport;
- Communities – underpinning the above by empowering communities, to make informed decisions and shape priorities about the future of their local area, through the neighbourhood approach, making it more attractive to residents and visitors alike.

We will be responsible for and use the development of the neighbourhood approach to deliver our priorities and our responsibility for statutory services will allow us to achieve the above priorities, requiring as we do high performing

planning and protective services to provide the right regulatory framework to allow our business to grow and prosper.

Some of the recent achievements which we, as a directorate, are most proud of include:

- The Team North Ayrshire approach to supporting businesses
- Reduction in youth unemployment
- Our work in Learning Communities
- Engagement and consultation with local communities
- Our national profile in relation to Planning Services and Libraries

The areas I will be focusing on for improvement in the coming year include:

- Continue to develop and strengthen the new Economy and Communities directorate to achieve the Council's vision
- Continuing to reduce unemployment by strengthening our support through employment hubs
- Improve pathways to employment through the development of skills centres
- Further develop the Team North Ayrshire approach
- The development of international entrepreneurial hotspots
- Continued development of the Neighbourhood Approach within the Council and with our Community Planning Partners to ensure the design and delivery of local priorities, including economic plans
- Implementation of regeneration projects, in partnership with communities
- Development of our tourism strategy and action plan, in the context of the pan-Ayrshire strategy, to better achieve North Ayrshire's ambitions
- Partnership with the Third Sector to improve local services.



Karen Yeomans
Executive Director

4. Introduction

This Plan identifies how we will contribute to achieving the Council's vision to improve the lives of North Ayrshire people and develop stronger communities. The plan also outlines our key priorities for the next three years and how we will support our people to deliver on these. The plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve. This plan focuses on delivering the directorate priorities for the three years ahead, while learning lessons from the past. Summarised below are our two priorities and the actions we will undertake to deliver them.

Directorate Priority 1 - Growing our economy, increasing employment and regenerating towns

- A growing and prosperous economy that hosts leading companies in our key sectors and where there is the best business support in Scotland.
- North Ayrshire is recognised as an entrepreneurial hotspot where start ups and small businesses flourish
- Unemployment levels are at an all time low and the economic disparity between our communities has been reduced
- Our towns are more vibrant with a wider choice of quality retail, leisure and housing

Directorate Priority 2 - Working together to develop strong communities

- A North Ayrshire where more people are confident, skilled and active members of their community
- A greater number of empowered, connected communities, which have an increased leadership base and which have more influence
- Communities where expanded and more diverse participation in local decision making is celebrated
- Neighbourhood areas where a widely shared vision of local priorities and tangible progress towards goals is sector leading across Community Planning Partnerships
- Community organisations which are recognised for their enterprise and innovation and which can access resources and deliver services effectively
- More productive networks and relationships which are support communities to reduce exclusion and inequalities and increase resilience
- Places which communities are proud of and people want to visit.

5. What we do

The directorate provides a wide range of services through 8 integrated delivery areas of Caitriona McAuley – Head of Economic Growth and Audrey Sutton – Head of Connected Communities, designed to deliver increased benefits to our customers through increased synergy and impact among these services.

5.1 Economic Growth

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

Manager:	Matthew Strachan – Business Development & Support
Number of Staff (FTE):	11
Location:	Cunninghame House
Manager:	Alasdair Laurenson - Regeneration
Number of Staff (FTE):	10
Location:	Cunninghame House
Manager:	David Hammond – Strategic Planning & Infrastructure
Number of Staff (FTE):	13
Location:	Cunninghame House
Manager:	James Miller – Planning Services
Number of Staff (FTE):	12
Location:	Cunninghame House
Manager:	Scott McKenzie – Protective Services
Number of Staff (FTE):	38
Location:	Cunninghame House
Manager:	Vacant – Employability & Skills
Number of Staff (FTE):	14
Location:	Cunninghame House

5.2 Purpose

The Business Development Team is responsible for: designing a Business Support Offering for North Ayrshire (Team North Ayrshire); providing tailored support to business and inward investors; implementing the business focused recommendations from the ED&R Board; managing the Ayrshire Business Gateway contract, including service strategic relationships with all other Team North Ayrshire partners; developing strategy for key sectors within North and developing support for Social and Community Enterprises in conjunction with Connected Communities; the promotion of North Ayrshire as "the Place to Be" by marketing key assets nationally and internationally through our International and Innovation strategies; and for creating support interventions for business.

The Regeneration Team is responsible for: developing and regenerating the economy and communities of North Ayrshire, by creating the conditions for new investment and employment; the promotion of physical regeneration projects, the promotion of our town centres, the development and implementation of area based regeneration plans in a neighbourhood context, all in partnership with our communities; securing external funding ; and promoting the local tourism industry.

Strategic Planning and Infrastructure is responsible for: land use, transportation, outdoor access and digital infrastructure strategy and implementation through a policy and infrastructural framework to enable economic and community growth through effective land use planning policies; improved transport provision for all modes, and digital connectivity.

Planning Services is responsible for: statutory and informal advice and guidance on sustainable economic development and land use; the protection and enhancement of the natural and built environment, through the implementation and enforcement of the Planning Acts and associated legislation.

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

Employability and Skills provides advice, guidance and support to individuals to gain and retain employment and to support the business team to achieve their purpose of meeting business skills' needs. The client group includes Employability and Enterprise advice through schools; unemployed young people aged 18-24, 25 years +, disabled and disadvantaged; and those in work seeking to develop skills to move their careers forward. There is also a focus on geographical deprivation including the areas of greatest need and on work with partners such as DWP, Ayrshire College, Chamber of Commerce and the Third Sector.

5.3 Activities

The main activities of the service in 2015/16 will be:

Business Development & Support

- Delivery of Account Managed Approach for Growth Potential Businesses;
- Delivery of International Strategy;
- Development and Delivery of Innovation Support in North Ayrshire;
- Embed Team North Ayrshire Approach;
- The development of international entrepreneurial hotspots;
- Development of support for Social and Community Enterprises;
- Development of a robust support offering for those out with Account Managed Approach;
- Develop a forum engagement model to support key sectors in North Ayrshire; and
- Create and deliver innovative support interventions that fill identified gaps in support provision.

Regeneration

- The development of a plan of transitional activity to reflect the wind down of the Irvine Bay Regeneration Company by March 2017;
- The development of the Irvine Vision including proposals for community partnership through the Working for Irvine Together group, capital investment in the town centre and a review of the Harbourside/Beach Park area;
- The implementation of proposals for the redevelopment of Brodick Harbour;
- The development of an Arran Economic Plan including proposals for the reuse of the existing terminal building;
- The implementation of investment proposals at the Millport Field Centre;
- The development of a Cumbrae Economic Plan including the development of proposals for the implementation of a Conservation Area Regeneration scheme;
- The development of proposals for strategic regeneration sites within public sector control including Irvine Harbourside, Ardrossan North Shore and Montgomerie Park, Irvine.

Strategic Planning and Infrastructure

- Commence preparation of the new Local Development Plan;
- Approve and implement the new Local Transport Strategy;
- Approve and implement the Naturally Active North Ayrshire Strategy;
- Continue implementation of the Irvine Cycle Friendly Town Project;
- Continue to work with the Ayrshire Economic Partnership.

Planning Services

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

Protective Services

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

5.4 Key Achievements

In 2014-2015 the service achieved a number of notable performance highs as follows:

Council Strategic Priority	Good to Great Theme	Key Achievements
Business Development & Support		
Growing our economy, increasing employment and regenerating towns	Partnerships	Implementation of Team North Ayrshire Approach to public/ private sector support delivery
Growing our economy, increasing employment and regenerating towns	Partnerships	Account Managed Approach: Creation of a unique offer within Local Authority support provision
Regeneration		
Growing our economy, increasing employment and regenerating towns	Partnerships/Places	Commencement of construction of Millport Marine Biological Station
Growing our economy, increasing employment and regenerating towns	Partnerships	Funding secured to allow Brodick Harbour redevelopment to be procured in single phase
Working together to develop stronger communities	Communities	Development of draft Irvine Vision alongside formation of Working for Irvine Together group
Protecting and enhancing the environment for future generations	Places	Implementation of the Council's Energy from the Council Estate project
Protecting and enhancing the environment for future generations	Places	Implementation of the Kilbirnie CARS project including investment in the Walker Hall
Protecting and enhancing the environment for future generations	Places	Commencement of construction of development site by Persimmon Homes at Montgomerie Park, Irvine.
Growing our economy, increasing employment and regenerating towns	Communities	Securing coverage for 78 % of North Ayrshire on the EU Assisted Areas map which came into effect in July 2014

Strategic Planning & Infrastructure		
Growing our economy, increasing employment and regenerating towns	Partnerships	Commendation secured as part of the Scottish Awards for Quality in Planning
Growing our economy, increasing employment and regenerating towns	Partnerships	Shortlisted for Royal Town Planning Institute Excellence Award
Growing our economy, increasing employment and regenerating towns	Partnerships	In excess of £1 million of external funding secured to implement the Outdoor Access Strategy and Core Paths Plan in 2014/15
Planning Services		
Growing our economy, increasing employment and regenerating towns	Processes	Maintained North Ayrshire Council as the top performing planning authority in Scotland. Shortlisted for an award within North Ayrshire Achieves
Growing our economy, increasing employment and regenerating towns	Partnerships	Worked in partnership with internal and external clients to support and facilitate the development of key strategic developments throughout North Ayrshire.
Working together to develop stronger communities	Processes	Further enhancement of the e-Planning system to improve access and opportunities for our communities to respond to new development in their area.
Protecting and enhancing the environment for future generations	Places	Implementation of the Council's approved Guidance on Designing Places and Streets
Protective Services		
Working together to develop stronger communities	Partnerships	Successful conclusion to the transition of the Consumer Advice Service to NACAS
Working together to develop stronger communities	Communities	Reintroduction of the out of hours noise service previously provided on a Pan Ayrshire basis
Supporting and enhancing the environment for future generations	Communities	Successful introduction of the Food Information for Consumers Legislation
Employability and Skills		
Growing our economy, increasing employment and regenerating towns	Partnerships	Leverage of external funding EU funding £3.2m
Ensuring people have the right skills for learning, life and work	Communities	Implement Skills & Employment Action Plan

		Lowest level of 16-64 years unemployment since 2008. Lowest levels of youth unemployment since 1992
Growing our economy, increasing employment and regenerating towns/Ensuring people have the right skills for learning, life and work	Communities	Support long term unemployed Nos of unemployed supported into employment through council funded activities Supported 1,013 into employment
Growing our economy, increasing employment and regenerating towns / Deliver programme to support young people into work	Communities	Deliver programme to support young people into work Supported 951 young people in to employment
Deliver programme to support young people into work	Communities	Employment rate 62.7% 2013-14

5.5 Key Partners

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

We are working with	To deliver	Timescale
Business Development & Support		
Team North Ayrshire Partners	Best in Class Support Offer	Ongoing
Regeneration		
Caledonian Maritime Assets Ltd.	Brodick Harbour Redevelopment	2016
Field Studies Council	Millport Field Centre	2015
Working for Irvine Together	Irvine Vision	Ongoing
Irvine Bay Regeneration Company	Irvine Enterprise Area; town centres	Ongoing
Scottish Government	Millport Field Centre	Ongoing
Scottish Enterprise	Irvine Enterprise Area	Ongoing
Highlands and Islands Enterprise	Millport Field Centre, Brodick Harbour Redevelopment	2016
West of Scotland European Forum	ESIF Operational Programmes	Ongoing
Nuclear Decommissioning Authority	Millport Field Centre, Youth Employment Scheme.	Ongoing
Coastal Communities Fund	Millport Field Centre, Brodick Harbour Redevelopment, Marine Leisure project.	2016

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

Protective Services		
Civil Contingencies Planning Liaison Group	A comprehensive range of proactive and reactive plans to cover all anticipated events	Ongoing
Local Authority Building Standards Scotland and the South West Scotland Building Standards Consortium	A predictable, consistent approach to the application of Building Standards in Scotland	Ongoing
NHS Ayrshire and Arran	All aspects of public health in relation to the Joint Health Protection Plan	Ongoing
Scottish Government and their partner agencies e.g. BSD, FSA, HSE; SEPA Food Standards Scotland	A robust regulatory framework across all of the service areas	Ongoing
NACAS	Effective intelligence in relation to all areas of business and compliance	Ongoing
Business and Commerce	Advice and where required positive intervention for regulatory compliance and to enable a right first time approach	Ongoing
Employability and Skills		
Business and Commerce	An 'Open for Business' culture through advice and positive support for new development that provides employment and encourages sustainable economic growth within North Ayrshire.	
Heads of Planning Scotland and Royal Town Planning Institute	An efficient and consistent approach to the application of Planning Services in Scotland.	Ongoing
Scottish Government and their partner agencies	A robust regulatory framework that is fit for purpose and meets the needs of our communities.	Ongoing
North Ayrshire Council internal Services and their partners	A robust regulatory framework that is fit for purpose and meets the needs of our communities.	Ongoing
Communities within North Ayrshire	An open and fair regulatory framework that supports the implementation of the Local Development Plan and encourage development that supports the needs of communities	Ongoing
Irvine Bay Regeneration Company	Support the development of sustainable economic growth within the Irvine Bay area and specifically the Irvine Enterprise Area.	Ongoing
NHS Ayrshire & Arran	Support the development of the land and property assets	Ongoing

5.6 Strategies

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

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Business Development & Support				
International Strategy	Active FDI Location with top position within Scotland	2014/15	2018	Annual
	Greater Glasgow's back office and life sciences hub	2014/15	2020	Annual
	Innovation Hotspot Increased export activity	2014/15	2025 YOY performance improvements	Annual
Innovation Strategy	To increase innovation and R&D activity within business base	2015	Ongoing	Annual
ED&R Strategy	Development of Business Competitiveness		Ongoing	
Regeneration				
ED&R Strategy	Increased employment and inward investment	2012	2017	2015
Irvine Vision	Vision for the future of Irvine and framework for community involvement/ action	2015	2025	
Vacant and Derelict Land Strategy	To secure the redevelopment or improvement of vacant and derelict land	2014		
Pan-Ayrshire Tourism Strategy	Increased visitor footfall and spend	2014	Ongoing	Annual
Strategic Planning & Infrastructure				
Local Development Plan	To provide the land use framework for	2014	2019	By 2019

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

North Ayrshire Council Youth Strategy	Reducing unemployment amongst 18-24 year olds	2006	ongoing	annually
Welfare Reform	Supported employment for those affected by Welfare Reform	2013	ongoing	quarterly
European Structural Funding	Provision of work related skills	2014	2010	quarterly
Economic Development and Regeneration Strategy	Meeting Business Needs for skills	2012	ongoing	quarterly
SDS - Sectoral Skills Plans	Provision of key sector skills	2012	ongoing	annually

5.7 Connected Communities

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

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

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

5.8 Purpose

Information and Cultural Services add value to people's lives through participation in Libraries, Culture and the Arts, Heritage and Museums, Eglinton Country Park, Children and Families, Children's Literacies and Arts, Healthy Start and Play. These services offer opportunities for life-enriching volunteering, digital participation, nurturing the creative industries and link strategically to employability, tourism, community and individual development and the health and wellbeing agenda.

Community Development works to ensure that individuals and groups, including young people, have the rights skills and opportunities to participate fully in their communities and to develop and promote health, sport, well-being and civic pride. This includes opportunities for employment, volunteering and community enterprise and participation in local democracy, community activity and in regeneration, including tourism.

5.9 Activities

The main activities of the service in 2015/16 will reflect the developing neighbourhood approach and will be:

Information and Cultural Services

- Development and delivery of library services to support reading and literacy development, lifelong learning and access to business community and health information, based on neighbourhood requirements;
- Development and delivery of culture and the arts to widen participation and understanding and nurture networks to support local artists and creative industries;
- Development and delivery of heritage and museums with partners and to widen understanding and participation, as well as conservation and promotion;
- Develop Eglinton Country Park through Master Plan and contribute to Local Biodiversity Action Plan outcomes;
- Delivery of the advice and support to Children and Families in communities including CARIS childcare information service for Ayrshire, children's literacies, play and parenting;
- Continued delivery of North Ayrshire Gaelic Language Plan.

Community Development

- The development of the neighbourhood approach, including participation and empowerment, which is key to ensuring that communities play a central role in shaping local priorities. Connected Communities will play a key role in the development of community networks to ensure full local participation;
- Working in partnership with the third and voluntary sectors to identify more effective ways of delivering relevant services at a local level;
- Development and delivery of the key priorities of the service for children and young people which are youth work, participation, citizenship, Outdoor Education & Learning and delivery of Active Schools National Outcomes;
- The delivery of adult learning programmes, which include literacy and digital participation; and
- The preparation of the Arran Outdoor Education Centre Development Plan 2015/18.

5.10 Key Achievements

In 2014-2015 the service achieved a number of notable performance highs as follows:

Council Strategic Priority	Good to Great Theme	Key Achievements
Information & Culture		
Growing our economy, increasing employment and regenerating towns	Partnerships	Creative Scotland Place Partnership
		Big Lottery Our Place Award, Ardrossan
		Ayrshire Business Employer Diversity Award winner
Working together to develop stronger communities	Communities	2014 Queen's Baton Relay
		WWI Commemorative events

		COSLA Bronze Award for Library digital services
		North Ayrshire Achieves Award for West Kilbride Library customer care
		Nancy Ovens Trust Award for Play
		Successful pilot of Holiday Activity and Lunch Clubs
Ensuring people have the right skills for learning, life and work	Communities	North Ayrshire Achieves Award for APPiness Digital Skills training
		Edge Digital Library Award Runner Up for APPiness Digital Skills training
Supporting all of our people to stay safe, healthy and active	Communities	Wellbeing and Health Information in Libraries NHS Award
Supporting and enhancing the environment for future generations	Places	Green Tourism Silver Award

Community Development

Working together to develop stronger communities	Communities	2014 Queen's Baton Relay and.
		WWI Commemorative events
		Successful asset transfer in Fullarton
		Irvine Vision
		Consultation Training
Ensuring people have the right skills for learning, life and work	Communities	Inspection of the Irvine Royal Academy Learning Community , February 2014
		Increase in total number of adult learners and in satisfaction with learning experiences
Supporting all of our people to stay safe, healthy and active	Communities	Significant increases in Active Schools Participation
		Significant increases in Young Leaders delivering as coaches
		Significant increases in Qualified volunteers Sports Clubs linked to Schools
Ensuring people have the right skills for learning, life and work	Communities	North Ayrshire young people participating in national organisations

5.11 Key Partners

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

We are working with	To deliver	Timescale
Information & Culture		
NHS Ayrshire and Arran and Macmillan Cancer Information and Support Services	Improved Wellbeing and Health Information in Libraries Access to Macmillan Cancer Information and Support Services	2015-18
Scottish Libraries and Information Council	Library strategy and development	2015-18
Job Centre Plus and local employability partners	Digital access and Stevenston Employment Hub to mitigate impact of Welfare Reform	2015-18
Creative Scotland and local cultural partnerships	Improved access to culture and the arts	2015-18
TACT	Increased opportunities for volunteering	2015-18
Museums and Galleries Scotland Museums Forum	Going Further: the National Strategy for Museums and Galleries in Scotland and widen access to North Ayrshire heritage	2015-18
Bord na Gaidhlig	Development and implementation of Gaelic Plan	2015-18
Community Partners	Redesign library services	2015-16
Scottish Natural Heritage, SEPA and environmental groups	Delivery of Local Biodiversity Action Plan	2015-18
Out of School Care, schools, parenting and play groups	Healthy Start, positive play and early intervention to improve children's literacies	2015-18
Ayrshire Youth Arts Network	'Time to Shine' Scottish Youth Arts Strategy and improve access and participation in the arts for young people aged 0 - 25 across Ayrshire	2014 - 2017
Community Development		
North Ayrshire Council Education and Youth Employment	Delivery of accredited youth work Arran Outdoor Education Centre Programmes, Family Learning	2015-18
Sportscotland	Active Schools Programme Physical Activity and Sports Strategy (PASS)	2015-18
The Duke of Edinburgh's Award Scheme Scotland	D of E Award Scheme	2015-18
Creative Scotland and local cultural partnerships	Improved access to culture and the arts	2015-18

The Ayrshire Community Trust (TACT)	Volunteering and Capacity Building Engagement and Consultation Portal	2015-18
KA Leisure	NAC/KA Partnership Agreement	2015-18
Police Scotland	Multi-agency problem solving	2015-18
NHS Ayrshire & Arran	Fullarton Hub Project and AHEAD project Early Intervention and PASS Health and Social Care partnership	2015-18
Ayrshire College	English for Speakers of Other Languages/Literacies/Employability	2015-18
DWP (Job Centre Plus)	Employment Hubs and Employment Support Projects	2015-18

5.12 Key Strategies

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

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Information & Culture				
Library Strategy	Improved library experiences; Increased customer satisfaction	2014		Annual
Cultural Strategy	Increased cultural participation locally; Improved access to information and skills for participants; Increased confidence and sense of connection to place.	2013		Annual
Eglinton Park Master Plan	Improve the ambition and sustainability, including infrastructure, of Eglinton Park visitor attractions	2015	2020	Annual
Play Strategy	Develop and promote play in North Ayrshire, including building the capacity of partners	2006		Annual
Community Development				

CLD Regulations 2013	Ensuring communities—particularly the disadvantaged – have access to the CLD support they need; Strengthening co-ordination between the full range of CLD providers, ensuring that CPPs, local authorities and other providers of public services respond appropriately to the expectations set by the CLD plan.	2013		
National Youth Work Strategy 2014-19	Ensuring young people have the best opportunities to participate in society	2014	2019	
Statement of Ambition for Adult Learning	Ensuring young people have the best opportunities to participate in society	2015	2019	2018
Community Empowerment Bill June 2015	Communities are empowered to boost local democratic participation, increase confidence and skills among local people	2015		
North Ayrshire Community Learning and Development Plan	Improved life chances and stronger more resilient communities	Sep 2015	2018	2016
Community Asset Transfer Strategy	Building the capacity and confidence of community organisations and groups to explore the potential to undertake local management of Community buildings and facilities			
North Ayrshire Physical Activities and Sport Strategy (Fit for the Future 2010 – 2015)	Opportunities – to continue to promote and provide opportunities for participation in regular physical activity and sport for the community of North Ayrshire.	2015	2020	2017
North Ayrshire Council, sportscotland Partnership Agreement 2015 - 2019	Ensuring there are more and higher quality opportunities to participate in sport	2015	2019	2017

6. Context

6.1 Our Improvement Journey – From Good to Great

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

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

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

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

6.1.1 Our Improvement Journey – Themes and Areas of Focus

The directorate will contribute to the council's **Good to Great** Journey and, in line with the Council Plan, will focus on the following five **Good to Great** themes. Links to the Council's Strategic Objectives are also shown below:

Good to Great Themes



Giving local people better choice and more of a say

SP02

Giving people the choice and flexibility to lead independent lives

SP04

Providing excellent education for all

SP03

Encouraging healthy, active and rewarding lifestyles

SP04

Safeguarding and providing excellent support to those who need it most

SP04



Confident and Safe Communities

SP04

Well Managed Assets

SP05

A resilient economy

SP01

Rich, Diverse and Protected Environments

SP05

The Supply of Quality Housing Better Meets Local Needs and Aspirations

SP02



(ENABLER)



Achieving more in partnership

Working with local communities to help them flourish

Strengthen and build on the partnership working between the Council and local businesses



(ENABLER)



Strong, effective financial management
(**Finance/Procurement**)

Delivering exceptional customer service
(**Customer Contact Centre**)

Doing things differently and better (**Service Reviews, Change Projects etc.**)

Corporate Governance and Risk (**Chief Exec/Finance & Corporate Support**)

Build resilient systems and processes (**ICT**)



(ENABLER)



Develop Skills, Knowledge and Behaviour (**HR**)

Improve Internal Communications
(**Communications**)

A Valued Workforce (**HR**)

Areas of Focus

6.1.2 Our Improvement Journey Outcomes

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



Economy and Communities is central to delivering on the areas of focus within the 'Communities' theme in a number of ways and partnership and capacity building with our communities is at the heart of all we do. This includes ensuring that communities are involved in decision making with Community Planning Partners at a local level, by:

- Recognising and stimulating the shift towards the Council as an enabler and facilitator rather than a deliverer of services – and with a key priority of capacity building across all sectors;
- Taking responsibility for developing a neighbourhood planning approach, co-production of neighbourhood local action plans to determine local priorities and place making goals, through a wide range of enabling activities, including regeneration and tourism;
- Providing access to information, digital services, cultural opportunities and supporting children, families and young people to play an active part in their communities;
- Providing opportunities for health, active and rewarding lifestyles through Active Schools and community sport hubs, partnership with KA Leisure, countryside rangers and country parks, and delivery of improvements to the path and open space network;
- Improving our relationships with the Third Sector to understand synergies in service design and delivery and to work together to deliver services differently; and
- Working in partnership to unlock community led regeneration by supporting asset transfer that empowers communities to determine their own futures.



In taking our Places from good to great, in 2015/16 the Directorate will lead on:

- The development of the neighbourhood locality planning approach;
- Work with communities to develop and implement a series of area based regeneration plans including the Irvine Vision, the Arran Economic Plan, the Cumbrae Regeneration Plan and an active Community Partnership with the Ardrossan Big Lottery "Our Place" partnership;
- Implement investment projects including the Millport Field Centre, the redevelopment of Brodick Harbour, the shopfront improvement scheme in Irvine and Saltcoats, the Kilbirnie CARS scheme and improved public realm within Irvine High Street and the CARS scheme in Millport;

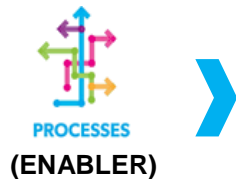


- Preparation of the Local Development Plan, which is the land use expression of the Council's strategic priorities, setting out the development proposals and planning policies to strengthen our communities, expand our business base and protect our environmental assets;
- Developing the Local Transport Strategy and Outdoor Access Strategy to set out priorities and projects for improving connectivity within North Ayrshire, across all modes;
- Working with the Scottish Government to roll out the 'Step Change' programme for fibre optic broadband on Arran and parts of mainland North Ayrshire to provide superfast broadband availability to communities and businesses;
- The implementation of the International Strategy, supported by the work of IBRC at the Irvine Enterprise Area (i3), whilst also developing an approach for key industrial estates that supports wider opportunities for inward investment;
- Making our communities safer through the delivery of numerous legislative functions covering businesses, buildings and the environment, public health, food safety and by providing support and advice for example in relation to preventing door step crimes, e-crimes and telephone fraud;
- Delivering our multi-agency approach (environmental visual audits) to community safety with our CPP partners;
- Empowering our communities to be self -sustaining through providing opportunities for learning, improving skills and assisting employment in areas of greatest need;
- Supporting businesses to grow through a range of interventions including the provision of a skilled workforce with the overall objective a creating a sustainable, high value economy that is attractive to existing businesses to stay and grow and also attractive to inward investing businesses; and
- Our work with businesses and communities is place-based, and includes environmental, heritage and cultural projects, such as heritage trails and community environmental projects.

Partnership is at the heart of the Economy and Communities directorate. Partnerships which promote positive outcomes include:

- Our work with the CPP, which is resulting in the related neighbourhood approach and its dependency on partnerships with communities;
- Regional and national partnerships are also developed in order to bring benefits to the area, including the Ayrshire Economic Partnership, SLAED, ICA, WoSEF, HIEP and CoSLA, the E&S Board, the Arran Economic

- Group, the Irvine Bay Regeneration Company Transition Board and the Pan Ayrshire Tourism Team;
- The work of EDR Board which has created an Account Managed approach - Team North Ayrshire - which delivers a more effective and comprehensive support offer for business;
 - The International Strategy, Innovation Offer and a more flexible response to business funding;
 - Through partnerships with the college and the Department for Work and Pensions and the Third Sector we support residents into work;
 - Employment Hubs and Skills Centres, with partners across the Council and with external agencies, are central to our work in supporting the development of employability skills and mitigating the impact of Welfare Reform' and
 - Partnerships with local community organisations deliver locally managed facilities and assets, promote the benefits of Legacy initiatives with local communities and support vulnerable groups who represent community members on key issues including elderly and BME communities.



The directorate has been recognised externally for its approach to innovation. This includes:

- The Team North Ayrshire approach works with businesses through business forums, one-to-one meetings, annual Straight Talking events and business breakfasts;
- In partnership with the Scottish Government we have made changes to our Planning Service including improvements to the e-planning service which have improved the way in which our communities can consider and engage with the decision process for key developments within their area, for example the creation of a collaborative design workshop to bring forward a new housing development;
- A clearly established process has been recognised as enabling local groups to receive support and enabling progress with the Council's Community Asset Transfer Policy to give groups more flexibility and independence and to open external funding potential; and
- We have increased and improved our staff training to improve engagement and consultation with our communities as part of our neighbourhood approach. This will enable people to participate in the co-production and running of local services in their neighbourhoods in advance of the Community Empowerment Bill.



PEOPLE

(ENABLER)



The Directorate recognises that the successful delivery of its priorities is predicated on a skilled and knowledgeable workforce who feels valued and has access to regular communication.

- We will work with HR and OD to ensure that staff have access to appropriate learning and development opportunities, support corporate development through working groups, take part in PPD and continue to be nominated for internal and external awards;
 - We are continuing to build leadership capacity;
 - We are building on the success of Modern Apprenticeships Scheme within the Council to widen opportunities for young people and continuing to offer young people support and training to acquire the skills and knowledge they need to get into work; and
 - We are leading on the development of engagement and consultation training and deployment across the Community Planning Partnership.
-

6.2 Managing our Risks

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

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

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

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

The risks for Economy and Communities are:

E&C -1 Economic Inequalities

E&C-2 European Funding

E&C-3 Strategic Workforce Issues

E&C-4 Partnership Working

E&C-5 Community Empowerment and Capacity Building

6.3 Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by the directorate on a day to day basis. The strategic drivers which influence the work of the directorate are wide ranging but in the main relate to tackling our significant issues of unemployment and inequality through a range of measures- see Section 17 for further details. The Community Empowerment Bill (Scotland), due to be enacted in 2015, has significant implications for the governance and operation of CPPs and the role played in local government by communities.

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

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

- Government Economic Strategy
- European Youth Strategy 2014-20
- Scottish Government Regeneration Strategy 2015
- European Union Financial Compliance Framework 2017
- Local Government (Scotland) Act 2003
- Community Empowerment (Scotland) Bill, due to be enacted in 2015
- Children and Young People's Bill 2014
- Land Reform (Scotland) Act 2003
- CLD Regulations 2013
- National Youth Work Strategy 2014-19
- Statement of Ambition for Adult Learning 2014-2019
- Active Scotland, Sportscotland Corporate Plan 2015-2019
- Curriculum for Excellence Implementation Plan

- The National Gaelic Language Plan 2012-17
- Invest in Youth 2015

6.4 Equalities

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

By carrying out EIAs when developing policies, we will:

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

Equality Outcomes	Actions being taken to support the delivery of Equality Outcomes	Action Reference
More disabled people are in work and training	<ul style="list-style-type: none"> ■ Work is with Cunninghame Housing and Social Services is providing social enterprises and projects, currently 17 in number with more planned ■ Provide access to computers and skills development through libraries and Employment Hubs 	
The incidence of violence against women is reduced	<ul style="list-style-type: none"> ■ Joint work on new Strategy 	
The incidence of hate crime is reduced	<ul style="list-style-type: none"> ■ Partnership activities with Police Scotland 	
Older people are more active and independent in their communities	<ul style="list-style-type: none"> ■ Path networks are improved for all abilities access for active travel, everyday journeys and recreation 	
Vulnerable people have improved access to financial advice, services and products	<ul style="list-style-type: none"> ■ Addressed in part by actions undertaken in response to Welfare Reform 	
More young people are leaving schools for positive, sustained destinations	<ul style="list-style-type: none"> ■ Joint work with Education Youth Employment to ensure not just the first positive destination but the subsequent destinations for training and employment 	
Pupils feel safer in schools	<ul style="list-style-type: none"> ■ Provide 14 Healthy Start Clubs 	
More Council employees are working flexibly	<ul style="list-style-type: none"> ■ Provide access to computers through libraries 	
Employees are able to respond more	<ul style="list-style-type: none"> ■ Participate in Customer Services Forum and support the implementation of the 	

confidently and appropriately to the needs of colleagues and customers	Customer Charter <ul style="list-style-type: none"> ■ Take part in learning and development opportunities and PPD 	
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6.5 Equality Impact Assessments

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

- LGBT Charter Mark and LGBT Youth Provision
- Children and families – Play Development and Toy Library
- Healthy Start
- Library Opening Hours

7. Delivery

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

The following provides a snapshot of the results the Directorate will deliver:

Indicators

Reference	Indicator
EG_01	Unemployment levels are lower than 2008
EG_02	Unemployment - there is relative improvement to similar other Scottish economies
EG_03	Gross weekly earnings – Workforce based
EG_04	New business survival rates have increased (OP6)
EG_05	Employment rate (OP3)
EG_06	Claimants in receipt of out of work benefits
EG_07	New business starts per 10,000 working age population (OC4)
EG_08	Business survival rate
EG_09	No of businesses supported by Council Economic Development activity
EG_10	Town Centre footfall has increased
EG_11	Leverage of External Funding
EG_12	Consultation shows an increase in local peoples' confidence in the area's economy
EG_13	Tourism bed nights within North Ayrshire have increased
EG_14	Process all applications as timeously as possible to achieve an upper quartile ranking against all Scottish Planning Authorities (formerly PS_A01)

EG_15	Percentage of public health high priority complaints responded to within 1 working day
EG_16	Percentage of business broadly compliant within food hygiene legislation
EG_17	Percentage of Building Warrants responded to within 15 days
EG_18	Percentage of High and Upper Medium Risk premises receiving a planned Trading Standards inspection
CC_01	An increase in the number of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result
CC_02	An increase in the number of community organisations benefitting from support from or through Connected Communities (formerly E&S_P_C04)
CC_03	An increase in the number of local and neighbourhood plans agreed by communities
CC_04	An increase in the number of community ownership initiatives
CC_05	An increase in the number of people who feel able to access the opportunities and support they need in their local area
CC_06	An increase in the number of people participating in events where the Council is a partner
CC_07	An increase in the number of visitors to North Ayrshire
CC_08	Number of adults accessing adult learning opportunities provided by Community and Culture (formerly E&S_P_C01)
CC-09	Number of volunteers who are active in Community and Culture and Third Sector Interface activities (formerly E&S_P_C06)
CC_10	Resident confidence about the future wellbeing and economic prospects of the area (SOA_WNA9)
CC_11	Tourism visitor numbers (SOA_WNA15)
EC_01	Qualified staff FTE as a % total of staff
EC_02	Number of staff trained in engagement and consultation
EC_03	Sickness absence days per employee
EC_04	Percentage of E&C employees with no sickness absence

Indicators

Good to Great Theme: Communities										
Indicator	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15		15/16	16/17	17/18	
CC_08	Giving local people better choice and more of a say	Number of adults accessing adult learning opportunities provided by Community and Culture	36400	31651	TBA	4000	32000	33000	34000	Community Development
CC_09	Giving local people better choice and more of a say	Number of volunteers who are active in Community and Culture and Third Sector Interface activities	67	90	TBA	45	100	150	200	Community Development
CC_03	Giving local people better choice and more of a say	An increase in the number of local and neighbourhood plans agreed by communities	20	24	TBA	New	25	28	31	Community Development
CC_04	Giving local people better choice and more of a say	An increase in the number of community ownership initiatives		15	18	New	21	24	29	Community Development
CC_10	Giving local people better choice and more of a say	Resident confidence about the future wellbeing and economic prospects of the area	33	32	TBA	32	33	34	35	Economy & Communities

CC_01	Giving people the choice and flexibility to lead independent lives	An increase in the number of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	89,336	82,774	85,000	New	85,000	86,000	86,000	Community Development
CC_05	Giving people the choice and flexibility to lead independent lives	An increase in the number of people who feel able to access the opportunities and support they need in their local area				New				Community Development
CC_08	Providing excellent education for all	Number of adults accessing adult learning opportunities provided by Community and Culture	36400	31651	TBA	4000	32000	33000	34000	Connected Communities
CC_06	Encouraging health, active and rewarding lifestyles	An increase in the number of people participating in events where the Council is a partner				New				Connected Communities
CC_07	Encouraging health, active and rewarding lifestyles	An increase in the number of visitors to North Ayrshire	1137860	2592000	TBA	1160617	2% growth on 14/15	2% growth on 15/16	2% growth on 16/17	Connected Communities
CC_05	Safeguarding and	An increase in the	89,33	82,77	TBA	85,000	85,00	86,00	86,00	Connected

	providing excellent support for those who need it most	number of people who feel able to access the opportunities and support they need in their local area	6	4			0	0	0	Communities
EG-15	Confident and Safe Communities	Percentage of public health high priority complaints responded to within 1 working day	98%	95%	TBA	MRT 95%	95%	95%	95%	Protective Services
EG-16	Confident and Safe Communities	Percentage of business broadly compliant within food hygiene legislation	94%	92%	TBA	88% (Scottish average)	93%	94%	94%	Protective Services
EG-17	Confident and Safe Communities	Percentage of Building Warrants responded to within 15 days	95%	95%	TBA	MRT 95%	95%	95%	95%	Protective Services
EG-18	Confident and Safe Communities	Percentage of High Risk premises receiving a planned Trading Standards inspection	N/A	N/A		MRT 100%	100%	100%	100%	Protective Services

Good to Great Theme: Places

Indicator	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15		15/16	16/17	17/18	
CC_10	Confident and safe	Resident confidence about the future	33	32	TBA	32	33	34	35	Economy &

	communities	wellbeing and economic prospects of the area								Communities
CC_03	Confident and safe communities	An increase in the number of local and neighbourhood plans agreed by communities	20	24	TBA	New	25	28	31	Community Development
CC_05	Confident and safe communities	An increase in the number of people who feel able to access the opportunities and support they need in their local area				New				Community Development
EG_10	Well managed assets	Town Centre footfall has increased			TBA	New data collection from 14/15				Regeneration
EG_11	Well managed assets	Consultation shows an increase in local peoples' confidence in the area's economy			£1.9m	n/a	£4m	£4m	£4m	Regeneration
CC_11	A resilient economy	Tourism visitor numbers	1137860	2592000	TBA	1160617	2% growth on 14/15	2% growth on 15/16	2% growth on 16/17	Connected Communities
EG_01	A resilient economy	Unemployment levels are lower than 2008	7% (Feb 13)	5.6% (Feb 14)	4.3% (Feb 15)	<i>Claimant unemployment at Feb 2008 –</i>				Economic Growth

						4.3%				
EG_02	A resilient economy	Unemployment - there is relative improvement to similar other Scottish economies	-	-	-	<i>Requires detailed benchmarking</i>				Economic Growth
EG_03	A resilient economy	Gross weekly earnings – Workforce based	442.90 Nomis/ons	466.60 Nomis/ons	506.40 Nomis/Ons					Economic Growth
EG_04	A resilient economy	New business survival rates have increased (3yrs)		94.9%	N/A					Economic Growth
EG_05	A resilient economy	Employment rate	Sept 12 - 62.5%	Sept 13 – 60.2%	Sept 14 – 68.6%					Economic Growth
EG_06	A resilient economy	Claimants in receipt of out of work benefits	May 12 21.7	21.2	19.9					Economic Growth
EG_07	A resilient economy	New business starts per 10,000 working age population	34	48	TBA					Economic Growth
EG_08	A resilient economy	Business survival rate			61.5% (2009 -					Economic Growth

					2012)					
EG_09	A resilient economy	No of businesses supported by Council Economic Development activity		482	TBA					Economic Growth
EG_10	A resilient economy	Town Centre footfall has increased			TBA	New data collection from 14/15				Regeneration
EG_11	A resilient economy	Leverage of External Funding			£1.9m	n/a	£4m	£4m	£4m	Regeneration
EG_12	A resilient economy	Consultation shows an increase in local peoples' confidence in the area's economy				n/a				Tbc from peoples survey
EG_13	A resilient economy	Tourism bed nights within North Ayrshire have increased		490,000	496,000	n/a	500,000	505,000	510,000	Regeneration
EG_14	A resilient economy	Process all applications as timeously as possible to achieve an upper quartile ranking against all Scottish Planning Authorities	87%	92%	92%	80% (SG target for all Scottish Planning Authorities)	80%	80%	80%	Planning Services

Good to Great Theme: Places										
Indicator	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15		15/16	16/17	17/18	
CC_02	Achieving more in partnership	Number of community groups accessing support and guidance provided by Community and Culture	138	555	TBA		560	600	650	Community Development
EG_01	Achieving more in partnership	Unemployment levels are lower than 2008	7% (Feb 13)	5.6% (Feb 14)	4.3% (Feb 15)	<i>Claimant unemployment at Feb 2008 – 4.3%</i>				Economic Growth
EG_02	Achieving more in partnership	Unemployment - there is relative improvement to similar other Scottish economies	-	-	-	<i>Requires detailed benchmarking</i>				Economic Growth
CC_03	Achieving more in partnership	An increase in the number of local and neighbourhood plans agreed by communities	20	24	TBA	New	25	28	31	Community Development
CC_06	Achieving more in partnership	An increase in the number of people participating in events where the Council is a partner				New				Connected Communities

CC_11	Working with local communities to help them flourish	Tourism visitor numbers	1137860	2592000	TBA	1160617	2% growth on 14/15	2% growth on 15/16	2% growth on 16/17	Connected Communities
EG_01	Working with local communities to help them flourish	Unemployment levels are lower than 2008	7% (Feb 13)	5.6% (Feb 14)	4.3% (Feb 15)	<i>Claimant unemployment at Feb 2008 – 4.3%</i>				Economic Growth
EG_02	Working with local communities to help them flourish	Unemployment - there is relative improvement to similar other Scottish economies	-	-	-	<i>Requires detailed benchmarking</i>				Economic Growth
EG_11	Working with local communities to help them flourish	Leverage of External Funding			£1.9m	n/a	£4m	£4m	£4m	Regeneration
CC_01	Working with local communities to help them flourish	An increase in the number of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	89,336	82,774	85,000	New	85,000	86,000	86,000	Connected Communities
CC_02	Working with local communities to help them flourish	Number of community groups accessing support and guidance provided by Community and Culture	138	555	TBA		560	600	650	Community Development

CC_03	Working with local communities to help them flourish	An increase in the number of local and neighbourhood plans agreed by communities	20	24	TBA	New	25	28	31	Community Development
CC_04	Working with local communities to help them flourish	An increase in the number of community ownership initiatives		15	18	New	21	24	29	Connected Communities
CC_05	Working with local communities to help them flourish	An increase in the number of people who feel able to access the opportunities and support they need in their local area				New				Community Development
CC_06	Working with local communities to help them flourish	An increase in the number of people participating in events where the Council is a partner				New				Connected Communities
CC_07	Working with local communities to help them flourish	An increase in the number of visitors to North Ayrshire	1137860	2592000	TBA	1160617	2% growth on 14/15	2% growth on 15/16	2% growth on 16/17	Connected Communities
EG_01	Strengthen and build on the partnership working between the Council and local businesses	Unemployment levels are lower than 2008	7% (Feb 13)	5.6% (Feb 14)	4.3% (Feb 15)	<i>Claimant unemployment at Feb 2008 – 4.3%</i>				Economic Growth

EG_02	Strengthen and build on the partnership working between the Council and local businesses	Unemployment - there is relative improvement to similar other Scottish economies	-	-	-	<i>Requires detailed benchmarking</i>				Economic Growth
EG_03	Strengthen and build on the partnership working between the Council and local businesses	Gross weekly earnings – Workforce based	442.90 Nomis/ons	466.60 Nomis/ons	506.40 Nomis/Ons					Economic Growth
EG_04	Strengthen and build on the partnership working between the Council and local businesses	New business survival rates have increased		94.9%	N/A					Economic Growth
EG_05	Strengthen and build on the partnership working between the Council and local businesses	Employment rate	Sept 12 - 62.5%	Sept 13 – 60.2%	Sept 14 – 68.6%					Economic Growth
EG_06	Strengthen and build on the partnership working between the Council and local businesses	Claimants in receipt of out of work benefits	May 12 21.7	21.2	19.9					Economic Growth
EG_07	Strengthen and build on the partnership working between the Council and local	New business starts per 10,000 working age population	34	48	TBA					Economic Growth

	businesses									
EG_09	Strengthen and build on the partnership working between the Council and local businesses	No of businesses supported by Council Economic Development activity		482	TBA					Economic Growth
EG_10	Strengthen and build on the partnership working between the Council and local businesses	Town Centre footfall has increased			TBA	New data collection from 14/15				Regeneration
EG_12	Strengthen and build on the partnership working between the Council and local businesses	Consultation shows an increase in local peoples' confidence in the area's economy				n/a				Tbc from peoples survey
EG_13	Strengthen and build on the partnership working between the Council and local businesses	Tourism bed nights within North Ayrshire have increased		490,000	496,000	n/a	500,000	505,000	510,000	Regeneration
CC_02	Strengthen and build on the partnership working between the Council and local businesses	Number of community groups accessing support and guidance provided by Community and Culture	138	555	TBA		560	600	650	Community Development
CC_04	Strengthen and build on the partnership	An increase in the number of community		15	18	New	21	24	29	Connected

	working between the Council and local businesses	ownership initiatives								Communities
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Good to Great Theme: Processes

Indicator	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15		15/16	16/17	17/18	
CC_02	Doing things differently and better	Number of community groups accessing support and guidance provided by Community and Culture	138	555	TBA		560	600	650	Community Development
CC_04	Doing things differently and better	An increase in the number of community ownership initiatives		15	18	New	21	24	29	Community Development
EG_09	Doing things differently and better	No of businesses supported by Council Economic Development activity			482					Economic Growth
EG_14	Doing things differently and better	Process all applications as timeously as possible to achieve an upper quartile ranking against all Scottish Planning Authorities								Economic Growth

Good to Great Theme: People										
Indicator	Area of Focus	Indicator	Actuals			Benchmark	Targets			Lead Service
			12/13	13/14	14/15		15/16	16/17	17/18	
EC_01	Develop skills, knowledge and behaviour	Qualified staff FTE as a % total of staff			48%	47.85%	48%	48%	48%	Economy & Communities
EC_02	Develop skills, knowledge and behaviour	Number of staff trained in engagement and consultation			19	14				Economy & Communities
EC_03	A valued workforce	Sickness absence days per employee			TBA					Economy & Communities
EC_04	A valued workforce	Percentage of E&C employees with no sickness absence			TBA					Economy & Communities

Actions

Council Strategic Priorities	
1	Growing our economy, increasing employment and regenerating towns
2	Working together to develop strong communities
3	Ensuring people have the right skills for learning, life and work
4	Supporting all of our people to stay safe, healthy and active
5	Protecting and enhancing the environment for future generations

Good to Great Theme: Communities

Action	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Strategic Priority
A01	Communities	Support and develop community capacity and empowerment, including work with young people, citizenship, participation and enterprise	An increased leadership base will be developed in communities, and strong links will be forged with individuals and groups in communities leading to increased productivity in terms of projects, businesses and events	CC	1,4,5	1-5
A02	Communities	Implement our neighbourhood planning approach, to ensure that communities are involved in decision making with Community Planning Partners at a local level, including the development of local action plans/economic plans to determine local priorities and place making goals	An increased leadership base will be developed in communities, and strong links will be forged with individuals and groups in communities leading to increased productivity in terms of projects, businesses and events	CC	1,4,5	1-5
A03	Communities	Implement our neighbourhood planning approach, to ensure that communities are involved in decision making with Community Planning Partners at a local level, including the development of local action	Each neighbourhood will have clear plans in place, meetings and consultation events will be held regularly and will be supported by a cross section of the community	CC	4&5	1&2

		plans/economic plans to determine local priorities and place making goals				
A04	Communities	Improve and develop the relationships (see also A33 below)	Strong links will be forged with the third and voluntary sector etc. (see below)		1,4,5	1-5
A05	Providing excellent education for all	Support and develop community capacity and empowerment (see also A01 above)	An increased leadership base will be developed in communities, etc. (see above)	CC	1,4,5	1-5
A06	Providing excellent education for all	Nurture arts, sports, cultural and heritage opportunities (see also A07 below)	Increased participation , etc. (see below)	CC	4&5	2&4
A07	Encouraging health, active and rewarding lifestyles	Nurture and support arts, sports, cultural and heritage opportunities to increase civic pride	Increased participation in cultural and heritage and sports, leading to higher levels of satisfaction, confidence and wellbeing	CC	4&5	2&4
A08	Encouraging health, active and rewarding lifestyles	Promote healthy and active lifestyles to increase health and well-being and to develop participation in sport	Increased participation in sports, leading to higher levels of satisfaction, health and wellbeing	CC	4&5	2&4
A09	Encouraging health, active and rewarding lifestyles	Implement the North Ayrshire Naturally Active Strategy	Our path network will provide a high quality, accessible and connected network and; Active travel will be an attractive and viable option for everyday journeys	EG	4	1&4
A10	Encouraging health,	Implement the North Ayrshire	Our Core Path network will provide a	EG	4	2&4

	active and rewarding lifestyles	Core Paths Plan	high quality, accessible network of well signed and managed routes for everyday journeys and recreation			
A11	Safeguarding and providing excellent support for those who need it most	Working closely with communities and making better use of evidence to identify the most vulnerable and to put in place mechanisms and development opportunities to reduce the impact of welfare reform and poverty	Implementation of partnership approaches mitigating against social and economic pressure; so vulnerable individuals and communities feel supported and enabled to make choices	CC	1,4,5	2&4

Good to Great Theme: Places

Action	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A12	Confident and safe communities	Support and develop community capacity and empowerment ((see also A01 above)	An increased leadership base will be developed (see above)	CC	1,4,5	1-5
A13	Confident and safe communities	Implement our neighbourhood planning approach to develop local economic plans (also see Communities AoF1 above)	Each neighbourhood will have clear plans in place (see above)	CC	1,4,5	1-5

A14	Well managed assets	Improve and develop the relationships ((see also A33 below)	Strong links will be forged with the third and voluntary sector (see below)	CC/EG	4&5	1-5
A14	Well managed assets	Implement the North Ayrshire Parking Strategy	Our town centres will be attractive places to visit	EG	1	1
A16	Well managed assets	Enable the provision of commercial development within strategic investment sites that will provide the right support for inward investment and business expansion	Increased employment	EG	4&5	1
A17	Well managed assets	Enable the provision of residential and mixed use development on key regeneration sites	Offer of new housing product, retention and attraction of residents	EG	1	1
A18	Well managed assets	Supporting our town centres and neighbourhoods to prosper and grow through an improved physical environment	Our town centres will be attractive places to visit	EG	4&5	1
A19	Well managed assets	Providing well managed community facilities with and on behalf of our communities	Local facilities will be accessible to communities	CC	1,4,5	1&2
A20	Well managed assets	Develop a tourism strategy and action plan	Increased number of visitors to North Ayrshire	CC and EG	1&2	1
A21	Well managed assets	Develop improved strategic infrastructure provision	Improved accessibility to and within North Ayrshire	EG	1	1
A22	A resilient economy	Providing residents with the opportunity to follow new skills routes from education to	Increased uptake of new skills routes with positive feedback from business	EG	1	1&3

		employment that will meet business demand through innovative workplace solutions	sector			
A23	A resilient economy	Continuing to reduce youth and adult unemployment in line with Scottish averages	Improved performance against Scottish averages	EG	1	1
A24	A resilient economy	Working with those who need extra help to start a career pathway, focusing on our areas of greatest deprivation achieved through the delivery of partnership employment hubs	Baseline performance data from employment hubs gathered, positive feedback from participants and partners	EG/CC	1	1&3
A25	A resilient economy	Working with businesses to encourage the skills and training required for our communities to be involved in social enterprise and community business	Baseline performance data gathered and, positive feedback from partners and training participants	EG/CC	1	1&3
A26	A resilient economy	Prepare and adopt a new Local Development Plan	We have a land use framework which guides new development in a way that reflects the aspirations of our communities and businesses, and which protects our environmental assets	EG	4	1&2
A27	A resilient economy	Approve and implement the North Ayrshire Local Transport Strategy	Our transport system is a high quality, accessible and connected network and; active travel will be an attractive and viable option for everyday journeys	EG	4	1&2

Good to Great Theme: Partnerships

Action	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A28	Achieving more in partnership	Implement our neighbourhood planning approach, to ensure that communities are involved in decision making with Community Planning Partners at a local level, including the development of local action plans to determine local priorities and place making goals	Each neighbourhood will have clear plans in place, meetings and consultation events will be held regularly and will be supported by a cross section of the community	CC/EG	4&5	1&2
A29	Achieving more in partnership	Develop and support local economic action groups with local businesses/community groups to implement the results of neighbourhood or local economic planning	Increased participation from local businesses and community groups. Better informed interventions	EG	1	1
A30	Achieving more in partnership	Support and develop partnerships with key funding bodies to support economic development or community	Increased external funding attracted to North Ayrshire	EG	4&5	1

		aspirations				
A31	Working with local communities to help them flourish	Support and develop community capacity and empowerment ((see also A01 above)	An increased leadership base will be developed in communities, etc. (see above)	CC/EG	1	1-5
A32	Working with local communities to help them flourish	Improve and develop the relationship between the Council and the Third and Voluntary Sectors; while working with the Third Sector in North Ayrshire to engage with the public sector on service design and delivery	Strong links will be forged with the third and voluntary sector with progress towards changing service delivery and innovative projects being developed; groups and organisations will mainly describe Council support as good or very good	CC/EG	1,4,5	1-5
A33	Working with local communities to help them flourish	Work with local community groups to assist in the development of project activity and to secure external funding	Strong links with community groups, increased participation and empowerment	CC/EG	1,4,5	1-5
A34	Working with local communities to help them flourish	Nurture arts, sports, cultural and heritage opportunities (see also A07 above)	Increased participation , etc. (see above)	CC	4,5	2&4
A35	Working with local communities to help them flourish	Promote healthy and active lifestyles (see also A08)	Increased participation in sports (see above)	CC	4,5	2&4
A36	Working with local communities to help them flourish	Continuing to develop our international key sectors and focusing on exporting to enhance our inward investment and economic	International Strategy in place that makes North Ayrshire an attractive FDI Destination and develops business to realise export potential, bringing an increase in both Inward	EG	1,4,5	1

		wealth	Investment and Export Activity			
A37	Strengthen and build on the partnership working between the Council and local businesses	Continuing to develop our international key sectors and focusing on exporting to enhance our inward investment and economic wealth	International Strategy in place that makes North Ayrshire an attractive FDI Destination and develops business to realise export potential, bringing an increase in both Inward Investment and Export Activity	EG	1	1
A38	Strengthen and build on the partnership working between the Council and local businesses	Listening to and working with our business sector to create an environment of innovation, which offers support and fosters sustainable growth	Increase in business innovation. Benchmark to be taken on innovation products and increase seen	Business Development	1	1
A39	Strengthen and build on the partnership working between the Council and local businesses	Building on Team North Ayrshire's success to date - working with partners to develop creative solutions and increases activity which responds to local economic challenges	Significant increase in business growth in North Ayrshire	Business Development	1	1
A40	Strengthen and build on the partnership working between the Council and local businesses	Continuing to develop our international key sectors and focusing on exporting to enhance our inward investment and economic wealth	Increase in numbers of businesses accessing new markets	EG	1	1
A41	Strengthen and build on the partnership working between the	Improving and developing the relationship between the Council and the Third and	Strong links will be forged with the third and voluntary sector with progress towards changing service	CC/EG	1,4,5	1

	Council and local businesses	Voluntary Sectors; while working with the Third Sector in North Ayrshire to engage with the public sector on service design and delivery	delivery and innovative projects being developed; groups and organisations will mainly describe Council support as good or very good			
A42	Strengthen and build on the partnership working between the Council and local businesses	Continuing to develop our international key sectors and focusing on exporting to enhance our inward investment and economic wealth	International Strategy in place that makes North Ayrshire an attractive FDI Destination and develops business to realise export potential, bringing an increase in both Inward Investment and Export Activity	EG	1	1-5

Good to Great Theme: Processes

Action	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A43	Doing things differently and better	Improve and develop the relationships (see also A33 below)	Strong links will be forged with the third and voluntary sector etc. (see above)	E&C	1	1-5
A44	Doing things differently and better	Delivering high performing enabling services to provide the policy, regulatory and infrastructural requirements to underpin economic growth	Performance improvement, positive feedback from partners and progress towards targets	E&C	1	1-5

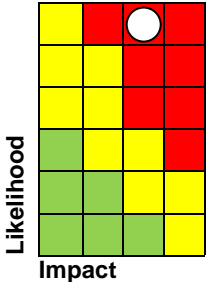
Good to Great Theme: People

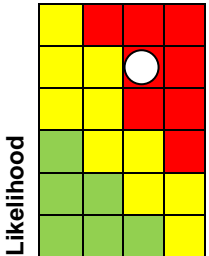
Action	Area of Focus	In the next 3 years we will	What success will look like	Lead Service	Link to Risk	Link to Priority
A45	Develop Skills, Knowledge and Behaviour	Continue to support and enhance skills, knowledge and behaviour of workforce	Strong dispersed leadership, improved retention and robust workforce planning	E&C	1	1-5
A46n	A Valued Workforce	Implementation of the Council's new People Strategy	A culture which support transformational change and improving organisational effectiveness	E&C	1	1-5

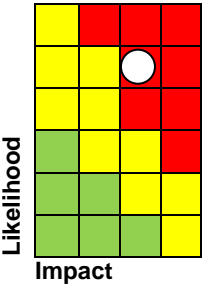
8. Directorate Planning Timetable

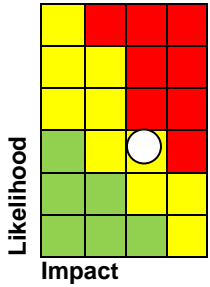
Task	Frequency	2015/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development of Directorate Plans	[A]									✓	✓		
Draft Directorate Plans to Democratic & Administration Services (Policy & Performance)	[A]										✓		
Review of the Directorate Plans undertaken by Finance to ensure all the financial consequences are reflected.	[A]											✓	
Draft Directorate Plans refined and discussed with the Chief Executive	[A]											✓	
Draft Directorate Plans to ECMT	[A]												✓
Directorate Plans to Cabinet	[A]	✓											
Directorate Plans published on website	[A]	✓											
Six monthly reporting of progress to Cabinet	[6 Monthly]		✓						✓				
Publish Annual Report	[A]								✓				

9. Risk Appendix

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

Risk Code & Title	E&C-2 European Funding	Current Risk Matrix
Risk	<p>The Economic Development & Regeneration Strategy is designed to promote North Ayrshire effectively to individuals, businesses and government. Part of this strategy is to source external funding to deliver added value to Council programmes. There are a number of risks associated with European funding (i) dependent on successful submission of applications (ii) available match funding (iii) lack of clarity around beneficiary criteria and uncertainty around unit costs outcome based funding.</p>	
Consequence	<p>The risks are the possible loss of significant match funding for North Ayrshire business and employability activities, a delay in receiving these funds or receiving EU funding which cannot be utilised as we would like because of the beneficiary eligibility criteria or unfavourable unit costing methodology financing which may make a programme difficult to run financially.</p>	Current Risk Score
Current Controls	<p>There is an on-going application process with the Scottish Government to develop programmes that are deliverable, achievable, financially viable, meet all eligibility criteria and will ultimately make a significant difference to North Ayrshire Communities, businesses and residents. Operational plans detailing outputs and costs will be put in place for each intervention delivered. All policy changes which may affect EU strategic interventions going forward should go through COSLA for approval and provides an opportunity for the Scottish Government to formally consult with Local Authorities.</p>	15

Risk Code & Title	E&C-3 Strategic Workforce Issues	Current Risk Matrix
Risk	<p>The Council has established a challenging Service Reform Programme which is impacting on the size and experience of the workforce. The programme recognises the need to develop additional skills and capacity within the workforce to meet new challenges. An essential part of the Service Transformation Programme is to ensure that skill sets, knowledge and capabilities are in place to deliver the reformed Service. There is an overarching corporate risk that change management activities which are core to the Council's future delivery models and long-term financial sustainability, fail to deliver. Additionally, required budget savings in relation to workforce costs present significant risks in relation to decisions which may impact on employee relations.</p>	
Consequence	<p>Any gaps in the workforce planning and organisational development arrangements may lead to difficulties in having a workforce with the appropriate knowledge and skills to meet service demand and achieve desired outcomes. It will further impact on the Council's ability to continue to deliver change and achieve the required efficiencies.</p>	Current Risk Score
Current Controls	<p>Continuing focus on implementing Organisational Development interventions which support the Council's transformation and improve effectiveness and capability as well as developing an organisational culture which fosters involvement, engagement and high performance. Implementation of the actions from the Council wide Employee Survey Improvement Plan. Change management project support is delivered through a dedicated corporate change management team with key change projects now communicated organisation wide and reviewed with trade unions on a regular basis. Key strategic organisational change issues are developed through regular senior management conferences. Better integration of workforce planning within the Service Planning and Budgeting Process allows early engagement with the workforce and trade unions where service redesign may impact upon workforce numbers. Ensuring that the Redeployment and VER programmes support service redesign and help manage workforce change.</p>	15

Risk Code & Title	E&C-4 Partnership Working	Current Risk Matrix
Risk	The risk to the service relates to the continued financial and funding pressures on partners which could be detrimental to effective partnership working.	
Consequence	This could result in the authority not realising the benefits realised through effective partnership working.	Current Risk Score
Current Controls	Connected Communities has continued to work closely with a wide range of partners in all areas of work and within the Community Planning Partnership. NAC staff are sensitive to the pressures of partner organisations and intervene where advice or support can be of assistance. For example, regular contact is kept with CPP partners, Out of School Care organisations, Sport Clubs and Healthy Start Clubs so that issues are identified and problems addressed with partnership input, where appropriate. The development of the 'Cultural Strategy' for North Ayrshire and work with Creative Scotland continues to develop the 'Place Partnership' which will deliver funding and strong cultural networks for the creative industries in North Ayrshire. Joint planning with providers of community based adult learning programmes is embedded at all levels and learners have a clear understanding of what's available in North Ayrshire branded learning centres.	9

Integration Joint Board
2 April 2015

Agenda Item No. 9

Subject: **North Ayrshire Health & Social Care Partnership Strategic Plan**

Purpose: To provide the Integration Joint Board with an update on the North Ayrshire Health & Social Care Partnership Strategic Plan consultation and to seek approval on the Strategic Plan.

Recommendation: The Integration Joint Board is asked to note the strategic plan consultation and approve the Strategic Plan.

1.	Introduction		
1.1	The Public Bodies (Joint Working) (Scotland) Act 2014 specifies the development of Strategic Commissioning Plans to outline how the partnership will deliver the National Health and Wellbeing Outcomes. Within North Ayrshire the Strategic Planning Group has been tasked with the development and delivery of the North Ayrshire Health & Social Care Partnership Strategic Plan.		
1.2	At the meeting on 28 August 2014, the Strategic Planning Group (SPG) agreed to the formation of the Strategic Plan Writing Group to support the development of the North Ayrshire Strategic Plan.		
2.	Current Position		
2.1	The Strategic Plan Writing Group developed the North Ayrshire Strategic Plan which forms 2 documents, a Strategic Plan Summary and a more detailed Strategic Plan. The Strategic Plan Summary is a forward-facing, user friendly version of the larger document. The Strategic Plan is a more technical document, based on the pan-Ayrshire framework and outlining context, key-drivers and underpinned by the Joint Strategic Needs Assessment.		
2.2	The Strategic Plan writing group proposed a 3 stage consultation process:		
	Stage 1	September 2014	SIB and SPG Networks
	Stage 2	October/November 2014	SIB and SPG Networks
	Stage 3	December-February 2015	SIB, SPG Networks and wider public

2.3	<p><u>Stage 1</u></p> <p>Initial drafts of the Strategic Plan Summary and Strategic Plan were circulated to both the Shadow Integration Board (SIB) and Strategic Planning Group (SPG) to provide initial feedback on the tone and direction of the documents at their meetings during the end of September 2014.</p>
2.4	<p>Both groups expressed similar feedback in that the general strategic direction outlined is the right one but members felt the documents should be as accessible as possible and use plain English, which could be more easily read by a public audience. However, it was recognised that the language used in the Strategic Plan would, by necessity, be more technical.</p> <p>In general, it was felt the Strategic Plan needed to more clearly evidence:</p> <ul style="list-style-type: none"> • what the partnership consists of • what the partnership is doing • what the partnership is planning to do
2.5	<p>In addition, it was suggested that the Strategic Plan required to have an executive summary and would benefit from a glossary. Access to feedback received can be provided on request.</p>
2.6	<p><u>Stage 2</u></p> <p>A second version of both documents was taken to both the Shadow Integration Board and Strategic Planning Group in October 2014. Again it was agreed to circulate to their wider networks to provide further feedback on documents.</p>
2.7	<p>In addition, a number of events were held, a Strategic Plan World Café event was held with the Strategic Planning Group on 20 November 2014, a development day was held with the SIB on 21 November 2014 and an Extended Senior Manager Team meeting was held on 1 December 2014. The purpose of these events was to review the strategic plan priorities to ensure there the plan reflects local need and meets the national Health and Wellbeing Outcomes.</p>
2.8	<p>The Strategic Plan Writing Group discussed this feedback as well as feedback from other stakeholders. Key changes included plainer English, and it was agreed that graphics were added to the document and that a stepping stones to change section would better illustrate the story of the integration journey.</p>
2.9	<p>The updated strategic plan was taken to the Shadow Integration Board on 18 December 2014 where it was given approval to go out for stage three consultation.</p>
2.10	<p><u>Stage 3</u></p> <p>The stage three consultation process ran from 20 December 2014 and closed on 28 February 2015. It included consultation with the Shadow Integration Board and Strategic Planning Group networks but also included wider public consultation as outlined below.</p>

2.11	The Strategic Plan was available on the North Ayrshire Council Consultation web page from 20 December 2014. This included the summary plan, a link to the technical Strategic Plan, a feedback document and an electronic feedback link. In total 82 responses were received with an average of 94.6% support for our strategic priorities.
2.12	The Strategic Plan was also circulated through the Director's Weekly note, NHS Ayrshire and Arran Stop Press and through the CareNA (Care and Support in North Ayrshire) Facebook page. In addition it was circulated through the North Ayrshire Third Sector Interface, Arran Community and Voluntary Service email lists and Facebook page.
2.13	Face to face briefing sessions were held by the Director of the North Ayrshire Health & Social Care Partnership and Heads of Service to their staff teams as well as wider groups like the staff reference group and providers forum. At these sessions staff and providers were encouraged to provide feedback via the various options available.
2.14	A public meeting was held on 23 February 2015 in the Volunteer Rooms, Irvine. This session was attended by 46 members of the public. The purpose of this event was to share the strategic plan priorities with the general public to ensure that the plan reflects local need and meets the national Health and Wellbeing Outcomes.
2.15	In addition, from 17 - 28 February 2015, six peer researchers undertook informal feedback sessions with the general public at Irvine, Saltcoats and Largs. A total of 279 individuals were interviewed with an overwhelming 92% support for our strategic priorities. We were particularly pleased to note that the area that received the highest levels of support were expressed for our Mental Health and Well-being priority as well as Engaging Communities. Feedback also demonstrated a difference of opinion relating to the term 'integrating services, which has led us to rename this priority – bringing services together.
2.16	In addition an Equality Impact Assessment was undertaken and this led to amendments of some of the strategic priority objectives to ensure the rights of those with protected characteristics were adequately reflected. The EIA can be found in the reference document of appendices if required.
2.17	Feedback from all consultations has now been incorporated into both the technical Strategic Plan and Strategic Plan Summary documents. These changes were presented to the Shadow integration Board on the 12 March 2015, and following some agreed amendments, signed the document off for final preparation and printing.
2.18	The final version of the plan is now available.
3.	Proposals
3.1	The Integration Joint Board notes the consultation and development of the Strategic Plan.
3.2	The Integration Joint Board approves the Strategic Plan.

4.	Implications
4.1	Financial Implications
	The North Ayrshire Health & Social Care Partnership Budget has been reviewed to ensure it can support the delivery of the Strategic Plan.
4.2	Human Resource Implications
	There are no human resource implications arising directly from this report
4.3	Legal Implications
	There are no legal implications arising directly from this report
4.4	Equality Implications
	Equality implications have been taken into account in developing the revised plan.
4.5	Environmental Implications
	There are no Environmental implications arising directly from this report.
4.6	Implications for Key Priorities
	The delivery of the Strategic Plan will ensure the successful delivery of the health and social well-being outcomes and the partnership strategic priorities.
5.	Consultations
5.1	The development of the Strategic Plan has involved significant levels on consultation.
6.	Conclusion
6.1	The North Ayrshire Health & Social Care Partnership Strategic Plan has undergone considerable consultation and outlines how the Partnership will meet the National Health and Well-being Outcomes and local priorities.

For more information please contact Jo Gibson, Principal Manager – Planning and Performance, North Ayrshire Health & Social Care Partnership on 01294 317807 or Jogibson@north-ayrshire.gcsx.gov.uk

NORTH AYRSHIRE COUNCIL

Agenda Item 5

21 April 2015

Cabinet

Subject: Performance Management Strategy

Purpose: To seek approval for the refreshed Performance Management Strategy.

Recommendation: Cabinet is asked to (a) approve the refreshed Performance Management Strategy ; and (b) refer the report to the Scrutiny and Petitions Committee for its consideration on the 27 May 2015.

1. Introduction

- 1.1 The Council approved the Performance Management Strategy 2012/15 in April 2012 and endorsed the ambitious vision that, *by 2014, the Council will have sector-leading performance management systems and a supporting culture in place.*
- 1.2 The refreshed Performance Management Strategy at that time focused on embedding a performance management culture across the Council.
- 1.3 A Performance Management Forum (PMF) was established in 2013 to support the vision and comprises membership from all Directorates. The Forum is chaired by Iona Colvin, Director of North Ayrshire Health and Social Care Partnership. The key role of the PMF is to embed a high performance culture in North Ayrshire Council. Craig Hatton, Executive Director (Place) will take over the Chair of the Forum from April 2015.
- 1.4 The Council wide self-assessment in 2013 highlighted the need to review the strength of the Council's Performance Management framework to ensure all linkages are robust. The review of the current Performance Management Strategy was undertaken by the Performance Management Forum (PMF).

2. Current Position

- 2.1 Audit Scotland's 2013/14 audit of the Council highlighted that the Council has a well-developed framework in place for monitoring and reporting performance against strategic priorities.

- 2.2 The revised Performance Management Strategy attached at Appendix One focuses on continuing to support and underpin the Council's Good to Great journey by embedding a high performance management culture across the Council. The Strategy has been completed following the work on the Council Plan and Directorate Planning guidance.
- 2.3 The refreshed performance management vision in the Strategy - *we want to be recognised internally and externally as a **great** Council* - is aligned to the Council Plan vision - *to be a leading organisation defined by excellent and innovative services* .
- 2.4 The Strategy highlights our framework in detail which includes outlining:
- The Golden Thread - how plans link together
 - The Performance Management Cycle - plan, do, study, act
 - Performance Measurement
 - Roles and Responsibilities of staff
- 2.5 The Strategy will be underpinned by the Performance Management Forum work plan and progress will be reported six monthly to the Extended Corporate Management Team and Committee.
- 2.6 Progress is currently reported under key performance areas including:
- Developing a consistent approach to performance management
 - Strengthening our approach to public performance reporting
 - Supporting a culture of constructive challenge between services
 - Promoting a culture of learning from best practice
 - Developing a culture of self-evaluation and improvement which informs the service planning process
 - Encouraging and supporting applications for external recognition
 - Facilitating the Council's contribution to the RIPE Group

3. Proposals

- 3.1 Cabinet is asked to (a) approve the refreshed Performance Management Strategy and (b) refer the report to the Scrutiny and Petitions Committee for its consideration on the 27 May 2015.

4. Implications

Financial Implications

- 4.1 It is anticipated that a robust performance management strategy will allow the Council to deliver its services in more effective and efficient manner, leading to longer term financial savings.

Human Resource Implications

- 4.2 The Council aims to further embed an effective performance management culture throughout the organisation. One of the key aims of the new 'People Strategy' is to support and drive an organisational culture where excellence and innovation thrive and each employee has a clear 'line of sight' from their individual roles to key Council priorities. This aim has already been reflected within a completely revamped PPD process, which builds in both individual performance objectives as well as our new values, to reflect the importance of behaviours on performance outcomes.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 Through including equality performance measures, the Council will be able to embed it's equality obligations throughout its work.

Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability implications.

Implications for Key Priorities

- 4.6 This report helps to support and deliver the Council Strategic Priorities.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 The Corporate Management Team discussed the refreshed Performance Management Strategy on the 4 March 2015. The Performance Management Forum have been widely consulted and involved in the development of the Strategy.

6. Conclusion

- 6.1 The refreshed Performance Management Strategy will further support the embedding of a performance management culture throughout the Council and the Council's journey to becoming a Great Council.

A handwritten signature in black ink that reads "Elma Murray". The signature is written in a cursive, flowing style.

ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

Performance Management Strategy 2012/15

North Ayrshire Council

Performance Management Strategy



February 2015

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1. Foreword

Welcome to our refreshed Performance Management Strategy. All of our staff show a real commitment to continuous improvement and quality. Staff are reporting that they feel more engaged and motivated. We are now regarded as a Good Council – one which is progressive, forward thinking, innovative and performance driven. We want however to be recognised as a Great Council – one which is widely known as a top performer with sector leading practice.

The Performance Management Strategy provides the strategic focus and the framework for our continuous improvement journey. I look forward to continuing to work with you all in achieving our ambition to be a Great Council.

Elma Murray

2. Introduction

Our refreshed Performance Management Strategy sets out our vision of where we want to be – *we want to be recognised internally and externally as a **great** Council*. Great means 'stepping up' performance in everything we do, focussing relentlessly on what our customers and communities need and delivering that effectively, efficiently and creatively – and doing that in every area of our work. Great will see our staff appreciated, recognised by our customers and partners, and respected by our peers. We will be seen as an employer of choice.

Our Journey from Good to Great

In June 2014 the council launched *North Ayrshire Council – Our Journey from Good to Great* highlighting some of the key pieces of work in our Change and Transformation Programme since 2010. As well as highlighting past achievements, the *Journey from Good to Great* also includes a snap-shot of our Future Work Programme.

Our Journey from Good to Great focuses on five themes:

- Communities
- Places
- Partnerships
- Processes
- People

What will our **Great** Council look like?

- We will have a clear vision for the delivery of key priorities
- We will be an employer of choice
- We will be proud of our excellent performance
- We will be able to demonstrate exceptional customer service
- We will work beyond boundaries with our communities and partners
- We will be recognised as one of the top performing Councils in Scotland and leaders in best practice.

In 2011 the Council agreed the performance management vision that *'by 2014, the Council will have sector-leading performance management systems and a supporting culture in place'*

In 2012 the Performance Management Strategy was revised to ensure that embedding a performance management culture was central to the Strategy. Additional principles were added to reflect the focus on culture. In 2012 the Council was awarded the **Committed to Excellence** award from Quality Scotland, a further step on the journey to being awarded **Recognised for Excellence** which we aim to achieve in 2015.

Evidence from our internal reporting, from our public performance reports and from external scrutiny bodies confirms that the Council is clearly focusing on and improving its performance management and continuous improvement arrangements.

3. What is performance management?

"Managing performance is essentially about planning what an organisation wants to achieve, doing the work, reviewing what has been done and assessing whether it has the desired impact".

"Performance management involves gathering, analysing and acting on performance information to improve services and the quality of people's lives in the local community. Managing performance is a continuous part of the day-to-day role of Councilors and all staff".

Source: Audit Scotland, 2012

3.1 Why is it important to North Ayrshire Council?

The focus of performance management is about how we consistently plan and manage improvements to our services. In simple terms, performance management enables key decision makers, both members and officers, to take action based on facts about performance.

Good performance management offers the Council many benefits including:

- supporting the Council's wider vision for North Ayrshire
- driving continuous improvement
- helping to clarify objectives
- helping the measurement of objectives and outcomes
- promoting accountability and transparency
- enhancing governance
- enabling best value to be demonstrated
- instilling confidence in employees, service-users and scrutineers
- protecting and enhancing the reputation of the Council

4. Embedding a performance management culture

In successful organisations, a culture of performance management runs throughout everything the organisation does and it is clear how everyone in the organisation contributes to the overall objectives and priorities.

'Local commitment to driving future improvement will only be achieved if council employees understand what they should be doing, how they should be doing it and how what they are doing contributes to the achievement of corporate objectives'.

Source: IDeA – Performance Management, the People Dimension

Everyone in the Council has a part to play in improving our services and achieving our strategic objectives. All of us need to understand the principles of performance management and how they are applied in North Ayrshire.

The Council's **Organisational Development Strategy** seeks to engage, support, empower and encourage innovation throughout our workforce leading to a change in organisational style and culture. The Strategy recognises the connection between people management and organisational effectiveness to deliver high performance results and ensures maximum contribution towards the strategic direction of the Council by:

- Supporting the implementation of the Performance Management Strategy
- Developing a culture of learning, performance and continuous improvement
- Embedding the PPD procedures to ensure the golden thread is visible from high level objectives to those of individual employees
- Providing access to learning and development opportunities to enable the achievement of potential

The Performance Management Strategy's core principles reinforce the desired culture:

- We are risk aware, not risk averse.
- Innovation and creativity are expected.
- Success is acknowledged, shared and celebrated.
- Getting it wrong is regarded as an opportunity for improvement.
- Constructive challenge (up, down and across the council) is encouraged
- Benchmarking is systematically undertaken to identify and implement improvement.

The 'culture' aspect has been addressed on a number of fronts, including our commitment to the *good to great* journey. Investment in our three tier leadership programme has developed a strong and capable leadership equipped with the right skills and knowledge to lead our Council into the future. We have invested in Lean Six Sigma (LSS) training for a number of managers and staff. LSS is a quality improvement methodology resulting from the combination of the individual Lean and Six Sigma methodologies. In short it offers a set of techniques and tools to improve processes and remove waste. The techniques and tools will support our Transformation Programme and help us on our journey from *good to great*.

The launch of our staff values in 2014 sum up everything we do and how we do it. They are the foundation that our work is built on, and they are used to measure how well we do each day.

Focus	we put our customers first we understand the bigger picture
Passion	we take pride in the jobs we do we are ambitious for our community
Inspiration	we all look for better ways to deliver our services we achieve the best results by working together

In 2013 a **Performance Management Forum (PMF)** was established to support the Performance Management Strategy vision and comprises membership from all Directorates. The Forum is chaired by an Executive Director. The key role of the PMF is to embed a high performance culture in North Ayrshire Council and progress and monitor the implementation of the Performance Management Strategy through the PMF Work Plan.

5. What does effective performance management look like?

Following the Council wide self-assessment in 2013 and subsequent development of an Improvement Plan it was recognised that there was a need to review the strength of the Council's Performance Management Strategy's Framework to ensure all linkages in the Golden Thread are robust and to ensure that our performance is delivering on objectives and longer term outcomes.

An ideal performance management framework should drive performance by defining relevant performance measures at multiple levels of the organisation's hierarchy. Data should be aligned with Strategy and should drive organisational activity by identifying where activity needs to be changed.

A good performance management framework has clear links across an organisation from individual employee performance through to council wide and partnership performance. A Performance Management Diagram is attached at Appendix One.

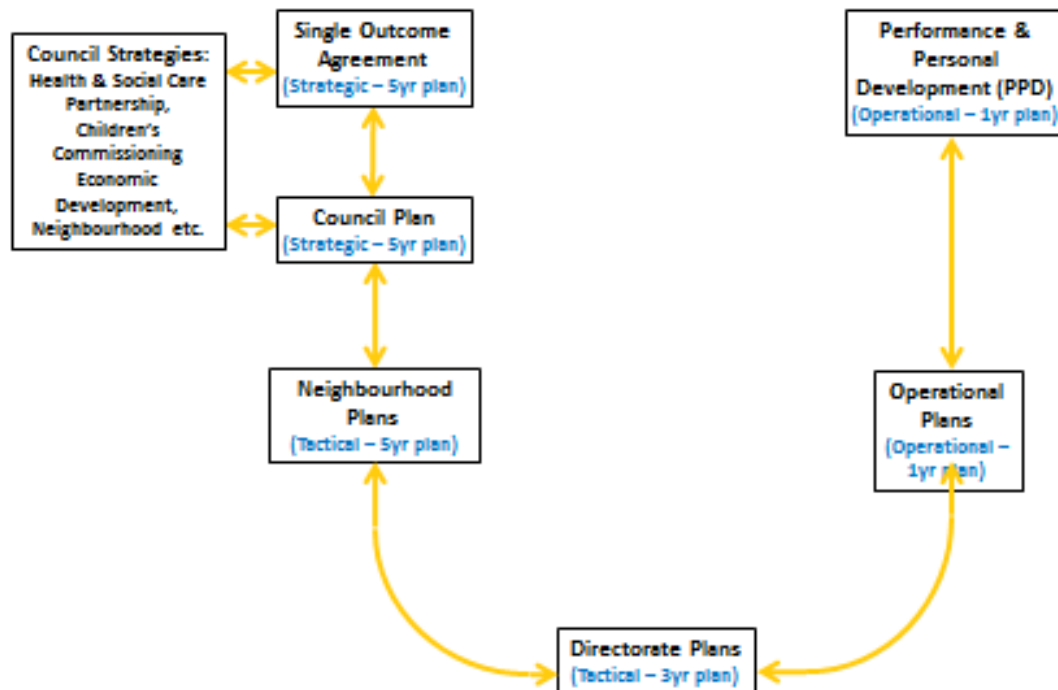
Our framework has four parts:

- Golden Thread – how plans fit together
- Performance Management cycle – what happens, when and how
- Performance Measurement
- Roles and Responsibilities

5.1 Golden Thread

North Ayrshire Council's **Framework** includes the strategies, plans, indicators, targets and standards that enable the performance of the Council to be monitored to ensure the best possible outcomes for our customers, residents and communities. The golden thread shows how our plans fit together and how this thread runs through them, connecting the strategic objectives of the Council and our partners with the actions of managers and staff at Directorate, Operational, Team and individual level. As well as the Single Outcome Agreement (SOA) and Council Plan there are also strategies that support effective governance, the efficient management of resources and the development of a performance management culture e.g. Financial Strategy, IT Strategy.

North Ayrshire Council – Golden Thread



Single Outcome Agreement (SOA)

The SOA is an agreement between the Community Planning Partnership (CPP) and the Scottish Government. It describes how we and our partners will work together to deliver improved outcomes for people in North Ayrshire and the CPP vision – **North Ayrshire – A Better Life**. The CPP's priorities are to create:

- a Working North Ayrshire
- a Healthy and Active North Ayrshire
- a Safe and Secure North Ayrshire



Council Plan

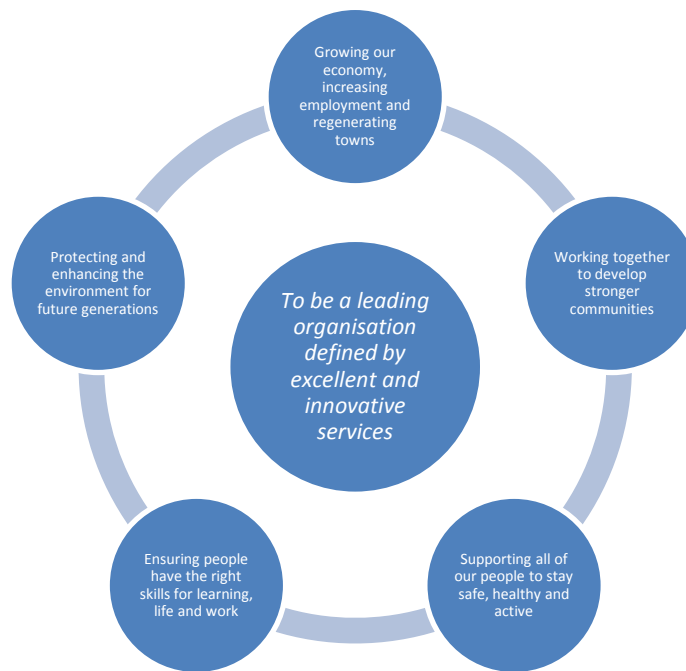
The North Ayrshire Council Plan 2015/20 describes our aims and ambitions for the next 5 years as we work toward our Vision: *To be a leading organisation defined by excellent and innovative services*

As a Council we will aim to realise this vision through our Mission: *'To improve the lives of North Ayrshire people and develop stronger communities.'*

The Council Plan describes how we will deliver our SOA commitments, as well as our own priorities. The Council Plan outlines the transformational change required within the Council to deliver better services, address the challenges of an increasing older population and to manage a reduction in public sector funding.

The vision for North Ayrshire links to our five strategic priorities:

- Growing our economy, increasing employment and regenerating towns
- Working together to develop stronger communities
- Ensuring people have the right skills for learning, life and work
- Supporting all of our people to stay safe, healthy and active
- Protecting and enhancing the environment for future generations



Directorate Plans

Directorate Plans are an integral part of effective performance management. They outline how each Directorate will deliver on the Council Plan and reflect our vision.

An effective Directorate Plan forms a vital part of the golden thread, so all Directorates, services/teams and in turn all employees are fully aware as to how they contribute and are responsible for achieving the Council's strategic priorities.

To support the service planning process and enhance governance arrangements the Council's budget process and risk management framework is embedded within Directorate Plans as it is critical to the decision making process.

Operational Plans

To strengthen the Council's Performance Management Framework services are required to develop Operational and Team Plans to demonstrate that there is a clear '*golden thread*' leading from the Directorate Plans through Operational and Team Plans to an employee's Performance and Personal Development. (PPDs). The Operational and Team Plans provide a key document for staff in preparing their PPDs to ensure that their PPD objectives align with the objectives and actions of the Directorate and/ or Service.

PPDs

All employees within the Council should be working towards the aims and priorities of the Council, as detailed within the Community Planning Partnership's (CPP) Single Outcome Agreement, the Council Plan, and filtered down through to Directorate, Operational and Team Plans.

Depending on the PPD process this will either include team objectives which you should contribute to, or individual objectives / key areas of work specifically relating to your role.

The purpose of setting objectives is to provide clear direction on what needs to be achieved and how this links into the Team/Directorate plan and ultimately the performance of North Ayrshire Council.

National Performance Management Framework

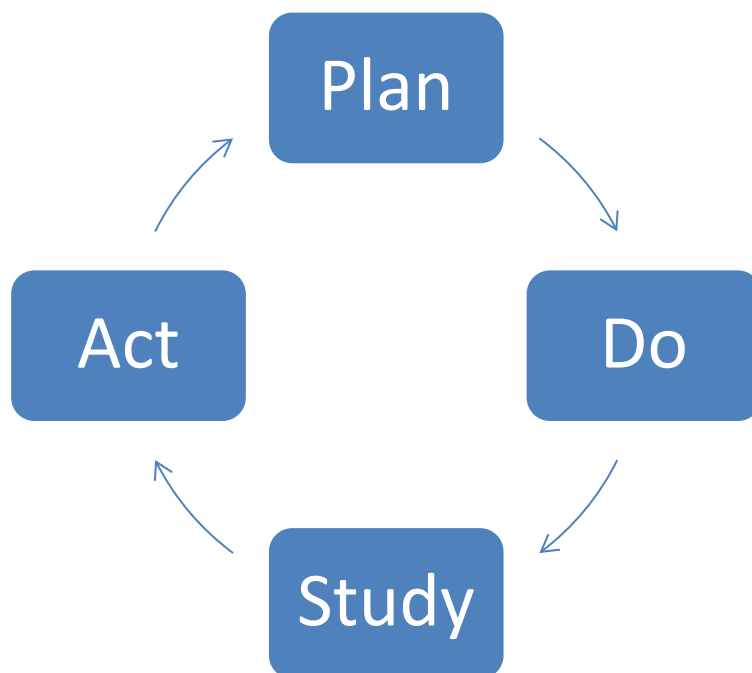
Our performance framework supports the National Performance Management Framework to which all public services in Scotland are aligned, encouraging more effective partnership working. It is a framework based on delivering outcomes that improve the quality of life for people in Scotland, rather than on inputs and outputs.

Further information on the National Framework can be found at:

<http://www.scotland.gov.uk/About/Performance/scotPerforms>

5.2. Performance Management cycle

Performance management is an ongoing process involving a number of stages. The plan-do-study-act cycle shows how we continuously review our performance in order to improve our services.



Plan Stage

Think about where we are now and what we want to achieve. Our Council Plan identifies the Council's vision and strategic direction. Identify and prioritise what needs to be done, agree actions, budgets and appropriate measures and targets. Performance management information allows us to identify opportunities and plan for change.

Do Stage

Deliver the actions laid out in the various plans. Performance information allows us to ensure resources are in the right place to achieve results. There are a range of methods and tools used to enable us to manage our performance. These include Covalent, the Council's online performance management system, benchmarking tools such as the Local Government Benchmark Framework and Service Standards.

Study Stage

Review and monitor how we are performing against targets and benchmarks so that we can continuously improve our services to local people. Identify what worked well and what could be improved. A wide range of performance information is made available through reports to Committee and our public website. We may need to revise plans and measures if they are no longer relevant.

Act Stage

Having reviewed our performance we identify what is working and what needs to change. Our service planning process allows us to identify and act on our areas for improvement and incorporate them into future planning.

5.3 Performance Measurement

Accurate, high quality, timely and comprehensive performance data at all levels of the organisation is essential to the effectiveness of our improvement journey. Performance measures are reviewed on an annual basis to ensure that the data collected is useful in terms of being able to measure performance and delivery against key priorities and outcomes.

Good performance measures are **SMART**:

- Specific - performance measures have to indicate exactly what result is expected so that the performance can be judged accurately.
- Measurable - the intended result has to be something that can be measured and reported in quantitative and/or clear qualitative terms.
- Achievable – performance measures are realistic
- Relevant – performance measures matter to the intended audience and relate to the service being measured
- Timely- information is available to support effective decision making as well as allowing for the reporting of performance in a timely manner

Targets

Setting targets allow us to work towards improving our services. Targets should be based on past, current performance and comparisons with other services/councils so that they contribute to improved performance. Targets can:

- Promote accountability
- Help manage a service
- Stretch performance
- Enable self- improvement

Covalent

All performance data is reported via Covalent, the Council's online performance management system. Covalent allows us to effectively analyse data, track progress of indicators and actions and to provide and communicate regular and robust performance information to Managers and Elected Members. Performance can be monitored in a range of frequencies e.g. monthly, quarterly, annually. The system also means that all data is stored in the one place. Ongoing development of Covalent is supported by the Covalent

Development Group comprising of the Directorate Performance Officers and Covalent Champions.

5.4 Roles and responsibilities

Within Directorates and Services, Managers monitor performance on a regular basis and at an appropriate level. Performance data is used to identify where performance is not on target and take remedial action to improve performance. Performance monitoring helps to identify improvement and improvement opportunities. Monitoring also helps to facilitate benchmarking against industry best practice.

The Extended Corporate Management Team and Cabinet monitor performance on a six monthly basis.

Roles and Responsibilities – who does what	
Individuals	All staff have a responsibility to deliver the tasks that have been agreed in their PPDs and understand how their work contributes to the overall strategic objectives.
Team Leaders	Responsible for delivering Team Plans, monitoring and managing performance against targets and supporting staff to deliver their objectives.
Senior Managers	Responsible for setting objectives and targets, monitoring and managing performance against targets and contributing to the Council's priorities.
Heads of Service	Responsible for the delivery of the Directorate Plan, overseeing the performance of service areas within their remit and contributing to the Council's priorities.
Corporate Directors	Strategic responsibility for the Directorate. Responsible for leading and directing the performance of their Directorate and contributing to the Council's priorities.
Corporate Management Team/Extended Corporate Management Team	Strategic responsibility for delivery of the Council's priorities. Sign off Directorate Plans. Review performance and agree management action to address under performance.
Cabinet/Scrutiny and Petitions	Elected Members are responsible for setting the vision and direction of the Council, approving the Council Plan and reviewing and scrutinising performance information.
Performance Management Forum (PMF)	The PMF's remit is to embed a high performance culture in North Ayrshire Council and implement the Performance Management Strategy through the PMF Work Plan.

6. Reporting

The reporting of performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected members have a key role in prioritising and scrutinising improvement activity through the committee process including:

- the approval of the Council Plan, Performance Management Strategy and Directorate Plans
- the scrutiny of six monthly performance reports
- the approval and scrutiny of action plans developed in response to investigation, inspection or audit actions

Balanced scorecards which reflect financial and non-financial measures are being developed to enable reporting at all levels of the organisation.

Performance reporting to Elected Members is underpinned and supported by detailed reporting and scrutiny at Service and Directorate level.

A process of Performance Review meetings across the Council chaired by the Chief Executive and supported by a small panel will be introduced. This panel will meet with senior staff from each Directorate on a six monthly basis to have a challenging and supportive discussion on performance over that period, identifying successes and addressing barriers. To increase learning, Executive Directors will be invited to join panels as peer reviewers of other Directorates.

A performance reporting timetable is attached at Appendix Two outlining dates and deadlines for performance reports.

6.1 Public Performance Reporting

'Public Performance Reporting should give stakeholders information that allows them to make informed judgements about public services, to contribute to decisions about what standards of service should be pursued, and to challenge performance in the interests of future service improvement. To be productive, PPR has to involve the right information going in the right way to the right people at the right time'

Source: Statutory guidance (The Local Government in Scotland Act 2003 Best Value Guidance)

We have developed performance pages on our website – [North Ayrshire Performs.](#)

The pages include information on:

- The Council's Performance Management Strategy
- Budgets and Finance
- Achievements, Recognitions and Awards
- Council Performance
- Corporate Plans and Policies
- Audits and Inspections

Progress reports on the Single Outcome Agreement, Directorate Plans and Performance Management Strategy are published six monthly on the website.

We publish an Annual Performance Report outlining our performance over the last year. A range of media is used to report performance information to the public including the website, press articles, infographs and distribution of information to public offices.

7. Benchmarking

Benchmarking can contribute to improving services by sharing data, processes and solutions to common areas. Benchmarking can be undertaken with other Councils, organisations and sectors but also carried out internally across services.

Core elements of Benchmarking include:

- understanding **how** a service or organisation performs in comparison to others
- a **systematic process** that needs to be planned, resourced and carried out with a degree of rigour
- a **learning process** where the core purpose is to understand why current performance levels are where they are, how well others perform in the same service area, and why some services or organisations achieve better performance results
- supporting **change and improvement** within a service or organisation based upon knowledge of what constitutes achievable best practice.

All 32 Scottish councils have been working with the Improvement Service (IS) over the last three years on developing a common approach to benchmarking, which is grounded in reporting standard information on the services councils provide to local communities across Scotland - the **Local Government Benchmarking Framework (LGBF)**.

The core purpose of local government's efforts through this work is to support all councils to improve their services by working and learning together. By engaging in benchmarking we will learn how to keep improving our use of performance information, improve our understanding of why councils vary in terms of what we achieve for our communities and how effective service practices can be better shared across all councils. We will also continue to make this information available to all citizens and users of council services, so that they in turn can hold us to account for what is achieved on their behalf.

Across the Council there are several other sources of benchmarking activities including:

- Insight - Virtual Comparator
- ABC Benchmarking Group (Community and Cultural Services)
- Scottish Rent Arrears Forum
- Chartered Institute of Public Finance and Accountancy (CIPFA)
- SOCITM Benchmarking Club
- Scottish Community Care Benchmarking Network
- The Society of Local Authority Lawyers and Administrators in Scotland (SOLAR)
- Building Standards - South West of Scotland authorities (the 3 Ayrshires plus Dumfries and Galloway. The new National Performance Framework for Building Standards will provide more robust Benchmarking opportunities.
- Customer Services Benchmarking Group
- Association of Public Service Excellence (APSE) Performance Networks
- The Society of Chief Officers of Transportation in Scotland (SCOTS) - Roads and Transportation
- Keep Scotland Beautiful - Streetscene

8. Self-assessment and evaluation

Self-assessment and evaluation underpin the Council's Performance Management Framework.

Self-evaluation is where a council systematically examines its own services, achievements and processes to assess whether it is meeting its stated objectives and outcomes efficiently and effectively

Source: Audit Scotland

Unlike external scrutiny self assessment does not rely on others to make the assessment but is completed by the Council, Directorate or individual Services. A team of staff often representing all levels of the section of the Council being assessed will answer a challenging set of questions or statements to identify:

- What are the strengths of the service
- What are the areas for improvement
- How does the service perform and how does it compare to others
- How do employees and our customers feel about the service

We have developed a team of European Foundation for Quality Management (EFQM) Accredited Assessors across the Council to provide a greater awareness of the EFQM Excellence Model and the Public Service Improvement Framework (PSIF).

Service wide self-assessments are ongoing across the Council. Tools and methodologies include:

- Public Service Improvement Framework (PSIF)
- European Foundation for Quality Management (EFQM)
- Validated Self Evaluation (VSE) – Education and Skills
- Performance Improvement Model (PIM) – Social Services and Health

We carried out our second council wide PSIF self-assessment in 2013 which identified a number of areas for improvement. An Improvement Plan has been implemented under the following themes:

- Leadership, Strategy and Performance Management
- People Management
- Stakeholder Engagement/Customer Services

9. External Assessment and Accreditation

In 2012 we were awarded the **Committed to Excellence** award from Quality Scotland, a further step on the journey to being **Recognised for Excellence** which we aim to achieve in 2015. The Directorate Plans all provide a commitment to performance management including self-assessment, benchmarking and external recognition. These are all important elements of our *Good to Great* journey.

We participate successfully in a number of external awards including:

Quality Scotland's Scottish Awards for Business Excellence - recognise commitment to Organisational Excellence, Continuous Improvement and Quality. The Levels of Excellence Programme is a series of standards which recognise the different stages of the Excellence Journey:

- Commitment to Excellence
- Recognised for Excellence
- Scottish Awards for Business Excellence
- European Quality Awards

In 2013 Housing Services received 5 star accreditation and were awarded the overall winner of the Scottish Business Excellence Award.

The **COSLA Excellence Awards** - showcase and celebrate the very best of Scotland's local services, profiling the innovative and creative approaches that Scottish local authorities and their partners are embracing to change lives across the country.

The Association for Public Service Excellence (APSE) Awards - demonstrate innovation within service delivery and implementation of new approaches, which improves the level of service to local communities and people.

MJ Achievement Awards - demonstrate innovation, value for money and positive outcomes for local communities and people.

Customer Service Excellence - tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction.

Investors in People Standard - showcases and celebrates outstanding people management. It recognises commitment to developing people and demonstrates ambition, drive and focus within the organisation.

Healthy Working Lives Award Programme - supports employers and employees to develop health promotion and safety themes in the workplace in a practical, logical way, that's beneficial to all.

10. External Audits and Inspections

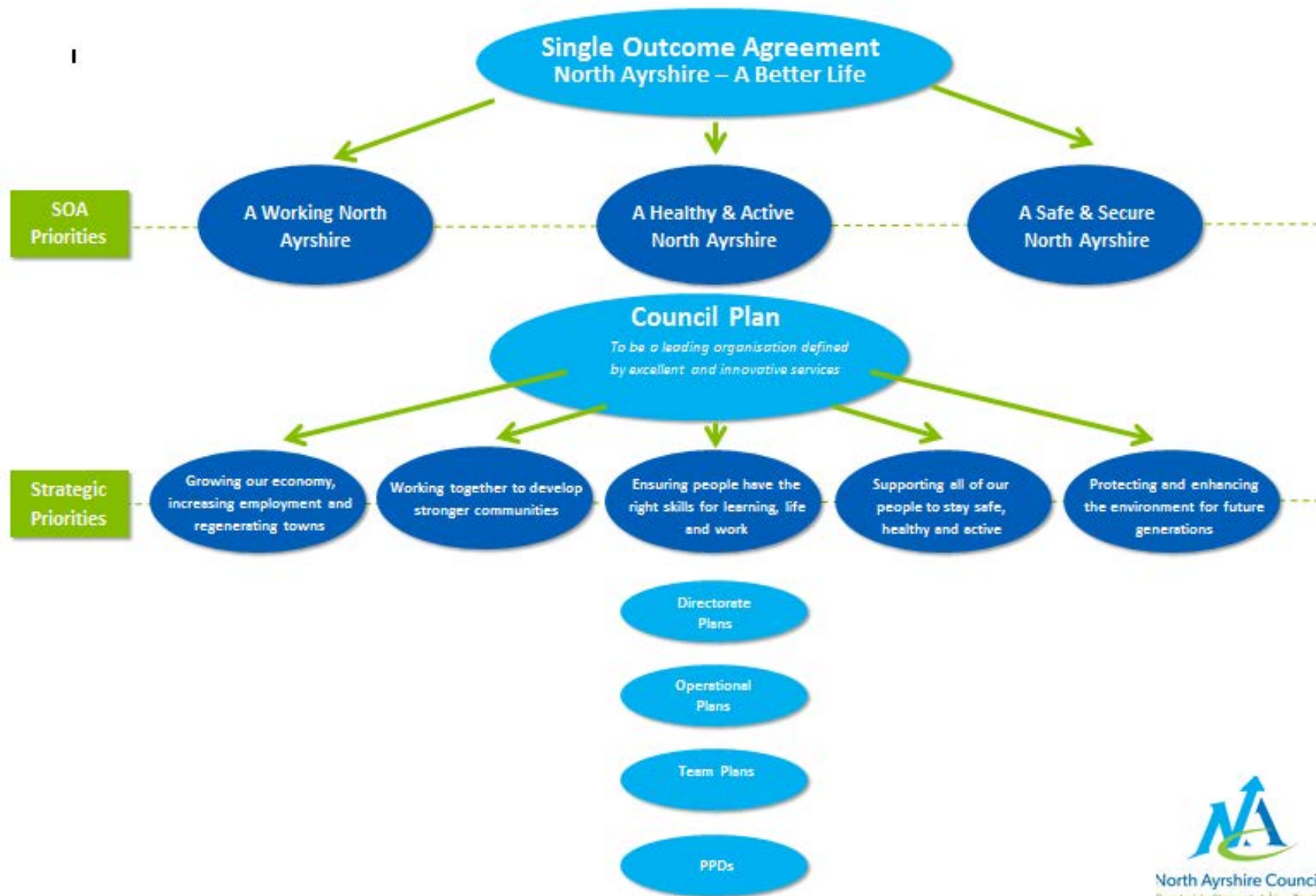
A Local Area Network (LAN) has been established for each council area, and brings together representatives of all the main local government audit and inspection agencies in a systematic way with the common aims of joint scrutiny scheduling and planning, shared risk assessment (SRA), and the delivery of a single corporate assessment – Assurance Improvement Plan (AIP). The AIP outlines any planned scrutiny and inspection activity which will be undertaken as a result of the assessment. Audit Scotland leads the coordination of this work.

Evidence from the LAN assessment confirms that we are clearly focusing on and improving its performance management and continuous improvement arrangements.

Appendices

Appendix	One	Performance Management Diagram
Appendix	Two	Performance Reporting Timetable
Appendix	Three	Resources

Performance Management Diagram



Performance Reporting Timetable

January	February	March	April	May	June
Q3 Updates	Development of Performance Management Forum (PMF) Work Plan	Directorate Plans to ECMT	Q4 Updates	Directorate Plans to Scrutiny and Petitions	Q4 to ECMT
Development of Directorate Plans	SOA Action Plan to SMT	PMF Work Plan to ECMT	Directorate Plans to Cabinet	PMF Work Plan to Scrutiny and Petitions	Q4 to Cabinet
Q2 to Scrutiny and Petitions	Q3 to CPP SMT	SOA Action Plan to CPP Board	PMF Work Plan to Cabinet	Begin development of APR	Q4 to CPP Board
			Public Performance Reporting arrangements report to ECMT	Q4 to CPP SMT	

July	August	September	October	November	December
Q1 Updates	Q4 reports to Scrutiny and Petitions	Annual Performance Report to Cabinet	Q2 Updates	Q2 to ECMT	Q2 to Cabinet
	Q1 to CPP SMT	LFR return to Improvement Service	Development of Directorate Plans	Q2 to CPP SMT	Development of Directorate Plans
	Annual Performance Report to ECMT	North Ayrshire Performs		Development of Directorate Plans	
	Non LFR LGBF return to Improvement Service			Annual Performance Report to Scrutiny and Petitions	

Resources

Audit Scotland <http://www.audit-scotland.gov.uk/>

Managing Performance: are you getting it right *October 2012 Audit Scotland*

Best Value Toolkit Toolkit: Performance Management *July 2010 Audit Scotland*

North Ayrshire Assurance and Improvement Plan *Audit Scotland*

Improvement Service <http://www.improvementservice.org.uk/>

NORTH AYRSHIRE COUNCIL

Agenda Item 6

21 April 2015

Cabinet

Subject: **North Ayrshire Council - Benchmarking**

Purpose: To provide Cabinet with details of the Local Government Benchmarking data and highlight the improvements North Ayrshire Council is making across all groups of indicators.

Recommendation: That Cabinet agrees to (a) note (i) the current position with the Local Government Benchmarking Framework (LGBF); (ii) that the Framework is being used to support continuous improvement and self-evaluation by the Council; and (iii) the performance and progress achieved in moving from a Good to Great council; (d) to receive a future report detailing the work undertaken across the full suite of indicators used by Council services detailing how we intend to improve further in 2015/16; and (e) to refer the report to Scrutiny and Petitions Committee for its information

1. Introduction

- 1.1 During the past four years, North Ayrshire Council has been working with other Scottish Councils and the Improvement Service to develop and improve the Local Government Benchmarking Framework (LGBF).
- 1.2 A detailed analysis of the Council's performance for 2013/14 is attached at Appendix 1. Data is provided for performance indicators in respect of all 32 councils, allowing for benchmarking comparisons on spending, performance and customer satisfaction. In 2013/14, there were 53 indicators used for the LGBF. The analysis of the data enables councils to identify their strengths and weaknesses and learn from those who are achieving the best performance, to improve local service delivery.

- 1.3 In addition to benchmarking against all councils, the LGBF uses 'family groups', which clusters similar councils together to enable more meaningful comparisons to be made. These family groups are agreed based on demographics, council area, financial data etc and are different depending on the category of indicators.
- 1.4 North Ayrshire Council will continue to participate in these collective efforts towards self-improvement although there are three points which need to be borne in mind when using the benchmarking data:
 - a. It is important that councils compare like with like and work is continuing with the Improvement Service to ensure the data inputs are calculated in the same way by all councils.
 - b. There is a delay in publishing the data with this current analysis being based on 2013/14 information, thus improvements may already have been made or be underway but are not reflected in the current analysis.
 - c. A proportion of the indicators change or are revised each year so although there are 53 indicators within the 2013/14 dataset, there are only 38 consistent indicators with which to show a four-year trend.

2. Current Position

- 2.1 On 17 June 2014 Cabinet received a report setting out the full range of benchmarking activities undertaken by the Council. Due to the wide and diverse range of Council services the Council is involved in several Benchmarking groups including:
 - Education Scotland Comparator Authorities/Schools
 - Senior Phase Benchmarking Tool
 - ABC Benchmarking Group (Community and Cultural Services)
 - Scottish Housing Best Value Netwo
 - Scottish Rent Arrears Forum
 - Chartered Institute of Public Finance and Accountability (CIPFA)
 - SOCITM Benchmarking CI
 - Scottish Community Care Benchmarking Network
 - The Society of Local Authority Lawyers and Administrators in Scotland (SOLAR)
 - Building Standards - South West of Scotland authorities (the 3 Ayrshires plus Dumfries and Galloway. The new National Performance Framework for Building Standards will provide more robust Benchmarking opportunities.
 - Customer Services Benchmarking Group
 - Association of Public Service Excellence (APSE) Performance Networks for Building cleaning, Building maintenance, Cemetery and Crematoria, Education catering, Highways and winter maintenance, Refuse collection, Street cleansing, Street lighting, Transport operations and vehicle maintenance, and Welfare catering

- 2.2 That report also listed the external recognition and awards obtained by the Council. Since then, there has been a concerted effort from Directorates and service areas to obtain external recognition and share best practice and this can be demonstrated by the Council winning several awards during 2014/15 from organisations like COSLA and APSE. At a Council level, North Ayrshire was the only Scottish finalist for the Local Government Chronicle “Most Improved Council” award. A submission has also been made to Quality Scotland for their Recognised for Excellence quality mark and the assessment for this is currently underway. The submissions to these awards have made use of benchmarking to evidence our sector-leading performance.
- 2.3 The national indicators prepared by the Local Government Benchmarking Framework are a key means of benchmarking. A report outlining our performance and rankings across all indicators, as well as an overview of key information and trends, is appended to this report as Appendix A. Analysis from the benchmarking data produced by the Improvement Service for 2013/14 shows:
- a. North Ayrshire is ranked first in 5 of the 53 indicators showing that for 9.5% of indicators our performance is the best in Scotland. Only Orkney Islands, with 6, has more top ranking positions.
 - b. For 2013/14, we are ranked first, second or third for 8 indicators (15%) which is a very strong position to be in and shows the improvements made from 2010/11 when it was only 3 indicators (or 6%).
 - c. 19 indicators (or 36%) showed that we are performing in the top quartile and while this does not yet meet the Good to Great target of being in the top quartile in 60% of all indicators, there has been a steadily improving trend since 2010/11. Additionally, as noted above, this data reflects our performance in 2013/14 and not the current year.
 - d. The average ranking across all of the indicators for NAC is 12.7. This average has improved from 15.6 in 2010/11.
 - e. Only 5 indicators (or 9%) are in the bottom quartile and this compares favourably with 11 indicators (19%) being in the lowest quartile in 2012/13.
 - f. There are 32 indicators (or 63%) where we improved our performance and 25 (or 49%) where we improved our ranking position, based on 2012/13 to 2013/14 data.

- g. Within the family group, we are ranked first in 11 (or 21%) of the indicators. In nearly two thirds of indicators (34, or 64%) we are in the top half of the family group. Only for 2 indicators (or 4%) is our performance at the bottom of the family group. This data demonstrates our strong performance against our peer groups.
- h. Areas of greatest strengths include:
 - i. 7 of the indicators where we are performing in the top quartile are within Economy and Communities.
 - ii. Within Education, adults satisfied with the schools and positive destinations for pupils.
 - iii. Cost per attendance for sports, libraries and museums within Culture and Leisure.
 - iv. The condition of operational buildings is a strength for Corporate Assets.
 - v. Corporately, the cost of support services, the percentage of women who are in the top 5% of pay and time to attend for a domestic noise complaint.
 - vi. Within Environment, the percentage of waste recycled and the cost of trading standards and environmental health.
 - vii. Housing are particularly strong on rent arrears, the rent lost due to voids and the percentage of housing that meets SHQS.
 - viii. The weekly cost per resident for social work services.
- i. The areas where we have not performed as well compared to our peers include:
 - i. Pupils gaining 5+ awards at level 6.
 - ii. Cost of parks and open spaces.
 - iii. The percentage of A, B & C class roads that should be considered for maintenance.
- 2.3 All of the information generated by the LGBF has been placed in a dedicated website which presents charts for each council, showing movement on indicators across the four years covered and a comparison with the Scottish average for all indicators. This website can be found at <http://scotland.myllocalcouncil.info>
- 2.4 The analyses completed for the LGBF data is being used by directorates to assess performance and determine areas for improvement. This includes liaising with other local councils to share best practice in order to improve performance. It is proposed that a further report be submitted to Cabinet detailing the work undertaken across the full suite of indicators used by Council services detailing how we intend to improve further in 2015/16.

3. Proposals

- 3.1 That the Cabinet notes:
- a. the current situation with the Local Government Benchmarking Framework (LGBF);
 - b. that the Framework is being used to support continuous improvement and self-evaluation by the Council; and
 - c. the performance and progress achieved in moving from a Good to Great council.
 - d. that Cabinet receive a future report detailing the work undertaken since the date of these indicators and how we intend to improve further in 2015/16

4. Implications

Financial Implications

- 4.1 The aim of benchmarking activity is to learn from best practice. In many cases this will enable an improved service to be delivered at the same cost, or the same level of service to be delivered at lower cost

Human Resource Implications

- 4.2 Some of the indicators detailed in the LGBF, such as that on absence levels, deal specifically with matters relating to Human Resources.

Legal Implications

- 4.3 Effective benchmarking can be seen not only as a means of improving performance or lowering cost, but of complying with the Council's legal obligation to deliver Best Value

Equality Implications

- 4.4 Some of the indicators detailed in the LGBF, such as that relating to the % of the highest paid 5% of employees who are women, deal specifically with equality. Others show a clear link between performance and deprivation and equality in its wider sense.

Environmental and Sustainability Implications

- 4.5 Numerous indicators relate to environmental issues.

Implications for Key Priorities

- 4.6 Implementation of effective benchmarking practices across the Council will help support the Council's strategic priorities and our journey from Good to Great.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 The Extended Corporate Management Team was involved in the development, review and use of the Local Government Benchmarking Framework to support the Council's transformation agenda and performance officers across the Council have been involved in the collation of the data and reviewing the LGBF results.

6. Conclusion

- 6.1 The core purpose of the Local Government Benchmarking Framework is for councils to use the information to improve their performance, working together to share best practice and improve the service delivered to their customers and communities.
- 6.2 The results show that North Ayrshire Council is in an enviable position relative to the benchmark rankings of top ranked councils in Scotland, further evidence that we are progressing well on our journey from Good to Great.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Scott Ross, Senior Manager (Service Reform) on 01294 324231

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 7

21 April 2015

Cabinet

Subject: **Revenue Estimates 2015/16 - Common Good and Trusts**

Purpose: To advise the Cabinet of the anticipated annual income and expenditure in respect of the Common Good Funds and Trusts administered by North Ayrshire Council and to seek approval for the level of grant funding to be made available for disbursement in 2015/16.

Recommendation: That the Cabinet agrees to (a) approve the 2015/16 revenue estimates for (i) the Common Good Funds of Ardrossan, Irvine, Largs, Millport, Saltcoats and Stevenston and (ii) the Spier's Trust, the Margaret Archibald Trust and the Town Trusts; (b) delegate authority for approval of the individual disbursements from all Common Good and Trusts to the Area Committees, provided that the annual budgeted level of expenditure is not breached; and c) invest cash received from the redemption of government stock in the Council's loans fund; and (d) delegate authority to the Area Committees for approving proposals in relation to dormant trusts later in the year.

1. Introduction

- 1.1 The Council is custodian of the Common Good Funds for the former burghs of Ardrossan, Irvine, Largs, Millport, Saltcoats and Stevenston. In addition, the Council administers a number of Trusts, largely composed of bequests made by individuals many years ago. Of these Trusts, there are only two that accrue significant levels of income, namely the Spier's Trust and the Margaret Archibald Trust. There are also a number of trusts established for each town for which the Council holds funds, i.e. Ardrossan, Beith & Gateside, Dalry, Irvine, Kilbirnie & Glengarnock, Kilwinning, Largs and Saltcoats.

- 1.2 The purpose of the Margaret Archibald Trust is "to apply the capital and income from time to time at the discretion of the Council for the charitable purpose of persons in need who have attained sixty five years of age living in the Parish of Dalry, Ayrshire".
- 1.3 The Spier's Trust was founded by Mrs Margaret Spier in 1936 for the administration of Spier's School, Beith and for the provision of certain educational grants and bursaries within the local area of benefit comprising the parishes of Beith, Dalry, Dunlop, Kilbirnie, Lochwinnoch and Neilston.
- 1.4 The purpose of the town trusts is to provide assistance to persons in need within the defined area of each fund, as specified by the original bequest.
- 1.5 The remaining smaller trusts administered by the Council are listed in Appendix 1. They generate around £200 of income in total per year and during 2014/15 thus far there have been no disbursements.
- 1.6 The purpose of the Common Good Funds is to benefit the general population within the defined areas of each of the six towns listed at paragraph 1.1. For example, the Irvine Common Good fund is intended to benefit the people residing within the boundary of the old burgh of Irvine.
- 1.7 Both the Common Good Funds and the Trusts make annual disbursements to groups and individuals based on a previously agreed set of criteria. Elected Members are trustees of all of the Common Good and Trusts.

2. Current Position

- 2.1 Annually, the Trustees are required to approve the overall level of expenditure from the Common Good Funds and Trusts with authority to approve the individual disbursements, provided that the spend is contained within the budget, being delegated to the Area Committees.
- 2.2 The levels of grant available for disbursement are determined by identifying all expenditure commitments and projected income from investments, rents etc. The remaining surplus is generally available for Elected Members to disburse, ensuring that capital balances are left intact. In some instances, the full amount of grant available is not disbursed and so the fund will make a surplus in that year which will be added to the general balance.

- 2.3 There are a number of trusts that have not disbursed any grants in either 2013/14 or 2014/15. Further details are provided at 2.5. These are referred to as 'dormant trusts' and options are currently being considered by officers for appropriate use of remaining funds, including the depletion of capital balances. These options must be approved by the Office of the Scottish Charity Regulator (OSCR) before then being referred to the Area Committees for approval later this year.
- 2.4 In 2014/15, the budgeted level of disbursements from the Margaret Archibald Trust was set at £10,000 at the request of the Garnock Valley Area Committee. For 2015/16, the recommended level of disbursements has been matched with available income, which is £8,239.
- 2.5 The following table summarises the anticipated income and proposed expenditure for the major funds. Further details can be found in Appendix 2.

	Estimated Balance as at 1 April 2015	Estimated Income 2015/16	Estimated Other Expenditure 2015/16	Estimated Grants Available for Disbursements 2015/16	Estimated Balance as at 31 March 2016
Common Good Funds					
Ardrossan	79,244	430	(140)	(290)	79,244
Irvine	961,919	73,085	(12,980)	(60,105)	961,919
Largs	421,115	19,009	(2,275)	(16,734)	421,115
Millport	44,546	259	(140)	(119)	44,546
Saltcoats	16,976	92	(90)	-	16,978
Stevenston	197,795	15,328	(640)	(14,688)	197,795
Total Common Good Funds	1,721,595	108,203	(16,265)	(91,936)	1,721,597
Trusts					
Ardrossan**	7,609	44	-	(44)	7,609
Beith & Gateside	9,143	59	-	(59)	9,143
Dalry	10,374	57	-	(57)	10,374
Irvine*	22,673	122	-	(122)	22,673
Kilbirnie & Glengarnock**	5,397	29	-	(29)	5,397
Kilwinning	129,124	703	-	(703)	129,124
Largs	17,229	135	-	(135)	17,229
Saltcoats**	8,154	51	-	(51)	8,154
Speir's Trust	40,650	3,447	-	(3,447)	40,650
Margaret Archibald Trust	173,963	8,239	-	(8,239)	173,963
Douglas Sellers Trust**	1,780	10	-	(10)	1,780
Anderson Park Trust**	790	4	-	(4)	790
North Ayrshire Council Charitable Trust	33,403	1,525	-	(1,525)	33,403
Total Trusts	460,288	14,423	-	(14,423)	460,288

* This trust has not disbursed any grants to date in 2014/15 (dormant)

** These trusts have had no disbursement of grant in either 2013/14 or 2014/15 to date (dormant)

2.6 In his November statement, the Chancellor advised that all 3.5% Conversion Stock, 4% Consolidated Stock and 3.5% War Stock would be redeemed at par. This means that the stocks are cashed in at the principal value plus either 3.5% or 4% interest. This redemption applies to many of the Trusts and two of the Common Good Funds. Further details are noted in Appendices 1 and 2, where applicable.

- 2.7 It is proposed that the resulting cash is invested in the Council's Loans Fund, which currently attracts internal interest at a rate of 0.54%. Given the small value of investments and potential transaction fees, this proposal is considered to offer the best return for each of the funds.

3. Proposals

- 3.1 That the Cabinet (a) approves the 2015/16 revenue estimates for the Common Good and Trusts; (b) agrees to delegate authority for approval of the individual disbursements for all Common Good and Trusts to the Area Committees, provided that the annual budgeted level of expenditure is not breached; (c) agrees to invest cash received from the redemption of government stock in the Council's loans fund; and d) agrees to delegate authority to the Area Committees for approving proposals in relation to dormant trusts later in the year.

4. Implications

Financial Implications

- 4.1 Approval of the budgets outlined in paragraph 2.5 and in Appendix 2 will then allow each Area Committee to disburse individual grants up to the value of the approved levels.

Human Resource Implications

- 4.2 There are no Human Resource issues arising from this report.

Legal Implications

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

Equality Implications

- 4.4 There are no Equality issues arising from this report.

Environmental and Sustainability Implications

- 4.5 There are no Environmental or Sustainability issues arising from this report.

Implications for Key Priorities

- 4.6 The proposals contained in this report will impact on the strategic aims of the Council.

Community Benefit Implications

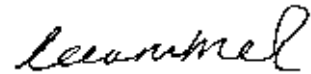
- 4.7 Grants will be disbursed to people or groups within the community who meet the necessary criteria.

5. Consultations

- 5.1 Legal Services were consulted in the preparation of this report.

6. Conclusion

- 6.1 In order to allow the Area Committees to make grant disbursements from the Common Good and Trusts, the Cabinet is requested to approve the budgets and also to delegate authority to each Area Committee to both approve grant disbursements and approve options in relation to dormant trusts later in the year.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

For further information please contact Christine McCourt, Team Manager (Financial Management) on 01294 324546.

Background Papers

None

SUNDRY BEQUESTS

Name of Funds	Original Investment	Projected Income 2014/15	Projected Disbursement 2014/15	Purpose of Bequest
	£	£	£	
Isabella McPhee Memorial Fund	2,667	14	-	Largs - Annual Putting Competition (Mackerston)
War Memorial Fund*	677	136	-	Skelmorlie & Wemyss Bay
N Stewart	1,514	8	-	Provision of Liberty at Rothesay & Arran
Sturrock	2,739	15	-	Upkeep of Springside Community Centre
Clark Trophy	511	3	-	Road Safety Competition
Ayrshire Accident Relief	3,609	20	-	Accident Relief
Cast/Florist/N Child	261	1	-	No information available
Miss Hanslip Bequest	1,075	6	-	No information available
Total	13,053	203	-	

*4% Consolidated Stock held by the War Memorial Fund was redeemed in its entirety, at par, on 1 February 2015; the value of this stock held by the War Memorial Fund was £120.

Budget 2014/15 £	Projected Outturn 2014/15 £	COMMON GOOD FUND - ARDROSSAN	Proposed Budget 2015/16 £
	79,727	Projected Common Good Balance Brought Forward at 1 April	79,244
		<u>INCOME</u>	
1,245	427	Loans Fund Interest (on cash balances)	430
1,245	427	TOTAL INCOME FOR THE YEAR	430
		<u>EXPENDITURE</u>	
140	140	Administration - Charge from Finance	140
140	140	SUB TOTAL OF EXPENDITURE	140
1,105	287	SURPLUS/(DEFICIT) FOR THE YEAR BEFORE GRANTS	290
1,105	770	Disbursement of Grants	290
-	(483)	FINAL SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING GRANTS	-
	79,244	COMMON GOOD BALANCE CARRIED FORWARD AT 31 MARCH	79,244

Budget 2014/15 £	Projected Outturn 2014/15 £	COMMON GOOD FUND - IRVINE	Proposed Budget 2015/16 £
	965,348	Projected Common Good Balance Brought Forward at 1 April	961,919
		INCOME	
		Property Rentals	
25,000	25,000	Woodlands Centre (Education & Youth Employment)	25,000
-	-	36/38 Bank Street, Irvine (under offer)	-
11,500	11,500	Bank Street (Church of Latter Day Saints)	11,500
4,000	4,000	Redburn Community Centre (Education & Youth Employment)	4,000
11,000	11,000	Fairground (Marymass)	11,000
13,000	13,000	Ground East Road (McConnachie's)	13,000
1,750	1,750	East Road Car Park	1,750
-	2,000	East Road New Car Park	2,000
-	-	Quarry Road Depot (currently vacant)	-
		Other Income	
13,765	4,833	Loans Fund Interest (on cash balances)	4,835
80,015	73,083	TOTAL INCOME FOR THE YEAR	73,085
		EXPENDITURE	
		Property Costs	
1,500	528	General Repairs	1,000
-	7,207	Erection of bollards at Irvine Moor (pending)	-
10,000	10,280	Rates on vacant property (36/38 Bank Street - 10% relief)	10,280
1,500	433	Electricity	500
650	125	Other Property Costs	150
13,650	18,572		11,930
		Others	
1,050	1,050	Administration - Charge from Finance	1,050
1,050	1,050		1,050
14,700	19,622	SUB TOTAL OF EXPENDITURE	12,980
65,315	53,461	SURPLUS/(DEFICIT) FOR THE YEAR BEFORE GRANTS	60,105
64,350	56,890	Disbursement of Grants	60,105
965	(3,429)	FINAL SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING GRANTS	-
	961,919	COMMON GOOD BALANCE CARRIED FORWARD AT 31 MARCH	961,919

Budget 2014/15 £	Projected Outturn 2014/15 £	COMMON GOOD FUND - LARGS	Proposed Budget 2015/16 £
-	422,092	Projected Common Good Balance Brought Forward at 1 April	421,115
		INCOME	
		Property Rentals	
4,500	4,500	Routenburn Golf Club	4,500
6,000	6,562	Haylie House	6,562
1,250	1,250	Douglas Park Bowling Club	1,250
210	210	Douglas Park Grazings	210
3,100	3,821	Douglas Park Tennis Club & Children's Nursery	3,800
		Other Income	
7,780	2,687	Loans Fund Interest (on cash balances)	2,687
22,840	19,030	TOTAL INCOME FOR THE YEAR	19,009
		EXPENDITURE	
		Property Costs	
-	117	Water & Sewerage	150
-	1,070	Legal Fees	-
2,500	1,034	Electricity	1,100
1,500	72	Other Property Costs	100
		Others	
925	925	Administration - Charge from Finance	925
4,925	3,217	SUB TOTAL OF EXPENDITURE	2,275
17,915	15,813	SURPLUS/(DEFICIT) FOR THE YEAR BEFORE GRANTS	16,734
17,915	14,790	Disbursement of Grants	16,734
-	2,000	Pending Application	-
-	(977)	FINAL SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING GRANTS	-
-	421,115	COMMON GOOD BALANCE CARRIED FORWARD AT 31 MARCH	421,115

Budget 2014/15 £	Projected Outturn 2014/15 £	COMMON GOOD FUND - MILLPORT	Proposed Budget 2015/16 £
	44,908	Projected Common Good Balance Brought Forward at 1 April	44,546
		INCOME	
40	60	Sale of published materials	40
650	219	Loans Fund Interest (on cash balances)	219
690	279	TOTAL INCOME FOR THE YEAR	259
		EXPENDITURE	
140	140	Administration - Charge from Finance	140
140	140	SUB TOTAL OF EXPENDITURE	140
550	139	SURPLUS/(DEFICIT) FOR THE YEAR BEFORE GRANTS	119
550	500	Disbursement of Grants	119
-	(361)	FINAL SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING GRANTS	-
	44,546	COMMON GOOD BALANCE CARRIED FORWARD AT 31 MARCH	44,546

Budget 2014/15 £	Projected Outturn 2014/15 £	COMMON GOOD FUND - SALTCOATS	Proposed Budget 2015/16 £
	17,015	Projected Common Good Balance Brought Forward at 1 April	16,976
		INCOME	
11	11	3.5% Conversion Stock Interest*	-
260	90	Loans Fund Interest (on cash balances)	92
271	101	TOTAL INCOME FOR THE YEAR	92
		EXPENDITURE	
140	140	Administration - Charge from Finance	90
140	140	SUB TOTAL OF EXPENDITURE	90
131	- 39	SURPLUS/(DEFICIT) FOR THE YEAR BEFORE GRANTS	2
131	-	Disbursement of Grants	-
-	(39)	FINAL SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING GRANTS	2
	16,976	COMMON GOOD BALANCE CARRIED FORWARD AT 31 MARCH	16,978

*The 3.5% Conversion Stock held by Saltcoats Common Good will be redeemed in its entirety at par on 1 April 2015; the value of this stock held by Saltcoats Common Good is £393.

Budget 2014/15 £	Projected Outturn 2014/15 £	COMMON GOOD FUND - STEVENSTON	Proposed Budget 2015/16 £
	183,385	Projected Common Good Balance Brought Forward at 1 April	197,795
		INCOME	
		Property Rentals	
14,250	14,250	New Street (Health & Social Care)	14,250
		Other Income	
95	95	3.5% War Stock Interest*	-
20	10	Sale of published materials	10
2,600	1,053	Loans Fund Interest (on cash balances)	1,068
16,965	15,407	TOTAL INCOME FOR THE YEAR	15,328
		EXPENDITURE	
		Property Costs	
1,000	-	Property Repairs	500
-	16	Legal Expenses (The Registers of Scotland)	-
		Others	
140	140	Administration - Charge from Finance	140
1,140	156	SUB TOTAL OF EXPENDITURE	640
15,825	15,251	SURPLUS/(DEFICIT) FOR THE YEAR BEFORE GRANTS	14,688
15,755	841	Disbursement of Grants	14,688
70	14,410	FINAL SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING GRANTS	-
	197,795	COMMON GOOD BALANCE CARRIED FORWARD AT 31 MARCH	197,795

*The 3.5% War Stock held by Stevenson Common Good will be redeemed in its entirety at par on 9 March 2015; the value of this stock held by Stevenston Common Good is £2,700.

Budget 2014/15	Projected Outturn 2014/15	NAC (ARDROSSAN) CHARITABLE TRUST	Proposed Budget 2015/16	Proposed Budget 2015/16 Age/ Ill Health/ Disability	Proposed Budget 2015/16
Total £	Total £		Poverty £	£	Total £
	7,483	Projected Trust Balance Brought Forward at 1 April	3,579	4,037	7,609
		INCOME			
89	89	Dividends*	-	-	-
80	37	Loans Fund Interest (on cash balances)	21	23	44
169	126	TOTAL INCOME FOR THE YEAR	21	23	44
		EXPENDITURE			
169	-	Disbursement of Grants	21	23	44
169	-	TOTAL EXPENDITURE FOR THE YEAR	21	23	44
-	126	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-	-	-
	7,609	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	3,579	4,037	7,609

*3.5% War Stock held by NAC (Ardrossan) Charitable Trust will be redeemed in its entirety at par on 9 March 2015; the value of this stock held by NAC (Ardrossan) Charitable Trust is £1,500.

The 3.5% Conversion Stock held by NAC (Ardrossan) Charitable Trust will be redeemed in its entirety at par on 1 April 2015; the value of this stock held by NAC (Ardrossan) Charitable Trust is £1,300.

Budget 2014/15	Projected Outturn 2014/15	NAC (BEITH & GATESIDE) CHARITABLE TRUST	Proposed Budget 2015/16	Proposed Budget 2015/16	Proposed Budget 2015/16
Total	Total		Poverty	Education	Total
£	£		£	£	£
	9,118	Projected Trust Balance Brought Forward at 1 April	6,524	2,630	9,143
		INCOME			
90	87	Dividends*	9	-	9
112	38	Loans Fund Interest (on cash balances)	35	15	50
202	125	TOTAL INCOME FOR THE YEAR	44	15	59
		EXPENDITURE			
202	100	Disbursement of Grants	44	15	59
202	100	TOTAL EXPENDITURE FOR THE YEAR	44	15	59
-	25	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-	-	-
	9,143	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	6,524	2,630	9,143

*3.5% War Stock held by NAC (Beith & Gateside) Charitable Trust will be redeemed in its entirety at par on 9 March 2015; the value of this stock held by NAC (Beith & Gateside) Charitable Trust is £2,237.

Budget 2014/15	Projected Outturn 2014/15	NAC (DALRY) CHARITABLE TRUST	Proposed Budget 2015/16 Poverty
£	£		£
	10,224	Projected Trust Balance Brought Forward at 1 April	10,374
		<u>INCOME</u>	
25	24	Dividends*	-
160	52	Loans Fund Interest (on cash balances)	57
-	75	Cancelled out of date cheques	-
185	151	TOTAL INCOME FOR THE YEAR	57
		<u>EXPENDITURE</u>	
185	-	Disbursement of Grants	57
185	-	TOTAL EXPENDITURE FOR THE YEAR	57
-	151	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-
	10,374	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	10,374

*3.5% War Stock held by NAC (Dalry) Charitable Trust will be redeemed in its entirety at par on 9 March 2015; the value of this stock held by NAC (Dalry) Charitable Trust is £160.

The 3.5% Conversion Stock held by NAC (Dalry) Charitable Trust will be redeemed in its entirety at par on 1 April 2015; the value of this stock held by NAC (Dalry) Charitable Trust is £640.

Budget 2014/15	Projected Outturn 2014/15	NAC (IRVINE) CHARITABLE TRUST	Proposed Budget 2015/16	Proposed Budget 2015/16 Age/ Ill Health/ Disability	Proposed Budget 2015/16
Total	Total		Poverty		Total
£	£		£	£	£
	22,500	Projected Trust Balance Brought Forward at 1 April	10,707	11,975	22,673
		INCOME			
60	60	Dividends*	-	-	-
360	113	Loans Fund Interest (on cash balances)	58	64	122
420	173	TOTAL INCOME FOR THE YEAR	58	64	122
		EXPENDITURE			
420	-	Disbursement of Grants	58	64	122
420	-	TOTAL EXPENDITURE FOR THE YEAR	58	64	122
-	173	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-	-	-
	22,673	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	10,707	11,975	22,673

*3.5% War Stock held by NAC (Irvine) Charitable Trust will be redeemed in its entirety at par on 9 March 2015; the value of this stock held by NAC (Irvine) Charitable Trust is £1,700.

Budget 2014/15	Projected Outturn 2014/15	NAC (KILBIRNIE & GLENGARNOCK) CHARITABLE TRUST	Proposed Budget 2015/16	Proposed Budget 2015/16 Age/ Ill Health/ Disability	Proposed Budget 2015/16
Total	Total		Recreation		Total
£	£		£	£	£
	5,368	Projected Trust Balance Brought Forward at 1 April	4,116	1,281	5,397
85	29	<u>INCOME</u> Loans Fund Interest (on cash balances)	22	7	29
85	29	TOTAL INCOME FOR THE YEAR	22	7	29
85	-	<u>EXPENDITURE</u> Disbursement of Grants	22	7	29
85	-	TOTAL EXPENDITURE FOR THE YEAR	22	7	29
-	29	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-	-	-
	5,397	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	4,116	1,281	5,397

Budget 2014/15	Projected Outturn 2014/15	NAC (KILWINNING) CHARITABLE TRUST	Proposed Budget 2015/16	Proposed Budget 2015/16 Age/ Ill Health/ Disability	Proposed Budget 2015/16
Total £	Total £		Poverty £	£	Total £
	130,403	Projected Trust Balance Brought Forward at 1 April	128,431	696	129,124
		INCOME			
16	16	Dividends*	-	-	-
2,023	700	Loans Fund Interest (on cash balances)	699	4	703
2,039	716	TOTAL INCOME FOR THE YEAR	699	4	703
		EXPENDITURE			
2,039	495	Disbursement of Grants	699	4	703
-	1,500	Pending Application	-	-	-
2,039	1,995	TOTAL EXPENDITURE FOR THE YEAR	699	4	703
-	(1,279)	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-	-	-
	129,124	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	128,431	696	129,124

*3.5% War Stock held by NAC (Kilwinning) Charitable Trust will be redeemed in its entirety at par on 9 March 2015; the value of this stock held by NAC (Kilwinning) Charitable Trust is £460.

Budget 2014/15	Projected Outturn 2014/15	NAC (LARGS) CHARITABLE TRUST	Proposed Budget 2015/16 Poverty
£	£		£
	17,017	Projected Trust Balance Brought Forward at 1 April	17,229
		<u>INCOME</u>	
124	124	Dividends*	50
205	73	Loans Fund Interest (on cash balances)	85
-	15	Cancelled out of date cheque	-
329	212	TOTAL INCOME FOR THE YEAR	135
		<u>EXPENDITURE</u>	
105	-	Disbursement of Grants	135
105	-	TOTAL EXPENDITURE FOR THE YEAR	135
224	212	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-
	17,229	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	17,229

*3.5% War Stock held by NAC (Largs) Charitable Trust will be redeemed in its entirety at par on 9 March 2015; the value of this stock held by NAC (Largs) Charitable Trust is £2,112.

Budget 2014/15	Projected Outturn 2014/15	NAC (SALTCOATS) CHARITABLE TRUST	Proposed Budget 2015/16 Poverty
£	£		£
	7,534	Projected Trust Balance Brought Forward at 1 April	8,154
		<u>INCOME</u>	
144	144	Dividends*	-
55	23	Loans Fund Interest (on cash balances)	51
-	454	Donation from Saltcoats Community Council Fundraising	-
199	621	TOTAL INCOME FOR THE YEAR	51
		<u>EXPENDITURE</u>	
-	-	Disbursement of Grants	51
-	-	TOTAL EXPENDITURE FOR THE YEAR	51
199	621	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-
	8,154	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	8,154

The 3.5% Conversion Stock held by NAC (Saltcoats) Charitable Trust will be redeemed in its entirety at par on 1 April 2015; the value of this stock held by NAC (Saltcoats) Charitable Trust is £5,145.

Budget 2014/15 £	Projected Outturn 2014/15 £	SPIER'S TRUST	Proposed Budget 2015/16 £
	38,958	Projected Trust Balance Brought Forward at 1 April	40,650
		<u>INCOME</u>	
665	632	Share dividends	632
425	154	Loans Fund Interest (on cash balances)	154
2,660	2,660	Rent	2,660
3,750	3,446	TOTAL INCOME FOR THE YEAR	3,447
		<u>EXPENDITURE</u>	
3,750	1,755	Disbursement of Grants	3,447
3,750	1,755	TOTAL EXPENDITURE FOR THE YEAR	3,447
-	1,691	FINAL SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING GRANTS	-
	40,650	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	40,650

Budget 2014/15 £	Projected Outturn 2014/15 £	MARGARET ARCHIBALD BEQUEST	Proposed Budget 2015/16 £
	174,524	Projected Trust Balance Brought Forward at 1 April	173,963
		<u>INCOME</u>	
8,400	8,028	Share dividends	8,050
525	189	Loans Fund Interest (on cash balances)	189
8,925	8,217	TOTAL INCOME FOR THE YEAR	8,239
		<u>EXPENDITURE</u>	
10,000	7,679	Disbursement of Grants	8,239
-	1,100	Pending application	-
10,000	8,779	TOTAL EXPENDITURE FOR THE YEAR	8,239
(1,075)	(562)	FINAL SURPLUS/(DEFICIT) FOR THE YEAR INCLUDING GRANTS	-
	173,963	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	173,963

Budget 2014/15	Projected Outturn 2014/15	DOUGLAS SELLERS TRUST	Proposed Budget 2015/16 Recreation
£	£		£
	1,770	Projected Trust Balance Brought Forward at 1 April	1,780
24	10	<u>INCOME</u> Loans Fund Interest (on cash balances)	10
24	10	TOTAL INCOME FOR THE YEAR	10
24	-	<u>EXPENDITURE</u> Disbursement of Grants	10
24	-	TOTAL EXPENDITURE FOR THE YEAR	10
-	10	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-
	1,780	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	1,780

Budget 2014/15	Projected Outturn 2014/15	ANDERSON PARK TRUST	Proposed Budget 2015/16 Recreation
£	£		£
	786	Projected Trust Balance Brought Forward at 1 April	790
11	4	<u>INCOME</u> Loans Fund Interest (on cash balances)	4
11	4	TOTAL INCOME FOR THE YEAR	4
11	-	<u>EXPENDITURE</u> Disbursement of Grants	4
11	-	TOTAL EXPENDITURE FOR THE YEAR	4
-	4	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-
	790	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	790

Budget 2014/15	Projected Outturn 2014/15	NORTH AYRSHIRE COUNCIL CHARITABLE TRUST (excluding SPIERS TRUST)	Proposed Budget 2015/16 Education	Proposed Budget 2015/16 Recreation	Proposed Budget 2015/16 Other	Proposed Budget 2015/16 Total
£	£		£	£	£	£
	32,836	Projected Trust Balance Brought Forward at 1 April	10,881	22,115	414	33,403
		INCOME				
2,068	1,431	Dividends*	1,243	102	7	1,352
329	166	Loans Fund Interest (on cash balances)	57	115	1	173
2,397	1,597	TOTAL INCOME FOR THE YEAR	1,300	217	8	1,525
		EXPENDITURE				
2,397	1,030	Disbursement of Grants	1,300	217	8	1,525
2,397	1,030	TOTAL EXPENDITURE FOR THE YEAR	1,300	217	8	1,525
-	567	FINAL SURPLUS/(DEFICIT) FOR THE YEAR	-	-	-	-
	33,403	TRUST BALANCE CARRIED FORWARD AT 31 MARCH	10,881	22,115	414	33,403

*3.5% War Stock held by The North Ayrshire Council Charitable Trust will be redeemed in its entirety at par on 9 March 2015; the value of this stock held by The North Ayrshire Council Charitable Trust is £1,284.

NORTH AYRSHIRE COUNCIL

Agenda Item 9

21 April 2015

Cabinet

Subject: Corporate Social Responsibility

Purpose: To seek Cabinet approval for the Corporate Social Responsibility Policy.

Recommendation: That Cabinet approves the Corporate Social Responsibility Policy and Action Plan.

1. Introduction

- 1.1 Most of us want to live in a society that is safe, caring, inclusive, respectful, and in which we feel valued. North Ayrshire Council's vision is to improve the lives of North Ayrshire people and develop stronger communities. Our ambition is not simply to do the best for North Ayrshire but to do it in the best way possible. We aim to deliver services in ways which are the most creative, the least environmentally damaging, the most sustainable and which add the greatest social value to local communities.

North Ayrshire Council has a clear leadership role in Corporate Social Responsibility (CSR) and demonstrating its practice in public life. CSR can be seen as the 'corporate' conscience' and a working definition might be:

Corporate Social Responsibility is about delivering our services in ways which add the most social and economic value for North Ayrshire with the least environmental harm possible within the resources available.

- 1.2 The values that are shared across the Council are central to our service approach: Focus; Passion and Inspiration, and include:

- Putting our customers first;
- Understanding the bigger picture;
- Taking pride in the jobs we do;
- Being ambitious for our community;
- Looking for better ways to deliver our services; and
- Achieving better results by working together.

The foundations of our Corporate Social Responsibility Policy (CSR) are:

- Treating people respectfully, fairly and equally;
- Reflecting sustainability in our decision making; and
- Striving for continuous improvement.

- 1.3 Developing a Corporate Social Responsibility Policy is a key action identified in the Public Service Improvement Framework audit carried out internally in 2013.

2. Current Position

- 2.1 CSR is not something new; it is embedded in many of our Council services and has been for many years. The policy (attached at Appendix 1) and its subsequent action plan (attached at Appendix 2) allow us to capture, monitor and report on how we approach CSR. Using the Council's values as the drivers for CSR, we can organise the various strands of CSR into the four "Good to Great" themes – *Communities, Places, Partnerships and People* and ensure that the fifth theme, *Processes*, is aligned to support its delivery. We recognise the context within which we work means that we will be subject to constraints. However, the intention is take the socially-responsible choices when we can. The CSR policy should be complementary to the equalities agenda, and reference and have respect for, rather than duplicate, the Environmental Sustainability and Climate Change Strategy or the Equality Action Plan.

The scope of CSR in the Council is:

1. Corporate conscience and ethics;
 2. Social impact, social capacity building for sustainable livelihoods and volunteering;
 3. Sustainable procurement;
 4. Sustainability and environmentalism, including awareness of global responsibilities and cultural differences;
 5. Corporate philanthropy and fundraising; and
 6. Creating more value for customers and the Council using the creativity and innovation of the Council workforce.
- 2.2 In the accompanying Action Plan, the CSR strands are embedded in our Good to Great themes: **Communities, Places, Partnerships, Processes and People.**

2.3 It is proposed that the CSR policy is adopted by the Council and is used to:

- inform the public and stakeholders;
- be our statement of intent; and
- act as guidelines for staff.

This means that CSR can be integrated within existing HR tools such as the Competency Framework and PPD.

2.4 Staff from across the Council have contributed to the Action Plan and this has captured current actions and performance indicators. It is proposed that CSR is monitored and reported through the identified relevant Covalent actions.

3. Proposals

3.1 That Cabinet approves the Corporate Social Responsibility Policy and Action Plan.

4. Implications

Financial Implications

4.1 There are no financial implications at this stage.

Human Resource Implications

4.2 It is anticipated that there will be some implications for staff training.

Legal Implications

4.3 There are no legal implications at this stage.

Equality Implications

4.4 It is anticipated that this development will contribute positively to equalities outcomes.

Environmental and Sustainability Implications

- 4.5 It is anticipated that this development will contribute positively to environmental outcomes.

Implications for Key Priorities

- 4.6 The CSR policy and action plan will contribute to current and future Council objectives:
- Growing our economy, increasing employment and regenerating towns;
 - Working together to develop strong communities;
 - Ensuring people have the right skills for learning, life and work;
 - Supporting people to stay, healthy and active; and
 - Protecting and enhancing the environment for future generations.

Community Benefit Implications

- 4.7 There are no community benefit Implications at this stage.

5. Consultations

- 5.1 Future public and staff consultations will be part of the development, monitoring and review process.

6. Conclusion

- 6.1 Our Corporate Social Responsibility policy takes direction from the Council's objectives, explores how its values can be used to strengthen the ethos of the Council and the CSR action plan captures what this means for the daily lives of residents, local businesses, visitors and the Council workforce. Formalising our CSR into a policy and action plan explains this clearly to public, stakeholders and staff and enables the Council to recognise, monitor and improve its social and environmental responsibilities.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : AS/AB

For further information please contact Audrey Sutton, Head of Service, Connected Communities on 01294 324414.

Background Papers

None

Appendix 1

North Ayrshire Council

Corporate Social Responsibility Policy

North Ayrshire Council's vision is to improve the lives of North Ayrshire people and develop stronger communities. Our ambition is not simply to do the best for North Ayrshire but to do it in the best way possible. We aim to deliver services in ways which are the most creative, the least environmentally damaging, the most sustainable and which add the greatest social value to local communities.

Corporate Social Responsibility is about delivering our services in ways which add the most social and economic value for North Ayrshire with the least environmental harm possible within the resources available.

It includes:

1. Corporate conscience and ethics ;
2. Social impact, social capacity building for sustainable livelihoods and volunteering;
3. Sustainable procurement;
4. Sustainability and environmentalism, including awareness of global responsibilities and cultural differences;
5. Corporate philanthropy and fundraising; and
6. Creating more value for customers and the Council using the creativity and innovation of the Council workforce.

Corporate Social Responsibility is already part of our work in:

- Growing our economy, increasing employment and regenerating towns;
- Working together to develop strong communities;
- Ensuring people have the right skills for learning, life and work;
- Supporting people to stay, healthy and active; and
- Protecting and enhancing the environment for future generations.

Our CSR policy sets out our approach and we will develop an action plan to say what we will do in the areas where we have significant impact or influence.

Communities

We will build positive relationships with our local communities encouraging our staff and partners to think about the impact of our actions on others. We will consult communities, involve them and share decision making locally in open, honest and transparent ways so that responsibility is shared.

Places

We will work hard to deliver our services in ways which have the least environmental impact within the resources available and we will promote good environmental practice. We will have respect for environments where our goods are made and promote responsible and sustainable methods of production and biodiversity. We will

work hard to improve our energy efficiency, minimise packaging and reduce road/air miles, water usage, waste disposal and air emissions.

Partnerships

We will nurture and maintain good partnership and business relationships; and ensure they are conducted with integrity, courtesy and mutual respect. We will work hard, particularly, to provide support for small, local, specialist producers. We are committed to trading fairly with all our suppliers, honouring our contracts and paying promptly. We will encourage our partners to develop their approaches to CSR and help them to understand our expectations.

Processes

We will strive to develop resilient systems and processes which deliver services without creating unnecessary stages or barriers.

People

We will respect our staff. They are the people who make us good and we will encourage their development and training so that we can move from good to great. We will promote equality and diversity, recognising their rights to be safe at work, as well as their right to dignity in their workplace. We will work hard to ensure their welfare and health. We aim to provide employees with worthwhile and satisfying employment in delivering beneficial public services.

Our action plan sets out who is responsible for each CSR theme, what will be done and how it will be monitored and reported.

April 2015

1. Communities				
CSR Theme	Action	Strategy/Policy	Monitoring and Reporting	Lead Officers
Providing leadership and supporting communities	Supporting and developing community capacity and empowerment, including citizenship, participation and enterprise <ul style="list-style-type: none"> • Increase Community Engagement • Coordinate/streamline consultation events • Review community councils 	Council Plan Neighbourhood Planning Approach Single Outcome Agreement 2013-2017	<ul style="list-style-type: none"> • E&S_P_C05 Percentage of community groups who feel the Council is an effective partner in helping them deliver their aspirations • SOA1415_CE02 Promote the Community Engagement Tool Kit • SOA1415_CE03 Maintenance of a partnership Community Engagement Calendar to ensure co-ordination, a shared approach and a reduction in unnecessary duplication of consultative activity • SOA1415_CE04 Review role of Community Engagement Reference Group (CERG) and Community Engagement Network (CEN) in light of the Neighbourhood 	Executive Director of Economy and Communities

			Planning events, the review of community councils and the development of neighbourhood forums	
	Supporting and delivering customer involvement and empowerment <ul style="list-style-type: none"> (To meet the Scottish Social Housing Charter legislative requirements) Increase involvement opportunities for customers	Customer Involvement and Empowerment Strategy 2014-2017	<ul style="list-style-type: none"> Customer Involvement Indicators monitored monthly and reported six monthly to SMT and Network 	Executive Director of Place
Supporting and co-ordinating local decision-making	Implementing our neighbourhood planning approach, to ensure that communities are involved in decision making with Community Planning Partners at a local level, including the development of local action plans to determine local priorities and place making goals	Neighbourhood Planning Approach Area Committees	<ul style="list-style-type: none"> SOA1415_NP04 We will implement the Neighbourhood Planning SOA1415_NP05 We will involve local communities in the Neighbourhood Planning Approach New indicator <ul style="list-style-type: none"> Number of local and neighbourhood plans agreed by communities 	Executive Director of Economy and Communities
Increasing participation in local life through volunteering	Continuing to increase levels of volunteering in North Ayrshire - in 2013-14 43% were involved as a volunteer or organiser	Community & Culture Service Plan Third Sector Interface agreement	<ul style="list-style-type: none"> E&S_P_C06 Number of volunteers who are active in Community and Culture and Third Sector Interface 	Executive Director of Economy and Communities

	or attend any charities, clubs, etc.		activities	
Valuing community leadership and citizenship in high profile awards	Continuing to highlight the value of community leadership and increase civic pride through high profile awards	Provost's Awards	<ul style="list-style-type: none"> Number of Awards nominations 	Chief Executive Executive Director of Economy and Communities
2. Places				
CSR Theme	Action	Strategy/Policy	Monitoring and Reporting	Lead Officers
Encouraging environmental sustainability and mitigate/adapt to effects of climate change	Implementing the 2014-17 Environmental Sustainability & Climate Change Strategy <ol style="list-style-type: none"> Affordable Warmth A Green Economy Transport and Travel Natural and Built Environment Sustainable Operations 	Environmental Sustainability & Climate Change Strategy	<ul style="list-style-type: none"> Annual progress report CP_FCS_001 Overall carbon emissions (tonnes) 	Executive Director of Place
	Continued implementation of the Council's Waste Management Strategy	Waste Strategy	<ul style="list-style-type: none"> SOL_ENV06 % of total household waste that is recycled 	Executive Director of Place
	Develop and implement the Local Transport Strategy 2014/18	Council Plan	<ul style="list-style-type: none"> TBC 	Executive Director of Place
Improving society's perception of North Ayrshire	Continuing to increase civic pride <ul style="list-style-type: none"> Satisfaction with the environment and town centres Feeling safe 	CSR Strategy Neighbourhood Planning Approach Economic Development and Regeneration Strategy Placemaking initiative	<ul style="list-style-type: none"> People's Panel Number of respondents rated their neighbourhood in North Ayrshire as a 'very good' or a 'fairly 	Chief Executive All Executive Directors

	<ul style="list-style-type: none"> • Sense of connection with the place - wanting to give back/play a part • Reducing inequalities • Being a valued destination 	<p>Development of green economy</p> <p>Increasing public consultation and engagement</p> <p>Improving customer experience</p>	<p>good' place to live</p> <ul style="list-style-type: none"> • SOA_SSNA5 Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark • SOA_SSNA3 Percentage of adults giving up time to volunteer in the last 12 months • SOA_WNA11 Number of datazones in the most deprived 15% in SIMD • SOA_WNA15 Tourism visitor numbers 	
3. Partnerships				
CSR Theme	Action	Strategy/Policy	Monitoring and Reporting	Lead Officer
Encouraging the development of sustainable small, local businesses	Continuing to improve procurement processes to ensure that small, local companies are not disadvantaged in the tender process	Corporate Procurement Strategy	<ul style="list-style-type: none"> • KPI 1112FS_01 % Procurement Spend with local suppliers • KPI 1112FS_02 % Procurement spend with SMEs • SOL_CORP08 Percentage of invoices sampled that were paid within 30 days 	Executive Director of Finance and Corporate Support

Ensuring that business follows the correct legal and regulatory frameworks	Confirming that all potential suppliers adhere to the principles required	Corporate Procurement Strategy Standing Orders	<ul style="list-style-type: none"> Procurement Capability Assessment score 	Executive Director of Finance and Corporate Support
Transferring assets to local management by well-supported community groups	Building the capacity and confidence of community organisations and groups to explore the potential to undertake local management of Community buildings and facilities	Community & Culture Service Plan Asset Transfer Toolkit Council Minutes	New indicator <ul style="list-style-type: none"> Increase in community ownership initiatives 	Executive Director of Economy and Communities
Enhancing Council's role as a partner through support for the third and voluntary sectors	Improving and developing the relationship between the Council, the wider CPP and the Third and Voluntary Sectors; while working with the Third Sector in North Ayrshire to engage with the public sector on service design and delivery <ul style="list-style-type: none"> Implementing action plan for the Third Sector Interface Community Planning Improvement Programme 	Community Planning/Single Outcome Agreement Single Outcome Agreement Action Plan 2014-15 Council Plan Community & Culture Service Plan Third Sector Interface agreement	<ul style="list-style-type: none"> Number of community groups accessing support and guidance from Connected Communities 	Executive Director of Economy and Communities
4. Processes				
CSR Theme	Action	Strategy/Policy	Monitoring and Reporting	Lead Officer
Improving our processes	Continuing to build resilient systems and process through	Good to Great	External Awards Feedback and action plans	Chief Executive

	participation in external awards such as Recognised for Excellence as part of our Journey from Good to Great			
Developing fair and transparent procurement processes	Continuing to innovate through new Community Benefits Clauses and partnerships with social enterprises, community; interest companies and the voluntary and third sector	Corporate Procurement Strategy Change Programme Partners for Change Community Benefits in Procurement Policy	<ul style="list-style-type: none"> Procurement Capability Assessment score External awards 	Executive Director of Finance and Corporate Support
5. People				
CSR Theme	Action	Strategy/Policy	Monitoring and Reporting	Lead Officer
Demonstrating highest standards of ethical behaviour	<ul style="list-style-type: none"> Continuing to develop and embed the employer values daily through the way we work Promoting an ethos of health, wellbeing and inclusivity Continuing to revise and develop our PPD scheme embedding our core values and behaviours Creating, managing and delivering appropriate training and development for the workforce to build 	Competency Framework People Strategy	Employee Engagement Surveys SP1112BS_P_F07 Percentage of employees who have received a Performance and Personal Development (PPD)	Executive Director of Finance and Corporate Support

	capacity <ul style="list-style-type: none"> • Adding value through participation in innovative and creative cross council working 			
Ensuring health and safety of workforce in their workplace including the right to dignity at work, and health and safety of customers	Continuing to implement the Corporate Health and Safety Policy through the Action Plan and Audits	Corporate Health and Safety Policy Action Plan Audits	<ul style="list-style-type: none"> • OP_FCS_HR_P_P04 Incident Rate of Employee Accidents per 100,000 employees 	Executive Director of Finance and Corporate Support
Encouraging the health and wellbeing of the workforce in the workplace and beyond	Following the successful achievement of the Healthy Working Lives Gold award in July 2014, the Livewell group are continuing to implement the HWL action plan	Healthy Working Lives Action Plan	<ul style="list-style-type: none"> • SOL_CORP06 Sickness absence days per employee full time equivalent (FTE) for the whole council 	Head of Democratic Services
Building on the success of Modern Apprenticeships to widen opportunities for young people	Continuing to offer young people support and training to acquire the skills and knowledge they need to get into work	Youth Employment Strategy	<ul style="list-style-type: none"> • CP_DE_P04 Number of Modern Apprentices supported through North Ayrshire sponsored initiatives 	Executive Director of Economy and Communities
Encouraging social responsibility through opportunities to take part in strategic fundraising events	Continuing to increase awareness of social and economic issues and raise funds for good causes	Provost's fundraising initiatives	<ul style="list-style-type: none"> • Amount raised in Provost's Fundraising Initiatives 	Chief Executive Executive Director of Economy and Communities
Enabling the workforce to contribute to local outcomes through volunteering and build	Implementing, monitoring and reviewing the employee volunteering policy	Employee volunteering policy	New indicator <ul style="list-style-type: none"> • Number of Council staff volunteering through corporate 	Executive Director of Finance and Corporate Support

sense of worth, increasing understanding and building skills			programme	
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NORTH AYRSHIRE COUNCIL

Agenda Item 10

21 April 2015

Cabinet

Subject: **Welfare Reform activity in 2014/15**

Purpose: To update the Cabinet on progress on welfare reform action plan.

Recommendation: That the Cabinet notes (i) welfare reform activity in 2014/15; (ii) the progress made against the welfare reform action plan as set out at Appendix 1; and (iii) that a Universal Credit Delivery Partnership Agreement has been entered into with the Department for Work and Pensions for 2015/16.

1. Introduction

- 1.1 This report provides an update on the action taken in 2014/15 to mitigate the welfare reforms contained in the Welfare Reform Act 2012 and progress against the Council's welfare reform action plan, as set out at Appendix 1.

2. Current Position

2.1 Universal Credit and Delivery Partnership Agreement

- 2.1.1 The DWP will introduce Universal Credit, for single working age people, across three Jobcentres in North Ayrshire; Irvine, Kilbirnie and Saltcoats from 27 April 2015.
- 2.1.2 A Delivery Partnership Agreement has been entered into with the DWP that will provide customers with digital support to complete an application form and personal budgetary support under Universal Credit. The Delivery Partnership Agreement, is an interim agreement from the 27 April 2015 to 31 March 2016; further agreements will be required as Universal Credit is rolled out to families and couples on a phased basis.

- 2.1.3 The Council is not obligated to enter into a Delivery Partnership Agreement with the DWP but this agreement will secure funding of up to £64,083 for digital and personal budgetary support, customer assistance with council tax reduction claims, Universal Credit enquiries, and a management fee; £30,739 of the estimated DWP funding has been used to create a post for one year to co-ordinate all Universal Credit related enquiries, and liaise with Council Services, DWP and partners, and support provision of management information. This post will sit within the Revenues and Benefits Service.
- 2.1.4 Under the Delivery Partnership Agreement, Housing Services Welfare Reform Advice Team will provide digital support and personal budgeting support to Council tenants; Social Services and Health (Money Matters) will provide support to its customers and Customer Services will provide customer enquiry support.
- 2.1.5 The DWP and Welfare Reform Working Group held two partner events to discuss the delivery of Universal Credit during the first year. Following these events, agreement has been established with the six organisations listed below, to provide digital and personal budgetary support during the first year of Universal Credit to tenants of the three largest Housing Associations in North Ayrshire all private tenants and owner occupiers.
- ANCHO;
 - Community Housing Advocacy Project (CHAP);
 - Community Led Action Support Project (CLASP);
 - Cunninghame Housing Association;
 - Irvine Housing Association; and
 - North Ayrshire Citizen Advice Service (NACAS).

2.1.6 The Council has existing working relationships with the six organisations and this partnership agreement ensures that;

- Existing digital and budgetary referral pathways across the organisations are used to meet the demand of customers throughout all geographical areas in North Ayrshire;
- Customers in need of support will be signposted effectively and receive a consistent Universal Credit service;
- Support is provided to Council tenants, Housing Association tenants, private rented accommodation tenants and owner occupiers;
- Partnerships are in place to support a future increase in Universal Credit caseload;
- Management information required under the Delivery Partnership Agreement is readily obtained and controlled; and
- The amount of administration to deliver Universal Credit is minimised.

2.1.7 Part one of the DWP Delivery Partnership Agreement places a significant responsibility on the Council to provide DWP with management information relating to the level of digital and personal budgetary support provided to customers and arrangements to provide this information are in place. The DWP is developing an automated solution to transfer Universal Credit award information to Councils more efficiently; this is expected by September 2015.

2.1.8 Under Universal Credit, Jobcentre Plus will verify a Universal Credit application form with a customer before passing it to a Universal Credit Service Centre to decide if Universal Credit should be awarded. It is the Service Centre that will decide if Universal Credit is paid to a household; and the Council will contact a Service Centre when requesting direct payment of Universal Credit to reduce rent arrears. The Delivery Partnership Agreement makes no reference to the Council's partnership arrangements with a Universal Credit Service Centre. The DWP has advised that performance standards of a Universal Credit Service Centre do not form part of the Delivery Partnership Agreement. Turnaround times of the Universal Credit Service Centre during the time of the agreement will be monitored and any concerns raised through formal escalation routes.

2.2 Universal Credit customer journey and caseload 2015/16

- 2.2.1 Budgetary support is integral to the Universal Claim process, and vulnerable people and people with financial difficulties will be referred by Jobcentre Plus to the Council or partners to provide the necessary budgetary support.
- 2.2.2 A customer must apply for Universal Credit and a claim form needs to be completed online via www.gov.uk/apply-universal-credit. Single people with sufficient Information Technology skills will complete an application form online without any Council support.
- 2.2.3 Customers who do not have the necessary skills to complete an application form will be signposted by the Council on where to find digital support, for example Council offices and local partners; a list of the locations where a customer can access a broadband connected computer free of charge and receive support is detailed on the Council's website and Universal Credit leaflets which have been distributed throughout the local community including health centres, doctor surgeries, community facilities and Council offices.
- 2.2.4 Council Tenants requiring digital support and budgeting advice will be signposted to Housing Services Welfare Reform Advice Team. The Council's Money Matters Service will support Social Work clients. Housing Association tenants will contact their landlord for support and tenants living in private rented accommodation and owner occupiers will contact CHAP, CLASP or NACAS for digital or budgetary support.
- 2.2.5 The DWP has delivered Universal Credit training programmes to Registered Social Landlords, Private Landlords, partner organisations and Council staff that have a direct involvement in Universal Credit.
- 2.2.6 Universal Credit is paid monthly in arrears direct to a household and includes a Housing Element to cover rent charges. Direct payment of the Housing Element to the household increases the risk of rent arrears and a vulnerability matrix is being developed by Housing Services to identify the number of tenants who may meet the DWP criteria for vulnerability and qualify for an alternative payment arrangement including direct payment of the Housing Element to the Council.

2.2.7 New regulations came into effect from 27 October 2014 in relation to an increase in the number of waiting days from three to seven days before Jobseekers Allowance is first put into payment. This regulation applies to Universal Credit which is paid monthly in arrears, and means that a claimant will need to wait five weeks for their first Universal Credit payment. This rule may increase the number of applications to the Scottish Welfare Fund for Crisis Grants and this will be monitored.

2.2.8 DWP estimates that 2,497 single working age people will claim Universal Credit in North Ayrshire from 27 April 2015 to 31 March 2016; around half of whom are expected to require digital or budgetary assistance. Of these, the Council is being requested by the DWP, to provide the following level of support;

- Digital support to 125 customers;
- Straightforward budgetary support to 94 customers;
- Complex budgetary support to 31 customers;
- 304 customers with their claim for council tax reduction; and
- 499 customers with a DWP Universal Credit Service Centre enquiry.

2.3 Smith Commission Universal Credit proposals and Committee of Public Accounts Universal Credit report

2.3.1 The Smith Commission published its proposals for new powers for the Scottish Parliament on the 27 November 2014 and draft clauses were published by the UK Government on the 22 January 2015; the proposals relating to Universal Credit are:

- Universal Credit (UC) will remain a reserved benefit administered by the DWP. However, the Scottish Parliament should be given additional administrative powers in relation to UC, these include;
- Power to change the frequency of UC payments; vary existing plans for single payment households; and pay landlords direct for housing costs; and
- Power to vary the housing cost elements of UC, including varying the under occupancy charge and local housing allowance rates, eligible rent and deductions for non-dependants.

2.3.2 The proposals are top level and much of the detail will need to be worked through before the impact on Universal Credit is known. By implication, payment and administration of Universal Credit may change in Scotland. There is evidence that direct payment of the Housing Element increases rent arrears and the devolved power to pay housing costs direct to landlords is urgently required to minimise Council rent arrears.

2.4 Scottish Welfare Fund

2.4.1 The number of 2014/15 Scottish Welfare Fund applications and awards as at end of March 2015 compared to March 2014 is shown in table 1 below:

Table 1: Scottish Welfare Fund summary March 2014 to March 2015

	Crisis Grants			Community Care Grants		
	March 15	March 14	Change	March 15	March 14	Change
Applications	6,405	4,316	48%	2,731	2,129	28%
Awards	4,692	3,079	52%	1,454	1,217	19%
%age awards made	73%	71%	3%	53%	57%	-7%
Year-end outturn	£278,087	£185,202	50%	£1,091,605	£580,088	88%
Budget	£539,598	£362,400	48%	£831,352	£705,720	18%
Variance	(£261,511)	(£177,198)	47%	£260,253	(£125,632)	148%

* (2015 includes carry forward from previous year)

2.4.2 During the financial year the Council changed the payment priority from medium to high and the Scottish Welfare Fund Team reviewed the goods and items of household furniture and furnishings awarded under the high priority to ensure appropriate support was available to vulnerable residents without exceeding Scottish Government cash limited funds. The final outturn for 2014/15 is an underspend of £1,258.

2.5 Discretionary Housing Payment (DHP)

2.5.1 2014/15 DHP funding of £1.765m has been received:

- DWP £0.408m;
- Scottish Government £613k; and
- Scottish Government £744k (share of £12m to mitigate spare room subsidy).

2.5.2 All DHP application forms received by 31 March 2015 that had Housing Benefit in payment were processed by the Benefits Service. DHP awarded at 31 March 2015 was £1.873m with a further £18k committed; total £1.891m;

- Spare room subsidy £1.782m; and
- Other hardship £0.109m.

2.5.3 Distribution of £3m of Scottish Government funds has been held back pending local authorities confirming their final outturn for 2014/15; the Council's share is estimated to be up to £185,896. The current DHP over commitment of £126,000 will be met from this.

2.6 Impact on Local Support Services

2.6.1 The impact of welfare reform on local support services from February 2013 to February 2015 is shown in table 2 below; welfare rights enquires continue to increase with all others areas showing either a stabilised or downward trend.

Table 2: impact on local support services

Position at end of February 2013 to 2015	February 2013	February 2014	February 2015
Welfare reform financial issues	211	825	846
Welfare Rights enquiries	1,578	2,487	3,295
Social Services destitution referrals	145	507	468
Housing options	1,658	1,715	1,685
Homeless presentations	912	763	682
Housing referral to Money Matters	312	343	265
Money Matters general debt enquiries	563	615	358

2.7 Single Fraud Investigation Service (SFIS)

- 2.7.1 The Council transferred the investigation of Housing Benefit fraud to the DWP Single Fraud Investigation Service (SFIS) on the 1 February 2015. No Council staff were transferred to the DWP. The Cabinet approved the establishment of a Corporate Fraud Team under the responsibility of the Senior Manager for Internal Audit and Risk Management at its meeting of 11 November 2014.

2.8 Employment Initiatives

- 2.8.1 Establishment of an Employment Hub in the Stevenston library is progressing with building alterations being made to the library commencing on 27 April 2015 with the building reopening on 15 June 2015. Meetings with DWP, NHS, NACAS, CLASP, Colleges, and Wise Group have been held and they have expressed an interest in being involved in a hub partnership arrangement.
- 2.8.2 DWP has awarded a grant of £49,918 from its Flexible Support Grant Funding to employ three life coaches to support workless households overcome barriers to work and engage mainstream employability services. The total cost of the one year initiative is £110k with the Council investing the remaining £60,082 from welfare reform funding. The life coaches are expected to commence work during April 2015.

2.9 Personal Independence Payment (PIP)

- 2.9.1 Personal Independence Payment (PIP) was introduced by the UK Government on a phased basis from April 2013 to replace Disability Living Allowance (DLA) and was originally expected to reduce DLA caseload and expenditure by 20%; there are approximately 10,000 DLA claimants in North Ayrshire and the reduction in caseload is estimated at 2,000 with a reduction in benefit of £5m.
- 2.9.2 North Ayrshire residents were able to make a new claim for PIP from June 2013. Due to difficulties in the claim and assessment process the DWP timetable for existing DLA claimants to claim PIP on the basis of a change of circumstances or when their award came to an end was delayed until 23 February 2015 for North Ayrshire residents. The transition from DLA to PIP will, by October 2017, cover all existing DLA claimants, but the number of claimants affected initially will be low.

2.9.3 The extension of PIP affects the following groups who are currently receiving DLA:

- Customers with a fixed DLA award which is due to be renewed; the renewal process begins approximately 20 weeks before the end of an award; so this applies to people with an award ending July 2015;
- Young people turning 16 on or after 23 February 2015;
- Those who report a change of circumstances relating to health condition or disability; and
- Existing claimants who choose to make a claim for PIP.

2.9.4 People affected must claim PIP; this is a formal notification under the Personal Independence (Transitional Provisions) Regulations 2013 and failure to comply within 28 days will result in the suspension of the current award of DLA. While there is the possibility of timescales being extended to allow a claim to be made and treated in time, there is no right of appeal against the decisions to suspend or end the DLA award. A customer cannot decline a DWP invitation to apply for PIP and continue to receive DLA. There is no entitlement to DLA if a new PIP claim is assessed and reduced or refused before the end of the existing DLA award period.

2.9.5 The suspension, reduction or loss of DLA has a consequential impact on other benefits; and entitlement to additional premiums for Housing Benefit and other means tested benefits. It may mean the loss of Carer's Allowance or Motability vehicle. The Scottish Government has taken steps to protect entitlement to Blue Badge in the transition period.

2.9.6 Many Council Services engage with DLA claimants by providing care, support, advice or administering benefits and services. Service briefings and training is being delivered by Money Matters to inform staff, partners, service users and the general public about the PIP transition process; public information and the Council's website has been updated. Customers will be supported by the Health and Social Care Partnership to make an informed choice around claiming PIP and will include those groups who are likely to do better under the new assessment scheme. This involves a careful "risk assessment" as once claimed the DLA award comes to an end regardless of the outcome of the new PIP claim.

2.9.7 The Smith Commission proposed that the following benefits for carers, disabled people and those who are ill be devolved to the Scottish Parliament:

- Attendance Allowance, Carer's Allowance, Disability Living Allowance, Personal Independence Payments, Industrial Injuries Disablement Allowance, Severe Disablement Allowance;

2.9.8 The Smith Commission proposed that the Scottish Parliament should have complete autonomy in determining the structure and value of the benefits, or any new benefits or services which might replace them. For benefits for carers, disabled people and those who are ill, it would be for the Scottish Parliament whether to agree a delivery partnership with DWP or to set up separate Scottish arrangements.

3. Proposals

3.1 That the Cabinet (i) notes welfare reform activity in 2014/15; and (ii) notes the progress made against the welfare reform action plan as set out at Appendix 1; and (iii) notes a Universal Credit Delivery Partnership Agreement has been entered into with the Department for Work and Pensions for 2015/16.

4. Implications

Financial Implications

4.1 Schedule two of the DWP Delivery Partnership Agreement provides a summary of the funding of up to £64,083 made available to the Council to deliver Universal Credit up to 31 March 2016. If the number of customers exceeds the Delivery Partnership Agreement then the Council can raise this with the DWP through formal escalation routes.

Human Resource Implications

4.2 The Human Resource implications are set out under paragraph 2.1.3.

Legal Implications

4.3 The action plan will ensure that the Council complies with the Welfare Reform Act 2012.

Equality Implications

4.4 None

Environmental and Sustainability Implications

4.5 None

Implications for Key Priorities

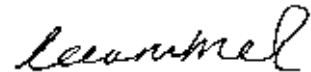
- 4.6 More vulnerable people are supported within their own communities. Fewer people are living in poverty.

5. Consultations

- 5.1 The Council's Welfare Reform Working Group held two open partner events and met with the six organisations detailed in the report.

6. Conclusion

- 6.1 A Delivery Partnership Agreement has been agreed with the DWP to support the delivery of Universal Credit in North Ayrshire from the 27 April 2015 to the 31 March 2016; and arrangements are in place to provide customers with the support they require to complete an online application form and personal budgetary support.
- 6.2 The Council's welfare reform action plan is being progressed by the Welfare Reform Working Group and the Council is well placed to respond to all reforms contained in the Welfare Reform Act 2012.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : SH

For further information please contact Stephen Humphries Senior Manager Revenues and Benefits on 01294 310106.

Background Papers

Welfare Reform Action Plan 2014-2017

The Welfare Reform Act 2012 contains reforms that impact on North Ayrshire residents, affects the delivery of Council Services and strategies and requires effective partnership working across the local community. This plan details the action the Council will take from 2014 to 2017 to implement the reforms and to mitigate their impact.				
Universal Credit Triage Arrangements	Develop a common Triage approach with DWP and other partners to meet the needs of customers under Universal Credit.	Marianne McManus	2014-15	<p>Map developed of the provision of digital services, benefit advice, budgeting advice and financial advice to support UC triage arrangements in North Ayrshire.</p> <p>Partner events held and triage arrangements agreed with DWP and other partners in North Ayrshire.</p> <p>DWP Delivery Partnership Agreement agreed by Executive Director (Finance and Corporate Support).</p>
	Develop partnership arrangements with other services and agencies to support tenants, manage direct payment of Universal Credit and Universal Credit application process.	Marianne McManus	2015-16	<p>Joint presentation with DWP regarding "Universal Support – delivered locally" was given to the Community Planning Partnership in December 2014.</p> <p>Partnership arrangements agreed with RSLs in North Ayrshire and with CHAP, CLASP and NACAS to deliver digital access and budgeting support to residents in North Ayrshire.</p>

Priority	Action	Lead	Target Date	Progress
Financial Inclusion and Budgeting Skills	Review current pathways and provision of local information, money advice, financial inclusion, and advocacy services for tenants and develop links with relevant agencies to provide a referral process to meet Universal Credit requirements.	Isobel Kelly	2014-16	<p>Money Matters Manager meeting with local agencies to update advice provision map.</p> <p>Money Matters seeking to implement common approach to financial capability assessment and advice in effort to ensure adequate support and early intervention in relation to UC.</p>
Digital Inclusion	Identify the current digital and customer support capabilities of the Council, Jobcentre Plus and partner organisations and potential for growth under Universal Credit.	Rhona Arthur	2014 to 2017	<p>Additional Wi-Fi sites have been introduced at the Heritage Centre, Saltcoats, West Kilbride Library and Dalry Library.</p> <p>Baseline Digital Map completed to identify neighbourhood gaps and possible scope for referrals and service expansion.</p> <p>Universal Credit leaflet detailing digital access and support in North Ayrshire distributed across Council Services, NHS, local communities and partners.</p>

Priority	Action	Lead	Target Date	Progress
	Raise awareness of internet access and forms, training opportunities and support for all council, housing association and private tenants.	Nicola McQuiston	2014 to 2017	<p>Staff working with tenants to maximize the number accessing on line HB forms in readiness for completion of UC forms on line.</p> <p>Article included in Tenants Newsletter regarding digital access and support available to complete UC on-line form.</p> <p>Information being gathered by Welfare Reform Team regarding tenants' on-line access and digital skills as part of tenant profiling questionnaire.</p> <p>Digital Access Leaflet available in all NAC/RSL housing offices.</p>
Employability & increasing local employment	Consider Rocket Science Limited research findings into Council employability schemes for claimants furthest away from the job market; and action any recommendations.	Sally Agass	2014 to 2016	<p>Tender process to employ three life coaches to support workless households overcome barriers to work and engage mainstream employability services is complete.</p> <p>Life coaches expected to commence work in April 2015.</p>

Priority	Action	Lead	Target Date	Progress
DWP Claimant Commitment	Develop partnership arrangements with DWP to support people to meet new claimant commitment and to mitigate against sanctions.	Cat Hester	2014-15	<p>33 employability courses including: Computing for Employment; Skills on Film; Getting Back to Work; Power of Positive Thinking; Interview Skills; Personal Statement Workshops; Moving Forward; literacy support; and REHIS and sector specific courses being promoted in Three Towns, Irvine and Kilwinning.</p> <p>Staff Attended pilot case conference run by Jobcentre Plus looking at individual cases and how agencies can offer support to individuals.</p> <p>Council and Jobcentre Plus staff attends monthly NHS Mental health and employability group meetings.</p>
Universal Credit and Local Support Services Framework	Evaluate the Universal Credit pilots and direct payment sites to identify good practice and identify any risks associated with the implementation of Universal Credit for tenants.	Ailie Craine	2014 to 2016	Universal Credit and Direct Payment Demonstration Project documents continue to be reviewed and learning outcomes recorded and distributed to the welfare reform working group for appropriate action.

Priority	Action	Lead	Target Date	Progress
	Work in partnership with DWP and Community Planning Partners to deliver the Local Support Services Framework; and manage the migration of the Housing Benefit caseload to the DWP.	Stephen Humphries	2014 to 2017	Universal Credit Delivery Partnership Agreement for 2015/16 agreed with DWP.
	Review the cost and budget implications direct payment will have on Housing Services Policies and Strategies.	Janeine Barrett	2015 to 2017	The arrangements for direct payment under Universal Credit have yet to be confirmed by the DWP. Councils may be given “trusted landlord” status and this would reduce the impact of direct payment on Housing Services. Smith Commission proposals include payment of the Housing Element direct to landlords and this may resolve this issue.
Spare Room Subsidy	Provide advice, assistance and support to tenants affected by under occupation; including DHP, property reclassifications and future accommodation demands.	Nicola McQuiston	2014-16	As at end of February 2015 13 Council tenants of the 1,743 tenants affected have still to apply for DHP. The Benefits Service continues to use DHP to mitigate spare room subsidy.

Priority	Action	Lead	Target Date	Progress
Personal Independence Payment (PIP)	Review the referral pathways and training requirements with partners to support customers claim PIP.	Isobel Kelly	2014-15	<p>The roll out of PIP for DLA claimants was extended to North Ayrshire from 23rd February 2015.</p> <p>Information provided to care providers at “forum” meetings.</p> <p>Briefings and training will be delivered via Money Matters Workshops and lunchtime team meeting sessions.</p> <p>Council Website updated with PIP information.</p>
Pay day lending	Conduct review of pay day lending and action recommendations that arise from the Council short life working group.	Stephen Humphries	2014 to 2017	All of the twelve recommendations made by the Council's short-life payday lending working group have been reviewed by officers and the majority are complete or near completion. A further progress report will be submitted to Cabinet in May 2015 when the remaining actions are expected to be complete.

Priority	Action	Lead	Target Date	Progress
Scottish Welfare Fund	Manage the cash limited Scottish Welfare Fund and maximise take up.	Linda Walker	2014 to 2017	<p>Priority changed to High in November 2014.</p> <p>Cash limited funds continue to be monitored for crisis grants and community care grants.</p>
Single Fraud Investigation Service (SFIS)	Manage the migration of benefits investigation workload and staff to SFIS; and review service and funding implications.	Stephen Humphries	2014 to 2016	<p>Transfer of the Benefits Investigation Service and Housing Benefit caseload to SFIS took place on 1 February 2015.</p> <p>No Council member of staff was transferred to SFIS.</p>
Food banks	Carry out research into the growth of food banks in the local community; and deliver an alternative approach to food banks.	Stephen Humphries	2014 to 2017	North Ayrshire Foodbank Community Shop initiative to be explored by Welfare Reform Working Group.

Overarching Issues				
Priority	Action	Lead	Target Date	Progress
Training Strategy	Identify all current and future training requirements in relation to welfare reforms, and procure training as required.	Laura Cook	2014-16	Council services have identified their Universal Credit training requirements and DWP delivered a “train the trainer” session on 3 March 2015. Universal Credit training delivered to Housing Associations and Private Landlords and partners and voluntary third sector trained on the 30 March 2015.
Consultation and surveys	Respond to all consultation papers and surveys regarding Welfare Reform.	Welfare Reform Working Group	As required	No consultations received in the third and fourth quarter of 2014-15.
Council's Charging Policy	Review of the Council's charging policy as a result of Welfare Reforms for example ESA/IB and SDA migration.	Isobel Kelly	2014-17	COSLA Guidance for 2015/16 identifies “welfare reform” as a significant policy which changes the financial context for charging for non-residential care services. In particular the impact of Personal Independence

Overarching Issues				
Priority	Action	Lead	Target Date	Progress
				<p>Payment in reducing the income of disabled people. This is likely to result in more people being below the income threshold for charging.</p> <p>Scottish Government has protected current passported benefit arrangements to date for example blue badge.</p> <p>Further actions to mitigate impact are being considered.</p>
Performance Indicators	Continue to collate and evaluate baseline indicator data to monitor trends and changes in demand for services.	Ailie Craine	2014 - ongoing	Baseline indicators continue to be collated for 2014-15 and updated on a quarterly basis for all Council services.

Overarching Issues				
Priority	Action	Lead	Target Date	Progress
Communication Strategy	Develop a Communication Plan for welfare reform including the use of Facebook, Twitter and website.	Claire Duncan	2014 - 2017	<p>Universal Credit leaflet included in council tax annual bills for 2015-16.</p> <p>Universal Credit information updated on Council website.</p> <p>Universal Credit access to a personal computer leaflet circulated throughout local community.</p> <p>Information on roll out of Universal Credit included with Annual Rent Increase notification to tenants.</p> <p>Article on roll-out of Universal Credit and implications included in Tenants Newsletter March 15.</p>

NORTH AYRSHIRE COUNCIL

Agenda Item 11

21 April 2015

Cabinet

Subject: **Local Scrutiny Plan 2015/16**

Purpose: To advise the Cabinet of the Local Scrutiny Plan for 2015/16 prepared by the Local Area Network of external scrutiny bodies.

Recommendation: That the Cabinet notes the Local Scrutiny Plan.

1. Introduction

- 1.1 The Scottish Government has committed to establishing a simplified and more proportionate approach to the external scrutiny of local government. The Accounts Commission was asked by the Government to coordinate work to improve the scheduling and planning of external scrutiny through an annual Shared Risk Assessment (SRA).
- 1.2 The shared assessment is undertaken 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.
- 1.3 The LAN formerly produced a rolling 3 year Assurance and Improvement Plan (AIP) which covered strategic scrutiny work. The previous AIP (covering 2014-17) was reported to Council on 25th June 2014.
- 1.4 The process has been revised this year and the LAN now produces a simplified Local Scrutiny Plan for a one year period. The Local Scrutiny Plan was published on 31 March 2015 and is attached in full at Appendix 1 to this report.

2. Current Position

- 2.1 The conclusion of the shared risk assessment is that no scrutiny risks have been identified for North Ayrshire Council which require specific scrutiny in the year ahead. Scrutiny activity undertaken in the last 12 months was either at the request of the Council or part of national activity.

- 2.2 This does not mean that the Council has addressed all risks or that all areas of performance are improving. However, it does mean that the LAN is satisfied that the Council continues to demonstrate sound corporate governance and performance management frameworks.
- 2.3 The Local Scrutiny Plan details some scrutiny work which took place during 2014/15; this included follow-up work by both the Scottish Housing Regulator and Audit Scotland in relation to earlier reviews. The SHR review was in relation to working practices in Housing Options and the new case management system and concluded that improvements have been implemented; no further follow-up is anticipated. Audit Scotland carried out follow-up work in relation to national studies on Arms-Length External Organisations (ALEOs) and major capital investment and concluded that the Council follows good practice in each of these areas.
- 2.4 The plan also notes the Council's strong financial management arrangements as well as the significant progress made by the change programme.
- 2.5 The appendix to the Local Scrutiny Plan details a range of nationally-driven scrutiny to which the Council may be subject during 2015/16. For some of this activity, the scrutiny bodies have still to determine their work programmes and which specific Council areas will be reviewed. Planned work includes:
- a review of Multi Agency Public Protection Arrangements (MAPPA) during 2015; this will include fieldwork activity for the South West Scotland Community Justice Authority, which includes North Ayrshire.
 - a validated self-evaluation of educational psychology services by Education Scotland.
 - 3 planned performance audits by Audit Scotland covering social care, the integration of health and social care and roads maintenance.
 - other reviews by Audit Scotland covering Housing Benefit and Community Planning Partnerships; the CPP audit will assess what further progress has been made in addressing outstanding improvement issues.
 - a programme of thematic inquiries by the Scottish Housing Regulator.
- 2.6 It should be noted that the Local Scrutiny Plan only covers high-level scrutiny activity; the external scrutiny bodies will continue to carry out reviews within schools and care establishments which are outwith the scope of this plan.

3. Proposals

- 3.1 It is proposed that the Cabinet notes the Local Scrutiny Plan for 2015/16.

4. Implications

Financial Implications

- 4.1 None.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 None.

Equality Implications

- 4.4 None.

Environmental and Sustainability Implications

- 4.5 None.

Implications for Key Priorities

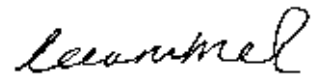
- 4.6 None.

5. Consultations

- 5.1 The LAN consulted with the Corporate Management Team in January 2015 during the preparation of the Local Scrutiny Plan.

6. Conclusion

- 6.1 For the third successive year, the LAN has concluded that no specific scrutiny is required in North Ayrshire. This is an extremely positive position for the Council.
- 6.2 To ensure the positive assurance from the Local Scrutiny Plan is sustained, it is essential that the Council continues to monitor the key risks and deliver improved performance in relation to its strategic objectives in order to meet the standards expected by the external scrutiny bodies.



LAURA FRIEL
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Reference :

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

Background Papers

None.

North Ayrshire Council

Local Scrutiny Plan 2015/16

Introduction

1. This local scrutiny plan sets out the planned scrutiny activity in North Ayrshire Council during 2015/16. The plan is based on a shared risk assessment undertaken by a local area network (LAN), comprising representatives of all the scrutiny bodies who engage with the council. The shared risk assessment process draws on a range of evidence with the aim of determining any scrutiny activity required and focusing this in the most proportionate way.
2. This plan does not identify or address all risks in the council. It covers only those risk areas that the LAN has identified as requiring scrutiny, or where scrutiny is planned as part of a national programme. Planned scrutiny activity across all councils in Scotland informs the National Scrutiny Plan for 2015/16, which is available on the Audit Scotland website.

Scrutiny Risks

3. The conclusion of this year's shared risk assessment is that no scrutiny risks have been identified which require specific scrutiny by the LAN this year. This is a very positive position for the council and is the same position as in the previous Assurance and Improvement Plan (AIP) issued in May 2014. Scrutiny activity undertaken in the last 12 months was either at the request of the council or part of national activity. A number of reports have been issued on this work.
4. This does not mean that the council have addressed all risks or that all areas of performance are improving. However, it does mean that the LAN are satisfied that the council continues to demonstrate a sound corporate governance and performance management framework. In service areas we are satisfied that there has been either:
 - information gathered by the LAN to demonstrate performance in areas where, previously, further information was required; or
 - the council has demonstrated self-awareness of the standards of performance required at a service level; or
 - there is evidence to demonstrate the council's awareness of, and monitoring of, the key risks to meeting outcomes and service delivery.

5. Last year's AIP stated that the Scottish Housing Regulator (SHR) would carry out a further piece of focussed scrutiny later in 2014/15 to ensure that improvements to working practices and the new ICT case monitoring system have been effective. SHR reported their findings to the council in January 2015. This noted that improvements have been implemented. No further follow up is anticipated.
6. Last year's AIP reported areas where Audit Scotland planned to carry out scrutiny work at North Ayrshire Council in connection with national studies. These related to a targeted follow-up of two national performance audits - *Arm's-length external organisations (ALEOs): are you getting it right?* (June 2011) and *Major capital investment in councils* (March 2013). Reports were issued to the Audit Committee, where appropriate, following the completion of this work. These concluded that the council follows good practice in each of these areas.
7. Financial management is strong with a robust budget setting process in place to deliver services in line with the council's priorities. The LAN continues to monitor the council's financial position and the challenges to service delivery in the future from increased demand and reducing resources. The council carries out medium term financial planning on a rolling three year basis. This is supported by the council's long term financial strategy for the period to 2022/23. The expenditure requirements identified for 2015/16 to 2017/18 highlights a funding gap of £19.444 million over these years. Proposals for efficiencies and savings were approved at the budget setting meeting in December 2014. These proposals are aimed at delivering a balanced budget for 2015/16 through to 2017/18 and should help provide greater certainty for service planning. Audit Scotland will report on the council's progress in managing its three year funding gap as part of the annual audit.
8. The Change Programme is making progress in reshaping services to reflect council priorities and resources. The LAN acknowledges the ongoing requirement to achieve significant efficiency savings and recognises that there will be challenges to meet these savings targets with some of the projects to generate savings being in their early stages. This is against a backdrop of widespread changes in the organisational structure at the council; the introduction of the North Ayrshire Health and Social Care Partnership; and managerial changes throughout the new council directorates. The LAN will monitor the impact of the changes implemented to deliver savings through their ongoing work.

Planned scrutiny activity

9. As shown in Appendix 1, the council will be subject to a range of nationally driven scrutiny activity during 2015/16. Where appropriate, scrutiny activity will be carried out jointly by scrutiny bodies. For some of their scrutiny activity in 2015/16, scrutiny bodies are still to determine their work programmes and which specific council areas they will cover. Where a council is to be involved, the relevant scrutiny body will confirm this with

the council and the appropriate LAN lead. Where activity is definitely planned this year we have summarised it below.

10. The Care Inspectorate and HMICS will carry out a joint thematic review of multi-agency public protection arrangements (MAPPA) in Scotland during 2015. This forms part of a wider programme of national inspection, and is not a result of the LAN shared risk assessment. The purpose of the review will be to assess the state, efficiency and effectiveness of the MAPPA in Scotland, in terms of keeping people safe and reducing the potential risk of serious harm by registered sex offenders in our communities. It will cover all 32 local authorities and involve local authorities, Police Scotland, NHS Boards and the Scottish Prison Service. This includes fieldwork activity for South West Scotland Community Justice Authority, which includes North Ayrshire, and will take place during April 2015.
11. Audit Scotland has three planned performance audits covering local government during 2015/16. It will be working jointly with the Care Inspectorate looking at social care and jointly with both the Care Inspectorate and Health Improvement Scotland (HIS) on a Health and Social care integration position statement. It will also carry out a follow-up audit on roads maintenance. Any engagement with councils is still to be determined. Publication of these reports is scheduled for between October 2015 and February 2016.
12. The SHR has a planned programme of thematic inquiries into housing services which will be carried out largely in the first quarter of 2015/16, with publication of inquiry reports in the first and second quarters of the year. The thematic inquiries will cover a range of housing services including: Gypsy/Travellers; factoring services; gas safety; complaints handling; customer service standards; repairs; rent consultation; equalities; and openness and accessibility. Some of the thematic inquiries will not involve any on-site work at all and no local authority will be selected for on-site work in more than one thematic. The SHR will contact individual landlords with details about their potential inclusion.
13. During the first and second quarters of the year, the SHR will review the Charter data submitted by social landlords in May 2015 and identify topics for a further programme of thematic inquiries to be taken forward in the second and third quarters of the year.
14. In addition to specific work shown in Appendix 1, routine, scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively. Audit and inspection agencies will continue to monitor developments in key areas of council activity and will provide support and challenge as appropriate. This will help to inform future assessment of scrutiny risk.

March 2015

Appendix 1: Scrutiny plan

Scrutiny body	Scrutiny activity	Date
Care Inspectorate and HMICS	A planned Joint Thematic Review of Multi-Agency Public Protection Arrangements (MAPPA) in Scotland during 2015.	April 2015 for fieldwork, with the report published in autumn 2015
Education Scotland	Education Scotland will be working in partnership with councils to carry out a validated self-evaluation (VSE) of educational psychology services across all councils over a two-year period beginning in 2015/16. Education Scotland will notify councils of its VSE plans each academic term.	Dates over next two years to be determined.
Her Majesty's Inspectorate of Constabulary (HMICS)	Inspection of local policing across Scotland over the next three years. This will examine, amongst other things, local scrutiny and engagement between Police Scotland and councils. Two local Policing Divisions are programmed to be inspected in addition to Edinburgh Division in 2015/16. The Divisions will be identified approximately three months prior to inspection, the first being no earlier than October.	Timing to be confirmed
Her Majesty's Fire Service Inspectorate (HMFSI)	HMFSI will be inspecting local fire and rescue services across Scotland over the next five years. These inspections will examine, amongst other things, local scrutiny and engagement between the Scottish Fire and Rescue Service and councils. As part of its programme, HMFSI will inspect four local fire and rescue services during 2015/16. It has yet to confirm all the local areas in its 2015/16 programme.	Timing to be confirmed
Audit Scotland	Housing Benefit Audit - Audit Scotland will continue to carry out a programme of housing benefit risk assessments across councils in 2015/16.	June 2015
	CPP follow-up audit work to assess what further progress has been made in addressing outstanding improvement areas.	Late Summer 2015

Scottish Housing Regulator (SHR)	SHR will carry out a number of thematic inquiries in 2015/16. If the council is to be involved in a thematic inquiry SHR will confirm this directly with the council and the LAN lead.	Timing to be confirmed
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NORTH AYRSHIRE COUNCIL

Agenda Item 12

21 April 2015

Cabinet

Subject: **Audit Scotland Report: An Overview of Local Government in Scotland 2015**

Purpose: To inform the Cabinet of the findings of the recent Audit Scotland report.

Recommendation: That the Cabinet notes the findings of the recent Audit Scotland report, the current position in North Ayrshire and further actions being taken to address the issues within the report.

1. Introduction

- 1.1 Audit Scotland recently published its annual 'Overview of Local Government in Scotland' report. This examines how local authorities are responding to the main challenges that they face and identifies what more needs to be done.
- 1.2 This report will highlight the main issues from the Audit Scotland study, which is attached in full at Appendix 1.

2. Current Position

- 2.1 The Audit Scotland report is split into 2 main sections:
- the financial context
 - dealing with financial pressures in 2015/16
- 2.2 This report highlights the key messages and issues from both sections.
- 2.3 The Audit Scotland report also includes a small number of recommendations for councillors; Appendix 2 to this report details these action points and the relevant work that has been undertaken, or is planned to be undertaken, by North Ayrshire Council to address these.

2.4 The Financial Context

2.4.1 Key messages

2.4.1.1 Councils are facing increasingly difficult financial challenges with reductions to public sector budgets. Scottish Government funding for councils decreased between 2010/11 and 2013/14, by 8.5 percent in real terms at the same time as demand for council services has increased. Further reductions in the Scottish budget are likely, particularly in 2016/17 and 2017/18 requiring councils to make tough decisions to balance their budgets.

2.4.1.2 Demand is rising because of population changes, in particular demand for services for older people. Alongside this, councils deliver national policies such as those relating to school class size targets and housing quality standards.

2.4.1.3 Many councils are now reporting gaps between their income and the cost of providing services. There are a number of pressures on councils' finances for example, increasing borrowing costs, equal pay claims, self directed support, implementation of the Children and Young People (Scotland) Act 2014, new pension schemes and national insurance arrangements and welfare reforms. Other changes include possible revisions to both the Council Tax and NDR schemes, the introduction of new taxation powers for the Scottish Parliament and the Smith Commission proposals.

2.4.2 Other Issues

2.4.2.1 Councils have limited scope to increase their main income streams outwith varying charges for services.

2.4.2.2 It is noted that Councils have many commitments to manage within reducing budgets. Spending on most services has reduced since 2010/11, with the exception of Social Services and some Environmental Services.

2.4.2.3 Many Councils' auditors have reported risks to their financial positions in the medium to long-term. These risks include:

- spending more than planned;
- not achieving planned savings;
- having to compromise unexpectedly on service standards;
- being unable to meet increased demand for services;
- having insufficient reserves.

- 2.4.2.4 The report notes that Councils usable reserves at the end of 2013/14, had shown a decrease of 2% on the previous year. This reverses a trend in recent years of gradually increasing reserves. Most Councils plan to maintain unallocated general fund reserves at around 2 to 4% of net spending.

2.5 Dealing with Pressures in 2015/16

2.5.1 Key messages

- 2.5.1.1 Almost all councils have reduced staff numbers to help make savings with a view that this is not sustainable. They have paid out £352 million in voluntary severance since 2010/11. There is an increasing risk that reductions in staff numbers, and the associated loss of skills and experience, will affect essential support services, such as HR and finance.
- 2.5.1.2 Councils have managed the financial pressures well so far. Available performance information indicates that services have been improved or maintained. Public performance reporting is getting better but councillors need better financial and service information to help them set budgets and scrutinise performance. Sustaining service improvement is becoming more challenging and councils face increasingly difficult decisions about providing services.
- 2.5.1.3 Effective financial and performance management help councils relieve pressures through, for example, targeting resources (such as money and staff) at their priority areas, and identifying better ways to provide services. Councils need to take more account of service users' priorities and get better at using local socio-economic data and involving communities in planning and delivering services. In June 2014, the Scottish Government introduced the Community Empowerment (Scotland) Bill to Parliament. This includes proposals for providing greater rights for communities to plan and manage public services and placing CPPs on a statutory basis.
- 2.5.1.4 Effective planning and budgeting help councils target resources, but there is limited evidence of longer-term financial planning. Eighteen councils do not have long-term financial plans covering a period of five or more years. This can limit how well they understand the full implications of their spending and borrowing.

2.5.1.5 Governance needs to keep pace with changes in staff, management and political structures. This applies within councils and in joint working between councils and their partners, particularly in community planning. Health and social care integration, which councils and health boards are working to implement fully by April 2016, requires effective governance arrangements for the new joint bodies. The important role of the management team is noted, particularly the Chief Executive, the chief financial officer and other statutory officers. Concern is expressed at the potential for service reductions to impact adversely on important support services, such as Finance and HR, as well as Internal Audit and Fraud teams.

2.5.1.6 Councillors need clear information to help them scrutinise services and make effective decisions. Good information helps councils demonstrate that they use public money properly and effectively. There has been an improvement in councils' public performance reporting. Councillors should also make sure they get the training and support they need to help them fulfil their demanding roles.

2.5.2 Other Issues

2.5.2.1 Councils are considering and consulting on various ways of reducing or stopping areas of service delivery. It is important that the risks and benefits associated with each option are identified and properly evaluated.

2.5.2.2 It is noted that there is limited evidence of Councils moving towards a more preventative approach, which is an important element of managing future demand and therefore in securing financial sustainability. Some small-scale examples are given and the report acknowledges the challenge of moving resources in the current environment.

2.6 North Ayrshire position

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

- the sector leading approach to the development of the Health and Social Care Partnership in North Ayrshire;
- good progress in addressing the issues from the Audit Scotland report on the Community Planning Partnership;
- a proactive approach to Welfare Reform via the corporate Welfare Reform Working Group;
- a solid self assessment of Internal Audit relative to Public Sector Internal Audit Standards ;
- excellent progress in developing the Council's approach to asset management as reported by Audit Scotland;
- the report noted that many Councils have maintained or improved service delivery despite the challenges faced. North Ayrshire Council's public performance report for 2013/14 notes that 68% of the Council's PIs are improving faster than the average Council;
- North Ayrshire has recently established a new Corporate Fraud team within Internal Audit to strengthen arrangements in this area.

3. Proposals

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

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

4. Implications

Financial Implications

4.1 None.

Human Resource Implications

4.2 None.

Legal Implications

4.3 None.

Equality Implications

4.4 None.

Environmental and Sustainability Implications

4.5 None.

Implications for Key Priorities

4.6 None.

Community Benefit Implications

4.7 None.

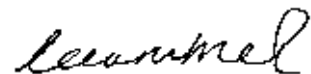
5. Consultations

5.1 Consultation has take place with appropriate members of the eCMT to ensure current and proposed actions associated with the Recommendations of the report have been identified.

6. Conclusion

6.1 North Ayrshire Council measures well in relation to the various issues in the national Audit Scotland report.

6.2 There are opportunities for further improvement and these are detailed in Appendix 2 to this report.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

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

Background Papers

0

An overview of local government in Scotland 2015



Prepared by Audit Scotland
March 2015


The Accounts Commission

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

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

Our work includes:

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

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

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

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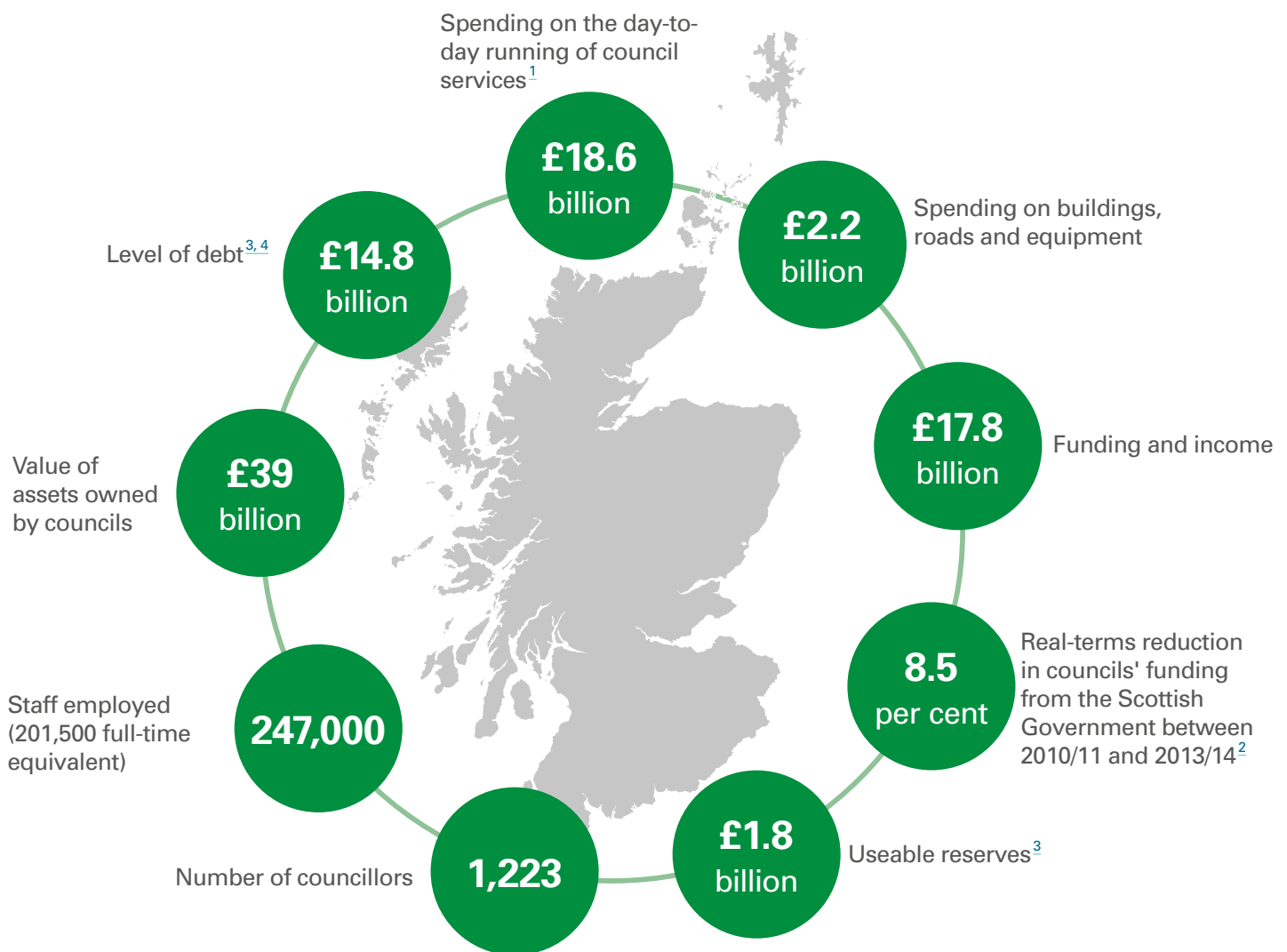
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Exhibit data

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

Key facts



Councils' accounts showed an aggregate deficit on the provision of services of £0.8 billion in 2013/14. After making adjustments, mainly to reflect the accounting rules for pensions and capital, the aggregate amount held by councils in usable reserves was almost the same as it was at the end of 2012/13. Unuseable reserves fell by £0.8 billion.

Notes:

1: The Police and Fire Reform (Scotland) Act transferred responsibility for police and fire and rescue services from councils to the Scottish Government, creating new national services from April 2013. We have excluded police and fire data from figures prior to 2013/14 but some expenditure cannot be separately identified so trend information should be treated with caution.

2: This figure is in real terms, that is, taking inflation into account. We note in the report wherever we have adjusted figures to reflect inflation, particularly when stating the percentage increase or decrease compared with previous years.

3: Reserves and debt figures exclude Orkney and Shetland Islands councils, which hold large reserves and balances arising mainly from harbour and oil-related activities.

4: Total level of debt includes £12.1 billion of borrowing for investment in councils' assets, eg buildings, roads and equipment, and £2.7 billion of other debt (ie, Private Finance Initiative (PFI) and Non-profit Distributing (NPD) contracts) for investment in capital projects, mainly schools.

Chair's introduction



For the last five years councils have had to cope with managing austerity, reducing resources, increasing demand for services, and ever increasing public expectations. The Accounts Commission recognises the achievements of councils – both councillors and officers – in meeting these challenges to date.

Councils tell us that they should manage budgetary pressures in 2015/16 but the years beyond that pose a level of challenge not previously experienced. That is why the Commission expects councils to plan now for the period to 2017/18 and beyond, not least because of the lag time between planning and delivering. Longer-term planning is crucial in building a shared understanding among councillors of the financial position. Comprehensive and accessible financial information helps identify what needs to be done now to avoid storing up problems for the future. It also helps inform local and national discussions about the options for council services. Councils are consulting with communities and service users but the challenges ahead make it all the more important to involve communities more in planning and delivering services.

Added to financial pressures is the challenge for councils in establishing effective health and social care partnerships with their health colleagues. This is the most significant change in the public service landscape in Scotland in recent years. There are clear lessons to be learned from our audit of community planning partnerships about the importance of councils and health boards investing time in building mutual trust and leadership capacity if these partnerships are to be successful from the outset.

In last year's overview report, the Commission said that in this complexity of change the foundation stones of good governance and accountability remain constant. Good governance concerns taking informed and transparent decisions which are subject to effective scrutiny. It also involves managing risk – the scale of the challenge means that councils cannot afford to be risk averse, so the focus is on being risk aware.

The public rightly expects scrutiny to be both effective and transparent. The Commission remains of the view that this will be best achieved where: the chair of the scrutiny or audit committee is not a member of the political administration; the committee has clear terms of reference, adequate support and access to independent advice; and members of the committee have the necessary skills and training to do their job. This may seem no more than an obvious statement of good practice. But where these characteristics are not in place scrutiny fails and the public interest is not met. Effective scrutiny is not just in the public interest, it is as much in the interest of the administration of a council.

In this quickly changing and challenging environment, systems and processes must be kept up to date and fit for purpose. Councillors also need to assure themselves that there is sufficient capacity within their councils to deal with day-to-day business as well as manage improvement and change. The role of chief executives, for example, is increasingly demanding. The political environment is complex, often involving coalitions, and they need to balance the task of supporting the administration and their responsibilities to the council as a whole. And because not all services are within the council's direct control, for example, where services are provided by arm's-length external organisations (ALEOs) and with the integration of health and social care services, chief executives need to build strong working relationships with partner organisations.

As with councils, the work of the Commission has evolved; for example our community planning partnership audits with the Auditor General and our new responsibility to audit health and social care partnerships. But our core role, on behalf of the public, of holding councils to account and, by doing so, helping them to improve will continue to be at the heart of our work. The Commission strongly believes that Best Value is as relevant and vital today as it was when it was introduced. The values and principles are essential to delivering the effective, high-quality public services that people expect. Councils that place Best Value at the centre of all they do are best placed to deal with pressures in 2015 and beyond.

The Commission expects councillors to use this report to assess the progress their councils are making with partners to improve outcomes and value for money for local people. We look forward to continuing to work with and support local government in meeting the challenges it faces.

Douglas Sinclair

Chair of the Accounts Commission

Summary



Key messages

- 1** Councils face increasingly difficult financial challenges. In the context of overall reductions in public sector budgets, between 2010/11 and 2013/14, Scottish Government funding for councils decreased by 8.5 per cent in real terms (allowing for inflation) to £10.3 billion. At the same time, demand for council services has increased, largely due to population changes.
- 2** Many councils are now reporting gaps between their income and the cost of providing services. With further funding reductions expected, councils face tough decisions to balance their budgets. These decisions must be based on a clear understanding of the current financial position and the longer-term implications of decisions on services and finances. However, there is limited evidence of longer-term financial planning, which is critical in providing that understanding.
- 3** Councils have managed the financial pressures well so far. Available performance information indicates that services have been improved or maintained. Public performance reporting is getting better but councillors need better financial and service information to help them set budgets and scrutinise performance. All councils prepared their annual accounts on time and met the required accounting standards.
- 4** Almost all councils have reduced staff numbers to help make savings but this is not sustainable. Councils are considering ways of delivering services more efficiently and need to get better at using local data and involving service users and local communities in developing options to improve services and help save money. They must implement planned changes quickly to achieve their required savings.
- 5** Councils need to ensure that the way they manage and control their work keeps pace with the quickly changing circumstances in which they operate. There can be no compromise on the importance of good governance, particularly where there are significant changes in personnel and systems. Not all councils systematically review governance when, for example, they change staff, management or political structures, or develop new ways of financing and delivering services. Community planning and health and social care integration require an ongoing focus on governance in partnership working, where the responsibility for good governance is shared and depends on a culture of trust.


Recommendations

We make a number of recommendations intended to help councillors. With the support of council officers, councillors should assess the position in their council and, where they decide action is required, ensure the recommendations are implemented successfully.

Councillors should:

- assess whether they have appropriate knowledge and expertise, in areas such as assessing financial and service performance, to carry out their role effectively. They should review their training needs and request the training and support they require to help them consider options, make decisions and scrutinise performance
- ensure that council officers provide high-quality financial and performance information to support effective scrutiny and decision-making. This includes having relevant and up-to-date performance data and making good use of benchmarking. Performance information should also be clearly reported to the public to help them understand their council's performance
- ensure that councils, when developing their priorities, use local socio-economic data and work with service users and local communities to understand their needs and explore ways of meeting them. Council budgets should then be targeted towards agreed priorities, including those designed to prevent or reduce service demand in future
- ensure that they consider all practical options for delivering services to meet the needs of service users and local communities, within the resources available. They should consider carefully the benefits and risks related to each option and make sure they receive information about the impact of the option they choose, including monitoring the risks associated with change
- ensure that their council has financial plans covering the short term (1-2 years), medium term (3-5 years) and longer term (5-10 years). These plans should set out the council's financial commitments, identify any challenges with the affordability of services and set out clearly how the council ensures its financial position is sustainable over an extended period
- review their council's governance arrangements following significant changes in staff, management and political structures. This includes ensuring their current management teams have the skills and capacity to provide effective leadership and management of finances, services and improvement programmes, and having succession plans for when senior managers retire or leave the council
- ensure their council has a comprehensive workforce strategy to help manage the impact of staff reductions. The strategy should ensure that the council retains the ability to make changes and improvements, and is equipped to meet increased demand for services in the context of financial constraints.

About this report

1. This report draws on the findings from local government audit work in 2014 and provides a high-level, independent view on how councils are managed and perform. This includes audits of financial statements, Best Value, community planning partnerships (CPPs) and performance. Reports on individual councils' 2013/14 audits are available on [Audit Scotland's website](#) .

2. The report is primarily for councillors, as a source of information and to support them in their complex and demanding role:

- **Part 1** reviews the financial context in which councils are operating. It highlights the overall financial position and pressures on budgets.
- **Part 2** looks at how councils are managing the financial challenges. It highlights what councils and their partners need to do to help deal with the ongoing and increasing pressures they will face in 2015/16 and following years.

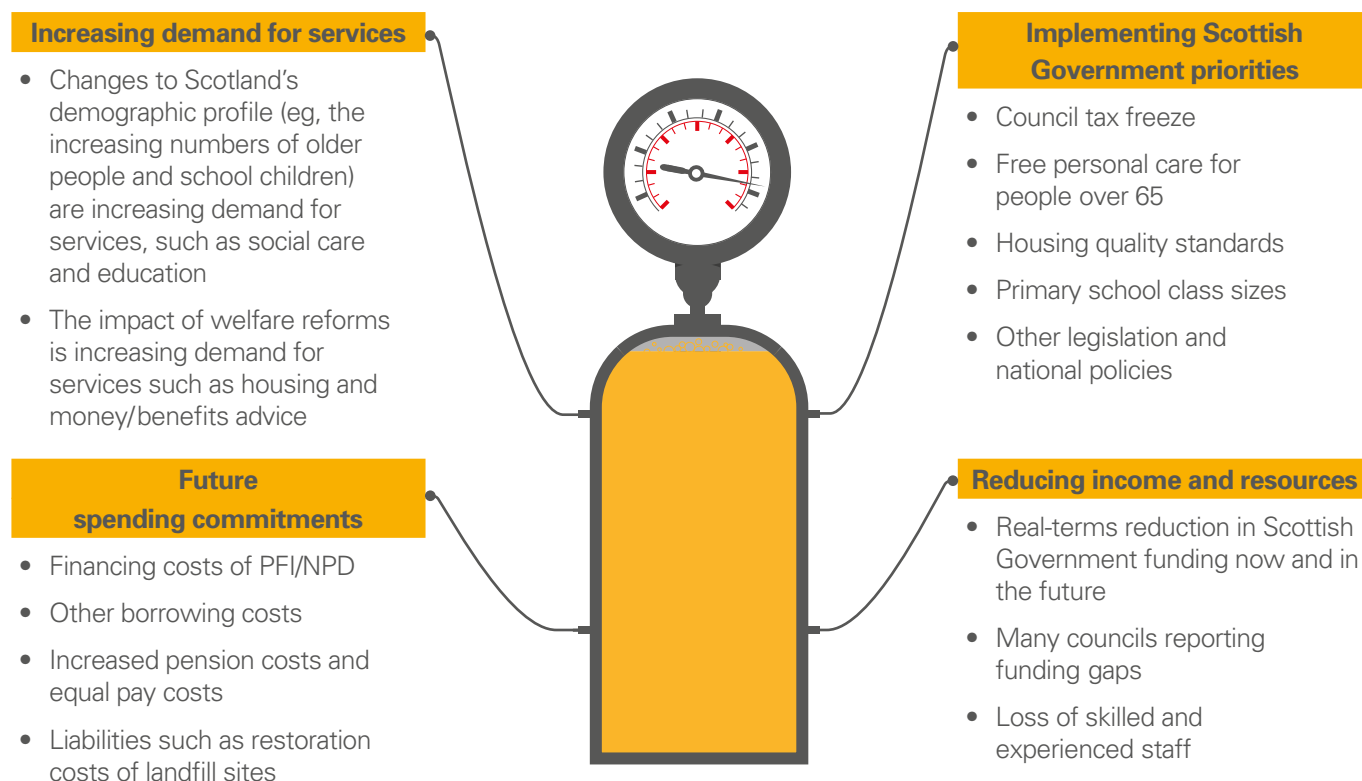
3. Exhibit 1 (page 10) provides a summary of the main issues covered in this report.

4. Our website contains a [Supplement: Self-assessment tool for councillors \[PDF\]](#)  to help them implement the recommendations we make in this report. We have also provided [a map \[PDF\]](#)  showing the 32 councils and key facts about each.

Exhibit 1

Local government overview 2015

Councils face increasing demand and resource pressures. They need to have the right information, skills and processes to help deal with the pressures in the future.



Points for action for councillors in 2015/16

Having the right information

Councillors should ensure that:

High-quality financial and performance information is made available to support effective scrutiny and decision-making and to report to the public

Their council uses local socio-economic data and involves service users and local communities to understand their needs and explore ways of meeting them. Council budgets should be targeted towards agreed priorities

Their council has a long-term (5-10 years) financial plan and plans covering the short (1-2 years) and medium (3-5 years) term, setting out financial commitments and how the council ensures its financial sustainability

Their council has a comprehensive workforce strategy to help manage the impact of staff reductions

Having the right skills and processes

Councillors should:

Review personal training needs and, where necessary, request training and support to develop knowledge and expertise in, for example, assessing financial and service performance

Consider all practical options for delivering services to meet the needs of service users and local communities, within the resources available. Consider carefully the benefits and risks and the full impact of each option

Review governance arrangements following significant changes in staff, management and political structures and when working with partners

Satisfy themselves that their council's management team has the skills and capacity to provide effective leadership and management of finances, services and improvement programmes

Part 1

The financial context



Key messages

- 1** In the context of overall reductions in public sector budgets, between 2010/11 and 2013/14, Scottish Government funding for councils decreased by 8.5 per cent in real terms (allowing for inflation), to £10.3 billion. Further reductions in the Scottish budget are likely, particularly in 2016/17 and 2017/18.
- 2** Councils deliver a wide range of local services. Demand is rising because of population changes, in particular demand for services for older people. Alongside this, councils deliver national policies such as those relating to school class size targets and housing quality standards and by deciding to freeze council tax levels.
- 3** There are other matters which potentially place pressures on councils' finances for example, increasing borrowing costs, equal pay claims and welfare reforms. Almost all councils are now predicting a gap between their income and the cost of providing services.

Councils' funding is decreasing in real terms, so it is important that they consider options to increase their income

4. Scottish councils' total income in 2013/14 was £17.8 billion. The majority of this comes from Scottish Government funding and the rest comes from council tax, fees for services they provide and housing rents ([Exhibit 2, page 12](#)). Councils' share of the Scottish budget has remained relatively constant over the last few years. However, in the context of overall reductions in public sector budgets the amount of funding that councils receive from the Scottish Government has gone down. In 2013/14, the Scottish Government allocated £10.3 billion to councils. This is 8.5 per cent lower, in real terms, than in 2010/11.

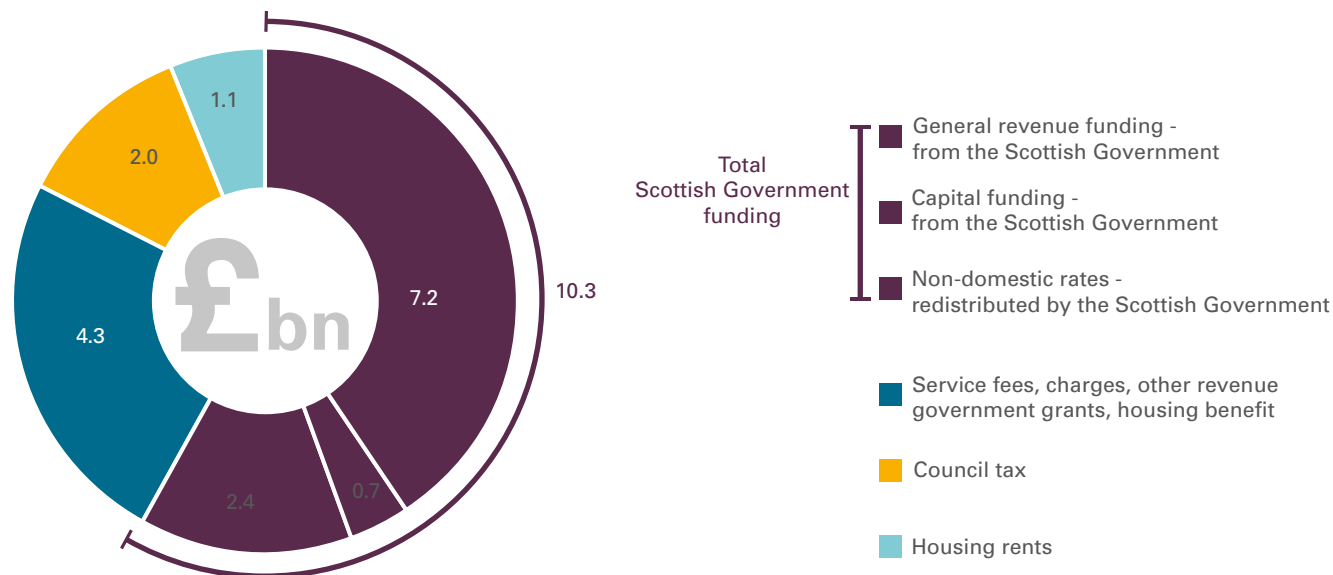
5. Due to differences in services and funding, direct comparison with the position in England is not possible. However, it is clear that councils in England have faced more severe cuts; between 2010/11 and 2015/16 the UK Government will have reduced its funding to English councils by 37 per cent, in real terms.

**councils
continue
to face
increasing
challenges to
their financial
sustainability**

Exhibit 2

Council income in 2013/14 (£ billion)

Funding from the Scottish Government totalled £10.3 billion.



Notes:

1: Figures add to £17.7 billion, rather than £17.8 billion, due to rounding.

2: For the first time in 2013/14, councils received the council tax benefit element of their council tax income directly from the Scottish Government as part of the general revenue funding. This amounted to £351 million, effectively bringing the total income from council tax to £2.4 billion.

Source: Councils' audited annual accounts, 2013/14

6. Most of the 2013/14 Scottish Government funding (£9.6 billion) was for the day-to-day running of council services, including staff salaries. This is known as revenue funding. This is distributed to councils based on a range of indicators, including population, deprivation and pupil numbers. The remainder (£0.7 billion) was to buy, build or refurbish assets, such as buildings, roads and equipment. This is known as capital funding. Between 2010/11 and 2013/14, budgeted revenue funding from the Scottish Government decreased by seven per cent and capital funding by 33 per cent, both in real terms ([Exhibit 3, page 13](#)).¹ Capital funding is set to rise again in 2014/15 and 2015/16.

Councils have relatively limited scope to increase their income

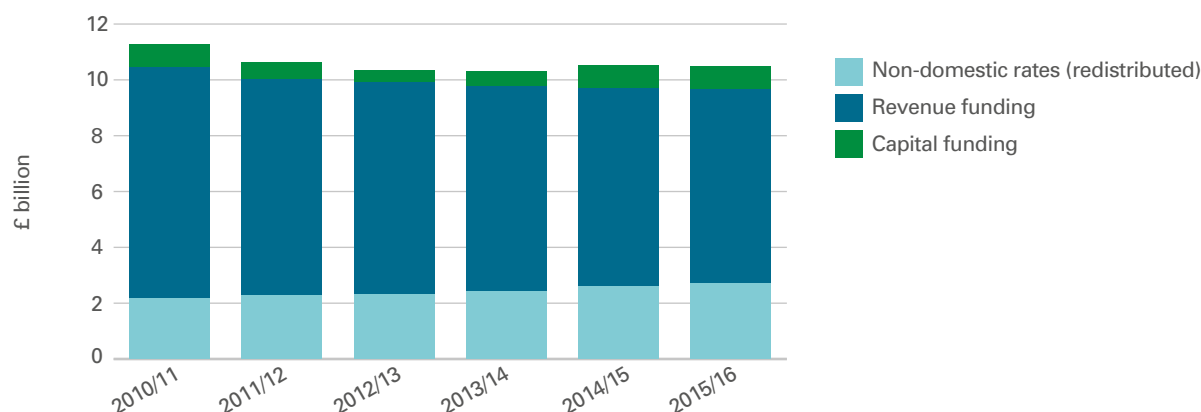
7. Less than a third of councils' total income is within their direct control. They must set the rate of council tax, determine rent levels for council tenants and decide whether, and how much, to charge for specific services, such as some social care services and parking. However, there are limitations. For example, councils have agreed to freeze council tax in exchange for additional funding from the Scottish Government. Councils improved their council tax collection rates to over 95 per cent in 2013/14, increasing council tax income by nearly one per cent since 2012/13 (in real terms).

8. Councils also have relatively little control over local business tax income, known as non-domestic rates (NDR). The Scottish Government sets the annual business tax rate, councils collect the money from local businesses and the Scottish Government redistributes the money as part of its funding allocation to councils.

Exhibit 3

Trend in budgeted revenue and capital funding from the Scottish Government (real terms)

Total funding from the Scottish Government has fallen by 8.5 per cent in real terms between 2010/11 and 2013/14, seven per cent in revenue funding and 33 per cent in capital funding.



Notes:

- 1: Budgeted figures differ slightly from the actual amount of funding received, due to adjustments made during the year.
- 2: All figures exclude funding for police and fire and rescue services. The budgeted revenue funding was decreased slightly in 2013/14 because councils were allowed to keep 49 per cent of reserves for police services and 100 per cent of reserves for fire and rescue services.
- 3: For the first time in 2013/14, revenue funding included the council tax benefit element of council tax income, amounting to £351 million.

Source: Local Government Financial Circulars, Scottish Government, 2009-15

9. Councils have more control over the income they receive from service fees and charges. Charges serve different purposes:

- They are a vital source of income for councils.
- They are used to influence behaviours – for example, low gym charges can be used to encourage exercise or car parking charges can be used to discourage people from taking their cars into city centres.

10. In the last few years, some councils have increased or introduced new service charges. However, councils have to consider the benefits that the extra income brings alongside the impact that higher charges have on the people using the services and the administrative cost of collecting these charges. Councils' income from fees and charges was an estimated £1.3 billion in 2012/13.²

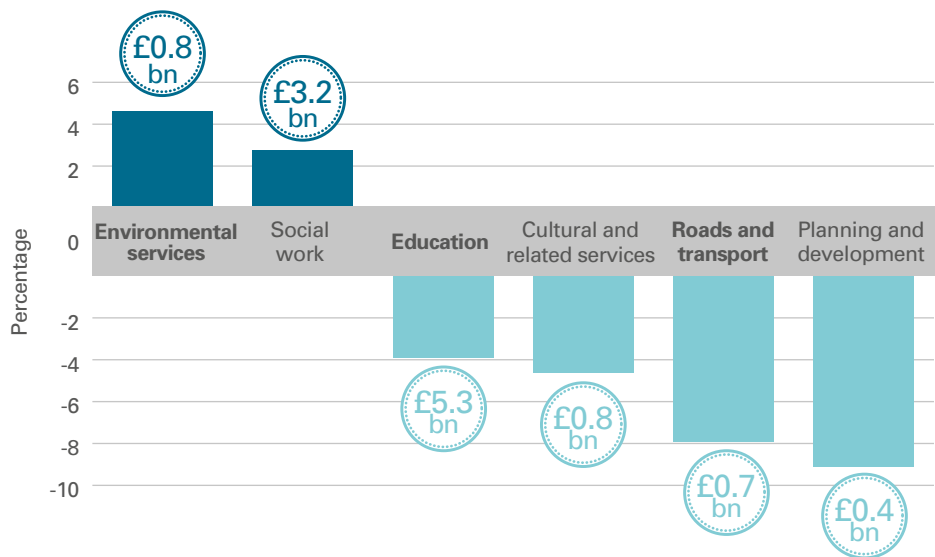
Councils have many commitments to manage within reduced budgets

Over half of councils' spending is on education and social work

11. Councils spent a total of £18.6 billion on delivering services in 2013/14. This was a slight increase, in cash terms, compared to 2012/13 (£18.5 billion), but a real terms decrease of one per cent. The largest proportion of this spending was on education (30 per cent), followed by social work services (22 per cent).

Spending on most of the main services has fallen since 2010/11, except on social work and environmental services (Exhibit 4). Some of the smaller services, in terms of net spending, have generally experienced a higher percentage of budget reductions. The increase in social work spending is due in part to increased spending on care for older people, reflecting the population trend. The net increase in environmental services is due mainly to changes in the way that some trading activities are reported in councils’ accounts, and a new accounting requirement to plan for the costs of restoring landfill sites.

Exhibit 4
Percentage change in net spending per service, between 2010/11 and 2013/14 (in real terms)
Percentage changes in spending vary between services.



Note: Figures in circles show net spending per service in 2013/14 before accounting adjustments are made.

Source: Councils’ audited annual accounts, 2013/14

12. Councils deliver a wide range of public services. Some of these services and functions are more prescribed in legislation than others, but councils generally have discretion on the level of services they provide and how they provide them. For example, legislation states that councils must provide education for all children aged between five and 16 years old, and sets rules and targets about teacher numbers, their professional qualifications, class sizes and the curriculum. However it does not prescribe, for example, how many hours of education children must receive or how many days they should be in school; councils have the discretion to decide this.

Councils' decisions about how they deliver national and local policies affect their financial commitments

13. The Scottish Government depends on councils to implement a number of its national policies, including:

- reducing the number of pupils in each primary school class
- delivering free personal care for older people
- maintaining the freeze on council tax
- meeting the Scottish Housing Quality Standard ([Exhibit 5](#)).

Exhibit 5

The Scottish Housing Quality Standard (SHQS)

Councils expect to spend over £850 million to bring their houses up to standard.

The Scottish Government introduced the SHQS in February 2004 and it is the principal measure of housing quality in Scotland. It has set a target for landlords, including councils, to bring the quality of their housing stock up to the standards described in the SHQS, where it applies, by April 2015. In 2012/13, councils brought 13 per cent of their houses up to the standard but 22 per cent of houses still did not comply, mainly because the houses did not meet energy efficiency standards. Councils predict that it will cost a total of £853 million to bring all their housing stock up to standard.³ This includes £302 million already spent in 2012/13 and predicted spending of £551 million between April 2013 and March 2015.

Source: Audit Scotland

14. National policies commit councils to spending in these areas although, in some cases, the Scottish Government provides extra funding for councils to help them implement the policies. For example, since 2011/12 the Scottish Government has made available an additional £70 million a year to councils if they decide to maintain council tax at the same level it was in 2007/08.


15. As well as national policies, councils make local commitments that they must also manage within their budget. For example, some councils have policies against compulsory redundancy. This restricts their ability to manage changes or reductions to their workforce and make associated savings. Councils also have to deal with commitments from past decisions, such as equal pay claims. In 2013/14, 20 councils settled claims worth £73.2 million. This is more than in 2012/13 (£32 million). The cumulative amount paid in equal pay settlements to March 2014 is £580 million. Councils have set aside a further £108 million to meet expected future claims.

16. In addition to upgrading their housing stock to meet the SHQS, councils need to ensure that other assets used to deliver services are fit for purpose. They do this through a programme of capital investment. This includes spending money on new buildings, such as schools, and on maintaining and repairing existing assets, including local roads. Improving facilities, buildings and other assets can help councils deliver services more efficiently and effectively and enhance people's experiences of council services. Councils' capital spending in 2013/14 was £2.2 billion, with £0.7 billion coming from Scottish Government funding and the remaining £1.5 billion funded mainly by borrowing.

17. Twenty-six councils reported that they had underspent against their 2013/14 capital budgets. The level of underspend varied widely, from around one per cent of budget in the City of Edinburgh Council to 45 per cent in Aberdeen City Council and 46 per cent in East Dunbartonshire Council. Reasons for the underspend in Aberdeen City Council include unexpected withdrawal of, or delays caused by, external partners in projects to develop new waste management facilities, build a new bypass (the Western Peripheral Route) and introduce hydrogen-powered buses. In East Dunbartonshire Council the main reason for the underspend was a decision not to proceed with building new office and depot accommodation when further investigation at the chosen site found it to be unsuitable. There are many other reasons why councils spend less than planned on their capital programmes, including delays in starting or progressing projects. Ongoing underspending may mean that councils do not have the most appropriate assets in place to deliver services effectively.

Most councils are reporting funding gaps

18. Financial sustainability is about balancing spending and income over time. Growing demand for services and expected reductions in funding have led many councils to report a funding gap in 2015/16 and beyond. The funding gap means that, to pay for services, councils will have to increase their income, improve efficiency, divert money from lower priority services, or a combination of these. If they are unable to do this they will have to use some of their reserves, although this is a short-term option. Many councils have reported funding gaps, but over different time periods. For example, North Lanarkshire Council predicted a gap of £62.4 million over three years to 2015/16 and Fife Council predicts a gap of £77.2 million in 2017/18.

19. It is not clear if councils' planned savings will be enough to cover the reported gaps in funding or if they will need to make more savings. This is the case, for example, for the City of Edinburgh Council. Our [Best Value report \[PDF\]](#)  found that the council needs to make recurring annual savings of £138 million by 2017/18. It also highlighted that there is a gap of £67 million between the savings the council needs to make in 2017/18 and those it has already identified in its financial plans.⁴ At the start of 2015 the council was considering options to bridge the £67 million gap, including working with voluntary groups to save £10.8 million a year and reducing its workforce by 1,200 staff (full-time equivalent (FTE)).⁵

20. The challenge for councils is to implement strategies that bridge the funding gaps. Almost all councils' auditors have indicated risks to councils' financial positions in the medium to long term. Specific risks identified by auditors include councils:

- spending more money than they planned
- not making the savings they planned
- having to compromise unexpectedly on the quality of services they deliver, without having worked with service users to review and evaluate other options
- being unable to meet the increasing demand for services
- not having enough money in their reserves that they can use, if required.

Service users and local communities will suffer if important services are affected because councils fail to secure financial sustainability over an extended period of time.

Reserves are available but councils can only use this money once

21. Councils hold useable reserves to help them manage unpredictable financial pressures and plan for their future spending commitments. Councils had a total of £1.8 billion of useable reserves at 31 March 2014. This was a small decrease of two per cent in 2013/14, a change in the trend of increasing reserves in recent years ([Exhibit 6, page 18](#)).

22. Useable reserves are made up of different funds, including general, capital, housing etc. In 2013/14, general funds accounted for over half (£1.03 billion) of councils' total useable reserves. Councils allocated most of their general funds (£0.71 billion or 69 per cent) for specific purposes, such as modernisation initiatives and local development projects. The remainder (£0.32 billion or 31 per cent) of councils' general fund reserves was unallocated. Councils usually hold unallocated reserves as a contingency to help deal with unforeseen events such as rising interest rates, delays in receiving payments, relieving the pressure on demand-led services, or other unplanned spending.

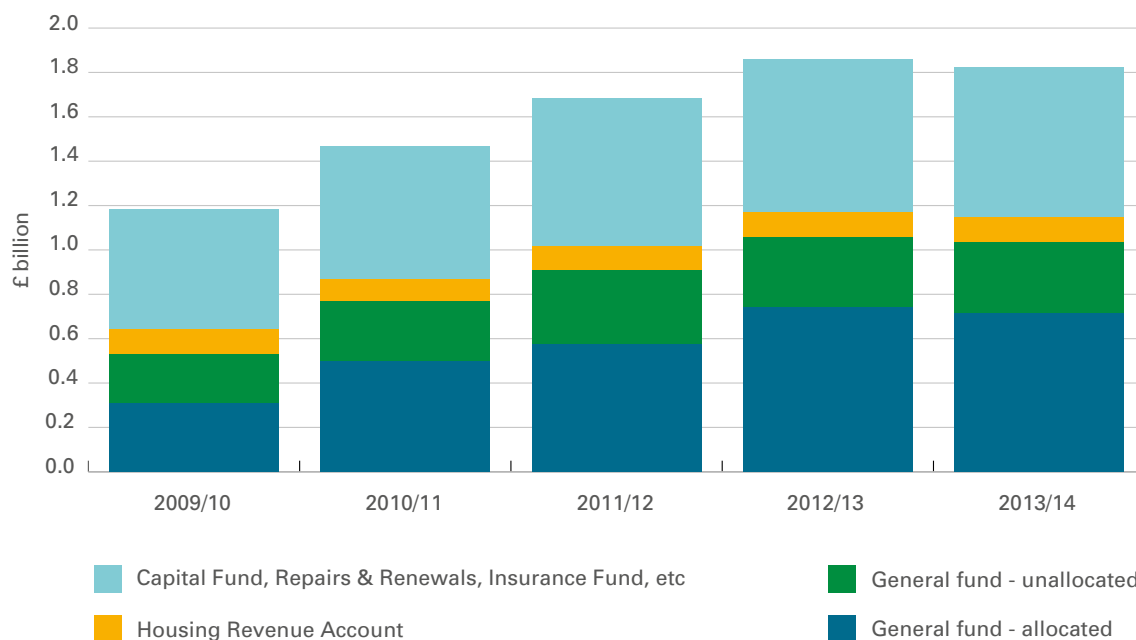
23. Councils need to consider both their level of reserves, and how they plan to use them, when developing financial plans and setting annual budgets. The chief financial officer (see [paragraph 77](#) for more information about this role) is responsible for advising the council on the level of reserves it should hold and ensuring that there are clear procedures for keeping and using reserves.

24. Guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) states that the chief financial officer should take account of the strategic, operational and financial risks facing the council, when deciding the appropriate level of unallocated reserves.⁶ Auditors reported that not all councils carried out a formal risk analysis to determine the appropriate level of reserves. Most councils had a policy to maintain unallocated general fund reserves at around two to four per cent of their net spending on services.

Exhibit 6

Councils' useable reserves from 2009/10 to 2013/14

Usable reserves stopped increasing in 2013/14 after three years of growth.



Note: Figures exclude Orkney and Shetland Islands councils, which hold large reserves and balances arising mainly from harbour and oil-related activities.

Source: Councils' audited annual accounts, 2009/10 to 2013/14



25. Councils can use their reserves to help deliver services. But they can only use them once. Reserves cannot help councils deal with budget gaps in the longer term. Twenty councils reduced their level of useable reserves in 2013/14, 11 councils increased their level and one council's level remained the same.

26. Councils also have other reserves that are not available to spend on providing services (known as unuseable reserves). These are the result of accounting practice to comply with financial reporting standards. Unuseable reserves increase and decrease to reflect updated estimates of the current value of certain council's assets and liabilities, including the value of pensions that the council will have to fund in future.

Further budget reductions are expected and demands for services are increasing

27. The Scottish Government's funding for councils in 2014/15 is £10.8 billion. This is an increase of 2.1 per cent in real terms, compared to 2013/14. In 2015/16, funding is expected to increase by a further 1 per cent in cash terms to £10.9 billion. This is a decrease of 0.5 per cent in real terms. Councils expect further reductions in funding from the Scottish Government, particularly in 2016/17 and 2017/18. The UK Office for Budget Responsibility indicated that UK expenditure could be cut by 6.4 per cent in 2016/17, 4.9 per cent in 2017/18 and 1.9 per cent in 2018/19 and 2019/20 (in real terms).⁷ If this is reflected in the UK Government's budget allocation to Scotland, the Scottish Government faces further difficult decisions about how much funding to allocate to councils alongside its other responsibilities and priorities.

28. In addition to reduced funding, councils face other pressures as demand for services continues to increase. The increasing demand for services is largely due to changes in the population, which is increasing by about 0.2 per cent a year. People are also living longer; the percentage of people aged 65 or over is projected to increase from 17 per cent in 2012 to 25 per cent by 2037 ([Exhibit 7, page 20](#)). An older population has implications particularly for social care and housing services. For example, analysis by Midlothian Council suggests that without a significant shift in the way services are provided there will be a need for an estimated 300 additional care home places, at a cost of £6 million a year, due to its increasing older population.

29. The growing population can also affect councils' education services. The number of children aged 0-15 years across Scotland is predicted to rise by 5.5 per cent by 2037. Between 2014 and 2018, the number of primary school pupils is expected to go up by 3.9 per cent. The position across Scotland varies widely. For example, Aberdeen, Glasgow and Dundee City councils have predicted increases of 20, 13 and 11 per cent respectively. Clackmannanshire, East Renfrewshire and Stirling councils have predicted decreases of between three and four per cent.⁸ For those councils most affected by the increasing number of pupils there are pressures on:

- revenue budgets, for example paying for teachers' salaries
- capital budgets, for example building and refurbishing schools.

In council areas where numbers are falling, councils must monitor the impact of this on their required resources, such as staff, buildings, facilities and transport.

An increasing proportion of councils' budgets will be required to repay debts and other financial commitments

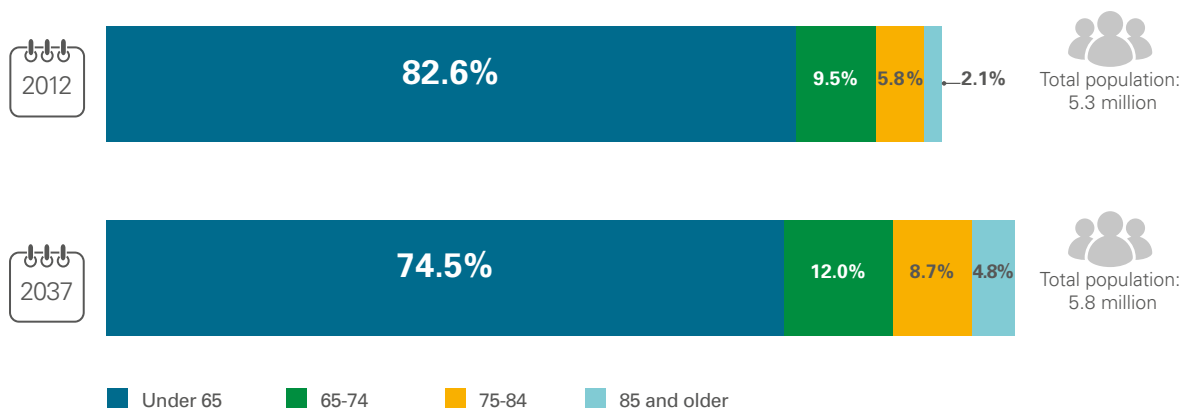
30. As councils make decisions on how to allocate their reduced budgets, they need to be clear about both their short and long-term liabilities. For example, since 2000/01 councils have financed around £4 billion of capital projects using Private Finance Initiative (PFI) and Non-Profit Distributing (NPD) contracts, mostly for new and refurbished schools. Capital projects funded through PFI and NPD generally do not involve using a council's capital budget. Instead, the project costs are met upfront by private sector contractors and the council meets the cost of this, typically over 20 to 30 years, through ongoing revenue payments. Payments to the contractor include repaying the cost, plus interest, of building the asset along with any related services, such as ongoing maintenance and service management costs. Under these contracts councils are committed to paying nearly £17 billion in total. Councils have paid £3.4 billion already and must pay a further £13.4 billion between 2014/15 and 2041/42 ([Exhibit 8, page 20](#)).

31. In addition to PFI and NPD, councils have borrowed £12.1 billion to finance investment in assets. The current value of councils' assets is £39 billion. Borrowing helps councils spread the cost of building and refurbishing their assets over a number of years. However, it means that councils commit a proportion of their future budgets to financing charges, that is repaying debt and interest. Annual interest and debt repayments on borrowing have increased from £946 million in 2009/10 to £1.5 billion in 2013/14. Repayments for current PFI and NPD contracts totalled £488 million in 2013/14 and are predicted to peak at around £600 million a year between 2024/25 and 2027/28. Higher financing commitments leave councils with less money available to spend on the other day-to-day costs of running services.

Exhibit 7

Scotland's population is changing

The percentage of the population aged 65 and over is expected to increase considerably.

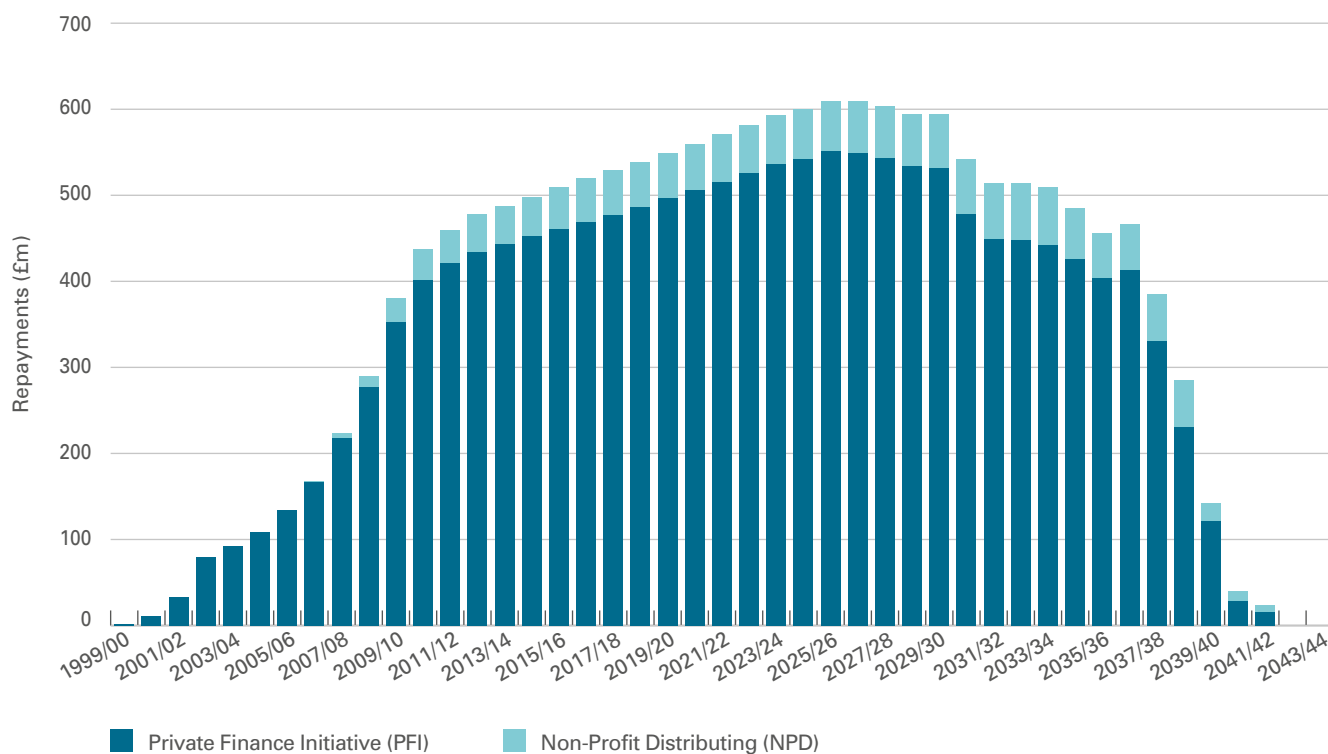


Source: *Projected Population of Scotland (2012-based), National Records of Scotland, 2013*

Exhibit 8

Private Finance Initiative (PFI) and Non-Profit Distributing (NPD) payments, 1999/00 to 2043/44

Councils' committed payments on current PFI and NPD contracts continue to rise until 2026/27.



Note: These figures do not take inflation into account.

Source: Audit Scotland, from HM Treasury (2014) Private Finance Initiative Projects: current projects as at 31 March 2014



32. Population projections indicate that there will be increasing demand for council services at the same time as financing charges are anticipated to peak. These longer-term challenges further support the case for longer-term financial planning ([paragraph 69](#)). Our report on borrowing and treasury management, which we will publish in March 2015, will consider whether councils can demonstrate that their borrowing is affordable and sustainable in the long term.

There are a range of other matters affecting councils' finances

33. The Welfare Reform Act 2012 is the biggest reform of the UK welfare system for 60 years and is expected to have significant implications for households and councils. The reforms include introducing a cap on the amount of benefits that people can claim. The impact on people's ability to pay what they owe in housing rent, council tax and other fees and charges is not yet clear. Councils paid £29.4 million in government-funded Discretionary Housing Payments to people who needed help to pay their rent in 2013/14. However, housing rent arrears also increased by 24 per cent between 2012/13 and 2013/14 and this may, in part, be a result of welfare reforms. The full impact of welfare reforms will not be known for some time. The reforms may create greater demands on services if more people are in debt or in need of suitable council homes.

34. Auditors report that, so far, councils are managing the impact of welfare reform and many are spending money on support for people affected, including:

- establishing working groups to coordinate help and support
- creating specific funding pots to help people in need
- setting up telephone hotlines to deal with queries and offer advice
- providing information on their websites.

35. Councils face increased costs when they implement some national policies and legislation, such as self-directed support and the Children and Young People (Scotland) Act 2014.⁹ The Scottish Government includes additional costs in the general funding it gives councils. For example, the costs associated with implementing the Children and Young People (Scotland) Act 2014 are estimated at £79.1 million in 2014/15. These are expected to rise to £138.9 million in 2016/17, and then decrease to £108.9 million by 2019/20.¹⁰ The estimated costs largely relate to two of the proposals, both of which are mainly councils' responsibility to implement:

- providing a single point of contact (a named person) for every child in Scotland
- increasing the amount of free early learning and childcare.

36. Councils are also facing other potential financial liabilities. For example, councils must pay the costs of restoring landfill sites used for waste disposal; some may have to pay for restoring open cast mines previously owned by companies that no longer exist; or spend money they did not plan to on paying staff for underpaid holiday pay.

Further changes are expected that may affect councils' finances

37. Councils are likely to face increased costs due to changes in pension schemes. These changes mean that members of workplace pension schemes and their employers no longer pay reduced National Insurance contributions from April 2016. Councils need to be sure that their pension funds are sufficient and well managed so that there is enough money to pay current employees' pensions when they retire.

38. There are potential changes to both the council tax and NDR systems which may affect councils' income. The Scottish Government and the Convention of Scottish Local Authorities (COSLA) have set up an independent commission to examine alternatives to the existing council tax system. The commission is expected to consult with communities before recommending how to develop a 'fairer system of local taxation' to help pay for council services. The commission will report in the autumn of 2015.¹¹ In addition, the Community Empowerment Bill proposes to give councils some flexibility to control their NDR income along with the ability to set local rates to attract businesses to their area or encourage existing businesses to grow.

39. More generally, the overall environment for public finances in Scotland is changing substantially. From April 2015, new taxes on land and buildings transactions and disposing of waste to landfill come into force. The Scottish Government will also have new borrowing powers. From April 2016, the Scottish Parliament must set a new Scottish rate of income tax. In addition, the recent Smith Commission report sets out proposals by Scotland's main political parties to provide more powers to the Scottish Parliament. The proposals are extensive and include further changes to the welfare system and more financial responsibilities.¹²

Part 2

Dealing with pressures in 2015/16




Key messages

- 1** Councils have reduced staff numbers to help make savings. They have paid out £352 million in voluntary severance since 2010/11. There is an increasing risk that reductions in staff numbers, and the associated loss of skills and experience, will affect essential support services, such as HR and finance.
- 2** Despite reductions in funding, available data indicates that councils have continued to improve or maintain services. However, sustaining improvement is becoming more challenging and councils face increasingly difficult decisions about providing services.
- 3** Effective financial and performance management help councils relieve pressures through, for example, targeting resources (such as money and staff) at their priority areas, and identifying better ways to provide services. Councils need to take more account of service users' priorities and get better at using local data and involving communities in planning and delivering services.
- 4** Effective planning and budgeting help councils target resources, but there is limited evidence of longer-term financial planning. Eighteen councils do not have long-term financial plans covering a period of five or more years. This can limit how well they understand the full implications of their spending and borrowing.
- 5** Governance needs to keep pace with changes in staff, management and political structures. This applies within councils and in joint working between councils and their partners, particularly in community planning. Health and social care integration, which councils and health boards are working to implement fully by April 2016, requires effective governance arrangements for the new joint bodies.
- 6** Councillors need clear information to help them scrutinise services and make effective decisions. Good information helps councils demonstrate that they use public money properly and effectively. There has been an improvement in councils' public performance reporting. Councillors should also make sure they get the training and support they need to help them fulfil their demanding roles.

**strong
financial
management
and good
governance
are critical
to making
changes
successfully**

Savings plans are in place but councils will need to consider more fundamental changes

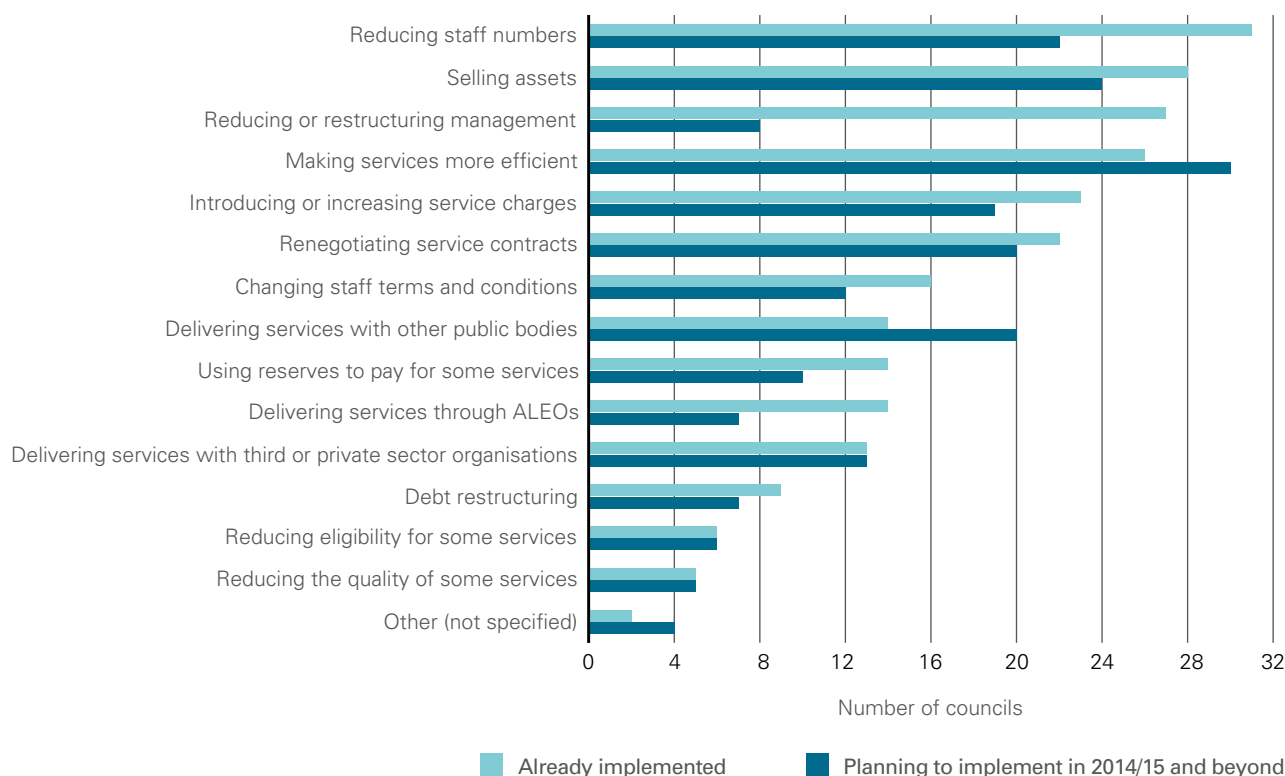
40. Councils have made savings in the last few years through various initiatives, mainly by reducing staff numbers, restructuring and reducing management, and disposing of assets such as buildings and equipment ([Exhibit 9](#)). Other sources of savings include improvements in the way councils purchase the supplies and support they need to deliver services. [Procurement in councils \[PDF\]](#)  for example, found that councils had identified procurement as a source of significant savings.¹³ During 2013/14, 23 councils reported that they were planning to make £27 million of savings from procurement. This was 13 per cent of their overall savings targets at the time.

41. To make further savings in 2014/15, most councils were planning to make their services more efficient. They were also considering new service delivery models, including working with other public bodies and setting up arm's-length external organisations (ALEOs). ALEOs are separate companies or trusts set up and fully owned by councils, but with separate financial and governance arrangements. Whatever the delivery model, councils retain responsibility for public money and the quality of services delivered.

Exhibit 9

Actions taken and planned to make savings

The three most common actions councils have taken to make savings are reducing staff numbers, restructuring and reducing management, and disposing of assets.



Source: Audit Scotland survey of council auditors, 2014


Almost all councils have reduced staff numbers to help deliver savings

42. Councils have reduced their workforce by 12 per cent since 2008, from around 228,700 to 201,500 (FTE).¹⁴ This reduction includes staff now working in ALEOs and so the actual reduction in staff providing council services will be smaller than 12 per cent. For example, 7,759 facilities management and social care staff in Glasgow City Council transferred to one of its ALEOs, Cordia. Only Aberdeenshire Council has increased its workforce since 2008, from 9,200 to 10,000 (FTE). The council attributes this to growth in demand for services as a result of a five per cent increase in the population between 2010 and 2013, and to the fact that it has not outsourced any services. At least half of councils intend to make further staff reductions in 2014/15 and beyond. For example, East Renfrewshire Council's three-year savings plan proposes a reduction of 200 posts to help close a £22 million funding gap.


43. Staff reductions have cost councils £352 million in voluntary severance payments and associated costs over the last three years (2011/12 to 2013/14). Each council produces estimates of the savings it expects to achieve from reducing its workforce. For example, North Lanarkshire Council estimated that deleting 237 staff posts in 2013/14 would cost £4.1 million for voluntary severance and early retirement, but would save £7.4 million from its staff costs each year.

44. In 2014, nearly half of councils restructured their management to save money. For example:

- Scottish Borders Council restructured its management to help bridge a £28.7 million funding gap over five years. This included appointing two new deputy chief executives and reducing the number of heads of service from 19 to 12.
- Midlothian Council reviewed its leadership and middle management structures to deliver savings of £1.3 million. This included reducing the number of heads of service from ten to eight and considering reductions in the number of middle managers, from 162 to 143.
- Highland Council has reduced the number of service directors from seven to five to help save £0.35 million a year on senior management costs from 2014/15 onwards. Since 2007, the council has reduced the number of managers by 44 posts to make annual savings of £3.25 million.

45. Although councils have reduced their staff numbers to make savings, it is crucial that they understand and manage the effect of these reductions and continue to improve or maintain the impact their services have on people's lives. Councils tell us they have tried to protect front-line staffing and concentrate the reductions among support staff and management. Our [School education \[PDF\]](#)  report found that councils' spending on education fell by five per cent in real terms between 2010/11 and 2012/13, largely as a result of employing fewer staff.¹⁵ Teacher numbers (FTE) were reduced by two per cent between 2010 and 2013. They fell further in 2014, to 50,824, which is the lowest number in the last ten years. This coincides with pupil numbers increasing since 2012 and, in the last year, the total pupil-teacher ratio increased from 13.5 to 13.6. The primary school pupil-teacher ratio increased from 16.5 to 16.7. We recommended that councils need to fully assess the potential longer-term impact of staff reductions on pupil attainment and wider achievement, and they need to be alert to the potential impact of increased

workloads on remaining staff. Teacher numbers and related funding have been the subject of recent discussion between the Scottish Government and councils.

46. Where further staff reductions are planned, it is important that councils have comprehensive workforce plans and strategies to help manage the impact of significant staff reductions. Our [Best Value report on the City of Edinburgh Council \[PDF\]](#)  highlighted the crucial role of a workforce strategy in enabling councils to plan and manage required savings and to ensure that councils:

- have sufficient capacity for change and improvement
- can meet increased demand for services in the context of financial constraints.

Available data indicate that councils maintained or improved service performance in 2013/14 but pressures on services are increasing

47. Councils have generally managed workforce reductions well while maintaining or improving their performance indicators in most service areas between 2010/11 and 2013/14 ([Exhibit 10, page 27](#)).

Decisions on how to reduce spending are becoming even tougher

48. Faced with increasing demand and reduced budgets, councils are finding it harder to continue to improve or maintain the level and standard of services. Councils and their partners need to make sure they are targeting their resources (that is, money and staff) in the right way. To date, councils have relied mainly on staff reductions to achieve the savings they require, but this approach alone is not sustainable.

49. To help manage further budget reductions, Scottish councils need to continue:

- reviewing how they deliver services
- assessing whether what they are doing is the most efficient and effective option, both in the current circumstances and in the future. If this is not the case, councils need to consider fundamental changes.







50. There are a number of actions that councils should take to help them identify how best to target their resources. These include making better use of local socio-economic data and involving service users in deciding their priorities ([Exhibit 11, page 28](#)).

51. There is also an increasing need, and expectation, that councils and their partners deliver more integrated services. This will help councils to make best use of their resources, achieve value for money and improve outcomes for people and communities. Community planning involves councils, NHS boards, other public sector bodies, businesses and voluntary groups, working together with local communities to deliver better services. All councils have established a community planning partnership (CPP) in their area. CPPs are required to identify local priorities and set these out in a Single Outcome Agreement (SOA). The Community Empowerment (Scotland) Bill proposes to give the public bodies involved in CPPs a legal duty to work in partnership to plan and improve outcomes for their area.

Exhibit 10

Improving service performance in 2013/14

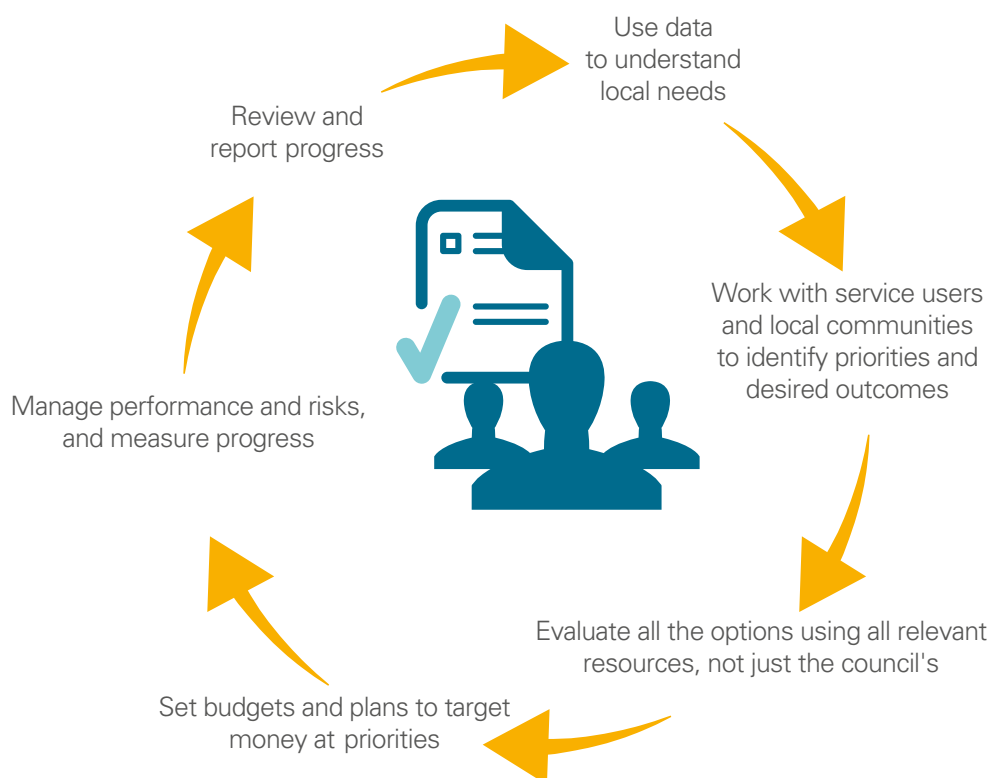
Performance indicators in most service areas show improvements since 2010/11.

Education 	Culture and leisure 	Environmental services 
<ul style="list-style-type: none"> The proportion of secondary school pupils achieving five or more SQA Level 6 awards has increased from 23 per cent to 28 per cent. The proportion going on to positive destinations has risen from 89 per cent to 92 per cent. The cost per secondary school pupil has fallen by 3.6 per cent, while the number of pupils decreased by 3.9 per cent. The cost per primary school pupil has fallen by 7.4 per cent, while the number of pupils has increased by 3.3 per cent. The cost per pre-school place has fallen by 15.3 per cent, while the number of places has gone up by 11.8 per cent. 	<ul style="list-style-type: none"> Visitor numbers for sports have increased by 17.3 per cent, reported to be the result of significant capital investment across Scotland ten years ago. The number of library visits has increased by 26.6 per cent, boosted by numbers of virtual visits, use of public access computers and adjusting opening hours to better suit user demand. Museum visits have gone up by 25.8 per cent. The increase in numbers has helped to reduce the costs per visit. 	<ul style="list-style-type: none"> Recycling rates increased to 42.2 per cent of household waste being recycled, as councils work towards Scotland's Zero Waste 60 per cent target in 2020, while costs per premise have reduced by 3.2 per cent. Street cleaning costs per thousand population have fallen by 25.4 per cent and roads maintenance costs per kilometre have fallen by 21.2 per cent. Waste collection costs crept up slightly between 2012/13 and 2013/14, suggesting that there may be few savings left to find now that councils have already introduced 'route optimising' systems, changes in working practices and collecting bins less frequently.
Adult social care 	Housing 	Economic development 
<ul style="list-style-type: none"> The hourly cost of homecare for older people has fallen by 4.6 per cent. The percentage of people with intensive needs cared for at home has increased from 32.2 per cent in 2010/11 to 34.7 per cent in 2013/14. 	<ul style="list-style-type: none"> Levels of rent lost due to houses sitting empty after a tenant has left have remained unchanged at 1.3 per cent. 	<ul style="list-style-type: none"> The percentage of unemployed people helped into work by their council has risen from 9.6 per cent to 12.6 per cent.
Public satisfaction		
<ul style="list-style-type: none"> Public satisfaction with councils' services has increased for waste collection, decreased for schools, social work and libraries and remained static for leisure, museums, parks and street cleaning. 		

Source: *National Benchmarking Overview Report 2013/14*, Improvement Service, January 2015

Exhibit 11

Actions councils should take to effectively target their resources



Source: Audit Scotland

52. More recently, health and social care integration under the Public Bodies (Joint Working) (Scotland) Act 2014 will bring about the most significant change in public services in Scotland in recent years. Councils and NHS boards have a major opportunity to add value to people's lives through improved, coordinated services.

Councils need to have good information for decision-making

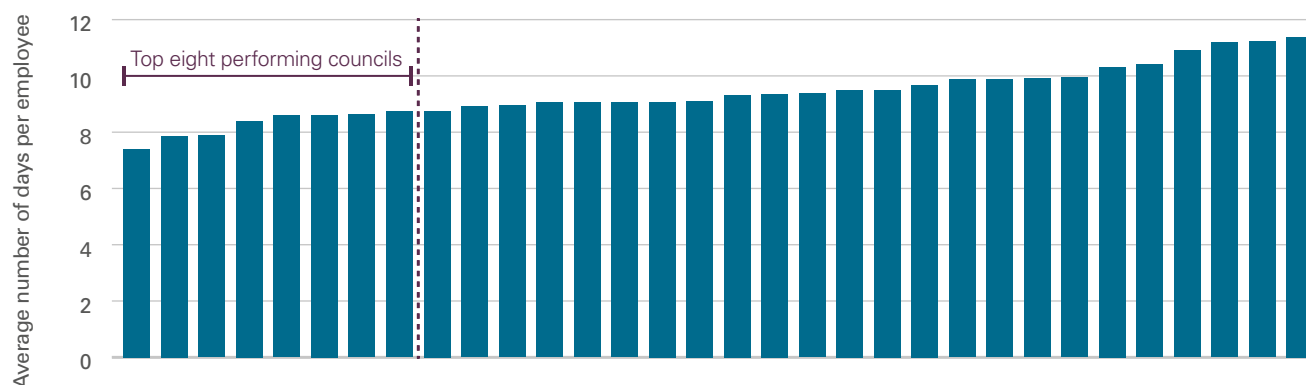
53. The Local Government Benchmarking Framework (LGBF) allows councils to assess and compare their performance and costs across all major service areas. The Improvement Service publishes the LGBF data by theme and by council. Councils can compare how much they spend, and how they perform, with other similar councils. This allows them to identify their strengths and areas where they could improve and to learn from good practice in other councils. For example, sickness absence varies across councils from an average of 7.4 days to 11.4 days per employee per year ([Exhibit 12, page 29](#)). If councils with high absence levels could lower this to match the top eight performing councils (lower than 8.8 days), that would gain the equivalent staff time of 450 full-time employees across Scotland. Councils have already saved the equivalent staff time of around 500 employees by improving sickness absence from an average of 9.8 days in 2010/11 to 9.2 days in 2013/14.

54. Our overview report on community planning found that councils and their partners need to get better at using data to understand local areas if they are to maximise their impact. It found that the more developed SOAs used data at a neighbourhood level to help target CPPs' activity and spending.¹⁶

Exhibit 12

Sickness absence in councils, 2013/14

Sickness absence in the top eight performing councils was less than 8.8 days per employee.



Source: *National Benchmarking Overview Report 2013/14*, Improvement Service, January 2015




55. West Lothian CPP, for example, has recognised that using data effectively is important to develop a successful CPP. The council recruited a data analyst to develop local profiles for areas in West Lothian. The CPP aims to use this data to better understand its communities so that it can target resources, such as funding and staff, to where they are most needed. Ultimately, the CPP aims to predict local needs, and then prevent specific issues, such as high rates of teenage pregnancies. Similarly, Glasgow's CPP used available data to select three key priorities in its SOA, providing it with a clear strategic direction for the next ten years.

Councils are consulting with service users and communities but need to involve them more in planning and delivering services

56. To target their limited resources effectively, councils need to work with local people to understand what their needs are and what services will have the best and most sustainable impact on their lives. Local people can bring insights and experiences to planning, developing and delivering services, complementing those of council staff.

57. Many councils and CPPs do not draw on the results of consultation activity when making decisions and setting priorities. There is significant potential for councils to improve how they involve the public. For example:

- Comhairle nan Eilean Siar brought together views of communities and used them to influence decisions and develop services.
- Falkirk CPP is involving older people in developing new ways of providing services to help them remain independent for as long as possible.
- Perth and Kinross Council is facilitating work in communities where people who need social care services and their families are developing local services to meet their shared needs.

58. While CPPs continue to improve how they consult with local people, they are not yet working with them to improve local services.¹⁷ Our report on [Self-directed support \[PDF\]](#)  found that genuinely involving users in decisions about how services are delivered, sometimes called co-production, is typically not happening.¹⁸

59. In June 2014, the Scottish Government introduced the Community Empowerment (Scotland) Bill to the Scottish Parliament. It includes proposals for:

- providing greater rights for communities to plan and manage public services
- placing CPPs on a statutory basis, by putting a legal duty on a range of public sector bodies to work together in partnership with communities to plan and improve outcomes for their areas.

60. While this should help improve communities' involvement in decisions about local services, councils will have to adopt fundamentally different ways of working with communities to enable them to participate effectively.

61. The Bill also contains provisions to improve access to information about the common good assets in each council area. These are properties and other assets that are held by a council on behalf of its residents. The total value of these in Scotland was £0.3 billion as at 31 March 2014.

Councils are reviewing and changing the way they deliver services

62. As budgets are cut, councils need to review thoroughly how they deliver services and identify new, more efficient or better ways of delivering them. They need to act on the results of the reviews, which should be informed by better use of data and user views, to improve services.

63. Councils are considering, and consulting on, areas of potential service reductions, such as closing, or reducing opening hours for, libraries or other leisure facilities. As they consider proposals to reduce or stop services, councils need to identify the benefits and risks associated with each option. These include the implications for how services perform, the impact on service users and the effect on longer-term outcomes for people and communities. For example, reducing services to older people that help them live independently at home may produce savings in the short term but may result in people needing more intensive, expensive support sooner than would otherwise have been the case.

64. A number of councils have reviewed and changed the way they deliver services ([Case study 1, page 31](#)). It is important that councils monitor how their services are performing so they can understand whether they are making the anticipated improvements and savings. They should also review the process of making the changes and apply lessons learned to future changes.

65. There is limited evidence of councils moving towards preventative services. These services help prevent or delay people's need for a service, for example an older person requiring a place in a care home. In a climate of reduced resources it is difficult for councils and their partners to divert money from delivering existing services to more preventative services. However, prevention is an important element in managing future demand for services, and is therefore an important


Case study 1

Examples of councils reviewing and changing services



- East Ayrshire and South Ayrshire councils jointly launched the Ayrshire Roads Alliance to deliver a range of roads services. These include roads maintenance, winter maintenance, design and infrastructure, traffic and transportation, and road safety. The councils expect the shared services arrangement to deliver more than £8 million in savings over the next ten years. The savings will be mainly from reduced management and administrative costs and from better deals on larger orders.
- Glasgow City Council partially funds the Social Care Ideas Factory, a voluntary organisation, to develop ideas for changing and improving social care services. The Ideas Factory gets social care providers, service users, carers and the council together to test ideas that help people with social care needs to regain or retain full lives at home and in their communities.

Source: Audit Scotland

element in securing financial sustainability. Our report on [Reshaping care for older people \[PDF\]](#)  found that more needs to be done to target resources on preventing or delaying ill health and on helping people to stay at home.¹⁹

66. Our [Community planning report \[PDF\]](#)  found that while CPPs are starting to focus more on prevention, much of this activity is on a small scale. It also acknowledged that moving resources towards preventative activity will be more challenging as financial and demand pressures increase. There are, however, some examples of councils and CPPs investing in prevention activity:

- Stirling Council's social work services propose to save £442,000 over five years by extending the current re-ablement services for older people. These will now include people under 65 with physical disabilities, learning disabilities and mental health problems. Re-ablement focuses on building people's skills, capabilities and confidence to enable them to retain, or regain, their independence living at home with little, or no, support.
- Perth and Kinross Council offers a support service to people who claim Discretionary Housing Payments and Scottish Welfare Funds. The council does this to try to understand the reasons for their difficulties and stop them from happening. Officers review claimants' finances with them and try to maximise their income wherever possible, for example, by identifying additional benefits they may be entitled to or how claimants can spend less money. The council anticipates that taking this approach will greatly reduce the number of people needing its help.
- West Lothian CPP has agreed a comprehensive ten-year prevention plan. It sets out 68 prevention projects and identifies a number of broad areas to focus on in the future, such as reducing reoffending and alcohol misuse by young people.²⁰

67. As the pressures on councils and their partners mount in the coming years, they may have to consider more fundamental changes. In England, councils have faced more severe budget cuts in the last few years. Between 2010/11 and 2015/16, the UK Government will reduce its funding to English councils by 37 per cent, in real terms.²¹ As with Scottish councils, cuts so far have been managed mainly through workforce reductions. English councils are now increasingly relying on new, untested ways of making savings. There is also evidence that core services, such as homecare and day care for adults, are being reduced. Birmingham City Council, for example, is now actively looking to stop some services to help achieve its required £72 million of savings in 2015/16, and is planning to:

- cut services for those with physical disabilities by 50 per cent
- contract out a range of care services, such as sheltered housing
- cut over half of its library staff
- increase parking charges and other fees, such as waste disposal for businesses
- remove subsidies for public events.

68. In these circumstances, where there are greater risks in using untested approaches, it is even more important that councils identify the risks and manage them carefully. Responding effectively to the current and continuing financial pressures means that councils will have to be bold and take risks. They cannot afford to be risk averse, so the focus is on being risk aware.

Effective planning and budgeting help councils target resources, but there is limited evidence of longer-term financial planning

69. It is important that councils develop and maintain long-term financial plans, looking five to ten years ahead, to direct and control their finances and set the context for annual budgets. Plans should also show whether the council's finances are sustainable over this period of time. They can help the council identify potential problems at an earlier stage, for example identifying significant demographic change or increasing costs for repaying debts. Long-term plans need to make assumptions about future funding, spending and activities, so they should set out different scenarios and their implications for the council's future budgets.

70. Plans should include both annual revenue spending on services and capital spending to invest in buildings and equipment, showing clearly how the two types of spending relate to each other. In the current financial environment, councils need to plan and budget in a way that focuses more on their priorities and links their planned spending more closely with the outcomes they want to achieve.

71. Eighteen councils do not have long-term financial plans covering a period of five or more years. This can limit how well they understand the full implications of their spending and borrowing. A long-term financial plan should include estimated income and costs, and the savings that may be required to bridge any gaps. It should provide councillors and senior managers with a good understanding of the financial health of the council, including anticipated pressures and options for addressing them ([Exhibit 13, page 33](#)).

Exhibit 13

Important features of long-term financial planning

Councils should have financial plans which cover a period of five to ten years.

Element	This should include:
Income 	An assessment of expected income, including projected changes to council tax income. It should set out options to increase income, for example policies on fees and charges
Costs 	A clear understanding of the council's costs, including those of individual services, borrowing costs etc. It should highlight future cost pressures and identify options for relieving these
Savings 	An analysis of required savings along with evidence-based options for achieving these. This should set out details of one-off and recurring savings and the risk of these not being achieved
Funding gaps 	Details of any funding gaps between projected income and the cost of providing services, including the reasons for these and how these will be managed
Assets, liabilities and reserves 	An assessment of assets and liabilities showing how these will change over time. There should also be a reserves policy, setting out details of adequacy, why reserves are held and what they will be used for
Scenario planning 	Different scenarios that show the best, worst and most likely financial positions. This should set out the assumptions used, and take into account long-term economic forecasts and interest rate projections
Capital investment activity 	Details of investment needs and plans and how these will be paid for. This should include details of estimated financing charges
Demand 	Analysis of demand for services, taking into account various population projections. It should also include the impact of demand on capital investment needs
Risks 	An analysis of significant financial risks, their implications and how these might be mitigated
Links 	Clear links to the council's corporate strategy and CPP objectives and to other relevant information, for example workforce and asset management plans

Source: Audit Scotland

Some councils are taking a priority-based approach to budgeting

72. Effective budgeting is an important part of good financial management because it:

- can help councils understand where best to direct their resources, such as money and staff, to achieve the greatest benefits
- sets out where and how much money will be allocated
- allows councils to monitor throughout the year the financial position against the budget.

73. It is important that councils are clear about local priorities and national policies and develop their budgets to target resources at these. One way of doing this is to use a priority-based approach to budgeting. There are some examples of councils using this approach to budgeting, for example Aberdeen City Council and Stirling Council, but many councils are not yet aligning their budgets with their priorities. Aberdeen City Council is now developing its approach to target resources at specific outcomes. There should be clear connections between the local priorities that the council and its partners have set out in their SOA and the way they target the combined money resources they have available for public services in the area.

Governance arrangements must be kept up to date and fit for purpose

74. There have been major changes to staffing and management structures as a result of workforce reductions and organisational changes. This affects existing governance arrangements, for example from losing people and posts that authorised or reported important financial and performance information. Governance arrangements include rules for authorising decisions and spending, systems for managing risks, processes for reporting and scrutinising financial and service performance, and standards for the way councillors and staff behave. It is important that councils review the core elements of governance by:

- creating and implementing a vision for the local area and focusing on outcomes for the local community
- councillors and council officers working together to achieve a common purpose, with clearly defined functions and roles
- promoting the council's values and upholding high standards of conduct and behaviour
- taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- developing the capacity and capabilities of councillors and officers
- engaging with local people and other stakeholders to ensure robust public accountability.²²


75. There is a risk that some councils' management teams may now be too small, or lack the skills and experience, to oversee and control their wide-ranging responsibilities. This can make effective leadership and management more challenging. Smaller management teams need to have clear arrangements for all the important functions they need to fulfil, including effective systems of control over finances and performance. Councils also need to ensure they have enough people with the right skills to deliver their ambitious change and improvement programmes, both now and in the future.

76. The chief executive role is crucial to the success of the council. The role is complex and demanding. It requires a good balance between responsibilities to the political administration and to the council as a whole, and the need to build effective relationships with people in organisations that work with or for the council to deliver public services, such as health and social care partnerships and ALEOs.

77. The chief financial officer, also known as the section 95 officer or proper officer for finance, has a crucial role in providing advice on all aspects of finance and is central to effective governance. Councillors should satisfy themselves that the chief financial officer has appropriate access to, and influence over, decision-makers to perform this role effectively. From 2014/15, councils' annual accounts must include a statement of responsibilities and this must accurately reflect the responsibilities of the chief financial officer.²³

78. Councillors also need to be aware of the important contributions provided by statutory officers who, similar to the chief financial officer, act independently to promote and enforce good governance (**Exhibit 14, page 36**). The chief financial officer and the monitoring officer in particular provide independent advice to the council on the affordability and legality of options for services and savings. Fuller information on the statutory officers and their roles, which are undertaken alongside their wider responsibilities for the management of the council, is available on the [Improvement Service website](#) .

There is an increasing risk that reductions in staff numbers will affect essential support services, such as HR and finance.

79. There is an increasing risk that reductions in staff numbers will affect essential support services, such as HR and finance. There are signs of pressure in councils' finance departments, such as delays in preparing annual accounts and supporting papers. We have asked Audit Scotland to examine the impact on finance departments of reduced staff numbers. We will report our findings in next year's overview report. Our [Scotland's public finances—follow-up audit \[PDF\]](#)  stressed the need for council leaders and senior managers to consider the ability of finance departments to supply councillors with clear information to allow them to scrutinise budgets.²⁴

80. There are similar concerns about reductions in skills and experience in internal audit and fraud prevention teams. The recently revised accounting regulations introduce the new requirement for an effective internal auditing service in accordance with recognised standards and practices set out in the public sector internal audit standards.^{25; 26} The regulations also require councils to assess the efficiency and effectiveness of internal audit.

Exhibit 14

Roles of statutory officers in councils

Statutory officers have an important role in promoting and enforcing good governance, alongside their wider responsibilities in the council.

Role	Established by	Statutory responsibilities
Head of paid service (chief executive)	Local Government and Housing Act 1989	Council staff structures and numbers; ensuring the work in different departments is coordinated
Chief financial officer (or section 95 officer or proper officer for finance)	Local Government (Scotland) Act 1973	Proper administration of the financial affairs of the council
Monitoring officer	Local Government and Housing Act 1989	Advising councillors about the legal position of proposed actions
Chief social work officer	Social Work (Scotland) Act 1968	Advising councillors and senior officers on the delivery of social work services

Source: Audit Scotland


81. Effective and transparent scrutiny is an essential component of good governance and, where issues have been identified, councils are taking actions to improve. For example, our [Best Value report on South Ayrshire \[PDF\]](#)  in February 2014 found that there were significant weaknesses in the way councillors scrutinised how the council and services performed.²⁷ We reported in December 2014 that the council had reviewed its scrutiny arrangements and implemented a new governance structure which appears to have a tighter focus on governance and service performance.

82. Our reports highlight the crucial role of effective leadership from councillors and senior managers:

- School education – found that effective leadership was crucial for improving educational attainment.
- Self-directed support – found that councillors and senior managers were not providing effective leadership in every council for implementing this important social care policy.

83. We reported last year that political tensions were getting in the way of effective leadership in some councils. There are signs that this continues. For example, our 2013 report on [Argyll and Bute Council \[PDF\]](#)  highlighted our serious concerns about substantial risks to the council caused by the instability of leadership by councillors since the last council election.²⁸ Our [follow-up report \[PDF\]](#)  in 2014 found that the political dynamics of the council were more stable than before, and new political management arrangements were in place, although some underlying tensions were still

evident.²⁹ Similarly, Falkirk Council's auditor noted that following the introduction of a new decision-making structure in May 2013, not all councillors were attending executive and scrutiny committee meetings and scrutiny and policy development panels.

84. Our 2014 report on [Community planning \[PDF\]](#)  found that CPP boards are not yet fulfilling their role effectively.³⁰ Strategic leadership, oversight and challenge (for example, of individual partners' contribution to the CPP's priorities) still tends to happen at a level, or at levels, below the CPP board.

85. Many councils have set up ALEOs as an alternative way of delivering council services. ALEOs most commonly provide culture and leisure services and property management, but also deliver social care, transport and other targeted community services. As more councils use ALEOs to save money or run more efficient services, they must satisfy themselves that arrangements are in place to ensure the new structures deliver good services within budget. In particular they must manage the financial risks to the council and service users if the ALEO fails. Councils should also regularly review existing, long-standing ALEOs to ensure their governance arrangements remain effective. Aberdeen City Council has plans to strengthen its governance arrangements for ALEOs ([Case study 2](#)).

Case study 2

Aberdeen City Council's new governance hubs



Following advice from its auditors to review its governance arrangements for ALEOs, Aberdeen City Council is creating three new governance hubs:

- Social Care, Wellbeing and Safety
- Enterprise, Strategic Planning and Infrastructure
- Education, Culture and Sport.

Each governance hub will consist of service representatives and officers from the council's finance, legal, human resources, risk management and procurement departments. Their role will be to scrutinise in detail each of the council's significant ALEOs. This will involve regularly meeting with the ALEOs and reviewing a range of risk and performance information.

The hubs will report to service committees twice a year on ALEOs' operational performance (including financial performance), people performance, risk management and service quality.

The hubs will also report quarterly to the Audit, Risk and Scrutiny Committee, which retains overall responsibility for scrutinising performance.

Source: Audit Scotland

Governance arrangements need to reflect changes in structures and services

86. Councils should review their governance arrangements whenever they make changes to the way they manage or deliver services to ensure they remain effective. They should also regularly review long-standing arrangements in case they have become less effective over time.

87. A crucial element of governance is audit committee arrangements, and these were the subject of consultations leading to the 2014 accounting regulations. The regulations do not make audit committees mandatory. However, it is clear that Scottish Ministers consider that councils should devote sufficient resources to enable the audit committee, along with other scrutiny functions, to carry out its role effectively. All councils have at least one audit committee. We believe that effective and transparent scrutiny is best achieved where:

- the chair of the scrutiny or audit committee is not a member of the political administration
- the committee has clear terms of reference that set out their role in independent scrutiny of council decisions and performance
- the committee has adequate support and access to independent advice
- members of the committee have the necessary skills and training to do their job.


88. Across Scotland, new service arrangements are being put in place. These include health and social care integration and the new single police service. There are also new local service arrangements, such as joint working between councils and making use of ALEOs. Councils should review governance arrangements when changes like these are introduced to make sure roles, responsibilities and accountabilities are appropriate to the new models.


89. Health and social care integration, which councils and health board partners are working to implement fully by April 2016, requires effective governance arrangements for the new joint bodies. Responsibility for setting up the new joint bodies and establishing good governance arrangements is shared between the two partners. In our report on community planning we said that effective leadership, challenge and scrutiny depends on a culture of trust between partners, in which there are not only good ongoing relationships but the ability to challenge and hold each other to account. The same applies to health and social care bodies. There are also changes to the governance arrangements for pension funds. From April 2015, the law requires that schemes have pension boards comprising employer and employee representatives; currently pension fund committees comprise councillors only.

Councillors need clearer information to help them scrutinise services more effectively

90. Councillors need good information to scrutinise services and make effective decisions. It also helps councils demonstrate that they use public money properly and effectively. Councils have a duty to report their performance publicly. There has been an improvement in councils' overall approach to public performance reporting. It is easier to find information and more councils

now have performance information clearly signposted on their websites.

Our [Best Value report on Comhairle nan Eilean Siar \[PDF\]](#)  found that the council improved its public performance reporting arrangements during 2013 when it introduced its public performance calendar.³¹ The calendar presents a range of information, structured around its SOA, as well as service-specific information. However, there is scope to improve performance reporting in some councils. The Improvement Service is developing guidance to assist councils in how they report their performance.

91. Our [SPF follow-up report \[PDF\]](#)  found that all public bodies, including councils, need to improve the level and consistency of information provided for scrutiny and decision-making. It reported cases where:

- reporting of financial information was limited in frequency and content
- actions, responsibilities, measurable outcomes or timescales were unclear
- scrutiny of plans and savings took place in private and the decisions were not reported.³²

92. Audited annual accounts are an important element of the public reporting of financial performance. Councils' accounts, for financial year 2013/14, were all completed on time and were signed off by auditors without qualified opinions (this means that the 2013/14 accounts present a 'true and fair' view of the financial position). Unqualified audit opinions were also issued for each of the 11 pension funds run by councils. We welcome this achievement by councils and the assurance it provides to the public and other stakeholders, including the Scottish Government. For the first time in 2013/14, a full audit of registered charities' accounts where a council or some council members are the sole trustees was required by regulation.

93. Financial reporting takes a number of forms, including the audited annual accounts, budget documents, published plans and council papers. Financial risks, uncertainties and the quickly changing context we outline in this report reinforce the need for comprehensive, transparent, reliable and timely financial reporting. An overall picture of the financial position which includes details of what is owned (assets) and what is owed (liabilities) along with annual income and spending levels is essential to understand the risk to financial sustainability.


94. Councils' accounts are complex and include technical accounting adjustments to meet statutory requirements. As a result, it is not always clear to those without a financial background how councils performed against their budgets, or the extent to which they anticipate future funding gaps.

95. It is also difficult to get a clear picture of the overall liabilities and the likelihood and timing of meeting the liabilities in future. For example, while accounting rules require disclosure of a council's involvement in an ALEO in its annual accounts, councillors may not have a comprehensive picture of the overall, potential liabilities associated with their council's involvement in ALEOs. If ALEOs experience financial difficulties, the council may be required to provide additional financial support beyond that included in the council's budget.

96. This is an area for further consideration and development. We therefore welcome recent changes to the accounting regulations which require councils to include a management commentary in their accounts. In addition, the CIPFA/ LASAAC Local Authority Accounting Code Board is continuing to work on a project to simplify how councils should report their financial performance in the financial statements.³³

Councillors need training to help them set budgets and scrutinise performance

97. It is more important than ever that councillors have appropriate knowledge and expertise to carry out their role effectively:

- Our SPF follow-up report highlighted the funding arrangements for major capital investment, such as tax incremental financing and NPD, as an example of a complex area. Councillors and other public sector leaders may require help to ensure they are fully aware of the key issues, risks and impact of these financing models on public finances.
- Our [*Procurement in councils report \[PDF\]*](#)  emphasised the importance of councillors having a good knowledge of procurement rules. We recommended that councils should encourage councillors sitting on the main committee or committees dealing with procurement to complete specific training to help them perform their role more effectively.
- Our report on borrowing and treasury management, which we will publish in March 2015, will consider whether councillors have enough expertise to challenge decisions in this complex area.








98. Where necessary, councillors should seek advice and training to support them in their role and councils should assure themselves that they provide appropriate support. For example, North Lanarkshire Council produces an annual learning and development programme and runs training courses for councillors. Two-thirds of councillors attended at least one training session in 2013/14. For the last few years, the Improvement Service has offered a voluntary Continuous Personal Development (CPD) framework for councillors. Alongside SOLACE, the Improvement Service is developing a programme of training for council chief executives, senior managers and councillors.

99. In addition to reviewing their training needs, councillors should ensure the recommendations in this report are implemented, where appropriate. We have provided a self-assessment tool on our website to help them do this.

Endnotes



- ◀ 1 *Local Government Financial Circulars*, Scottish Government, 2012, 2013 and 2014.
- ◀ 2 [*How councils work: an improvement series for councillors and officers – Charging for services: are you getting it right?* \[PDF\]](#) Audit Scotland, October 2013.
- ◀ 3 *Scottish Housing Quality Standard Progress update 2012/13*, Scottish Housing Regulator, March 2014.
This figure excludes Stirling Council as they did not provide Regulator with data.
- ◀ 4 [*The Audit of Best Value and Community Planning. The City of Edinburgh Council. A follow-up report* \[PDF\]](#) Audit Scotland, December 2014.
- ◀ 5 *BOLD business cases - delivering a lean and agile council*, The City of Edinburgh Council Finance and Resources Committee, 15 January 2015.
- ◀ 6 *LAAP Bulletin 99: Local Authority Reserves and Balances*, CIPFA, July 2014.
- ◀ 7 *Economic and fiscal outlook*, Office for Budget Responsibility, December 2014.
- ◀ 8 *Pupils projections - 2012 based*, Scottish Government, August 2014.
- ◀ 9 *Self-directed Support: A National Strategy for Scotland*, Scottish Government and COSLA, 2010. Social Care (Self-directed Support) (Scotland) Act 2013.
- ◀ 10 Children and Young People (Scotland) Bill Financial Memorandum, 2013 and letter from Aileen Campbell MSP to Kenneth Gibson MSP, 12 September 2013.
- ◀ 11 *The Government's Programme for Scotland 2014-15*, Scottish Government, November 2014.
- ◀ 12 *Report of the Smith Commission for further devolution of powers to the Scottish Parliament*, The Smith Commission, November 2014. Note: The UK Government established the Smith Commission following the referendum on Scottish independence in September 2014. Its remit was to consider what further powers should be devolved to the Scottish Parliament.
- ◀ 13 [*Procurement in councils* \[PDF\]](#) Audit Scotland, April 2014.
- ◀ 14 *Public sector employment statistics*, Scottish Government, 2014. Figures exclude police and fire and rescue services.
- ◀ 15 [*School education* \[PDF\]](#) Audit Scotland, June 2014.
- ◀ 16 [*Community Planning: Turning ambition into action* \[PDF\]](#) Audit Scotland, November 2014.
- ◀ 17 [*Community Planning: Turning ambition into action* \[PDF\]](#) Audit Scotland, November 2014.
- ◀ 18 [*Self-directed support* \[PDF\]](#) Audit Scotland, June 2014.
- ◀ 19 [*Reshaping care for older people* \[PDF\]](#) Audit Scotland, February 2014.
- ◀ 20 [*Community Planning: Turning ambition into action* \[PDF\]](#) Audit Scotland, November 2014.

- ◀ 21 *Financial sustainability of Local Authorities 2014*, National Audit Office, November 2014.
- ◀ 22 *Delivering Good Governance in Local Government, Guidance Note for Scottish Authorities*, SOLACE/CIPFA, 2008.
- ◀ 23 *The Local Authority Accounts (Scotland) Regulations 2014*.
- ◀ 24 [*Scotland's public finances – a follow-up audit: Progress in meeting the challenges* \[PDF\]](#)  Audit Scotland, June 2014.
- ◀ 25 *The Local Authority Accounts (Scotland) Regulations 2014*.
- ◀ 26 *Public Sector Internal Audit Standards. Applying the IIA International Standards to the UK Public Sector*, Issued by the Relevant Internal Audit Standard Setters including the Chartered Institute of Public Finance and Accountancy, HM Treasury and the Scottish Government, June 2013.
- ◀ 27 [*South Ayrshire Council. Best Value Audit.* \[PDF\]](#)  Audit Scotland, December 2014.
- ◀ 28 [*Argyll and Bute Council. Statutory report* \[PDF\]](#)  Audit Scotland, October 2013.
- ◀ 29 [*The Audit of Best Value and Community Planning. Argyll and Bute Council. Follow-up audit* \[PDF\]](#)  Audit Scotland, July 2014.
- ◀ 30 [*Community Planning: Turning ambition into action* \[PDF\]](#)  Accounts Scotland, November 2014.
- ◀ 31 [*The Audit of Best Value and Community Planning. Comhairle nan Eilean Siar. A follow-up report* \[PDF\]](#)  Audit Scotland. May 2014.
- ◀ 32 [*Scotland's public finances a follow-up audit: Progress in meeting the challenges* \[PDF\]](#)  Audit Scotland, June 2014.
- ◀ 33 LASAAC - Local Authority (Scotland) Accounts Advisory Committee.

An overview of local government in Scotland 2015

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Key recommendations	Lead Officer(s)	Current NAC Position	Planned NAC Actions
Councillors should assess whether they have appropriate knowledge and expertise, in areas such as assessing financial and service performance, to carry out their role effectively. They should review their training needs and request the training and support they require to help them consider options, make decisions and scrutinise performance	Andrew Fraser	CPD arrangements in place for elected members. Elected Member Learning and Development Event Schedule in place with 2-3 training events per month	To undertake a further survey with Members to ascertain their particular training needs and to incorporate this into their individual training plans or provide training to all as appropriate.
Councillors should ensure that council officers provide high-quality financial and performance information to support effective scrutiny and decision-making. This includes having relevant and up-to-date performance data and making good use of benchmarking. Performance information should also be clearly reported to the public to help them understand their council's performance	Laura Friel	Detailed financial information is provided to all elected members as part of the Council budget setting process. Regular financial monitoring information is provided to cabinet in respect of both the General Fund and HRA revenue and capital budgets. All Cabinet / Committee reports identify where there is a significant financial implication.	Implementation of a new ledger system and development of Carefirst to support social work financials will free up time to enhance the value add of the Financial Management resource.
	Andrew Fraser	Directorate Plans are approved by Cabinet and performance against these plans, as well as against the Single Outcome Agreement and Council Plan priorities and the Performance Management Strategy are reported to Cabinet and Scrutiny and Petitions Committee at 6 monthly intervals. Progress reports on the Single Outcome Agreement, Directorate Plans and Performance Management Strategy are published six monthly on the website.	A future report will be presented to cabinet detailing the Council's approach to benchmarking.

		<p>We have developed performance pages on our website – <u>North Ayrshire Performs.</u></p> <p>The pages include information on:</p> <ul style="list-style-type: none"> • The Council's Performance Management Strategy • Budgets and Finance • Achievements, Recognitions and Awards • Council Performance • Corporate Plans and Policies • Audits and Inspections <p>We publish an Annual Performance Report outlining our performance over the last year. A range of media is used to report performance information to the public including the website, press articles, infographs and distribution of information to public offices.</p> <p>The updated Performance Management Strategy is being considered by cabinet on 21 April 2015.</p> <p>LGBF Benchmarking information is presented to Cabinet.</p>	
<p>Councillors should ensure that councils, when developing their priorities, use local socio-economic data and work with service users and local communities to understand their needs and explore ways of meeting them. Council budgets should then be targeted towards agreed priorities, including those designed to prevent or</p>	<p>Andrew Fraser</p>	<p>The Council has mapped SIMD, Community Planning Partnership and other data to develop a profile for each of the six neighbourhoods of North Ayrshire. Mapping of resources has also taken place. This has informed the development and agreement of priorities for those areas. These priorities will help determine the priorities of Community Planning Partners and Communities.</p>	<p>Undertake analysis of data to a much more detailed local level using ACORN software. Analysis of the potential of shared Big Data to assist and inform planning by Council and Community Planning Partners.</p> <p>Work is also in progress to develop an approach to joint resourcing across the CPP – the initial focus will align with the “Improving Childrens Outcomes” initiative, this work commenced in February 2015.</p>

reduce service demand in future	Audrey Sutton	<p>Neighbourhood Planning: The approach has been adopted since 2012 and has now reached an important stage of development where new representative bodies are planned for each of the agreed six neighbourhoods. These will introduce locally accountable forums with powers to influence how public services are designed, configured and delivered to areas through supporting Neighbourhood Plans. The role, constitution and agreed powers of these new bodies are currently the subject of a broad consultation programme which was approved by the CPP Board in September 2014.</p> <p>Key stages in the process have included:</p> <ul style="list-style-type: none"> • Vision workshops (2012) • New Boundaries - Options for establishing new Neighbourhood Planning boundaries based on the most robust criteria, presented to CPP Board with six neighbourhood boundaries approved (2012). • Pilot Joint Asset Review with NHS Ayrshire & Arran (2013) to identify sites with development potential for co-located services. • Geographic Evidence - first spatially based area profiling of small area strengths and needs developed as suite of Areas of Family Resilience reports. • CPP seminar addressed by Professor Carol Tannahill (Glasgow Centre for Population Health) to present GoWell Project findings on 	<p>A full programme of consultation is underway to help us decide the best structures for six local Neighbourhood Partnerships. This asks stakeholders what the core remit should be for each Neighbourhood Partnership. A diagrammatic summary of the programme is available from the CPP website at http://www.north-ayrshire.gov.uk/council/community-planning-partnership/north-ayrshire-community-planning-partnership.aspx</p> <p>Senior officers within NAC Economy & Communities have been assigned to individual areas to work on developing capacity across agencies. As well as working with the third sector, this will include rolling out the provisions of the Community Empowerment Bill, developing Community Learning Plans and completing a Review of Community Councils.</p> <p>Three pre-engagement discussions and six evening workshops at local venues across the neighbourhoods have been completed. These have been facilitated by senior staff in Connected Communities and explored wider issues and opportunities with the NP approach.</p> <p>A methodology paper for the option design and appraisal process will be made available on the CPP website. This will detail the rationale for the process, option development, assessment criteria, consultation and reporting arrangements.</p> <p>Once the consultation process is complete a number of recommendations will be made to the CPP Board in due course on the final roll out of new representative structures, tailored to the specific needs of local areas. The new Partnerships will bring decision making closer to the communities we serve, address local issues and improve accountability overall.</p> <p>The Areas of Family Resilience report and Area Profiles are available for download from</p>
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		<p>the theme of 'community resilience'.</p> <ul style="list-style-type: none"> • First series of six Neighbourhood Planning Forums organised and delivered Winter 2013/14. • You Said, We Did - Local key priorities were identified for each neighbourhood, while representatives from established community associations discussed examples of 'local resilience' in their communities. • Resource Mapping exercise. • Data Sharing - Consulted wide range of Partner agencies on potential for data sharing and development of a Data Asset Framework (2013). • Consultation programme for developing options on new governance structures for emerging Neighbourhood Partnerships approved by CPP Board. • Good Practice to explore aspects of good practice in Neighbourhood Planning and co-located services. • Series of pre-engagement workshops held with elected members, CPP Board members and the Community Engagement Reference Group on Neighbourhood Planning issues providing a mandate for further consultation (Nov 2014). 	<p>the Community Planning Partnership website on http://www.north-ayrshire.gov.uk/council/community-planning-partnership/north-ayrshire-community-planning-partnership.aspx</p>
	Laura Friel	<p>The first iteration of Outcome Based Budgeting (OBB) was used when the Council set its budget for the period 2015/16 to 2017/18. A key aspect of the model is the alignment of expenditure to strategic objectives, preventative spend and opportunities to manage demand.</p>	<p>The OBB model will be developed further to make it more effective decision making tool. This will be progressed during 2015.</p>

		High level work on joint resourcing was carried out in 2014; this identified the need for a more focussed piece of work to test further the benefit of a joint funding model.	Work is also in progress to develop an approach to joint resourcing across the CPP – the initial focus will align with the “Improving Childrens Outcomes” initiative, this work commenced in February 2015.
Councillors should ensure that they consider all practical options for delivering services to meet the needs of service users and local communities, within the resources available. They should consider carefully the benefits and risks related to each option and make sure they receive information about the impact of the option they choose, including monitoring the risks associated with change	Laura Friel	Where alternative service delivery models have been considered previously an appropriate level of option appraisal has been carried incorporating costs, benefits, potential for efficiencies and risk. This practice will continue.	
Councillors should ensure that their council has financial plans covering the short term (1-2 years), medium term (3-5 years) and longer term (5-10 years). These plans should set out the council's financial commitments, identify any challenges with the affordability of services and set out clearly how the council ensures its financial position is sustainable over an extended period	Laura Friel	On an annual basis the Council considers its budget on a rolling three year basis. In December 2014 the three year budget for the period 2015/16 to 2017/18 was set. The Council developed its draft Long Term Financial Strategy in 2011, this evolved in May 2013 to the first 10 year Financial Strategy covering the period 2013-2023.	The Council will continue to review its budget on a rolling 3 year basis and refresh its 10 year financial Strategy at appropriate intervals. Work has commenced on the refresh updating to covering the period to 2026-2027. This will report in late Autumn to cabinet.
Councillors should review their council's governance arrangements following significant changes in staff, management and political structures. This includes ensuring their current management teams have the skills and capacity to provide effective leadership and	Gavin Macgregor	Elected member involvement in Staffing & Recruitment Committee for Chief Official appointments, which include psychometric testing and leadership profiling.	Workforce planning will continue to ensure the correct structures are in place to deliver services to the communities of North Ayrshire.

management of finances, services and improvement programmes, and having succession plans for when senior managers retire or leave the council		<p>Realignment in 2012 and then in 2014 to of the directorates to fit with Council objectives.</p> <p>High Impact Leadership has been in place for a number of years to ensure the skill set of Chief Officers and Senior Managers continues to develop.</p>	<p>In addition, provision of supportive development interventions will help ensure our staff have the right skills, knowledge and behaviour to deliver excellent and innovative services to the communities of North Ayrshire.</p> <p>Develop a structured Leadership Academy to support career development for leaders of the future and a dispersed approach to leadership and change. The new 'Leadership Academy' provides career development routes from initial supervisory / managerial roles through to strategic leadership, and also incorporates opportunities for accelerated leadership development.</p>
Councillors should ensure their council has a comprehensive workforce strategy to help manage the impact of staff reductions. The strategy should ensure that the council retains the ability to make changes and improvements, and is equipped to meet increased demand for services in the context of financial constraints.	Gavin Macgregor	<p>A workforce change management plan is in place over the next 3 financial years to plan out workforce reductions relating to committed budget efficiency savings. A specific work force planning group has been established within Education and Youth Employment.</p> <p>Workforce analytical and demographic insight reports at Corporate and Service level have been developed to help support strategic oversight of workforce planning and development at Directorate level.</p>	<p>The People Strategy will launch in 2015 which will support the delivery of the Council Plan and its strategic priorities through focussing on developing the right culture and helping the Council transform to be a leaner, more efficient and high performing organisation where people can develop and thrive.</p>

NORTH AYRSHIRE COUNCIL

Agenda Item 13

21 April 2015

Cabinet

Subject:	Glasgow Prestwick Airport Spaceport Bid
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Purpose:	To update the Cabinet on the UK Government's proposals for the UK's first spaceport, and the Glasgow Prestwick Airport Spaceport (GPA) bid.
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Recommendation:	That Cabinet notes (i) recent developments in the UK Government's spaceport site selection process; and (ii) the recent actions undertaken to advance the GPA bid.
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1. Introduction

- 1.1 Space is a significant, and growing, sector in the UK economy. It is estimated that it contributes some £5 billion to the UK economy, supporting around 34,000 direct jobs based on 2014 industry figures. Around 55% of UK space employment is concentrated in London and the South East, where a quarter of the world's satellites are manufactured. Scotland has 16% of total UK space employment, or 5,400 jobs, and has strengths in manufacturing space components, micro-satellites and undertaking academic research. Overall, the world space market is forecasted to grow from £160 billion to £400 billion by 2030, largely due to anticipated rising demand for telecommunications technologies, such as broadband from space, and the opportunities for space tourism and faster international flights.
- 1.2 Given the potential economic opportunities from sector growth, the UK Government is aiming to increase the UK's share of the world space market through establishing a UK spaceport by 2018 as a focus for regional and international space investment. This facility is expected to launch next generation satellites, and space scientific instruments, using horizontal take-off launch vehicles. It is envisaged that the spaceport will function as a ground base for spaceplanes, similar to those being developed by Virgin Galactica and other aerospace companies.
- 1.3 This report gives further background to Glasgow Prestwick Airport's bid to become the UK's and continental Europe's first spaceport.

2. Current Position

Recent developments

- 2.1 The UK Government's Space Innovation and Growth Strategy 2014-2030 and Space Growth Action Plan both include the ambition to "establish a Space Port in the UK by 2018 and identify further reforms to regulation needed to allow commercial space flights in the UK". In August 2012, the Department for Transport and UK Space Agency tasked the Civil Aviation Authority (CAA) to undertake a detailed review of what operational and regulatory requirements would be needed to enable commercial spacecraft to operate from the UK.
- 2.2 The CAA's findings include key operational, safety, meteorological, environmental and economic criteria for selecting a suitable spaceport. These include:
- an existing runway which is, or is capable of being extended to, over 3000 metres in length;
 - the ability to accommodate dedicated segregated airspace to manage spaceflights safely; and
 - a reasonable distance from densely populated areas.

Based on the CAA's essential operating criteria and strong recommendation to base a spaceport at a coastal location, the CAA short-listed eight aerodromes which might feasibly host space operations. One of these is Glasgow Prestwick Airport. Others identified include Campbeltown Airport, Stornoway Airport, Kinloss Barracks, RAF Lossiemouth, RAF Leuchars, Llanbedr Airfield in Wales and Newquay Cornwall Airport in England. Between July and October 2014, the UK Government consulted on the CAA's criteria and whether there are any other factors that should be considered in supporting a site for a spaceport. It also sought views on the eight aerodromes, in particular whether these locations should be taken forward.

- 2.3 In March 2015, the UK Government published its response to the consultation, ruling out both Kinloss Barracks and RAF Lossiemouth because of military defence considerations. The planned use of RAF Leuchars as an army base may preclude it from being a permanent spaceport. Highlands and Islands Airports announced in March that it has decided not to develop detailed business bid proposals for the two aerodromes it owns or manages - Campbeltown and Stornoway Airports. For the time being, this leaves Glasgow Prestwick Airport, Llanbedr Airfield and Newquay Cornwall Airport in contention to be the UK's first spaceport.

- 2.4 The UK Government believes the CAA's criteria provide an appropriate framework to assess locations. Nevertheless, the Government recognises that potential spaceports require more clarity on detailed runway requirements, associated landside and airside facilities, and regulatory requirements. It is intending to develop detailed technical specifications for a spaceport and for spaceplane operations, although no timescale has been announced for completion of this work. It is not fully clear what designated spaceport status will mean in practice, as the UK Government have not confirmed any details regarding potential funding/investment etc. The designation of spaceport status is also unlikely to preclude other locations coming forward on a commercial basis, if such locations are proven viable.

Glasgow Prestwick Airport Bid

- 2.5 GPA is well placed to be the front-runner in the site selection process because of its existing facilities, runway infrastructure, meteorological conditions, transport linkages, and aerospace sector expertise.
- 2.6 In September 2014, the Prestwick Spacesport Consortium was formed to drive forward and champion the GPA's spaceport bid. Also supporting the bid is the Glasgow Prestwick Airport & Aerospace Stakeholder Group, which met for the first time last October. This group brings together key representatives from the public and private sectors, including the airport, the consortium, industry and skills development, academia, Transport Scotland and the three Ayrshire Councils. It co-ordinates commitment and enthusiasm from all those who have an interest in securing spaceport status to help achieve a sustainable, long term future for the airport. The Council has been represented at each stakeholder group meeting to offer support to the bid. The last group meeting took place on 19 March 2015.
- 2.7 There are a range of benefits which spaceport status at GPA could bring to North Ayrshire. These include spin-off benefits through manufacturing and productivity within our established engineering sector, increased tourism and visitor activity, education and skills opportunities, and increased domestic and international profile of the Ayrshire area.,
- 2.8 Immediate priorities for the group include concerted lobbying, utilising industry contacts and networks and implementation of communications activities to raise awareness and generate bid support.

3. Proposals

- 3.1 In summary, the Cabinet is invited to note: (i) the recent developments in the UK Government's spaceport selection process; and (ii) the actions taken to advance Glasgow Prestwick Airport's bid. The Cabinet will be kept informed of major developments as they emerge.

4. Implications

Financial Implications

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

Human Resource Implications

- 4.2 There are no such implications arising from this report.

Legal Implications

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

Equality Implications

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

Environmental and Sustainability Implications

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

Implications for Key Priorities

- 4.6 The North Ayrshire Single Outcome Agreement 2013-17 sets priorities for economic growth, increasing employment, business startups and moving businesses up the value chain. The location of the UK's and continental Europe's first spaceport at Glasgow Prestwick Airport will help grow and diversify the local and national economy, enabling both Ayrshire and Scotland to tap into a burgeoning world space market, anticipated to reach £400 billion by 2030.

Community Benefit Implications

- 4.7 There are no such implications arising from this report.

5. Consultations

- 5.1 No consultations were required for this report.

6. Conclusion

- 6.1 A UK spaceport in Ayrshire has potential to create new spin-off opportunities for local employment and tourism in North Ayrshire. North Ayrshire Council will continue to offer their support via the Glasgow Prestwick Airport & Aerospace Stakeholder Group to help secure the spaceport status and related economic benefit for Ayrshire. The specific actions to provide this support will become clearer as the bid process develops.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :

For further information please contact David Hammond, Senior Manager, Strategic Planning & Infrastructure, on 01294 324764.

Background Papers

None.

NORTH AYRSHIRE COUNCIL

Agenda Item 14

21 April 2015

Cabinet

Subject:	Update: Waste Management Strategy 2012 - 2016
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Purpose:	To inform Cabinet of progress made with the implementation of the Council's Waste Management Strategy 2012 - 2016.
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Recommendation:	That Cabinet agrees to note (i) the progress made with the implementation of the Council's Waste Management Strategy; (ii) the current position with the development of a Waste Management Strategy for Arran; (iii) the progress to date with the Clyde Valley Waste Partnership in procuring residual waste treatment facilities; and (iv) the creation of a national Zero Waste Task Force and the work streams being progressed to create a more circular economy.
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1. Introduction

- 1.1 The agreed Waste Management Strategy for the period 2012 to 2016 contains a number of key actions for the development of services to meet the targets and objectives of the Zero Waste Plan, Scottish Government's national waste agenda.
- 1.2 Waste Strategy update reports have previously been presented to Cabinet on 4 December 2012 and 25 September 2013 summarising the good progress made. Updates are also provided to Cabinet as part of the regular Council Plan progress updates.
- 1.3 At its meeting of 4 December 2012 Cabinet formally agreed to enter into an Inter Authority Agreement to procure a long-term solution for the treatment of residual waste with the Clyde Valley Partnership.
- 1.4 Update reports regarding the Clyde Valley Residual Waste Project were presented to Cabinet on 26 February, 25 June and 12 November 2013 summarising the procurement process, the project timetable, evaluation of Pre-Qualification Questionnaires (PQQs), the outcome of the submission of outline solutions and the invitation to participate in detailed dialogue with the remaining bidders.

- 1.5 The waste Strategy also includes an action to develop a business case to evaluate the provision of a community composting facility on Arran, in order to contribute to a longer term sustainable waste management strategy for Arran.
- 1.6 In December 2013 the creation of a national Zero Waste Task Force was agreed by Scottish Government to progress the Zero Waste agenda in Scotland and set out the potential for national and local economic opportunities from a circular economy programme.
- 1.7 The European Commission is currently developing a Circular Economy Package to establish a common and coherent EU framework to promote the circular economy.

2. Current Position

- 2.1 The Waste Management Strategy and its associated implementation plan detail key actions for the development of services to meet the targets and objectives of the Scottish Government's national waste agenda. An update of progress against the key actions is detailed below:

Action : Increase the level of Education and Promotion

- 2.2 The demographic profile of the area indicates that high levels of education and promotion are required to support residents in changing waste management behaviours.
- 2.3 The Council's dedicated Waste Awareness Team continues to provide guidance and support to residents to encourage them to firstly reduce their waste and to reuse and recycle more of the waste they generate through promotion of the "Recycle for North Ayrshire" branding to assist the delivery of the strategy.
- 2.4 A comprehensive Communication Plan is in place which allows the team to be able to plan ahead and focus communications more effectively ensuring the coordination of promotional activities align with service delivery and customer needs.
- 2.5 The team, supported by the Corporate Communications Team, produce clear and concise literature and leaflets through consultation with local community partners to encourage high levels of recycling.
- 2.6 Communication literature and videos explaining how the service operates have been developed through consultation with local focus groups and the North Ayrshire Tenants and Residents Association. Guidance continues to be provided on what can and cannot be recycled within the blue and brown bins.

- 2.7 Waste composition analysis surveys have been carried out for residual, commingled recycling and organic waste streams and the results are being used to inform potential measures to further improve recycling rates.
- 2.8 Targeted intervention measures such as “door-knocking” in areas of lower participation or higher contamination rates are used to encourage individual communities to recycle more of the waste they generate.

Action : Provide new services to support re-use

- 2.9 The Council has developed an innovative 3rd sector ‘Reuse’ partnership project with Cunninghame Furniture Recycling Company which collects and diverts reusable resources (furniture and white goods) from landfill and assists local families to furnish their homes and also provides employment and training opportunities for unemployed residents in the area.
- 2.10 The innovative reuse partnership has been nationally recognised through winning the Best Partnership Initiative at the Scottish Resources Awards 2014 and the Gold Award at the COSLA Excellence Awards 2015 for Strong and Sustainable Communities.
- 2.11 Further work is also being undertaken to improve reuse facilities at Household Waste Recycling Centres through grant funding of £24,000 received from Zero Waste Scotland to increase the reuse of waste.
- 2.12 The Service is currently working with Building Services and Housing Services to evaluate opportunities to increase the reuse of furniture that is collected from the clearing of void council properties.
- 2.13 The implementation of the WARP-IT online reuse portal is being progressed which will encourage the reuse of furniture across Council services and will also be used to promote and encourage reuse to a range of community partners.

Action : Increase range of materials collected for recycling and composting

- 2.14 The Council provides a comprehensive range of waste management and recycling services to householders and businesses.

2.15 The Domestic collection service consists of:-

- An alternate weekly collection of residual waste (grey bin) and co-mingled dry recyclables (blue bin);
- An all year round weekly collection of organic garden and food waste (brown bin) - excluding Arran, however an initiative to look at developing a local community composting facility on the island is being explored;
- Communal residual and recycling waste bins are provided at multi-story buildings; and
- A service for the collection of bulky household domestic items.

2.16 In January 2014 the household food waste collection service was extended to tenements and other flatted properties with communal areas as part of the roll out of phase 2 of the programme. The service that was implemented was designed taking account of customer consultation feedback provided by residents from trials of different containers.

2.17 The Scottish Government's Zero Waste Plan and the Waste (Scotland) Regulations 2012 include derogation from the requirement to introduce separate food waste collections in rural areas such as Arran, due to it not being technically, environmentally or economically practicable.

2.18 A chargeable commercial waste collection service for the collection of residual waste, mixed dry recyclables and organic/food waste is now offered to all businesses following implementation in January 2014. The services provided allow businesses to meet their obligations as set out in The Waste (Scotland) Regulations 2012.

2.19 Additional obligations from these regulations will be introduced in January 2016 which will require all businesses (including not-for-profit organisations and public sector bodies) that produce more than 5Kg of food waste per week to separate the waste for recycling. The Council's Waste Awareness Officers will continue to provide support, advice and assistance to businesses in the lead up to and during the changes.

Action : Waste Management on Arran

2.20 To assist in the development of the Waste Management Strategy for Arran, the Council received advisory support through Zero Waste Scotland to carry out a study to identify and assess the options for the sustainable management of waste on the island.

- 2.21 The study considered the options for a range of waste streams on the island that require a long-term sustainable solution, including some waste streams that are not the responsibility of the Council to manage, such as 'end of life vehicles' and animal by-products, however these waste streams need to be considered as part of the development of an overall sustainable Waste Management Strategy for Arran.
- 2.22 The study included stakeholder engagement workshops (householders and businesses) to discuss a range of topics relating to the sustainable management of all wastes on the island to identify key waste streams and priorities and to assess potential options for local communities and businesses to work in partnership.
- 2.23 A number of break-out sessions were organised at the workshops to discuss specific areas of interest which included:-
- The treatment of organic wastes including household and commercial;
 - Re-use and repair; and
 - Larger-scale processes (for soils, timber, residual waste and end-of-life vehicles).
- 2.24 The information and views obtained from the stakeholder consultation workshops have been used to identify the potential options for the management of the different waste streams on Arran. A final options appraisal report has now been received by the Council and a separate report will be prepared for the Physical Environment Advisory Panel for discussion.
- 2.25 During the period of the development of the options appraisal some changes to improve access to recycling services on Arran have been implemented. An improvement to public access arrangements to the recycling facilities available at the Brodick waste transfer station was implemented through changing the pre-booking system to allow same day access rather than access being the day after booking.
- 2.26 New and improved “recycling on the go” facilities were also introduced to allow residents and visitors to recycle a larger range of recyclable materials when on the go in Arran. Newspaper adverts were placed in the local paper and information leaflets were also produced and made available on the ferries, at the ferry terminal and at the local office.

Action : Shewalton Landfill Site

- 2.27 Shewalton Landfill site continues to be developed to enable continued capacity and compliance with the Pollution Prevention and Control (PPC) permit. SEPA inspections continue to rate the site as "good" in accordance with their Compliance Assessment Scheme. Construction contractors have completed the construction of a new Cell 5A and the cell is now in use. The capping of the previous Cell 4 is 50% complete, the remaining capping works will commence again in April 2015 when the contractor returns to the site to construct the new Cell 5B and 5C.
- 2.28 The Council continued to invest in systems to improve environmental management at the site and successfully drilled and connected a gas pipeline underneath the A78 to the gas energy recovery area located at the waste transfer station. The connection enables landfill gas produced at the active landfill site to be recovered and utilised to generate energy which is sold to the National Grid, contributing to sustainable power generation and reducing the Greenhouse effect.

Action : Develop facilities and long-term options to dispose/treat residual waste

- 2.29 The Council continues to work in partnership with the Clyde Valley Residual Waste Partnership to procure a long-term solution for the processing and treatment of non-recyclable waste, replacing the need for landfill and providing a more sustainable solution.
- 2.30 Competitive dialogue on the detailed submissions with the remaining bidders closed in February 2015 with detailed submissions received from two bidders.
- 2.31 Following receipt and evaluation of the detailed submissions, successful bidders will then be invited to participate in final dialogue sessions, prior to the submission of final tenders which is scheduled to take place before the end of July 2015.
- 2.32 On evaluation of final tenders a preferred bidder will be selected and final award of the contract will be made. Contract award is expected to take place in early 2016 with service commencement planned for 2019, however this could vary depending upon the service commencement programme of the successful bidder.
- 2.33 Our partnership approach to the joint procurement of a long-term residual waste treatment solution was recognised at the 2014 GO Awards Scotland by winning the award for Collaborative Procurement Initiative of the Year.

Action : Reduce the net cost of providing waste management services

- 2.34 The waste strategy seeks to reduce the cost of providing waste management services including reviewing current services, assessing future service needs and securing funding to support the delivery of services.
- 2.35 A comprehensive logistics review of the way we deliver our waste collection services was completed and implemented in 2014. The review rationalised collection depots, redesigned all collection rounds and has increased the overall efficiency of the waste collection service.

Action : Performance

- 2.36 Household waste recycling performance continues to be amongst the highest in Scotland with the council ranking 3rd (56.1%) out of 32 councils based on the publication of the 2013 calendar year national recycling figures by SEPA. The Council was one of only nine Scottish councils, and the only Ayrshire council, who met the Scottish Government's target to recycle more than 50% of household waste by 2013. Details of the official household waste recycling performance statistics for 2013 are attached at Appendix 1.
- 2.37 Satisfaction with the waste collection service remains high with satisfaction levels being above the national average with 90% of adults surveyed being satisfied with the service.
- 2.38 The Service strives to achieve service delivery on a right first time basis. Following the significant transformational change to the waste collection service through the logistics review, a review of business processes was carried out with the assistance of Customer Services which has streamlined and improved the management and handling of customer service enquiries to contribute to achieving a right first time approach.
- 2.39 Enquiries made regarding the waste service are handled through the customer contact centre where the number of cases and types of cases are closely monitored to identify trends and to inform improvements.
- 2.40 The Council was one of the first councils in the UK to procure an Integrated Waste Management ICT System which incorporates specialist collection route optimisation software and back office management software with integrated in-cab technology which allows live waste collection information to be sent electronically to and from collection crews whilst out on their rounds.

- 2.41 The system has been integrated with the Councils Lagan CRM system to streamline service enquiry processes and is currently being developed to provide real-time collection information to our customer service advisers to allow them to handle customer enquiries more effectively.
- 2.42 The Integrated Waste Management ICT System also includes new software for the management of the commercial waste service which has been successfully integrated with the Councils debtor management software. This new system will improve and streamline invoicing processes, debtor control and the associated back office procedures.

Circular Economy and the Zero Waste Task force

- 2.43 The Scottish Government is leading a programme of evidence gathering and engagement on the circular economy, working in partnership with a number of stakeholders including Local Government, SEPA and Zero Waste Scotland. The programme aims to identify specific opportunities and benefits for Scotland by moving towards a circular economy.
- 2.44 Following approval, the national Zero Waste Task Force first met in March 2014 and set the scene with regards to progress with the zero waste agenda in Scotland and set out the potential for national and local economic opportunities from a circular economy programme.
- 2.45 The evidence and engagement programme is complemented by the work of the Zero Waste Task Force. The task force aims to articulate the opportunities and benefits for local government from a circular economy in Scotland, make recommendations on actions to local government and provide broad leadership on the circular economy agenda.
- 2.46 The task force endorsed the following objectives to govern their work:
- Create the investment conditions for new industries;
 - Reduce public sector exposure to risks; and
 - Deliver consistent, cost effective, highly efficient waste/recycling services.
- 2.47 The proposed work streams for the Zero Waste Task Force were refined by a Programme Board consisting of officers of SOLACE, COSLA, Scottish Government and Zero Waste Scotland which led to the forming of work streams into 3 broad themes which are:
- Promoting the Circular Economy;
 - Optimising Participation and Collections; and
 - Managing Market Risks and Opportunities.

- 2.48 The findings of the Zero Waste Task Force are expected to be formally reported in the spring of 2015.
- 2.49 A future report will be submitted to the Cabinet once the recommendations of the Zero Waste Task Force are known.
- 2.50 A Circular Economy Package is currently being developed by the European Commission which proposes to turn Europe into a more circular economy through:
- Boosting recycling and preventing the loss of valuable materials;
 - Creating jobs and economic growth;
 - Showing how new business models, eco-design and industrial symbiosis can move us towards zero-waste; and
 - Reducing greenhouse emissions and environmental impacts.
- 2.51 As part of the circular economy package, the European Commission had previously adopted a legislative proposal to review recycling and other waste related targets in the EU, however in December 2014 this was put on hold as the Commission announced that a new, more ambitious plan to promote a circular economy will be put in place by the end of 2015.

3. Proposals

- 3.1 That progress against the waste management strategy be noted.
- 3.2 That Cabinet notes the progress made with the development of a Waste Management Strategy for Arran and notes that a future report will be brought to Cabinet for consideration.
- 3.3 That the Cabinet notes the progress made to date for procuring residual waste treatment facilities through the Clyde Valley Waste Partnership.
- 3.4 That the creation of a national Zero Waste Task Force and their proposed work streams is noted.

4. Implications

Financial Implications

- 4.1 There are no financial implications associated with this report.

Human Resource Implications

- 4.2 There are no Human Resource implications associated with this report.

Legal Implications

- 4.3 The implementation of the Waste Management Strategy will assist in the achievement of statutory targets in respect of recycling and landfill diversion.

Equality Implications

- 4.4 An equality impact assessment has been completed for the approved waste management strategy.

Environmental and Sustainability Implications

- 4.5 The implementation of the waste strategy will have a positive impact upon the environment in three ways:
- Reduction in the amount of waste disposed of at landfill;
 - Increase in recycling of materials reducing the need to access virgin materials; and
 - Increase in the re-use of materials reducing the impact of re-processing and the use of virgin materials

Implications for Key Priorities

- 4.6 The completed strategy and subsequent implementation will contribute towards the achievement of a number of key council priorities and objectives.

Community Benefit Implications

- 4.7 The successful reuse partnership with Cunninghame Furniture Recycling has a significant positive community benefit.

5. Consultations

- 5.1 The Council's finance, procurement and legal services are consulted as part of the project teams that are working on the Clyde Valley Residual Waste Partnership along with specialist advisers. An update on implementation of the Council's waste Management Strategy was recently provided to the Physical Environment Advisory Panel.

6. Conclusion

- 6.1 Continued implementation of the strategy will enable the Council to meet the requirements of the national waste agenda for the period 2012 to 2016. By carrying out the key actions contained within the strategy, the Council will contribute to the achievement of Scottish Government objectives outlined in Scotland's Zero Waste Plan.



CRAIG HATTON
Executive Director (Place)

Reference : CH/DM/RM

For further information please contact David Mackay, Waste Services
Manager on 01294 541525

Background Papers

N/A

Appendix 1 - Household waste WasteDataFlow data 2013 CALENDAR YEAR¹

Local Authority	HOUSEHOLD WASTE ² Generated (tonnes)	HOUSEHOLD WASTE Recycled / Composted ¹ (tonnes)	Percentage HOUSEHOLD WASTE Recycled / Composted (%)	HOUSEHOLD WASTE Other Waste Diverted from Landfill (tonnes) ³	Percentage HOUSEHOLD WASTE Other Waste Diverted from Landfill (%)	HOUSEHOLD WASTE Landfilled (tonnes) ⁴	Percentage HOUSEHOLD WASTE Landfilled (%)	Percentage HOUSEHOLD WASTE Recycled / Composted (%)
Clackmannanshire	26,797	16,044	59.9	1,755	6.5	9,018	33.7	58.9
East Renfrewshire	44,057	24,817	56.3	0	0.0	19,239	43.7	54.2
North Ayrshire	61,908	34,704	56.1	640	1.0	26,566	42.9	51.8
Fife	190,784	106,602	55.9	965	0.5	83,217	43.6	52.8
Inverclyde	29,183	16,184	55.5	32	0.1	12,968	44.4	50.7
Perth & Kinross	74,267	40,088	54.0	2,555	3.4	31,622	42.6	55.0
Stirling	39,923	21,448	53.7	3,958	9.9	16,052	40.2	55.7
Falkirk	71,950	38,162	53.0	1,954	2.7	31,834	44.2	55.2
Moray	47,533	24,424	51.4	0	0.0	23,110	48.6	51.9
East Ayrshire	58,282	28,456	48.8	1,263	2.2	28,567	49.0	44.4
Highland	125,651	56,584	45.0	2,936	2.3	66,169	52.7	44.3
East Dunbartonshire	51,997	23,363	44.9	3,295	6.3	25,340	48.7	38.7
South Ayrshire	55,423	24,574	44.3	3,801	6.9	27,048	48.8	47.5
West Lothian	70,592	31,290	44.3	640	0.9	38,539	54.6	43.0
Renfrewshire	78,417	34,742	44.3	3,176	4.0	40,500	51.6	38.9
West Dunbartonshire	36,206	15,933	44.0	251	0.7	20,027	55.3	44.1
Angus	54,258	23,416	43.2	5,578	10.3	25,265	46.6	40.1
Midlothian	40,177	17,012	42.3	0	0.0	23,165	57.7	45.3
East Lothian	49,335	20,879	42.3	0	0.0	28,456	57.7	44.8
North Lanarkshire	152,729	64,571	42.3	11,663	7.6	76,494	50.1	39.8
Scottish Borders	51,242	21,178	41.3	1,250	2.4	28,821	56.2	42.8
South Lanarkshire	144,734	56,529	39.1	0	0.0	88,205	60.9	37.4
Edinburgh, City of	184,360	70,189	38.1	0	0.0	114,172	61.9	36.7
Aberdeen City	94,117	34,956	37.1	109	0.1	59,051	62.7	37.3
Argyll & Bute	49,244	17,773	36.1	6,283	12.8	25,188	51.1	31.5
Aberdeenshire	131,811	47,220	35.8	170	0.1	84,421	64.0	35.6
Eilean Siar	12,738	4,281	33.6	0	0.0	8,457	66.4	29.7
Dundee City	61,485	19,111	31.1	15,579	25.3	26,795	43.6	29.7
Orkney Islands	9,923	3,053	30.8	4,459	44.9	2,700	27.2	22.5
Glasgow City	227,940	61,310	26.9	0	0.0	166,631	73.1	29.5
Dumfries & Galloway	75,501	18,082	23.9	25,418	33.7	30,923	41.0	22.2
Shetland Islands	10,141	1,235	12.2	6,636	65.4	2,269	22.4	13.5
TOTAL SCOTLAND	2,412,706	1,018,208	42.2	104,366	4.3	1,290,829	53.5	41.2

¹ All the figures are calculated according to the[Zero Waste Plan - guidance for local authorities](#)² Household waste is waste generated by households (see full definition in par 1.2 of the Zero Waste Plan - guidance for local authorities).³ Other waste diverted from landfill is the fate of waste material not reused, recycled or landfilled. It includes household waste treated by incineration, mechanical biological and heat treatment. It also includes any Incinerator Bottom Ash and Metals recycled as a result of treatment, and excludes the residue from incineration which is landfilled. It also includes any weight loss during the treatment process. It does not include temporary storage of treated waste pending a recycling or disposal market.⁴ Includes household waste disposed of instead of being recycled and residues from incineration that are landfilled.

* Treated waste sent to interim storage pending a recycling or disposal market. More waste will be recorded as generated than managed.

** Treated waste sent from interim storage to final recycling or disposal. More waste will be recorded as managed than generated.

Please note local authorities report the management of waste in the same period when that waste is collected to avoid discrepancies with the total waste generated and managed. The figures are accurate at the time of publication. However the data may be updated if further revisions are necessary.

NORTH AYRSHIRE COUNCIL

Agenda Item 15

21 April 2015

Cabinet

Subject: **North Ayrshire Health and Social Care Partnership (NAHSCP) Medium Term Financial Plan - Due Diligence and Risks.**

Purpose: To advise Cabinet of the current position and potential future financial implications of the 2015/16 to 2017/18 budget of the North Ayrshire Health and Social Care Partnership

Recommendation: To note (a) the due diligence undertaken in establishing the NAHSCP budget for 2015/16 to 2017/18; (b) the risks associated with the current level of funding and the potential future financial implications for North Ayrshire Council; and (c) future financial monitoring and reporting.

1. Introduction

- 1.1 The NAHSCP was formally established on 1 April 2015. A report entitled "North Ayrshire Health and Social Care Partnership (HSCP) Due Diligence Process and 2015/16 to 2017/18 Budgets", Appendix 1 to this report, was submitted to the initial meeting of the Integration Joint Board (IJB) on 2 April 2015.
- 1.2 The purpose of the report was to provide assurance to the IJB that the resources allocated by NHS Ayrshire and Arran and North Ayrshire Council are sufficient to deliver on the outcomes contained within the Strategic Plan.
- 1.3 The report was authored and presented by Lesley Aird, North Ayrshire Council's Head of Finance, in her formal capacity as the Chief Finance Officer of the IJB and confirmed that, subject to effective risk mitigation and the successful delivery of a number of efficiency initiatives that the initial resource is sufficient to deliver the Strategic Plan outcomes.

2. Current Position

Overview

- 2.1 The Due Diligence process is also important from the Council's perspective to ensure there is a clear understanding of current and future risk associated with the NAHSCP. This report highlights the key issues that North Ayrshire Council requires to be alert to as the NAHSCP becomes operational.
- 2.2 In the lead up to vesting date North Ayrshire Council had been working with NHS Ayrshire and Arran and the other two Ayrshire Councils developing all aspects of financial governance, planning and management in respect of the HSCP. Joint working was put in place to ensure, as far as possible, that a standard approach was taken across the three Ayrshire Partnerships.

HSCP Budget

- 2.3 There are three broad components to the HSCP budget:
- resources which are discrete to each partnership;
 - services which are managed on a lead partnership basis, the most significant of these managed by the NAHSCP relates to Mental Health Services, with the NAHSCP accessing services managed by other Partnership e.g. Primary Care managed by the East Ayrshire HSCP;
 - in addition, a 'set aside' budget of £21.6m for relevant hospital services, which will continue to be managed by the Director of Acute Services, with consumption and potential resources flows being managed between the acute sector and the HSCP.
- 2.4 A key element of the governance and financial planning relates to all agencies, the Health Board, Council and IJB, being satisfied, as far as possible, that sufficient resources are delegated to the IJB to deliver its outcomes as set out in its Strategic Plan. To achieve this a process of Due Diligence was carried out. The Due diligence process analysed historic spend patterns, projected resource requirement and current efficiency initiatives to support a professional judgement on the adequacy of delegated resources to the HSCP. Detailed due diligence has been completed in respect of the first component of the budget. Further analysis of consumption and activity levels is required in respect of Lead Partnership and Acute Service budgets.

- 2.5 To support effective financial planning, it will be essential that each HSCP receives regular updates on usage of both Lead Partnership and Acute Services to ensure any resource implications are identified at the earliest opportunity. It has also been agreed that rolling three year average usage will be applied to these services in recognition of the likelihood that actual usage will vary year on year. Any change in patterns of usage will require to be reflected in updates to the Strategic Plan and Partner contributions.
- 2.6 It is important to note the interdependencies across the three Ayrshire Partnerships; as action or failure to act in one HSCP can have implications for the other Partnerships.

2015/16 to 2017/18 NAHSCP Budget

- 2.7 The report at Appendix 1 summarises the resources available to the NAHSCP over the next three year period. The budget reflects the decisions taken by North Ayrshire Council when it set its three year budget in December 2014 and the NHS A&A budget, approved for 2015/16 with indicative funding levels for the following two years, which was set on 30 March 2015. A summary of the main issues is highlighted in paragraphs 2.7 to 2.10 of Appendix 1. This includes:
- additional resources of more than £7m in 2015/16 reflecting underlying service pressures;
 - additional resources that have been made available in 2015/16 from the Scottish Government's Integrated Care Fund, a Fund which had been announced originally as only covering financial year 2015/16 but which has now been extended to 2017/18. Use of this Fund beyond 2015/16 has yet to be considered by the NAHSCP and reflected in HSCP budgets;
 - previously agreed savings of £2.8m to be delivered in 2015/16;
 - an ambitious efficiency programme of more than £6m between 2016/18, summarised at 2.8 to 2.10 of Appendix 1, including:
 - almost £1.5m from redesign of older people re-ablement services to release resources committed currently to care home beds;
 - withdrawal of £1.1m of non-recurring Mental Health Service funding, for which NAHSCP is the Lead Partnership;
 - £1m pressure in respect of current demand and planned redesign of children's services, the majority of which were delivered previously by North Ayrshire Council.

- 2.8 Section 8 of the Integration Scheme (IS), which was approved by North Ayrshire Council on 15 January 2015, states that responsibility for correction of any errors in the baseline budget require to be resolved by the original Partner. This ensures there is no cost shunting between Partners as a result of the establishment of the HSCP. The main risks as a result of this requirement for Health are highlighted in paragraph 3.7 of Appendix 1 and for the Council at 3.8. The IS also outlines the process and funding responsibility for approved future year budget changes.
- 2.9 Further work is required to establish the final process for the establishment of future year budgets, reflecting the differing timescales and processes in place within the Council and Health Board.

Financial Management and Reporting

- 2.10 There will be a change to the regular Revenue Budget Monitoring Report which will be presented to Cabinet to reflect the "payment" which North Ayrshire Council will make to the NAHSCP and the "income" which the Council receives from the NAHSCP for delivery of services as outlined in the Strategic Plan.
- 2.11 To ensure the Council is alert to the financial performance of the NAHSCP relevant information will be provided together with an appendix detailing the financial performance of the NAHSCP, including Lead Partnership Services, regardless of which Council is the Lead Partner. Activity information will be provided in respect of Acute services.
- 2.12 The IS sets out the requirement for the NAHSCP to spend within available resources and summarises action in the event of a number of scenarios:
- where an overspend is emerging there is a requirement to develop a recovery plan; with there being a potential requirement for individual agency interim additional contributions if the IJB fails to contain expenditure within available resources;
 - in certain circumstances any underspend can be retained by the IJB in line with its Reserves Strategy;
 - responsibility and funding for in year variations to Acute Services continue to sit with NHS A&A;
 - neither the Council nor the Health Board may reduce its in year payments without the agreement of the IJB and other Party.

3. Proposals

- 3.1 Cabinet is asked to note the partnership approach which has been taken to develop the initial IJB budgets across the three Ayrshire Partnerships, the respective Partner risk within the NAHSCP and the process by which ongoing monitoring of these risks will take place.

4. Implications

Financial Implications

- 4.1 There are no direct financial implications arising from the report. The report summarises the process by which the initial IJB budget has been established, key elements from the Integration Scheme and the main financial risks faced by the IJB and the Council.

Human Resource Implications

- 4.2 There are no direct implications.

Legal Implications

- 4.3 There are no direct implications.

Equality Implications

- 4.4 There are no direct implications.

Environmental and Sustainability Implications

- 4.5 There are no direct implications.

Implications for Key Priorities

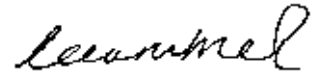
- 4.6 There are no direct implications.

5. Consultations

- 5.1 Consultation has taken place with the CO and CFO of the IJB, Head of Democratic and Administrative Services and the NHS A&A Director of Finance.

6. Conclusion

- 6.1 The due diligence associated with the establishment of the NAHSCP confirms that subject to effective risk mitigation and successful delivery of the planned efficiency programme there are sufficient resources for delivery of the Strategic Plan. Careful monitoring is required to ensure the NAHSCP delivers its Strategic Plan within available resources.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :

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

Background Papers

0

Integration Joint Board
2nd April 2015

Agenda Item No. 11

Subject: **North Ayrshire Health & Social Care Partnership Due Diligence Process and 2015/16 to 2017/18 Budgets**

Purpose: To advise the Board on the due diligence undertaken in respect of the proposed 2015/16 to 2017/18 budgets and seek Board approval for the 2015/16 budget and indicative 2016/17 and 2017/18 budgets.

Recommendation: That the Board (a) notes the due diligence work undertaken as the basis for the 2015/16 to 2017/18 budgets (b) approves the 2015/16 budget and (c) notes the indicative 2016/17 and 2017/18 budgets.

1. Introduction

- 1.1 The Public Bodies (Joint Working) (Scotland) Act 2014 was passed by the Scottish Parliament on 25 February 2014 and received Royal assent in April. It establishes the framework for the integration of health and social care in Scotland.
- 1.2 The Integration Joint Board is a legal entity in its own right, created by Parliamentary Order, following Ministerial approval of an Integration Scheme. The NHS Ayrshire and Arran Health Board and North Ayrshire Council have delegated functions to the Integration Joint Board which has responsibility for planning, resourcing and operational delivery of all integrated services.
- 1.3 The Board is required to allocate the resources it receives from the Health Board and Local Authority in line with the Strategic Plan. The Board is able to use its power to hold reserves so that in some years it may plan for an underspend to build up reserve balances and in others to break even or to use a contribution from reserves in line with the reserves policy. A Reserves Policy will be subject of a future report to this Board.
- 1.4 Due diligence work has been undertaken to consider the sufficiency of the budget provided for the Partnership as outlined in Appendices 1 to 3. The enclosed report at Appendix 4 details the due diligence processes that have been applied to the creation of the North Ayrshire Health & Social Care Partnership budgets for 2015/16 to 2017/18.

2. Current Position

- 2.1 The due diligence has been informed by an overview, for both Council and Health aspects, of the following:
- 2012/13 final expenditure
 - 2013/14 final expenditure
 - 2014/15 budget
 - 2014/15 projected expenditure
 - 2015/16 budget
 - Baseline comparison of 2014/15 projected expenditure to 2015/16 budget
- 2.2 The introduction of Health and Social Care Partnerships in Ayrshire will see a number of services currently provided by Health being managed by one HSCP for the entire Ayrshire population. It is proposed that the North HSCP will deliver Mental Health Services as the lead Partnership, with Primary Care (including Dental) Services being delivered by the East Ayrshire HSCP and Allied Health Professionals Services being delivered by South Ayrshire HSCP.
- 2.3 There is the set aside budget for the large hospital budget. It has been agreed that this will be managed by NHS Ayrshire & Arran with no in-year financial consequence on HSCPs, but would annually be reviewed as part of the Strategic Plan.
- 2.4 Further work is required in respect of the allocation of Lead Partnership services across the Ayrshire partnerships and clarification of the value of set asides in respect of Hospital Services.
- 2.5 North Ayrshire Council approved a 3 year budget for 2015/16 to 2017/18 on 9 December 2014. NHS Ayrshire and Arran Health Board is due to approve the 2015/16 budget on 30 March 2015, with indicative figures provided for 2016/17 and 2017/18.

- 2.6 The table below summarises the 2014/15 budget, 2014/15 projected outturn at Period 10 to 31 January 2015, and 2015/16 to 2017/18 proposed budgets for the Partnership. The contributions from NHS Ayrshire and Arran are indicative as these budgets have not yet been set

Annual Contribution	2014/15			2015/16	2016/17	2017/18
	Annual Budget £m	Projected Expenditure £m	Variance (Fav)/Adv £m	Annual Budget £m	Budget £m	Budget £m
North Ayrshire Council	81.125	83.883	2.758	84.478	83.095	81.816
NHS Ayrshire & Arran	116.451	119.289	2.838	120.340	116.738	116.637
Partnership Total	197.576	203.172	5.596	204.818	199.833	198.453

- 2.7 The proposed budget for 2015/16 is £204.818m. Appendices 1 and 2 show the detailed objective and subjective analysis for these budget years. The 2015/16 budget is £7.2m higher than the 2014/15 Approved Budget due to a number of factors including:
- Older People Services - £3.36m additional investment to address 2014/15 cost pressures and £0.8m to address further anticipated demand growth in 2015/16
 - Integrated Care Fund - £2.89m new funding for 2015/16. The budget figures above do not assume any continuation of this funding beyond 2015/16. This is partially offset by the loss of Reshaping Care for Older People RCOP of £2m which was available in 2014/15 but not 2015/16 or beyond.
 - Delayed Discharges - £0.867m new funding for 2015/16.

- Prescribing - £0.35m increase to address 2014/15 cost pressures. This budget will continue to be managed by Health. Health will be responsible for funding any further overspends in 2015/16.
- Mental Health Services - £0.48m increase due mainly to a one off increase in funding for Unplanned Admissions (UNPACs) for 2015/16 to address the heightened demand for these services in 2014/15.

2.8 The decrease from 2015/16 to 2016/17 of £4.98m mainly relates to:

- Older People Services - £1.08m reduction linked to planned savings in Care Home budgets to be delivered through improved re-ablement services reducing placement demand.
- Integrated Care Fund - The budget figures above do not assume any continuation of this funding beyond 2015/16.
- Mental Health Services - £0.93m reduction due to one off funding in 2015/16 not carrying forward to 2016/17 and anticipated Cash Releasing Efficiency Savings (CRES) targets for 2016/17.
- Children & Families - £0.37m reduction linked to planned savings around early intervention and prevention to reduce the number of children requiring external foster placements and residential school placements.
- General Overheads - £0.5m reduction due to anticipated CRES targets for 2016/17.

2.9 The decrease from 2016/17 to 2017/18 of £1.38m mainly relates to:

- Older People Services - £0.37m reduction linked to the full impact of planned savings in Care Home budgets to be delivered through improved re-ablement services reducing placement demand.
- Mental Health Services - £0.19m reduction due to anticipated CRES targets for 2017/18.
- Children & Families - £0.69m reduction linked to planned savings around early intervention and prevention to reduce the number of children requiring external foster placements, residential school placements and the reprovisioning of a childrens care home as a respite unit.

2.10 The savings agreed by the Council for 2015/16 total £2.217m, a detailed list is contained within Appendix 3. £1.809m of Cash Releasing Efficiency Savings (CRES) was originally set by Health for 2015/16, however this has been reduced to £0.6m which will be delivered mainly through a reduction in the number of beds at Cumbrae Nursing Lodge.

2.11 The Integration Scheme sets out the agreed process for in year variations where there is a forecast overspend against an element of the operational budget. In such cases a recovery plan to balance the overspending budget must be agreed between the officers of the Integration Joint Board and the appropriate finance officer from either Health or the Council.

2.12 These budgets will be subject to further due diligence for 2016/17 to provide an opportunity for each party to correct any base line budget errors in the second year of operation.

3. Due Diligence - Main Findings

3.1 Investment

For 2015/16 the Council has identified planned inflationary and budget pressure uplifts of £6.236m to address the 2014/15 overspends linked to increased demand for services as well as projected demand pressures for 2015/16.

- 3.2 For 2015/16 Health has identified £2.2m of planned inflationary and budget pressure uplifts, including £0.6m of one off funding for UNPACs and Daldorch. The Partnership will receive £2.89m from the Integrated Care Fund and £0.867m for Delayed Discharges for 2015/15, offset by the reduction of £2m in respect of Reshaping Care for Older People (RCOP) funding which does not continue to 2015/16.
- 3.3 For both the Council and Health contributions the final budget pressure uplift values will be dependent on confirmation of final values in relation to inflationary increases.
- 3.4 **Planned Efficiencies**
The Council budget assumes efficiency savings of £2.217m in 2015/16. The Health Cash Releasing Efficiency Savings (CRES) target was originally £1.809m, although this has been reduced to £0.6m for 2015/16. Action plans have been drawn up to deliver the planned savings, many of which will be delivered through the Change Programme. Progress will be monitored through the Change Programme Team and Senior Management Team with regular updates to the Integration Joint Board throughout 2015/16.
- 3.5 **Financial Risks**
A comparison of the 2014/15 projected outturns and 2015/16 budgets was carried out to establish key areas of financial risk for the Partnership. The budgets were adjusted for non-recurring items and planned savings to compare the underlying baseline position for each year.
- 3.6 The main financial risks identified are:
Efficiencies
- The Partnership budget is based on the delivery of £2.817m efficiency savings within 2015/16. Action plans have been drawn up to deliver these planned savings, many of which will be delivered through the Change Programme. Progress will be monitored through the Change Programme Team and Senior Management Team with regular updates to the Integration Joint Board throughout 2015/16.
- 3.7 Health
- Adult inpatients - £1.2m overspend for 2014/15 due to high sickness absence levels together with high level observations. The new hospital and improved absence management is expected to mitigate this risk for 2015/16.
 - Elderly inpatients - £0.2m – previously agreed but not achieved CRES target - plans are in place to close beds early 2015/16 to deliver this saving
 - North Ayrshire Frail Elderly - £0.15m – high sickness absence and acuity of patients during 2014/15 – this will be closely monitored and managed during 2015/16 to bring this budget back in line.
 - Substitute Prescribing - £0.4m – this is a new unfunded pressure anticipated for 2015/16. The service is currently under resourced which presents a real risk to the partnership. Other services have been asked to identify vacant posts they can release in order to fund additional in year investment in this area to ensure the partnership can deliver the programme safely through the introduction of an Advanced Nurse Practitioner and GP service.
 - Unplanned Activity (UNPACs) - £0.8m overspend in 2014/15 against which Health has committed an additional £0.5m non recurring funding for 2015/16. Initial estimates for 2015/16 taking the additional funding into account suggest a potential overspend of £0.24m. The service has already begun work to reduce these costs and is confident that this can be brought back in line with budget during 2015/16.

- Prescribing - £0.75m overspend in 2014/15. It is not known what this will be for 2015/16. Work is ongoing to bring this budget in line, however, since Prescribing remains the responsibility of Health any overspend will be met by NHS Ayrshire & Arran.

3.7 Council

- Children & Families Services – £0.6m overspend in 2014/15 due mainly to increased demand for residential placements and Children with Disabilities care packages. The anticipated full year impact of current demand in 2015/16 would be £0.77m. The Head of Service for Children and Families is overseeing the review of each of these packages and introducing new sign off arrangements to better manage the level of future admissions.

3.8 Further work will be required in respect of the allocation of Lead Partnership services across the Ayrshire partnerships in order to fairly and effectively monitor, manage and share risks. Relative usage levels will be monitored across the partnerships throughout the year as part of the Financial Monitoring reporting process to ensure the Integration Joint Board is kept informed of relevant movements and any associated financial risks to the partnership.

3.9 Ongoing Monitoring and Review

Projected outturn against annual budget will be subject to ongoing monitoring and review and will be reported to the Integrated Joint Board at regular intervals, in line with the agreed timetable, over the course of the financial year. This is a key component of financial governance as it ensures that the impact on resources in respect of increased demand (e.g. demographic pressures and increased prevalence of long term conditions) and other planned and unplanned activity changes are monitored and reviewed on an ongoing basis and corrective action agreed to ensure need is met within delegated resources.

3.10 The requirement for ongoing monitoring of and reporting of progress against approved efficiency savings is a further key component of financial governance. Financial management reports to the North Ayrshire Shadow Integration Board during 2014/15 highlighted the approved efficiencies which are challenging in terms of delivery in 2014/15 and this will continue in 2015/16.

3.11 It is anticipated that Health & Social Care partnerships will be VAT neutral ie the VAT costs and recovery for the partners will be in line with current levels. This will need to be monitored throughout the year as part of the financial management reporting process.

3.10 Assurance Statement

It is the opinion of the Chief Financial Officer that the initial budget allocated to the Partnership is sufficient to deliver on the outcomes highlighted within the Strategic Plan, subject to effective risk mitigation and the successful delivery of efficiency initiatives as detailed in the report.

3.11 Given the needs led nature of Health and Social Care services, it is possible that there will be deviations from original plans over the course of the financial year. Robust budgetary control, monitoring and reporting procedures are in place and any budget variances arising during the financial year and remedial proposals will be brought to the attention of the Integrated Joint Board at the earliest opportunity.

4. Implications

4.1 Financial Implications

The due diligence work has highlighted areas of financial risk for the Partnership Budgets for 2015/16. Ongoing monitoring of these areas will take place throughout the financial year.

4.2 Human Resource Implications

Any workforce implications arising from this budget will be dealt with in conjunction with the NHS and Council HR services as appropriate.

4.3 Legal Implications

The Board is required to set a balanced budget for 2015/16.

4.4 Equality Implications

None

4.5 Environmental Implications

None

4.6 Implications for Key Priorities

None

5. Consultations

- 5.1 This report was prepared in conjunction with Health and Council colleagues and was agreed with the (NHS) Director of Finance and Section 95 Officer of North Ayrshire Council.

6. Recommendation

- 6.1 The Board is asked to

- (a) **note** the due diligence work undertaken as the basis for the 2015/16 to 2017/18 budgets
- (b) **approve** the 2015/16 budget and
- (c) **note** the indicative 2016/17 and 2017/18 budgets.

7. Conclusion

- 7.1 The processes detailed in the enclosed paper provide information on the financial management arrangements for the preparation of the Partnership budget in the Shadow Year and highlights the due diligence work undertaken in support of these budgets.

For further information please contact Lesley Aird, Head of Finance, 01294 324560 or lesleyaird@north-ayrshire.gcsx.gov.uk.

North Ayrshire Health & Social Care Partnership Budgets							Appendix 1
Due Diligence Process - Consolidated							
Annual Budget to Final/Projected Outturn Comparison							
Service	2014/15				2015/16	2016/17	2017/18
	Annual Budget £m	Projected Expenditure £m	Variance (Fav)/Adv £m		Annual Budget £m	Budget £m	Budget £m
Level One Core							
Learning Disabilities	15.694	15.891	0.197		15.685	15.616	15.709
Older people	37.796	40.276	2.480		41.156	40.073	39.701
Physical Disabilities	4.129	4.213	0.084		4.285	4.090	3.698
Mental Health Community Teams	5.339	4.913	(0.426)		5.229	5.136	5.064
Addiction	2.449	2.404	(0.045)		2.510	2.515	2.521
Community Nursing	3.555	3.657	0.102		3.617	3.589	3.560
Prescribing	27.205	27.953	0.748		27.555	27.804	28.063
General Medical Services	16.750	16.860	0.110		16.834	16.918	17.003
Resource Transfer, Change Fund, Criminal Justice	1.596	1.544	(0.052)		4.103	2.135	2.188
Total Level One	114.513	117.711	3.198		120.974	117.876	117.507
Level Two - Non District General Hospitals							
Ayrshire Central Continuing Care	4.187	4.427	0.240		4.277	4.238	4.199
Arran War Memorial Hospital	1.500	1.552	0.052		1.534	1.522	1.509
Lady Margaret Hospital	0.554	0.558	0.004		0.572	0.567	0.563
Total Level Two	6.241	6.537	0.296		6.383	6.327	6.271
Level Three - Hosted Services							
Mental Health Services	43.149	44.897	1.748		43.624	42.689	42.502
Family Nurse partnership	0.628	0.619	(0.009)		0.634	0.626	0.621
Total Level Three	43.777	45.516	1.739		44.258	43.315	43.123

Service	2014/15			2015/16	2016/17	2017/18
	Annual Budget £m	Projected Expenditure £m	Variance (Fav)/Adv £m	Annual Budget £m	Budget £m	Budget £m
Level Four - Children's Services						
Community Paediatrics	0.452	0.482	0.030	0.462	0.459	0.455
C&F Social Work Services	23.829	24.500	0.671	23.981	23.608	22.913
Health Visiting	1.830	1.812	(0.018)	1.782	1.770	1.757
Total Level Four	26.111	26.794	0.683	26.225	25.837	25.125
Direct Overheads & Support Services	6.934	6.614	(0.320)	6.978	6.478	6.427
Partnership Total Expenditure	197.576	203.172	5.596	204.818	199.833	198.453
Contribution from North Ayrshire Council	81.125	83.883	2.758	84.478	83.095	81.816
Contribution from NHS Ayrshire & Arran	116.451	119.289	2.838	120.340	116.738	116.637
Partnership Total Income	197.576	203.172	5.596	204.818	199.833	198.453
Partnership Net Expenditure	0.000	0.000	0.000	0.000	0.000	0.000

Subjective Analysis - Consolidated							Appendix 2		
Service	2014/15				2015/16	2016/17	2017/18		
	Annual Budget £m	Projected Expenditure £m	Variance (Fav)/Adv £m		Annual Budget £m	Budget £m	Budget £m		
Employee Costs	90.768	91.473	0.705		93.370	92.332	92.222		
Property Costs	0.518	0.502	(0.016)		0.518	0.518	0.518		
Supplies and Services	5.355	5.460	0.105		5.355	5.050	5.000		
Prescribing Costs	27.205	27.953	0.748		27.555	27.804	28.063		
Primary Medical Services	16.750	16.860	0.110		16.834	16.918	17.003		
Transport and Plant	0.502	0.528	0.026		0.502	0.502	0.502		
Admin Costs	4.399	4.351	(0.048)		4.399	4.299	4.249		
Other Agencies & Bodies	59.095	63.131	4.036		61.227	58.311	57.027		
Transfer Payments	10.639	11.036	0.397		12.854	12.120	12.120		
Other Expenditure	0.300	0.087	(0.213)		0.300	0.300	0.300		
Capital Expenditure	0.000	0.000	0.000		0.000	0.000	0.000		
Income	(17.955)	(18.209)	(0.254)		(18.096)	(18.321)	(18.551)		
Partnership Total	197.576	203.172	5.596		204.818	199.833	198.453		

North Ayrshire Council Budget 2015/16 to 2017/18

2015/16 Agreed Savings

Saving reference number	Summary Narrative	Proposed Saving £
		2015/16
SP15-HSC-08	Reduction in alternative family placement numbers, reducing the number of children requiring to be accommodated in this way by twenty over the next three years.	83,200
SP15-HSC-10	Older People -The support offered to individuals through their admission to Hospital and in the planning of their discharge back to community settings will be reviewed to improve the quality of support and ensure greater continuity. This will require a different approach and offer the opportunity for improved efficiency in how the available staffing resources are utilised.	40,000
SP15-HSC-22	Rationalisation of the Family Support services across North Ayrshire (Prevention and Early Intervention Spend)	50,000
SP15-HSC-13	Increase in Income Budget. Revision of base budget to reflect inflation increases and improvements to the charging process to ensure charges are implemented according to the policy.	100,000
SP15-HSC-15	Increase the administrative charge for Criminal Justice Service to 8%	112,000
SP15-HSC-03	The Principal Manager - Business Support will conduct a review of all support functions transferred from NAC and NHSA&A to the Partnership and will identify opportunities for efficiency and rationalisation to support the savings programme. The proposed reduction represents a 10.6% saving.	50,000
SP15-HSC-04	The implementation of CM2000 will improve the recording of client contacts and interventions, generating a greater understanding of workload and more accurate payment information that will enable the delivery of more efficient services. This proposal would bring the overall saving from CM2000 to 15% in line with other local authorities.	200,000
SP15-HSC-07	Complex packages of care for individuals with a Learning Disability will be reviewed and services re-designed to offer more individualised support in community settings that will deliver greater efficiencies.	50,000
SP15-HSC-09	Children with Disabilities tender to be carried out during 2015/16 for provision of community supports to gain more competitive prices for current services.	25,000
SP15-HSC-11	Transfer of 12 external foster care placements to in-house carer provision, and a reduction of a further 4 external long term foster placements.	91,520
SP15-HSC-23	Historic trends indicate the service's payroll costs are less than current budget. As such an additional turnover amount of £298,000 will be applied. This equates to 4% within the service areas that incur turnover in employee costs. This is in line with projected variances at period 6.	298,000
SP15-HSC-24	Historic trends within Mental Health Care Packages have shown a recurring underspend	200,000
SP-SS-13-31	Redesign of Council LD Day Services	122,900
SP-SS-13-42	Review of high cost care packages	100,000
SP-SS-13-38	Review of purchased service contracts - including supported living	108,000
SP-SS-13-18	Efficiency savings which will accrue through the implementation of the CM2000 system.	200,000
SP-SS-13-09	Review information systems team	30,092
SP-SS-13-35	Rationalisation of Local Area Coordinator posts	45,875
SP-SS-13-04	Additional income from charges. The actual income received is greater than the amount budgeted and the budget is being amended to reflect the actual position	41,000
SP-SS-13-29	Review of block contracted services - including George Steven Centre	14,846
	Savings from Council Management Restructure	154,050
SP-SS-11-29	Review Assessment and Care Management staff within Older People	100,668
	TOTAL 2015/16 SAVINGS	2,217,151

**DUE DILIGENCE PROCESS FOR THE ESTABLISHMENT OF THE
NORTH AYRSHIRE HEALTH AND SOCIAL CARE
PARTNERSHIP BUDGET – 2 APRIL 2015**

PURPOSE

1. The purpose of this report is to provide details of the due diligence applied to the creation of the overall North Ayrshire Health and Social Care Partnership budget for the 2015/16 financial year.

BACKGROUND

2. The Scottish Government established the Integrated Resources Advisory Group (IRAG) to consider the implications of integrating Health and Social Care and to help develop professional guidance. The due diligence process is required to ensure that resources delegated are sufficient for the Integrated Joint Board to carry out its functions. A key element of the due diligence process is the 2015/16 budget being assessed against actual expenditure for the most recent three financial years including analysis of non-recurring costs and agreed efficiencies.
3. The due diligence will be repeated as part of the 2016/17 budget setting process to ensure consistency in approach, allow the identification of continuing pressures, demands and associated risks and enable relevant and necessary management action to be taken, including any baseline funding adjustments.
4. It is important that a process of due diligence is undertaken to ensure that the budget provided for the Partnership is sufficient, identifies current and historical pressures and demands and allows the Partnership to proceed on a sound financial basis.
5. Due diligence has been informed by an overview, for both Council and Health aspects, of the following:
 - 2012/13 final expenditure
 - 2013/14 final expenditure
 - 2014/15 projected expenditure
 - 2014/15 budget
 - 2015/16 budget
 - Baseline comparison of 2014/15 projected expenditure to 2015/16 budget

Further work is required in respect of the allocation of Lead Partnership services across the partnerships and clarification of the value of set asides in respect of Hospital Services.

6. Appendix 1 to this report provides this overview on a consolidated basis with Appendices 2 and 3 providing a separate breakdown of services managed within North Ayrshire Council and NHS Ayrshire and Arran respectively.
7. The Integration Joint Board is responsible for the production of a Strategic Plan setting out the services for their population over the medium term (3 years). To support the medium term financial planning process, North Ayrshire Council and NHS Ayrshire and Arran are required to provide indicative three year rolling funding allocations to the Integration Joint Board. Such indicative allocations would remain subject to annual approval by both organisations. It is the responsibility of the Chief Officer and the Integration Joint Board Chief Finance Officer to develop a business case for the integrated budget based upon the Strategic Plan and to present this business case for consideration and agreement within the budget-setting processes of North Ayrshire Council and NHS Ayrshire and Arran. The ultimate objective is to ensure that the Strategic Plan meets the requirement for economy, efficiency and effectiveness in the use of the Integration Joint Board's resources.

HEALTH & SOCIAL CARE PARTNERSHIP BUDGET

8. The budget for the Partnership will be derived from the funding allocated to the Integration Joint Board from North Ayrshire Council and NHS Ayrshire & Arran Health Board initially. In 2015/16 the funding will continue to be used as sourced but in future the Integration Joint Board may choose to use the funds to provide services in an alternative manner.
9. The Integration Scheme provides opportunity in 2016/17 to correct any baseline budget errors identified during the Shadow Year 2015/16.

DUE DILIGENCE PROCESS 2015/16 SOCIAL CARE BUDGETS

10. The projected final outturn position of the Social Care budgets which formed the Council's element of the North Ayrshire Health and Social Care Shadow Year budget is important in respect of due diligence as it enables scrutiny of the base budget prior to it becoming part of the Partnership.
11. The Council budgets on a three year rolling basis. At its meeting of 9 December 2014 the Council set a three year budget for financial years 2015/16 to 2017/18.
12. In developing the budgets a number of factors were included:
 - Pay awards and increased superannuation contributions;
 - Inflationary uplifts;
 - Historic and demographic resource pressures;
 - Assessment of funding available from the Scottish Government

13. As part of the budget exercise Finance services in partnership with service budget holders review all budget lines to identify current trends and known pressure areas such as demographic changes. These pressures are presented to Council for approval before the new financial year commences.
14. To enable the provision of a balanced budget, budget holders are also targeted with identifying savings. These are also presented to Council for approval.
15. All proposals are Equality Impact Assessed as part of the budget setting process. These assessments form part of the budget pack for Council approval.
16. Appendix 2 to this report highlights the projected overspend as at Period 10 to 31 January 2015, for the Social Work budget £2.758m for 2014/15. The Council agreed additional investment of £4.204m for 2015/16 to address the 2014/15 position and reflect the increasing demographic impact within Older People Services. Work has been undertaken to provide assurance that the base budget updated for the budget pressures which became the Council's budget for the 2015/16 Shadow year is reliable, adequate and compiled using sound financial methodologies. This work includes detailed examination of all budget headings with medium term financial forecasts and associated assumptions and risks being reviewed. This includes budget pressures and savings and efficiency targets.
17. The movement in budget from 2014/15 to the draft budget for 2015/16 can be analysed as follows:

	£ million
Council budget 2014/15	81.125
Baseline adjustments 2015/16	0.074
Estimated pay uplift * final pay award not yet agreed. Value will vary depending on final settlement	0.823
Contractual Inflation uplift – variable	0.469
Fees and Charges / Income uplifts	-0.106
Additional funding - unavoidable demand pressures	4.204
Approved cash releasing efficiency savings	-2.111
Draft Council Budget 2015/16	84.478

18. Cash releasing efficiency savings totalling £2.217m (including Fees & Charges uplifts) have been approved for 2015/16. Appendix 5 to this report provides a breakdown of these approved savings. Work will be undertaken during the year to monitor and review the achievement of these savings over the course of the financial year against the agreed action plan. Progress will be highlighted in Financial Management Reports to the Integration Joint Board.

DUE DILIGENCE PROCESS 2015/16 HEALTH BUDGETS

19. In Health there is a requirement to submit to the Scottish Government an interim financial plan in February each year with the final plan being due in late March. The Health Board will approve the budget for 2015/16 at its meeting on 30 March.
20. Financial plans are created based on the current existing recurring Health budgets. The understanding of the current budget variances are assessed to determine if these are of a recurring or non-recurring nature and whether the cause of overspend is justifiable e.g. evidence of increased activity.
21. To arrive at the financial plan there is:
 - A review of existing over-commitments to determine if there is a requirement for additional funding.
 - An assessment of expected cost increases (e.g. pay uplifts, inflation, horizon scanning for the introduction of new drugs, implications of national agreements eg provision of tertiary paediatric beds).
 - A need to address any commitments made during the year (eg a need to increase the ADOC rates of pay to maintain services).
 - Consideration of the growth in demand e.g. volume increases for prescriptions in primary care are now at 2.5% although historically this has been 4%; an increase of 2.5% equates to a cost of almost £2 million. Other examples of growth are increased diagnostic tests, increased surgical procedures for cataracts or hip/knee replacement.
 - A requirement to meet Scottish Government access targets (e.g. apply Demand, Capacity, Activity and Queue Analysis to determine if the orthopaedic staffing levels are sufficient to manage access targets).
 - Determine shortfalls in existing staffing provision against tools such as the nursing workforce tool.
 - Consideration of services where there could be patient safety or health and safety issues.
22. The cost pressures requiring funding in the following financial year are reviewed by a few multi-disciplinary groups to arrive at robust estimates to form the base of the financial plan:
 - Medicine Resource Group focus on the cost and growth in drugs giving particular consideration to the emergence of new drugs.
 - Pay and Supplies group considers prior commitments e.g. Building for Better Care, pay award liability, changes to National Insurance and Superannuation contributions, supplies and contractual inflation and other areas of existing commitment. Pay budgets are set at the pre-penultimate point on the salary scale.
 - The Workforce Planning Group reviews the service requirements for additional staffing and determines a priority in which any available funding should be applied.

The outcomes of these groups are reviewed by the Corporate Management Team (CMT) who require to prioritise across these competing demands.

23. The requirement to meet Cash Releasing Efficiency Savings (CRES) is determined by the extent of the cost pressures and the level of increased allocation from the Scottish Government. Directors are expected to identify potential sources for these savings and the risks associated with these plans. Not all budgets will be subject to CRES e.g. the budget for primary medical services is a separate allocation to the Board which funds nationally negotiated payments and is therefore exempt from CRES.
24. The outcome of the CMT deliberations reflecting the agreed cost pressures to be funded and the source of CRES is provided for consideration by the Performance Governance Committee before being submitted to the NHS Board for approval.
25. Appendix 3 highlights the Health expenditure in 2012/13 and 2013/14 on “in-scope” budgets; the projected expenditure for 2014/15; the annual budget for 2014/15 and the indicative budget for 2015/16. The indicative budget, which is reflected in the indicative allocation for the strategic plan, is based on the current recurring budget, assumes 1% uplift on pay, and £600k planned efficiency savings. It should be noted that the 2014/15 budget and projected expenditure vary from the figures previously reported to the Shadow Integration Board due to further re-allocation of Partnership budgets as detailed in Appendix 4. This information shows:
 - The Prescribing budget for 2015/16 is indicative pending allocation to a practice level. The full application of the current budget setting methodology reflects National Resource Allocation Formula, historic expenditure and achievement of certain prescribing indicators. The uplift assumes that there will be a fall in prices for those drugs where there have been issues with short supply.
 - The budget for General Medical Services is largely ring fenced with uplifts negotiated nationally with subsequent adjustments to the budget.
 - The increased budget in the Other – resource transfer line in 2015/16 is primarily for the Integrated Care Fund which has initially been provided for one year only.
 - There is an overspend at Ayrshire Central due to high sickness absence levels and the increasing acuity of patients. Management action to reduce absence levels will reduce the use of supplementary staffing and the transfer of services to new hospital in Irvine should help to further improve the position.

- The Community Equipment budget has been under increasing pressure to facilitate early discharge. This budget may be supplemented from slippage in the Integrated Care Fund. In addition, there is potential for increased recycling with a corresponding reduction in costs.
- The lead mental health services are overspending primarily within adult inpatient services because of high absence levels and increasing numbers of constant observations. Management action is being taken to reduce absence levels and the transfer of services to the new hospital in 2016 should reduce the level of supplementary staffing required for constant observations.
- The Unplanned Activity (UNPACs) overspend is expected to reduce in 2015-16 as a result of the provision of non-recurring funding, a decrease in referrals to Ayr Clinic and negotiations to pay a discounted daily bed rate.
- The support services budget provides for community administrative staff and HSCP management posts. The budget for 2015/16 has been increased to reflect the funding available.

26. The movement in budget from 2014/15 to the draft budget for 2015/16 can be analysed as follows:

	£ million
Health budget 2014/15	116.451
Less items not reflected in Strategic Plan budget (see Appendix 4)	-0.556
Health budget 2014/15 as reported to SIB	115.895
Less non-recurring:	
- Management structure still to be agreed	-0.144
- Health visiting realignment between HSCPs	-0.117
- Psychology post	-0.047
- Dementia nurse	-0.035
- LDS inequalities funding	-0.022
- Reshaping Care for Older People (RCOP)	-2.012
Estimated pay uplift & Employer Superannuation	1.081
Additional funding for:	
- Integrated Care Fund	2.890
- Prescribing in Primary Care uplift (net of efficiency)	0.239
CRES on relevant budgets	-1.809
Draft Health Budget 2015/16 per Strategic Plan	115.919
Delayed Discharge funding allocation	0.867
Resource Transfer Uplift	0.170
Non-recurring funding for Low Secure UNPACs	0.500

Non-recurring funding for Daldorch income shortfall	0.100
Reduction in CRES target	1.209
Increase in Prescribing Uplift	0.111
Transfer of Budgets to/from Unallocated Pool and Other Partnerships as detailed in Appendix 4	1.464
Revised Health Budget 2015/16	120.340

The plans to achieve the revised £0.6m CRES consist of the following:

1. Reduced number of beds at Cumbrae Lodge nursing home.
27. In addition, there is the set aside budget for the large hospital budget. It has been agreed that this will be managed by NHS Ayrshire & Arran with no in-year financial consequence on HSCPs, but would be reviewed annually as part of the Strategic Plan.
 28. The introduction of Health and Social Care Partnerships in Ayrshire will see a number of services currently provided by Health being managed by one HSCP for the entire Ayrshire population. It is proposed that the North HSCP will deliver Mental Health Services as the lead Partnership, with Primary Care (including Dental) Services being delivered by the East Ayrshire HSCP and Allied Health Professionals Services being delivered by South Ayrshire HSCP.
 29. A further report is required detailing the Lead Partnership and Set Aside budgets for large hospital services, showing the baseline usage for each partnership. This information will then be tracked throughout the year as part of the financial management reporting to ensure the Board are aware of actual vs planned usage of these services and of the potential financial impact of changes in usage to the Partnership.

AREAS OF FINANCIAL RISK

30. A comparison of the 2014/15 projected outturns and 2015/16 budgets was carried out to establish key areas of risk for the Partnership. The budgets were adjusted for non recurring items and agreed savings to show and compare the underlying baseline position for each year.
31. The table in Appendix 6 compares the baseline position, excluding any non recurring items, for the 2015/16 budget with the baseline 2014/15 projected outturn at period 10 to 31 January 2015, excluding any non recurring items. The column headed "Baseline Budget movement after agreed savings" shows the movement in the baseline figures less the £2.817m agreed efficiency savings.
32. The main financial risks identified are:
Efficiencies

- The Partnership budget is based on the delivery of £2.817m efficiency savings within 2015/16. Action plans have been drawn up to deliver these planned savings, many of which will be delivered through the Change Programme. Progress will be monitored through the Change Programme Team and Senior Management Team with regular updates to the Integration Joint Board throughout 2015/16.

33. Health

- Adult inpatients - £1.2m overspend for 2014/15 due to high sickness absence levels together with high level observations. The new hospital and improved absence management will mitigate this risk for 2015/16.
- Elderly inpatients - £0.2m – previously agreed but not achieved CRES target - plans are in place to close beds early 2015/16 to deliver this saving
- North Ayrshire Frail Elderly - £0.15m – high sickness absence and acuity of patients during 2014/15 – this will be closely monitored and managed during 2015/16 to bring this budget back in line.
- Substitute Prescribing - £0.4m – this is a new unfunded pressure anticipated for 2015/16. The service is currently under resourced which presents a real risk to the partnership. Other services have been asked to identify vacant posts they can release in order to fund additional in year investment in this area to ensure the partnership can deliver the programme safely through the introduction of an Advanced Nurse Practitioner and GP service.
- Unplanned Activity (UNPACs) - £0.8m overspend in 2014/15 against which Health has committed an additional £0.5m non recurring funding for 2015/16. Initial estimates for 2015/16 taking the additional funding into account suggest a potential overspend of £0.24m. The service has already begun work to reduce these costs and is confident that this can be brought back in line with budget during 2015/16.
- Prescribing - £0.75m overspend in 2014/15. Additional funding of £0.35m for 2015/16. Work is ongoing to bring this budget in line, however, since Prescribing remains the responsibility of Health any overspend will be met by NHS Ayrshire & Arran.

34. Council

- Children & Families Services – £0.6m overspend in 2014/15 due mainly to increased demand for residential placements and Children with Disabilities care packages. The anticipated full year impact of current demand in 2015/16 would be £0.77m. The Head of Service for Children and Families is overseeing the review of each of these packages and introducing new sign off arrangements to better manage the level of future admissions

35. The Partnership will actively work to mitigate and manage these financial risks during 2015/16 and will ensure that the Board is kept informed of progress and any further issues as they arise throughout the year.

ONGOING MONITORING AND REVIEW

36. Projected outturn against annual budget will be subject to ongoing monitoring and review and will be reported to the Integration Joint Board at regular intervals over the course of the financial year. This is a key component of financial governance as it ensures that the impact on resources in respect of increased demand (e.g. demographic pressures and increased prevalence of long term conditions) and other planned and unplanned activity changes are monitored and reviewed on an ongoing basis. The requirement for ongoing monitoring of and reporting of progress against approved efficiency savings is a further key component of sound financial management.
37. Financial Management Reports to the North Ayrshire Shadow Integration Board during 2014/15 highlighted the approved efficiencies which are challenging in terms of delivery in 2014/15 and this will continue in 2015/16.
38. Since the final draft of the Strategic Plan further work has been done to separate Health budgets across the three partnerships, Appendix 5 provides a reconciliation of the movements from the current budget to the Strategic Plan.

ASSURANCE STATEMENT

39. The processes detailed in this paper provide information on the financial management arrangements for the preparation of the North Ayrshire Partnership budget in the Shadow Year and going forward and highlight the procedures used to ensure that a financially sound and stable budget has been prepared.
40. It is the opinion of the Chief Financial Officer that the initial budget allocated to the Partnership is sufficient to deliver on the outcomes highlighted within the Strategic Plan, subject to effective risk mitigation and the successful delivery of efficiency initiatives as detailed in this report.
41. Given the needs led nature of Health and Social Care services, it is possible that there will be deviations from original plans over the course of the financial year. Robust budgetary control, monitoring and reporting procedures are in place and any budget variances arising during the financial year and remedial proposals will be reported to the Integration Joint Board at the earliest opportunity.
42. Section 28 highlights that the due diligence process will apply to Lead Partnership arrangements across the three Ayrshire Partnerships. It is important to consider that there is the potential for future financial implications arising from budgets managed under Lead Partnership arrangements. There is a requirement for any such financial implications to be brought to the attention of individual Integration joint boards at the earliest opportunity.

CONCLUSION

43. The processes detailed in this paper provide information on the financial management arrangements for the preparation of the Partnership budget in the Shadow Year and highlights the due diligence work undertaken in support of the 2015/16 budget.

North Ayrshire Health & Social Care Partnership Budgets						Appendix 1
Due Diligence Process - Consolidated						
Annual Budget to Final/Projected Outturn Comparison						
Service	2012/13	2013/14	2014/15			2015/16
	Actual Expenditure £m	Actual Expenditure £m	Annual Budget £m	Projected Expenditure £m	Variance (Fav)/Adv £m	Annual Budget £m
Level One Core						
Learning Disabilities	11.761	11.849	15.694	15.891	0.197	15.685
Older people	33.346	33.779	37.796	40.276	2.480	41.156
Physical Disabilities	4.746	4.748	4.129	4.213	0.084	4.285
Mental Health Community Teams	4.033	4.136	5.339	4.913	(0.426)	5.229
Addiction	1.826	1.573	2.449	2.404	(0.045)	2.510
Community Nursing	3.498	3.610	3.555	3.657	0.102	3.617
Prescribing	26.878	27.758	27.205	27.953	0.748	27.555
General Medical Services	16.278	16.750	16.750	16.860	0.110	16.834
Resource Transfer, Change Fund, Criminal Justice	11.895	13.215	1.596	1.544	(0.052)	4.103
Total Level One	114.261	117.418	114.513	117.711	3.198	120.974
Level Two - Non District General Hospitals						
Ayrshire Central Continuing Care	3.730	4.102	4.187	4.427	0.240	4.277
Arran War Memorial Hospital	1.458	1.561	1.500	1.552	0.052	1.534
Lady Margaret Hospital	0.564	0.567	0.554	0.558	0.004	0.572
Total Level Two	5.752	6.230	6.241	6.537	0.296	6.383
Level Three - Hosted Services						
Mental Health Services	44.179	45.003	43.149	44.897	1.748	43.624
Family Nurse partnership	0.153	0.520	0.628	0.619	(0.009)	0.634
Total Level Three	44.332	45.523	43.777	45.516	1.739	44.258
Level Four - Children's Services						
Community Paediatrics	0.387	0.430	0.452	0.482	0.030	0.462
C&F Social Work Services	22.144	23.410	23.829	24.500	0.671	23.981
Health Visiting	1.855	1.897	1.830	1.812	(0.018)	1.782
Total Level Four	24.386	25.737	26.111	26.794	0.683	26.225
Direct Overheads & Support Services	6.454	6.443	6.934	6.614	(0.320)	6.978
Partnership Total Expenditure	195.185	201.351	197.576	203.172	5.596	204.818

North Ayrshire Health & Social Care Partnership Budgets						Appendix 2
Due Diligence Process - Council						
Annual Budget to Final/Projected Outturn Comparison						
Objective Analysis						
Service	2012/13	2013/14	2014/15			2015/16
	Actual Expenditure £m	Actual Expenditure £m	Annual Budget £m	Projected Expenditure £m	Variance (Fav)/Adv £m	Annual Budget £m
Level One Core						
Learning Disabilities	11.338	11.395	15.203	15.424	0.221	15.183
Older people	33.346	33.779	37.796	40.276	2.480	41.156
Physical Disabilities	4.746	4.748	4.129	4.213	0.084	4.285
Mental Health Community Teams	2.050	2.120	3.219	2.872	(0.347)	3.061
Addiction	0.859	0.600	1.388	1.359	(0.029)	1.429
Community Nursing					0.000	
Prescribing					0.000	
General Medical Services					0.000	
Resource Transfer, Change Fund, Criminal Justice	(0.339)	0.908	(10.781)	(10.833)	(0.052)	(10.480)
Total Level One	52.000	53.550	50.954	53.311	2.357	54.634
Level Two - Non District General Hospitals						
Ayrshire Central Continuing Care					0.000	
Arran War Memorial Hospital					0.000	
Lady Margaret Hospital					0.000	
Total Level Two	0.000	0.000	0.000	0.000	0.000	0.000
Level Three - Hosted Services						
Mental Health Services					0.000	
Family Nurse partnership					0.000	
Total Level Three	0.000	0.000	0.000	0.000	0.000	0.000
Level Four - Children's Services						
Community Paediatrics					0.000	0.000
C&F Social Work Services	22.144	23.410	23.829	24.500	0.671	23.981
Health Visiting					0.000	0.000
Total Level Four	22.144	23.410	23.829	24.500	0.671	23.981
Direct Overheads & Support Services	5.637	5.683	6.342	6.072	(0.270)	5.863
Partnership Total	79.781	82.643	81.125	83.883	2.758	84.478

North Ayrshire Health & Social Care Partnership Budgets						Appendix 3
Due Diligence Process - Health						
Annual Budget to Final/Projected Outturn Comparison						
Service	2012/13	2013/14	2014/15			2015/16
	Actual Expenditure £m	Actual Expenditure £m	Annual Budget £m	Projected Expenditure £m	Variance (Fav)/Adv £m	Annual Budget £m
Level One Core						
Learning Disabilities	0.423	0.454	0.491	0.467	(0.024)	0.502
Older people					0.000	
Physical Disabilities					0.000	
Mental Health	1.983	2.016	2.120	2.041	(0.079)	2.168
Addiction	0.967	0.973	1.061	1.045	(0.016)	1.081
Community Nursing	3.498	3.610	3.555	3.657	0.102	3.617
Prescribing	26.878	27.758	27.205	27.953	0.748	27.555
General Medical Services	16.278	16.750	16.750	16.860	0.110	16.834
Other - Resource Transfer, Joint Planning, Change Fun	12.234	12.307	12.377	12.377	0.000	14.583
Total Level One	62.261	63.868	63.559	64.400	0.841	66.340
Level Two - Non District General Hospitals						
Ayrshire Central Continuing Care	3.730	4.102	4.187	4.427	0.240	4.277
Arran War Memorial Hospital	1.458	1.561	1.500	1.552	0.052	1.534
Lady Margaret Hospital	0.564	0.567	0.554	0.558	0.004	0.572
Total Level Two	5.752	6.230	6.241	6.537	0.296	6.383
Level Three - Hosted Services						
Mental Health Services	44.179	45.003	43.149	44.897	1.748	43.624
Family Nurse Partnership	0.153	0.520	0.628	0.619	(0.009)	0.634
Total Level Three	44.332	45.523	43.777	45.516	1.739	44.258
Level Four - Children's Services						
Community Paediatrics	0.387	0.430	0.452	0.482	0.030	0.462
C&F Social Work Services					0.000	
Health Visiting	1.855	1.897	1.830	1.812	(0.018)	1.782
Total Level Four	2.242	2.327	2.282	2.294	0.012	2.244
Direct Overheads and Support Services	0.817	0.760	0.592	0.542	(0.050)	1.115
Partnership Total	115.404	118.708	116.451	119.289	2.838	120.340

						Appendix 4
Reconciliation to Strategic Plan	2012/13	2013/14	2014/15			2015/16
	Actual Expenditure £m	Actual Expenditure £m	Annual Budget £m	Projected Expenditure £m	Variance (Fav)/Adv £m	Annual Budget £m
Partnership Total Budget	195.185	201.351	197.576	203.172	5.596	204.818
TOTALS per the Strategic Plan	193.761	200.029	197.020	202.686	5.666	200.397
Budget Increase /(Decrease) from Strategic Plan	1.424	1.322	0.556	0.486	(0.070)	4.421
Delayed Discharge funding allocation						0.867
Resource Transfer Uplift						0.170
Reduction in CRES target						1.209
Increase in Prescribing Uplift						0.111
Non-recurring funding for Low Secure UNPACs						0.500
Non-recurring funding for Daldorch income shortfall						0.100
Budget Allocations/Movements to/from Other Partnerships						
Immunisation Nursing	0.000	0.085	0.156	0.156	0.000	0.148
ACH Admin	0.203	0.218	0.213	0.216	0.003	0.217
Daldorch Income	-0.208	-0.160	-0.122	-0.126	(0.004)	-0.222
ICP	0.051	0.040	0.053	0.026	(0.027)	0.055
JPSF - Co-Ordinator	0.043	0.044	0.046	0.044	(0.002)	0.047
Sac-Aca (Core Funding)	0.053	0.040	0.053	0.033	(0.020)	0.053
Scottish Huntington'S Assoc	0.030	0.030	0.030	0.030	0.000	0.030
Subs. Prescribing	2.878	2.782	2.827	2.817	(0.010)	2.827
Health Visiting	0.165	0.165	0.185	0.185	0.000	0.220
Prison and Police Transfer to East HSCP	-1.791	-1.922	-2.885	-2.895	(0.010)	-2.858
Management Structure						0.647
Frail Elderly Resource Transfer						0.300
TOTAL BUDGET MOVEMENTS	1.424	1.322	0.556	0.486	-0.070	1.464
TOTAL	1.424	1.322	0.556	0.486	(0.070)	4.421

North Ayrshire Council Budget 2015/16 to 2017/18

2015/16 Agreed Savings

Saving reference number	Summary Narrative	Proposed Saving £
		2015/16
SP15-HSC-08	Reduction in alternative family placement numbers, reducing the number of children requiring to be accommodated in this way by twenty over the next three years.	83,200
SP15-HSC-10	Older People -The support offered to individuals through their admission to Hospital and in the planning of their discharge back to community settings will be reviewed to improve the quality of support and ensure greater continuity. This will require a different approach and offer the opportunity for improved efficiency in how the available staffing resources are utilised.	40,000
SP15-HSC-22	Rationalisation of the Family Support services across North Ayrshire (Prevention and Early Intervention Spend)	50,000
SP15-HSC-13	Increase in Income Budget. Revision of base budget to reflect inflation increases and improvements to the charging process to ensure charges are implemented according to the policy.	100,000
SP15-HSC-15	Increase the administrative charge for Criminal Justice Service to 8%	112,000
SP15-HSC-03	The Principal Manager - Business Support will conduct a review of all support functions transferred from NAC and NHSA&A to the Partnership and will identify opportunities for efficiency and rationalisation to support the savings programme. The proposed reduction represents a 10.6% saving.	50,000
SP15-HSC-04	The implementation of CM2000 will improve the recording of client contacts and interventions, generating a greater understanding of workload and more accurate payment information that will enable the delivery of more efficient services. This proposal would bring the overall saving from CM2000 to 15% in line with other local authorities.	200,000
SP15-HSC-07	Complex packages of care for individuals with a Learning Disability will be reviewed and services re-designed to offer more individualised support in community settings that will deliver greater efficiencies.	50,000
SP15-HSC-09	Children with Disabilities tender to be carried out during 2015/16 for provision of community supports to gain more competitive prices for current services.	25,000
SP15-HSC-11	Transfer of 12 external foster care placements to in-house carer provision, and a reduction of a further 4 external long term foster placements.	91,520
SP15-HSC-23	Historic trends indicate the service's payroll costs are less than current budget. As such an additional turnover amount of £298,000 will be applied. This equates to 4% within the service areas that incur turnover in employee costs. This is in line with projected variances at period 6.	298,000
SP15-HSC-24	Historic trends within Mental Health Care Packages have shown a recurring underspend	200,000
SP-SS-13-31	Redesign of Council LD Day Services	122,900
SP-SS-13-42	Review of high cost care packages	100,000
SP-SS-13-38	Review of purchased service contracts - including supported living	108,000
SP-SS-13-18	Efficiency savings which will accrue through the implementation of the CM2000 system.	200,000
SP-SS-13-09	Review information systems team	30,092
SP-SS-13-35	Rationalisation of Local Area Coordinator posts	45,875
SP-SS-13-04	Additional income from charges. The actual income received is greater than the amount budgeted and the budget is being amended to reflect the actual position	41,000
SP-SS-13-29	Review of block contracted services - including George Steven Centre	14,846
	Savings from Council Management Restructure	154,050
SP-SS-11-29	Review Assessment and Care Management staff within Older People	100,668
	TOTAL 2015/16 SAVINGS	2,217,151

North Ayrshire Health & Social Care Partnership Budgets													Appendix 6	
Due Diligence Process - Consolidated														
Baseline Budget Pressures for 2015/16														
Service	2014/15				Agreed 2015/16 Savings £m	2015/16			Baseline Budget Movement after agreed savings £m	Notes				
	Approved Budget £m	Projected Expenditure £m	Non Recurring Items £m	Baseline Projected Spend £m		Proposed Budget £m	Non Recurring Items £m	Baseline Budget £m						
Level One Core														
Learning Disabilities	15.694	15.891	0.000	15.891	(0.298)	15.685	0.000	15.685	0.092	Budget for 15/16 realigned to cover 14/15 pressures. Planned efficiency savings through restructure of the LD Day Service and review of care packages				
Older people	37.796	40.276	0.777	39.499	(0.636)	41.156	0.000	41.156	2.293	Budget for 15/16 realigned to cover 14/15 pressures plus additional money for anticipated 15/16 demand growth and contract inflation. FY14/15 Non Recurring Funds for Delayed Discharge Funding and Older People Change Fund were received, £777K. New Funds are to be allocated next year for Integrated care fund, £942k to be allocated to Older People				
Physical Disabilities	4.129	4.213	0.000	4.213	(0.012)	4.285	0.000	4.285	0.084	Budget for 15/16 realigned to cover 14/15 pressures plus additional money for anticipated 15/16 demand growth and contract inflation.				
Mental Health Community Teams	5.339	4.913	0.000	4.913	(0.331)	5.229	0.000	5.229	0.647	Budget for 15/16 realigned to reflect current and prior year trends in demand.				
Addiction	2.449	2.404	0.789	1.615	(0.001)	2.510	0.789	1.721	0.107	Budget for 15/16 increased in relation to payroll inflation. Non recurring Items - Alcohol and Drug Partnership Funding yearly allocation received from Scottish Government				
Community Nursing	3.555	3.657	0.000	3.657	0.000	3.617	0.000	3.617	(0.040)					
Prescribing	27.205	27.953	0.000	27.953	0.000	27.555	0.000	27.555	(0.398)	Exceptionally high spend in 2014-15, risk will be managed by the NHS.				
General Medical Services	16.750	16.860	0.000	16.860	0.000	16.834	0.000	16.834	(0.026)					
Resource Transfer and Health Joint Developments	(0.000)	0.000	0.000	0.000	0.000	(0.000)	0.000	(0.000)	(0.000)	Budget for 15/16 has been increased for inflation, £9.124m resource transfer and £1.58m Joint Developments				
Change Fund and ADP	1.120	1.120	1.120	0.000	0.000	3.612	3.612	(0.000)	(0.000)	ADP and Health Change Fund are non recurring funds. The amounts allocated LA projects for 2015/16 was lower than in 2014/15. The Change Programme reflects this. All items are non-recurring allocations. Delayed discharge allocation until 17-18. ICF for 15-16 only but may be extended.ADP funding received each year in Scottish Government allocation.				
Criminal Justice, Change and Changing Children Services Fund	0.476	0.424	0.000	0.424	(0.112)	0.491	0.000	0.491	0.179					
Total Level One	114.513	117.711	2.686	115.025	(1.390)	120.974	4.401	116.572	2.937					
Level Two - Non District General Hospitals														
Ayrshire Central Continuing Care	4.187	4.427	0.000	4.427	0.000	4.277	0.000	4.277	(0.150)	Cost pressure within service. Wards over-establishment due to high sickness levels and acuity of patients.				
Arran War Memorial Hospital	1.500	1.552	0.000	1.552	0.000	1.534	0.000	1.534	(0.018)					
Lady Margaret Hospital	0.554	0.558	0.000	0.558	0.000	0.572	0.000	0.572	0.014					
Total Level Two	6.241	6.537	0.000	6.537	0.000	6.383	0.000	6.383	(0.154)					

Service	2014/15				Agreed 2015/16 Savings £m	2015/16			Baseline Budget Movement after agreed savings £m	Notes
	Approved Budget £m	Projected Expenditure £m	Non Recurring Items £m	Baseline Projected Spend £m		Proposed Budget £m	Non Recurring Items £m	Baseline Budget £m		
Level Three - Hosted Services										
Mental Health Services	43.149	44.897	0.204	44.693	(0.600)	43.624	0.600	43.024	(1.069)	£100k non-recurring funding for Daldorch until review completed of future service requirement. £500k non-recurring for low secure private sector until new hospital built. Non-recurring allocations for Dementia Nurse £35k in 14-15, to be funded from MH Act 15-16. £22k LDS Inequalities SG funded pilot in 14-15. Psychology post £47k funded by community in 14-15. £600k CRES for Cumbrae Lodge reduction in beds.
Family Nurse partnership	0.628	0.619	0.472	0.147	0.000	0.634	0.472	0.162	0.015	FNP funding negotiated each year with SG. Funding agreed for 15-16, still to be negotiated for following years
Total Level Three	43.777	45.516	0.676	44.840	(0.600)	44.258	1.072	43.186	(1.054)	
Level Four - Children's Services										
Community Paediatrics	0.452	0.482	0.000	0.482	0.000	0.462	0.000	0.462	(0.020)	
C&F Social Work Services	23.829	24.500	0.000	24.500	(0.299)	23.981	0.000	23.981	(0.220)	Budget for 15/16 increase in relation to payroll inflation netted off with anticipated efficiencies in realignment of foster care services and early intervention and prevention approaches
Health Visiting	1.830	1.812	0.117	1.695	0.000	1.782	0.000	1.782	0.087	Full-year effect of realignment of HV budgets between the 3 HSCPs.
Total Level Four	26.111	26.794	0.117	26.677	(0.299)	26.225	0.000	26.225	(0.153)	
Direct Overheads & Support Services	6.934	6.614	0.000	6.614	(0.528)	6.978	0.000	6.978	0.892	Budget for 15/16 realigned to cover efficiency savings in the new Council Structure, and staff turnover realigned to reflect prior year trends
Partnership Total	197.577	203.173	3.479	199.693	(2.817)	204.818	5.473	199.344	2.468	

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NORTH AYRSHIRE COUNCIL

Agenda Item 16

21 April 2015

Cabinet

Subject: **Award of Contract - Replacement of Central Heating and combined Central Heating and Electrical Re-wiring to various dwelling locations within North Ayrshire.**

Purpose: To advise the Cabinet of the result of the tender exercise for the replacement of Central Heating and combined Central Heating and Electrical Re-wiring to various dwelling locations within North Ayrshire.

Recommendation: That the Cabinet agrees to approve the award of the contract to McTear Contracts Ltd.

1. Introduction

- 1.1 The Council requires to put in place a new contract for the replacement of Central Heating and combined Central Heating and Electrical Re-wiring to various dwelling locations within North Ayrshire. The works were previously called-off from a framework agreement, however the level of spend under the framework agreement has been exhausted and the framework terminated, which has resulted in the need for this tender exercise.
- 1.2 In order to comply with the Council's Standing Orders Relating to Contracts a formal tender exercise was advertised under the Open procedure on the Public Contracts Scotland advertising portal.
- 1.3 The duration of the contract is scheduled to last for fifty weeks from the date of commencement on site.

2. Current Position

- 2.1 The Contract Notice attracted twenty eight expressions of interest.
- 2.2 Eight tenders were received by the due return time and date and were evaluated against the stated evaluation criteria of lowest compliant price.

3. Proposals

- 3.1 It is proposed that the contract be awarded to McTear Contracts Ltd.

4. Implications

Financial Implications

- 4.1 The sum of £3,131,300 is included in the Council's Housing Revenue Account Capital budget to meet the contract costs. The contract price is £2,672,963.81 which represents a saving of £458,336.19 against the available budget.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contract.

Equality Implications

- 4.4 None.

Environmental and Sustainability Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 None.

Community Benefit Implications

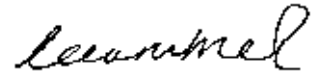
- 4.7 The contractor has agreed to provide various community benefits including: an apprentice electrician; an apprentice heating engineer; SME workshop; Third Sector workshop; workshops in schools, community groups or youth groups; work placement; career talks, mentoring; and mock interviews.

5. Consultations

- 5.1 None.

6. Conclusion

- 6.1 It is recommended that the award of the contract is made to McTear Contracts Ltd at a price of £2,672,963.81.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC/2043

For further information please contact Thomas Reaney, Procurement Manager on 01294 32 4097

Background Papers

Nil

NORTH AYRSHIRE COUNCIL

Agenda Item 17

21 April 2015

Cabinet

Subject:	Award of Contract - Framework Agreement for the Provision of Mechanical and Electrical Design Consultancy Services
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Purpose:	To advise the Cabinet of the result of the tender exercise for the renewal of the framework agreement for the provision of Mechanical and Electrical Design Consultancy Services
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Recommendation:	That the Cabinet agrees to approve the award of the framework agreement to: The Hawthorne Boyle Partnership, Clancy Consulting Ltd, Forbes Leslie Network T/A FLN Consulting Engineers and Hulley & Kirkwood Consulting Engineers Ltd.
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1. Introduction

- 1.1 The Council requires to put in place a new framework agreement for the provision of Mechanical and Electrical Design Consultancy Services to replace the existing framework agreement with effect from 12 May 2015.
- 1.2 In order to comply with the Council's Standing Orders Relating to Contracts a formal tender exercise was undertaken. Due to the estimated value the requirement was advertised in the Official Journal of the European Union (OJEU), via the Public Contracts Scotland advertising portal using the Restricted procedure.
- 1.3 The duration of the framework agreement is for an initial period of two years, with the option to extend up to a further two years.

2. Current Position

- 2.1 The Contract Notice attracted thirty four expressions of interest of which seventeen submitted Pre-Qualification Questionnaires (PQQs).
- 2.2 The PQQs were evaluated against the stated evaluation criteria which resulted in twelve companies being short-listed to receive an Invitation to Tender.

- 2.3 Ten tenders were received by the due tender return date and time and were evaluated against the stated evaluation criteria of most economically advantageous tender, using 60% price and 40% quality ratio.

3. Proposals

- 3.1 It is proposed that the framework agreement is awarded to: The Hawthorne Boyle Partnership, Clancy Consulting Ltd, Forbes Leslie Network T/A FLN Consulting Engineers and Hulley & Kirkwood Consulting Engineers Ltd.

4. Implications

Financial Implications

- 4.1 The sum of £1,000,000 is included in the Council's General Services Capital and Revenue budgets to meet the costs of any requirements arising from the framework agreement.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.

Equality Implications

- 4.4 None.

Environmental and Sustainability Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 None.

Community Benefit Implications

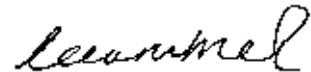
- 4.7 As there is no guaranteed spend through the framework agreement Community Benefits were included on a voluntary basis. Community Benefits that will be provided across the framework agreement include: work experience placements for S4, S5 and S6 school pupils, assistance with career advice and support to NAC local schools/communities through donations/sponsorship of school teams and local charities.

5. Consultations

- 5.1 None.

6. Conclusion

- 6.1 It is recommended that the award of the framework agreement is made to: The Hawthorne Boyle Partnership, Clancy Consulting Ltd, Forbes Leslie Network T/A FLN Consulting Engineers and Hulley & Kirkwood Consulting Engineers Ltd.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC/2031

For further information please contact Thomas Reaney , Procurement Manager on 01294 32 4097.

Background Papers

Nil

NORTH AYRSHIRE COUNCIL

Agenda Item 18

21 April 2015

Cabinet

Subject: **Physical Environment Advisory Panel held on 9th March 2015**

Purpose: To submit the minute of the Physical Environment Advisory Panel held on 9th March 2015.

Recommendation: That the Cabinet note the minute attached at Appendix 1.

1. Introduction

- 1.1 The Physical Environment Advisory Panel is one of two Advisory Panels within the Council.

2. Current Position

- 2.1 A meeting of the Physical Environment Advisory Panel was held on 9th March 2015. At it's meeting the Panel provided with updates in respect of:
- Draft Local Biodiversity Action Plan for North Ayrshire 2014-2017;
 - Waste Management Strategy 2012/2016;
 - Road Safety Inspection and Fault Categorisation Guidance Document;
 - Gas Maintenance Contract;
 - Major Property Update; and
 - Neighbourhood Vision - Remodelling of the Council's Operational Property Portfolio.

3. Proposals

- 3.1 The Cabinet is invited to note the minutes attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications.

Environmental and Sustainability Implications

- 4.5 There are no environmental and sustainability issues.

Implications for Key Priorities

- 4.6 None.

Community Benefit Implications

- 4.7 There are no community benefit implications.

5. Consultations

- 5.1 No consultations have been undertaken in the formation of this report.

6. Conclusion

6.1 The attached minutes are submitted for information.

A handwritten signature in black ink, appearing to be 'CH' with a horizontal line through it, positioned above the printed name.

CRAIG HATTON
Executive Director (Place)

Reference : CH/LB

For further information please contact Craig Hatton, Executive Director
(Place) on 01294 324312

Background Papers

x

At a meeting of the Physical Environment Advisory Panel of North Ayrshire Council held on 9 March 2015 at 2pm in The Council Chambers, Cunninghame House, Irvine.

Members Present:

Councillor Robert Barr
Councillor John Bruce
Councillor Marie Burns
Councillor Ian Clarkson
Councillor Anthea Dickson
Councillor John Easdale
Councillor John Ferguson
Councillor John Hunter
Councillor Donald Reid

In Attendance:

Yvonne Baulk, Head of Service (Physical Environment)
Campbell Dempster, Assistant Network Manager (Roads and Transportation)
David Hammond, Senior Manager (Strategic Planning & Infrastructure)
David Mackay, Waste Services Manager
Russell McCutcheon, Head of Service (Commercial Services)
David Tate, Senior Manager (Property, Management & Investment)
Joanne Dickie, Admin Asst (Head of Service Support)

Chair

Councillor Anthony Gurney

Apologies for Absence:

Councillor Tom Marshall
Councillor Jim Montgomerie
Craig Hatton, Executive Director (Place)

1. Minute of Previous Meeting (26 January 2015)

Minutes were amended to show Cllr Gurney confirmed the comment made by Cllr Reid regarding the consultation was a personal opinion.

The remainder of the minute was agreed as true and accurate.

2. Draft Local Biodiversity Action Plan for North Ayrshire 2014-2017

Report by David Hammond to update the Panel in respect of the Draft Local Biodiversity Plan for North Ayrshire 2014-2017.

Members asked the following questions:

Cllr Clarkson asked if there was a plan available for each area and what area SSSI, Gales covered? *David Hammond agreed to circulate the information following the meeting.*

Cllr Barr raised concerns that Mosside walkways were overgrown. *David confirmed he would investigate the issue.*

Cllr Reid raised similar concerns about other woodland access areas not being properly maintained. *David confirmed this issue would be re-visited.*

Cllr Clarkson also raised concerns about tree preservation orders not being maintained at Drybridge. *David will liaise with the appropriate officer.*

3. Waste Management Strategy 2012-2016

Report by David Mackay to update the panel of progress being made with the Council's Waste Management Strategy 2012 -16.

Cllr Hunter commented on the good quality of the report and noted that the income stream from recyclables should be useful. *David Mackay noted income from recyclables was monitored and information regarding income should be promoted.*

Cllr Clarkson raised concerns about recyclables being mixed and causing cross contamination. *David confirmed it was important to educate people on how to recycle properly through the waste awareness team and also noted there is a process whereby cross contaminated bins should not be lifted.*

Cllr Clarkson asked for the percentage of shop owners under the scheme. *David confirmed there are over 4,000 businesses in the area and only 1,400 – 1,500 businesses are collected by the waste service. Visits to commercial premises take place to investigate what they do with their waste but it is an ongoing process due to the number of visits involved.*

Cllr Easdale asked if Station Road Recycling Depot would be staying on site. *It was confirmed all resources would move to Bartonholm as this is a larger site.*

Cllr Easdale then raised concerns about fly tipping due to the closure of this depot. *David confirmed a communication campaign would be carried out to make people aware of the move. The point was noted and would be monitored.*

Cllr Dickson asked if consultation had taken place with Planning e.g. is it linked into house builds etc. *David confirmed there were processes in place to ensure consultation takes place with Planning.*

Cllr Barr queried the possibility of a treatment facility for generating energy. *David confirmed that the service is working with the Clyde Valley project to procure a*

treatment facility and that there are no plans for this facility to be located in North Ayrshire.

Cllr Bruce queried how end of life vehicles were disposed of on Arran. *David advised that he understood that there was one company on the island which carried out disposals.*

Cllr Reid queried if the WARP-IT online reuse portal was necessary as there was other similar sites available. *David confirmed that the WARP-IT site is slightly different and has been used within different local authorities for reuse and it seems to be the best option for North Ayrshire. Cllr Gurney (chair) confirmed it was a specialist reuse site which displayed specific performance information linked to reuse.*

Cllr Reid asked for an update on the communal recycling at Claremont Crescent and wondered if the delay was due to a cost implication. *David confirmed a waste awareness officer would visit the site as he was unaware of any issues.*

Cllr Reid then asked why street litter strategy was not discussed. *David explained there was a separate strategy in place but this could be included in future reports.*

David also noted NAC had won the Scottish Waste Resources Award for Best Partnership Initiative with Cunninghame Furniture Recycling and the partnership was also shortlisted as a finalist for the COSLA Excellence award.

4. Road Safety Inspection and Fault Categorisation Guidance Document

Report by Campbell Dempster to update the panel on the introduction of an updated Road Safety Inspection and Defect Categorisation process in collaboration with 11 other authorities.

The following questions were asked by Members:

Cllr Barr asked who was responsible for the yellow road markings for Dalry. *Campbell Dempster confirmed he would investigate the issue and take it forward.*

Cllr Dickson asked if the guidance would now bring us in line with other authorities. *Campbell confirmed it would.*

Cllr Clarkson wanted to know if NAC pays separate public liability insurance or if it all falls under one cover. *Campbell agreed to provide information after the meeting.*

Cllr Clarkson raised the issues of a hole in the pavement at the back of the tax office and a road sign which has been up for several months at Burns Tavern. *Campbell confirmed the hole at the tax office will be infilled and he would progress the matter of the road sign at Burns Tavern.*

Cllr Gurney noted that often the repairs are not the Council's responsibility but are due to third parties.

Cllr Bruce asked when the white lining would be completed on Arran. *Campbell agreed to confirm the position after the meeting.*

5. Gas Maintenance Contract

Report by David Tate to update the Panel on the performance of Saltire, the Council's Gas Maintenance Contractors.

The following questions were asked by Members:

Cllr Clarkson asked why Councillors were no longer informed of inability to gain access to council properties for gas checks and also when external boxes would be replaced. *David Tate noted he was unaware of such a process having been in place and that the Business Plan Implementation Group approved the business processes. With regard to the external boxes, a programme is in place to replace them.*

Cllr Reid asked if there were "get out clauses" in place for bad weather. *David confirmed the response times in place are reasonable and he felt the Council were being provided with a good service.*

Cllr Dickson noted that the report demonstrated that overall, Saltire was providing a good service to tenants.

6. Major Property Update

Report by David Tate to update the Panel on the major construction projects being undertaken by the Council.

Cllr Reid asked when the cycle safety storage would be available at Cunninghame House. *David agreed to investigate and report back.*

Cllr Barr asked if Perceton House will be vacated this year. *David confirmed the first wave of staff were coming to Cunninghame House in May and Perceton House will be vacated next year.*

Cllr Barr raised concerns regarding car parking at Cunninghame House. *Yvonne Baulk noted she was aware of the concerns and confirmed the car park would be re-lined during the Easter holidays to create more parking spaces. Post meeting note – it is now proposed that the work to the car park will incorporate a tarmac overlay of the existing surface. Given this, the work will now progress during May. Other nearby car parks which are currently being underused are also being promoted.*

Cllr Clarkson raised concerns about the distance the public would have to walk to the other car parks. *Yvonne noted staff would be encouraged use the long-stay spaces, to ensure the short-stay spaces in the centre are available to the public.*

Cllr Hunter asked why football counters were used at Chapelwell Street. *David confirmed it was because the equipment was already in place there.*

7. Neighbourhood Vision – Remodelling of the Council’s Operational Property Portfolio

Report by David Tate to update the Panel on the principles to support rationalisation of the Council’s Property Estate.

It was noted that NAC won the Town Centre Regeneration Award at the Property Awards the week before, in recognition of the success of the Bridgegate Streetscape improvements.

Cllr Gurney asked David to clarify the depot figures on the appendix.

Cllr Reid queried what the term “suitability criteria” meant within the report. *David explained it referred to properties which were suitable to be converted to council housing.*

Cllr Reid then asked how soon the surplus properties resulting from the Town Hall project would be marketed. *David confirmed it would be summer 2015.*

It was noted that Glencairn House is being considered as a housing development opportunity.

Cllr Barr asked if properties which have been up for sale for a long time were being marketed properly e.g. Sharon Street. *Yvonne explained the properties which were easier to market were dealt with internally and external agencies were used where appropriate.*

Cllr Bruce noted the Panel’s best wishes for Craig Hatton, and hoped he would get better soon.

The meeting ended at 15.41pm.

NORTH AYRSHIRE COUNCIL

Agenda Item 19

21 April 2015

Cabinet

Subject: **1st Tier Joint Consultative Committee and Corporate Health and Safety Group: Draft Minutes of Meetings held on 16 March 2015**

Purpose: To submit the Draft Minutes of the Meetings of the 1st Tier JCC and Corporate Health and Safety Group both held on 16 March 2015.

Recommendation: That the Cabinet agrees to note the draft Minutes contained in Appendices 1 and 2.

1. Introduction

1.1 The 1st Tier Joint Consultative Committee comprises Elected Members, Officers and Trade Union representatives. Its purpose can be summarised as follows:

- "To provide a forum and procedure for Council members and Trade Unions to meet on a regular and constructive basis to exchange information and resolve issues of mutual concern"; and
- "To promote and develop good relations between the Council, Management, employees and their Trade Unions".

1.2 The Council's Corporate Health and Safety Group consists of Elected Members, Officers who chair the four Health and Safety Planning Groups and safety representatives from the Trade Unions. The Group aims:-

- To engage employee representatives as an inclusive partner in the Council's arrangements for the management of health and safety to create a safe working environment that supports the well being of the Council's employees.
- To provide a forum for Council Elected Members, senior managers and safety representatives to meet on a regular and constructive basis to exchange information and resolve issues of mutual concern.

2. Current Position

- 2.1 Both the 1st Tier JCC and Corporate Health and Safety Group meet up to four times per year. The Draft Minutes of the latest meetings, held on 15 March 2015 are appended for information.

3. Proposals

- 3.1 The Cabinet is invited to note the content of the draft Minutes contained in Appendices 1 and 2.

4. Implications

Financial Implications

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

Human Resource Implications

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

Legal Implications

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

Equality Implications

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

Environmental Implications

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

Implications for Key Priorities

- 4.6 There are no implications for key priorities arising from this report.

5. Consultations

- 5.1 No consultations were required.

6. Conclusion

6.1 The attached draft Minutes are submitted for information.

ELMA MURRAY
Chief Executive

Reference :

For further information please contact Angela Little, Committee Services
Officer on 01294 324132

Background Papers

Nil

1st Tier Joint Consultative Committee
16 March 2015

Irvine, 16 March 2015 - At a Meeting of the 1st Tier JCC of North Ayrshire Council at 10.00 a.m.

Present

Willie Gibson, Robert Barr, Tom Marshall, Ronnie McNicol and Robert Steel (North Ayrshire Council); L. McDaid, J. Purvis and C.Turbett (Unison); P. Watkins, P. Houston and P. Arkison (GMB); and D. Heminsley (Unite).

In Attendance

A. Young, HR Operations Manager (Finance and Corporate Support) and M. Anderson, Acting Committee Services Manager (Chief Executive's)

Chair

Councillor Gibson in the Chair.

Apologies for Absence

John Bell and Peter McNamara (North Ayrshire Council); Catriona Mulhern (Unison); and A. Macfarlane and J. Jackson (UNITE).

1. Chair's Remarks

The Chair referred to Colin Turbett's forthcoming retirement from the Council and, on behalf of the committee, offered best wishes for a long and happy retirement.

Thereafter, the Chair exercised his discretion to vary the order of business to allow later consideration Agenda Item 2 (Constitution).

2. Minutes

The Minutes of the previous meeting of the Committee held on 23 October 2014 were signed in accordance with Paragraph 7(1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Presentation - Foundational Economy

The Committee received a presentation from Colin Turbett of Unison on material originally presented to the October 2014 STUC Conference by Dr Karel Williams, of Manchester Business School/Centre for Research on Socio-Cultural Change.

The Committee received information on proposals for a new business model for post-industrial Scotland, which categorises re-industrialisation as economically impossible and the Nordic social model as politically utopian. It recommends instead that focus is placed on the 'foundational economy', namely those activities, such as grocery shopping, that meet the needs of all households regardless of income. The model suggests that Councils introduce policies for social licensing, including asking companies such as supermarkets to do more to invest in the local economy and source locally.

Discussion took place on the following:-

- the possibility of Dr Williams addressing Elected Members as part of the series of Member seminars;
- the economic benefit provided by supermarkets and others in terms of local employment;
- the Council's procurement practices and the emphasis on community benefits;
- reasons for the decline in local industry;
- the living wage;
- the impact of low pay on the ability of workers generally to invest in their pensions;
- the new '50-50' option within the Strathclyde Pension Fund, which allows participation in the pension scheme with lower contributions;
- work by the Council and the Credit Union to direct staff from pay-day lenders;
- pension provision in other countries, such as Australia;
- the extent to which the Strathclyde Pension Fund's investments could be local, including investment in social housing;
- changes to the 'death in service' benefits to Council employees; and
- the employment practices of the Council's suppliers and service providers.

The Committee agreed (a) that Council's HR Operations Manager explore the possibility of Dr Karel Williams being invited to address Members as part of the ongoing series of Member seminars; and (b) otherwise, to note the content of the presentation.

4. Constitution

Circulated at the meeting a report by the Executive Director (Finance and Corporate Support) on proposals to revise the constitution of the 1st Tier Joint Consultative Committee as it relates to Elected Member representation.

The report noted that, in terms of the current constitution, Elected Member representation on the committee comprises those Elected Members who are also members of the Council's Staffing and Recruitment Committee. Following changes to the composition of the latter, it was recommended that this provision be amended in order to ensure that the 1st Tier Joint Consultative Committee remains politically representative.

The Committee agreed that Paragraph 3.1 of the Constitution be amended as it relates to Elected Member representation to (i) remove the reference to the Council's Staffing and Recruitment Committee and (ii) replace this with provision for 2 Members of the Administration, 2 Members of the Opposition, 3 Independents and 1 Conservative Group Member.

5. Date of Next Meeting

The Group agreed that A. Young and L. McDaid discuss and agree the topic for the next meeting.

The next meeting will be held on Thursday 4 June 2015 at 1.00 p.m.

The meeting ended at 11.05 a.m.

Corporate Health and Safety Group
16 March 2015

Irvine, 16 March 2015 - At a Meeting of the Corporate Health and Safety Group of North Ayrshire Council at 11.10 a.m.

Present

Willie Gibson, Robert Barr, Tom Marshall, Ronnie McNicol and Robert Steel (North Ayrshire Council); L. McDaid, J. Purvis and C.Turbett (Unison); P. Watkins, P. Houston and P. Arkison (GMB); and D. Heminsley (Unite).

In Attendance

A. Young, HR Operations Manager (Finance and Corporate Support) and I. Cook, Health and Safety Adviser (Human Resources and Organisational Development); W. Turpie, Operations Manager Streetscene (Place); D. Reid, Team Manager (Education and Youth Employment); J. Davis, Manager Business Support (Social Services and Health); A. Hale, Health Improvement Officer and M. Anderson, Acting Committee and Member Services Manager (Chief Executive's Service).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

John Bell and Peter McNamara (North Ayrshire Council); and A. Macfarlane and J. Jackson (UNITE).

1. Minutes

The Minutes of the previous meeting of the Group held on 23 October 2014 were signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

2. Constitution

Circulated at the meeting a report by the Executive Director (Finance and Corporate Support) on proposals to revise the constitution of the Corporate Health and Safety Group as it relates to Elected Member representation.

The report noted that, in terms of the current constitution, Elected Member representation on the committee comprises those Elected Members who are also members of the Council's Staffing and Recruitment Committee. Following changes to the composition of the latter, it was recommended that this provision be amended in order to ensure that the Corporate Health and Safety Group remains politically representative.

The Committee agreed that Paragraph 3.1 of the Constitution be amended as it relates to Elected Member representation to (i) remove the reference to the Council's Staffing and Recruitment Committee and (ii) replace this with provision for 2 Members of the Administration, 2 Members of the Opposition, 3 Independents and 1 Conservative Group Member.

3. Health and Safety: Progress Report (1 September to 31 December 2014)

Submitted report by the Executive Director (Finance and Corporate Support) on the implementation of the Council Health and Safety Action Plan with a summary of the main points:-

- new documents published in terms of the Health and Safety regulatory framework;
- arrangements for 6-monthly workplace inspections;
- the development of the electronic incident report form;
- audits carried out in respect of the Corporate Health and Safety Audit;
- an analysis of accidents;
- health and safety training undertaken; and
- an overview of Occupational Health activity across Services.

Discussion took place on the following:-

- the need for further details in terms of incident reports, as well as comparative information relating to previous years;
- provision within the new electronic incident report form for the inclusion of information as to whether the union has been advised;
- the feasibility of union safety representatives being involved in the investigation of every reportable incident;
- action which might be taken where premises inspections have not been undertaken; and
- the need to ensure that health, safety and wellbeing is managed to the highest standard.

The Committee agreed (a) that further details in respect of reportable incidents should be included in future reports, including a summary of each incident and, in the case of Education and Youth Employment cases, an indication as to whether the incident related to a special needs educational establishment; (b) that details of reportable incidents be shared with unions as soon as possible; and (c) otherwise, to note the content of the report.

4. Health and Safety Groups

4.1 Place

Submitted report by the Executive Director (Place) on progress to date in meeting the actions set out in the Corporate Health and Safety Strategy.

Discussion took place on the following:-

- whether workplace inspections are undertaken on an 'announced' basis;
- the importance of health surveillance work; and
- defibrillator training and arrangement for a rolling programme of first aid training.

Noted.

4.2 Education and Youth Employment

Submitted report by the Executive Director (Education & Youth Employment) on the current position of Education and Youth Employment management of health and safety.

Discussion took place on:-

- the timing of the visit to Woodlands Primary School to monitor parking and traffic speed;
- the possibility of timing issues with the flashing '20's plenty' signage at other schools, following changes to timetables; and
- defibrillator training arrangements within educational establishments.

Noted.

4.3 North Ayrshire Health and Social Care Partnership

Submitted report by the Director (North Ayrshire Health and Social Care Partnership) on the current position of the Social Services and Health Health and Safety Plan.

Discussion took place on the Council's 'flu vaccination arrangements.

The Group agreed (a) that the HR Operations Manager look into the position regarding the provision of 'flu vaccinations across the Council; and (b) otherwise, to note the content of the report.

5. Livewell - Healthy Working Lives

Submitted report by the Chief Executive on the Healthy Working Lives Programme.

Discussion took place on the following:-

- the Employee Wellbeing Survey, including measures to promote a good level of return;
- the timescales for full implementation of the defibrillator project; and
- the implications for Council drivers of lower drink drive limits.

The Group agreed (a) to support the distribution of the Employee Wellbeing Survey and receive a report on its outcome; and (b) otherwise, to note the content of the report.

6. Date of Next Meeting.

The next meeting will be held on Thursday 4 June 2015 at 2.00 p.m.

7. Urgent Item

The Chair agreed that the undernoted item be considered as a matter of urgency to allow the Committee to receive up to date information.

7.1 Domestic Abuse Policy

The HR Operations Manager reported on the new Domestic Abuse Strategy and arrangements for awareness training for managers.

Noted.

The meeting ended at 12.15 p.m.